



Open Doors Initiative Annual Report 2021





Creating Work
Opportunities For All

Open Doors Initiative Annual Report 2021

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Purpose

To create pathways to education, employment and entrepreneurship for marginalised people.

Values

- Demonstrate commitment to the rights and needs of marginalised people in terms of employment, education and economic development, based on the relevant UN Sustainable Development Goals.
- Consult with the people we work with and facilitate the active participation of member organisations in the development and implementation of our objectives and policies.
- Foster positive and collaborative working relationships with other organisations in the pursuit of our aims and objectives.
- Ensure openness and transparency.
- Enable timely monitoring and evaluation of our work.
- Have an ambitious and flexible responses to changes in the situation regarding employment and marginalised people.



“

Open Doors for me is a place with a group of the nicest and kindest people who come together, trying to help vulnerable humans regardless of their religion, skin colour, nationality or gender. They are working hard every day and want to bring change to this world of injustice which wants to divide us by our differences, but which makes us more beautiful and diverse.

”

Barialai Khoshhal

ODI Participant

Overview from our Chair, Francesca McDonagh

The Open Doors Initiative provides opportunities to some of the most marginalised members of our society by creating pathways to work through training, education, and employment.

Some of the people we work with include refugees, asylum seekers and migrants, people with disabilities, disadvantaged youth, those from a Traveller background, members of the LGBTQI+ community, people with a criminal past and any intersectionality between these groups.

In Ireland today, these groups face higher barriers to employment than most others. Many are unable to obtain access to work, even during a buoyant employment market. This can have a long-term negative impact on their lives, and on society more broadly. That is why we work to help employers see the benefit of hiring from diverse backgrounds and abilities and understand the strong business case for doing so.

We are now an organisation of over 110 companies and Supporting Partners. We continue to expand and grow our services within the communities we support – both businesses and potential employees.

In 2021, the Open Doors Initiative and its company members helped 41,870 people to successfully complete an intervention led by a participant company. These interventions enhanced the employment prospects of the participants through the development or enhancement of market-relevant skills. We also helped 4,753 people secure full-time employment in that time. This is on top of the 16,800 who we have already helped on pathways to employment since our foundation in 2018

Employees want to work in progressive companies that have both high degrees of awareness – and that take clear action – to support sustainability and diversity. This is a key motivator for recruitment and employee engagement, and requires proactive leadership. This is also important to external stakeholders, like customers, suppliers, competitors, public representatives, and the wider public. At Open Doors we encourage our companies to engage with their stakeholders on the work we do, and use their influence to bring about positive change.

Companies need diverse, creative, lateral thinking. That means hiring people who don't mirror you but bring difference to the table. Fostering that type of recruitment culture takes a person-centred approach – where you really see the barriers an applicant might face, even though they have the skills to do a job. Companies need people at the decision-making table who can see these barriers, and can change structures and systems to make recruitment fairer.

Societal change starts with small steps, brave leaders, and allies. You want to be able to look back on your career and say that “I was part of that change; I made a positive difference”, however that manifests itself. This is an ongoing conversation and requires actions to make it happen. I would encourage all business leaders to constantly consider how you and your company can influence to the benefit of others.

We are immensely proud of the work carried out by all employers and participants to secure jobs and opportunities for the most marginalised in our society last year, and I want to thank everyone who supported us – you are changing work culture and, through this, wider society.

Francesca McDonagh

Chair, The Open Doors Initiative and CEO Bank of Ireland



Message from our CEO

Jeanne McDonagh

We need to campaign for change. We need to change the way we look at activism and our understanding of issues.

Silence is not an option. It can damage inclusion. It can prevent people from engaging with issues. It leaves little room for questions or comments, often for fear of being labelled negatively, when sometimes people need to probe an issue to gain understanding and buy in. Allies need to engage.

A clear example of this is the space made for conversations and questions during the Irish Marriage Referendum, which brought huge swathes of people out to vote, who may previously have had doubts. The room to evolve and analyse their thinking helped make them advocates.

We need active inclusion ideas to bring people along on a journey and help them overcome any lack of surety they may have. People who do not have lived experience can never fully comprehend all the difficulties that people with disabilities face daily, for example. But they can try to understand as best they can, through the prism of their own lives and people they know. They can be open to trying to 'walk in their shoes' and offer their support but they need help to do this. So too with people from diverse backgrounds and cultures as well.

We need to inspire and empower – give solutions to issues and canvas for engagement, rather than have people withdraw from the public space through fear of 'getting it wrong'. We cannot shut down conversations or talk down to people. We need to resonate with their beliefs and values and let them see that they are part of the solution.

Through a campaigning lens and strategy, we need to empower people to create space to have conversations and bring inclusion to them. They need to see how progressive and inclusive change affects them positively and makes them ambassadors for their own values.

We need to commit to promote and support people on this journey. You need to be the leader of your own path.

We want companies and their employees to actively engage in this work, in both smaller ways and large. Don't examine the flaws to start, or the negative reasons to disengage. Look at the learnings and the positives of engagement.

We continue to grow this ethos as we all have the same North Star - to help people from marginalised backgrounds into employment. One thing we have learnt on this journey is that the approach we take should be person centred and driven by them, with help from allies.

We want to embed these values even further in our inclusive and welcoming companies as our legacy. The end goal is that Open Doors is no longer needed to encourage inclusivity in the corporate setting.

Heartfelt thanks to all our companies and supporters for their help in campaigning for change.

Particular thanks and admiration to the Open Doors team who are exemplary in living this ethos every day.

Jeanne McDonagh
CEO, The Open Doors Initiative



Success Stories

Each participating company assists by providing various employability interventions at a national and EU level, focusing on maintaining a high-quality path. These participating companies adhere to guidelines from the Open Doors Initiative, which provides all employees obtained through this program with a fair wage and an opportunity to grow within the company ranks.

Participating companies provide services through many channels. One example from a member company is an employability platform for young people and others from marginalised groups. This program encourages marginalised young people to join an interactive online training programme and provides assistance in gaining employment, enhancing career development and integrating into successful new roles by helping them to build a bridge between education and the workplace.

Listed below are some of the programs and opportunities many of these participating companies provide:

- Employment Workshops hosted by Talent Acquisition in Partnership with diverse organisations
- Support for LGBTQ+ and Youth social mobility
- Provide opportunities and eliminate barriers for students from under-represented backgrounds.
- Provide comprehensive training programmes and job application workshops to expose marginalised groups to real-life work environments and experience.
- Provide employability skills workshops for people with a variety of disabilities to support their job search.
- Provide opportunities for work experience across various company sites for asylum seekers and people with physical and intellectual disabilities.
- Employ people with intellectual disabilities and provide support when they join the workforce.
- Provide apprenticeships for marginalised job seekers.
- Actively include migrants, refugees, and asylum seekers in the recruitment process and support their development through the experience.
- Provide apprenticeships to upskill young migrant people

with practical training and work experience.

- Online and face-to-face learning programmes focused on empowering and supporting young people aged 18-30 to achieve their career ambitions.
- Provide pro bono advice, support and professional services to marginalised groups.
- Paid internships for young people so they can secure good jobs.
- Provide accredited qualifications courses for marginalised groups, including work placements and training.
- Multiple training programmes for all three key groups providing training and workshops on pre-employment techniques such as job-seeking skills, how to successfully perform at interview, skills for application writing and self-promotion through social media
- Provide hospitality skills training and work experience placements for refugees, asylum seekers, people with disabilities, and young people coming from educationally disadvantaged backgrounds.
- Provide paid placements in professional business environments to graduates with disabilities, supporting and mentoring them to ensure their success in future employment.

“

Open Doors help me to gain belief in myself, with a deeper understanding of my true potential. Through this I have been able to develop myself, some would even say recreate the person I once was.

”

Brandon King
Mentee

Case Studies



Mercer - Mercer Race & Ethnic Diversity (RED)

Mercer's Racial and Ethnic Diversity ERG was re-launched in September 2020 embracing the notion of educating their staff and encouraging diversity in a meaningful way, both as individuals and as an organisation. Their 3 basic aims continue to be:

- Support existing Mercer colleagues
- Change & challenge our views/behaviours through education & discussion
- To make Mercer more diverse

Since the relaunch of the ERG, the following initiatives have taken place:

- Regular book club/podcast discussions on carefully chosen books that they believed will widen their understanding of racial issues and stimulate conversation and exploration of difficult subjects around race and prejudice. As part of this book club series, Roianne Nedd, author of the *Trusted Black Girl* and Oliver Wyman's Global Head of Inclusion and Diversity, took part in a panel discussion with a large attendance of Mercer colleagues.
- They have organised and hosted a panel discussion on race and diversity with Mercer colleagues speaking about their own experiences.
- They liaise with outside organisations/initiatives such as Open Doors Initiative to explore potential paths to more diverse hiring by Mercer.
- They celebrated Black History Month and shined a spotlight on the cultural events taking place for colleagues of different faiths and backgrounds.
- They continued to promote and bring colleagues' attention to other resources and sources of literature around the subject of race and diversity, including training on unconscious bias and how to be a better ally, as well as organisations outside of Mercer that people can connect with for support or further knowledge.



Aramark Northern Europe

The first Mentoring Programme in Aramark took place in June 2021 whereby several employees offered to be a part of the programme. Given the high demand for the programme, they agreed with the Open Doors Initiative team to have six mentors from the Company. As part of the programme, each mentor was required to take part in two training sessions and to be paired with a mentee. The training prepared each mentor on their role as a mentor, communication, training support and goal setting.

Upon completion of the training, each mentor completed a questionnaire on their role, location, and experience to be paired with a mentee of similar interests, to ensure that mentors could add significant value to the mentees' experience. In September 2021, each mentor was paired with their mentee.



Diageo Ireland

Guinness Learning for Life participant testimonials:

"The course was great overall. It didn't feel like four weeks at all - it just flew. All the tutors and guest speakers really knew their stuff and encouraged us to ask more questions. The other people on the course were all friendly and we all helped each other if anyone was struggling. I would definitely do a course like this again down the line to refresh my skills. I feel very grateful to be able to have taken part."

- **Alan Rianach Ó Murchú**

"Thanks for the opportunity. Great course and super qualified professionals. Excellent course for those who want to start working and have no experience."

- **Fernanda Lopes**

"I really enjoyed the course and gained new skills which will be really valuable as I move towards employment in the hospitality sector."

- **Natasha Hamilton**

"I really enjoyed the course - not only has it provided me with new skills, training and qualifications, it has helped me connect with new people. Following this course, I found employment and am really excited about my career in hospitality."

- **Chantelle Givens**



Bank of Ireland

Financial Inclusion is a key pillar of financial well-being, and inclusion means removing barriers, be they language, economic or documentation related. In early 2021 Bank of Ireland conducted an end-to-end review of how it supported the financial well-being of applicants for International Protection and on the back of this review put in place several substantial changes which resulted in over 440% growth in this key segment.

These changes included the creation of a specialist hub on the Bank of Ireland Group Website where the process, acceptable documentation, the right to complain and other key information was all documented, not only in English but in the 19 most common Applicant languages. On the back of the launch, the CEO of BOI (Francesca McDonagh) accompanied by Chief of Staff (Oliver Wall), Head of Financial Wellbeing (Dawn Bailey) and Financial Inclusion Lead (Ross Moore) visited the National Reception Centre in Dublin and met local management, Jeanne McDonagh (CEO - ODI) as well as several Applicants who spoke at length about how slow it was to get an account open.

On the back of this visit, BOI took further action to firstly set up a weekly dedicated account opening day from its branch in Finglas (near the National Reception Centre) and made the most important change, that being the setting up of a weekly dedicated account opening day from the Reception Centre itself where applicants could book appointments on-site and then have language support from fellow residents if needed.

The combination of all of these changes has led to BOI now being regarded as the Bank of Choice for Applicants across Ireland.



“

My mentor Ciaran, through the Open Doors Initiative, encouraged me and helped me stay positive. He also helped with the certification I am currently on at the moment. I had discussions with him around my career path and he gave me excellent advice.

”

Ruth Nosasu
Mentee

“

I'm so grateful to ODI for the amazing opportunity last year, which had very exciting and totally unexpected outcome! Thank you for supporting the people from marginalised groups who need a little chance or need to meet the right people at the right time!

”

Maia Chagoshvili
ODI Participant

Measurement and Reporting

From the beginning of the Open Doors Initiative, measuring outcomes has been key to ensuring that the impact of the collective activities of the participating companies are captured. This collective impact has been measured following the measurement framework developed in January 2019.

Participant companies have measured their employability intervention inputs, participant outputs, and the overall progress toward their desired inclusion goals. Each company reports this information individually and the inputted data is then consolidated. Companies are tracking quantitative metrics: INPUTS (company time, company funding, and company assets), OUTPUTS (participants reached, participants skilled, number of training sessions, number of placements) and OUTCOMES (paid apprenticeships, employment, business establishment).

Companies are also optionally tracking qualitative metrics: labour market barrier removal, government policy engagement/advocacy, participant confidence and empowerment. Many of the corporate inclusive employment and training programmes are ongoing and have been in operation for some time so it is often difficult to accurately measure the company time and spend in total. There are further challenges when aiming to measure the impact for the company of their work and dedication which is not captured in the qualitative data. We are working to improve upon our measurement matrix to capture the rich feedback and great results shared by the participant companies.

We will be helping our participating companies to implement changes to their tracking systems to help them to better assess the impact of their diversity efforts.

Progress in the Last Year

There has been very significant progress reported since the first year of the ODI programme. The figures here represent progress from January 2021 to May 2022. Companies report on five mandatory metrics: people skilled, people who have secured full time employment, people who have sustained employment, people who have secured a paid placement, and people who have established a business. The numbers of people assisted, despite Covid, have increased approximately by 300% since 2020.



41,870 SKILLED

People who successfully completed an intervention led by a participant company that enhanced their employment prospects through the development or enhancement of market-relevant skills.



4,753 SECURED FULL TIME EMPLOYMENT

People who have secured paid (minimum wage or better) and relevant employment in the participant company bound by a non-zero hours contract of any duration. A significant number of other participants are progressing their journeys starting on the way to full time jobs with member companies.



452 SECURED A PAID INTERNSHIP

People who have secured a paid (minimum wage or better) and relevant internship in the participant company for a duration of at least three months.



42 ESTABLISHED A BUSINESS

Established a company (self-employed, partnership, or limited entity) which is currently in either start-up or trading phase.

**13,122.5 HOURS**

Partner companies estimation of the time spent by their employees supporting the programmes and delivering interventions (mentoring, training etc.) and the time spent by participants in the programmes.

**€1,702,110 EXPENDED**

NGO programme funding, training materials, stationery, catering, and stipends by the company to fund or support programmes and participation.

**41,870 REACHED**

This represents the number of participants who started learning interventions.

**519 INTERVENTIONS DELIVERED**

This is the number of learning interventions delivered across all companies.

**457 BARRIERS REMOVED**

These are the participant barriers (monetary, language, physical or virtual accessibility, etc.) removed through actions by or on behalf of the company.

**692 NUMBER OF PEOPLE**

Progressing to Further Education & Training through participating companies' programs.

**16 NUMBER OF PEOPLE**

Progressing to Other Employment Schemes through participating companies' programmes.



Innovations and Solutions

The Open Doors Initiative developed a number of projects during the year 2021, all aimed at helping marginalised people on pathways to employment. Some of these were in collaboration with our members, supporting partners and Government departments. These are all ongoing and continue to benefit the people we work with.



Employers for Change - Employer Disability Information Service

Employers for Change is a project funded by the Department of Children, Equality, Disability, Integration and Youth. The project was launched in March 2021 by the Open Doors Initiative. The first year has been hugely successful with all targets being met or surpassed.

In its first year, Employers for Change has engaged with circa 2,000 people through events, online training, and seminars.

The seminars covered an array of topics from Disability Awareness to Inclusive Workplaces and can be viewed using the links below:

- Understanding Disability: Awareness Training
- Inclusive Recruitment: Disability Awareness Training
- Mental Health Awareness at Work
- Making Employment Accessible for all – Assistive Technology
- Accessible Documentation & Assistive Technology
- Accessible & Inclusive Web Design: Key Concepts
- Creating Disability Confident & Inclusive Workplaces

In addition to hosting seminars, Employers for Change published a number of documents and research findings including:

[The Employers for Change Employer Toolkit](#)
[The Future of Work and Disability - A Remote Opportunity' research paper](#)
[Employers for Change, Ibec and Open Doors Disability and Employment Policy Paper Improving employment opportunities for people with disability in Ireland - IBEC Disability and Employment Policy Paper](#)

Guest Podcast Appearances:
HR Headquarters Podcast - Listen [here](#)
Social Talent Podcast - Listen [here](#)

To learn more about Employers for Change visit:
www.employersforchange.ie, email info@employersforchange.ie
or call 0851579603.



Towards Work

Towards Work is the central point for people with disabilities in Ireland to access resources and support in their journey towards employment or entrepreneurship.

Towards Work was launched in September 2021 by Minister of State Department of Children, Disability, Equality and Integration with responsibility for Disability, Anne Rabbitte T.D., who spoke about the need for extra supports for people with disabilities. There was a panel of speakers who have lived experience of a disability, these included Councillor Carly Bailey, Tracey McCann, Blessing Dada and Stephen Cluskey.

Since its launch, Towards Work has engaged with 310 participants through online events, training and programmes.

Towards Work's programme of employment training began in October 2021. The topics covered during these online training sessions were:

- Building Confidence
- The Insider's Guide to the Job Search
- Sharing Your Disability
- Your CV: Content & Creation
- Interview Insights
- Financial Management & Well Being

Each of these sessions were delivered by an expert who gave participants practical and relevant advice. The recordings of these sessions are made available as a resource as part of the disability online hub, www.towardswork.ie. These resources support any participant who is on their journey toward employment.

TU Dublin delivered a module on Self-Employment for People with a Disability, which was funded by Towards Work through Pobal. Twenty students took part in this course and were brought through the process of developing their business plan. Each student was matched with a mentor from the Local Enterprise Office. TU Dublin will also be carrying out research on programmes currently being offered in this area, to identify examples of Good Practice internationally and offer recommendations regarding the future development of

labour market activation programmes in Ireland for people with disabilities. It is estimated that five to six of the participants have viable ideas to develop. Further courses are likely to be funded.

Towards Work was able to facilitate the placement of a disabled entrepreneur in the Islandbridge - Raising A Brand programme.

We were invited to speak at the Little People of Ireland yearly conference in Athlone in October. This gave us an opportunity to highlight the work being carried out by the Open Doors Initiative and Employers for Change as well as promote upcoming Towards Work training. We also presented on the work of Towards Work at a ICTU event in December in celebration of the international day for persons with disabilities.

Towards Work supported 11 people in Employment/Self Employment/Placement in the first three months and continues to build on this work.

To learn more about Towards Work visit:

www.towardswork.ie or email info@towardswork.ie



Afghan Refugees

In October, we launched, with Amnesty Ireland and NFX, a programme to support Afghan Programme Refugees coming to Ireland. 25 young Afghan refugees (now 28 people and growing through family reunification), were evacuated to Ireland in October, following visa waivers issued by the Irish Government, at speed and with a great and genuine welcome. The Irish Refugee Protection Programme, led by Eibhlin Byrne, have been a huge help in supporting our work with Afghan refugees. ODI was able to leverage the support of member companies across a wide range of areas to rapidly move to assist the refugees as they arrived, and to support their recovery and journeys to work, education and integration into Irish society.

The refugees from Afghanistan had a three week stay and all meals in the Maldron Hotel in Clondalkin, which was kindly sponsored at cost by Dalata. They then moved into a mix of hotels (The Fitzwilliam Hotel kindly sponsored a free three week stay for eight of the group), and community hosts' homes for the rest of the group. Absolute strangers met the group for the first time and brought them into their homes and sanctuary. Eleven of them have already moved into longer-term accommodation which is a major step on their journey to integration here.

Through Open Doors, companies such as Accenture, eFrontiers, Sigmar, Northern Trust, WHPR, Icon, Bank of America, Momentum, Dublin Pride, SIRO, Social Talent, AIB and ESB have very generously donated funding to support the needs of the group from a very early stage, when they first arrived. This was

key to establishing them here and meeting their immediate necessities including clothing, food and travel. This fund continues to support them as they navigate medical payments and other requirements.

We have also been able to source phones from Vodafone who have sponsored units, sims and credit for the group for three months. This is key to helping them find their feet, discover various locations and meet up as a group.

Dell, Westek and Microsoft kindly donated computers and software which are central to their move into education and employment. The group are delighted to have this access and support. WHPR kindly hosted all the equipment at a central point to distribute it to the group.

DCU organised bespoke English language classes through our contacts with Accenture, which will allow them to progress with work, study and integration, a key step.

Other supports in terms of medical assistance have been kindly provided by Dr Cathal O'Broin and his team in St Vincent's Hospital. The group are up to date with all vaccines and advice and start their journey in good health. Dr Mark Murphy has also offered to support with GP services and to help them get their medical cards for future need.

Bank of Ireland have been opening basic bank accounts with no charge, and overcoming difficulties in paperwork, to help them on their way in employment and other needs.

The group were overwhelmed by the support shown and very grateful after all they had been through. ODI and the companies also supported with employment and education supports, and they are now moving towards university and work and long-term housing.





Cairde

Cairde – the Allies Network is part of The Open Community, and is run by The Open Doors Initiative with the purpose of creating links with key areas of Irish society such as business, education, sports, the religious and other groups who can leverage their connections to enable refugee families to integrate. This can be by a number of ways and we encourage innovative and creative thinking. The North Star is to welcome families and help them create a home from home.

Community Sponsorship was pioneered in Canada in the 1970s. After four decades of the programme's success, we know that this is hugely positive for the lives of both refugees and local communities.

Refugees referred to the Community Sponsorship programme go directly to the community where they will reside and immediately begin the process of settlement. Under community sponsorship, private citizens and community organisations, rather than government officials, become the face of welcome for resettled refugees arriving to Ireland; supporting them through the process by providing a range of social and emotional supports, as well as providing accommodation, assisting in learning the language and seeking employment, enrolling in schools and any other necessary assistance.

With Community Sponsorship programme in Ireland, communities will be supported to provide direct assistance to refugees settling in their locality through a structured programme backed by a unique collaboration between government, UNHCR, NGOs and civil society

Cairde is the means by which all of society can link in with this work and create a home from home. We look forward to future engagement with existing and other partners in this work. Open Doors secured legal and insurance support for the work and several corporate partners to help amplify its aims. We continue to grow this area of work.



Diversity in PR Scholarships

We created a Public Relations Scholarship with the PRII and the successful applicant, after a competitive interview process, has started the year long course and accreditation. They are being mentored on their journey and will have a placement with a public relations company after their course to cement their learning. This will run next year as well.



IAPPI Course

This pilot course took five people from marginalised backgrounds and transformed their access to advertising and creative areas. Following a four-week training schedule, they were paired with mentors and embarked on a three month paid placement in a creative agency. From this group, four of the participants went on to get full time work in creative areas. We will be running this out

again next year with the stellar support of IAPI and hope to see even greater success

Mentoring Programme

The Open Doors Initiative launched a mentoring programme in Q4, 2020. This programme was mobilised to support participants from marginalised groups to gain better opportunities to pathways to employment through CV preparation, mock interviews, soft skills, to name but a few.

Positive2Work supported the Open Door Initiative with a skilled external trainer, Natalie Bagnall, to ensure all mentors were equipped with the skills before they commenced as mentors. She also walked all our participants through their expected role as a mentee to ensure they got the most from the programme

A big thank you to all our 76 mentors for volunteering to take part in the programme. The mentees are reaping the success at this early stage from all the experience and knowledge shared

Remote Working Centre for People with Disabilities

The Impact Hub @ The Crann Centre - David Stanton TD and local businesses people from the Ballincollig Business Association have been all involved in the development of this centre, the first of its kind in Ireland. ODI have been a partner since its inception and have sourced 60% of the funding in partnership with AIB, with Cork City Council making up the balance. It is also in partnership with MTU and the Rubicon Centre This work meets the Tánaiste's proposals around remote working, with a focus on people with disabilities and others who need remote working resources.

Computer for Refugees

We are working with a range of migrant groups to collect 900 computers for people in Direct Provision who are in education or looking for work. Several companies have already contributed hugely to this appeal, empowering people to move on and have access to supports

Ongoing Projects with Partners

Dublin Regional Forum - Open Doors is leading out on an Inclusion Pillar to encourage business in the greater Dublin area towards more inclusive hiring of marginalised people. This work begins next year over a three-year period

Recruit Refugees - the collection and distribution of computers to enable access to education and work for people in Direct Provision. Placing people in employment who come through this group

Employ Refugees - placing highly skilled refugees in appropriate employment

Dublin City Learning Festival - a collection of our work was shared with community groups and a wider audience, aimed at those looking for employment. This festival continues to expand.

External Relations

We held six events online including a meeting with Minister Paschal Donohue and Fernando Vicario of Bank of America, hosted by Dearbhail McDonald; the launches of Employers for Change, Towards Work and Cairde - the Allies Network; A mental wellness seminar with Dave Casey of Decare; a Homophobia Awareness raising seminar with David Geough and an event to mark International Day of Disabilities.

We spoke to companies and organisations across Ireland through a wide range of talks and training including the OECD Economic Forum, Oireachtas Committees on Racism and Traveller Employment; Pride and Transgender events, to Chambers, Ibec and other business events, on Migrants rights, Disabilities, the Department of Social Protection Jobs Conference and general diversity and inclusion topics - over 25 events in all.

For our own members, we supported and spoke at over 50 different events and gave training in a variety of D&I topics to their Leadership teams, HR and employees.

Memberships & Associations

- The Open Community - lead on Cairde - the Allies Network
- Lord Mayor's Integration Taskforce member - engagement on making Dublin a city of inclusion
- Dublin Regional Enterprise Committee - supporting them in meeting their goals on inclusion in employment
- Dept of Business, Enterprise and Employment National CSR Hub members
- Dublin City PPN
- Dublin City Council Inclusivity Forum
- Diversity Charter Ireland
- INAR - Irish Network Against Racism
- Cork Chamber of Commerce
- We have signed the second UNHCR Refugee Pledge with our updated numbers from this year and work to date

Research

We carried out a number of research projects during the year, to underpin and form a solid basis for our work, grow knowledge in the area of employment for marginalised people and help us plan future projects and work. We also inputted into other organisations' research to aid them with our knowledge and experience in these areas.

These include:

- OECD – Disability and Employment research
- OECD LEED Directing Committee Presentation on the work of ODI March 21
- Oral Submission to the Oireachtas Committee on Travellers Employment March 21
- Dept of Justice - Submission on Refugee Employment barriers
- Dept of Business, Enterprise and Employment - Submission on Remote Working
- Committee on Disability Matters – Submission on employment of people with disabilities and the barriers they face (organisational and personal)
- Oireachtas Anti-racism committee submission
- Prof Thomas Cooney TU Dublin - Research on barriers and support to marginalised people into employment
- Dept of Further Education – Three-year Strategy plan
- Commission on Taxation and Welfare on the needs of People with Disabilities
- Eurofound – Integration of people with disabilities into the open labour market: Irish case study

Government Submissions

Dept of Further Education	Submission on equality of access for all students
Oireachtas Traveller Employment	Written and oral Submission
Disability Committee	Overview of ODI and EFC work
Oireachtas Anti-Racism Committee	Submission on work and employment
Taxation and Welfare Consultation	Submission on disabilities

Social Media and Website

We continue to have a robust and far-reaching social media landscape which covers Twitter, LinkedIn and Instagram. Our website remains the heart of our communications strategy and ensures we amplify the stories of our organisation, member companies and supporting partners throughout the year.

- Twitter - From 1,677 followers to 2,197 in 2021
- LinkedIn - From 2,056 followers to 3,095 in 2021
- Website Page Views - 67,188

Open Doors Initiative Podcast Series

The aim of the podcasts is to help people in all aspects of employment and into the future. These podcasts feature experts in various fields including mental health, diversity and inclusion, employers and trade unions and those from marginalised groups.

Media	Topic	Date
Robert Walters podcast	Discussion on the work of ODI and D&I in companies	06-Jan-21
WorkwellIreland Podcast	Work of ODI	March 21
Community Foundation x 4	Mental Health and Employment, Toolkit	07-Apr-21
Radio Kerry	Saturday Supplement show	27-Nov-21
Insight HR Room Podcasts	Inclusive Recruitment	06-Dec-21

Industry Awards

Award Body	Award	Date
OECD Local Economic Forum	Jeanne McDonagh - Practitioner of the Moment	21-Feb-22
European Social Entrepreneur Euclid	Jeanne McDonagh - Top 100 Women in Europe	21-Mar-22
Business Spirit Awards	ODI Finalist in early start-up	21-Mar-22
Charity Impact Award	Finalist	21-Dec-22



Open Doors Initiative in Media

We continue to engage with media to highlight our purpose and the need to help more marginalised people into employment. We also discuss issues pertinent to them and base all our work on ongoing research.

Media	Topic	Date
OECD Local Economic Forum	Practitioner of the Moment - Link	21-Jan-22
Sunday Independent	Work of ODI	21-Mar-22
Dublin City FM	Business Spirit Awards	21-Feb-22
Momentum Connect	Paschal Seminar and contact info	21-Feb-22
Dublin City of Learning Podcast	Mei Lin Yap and Precious Mtumba podcast for	June 21
Evoke.ie	Diversity and Inclusion personal story	16-Mar-21
Business Spirit Platform	Online interview with JMCD	
Insurance Ireland Inclusion & Diversity Report 2021	Outline of ODI and work	May-21
DriveTime RTÉ	Travellers Employment submission	Apr-21
RTÉ News	OECD urges recruitment of people with disabilities (SIRO and intern)	
Silicon Republic	Launch of Entrepreneurship Course for people with disabilities	
Inside Magazine	Insurance Ireland ODI intro with Decare case study	Jun-21
Focusondiversity.ie	Profile of ODI	Jun-21
Focusondiversity.ie	Listing of NGOs who create employment	Nov-21
Danish Newspaper Jyllands-Posten	Work of ODI	Nov-21
Radio Kerry	Marginalised group	Nov-21
Inner City Enterprise	Profile of ODI and launch of Employers for Change	Mar 21
Bank of Ireland Year Wrap Up		Dec 21

Open Doors Participant Training

The Open Doors initiative offers a variety of free online training resources. These courses have assisted participants in building confidence and key employability skills required to secure job opportunities

A number of our member companies and supported partners have provided us with the below courses that are available on the ODI website to utilise. These include the following:



Accenture Digital Skills Courses

The Accenture Digital Skills Courses platform contains an easy to use package of information and skills in the digital area



Solas eCollege

Solas eCollege is a leading learning platform with courses include, project management, information technology, graphic design, web design, digital marketing, software development and basic computer literacy



Hays Thrive

The engaging content – training comprises of videos, quizzes and assessments – frequently updated for relevance



Olive Group

The unique Learning Management System, Academy HQ is the platform where you will be able to take the course of your choice, online, anytime and anywhere. The courses are accredited by Solas, QQI and RoSPA



Skills Summary

Skills Summary helps young people assess their career skills and gives them a language around these skills – including communication skills, interpersonal skills and much more.

Positions, Apprenticeships and Internships

The Open Doors Initiative works with companies who practice inclusive recruitment. To further support the participants we work with, an available positions section on the website has been created. These are positions from our companies who encourage applications from people with diverse backgrounds, abilities and skills. Training and mentoring are offered with these positions to assist individuals reach their potential. Many of our companies have started internship programmes with us and we are delighted with the outcomes to date

Some examples of company Internships/Scholarships

- IDA - Disability Internships
- Dell - Neurodiverse Internships
- Siro - Disability Internships
- Microsoft - Internship
- Gilead - Internships
- Fragomen - Internships
- PRII Scholarship - Internships
- IAPI Placements



Financial Statements

for the financial year ended 31 December 2021

Principal Activity and Review of the Business

The Open Doors Initiative will provide opportunities to some of the marginalised members of our society:

- Refugee, asylum seekers and non-native English speakers.
- Young people under 25 with educational barriers.
- People with a disability.

In Ireland today, these groups face higher barriers to employment than most others.

- There is a 70% unemployment rate among people with a disability.
- Since the summer of 2018 many of our refugees and asylum seekers have been given the right to work but have been unable to access training and experience.
- The unemployment rate among our long-term unemployed under 25s is twice the national average.

The Government are fully supportive of the Open Doors Initiative, especially An Taoiseach, Leo Varadkar and Minister of State, David Stanton.

The benefits of what we are doing will be two-fold: we will open up the labour market to some of those who have been unable to access it; and in doing so we will attract and retain our future workforces.

The Company is limited by guarantee not having a share capital.

There has been no significant change in these activities during the financial year ended 31 December 2021.

Financial Results

The surplus for the financial year amounted to €159,581 (2020 - €92,074).

At the end of the financial year, the company has assets of €477,210 (2020 - €250,671) and liabilities of €225,555 (2020 - €158,597). The net assets of the company have increased by €159,581.

Directors and Secretary

The directors who served throughout the financial year, except as noted, were as follows:

- Patrick Doyle
- Oliver Loomes (Resigned 31 August 2021)
- Fernando Vicario (Appointed 12 July 2021)
- Sharon Murphy (Appointed 12 July 2021)
- Siobhan O'Shea (Appointed 12 July 2021)
- David Stanton (Appointed 31 August 2021)
- Francesca McDonagh (Appointed 8 February 2022)

The secretary who served throughout the financial year was Gerard Kiernan

In accordance with the Constitution, the directors retire by rotation and, being eligible, offer themselves for re-election.

Future Developments

The company plans to continue its present activities and current trading levels. Employees are kept as fully informed as practicable about developments within the business.

Post Balance Sheet Events

There have been no significant events affecting the company since the financial year-end.

Auditors

Donal Ryan & Associates, (Chartered Certified Accountants), were appointed auditors by the directors to fill the casual vacancy and they have expressed their willingness to continue in office in accordance with the provisions of section 383(2) of the Companies Act 2014.

Independent Auditor's Report to the Members of The Open Doors Initiative

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The Open Doors Initiative ('the company') for the financial year ended 31 December 2021 which comprise the Income and Expenditure Account, the Balance Sheet, the Reconciliation of Members' Funds, the Cash Flow Statement and notes to the financial statements, including the summary of significant accounting policies set out in note 2. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", issued in the United Kingdom by the Financial Reporting Council, applying Section 1A of that Standard.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2021 and of its surplus for the financial year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", applying Section 1A of that Standard; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described below in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and the Provisions Available for Audits of Small Entities, in the circumstances set out in note 5 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions Relating to Going Concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on Other Matters Prescribed by the Companies Act 2014

In our opinion, based on the work undertaken in the course of the audit, we report that:

- the information given in the Directors' Report for the financial year for which the financial statements are prepared
- is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified any material misstatements in the directors' report.

The Companies Act 2014 requires us to report to you if, in our opinion, the requirements of any of sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. We have nothing to report in this regard.

Respective Responsibilities**Responsibilities of Directors for the Financial Statements**

As explained more fully in the Directors' Responsibilities Statement set out on page 1, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, if applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the company or to cease operation, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is contained in the appendix to this report, located at page 1, which is to be read as an integral part of our report.

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the company's members, as a body, in accordance with section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume any responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Donal Ryan FCCA AITI for and on behalf of

DONAL RYAN & ASSOCIATES

Chartered Certified Accountants and Statutory Auditor
32 Manor Street
Dublin 7
Dublin
Republic of Ireland

2 June 2022

Income and Expenditure Account

for the financial year ended 31 December 2021

	Notes	2021 €	2020 €
Income		621,938	208,575
Expenditure		(462,357)	(116,501)
Surplus before tax		159,581	92,074
Tax on surplus			
Surplus for the financial year		159,581	92,074
Total comprehensive income		159,581	92,074

Balance Sheet

as at 31 December 2021

	Notes	2021 €	2020 €
Fixed Assets			
Tangible Assets	7	<u>175</u>	<u>-</u>
Current Assets			
Debtors	8	41,725	10,000
Cash and cash equivalents		<u>435,310</u>	<u>240,671</u>
		477,035	250,671
Creditors: Amounts falling due within one year	9	<u>(225,555)</u>	<u>(158,597)</u>
Net Current Assets		<u>251,480</u>	<u>92,074</u>
Total Assets less Current Liabilities		<u>251,655</u>	<u>92,074</u>
Reserves			
Income and expenditure account		<u>251,655</u>	<u>92,074</u>
Equity attributable to owners of the company		<u>251,655</u>	<u>92,074</u>

Supplementary Information Relating to the Financial Statements

Schedule 1: Overhead Expenses

for the financial year ended 31 December 2021

	2021 €	2020 €
Administration Expenses		
Wages and salaries	221,901	67,474
Social welfare costs	24,520	7,456
Employee Pension Contributions	18,000	13,500
Insurance	930	905
Printing, postage and stationery	3,163	301
Marketing and Events	39,224	341
Telephone	39	411
Computer costs	30,709	15,795
Travelling and entertainment	3,546	1,330
Legal and professional	1,016	-
Consultancy fees	35,202	6,427
Bank charges	31	-
Bad debts	46,875	-
General expenses	12,161	1,330
Gifts	-	370
Subscriptions	23,890	-
Auditor's remuneration	1,150	861
	<u>462,357</u>	<u>462,357</u>

The supplementary information does not form part of the audited financial statements.

Cash Flow Statement

for the financial year ended 31 December 2021

	2021 €	2020 €
Cash flows from operating activities		
Surplus for the financial year	<u>159,581</u>	<u>92,074</u>
	159,581	
Movements in working capital:		
Movement in debtors	(31,725)	10,000
Movement in creditors	66,958	158,597
Cash generated from operations	<u>194,814</u>	<u>240,671</u>
Cash flows from investing activities		
Payments to acquire tangible assets	<u>(175)</u>	-
Net increase in cash and cash equivalents	194,639	240,671
Cash and cash equivalents at beginning of financial year	240,671	-
Cash and cash equivalents at end of financial year	<u><u>435,310</u></u>	<u><u>240,671</u></u>

“

The Open Doors Initiative gave me the choice to become an entrepreneur. It totally changed my life for the better.

”

Niamh Malone
Mentee

Governance

The Open Doors Initiative has a robust Governance structure and is supported by CEOs and Directors from a number of the member companies.

This year we were delighted to have Francesca McDonagh, CEO of Bank of Ireland, join us as Chairperson. We were also delighted to welcome more new directors to increase our governance and oversight standards and provide support to the team and work of Open Doors.

Leadership Advisory Board

Company Directors

- Chair - Francesca McDonagh, CEO, The Bank of Ireland, 8/2/2022
- Secretary - Gerard Kiernan, Icon Accounting, CEO, 18/09/2018
- Patrick Doyle, eFrontiers, Director, 18/09/2018
- Siobhan O'Shea, CPL Director, 9/12/2021
- Veronique Rodriguez Cabez, CEO, Liferay Ireland, 9/12/2021
- Fernando Vicario, CEO Bank of America DAC, 9/12/2021
- Sharon Murphy, MD, WHPR, 9/12/2021
- David Stanton TD, 9/12/2021
- Barry O'Sullivan, MD, Diageo Ireland, 1/2/2022

Members

Alistair Blair 18/09/2018 (Accenture CEO)
Ian Anderson 18/09/2018 (Momentum CEO)
Prof Thomas Stone 18/09/2018 (Vice President, TUD)
Denis Doolan, (9/11/2021) Strategic Head of Inclusion, AIB
David Fox 19/03/2020 (Sodexo CEO Ireland)

Governance and Audit Sub-committee

Gerard Kiernan, MD Icon Accounting (Chair)
Anne Marie Corry, TU Dublin
Nap Keeling, Solicitor
Celine Darcy, Sodexo
Dáibhí O'Leary, Arthur Cox

Employees

Jeanne McDonagh, CEO
 Christabelle Feeney, Director, Employers for Change
 Claire Hayes, Disability Co-ordinator
 Jessica Reid, Design and Admin Executive

Company Number 665789
 Auditors Donal Ryan and Co, Auditors

Funding

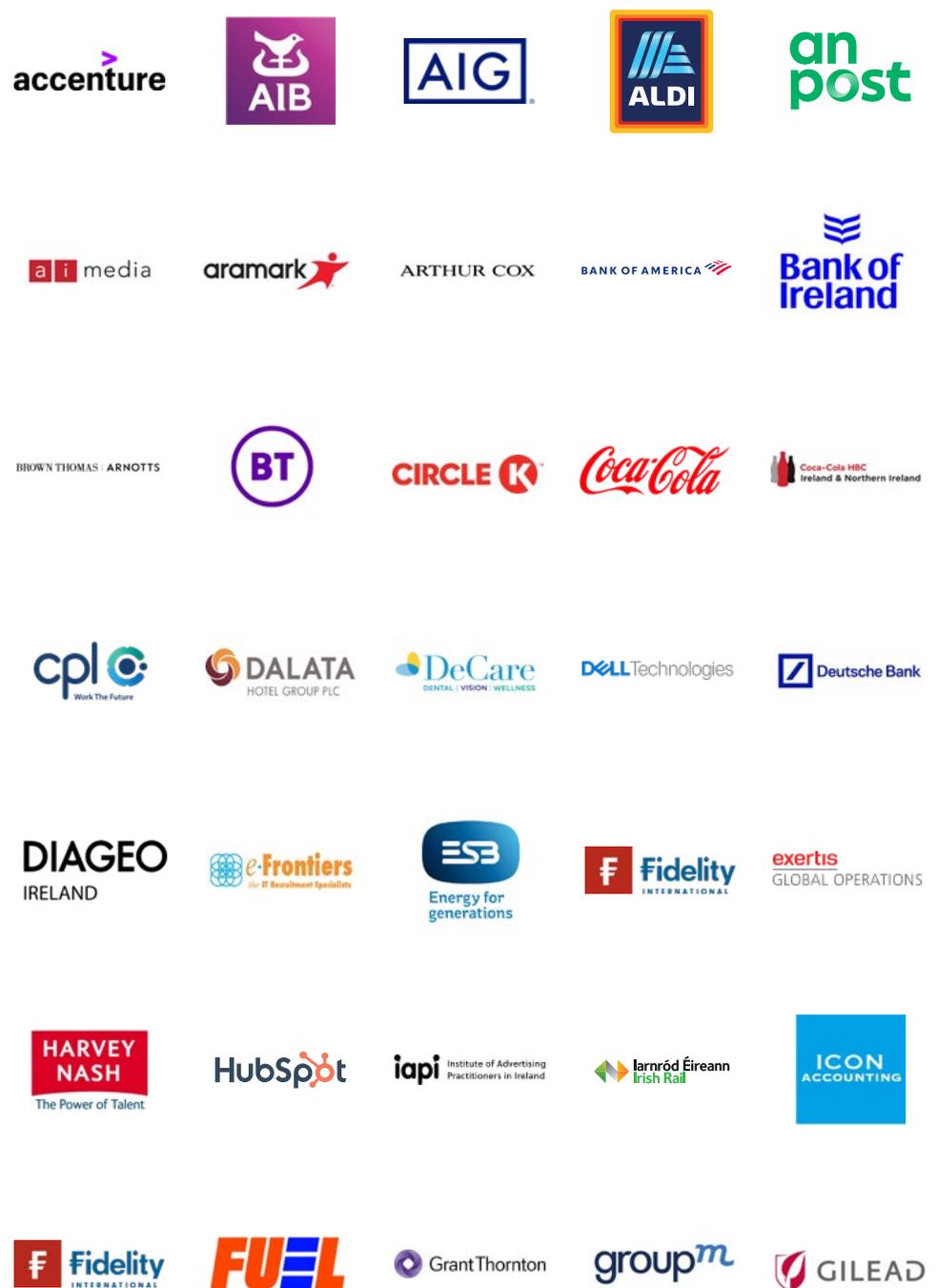
A sincere thank you to all our funders and supporters for various initiatives, without whom we could not carry out our work:

Diageo
 Deloitte
 Hubspot
 ESB
 Workday
 Department of Children, Equality, Disability, Integration and Youth
 Pobal & the Dormant Accounts Fund
 Pos2Work Skillnet
 Community Foundation and the Bank of Ireland

Supporters of Events and Projects



Our Members





Our Supporting Partners





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 [@OpenDoorsToWork](https://twitter.com/OpenDoorsToWork)
 [/OpenDoorsInitiative](https://www.linkedin.com/company/OpenDoorsInitiative)