

Navigating uncertainty

Exploring the lived experience
of people within Deloitte
Ireland during Covid-19



Deloitte.

A PARTICIPATORY-PHOTOGRAPHY PROJECT
CONDUCTED BY DR. MARIA QUINLAN

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FOREWORD



HARRY GODDARD

CEO

Deloitte Ireland

We are living in a period of prolonged uncertainty and uniquely challenging circumstances. Despite this, over the past few months I have witnessed the commitment our people have to supporting each other across our business. Whether it's through sharing experiences, offering ways of coping, or checking in on their colleagues, it's the inclusive nature of our people in Deloitte Ireland which makes me so proud to lead this firm. It's also the focus of our third Photovoice report, which explores the lived experience of our people during Covid-19.

The Photovoice methodology uses a unique combination of discussion and photographs taken by participants to share aspects of their experience of living through the pandemic: what works for them, what they've learnt about themselves, and how their perspectives have changed. They illustrate tough points which all of us can relate to, and offer nuggets of wisdom which give us a moment to pause and reflect.

The range of perspectives offered in this report shows that the impact of the pandemic is felt in



a wide variety of ways. Indeed, our [recent global research report](#) looked at how living through Covid-19 has affected working women across nine countries on a day to day basis, and whether they believe these changes will have longer-term impacts on their careers. It also provides recommendations for business leaders, both to benefit their workforce and to help avoid rolling back on the important progress made in recent years in gender diversity.

Interestingly, all of our Deloitte Ireland participants who volunteered for this Photovoice project were women. I'm grateful for the courage they've shown in being so open with their contributions. It reflects the commitment and generous spirit they brought

to the process of making it, and their learnings for the future are a reminder of how resilient and giving our people are.

I'd like to thank Dr Maria Quinlan for once again leading the creation of this unique piece of work, and my sincere thanks to our eleven colleagues who shared their stories, which make it such a meaningful, insightful and worthwhile read.

A handwritten signature in black ink, appearing to read 'H. Goddard'.

Harry Goddard

CEO

Deloitte Ireland



PROJECT DESIGN AND METHODOLOGY

The aim of this project was to provide people at Deloitte with an opportunity to find calm and make sense of all the changes happening at the time of the initial Covid-19 restrictions in Ireland in spring 2020. The hope was that this would both support the wellbeing of the participants and enable Deloitte to learn from their experience so that any opportunities arising from the new ways of working could be leveraged. As part of a series of workshops, participants were given an opportunity to share their experiences of living and working during the COVID-19 pandemic, via an innovative and

evidence-informed photography methodology called photovoice. Photovoice is a research methodology, advocacy tool and narrative therapeutic technique which uses photographs, coupled with facilitated group dialogue and photo-captioning to give voice to people's lived experience of a particular issue¹.

Photovoice has been used in a variety of contexts to facilitate people in exploring complex, multi-layered experiences, emotions and feelings. It has been found to be a gentle yet powerful tool which can assist people in making sense of challenging experiences, difficult times and often

1. Wang, C., Burris, M. (1997) Photovoice: Concept, Methodology, and Use for Participatory Needs Assessment. Health Education Behaviour 24: 369; <https://photovoice.org/vision-and-mission/>



complex emotions.² It is also a way of capturing nuanced in-depth insight which can help foster a sense of shared-experience, belonging and engagement within organisations.

Methodology

As mentioned above, this photovoice project was conducted as part of a wider wellbeing initiative which involved four weekly two-hour workshops held online via Zoom. In addition to using photovoice to explore and make sense of their feelings, emotions and experiences, the experiential workshops included meditation, freewriting and a variety of other creative exercises and techniques. The aim was to provide a safe space and evidence-based tools with which participants could explore and express their experiences of navigating this time of change and uncertainty.

Fourteen members of staff took part in the four-week workshop process during May 2020. Eleven of the group selected over eighty photographs to share within this catalogue. The overall aim of the photovoice element of the workshops was twofold, firstly to support staff in making-sense of their emotional responses at this time; finding resiliency; connection; and a sense of shared belonging. With this end in mind, participants were asked to reflect on the following themes as prompts for taking photographs in the first two weeks;

- How is this current period affecting your emotional and mental health?
- What do you need in order to look after yourself mentally, emotionally, physically at this time?

Secondly, the project aimed to gather some organisational-level insight by harnessing the creative insight of the staff within the company. In the final week of the course the group were asked to reflect on the following questions and to take photographs in response to them;

- What are we learning? – what about this ‘new normal’ might we want to keep?
- What’s the ‘impact that matters’ most of all now?

2. Johnson, D., Russinova, Z., Gagne, C. (2008) Using Photovoice to fight the stigma of mental illness. Recovery and Rehabilitation, Vol 4, No. 4. Boston University Centre for Psychiatric Rehabilitation



Chart 1: Steps in the photovoice research method

Creation of 'safe-space'



Space where people feel comfortable to share their feelings and experiences

Introduction to visual literacy



Creative exercises to get people comfortable using the method

Facilitated group discussion



Participants decide/agree on themes to guide their phototaking

Sharing of photos

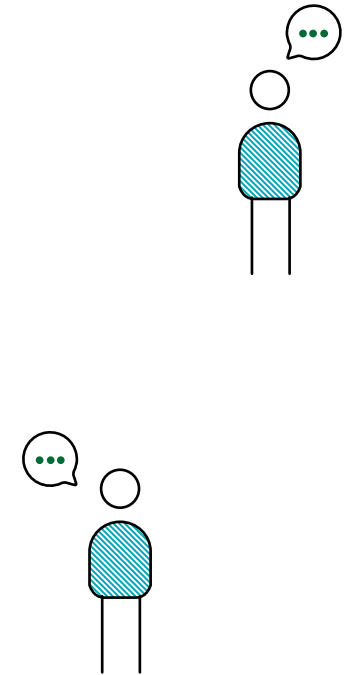


Each week the group members share and explain selected photos

Final selection and captioning



Each person selects photos to share with rest of the organisation and is facilitated in captioning process





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FINDINGS

THE IMPACT OF COVID-19 ON OVERALL WELLBEING

The first set of photographs explore participants' experience of how the changes, restrictions and overall disruption to life as we know it is affecting them – particularly in relation to their emotional and mental wellbeing. During the first week of the four week course, participants were asked to reflect on how this period is affecting their emotional and mental health, and what elements of it they are finding most challenging. While there is a strong seam of resilience and a desire overall to look at the positive aspects of both their individual circumstances, and the potential opportunities

which this time presents for a better society, participants are open about their struggles. This is a difficult time of balancing competing roles, family and work priorities; of coping with restrictions on movements and the associated loneliness and isolation that this can bring; and of experiencing the anxiety and fear of a potentially fatal illness.

Participants describe feeling as though they are in a strange liminal space – life as we know it has been dramatically halted, upended, put on hold. While the way forward to some semblance of 'new normal' remains unclear.



My experience to date feels as if we are living in a betwixt and between time... knowing that the face of the world has changed forever...embarking on a new journey and not knowing how and what the future may look like or hold for us... [Anne-Marie]

...that's what I think all our lives are at the moment. It's all backwards compared to what we were used to, which adds to that element of stress or anxiety. [Ellen]

...one of my biggest anxieties is standing still... since the pandemic, I've been feeling like time is standing still, and my progress in life is being delayed or put on hold. [Nele]

It is a period of light and shade for many, a time of paradoxes - there are positive aspects to this time of enforced slow-down, which sit

alongside the more challenging aspects.

It's the kind of yin and yang, the peaks and troughs...it's been probably a good experience to slow down and to take a break and to not be on the go as much anymore, but there definitely have been days when it's been dark and dreary. [Aoife]

My experiences are a mix of the positive and the negative or the mixed feelings between the two. On the one hand, it's great to have this time and then there's a slight sadness that I don't feel I'm making the most of the opportunity to spend this time with the boys because work has been so busy and they've suddenly loads of schoolwork to do. [Torunn]

There is a renewed sense of our human vulnerability, the fragility of

both our physical and mental health, and of our ways of living and working. Participants who are themselves living with underlying conditions, or have loved-ones who are, express this sense of vulnerability and anxiety.

Being asthmatic through all of this sort of shaped what this situation is like for me....In the first few weeks, I was too afraid to exercise in case that induced an asthma attack. I'm extremely active, so that stopped me being my normal self - I just became so paranoid that any time I became slightly out of breath. [Claire]

There is concern and anxiety for family members, particularly those who are older and have underlying conditions which may be exacerbated not only by contracting COVID-19, but which may be worsened by the restrictions and isolation which they

entail.

This photo represents my concern or anxiety around [my father who is 82]that sense of [him] being very far away if anything happens and when will we see him again? He has mild memory loss, and I'm concerned around when we see him next how much worse will it be? And will the lockdown and lack of interaction with people make that worse? [Torunn]

There is a sense of isolation and loneliness for many, as restrictions on movement both within the country and between countries effects our ability to see many of our loved ones in person. Many significant life events which would normally involve shared celebrations are missed; as are the daily taken-for-granted interactions with colleagues and friends.

I miss seeing my friends in person, but I really miss seeing my family as they are all living in Cork. My sister is also pregnant at the moment, and it's the first grandkid for my parents, so I really feel like I am missing out on sharing that exciting experience with them. [Sharon]

I've felt quite isolated and away from everything and I have struggled with this a little. [Ellen]

You're missing that social interaction in the office, whether it be speaking to someone in the kitchen in the morning having a coffee or just speaking to people on your work floor. [Aisling]

As is only to be expected, the extensive and far-reaching adaptations that people have had to make in order to live in a time of global pandemic has considerable

impact on our emotional and mental health. Participants' experiences reflect that, with many expressing a sense of overwhelm and struggle.

Work, parenting, housekeeping, wellness, relationships, email. A busy but manageable life in the best of times, now feels more likea jumble – overlapping, lines blurred no sense of order, all boundaries gone..... I'm paralysed with overwhelm [Caitlin]

I actually do feel like a shadow of my former self. Everything that normally makes me happy isn't making me as happy at the moment. [Rebecca A]





FIGURE 1



I took this out my window one day when I was working and for me, it probably best represented lockdown. It's the kind of yin and yang, the peaks and troughs, that some days are going to be dark and dreary and other days are lovely and sunny and bright and blue sky and that's pretty much how I feel about lockdown. It actually has been more positive, so I wanted to get more blue into it because overall it's been probably a

good experience to slow down and to take a break and to not be on the go as much anymore, but there definitely have been days when it's been dark and dreary. I'd be a big believer in balance in everything that happens - if there are peaks, there are troughs and vice versa and things keep moving. This too shall pass and all that - so it kind of just showed it all in one picture for me.



FIGURE 2



My experience to date feels as if we are living in a betwixt and between time, looking back at our lives pre-Covid - knowing that the face of the world has changed forever with a feeling of almost entering a spaceship, embarking on a new journey and not knowing how and what the future may look like or hold for us. In removing the net from the fish pond in the garden, I noticed how much the boy's face has changed and the fish fountain he's holding has stopped working, requiring care and attention and thought of the greater and bigger picture in how much our planet requires the same of us.



FIGURE 3



I was doing the home-schooling this morning. So I brought the boys to Bushy Park and decided just to skip all the stuff they're meant to be doing for school so we could actually kick a football around instead. We were sort of playing hooky from school ourselves. Most of my experiences are sort of a mix of the positive and the negative or the mixed feelings between the two. On the one hand,

it's great to have this time and then there's a slight sadness that I don't feel I'm making the most of the opportunity to spend this time with the boys because work has been so busy and they've suddenly loads of schoolwork to do. So I'm almost saying to myself, 'We're not doing the schoolwork. We're just going to do something fun or creative together and make up our own rules around it'.



FIGURE 4



© Caitlin | 2020 | Deloitte

Work, parenting, housekeeping, wellness, relationships, email. A busy but manageable life in the best of times, now feels more like this.

A jumble. Type, colour, function – overlapping, lines blurred no sense of order, all boundaries gone. When I open my mind to complete a task, speak, write, and listen – I’m sifting, constantly sifting through the

bombardment of information, old and new, unrelenting. I’m paralysed with overwhelm – where to begin, to dig in and set things right. What to build first?

A plan to ensure my children’s education and wellbeing – incorporating the various videos and lessons flowing in from their teachers each day?

To sort out the inbox that grows and grows – setting up rules to tend it and keep the non-essential out, to formulate a task list and ensure there is room for deep work, focused and uninterrupted, resulting in a finished product to be proud of, staying one step ahead, a professional?

A tool kit to navigate the now foreign outside world – face mask, gloves,

sanitizer, keeping in mind, the latest regulations on what’s safest – worries tumble in as well, what to do if we get sick, how to cope, what if a loved one dies so far away, and gratitude for current physical health eroded by a slipping grasp on mental health?

A bridge to reach my loved ones far away? As an immigrant, social distancing so to speak has long been a constant in my life when it comes to the ones I love, but I must build this bridge stronger and more robust as virtual links are all we have left. A maze of small connections with pathways even busier than before as people are eager to connect in ways that their harried lives and conventional time zones have prevented them from in the past. A friend I haven’t spoken to in 7 years reaches out, my parents long for

daily updates, my great grandmother delights in a chat, an aging aunt eager to catch up, houseparty, zoom, messenger. It’s good, and it’s hard.

I set my resolve. Close the door to a secluded room, and begin. I build – brick by brick the most urgent build of the day. Sometimes I focus and organise to make the process easier, smoother – but that takes time. Sometimes I just build and hope for the best. I’m no Frank Lloyd Wright, but I’m building. I’m proud of my progress most days when I set that pile aside – foundations laid and paths formed. In the morning my heart fills with dread. The first image in my mind is the jumble – back – intact exactly as it had been the morning before, and the morning before. Deep breath.... focus....build again – one brick at a time.



FIGURE 5



© Anne-Marie | 2020 | Deloitte

This is outside my house. There were workers doing the paths outside our house and they disappeared nine weeks ago, when things really locked down. It's symbolic - I call it 'the path of destruction' in terms of the idea that we've been asked individually and collectively to take a different route, to take a different direction for our overall good and I think for the planet's overall good. It's almost like a symbolic site of the destruction, of the pathway of destruction - if we don't change our ways.

FIGURE 6



© Ellen | 2020 | Deloitte

I titled this picture 'Stress', for me it represents the stress and anxiety at the moment - these items were always in the press in the kitchen, but now they have made it up to the countertop to stay. Any time we go in or out, we're focused on these. They've become more significant in our household's daily life at the moment, but what frightens me a little is that to some people they're insignificant, but to others they can be the difference between, being safe and well versus being very sick. When I was looking at the picture, I reversed it so that while we can all read gloves, water wipes, Dettol, it's in reverse, to me that's what I think all our lives are at the moment. It's all backwards compared to what we were used to, which adds to that element of stress or anxiety.



FIGURE 7



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This is my dad's study - he's 82. My parents travelled back to France a day after the lockdown was announced in France. This photo represents my concern or anxiety around them travelling back and trying to manage that and accepting they're adults. They can make their own choices. The concern around whether it was better or worse for him to travel? Was he safer here? Was he safer there? And then that sense of them being very far away if anything happens and when will we see him again? He has mild memory loss, and I'm concerned around when we see him next how much worse will it be? Will the lockdown and lack of interaction with people make that worse? That's something that I keep trying to just push away along with the stuff I can't control. That room always reminds me of spending time with him.



FIGURE 8



© Sharon | 2020 | Deloitte

I have found it difficult staying at home during lockdown. I miss seeing my friends in person, but I really miss seeing my family as they are all living in Cork. My sister is also pregnant at the moment, and it's the first grandkid for my parents, so I really feel like I am missing out on sharing that exciting experience with them.

FIGURE 9



© Rebecca A | 2020 | Deloitte

That's the shadow of my husband James. He was gone the last six months in Africa for work, and he came back just at the beginning of lockdown. So we had gone from spending absolutely no time together to every minute of every day together again. I'm used to being on my own when he's not here and that just represents for me like I actually do feel like a shadow of my former self. Everything that normally makes me happy isn't making me as happy at the moment, so this is kind of representative of just how I'm feeling. I can't really fill in the colour in the pavement, but I feel like things are pretty black and white at the moment, so it's a good representation.

FIGURE 10



© Nele | 2020 | Deloitte



It's worth mentioning that one of my biggest anxieties is standing still. Since my early twenties I've realised I am my best self if I keep moving and developing in life. One of my aims is to not resist change and always go forward. I encountered the wheel cap in this photo during a walk last weekend. The hubcap illustrates the lack of movement of an object whose sole purpose is enabling it. Since the pandemic, I've been feeling like time is standing still, and my progress in life is being delayed or put on hold. There were things I was planning to do this month, or even in the next half year, and I don't know when I can do them now. So I've been having to refocus my life a bit and try to maybe not physically move or travel, but look for different ways to keep moving ahead.



FIGURE 11



© Claire | 2020 | Deloitte

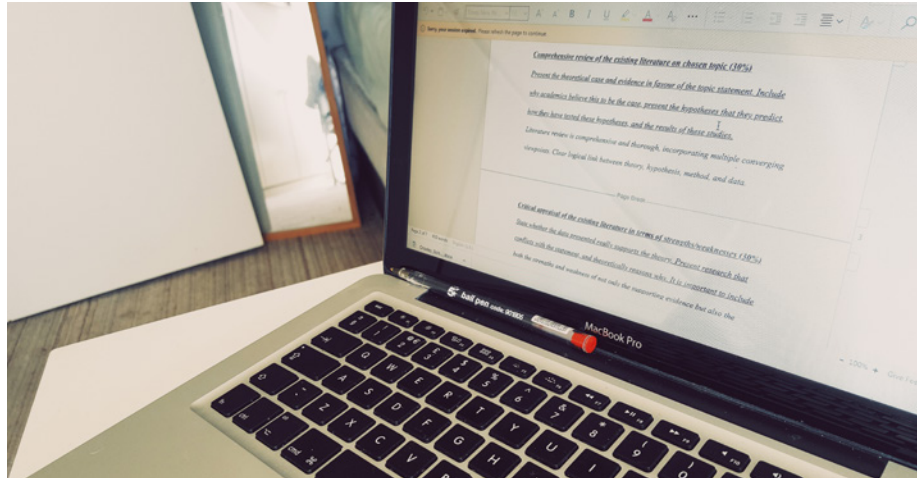
This is Killiney beach on Saturday morning for Pieta House's Darkness into Light Sunrise Appeal. Just hearing the ocean makes me feel alive and happy and calm. So getting down to the beach on Saturday morning was really beautiful and there were a few other people down there, but clearly no one in close proximity, but lots of people were down watching the

sun rise and it was such a beautiful sunrise. It was absolutely gorgeous on Saturday morning coming up over the bay. Mental health is really important to me, something I've struggled with over the years. Luckily not in recent times, but mental health is really important, and getting up for that was important to me at the weekend and probably something that I'm worried

about, not for myself to be honest, but just for society in general and people that I know. How all of this is going to impact on them. I feel like it's just going to be a big issue. Maybe it already is, but definitely as we come out the other side of all of this.



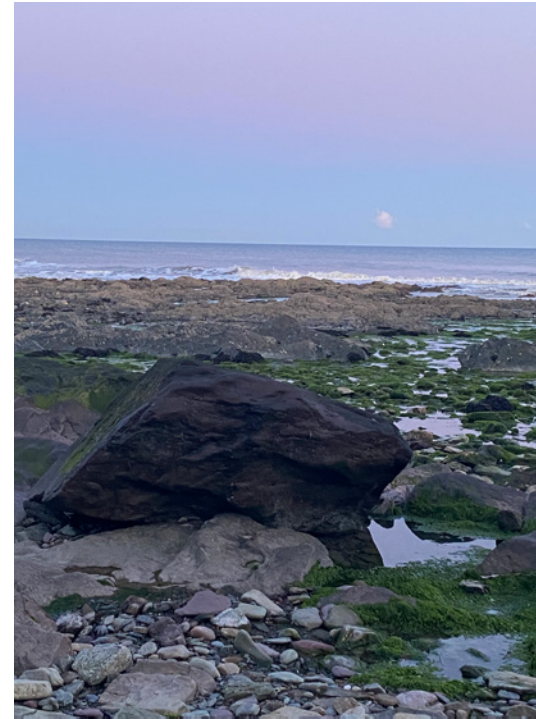
FIGURE 12



© Sharon | 2020 | Deloitte

College final year assignments are a major source of anxiety right now for me. Normally I would go to the library to get some quiet time to completely focus on my reading and getting my work done, but with lockdown, that is not an option, and I have found it very difficult to maintain focus at home for any decent length of time, and with deadlines looming, I have found myself approaching panic mode.

FIGURE 13



© Ellen | 2020 | Deloitte

While I feel fortunate to have this on my doorstep, being so close and able to enjoy it, I've also felt quite isolated and away from everything and I have struggled with this a little. This is a spot I know so well and I walk by all the time and that black boulder was all I could see, and really just in my face, the other day. I think that is what's facing all of us at the moment. It's sitting there in all our paths, but yet we have beauty all around it and it's trying to see and remember that it's not the only thing in the picture, that there is beauty around it. But for me it was that big black boulder staring me in the face and trying to take my attention - instead I was trying to focus more on what was around it as opposed to it itself.



FIGURE 14



I just took this last night when I was out for a walk and I suppose what it made me think was, there's normally several swans together along the canal, but this one was on her own and I was kind of thinking working from home, you're missing that social interaction in the office, whether it be speaking to someone in the kitchen in the morning having a coffee or just speaking to people on your work floor. What I'm looking forward to about being back in the office is having that bit of interaction with people again, the social side of it because while I'm on Zoom most of the day, it's not the same as seeing people and having the chats.



FIGURE 15



© Rebecca B | 2020 | Deloitte

These are both of Bushy Park. I've been spending an awful lot of time in Bushy Park and I'm from the country myself and grew up in the countryside with just fields around me and even though I've been living in Dublin for the last 13 years, this is the first time that I've really had such a longing to go home. I suppose partly because of my family, but I'm also finding it quite confining, the city, and I think growing up, maybe I didn't appreciate what I had around me and this time has probably made me reflect on and maybe re-evaluate where I want to live in the future.

I'm really enjoying being in Bushy Park and even though it's city centre, it feels like you're getting away from everything at the same time. It's just kind of upbeat sitting there people-watching - it's a lovely space to get away from everything and to get lost in your own thoughts.



FIGURE 16



© Claire | 2020 | Deloitte

Being asthmatic through all of this sort of shaped what this situation is like for me. It's a bit strange me being considered a vulnerable person because of being asthmatic. I haven't gone near a shop or anything and obviously in the last whatever number of weeks it's been. In the first few weeks, I was too afraid to exercise in case that induced an asthma attack. I'm extremely active, so that stopped me being my normal self - I just became so paranoid that any time I became slightly out of breath, I might have the virus or pick it up or something. That's been significant in what the last few weeks have been like for me.

FIGURE 17



© Nele | 2020 | Deloitte

This is a photo from this morning when I opened the trash can – luckily these were not all finished in one night and some were shared, but this still illustrates a big challenge for me right now. I've always been a big snacker, but now in the evenings after dinner, when there's nowhere to go, I sit on the couch and the biscuits just keep coming. I wanted to share one of my bigger physical challenges that has an impact on my self-esteem as well. It's not all negative though, and it sure was delicious.



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FINDINGS

WAYS OF COPING

Having considered the impacts on their health and wellbeing, participants were asked to then reflect on their ways of coping at this time. To reflect on what they feel they need, in order to mind their mental health; their emotional and physical wellbeing; and what is helping them navigate this time of disruption and change.

Five key themes emerged within participants' photos and accompanying narratives regarding their ways of coping. Firstly, the group highlighted the power of nature –

both in terms of the healing power of spending time in it, and also the ways in which it can inspire us to adapt and grow even when the circumstances are challenging; exercise is also an important factor in maintaining a sense of equilibrium for many; as is embracing stillness and mindfulness; cultivating a sense of gratitude and spirit of optimism; and finally maintaining and fostering a sense of connection – participants highlight the importance of ensuring that there is a consistent effort made to connect with self; with others; and with their wider community.

2.1 NATURE – AS HEALER, INSPIRATION AND GUIDE

Spending time in nature is a key way in which participants are looking after their health and wellbeing. There is a sense of calm and peacefulness in being by the sea, or taking time each day to walk in a local park;

It's just those little moments of being out in nature that are really important [Torunn]

Just realising how important that wide open space is and being down by the water. I'm definitely finding my calm and peace when I get down to the water. [Claire]

I actually felt so happy and elated when we got out [to the beach] because it was just such a gorgeous evening and the extra couple of kilometres just lifted our spirits. It was

the first time we actually felt since the lockdown that we were out and about on our own and doing something that, you know, that friends do, that family do, that couples do. [Rebecca A]

For many, nature provides a sense of perspective, and a sense of expansion at a time when our physical movements are constrained and contracted;

I think the vastness of the ocean and nature really brings into perspective how small and insignificant we truly are. Our worries and strife in the grand scheme of things, are really a drop in the bucket....nature is innovative. "Life finds a way" and when change inevitably happens in nature – the natural world, animals etc. adapt..... Nature adapts, and stays

the course, no matter what is thrown at it. [Caitlin]

I called this photo 'Growth' because I felt that with everything going on around us at the moment, it's the beauty of nature and the universe giving us more time to I suppose care, think and appreciate it. [Ellen]





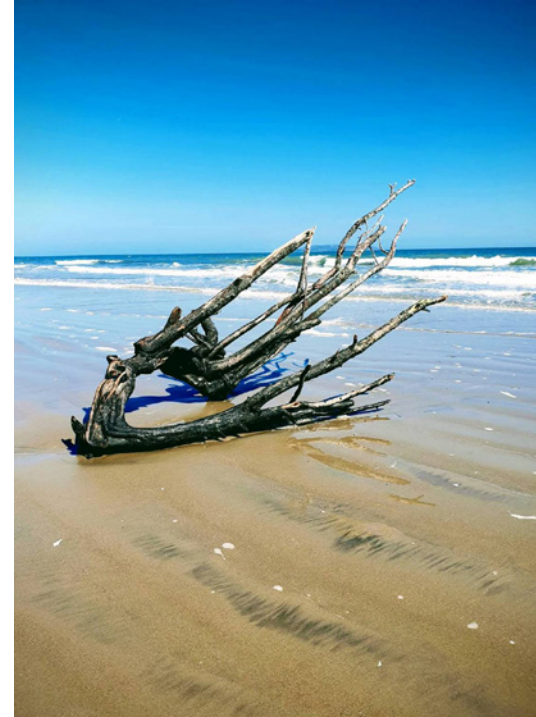
FIGURE 18



© Anne-Marie | 2020 | Deloitte

I've entitled this photograph 'Pretty in pink' and it's just in terms of the sense of being alive, the sense that we're so held by nature, that everything that we do is perfect, even if we don't think it is. And there's also a vulnerability to us and to the world, but yet for me, this just kind of symbolised us and nature and earth and that she has such unconditional love for us and doesn't ask for anything and is constantly giving. This just came into bloom yesterday, in the garden.

FIGURE 19



© Caitlin | 2020 | Deloitte

We had taken an hour on Wednesday to just sit at the beach and let the kids run wild. Before the lock down, I would occasionally join a sunrise swim group in Portmarnock on Sunday mornings. I've really missed that, and the weekly trips to the beach in general, when the distance restrictions were in place. I think the consistency of nature (despite the ever change of seasons, weather and the like) is comforting. Nature adapts, and stays the course, no matter what is thrown at it.



FIGURE 20



I think the vastness of the ocean and nature really brings into perspective how small and insignificant we truly are. Our worries and strife in the grand scheme of things, are really a drop in the bucket. Without our interference, the sun still rises, the wind still blows and the tides still follow the pull of the moon. The natural environment is really our baseline, and without its health and steadfastness, nothing in our world would be achievable. It's sort of step -1 on Maslow's pyramid of life. At the same time – nature is innovative. “Life finds a way” and when change inevitably happens in nature – the natural world, animals etc. adapt. We're in a strange phase right now, but slowly are adapting and the unessential will soon drop away to reveal a new path forward.



FIGURE 21



© Aisling | 2020 | Deloitte

I just thought how beauty was coming in through the cracks and how nature continues to unfold. I was just trying to see the beauty in the current situation again, how beauty and nature continues to unfold.

FIGURE 22



© Torunn | 2020 | Deloitte

This was taken two years ago, so unfortunately I'd love to say I was looking out my window at this, but we should have been there at Easter for a week. We booked a week in a cottage and for me now, the dream is to be able to go on holidays there. That's where I feel completely alive and relaxed - being able to just walk and walk and walk somewhere like

that with amazing views, away from everything, away from technology and work and pressures. I was looking through old photos and there were so many of beautiful Irish scenes and I felt, even if we don't get to travel again or for a long time, there's so many beautiful places in Ireland that I'd be equally happy to go back to.



FIGURE 23



Again, it's the theme of nature - Saturday was an absolutely beautiful day and I insisted that I was not opening the laptop and just enjoying time off. I don't have green fingers but I love flowers. I've always loved daisies. My husband was cutting the grass and I was asking him to cut around the daisies, and of course he thought I was crazy, so while the lawn looked lovely my daisies were gone, but I walked outside the back door at lunchtime yesterday and there smiling up at me were these four little daisies and they in turn made me smile. I called this photo 'Growth' because I felt that with everything going on around us at the moment, it's the beauty of nature and the universe giving us more time to I suppose care, think and appreciate it.



FIGURE 24



© Claire | 2020 | Deloitte

Space has become one of those things that's really important to me in the sense of, being asthmatic and being near people, I've become sort of paranoid, which I don't really like, but it is what it is at the same time and just realising, you know, how important that wide open space is and being down by the water. I'm definitely finding my calm and peace when I get down to the water, so yes, with the 5K introduction a few weeks back, getting down to Dun Laoghaire was a nice thing to do.



FIGURE 25

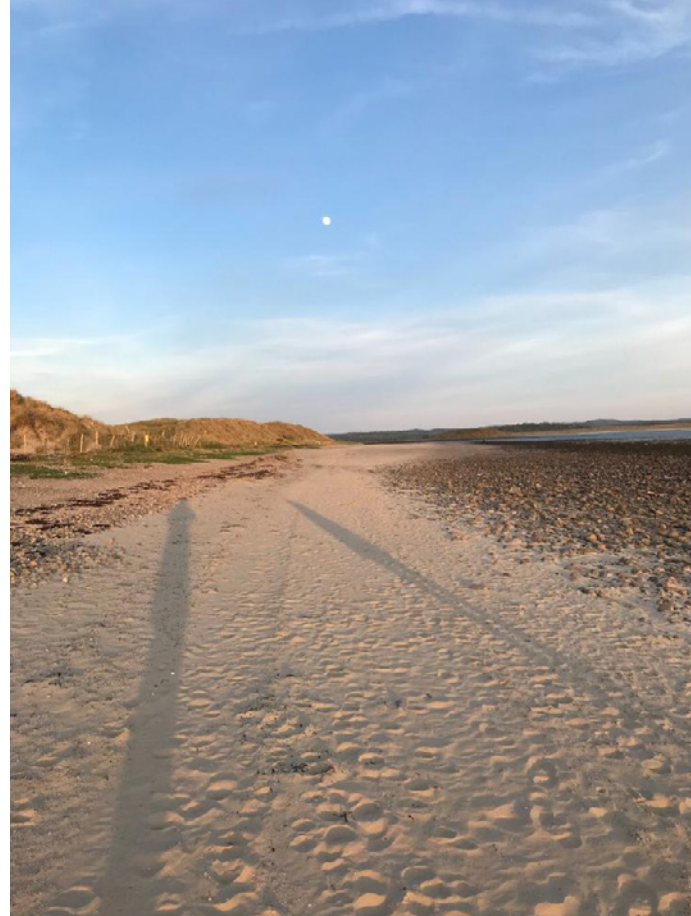


This is my favourite beach in the world. We've loads of beaches around town, but I chose this picture because when the restrictions really clamped down, it was outside of my radius. I love the sunset and I usually go to the beach about seven, eight in the evening when it starts to get a bit cold and the sun is going down. This is the last image I got of the beach before the lockdown and I would have been

there every day beforehand. I really miss it and it's such a beautiful place that it just represents the sun going down. I feel since the restrictions went into place, I don't get to see the positives as much as I'd like to, but this picture makes me feel like I'll get to see that sunset again. It's 7K from town, but I'll be there again now come the end of May is my plan. I love it. It's my favourite place.



FIGURE 26



The weather was so beautiful and I love the sunset. Some people love sunrise and I am always chasing the sunset wherever I am. So myself and my husband got in the car. It was the first day the restrictions lifted and we were just far enough to get to one of my favourite little beaches, which was completely empty. So there's two pictures for this because one, the moon is up high in the sky on one side of the beach, and the other picture is literally taken two minutes later and you wouldn't believe it's the same beach. So it's the sun and the moon in the sky at the same time. I actually felt so happy and elated when we got out here because it was just such a gorgeous evening and the extra couple of kilometres just lifted our spirits. It was the first time we actually felt since the lockdown that we were out and about on our own and doing something that, you know, that friends do, that family do, that couples do. These pictures make me feel grateful for the most simple things that we take for granted all of the time.

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2.2 EXERCISE

Whether it's a walk in a local park, a five kilometre run, pulling on the boxing gloves or going for a swim, – participants are getting out and about, and finding peace and calmness in movement and exercise. There is a newfound appreciation for the time and space to prioritise exercise during the usual hectic daily schedule;

I've started running down by the Dodder river, which is great because I never would have used my surrounding parks as much or even known I could access so much in the city centre.I'm normally very busy and constantly on the go... I'm much calmer at the moment. [Aoife]

I've made [my morning walk] a priority for myself the last two weeks. The

mornings are quiet, the sun is coming up and I feel a great sense of peace, as a new day begins....it's really helped to bring me back to the moment, and to gently but firmly remind myself to simply stop – and be present. [Caitlin]

A return to physical fitness and carving out time to make it a priority is something which many see as an unintended upside to the restrictions on activity and movement enforced during the COVID-19 crisis. Participants also highlight the benefits of having company-wide Deloitte Strava groups where colleagues can share their efforts, motivate and connect with each other. Seeing senior leaders within the company taking time out to exercise and to share their efforts is seen as very positive role-modelling

by participants, and something which helps foster a shared sense of community and belonging;

I'm appreciating exercise. ...I hadn't exercised for a year and since the lockdown, I started again and I'm absolutely loving it. I get out for an hour at lunchtime and I feel liberated...[usually] I wouldn't leave my desk at lunchtime, whereas now I get a full hour back in a day and I'm so proud of myself. ...I love to see all the Partners are actually like out and about cycling and running and it makes me feel well, if they're doing it, then it's ok for me to do it. [Rebecca A]





There's things I can do closer to home that can help with taking care of the mental health and of the physical health a lot more than I have been doing. And the silver lining of lockdown is finding that out and prioritising that a lot more than I would have normally with work. [Aoife]

There is also a sense of having self-compassion for our efforts at this time, of being gentle with ourselves as we navigate what are often challenging circumstances;

It's easy to be self-critical about not putting in the work [to exercise], but there's also a lot of fun in just taking it easy. It's about getting started and keeping it going, but also about enjoying the little things, whenever they come. [Nele]





FIGURE 27



Daily walks in the nearby parks have been wonderful, as has the recent warmer weather. The lockdown has definitely emphasised for me the importance of getting out of the house, and has given me a newfound appreciation for all of the green areas nearby.

© Sharon | 2020 | Deloitte

FIGURE 28



That's my husband and in the background on the screen, that's my boxing trainer who posted a video on shadow boxing. I do have the gear at home, which is now coming in handy. It's fun training with him and it doesn't feel like a chore as much. It does take some time, so I do it once a week at the most I think right now, but at least it's something I'm doing and it keeps me busy.

© Nele | 2020 | Deloitte



FIGURE 29



This is the park across the road from our house and this is just me getting out for some exercise. Just having that sense of space and being in nature, is really important. I'm definitely becoming very paranoid since all this has happened, so having that space to do my bit of exercise has definitely become really important to me in the last number of weeks and clearly I had that space I needed on this day as represented here in this photo. I just had two cones and my running gear on and a bottle of water and that's all I needed to be happy. Just to get out and get my bit of exercise and mental health space for myself. I definitely feel – in terms of what being mindful means for me - when I'm running

or exercising, that I just completely switch off and I'm in the moment. I don't think of anything else, so that's definitely important. But I notice that I sometimes need a bit of motivation to get out at the moment. It's easy to just sit around or get into a bad routine. I also joined the Deloitte Strava group, so I'm looking forward to seeing everyone's inspiration to keep moving and I definitely have an appreciation and gratitude for the park across the road. Having this time to go down and explore our local area so much is great. I grew up down the road from this park, I live near it now and I didn't even know all the space that's in it. I'm grateful for all those things.



FIGURE 30



I've started running down by the Dodder river, which is great because I never would have used my surrounding parks as much or even known I could access so much in the city centre. This image on my run struck me because normally every time I'm there, it's always really busy and there's loads of people around, whereas this is the first time in the five weeks of lockdown that this particular area was empty of people. And strangely, this kind of reminded me of myself in that I'm normally meeting people all the time. I'm normally very busy and constantly on the go. I'm meeting people constantly to the point that I have to put a reminder on my phone to stay in and rest! So when I saw this, I was struck by how peaceful and calm it was and how it reminded me that I'm much calmer at the moment with everything that's going on.



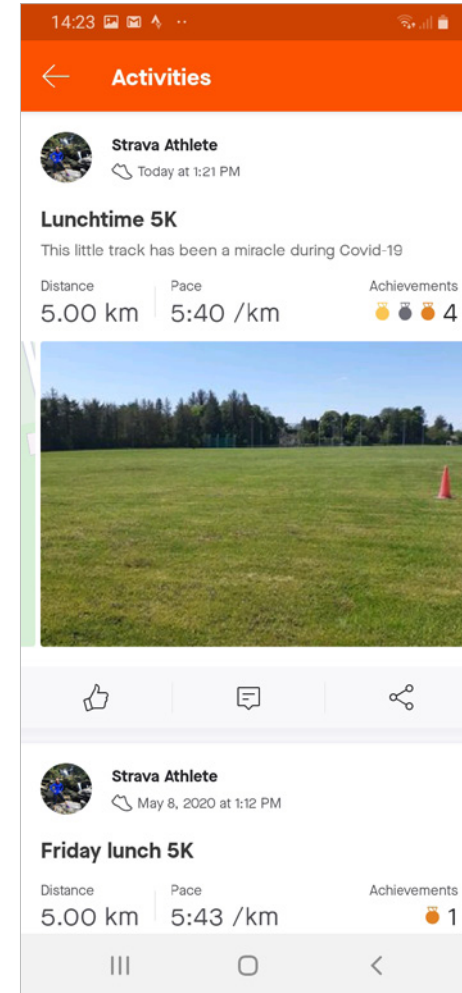
FIGURE 31



© Aoife | 2020 | Deloitte

I do different training exercises up and down the steps, but one thing I've learned is that actually I recharge a lot more in nature than I thought I did. The days when I get down to this area, I feel much better for it. A combination of exercise, but also to be out in nature and green. I do a lot of hiking and I definitely felt the impact of missing that, even just not prioritising it in the last couple of months before all this happened, without realising the cause. There's things I can do closer to home that can help with taking care of the mental health and of the physical health a lot more than I have been doing. And the silver lining of lockdown is finding that out and prioritising that a lot more than I would have normally with work.

FIGURE 32



© Rebecca A | 2020 | Deloitte

I'm appreciating exercise. The Deloitte Strava group. I hadn't exercised for a year and since the lockdown, I started again and I'm absolutely loving it. I get out for an hour at lunchtime and I feel liberated - not wearing makeup in the last couple of months and in the space of an hour, I can go for a run, get back, have a shower and sit down and eat at my desk while I'm working and it's phenomenal. In Dublin, I wouldn't leave my desk at lunchtime, whereas now I get a full hour back in a day and I'm so proud of myself. I've gotten up to 5K running in the half an hour and I'm doing it every day and I love the Deloitte Strava group, the photo challenge. I'm really loving this time. I love to see all the Partners are actually like out and about cycling and running and it makes me feel well, if they're doing it, then it's ok for me to do it.



FIGURE 33



This photo was taken on my morning walk which I've made a priority for myself the last two weeks. The mornings are quiet, the sun is coming up and I feel a great sense of peace, as a new day begins. The feeling of my jumbled mind has lessened as the week progressed. During this morning I could feel worries and perceived stresses for the day ahead creeping in. The rising sense of unease was spoiling my walk a bit, and as I looked up at this stretch of road I noticed the stop sign. It was such a simple yet strong reminder on an

otherwise peaceful morning to stop the runaway train of thoughts that I was generating (no one else!), and to focus on the moment and task at hand. I may feel very out of control during this pandemic or during any challenges that life may throw, but I can absolutely choose what to focus on for good or for ill. I've found myself thinking of this image all week and it's really helped to bring me back to the moment, and to gently but firmly remind myself to simply stop – and be present.



FIGURE 34



I'm not a very exercise-y kind of person. Physically, I think I'm rather lazy in nature and there aren't many sports I enjoy. In October, I joined a gym that I actually like going to, as they provide weights, HIIT and boxing classes, and I went nearly every other day since. From when the gym closed, it's been more of a challenge to keep moving. These are my flatmate's weights, which have come in useful. I thought I'd give it a go on the balcony as it was sunny. I started out alright but then my cat came to distract me. I also did a bit of yoga, but was quickly lying flat on the mat thinking of meditating, but nearly taking a nap instead. It's easy to be self-critical about not putting in the work, but there's also a lot of fun in just taking it easy. It's about getting started and keeping it going, but also about enjoying the little things, whenever they come.

2.3 SLOWING DOWN AND APPRECIATING THE STILLNESS

Along the similar themes of spending time in nature and having an expanded sense of time to move and exercise, participants also talk of how the enforced slow down has made them appreciate the stillness, the quiet moments in a day, and to observe the beauty of their surroundings. With an increase in time, there is a renewed appreciation for the small things in life - a sunset, or a periwinkle on the beach.

I'm used to having a very fast-paced life - you go to work, then you go to the gym, then you go meet people and it's very structured, going all the time. There's very little room to just stop and observe. ...I've walked down Sandymount plenty of times, but I've never stopped to take a picture of a periwinkle, so it's that opportunity of

what this crisis can give, the concept of wider thinking, being a bit more present. [Aoife]

This picture I called 'Serenity' we were driving down to the shop on Saturday evening and I saw this sunset and I was like wow. In all the time I've seen the view, I don't think I've ever seen that particular colour. I think it encapsulates...so many things that were second nature to us that we didn't really appreciate....I know I'm appreciating things that I would have taken for granted more. [Ellen]

I think a big thing for me - because I'm spending so much time on my own now and my head isn't maybe as busy as it was or I'm not rushing and racing - is I'm actually enjoying walking more or taking in my surroundingsIt's

nice to actually take things in ...I think I've walked past this little waterfall 1,000 times and I've never really noticed it. Being more mindful really is a big thing that's come out of COVID for me. [Rebecca B]





FIGURE 35



© Aisling | 2020 | Deloitte

My appreciation for this quiet time has led me to be more mindful and more aware of my surroundings. This is just a picture that was taken along Lower Mount Street and you can see the street is completely empty. It was taken in the evening as the sun was going down and I suppose I'm a little bit obsessed with the sky, so I just thought this was a really nice still moment.

FIGURE 36



© Aisling | 2020 | Deloitte

This is Harrington Street, it was an evening where there was nobody really around. There was no traffic. It's a bank holiday weekend. Normally it'd be so busy, but I just thought it was really beautiful how still it was.



FIGURE 37



This is on the theme of taking the opportunity to look around more and to take advantage of the slowness that happens on the weekends, I'm used to having a very fast-paced life - you go to work, then you go to the gym, then you go meet people and it's very structured, going all the time. There's very little room to just stop and observe. I think with this picture, what I loved is the symmetry and the vibrancy of the colours and I probably never would have noticed that - I would have walked this plenty of times because one of my clients used to be down there, but I never stopped to notice that aspect of it. So if I could bring that into life afterwards, to stop and kind of be a bit more present in times like that and not be rushing to a finish line - what is the finish line at the end of things? So to take a bit more presence if possible.



FIGURE 38



Inner calmness, more meditation, daily walks and connecting with nature, this for me is the best medicine and raises my energy. This picture was taken at about seven in the morning and there was no one around. It just felt like a new dawn, stillness and beauty and remembering our connection with nature. But it's also a stark reminder - it looks so perfect and it was, it was a beautiful morning, but the social distancing signage is all over the path. But at the same time, nature is there for us and helping us through this time.



FIGURE 39



© Rebecca B | 2020 | Deloitte

This is the bottom of Rathmines on the canal and I walk into work by this spot every day and walk home, so twice a day and I just walk past it. Firstly, I've never taken a photo of it and secondly, I'm like oh yes, that's nice, but just move on. So it was the first time that I actually stopped and looked into the canal and had a proper look at it and I just thought it was really pretty. I think going forward when we're back to the office, I think I'll be more mindful and more appreciative of my walk into work and the beautiful nature. I just thought that this was really pretty and kind of sad that I hadn't appreciated it for the last couple of years that I've been living in Dublin.

FIGURE 40



© Rebecca B | 2020 | Deloitte

This is Bushy Park. I've probably been here three times a day since COVID has started. I think a big thing for me because I'm spending so much time on my own now and my head isn't maybe as busy as it was or I'm not rushing and racing - is I'm actually enjoying walking more or taking in my surroundings and I've been meeting friends in the evenings for walks or friends in Stephen's Green at lunchtime, but it's really just to walk and meet someone. It's nice to actually take things in and I think I've walked past this little waterfall 1,000 times and I've never really noticed it. Being more mindful really is a big thing that's come out of COVID for me.



FIGURE 41



This picture I called 'Serenity' we were driving down to the shop on Saturday evening and I saw this sunset and I was like wow. In all the time I've seen the view, I don't think I've ever seen that particular colour. I think it encapsulates...so many things that were second nature to us that we didn't really appreciate. I think a theme that has come across in a lot of the pictures has been nature and definitely for me, I know I'm appreciating things that I would have taken for granted more. That picture was serene and we ended up sitting in the car pulled in on the side of the road for about five minutes just looking at it. It captured me for that moment and I thought, it's worth appreciating what we have there.



FIGURE 42



© Aoife | 2020 | Deloitte

This is on a similar theme. Walking on the beach, paying more attention to surroundings, being a bit more present in times and noticing things, which I wouldn't normally do. I've walked down Sandymount plenty of times, but I've never stopped to take a picture of a periwinkle, so it's that opportunity of what this crisis can give, the concept of wider thinking, being a bit more present, if possible. I find that's only at weekends that I have that opportunity. Midweek is still work, eat, Zoom, sleep, repeat. That's one thing that I would gladly try and work on too, but I don't know how to do that.

FIGURE 43



© Torunn | 2020 | Deloitte

This was Sunday morning. The sun was streaming in and we got out some of my grandad's old records and started playing them and it was that real sense of time slowing down and doing something that we never normally have the time to do. We're normally rushing around and it was a lovely moment.

2.4 Resilience and maintaining a positive mindset

Throughout it all, there is a strong sense of resilience within the group – of reaching inward for strength and for the tools of mindfulness; of letting-go of what can't be controlled; acceptance and surrender. Participants describe a sense of trying to maintain a focus on the positives within their lives, on the potential opportunities within this time - of controlling what can be controlled and of letting go of what cannot;

I think it's important for us all to focus on the fact that this too shall pass, and while it is challenging and really hard not being able to see family and friends, and difficult that life seems to be put on hold in a lot of ways; it won't last forever, and we'll be the better for it. [Sharon]

All we can do when things seem dark ahead is take it one step, one day at a time. While we can still have big dreams, goals, and ideals, many things are shifting and becoming more myopic as it is hard to plan for such an uncertain future, but hasn't the future always been uncertain? [Caitlin]

I think this time in particular is such a good analogy for potential, because there's so many different ways of looking at opportunities and we are learning so much about ourselves. [Anne-Marie]

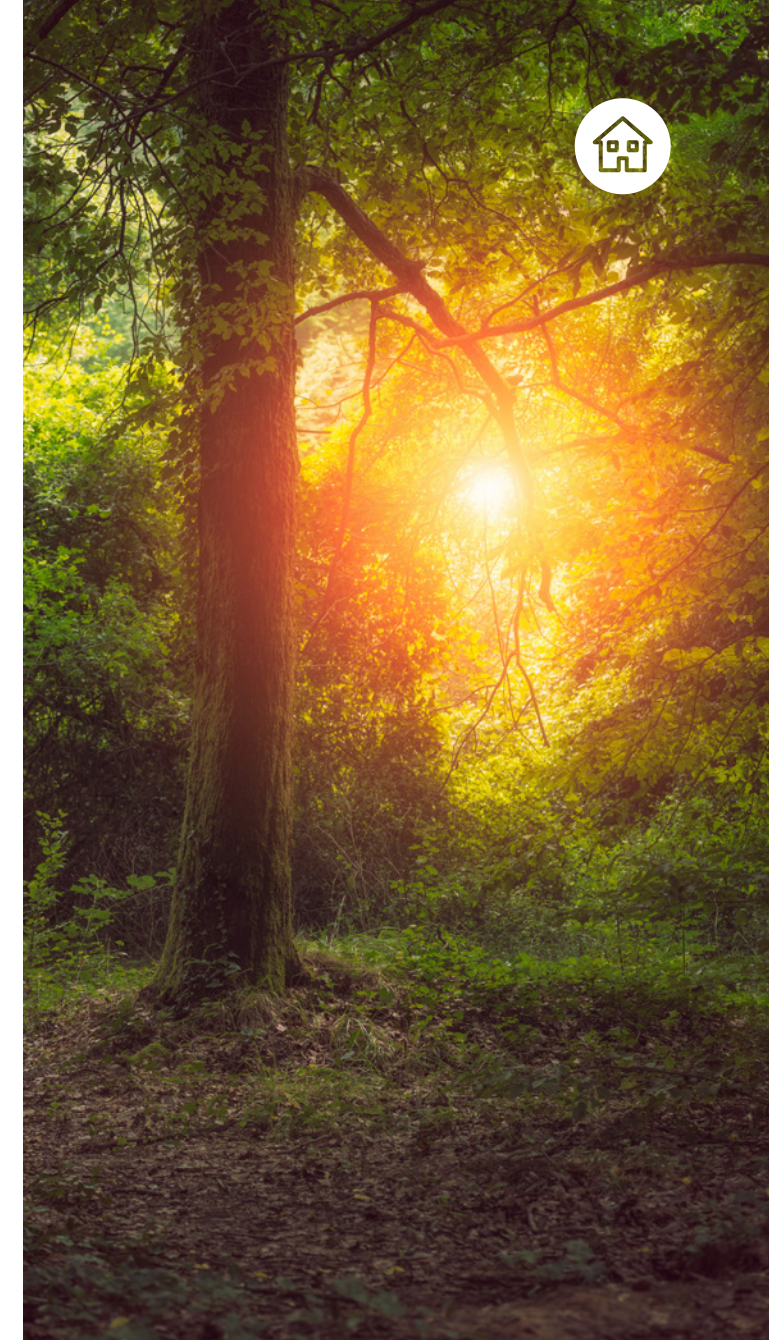




FIGURE 44



© Ellen | 2020 | Deloitte

Being by the coast, I appreciate it so much, but I've been watching over the last number of years how much erosion we see and I think this time has been a reminder to let the world heal, we can see from the picture, some of the coastline falling away. But I think at the same time, while we see that, we also see new growth and new life - the yellow in those flowers, they just really give me hope. I find yellow a very bright, vibrant, fresh, energetic colour, if I'm having a grey day, I try to expel the grey and inhale a little yellow. Also the blue sky above, captured for me hope, brightness and future.

FIGURE 45



© Aisling | 2020 | Deloitte

We're all feeling pretty caged at the moment, but this is just the shadow of a barrier. Behind it, I felt without sunlight, we wouldn't have this shadow and I just thought that was a nice way to think and be optimistic in this current situation.



FIGURE 46



© Anne-Marie | 2020 | Deloitte

This is hidden potential and it's in terms of both individually and collectively, what lies within. I think this time in particular is such a good analogy for potential, because there's so many different ways of looking at opportunities and we are learning so much about ourselves. I know the majority of us are very challenged with work, but with the sun shining on it, it just kind of says that in the bigger picture and on an individual basis, there's so much hidden potential within us just waiting to blossom.

FIGURE 47



© Ellen | 2020 | Deloitte

I've taken this picture loads of times with beautiful sunshine. You probably can't see the sea now with the grey, but liners that go in and out of the port of Cork pass by there and they can look absolutely fantastic. Yesterday it was really miserable with mist and sea fog in over us and then

today it was just very grey. For me, there's still beauty in that picture, any time I think of that view, I never think of it as the grey picture, I always think of it with sunshine. So for me I think it's about learning to leave the grey behind.



FIGURE 48



© Aoife | 2020 | Deloitte

This was a walk along Sandymount during the weekend, which is the first time getting outside of the two-kilometer radius for quite a while and it just struck me that this was almost like a form of a path out, the river in the middle is almost like a road showing there is a way out. I'm actually finding that I'm working probably more hours than ever before and longer and with more stress, but with less breaks. So this is kind of like ok, there's a way out of this. This isn't going to be the way it is all the time, so it was a nice moment of 'we'll get out of this'. That there's an end in sight.

FIGURE 49

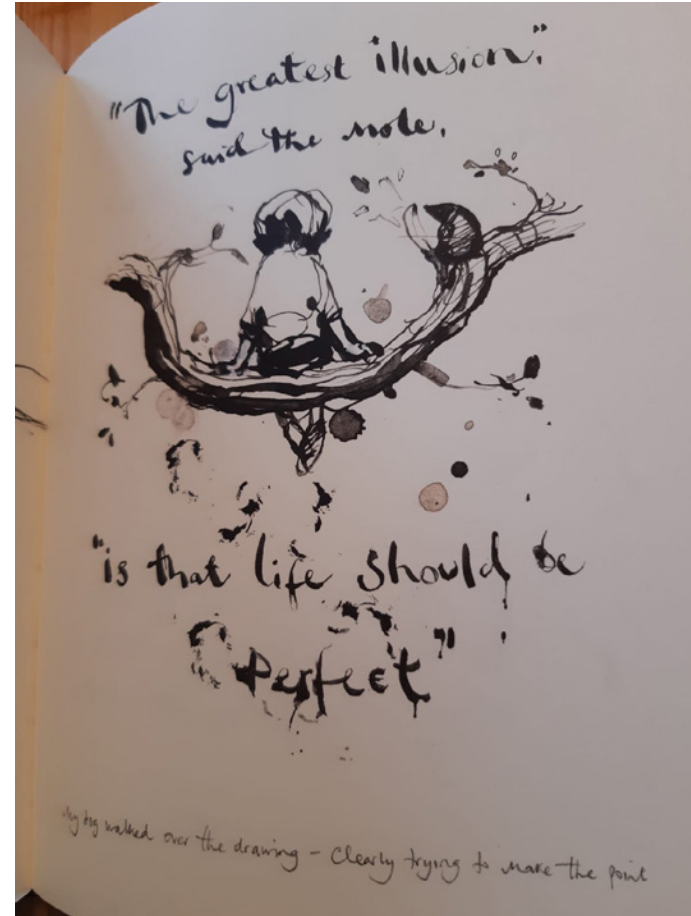
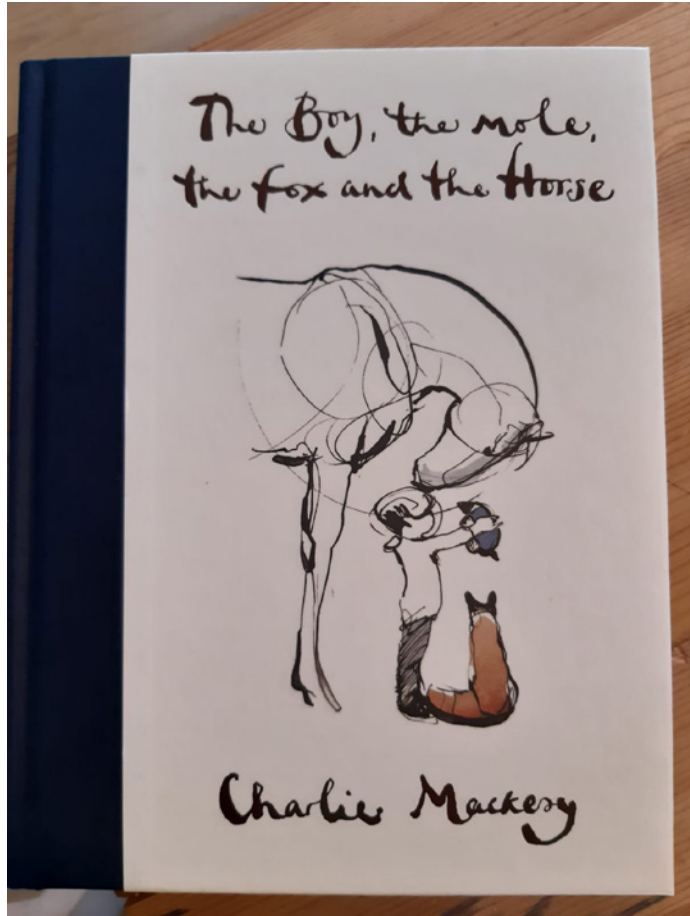


© Sharon | 2020 | Deloitte

This is from a walk in Stephen's Green at the weekend, and while it seems quite literal, I think it's important for us all to focus on the fact that this too shall pass, and while it is challenging and really hard not being able to see family and friends, and difficult that life seems to be put on hold in a lot of ways; it won't last forever, and we'll be the better for it.



FIGURE 50



The Boy, the Mole, the Fox and the Horse. Such a beautiful book and I felt like I could have picked any picture. Some of the sayings and the drawings are beautiful yet simple. I found it calming to dip in and out and reminding myself life isn't meant to be perfect. I feel it's a book everybody should have to flick through and go back to.



FIGURE 51



© Caitlin | 2020 | Deloitte

The movie Frozen 2 has made repeat appearances over the last few months of lockdown to the delight of my 3 year old. Walking by the sitting room one day, I took this picture during the song “The Next Right Thing.” One of the main characters has suffered a tremendous loss and is trying to figure out how to begin again and take a step in the right direction and decides to “do the next right thing.” It made me think of the challenging time we are all going through currently, and challenges inevitably come up in our lives long after COVID. All we can do when things seem dark ahead is take it one step, one day at a time. While we can still have big dreams, goals and ideals, many things are shifting and becoming more myopic as it is hard to plan for such an uncertain future, but hasn’t the future always been uncertain? I think sometimes we forget and feel that tomorrow is always promised. It seems many lessons I’ve learned are constantly being retaught during this period of introspection. To make an impact - If I can bring peace to myself and be mindful in the present moment – hopefully those ripples can pass on to the next person in my

circle, and then the next person in theirs. The unifying factor in all of this, is I think people’s compassion may grow in some ways. We are all going through the same experience, a shared trauma. An understanding that someone’s “best” might not look the same as yours, and that that is ok, will be key to managing expectations and frustrations, deepening our sense of empathy and perspective. Then together as an organisation – keeping our Deloitte ideals in mind, we can continue taking one step at a time as we wait for the path to become a bit clearer. I suppose it’s what we have been doing all along, but making peace with it will be the key. Deloitte has done a great job through this crisis – in my opinion – with frequent communication and emphasis on employee health and wellbeing. I think this is an important trend to maintain focus on for the future. The inclusion/survey and touchpoints with employees from all walks and backgrounds have been fantastic and I believe seeking continued input, where relevant, from these groups will help shape our future firm to remaining a healthy, productive and inclusive place for all.



2.5 CONNECTION – WITH SELF; OTHERS AND COMMUNITY

The final key way of coping identified by participants within the group is connection. That connection starts with the self – taking time out alone to centre and ground themselves amidst all that is going on externally.

[On] Friday morning before work... when I saw how sunny it was, I decided to go for a walk and enjoy the sunshine.... I ordered a cappuccino and I sat in this spot, reading a book, and thought how nice a moment it was, just by myself before kicking off the last day of work for the week. And

this moment kind of set a positive mood for the rest of the day.just a bit of me-time that I really enjoyed. [Nele]

Secondly for participants, connection with others is vital to maintaining a sense of belonging and positive mental health. Whether it is connection with family close by, friends far away, with colleagues, or with pets – spending time during the day connecting with others is a key way that participants are coping during this time;

I talk to my mum every day, she retired last year and she loves to chat so I make sure I talk to her every day and try and keep her sane. And me too obviously, it goes both ways. I'm just trying to make sure that I keep that time for mum every day. [Claire]

So many connections have opened we're all connecting with people from all parts of the world who we might have not linked in with, given the current situation. [Aisling]

I went off on Sunday morning and picked up half a dozen Lindt bars and sent them to some of my friends. It was just putting pen to paper and I think for me, caring and connection, that's what is really important. We're all finding it difficult at the moment, but sometimes it's just little things make a difference. [Ellen]

Deloitte have been proposing that we link in with a colleague and have a virtual coffee. It's that chat, that connection, even throughout a busy day, just having that time carved out is key. [Anne-Marie]

Our rescue dog Ziggy has been a true salvation throughout this...Ziggy has saved my sanity during lockdown. [Sharon]

Finally connection with their wider community is highlighted as another unexpected upside of the COVID-19 crisis - spending more time in our own localities, having more opportunities to give-back and to spend time with our neighbours.

One of the positive things that I will be taking away from this lockdown time is the fact that I have been able to meet – in most cases for the first time – and talk with so many people that live nearby. [Sharon]



FIGURE 52



This is right around the corner from where I live. It was a Friday morning before work. I wake up every morning around seven now, even though I start work at nine, to do whatever I want to get done before work. On Friday, I wanted to exercise, but when I saw how sunny it was, I decided to go for a walk and enjoy the sunshine instead. I ordered a cappuccino and I sat in this spot, reading a book, and thought how nice a moment it was, just by myself before kicking off the last day of work for the week. And this moment kind of set a positive mood for the rest of the day. I think that was also only my second cappuccino in seven weeks, where I normally have about one a day. It was just a bit of me-time that I really enjoyed.



FIGURE 53

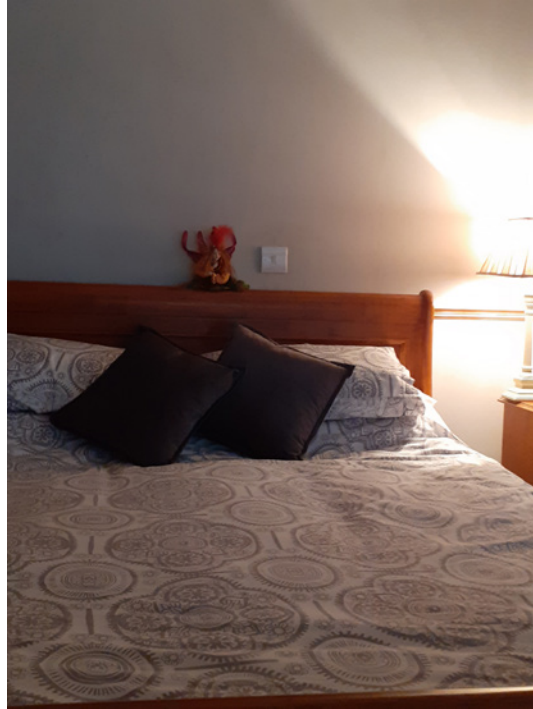


Whenever I'm having my morning coffee usually I buy one on my way into work and you're in a rush and I don't really enjoy it. I do enjoy it, but I don't savour it maybe is a better word. I'm here on my own every day, except for the weekend, so I've had a lot of time just for myself to think about things and I think I found that very hard at the start because many nights I'd normally be meeting someone or doing something and I think having all this time on my own has been very difficult for me. Even the weekends, being in Dublin every weekend, I've found that very difficult as well.

So I think there's two elements to this photo. There's the element of finding myself during this period and being happy just being on my own. Then it also represents that I'm really looking forward to meeting my friends and just meeting your work colleagues, people that you mightn't be that close to, but that you have the random conversations with, I love hearing about people's lives and stuff. I think that's the only element really of being in the office that I miss – it's the people interactions.



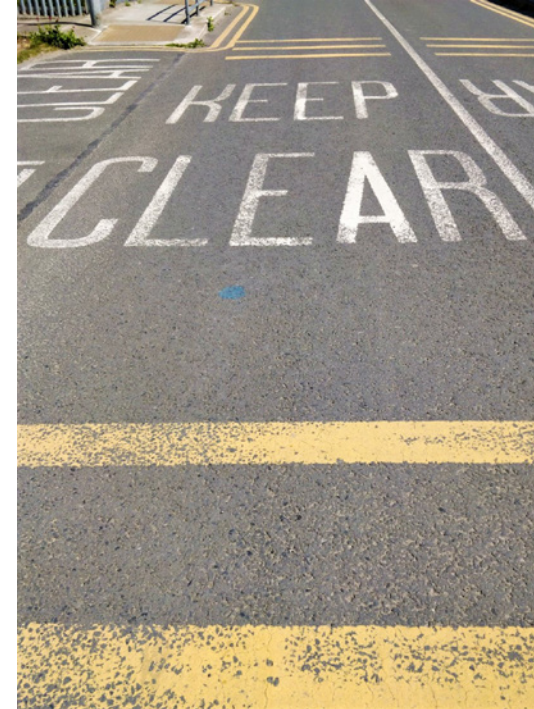
FIGURE 54



© Rebecca A | 2020 | Deloitte

In terms of what I am learning right now, during this time - to rest and dream and sleep. I really, really appreciated sleep and rest more than I did in Dublin. I feel like I get home from work, I'm over-exhausted and I actually see bed as a chore. I hate getting out of it and I'm trying to unwind when I get into it. I feel like since the lockdown, I'm dreaming so much. I'm sleeping so much and the extra hour in the morning, I absolutely adore. I'm wide awake every day when I start work. So bedtime and resting and reading and dreams, I'm really appreciating at the moment.

FIGURE 55

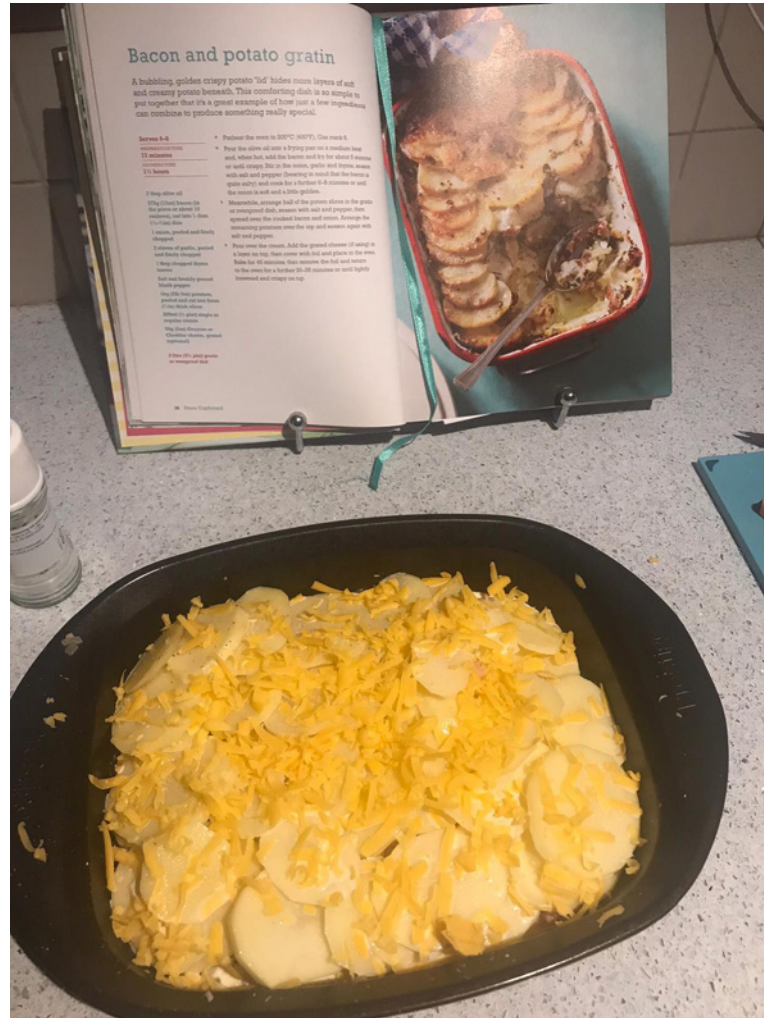


© Nele | 2020 | Deloitte

I was looking at the ground while walking to the Poolbeg Lighthouse when it said to Keep Clear. I took a photo because I'm learning that during it all, it's important for me to "keep clear". I'm now more actively trying to take the time to focus on health and mental wellbeing, like many others. Keeping clear to me means looking around me, not leave my head hanging, and keeping a clear head. There is still movement to enjoy and progress to be made as long as I don't become mentally stagnant. The environment is changing and it's actually posing up different opportunities that I might not have been expecting before. So it's good to have messages like this on the ground, to remind me to look elsewhere.



FIGURE 56



The big thing working from home for me has been having more time for myself and you can get your shopping done at different times or you can prepare your dinner during lunchtime, things like that. Before all this, I was busy meeting people in the evenings or doing things in the evenings and I just never had been one of these cooking people or baking people. So it's definitely something that I'm hoping to take forward to the new world after COVID is over. My husband is a pharmacist, so he's been working crazy hours for all of this, so I've been really re evaluating my time. I've a very busy head and I don't like to just be doing nothing all the time, so I thought cooking, that's something I can take up now. This is what this photo symbolises. I've made it about ten times now.



FIGURE 57



© Anne-Marie | 2020 | Deloitte

This is entitled 'Coffee at 11' - Deloitte have been proposing that we link in with a colleague and have a virtual coffee. It's that chat, that connection, even throughout a busy day, just having that time carved out is key. Our days and weeks become so busy and it's amazing just having that connection, even

with someone you don't know well, even having those coffee mornings once a month, having a coffee with someone that you don't really know that well. It's a great way of getting out of the comfort zone and just getting to know more of our colleagues and making a stronger company.

FIGURE 58



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This is in Mayo. It's a Sunday walk on the beach with my parents. There's no one on the beach. I absolutely love the sea, so I just thought this was a really gorgeous photo, a completely un-staged photo on a Sunday with no one on the beach. It couldn't be more perfect and it made me rethink where am I happiest and I suppose at this time to be more aware of my appreciation for my parents and I just want to spend more time with them with what's happening.



FIGURE 59



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This is the beautiful blue skies that we've had the last couple of days and to me, the electricity lines represented connection and that so many connections have opened we're all connecting with people from all parts of the world who we might have not linked in with, given the current situation. The electricity cables, they represented to me the brightness of the day and again, you can just see how the flowers on the tree are blooming. I'm trying to look at the positivity in some of the still moments and the quiet moments.

FIGURE 60

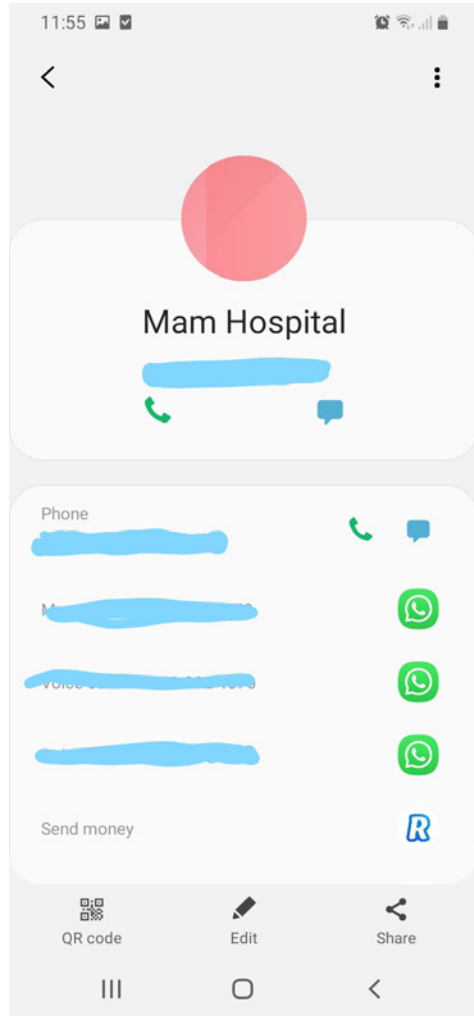


© Claire | 2020 | Deloitte

My family. My mum and my brother and sister - just representing all the calls that we're on and staying connected. I talk to my mum every day, she retired last year and she loves to chat like, so I make sure I talk to her every day and try and keep her sane. And me too obviously, it goes both ways. I'm just trying to make sure that I keep that time for Mum every day. Given the normal usually busy, hectic schedules, I don't always have time to call her, so it has been nice to make sure I do connect with her. She's only a few kilometres down the road. I haven't seen her because I'm conscious of her health and my health and don't want to jeopardise anything.



FIGURE 61



My mum has been in hospital for quite a long time and it was her birthday today. Time is out of our control at the moment, I wouldn't normally take a personal call when I'm in the office, but because I'm at home, I could afford to talk to my mother on the phone at a really weird time, at like half three in the day. So we got to sing Happy Birthday to her and blow out the candles and everything. That's the number I dread coming up.

© Rebecca A | 2020 | Deloitte

FIGURE 62



© Anne-Marie | 2020 | Deloitte

Gratitude lies within the seat of wisdom as we inspire each other and transform our world. My niece lives in Geneva and it was the first cake she made and she sent a picture to me. It's significant just because of who she is and it just emanated for me love and that's really important in terms of our love for each other at this time and our love for the planet.



FIGURE 63



I was on a Zoom call with a few of my friends the other night, they live around the country and I was telling them how I had decided to post off some chocolate to my nieces and nephews, just for the joy of opening a packet and getting the thrill of finding a random Twix or Mars or Snickers in the post. One of my friends was saying, 'I'd love if somebody would send me chocolate'. So I went off on Sunday morning and picked up half a dozen Lindt bars and sent them to some of my friends. It was just putting pen to paper and I think for me, caring and connection, that's what is really important. We're all finding it difficult at the moment, but sometimes it's just little things make a difference.



FIGURE 64



© Sharon | 2020 | Deloitte

Our rescue dog Ziggy has been a true salvation throughout this. Living in a small house would have resulted in a lot more arguments with my boyfriend if it hadn't been for Ziggy, who is a handful and requires a lot of attention and care, but is worth every bit of it.

Spending so much time with Ziggy has also given me a different perspective. For him, everything is much more straightforward, and in a way, simplified. For me, I know that I probably overthink things quite a bit, and end up exacerbating whatever I am anxious about at any given time, and I could probably benefit from simplifying things for myself from time to time.

Ziggy has saved my sanity during lockdown – we are finalising his adoption at the moment, and now all we have to do is to figure out how we will deal with our own separation anxiety when we have to return to the office.



FIGURE 65

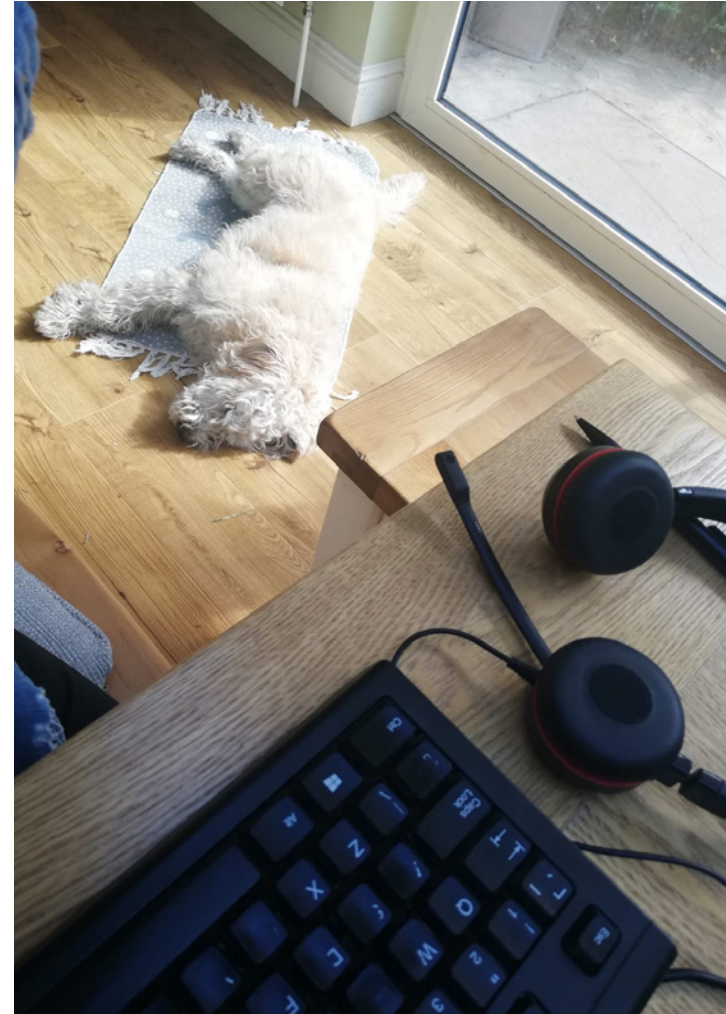


© Sharon | 2020 | Deloitte

This is my local coffee shop which has reopened in the last few weeks, and which I have been going to each day on my lunchtime walk. As it's normally closed at weekends and in the evenings, I normally would never be able to go there, but going forward and when we return to the office, I am going to be changing my route into work to make sure I can stop in there on

my way. One of the positive things that I will be taking away from this lockdown time is the fact that I have been able to meet – in most cases for the first time – and talk with so many people that live nearby. As we live in the inner city, people often in this area would keep to themselves and not really interact all that much; it's headphones in and no eye contact most of the time.

FIGURE 66



© Aisling | 2020 | Deloitte

My little PA during working from home. He's definitely been my saving grace during this time. I feel like he's got a sense of when he knows you're down or stressing, he's definitely had a massive impact in adapting to working from home. He's only 11 months, and when I was in the office, I wouldn't get to see him from one side of the day to the other. So there's been a massive bond built up over the last couple of weeks working from home. So if I could bring anything down with me to the workspace post-crisis, it would be definitely Marty. We'll have to get a bring your pet to work day going.



FIGURE 67



© Sharon | 2020 | Deloitte

A group of artists came by a derelict house on the next street over from us, and gave the front of the house a chalk makeover, which has lasted surprisingly well and gathered a nice little (socially distant) crowd.

FIGURE 68



© Torunn | 2020 | Deloitte

I'm chair of a local charity that provides sheltered housing. This has been a real mix of emotions because there's the enormous weight of responsibility at the moment in terms of keeping both staff and residents safe and unfortunately we've had a number of staff and residents who have caught COVID-19. Thankfully all of them have recovered. I've been supporting two days a week with delivering lunches to all the residents in their rooms because we've had to close the dining room. So that's been the burden of feeling responsible, but also it's been a real pleasure to actually feel I could do something practical to support them. I've enjoyed getting to know the residents and I now know all their names. I feel so sorry for them stuck in their rooms to avoid contact with each other. It also reminds me of how lucky we are. At least we can come and go, and be outside.



FINDINGS

LEARNINGS FOR THE FUTURE

For the final week of the project, participants were asked to reflect on how the workplace may be re-imagined post-COVID-19 - what learnings, changes, and new ways of working would they like to see maintained from this time and brought into the future.

In keeping with Deloitte's purpose of making an impact that matters, the group were also asked to consider their thoughts and feelings regarding what impact matters most of all now.

In this final week, three main themes emerged. Firstly, with regard to how

the workplace may be changed or reimagined in the wake of COVID-19, participants express a desire to maintain some of the increased sense of balance which working from home and travelling less during this period of restriction has afforded them. While most do wish to return to office-based working for at least part of their week, participants would like to maintain the increased flexibility and new ways of remote working which have been successfully practiced during this time.

Secondly, participants also highlight how they would like to incorporate



more time for reflection and connection during their work day – whether in the office or working from home, the group talk of wishing to maintain some of the increased time to foster a sense of stillness and mindfulness during their work-day.

Finally on a more global scale, participants highlight the impact that Deloitte can and does make with regard to its environment and sustainability agenda. Many highlight how this time has made them reflect on the impact we have on the planet, and how we can reduce our burden on the earth by cutting down on

business-travel and by re-prioritising the environmental agenda as an organisation.





3.1 OPPORTUNITY TO REIMAGINE HOW WORK IS DONE

Participants overall feel that they have benefitted from the increased flexibility which working from home has afforded them, particularly in relation to the increased time they have due to the absence of a rush-hour commute. While all miss their colleagues and the camaraderie of the office and working with clients, there is a desire to maintain the ability to work from home part of the week. There is a desire to have more flexibility overall within the workday.

To allow us to work from home more would be brilliant going forward, getting some of that personal time back, not having to commute every single day. [Claire]

I'm very lucky and grateful to have a designated work area, and I take a lot of comfort in that...When I think of how this changes things for me and for the workplace, I'm actually quite happy working from home. It poses opportunities. I can't say I enjoy not seeing my colleagues in person at all [but] if people are going back to the office, it definitely won't be everyone at once. So I will happily stay back a bit and work from home a bit longer if necessary. [Nele]

There are mixed feelings with regard to returning to the office, with participants feeling some trepidation regarding the logistics of how they can safely return to working in close proximity to others. On the other hand, there is also a strong desire to return to some sense of normality, to see colleagues, and to not have to continue having to work and live in the same space. This is especially the case for those who don't have space in their homes for a dedicated work area, and for whom work has colonised the kitchen table.

This is my home workspace, which I can't wait to get rid of...this clutter, it just drives me up the wall. Every night, I try to put everything away because I hate looking at it. With going back to

the office, while I love the time and the flexibility being at home, I am looking forward to everything going back to the office, not seeing it at my kitchen table. [Aisling]

My bubble's been very small the last 10 or so weeks, so there's definitely a bit of fear at the idea of getting on public transport and into the workplace and broadening the circle, yet at the same time I'm kind of dying for it too, to see more people and meet more people...Even though there's some worries, there's definitely hope for the future and there's lots of good things happening within Deloitte and within the country in terms of how people are trying to make things better and more feasible for us to move to the next stage. [Claire]



FIGURE 69



© Caitlin | 2020 | Deloitte

The path ahead is uncertain. It's hard to see around corners. I've read that people's behaviour is grounded in two instincts – a need for security and a desire for control. I believe that by continuing to enable employees to retain a semblance of control with increased focus on flexible and agile working that will continue to take the pressure off individuals and enable their success and personal wellbeing in order to sustain a very different way of life than we are typically used to. From working remotely part of my week, over the last two years, I've found great benefits when in the office two to three days a week and working from home two to three days. On those split week's I've

benefitted from the camaraderie, connection and mental stimulation from the office, with time at home to do focused work in a comfortable setting, minimise my commute with environmental and personal benefits, increase my exercise, and tend to personal and parental needs while maintaining productivity. It's not necessarily easier than traditional nine to five but it allows me to make choices keeping all parties in mind and work to the best of my ability. This may be especially critical given health implications, that may incapacitate workers in the coming years, whether they find they have to care for ill partners/spouses/parents, children or other dependents due to the current health crisis.



FIGURE 70



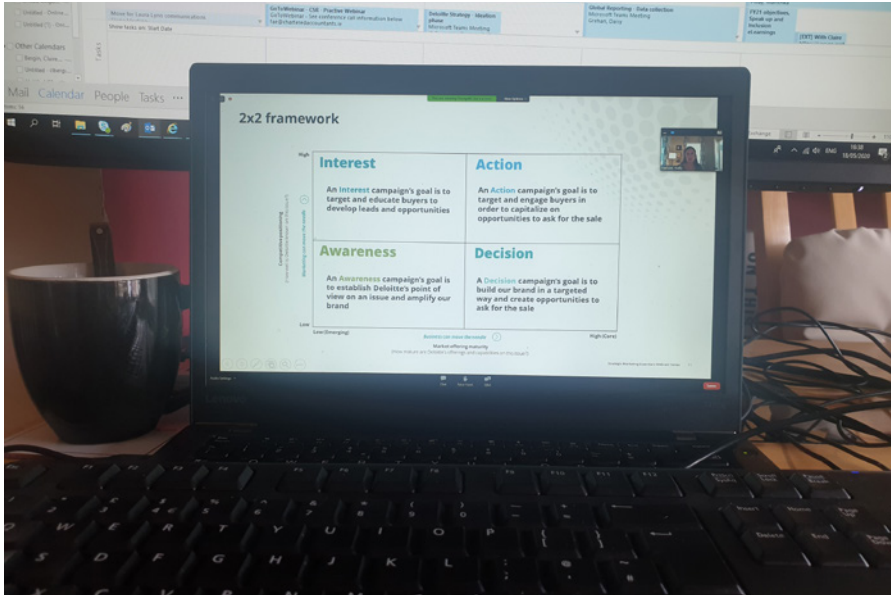
This is my living room/dining room/workspace. I live in an apartment with two other people, but I'm very lucky and grateful to have a designated work area, and I take a lot of comfort in that. In the evenings or weekends, I just move the desk closer to the wall and don't use it. For me mentally, it helps a lot that work is completely separate from my personal life, so as soon as I shut the laptop down, I don't have to be in that space anymore. I don't work at the living room table or kitchen table and when I take a break, I try to go away from my desk or outside. At the beginning of the lockdown, I was even joking with my husband, asking him to join me at the table: "Hey, you

want to join me for a break in the coffee shop over here?"

When I think of how this changes things for me and for the workplace, I'm actually quite happy working from home. It poses opportunities. I can't say I enjoy not seeing my colleagues in person at all, but that's a different question. The working-from-home part itself fits me quite well, and I think that many companies may allow work from home more often when it suits your lifestyle. In the near future, even if people are going back to the office, it definitely won't be everyone at once. So I will happily stay back a bit and work from home a bit longer if necessary.



FIGURE 71



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In terms of what I fear, I think it's that trust to be able to work from home and I think we've certainly got that in place for now. To allow us to work from home more would be brilliant going forward, getting some of that personal time back, not having to commute every single day. That's my working from home setup there, it's not ideal, but it's working for me.

FIGURE 72



© Aisling | 2020 | Deloitte

This is my home workspace, which I can't wait to get rid of. One of my favourite things ever is to sit around the table with people, whether it be having the chats or whether it's having dinner - and this clutter, it just drives me up the wall. Every night, I try to put everything away because I hate looking at it. With going back to the office, while I love the time and the flexibility being at home, I am looking forward to everything going back to the office, not seeing it at my kitchen table.



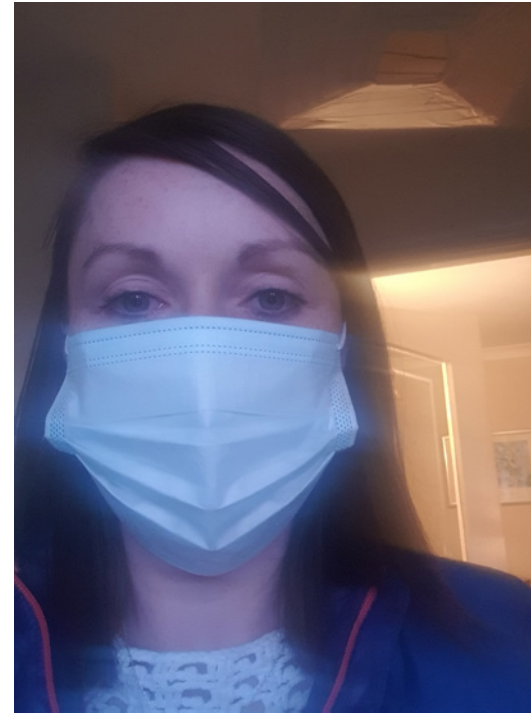
FIGURE 73



© Ellen | 2020 | Deloitte

I'm fortunate at home that I don't need to use the kitchen table as a desk and I have an office space to work in. It's great for me to be able to keep my home and work space somewhat separate. I included the Keep Cup in the picture – as most of us love our tea/coffee and catching up in the canteen. I think it will be very different when we go back to the office. In the past, none of us would ever have thought twice about going to the canteen, making a cup of coffee and sitting down with colleagues for a catch up, whereas now there's a different awareness of everything and I think things like the keep mugs that are ours to take safely with us will become more commonplace.

FIGURE 74



© Claire | 2020 | Deloitte

What working in the office space will look like now, potentially wearing masks. What will it be like in the office going around the floors and buildings? Will we all be wearing masks? Potentially we will be. And fear, I entitled this photo 'Fear'. I'm definitely a bit worried about what that will be like. My bubble's been very small the last 10 or so weeks, so there's definitely a bit of fear at the idea of getting on public transport and into the workplace and broadening the circle, yet at the same time I'm kind of dying for it too, to see more people and meet more people.



FIGURE 75



Even though there's some worries, there's definitely hope for the future and there's lots of good things happening within Deloitte and within the country in terms of how people are trying to make things better and more feasible for us to move to the next stage. The leadership in Deloitte are working very hard on that, so it's interesting times ahead to see what the new look Deloitte will be like. I've every faith in them that they'll do their best. It might not be exactly what we all want, but I know people are working hard to make sure it is a safe place for us to return to.



FIGURE 76



This was last Thursday when I felt like I'd just had the most horrendous day of trying to sit in on training that required you to be able to see the screen and the technology kept dropping and I was really struggling with calls and the connectivity. I was a ball of tension by the end of the day, so I just had to go for a walk in the evening after dinner and this was the first thing I saw when I crossed the road. To me, it just symbolised the technology and I suppose the 15km/hr sign is almost like the go slowness of it and the fact that for me, although it's not the biggest source of anxiety or the thing I'm most worried about, it was the biggest niggle at the time and the concern is if this is going to go on for months and months, how will I make that sustainable?

3.2 TIME FOR REFLECTION AND CONNECTION

For participants within this project, their workday has continued to be very busy, and for some even more so due to the impact of COVID-19. Working from home, combined with the considerable restrictions placed on what we can do during our personal time, has however given participants more time and more flexibility overall in their day. The group describe how this period of enforced slow-down for society has allowed them space to consider how they spend their time and to reflect on what parts of this current way of working and living they would like to maintain in the future. There is a sense amongst participants of wanting to maintain the increased sense of mindfulness, balance and flexibility that this period has given them space for.

I used to have such a routine for every day. Like going from work to the gym or to do something else. I haven't been keeping track of my time outside of my work hours. I've just been going with the flow and just really liking the flexibility and not having a routine. [Aisling]

This photo is to reflect on how important time has become during all of this. I mean so many different facets, personal time, work life, personal life, family time and so on. So when I think about what I'd like to grasp out of this time, it's to get that balance of time right. [Claire]

What I'd love is when things resume is to be able to continue to work from home a couple of days a week and to take the time to do something for myself and to do some exercise during the day instead of trying to do it in the evening when I'm too tired. [Torunn]

Just even to have it built-in within the work day – to have a 10-minute meditation break just to bring us back to our centre point during the working day. It actually clears the mind. [Anne-Marie]





FIGURE 77



This is definitely one thing that I want to keep forever. My morning coffee would always be the rush to the office, walking with a coffee, not really enjoying it all that much. But since I've been working from home, if the weather is nice, I always sit out the back and have my coffee and it's just something that whether it's at work or whether it's at home before going to work, having that time again and really enjoying that time and just really sitting in silence and waking up to the day, is really important.

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FIGURE 78



When you come into work it's really busy. We're on our bikes, buses, trains. By the time you get in and installed, you'd nearly forget about yourself or even being able to make a cup of coffee. This photo is entitled 'Listen to your heart'. Just even to have it built-in within the work day – to have a 10-minute meditation break just to bring us back to our centre point during the working day. It actually clears the mind, setting the intention for the day and it has remarkable changes on our brainwave patterns.

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FIGURE 79



Yesterday the local tennis club reopened for the first time in I don't know how many weeks, so we went up and played for 40 minutes. I thought it would be rammed and impossible to get a court but it was totally empty. It made me think that what I'd love when things resume is to be able to continue to work from home a couple of days a week and to build something like this into the middle of the workday. I would like to try to take the time to do something for myself and to do some exercise during the day instead of trying to do it in the evening when I'm too tired.



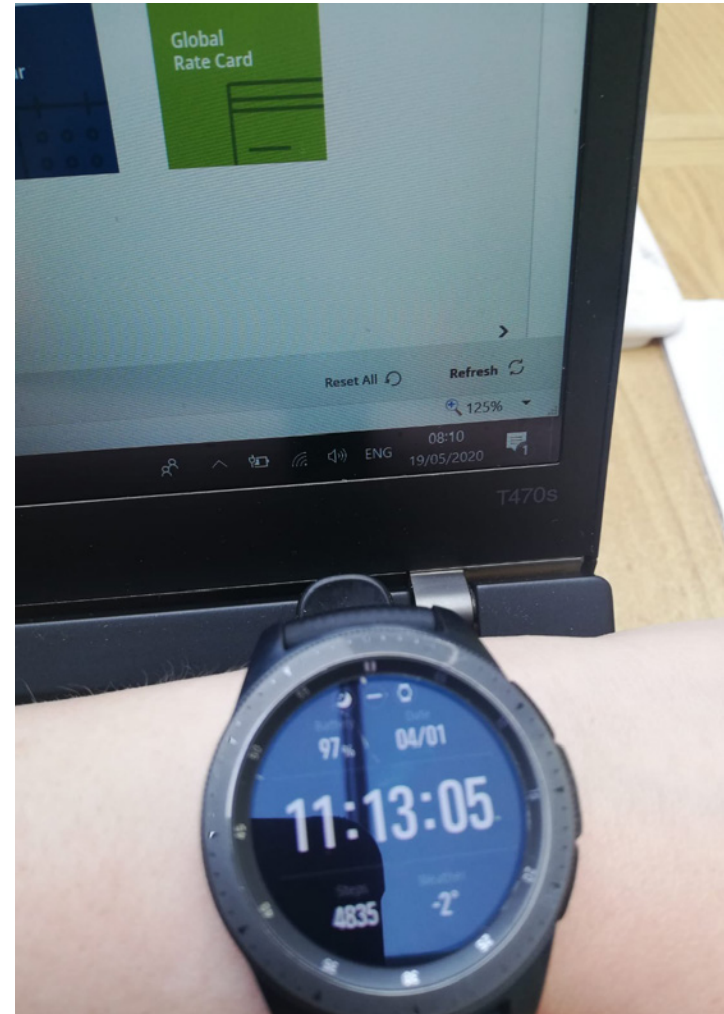
FIGURE 80



© Claire | 2020 | Deloitte

This photo is to reflect on how important time has become during all of this. I mean so many different facets, personal time, work life, personal life, family time and so on. So when I think about what I'd like to grasp out of this time, it's to get that balance of time right.

FIGURE 81



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This is my own watch, which the time is off on by two hours and a couple of minutes, it brings me back to the idea of time and being so flexible at the moment. While my work clock is correct and my work life is kind of still the same, I still work my core hours. I haven't really changed them up all that much, but I used to have such a routine for every day. Like going from work to the gym or to do something else. There were always plans and I just thought it was so funny that my watch has probably been like this for a while and I haven't even noticed - I haven't been keeping track of my time outside of my work hours. I've just been going with the flow and just really liking the flexibility and not having a routine.



FIGURE 82



I have a great friend who lives in a different continent who has always been a great support, champion, mentor. I decided to write him a really long email to catch up. We haven't seen each other for about three or four years. He replied with an equally elaborate update, but one of the things that really stuck with me was his sense of sadness that he felt his career hadn't gone where he wanted it to and he felt a sense of lost potential. It really got me thinking about how in society, and Deloitte would be similar to that, how we judge people or success often on status or hierarchy - and how unimportant that is really. I was thinking back on my own career - it has

been incredibly non-linear and bumpy along the way, but it's the richness of experience. I went back and got out ten different companies I've worked for in five different countries or something like that and the same with my friend. He's had some amazing roles in different countries and I feel that we should judge success on the richness of our lives and the experiences we've had and that's the impact that matters at the moment. It was almost like I felt that I suddenly had an answer to that question of what's the impact that matters at the moment - it's making sure that your life is full of rich experiences, not just linear progress or work status.

3.3 THE ENVIRONMENTAL IMPACT THAT MATTERS

The final issue raised by participants in terms of learnings for the future, is the increased focus on the environmental impact that matters, which the COVID-19 crisis has highlighted. While the group believe Deloitte is committed to sustainable work practices, and has done much good work in this area, they believe that this period is an opportunity to redouble efforts in this regard. Particularly with regard to issues such as travel, both domestic commuter traffic and international business travel for example – participants believe this is an opportunity to reconsider the amount of travel that is done overall and the necessity for face-to-face meetings, and of full-time office-based working.

Deloitte is already doing incredible work with their Environmental Social Governance and Corporate Responsibility initiatives, globally and locally. I think utilising this crisis to further those efforts even more will be very impactful. [Caitlin]

I think what's been so significant worldwide is the way wildlife is coming out during this time of lockdown. And it's just to remember at Deloitte, their green agenda, their sustainability piece. We've some really, really good policies in the staff wellness and wellbeing area, looking after our staff, but it's just to remember the environmental piece too - because all of us have found how much nature has helped us throughout these weeks and it's remembering that. [Anne-Marie]





FIGURE 83



© Caitlin | 2020 | Deloitte

This image represents budding possibilities due to COVID-19 and potential growth. Two examples:

Deloitte is already doing incredible work with their Environmental Social Governance and Corporate Responsibility initiatives, globally and locally. I think utilising this crisis to further those efforts even more will be very impactful. Obviously travel is cut on a temporary basis with the benefit of improved emissions and all that comes with it. How will these benefits/achievements be sustained when travel picks up again? Are there ways to continue the green agenda, which employees can implement from home – Recycling, managing food waste and limiting plastic use?

Post COVID, travel might not go back to the same rate as before, and while travel is so insightful – it might be an opportunity to think how we can increase effectiveness when it comes to “closing a deal” or the importance of meeting face-to-face in business. I think video calls have been effective in the interim, and best practices will evolve to support this method of connection while we adapt to limited opportunities for face-to-face interactions. In person meetings of the future will be increasingly valued and appreciated – so there is room to think of how to make the most of these interactions while also elevating our virtual meetings, virtual summits and the like? Thinking of the budding possibilities formed from adverse circumstances, has reinforced the belief that positives can be taken away from any situation depending where you turn your focus.



FIGURE 84



© Anne-Marie | 2020 | Deloitte

This is a bug hotel and I've called this photo 'Still open for business' because it's the only hotel open. Nature is still open. There's the bug hotel still open, still going and we're part of the great design here. It just gave me great joy seeing it.

FIGURE 85



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Instead of yellow ribbon, there's the campaign to tie a red ribbon around an old oak tree - it relates to the trees that have been marked to be cut down to extend the road for the new bus corridor. The power of trees is so important to us and just the fact that people want to really treasure these. I just hope that the government and authorities understand now that we've got to change direction in our relationship with nature.



FIGURE 86



I think what's been so significant worldwide is the way wildlife is coming out during this time of lockdown. Now foxes are coming out in the back garden here, sun-bathing on the grass. And it's just to remember at Deloitte, their green agenda, their sustainability piece. We've some really, really good policies in the staff wellness and wellbeing area, looking after our staff, but it's just to remember the environmental piece too - because all of us have found how much nature has helped us throughout these weeks and it's remembering that. I entitled this, 'We've got the whole world in our hands' because I think ultimately, through our actions, or our non-actions in the last 10 weeks, we've reduced CO2 emissions. We've turned things around, it's the beginning anyway, through our non-actions and through our sense of stillness and our building a deeper connection with nature. So it is just to be mindful that we can bring this back to work with us and it can be included in our work environment and to be mindful that everything is interconnected.



FIGURE 87



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I've been thinking a lot during this pandemic of how my parents have acted in past crises and how I'm leaving that same "instruction manual" behind for my own kids. My parents did not handle everything perfectly, but they did well in keeping calm and carrying on (during Hurricane Katrina, which I guess is the closest disaster I can liken this too). I too haven't been perfect, but not terrible either - the desire to shape that path for my children has forced me to stop many times, and revisit my strategy, or reaction in many recent situations, and to also look and find the "teaching moments" to help shape their resilience and coping mechanisms which they can draw on throughout

their lives - in good times and in bad. There have been many articles on how newer generations/millennials will be financially worse off than their parents for the first time in history. That's tough, but that doesn't mean we won't be better off in the sense of wellness, empathy, generosity, tenacity, resourcefulness, fulfilment, self-esteem and self-acceptance/awareness. Those are assets that are invaluable, and unfortunately, often forged through challenge and hardship. What really matters is the legacy we leave behind – children or no, the way we improve our environment, interact with our family, and show love and kindness to our neighbours is all that will remain.



APPENDICES

ETHICS AND SAFETY
ACKNOWLEDGEMENTS
PARTICIPANTS

ETHICS AND SAFETY

Participants' safety and emotional wellbeing is the number one consideration of this project. Throughout each stage of the project participants were given the option of sharing their photographs, thoughts, experiences or of choosing not to. The primary aim of this project was to create a safe space where participants could express themselves via photography to the degree that they wished to do so, without any requirement to share that with the other members of the group, the project facilitators or ultimately with the wider organisation via this catalogue and the associated exhibitions.

Dr. Maria Quinlan has received specialist training in the photovoice methodology from the PhotoVoice Organisation and adhered to the organisation's statement of ethical practice. Informed consent was achieved over a phased basis to ensure that participants had clarity regarding what they were being asked to consent to, how their information would be used and what participating in this exhibition and catalogue would involve. Following the final workshop, each participant was sent a transcription of their narrative description of each of their photos. Each participant reviewed and edited their final selection of photographs and the accompanying narrative that they wished to include with them.

Participants' safety and emotional wellbeing is the number one consideration of this project.



ACKNOWLEDGEMENTS

I would like to firstly thank the people who participated in this project for sharing their experiences with such openness, honesty and vulnerability. This project is fundamentally their work and would not have been possible without their generosity of time and spirit. It was a pleasure to work alongside of them on this project.

I would secondly like to thank Deloitte Ireland, and particularly Torunn Dahl, Niamh Geraghty, Glenn Gillard and Harry Goddard for their vision in understanding how the photovoice methodology could be used to help

give voice to the experience of people working within Deloitte during this time of considerable uncertainty and change.

Photovoice is a method that demands transparency and openness from participants with the aim of revealing truths. It takes an organisation that really wants to understand a topic to trust their employees with such a method. Deloitte is a great example of such a company, unafraid of hearing what its employees have to say.

Dr. Maria Quinlan

About the researcher

Dr. Maria Quinlan is a sociologist who specialises in the use of creative, person-centred research methods which aim to facilitate people in sharing their lived experience. She has pioneered the use of photovoice in Ireland, conducting projects across a broad range of topics – from people’s experience of homelessness, addiction and mental health to people’s experience of their working lives, particularly in relation to issues of culture, employee-engagement, wellbeing and inclusion. Combining photovoice with meditation and creative writing exercises, she has also developed a series of courses which facilitate the use of photovoice as a narrative therapeutic technique.

Maria is a former Human Capital consultant at Deloitte and has lectured in Organisational Behaviour and Human Capital at University College Dublin (UCD), and Queens University Belfast (QUB). She is a collaborating research fellow at UCD, where she was formerly research lead at the centre for Applied Research in Connected Health. Maria is the founder of Pink Flower Research, a research consultancy which focuses on using innovative methods to create actionable insight related to equality and inclusion.

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Technology & Operations
Shankill



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Tax
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