

# Strategic Action Plan

2022-2025

BUSINESS  
IN THE  
COMMUNITY  
IRELAND



**Business in the Community Ireland champions the business transition to more sustainable and inclusive models that leave no-one behind. We pioneer collective initiatives and strategic services for business and today, over 120 of Ireland's largest companies are members. We are a leadership forum, bringing together CEOs and C-suite to develop novel initiatives to transform business and we are a network of practitioners, promoting peer learning and partnership building.**

**Our Purpose:** to inspire and enable business to bring about a sustainable, low carbon economy and a more inclusive society where everyone thrives.

**What is the impact we aim to achieve by 2025?**

- > Transparent, sustainable and profitable businesses that have a positive impact on environment and society
- > Reduced emissions by businesses towards net-zero across operations and supply chain
- > Nature protected through business initiatives
- > Equitable, diverse & inclusive workplaces with improved access and opportunity for diverse Jobseekers
- > Increased support & opportunities for young people to reach their full potential

**Realising our vision 2025 also requires a common vision, expertise across all dimensions of sustainable business, best in class technology and systems and strong alignment with our values and purpose.**

### How we work

- > We have our “fingers on the pulse” on all matters of sustainability and macro-trends that impact on sustainable and inclusive business
- > We create capacity and influence thinking through seminars, articles, workshops, briefs for key stakeholders
- > We recruit and develop staff who are leaders, informed, innovative and trusted
- > We leverage the power of our network of over 120 companies
- > We believe in the power of the collective, in collaboration and in working with companies that:
  - Consider all of their impacts – economic, environmental and social
  - Believe in fair and inclusive communities
  - Are willing to change
  - Are prepared to invest in identifying solutions
- > We deliver programmes and initiatives that provide a frontline perspective of the barriers to our mission

### Our people and our values are fundamental implementers and enablers of this Strategy

#### Top-line KPIs:

- > 150 member companies actively engaged and intent on change
- > 80% of members signed up to the [Low Carbon](#) and [Elevate](#) pledges
- > 80% of members engaged in our education, employment and community engagement initiatives
- > 75 companies certified with the Business Working Responsibly Mark
- > Published research in key areas
- > Actively brokering alliances and partnerships for sustainability
- > Increased visibility of our work across government, business, media
- > An employer of choice
- > Systems that enable efficiency in a hybrid workplace
- > Inspiring others through our actions and our values

# Our strategic ambitions

A strategy for a world in transition, based on four key elements:

- 1 Current offering** – individual supports and initiatives and collective action
- 2 Systems change** – collaboration and influence: Stakeholder engagement to generate new solutions, partnerships and initiatives
- 3 Voice and evidence:** thought leadership, credibility and communicating our message effectively
- 4 R&D – Where next?** Future-fit focus, watching brief of themes and trends that will shape the future of sustainability, progressing the work of the **Leaders' Group on Sustainability**



# 1

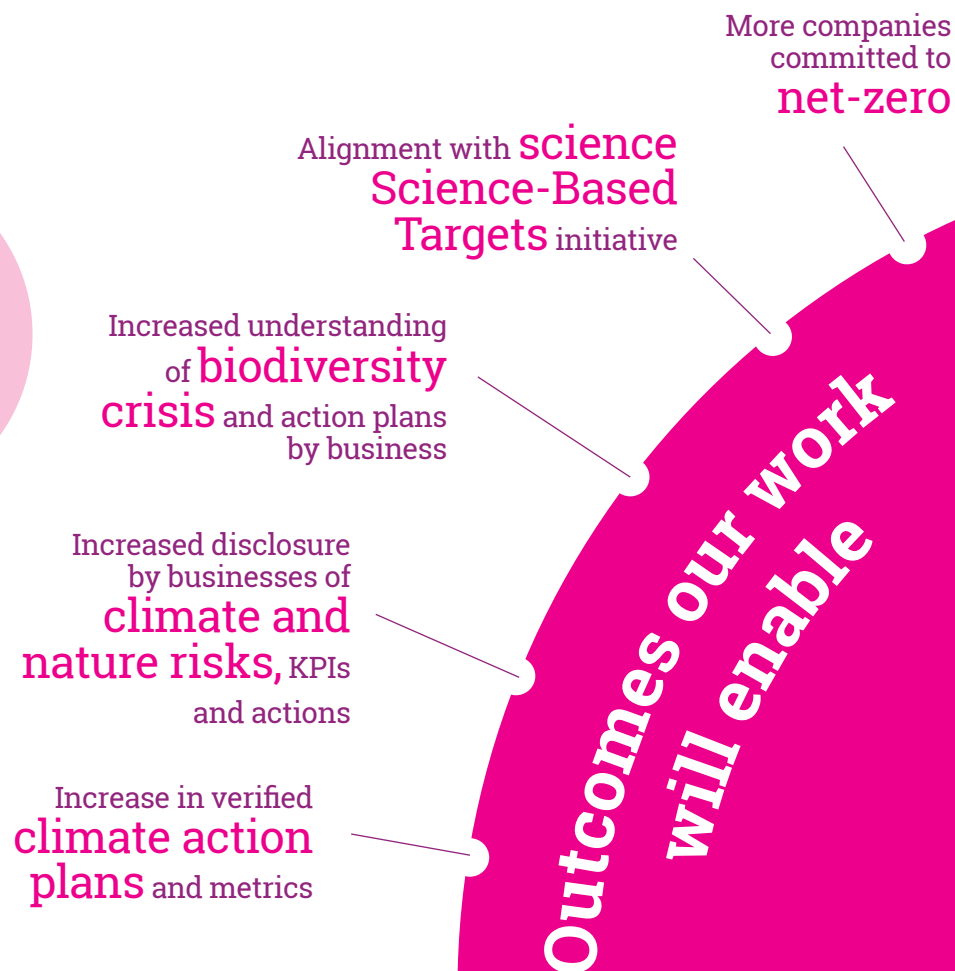
## Net Zero/Nature Positive

### Our ambition:

- Reduced emissions by businesses towards net-zero across operations and supply chain
- Nature protected through business initiatives

### Key actions and KPIs

- Deliver one-to-one support services to member companies
- Continue to progress the [Low Carbon Pledge](#) towards Net Zero with 80% of member companies signed up
- Build capacity through learning networks and best practice sharing
- Publish research on how-to reach/define and measure Nature Positive
- Develop a bank of Nature-Based Solutions which can be applied by business
- Drive action on Just Transition and the role of business with concrete actions and metrics



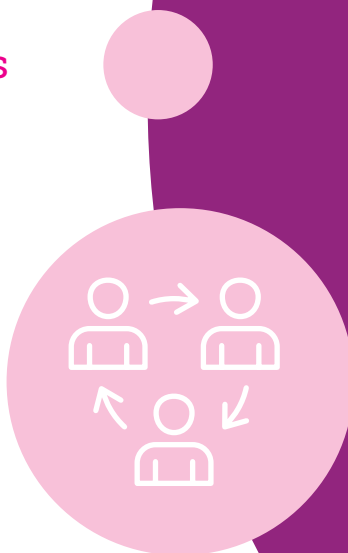


# 2

## Inclusive workplaces and thriving communities

### Our ambition:

- Equitable, diverse & inclusive workplaces with improved access and opportunity for diverse Jobseekers
- Increased support and opportunities for young people to reach their full potential
- Deeper involvement by business in social issues related to their operations and in local communities



### Key actions and KPIs

#### Overall

- Engage 80% of member companies on the [Elevate Pledge](#), annual report and community of practitioners
- Deepen engagement with Government and key agencies on inclusion and influence social policy
- Implement Social Impact/Social Value assessment models for impact measurement

#### Deliver on educational inclusion

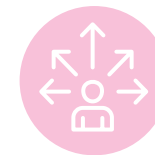
- Drive 190 school-business partnerships to support students in targeted post primary schools
- Partner with the Department of Education to provide business support for special education needs students
- Implement business support programmes to improve literacy and numeracy in targeted primary schools
- Co-develop support for schools on the sustainability education agenda
- Scope opportunity for creation of bespoke business education programmes
- Engage business to support 200 school principals on leadership and management through 12 nationwide series

## Deliver Employability Programmes for diverse jobseekers

- Support annually 350 jobseekers to access suitable employment. Current groups supported are people with disabilities, asylum seekers, refugees and vulnerable migrants, women distanced from the workplace, Travellers
- Develop a strategic offering for business supports for employment programmes, including direct paths to supported job opportunities with 50% of Elevate signatories actively engaged with Employment Programmes
- Diversify funding for Employment Programmes
- Deliver training for business on building an inclusive and supportive work environment for diverse employees

## Strategic Community Engagement

- Deliver support for up to 50% of member companies to enhance social impact
- Identify and broker partnerships opportunities for 10% of member companies annually
- Identify opportunities for community engagement and corporate volunteering



Enhanced literacy and numeracy levels in 7/8/9-year-old children

Improved student retention, attainment levels and job/career prospects for marginalized youth

Increased diversity of employees and inclusivity in the workplace

Reduced marginalisation and increased integration of disadvantaged groups

BITCI positioned as the go-to organisation on meaningful D&I and measurement

Deeper involvement by business in social issues related to their operations and/or local communities

Outcomes our work will enable

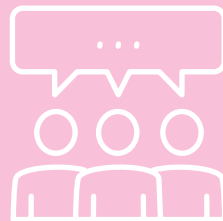
# 3

## Responsible business

**Our ambition:** transparent, sustainable and profitable businesses that have a positive impact on environment and society.

### Key actions and KPIs

- Develop and implement engagement criteria to deepen the impact of our member companies
- Target recruitment of companies reflective of the economy, reaching 150 members by 2025
- Deliver advisory services on ESG strategy, materiality, reporting, communications, human rights, procurement, circular economy
- Engage companies in the Business Working Responsibly Mark, with at least 50% of member companies retaining certification
- Deepen engagement with Government, key agencies and Oireachtas on responsible business agenda
- Align with international partners on sustainability
- Publish landmark research on sustainability trends and a roadmap to truly sustainable business
- Enhance our credibility through thought leadership, case studies, insights, events, digital campaigns



Clear range of **services** offered that remains at the cutting edge of sustainability and being a responsible business

BITCI positioned as **innovator in sustainability**

**Outcomes our work will enable**



# 4

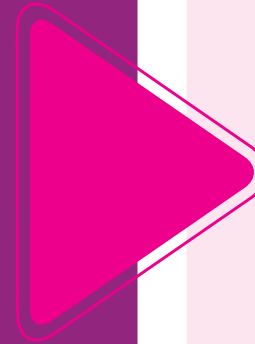
## Enablers and implementers of our success

**Our ambition:** attraction and retention of talent to deliver on the strategy.  
Excellent governance and systems that will ensure resilience and efficiency.

### PEOPLE

#### Key actions and KPIs

- Develop a hybrid way of working, with flexibility at the core
- Review our organisational structure to ensure it supports the strategy
- Build a working culture based on learning and development
- Aim for best in class on talent recruitment, compensation and benefits, with opportunities for people to grow
- Strengthen our focus on Health & Safety and wellness; absence to remain below 3% annually
- Ensure Diversity & Inclusion is core to everything we do



#### Expected outcomes

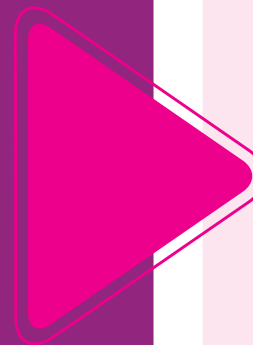
- Colleagues can perform to a high level while maintaining a healthy work-life balance
- Colleagues want to stay in BITCI and can see a career progression path
- BITCI seen as a great place to work
- Colleagues feel heard, driving creativity and innovation
- Improved diversity in recruitment and progression

# 4

## GOVERNANCE, FINANCE, IT/DIGITAL

### Key actions and KPIs

- Reach and maintain gender parity in our Board and work towards greater diversity
- Recruit the best talent to our Board
- Ensure the highest standards of governance, compliance, risk management and disclosure
- Ensure systems provide accurate, timely and understandable financial reports within required timeframes
- Design and implement a 3-year IT and digital strategy for the organisation, including an investment plan for efficiency and impact



### Expected outcomes

- Excellent governance supporting our strategy and impact
- Efficient financial management
- IT that is consistent with our ambition and operational requirements

## LEAD THE CHANGE

### Key Actions and KPIs

- Set-up our Sustainability Committee, conduct materiality assessment and use the Business Working Responsibly Mark as the framework for our internal sustainability action plan
- Work across key areas of impact including energy and carbon, procurement, social impact
- Engage with our staff and encourage individual action



### Expected outcomes

- Leading by example and a more sustainable organisation
- Bottom-up approach to leading the change and being the change

# Our Values



## **We have the courage to do the right thing**

We challenge ourselves and everyone we work with to build a better future



## **We have each other's back**

We build each other up, we listen and we share our expertise



## **We're ahead of the curve**

We always stay one step ahead. We inspire others to look beyond the horizon



## **We're all in**

We believe in our purpose and we never give up



## **We know our stuff**

We've been leading the sustainability agenda for over two decades.

If you have any questions or feedback on this strategy please get in touch [info@bitc.ie](mailto:info@bitc.ie)