

Corporate Responsibility Report 2014/15 #making an impact that matters



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Welcome to the sixth Corporate Responsibility Report for the year ended 31 May 2015

I am very pleased to introduce to you our Corporate Responsibility Report for the year ended 31 May 2015. I hope that by reading this Report you will come to appreciate, as I have as Managing Partner, the importance of behaving responsibly, in the very broadest sense of the term, in all our business practices.

As major providers of Assurance and Advisory services to businesses and individuals in Ireland we play a key role in creating and maintaining confidence in financial information and in supporting business activity. Clients rely on the assurance and advice that we provide when making key decisions for their businesses.

I trust that you will appreciate from this Report how our responsibilities are not just confined to how we deliver our services to our clients, Our Business, but also include how we engage with Our People, how we engage with The Community and how we support The Environment. This Report deals in turn with each of these areas.

During the year the Deloitte network took time to reflect on our Purpose: to make an impact that matters. This Purpose defines who we are. It endures – transcending the everyday and binding us together. It gives us our reasons to exist as an organisation: serving our clients, inspiring our people, contributing to society. It is only by all of us behaving responsibly in everything we do that will earn and retain the respect of the business and the wider community.

The year was marked by the introduction of professional skills based volunteering as part of IMPACT Day. By making our business acumen available to charities in tackling some of the business challenges which they were not otherwise in a position to address, we greatly enhanced the value of our volunteering to those charities.

Since the year end we applied for renewal of the Business Working Responsibly Mark which we were first awarded in 2013. The award, which is operated by Business in the Community Ireland and is audited by the National Standards Authority of Ireland, is an all-encompassing standard that certifies responsible and sustainable business practices. I was delighted to accept the award at a ceremony in October 2015.

Brendan Jennings
Managing Partner
March 2016

What CR means to Deloitte



What Corporate Responsibility means to Deloitte



Ireland's National Plan on Corporate Responsibility 2014-2016 was launched in 2014. The plan emerged from the 2013 Action Plan for Jobs and is informed by the EU Strategy for Corporate Responsibility, the UN initiatives on Global Compact and Human Rights and National Standards. The Plan recognises the increased level of consumer awareness and also the long tradition of responsible practices in the Irish business community.

The National Plan sets out to:

- Increase awareness of CR
- Encourage business to develop CR policies and practices
- Encourage SMEs to build CR capacity
- Increase transparency in CR reporting and
- Anchor CR in public bodies.

Progress under the Plan is to be monitored by a Corporate Responsibility Stakeholder Forum which has been set up by Minister John Bruton TD. The Minister has asked Brendan Jennings our Managing Partner to chair that Forum.

Corporate Responsibility is universally defined into central pillars as follows:

Marketplace (Business)

Incorporating relationships with suppliers, quality, customer engagement and satisfaction

Workplace (People)

Incorporating communication and consultation, health and safety, training and development, diversity and equality, remuneration criteria, change management and work-life balance

Community

Incorporating community engagement, volunteering, philanthropy and co-operation with public authorities

Environment

Incorporating awareness, recycling, waste management, resource management, pollution control and energy efficiency





The above pillars became the basis of the firm's application for the Business Working Responsibly Mark which is Ireland's only certification for responsible and sustainable business practices. Following a detailed submission and audit by the National Standards of Ireland based on ISO 26000, Deloitte became the first professional services firm to receive the award. We were delighted to successfully renew the Mark in 2015 joining a group of only seventeen Irish organisations holding the award.

Corporate Responsibility Policy

As leading professional services organisations, the Deloitte Touche Tohmatsu (DTTL) member firms have much to contribute to public policy, business, and society throughout the world.

As such, we respect human dignity and expand our capabilities through inclusion and cultural diversity. We promote the highest levels of ethical behaviour, advance education and culture, and advocate sustainable use of natural resources and respect for the environment.

We demonstrate this through:

- Investments in our people
- The advice and services we provide to clients
- Environmentally sustainable operations
- Commitment to our local communities and the wider society

The Irish firm collaborates with DTTL and its member firms in the production of 2015 [Global Report](#), which is an integrated annual report for the DTTL network. The active DTTL Global CR community shares best practice and coordinates a global response to disaster relief. Corporate Responsibility also comes under the remit of the firm's Public Interest Oversight Committee and is therefore covered under the annual [Transparency Report](#).

Our Business



Our Business



Deloitte takes pride in the excellence of its business practices developed over decades of professional services delivery.

Ethics and Professional Conduct

Culture is about behaviour. It is our day to day actions and decisions that define the way things are done in Deloitte. Our behaviour has a direct impact on our reputation in the marketplace and is also the embodiment of our brand.

We never take for granted the trust placed in us by our clients, our colleagues and the capital markets, which has been built through our people's conduct – in accordance with the highest ethical standards – and our quality services.

Although ethical dilemmas can and do happen, it's important to note that if they do happen, the people of Deloitte stand together on the foundation of our Shared Value, "integrity", and choose to do the right thing – regardless of the circumstances.

Deloitte has a common framework that drives the actions and decisions of more than 200,000 people that work for Deloitte around the world. The framework is made up of Deloitte's Ethical Principles and Shared Values. Developed more than a decade ago through a global process of consultation and discussion, our Values and Principles have been adopted by all member firms. They allow everyone (clients, colleagues, etc.) to know what to expect when dealing with us – acting seamlessly within member firms and across borders. These are the glue that holds us together.

Ethical principles

Honesty and Integrity	Objectivity	Responsibility to Society
Professionalism Behaviour	Confidentiality	Respect and Fair Treatment
Competence	Fair Business Practices	Accountability and Decision Making

Our Shared Values

Integrity	Commitment to each other
Outstanding value to markets and clients	Strength from cultural diversity



Our values and principles are not just words or theory – they are in fact valuable practical tools- helping us make the best decisions every day.

We all make decisions every day and we all face dilemmas in our work. There is rarely one right answer in these situations, the important thing to remember is where to get more information or help. You don't have to make a decision alone. Speak up. Consult. Make the problem 'ours', not yours.

At Deloitte, we encourage consultation and we want you to raise your voice if something doesn't feel right. – Retaliation against anyone who reports is never tolerated.

The Ethics and Professional Conduct culture in Deloitte is sustained and renewed through a combination of policies, guidance, information, learning and support.

The Code of Ethics and Professional Conduct and the Deloitte Policy Manual provide comprehensive guidance in carrying out duties with upmost professionalism.

New joiners must complete the course "Global Ethics – The Power of One". Other courses focus on individual topics such as Independence, Insider Trading, Privacy and Data Protection etc.

The Ethics Speak-Up Line facilitates consultation on and reporting of ethical concerns in confidence. In addition, a series of ethical case studies help raise awareness and provide direction.

Ethics Survey

Ethics Survey took place in May 2015.

Total number of survey participants: 1569 (2014: 1308). Survey response rate: 52%.

Results from the survey were compared to the prior year results for Deloitte Ireland and also benchmarked against the global survey results. Action plans were identified based on the results of the survey.

- Survey results clearly demonstrate a belief that Deloitte is an ethical place to work and a belief that the firm would take action to address unethical conduct when reported.

Our Public Interest Oversight Committee (PIOC) identified ethical initiatives as an area of focus and has encouraged us to continue our emphasis in this area.



The Deloitte Client Care Programme

The firm's quality process are designed to meet client expectations, internal standards and external requirements. We are committed to quality and continuous improvement, through the internal quality control systems, our engagement quality control reviews and annual practice reviews of a selection of completed engagements.

Client reviews are conducted annually by the Managing Partner to assess the quality of the Firm's performance, people and relationships. Senior decision makers are asked about their experience of working with the Firm, the team's leadership & performance and Deloitte's market standing. Each review provides a strategic and holistic snapshot of the client relationship and how it can be improved. Assessments are reviewed by Deloitte senior Partners together with the lead client service Partner. This ensures that the findings are addressed in subsequent service team plans. Future assessments are also tailored to measure how effectively Deloitte has responded to earlier client feedback and messages. The programme is mandated to reflect client's views and to facilitate Deloitte's commitment to any issues that might emerge.



The Business Working Responsibly Mark

The Business Working Responsibly Mark, audited by the National Standards Authority of Ireland (NSAI) and based on ISO 26000, is the all-encompassing standard which certifies responsible and sustainable business practices and is available to organisations worldwide.

Deloitte were first awarded the Business Working Responsibly Mark in October 2013 following a detailed survey and in-depth audit about the whole firm's responsible business practices under the four CR pillars – Community, Environment, Marketplace, and Workplace. The firm were awarded The Mark again in October 2015 following the same 2 stage process with the accolade lasting for 3 years.





Business Awards

Deloitte runs two of the most prestigious business awards programmes in Ireland, The Deloitte Best Managed Companies Awards and the Deloitte Technology Fast 50 Awards.

The **Deloitte Best Managed Companies Awards** recognise indigenous Irish companies across the island of Ireland which operate at the highest levels of business performance. The programme identifies how companies are mastering their growth strategies across all key management functions and is unique in the way in which it recognises the efforts of the entire organisation, not just one individual. It was created to recognise the overall success of a company, including management strength, ability to innovate, strategic initiatives and financial performance. This is the only awards programme that considers companies from every perspective and evaluates the management practices of companies, taking a holistic view of the companies, their performance in relation to their peers, and the industries that they are operating in, in order to determine management success.

One of the primary objectives of the awards programme is to showcase the success of indigenous companies and acknowledge the contribution that this sector makes to the economy. The winners over the first seven years of the programme have total revenues of over €10 billion, employ more than 5,000 people, and are based in 20 counties across Ireland.

The **Deloitte Technology Fast 50 Awards** ranks the 50 fastest growing technology companies and recognises business growth, innovation and entrepreneurial spirit in the technology sector. The awards celebrate the success of the indigenous technology sector in Ireland; giving well-earned recognition to our Fast 50 winners who have achieved some spectacular growth rates over the past 5 years. There is also a category for dynamic newcomers to the sector through our Rising Star Awards.

In keeping with our commitment to Corporate Responsibility, the firm includes an environmental dimension to the submission process for the Best Managed Companies and Technology Fast 50 Awards including an online application.



Participation

Deloitte, through its people, actively supports and participates in a wide range of business and professional bodies and not-for-profit entities.

On 15 May 2014 Chartered Accountants Ireland elected Ronan Nolan as its 87th president who has been a Partner in Deloitte since 1982. In this role Ronan represents over 23,000 members of the institute in more than 93 countries.

Ronan continues the long tradition of Deloitte Partners in the role of President.



Ronan Nolan
- appointed as
President of Chartered
Accountants Ireland.

Business Associations/Not-for Profit Entities

CSR Stakeholder Forum – <i>Brendan Jennings, Chair</i>	Irish Hockey Association – <i>Eimear McCarthy</i>
American Ireland Fund – <i>Declan Butler</i>	Irish Society of Insolvency Practitioners – <i>Warren Baxter</i>
Brothers of Charity Ireland – <i>Ger Lyons</i>	Irish Tax Institute – <i>Lorraine Griffin, Karen Frawley</i>
Business to Arts – <i>Mary Fulton</i>	Irish Youth Foundation – <i>Marguerite Larkin</i>
Barretstown Serious Fun Camp – <i>Colm McDonnell</i>	Meath Economic Forum – <i>Brendan Jennings</i>
Chambers of Commerce – <i>Colm McDonnell, Cathal Treacy</i>	Mid-West Society of Chartered Accountants – <i>Gerard Casey</i>
Chartered Accountants Ireland – <i>Ronan Nolan (President), Gerry Fitzpatrick, Daniel Gaffney, Glenn Gillard, Oliver Holt, Gerry Keating, Louise Kelly, Sinead Mc Hugh, Niall Walsh, Padraic Whelan</i>	Leinster Society of Chartered Accountants – <i>Oliver Holt</i>
Cork Society of Chartered Accountants – <i>Kevin Butler</i>	Paralympics Ireland – <i>Brendan Jennings</i>
Debra Ireland – <i>Harry Goddard</i>	St Patrick's Hospice Foundation – <i>Colm McDonnell</i>
Hedge Funds Care (Ireland) – <i>Christian MacManus</i>	Trinity Student Managed Fund – <i>Brian Jackson</i>
IMI Board – <i>Brendan Jennings</i>	
Irish Funds Industry Association – <i>Alan Cuddihy, Darren Griffin, Deirdre Power</i>	

Our People



Our People



In Deloitte we strive to be the most progressive employer with the best opportunities for personal and professional growth. We are constantly looking at ways to improve. We believe that investing in people, encouraging them to achieve a work-life balance and providing support for their development all contribute to the creation of optimal working environment.

Deloitte Global People Survey

This year our people participated in the Deloitte Global People Survey along with other member firms across the world. This is the second time the Irish Firm has participated in the survey.

Importantly in the area of employee engagement, which measures the discretionary effort that people are willing to give – “going the extra mile”, our score is 71%. This is above the professional services norm and the Deloitte Global norm. Our performance enablement index, which measures employee perceptions of high quality performance within the firm, is 75%, again above the Deloitte Global norm.

Of course there are areas where we can continue to improve. We are currently focusing on areas highlighted in the Survey such as feedback and development, reward and recognition, new hire integration and career life fit.

Feedback and development

We recognise the importance of having ongoing discussions with our teams to support their career development. To support the management team in having quality conversations, we have devised a talent development wheel which has been introduced at a number of leadership development programmes. The talent wheel was designed to enable more meaningful conversations with our people and it helps structure the conversation to identify where support is needed and areas for development.

Reward and Recognition

Our Deloitte Dots programme continues to be a success with over 4,000 Deloitte Dots rewarded this year. We have awarded over 190 management recognition vouchers. We have continued to acknowledge the achievements of our management group from Assistant Manager to Director Level by hosting management recognition lunches with our Managing Partner Brendan Jennings.

New hire integration

We have launched an enhanced monthly experienced hire induction programme; the aim of which is to provide new joiners with an impactful and focused insight into our unique culture from the outset. This session introduces the group to our firm strategy and highlights how they can make a positive impact in the firm.



Career life fit

Now more than ever technology plays a constant and leading role in our daily lives which brings added pressures and demands. We will be introducing Deloitte unplugged. This initiative is aimed primarily at creating an awareness of how we can unplug and support our people personally and professionally.

Wellbeing

We dedicated the month of May to Mental Health Awareness. Our key speaker Brent Pope launched our awareness month with his honest and candid experience of his own mental health journey. We distributed regular emails profiling the Employee Assistance programme and held talks focusing on 'Children and Mental Health' and 'Personal Wellbeing/ Resilience'. In addition we ran sessions on mindfulness and healthy eating. We did a desk drop with Talk cards encouraging people to take time out and talk about Mental Health, with the aim of reducing the stigma attached to mental health.

We were shortlisted for a Chambers Ireland CR Award for Excellence in the Workplace based on our submission "Employee Wellbeing – Mental Health Programme".





Employer of Choice Initiatives

Bank@Work

Deloitte Dots

Employee Assistant Programme

Equilibrium

Family Care

Global People Survey

Management Recognition Programme

STEPS

Working Parents Forum



People Facts – 31 May 2015

Dublin	1,387
Cork	102
Limerick	92
Total	1581

Age	
Oldest	64
Youngest	20
Average Age	29

Gender stats	
Male	796
Female	783

Nationality	
European	1509
Asian	53
African	5
North American	3
Oceanic	2
Other	7

Below are the promotion figures for 1 June 2014 – 31 May 2015

Grade	Male	Female	Total
Partner	3	3	6
Director	9	5	14
Senior Manager	12	21	33
Manager	29	37	66
Assistant Manager	21	28	49
TOTAL	74	94	168

The Community



The Community



We aim to provide a valuable and sustainable contribution to the community. We do this in close co-operation with our people. By agreeing common objectives and by providing and supporting volunteering opportunities, both inside and outside working hours, we seek to gain maximum impact from our joint efforts.

Deloitte's community programme in 2014/15 involved a significant amount of fundraising and volunteering activity with 6,695 hours and €217,364 given to charity throughout the year.

The hours comprise of IMPACT Day, schools mentoring programmes, overseas volunteering and pro bono client work. This is facilitated by everyone in the firm entitled & encouraged to take part in IMPACT Day, matching volunteering leave for volunteering programmes at home & abroad as well facilitating time off during the working day to volunteer in schools.

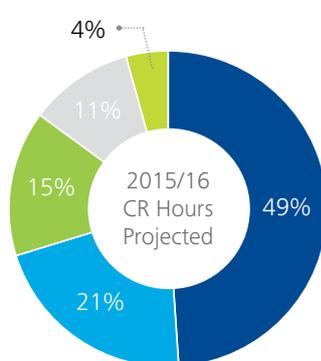
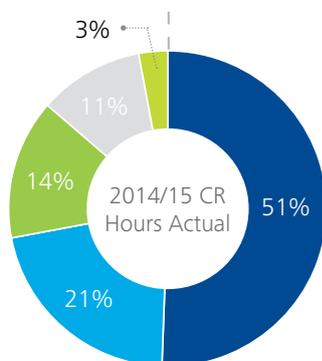
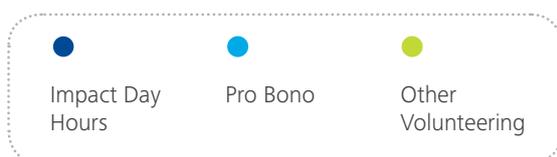
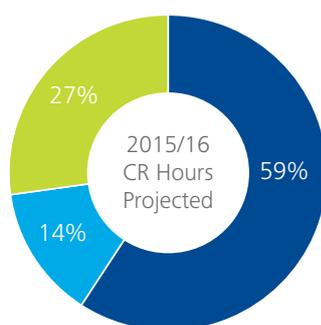
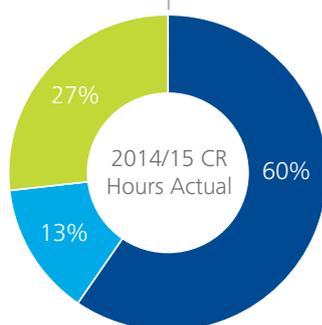
The CR Spend for the year included IMPACT Day costs, staff fundraising events supported by partner contributions, direct donations to charities as well as in-kind donations. We have some long standing fundraisers for certain charities and keep fundraising and donations in line with staff & partner initiatives and interests.

We aim to increase the number of hours and monies fundraised within the firm for the year ahead.



Summary

	2014/15 Actual	2015/16 Projected
Total CR Hours	6,695	7,350
Total CR Spend	€217,364	€235,000



IMPACT day

IMPACT Day continues to be the mainstay of our volunteering effort in the community. The exceptionally positive feedback from both volunteers and benefitting charities and not-for-profits is re-assuring. For the first time in 2014 we expanded our range of projects to include "Professional Skills Volunteering" projects. This allowed us to use our professional skillset in a volunteering context and thereby enhance our contribution to the community. For further information on projects in Dublin and The Region see [Appendix I](#).

"Yesterday we had 35 Deloitte staff working on different challenges that we are facing. From our side the day was a massive success"
Aoibhean O'Brien, Co Founder FoodCloud.

Other Volunteering

Ongoing volunteering opportunities continue to be available through Junior Achievement, The Early Learning Initiative, overseas volunteering with Nurture Africa among others. The Nurture Africa initiative was shortlisted again for the Chambers Ireland "Excellence in International CR" Award. For further information on Volunteering see [Appendix II](#). For details on the Firm's Volunteering Policy including information on Volunteering Leave see the Corporate Responsibility Page on Deloitte Resources.

Pro Bono

We continued our Pro bono support for Ashoka Fellows namely:

- Third Age Foundation and Senior Citizens Helpline, both of which are founded by Mary Nally the Ashoka Fellow. Their objective is the inclusion of older people in the community.
- Genio, which was founded by Madeline Clarke to promote and support the development of personalised services to meeting the needs of disadvantaged and vulnerable people.
- Grow it Yourself which was set up by Michael Kelly and which aims to inspire people to grow their own food and give them the skills they need to do so successfully

We also supported the Irish Youth Foundation, The Jack & Jill Foundation, Specialisterne and The Hope Foundation to name but a few.



Fundraising

The amounts raised through charitable fundraising reflect the long tradition of generous giving in the firm. The aggregate amount raised for the Society of St. Vincent de Paul has now exceeded €170,000 over ten years. For further information on Fundraising see [Appendix III](#). All firm-wide fundraising is coordinated by the CR team. If you would like to get involved in fundraising the CR Team would like to hear from you. For details of the Firm's Charitable Donations Policy including information on Fundraising see Deloitte Ireland Community Policies on the Corporate Responsibility Page on Deloitte Resources.

Other support

Centre for Talented Youth Ireland

CTY Ireland was established in 1992 and provides enrichment courses for students aged 6 to 17 years with high academic ability. The Centre also offers university style courses for students of all ages and abilities. CTY Ireland aims to allow all talented students to reach their potential both academically and socially by providing relevant and interesting challenges based on ability and interest rather than age.

Deloitte has been involved with CTY Ireland for over 12 years and we continue to build upon our relationship with the Centre by supporting students with scholarships for excellence in the business arena, particularly in the field of Law. The firm facilitated a day in the offices to learn about Deloitte and the culture for 27 students aged 15-17. The students were hosted by Daryl Hanberry with support on the day from Mark Prout and a number of tax trainees/staff as well as representatives from the HR team including Annemarie O'Brien and Meadhbh Whelan. Daryl is also a member of the CTY Ireland academic advisory board.



Daryl Hanberry awarding Ellen Flynn her scholarship along with Dr. Colm O'Reilly Director of CTY

The Environment



The Environment



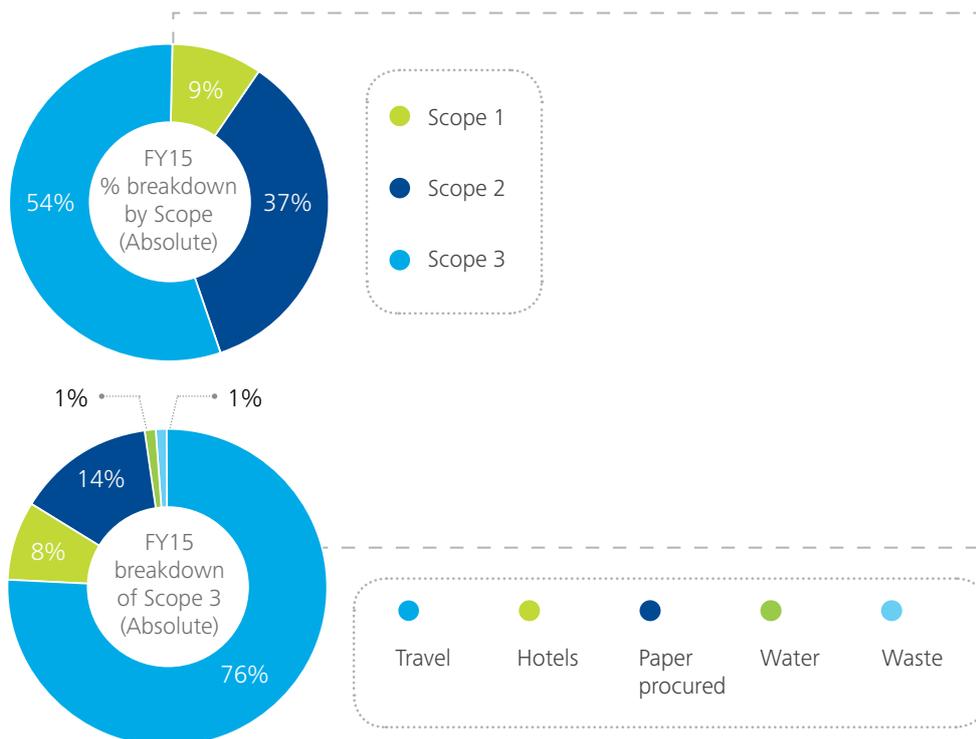
Deloitte’s objective is to minimise the impact of our operations on the environment by means of our Green Agenda initiative. We seek to promote environmental sustainability to all our stakeholders including clients, supply chain partners, employees and the communities within which we operate.

Carbon footprint

Annually our carbon footprint is submitted to the Global firm for inclusion into the DTL Global CR report and Deloitte’s annual response to Carbon Disclosure Project. Sources of carbon from our operations that we include in this annual measurement are electricity, gas, business travel, waste, water and paper consumption.

FY15 vs FY14 Analysis

Scope	FY15 Absolute	FY15 v FY14 Absolute	FY15 v FY14 by FTE
Scope 1	222 tCO ² e	0%	10% ↓
Scope 2	875 tCO ² e	0%	10% ↓
Scope 3	1296 tCO ² e	20% ↑	8% ↑
Total	2394 tCO ² e	10% ↑	1% ↑





Business Travel

As a professional services firm, business travel is by far our largest impact on the environment. Over the last year, we have invested significantly in technologies to provide our employees with a credible alternative to business travel. We now have dedicated video conferencing rooms in addition to our mobile VC units and 50% of our employees are now fully enabled on Skype for Business.

Deloitte still has some way to go to meet our FY20 target of a 10% reduction in business travel by FTE. This will require Deloitte to revise its travel strategy along with employee and client engagement.

Improving our Data Centre

After an initial energy audit at the beginning of our Green Agenda journey, our onsite Data Centre was identified as a high source of energy consumption. Virtualising our server environment was agreed as the best solution to reduce this consumption. In the first year over 20 servers were removed from our data centres resulting in saving of approx. 33tCO² on a per annum basis, through reduced power and cooling needs. This year, Deloitte have invested in upgrading the AC cooling system in our data centre with more efficient models. Our data centre currently houses 36 physical servers running 231 virtualised environments.

Laptop Fleet Replacement

The majority of our 1500+ employees work off a laptop. With an old laptop fleet this can result in increased energy costs as laptops remain plugged in 24/7. The new model selected for our fleet is lightweight, has faster start up times and a long lasting battery that gives our employees flexibility in how and where they work and is ideal for the “office of the future” model. Within the last 12 months, our IT department has replaced over 1,000 of our older laptop models, with this newer, more efficient laptop standard.

The Office of the Future

One of our Dublin offices, currently is piloting an “office of the future” model that includes desk sharing, moving senior management out of their office to the open plan space, informal meeting pods and quiet rooms. Technology is also core to this model. Investment in our Wi-Fi and telephony systems provide flexibility for our employees to better utilise the space.



John Gray – Director Technology & Operations
Gemma Osaseyi – Environmental, Health & Safety Officer
Gary Bartley – Manager Serco Property Services
Claire Bergin – CR & Innovation Executive
Jeanette Champion – Regional Representative Cork
Ruth O’Neill – Regional Representative Limerick

CR
Governance



CR Governance



CR Management and Operation

CR is a separate function in Deloitte under the leadership of Gerry Fitzpatrick, Partner who is supported by:

Gerry Keating - Director,

Claire Bergin - CR Assistant Manager

We have worked closely with Business in the Community Ireland in developing our CR activities. We have also worked closely with other Deloitte offices worldwide with whom we share many of our CR aspirations and challenges.

Lastly, we seek to make CR as inclusive a process as possible. We do this by inviting participation in organising and delivering events such as IMPACT Day and by welcoming ideas and suggestions. We do this in the knowledge that, by involving as many people as possible, we will be best able to maximise our contribution to society.

Business in the Community Ireland

Business in the Community Ireland (BITCI) is the network for responsible business. Founded in 2000 it is the only business network of its kind in Ireland. From providing bespoke advice to some of the most progressive multinational and indigenous companies to helping smaller enterprises navigate and understand CR, they are the trusted advisers on responsible business practices in Ireland.

We use the BITC network of like-minded companies to share CR best practices and to learn from one another. BITC also help us in our preparations for IMPACT Day by helping to source some of the projects for the volunteering day while managing the expectations with the charities we work with.

Deloitte shares information on its Community support on the Business in the Community Ireland Impact Map, see the map [here](#). The Map is a measure of corporate support for the community across the whole of Ireland.

Our Projections for 2015/16 under all headings reflect our intention to strengthen and expand our commitment to supporting the Community.

Appendix I



Appendix I



IMPACT day 2014

On 11 September 2014 over 500 Deloitte staff from the Dublin, Cork and Limerick offices took part in a day of volunteering on seventeen community projects.

Business in the Community Ireland assisted in sourcing projects for the day. Jen Casey, Consulting took on the demanding Programme Leader role for the third time and was duly supported by Claire Bergin from the CR Team.

Conventional Projects - Dublin

Barretstown - Serious Fun Camp

Barretstown is a specially-designed camp that provides therapeutic recreation programmes for children with serious illnesses and their families.

Location: Co Kildare

Project Lead: Graham Murphy (Audit, ERS)

Number of Volunteers: 37

Type of work carried out: 1000 daffodils planted on the main avenue driveway leading up to the reception of Barretstown and a general tidy up of the secret garden area & other landscaped areas throughout the Barretstown site.



“ The team worked so hard and got through a huge amount of work. When those daffodils come up in spring, we'll really see the fruits of their labour then. Many thanks again to you and to your colleagues. ”

Response from charity -
Liz Denieffe, Fundraising Account Manager, Barretstown



Dublin City Council Elderly Residence

The Older Persons Unit of Dublin City Council aims to promote and encourage the concept of independent living and to create an integrated approach to housing the older members of our society, in appropriate accommodation where they can share facilities with the local community. There are over 100 independent living communities in Dublin City with over 3,200 units with the residence complex in Harold's Cross being one of them.

Location: Harold's Cross

Project Lead: Sarah Geoghegan (Corporate Finance)

Number of Volunteers: 51

Type of work carried out: The team of over 50 volunteers were divided up among the 9 mini gardens on site at the residence in Harold's Cross and these areas were cleared out and planted with new flora. The whole site was transformed turning the blank green space into a welcoming, sustainable and easily maintainable garden.



Dublin Community Growers Garden

The Dublin Community Growers Garden is a small community garden that was initiated in March 2009.

The garden in Phibsborough is a Serenity Community Garden that provides a garden amenity within the area with its main aim to provide a garden resource available to all members of the community, a green waste composting facility, an amenity for environmental education social development and the promotion of biodiversity.

Location: Phibsborough

Project Lead: Karen Dunne and Susan Rice (Audit FS)

Number of Volunteers: 51

Type of work carried out: The volunteers had a busy day in the garden weeding, clearing and digging, and transplanting shrubs.

Enable Ireland

Enable Ireland Dun Laoghaire Adult Services provides opportunities for people with a physical disability in the areas of personal development, training, employment and greater inclusion in the community.

Location: Dun Laoghaire

Project Lead: David Richardson (Audit SME)

Number of Volunteers: 24

Type of work carried out: The hall that Enable Ireland rent for use by their service users was fully painted and decorated giving the space a completely fresh look. The volunteers also spent time in the garden tidying, weeding and cleaning up.



“The team from Deloitte did a wonderful job.”
Sean Scally, Fundraising Office, Enable Ireland



Heritage Garden

The Heritage Community Garden is a community project at Avila Carmelite Centre in Donnybrook. The 200 year old walled garden was restored to its original existence, recreating a place for the entire community to come together and get involved.

Location: Donnybrook

Project Lead: Jim Nolan (Tax)

Number of Volunteers: 36

Type of work carried out: The team built a spiral herb bed and planted new herbs as well as clearing out the garden area and even picked vegetables from the garden to use as pizza topping for the pizzas the team had for lunch cooked in the garden's clay oven!



Matt Talbot Community Trust

The Matt Talbot Community Trust is a community based organisation founded nearly 30 years ago who support adults involved in the criminal justice system and those in recovery from drug addiction. The IMPACT Day volunteers carried out work at the Ballinascorney site in the Dublin Mountains which has been used as a rural retreat for residents of Ballyfermot and surrounding areas for the last 20 years. Each summer, 25 or so families take part in the Family Summer Programme, where families are invited to stay in the house at Ballinascorney for a few days. From there excursions and activities are run throughout the month of July.

Location: Ballinascorney, Dublin Mountains

Project Lead: John Stewart (Tax)

Number of Volunteers: 42

Type of work carried out: The volunteers helped to lay foundations as well beginning the construction of wooden pods for children to act as a cosy space for them in the woodland area. The team helped with a huge amount of clearing, digging and preparing the area for these pods to be laid. The site looked like a completely different site by the time the volunteers finished their work on the day!



Ranelagh Arts Centre

The Ranelagh Arts Centre is a community based non-profit organisation who organise the Ranelagh Arts festival each year. The festival in 2014 took place from 18 - 23 September.

Location: Ranelagh

Project Lead: Louise Courtney (Consulting)

Number of Volunteers: 30

Type of work carried out: The team helped to spruce up their festival premises painting inside and outside of the arts festival office/ centre, while also hanging up flower baskets, bunting etc. around the village to decorate it.





Ronald McDonald House

The Ronald McDonald House provides long term accommodation and support for families from all over Ireland whilst their children are seriously ill in Crumlin Children's Hospital.

Location: Crumlin

Project Lead: Olive Kenny (Audit CTB)

Number of Volunteers: 9

Type of work carried out: A group of 9 Deloitte volunteers prepared and cooked lunch and dinner for the families of sick children in Crumlin Children's Hospital who spend their days in hospital to constantly be with their children.



There is a constant need for people to prepare meals for the families in the hospital so if you or your friends/family and/or colleagues would like to go in and cook for the families you can sign up for a morning or afternoon that suits you through the charities website.

Sonairte

Sonairte is an interactive visitor centre promoting ecological awareness and sustainable living. Sonairte: The National Ecology Centre Ltd is a registered non-profit organisation.

Location: Laytown, Co.Meath

Project Lead: Jim Meegan (Audit FS)

Number of Volunteers: 35

Type of work carried out: The team worked in the garden for the day weeding, planting, painting, clearing and tidying up.



Sophia Housing

Sophia Housing works with people who, for any number of reasons find themselves out of their own home. Sophia provide individuals and families with support and housing.

Location: Two locations – Cork Street, Dublin 8 and Donabate Co Dublin

Project Lead: David McCaffery and Aidan Lawless (Audit FS)

Number of Volunteers: 35

Type of work carried out: The team painted a total of four 2 bed apartments and another two 1 bed apartments at both sites.



Youth Work Ireland

Youth Work Ireland works with local communities to deliver quality services with and for young people.

Location: Two locations – Dominick Street, D1

Project Lead: Joe O'Regan (Consulting)

Number of Volunteers: 26

Type of work carried out: The team painted the basement room and old kitchen of the organisation's headquarters on Dominick Street and spruced up the outdoor space by painting the railings, windowsills and shed.





Professional Skills Based Projects - Dublin

Food Cloud

FoodCloud is a social enterprise that facilitates the redistribution of surplus food from businesses to charitable organisations within communities.

Location: Based in the Deloitte office for the day.

Project Lead: Harry Godard (Consulting)

Number of Volunteers: 33

Type of work carried out: The team of volunteers worked on a variety of business issues for the day which were areas of support the Food Cloud team felt they needed extra advice. The team consulted on taxes, payroll, budgets, business operations, money management and projections. They also gave advice on governance issues developing the organisation's internal policies and procedures to achieve compliance with the five principals of the Governance Code.



“

Yesterday we had 35 Deloitte staff working on different challenges that we are facing. From our side the day was a massive success, not just for the output of all the different teams but also the connections we made.

”

Aoibheann O'Brien, Co-Founder, Food Cloud

Robert Emmett Community Development

Robert Emmet Community Development Project is a resource which facilitates members of the community to reach their full potential by delivering the following programmes: afterschool project, environmental programme, culture and heritage programme, youth programmes.

Location: Based in the Deloitte office for the day.

Project Lead: Sarah Jayne Mac Lavery (Consulting)

Number of Volunteers: 14

Type of work carried out: The team helped to establish and improve the image of the area by generating ideas for a longer term vision/strategy for the initiative, how to market the heritage centre and get the public to engage with it.





Sticks & Stones

Sticks and Stones is an award-winning provider of creative anti-bullying solutions in Irish schools. They offer three-strand approach to help children teachers and parents to acknowledge, challenge and prevent bullying.

Location: Based in the Deloitte office for the day.

Project Lead: Gary Comiskey (Consulting)

Number of Volunteers: 21

Type of work carried out: The team helped Sticks & Stones establish the right model to manage the changes and challenges that the organisation has seen by developing the right business model for Sticks & Stones Anti-Bullying.



Super day with Deloitte today. Lots of ideas, they'll be mailing me a time lined strategy. Following today - one of the IT staff requested volunteer time from her manager, which was granted. So she's contributing two days one from Deloitte, and one from herself to work on the website.

Patricia Kennedy, Founder, Sticks & Stones



Worklink

Worklink is an organisation that aims to assist unemployed job seekers to reach their employment goals through confidence building and job readiness programmes. This assistance is provided by a network of volunteers around the country who work in the fields of human resources, recruitment and training.

Location: Based in the Deloitte office for the day.

Project Lead: Sancha Mulcahy (HR)

Number of Volunteers: 11

Type of work carried out: The HR team as well as some other people from the business helped job seekers from the worklink network with CV tips, interview preparation as well holding mock Interviews.





Cork and Limerick Offices

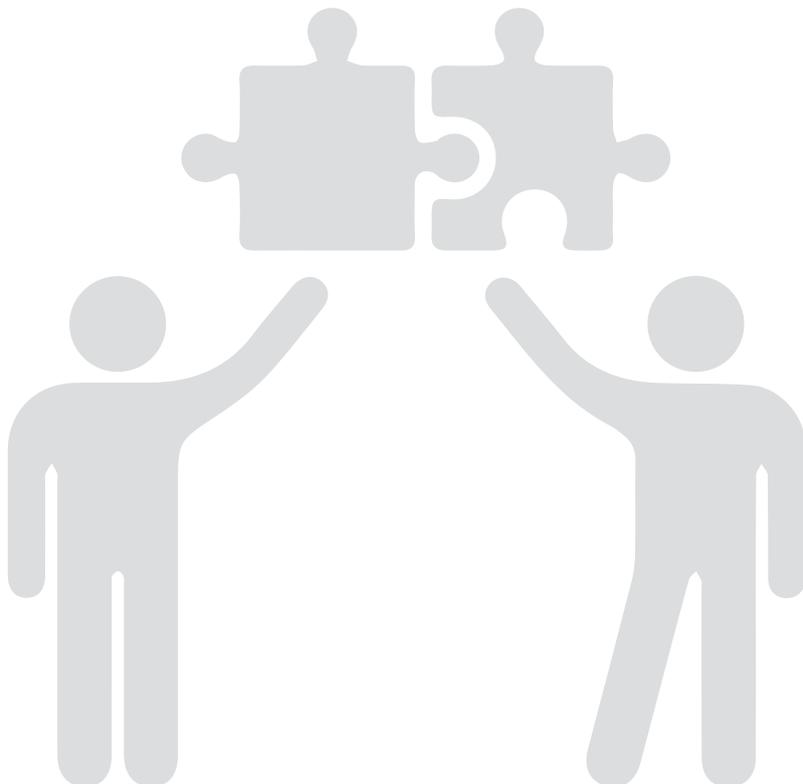
The region supported two projects on IMPACT Day 2014. One was a painting project (with a small bit of gardening thrown in for good measure) in Central Buildings in Limerick City which is a volunteer run non-profit initiative. It was a challenging project but was finished to a very high standard by a remarkable team.

The second project was in the Community Centre in Moyross and involved painting the astro turf walls and park benches. The management and staff from Moyross were very appreciative of the work that was carried out and were overwhelmed with the level of enthusiasm and commitment shown on the day.

The event was a great success for both charities and Deloitte. A very special work of thanks to the organising committee.

2014 IMPACT Day Region Committee:

Ruth O'Neill, Nessagh Quinn, Katharine Glynn, Laura Paisley, Aisling Callanan, Sebrina Brosnan, Erika Clancy, Mary Rose Cremin, Wendy Howell, Ciaran Treacy, Maria Downes, Lorna Hurley and Jemma Scannell.



Appendix 2



Appendix II

Volunteering

Volunteering abroad Nurture Africa

Founder and CEO of Nurture Africa, Brian Iredale first volunteered in Africa in 1997. During his volunteer work in an orphanage home, school, and work camp, Brian witnessed first-hand the high level of poverty and illness in Uganda. He decided to return to Ireland to study paediatric nursing, which would allow him to return to Uganda and offer better assistance. When he returned to Uganda in 2002, he realised that he could try to do something small in Ireland to help the many orphans and vulnerable children who were constantly unwell, but more importantly not getting access to any services from government institutions or NGOs. In 2003, Brian founded A-Z Children's Charity; focusing the organisation on providing healthcare and education to the most vulnerable children within the communities that the organisation would operate in Uganda. He continued with this work on a voluntary basis until 2009, when he gave up paediatric nursing and started working full time for the organisation. In 2011, what was once known as A-Z Children's Charity rebranded to Nurture Africa; a name which embodies the ethos and vision of the organisation into the future. Today in Uganda, Nurture Africa is sustaining the employment of 57 Ugandan staff members across all departments.

Deloitte's CR programme in 2014 included a two week volunteering placement with Nurture Africa in Nansana, Uganda where 8 of our people travelled as part of a 36 member volunteer group.

During the two week volunteering project the team put their professional skills to use with community based organisations in Uganda through capacity building and empowering the local organisations by providing accounting, finance and consultancy advice. The organisations' main aim is help those affected by HIV. However sometimes the background work such as the accounts which ensure the work on the ground gets done, actually gets left behind. These operations are vital for the organisations to run efficiently and to deliver their programmes to those in the community. The volunteers were able to give strategic advice, help in drawing up plans for grant applications, form policies as well help out with some organisational matters for the offices.





The team’s skills were not just limited to the professional arena and this volunteering opportunity allowed the energetic workforce to put their enthusiasm, energy and other skills into various projects on the placement including library and sports classes with local schools.

As part of the volunteer placement, volunteers also get to visit families & businesses in the community and see the real life impact of where their fundraised money goes. Volunteers got to visit those who are on the HIV programme and see how they are living with this condition, but at the same time meet people who have set up sustainable businesses from which they can earn a living.



2014 Deloitte Volunteers

Audit – Cork	Audit - FS
Aisling O’Sullivan	Marian Mulhall
Billy O’Donovan	Audit - ERS
Lorna Hurley	Shane McEntagart
Odhrán Keane	Consulting
Sinead Foley	Roisin Deasy



Going to Uganda with Nurture Africa has to be the one of the most eye opening and inspiring experiences of my life so far. Uganda as a country is captivating, as the people are the happiest people I have ever met, but yet so many have so little and have to endure such extreme poverty, illness, and hardship! Getting to witness first-hand how our worlds are so different was difficult at times. However seeing the incredible work done by the Nurture Africa team on a daily basis and the positive and sustainable difference it is making to the lives of people in Uganda, is truly impossible to describe and give justice to in just a few words. Getting to be a small part of what they do and contributing to the lives of these people in Uganda for two weeks was truly an experience I could never forget, and it has had such a positive impact on my life. I take away such incredible memories. I can’t recommend enough volunteering with Nurture Africa in Uganda!



Roisin Deasy Consultant, Management Consulting (Technology),
Dublin Office



Volunteering at home

Junior Achievement

Junior Achievement Ireland is an organisation that works towards encouraging young people to remain in education and teaches them the skills they need to succeed in a changing world. It is a worldwide organisation that helps 9.3 million young people each year and in Ireland, Deloitte helped Junior Achievement reach over 63,000 students in 2014/15 through participation in the School Partnership Programme and Mock Interview Sessions.



2014/15 Junior Achievement Volunteers

Primary school volunteers

Jen Magill – 1st class	Laura Tynan – 4th class
Amy Byrne – 1st class	Alan Cuddihy – 4th class
Alison Donnelly – 2nd class	Ann Marie Derham – 5th class
Caroline Shaw – 2nd class	Miriam King – 5th class
Niall Sherry – 2nd class	Shauna Bonner – 5th class
Adrienne Daly – 3rd class	



“ I was slightly apprehensive before starting my programme but I thoroughly enjoyed it and found it to be such a rewarding experience. The class responded really well to the programme and seemed to enjoy all aspects of it, in particular the activities. My teacher was also very supportive and always there in the class. I would recommend the programme to others and would definitely be interested in taking part again. ”

Jen Magill, Human Resources, Dublin Office



Secondary school volunteers

Karen Kruger – 1st year	Ciara McMullin – 4th year
Liam Donnelly – 4th year	Katie O’Connor – 4th year
Enda McGuinness – 4th year	

Insight from Liam Donnelly – volunteer at Loreto College Crumlin

This year I volunteered for Junior Achievement. On reading about the JA initiative, I felt compelled to volunteer especially given my keen interest in teaching and helping people. Personally, I felt that the secondary school programmes that were outlined at the initial JA briefing would suit me more than a primary school teaching programme. Thus, I volunteered to teach the “Success Skills” programme to Transition Year students and was allocated to Loreto College Crumlin to do so.

The aim of the Success Skills programme is to prepare the students for the world of work by developing their communication, teamwork and interview skills whilst also compiling a CV to be handed to any prospective employer. Ciara McMullin and I thought that it would be a great idea to actually simulate a real interview scenario at the end of the teaching element of the programme. We felt that this would show the students just how far they had come and to give them the confidence to go out and try to find jobs and in the workplace – knowing what is expected of them and how to conduct themselves to be the best that they can be.

We invited the students into Deloitte and conducted interviews for 15 minutes per student. Throughout the course of the interview, we tried to give them a flavour of a real life interview and how it would be conducted. Obviously, not everyone aspired to be an accountant so we let each student choose a job which they wanted to apply for. This really made a difference to the students as it gave them each the opportunity to talk about their interests, actually prepare for forthcoming interviews that they would be having for the same line of work. At the end of each interview, we suggested points to improve upon for the future which all of the girls appreciated.

We interviewed approximately 90 students in total. The engagement of the girls was excellent and the effort put in by all was a real testament to the value of the Junior Achievement programme. For myself and Ciara it was clear to see the massive impact that the programme had on each student. At the beginning, we had many students who were shy and quite afraid. However, by the end, I personally felt that there had been huge development in each of the students and could see each being very successful in their interviews in the future.

Personally the programme also had a profound effect on me as a person – giving me a sense of fulfilment and achievement. I felt that it also helped me develop my own interpersonal skills. I would have no hesitation in recommending this programme to anybody in the future and ensure anybody who has the opportunity to do it that it will be a hugely enjoyable and fulfilling experience.



Mock Interview Volunteers

A mock interview session for CBS Secondary School James's Street 6th year students took place in the Deloitte offices in collaboration with Junior Achievement Ireland. The half day of interviews which were facilitated by the volunteers listed below also included an interview and CV workshop hosted by Rose Mary Hogan. The teachers expressed afterwards how delighted they were and how much the students had gained from the whole experience.

Ruth Allen	Ghislain Hofman
Darren Bruton	Rose Mary Hogan
Dympna Cassidy	Yvonne Kenna
David Dunne	Jen Magill
Christopher Flatley	Laura Mullarkey
Linda Hall	

The 2014/15 Junior Achievement Volunteers receiving their certificates



Primary School Volunteers in Limerick

Ruth O'Neill – 2nd class
Ann Neville – 2nd class
Cian Moriarty – 4th class

Cork Volunteers

Alan Cuddihy – 4th class
Fiona Hennessy – Working It Out Programme
Kevin Kennedy – Working It Out Programme



Kevin and Fiona with students and teacher from Gaelscoil De Íde on the Working it Out Programme – which combines sports activities and maths to show students the fun and relevance of maths in their everyday lives

In picture: Gerry Keating (Director), Lisa McKittrick (Junior Achievement Director of Finance), Ciara McMullin, Jen Magill, Ann Marie Derham, Claire Bergin, Shauna Bonner, Adrienne Daly and Margot Kenny (Junior Achievement programme coordinator)

“ Please convey our gratitude to Ruth O'Neill from Deloitte for her preparation and professional delivery of Our Community Programme. The students really enjoyed it and learned many new concepts. We really appreciate the support of companies like Deloitte who give employees the opportunity to work with local schools. ”

Tony Cahill, Principal, Monaleen N.S



Volunteering –Early Learning Initiative

The Early Learning Initiative (ELI) which is based at the National College of Ireland (NCI) was developed to address the problem of educational underachievement in marginalised communities such as the Docklands community. Building upon tried and tested models of early years’ intervention, it is their mission to work with communities in areas of greatest need, to provide world-class parent and child learning support programmes.

Deloitte volunteers continue to support career mentoring and school project judging throughout the year.



I volunteered to be a mystery judge in the App Challenge event during the summer. A group of us went to the IFSC at lunch one day and could not have been more impressed with what the teams had achieved. For the App Challenge, they are given a week to come up with a business idea, design it and market it. There were three teams and each team developed a completely different product with a 3D printer, from a charging dock, novelty mobile speakers to personalised coasters. I was taken aback by the creativity, passion and enthusiasm. They were thrilled to have people stop by, give time and show an interest in what they created.



Aoife Quinn - Audit, FS

ELI Volunteers 2014/15

Ailbhe Flynn	John Kiely	Martina Keogh
Alan Fox	Jeremiah Moore	Mary Meagher
Aoife Quinn	Jim Meegan	Nicola Glover
Caroline Browne	Jonathan Clarke	Noel O’Connell
Ciaran Kenny	Liam Duffy	Paul O’Neill
Christopher Lepley	Lisa Byrne	Rachael Kilgallen



Appendix 3



Appendix III

Fundraising

SVP

The Society of St. Vincent de Paul is a direct service non-profit organisation whose work primarily involves person-to-person contact with people who have a variety of needs. In addition to direct assistance, the Society tries to promote self-sufficiency, enabling people to help themselves. Any assistance offered by the Society is given in a non-judgmental spirit of compassion, based on the need of the individual or family. A key strength of SVP is in the personalised delivery of help which makes it unique in its role as a charitable organisation.

The origin of the Christmas Society of St Vincent de Paul fundraiser in Deloitte dates back to 2004. On foot of an appeal letter received, Maria Brandon and Dee Slattery set about organising the salary deduction appeal. Pat Kenny, the then managing partner offered a matching contribution on behalf of the partners and it was an instant success raising over €6,000 in that year. In the eight years since then an aggregate of €170,000 has been raised

Movember

In November 2014 a team of Deloitte men led by Mark Kerr and David Dunne continued the tradition of the Movember campaign in Deloitte in aid of the Irish Cancer society with the funds going specifically towards the research of men's prostate cancer. The women of Deloitte also got involved by hosting a Movember themed bake sale. With all fundraising activities in house and personal request from the guys, a grand total of €8,541 was raised by everyone involved with the Deloitte team placing 6th overall in the country and the Deloitte Global team ranking first in the world!

Irish Cancer Society Daffodil Day

Daffodil Day 2015 saw plenty of activity around the offices with Daffodils on Sale by the Director group, a bake sale in all departments with the best cakes making it to the Deloitte Bake off Final. Maria Leacy of Consulting was the worthy winner of the Deloitte Bake-off Competition with her immaculately presented and impressively tasting gluten free chocolate fudge cake, but most importantly €4,860 was raised by staff on the day and €6,000 was donated to the Irish Cancer Society!

Emergency appeal – Nepal Earthquake

On Saturday 25 April 2015, just 80km from Kathmandu, the capital of Nepal, a powerful earthquake with a magnitude of 7.8 hit the country which destroyed buildings in Kathmandu as well as severely affecting rural areas across the region. Aftershocks have continued to hit the region and surrounding areas measuring between 5 and 6.7 on the Richter scale. Mount Everest Camp 1 & 2 were also hit by avalanches with many climbers missing and 17 reported dead. A further 8,500 are reported to have lost their lives due to this earthquake with nearly 18,000 injured.

In response Deloitte engaged with GOAL, to which employees made a phenomenal response by donating €9,870 to the cause which was matched by the partners so a total of €19,470 was given to Goal to support the Nepal Earthquake Appeal.





Pieta House

Over the June Bank Holiday weekend, 21 Deloitte staff took on the 4 Peaks Challenge in aid of Pieta House. Those who took part in the challenge are listed below.

The team were led by experienced guides from Explore More leaving bright and early on the Friday morning with the first hike up Slieve Donard (852m) in County Down followed by Lugnaquilla (925m), Co Wicklow on the Friday night!! On Saturday morning, the team travelled to Kerry to hike Carrantuohill (1,038m), then last but not least Mweelrea in Co. Mayo (814m) on the Sunday morning.

The June bank holiday weekend brought somewhat unexpected weather but this didn't stop our 4 Peak hikers. The first hike was no trouble to any of the group with the weather mostly good on this hike except for a hail shower right at the peak of the mountain. Back to the bus and the team travelled to Glendalough for some dinner and prepared to hike Luganaquilla setting out at 8:30pm on Friday evening. This hike proved to be a difficult one, covering 16km over a period of 5.5 hours reaching a max height of 925m and for a period of time the group were unable to navigate themselves in the mist and minus degree temperatures at the top of the mountain. The team luckily made it down safely and back to the warm hostel. The weather on the Saturday in Kerry was miserable, despite it being the June Bank Holiday weekend with 40km winds at sea level and plenty of rain to go with it! Unfortunately it wasn't safe enough to hike to the summit and on advice from the Explore More guides, the difficult decision was made to turn back after covering approx. 80% of the hike!! After the descent everyone had some much needed warm showers, tea & sandwiches!

On the final day, everyone in the group was determined to make it to the peak and did so in record time!! There were stunning views from the top of Mweelrea and a great feeling of elation on finishing the challenge. It was back to the bus one last time for the journey home with a well-earned meal & drink to celebrate the success of the weekend!

Many thanks to Colin Gaynor for his idea to organise this fundraising event and for his trojan work in getting the team set for the weekend of hiking!

The team raised an amazing €15,500 in total per Pieta House. Participants in the 4 peaks challenge in aid of Pieta House.



Audit ERS	Corporate Finance	Finance
Anna Treanor	Colin Gaynor	Lorraine McIntyre
Colin Doherty	James Anderson	HR
Marc Aboud	Consulting	Gerry Keating
Niall Coady	Aoife McCarthy	Orla Fleming
Peter Burkley	David Keane	Shauna Bonner
Audit FS	David McNamee	
Carla Young	Elaine Kelly	
Leanne Thompson	Kevin Scahill	
Admin	Maria Leacy	
Claire Bergin	Matthew Sammon	



Dublin Simon Community

Sing for Simon - 30 Deloitte volunteers singing Christmas Carols in aid of the Dublin Simon Community at the Stephen's Green Christmas markets on 12 December 2014. The Dublin Simon Community work to prevent and address homelessness in Dublin, Kildare, Wicklow and Meath providing services at all stages of homelessness and enable people to move to a place they can call home. Thank you to Siofra Moriarty for her idea to start this initiative and continuing it into its second year as well as leading the choir on the night with carol singing.



Sophia Housing

Analyst Christmas Challenge in aid of Sophia Housing.

Fundamental to the Consulting Academy experience is the incorporation of corporate responsibility into the syllabus. Analysts are expected to use their learned skills and apply them in an altruistic manner for the benefit of the community. Following on from the very successful campaign in 2013 with Ronald McDonald House, Crumlin, 50 Analysts raised over €4,800 for families and individuals of Sophia Housing in just 5 days!

With the money fundraised, the Analysts transformed Sophia Housing, Cork Street, into a magical Christmas Wonderland complete with a present each from Santa for over 60 children and families. In addition, 20 single residents attended the National Concert Hall. The remaining funds were donated to the charity following the event.



As well as developing a bond amongst our intake, the outcome of this challenge was a day that I will always remember that topped off a hugely challenging and rewarding experience.

Analyst 1, Challenge Participant



[Please follow the link to enjoy a video produced by Sophia Housing that marks the success of the occasion.](#)

Contacts

For more details please contact:

Gerry Keating

Director

T: +353 1 417 2655

E: gkeating@deloitte.ie

Dublin
Deloitte
Deloitte & Touche House
Earlsfort Terrace
Dublin 2
T: +353 1 417 2200
F: +353 1 417 2300

Cork
Deloitte
No.6 Lapp's Quay
Cork
T: +353 21 490 7000
F: +353 21 490 7001

Limerick
Deloitte
Deloitte & Touche House
Charlotte Quay
Limerick
T: +353 61 435500
F: +353 61 418310

Galway
Deloitte
Galway Financial Services Centre
Moneenageisha Road
Galway
T: +353 91 706000
F: +353 91 706099

Belfast
Deloitte N.I. Limited
19 Bedford Street
Belfast, BT2 7EJ
Belfast, Northern Ireland
T: +44 (0)28 9032 2861
F: +44 (0)28 9023 4786

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