



**Responsible
Business
Report
2016**

Bank of Ireland Group is one of the largest financial services groups in Ireland. The Group provides a broad range of banking and other financial services. These services include: current account and deposit services, overdrafts, term loans, mortgages, business and corporate lending, international asset financing, leasing, instalment credit, invoice discounting, foreign exchange facilities, interest and exchange rate hedging instruments, life assurance, pension and protection products. All of these services are provided by the Group in Ireland, with selected services being offered in the UK and internationally.

The Group has the largest network of retail branches and ATM outlets in Ireland, as well as partnerships in the UK with the Post Office and the AA, engaged in the provision of consumer financial services. Corporate Banking and Global Markets conduct the Group's international business, with offices in Dublin, London and the US, as well as branches in Paris and Frankfurt.

The Bank of Ireland Group is incorporated in Dublin, Ireland. Our Group Head Office is located at 40 Mespil Road, Dublin 4, D04 C2N4, Ireland.

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This is our third *Responsible Business Report* and it presents a comprehensive picture of what happened across the Group in 2016, grouped under our five pillars – Customers, Community, Colleagues, Environment and Governance.



Responsible
Business

Breffni and Brogan Shaloo enjoying Bank of Ireland's
Bestival in Galway, in aid of Pieta House

Customers, Community, Colleagues,
Environment and Governance

Making a Difference 2016

92



Enterprise Towns delivered in 2016



c.€2.8m

Charitable giving in 2016



Over 1,100

Volunteer Days given in 2016

90



Recruits to our award-winning Graduate Programme in 2016

266



Be At Your Best Champions



c.20%

Of colleagues participated in a Third Level professional qualification in 2016

c.€13bn



Group new lending for 2016

95%



General waste recycled



548

Number of Bank documents that had received a Crystal Mark from Plain English by end of 2016



c.3.1m

Customers with Bank of Ireland UK financial services products



54%

Of total energy use under ISO 50001 energy management



“**For us, responsible business is part of what we must be to continue to be a successful, sustainable business**”

Richie Boucher, Group Chief Executive.

Richie Boucher, Group Chief Executive, with Joanna Hearne, Co-Founder of agri startup Haysaver, at the opening of the Bank of Ireland Workbench in Trinity College, Dublin

Welcome from Richie Boucher, Group Chief Executive, Bank of Ireland

Three years ago we commenced publishing our *Responsible Business Report* on an annual basis in advance of our Annual Financial Results and Report to Shareholders. For me and my colleagues the *Responsible Business Report*, gathering as it does in one place the range of activities underway which impact on our different stakeholders, is a source of pride. More importantly it reinforces for us all the importance of carrying out our business in a responsible way and acts as a catalyst for us to continue to improve.

External validation for what an organisation is seeking to achieve, and benchmarking its journey, is always important, particularly for a public company. It was a significant milestone for Bank of Ireland to achieve the accreditation of the Business Working Responsibility Mark by Business in the Community Ireland and audited by the National Standards Authority of Ireland. It gives internal and external transparency on our requirement to continue to embrace the responsibilities which come from this external accreditation.

As Group CEO, I am required to focus on delivering returns for our shareholders in a way that is sustainable and responsible, being conscious of our relationships with, and responsibilities to, other stakeholders. These are compatible objectives requiring, as they do, that we meet the needs of our customers in an empathetic, efficient, professional and sustainable way as well as being visible in and supportive of the communities within which we do our business.

Throughout my career in banking, working in different roles in different countries, the greatest pleasure I get is interacting and meeting with customers. I recently had the privilege of speaking to business customers at the opening of our newest “workbench” - a collaborative working space we provide in a number of our Branches that offers a free but professional working environment for startups to build their ideas and ultimately get their companies off the ground. For me, the provision of such a practical support for customers through our physical presence in communities is a living embodiment of our approach to being a responsible business.

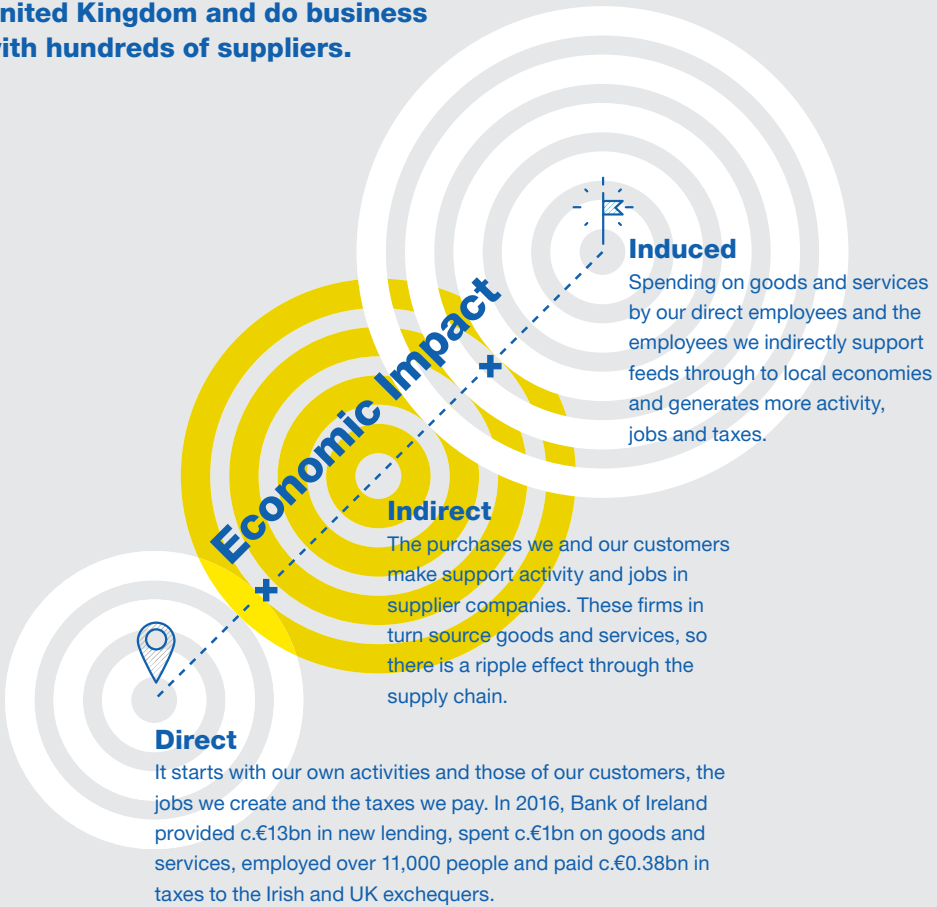
When speaking with colleagues at the Bank, I frequently refer to what I call the Bank’s ‘enlightened self-interest’ in recognition of the fact that we both support, and benefit from sustainable economic growth in the countries in which we operate. When our customers and communities thrive, so do we. Memories are long, therefore I firmly believe that the relationships we nurture with customers as they seek to realise their ambitions are relationships which will endure for generations. That is the real goal for myself and my colleagues and this *Report* acts as one of the means by which we seek to measure and report on our progress.

For those who read this *Report*, I hope the content provides a deeper insight into many of the things going on in our organisation and the activities we undertake to meet the needs of our stakeholders. For us, responsible business is part of what we must be to continue to be a successful, sustainable business.

“relationships
which will endure
for generations”

For over 200 years, Bank of Ireland has been an integral part of the communities we serve right across Ireland. Through our core business, we provide day-to-day banking services and help customers at every stage of life's journey by providing the finance to support their decisions – whether that's buying their first car, moving house, starting a business or investing for the future. As a large organisation, we are also significant employers in Ireland and the United Kingdom and do business with hundreds of suppliers.

Our Economic Footprint



“All of this benefits the economy and wider society. We call this our Economic Footprint.”

Dr Loretta O'Sullivan, Group Chief Economist

Why Bank of Ireland Reports

Audrey Nolan, Head of Corporate Social Responsibility & Reporting, describes the Group's approach to socially responsible business

The Publication of our first *Responsible Business Report* in 2015 marked a turning point in the external positioning of our CSR activity. The *Report* has been hugely important for our colleagues who have told us that it has helped to build their pride in the organisation. But more importantly, it has become a catalyst for creating strategic engagement on responsible business with colleagues in each of our Divisions.

In this our third *Report*, we continue to provide a detailed narrative of our business approach and practice in 2016 through the five pillars of Responsible Business: Customer, Colleagues, Community, Environment and Governance. We include numerous case studies, which we feel best illustrate our responsible business practice, and show supporting business rationale with facts and figures where appropriate, to provide additional detail for the reader.

While the case studies and stories contained in this *Report* highlight different areas of responsible business practice, what unites them is a strong ethos that exists among our colleagues to be of service to our customers and the wider communities in which we do business.

In 2016, we undertook a rigorous external assessment of our Responsible Business performance through the external accreditation Business Working Responsibly Mark, provided by Business in the Community Ireland and audited by the National Standards Authority of Ireland. The Mark is aligned with an international CSR standard (ISO 26000) and is awarded to companies who achieve a best-in-class ranking. While achieving the Mark was an important milestone in itself, the submission process was an invaluable tool for us in highlighting areas of continuous improvement for the future.

And, as we look to developing our plans for the future, we are also mindful of international developments such as the launch of the United Nations' Sustainable Development Goals, the relevance of materiality and emerging legislative changes in non-financial reporting - all of which will help to shape and influence our responsible business approach in 2017 and beyond. Our *Responsible Business Report*, which is published annually, will allow us to keep you updated on our progress.

10 Moments that Made a Difference

We asked our colleagues to select the moments during 2016 that they believed best expressed our commitment to Responsible Business. Here are the 10 they chose.

No.1 - €500,000 Donation to SVP

In August, we supported the Society of St Vincent de Paul in Ireland with a €500,000 donation to the charity's Higher Education and Training Bursary. The bursary will help individuals who would not otherwise be able to access or continue in higher education.

This substantial donation was made possible due to funding from the Bank of Ireland Millennium Scholars Trust, which was wound up in June 2016, as well as staff donations to The Florin Fund payroll-giving scheme, which has benefited St Vincent de Paul since 1945.

10 Moments





No.2 - Age Friendly Accreditation

In December, Bank of Ireland was the first retail bank in Ireland to receive the Age Friendly Ireland accreditation. All our Branches have spent time listening to their older customers to understand their requirements in line with the Age Friendly ethos. Each Branch has nominated an 'Age Friendly Champion', whose role is to promote age friendly actions in-Branch and act as an ambassador for the Age Friendly programme in the local community.

Herbie Donnelly was one of the 30,000 participants in the Bank of Ireland Tea & Teach sessions which provide friendly, fun and informal teaching on the basics of the internet and digital world.



Neil Cubley, Bank of Ireland Copywriter, who led the Plain English campaign

No.3 - Plain English

In 2016, we became the bank with the largest number of Crystal Marks ever awarded by Plain English and we also won the Chrissie Maher award. The Crystal Mark is given by Plain English to communications such as letters, brochures and web pages which they believe people will find easy to read and understand. In total, 548 bank documents have received a Crystal Mark from Plain English.



No.4 - Inspiring Partnerships

In the UK we provide simple, flexible and accessible financial services and products to customers – both directly and through partnerships with trusted, respected UK brands and intermediaries. In 2016, Bank of Ireland UK launched 'Inspiring Partnerships', which identified six ingredients that make partnerships successful – common purpose, trust, mutual respect, communication, complementary skills and problem solving – positioning ourselves as the UK's Partnership Bank. Using case studies to illustrate each partnership ingredient, the concept of 'Inspiring Partnerships' was brought to life through videos and supporting articles. The videos were watched by many thousands of people, and reached more than one million followers on Twitter.

Chris Tyas, RSPB, and Greg Limma, Crossrail, solving problems underground, London, UK, as featured in one of the Inspiring Partnership case studies (Photo: Bell Pottinger)

No.5 - Strictly Come Dancing

The Bank's talent really shone in November in Dublin's RDS, as 63 colleagues took to the stage to dazzle us with their dance performances. Over 700 colleagues, friends and family gathered to see the Bank's dancers, who were absolutely sensational and showcased dance styles from the Cha Cha to the Tango. The event raised a total of €40,000 for the Irish Heart Foundation.

Reuben Tita, Group Finance, and Karen Fox, Group Manufacturing, taking part in Strictly Come Dancing. (Photo: Viktorija Lemjigova)





Deirdre O'Sullivan, Event Creative Director at the New Ireland Assurance 'Funding Ireland's Future' event

No.6 - New Ireland Hackathon

In November, New Ireland Assurance, in partnership with Dublin City University's (DCU) Ryan Academy, hosted a 'funding Ireland's future' three-day event at the RDS. The event involved a team-based 'hackathon' over a weekend, where the 18-35-year-old attendees self-identified and analysed issues which have the potential to help young consumers shape their financial future. There were two first prizes awarded to competing teams Euphoria and Instavest. They are working with New Ireland and DCU Ryan Academy to test their solutions in a real-life setting.

No.7 - Business Working Responsibly Mark

In June, Bank of Ireland Group achieved the Business Working Responsibly Mark. Developed by Business in the Community Ireland and audited by the National Standards Authority of Ireland, the Mark assesses 'best in class' corporate social responsibility and looks at leadership, policies, practices, performance and impact across a wide range of indicators.



Kieran McGowan, Chairperson of Business in the Community Ireland, and Richie Boucher, Group Chief Executive, at the Business Working Responsibly Mark accreditation event

No.8 - MortgageSaver

We understand how challenging it can be for first-time buyers to build up the deposit they need in order to buy their first home. In January, we launched MortgageSaver, which provides first-time buyers with a savings account, offering a 10% bonus when they drawdown a Bank of Ireland mortgage and making it easier to take that all-important first step on the property ladder.



Terms and conditions apply.
Bank of Ireland is regulated by the Central Bank of Ireland.



No.9 - Economic Pulse

In May, our new monthly *Economic Pulse* research was launched, bringing together the findings of consumer and business surveys in Ireland through a set of easy-to-communicate indicators. Bank of Ireland partners with the *European Commission* on the research. The surveys that inform the *Economic Pulse* are conducted with 1,000 households and over 2,000 businesses across the Republic of Ireland. The data provides valuable insights and since its launch the Pulse has charted changes in sentiment driven by economic and political events.

No.10 - First Bank in Ireland to use Snapchat

Young people are the future of our communities and are an important part of the Bank's future. We have a range of activities that are designed to be useful and engaging for our young people including Bizworld, an entrepreneurial programme for primary schools; Coderdojo – the community-based coding movement which we facilitate through our Branches; and Junk Kouture, a fashion design competition for 2nd level students. In September 2016, we became the first bank in Ireland to use the social media platform Snapchat to connect with our younger customers.



Snapchat Superstar James Kavanagh and model Thalia Heffernan at the launch of Bank of Ireland on Snapchat in Merrion Square, Dublin (Photo: Conor McCabe).

Enterprise Town was created by Bank of Ireland to help people grow their local economies, and at the same time foster a renewed sense of purpose and identity for the whole community. The initiative has grown from the first pilot town in Kells in 2013, to a nationwide programme of almost 100 towns in 2016, representing an investment of over €1m by the Bank during the year.

For each Bank of Ireland Enterprise Town, a bespoke schedule of events is developed by a local committee made up of Bank of Ireland Branch staff, residents, local businesses, and community organisations. Each town's programme of events runs over two days and includes business, sports and community expos, participation from local schools, and a broad range of family-friendly activities. Each Enterprise Town may also undertake a fundraising project for a local cause, with donations being matched by the Bank through its Give Together community and charity investment initiative.

In addition to supporting each town with funding, charitable donations, event organisation and business mentoring, Bank of Ireland also provides high-profile guest speakers for many of the events. These speakers address topics such as business success, teamwork, motivation and leadership. In every town we reach, local people tell us it provides a spark that is igniting further action in the community.

“It takes a community to build a community, and through Enterprise Town local residents work collaboratively to produce an event that connects businesses, social and sports clubs, schools and organisations.” - David Merriman, Head of Enterprise, Bank of Ireland

Enterprise
Town

Facts & Figures

Kells, County Meath, became the first local community to host a Bank of Ireland Enterprise Town. Since then the programme has gone from strength to strength.

145

Number of Enterprise Town events held since 2013



97%

Strongly agree that Enterprise Town is good for local networking



6,131

Number of local businesses attending Business Expos



93%

Strongly agree businesses and charities gain a lot from the event

1,887

Number of sports and community groups attending Community Expos



74%

Local people say they discovered community groups they didn't know existed.

95%

Strongly agree it's a good opportunity to showcase businesses, charities, local sport and community organisations



89%

People say they discovered local businesses they didn't know existed



91,670

Connections facilitated through Enterprise Town in 2016



236

First and Second Level schools attending

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The Fishman & the Seal

Alan & Sammy

Alan Hegarty and Sammy the Seal in Wicklow.
Alan attended the business expo at Wicklow Enterprise Town.

“It was something I just had to do”

The Fishman & the Seal

When Alan Hegarty’s lobster bait business went under, things were tough. Then, one day, he was in Castletownbere, County Cork, and he saw a fishing boat. Buying two boxes of fish with the little money he had left, he brought them back to Wicklow town and went from door-to-door selling. “It was something I just had to do,” he says.

Soon he had 300 regular customers and Alan started selling fish from a van which he parked on Wicklow’s South Quay beside the fishing boats. The queues started to grow. From ‘fish on four wheels’, he and his wife, Liz, moved to selling from a seafood shop he called *The Fish Man*. But he didn’t stop there. Soon he’d expanded to the premises next door to establish a seafood restaurant, *The Lighthouse*.

In April 2016, Alan attended the business expo at Wicklow Enterprise Town held in Coláiste Cill Mhantáin to raise the profile of both *The Fish Man* and *The Lighthouse*. The expo not only helped by providing an opportunity to network with other local businesses, it also generated new sales in his fishmongers and bookings at his restaurant.

But the story isn’t complete without a mention of Sammy. In 2012, a few days after opening, Alan noticed that a seal kept popping up in the harbour. No doubt attracted by the high quality seafood, Sammy’s curiosity and appetite drove him onto dry land and across the road to Alan’s shop. Alan, recognising a fellow entrepreneur when he saw him, rewarded Sammy with a few tasty treats. Video footage of both of them has since become a hit on YouTube and has been shown on TV stations around the world.

“just like a walk in the Wicklow countryside in autumn”

Red Lemonade in London

John McGee and Riva O'Malley loved working in London's cosmopolitan and creative East End, but in their spare time they were making their own soda bread and red lemonade at home, so it was safe to say that Ireland was never far from their hearts.

Seeking an opportunity to return to Wicklow Town, and inspired by their memories of growing up in Ireland, in 2013 they hit upon the idea of turning their hobby into a business by creating premium soft drinks using locally-sourced Irish ingredients.

Their company, Black Castle, produces what Riva calls “grown-up, craft soft drinks”. Along with their Red Lemonade, they produce Ginger Beer and Bramble Sting, a drink which combines blackberries and stinging nettles “just like a walk in the Wicklow countryside in autumn,” says Riva. Craft soft drinks, though increasingly popular abroad, are relatively new in Ireland, so the couple have to educate stockists and customers, emphasising that these are not health drinks, nor do they contain alcohol.

In April 2016, John and Riva took part in the Wicklow Enterprise Town business expo at Coláiste Cill Mhantáin, which brought them and their products into closer contact with local people and over 70 businesses. The following month, John and Riva won Bank of Ireland's Taste of Dublin competition and got a stand at the event, where they were able to showcase their soft drinks to over 30,000 visitors at their Black Castle Soda Bar – enabling them in just four days to reach an audience of foodies that may otherwise have taken years to achieve and getting the Black Castle brand into the public consciousness.

Show Your Business



Bank of Ireland held a 'Show Your Business at Taste of Dublin' competition which offered one lucky food or beverage business the chance to win a stand at 2016's Taste of Dublin.

A woman with long dark hair, wearing a bright yellow sweater, is smiling and looking towards the camera. She is holding a small glass of red liquid in her right hand and a white cup in her left. She is surrounded by other people, including a man with short blonde hair in a green jacket on the left and a woman in a blue jacket on the right. The background is dark with some circular patterns and the word "BLACK" visible.

Black Castle...
“grown-up,
craft soft
drinks”

Each Enterprise Town committee can undertake a fundraising project for a local cause, with donations being matched by the Bank through its Give Together charity and community investment initiative.

Buncrana Enterprise Town

In March 2016, Liz Sullivan, the Bank of Ireland Branch Manager for Buncrana, was working with the local organising committee preparing for an Enterprise Town event due to be held on 15-16 April in the Plaza Ballroom, when a tragic drowning accident occurred in the town.

The Enterprise Town committee decided they wanted to show their support for the local RNLI, who had attended the tragedy, by helping to organise fundraising activities around the town.

The RNLI station at Buncrana has been based there for 30 years and covers both Lough Swilly and 120 miles of coastline, 10 miles out to sea, between Arranmore and Portrush. The service is sustained entirely by charitable donations and by the 30 volunteers from the local community who give their time to crew the station.

Buncrana is one of the busier of the 45 coastal stations and responds to about 35 to 40 callouts a year. In 2015, the station was the first in Ireland to take delivery of a Shannon-class lifeboat, the most modern lifeboat used by the RNLI and the first to be named after an Irish river.

The Enterprise Town went ahead and helped bring together the community at a time of grief, with matched fundraising through Give Together to the RNLI.

Give Together

“The Enterprise Town committee decided they wanted to show their support for the local RNLI”



Joe Joyce, Eamon Mahon and John O'Raw from Lough Swilly RNLI. RNLI Buncrana was supported by Buncrana Enterprise Town

Customers

We're always innovating to make banking easier for customers, while providing practical assistance so that they can make the most of digital options. We're providing expert support and funding to help entrepreneurs to start, small businesses to grow, and established business enterprises to export and expand. We're helping communities to come together and support their own local businesses, clubs and organisations.

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Responsible
Business

Facts & Figures



c.285

Branches and Business Centres in Republic of Ireland and Northern Ireland

370%



Increase in contactless payments facilitated for personal customers in the Republic of Ireland in 2016

c.€0.6bn



Amount lent to Irish farmers in 2016



1 in 4

Of new mortgages in the Republic of Ireland

9 out of 10

Average approval rate in 2016 for loan applications by Irish businesses and >50% of new lending



1,000,000

Unique users since the launch of Thinkbusiness.ie



c.€13bn



Group new lending for 2016



€105m

Benefits paid out by Bank of Ireland Life in 2016

548

Number of bank documents that received a Crystal Mark from Plain English



c.3.1m

Customers with Bank of Ireland UK financial services products

Encouraging Enterprise



Howling Hamster at Bank of Ireland's Startlab in Galway

As the largest lender to the Irish economy, Bank of Ireland supports startups and companies throughout Ireland, across all sectors, focusing on the companies and employers of the future, and how the Bank can help support entrepreneurs and startups to succeed and grow.

Startup Support

Many of the entrepreneurs and startups that Bank of Ireland supports are focused on harnessing new technology and innovation to change how we live and work. Bank of Ireland believes that bringing startups together within a dedicated space provides an effective environment to foster innovation and drive progress.

In designing its support programmes for startups, Bank of Ireland's objective was to develop initiatives which provide practical infrastructure and assistance to businesses striving to establish themselves and succeed. Supporting these ambitions, two key ventures from Bank of Ireland are the Workbench spaces in Dublin, Galway, Limerick and Cork and the incubator Startlab Galway.

The workbench offers state-of-the-art facilities, including a 60-seater auditorium, hot desks, interactive screens, complementary wifi and unlimited access to Irish and international startups looking to develop their businesses. Since becoming operational, they are fast becoming a base-of-choice for numerous startups, benefitting from access to Branch facilities for meetings, events and presentations, and serving as an antidote to the office. And the figures speak volumes: in just over 12 months the workbenches welcomed more than 13,000 visitors, hosted more than 250 events, and supported more than 140 startup enterprises.

In 2016, we added to our workbenches at Grand Canal Square and Mainguard Street, Galway, by opening new workbenches in Cork, Limerick, Trinity College Dublin and Montrose UCD.

Startlab Galway is an intensive six-month programme designed to incubate high-potential tech startups to scale rapidly. It aims to develop entrepreneurial activity in the west of Ireland and strengthen the local infrastructure and supports available to entrepreneurs at the critical early stages of establishing a company.

Based in a custom-designed Bank of Ireland building at 19 Eyre Square, participating companies, including Howling Hamster, were selected from early-stage tech startups through a competitive process.

Startlab

The Hamster that Howled

Howling Hamster, a games development startup, are Manus Burke, Supreme Commander of Coder Division and Trevor Burke (no relation), Sky Marshall of Art Department. The Hamsters got their title when Manus got frustrated after they'd tried for two days to name their new venture - he suggested the name as a joke, and because it was one of the few that still had a .com address available.

They met in Galway while enjoying enforced career breaks in 2013, when they were accepted onto a nine-month Momentum course on Games Design. They began developing a side-scrolling Mario-type PC game called *Goldbeard* which they then ported to Android for mobile phones. The game was "awful" claims Manus: "We did everything wrong. We rushed the release. We did zero marketing. It was a disaster."

Undaunted, they began work on their current game *Sub-species*, in which players navigate a submarine along the ocean bed. Realising they couldn't make money with a mobile phone game in a market where other developers were giving their games away for free, they turned to the PC platform.

At this time, the team were renting Manus's nephew's dining room as a games development lab for €50 a week. A conversation with Keith from *BuilderEngine* led to another conversation, this time with Tracy Keogh, of Bank of Ireland Startlab, and they joined Startlab in January 2016.

In May 2016, Hamster arranged an expo in Startlab, where 11 games were shown.



6

Workbenches

Ingenuity Programme

Niall Reynolds, Taca International

We sponsor Ireland Smart Ageing Exchange's (ISAX) Ingenuity programme. The Ingenuity programme is tailored to those aged 50+ and brings together mature entrepreneurs in a collaborative environment, with business advisors and carefully selected mentors. 46 participants graduated from the first phase of the programme in December 2016, a number of whom are progressing to Smart Ageing Innovation Hubs in Limerick and Dublin.

Ingenuity in Action

Think of an entrepreneur and you might imagine somebody in their twenties. But starting a new business isn't only for the young – people in their fifties and above have a wealth of work experience which they would like to apply to a new venture, only to find that the world doesn't see them as entrepreneurs.

For years, Niall Reynolds had what he calls "an itch which wouldn't go away". Drawing on 40 years of experience, he wanted to set up a business to help large construction projects defend themselves against contractual claims and disputes. Niall's idea was to partner with data visualisation experts to tell richer and more informed stories to settle disputes, saving companies a great deal of money. The Ingenuity course helped him learn how best to pitch a complex business idea in words which everyone could understand.



46

Ingenuity programme
participants in 2016

Catriona Pender's background was in sales and marketing. "I decided that I wasn't ready to retire, but at my age when you go for a job there's not many people who are going to take you on." Her idea is to provide a flexible virtual PA service to small businesses. "The course has helped me to pull my ideas together," she says. 'And it *guilts* you into actually doing something!'

"I'm a craftsman," says Peadar O'Loughlin. "I trained in Italy to make string instruments - violins, violas and cellos - for classical orchestras. When I came back to Ireland after a career employed in Europe, I set up my own business. There are no violin houses here, no top level specialist shops employing skilled craftspeople as there are in London, Paris and Geneva. I came on the course to learn management, branding, promotion and marketing to add business skills to my skills as an instrument maker."

“I wasn't ready to retire”
Catriona Pender

Our ThinkBusiness.ie website provides a wealth of advice and practical tips for entrepreneurs starting, growing and running a business. It's a one-stop platform where business owners can find everything from a business plan template to marketing and growth guides. Since its inception in May 2015, ThinkBusiness.ie has seen over 1,000,000 unique users. Case studies from successful businesses such as MicksGarage provide inspiration and encouragement for budding entrepreneurs.

Find out more
ThinkBusiness.ie

Success Has Many Parts

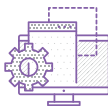
Founded in 2003, MicksGarage is now one of the UK and Ireland's largest online retailers of car parts and accessories. It lists over 7.2 million car parts and accessories, and ships to over 70 countries worldwide.

"I was always interested in anything automotive," says Chief Technology Officer and Co-Founder, Michael Crean, "but when I began working in the automotive business I soon discovered it paid a lot less than IT. So I decided to learn all I could about software.

"Not having any formal qualifications had one great advantage – I didn't know what couldn't be done! When people told me 'you can't do that' I asked 'why?' and I kept asking. It often just takes a different way of thinking about things to get a problem solved.

30,000

Downloads of business templates since the launch of ThinkBusiness.ie




"In 2003, I returned to Ireland from Australia and was unemployed for six months. I used the time to start building the systems needed to enable me to start selling auto parts online through my own website. When I got the website up and running, it took six months to get the first order. Everything in business takes time and effort but eventually we were getting one a week, then one a day, then 100 a day.

"My brother and co-founder Ciaran was the first full-time employee at MicksGarage back in 2004 when I was still part-time. It was just the two of us for three years and it wasn't until 2006 that we added a second employee.

"I think of MicksGarage as a software and technology company, not an automotive company. It's all about speeding up the ordering process to make things quicker and better for customers. There are no silver bullets. It's about doing thousands of little things better to make efficiencies – they all add up."



**“one-stop platform
where businesses
can find everything”
ThinkBusiness.ie**



“to see that name on the jersey allowed us to dream”

Sponsor for a Day



Over the past four years, 5,000 businesses have entered, over 80,000 votes have been received and eight businesses were transformed by winning.

We are the main sponsor of both Leinster Rugby and Munster Rugby. The Bank of Ireland Sponsor for a Day competition, which has been running for four years, is part of a broader programme to help our small business customers grow their business. The competition offers businesses throughout Ireland the opportunity to sponsor the Munster and Leinster rugby teams for a day, by winning the right to have their company logo displayed on the players' jerseys during high-profile European Rugby Champions Cup matches in front of a large live and TV audience.

Small Company, Big Stage

Acutrace is a small company based in west Dublin that enables businesses to more precisely measure the energy they use and to control the lighting in their office and industrial premises. On the other side of the country, in Shannon, CelgenTek, an orthopaedics company, creates medical products that help people with compromised bone to get back on their feet faster.

These are two successful businesses, each strong in their specific markets, doing all the right things to grow their businesses. But, like most small businesses, they don't have huge budgets to spend on marketing their brand. How could we help jumpstart their growth by getting their names known, not just within their own specialist circles, but nationally and internationally. The answer was to remove the Bank of Ireland name from the jerseys of all Leinster and Munster rugby players for two key televised Champions Cup clashes and put the names of Acutrace and CelgenTek there instead.

This was just one part of the Sponsor for a Day package with invaluable profiling opportunities for each company, and which also included pitch signage, an ad in the match day programme and photos with the teams.

But the two brands didn't just appear there. As Aidan McDonnell, Acutrace's Managing Director, commented: "We've been in newspapers, on billboards, at bus stops, on radio ads, it's been incredible." We also promoted them on social media, and videos telling the Acutrace and CelgenTek stories have been viewed over 130,000 times on YouTube.

Gaining this kind of exposure has not only made the brands visible to a wider audience, but it has changed how the businesses think. "What Bank of Ireland have done for us," says Paul Burke, CEO of CelgenTek, "is they've made us act and feel like a big business." As Aidan McDonnell put it, "to see that name on the jersey allowed us to dream."

Go beyond the farm gate...
“see how farms
are run and get
a chance to meet
the animals”

Bank of Ireland
**Open
Farm
Weekend**

Bank of Ireland Open Farm Weekend was established in 2012 as an annual showcase event for Northern Ireland farming industry, farmers and the food industry. In June 2016, 23 farms took part in the Bank of Ireland Open Farm Weekend, promoting the local agri-food sector to a non-farming audience, educating the public on the realities of farming and food production and raising awareness of the importance of the local supply chain.

Tickety-moo

The Robots of Moo HQ

The Grey family have been farming in Killadeas, near Enniskillen in Fermanagh, for five generations. In 1898 they milked their four cows by hand and they sold their milk locally. Today, robots milk their herd of 210 Jersey cows and they use it to create Tickety-Moo ice cream (they have renamed the farm Moo HQ).

“Chilled cows produce the sweetest milk” says the packaging on the ice cream tubs, and everything at Moo HQ has been designed to keep the cows relaxed. No humans are needed for the robotic milking system, which relies on the cows strolling along to get milked when they feel the need. The cows soon get used to it and start turning up at the same times each day. If they still feel a bit stressed they can simply lounge against the brushes in the cow shed to get a soothing massage.

It’s all worth it to create a luxury ice cream good enough to compete with Ben & Jerry’s or Häagen-Dazs. Flavours change regularly and range from the fancy Raspberry & White Chocolate Pavlova to the simple Just Jersey. And behind the bovine pampering there’s hard business sense. Dairies pay according to how much protein is in the milk and Jerseys produce higher protein milk. By establishing such a distinctive brand through a memorable name, and packaging and promoting the brand heavily, Tickety-Moo can command a higher price point and deliver greater value to the farm business.

Visitors are welcome on the farm, which has been a long-time supporter of Open Farm Weekend, giving people a chance to go beyond the farm gate to see how farms are run and to get a chance to meet the animals.

Gavin Kelly, Director of Distribution Channels for Retail Ireland, speaks about the changing nature of day-to-day banking services for our customers

What really makes a difference to communities isn't the physical branch,

“it's the people”

**Day-to-Day
Banking Services**

Day-to-Day Banking Services

Banking has changed. But change doesn't happen in a vacuum. Almost everything we touch, experience and do – like paying bills, watching films and planning for everything from holidays, to weddings, to pensions – has been completely altered by digital technology. Banking is no different.

Our customers are telling us that they want to do things differently, and they're driving change at a pace. Four years ago we introduced a mobile banking app. Today, our customers have eight million interactions a month on it, making the app their most popular way to engage with the Bank. In fact, we have over 14 million interactions with our customers every month across the mobile app, online banking and our contact centres. So clearly banking isn't dominated by the counter anymore. People want to bank in a range of ways and we have to change things so they can. But we also want to lead the change, so that as well as following customer needs and giving them what they want today, we are innovating for their banking needs tomorrow. This is all with one simple aim: to nurture and add value to the relationship we have with our customers.

In the past, customers called to branches during the day to interact with the bank. They wrote cheques to pay bills, and got statements in the post. That activity defined the banking relationship. But today only 3% of customers' total transactions are done over the counter, a number which continues to fall each month, and many of our customers have never written a cheque.

For a Bank with the largest Branch network in Ireland, we have had to rethink what role our Branches will play in the relationships we have with our customers. Perhaps counter-intuitively, what we realised was that the growth in digital banking has made our presence in communities even more important, not less. Why is that? Firstly, what really distinguishes Bank of Ireland is our unique combination of a great digital presence, fantastic contact-centres, and a footprint in 250 communities across the country. For much of their day-to-day banking – like transferring money or checking a balance – customers want to bank fast. But

sometimes – if they are thinking of finance to grow their small business or farm, buying a home or a car, securing their financial future or protecting their family – customers prefer easy and convenient access to a skilled advisor.

The combination of digital channels, phone channels and local presence means we can be more responsive and flexible to meet our customer needs. Customers can apply for a range of products online or by getting in touch with experts in our contact centres. For example, for our SME customers, their business lending needs can be met by picking up the phone. Or, if customers prefer to meet someone face-to-face we can arrange to come to them or meet them in their local Branch. Simply put, the customer is in charge.

But more than that, our footprint gives us the local knowledge we need to understand our customers better, whilst also supporting the communities in which we work. For example, we're opening up our branches to host Coder Dojos where children learn to code, and offering our older customers hands-on training in how to make the best use of new technology and stay safe online. And, we've put workbenches in some Branches which can be used by startups for free to get their businesses off the ground.

Our Branches also bring local people together. One example of this is the way they can help an increasing number of businesses that don't have a physical presence in the town. These businesses may operate from home and sell their goods or services online, so local people may not even know that they're located in the area. Our Enterprise Town events provide a great opportunity for local businesses to connect with local people, face-to-face, and show exactly what they do.

So, this is what banking in the community looks like today. It's a combination of digital, direct and local, and this enables us to be as responsive as we can be to our customers. We've changed a lot, we're changing still, and we can depend on change into the future.

“€28m cashback to our customers in 2016”

“we have enhanced our 2% cashback offering”

Customers who bank with us - and stay with us - receive an additional 1% cashback after five years.

Mortgages

Working with Customers in Financial Difficulty

Our experience is that the vast majority of customers with debt repayment challenges can be supported. Our approach to helping our customers who may face difficulties with regard to their contracted mortgage repayments is based on the following principles:

- We recognise the fundamental importance of the family home.
- We are focussed on supporting customers with financial challenges, providing a comprehensive range of sustainable restructuring solutions – legal action is a last resort.
- We assess all forbearance requests on a case-by-case basis, taking due consideration of the personal circumstances of the borrower.
- We bear in mind our responsibilities to all of our stakeholders, including customers fully meeting their contracted mortgage repayments, our depositors, our shareholders (which include taxpayers), and the wider economy which requires viable banks able to support economic development.
- The forbearance strategies adopted by Bank of Ireland seek to maximise recoveries while providing suitable and sustainable solutions that are supportive of customers in challenged financial circumstances.

Our Mortgage Proposition

For most of us, owning our own home is not only an aspiration, it's one of life's goals. We understand this deeply, both as a leading lender for more than 200 years and as a provider of mortgages for over 30 years. Today, mortgages are a core part of our customer offering, whether lending to first-time buyers, movers, fixer-uppers, or working with customers who find themselves in challenging financial circumstances.

We strive to be responsive to customers' needs and easy to do business with, offer products that help our customers on the road to home ownership, and sustainably lend so that both our customers and the Bank can be confident about the future.

Making things easier, and offering products that really meet customer needs, means understanding more deeply what our customers want. In 2016 we introduced MortgageSaver which helps customers saving for their new home. We increased the number of mobile mortgage managers across Ireland so that we're available to customers at times that suit them - not the other way around. We increased mortgage meetings via Skype. And we have enhanced our 2% cashback offering so that customers who bank with us – and stay with us - receive an additional 1% cashback after five years.

Lending sustainably is key. We offer a range of mortgage options including fixed rate terms (for customers who want the certainty of repayments that come with fixing) and variable rate options, taking into account the loan to value ratio of each mortgage. In 2016, 76% of our new mortgages were drawn on a fixed rate, with 89% of first-time buyers choosing to fix.



Nine out of ten Bank of Ireland Owner Occupier customers are fully up to date on their mortgage. Of the remainder, nine out of ten Bank of Ireland Owner Occupier customers who have requested forbearance, and through a Standard Financial Statement have demonstrated they are in financial difficulty, have been offered a sustainable solution. And our restructuring solutions are sustainable, with nine out of ten of these meeting the terms of their forbearance arrangement.

Lending criteria, terms and conditions apply.
Bank of Ireland is regulated by the Central Bank of Ireland.
Bank of Ireland Mortgage Bank trading as Bank of Ireland Mortgages and The Mortgage Store is regulated by the Central Bank of Ireland.

**“easier for people
to get in front of a
mortgage advisor”**

Mortgage Meetings by Skype

Mortgage Meetings

by Skype

In early 2016, we launched a new service enabling people interested in a mortgage to talk face-to-face with a qualified mortgage advisor from their own home or office at a convenient time using Skype or Facetime. Whether they wanted to make an application or just needed some information, the new service made it easier for people to get in front of a mortgage advisor without having to go to a Branch.

A Place to Call Home

When we launched the service, we knew that it would make getting a mortgage more convenient for people in Ireland who preferred to use a video meeting and for those who were living abroad and were thinking about returning to Ireland. One of the first people to use the service was Sinead Taylor, who at the time was serving with the Defence Forces based in Lebanon.

Like many Irish people abroad, Sinead, who serves with the United Nations Interim Forces in Lebanon (UNIFIL), simply wanted to know if she could find an affordable house to buy in Dublin after her six-month tour of duty came to an end.

The attraction of using Skype to find out more about a mortgage was that she could have a face-to-face meeting from a distance of 2,500 miles away and chat about exactly what she needed to do to arrange a mortgage. "It was really easy," she says. "And it was good to speak to someone face-to-face being over in Lebanon."

“The MortgageSaver account features a nice incentive which makes it easier to focus on the end-goal”

NI Co-Ownership

Getting on the Ladder

Like much of the UK, Northern Ireland (NI) is facing a housing shortage, leaving many challenged to get on the property ladder. It's a long-term problem, and there are no easy answers to it. But part of the solution has been taking shape through one of the biggest finance deals in the region.

During 2016, we've been working with the Northern Ireland Co-Ownership Housing Association (NICHA), the region's primary provider of shared ownership, and the Department for Communities. The goal is to increase both the supply of housing and the range of options available to those looking to buy a home.

Through our partnership with NICHA, the Bank has provided £65 million of Senior Debt, combined with £100 million of Financial Transaction Capital, to bring the total funding available to NICHA up to £165 million. That's a historic amount, enough to build 2,800 homes over four years, which will support the creation of many new jobs in the NI construction sector.

Talking about the initiative, Mark Graham, Chief Executive, Co-Ownership Housing, said: "This funding allows us to continue to support lower income households, particularly first-time buyers, to realise their aspirations of owning their own home."

The Co-Ownership scheme is aimed at first-time buyers and others returning to the market who could not otherwise afford to buy a home on their own. Through the scheme, and Bank of Ireland UK's support, up to 4,000 families will be able to get on the property ladder in NI who might not have been able to afford a home otherwise.


The Key to that First Home

Áine is originally from Laois but moved up to Dublin when she was 17 to attend college. Although she trained as a classical pianist at the Royal Irish Academy of Music in Dublin she later re-trained and now works in the area of Risk and Compliance. "A good chunk of my take-home pay has gone on rent but that's something you come to accept in Dublin," she says. "Unfortunately over the last few years, rent has become an increasing burden for many people and makes it difficult to remain optimistic about owning one's own home, especially with prices on the up.

"I opened the MortgageSaver account about a year ago. Prior to that I was saving slowly towards a house deposit but it was rather stop-start. The MortgageSaver account features a nice incentive which makes it easier to focus on the end-goal. I'd hope to put that cash bonus towards a piano! My (unachievable) dream is to have a high-ceiling sash-windowed room, dedicated to a grand piano and filled with bookshelves. I'd pour all my money into that and wouldn't care what state the rest of the house would be in!"

"I'm trying to save a steady amount each month and it's great to have the flexibility to skip a month if I need to. Some of the sacrifices I'm making include opting for 'early bird' eats instead of full-price, cutting back on taxis, eating at the canteen in work rather than buying out, etc."

"I'm also trying to skip music gigs and festivals and force myself to check and come back to an item of clothing (after further deliberation) rather than splashing out on the spot."



In 2016, Bank of Ireland launched MortgageSaver, providing those saving for a first-time mortgage with a bonus of up to 10% on their savings. MortgageSaver was designed to support first-time buyers on the full journey towards home ownership, particularly those finding the requirement for an increased mortgage deposit challenging, and with rents increasing steadily.

In Brief

Enterprising Town Awards

In 2016 we piloted the Enterprising Town Awards, which aim to recognise and showcase the breadth and diversity of enterprise that exists locally. As a Bank we know that SMEs, startups and community organisations are a major driver of the success and sustainability of every county. The Awards shine a light on this, and profile towns, businesses and community groups who collaborate on driving innovation and partnership.

Mobile Mortgage Managers

In 2016, our 40 mobile mortgage managers continued to make it easier for mortgage applicants by arranging to meet them outside working hours in a place convenient to them.

“Coming to Ireland” - Diaspora

Within the Bank's existing customer database, about 500 previously dormant current accounts are being reactivated each month by returning emigrants. In December, Bank of Ireland launched the “Coming to Ireland” customer proposition, designed to provide support and guidance to customers to help them plan their journey back to Ireland and settle in when they arrive. Support includes hints and tips on taxes and insurance, working visa considerations, setting up a PPS number, a mover's checklist, as well as 24/7 banking services via phone, webchat and video channels.

National Enterprise Weeks

In May and November 2016 we ran our 14th and 15th National Enterprise weeks, with a total of 750 events nationwide and 2,900 businesses showcasing their products and services.

Business Startup Package

Our new Business Startup Package provides a comprehensive guide to what entrepreneurs need to get their business off the ground, all in the one place. The Package includes a business current account with no transaction or maintenance fees for 24 months, as well as a range of other benefits.

IBI 50th Anniversary

Established in 1966, IBI Corporate Finance celebrated its 50th Anniversary in 2016. IBI provides expert, independent advice to public, private and semi-state companies across a variety of complex domestic and international transactions. Reflecting the open nature of the Irish economy, more than 75% of the transactions that IBI advises on have an international element. By market capitalisation, IBI has advised c. 80% of the companies on the Irish Stock Exchange and has been involved in most of the noteworthy transactions in Irish corporate history over the last 50 years.

SuperValu Partnership

In October 2016, we announced our partnership with SuperValu, which enables our customers to earn SuperValu loyalty points when they use their Bank of Ireland personal credit card anywhere, and double the points if they use their card in SuperValu.

Online Current Account Application

Bank of Ireland customers can now open a current account online by scanning and uploading their photo identification and proof of address documents with no need to visit a Branch.

FX Support to Customers

Businesses involved in international trade always have one eye on the foreign exchange (FX) markets. This was particularly true in 2016. Political events such as the UK's referendum on EU membership and the US presidential election proved to be major drivers of sterling and dollar rates - key trade currencies for Irish businesses. The Bank's FX specialists in our Global Markets unit help customers to evaluate and manage their treasury risks on a day-to-day basis. During specific market events, we instigated bespoke customer support programmes, which included market insight publications, extended FX dealing hours (with 24-hour coverage around the Brexit referendum) and customer meetings and presentations nationwide. Engaging with our FX customers is part of our DNA and no matter what 2017 brings, you can count on our support.

First ever AA Mortgage

Bank of Ireland UK celebrated the first anniversary of its financial services partnership with the AA by launching the AA's first ever mortgage product. This mortgage range is exclusive to AA members and rewards them with unique benefits not previously seen in the UK market. Other products include credit cards, loans and savings.

WebPort Global

This year we partnered with WebPort Global, the online portal designed to support SME growth through international trade. The portal works by helping our small business customers in the Republic of Ireland with free access to critical information on foreign trade whilst providing them with expert advice and support. They can link their service or product with a relevant global network to increase their ability to find trade partners.

Credit Card Instalment Plan

In January 2016, we introduced our Bank of Ireland Mastercard instalment plan, enabling customers spending over €500 to spread the cost of their purchases over 12 equal monthly payments at a lower annual percentage rate.

Perfect Travel Companions

In 2016 Bank of Ireland UK's joint venture with the Post Office, First Rate Exchange Services, continued to reach new milestones, having exceeded one million Travel Money Card sales. The popularity of the Travel Money Card is testament to the importance of pre-paid cards as a travel option for customers. Initially launched in 2011 with euros, US dollars and sterling, the card expanded in 2012 to include five more leading currencies – Australian dollars, Canadian dollars, New Zealand dollars, South African rand and Swiss franc. Post Office Travel Money also reclaimed the title of Best Foreign Exchange provider at the British Travel Awards in November 2016. These awards are voted for by the general public and recognise outstanding performance in service delivery and product offering.


Communities

We have been part of local communities in Ireland for over 200 years, and today, we're continuing to play a positive role in supporting and developing communities which we serve. We're channelling our support through volunteering and donations to our flagship charity partners, passing on our financial expertise to schools and community groups and supporting social entrepreneurs and social inclusion.


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4
New flagship charities



c.300
Charity representatives attended a Learningzone training day in 2016

200
BizWorld primary school workshops took place in 2016 supported by 160 colleagues




1,233
Projects supported by the Bank of Ireland Staff Third World Fund since 1982



450
Students from 90 schools took part in one of our Bond Trader events




Over 1,100
Volunteer days taken in 2016

c.€2.8m
Charitable giving in 2016



500



Second-level students took part in our 4 Transition Year Academies in 2016



133
Young Entrepreneur Northern Ireland days delivered in 49 schools across Northern Ireland



146
Learn to Earn programmes delivered in 72 schools across Republic of Ireland

Responsible Business

“We are looking forward to working with our new flagship charity partners - in Ireland, Irish Heart, The Jack and Jill Children's Foundation and Age Action, and in the UK the Alzheimer's Society - in 2017 and beyond. We know we will work well together to achieve great things.”

How we Chose our Flagship Charities

For the past number of years, for large-scale volunteering and fundraising endeavours, we have worked with our flagship charity partners, St Vincent de Paul, Barnardo's, the Irish Cancer Society, Pieta House and Co-operation Ireland. These fantastic partnerships were central to our community and colleague engagement and we have cycled hundreds of miles, baked thousands of cakes and raised millions of euro, all with the aim of supporting these great causes.

During 2016, we undertook a rigorous process to select new flagship charities for the coming period. We wanted the chosen charities to tie in with the objectives of the Group and its geographical footprint. We wanted them to engage and support our colleagues to get involved. Most importantly, the selected charities had to comply with the highest standards of governance in the sector.

The Corporate Social Responsibility Steering Group worked with our partners, Business in the Community Ireland, who provided advice and guidance throughout the process, helping us apply best practice to our flagship charity search. There was a three-step selection process involving long-listing charities, appraising against key criteria and ultimately a presentation by shortlisted organisations to choose our Flagship Charities.

We are looking forward to working with our new flagship charity partners – in Ireland, Irish Heart, The Jack and Jill Children's Foundation and Age Action, and in the UK the Alzheimer's Society – in 2017 and beyond. We know we will work well together to achieve great things.

Our Flagship Charities



“...we have cycled hundreds of kilometers, baked thousands of cakes and raised millions of euro, all with the aim of supporting these great causes”



Emma and Eddie, aged 3, at Bank of Ireland's Christmas Party in aid of Pieta House

Give Together

Give Together, our charity and community investment initiative, provides each of our colleagues with one day's paid volunteer leave annually, as well as matched fundraising and payroll-giving. In 2016, over 1,100 colleagues availed of their volunteer day. One day spent providing time and skills can make a real difference, with one volunteer saying that "meeting new colleagues and having fun, whilst making a small difference to others," is their favourite thing about taking part.



Over 1,100 Volunteers

In 2016, over 1,100 Bank of Ireland colleagues availed of a Give Together volunteer day.

Largest Volunteer Day Effort

On 30 November 2016, Group Finance undertook the single biggest Give Together Volunteer Day. 80 Bank of Ireland colleagues came together to volunteer in 10 charity shops and warehouses across Dublin city for the Bank's flagship charity partners, St Vincent de Paul, Barnardo's and the Irish Cancer Society.

At a time of year when charity shops are particularly busy, this type of volunteering was very much welcomed by the charities, helping them to ensure that the shops monitor and control the quality of their merchandise, as well as stock take. Colleagues spent the day helping customers in-store, as well as sorting through donations to the charities, including clothing, jewellery, furniture, DVDs, books and trinkets, readying them for sale.

Volunteer Extra

In 2016, we launched a new volunteering option as part of Give Together - Volunteer Extra. Recognising that many of our colleagues across the Group volunteer their time out of working hours, Volunteer Extra allows colleagues to register this volunteer time, and in return receive recognition for their hard work, as well as provide the opportunity for their chosen charity or community organisation to receive a special Give Together one-off donation.

Our colleague Jennifer McCormick in Bol UK volunteers as a Scout Leader for Lisburn Cathedral Scouts Group and as an Archery Coach for the Northern Ireland National Junior Archery Academy Squad. In 2016 she volunteered 704 hours helping young people become ambassadors for their clubs and supporting them to achieve their potential.

"I am delighted that my out of hours volunteering is now recognised" said Jennifer.



Meeting new colleagues and having fun,
“ **whilst making a
small difference
to others** ”

Brian Haverly and Frank Daly, from Group Finance volunteering at SVP Warehouse in Dublin

We challenged our colleagues to perform a...
“Pledge for Barnardo’s
with all the funds they
raised going directly
to the Charity.”

Inspiration to
support good causes

Catherine McCallion abseils down the Europa Hotel, Belfast, for Pledge4Barnardo’s (Photo: Belfast Activity Centre)

Pledge4Barnardo's

To commemorate the 150th year since Barnardo’s was founded, we called on all colleagues in the UK to get involved in a very special Pledge4Barnardo’s campaign during September to raise as much money as possible so Barnardo’s can continue with their vital work now and always.

We challenged our colleagues to perform a Pledge for Barnardo’s with the funds they raised going directly to the charity. All sorts of challenges have

been undertaken for Barnardo’s, including those which require strength, intellect and the ability to eat delicious cakes.

Thanks to their tremendous efforts, Pledge4Barnardo’s raised an amazing £35,000, including matched giving. The number and diversity of pledges was only matched by the commitment and enthusiasm of every employee taking part.

Both large-scale and local fundraising and volunteering activities take place across the Bank throughout the year led by our colleagues. Two great examples in 2016 included Ray of Sunshine and Lap the Lough.

A 'Ray of Sunshine'

When John O'Driscoll from our Customer Payments Initiative saw a tweet by a colleague asking for volunteers for a charity project in Kenya, he picked up the phone to find out more. The colleague happened to be hurling legend Henry Shefflin, patron of the Ray of Light charity which wanted to build a rescue home for young girls exploited in the sex trafficking industry.

Before he started asking people for donations John went to see Director of the charity, Olive Halpin. "I don't think I actually cried when she told me what the girls had been through," says John, "but it was close." Determined to help, he approached the Staff Third World Fund (STWF). Founded by Bank of Ireland staff in 1983, the Fund supports projects in developing countries across the world, with every cent going to charities as administration costs are covered by the Bank.

John himself raised €10,000 from colleagues and friends and help from the Bank's Give Together matched funding. In addition, the STWF gave €25,000. This substantial contribution meant that the rescue centre buildings could be fitted out with a kitchen, beds, tables and chairs, the grounds landscaped and security put in.

In January 2016, John was one of 140 Irish volunteers who flew to Kenya and worked in four teams for 10 days each to build the centre from scratch. After 36 days of rising at 4.30am and finishing at 6pm the centre was built and ready for use. It was hard work but nobody minded that. "There was no need to motivate anyone," says John. "We all knew what a difference the centre would make to vulnerable young girls and wanted to help."

Lap the Lough

Lough Neagh covers 151 square miles, making it the largest lake on the island of Ireland. Anyone cycling around it passes through five of the six counties of Northern Ireland along the 95-mile route (only Fermanagh doesn't have a shore on the lake).

Fortunately, the lough supplies 40% of Northern Ireland's fresh water, because every year 2,500 thirsty cyclists pedal the entire 95 miles in order to raise money for charity and community organisations!

The event is organised by a not-for-profit group, the Upbeat Agency, which looks for ways to remove obstacles to help people participate in charitable activities. Upbeat sorts out the logistics, advertising and administration, making it easier for everyone who takes part to raise funds for good causes.

And it works. Every year Lap the Lough raises over £100,000, making it one of the biggest Northern Ireland fundraising events of the year. So popular is the chance to cycle the gruelling course that the event is booked out months before. 170 Bank colleagues took part in 2016, the event's 11th year, raising money for Barnardo's, Co-operation Ireland and other charities close to their hearts.

95 Miles 

Every year 2,500 thirsty cyclists pedal the entire 95 miles!

In 2016, we supported the Society of St Vincent de Paul in Ireland, with a €500,000 donation to the charity's Higher Education and Training Bursary. The bursary helps people who would not otherwise be able to access or continue in higher education. PhD student and lecturer at the University of Maynooth, Sean Henry, shares his story.

99%



Of teachers say Time to Read improves children's fluency and comprehension

Our colleagues take part in 'Time to Read', a reading enhancement initiative managed by Business in the Community Ireland, which brings together volunteers from companies and local primary schools to deliver dedicated reading support for seven-to nine-year-olds.

Education for Everyone

“When I was 17,” says Sean Henry, “and thinking of going to college, my mother approached the SVP to see if they could cover the costs of my everyday expenses such as travel. If I hadn’t been able to get a bursary then I would have had to get a full-time job and give up on continuing my education. My Mother approached SVP in Coolock. They were very helpful and I ended up getting money towards the costs of attending college.

“I took a four-year teacher training degree, which involved intensive six-to-eight-week placements at schools across Dublin, often starting at nine and continuing after school ending up to 10 at night to prepare for the next day’s classes. As well as travel expenses I sometimes had to buy materials for lessons if they were not available at the school. In my spare time I also had a part-time job.

“After graduating, I worked as a substitute teacher before completing a Masters in Equality Studies at UCD and I’m currently doing a PhD in Catholic Education at the University of Maynooth. My specific area of study is how Catholic schools respond to diversity. I would not have been able to study if not for the SVP. What I liked was that they do much more than just throw you the money—they give you the opportunity to branch out in life.”

Time to Read

In the autumn of 2015, five of our colleagues started attending a local primary school once a week. Their job was simple. They each sat in the school library and read with two children, one at a time, for 30 minutes. After 20 weeks of giving the children their undivided attention, the results were impressive.

“The class has made huge progress with their reading and the results of a recent standardised test have been amazing. It’s just been a fantastic experience,” says Patricia Slavin, School Principal at Scoil Mhuire. Scoil Mhuire is a designated disadvantaged primary school (DEIS) in Shankill, County Dublin.

Class teacher Sarah-Jane McDonagh watched the volunteers build up a great rapport with the children by taking an interest in their lives.

Getting the undivided attention of an adult helped make the children feel special, and many of them, in Sarah-Jane’s words, “skipped” to the library on Tuesdays. The feedback from our Bank colleagues was equally positive, with many of them looking forward to their hour spent volunteering as the most rewarding of their week.

Time to Read

The class has made huge progress with their reading...

“it’s been a fantastic experience”

Sandra Brooks, Group Manufacturing, with Hannah Curry Driver from Scoil Mhuire, Shankill

327 

Schools participated in the School Bank initiative in 2016



“the School Bank helps students to learn the value of regular saving”

Athlone Community College

Shannon Burke, Erin Kennedy, Emer Tully and Ailbhe McNamara taking part in Athlone Community College's School Bank

School Bank

In 2016, 310 schools in the Republic of Ireland and 17 in Northern Ireland took part in the Bank of Ireland School Bank initiative, which has been designed to support schools by providing financial education to students. It gives students the opportunity to work in the School Bank branch across a variety of roles, from Bank Manager to Customer Service Official, learning about banking and key teamwork skills. Each School Bank team is supported by experienced Bank of Ireland staff members from the local Branch, to ensure the smooth operation of the School Bank, and to support the team with any queries they may have.

From Bricks to Frocks

Athlone Community College, like many schools across the country, has a School Bank which helps students learn the value of regular saving. Bank officials Louise Egan (Manager), Shannon Burke (Sales & Marketing Manager), Ailbhe McNamara and Eoghan Conroy (Customer Service), and Sean Horan (Auditor) were among 30 pupils who applied to be part of the team. In the 2015-16 academic year, they opened accounts and managed lodgements and withdrawals on Tuesdays during term time for an hour.

Bank official Sheila Fallon attends every time the School Bank is open and, after the Bank officials sign the book at the end of the day, she returns the funds to the local Branch to bank them. "I let them do everything and they always sign the book to make sure they're balanced. I'm always overseeing, quietly," says Sheila.

But the relationship of the Bank to the College doesn't stop there. Every autumn, Sheila also teaches 'Learn to Earn' modules to two classes of 30 students for an hour each time, giving them an opportunity to gain a greater understanding of practical ways to manage money. Bank of Ireland also sponsors the Student of the Year competition within the school and arranged two Field Finance Trips in the 2015-16 academic year, inviting first year classes to the local Branch to see how the Bank works.

In addition, in 2016, the College entered six outfits into the Junk Kouture regional final, with one outfit, Annie Sheehan and Éadaoin Lennon's entry, *Pineapp-ball*, reaching the national final at the 3Arena in Dublin. Finally, Bank of Ireland provided loan finance for the new school building in which all these activities take place, completed in 2014, under the Public Private Partnership (PPP) scheme.

“an entertaining way of bringing economics to life for young people”

It may also prompt them to build skills that will
serve them well throughout their financial lives

Faith Mosley and Avril Flood from St. Colmcille's CS Knocklyon students
taking part in the Bond Trader event which took place in College Green, Dublin

Bond Trader

The Bond Trader for Schools events brings together teams made up of local business leaders and secondary school students to learn the concepts of trading in bonds, stocks, shares, equities and cash through a fun table quiz. 450 students, representing 90 schools, began with an overview of how stock markets and bond trading operate, before the teams were given a mix of assets, scenarios and the ability to swap these assets to build their ideal portfolio. The Bond Trader for Schools events were such a resounding success that we then rolled it out to colleagues throughout Ireland, with 640 colleagues taking part in eight qualifying events.

Lords of the Trade

Transition Year and 5th Year students are gathered in Bank of Ireland College Green's House of Lords on an April evening. Sitting in the historic, wood-panelled room, they're about to be thrown into the high-octane conditions that recreate the busy world of trading in bonds and shares which occurs every day on the NASDAQ, FTSE, and ISEQ.

The six best teams in the country, who have already triumphed in regional finals, are about to take part in the Final of the Bond Trader Challenge, an event designed to promote understanding of the way that events affect our economic world and the money in our pockets.

The Challenge is deceptively simple. Each team is given cards representing bonds, shares or cash. News headlines then flash up on a screen and the teams have to decide what to trade. Should the teams buy or sell bonds if the "European Central

Bank announces a major economic stimulus package"? Are shares in companies like Apple going to rise if "Merkel is cheered by a positive economic outlook"?

Although they seem relaxed beforehand, when trading starts the students soon get in touch with their inner trader. Debates break out. There are fist pumps when BMW shares rise. Fingers stab the air to make a point when Mario Draghi sees "little sign of growth". But behind the Challenge, there's a serious purpose. When students leave school and enter Third Level education, how much do they really understand about how the markets affect the money in their pockets? This is an entertaining way of bringing economics to life for young people. It may also prompt them to build skills that will serve them well throughout their financial lives.

The Bank of Ireland Transition Year Academy is a unique three-day programme that introduces transition year students to the world of business and entrepreneurship. In 2016, a total of 500 students participated in four separate Transition Year Academies.

Three Days to Set up a Business

Killian, a transition year student from Tipperary, found the programme incredibly rewarding: “I really enjoyed the teamwork. On the first morning we didn’t know each other, but by 11 o’clock we were chatting away, coming up with ideas, and brainstorming. It’s been a fantastic experience.”

Working in teams, students come up with an idea and develop a business plan. Jimmy from Clare was impressed by this: “Finding solutions to real-life business problems was incredibly challenging. But it makes you think creatively and encourages you to be innovative. It really forces you to think outside the box.”

Students are also taught presentation and pitching skills to prepare them for the final event of the programme – a pitching round. Ciara from Offaly was initially worried about this, but now embraces the experience: “When we were told that we’d be facing a panel of judges, I felt a bit intimidated. It seemed a bit daunting, but in the end I loved it. Learning these presentation skills will definitely help me down the line. I didn’t do business for Junior Cert, so it’s been a new experience for me. I especially enjoyed learning about the process you go through to set up a business.”

Tiernan from Dublin felt the time was well spent: “It’s very well structured – you’re always learning or doing something. It’s really opened my mind to doing business for the Leaving Cert, and taught me how people can come together and be stronger as a team.”

Transition Year Academy

Presentation & Pitching Skills



Students are also taught presentation and pitching skills to prepare them for the final event of the programme – a pitching round.

Edward Watson (left), a maths teacher is mentored by Benny Cribben, Bank of Ireland UK and Teach First Coach (Photo: Julian James)



to develop and grow the skills of...
“...the next generation
of inspirational leaders”

Inspiring a Bright Future

To children attending schools in deprived communities, inspirational leadership can make all the difference to educational attainment and life outcomes. We recognise the importance of great leadership and want to make a positive impact on the communities we work in.

That's why we partnered with Teach First, one of the UK's leading educational charities. Their aim is to develop and grow the skills of the next generation of inspirational leaders in schools. Teach First believe a child's background should not limit the opportunities they have in education and in life.

By supporting Teach First, our aim is to help them recruit, train and place exceptional individuals to work in primary and secondary schools through the charity's two-year Leadership Development Programme. To that end, we have made significant progress during 2016:

- Teach First Coaching programme - five colleagues enrolled and matched with teachers. The idea is that, over the two years of the programme, the teachers benefit from the support of an inspiring leader from our business.
- Ongoing support – we have hosted a number of events and meetings for Teach First in our Bristol and London offices. Most notably, we have already hosted two training and matching events for coaches in Bristol.
- Careers workshop - four colleagues volunteered their time at Summerhill Primary School. This event introduced the careers landscape to Year 6 students, prompting them to think about what they'd like to be and, more crucially, how they would get there.

We share a bond with the rugby communities of Ireland in the passionate belief that teamwork, grit and inspired initiatives can yield success. Through our rugby sponsorships, we are dedicated to fostering talent, inspiring greatness and empowering communities in their love of the game at local and national level. We're helping the sports we sponsor to invest in talented youth to help them make the most of their abilities and to sustain the sport in the long term. That means providing training camps for young people, supporting cup competitions such as the Provincial Towns Cup, and volunteering to train young teams.

A Club at the Heart of the Community

In May 2016, Wicklow RFC won the Provincial Towns Cup for the first time in the club's history. Sponsored by Bank of Ireland, the cup is one of the oldest trophies in Irish rugby. President of Wicklow RFC, Larry Byrne, puts their success down to the grassroots: "We have incredible volunteers who put in so much time. Without their support we wouldn't have been able to improve our facilities or add new training areas."

The club gives prime importance to underage development. Timmy O'Donovan, loosehead prop in the senior team which won the cup, is full of praise: "We have terrific coaches who treat kids right. They focus on trying to make the players the best they can be, so that when they reach senior level they can go on to achieve things."

Recently Wicklow RFC achieved a long-term goal when its senior ladies team began to play in the Leinster League Division 3 – the result of many years of development of womens' rugby at the club.

Stephen Clarke, a former player, past president and current PRO, describes what makes the club so special: "This is a real family club. We have an unbreakable bond with the community. So many people help out at every level – whether it's parents making sandwiches or volunteer coaches training the kids. My father introduced me to Wicklow RFC and I'm now doing the same for the next generation."

The club will continue to train boys and girls, and to develop their senior teams. It will always strive to bring people together and to enrich the sporting life of Wicklow. The spirit of community endures and can be found on the training pitches of Wicklow RFC.

the passionate belief that...

“teamwork, grit and inspired initiatives can yield success”



Damien Sheridan (coach), Roisin Leonard (with tackle bag), Kelvin McCaul (with hat) and James Richardson in support for Wicklow RFC

As the oldest bank in operation in Ireland, we have a long tradition of supporting significant cultural endeavours. From March to October 2016, we sponsored an exhibition at Dublin City Gallery, The Hugh Lane as part of Dublin City's 1916 commemorations programme. The exhibition centred on the famous John Lavery painting of the trial of Roger Casement, entitled *High Treason: The Appeal of Roger Casement*, which was relocated from Kings Inns to the Hugh Lane for the period of the exhibition. To complement the painting, the exhibition also featured a number of other related artworks and artefacts from the period, together with a newly-filmed documentary, *Our Kind*, by Alan Phelan.

The Appeal of Roger Casement

There has been a huge amount written about the 1916 Rising but there are very few visual accounts bearing witness to the significant events of that time. 'High Treason: The Appeal of Roger Casement' by John Lavery is an exception. Shown as part of the 'High Treason: Roger Casement and Alan Phelan: Our Kind' exhibition at Dublin City Gallery, the Hugh Lane in Dublin in 2016, it is a monumental painting nearly two metres high and over three metres wide depicting the last day of the appeal of Roger Casement in the Court of Criminal Appeal in London. The appeal failed and Casement was hanged as a result.

This was a sensational trial at the time as Casement was a knight of the realm and highly regarded internationally for the work he had done in highlighting atrocities in the Congo and in

South America while working for the British Foreign Office. But Casement, a man with strong nationalist sympathies, retired from the colonial service in 1913 and helped found the Irish Volunteers. In April 1916, the 'Aud', a ship containing German arms intended for the Easter Rising was captured and Casement was arrested on 21 April 1916.

The Easter Rising went ahead on 24 April. Casement was the last of the 16 leaders executed following the Rising but he was the only one to be given a trial in open court. This final version of the painting wasn't completed until 1931, fifteen years after the trial. Lavery kept working on the painting until that time and the painting remained in the studio until his death in 1941.

'Artist as Witness'



High Treason: The Appeal of Roger Casement
Hugh Lane Gallery

Jessica O'Donnell, Collections Curator at Dublin City Gallery, The Hugh Lane

Throughout 2016, the Bank was a proud partner and supporter of an innovative pilot programme, called Career LEAP (Local Employment Action Partnership) led by Trinity College Dublin, whose focus was tackling the 'work readiness' of young unemployed adults, aged between 18-24, in the north inner city of Dublin, many of whom experience significant and multiple barriers to employment.

Business Partners Programme

In November 2016, Bank of Ireland hosted the launch of a new Business Partners programme for the Trinity Centre for People with Intellectual Disabilities, which promotes inclusion and diversity in the workplace.

The Bank's association with the Centre was born of our experience with the Special Olympics World Games in 2003. The Centre was established by Trinity College Dublin in 2004, with residual funding from the Games as a fitting legacy to all that was achieved at that time. Over the past number of years, student work placements in Bank of Ireland have been supported by our colleagues in Credit and Market Risk in New Century House.

The opening address at the launch was given by Group Chief Executive, Richie Boucher. Graduates of the Trinity Centre for People with Intellectual Disabilities also spoke at the launch, including Kieran Biddulph and Mei Lin Yap, who both formerly did work experience at the Bank. Mei Lin is currently working at St Vincent's University Hospital and is part of a team developing a new course called 'How to Support People with Disabilities' in Trinity College Dublin.

Bibi's Career Leap

"My dad died when I was six days old. I don't have any memory of him except his pictures.

"We lived in Kabul. When the Taliban was there, because I was small, there was no problem for me but if you were older it was very hard for women to get education and even just go outside the home. They couldn't go out to shop in case they got beaten.

"I studied Computer Science at the university in Kabul. If you are a woman, you can study Computer Science in Afghanistan but you can't actually become a computer scientist. Women can only work as a teacher or a doctor. After two years studying at university, I decided to come to Ireland to join my brother who was living here.

"I learned about Career Leap from Manuela Moreno at City of Dublin Education and Training Board. When they told me I was going to Bank of Ireland I was happy but I was nervous. 'It's a bank,' I thought, 'it will be very difficult'. My favourite work experience was with Global Markets, I loved that. So I was excited when they rang me to tell me I had got a job in Treasury Product Support. So excited that I actually didn't remember the job title! I have been working for Bank of Ireland since September 2016 processing payments for corporate and retail clients with deposit accounts in different currencies.

"I enjoy my work and the team I work with very much. I am always trying my very best to improve my knowledge and to give 100% to do all the required work by the end of each day and help others in my team."

tackling the 'work readiness' of young unemployed adults

“ We provided internships to two students in the programme, who spent three weeks **working in a variety of our businesses.**”

The students were mentored by our colleagues throughout their internships.



Career LEAP

Bibi Rahima and Hassan Hussein taking part in the Career Leap initiative which was supported by Bank of Ireland

In Brief

Highest level of employee fundraising in Ireland

In the Business Impact Map published by *Business In The Community Ireland* in May 2016, Bank of Ireland recorded the highest level of employee fundraising of the participating companies for the third year running.

BizWorld

The BizWorld business skills development and entrepreneurship programme for 11-12 year-olds ran 200 two-day workshops in primary schools across Ireland, teaching children everything from how to form a company to how to market their product or service.

Coder Dojo

Coder Dojo, the not-for-profit that runs a global network of coding clubs for children aged seven to 17, ran clubs in 29 of our Branches and ran 26 pop-up Dojos at events such as our Enterprise Towns.

Kainos

In a Bank of Ireland sponsored event, tech managers and trainers from Kainos, an IT, consulting and software provider, were joined by students from four schools St. Cecilia's College, St. Mary's College, Lumen Christi and Lisneal College who attended with their teachers. During the course of a day, the students learned some of the key tenets of coding and algorithms. And each of them built several fully-functioning apps by day's end.

Charity & customer training

In 2016, we delivered training courses on a wide variety of subjects to 300 members of charity and community groups as well as our customers.

Shannon & Knock airport runs

In 2016, we sponsored both the Shannon Airport Runway Run on 17 June and the first ever Ireland West Knock Airport runway run on 28 May.

Financial skills for young people

In 2016, volunteers from local Bank of Ireland Branches ran 146 Learn to Earn sessions in the Republic of Ireland and 133 Young Enterprise Northern Ireland sessions, giving students the chance to work through practical budgeting and financing exercises.

Cycle for Survival

In March 2016, six colleagues from the US Stamford office took part in a 24-hour indoor team cycling event in Manhattan, New York, to raise funds as part of Cycle for Survival, raising over \$6,500 for the research and treatment of rare cancers.

AHOY rowing challenge

In 2016 four Bank of Ireland UK teams took part in the AHOY Oarsome Rowing Challenge, an 8.5 mile row on the Thames to raise money for AHOY; a charity supporting disadvantaged and disabled young people in South East London.

Ollie Magazine

In 2016, we launched *Ollie*, a magazine and teacher's guide for use in primary schools to help make seven to 11-year-olds more aware of financial issues. The magazine is available in print and online and supported by an app.

DCU Student Centre

Construction of Dublin City University's new €14m Student Centre began in 2016 with a significant contribution from Bank of Ireland. The four-storey space on Glasnevin campus will house an Entrepreneurship and Innovation hub and a global student centre, as well as retail outlets.

Merchants' Academy

An entire Year Group of 160 Merchants' Academy students visited our office at Temple Quay, Bristol, in 2016. They heard Bank employees talk about their work life journey and impress upon students the importance of working hard at school and developing lifelong skills that will help them to be employable. 25 employees supported this community partnership during the year, our biggest 'class' yet.



Big Blue Box Volunteering Challenge

This year the Big Blue Box Volunteering Challenge toured Ireland's Wild Atlantic Way in May and Ancient East in September. Bank of Ireland colleagues and members of the local community cycled through more than 60 towns to raise €180,000 for St. Vincent de Paul and the Irish Heart Foundation.

Mark Smith (6), Josh Madigan (6), Mia Madigan (9), Luke Madigan (10) and Luke Madigan (5) at the launch of the Big Blue Box Challenge along Ireland's Ancient East

Colleagues

We're providing our colleagues with opportunities for training, education and professional development, while enabling them to look after their physical and mental wellbeing. We continue to foster inclusion and diversity in the workplace, reflecting the communities and customers we serve. We're helping to put our colleagues in control of their careers.

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Be At Your Best champions

 **c.20%**

Of colleagues participated in a Third Level professional qualification in 2016

40 

Attendees at My Career Best workshops

269 

Transition Year placements

155,194 

Learning hours delivered

90 

Recruits to our award-winning Graduate Programme in 2016

4 

Graduation events attended by 1,148 colleagues

c.1,200 

Participated in Be at Your Best Trail Trekker

99,000 

Colleague learning hours delivered digitally – 64% of all colleague learning

Responsible Business

Career & Reward Framework



In 2016, we won the award of Best Change Management Programme at the HR Leadership & Management Awards for our introduction of the Career & Reward Framework

Career & Reward Framework

Throughout 2016, our Career & Reward Framework continued to enhance the employee experience, with greater professionalisation, career transparency and agility within our workforce. The ongoing enhancement of the Career Portal further supported this, with a range of resources to help employees take ownership of their career development. New content has been added to the Portal, including new sample career journeys, illustrating the range of opportunities and career options for employees.

In 2016, we won the award of Best Change Management Programme at the HR Leadership & Management Awards for our introduction of the Career & Reward Framework.

Throughout 2016 we also continued to sustain constructive relationships with our employee representative bodies. An example of such engagement has been the 2016/2017 Pay Arrangement, which is in place until the end of 2017 as a key component of the Career & Reward Framework.



GEARS48 events held in 2016 with 125 attendees

GEARS48

The room on Eyre Square in Galway holds 31 passionate people. Each one of them is bursting with an idea for a new business or eager to be involved in a new venture. Over the next 48 hours, the budding entrepreneurs will pitch 15 separate concepts, form nine teams, witness a merger and takeover, and conduct over 60 impromptu customer interviews. But this startup weekend, although similar to ones held in Silicon Valley, is different in one crucial respect – everyone here is already employed full-time at Bank of Ireland.

Over the past few years companies such as GE, Coke and IBM have created spaces within their own companies for startups run by their employees. Why encourage your employees to create their own startups? If it sounds disruptive, well, that's the intention. Providing an outlet for ideas and talent that would otherwise remain unexpressed within an organisation makes sense but, equally, embracing experimentation and supporting new ways of thinking can create a culture of innovation, not just within a few small startup teams but everywhere. Of course, some startups can and will fail, but 'failing faster' is becoming a new mantra as large companies try to become more creative and agile – just like startups.

The business ideas that emerge from the first GEARS48 weekend range from a virtual money jar to make saving easier, to a way of trying new products before buying, and a way of keeping children safe at large events and locations. Entrepreneur-in-Residence, Gene Murphy, brings the startups through a series of exercises, bringing in training from experts to help them refine their ideas. By the end of the weekend, there's only one question on the winning team's lips "Can we do this for real?"

there's only one question
on the winning team's lips

“Can we do
this for real?”

The Entrepreneur Inside

GEARS48 is our internal entrepreneurship programme, designed for colleagues to pitch an idea individually or join a team and go from idea to startup in 48 hours. We have mentors and speakers on the programme from the startup world, helping participating colleagues to shape their business ideas and turn them in to a workable plan.

“creating a collaborative, empowering and successful place to work”

for themselves and their colleagues.

Supporting 'Life Long learning' is important to us, and to achieve this our colleagues have access to a broad range of learning, development and educational programmes aimed at enhancing their professional capability. Enhancing the digital learning capabilities of colleagues continues to be an area of focus for us, in line with the increased digitalisation of our industry and the markets that we and our customers operate in.

Learning and Capability Development

During 2016, providing agile learning solutions to our colleagues was a key area of focus, reflecting the speed of change in the technological and digital business environment. Digital learning became our dominant delivery method, with 64% of colleague learning hours accessed through digital channels. The introduction of iPad learning modules, along with the emergence of social learning campaigns and extension of learning services to personal mobile devices, reflects the increased digital capability of our colleagues.

Leadership development programmes and Learning Academies within business units focused on building both Group and localised capability. Continuous development of our current leaders and growing our leaders of the future ensures the sustainability of our business and the provision of enhanced service for our customers into the future.

During the year over 20% of colleagues actively studied on Third Level programmes, enhancing their professionalisation. To enhance the relevance and range of options available to colleagues in specialist areas, we introduced two new customised programmes in Group Manufacturing and Northern Ireland, in partnership with the Institute of Banking. We are proud of the achievements of 2,984 colleagues who successfully achieved a professional qualification in 2016.

Upskilling - Bank of Ireland UK Complaints Team

In 2016, the team ran a pilot exercise, through our Group Education Scheme, to study for a Certificate in Regulated Complaints Handling. The qualification goes above and beyond the required regulatory standard, is recognised across the industry and develops principles of best practice in complaints handling. It also offers the possibility of personal development and career progression:

“I saw this as an opportunity to do something for myself, my team and our customers. It really increased my confidence. And although the studying was challenging, as I had to juggle family life with study, it was well worth it” said Carol Jefferies, Investigations Manager, UK Complaints.

99,000



Colleague learning hours delivered digitally – 64% of all colleague learning

Learning and Capability Development



Daniela De Melo Carette, a participant in Business in the Community's Employment Programme, at a Learningzone day. (Photo: Cianor McCabe)

1,000th Participant

1,000th Community Participant in Bank of Ireland Learningzone partnership with BITCI

For the past five years we have partnered with Business in the Community Ireland to offer one-day Learningzone training courses to community groups and charities in Ireland. In December 2016 a milestone was reached in this partnership when the 1,000th participant from the community and voluntary sector passed through our doors. Since this initiative was launched in 2012 around 300 different charity and community organisations have benefitted.

The last few years have been challenging for the charity, community and voluntary sector. Several crises in the non-profit sector have seen public confidence and trust in the sector at an all-time low, with a corresponding impact on fundraising activities. At the same time, there has been an increase in the demand on services. In light of this, resources available for training and professional development are in short supply.

The courses provided through Learningzone address this real need and provide high quality, professional training in a range of topics, including Influencing Skills, Negotiation Skills, People Management, Finance for non-financial managers, Introductory IT, Effective Meetings and Presentation Skills. Courses are delivered by Bank of Ireland's training partner, Accenture.

Our Be At Your Best (BAYB) programme was introduced in January 2014, to help colleagues support their physical health and mental wellbeing, while taking positive steps in their careers. BAYB helps us to create a sustainable workplace that provides the opportunity for learning and professional development, and which supports the physical and mental wellbeing of our colleagues.

Be At Your Best

Create Your Own Career

Be At Your Best Career stream is about being the best you, in your work and your career.

Why would a large organisation encourage colleagues to get advice from a career coach and build a career plan?

“Traditionally,” explains Bernadette Butler, “people would leave their career in the hands of their employer, expecting them to create a career path for them.” But the traditional passive career routes no longer work so well, in times of heightened expectations among staff and rapid change in the workplace.

Colleagues cannot leave their careers solely to the Bank, hoping to be fed training and opportunities, while managers want to see motivated staff identifying their own development needs instead of waiting for direction. The solution is to give colleagues the help and tools to “take control of the situation rather than have the situation control them”.

Bernadette is a Career Coach who provides coaching sessions to colleagues who have attended our Be At Your Career Best workshop. “When people take control it increases their self-worth and motivation, to the benefit of themselves and to the Bank,” adds Bernadette. She encourages colleagues to be professionally self-aware. To think less about simply waiting for the ideal job to appear and more about creating their next career move by getting relevant training and experience, while networking to spread the news of their ‘brand’. “Don’t expect everyone to know your achievements: let them know,” she advises.

Be At Your Career Best workshop

“When people take control it increases their self-worth and motivation”

Bernadette Butler of Harmonics gave some of our colleagues career coaching

In 2016 we broadened the scope of Be at Your Best to include a variety of new initiatives including self-defence and first aid.

Feelings of Security

Ireland, Northern Ireland and Britain are relatively safe countries in which to live and work, and yet, according to a global survey by Gallup in 2011, fewer women feel safe than men.

One solution to increase feelings of security is to train women and men in self-defence. Developed for the Israeli defence forces, Krav Maga, unlike karate or judo, is not a martial art but a self-defence system which teaches women and men how to avoid confrontation. And if avoiding a potentially dangerous situation isn't possible, it trains them to end a fight as quickly as possible and escape.

Over two six-week courses, expert instructor Eddie Gavin taught a group of colleagues in New Century House the basics of Krav Maga – from becoming more aware of situations on the street to how best to respond to an attacker with a knife. The course was subsidised under the Be At Your Best initiative and open to everyone.

In each lesson Eddie used realistic situations, such as taking money out at an ATM, to provide a context for teaching simple techniques to minimise injury and escape quickly. As a result, both male and female colleagues reported feeling more confident that they would be able to deal with similar situations if they ever happened.

Two in five women are wary about walking around areas they know well.



Saving William


Gemma Murphy, Group Services, had been a first aider for six years and did a refresher course every two years. When Be At Your Best organised a paediatric first aid course, Gemma signed up. Then, only a few weeks after the course, she had to put everything she'd learned into practice in dramatic fashion when a neighbour banged on her front door.

She heard her neighbour shout, "Gemma, come quick. William's not breathing properly, he's turning blue." William is a four-year-old boy who lives across the road from Gemma in Bray, County Wicklow. Gemma ran out, grabbed him, brought him into her house, put him into the recovery position, cleared his airway and then started to stimulate his heart, trying to get his rhythm back. She checked for any sign of a rash, which could have been meningitis. Luckily there wasn't any.

William was lucid for periods, talking and laughing, then he would become quiet and unresponsive, so Gemma needed to stimulate his heart again to ensure a steady rhythm.

"All I heard was William's father saying 'please don't let him die'" says Gemma.

Gemma remembers feeling calm at the time, perhaps due to adrenaline or the training she had learned. It seemed like a long time before the ambulance arrived and took William and his anxious parents to hospital. At midnight Gemma got a phone call to tell her William was alright – her prompt actions ensured that William got the care he needed at the right time.



“If it wasn’t for the Bank providing these opportunities to attend first aid training, I wouldn’t have been in a position to help William”

Gemma Murphy, Group Services

William Cash was helped by our colleague, Gemma Murphy who received first aid training through the Be at Your Best initiative

Trail Trekker

Keep on Trekking

Healthy living isn't always easy. We all know that eating better and exercising regularly are good for us, but converting that knowledge into everyday action isn't that simple. Life and work can get in the way. Our Be At Your Best initiative helps challenge colleagues to break habits that may be preventing them from forming better patterns for living.

On Sunday 17 April, around 1,200 of our colleagues in Dublin, Belfast, Bristol and Drumshambo, County Leitrim, took part in our Trail Trekker. In the weeks before the walk they were supported by a training programme, diet and exercise tips from trainer Karl Henry. The four treks covered different distances and varying terrain, but the average trekker hiked for at least a couple of hours, uphill and down. That's over half a million calories in total.

Walking is kind on the joints, burns calories, tones the leg muscles and can be a good way to begin a new, sustainable health and wellbeing routine. The goal is to make positive changes that stand the test of time – not to crash and burn in a blaze of glory, which convinces people that exercise is too tough to contemplate.

Of course, one trek didn't transform our colleagues into Olympic athletes, but that wasn't the point. Starting small and doing what's achievable are critical to getting the body used to exercise and building good habits. It also helps to convince your mind that change really is possible. Getting started is everything – and exercising with a group of friends, as our colleagues did on the Trek, makes it more likely that you will stick to a healthy routine over the long term.

It's secretly rewarding to...

“be able to give colleagues this opportunity to open up”

Buddy Talk

In 2015, we launched our Mind Ur Buddy initiative and since then our trained Buddies have been helping their colleagues manage stress.

Like all Buddies, Neil Gunning attended training run by suicide prevention charity Pieta House, which taught them how to approach difficult situations. The roleplays they performed were an eye-opener. “Even in a simulated situation,” comments Neil, “it can be hard to say the words ‘have you thought about attempting suicide?’”

When contacted, Buddies listen and can recommend that colleagues either seek the support of Pieta House or of the Employee Assistance Programme (EAP), depending on the severity of the situation. The high profile given to the Mind Ur Buddy initiative within the Bank helped get the message across that it was okay to talk about mental wellbeing.

Neil recalls helping one outwardly upbeat colleague who approached him at a social situation and “opened up to me”. He had a difficult family situation and when Neil suggested he contact EAP he was delighted to discover that both he and a family member could get counselling. It was “like a weight had been lifted from his shoulders”. Neil can put colleagues in touch with counsellors immediately, with one colleague spending 90 minutes on a call with the EAP at his first meeting – something which made a real difference to his outlook.

Be At Your Best Mind Stream focuses on the importance of a fit and healthy mind, which is as important as a healthy body.

Puppy Play Day

When it comes to reducing stress, the benefits of spending time with our canine companions have long been known. Studies have shown that spending time with a dog lowers blood pressure and can quickly help you feel calmer.

For most of us, contact with dogs usually comes in a domestic setting, but we've been blazing a trail through our Be At Your Best programme, by bringing dogs into our offices.

Twice this year, we've been lucky enough to invite guide dogs and their owners into our Bristol and Belfast offices. During those events, 180 employees took part, spending 15 minutes each with the dogs and puppies. At the same time, they also helped raise much needed funds for the guide dogs.

We hope to expand this programme over the coming year, introducing it in more of our offices.

“Raising money, wagging tails”



Man's Best Friend

Studies have shown that spending time with a dog lowers blood pressure and can quickly help you feel calmer.

“Be At Your Best champion Luci Gately hosted lunchtime drop-in sessions in our Tallaght Contact Centre, where everyone was welcome to practise mindfulness for 15 minutes”



Colleagues in the Arena, Tallaght, taking part in a mindfulness session

Responding to Pressure

Work can sometimes be stressful. A sudden increase in workload or a pressing deadline have always been features of working life, but today's 'always-on' technology, multi-tasking, and faster pace of change have added to the pressure felt by us all at some point.

Ibec, the organisation that supports Irish business, estimates that absenteeism costs businesses as much as €1.5 billion a year – that works out as €818 for each employee. However, companies can respond by promoting wellness programmes in the workplace, enabling employees to better manage stress and resulting in better work outcomes and fewer days taken as sick leave.

Some healthier ways to manage stress include mindfulness, yoga and pilates classes held in, or near, to the workplace and open to all employees.

In 2016, our Be At Your Best Champions helped organise classes like these in workplaces across the Group.

Mindfulness has been associated with lower blood pressure, improved memory and lower levels of anxiety, stress and depression. It can help people to respond to situations rather than reacting, and to concentrate on the task in hand while being aware of distractions. In 2016, over 60 staff attended a four-day mindfulness training course, enabling them to lead mindfulness meditation with colleagues.

Be At Your Best champion Luci Gately hosted lunchtime drop-in sessions in our Tallaght Contact Centre, where everyone was welcome to practise mindfulness for 15 minutes, helping colleagues who work together every day to better support each other.



Stephanie Delaney from the Gay Switchboard Ireland and Keith Gill, Group Finance (Photo: Darragh Kane)

Pride

In 2016, we were delighted to sponsor the Dublin Pride festival for the second year running and the Cork Pride parade for the first time.

Our involvement in Pride is one of the many ways we demonstrate the importance we place on inclusivity in the workplace.

The Pride festival provides the opportunity for LGBT individuals and groups to celebrate through events which promote a global message of inclusivity and acceptance. In a similar way, Bank of Ireland supports our people to do their best and we aim to build a culture where the talents, experience

and perspectives of all our people are valued, regardless of their gender, race, age or sexual orientation.

“The Cork Pride celebrations were absolutely electric, a day filled with high energy, made only better by the fact that I was representing Bank of Ireland. It was a really proud moment to know that the company I’ve invested so much of my career in is such a strong supporter of building an inclusive and diverse workplace. The sense of pride, belonging and support from colleagues across the Group was just incredible”, Keith Gill, Group Finance.

Inclusion and Diversity

In Brief

Graduate Programme

In September 2016, we welcomed 90 ambitious and enthusiastic graduates to our award-winning two-year Graduate Programme. The Programme provides the opportunity to gain valuable experience across a particular chosen business area.

Continuous Professional Development

We support colleagues registered with the Institute of Banking to achieve Continuous Professional Development by providing learning opportunities through Learningzone, making it easier for them to log their approved hours.

Pension schemes

Bank of Ireland's defined contribution scheme, RetireWell, won an award for Best Communication Strategy at the 2016 Irish Pension Awards. RetireWell has also been nominated in two categories for the 2017 UK Pension Awards.

Employee Representatives

The Bank of Ireland Group engages with all employee representative bodies (Financial Services Union, SIPTU and Unite) in a constructive, professional and transparent manner. In the UK, our Partners' Council - an employee council dealing with business-as-usual issues - is recognised as one of the Top Three work councils in the UK by independent experts, the Involvement and Participation Association.

Culture

Building on the success of Bank of Ireland UK's early implementation of culture analysis, towards the end of 2016, we kicked off a Group-wide Culture Review and Gap Analysis to enable us to continue to protect, maintain and support the organisation's future growth. This will be a key programme of work in 2017.

Couch to 5k

The 2016 Couch to 5k run was held in 10 separate locations across the Republic of Ireland, Northern Ireland and Great Britain on Saturday 24 September. 1,800 walkers, joggers and runners of all ages and abilities took part, covering 9,000km.

Health & Safety

The Health and Safety Centre of Excellence provides support and guidance to all employees in the Republic of Ireland, Northern Ireland and Great Britain. In 2015 and 2016, we redesigned and implemented a more robust safety management framework with respect to all Group Property-related activities, including new acquisitions, engineering and construction works. As of December 2016 the system has been externally accredited to the OHSAS 18001 standard. This accreditation applies to all Bank of Ireland properties in the three jurisdictions.

GLEN

GLEN (Gay & Lesbian Equality Network) is dedicated to the delivery of equality for lesbian, gay and bisexual people, at home, at school, at work and in the wider community. Bank of Ireland is a member of GLEN's network of employers committed to LGBT inclusion in the workplace.

Talent Rising

Talent Rising Programme is an innovative cross-organisational development programme, designed to deliver high impact solutions for social and economic challenges facing Ireland at the moment. Designed to facilitate entrepreneurial thinking and social and technological innovation, a core focus of the eight-week programme was to assist in the development of critical skills for the future of work such as Critical Thinking, Entrepreneurialism, Emotional Intelligence, Social & Technological Innovation and Collaboration.

AHEAD

AHEAD, the Association for Higher Education Access and Disability, is an independent non-profit organisation working to promote full access to, and participation in, further and higher education for students with disabilities and to enhance their employment prospects on graduation. Bank of Ireland has supported the work of AHEAD for more than 10 years through their Willing Able Mentoring (WAM) work placement programme, which aims to promote access to the labour market for graduates with disabilities and build the capacity of employers to integrate disability into the mainstream workplace. In 2016, we provided three WAM placements in Bank of Ireland.



Bestival 2016 Galway

This year's Bestival took place at Ballybrit Racecourse in Galway city on 27 August in aid of Pieta House, raising €20,000. This was a great day for our colleagues and their families to come together and enjoy a day out for a good cause.

Environment

We're working responsibly across all our activities from the products and services we provide to the buildings that we work in and the way we work with suppliers. We're using raw materials wisely, doing all we can to protect natural habitats, and avoiding harm to the environment.

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Facts & Figures



1st

Financial institution to be accredited to EN16001 (ISO 50001) in 2010



11

Years carbon desk trading has been open

Carbon Disclosure

Participated in Carbon Disclosure Project since launch in 2009



370,000

Homes powered by wind farms financed by Bank of Ireland



1,120

Outfits created out of 'waste' materials for Bank of Ireland Junk Kouture 2016



330

Sites monitored for electricity, oil and gas usage every 15 minutes by smart tech



9

Admin buildings certified to ISO 50001



95%

General waste recycled



23%

Reduction in CO₂ from Bank of Ireland electrical use between 2012 - 2016



24%

Reduction in CO₂ from natural gas usage between 2012 - 2016

Responsible Business

Baggot Plaza

“ In 2016, 1,500 of our colleagues moved into Baggot Plaza, the most environmentally efficient building in our portfolio. Baggot Plaza achieved a Leadership in Energy and Environmental Design (LEED) Gold accreditation and a B1 BER rating ”

ISO 50001 Programme

ISO 50001 is a continuous improvement initiative aimed at understanding where energy is used in an organisation and questioning if that use is appropriate. In 2010, we became the first financial institution in the world to achieve ISO 50001 accreditation.

Our strategy has always been to focus on getting the buildings that use the most energy - our Significant Energy Users - into our ISO 50001 management system. Time spent reducing energy demand on these sites has, proportionally, a far bigger impact on our energy use and our CO₂ footprint.

The first building that achieved certification was our IT Centre in Cabinteely. We chose it because it used large amounts of energy for critical IT loads and air conditioning - equivalent to 12% of the Bank's total energy use in 2010. Our Operations Centre in Cabinteely also achieved ISO 50001 in the same year. In 2015, the two Cabinteely buildings had their certification renewed and

three further buildings – Mespil Road, New Century House and Burlington Plaza, all in Dublin – achieved certification.

In 2016, we attained new certification for 1 Donegall Square South and Brent House, both in Belfast, which together represent 48% of total energy use in Northern Ireland. Temple Quay and Bow Bells House also achieved certification, representing 98% of total energy use in Great Britain.

Overall, 54% of our total energy use is now under ISO 50001 energy management. We continue to actively investigate further energy and environmental management measures and, in 2016, obtained planning permission to install a photovoltaic renewable power system at our IT Centre in Cabinteely. We also installed a thermal wheel in Cabinteely which reclaims heat usually lost during air conditioning and uses it to warm incoming air.

Energy Management Systems

Plan-Do-Check-Act



Plan

- Responsibility of top management
- Energy policy
- Management representative
- Energy review
- Objectives and action plans



Do

- Implementation and realisation
- Communication
- Training
- Awareness
- Operational Control



Check

- Monitoring
- Analysis
- Corrective Action
- Preventive Action
- Internal audit



Act

- Management review
- New strategic goals
- Optimisation

Plan-Do-Check-Act

The ISO 50001 standard is based on the concept of continuous improvement. It is not sufficient to just implement energy management once – our focus is on constant improvement, renewal and checks. This is modelled in a circular cycle called PDCA, which stands for “Plan-Do-Check-Act”. The phases overlap each other and thus ensure constant improvement and renewal.

2016

- Five admin sites - Mespil Road, Burlington Plaza, New Century House, Operations and IT Centres, Cabinteely - recertified to ISO 50001
- Certified Data Centre Design training approved qualified staff
- 1 Donegall Square South and Brent House, Northern Ireland, and Temple Quay and Bow Bells House, Great Britain, admin sites certified to ISO 50001
- Planning Permission obtained for photovoltaic system in IT Centre, Cabinteely

2015

- Recertified to ISO 14001 in Operations Centre, Cabinteely
- Certified Energy Manager training approved
- Energy roadshows held across admin sites
- Review of active control system on ResourceKraft
- Review of LED lighting
- ISO 50001 scope increase

2014

- Review opportunities to extend scope of ISO 14001 & ISO 50001 systems to other locations
- Implement further improvement initiatives identified through the Black Box project

Bank of Ireland works with ResourceKraft to control energy costs. ResourceKraft's suite of energy management solutions enables organisations to identify energy use and waste, reduce costs, remotely control output and comply with regulatory and industry standards.



2005-2016



2005

- Attained ISO 14001 Certification

2006

- Implementation of Energy Saving Initiatives in Operations Centre, Cabinteely - (sensor controlled lighting)
- Carbon Disclosure Project submission

2007

- Implementation of Energy Saving Initiatives in IT Centre (air conditioning systems for bunker)

Bank of Ireland Environmental Journey

2013

- Oil tank monitoring across 150+ sites for leak identification and environmental protection
- Variable Speed Drive installed in Burlington Plaza

2012

- Successfully transitioned from EN 16001 to ISO 50001
- Planned extension of scope of ISO 14001 & ISO 50001 systems to next three largest admin sites
- Implemented improvement initiatives identified through the Black Box project

2011

- Recertified for ISO 14001 standard
- Commenced planning for transition to ISO 50001
- Completed installation of Black Boxes across both admin and retail sites
- Won both Green Business and Green Financial Institution Award at 2011 Ireland Green Awards

“be a leader,
set example”

2010

- First Financial institution to be certified to EN 16001 standard for IT and Operation Centres, Cabinteely
- Commenced pilot of Black Boxes in 14 retail sites
- Launched Power of One across the Group

2009

- Expansion of Environmental Management Systems (EMS)
- Measuring / Monitoring / Trend Analysis of all utility use
- Assessment and tracking of carbon footprint
- Peer comparison on CO₂ footprint
- Evaluation of Real-time Energy Meter technology for use in Retail Network through ResourceKraft.

2008

- Retention of ISO 14001 standard
- Feasibility review of IS 393 standard for all admin sites



Black Boxes

Black Boxes are smart meters that we have installed across 330 sites

A black and white photograph of a man in a white dress shirt and dark tie, looking upwards and to the right. He is standing between two large, vertical rolls of paper. His hands are resting on the paper. The background shows a factory ceiling with recessed lighting.

**“substantially reduce
the tonnes of paper”**

that we use every year

Reducing Print

Every year we print 17.3 million statements for customers. While some customers prefer to keep paper copies of every statement, many prefer the convenience of having all their statements held securely in the same location, online.

eStatements

We know that making eStatements the default option will substantially reduce the tonnes of paper that we use every year to send statements out through the post.

In early 2016, we made eStatements the default option for all our online banking customers and automatic paper delivery of these documents was turned off. We store all customers' eStatements for up to seven years in a secure place where they can be downloaded and printed, and send the customer an email to let them know when a new statement is available.

95% 
General waste recycled

23% 
Reduction in statements across all products in comparison to 2015

eStatements



Wrights Group: Taking a lead on the streets of London

Sustainable Energy

Master of the Roads

A London bus with a Belfast plate? Might seem unusual but there's a good reason for it. Wrights Group, a 70-year-old family-owned business based in Ballymena, are the people behind this new icon of London's roads. And we're very proud to have been associated with them for the last four decades.

Made in Ballymena

While remaining a proudly independent family company, Wrights Group buses blend traditional values with innovative design and technological excellence. And over the last number of years they have transformed from traditional coachbuilder to major player in the manufacture and export of complete vehicles across the world.

So successful have Wrights Group been that, today, they're Ballymena's biggest firm, employing over 2,000 people. The backbone of the company is its apprenticeship scheme, with almost 70 National Vocational Qualification assessed apprentices.

40 years on the road together

Having started in a back yard in Northern Ireland, Wrights Group is now a global exporting success story, and Bank of Ireland UK is a proud supporter. Today, every fourth bus sold in the United Kingdom on a Passenger Service Vehicle chassis has rolled off the Wrightbus production line.

"When you're a privately owned company with international ambitions it's important to have the right partners. Bank of Ireland has been

with us every step of the way, as a trusted business adviser and as a true partner in understanding our business—and facilitating our financial requirements," Wrights Group Chairman and CEO, Mark Nodder OBE.

Red buses turning green

The location: City Hall, London. The date: 30 November 2016. The event: Zero Emission Conference. The product: the first ever hydrogen fuel cell zero-emission double-deck bus.

Again, we were with them all the way, and our innovative funding facility has supported Wrights Group to deliver over 300 environmentally friendly electric hybrid New Routemasters to London as part of their contract with Transport for London. Their latest development, a zero-emission hydrogen powered bus, is even more exciting, with Wrightbus once again ahead of the curve at a time when cities need to manage their air quality.

All abroad

During the financial crisis of 2008, the company realised the way to ensure long-term success was to export, export and export some more. Again, we were there for them, providing smart financing that's helped them open up new markets as far afield as Hong Kong, Singapore, Malaysia and India.

Believe it or not, you'll even find 50 of their hybrid electric "StreetCar" vehicles in Las Vegas!



24 Wind Turbines

“Offsetting the emission of over 828,000 tonnes of CO₂ per annum.”

Farming the Wind

When you're on an island, where the wind blows constantly, and you want to reduce your reliance on fossil fuels, what do you do? You get to farming, with one of the largest new onshore wind investments in Northern Ireland's renewables sector.

When it comes to generating energy, Viridian is the largest player in the all-Ireland market. And with around 25% of Ireland's wind power provided through their Energia Supply division, they are committed to doing so sustainably. Indeed, its renewable portfolio generates around 2,238GWh for 2015/2016, offsetting the emission of over 828,000 tonnes of CO₂ per annum.

Wind power involves very little greenhouse gas emissions, fuel supplies won't run out and it's not imported. So, that's very much a win-win situation.

To bring this scheme to completion, total senior debt of around £77m has been raised on a 50/50 basis by ourselves and Nord LB to fund construction of 24 wind turbines across four windfarm sites in Counties Tyrone and Antrim in Northern Ireland to date. In doing so, we've not only shown our commitment to the environment but also to partnerships. With the challenges of creating infrastructure for a low-carbon era, we think it's an approach that will be good for us all.

Bank of Ireland is a strategic partner of Kernel Capital's Bank of Ireland Kernel Capital Venture Funds, comprising €210m of funds raised with a focus on ICT, software, engineering and green technology. BioAtlantis Ltd have received funding from The Bank of Ireland Kernel Capital Fund II.

An alternative to antibiotics use in pig production

In 2006, using antibiotics in animal feed was banned in the EU. Unfortunately, this has not resolved the problem and high levels of antibiotics are still being administered to animals, with potential consequences for public health. The main reason the ban has not been effective is the lack of effective alternatives.

BioAtlantis, in conjunction with UCD, believe they have a solution. Their patented product, LactoShield[®], works by stimulating the immune system, thus preventing infection. It is given to lactating sows in the week prior to the birth of their piglets and during the four weeks of suckling. Significant benefits have been seen in the piglets by just treating the mother (sow), including increased immunity, and higher growth rates.

The effectiveness of LactoShield[®] has been proven at academic and industrial farm levels in a series of scientific studies undertaken by Professors John O'Doherty and Torres Sweeney in University College Dublin. Over 40 scientific papers on the subject have been published since BioAtlantis and UCD began to work together 12 years ago.

LactoShield[®] contains purified molecules such as laminarin and fucoidan which are extracted from seaweed. The product will be launched in 2017 and is expected to significantly reduce the need for antibiotics in pig production, whilst also providing a significant increase in profitability for pig producers worldwide.

“the answer lay
beneath the sea”

Benefits have been seen in the piglets by just treating the mother

“including increased immunity, and higher growth rates”

Bank of Ireland *Junk Kouture* is a national contest which encourages young designers in Second Level education to create striking couture designs and impressive works of wearable art from everyday junk that would normally find its way into the bin. The competition aims to inspire these teenagers, while at the same time educating them about the importance of recycling and reusing waste. This year 384 schools created 1,120 outfits from recycled materials and junk, making it the biggest competition to date.

**Tickety Tock
Here Comes Alice**

Dundalk in Wonderland

In April 2016, Dundalk FC reached a final without ever kicking a ball, when the creative skills and hard work of Coláiste Rís students Fianait Maye, Caragh Brady and Kate Smyth took them to the Bank of Ireland Junk Kouture National Final.

How did a soccer team end up at a fashion final? Fianait, Caragh and Kate, supported by teacher Mardeen McCaughey, wanted to enter Bank of Ireland Junk Kouture but didn't know what material to create their Alice in Wonderland-themed outfit out of, so in a moment of inspiration, they rang Dundalk FC.

"We asked for used tickets they were going to throw away and they gave us a big bag full." They then used overlapping tickets to create the dress, necklace, and shoes, modelled by Fianait first in the National Finals. As she walked down the catwalk, wearing *Tickety Tock Here Comes Alice*, you could glimpse FAI cup semi-final tickets for Dundalk v Longford Town in the skirt part of the dress (Dundalk won 2-0 and, like the Coláiste Rís team, progressed to the final).

Fellow Coláiste Rís student Rebecca Keenan used to go to the races with her father and always wanted to take part in Ladies Day at Dundalk Stadium but was too young to enter. When she, along with Liam Lawless and Vents Zemere, were designing their Bank of Ireland Junk Kouture outfit *Winning Today, Old News Tomorrow*, they decided to use fast food cones to create it.

In order to get people to vote for the outfit on Facebook, Rebecca and the boys went to a race meeting at Dundalk Stadium to hand out programmes, after putting a slip in each programme asking for votes. Rebecca, fulfilling her dream, went to the racecourse in the outfit, creating her own Ladies Day.

“ We asked for...
**used tickets
they were going
to throw away”**”

Dundalk in Wonderland



Fianait Maye, Caragh Brady and Kate Smyth from Colaiste Rís who reached the Bank of Ireland Junk Kouture final

Governance

We hold ourselves to the highest standards, in line with the expectations of our stakeholders, including customers, regulators, shareholders, government, colleagues, and employee groups. Good and responsible governance helps us maintain our high standards.

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Working Responsibly



1st

Only 23 companies in Ireland have received the Business Working Responsibly Mark award since 2011 and we are the first bank headquartered in Ireland to achieve the certification.

The Regulatory Landscape

The Group maintains its focus on continuing compliance with the existing regulatory requirements of the jurisdictions in which it operates, including, but not limited to, the requirements of the European Central Bank, Central Bank of Ireland, the Financial Conduct Authority and Prudential Regulatory Authority in the UK, as well as the Federal Reserve Bank of New York in the US.

Regulators conduct investigations and examinations on an individual institution or industry-wide basis from time to time. Bank of Ireland works closely with regulatory authorities to address any matters raised by them relating to the various legislative and regulatory frameworks under which the Bank operates.

Bank of Ireland provides a wide range of products and services to a large number of customers in different jurisdictions. If the Bank identifies an issue with any product, or one is brought to our attention, we engage with the customer and the appropriate regulatory authorities in the market concerned.

We do that professionally and, where appropriate, we ensure remediation to the customer as quickly as possible.

Code of Conduct

Our Code of Conduct is the standard that we set ourselves for what we say and do in our relationships with our customers, suppliers, colleagues, shareholders, governments, regulators and other parties. It is our commitment to the standards we expect from each other. The Code covers the standards and behaviours expected of all employees of the Bank of Ireland Group wherever they work.

In 2016, we worked with the Plain English Campaign to rewrite our Group Code of Conduct and our Speak Up Policy, making them simpler, clearer and easier for colleagues to understand.

The revised and updated Code of Conduct comprises four main areas – Customers, Conduct, Colleagues and Compliance – and includes a decision guide to help colleagues decide what to do when specific conduct situations arise. It also provides an index, showing colleagues where they can find more information on particular issues.

The Code was awarded a Crystal Mark by Plain English, their affirmation that the document is written in language that can be easily understood. The Speak Up Policy, which encourages colleagues to voice their concerns if they encounter an issue at work that worries them, was also edited by Plain English and awarded a Crystal Mark.

These revised key documents are now making it simpler for colleagues to understand what behaviour in the workplace is acceptable and what is not, and to take action if they have concerns about any behaviour or situation.

“ We hold ourselves to the highest standards ”

Good and responsible governance helps us maintain our high standards.



To support our colleagues in understanding their obligations and, in particular, to...

“ **highlight the risks that relevant staff could face** ”



5 Mandatory training courses for all staff in 2016 delivered via Learningzone

Anti-Bribery and Corruption

The Group has an Anti-Bribery and Corruption Policy Standard in place, which reiterates the Group's ethical and regulatory obligations to effectively manage bribery and corruption risks. Failing to manage bribery and/or corruption risks may result in serious consequences for the Group, including regulatory sanction and damage to its reputation. The policy takes into account all current applicable legislation in Ireland, the UK and the US and is updated, as appropriate, to take account of changes to Irish legislation. The policy aims to promote awareness amongst colleagues that they are expected to act with integrity and honesty at all times in their dealings with business and commercial partners, consolidating key topics already covered in other policies such as Group Anti-Money Laundering, Personal Conflicts of Interests, Conflicts of Business Interests and the Group Code of Conduct, to name but a few.

The objective of the policy is to make the Group's position clear to all stakeholders that (i) acts of bribery and/or corruption are criminal acts and are punishable upon conviction by the imposition of fines and terms of imprisonment (ii) the proceeds of bribery and corruption are proceeds of crime and (iii) any business activities to which the Group is party to and that involve bribery or corruption will not be binding on the Group. Business Units within the Group must put procedures in place based on the policy to help colleagues to comply with it.

To support Group staff in understanding their obligations, and in particular to highlight the risks that relevant staff could possibly face in their daily engagements, an online training module will be launched in 2017.

Anti-Money Laundering, Countering the Financing of Terrorism, and Financial Sanctions

Bank of Ireland is a diversified Financial Services Group which adheres to all applicable legislative and regulatory requirements in all countries in which it operates. This includes all requirements emanating from the Central Bank of Ireland, European Union, HM Treasury, the United Nations and the US Department of the Treasury's Office of Foreign Assets Control.

The regulatory landscape governing Anti-Money Laundering and Countering the Financing of Terrorism has changed significantly in recent years. These regulatory changes have been introduced by a number of legislative assemblies including national parliaments, European institutions, and international inter-governmental organisations including the United Nations. The Bank has an obligation to ensure that all payments processed by the Bank meet the regulatory requirements placed on the Bank, and the Bank's risk appetite.

The Group has Anti-Money Laundering, Sanctions and Countering the Financing of Terrorism policies in place to set the minimum standards to ensure that the Group meets its legislative and regulatory requirements in respect to these key risks. These policies are essential controls to guide the Group in managing its money laundering risk. To support our colleagues in understanding their obligations, and in particular to highlight the risks that they could face in their daily engagements, all colleagues are required to complete mandatory web-based training on Anti-Money Laundering, Sanctions and Countering the Financing of Terrorism and pass the examination assessment.



**“ Supporting informed
and timely procurement
decisions ”**

Think Security



We provided security advice to customers and colleagues

Sustainable Procurement

In 2015, Group Procurement initiated discussions with SourceDogg to provide an end-to-end E-Procurement Portal to the Bank to include E-RFI and E-RFP functionality, a Contract Management Repository, and MI Tool, plus a range of other Procurement functionality.

The SourceDogg initial offering was based on their standard functionality – however, at the Bank's suggestion both SourceDogg and the Bank worked collaboratively and in partnership to create further additional features that SourceDogg has incorporated into their wider solution offering.

Our key focus for Q1 2016 was the implementation of the Contract Management Repository and MI Tool. This tool has afforded Procurement not only the ability to report in realtime but to deliver a more comprehensive view of the Bank's contracts across all tiers and facilitates Procurement engagement with the various Divisions and Business Units in planning future contract updates and renewal requirements.



Group Procurement

The application is accessible and intuitive, providing procurement professionals, with the ability to issue electronic tenders, manage contracts and engage with potential suppliers

Cyber Crime Awareness

Public and private sector organisations across the globe – including, for example, governments, revenue authorities, educational institutions, telecommunications companies, healthcare providers, and banks – have seen an increase in cyber fraud attempts of various kinds. Cyber fraud attempts can be directed at public or private sector organisations, or at its service users or customers.

What is clear is that cyber fraud attempts – most commonly in the form of malicious emails, calls or texts – take place on an ongoing basis. Our customers report suspicious email, texts and calls to us daily.

The security of our customers, colleagues and network is a priority, and we invest in protecting our systems. In addition we give advice to our customers – both online and through face-to-face information sessions that we organise – to help them get online and protect themselves online. There are many benefits to being online, including having access to your banking 24/7, but it is also important that all consumers know how to stay safe online.

In May 2016, we created a video with information and tips to help our customers stay safe online. It covered aspects like the 'four tell-tale signs of a fake email' and what 'phishing' is and how it works, and gave customers the contact details they needed if they ever received a 'fake' email or clicked on a link in one. We promoted the video on our Mobile Banking app, on 365 online, on our intranet and on our website and used our Facebook and Twitter accounts to bring it to customers' attention.

In October, we supported Cyber Security Awareness Month by providing security advice for both our customers and our colleagues.

Group Statement on Modern Slavery and Human Trafficking

In accordance with relevant UK legislation, the Group has published its statement on Modern Slavery and Human Trafficking for 2016. The Statement sets out the steps and measures the Group has taken to seek to ensure that modern slavery and human trafficking does not occur within its supply chain or in its business operations. A copy of the statement is published to the Group website and can be viewed or downloaded through the following link www.bankofireland.com/about-bank-of-ireland/corporate-governance/modern-slavery-human-trafficking-statement/

Stay Safe Online



548

Number of documents that received a Crystal Mark from Plain English

Plain English

In October 2013, Bank of Ireland Retail Ireland became a lifetime corporate member of the Plain English Campaign as part of a strategy to ensure that all our communications were written in simple, clear language. Plain English was founded in 1979 and have edited over 22,000 documents for thousands of organisations, including many UK government departments, public authorities and international banks. They campaign, in their words, against “gobbledygook, jargon and misleading public information”.

As part of our membership, we began submitting documents to Plain English to get their advice and suggestions on how we might change them to make them easier for our customers to read and understand. With their editorial support, we began to receive Crystal Marks for our documents – Plain English’s acknowledgement that they were as clear as possible. Launched in 1990, the Crystal Mark is used by over 1,600 organisations worldwide, who want to provide the clearest possible information.

By 2016, we had received the largest number of such awards of any bank in the world and any organisation in the Republic of Ireland. The documents cover a wide range of subjects, including communications to customers’ bereaved next of kin, as well as letters to customers in mortgage arrears, a guide to filling in the Standard Financial Assessment form and many product letters.

Business Working Responsibly Mark

Our approach to responsible business was externally endorsed in 2016, when Bank of Ireland was accredited with the Business Working Responsibly Mark. The Mark is Ireland’s leading certification for responsible and sustainable business practices and is independently audited by the National Standards Authority of Ireland (NSAI) to assess an organisation’s corporate social responsibility.

On receiving the Mark, Richie Boucher, Group Chief Executive, said “I am truly delighted to be accepting this accreditation on behalf of my colleagues. As is the case with all organisations, the people make the company. This is the case with Bank of Ireland and I accept this accreditation with pride in my colleagues and in their collective achievements.”

Only 23 companies have received the Mark since 2011 and we are the first bank headquartered in Ireland to achieve the certification.

“ I accept this accreditation with
**Pride in my colleagues
and in their collective
achievements”**

Richie Boucher, Group Chief Executive



Making them...

“ simpler, clearer and easier for colleagues to understand ”

The Plain English Campaign

Meeting every two months, its members have overall responsibility for setting direction for the Responsible Business programme



Bank of Ireland's Corporate Social Responsibility Group (left to right): Yvonne McWey, Cormac O'Brien, Audrey Nolan, Ger Heffernan, Pat Farrell (Chairperson), Sara Holland, Neil Cubley, Emer Haughey, Maureen Stanley. Not Pictured are Orla Darby, Barry McLoughlin, Mike Butler and Maria McDonagh

Responsible Business

About This Report Responsible Business Governance

Corporate Social Responsibility Steering Group

In October 2014, we set up a Corporate Social Responsibility (CSR) Steering Group, with members drawn from across the Group and from a diverse range of backgrounds. The Group is chaired by Pat Farrell, Head of Group Communications. Meeting every two months, its members have overall responsibility for setting direction for the Responsible Business programme and delivering against key commitments.

Oversight of the Report

The Nominations & Governance Committee receives regular updates on progress and reviews the annual CSR programme.

Reporting approach

The Steering Group agreed to adopt a running five-year reporting cycle. Our 2014 *Report* contained an overview of the Bank's position under each of the five pillars – Customer, Colleagues, Community, Environment and Governance – which are internationally recognised areas for CSR reporting.

In this 2016 *Report*, we continue this approach, with greater focus on responsible business practice through our business rationale and supporting case studies.

A snapshot of 2016

In this third *Report*, we have gathered together a comprehensive account of many of the diverse initiatives in 2016 under the overall heading of Responsible Business. We are aware that, however wide-ranging our research, it is possible that we may have omitted some initiatives.

Audience

As we compiled the *Report*, we understood that it would be of interest to very many stakeholders with varying interests. We have included both a highlights section and a detailed section for each of the *Report* pillars, to provide a choice for the reader.

Report content

We have made the best efforts to ensure that the information provided in this *Report* is complete and accurate. We have worked with Business in the Community Ireland for guidance and best practice in reporting. We will continue to develop future *Reports* in line with best practice.

Additional information

If you would like to contact us regarding this *Report* please email:

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We want to hear from you

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Facebook: **BankofIreland**

Find out more

For more information and to download this *Report*, please visit our website: www.bankofireland.com/responsiblebusiness

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Additional photography as shown

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Responsible Business Report 2016

Furthering our commitment to the environment, we have designed the *Report* publication to the bespoke dimensions of 243mm high by 165mm wide to facilitate 17% less wastage in comparison to previous *Reports* at the standard A4 format.

In addition to the above, this year we have produced fewer printed copies of the printed *Report*, utilising online resources to increase impact and engagement, furthering our focus on sustainability.

This *Report* is produced with environmental management at its core, accreditations include; **ISO 14001, ECF, EMAS, EU Ecolabel & FSC® Certifications.**