



# BEYOND BUSINESS

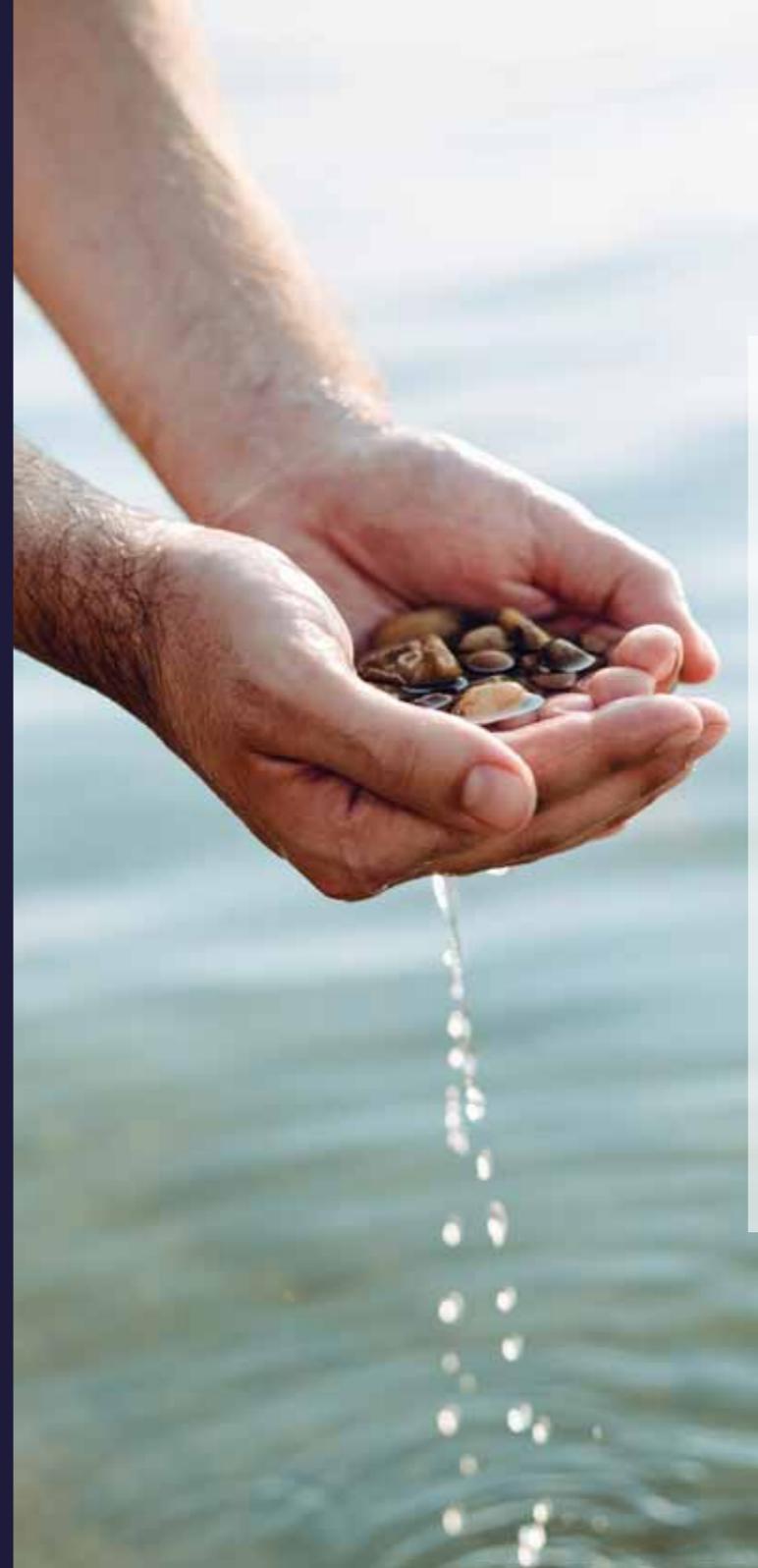


**The Social Impact**  
of US Investment in Ireland



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## About the Project

This project sought to survey and measure the social impact of American companies in Ireland as it is expressed through their CSR activities.

The survey had two components. The first was a carefully designed on-line questionnaire distributed to members of the American Chamber of Commerce in Ireland. The second component was follow-up interviews in summer 2016 with some of these companies to explore their CSR programmes in more detail. The final report is based on evaluating both the quantitative and the qualitative components of this research.

This report builds upon research conducted and published in 2013 by the American Chamber which compiled overarching figures in relation to the Social Impact of US Investment in Ireland and was based on 2012 data.

# About US Investment in Ireland

Today, over 140,000 people are directly employed in over 700 US firms in Ireland accounting for over 74% of all IDA supported employment.

Collectively US investment in Ireland amounts to \$343bn an increase of 22.8% from 2014. Ireland, which represents just 1% of the European economy, attracted 20% of all US FDI investment to Europe in 2015.

US firms contribute €3bn to the Irish Exchequer in taxes and an additional €13bn in expenditure to the Irish economy in terms of payroll and goods and services employed in their operations.

US firms in Ireland form a critical part of Ireland's cutting edge, internationally traded goods and services economy in industries such as information and communications technology, biotechnology, pharmaceuticals, medical technologies and financial services.





## Thank You

The American Chamber of Commerce Ireland would like to thank Professor Kevin Whelan and his colleagues at the University of Notre Dame, O'Connell House for their hard work in bringing this publication to fruition. Their academic independence and rigorous approach to the research has ensured that this project is of the highest quality.

We would like to particularly acknowledge the role of Eimear Clowry and Elaine Ni Bhraonáin who have been instrumental in delivering this report. A special thanks and congratulations to Maura Monahan and Patrick Butler for their tremendous contribution to the project, especially during the interview stages of the research.

As well as the research team we want to thank the members of our Chamber CSR Steering Group who provided this project with a wealth of experience and expertise. We owe a debt of gratitude to Lisa Harlow (Intel), Deirdre Kennedy (IBM) and Sinéad Hickey (Abbott).

This report would not have been possible without the generous support of AIB. We thank Simon Scroope, Mick Murray and the AIB team for their support and enthusiasm throughout.

Finally, we would like to thank all of our members who generously gave up their time to engage with the research. The level of openness, analysis and expertise offered up by our members was truly outstanding. We believe that this report reflects their willingness to share their CSR projects, activities and initiatives with us.

**By working together, we can measure what matters - impact. This is key to ensuring impactful and sustainable community engagement.**

# Notre Dame



As a University, Notre Dame believes in the transformational power of service: We can all make a positive impact on the lives of others - and equally importantly ourselves - through volunteering. Once we start volunteering, we expect to enhance the life of others but what we sometimes don't expect is how much we enhance ourselves.

The more we are committed to others, the more projects and connections that we undertake, the more that we do, the more that we are other-centred, the happier we tend to be. By reaching out, stretching ourselves, and connecting with others, we find our better selves and flourish. Whatever we give, we get so much more back in return.

We are all hungry for an authentic engagement with the world around us. Volunteering fosters authentic encounters, offering us insight into the realities of other people's lives. Volunteering brings us into contact with real people in real settings - the world as it is rather than the world as we'd like it to be, where we meet people where they are, rather than where we'd imagined them to be.

We all learn from developing our capacity to recognise the inner worlds of each other, especially those 'different' to ourselves

in circumstance, identity or life-chances. The challenge is to increase our receptiveness to the humanity of others. Can we feel the constraints of other people's circumstances, not as abstractions but as realities that moves us?

**The most powerful circuits in the world are the ones that link our hearts to our brains, our experiences to our feelings, our emotions to our thoughts.**

Empathy is the quality that most defines us as human. Volunteering expands our capacity for empathy, by putting it into practice. In the words of Mark Twain, 'Kindness is the language which the deaf can hear and the blind can see'. Increased receptiveness to the inner state of others brings us all within a common circle of concern. As the Irish proverb says, 'Is ar scáth a chéile a mhaireann na daoine' (People live in a community).

The University of Notre Dame endorses the concept that volunteering is transformative for us personally: our outer engagement becomes internalised in our inner voyage.



**Kevin Whelan** Director,  
Notre Dame Global Gateway, Dublin

# The American Chamber



The contribution of US companies in Ireland goes far beyond the economic impact. US companies are also responsible for significant social transformation in their local communities and nationally by providing innovative and inclusive social impact programmes. Helping to build a fairer and more inclusive Ireland, with equality of opportunity for all, is a core value for our members and our Chamber. This Report shows how our member companies and their people bear witness to this core value. It forms an important part of our wider campaign to highlight the positive impact on society our members and their teams make.

**This Report's findings demonstrate a level of commitment by the 140,000 employees of US companies, at both local and national level, to building a fairer and more inclusive society, that is truly exceptional.**

This not only demonstrates the influence that corporate America has had in developing formal social impact programmes in Ireland but that the Irish operations of US companies are now leading the way in global best practice.

Thanks to the innovation, energy and commitment of our members' teams, countries around the world are now looking to Ireland for leadership in social impact innovation.

In 2014 Ireland published its first national plan on corporate social responsibility "Good for Business – Good for the Community" which sets out a vision and ambition for Ireland to be recognised as a Centre of Excellence for responsible and sustainable business practices. We believe the findings and projects presented in this Report demonstrate that the US business community in Ireland is leading the way in terms of achieving this ambition.

We are very grateful to Miriam O'Keeffe and Stephen Hopkins who led this project for the Chamber, to our research partners at the University of Notre Dame and to AIB for their belief in and support for this project.

**We are humbled by the ambition of our companies and their teams to make Ireland a great place to live and learn and we thank them for allowing us to explain how they do it.**

**Bob Savage** President,  
American Chamber of Commerce Ireland

**Mark Redmond** Chief Executive,  
American Chamber of Commerce Ireland



# Impact throughout the Republic of Ireland

Work Supported Volunteer Hours

# 603,237

employees regularly engage in CSR through work

# 52,150

Community Projects Nationwide

# 7,300

- Education
- Culture
- Sport & Health
- Homelessness
- Social Justice
- Social Inclusion

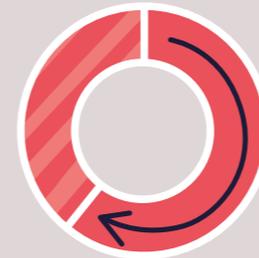
# CSR and US Business



69%  
Of US companies have **formal CSR programmes**



63%  
Of US companies have **long term charity partners**

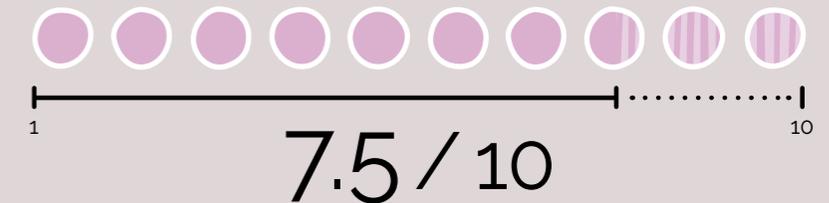


61%  
Of US companies support **individual employee volunteering**



73%  
Of US companies support projects that are **youth related (13-17)**

US companies in Ireland rate CSR in terms of level of **importance to overall business strategy**



# Corporate Social Responsibility

Corporate Social Responsibility (CSR) is how companies manage their business processes to ensure that the interests of society and the interests of enterprises are aligned. The European Commission defines CSR as:<sup>15</sup>

“the responsibility of enterprises for their impacts on society”.

Effective CSR integrates social and environmental concerns into mainstream business operations by going beyond an organisation's statutory requirement to meet its legal obligations.



CSR is focused on discretionary responsibilities. Companies voluntarily take steps to manage their social, economic and environmental responsibilities in ways that improve the quality of life for their employees, local communities and the wider society.<sup>14</sup>

Through innovative policies, businesses integrate social concerns into all their interactions and activities. By harnessing their brand reach, convening power, marketing skills, product platforms, business partnerships and skilled workforces, companies can engage in social-change goals.

CSR has advanced well beyond a compliance model, to become an integrated strategy, embracing mutual benefit, shared value, the social contract and reciprocity between the company and its host community.

## The Evolution of the CSR Concept

Three driving forces advanced CSR to the forefront – business acceptance, globalisation and academic proliferation. Beginning in the 1990s, three strong trends in CSR emerged: globalisation (the term CSR emerged in the USA but was exported as American companies globalised their operations), institutionalisation (CSR practices became more deeply integrated into business practices), and strategic reconciliation (of CSR and profitability). In 2014 Ireland's first National Plan on Corporate Social Responsibility was launched.<sup>16</sup> **The ambition of the plan is that Ireland will be recognised as a Centre of Excellence for responsible and sustainable business practices.**

## From 'CSR Lite' to 'Deep CSR'

CSR has migrated from the margins to the mainstream, adopted, adapted and implemented in the missions of most firms.

And on this journey, CSR has moved out of the category of altruism or philanthropy, into the boardroom, the org chart and the business plan.

This has also affected the organisational nature of CSR itself. A leading CSR thought-leader, Coro Strandberg, a Vancouver-based expert on transformational business practices, describes CSR as running the gamut from CSR 'Lite' through CSR Compliant, CSR Strategic, CSR Integrated, to 'Deep CSR'.<sup>19</sup> Deep CSR is where CSR absolutely permeates the core purpose of the company, embedded in the very DNA of the organisation.

The rapidly evolving consciousness of societal and environmental issues is driving interest in CSR. 67% of respondents in Nielsen's third annual global online survey of 30,000 consumers in sixty countries said that they prefer to join a socially responsible company.<sup>18</sup> **Employees want to work for companies that project values that align with their own.**

## CSR And Social Capital

CSR is an investment in the social capital of Ireland - the social networks, together with shared norms, values and understandings that facilitate cooperation. An individual's social capital depends on the number of their ties and their position in a network, as well as the strength or weakness of their ties to others. The degree of trust and reciprocity in a society depends on the quality of such relationships and their influence on people's actions.

Social capital is embedded in and emerges out of networks, trust, and shared values. Social capital enables social value creation - the substantive improvement in people's well-being, as measured by indicators of health, education and income.

Top 3 reasons for CSR:<sup>20</sup>



STAFF LOYALTY



EMPLOYEE HEALTH AND WELLBEING

ORGANISATIONAL CULTURE AND VOLUNTEERING



# Survey Findings

This survey, representing almost three-fifths of the Irish employees of American companies in Ireland, established the following key findings.

Ireland offers a receptive environment for CSR.

Companies that took part in this survey...



... have formal CSR programmes



... have dedicated CSR budgets



... publish CSR statements

For many American companies, Ireland was their first foray abroad, and for most their first foray into Europe. They have found Ireland to be a location where new ideas and creativity flourish, and this is true in their CSR activities as well.

Ireland is on the leading edge of CSR innovation, a laboratory for new ideas. Many of the CSR programmes initiated in Ireland in the larger established American companies have been adapted in other European countries.

International research suggests that companies operating in countries or regions with a strongly developed social capital exhibit higher rates of CSR. The altruistic context, the strength of community and the depth of existing social capital in the host country exercise a leading role. By European standards, Irish people at 65% are well above the 48% European average of belonging to some community or voluntary organisation. Ireland is above average in informal social contacts (the second highest of thirty-two European countries), civic engagement, social support networks and trust in institutions.<sup>17</sup>

Creating a culture of community engagement:

61% of US companies support individual employee volunteering. Companies have embraced the community-facing side of CSR, driven by employee-led suggestions. Having local people lead in the community also makes the company CSR a personal experience, delivered by approachable, friendly people who are known and respected.



Companies encourage involvement in various ways: through offering time-off (as generous as five days paid leave a year), matching donations in cash, time or products, allowing discretion as to what initiatives employees would like to support, and whether they wish to do this as individuals or as a team-building activity with their colleagues. Some companies incentivise access to funding if a volunteer can gather like-minded employees into a team.

Alignment: connecting community engagement with core business functions.

Companies rated the level of importance of CSR to their overall business strategy as a 7.5 out of 10 on average.

The most cogent CSR goal is to align the company's social and environmental activities with its business purpose and values. That prioritises social needs that fall under the aegis of its business context, and then utilises the company expertise to address them. Volunteering is aligned with corporate identity. Attention is paid to calibrating activities in Ireland to the wider company aims, seeking responsible balance in the investment of energy, time, and resources.

Businesses are focused on harnessing their core competencies to create lasting benefits. Alignment delivers coherent initiatives which are mutually reinforcing and consistent with business purpose and values.

Creating CSR Teams

65% of companies surveyed have dedicated CSR Committees. There is a move towards creating broadly-based CSR teams drawn from right through the company, rather than assigning CSR responsibilities to one function. CSR is now more integrated and seamless within the entire workforce right across the spectrum. Employees chose to be involved, opting in rather than box-ticking.

There is a renewed emphasis on involving everyone in the company from new hires to veterans, from the C-Class to the support staff. CSR functions best when the CEO is committed to it. In the words of Irish-American business leader Pat Ryan, 'The speed of the leader is the speed of the team'.

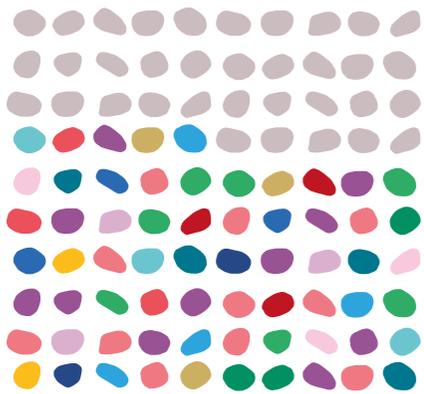
CSR is increasingly democratically organised.

Almost half (48%) of companies surveyed have an all staff dedicated Annual Volunteering Day, and 53,200 employees supported their companies' Volunteer Day in 2015. CSR is increasingly democratically organised. Companies have accentuated their listening and feedback cultures, to deepen genuine receptiveness to individual employees, their concerns and above all their passions.

Companies are focused on creating conduits for staff to share their ideas. Many companies have staff votes on what charities to support. In turn this has fed an intense desire for companies to act as, and to be seen as, good neighbours.

The use of 'Charity champions' makes it easier to organise and mobilise internally, fostering a strong sense of integration and cohesion.

When CSR is driven by peer-to-peer engagement in passion projects, it is easier to get the entire workforce committed and on board, through informal networks within the company workplace.



65%

Of US companies have **long-term charity partners**



of those are **multi-annual** arrangements



**26%** Of US companies are planning to implement **long-term partnerships**

This reflects a wider shift in models of leadership: the modern model of leadership prioritises needs, consensual negotiation between equal partners, and a strong emphasis on respecting the opinions of employees - giving them a sense of ownership over their community engagement.

**The Power of Partnership**

63% of companies surveyed have long-term charity partners, 67% of those are multi-annual arrangements and another 26% of companies are planning to implement long-term partnerships.

73% of US companies have projects that are youth related (13-17). **Companies are increasingly active in seeking partnerships with organisations like CoderDojo, Junior Achievement, Young Social Innovators, and the GAA - penetrating straight to the heart of local communities and connecting with young people.**

Promoting social inclusion, companies provide opportunities for young people, the unemployed and marginalised groups to access employment through skills development, work experience and employment programmes. Examples include Feeding Ireland's Future, Positive2Work's Advantage programme, and Fast Track to IT (FIT). Companies are also showing a greater willingness to be part of networks rather than stand-alone. Companies, especially those with multiple sites, are keen to reach out. . 74% of companies based in multiple sites in Ireland may report centrally but are very attuned to local needs.

**The Mainstreaming of Environment.**

**61% of companies surveyed have explicit published statements safeguarding the environment**

There is an emphasis on projects that link the local and the global in a bi-focal vision. 'Think globally act locally'. Being involved globally is a core part of responsible contemporary citizenship.

The growth of environmental awareness is absolutely mainstreamed. Environmental sustainability embraces energy, waste and water efficiency and management, avoidance of pollution, reducing carbon footprint, recycling, reusable materials, green supply chains, reduced paper use, adopting LED standards, reducing greenhouse gas emissions and a myriad of small but crucial adjustments.

**Ethical procurement**

43% of companies surveyed have published statements on sustainable procurement. Ethical procurement practices are a growth area in CSR. Companies that focus strongly in these areas have an outward, rather than inward, focus which is a key strength in a globalising world.

**Building diverse, inclusive and loyal workforces.**

The top three reasons cited by US companies in this survey for incorporating CSR into their core business strategy was staff loyalty, employee health and wellbeing and for organisational culture & volunteering. **Over 80% of companies surveyed referenced organisational culture & volunteering as their number one reason for having CSR as core to their overall business strategy.**

**Recognising Volunteers.**

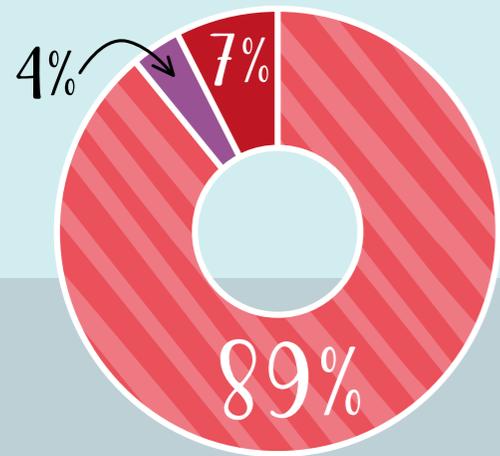
**Over 65% of companies surveyed now offer formal employee recognition for their CSR activities.**

The desire to marry passion and purpose at both the individual and the company level cements loyalty. Employees enjoying diverse and trusting interpersonal relationships with other employees have a stronger commitment to the firm, and stay loyal. Employee engagement is widely regarded as the top driver of company performance.



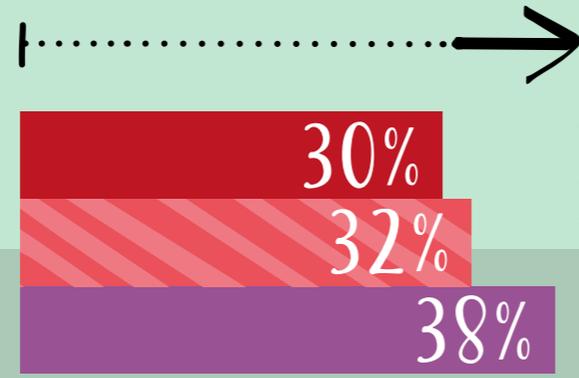
### In Kind Donations

Charitable giving of goods and services



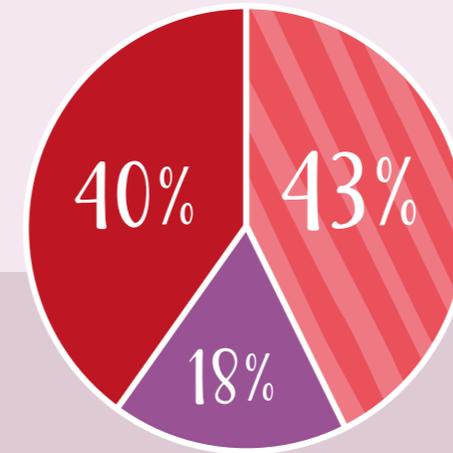
	Community Support .....	7%
	Education* .....	89%
	Health & Wellbeing .....	4%

### Cash Donations



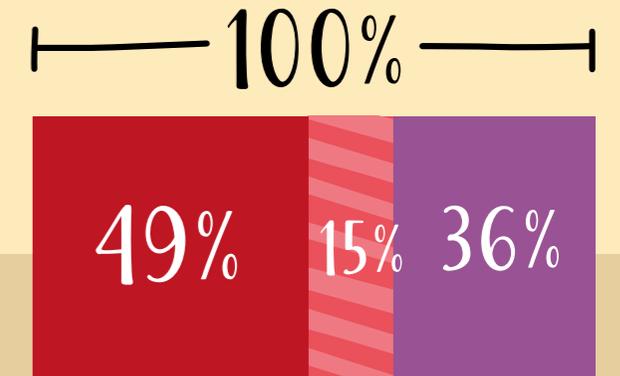
	Community Support .....	30%
	Education .....	32%
	Health & Wellbeing .....	38%

### Volunteer Hours



	Community Support .....	40%
	Education .....	43%
	Health & Wellbeing .....	18%

### Employee Fundraising



	Community Support .....	49%
	Education .....	15%
	Health & Wellbeing .....	36%

\*Of companies that track the equivalent cost of In Kind Donations, the estimated contribution by US companies is €10m

# CSR in Practice

**Miriam O'Keeffe** Programme Director,  
American Chamber of Commerce Ireland

We invited some companies who contributed to the survey to have a more in depth conversation with our graduate researchers from Notre Dame over the course of summer 2016. These 'case studies' are drawn from organisations that differ from each other in size, region, and sector. All have a common commitment to be involved in their community through a myriad of initiatives that support education, community, health & wellness, social inclusion and deprivation.

We wanted to bring the statistics to life – to illustrate the human community working behind this data. It is our privilege to work with the member companies of the American Chamber of Commerce, of whom Ireland is very proud. Their innovation, drive and ambition extend far beyond business into the very fabric of our lives. The ambition of the Chamber is to shine a light on some of these activities which pass largely unremarked except by those whose lives are so positively impacted by their actions.

Activities such as those of Alexion, which opened operations in Ireland in 2013 can proudly stand alongside companies like IBM whose impressive footprint in Ireland is 60 years old this year; Abbott Ireland, who led the way in 2009 by instigating the company's first CSR programme outside the USA – so successfully that the programme is being exported to other sites around the world; and Facebook who want to be a good neighbour in its Dublin Docklands area, so it partners with the communities adjacent to its offices.

Spotting a gap, EMC looks to close the digital divide that can open between teachers and students, targeting this by creating educational resources and lesson plans for teachers; Intel seeks to excel in skills-based volunteering with charities supported by its employees, giving gifts of technical, creative, or managerial expertise deployed to alleviate need and enable self-sufficiency; and a hallmark of Microsoft's social engagement with Ireland is its partnership with Fasttrack to IT (FIT) informing the "Youth 2 Work" programme.

When Zendesk opened its new location in Grand Parade in 2014, local charity leaders were invited in from the very beginning; Xilinx's support of local schools is delivered through direct engagement with students and staff. Over the last year, Microsoft Ireland has donated eight million euro in software, cash, resources, volunteering, and matching funds to a diverse range of non-profits; in the programme 'Online

**The purpose of the interviews is to provide an understanding of how and why particular companies engage in different CSR activities and who benefits directly.**



Safety in the Community', Symantec's business expertise truly fuses with its CSR strategy, where Symantec's core business practice meets its corporate citizenship role; when a devastating earthquake struck Japan in 2015, Prometric Dundalk fundraised for their colleagues there through the 'Great Prometric Bake-Off'; and MetLife employees raised €35,000 in personal sponsorships and fundraising for Focus Ireland 'Shine a Light Sleepout'. One employee at the HP site in Leixlip became aware of the shortage of platelet donors in Ireland so he motivated HP to establish a volunteer blood platelet donation campaign in association with the HP Global Volunteer Challenge; employees from every level of the company support Enterprise-Rent-A-Car's annual charity partners, who are selected through an all site vote; by 2016, Dell employees have racked up over 15,000 hours to the Daffodil Day complex logistics; Cisco's Networking Academy is the largest virtual classroom in the world; since 2009, Bank of America Merrill Lynch is the principal sponsor for the New Stream Project; Aramark's activities benefitting health are collected into Right Track, their signature health and wellness programme launched in 2012; Dun and Bradstreet's association with the Special Olympics began with their fifth Irish birthday; in Cork, DePuy Synthes, a medical devices manufacturer within the Johnson & Johnson family, is passionate about engaging with the local community and sought to form a distinctly regional identity for the site's CSR; and Analog's significant involvement with the consortium 'Limerick for Engineering' lies at the heart of its commitment to the local community.

We can be ambitious for Ireland's ability to change and grow; to be a centre of excellence for responsible and sustainable business practices; to be an inclusive, open, transparent and tolerant society because we can witness that ambition throughout our member companies, who continually strive for excellence in everything they do – its part of their DNA.



## A - Z

Abbott Ireland	24	Enterprise Rent-a-car	42	Northern Trust	62
Alexion	26	EMC	44	Prometric	63
Analog	28	Facebook	46	State Street	64
Aramark	30	HP	48	Symantec	66
Bank of America Merrill Lynch	32	IBM	50	Wells Fargo	68
Cisco	34	Intel	52	Xilinx	70
Dell	36	LinkedIn	54	Zendesk	72
DePuy Synthes	38	Metlife	56		
Dun and Bradstreet	40	Microsoft	60		



In Ireland, Abbott employs almost 3,000 people across 10 sites. Abbott has six manufacturing facilities located in Clonmel, Cootehill, Donegal, Longford and Sligo and a third party manufacturing management operation in Sligo. Abbott also has commercial and support operations in Dublin and shared services in Dublin and Westport in 2015, **Abbott employees contributed over 7,000 community service hours throughout Ireland. Croí an Óir ('heart of gold'), is its national volunteer programme and the aim is to support and inspire Abbott Ireland employees' giving and volunteering efforts in their local communities.** Abbott has a wide geographical spread with sites in all four provinces, but it also has a very broad reach across the healthcare spectrum. Abbott seeks to make a difference nationally through comprehensive CSR initiatives strategically aligned to who they are as a company. The employee-driven volunteering culture fosters a collective sense of social responsibility that permeates the company. The Abbott sites have strong sense of ownership of their social impact initiatives, and the local Croí an Óir team manages the relationship with the local partners. Abbott harmonises the multiple social impact initiatives they deliver annually with the Global Citizenship strategic goals.

In 2009, Abbott in Ireland was the first Abbott affiliate outside of the US to run the Abbott Fund Family Science. **The Family Science programme fosters a passion for science at primary-school level. Abbott employees run fun and engaging science activities in the evenings, during National Science Week, showing both pupils and parents that science can take place in the kitchen, the living room... anywhere.** Now operating in at all the Abbott sites, Family Science emphasises that you don't need expensive equipment to do science in your home: the experiments are low-cost, and quick and fun: often all that is needed is a spoon, a fork, a spool of thread... By showing how science applies in everyday life, the project elicits curiosity and sparks a burgeoning passion in the children themselves. Through their presence, Abbott employees serve as professional and personal role models to the students. Family Science also benefits employees, by improving their presentation and communication skills, while making a difference in the community. In 2009, turnout for the first programme launched in Tallaght vastly exceeded expectations; and a second night had to be organised because of the high demand. The number of students that have engaged in Family Science across all the Abbott sites now exceeds two thousand.

NUMBER OF STUDENTS:  
2000



**The Operation Discovery programme is targeted toward secondary school students. The initiative invites students into the Abbott manufacturing plants to run experiments and demonstrations.** They are guided by employees, who help them to conduct more advanced experiments. By showing that a scientific career is marked by excitement, these demonstrations encourage students to pursue careers in the STEM field. Bringing the expertise of Abbott to bear has a demonstrable impact upon the students, **raising their interest in science from 51% to 89%** after their participation. That survey also showed that the number of students who believed that **lab work was fun almost doubled from 46% to 80%** after the programme.

These programmes are funded and supported by the Abbott Fund and align with the Global Citizenship strategy. As well as Ireland, the programmes now run in China and Hong Kong, Germany, Puerto Rico, Singapore, South Korea, the United States and the United Kingdom. **Across these countries the two programmes have served over 100,000 children, parents and teachers with a hands-on science programme involving Abbott scientists, engineers and volunteers.**

**The dual-level engagement of students and parents in Family Science and Operation Discovery mobilised both groups to engage with science in education, thus fostering the emerging generation of Irish scientists.**



# SUPPORT



Alexion's social impact focuses upon both raising awareness and generating a supportive community among families affected by life-threatening diseases.

Alexion has established a strong presence in Ireland since its arrival in 2013. As a global biopharmaceutical company that specialises in combating rare and life-threatening diseases, Alexion has constructed a state of the art facility for its global supply chain headquarters in Blanchardstown, with its Athlone site hosting a vial fill-finish facility. Alexion is also constructing new biologics manufacturing facilities in Athlone and Blanchardstown, representing an investment of €600 million in Ireland, and plans to double its Irish workforce by 2019.

The social impact Alexion has in Ireland is directly linked to its larger mission as a company to develop and deliver life-transforming therapies for patients with devastating and rare diseases.

Alexion supports the hallmark initiative **Rare Disease Day** – an international day dedicated to raising awareness of rare diseases and their life-limiting impact. The campaign brings together diverse interest groups: patients, medical professionals and community leaders. Alexion's 3,000 employees around the globe join together to support Rare Disease Day, from its company HQ in New Haven, USA, to Shanghai in China, to right here in Ireland. For this year's Rare Disease Day on 29 February 2016, Alexion was the **lead sponsor of the event** in Ireland, organised by the Genetic and Rare Disease Organisation, held at Dublin Castle.

**The Ronald McDonald House** at Our Lady's Children's hospital in Crumlin is also a charity partner for Alexion. **Teams from the Blanchardstown site cooked for families with children in the hospital** in March 2016, a welcome respite from the stress of coping with a seriously ill child. Alexion makes financial contributions from employee sponsored events to Liam's Lodge, a charity that is building Ireland's first national respite centre for children with rare diseases and genetic disorders.



In so small a country as Ireland, it can be especially isolating to have a rare disease – you might be one of just a handful of people affected, or your child might be the only one. It is hugely beneficial to be linked in a community of solidarity and with other people in a similar situation. Most recently, Alexion hosted a volunteer day on 23 September 2016 for all 230 employees at both its Blanchardstown and Athlone sites, harnessing the collective efforts of employees to make an immediate and significant impact. For this volunteer day, **Alexion employees in Blanchardstown worked with the Daughters of Charity St. Joseph's Centre in Clonsilla to transform the garden space and provide a wonderful outdoor area for the residents of the facility.** Athlone employees volunteered with St. Hilda's care centre to create a quiet space for staff, service users and their families.

Gráinne McAleese, General Manager of Alexion Ireland, believes that there is room for the company's social impact to grow in Ireland: "We are committed to Ireland as a significant location for Alexion and want to create a legacy in Ireland by championing causes that impact our local communities, and especially families affected by rare or devastating diseases."

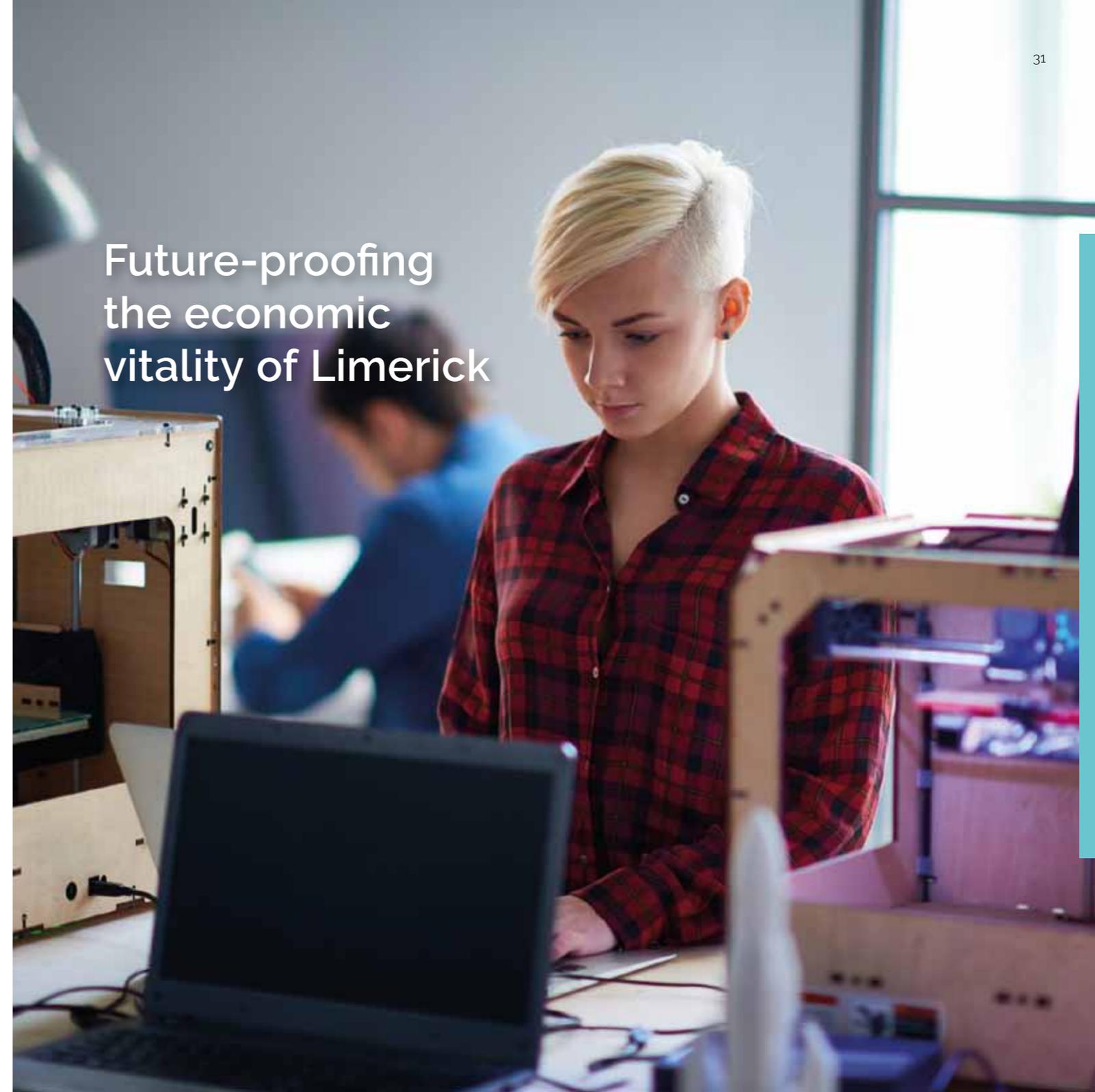


Analog's approach to corporate social responsibility mirrors its approach to business – it is based on agility. The semiconductor technology company, based in Limerick but with operations in Cork, embraces opportunities to deliver social impact as they arise. The company adopts a reactive ethos when it comes to giving back, encouraging employees to bring their own charitable interests to the table. Rather than prioritise one big charity, Analog's Community Awards Initiative (held every December), **donates €500 to each of 100 nonprofits** to help kick-start them on larger goals and new initiatives such as scholarships for drama and community theatre, or fundraising for a local library. **The grant recipients tend to be smaller organisations with minimal staff, for whom the award and the recognition can make a major difference.** The groups fall into three categories: educational, social, and cultural. Most beneficiaries are based in Cork and Limerick, emphasising Analog's commitment to having a positive impact on their host communities. Passionate employees are the prime advocates for such causes, and they are delighted when Analog rewards their chosen cause. **Employees then organise small networks within their sites around these causes, recruiting co-workers to donate time and support via word-of-mouth or email blasts.** Examples of causes supported by such networks include the Kilkee Pink Balloon Run (an Action Breast Cancer event that raised €20k in 2016), Tour de Munster cycling (Down Syndrome Ireland), Redemptorist Church Christmas

Food Appeal (every employee gets involved in donating food, funds, and gifts to the local church to be handed out to less-advantaged members of the local community), the Great Limerick Run, and the Fittest Company Challenge (through their wholehearted involvement, sixty employees raised money for Irish Heart Foundation in 2016). Analog also sponsors the BT Young Scientist Competition in Dublin, with ten employees attending the annual exhibit in January.

Analog's significant involvement with the consortium '**Limerick for Engineering**' lies at the heart of its commitment to the local community. Working with a consortium of fifty Limerick companies, as well as the University of Limerick and Limerick Institute of Technology, Limerick for Engineering is an industry group that promotes career opportunities for STEM to Leaving Certificate students in the Midwest, focusing equally on males and females. For Analog, this is a vital engagement at a community level – more than twenty employees have worked closely with this initiative in recent years. Analog's commitment to 'Limerick for Engineering' is shared right through the company, from entry-level staff all the way to senior management. This company-wide dedication to fostering latent talent within the region embraces roles from tech support all the way to engineering. Through its work with 'Limerick for Engineering', Analog showcases the transformative power of engineering education, while also contributing to the longer-term viability and vibrancy of the Limerick city itself. By encouraging young Limerick people to consider a career in this vital growth area, **the company helps identify and retain talented young people in the Limerick region, building sustainable careers for individuals** while future-proofing the economic vitality of Limerick.

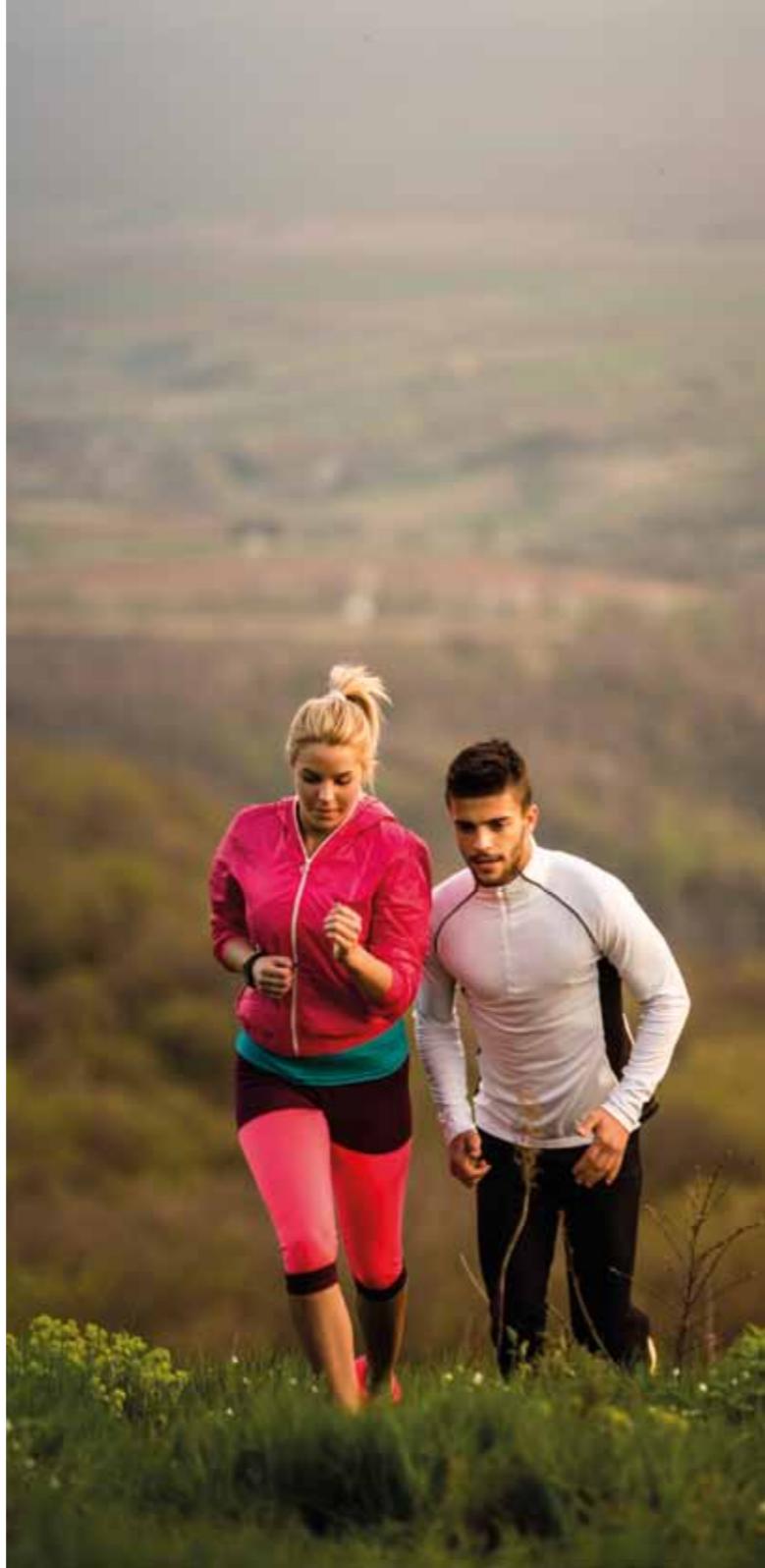
## Future-proofing the economic vitality of Limerick





Aramark is an international food services company aiming to nourish people's lives by providing innovative services in food, facilities management and property. Its EMEA operations are headquartered in Dublin, with regional offices in Cork, Limerick and Belfast. Aramark has the opportunity to **impact community health, wellness and nutrition** through its services. Through supporting nutrition and health initiatives with active employee engagement, Aramark in Ireland creates environments that nurture positive mental health, especially in the workplace.

Aramark's activities benefitting health are collected into **Right Track, their signature health and wellness programme** launched in 2012. Right Track helps clients make positive lifestyle changes by educating them about choices. Aramark's food services division prioritises increasing the healthy options available at Aramark vendors, which deliver 250,000 meals a day. Aramark also seeks to make those restaurants positive spaces in every way, from the lighting to the seating arrangements. Through Right Track, Aramark spearhead awareness campaigns through marketing and promotions to encourage healthy lifestyles in their employees' lives. Aramark works with a range of partners to teach its 980 workplace



partners nationwide **how to better take care of themselves through the Five Rs: Refuel, Rehydrate, Recharge, Refocus and Reset**. Aramark prides itself on providing customers with balanced information about healthy dining choices and on being a leader in food safety.

In 2015, Aramark introduced the Right Track Challenge as a supplementary feature of the programme. It picked two Irish heroes to act as Health and Wellness ambassadors for the campaign: Olympic Gold Medalist in Boxing Katie Taylor and motivational coach Alan Quinlan, the Munster and Ireland rugby player. **The Right Track Challenge provides specific three-tier training schedules targeted to people of varying levels of fitness with monthly exercise plans and dietary guidance**. Aramark's culinary directors support the Challenge by developing menus and recipes that supplement the training regimes of programme participants. The Challenge's holistic approach invites participants to persevere in making lasting changes toward healthier lifestyles, whatever their current fitness levels, and makes the experience a resoundingly positive one by bolstering self-esteem and recognising the crucial intersection of mental and emotional health with physical wellness.

For Aramark, employee engagement is always a fundamental component of CSR, and employees are actively involved in designing workplace wellness initiatives and spreading awareness about healthy lifestyle choices. Recent adaptations to Aramark's CSR have encouraged employees to form bonds with local charities; this de-centralising enables employees

to make meaningful contributions to smaller organisations, where contributions have a more vital impact. Employees are active participants in decisions about whom the company will support and determining the focus of the Aramark Building Community Day (ABC Day), the company's annual global day of community service. In 2016, a team of over **100 Aramark volunteers worked with Tyrrelstown Educate Together National School in Dublin 15 to renovate communal classrooms, create wellness zones and built community gardens**. The volunteers also created a sensory garden specifically for two special classes for pupils with autism. Aramark works with many partners to raise awareness for them by connecting clients and partners together, facilitating one-on-one conversations that initiate and bed down strong relationships.

Over the last decade, CSR at Aramark has grown into a core aspect of Aramark's business practices at all levels, as ...

**Aramark continues to use its deep domain expertise to help employees and community members make positive strides in their personal wellness journey.**



For Bank of America Merrill Lynch, corporate social responsibility is organised around six core pillars that underpin the company: responsible business practices, strong economies, environmental sustainability, leadership and service, diversity and inclusion, and arts and culture. In the Dublin-based offices in Leopardstown, **arts and culture forms an important element of the company's social impact** in Ireland, a tribute to the elevated status that these sectors enjoy in Irish life. Since 2009, Bank of America Merrill Lynch is the principal sponsor for the New Stream Project. The timing was significant: after the financial crash of 2008, state sponsorship of arts and culture in Ireland was drastically cut and BAML stepped in to help nurture Ireland's hard-pressed arts and culture sector. Operated by Business to Arts, **New Stream serves as an educational and training programme for arts administrators** throughout Ireland, centered upon five streams: Stream 1: Training with DeVos Institute for Arts Management at the Kennedy Center in Washington and ForImpact.org, Stream 2: The Development Managers' Forum, Stream 3: Brown Bag Briefing Sessions, Stream 4: The Knowledge Centre, Stream 5: The New Stream Strategy Fund

Bank of America Merrill Lynch reached out to Business to Arts to brainstorm how to weather the crisis and the upshot was the New Stream initiative. The Development Managers' Forum was one of the five streams, gathering leaders/primary fundraisers for Irish arts and cultural organisations for networking, development advice and mutual support. Participating institutions include the Science Gallery, the Abbey Theatre, RUA RED (Tallaght), Little Museum of Dublin, and the Irish Film Institute. New Stream educated arts groups on pitching ideas to local businesses and communities, on maximising fundraising opportunities and on codifying their mission, progress and larger impact.

Bank of America Merrill Lynch **lends significant art from its own collection to galleries** to provide the critical mass of works needed to host an exhibit. It also **provides training to galleries and other arts venues** on how to market new exhibitions and increase accessibility. BAML also **supported the landmark restoration of one of Ireland's most historic paintings**, the massive (3m x 5m) 'The Marriage of Strongbow and Aoife' (Daniel Maclise 1854) at the National Gallery. The painting was so gigantic that it required specialist conservation input. Through precise chromatography, it was possible to target and apply the correct pigments in the correct amounts. The project was supported through the global BAML Art Conservation Programme, an initiative that has supported over 85 conservation projects in twenty eight countries.





Cisco, global leading designer and manufacturer of teleconference equipment which is used in sixty five countries, employs three hundred people at its Irish sites in Dublin and Oranmore in Galway. Cisco sites in Ireland engage enthusiastically with CSR to connecting the unconnected, thereby improving the well-being of their communities and their employees.

Both young and old enjoy special prominence in Cisco's education outreach. Through BITC, [the Dublin site mentors fifth and sixth year students from nearby Ringsend College, bringing them into the office to model professionalism, inspire educational ambitions and lead mock interviews and career counselling.](#) Site specialists who themselves come from disadvantaged areas were especially engaging for the students.

Cisco's Networking Academy is the largest virtual classroom in the world, a skills-development platform delivered to over one million people worldwide annually.

1 MILLION PEOPLE

It is well represented at third level institutions right across the country, giving communities access to high-quality technical training.

The Galway site recently partnered with a local school to bring thirty 14 year-old girls in for an afternoon through a Cisco global [mentoring initiative called Girls Power Tech.](#) Women from various departments – sales, engineering, design – gave presentations about their career paths and then led the girls in a very enjoyable online coding tutorial, leading to many 'light bulb moments' for all involved. [Cisco in Galway also sends six engineers to teach lessons to local eight and nine year olds through Hour of Code.](#) The children absolutely connect to the initiative. One mentor led his classes in Irish, translating technical computer language into forms accessible to Irish speaking children.

The Galway site translates technical language differently for its dedicated partnership with Age Action, a perennial favourite with the team. [Volunteers offer one-on-one computer classes every Monday for five weeks to local seniors,](#) helping them to navigate a constantly evolving technological landscape and culminating with a group lunch outing. The strong bonds forged through weeks of mentoring brings a totally different energy to the site, encouraging engineers to develop personal and communication skills that can reach people rather than machines.

Another favourite initiative at both sites is the company's annual '[Connected Santa](#)' holiday fundraiser. Cisco sends volunteer elves into children's hospitals, including Crumlin in Dublin and three others in Galway, Cork and Belfast, to deliver presents gathered on site and to connect the children to Santa's workshop using high-definition video equipment. With a bit of technological wizardry of its own, [Cisco brings the Christmas magic of the season to bed-bound children,](#) giving them the special chance to talk to Santa one-on-one and to be heard.

Cisco encourages sustainable development simply through its everyday business operations. By designing and installing



energy efficient products that deliver reliable teleconference collaboration, Cisco diminishes the necessity for physical business travel, lowers air miles and lightens carbon footprints. Cisco also uses incentivised take-back and recycle end-of-life programmes with clients to ensure that used equipment is responsibly disposed of and contributes minimally to landfill.

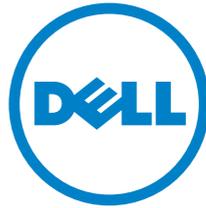
Cisco has developed sturdy relationships with non-profits including the Irish Cancer Society and Pieta House, largely on the basis of employees' relationships. The team in Galway supports employee-nominated causes each quarter; Multiple Sclerosis Ireland, the Galway Rape Crisis Centre and the Parkinson's Association of Ireland were among this year's partners. That site also contributed [a team of thirty to a day of volunteering with Enable Ireland, a Disability-Support Centre, painting, gardening and cleaning windows.](#)

From organising pay-day cake sales or 'Movember' shaves, reading to senior citizens or traveling to Zambia and Haiti with a non-profit, these volunteer days allow employees to use Cisco funding to flexibly support causes with the backing of peers and the freedom bestowed by the corporation.

Cisco nurtures a culture of continuous engagement and enthusiasm, when teams form to support causes, or when Dublin and Galway meet for St. Patrick's Day charity sports fundraisers – Dublin vs. Galway baseball and Managers vs. Engineers football. Through volunteering, Cisco employees and their partners build community by living and laughing together.

[This community engagement allows employees to become more knowledgeable, individually and as a team, as to how best to make meaningful use of the company's annual five days of paid volunteering and matching funds programme.](#)





At Dell, an aspiration to support a cause relevant to the company's entire workforce sustained its six-year collaboration with the Irish Cancer Society as lead partner of its **biggest annual fundraiser, Daffodil Day**.

The desire to fight cancer, to fund research and to mitigate its traumatic effects on family, friends and neighbours, is common across every geographic and ethnic demographic. Cancer targets everyone indiscriminately.

The company's culture of community engagement mobilised its entire team to volunteer expertise, enthusiasm and time in supporting the complex logistics of Daffodil Day since 2011. By 2016, team members had racked up **19,000 hours working on the initiative and had raised over €360,000 through voluntary activities** including more than 130 employee-run fundraisers.

With much to plan and co-ordinate, preparations for Daffodil Day began half a year in advance of the actual day itself. A panel drawn from all three sites was dedicated to the partnership, meeting biweekly for planning sessions from the October prior to the March event. They were joined by Irish Cancer Society team members who worked hand-in-glove with them to maximise their efforts.

Team members shared their executive and logistical skills by working on marketing the campaign to corporate donors, preparing merchandise, assisting in the creation of the Garden of Hope in commemoration of victims and veterans of cancer and developing a social media strategy for the campaign. Competitions with Dell products as prizes extended its reach and appeal. At all times, the measures undertaken were mapped back to specific Irish Cancer Society strategic aims and objectives.

The Limerick team brought the company's technological savvy to bear on the project by launching a volunteer Daffodil Day app. The following year, the team updated the app to incorporate mobile donating, a technical breakthrough that dramatically simplified the ability to donate. **Using the app, volunteers can locate their nearest daffodil seller, stay abreast of Irish Cancer Society's initiatives, and share their participation through social media.** This app promoted skilled, thoughtful and sustainable volunteering, giving the Irish Cancer Society an efficient volunteering platform to use for years to come.

The company hosted a MegaDojo at its three sites in February 2016, bringing **one hundred local schoolchildren to teach them how to "code a daffodil"**. Deploying technical expertise, and combining that with a passion for STEM education, the team promoted the creative acquisition of coding skills but equally importantly they showed students that they too can advocate on behalf of good causes at any age.

The partnership was augmented by multiple in-office fundraising events. By running bake-offs, team-building fitness challenges, Shave or Dye fundraisers, table quizzes and even a carpark abseil, volunteers raised awareness and spirit on site while collecting donations. Huge numbers of team members volunteered in the three cities to do the hard graft of street collecting on Daffodil Day itself, while the sites also hosted fundraising events for those who could not vacate the office.



The company's all-encompassing support of Daffodil Day testifies to and reinforces its culture of volunteering at the company. **In addition to its work with the Irish Cancer Society, the team in Ireland has supported over thirty community partners nationally** in the last year alone.

The company facilitates and promotes many opportunities for volunteering, including work with Junior Achievement and in skills workshops for charity partners with its 'Management for Life' initiative. The company also honours team members' independent efforts in local communities with donation awards for volunteered hours, and it amplifies their impact on the causes deeply personal to them, local or global, by

matching 100% of their fundraising for recognised charities. Team members can address causes that are at once intensely personal and much greater than themselves.

Through its partnership with the Irish Cancer Society and other partners, the team has mobilised their skills, verve and passions with the aim to make a tangible difference in our community.\*

\*This information was gathered prior to the announced merger between EMC & DELL.



SPECIAL



Through joint engagement, DePuy workers break down hierarchies and form team bonds. Fostering connections with iCan and the Rainbow Club brings the employee community to life and infuses the site with feel-good energy.

In Cork, DePuy Synthes, a medical devices manufacturer within the Johnson & Johnson Family, is passionate about engaging with the local community. In 2016, the DePuy site gathered thirteen employees who desired to make a difference to form a newly revamped CSR team. These employees were active volunteers who represented many specialties, including engineers, business leaders and shift workers. Together, their brainstorming produced a new mission statement to direct and amplify outreach efforts.

The team sought to form a distinctly regional identity for the site's CSR. While DePuy's affiliated companies support their chosen charities, and while DePuy's outreach supports the broader Johnson & Johnson effort, the Cork team sought to engage in ways that actively make a difference in the life of colleagues, and to build camaraderie with local residents impacted by DePuy's presence in the vicinity. **All site employees were invited to act as ambassadors for their chosen organization:** the team would then select the two most meritorious partners, and DePuy would then work with these two major charity partners for a year in capacities that advanced well beyond financial giving.

The first partner, nominated by a long-time volunteer at DePuy, is iCan, the national Irish Children's Arthritis Network, a non-profit founded in 2013 and run entirely by parent volunteers to **raise awareness for the thousand-plus Irish children living with Juvenile Idiopathic Arthritis**. DePuy organised and sponsored five events with iCan, designed to help families in the Cork hinterland bond with others sharing the same difficult journey. Families enjoyed a July kayaking outing at Oysterhaven, a family 'laugh and learn' day in the Mardyke and group fun at Monkey Maze. DePuy also welcomed these families to its Family Day in Ringaskiddy for great food and carnival fun, **giving the team a fantastic opportunity to play with, laugh with and get to know these wonderful children**.

DePuy's second partner is the **Rainbow Club in Mahon Community Centre, a new organisation that helps children with autism** develop social skills and build a community. The club exploded beyond its anticipated size during its first year, meaning that the club was scrambling to meet the demand in space and personnel. DePuy helped the Rainbow Club to **add enrichment activities including arts, crafts and music, speech and language therapy, and the interactive sensory room. An engineering team made over the gardens on the premises**. All employees, when doing team-building activities, contribute that time and diverse skills to these charities.

These new relationships followed great success with previous charity partners, including BUMBLEance, Irish Guide Dogs for the Blind and the Alzheimer Society of Ireland. **DePuy also engages with community members and supports non-profits through volunteering at Cork Penny Dinners, fundraising through quiz nights and raffles, and participating in a plant-to-plant cycle for a children's hospital, teaching tech classes to local seniors, and running events for the Special Olympics** - a long-time favourite of DePuy's staff.

DePuy has partnered with the Special Olympics for many years. In 2016 DePuy organised two events. Swimming where there were 20 volunteers from DePuy and Athletics where there were 70 volunteers from 3 different J&J sites to run many different field and track events for 180 athletes. As part of the warm up everyone completed a Zumba session and there were smiles all around. The project of fostering communities with iCan and the Rainbow Club brings the employee community to life and infuses the site with feel-good energy. A day volunteered is always a valuable day, even in the hectic demands of modern business life. DePuy employees agree that giving back to something bigger than the individual offers exhilaration and elation.

dun & bradstreet



In 2015, Dun and Bradstreet introduced a new and cohesive corporate social responsibility scheme centred on the deceptively simple theme: 'Do Good'. As a business credit information company, Dun and Bradstreet prides itself on its relationships, carefully cultivated since 1841, and now embracing five thousand employees. The company recently initiated a new set of corporate values: 'Data Inspired. Relentlessly Curious. Inherently Generous'. This corporate refocusing synchronises with the company's social impact platform, as well as its emphasis upon relationships.

On 20 July 2015, in honour of the company's 174th anniversary, Dun and Bradstreet launched an international 'Do Good Week', with 160 volunteer opportunities in over thirty countries.

DO GOOD  
WEEK

In Dublin, the events included [clearing the garden at Kerdiffstown House](#), a [St. Vincent de Paul Holiday Centre](#) in Naas. Two volunteer groups worked at the [Dublin Simon Community warehouse](#) to sort clothing and home goods for sale in their charity shops. They also launched a ['Stock the Shops' drive for the Dublin Simon Community](#) by collecting donations of clothing from team members. The 'Do Good Week' and larger 'Do Good' platform was formed in response to Dun and Bradstreet's realisation that the core of their business – relationships – was insufficiently fostered in its corporate social responsibility output. The company transitioned from a company-funded donation-based social impact model to one capitalising on the enthusiasm of employees who donated their time, enthusiasm and effort. As one might expect from a global leader in data metrics, an innovative online portal was established that organises and catalogues the data from such community engagements. This company-wide pivot in social impact by Dun and Bradstreet is predicated on the realisation that quality time can be at least as valuable a gift as money.

Dun and Bradstreet's association with the Special Olympics began with their fifth Irish birthday: their idea was that the best way to celebrate their birthday was to give someone else a gift. As part of their larger 'Do Good' campaign, Dun and Bradstreet Ireland sought a charity partner that allowed them to have a personal connection with those being helped, a testament to aligning with the core significance that relationships have for this company. Through the ["Special Olympics Support an Athlete programme"](#) a tangible connection was fostered as the company supported sending Laura, a member of the Irish Special Olympics basketball team, to Los Angeles for the 2015 games. The site-wide rallying cry of:

"We've got  
to send  
Laura to LA!"

...galvanised the employees, who organised many fund-raising events. The centrepiece of the campaign was a Dun and Bradstreet 'Office Olympics', inspired by the television series.

Nine events were held, including paper basketball, business card discus, and synchronised chair swimming. This encouraged unprecedented levels of employee enthusiasm, and a significant spike in employee donations. Laura herself visited the office, leaving employees in tears with her inspirational story.

[Relationships have been at the core of Dun and Bradstreet's business since 1841, but they are now also at the heart of its corporate social responsibility activity.](#)



Just inside the entrance to the offices of Enterprise Holdings in Blanchardstown hangs a commemorative photo of Jack Taylor, the man who founded the company, now the largest transportation solutions provider globally, in St. Louis in 1957. Taylor died in 2016, but his values infuse the company's global ethos. The Ireland site understands itself as family-owned and values-driven, committed to sustaining enduring bonds among employees and with the host community. This mindset is essential to Enterprise Rent-A-Car's CSR programmes.

Enterprise expresses its founding values through a 'Cultural Compass' framework of six areas, to be targeted by CSR: Operations, Diversity and Inclusion, Workplace Quality, Business Ethics, Philanthropy and Environmental Conservation.

To promote diversity, Enterprise identifies diverse vendors to whom it can bring business opportunities. Many Enterprise's suppliers are owned by women, minorities and members of the LGBT community. Internally, the company also promotes diversity, encouraging all employees to flourish regardless of gender, sexual orientation or ability status. Although one-third of the Irish management team are women, the company strives to improve that metric **through job shadowing and**



**training programmes for women.** Three times in the last four years, Enterprise was recognised by Gradireland with a Diversity Recruitment Award, honouring the company's innovative recruitment partnerships with AHEAD and GLEN.

Employees from every level of the company support Enterprise's annual charity partners, who are selected through a site vote. For the **Simon Community**, the chosen partner for 2014/2015, the site engaged in bag-run collections to donate 90 **food hampers and 60 bags of clothing, fundraiser golf outings and hosting a 'stock the shelves' cinema day**, for which families at the Mid West Simon in Limerick were invited to a free viewing of Inside Out. Fundraising for the 2015/2016 partner, the **DSPCA, included a puppy day** in the office. Team members who volunteer can take multiple days annually, enabling employees to engage in many one-off events, including gardening and painting for local partners, and organising **a Christmas toy delivery for children at Crumlin Hospital.**



Because it belongs to the transportation industry, Enterprise Rent-A-Car has both the **capability and the responsibility to innovate in environmental sustainability** in pursuit of the communal good. Enterprise gauges its conservation efforts through four metrics - measurement, cost reduction, conservation and compliance - to make more efficient use of natural and financial resources and thereby reduce ecological impact. This aspiration informs the company's procurement practices, particularly the selection of suppliers; the vehicle manager seeks to acquire a more fuel-efficient fleet. Using their Branch Energy Network report system, the company tracks progress on its target reduction of ten per cent annually in energy use at their twenty-five locations on the island of Ireland.

Enterprise's focus on sustainability also extends into philanthropy. The company is undertaking a global project **to plant fifty million trees in fifty years**, a project that will cost \$50 million. Ten years into the project, the company has planted ten million trees worldwide in collaboration with

local partners, including 200,000 trees in Northern Ireland. Enterprise intends to identify a suitable organisation in the Republic to expand the mission southward, improving carbon sinking, oxygen production and flood reduction. Ireland is among the least wooded countries in Europe, and Enterprise intend to make a long-term difference.

Enterprise also donates millions to researching affordable alternative fuel sources and hosts its Institute for Renewable Fuels at the Donald Danforth Plant Science Center in the US.

**Enterprise's commitment to long-term sustainability showcases its family-oriented CSR, which concentrates on preserving the world on behalf of our children's children.**



EMC<sup>2</sup>

EMC is an innovative data-storage company employing over 3,000 employees between three sites in Cork, as well as locations in Shannon, Dublin and Belfast. EMC's International Operations Campus in Cork is their Irish headquarters, but it is global in reach and ambition, with over 30 functions (unparalleled in any other EMC facility), 41 nationalities and 26 languages represented in the workplace.

For EMC, corporate social responsibility is a way of delivering positive value in their local communities. EMC supports employees following their passions by encouraging them to take **three "EMC Gives Back" days annually**, either individually or with an office team. They have participated in a variety of activities such as charity cycles, helping the disabled or volunteering in a local nursing home, to name but a few.

EMC drives CSR innovation through its internal marketing efforts. The company employs a full-time videographer who assists in recording the charitable efforts of EMC employees for internal awareness rather than external use. EMC does not seek external recognition or validation for what it does. **Rather, ubiquitous and constantly changing video screens throughout the EMC Ireland HQ in Cork detail the plethora of social impact activities undertaken by staff. This generates a constant buzz throughout the workplace, while highlighting the centrality of corporate social responsibility to EMC's ethos.**



Rather than major partners, **EMC focuses on smaller charity groups within a five-mile radius of their facilities**, underscoring EMC's vibrant commitment to the local community. Like community, **sustainability is also at the forefront of EMC's social impact** in Ireland. The company was once the biggest user of liquid nitrogen in the country, but it has worked hard to reduce its environmental footprint, utilising refrigeration technology to dramatically reduce its usage. EMC Ireland was then able to export this initiative into the wider corporation, in both the USA and around the world. EMC's data centres have also gone greener, as passionate Irish employees retrofitted older complexes with the newly developed system of free and fresh air cooling that is environmentally-friendly. On an office level, canteens have eliminated the use of paper cups by providing services and support for employees to bring and use their own thermos mugs. A refuse sorting system has also been established to separate compost and recyclable material and their shredded office paper even goes on to other purposes in the community.

#### Only 1% of EMC's waste now goes to landfill.

The company has also partnered with Camara for laptop decommissioning and repurposing. Camara navigates the complex legal and environmental issues surrounding both safe disposal and data protection, **allowing EMC to see their technology put to productive new use in developing world education.**

In fact, education occupies a prime role within EMC's corporate social responsibility. Employees work with Junior Achievement in Munster and also with the it@Cork **"Adopt-A-School" programme** in the local community. Business units within EMC are encouraged to mentor and support students at all levels in the community, with employees acting as role models through regular connection on both an educational and developmental level.

\*This information was gathered prior to the announced merger between EMC & DELL.

Employees have learned directly through personal engagement about the issues facing disadvantaged students and found innovative ways to act as the positive role models through mentorship.

EMC also addressed the digital divide that can open between teachers and students, targeting this gap by **creating educational resources and lesson plans for teachers.** Science & Technology in Action, a Dublin-based organisation sends lesson packs to hundreds of secondary schools in Ireland each year, compressing technical information into appropriate levels. One lesson is specifically based on EMC's insight, with the topic revolving around cloud technologies and data storage systems. In 2016, the highly successful lesson showcased the Internet of Things.

**EMC's education efforts also extend to senior citizens.** The manufacturing team noticed the gap in reaching people of post-retirement age in technology / tech-training sectors. They worked with Age Action in Ballincollig to create the Silver Surfers' Club, a one-to-one personalised mentoring programme for retirees seeking to learn more about every day technology. Some want to learn Internet banking, how to Skype with loved ones internationally or how to book holidays; while others want to read e-mails or understand how to use a mouse. This digital self-sufficiency is vital to senior citizens.

EMC's educational initiatives, its efforts in sustainability and its commitment to its local communities combine to deliver the company aspiration (and the title of their annual sustainability report) "A Better Tomorrow."



Since 2004, Facebook's mission is to give its users the tools to make the world more open and connected. Facebook established their EMEA headquarters in Dublin in 2009 with a team of less than thirty; seven years later it employs a team of 1,500 people. Facebook seeks in its CSR initiatives to extend online social networking into real world programmes designed to connect people with opportunities in their community.

One of Facebook's primary local partners is with the [Early Learning Initiative \(ELI\) at the National College of Ireland, a programme that intervenes in marginalised communities to address educational underachievement through learning support for both children and their parents](#). ELI provides educational enrichment for children as young as eighteen months, teaching parents how to use playtime to deliver informal learning, for example, in basic numeracy ideas, designed to ensure that these children enjoy a good start when they enter the classroom.

Facebook sought to be a good neighbour in its Dublin Docklands area, so it partners with the communities adjacent to its offices. The company gained a valuable insight through its involvement in ELI. Even though the arrival of tech titans in the Silicon Docks has catapulted Dublin into being a major player in the global economy, underprivileged communities live in the very shadows of their state-of-the-art premises, who

feel permanently shut-out from having the skills necessary to embrace the new technology that those companies bring. Facebook addresses that reality through working with ELI. This partnership seeks to connect underprivileged children with resources at their fingertips.

Facebook is a major donor of laptops and funding to ELI to run programmes, such as home visits made by women drawn from the community not from outside it, who have been trained and mentored to impart the right skills, advice and support. More intimately, Facebook also donates time in a [mentorship programme involving eighty employees coaching eleven-year-old girls and boys](#) from St. Laurence O'Toole School in Seville Place and St. Patrick's in Ringsend. It is designed by Facebook's volunteer team to encourage crucial progress in soft skills acquisition by bringing the students into the Facebook offices, where they learn social decorum for interviews and the workplace. [After every course, Facebook invites in participants' peers, guardians and teachers to attend a presentation by the students on their skills growth. This happy occasion also allows students to develop their public speaking skills, and personal confidence.](#)

To strengthen the personal bonds of this partnership, Facebook also hosts a Christmas party for participants in ELI's Parent/Child Home Programme as well as Facebook's employee

Facebook



family holiday gathering. Children from ELI delighted in the opportunity to join in the wonderful festivities, from games and activities to a life-size snow globe to a passenger polar express winding through the offices. Facebook also lends its facilities routinely to ELI for meetings and board events, helping to grow ELI's pool of collaborators.

In 2016, Facebook introduced a new CSR framework to structure its relationships with other partners. At the start of each year, [Facebook selects four quarterly causes in Dublin, centred on a large event and voted upon by employees](#). The corporation piloted a new Global Causes Day in April, which became one of the Dublin site's quarterly causes; the Dublin team enthusiastically [gave the day to running over 20 separate events, 2 of which were a clothing drive for a local women's shelter and spending time with a teen outreach group at a local sports centre](#). Other quarterly events included a Fun Run for Our Lady's Children's Hospital in Crumlin, a summer holiday appeal for UNICEF and a sleep-

out for homelessness surrounding the Facebook office for Focus Ireland. Volunteers also lead smaller events monthly, such as DSPCA cake sales.

While executive chairs oversee the site's overall CSR scheme, individual projects are largely employee led, allowing the company to respond to a diverse workforce – the Dublin site is home to over seventy nationalities and strongly supports Pride and other diversity and inclusion initiatives.

[Through its programme 'Clubs for Causes', Facebook donates \\$50 per person per quarter when five people join together in support of a cause. This gives motivated employees a mechanism by which to support sustained volunteering, while walk-in volunteering remains accessible at company-wide events.](#)



Leading PC manufacturer HP Inc., situated in Leixlip gives employees with a passion for social innovation the tools to address needs within their communities. Hewlett-Packard, which established operations in Ireland in 1971, split into two separate companies in 2015. While this big change was being implemented, HP renewed its goal of building solid relationships with community partners through the engagement of their employees.

One employee at the HP site in Leixlip became aware of the shortage of platelet donors in Ireland when one of his relatives, a cancer victim, required regular transfusions. He himself donated his blood more than one hundred times. He motivated HP to establish a **volunteer blood platelet donation campaign** in association with the HP Global Volunteer Challenge. Two hospitals in Ireland, St. James's in Dublin and St. Finbarr's in Cork, perform platelet donations. Only ten per cent of the Irish population are eligible to donate – regulations prohibit, for example, anyone who has been pregnant – and this small cohort can only give blood once a month. Accordingly, despite the urgent need, there are only a few thousand registered donors in Ireland. Platelets have a shelf life of less than a week. Because over 22,000 platelet transfusions are needed in Ireland annually to treat cancer

patients, burn or accident victims and premature babies, amongst many, the need for blood donations is relentlessly urgent.

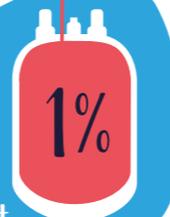
This supply and demand discrepancy inspired the HP employee to undertake an ambitious target: **to recruit and maintain 1% of all blood platelet donors in Ireland from among the employee population at HP in Leixlip**, beginning in 2012. The company actively supported his endeavour, helping with project organisation, compliance, documentation and communications. The employee, having recruited a cohort of reliable HP volunteer donors, then established a superb relationship with St. James's Platelet Clinic, situated twenty kilometers from HP, and the project sparked into dynamic life.

By 2014, the project accomplished its objective, with 26 donors from the Leixlip site making 189 platelet donations. Two years later, the project's success continues, as the employee leader maintains a team of many dozens of platelet donors ready to spring into action when St. James's needs platelets. The company continues to endorse and enable this work, which was nationally recognised when HP in Ireland was shortlisted for a 2014 Excellence in Community Award.

**With the platelets campaign, HP helped to elevate the passion of one committed employee into a major movement.**



26 donors,  
189 platelet  
donations

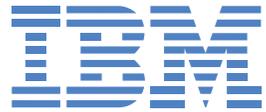


Other employees are similarly encouraged. **Employees can take four hours each month during company time to volunteer with recognised organisations.** One contingent teach PC skills on site to local senior citizens through Age Action. Other employees, interested in supporting community and work-life balance, co-ordinate family Christmas parties and 'bring our children to work' days. Still others are affiliated with a long roster of non-profits and community organisations, including Junior Achievement, Maynooth University, DSPCA and Tidy Towns.

Site-wide, **HP supports one-off events** throughout the year targeting the educational, the environmental, and the entrepreneurial spaces in a hands-on way, such as through **mentoring for CoderDojo or helping new community partners design websites or manage IT systems.** Site employees also support non-profits with a 5k Fun Run on campus for Pieta House, fifteen years of fundraising for Daffodil Day and sending **three hundred employees from every level of the company to pack a huge quantity of meals for Stop Hunger Now** at several events throughout the year.

HP wants its employees to drive their own projects. The company supports and nurtures employees in project management, communications and leadership, helping them maximise those impactful contributions to their chosen charities, and also spreading the word through the workforce. In these ways a strong volunteer ethos permeates the entire company.





IBM's Smarter Cities Challenge is a significant social impact initiative. Ireland has been the recipient of 3 Smarter City grants, awarded to Belfast (2013), Dublin (2014) and Limerick (2015). Valued at \$500,000 USD (€445,000) each in consulting services, IBM's Smarter Cities Challenge Programme addresses the burgeoning problems of accelerating modernisation in cities across the globe. As urbanisation gathers pace, cities must grow smarter if they want to serve the unique needs that the influx of people brings. The programme emerged from the Corporate Service Corp, an internal IBM leadership development programme that sends 12-14 member teams of high performing employees around the world on non-profit consulting projects in developing countries. Since 2008, over 3,000 IBMers have completed over 1,000 Corporate Service Corps projects with a market value over \$70M to impact over 40 million people in our global communities.

IBM wished to extend a similar offering to cities and municipalities, helping them address their most critical challenges, and in 2010, the **Smarter Cities Challenge** was born, a competitive programme where cities apply to be selected. **Global teams of 5-6 IBM experts are put on the ground for three weeks to work closely with city leaders**

and deliver recommendations on how to make the city smarter and more effective. The Smarter Cities Challenge is IBM's largest philanthropic initiative, with contributions to date valued at more than \$66 million. Since 2010, IBM has deployed 800 top experts to help more than 130 cities around the world.

The most recent **Smarter Cities Challenge in Ireland, took place in Limerick** in May 2016 and focusing on Ireland's fastest aging city. The Challenge was to assess current activities, including the existing "age friendly" strategy, and **develop a set of recommendations enabling Limerick City and County Council to predict and respond to the needs of senior citizens** through better management of shared information. A team of five global IBM executives with specific skill sets, including experts on data analytics, human resources and a 'master inventor', worked with the City over a three week period meeting with and interviewing stakeholders which included senior citizens, civic leaders, service providers, health care providers, academics, students and more as a prelude to developing a tailored action plan. The identified needs of Limerick city ranged from better technology for accessing medical information for first-responders to senior citizens, to a simple but important intervention – providing benches at bus stops outside hospitals. High-level findings included: acceleration of goals for transportation and outdoor spaces, social inclusion, housing and civic participation. In addition, opportunities exist to develop new initiatives for market initiatives for master data management, governance, communications, electronic medical records and smart cards. The final report outlining detailed recommendations and an implementation plan has since been delivered to the City and will be made public later this year.



While Smarter Cities is a key initiative for IBM, the company also operates in other fields within corporate social responsibility.

**In the last year, IBM employees conducted more than one hundred and fifty community engagements, resulting in over 10,500 hours of volunteering – with up to fifteen larger projects serviced at a company-wide level.**

**IBM's volunteering programme operates under the banner of 'On Demand Community', which encourages employees to conduct skilled volunteering in local schools, charities and non-governmental organisations while also providing a matching grant scheme.** In an innovative response, IBM retirees are also included in this programme, demonstrating the company's lifelong commitment to enabling employee social impact. Two IBM Ireland teams have been recognised

through Excellence Awards at global IBM level for their **innovative volunteer work with Coder Dojo and the Irish Cancer Society.**

IBM Ireland also delivered a number of individual Impact Grants in 2015, with a market value of €300,000 to Irish charities and non-profits. Impact grants provide consulting expertise and software to support these organisations in their efforts to serve their communities. The diversity of the grants allows IBM to deliver services and technology that meet the ever changing needs of the non-profit sector. **"Charity Skill Master classes"** are also held on site in IBM's main campus at Mulhuddart, on topics ranging from project management to digital media. At IBM, the skills and expertise of every employee is harnessed to impact the Irish social landscape.



Intel Ireland, headquartered in Leixlip, cultivates receptiveness among its employees by endorsing causes suggested by them rather than dictated by the company. **After giving twenty hours of service to a school or non-profit organisation, ranging from GAA clubs to St. Vincent de Paul, employees trigger a matching donation of \$10 per hour from the Intel Foundation to their partners.** 80,000 volunteering hours in 2015 elicited a gift of over half a million euro, distributed among 158 recipient organisations. Intel's support was potent at local levels, buoying up smaller-scale initiatives to achieve their goals.

**Intel employees enjoy autonomy in choosing their sphere of impact. This has strengthened the volunteer base, which has soared from 3% of employees in 2000 to almost 50% of the 4,500 workforce on the Leixlip campus.** Intel encourages its people to align their projects of choice with their passions and interests so that their volunteering is heartfelt, impactful and sustained. Intel has nurtured a grassroots culture of social impact engagement that inspires confidence in employees to suggest initiatives, knowing that Intel will lend a friendly hand. Intel Ireland has a strong ethos of everyone working with each other and sharing stories, ideas and learnings. This culture is infused into the company from a broader national disposition toward giving, and an Irish culture that fosters active volunteering.

Intel's **educational outreach programmes** welcome students into that partnership between employees and host communities. Intel is linked to primary and secondary schools in the vicinities of Leixlip, Maynooth and Celbridge: it also supports higher-level students, particularly women studying technology, through STEM courses and scholarships. It administers the annual **Mini Scientist competition** at almost one hundred primary schools scattered across the country. **The contest encourages students aged eight to twelve to gain enthusiasm for science and to build skills in project**



**The project of sponsoring innovation itself inspires innovation.**

**design, presentation, and teamwork by showcasing projects at school science fairs.** Their innovations range from studies of germ culture in mascara to creating games accessible to the hearing-impaired. Intel volunteers visit the schools to assess the projects. Winners are invited to the Leixlip campus to share their ideas, and the participating schools can compete for a major grant. Intel employees, many of them parents, are delighted to welcome these inquisitive children to the campus and are frequently impressed to learn from them about how much there is left to learn.

Intel seeks to excel in skills-based volunteering. **Organisations supported by its employees receive gifts of technical, creative, or managerial expertise** deployed to alleviate need and enable self-sufficiency. The Not-For-Profit sector benefits from high-level technical input on improving functionality in everything from website design websites, establishing wireless networks or managing social media. In Laura Lynn, Ireland's Children's Hospice, and at a local nursing home, Intel volunteers streamlined care systems through the digitisation of vital records and helped to design tools and environments that eased passage through distressing life phases for patients and their loved ones. **They helped to create therapeutic sensory rooms and digital storybooks that collected and preserved the favourite photos, memories and music of Alzheimer's patients.**

Intel selects two organisations annually as the beneficiaries of major fundraising campaigns. Employees nominate charity partners and act as ambassadors for them if selected. In 2016, the grant recipients were the Parkinson's Association of Ireland and Irish Dogs for the Disabled. To generate awareness, enthusiasm and funds, Intel hosted its biggest fundraiser ever in April 2016: 'Intel Does Strictly', modeled on 'Strictly Come Dancing'. Thirty-four employees, some new to the company and others veterans of over twenty years, most of them strangers to each other, were bonded in pairs and rehearsed intensively with a professional choreographer. Fully costumed, expertly prepared and professionally introduced,

they performed before an expert judging panel for a packed and wildly enthusiastic audience of family, friends and co-workers at Confey GAA club. The event was an enormous success. **'Intel Does Strictly' raised forty thousand euro** for the two organisations.

Intel's volunteering ethos seeks to be potent at local levels, helping a multitude of smaller-scale initiatives in the wide variety of communities in which their thousands of employees live. The time, enthusiasm and expertise contributed by thousands of Intel employees helps make their own communities stronger. Intel's CSR embraces a philosophy that prefers personal, active and sustained engagement rather than a once-off disbursement of cash.

**Intel Ireland has a strong ethos of everyone working with each other, sharing our stories, our ideas, our learnings and our dreams.**





LinkedIn understands that its goal of connecting the world's professionals to make them more productive can be extended easily into to the sphere of development; providing disadvantaged people with the right tools and networks to exert a massive impact. LinkedIn deploys its Economic Graph, an in-progress digital mapping of the global economy, to create greater economic opportunity worldwide. LinkedIn for Good, its social impact arm, also strives to achieve exactly that.

As the company's EMEA headquarters, LinkedIn Dublin is connected to international CSR initiatives. The sheer scale of the Dublin operation – one thousand employees – mean that it can act as a leader and catalyst for other regional sites, a laboratory setting for new programmes can be tested and successful versions can be exported to the company's other global sites. The [Digital Skills for Success programme](#) was started in Ireland, in partnership with Junior Achievement [to deliver skills workshops to students encouraging them to recognise career inspirations and possible paths](#). It success has led to partnerships between LinkedIn and JA at sites in France, Italy and Sweden. Meanwhile, the Dublin site also draws on good ideas from other projects within the company family, such as Sweden's ['Welcome Talent' initiative that helps refugees adapt to a new workforce even in the midst of crisis](#).

LinkedIn's CSR is purely employee-led and designed. Staff are encouraged to champion causes about which they are passionate about. [LinkedIn for Good recently launched 'LinkedIn Gives' in which it partnered with GoFundMe, the world's largest giving platform, to develop an innovative platform for employee fundraising](#). This unique partnership encourages staff to turn to colleagues for funding support, and then through company backing amplifies that mobilisation outwards from individual advocacy: LinkedIn and LinkedIn for Good each match funds raised by the employee, instantly tripling transformative impacts.

Dublin employees have already raised thousands of euro through the platform. Causes range from sponsoring individuals in the Ring of Kerry and Mizen to Malin cycle challenges, which support the Derrynane Inshore Rescue Team and a genetic clinic on behalf of children with tumours at Crumlin Children's Hospital. Money raised also goes towards training teachers to impact over a thousand students in the developing world through the Irish NGO Suas. Junior Achievement, Jobcare and other organisations targeting youth unemployment are a particular focus of LinkedIn's efforts.

The GoFundMe platform also streamlined LinkedIn's participation in the annual summer [Techies 4 Temple Street treasure hunt](#) in Dublin. An employee whose daughter had been treated at Temple Street led the [fundraising efforts ranging from rubber duck races to goodwill football matches, including a gala dinner and auction that raised €10k in one night](#). Additionally, LinkedIn's matching grant programme augmented the fundraising. The three teams

from LinkedIn dominated the event's fundraising leader board and collectively donated €28k to the Children's Hospital. LinkedIn for Good supports employees already passionate about their causes by giving them more time to work with organisations on monthly 'InDays'.

One of the site's most popular initiatives among employees is its award-winning ['Calling for a Cause' partnership with Plan International Ireland, an organisation that sponsors children facing poverty in the developing world to help them achieve their potential](#). Like all non-profits, Plan International Ireland suffers from donor fatigue, leading to attrition of funding. Through 'Calling for a Cause', LinkedIn volunteers maintain personal contact with those donors, periodically reaching out with a simple 'thank you', news or update on how their contributions make a difference, as a way to build donor loyalty. Their volunteering deploys the same skillset that employees use everyday in their professional work to support a worthy cause. This brilliantly implemented strategy has led to gains of €1,000,000 for Plan International Ireland over the partnership's life, and this initiative forms an integral part of the organisation's communication and fundraising strategy. These funds pay for thousands of mosquito nets, school essentials, adult literacy training for eleven thousand women and the year-long education of more than two thousand girls.

By nurturing employees' predilection toward volunteering in an energetic workplace culture LinkedIn has expressed its corporate values in tangible ways that develop meaningful partnerships with forces for good in Ireland and across the globe.

'Calling for a Cause' is a brilliantly implemented strategy by Linked-In employees which led to gains of €1m for Plan International Ireland over the partnership's life.



# MetLife®

MetLife's Dublin operation was established in 2006, and now employs just over 300 people. Thanks to local volunteer and affinity programs, **MetLife in Ireland delivers a robust social impact program, implemented across various initiatives including "MetLife Makes a Difference", the "Inclusion Plus" Programme, their work with Stanhope Street Girl's School and the affinity group, GLAM (Gay Lesbian Bisexual & Transgender Associates and Allies at MetLife).** MetLife prides itself on having demonstrated a sustained commitment to social consciousness over a century and a half of existence. This dedication is expressed in the company's mission 'To help people pursue more from life', and the formal creation of the charitable arm of the company, MetLife Foundation, in 1976. Thanks to this focus, since 2006, MetLife has donated over €100,000 to various charities within Ireland.

**When MetLife partnered with Focus Ireland to run the 2015 'Shine a Light Sleepout', it was the first corporate organisation to partner with the homelessness-focused nonprofit on this exemplary event.** Held at Iveagh Gardens in Dublin, more than fifty members of the company volunteered. Altogether, MetLife employees raised €35,000 in personal sponsorships and fundraising, with MetLife Foundation granting a further

€40,000 to Focus Ireland to support of their Preparation for Education, Training and Employment programme, which helps those experiencing or at-risk of homelessness to transition to independent living through skills and confidence training.

As part of an EMEA wide program, MetLife in Ireland is entering their third year of partnership with Junior Achievement, an organization that encourages young people to remain in education and teaches them the skills they need to succeed in a changing world. **In 2015 thirty five volunteers from MetLife inspired and motivated 382 students in 12 local schools in Dublin this School year.** In addition, the MetLife 'Finance Your Future' programme, which aims to teach 4th, 5th and 6th year students the skills they will need to **manage their financial lives in a responsible way, reached 1177 students** from 30 Schools with 58 volunteers, spanning 10 counties across Ireland.

In 2016, MetLife Ireland ran the 'Inclusion Plus' initiative as part of a larger global pilot programme. It sought to improve the access to, and usage of, financial products and services, especially for at-need members of a community, aligning well with MetLife's expertise in financial inclusion.

Partnering with MetLife Foundation and VERB, the Texas-based social entrepreneurship support agency, MetLife developed a collaborative environment to incubate ideas on financial inclusion. This culminated in a Dragons Den-style competition, in which staff coached the budding social entrepreneurs. The entrants were whittled down from thirty to fifteen and eventually five: with the five finalists competing in the grand final where €50,000 in grants from MetLife Foundation was awarded to help bring their ideas to life.

Over the past seven years, MetLife has also supported Stanhope Street Girls Schools. This relationship is marked by sustained interpersonal contact between MetLife employees and the students, culminating in a Transition Year 'Day in the Life' Programme and a coveted number of summer work experience placements annually. **MetLife mentors offer an overview of their roles and describe their professional journey, while providing practical training in mock interviews and CV workshops.** The company also connects with Stanhope at a professional level, by conducting branding workshops with the teachers and principal to improve direct-fundraising efforts for the school.

When MetLife Ireland's GLAM chapter was founded a year and a half ago, it was the only such chapter outside the United States. It soon gained traction, buoyed by the fact that many senior executives in MetLife Dublin had been involved with the LGBT movement in the USA. **GLAM's core concept is simple but transformative: encourage every employee to be their whole selves at work.** A Diversity and Inclusion Week in June 2016 featured panel discussions with LGBT

employees. A highlight was a presentation about being gay at MetLife over the last thirty years, demonstrating the rapid maturation in the response to LGBT issues in the workplace. In 2016, MetLife in Ireland was acknowledged as an employer of choice for the LGBT community as part of Ireland's 2016 LGBT Workplace Equality Index Awards.

**At the heart of its CSR platform, MetLife Ireland instills a passion for serving the common good in its employees. Its charitable programme is geared towards giving employees the tools through which to positively impact the community around them.**

Ultimately, the depth and breadth of MetLife's CSR offerings ensure that every employee can match their passions to projects that foster community progress, living the company's ambitions of helping people to pursue more from life.



In terms of social purpose, companies live it rather than assert it or advertise it.





In 2015, Microsoft celebrated its thirtieth anniversary in Ireland. With over 1,200 employees with a European Development Centre, an EMEA Operations Centre, European Data Centre and the commercial business for the island of Ireland, Microsoft Ireland plays a strategic role in the company's global operations. Social responsibility is embedded in Microsoft's DNA with community affairs and corporate social responsibility something that has been part of the company's operations since it first established in Ireland 30 years ago. Recognising at the outset the role that technology can play in helping people and organisations realise their full potential, Microsoft has ensured that its software, solutions and talented people have helped people and non-profit organizations do more. **Over the last year, Microsoft Ireland has donated €8 million in software, facilities and resources, volunteering time and matching funds to a diverse range of non-profit organisations. Initiatives range from helping children learn to code** through both the CoderDojo movement and the international initiative, Hour of Code. Microsoft has a long-term partnership in place with Enable Ireland focusing specifically on the area of accessibility. Through the partnership **many young people with a disability have secured IT skills** – something that is helping them strengthen their independence, in some cases, even leading to employment. Through the local relationship, the team at Enable Ireland have been introduced to a group of core developers based at Microsoft in Seattle. Through



this relationship, new software and technology is checked for accessibility before it is ever released to the market – something that benefits people all across the globe.

**Microsoft has pledged to deliver a further €10 million over the next two years** with the aim of transforming how non-profits operate through the efficient use of technology – helping each of them reach more people and do more for the cause that they support. Under the umbrella of **Tech4Good, Microsoft is donating cash and cloud services to a number of charities and non-profit organisations.** This is having a very real impact on people on a daily basis.

One of Microsoft's flagship projects in Ireland is **Youth2Work**, a partnership created from the decade long relationship with FIT, Fasttrack to IT. Working with FIT, Microsoft – together with other industry leaders – has been **helping to equip long-term unemployed people with IT skills** that would help them to enter the workforce.

In 2010, Microsoft and FIT developed a programme targeted directly at young people. The next generation of the Irish workforce – particularly those in disadvantaged areas – suffered severely in a depressed labour market. Working with FIT, Microsoft devised a bold plan to address this pressing issue: **equip ten thousand young people with in-demand technology skills over three years.** Such a programme simply



made sense – Microsoft and FIT believed passionately that for young adults to enjoy viable careers, they needed to become proficient in the leading-edge technological skills that were increasingly in demand in the high-tech Irish economy. Specifically, **Microsoft provided both the software and cloud services to support a broad range of technology based training courses, and grants for up-skilling workshops and events** throughout the country to increase awareness of the opportunities available. **80% of those who have engaged in the training courses have been positively affected – half have gained employment, while the other half has advanced to further training or education.** Microsoft and FIT have sought to further promote and fine-tune "Youth2Work," partnering with the GAA to broaden its reach. Together, Microsoft, FIT and the GAA ran a series of events throughout Cavan and Monaghan to pilot the role out of Youth2Work to rural areas across the country.

Microsoft also facilitates and encourages employee volunteerism. All employees are entitled to take days from work to provide support to a charity of their choice. This was recently witnessed when **over 40 employees from all parts of the Irish operations participated in a cycle from Mizen to Malin Head in aid of neighbouring charity, Laura Lynn.** The group raised almost €40,000 as a result of their efforts for this very worthy charity.

Individuals can use their time with a charity of their choosing and can share their skills and expertise or can undertake a challenge as those on the cycle chose to do. It is another way that Microsoft demonstrates its commitment to the communities where it is based.

**"Technology is wonderful, but it is an enabler. It is the people with passion who make things happen."**

Orla Hogan, Head of Philanthropy and Corporate Communications, Microsoft



For Northern Trust, corporate social responsibility offers a prism through which to view the entirety of their global operations. The company adopts a holistic, big picture approach to CSR, based upon its seamless integration into its business practices. This asset and fund administration company has pivoted away sharply from traditional philanthropic efforts, instead seeking to insert a commitment to social consciousness into every aspect of its business. Northern Trust believes that a company can generate both social value and economic value – the two are not mutually exclusive. Moreover, by **embedding social responsibility throughout every facet of the company**, Northern Trust can recruit, motivate and retain its talent base of over one thousand employees split between Limerick and Dublin.

The commitment to sustainability in the Limerick site sheds light on Northern Trust's social impact worldview. In improving the environmental standards of its operations in Limerick, Northern Trust exemplifies its integrated approach to social responsibility: **optimising sustainability** raises the bottom line, but it is also ethical. In planning the Limerick site, energy efficient transport, including public transportation and cycling to work, was a key factor in determining location. Northern Trust conducted a transportation audit of employee transport efficiency, implementing a car-sharing drive as a result. Northern Trust is also a party to the Carbon Disclosure Project: the company publishes its Greenhouse Gas emissions in line



with the Greenhouse Gas Protocol of the World Resources Institute.

**Partners Think Green (PTG)** is another innovative practice for Northern Trust in the social impact realm. Centred on the **three R's - reduce, reuse, recycle** - PTG teams of employees serve as Think Green Champions that continually seek opportunities to improve employees environmental impact and consciousness inside and outside the office.

Northern Trust offers an **Environment, Social, and Governance (ESG) Index Fund** for those clients wishing to make socially responsible investments. Dating back over quarter of a century, this investment fund – based in Ireland – synchronises with the company's all-encompassing view of social impact. **Its investments emphasise companies that value human rights, sustainability, and social consciousness.** At its heart, the ESG Index Fund encourages clients to align their investments with their values. Northern Trust also manages an Emerging Market ESG Index Fund that helps countries to grow responsibly.

**Northern Trust continues to measure success not only in the bottom line, but also in social impact: corporate social responsibility is a core value and way of thinking that permeates every facet of Northern Trust's business.**



Prometric, a leading provider of technology-enabled testing and assessment solutions based in Baltimore, US, first opened its Global Business Centre in Dundalk in January 2012. Since then, it has grown rapidly from 30 employees to 140 strong. This facility plays an essential strategic role in Prometric's global operations for work across Europe, the Middle East and Africa. Several departments operate out of this location, including: technology, finance, marketing, human resources and test development/publishing/administration.

Prometric's social impact on the Irish community is just as varied, driven by a strong vision, mission and set of values that support thinking globally and acting locally. One of the company's signature charitable initiatives has been its involvement with **Junior Achievement** which began soon after the Centre opened. At last count, **33 staff members take time from their working day to deliver STEM-based learning in local schools.** Employees work with local schools in Dundalk and the surrounding hinterland, including St. Vincents, Castleblayney, Bellurgan National School and St. Mary's College and many others for six weeks a quarter. **Prometric employees also have delivered presentations to students entering technical colleges concerning career preparedness and future employment paths.**

Both students and Prometric employees benefit from these sessions. Prometric volunteers get a chance to enhance their presentation and interaction skills while enjoying being with young people on the threshold of major advances in their educational and career lives. All levels at the company are involved, too, which bolsters staff camaraderie and cohesion tremendously.

A prominent wall in the office is dedicated to Prometric's work with Junior Achievement, displaying press clippings, photos and thank you notes from students.





State Street International, the worldwide financial services corporation employs over 2,500 people at sites in Kilkenny, Drogheda, Naas and Dublin. State Street is proud to celebrate its 20th anniversary in Ireland as the largest provider of fund administration services across both domiciled and non-domiciled funds, and Ireland's No.1 custodian. State Street works to make life better for the community by pursuing strategic corporate social responsibility (CSR) goals. State Street focused its charitable giving on education and workforce development. They partner with non-profit organisations to [prepare young people and adults from low-income areas](#)

[for professional jobs, place them in internships, and provide mentoring and counseling support.](#)

State Street partners with the national youth organization, Youth Work Ireland, to help teenagers stay in school. State Street support Youth Work Ireland's Garda Youth Diversion Project for at-risk teenagers. Projects are designed to develop a sense of community and encourage participants to take part in education, sport, art and music. In Kilkenny, State Street funds a unique work-placement branch of the project. [Teenagers are employed by small local businesses giving them valuable employment experience and keeping them away from anti-social activities.](#) State Street supports this initiative by funding the project so that each participant can receive a wage while gaining valuable work experience.

State Street will assist Youth Work Ireland in expanding the job-placement element of this project to multiple locations\*,



\*Monterey Insight, Ireland Fund Report, June 2015

in Ireland over the coming years following the success of the project in Kilkenny. A State Street representative will assist with the expansion planning while another representative will sit on the interview panels when the scheme is running nationwide. For both employees and young people alike, this project is an opportunity for all involved to improve their skillset and learn from one another.

State Street also partners with U-Casadh (Gaelic for U-Turn) in Waterford. This organisation has a strong focus on social inclusion, through encouraging entrepreneurship. U-Casadh aims to curb recidivism rates among ex-prisoners by fostering a socially inclusive environment through counseling and outreach. [State Street provides financial support for initiatives that provides U-Casadh participants with work training and employment.](#) Through those initiatives, participants develop their talents to enable them to start their own self-employed business ventures, such as carpentry or photography. They

are welcomed and eased back into meaningful engagement within Irish society. U-Casadh visits State Street's sites to provide a progress update and give an update on the transformative influence of U-Casadh.

[State Street employees have volunteered more than 7,000 hours with ninety different community partners in the last year.](#)

The company encourages employees to get involved in local charitable initiatives and also provides a matching gift programme that can contribute up to five thousand dollars per year per employee to charitable organisations. Youth Work Ireland and U-Casadh are just two of a number of projects that State Street supports in Ireland. State Street continues to invest in these programmes, with the goal of having a positive long-term impact on Irish society.





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Symantec Corporation is the global leader in cyber security. Operating one of the world's largest cyber intelligence networks, they see more threats, and protect more customers from the next generation of attacks. Symantec helps companies, governments and individuals secure their most important data wherever it lives.

At Symantec, corporate responsibility (CR) and positive societal impact are core to their business strategy. Integrity is a cornerstone of their mission and values, and helps define their winning culture. Through their global efforts to reduce greenhouse gas emissions, invest in STEM and cyber security education, and build and sustain a diverse and inclusive workplace, they remain committed to making the world a better and safer place.

The company's Dublin-based office has a robust CR operation, epitomised by its hallmark Symantec Service Time (SST) initiative. Encouraging employees to use five work days to volunteer, **SST enables employees to work with many NGOs, charities and community organisations. Examples include Camara, focused on responsible computer recycling; CoderDojo, an organization teaching youth to code; OWLS, a children's nature charity; and local schools, where employees mentor students.**

The Dublin site has a four-aspect engagement strategy: the environment; diversity and inclusion; science, technology, engineering, and math (STEM) education; and online safety.

In their **Online Safety in the Community programme**, Symantec's business expertise truly fuses with its CR strategy.

With this programme, Symantec identified an opportunity to use its deep domain expertise to fill a much-needed gap in education: how to protect yourself and your loved ones online. **Symantec employees were trained to present age-appropriate cyber security lessons to children and teenagers. They tailored their presentation to specific school needs, including cyber bullying, privacy, online predators, hate speech and social media account protection.** Symantec also addresses parents and teachers, the first-line of defense in combating the vast range of threats that assail children on the Internet every day. Employees have actively embraced this initiative, taking online safety training and awareness into their children's schools and into organisations like the Irish Scouts. **Cutting-edge cyber security training is thereby made available to students, parents, and teachers** who may have only a hazy awareness of the rapidly evolving digital space. Employees involved with Symantec's Online Safety in the Community programme act as educators on an issue of crucial significance to Irish children and parents, but they also provide role models for students. Symantec's CR programme skillfully combines its specific sector expertise with its charitable strategy, exemplified by the success of Online Safety in the Community.

Symantec's employee volunteers are able to apply for volunteer grants on behalf of the organisations with which they're working. These grants, equivalent to \$15 USD per volunteer hour, encourage employees to volunteer and provide even more assistance and support to the charitable organizations employees care about.




Together we'll go far

As a leading global financial services company, Wells Fargo dedicates charitable effort to each of its host communities. The United Way Worldwide awards grants on behalf of Wells Fargo as a result of advocacy and relationships built by team members with local charities, thus ensuring that there is a direct personal employee connection to all money distributed by the company. This funding programme is complemented by the Wells Fargo Ireland Social Responsibility Committee, comprised of ten team members and one senior manager, who organise charitable outings for the Dublin site and its team members. For example, **every Wednesday, the Social Responsibility Committee gathers team members to volunteer at a local homeless shelter**, creating a detailed schedule to ensure that there are always people present. The Social Responsibility Committee coordinates a plethora of other initiatives in the community, from volunteering at an assisted living facility to a children's hospice. Fundraisers include an Easter egg appeal and an annual Christmas toy appeal for underprivileged children. Other activities include "Casual Dress Days", "Fun Runs", "Quiz Nights", "Bake Sales", "Dress for Success" and "Coffee Mornings to support Premature Babies". Each fundraiser contributes to the vibrant social consciousness within Wells Fargo Ireland.

Wells Fargo in Dublin enjoys a **special relationship with the Temple Street Children's Hospital**, underwriting and art therapy space within the St. Clare's Unit of the hospital.

## Each fundraiser contributes to the vibrant social consciousness within Wells Fargo Ireland.

This wing specializes in the sensitive treatment of young people where sexual abuse may be an issue, deploying art to foster a welcoming environment to these children. Having supported the Temple Street Children's Hospital for several years through smaller fundraisers and other volunteerism, the United Way Worldwide grant recognised and celebrated the long term relationship between Temple Street and Wells Fargo. United Way Worldwide also supported the LauraLynn Hospice – the only one dedicated to Irish children – with a donation made on behalf of Wells Fargo for **the programme 'Light Up LauraLynn'**. The turning on of holiday lights for the Christmas season allows families at LauraLynn to come together on this festive occasion.

Every year, Wells Fargo Ireland selects a number of charities to work with, including Saint Vincent de Paul, LauraLynn, Temple Street Hospital, ALONE and Dublin Simon Community. Each charity is proposed by a team member, reviewed by the Social Responsibility Committee, and approved by senior management. This process ensures that social responsibility is emphasised at every level of the company. While these efforts are made throughout the year a "September Giving Month" allows funds raised in that month to be allocated to a special cause where team members also donate their time at events during that month.







GET INVOLVED





At Xilinx Ireland, education lies at the heart of its volunteering initiatives. Located in Citywest, CSR volunteers at Xilinx are conscious of the company's proximity to disadvantaged areas, whose schools and students can be helped through responsiveness in resources and even more importantly personal mentoring. **Xilinx's signature global philanthropy programme is called the Educational Ecosystem, and it works through both interactive mentorship outreach and financial assistance.** This programme won the Corporate Philanthropist of the Year award for 2016.

**Xilinx's support of local schools is delivered through direct engagement with students and staff.** In partnership with Junior Achievement Ireland, Xilinx volunteers are regularly and enthusiastically involved in **"Make Maths Matter" workshops** for two local national schools: St. Ronan's and Talbot Senior National School. The workshops brought 130 fifth-class students to Xilinx's campus and to UCD Sports Centre for a day of interactive games that showed the applicability of maths outside of the classroom, from busfares to sports statistics.

Xilinx also ran a five-week **"Our World" programme** in the classroom, where volunteers invited participants to explore careers in STEM-related fields and **to develop interpersonal and business skills essential to the professional world, such as decision-making, negotiation and entrepreneurship.**

Xilinx's site also hosts local students for a three-way conference call, termed a **'Virtual Field Trip'**, with students located near Xilinx sites in Colorado and San Jose. **This allows the students to utilize Xilinx's resources to facilitate cultural sharing and international bonding.** The student participants are already demonstrating growth in their perspective year by year as they approach the sessions with increasing sophistication and creativity.

In support of students' business ingenuity, Xilinx volunteers mentor and appraise fifth and sixth class students from Dublin 22 in an annual **Dragons' Den event.** **Mentors work with student teams to turn their prospective product designs, consisting of novelty items such as stretchable shoes and energy-efficient 'ultraclean homes', into business pitches, with fully developed marketing strategies and financial plans.** Teams then pitch their products to a panel of volunteer 'dragons' – senior employees – who provide positive feedback.

**This event nurtures the imaginative powers of primary school students while showing them that their creativity is integral to innovation.**

Xilinx esteems collaboration between arts and sciences – adding the A to STEM. **STEAM initiatives** mitigate the left/right-brain binary, advancing the flexible ingenuity that is vital to a multimedia business landscape. Xilinx Ireland's dedicated, multi-annual funding contributions to RUA RED, an interdisciplinary arts centre serving Tallaght, demonstrates commitment to nurturing STEAM through synergy between technology and arts. **With Xilinx's support, the organisation has ran 122 new initiatives within the creative technology and digital design sector.**



Xilinx multiplies the influence of its volunteers in their individual charitable giving through a matching grant programme. **Employees show amazing generosity and initiative in coordinating outreach events such as a 'Malin to Mizen Head' cycle challenge, a 'tea and coffee' donation fund and volunteering with the Peter McVerry Trust in the Xilinx Annual Global Day of Giving.** An employee committee is responsible for selecting recognized charities as community partners. Through Educational Ecosystem grants, Xilinx has made impactful donations to local schools. Their financial support in the past year enabled the purchase of a computer lab, interactive white boards, iPads for student use and other resources to incorporate IT into the classroom experience, while it also sponsored violin tutoring and a school musical.

**During their years partnering with Xilinx, students at Talbot NS made impressive leaps in national standardised tests, rising by 14% in literacy and 11% in maths.** For employees, engaging with students on site has been intellectually stimulating, but hundreds of mentees have been impacted in an even more profound way. Many students were at-risk of dropping out of education prematurely and this risk has been mitigated by having regular contact with Xilinx role models – women as successful managers and engineers, men embodying empathy, strength and success. Student confidence in their own skills is also bolstered in a positive environment.

**Xilinx Ireland is acting as a catalyst for good in its community by sustained commitment to the local educational ecosystem.**



As a global customer service software developer, Zendesk builds relationships between customers and clients that are personal, productive and user-friendly. For Zendesk, the pillar social issues that its CSR outreach programme addresses through its partner organisations include technical literacy, workforce development, enhancing educational and healthcare outcomes, promoting gender equality and breaking the cycle of poverty. Using employees' insight gleaned from their personal experience to identify suitable partners has been a long-running feature of Zendesk Ireland's CSR strategy. When Zendesk opened its new location in Grand Parade in 2014, local charity leaders were invited in from the very beginning, forging relationships on a personal level that have evolved into warm partnerships.

Zendesk first met the **Dublin YMCA** at its opening, and this is now one of the site's foremost multi-annual partners. Zendesk provided funds to **revamp the premises and furnish new clubrooms**. The educational equipment, cooking supplies, crafts materials, computers, and games enriched the afternoons of many local students. Zendesk has also supported the Dublin YMCA's six-week summer programme for primary and secondary school children. The company's contributions have **provided opportunities for children**, some of whom had never before travelled beyond the city centre, to journey to new locales such as Malahide Castle, Bray, Carlingford Adventure Centre and Fort Lucan learning to ride horses, canoe, windsurf, and more along the way. Through this initiative, Zendesk gifted these children one of the massively important possessions of childhood - happy memories.

Zendesk's partnership with **Temple Street University Children's Hospital** also runs deep. Initiated by a staff leader who was impressed by the hospital's abounding compassion, the relationship has flourished as a core component of Zendesk's Irish identity. In 2013, funds raised by Zendesk enabled the hospital to purchase five infusion pumps for its neonatal ward, tools that aid the recovery of thousands

of babies to recovery. Zendesk has also channeled its support for Temple Street as a **lead sponsor with Techies 4 Temple Street**, an urban treasure hunt fundraiser in July. The 2016 hunt was the most successful event to date, raising €200,000 to support the construction of a new Neurology and Renal Outpatients' Unit for the Children's Hospital. Over one hundred teams representing the tech sector joined the challenge, racing through Dublin for almost four hours while following tech-oriented questions and clues and completing digital media challenges, such as posting videos of the team doing random acts of kindness or singing with Molly Malone to Twitter.

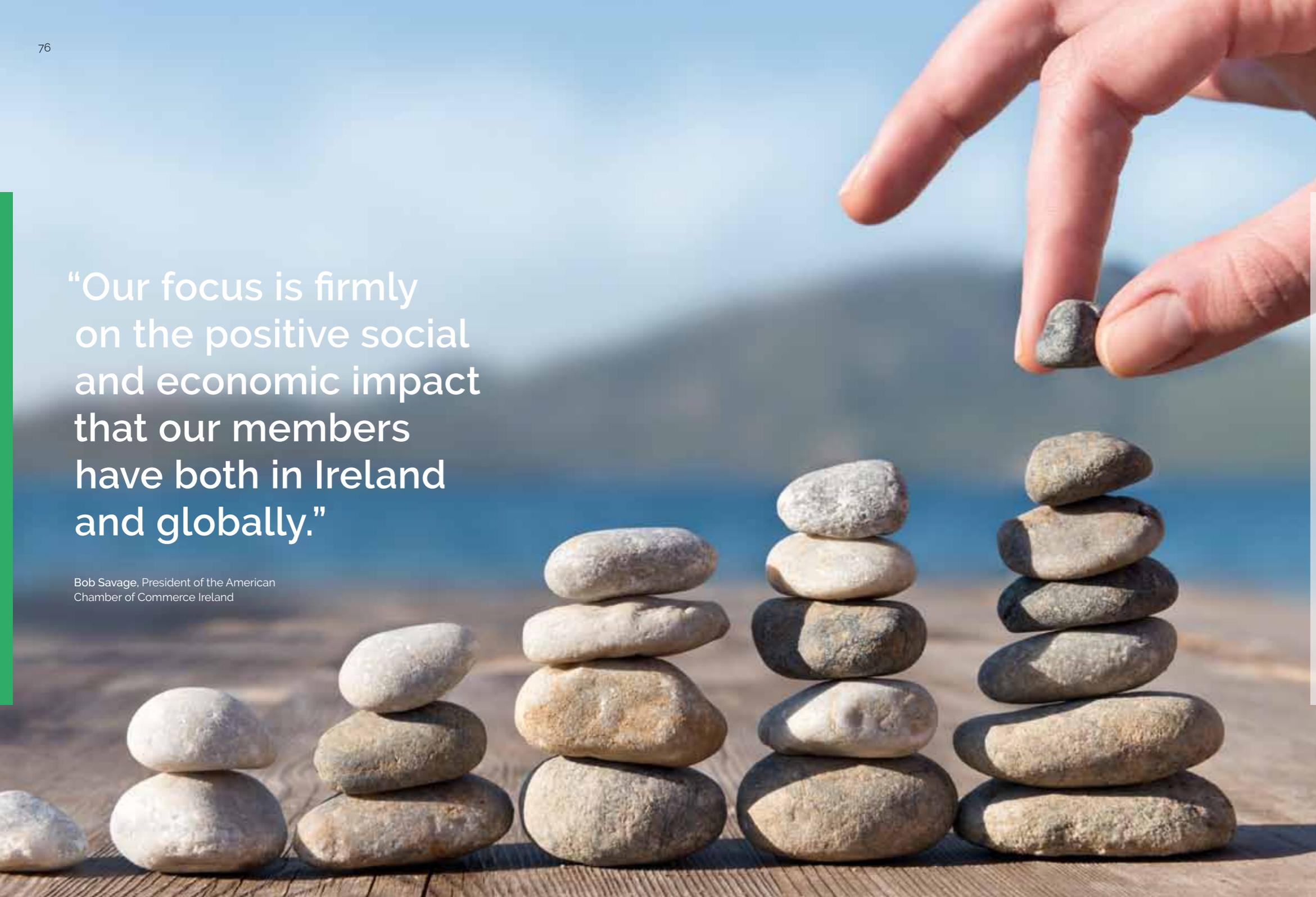
In addition to sponsoring the event, Zendesk also sent spirited teams to participate, who brought infectious energy to the site during pre-hunt fundraising. Through cake and ice cream sales, cocktail hours, ...

**a rubber duck race versus neighbour LinkedIn on the Grand Canal, Zendesk's teams exceeded their fundraising goals.**

Vibrant camaraderie results whenever Zendesk's employees fuse their individual passions for volunteering into group engagement. The **'Sing for Simon' tradition**, a joy-spreading caroling fundraiser in St. Stephen's Green whose proceeds benefit partner Simon Community, or their holiday winter woolies collection box and team-building field trips to sort the donations create a positive office feeling that also grows the culture of volunteering. CSR has evolved to be a leading factor in Zendesk's recruitment and retention globally. Zendesk's outreach depends on its employees' generosity, who build relationships through giving. In turn, Zendesk supports its employees' efforts and a virtuous circle forms.

“Our focus is firmly on the positive social and economic impact that our members have both in Ireland and globally.”

Bob Savage, President of the American Chamber of Commerce Ireland



## Emerging Trends in CSR Globally

Extrapolation of future direction

### Passion and Purpose

Passion married to purpose over a sustained period delivers the most credible results. The most effective CSR highlights the long-haul and understands that there is no substitute for sustained engagement. Difficult issues are not easy to handle in a short time frame - there are no magic bullets. Serious issues require long-term, coherent, focused system-wide attention to achieve improvement.

The day is long gone when philanthropy exercised as cash giving worked as a form of PR or advertising, promoting a brand through marketing or high-profile sponsorships.<sup>1</sup>

In the current CSR environment, companies live it rather than assert it or advertise

### Future-Fit

Globally, 82% of employees who volunteer with their companies felt more committed to their organisation.<sup>2</sup> The modern workplace is increasingly a clustering ecosystem, based on shared jobs, social values and lifestyles.

Millennials, Gen Xers, Baby Boomers, all value purpose in the workplace more than ever. It is a vital consideration for them when selecting a potential employer, and it has a significant effect on overall job satisfaction.

Employees who feel that they make a social impact through their work are more satisfied with their jobs by a two to one ratio.<sup>3</sup>

Employees like to be regarded as social intrapreneurs, working from within their company to advocate social programming that addresses social or environmental challenges. These intrapreneurs are highly motivated to hardwire a culture of community engagement into their companies- and highly committed to the companies that encourage them to do this.

Companies who find ways to engage that sense of purpose among employees strengthen retention and company loyalty, enhance morale, improve recruitment, and increase the likelihood of employees recommending the company to others. For companies to be future-fit, these considerations are vital.



### From Time to Talent: the rise of mentoring

Companies are increasingly marrying talent to time to accelerate social impact and maximise community engagement through skills-based volunteering.

In the top fifty American companies honoured for their civic engagement, one out of every four volunteer hours in 2016 is now skills-based (up by 5% since 2014).<sup>4</sup>

As opposed to traditional one-off opportunities where volunteers provide non-specialised services, mentoring provides employees with an opportunity to bring their specific expertise to bear.

Mentoring is a proven tool for professional development, giving employees an opportunity to step outside their day-to-day perspective and assume new creative challenges.

Three-quarters of skilled volunteers are motivated specifically by mentoring opportunities.<sup>5</sup>

As a result of their engagement, volunteers gain broader insights into life lessons, and issues that lie outside the scope of their current job. This in turn enriches their skillset and widens their worldview.

Employees are three times more likely to gain material job skills from pro bono service as opposed to traditional self-contained volunteering.<sup>6</sup> Mentoring encourages site visits, out-of-the-box activities and sustained engagement.

### CSR in Transformational Companies

Transformational companies are focused on building diverse and inclusive workforces, which represent their host communities and their customers at all levels.<sup>7</sup> Active equality and diversity measures are positively associated with demonstrably improved business performance – labour productivity, innovation and employee retention.

As CSR improves diversity in the workforce, this becomes a major driver of innovation, as it allows businesses to identify new social needs. These companies foster equitable and participatory workplaces where employees feel valued and have a say, and interdependence prevails. Companies focus on employee participation, wellbeing, training and career development opportunities.

### Measuring Impact

Within CSR, an emerging trend is companies' desire to show and measure demonstrable impacts - using appropriate metrics. Many companies employ benchmarking to assess the implementation and impact of their CSR policy.

Benchmarking involves measuring and evaluating the impact that those policies have on society and the environment, as well as reviewing Best Practice elsewhere.

Integrated reporting standards will increasingly offer a roadmap for companies to understand how they use and affect social, natural, and financial capital while conducting their business.

Tracy Hoover, CEO of Points of Light, observed of the leading fifty Civic companies in the USA in 2016: 'They are as results-oriented in their corporate citizenship as they are in their bottom line: 78% are measuring the social impact of their

community involvement, 90% solicit community feedback through focus groups or community meetings', 74% use community engagement to support their diversity and inclusion goals'.<sup>4</sup>

Measuring what matters - impact - is key to ensuring impactful and sustainable community engagement. Metrics will be increasingly aligned to the broader company vision, demonstrating how the company is executing its key mission and delivering its core values.

The top five business functions supported by the Top Fifty community engagement leaders are: diversity and inclusion, marketing and PR, skills development, stakeholder relations and employee engagement. 74% (up from 62% in 2014) of the Top Fifty companies have a formal strategy utilising community engagement to support diversity and inclusion goals. 50% (46% in 2014) use community engagement to support skill development for employees. 56% (50% in 2014) of these companies include community engagement as a formal written component of employees' performance reviews to emphasise community engagement as a key value. 90% of these companies have a formal, structured effort to solicit community feedback including surveys, focus groups and community meetings.

### The future workplace: CSR and Millennials

Over 80% of working adults believe volunteering enhances decision-making, problem solving, and networking.<sup>10</sup> Volunteering also helps work/life balance, and companies are more attuned now to finding ways to allow staff to be flexible and immersed in community.

Millennials are attracted to employers who are engaged in corporate social responsibility programmes and whose



corporate responsibility values match their own.<sup>11</sup> Once that alignment is there, employee relationships are strengthened and employee morale is enhanced.<sup>12</sup> Millennials desire to belong to something bigger than themselves — now more than ever.<sup>13</sup> For millennials, a strong cohesive, team-oriented work culture is important to their happiness.

The millennial generation, which makes up the future workforce and customer base, is especially attracted to social-purpose companies. Companies that stand for a compelling idea, and infuse it throughout their operations through their CSR, become an employer of choice.

For transformational companies, their core purpose – their contribution to society and the greater good – shapes and informs the company's reason for being. That core purpose

describes why the company exists, it animates their entire operation, it defines the positive impact that the company seeks to make, and it lies at the heart of the brand proposition. CSR has a central role to play in that core purpose in building the transformational companies of tomorrow.

**CSR at its best is an exercise in building bridges to the future. As individuals, as families, as nations, as companies, we become tomorrow what we establish today.**

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## In Summary

The roots of the Irish operations of US companies are deep – this depth has had a transformative effect on Ireland's infrastructure – physical, virtual and societal.

The nature of the products and services created by our member companies, the skills they require and will require, the manner and means by which they conduct business around the world, the platforms they use and the way they collaborate with each other are being fundamentally transformed. At the same time, the shape of Ireland's economy and society is also fundamentally changing.

Focus on the triple bottom line – people, planet, and profits – is increasingly becoming a significant way organisations attract and retain talent. The culture of an organisation needs to be demonstrable and appealing to attract, retain and engage employees. But to focus on the bottom line only tells part of the story. The statistics, compelling as they are, give only an indication of the level of voluntary activity happening daily all around us. Data doesn't illustrate the inventiveness, commitment, dedication, enthusiasm, and loyalty offered up by so many people, over so many days, year in and year out – with their company's full support and assistance.

While the report's primary focus is to quantify the impact of the CSR activities of the over 700 US companies in Ireland - and this makes for impressive reading from the data obtained by those who participated in the research - it is worth noting that not all companies record their CSR activities in a formal way.

Over the coming months it is our ambition to develop a programme which will allow the members of the American Chamber to collaborate and involve each other in their activities. We want to find ways that disseminate, leverage or utilise this vital part of Ireland's hidden economy and to increase the visibility of the social impact of US Investment in Ireland.

The intelligence and data gathered here will be used to increase political capital to the benefit of social policy; it will allow for the sharing of best practice; and the development of a more strategic and cohesive approach to social activities going forward.

## About the American Chamber

The American Chamber of Commerce Ireland is the leading international business organisation in Ireland and is the leadership voice of US companies here. Consistently recognised as the most influential advocacy organisation in the country, the American Chamber's membership includes US companies operating from Ireland, their strategic partners, and organisations with strong bilateral trade links between Ireland and the United States.

- **Networking**  
Engagement with our members is at a leadership level to ensure that only very senior networking opportunities arise at every event.
- **Representation**  
Joining the Chamber gives companies a powerful voice as part of what is recognised as one of the most influential business groups in the country.
- **Business Growth**  
The Chamber runs a high quality event programme covering a range of subjects.



# A Note from AIB



Foreign Direct Investment 'FDI' in Ireland is at an all-time high and has helped to transform the Irish economy – and American companies account for the majority of this investment. These companies create direct and indirect employment opportunities and foster a clustered business ecosystem.

Many of these businesses are actively involved in their communities, be it through support for local sports clubs, community development or social projects. As Ireland's leading FDI bank, we are delighted to support this unique research into CSR in Ireland by American corporations. The research findings shine a spotlight on how these companies have integrated into their communities and the social benefits that accrue from their presence – demonstrating that business is not all about output and sales or profit and loss. This report highlights their great involvement and depth of participation and through it, we are delighted to acknowledge some of their achievements.

AIB is, of course, delighted to play its own role in CSR projects and activities in the areas of sport, education, environment and beyond. The bank is involved in sport across Ireland, from grassroots to adult level, with a particular focus on the GAA.

In education, AIB is a founding sponsor of College Awareness Week which aims to inspire, encourage and inform students about the importance of having a post-secondary education plan. 2016 sees the bank celebrating 20 years of collaboration with Junior Achievement Ireland which encourages young people to remain in education and helps them develop the skills they need to succeed in a changing world.

Bringing environmental issues into the classroom, AIB sponsors the Sustainable Energy Authority of Ireland 'One Good Idea' competition for primary and secondary schools. Last year, 888 pupils entered the competition with their campaigns to raise awareness in their school or community about climate change and energy efficiency. And of course, on the roof of AIB's HQ, we're laying 2,700 square meters of solar panels for what will be one of the largest solar-energy installations in the Irish State. We also have an apiary on the roof of Bankcentre that is producing organic honey.

It has been our pleasure to work closely with the American Chamber of Commerce and Notre Dame on this programme and we thank Notre Dame for undertaking the research.

**Image above:** Mark Redmond (American Chamber) and Simon Scroope, Head of Corporate Banking at AIB beside AIB's rooftop bees hut. Boyne Valley Honey and AIB partnered to launch Ireland's first rooftop apiary on a commercial building.



# BEYOND BUSINESS



This project sought to survey and measure the social impact of American companies in Ireland as it is expressed through their CSR activities.



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