TOURISM IRELAND CLG
MINUTES OF THE 211th MEETING OF THE BOARD OF DIRECTORS
HELD AT THE MULLINGAR PARK HOTEL, CO WESTMEATH
FRIDAY 24th APRIL 2026, 9.30-13.45

IN ATTENDANCE:

Karen Sugrue Hennessy (Vice-Chair)	Ruth Andrews
Harry Connolly (virtual)	Pat O'Leary
Laura McCorry	Barry Flanagan
Paul Gallagher	Kathryn Thomson
Stephen McNally	Katy Best
	Des Annett

PRESENT:

Peter Burke	Minister for Enterprise, Tourism and Employment
Fiona Coyne	Department of Enterprise, Tourism and Employment
Alice Mansergh	Chief Executive Officer
Michael Wickham Moriarty	Company Secretary / Director of Business Operations
Siobhan McManamy	Director of Markets and Partnerships
Aidan Power	Director of Marketing
Alan Myles	Financial Controller
Tom Noone	Head of Finance
Nadine Lehmann	Manager – DACH
Karen van der Horst	Manager – Northern Europe
Barbara Wood	Manager – Southern Europe
Monica Mac Laverty	Strategy Implementation Manager
Lynda Quinn	Head of Human Resources
Conor Colclough	EY-Parthenon Ireland
Róisín McTague	Corporate Communications Senior Executive

1. MINISTERIAL ENGAGEMENT

   The Vice-Chair welcomed the Minister for Enterprise, Tourism and Employment, Peter Burke, to meet with and address the Board. A comprehensive discussion took place on tourism strategy, with insights shared by Members. The Minister expressed his appreciation for the work of the organisation, noting its importance to north-south co-operation and industry on the island. The Minister also spoke to his department's tourism strategy roll-out and the importance of data-backed tourism policy in decision-making.

The Minister, Fiona Coyne, Siobhan McManamy and Aidan Power left the meeting. Alan Myles and Tom Noone joined the meeting.

2. APOLOGIES

   Apologies were received from the Chairman, Christopher Brooke.

3. NOTICE AND QUORUM

   1. It was resolved that Ms Karen Sugrue Hennessy be appointed chair for the duration of the meeting (the Chair). It was noted that a quorum was present and that the meeting was otherwise duly convened in accordance with the Constitution of the Company to transact business and that all directors entitled to attend and vote at the meeting had received due notice thereof and of the nature of the business to be conducted.
   2. It was further noted that all the directors present were, pursuant to the Constitution of the Company, entitled to vote and be counted in the quorum.
   3. The meeting proceeded to business.

4. DECLARATION OF INTERESTS

   In accordance with Section 231 of the Companies Act 2014 those directors present each declared that they had no interest in the business to be transacted at the meeting which would preclude them from participating in the meeting and forming part of the necessary quorum.

5. SECTION 819 AND PART 14, CHAPTER 4 OF THE COMPANIES ACT 2014

   The Chair informed the meeting that no person who is the subject of a declaration, order or deemed order for disqualification or restriction under the Companies Act 2014 including Part 14, Chapter 3 and 4 is appointed or acts in any way, directly or indirectly, as a Director or secretary of the Company and the Directors had not received any notice under the Companies Act 2014 including Part 14, Chapter 5, regarding a disqualification undertaking.

6. MINUTES OF PREVIOUS BOARD MEETING ON WEDNESDAY 25th FEBRUARY 2026

   The minutes of the previous meeting on 25th February 2026 were approved, and it was agreed that they would be uploaded to Tourism Ireland's corporate website.

ACTION: Michael Wickham Moriarty

7. MATTERS ARISING

   The Board noted that the matters arising from the meeting of 25th February 2026 had been progressed.

   Discussion resumed on the meeting topics proposed at February's Board meeting. It was agreed that the Executive would explore options for strategy sessions at June's Board meeting.

   ACTION: Michael Wickham Moriarty

8. CEO REPORT

   The CEO gave an update on ministerial, industry and team engagement, as well as tourism performance and marketing activities for H1 2026. Global uncertainty was a central theme of discussion between Members and the Executive.

Siobhan McManamy and Aidan Power joined the meeting.

9. PLAN PERFORMANCE

   Aidan Power gave an update on Business Plan performance to April 2026. A comprehensive discussion took place on progress across various BPIs. It was agreed that further analysis on specific market contribution to key performance indicators would be provided for the June Board meeting.

   ACTION: Aidan Power

10. MARKETS UPDATE

    Siobhan McManamy gave a comprehensive view of consumer sentiment and promotional activities in relevant markets. Discussion took place on 2027 planning by overseas operators. It was agreed that further engagement would take place with industry representative bodies on the matter.

    ACTION: Siobhan McManamy

11. SECRETARIAT MATTERS

    1. Finance Update

       The Board noted the contents of the management accounts, as presented by Alan. Myles. The Board congratulated Tom Noone on his recent appointment as Head of Finance and wished Alan Myles well in his retirement.

    2. Revisions to Bank Accounts / Market Operations

       The Board approved the following bank account revisions and market operation appointments:

       - Sign-off increase required by Tom Noone's appointment as Head of Finance.

- Michael Wickham Moriarty's appointment as legal representative in Italy.
- Susan Bolger's appointment as legal representative in Spain.

Alan Myles and Tom Noone left the meeting.

3. Ireland House Madrid

   The Board noted the contents of proposal on Ireland House Madrid outlined by Michael Wickham Moriarty.

4. RemCo Terms of Reference

   The Board approved the draft Terms of Reference for the Remuneration Committee, pending updates to wording and review timings.

5. MPLs Feedback

   The Board noted the positive feedback received following the launch of the organisation's 2026 marketing plans.

12. ARAC UPDATE

The Chair updated the meeting on the main points of the ARAC meeting on 14th April 2026. A comprehensive discussion took place on the ARAC papers provided in the Board's papers.

The Board approved the draft Risk Management Framework, on the condition of update to references to external auditors.

The contents of the Risk Register summary were noted by Board. It was agreed the updated strategic Risk Register would be uploaded to the document library. The Executive noted inputs on documented risks and agreed to further consideration of same during next SMT workshop.

The draft Terms of Reference for the ARAC were approved, pending update to wording, review timings, and reference to Board updates.

The Board noted the contents of the annual report, with Committee members expressing satisfaction at recent updates.

The updated Internal Financial Controls paper was approved, following in-depth discussion. It was agreed that draft ARAC meeting minutes would be circulated to Board members as part of the Board papers for each relevant meeting.

ACTION: Michael Wickham Moriarty

13. BOARD EFFECTIVENESS QUESTIONNAIRE

The Board approved the proposal outlined, and it was agreed that the relevant questionnaire would be shared with Members following the meeting.

It was agreed that the proposed timing for the subsequent effectiveness assessment would be updated.

ACTION: Michael Wickham Moriarty

Monica MacLaverty, Nadine Lehmann, Karen van der Horst, and Barbara Wood joined the meeting.

14. MAINLAND EUROPE MARKET UPDATE

The Board expressed satisfaction with the update given by senior market managers and encouraged their teams' continued strategy roll-out.

Monica MacLaverty, Nadine Lehmann, Karen van der Horst, and Barbara Wood left the meeting. Lynda Quinn and Conor Colclough joined the meeting.

15. DRAFT OCR RECOMMENDATIONS

The Board noted progress to date by OCR project board and the contents of presentation. An expansive discussion took place on recommendations provided, with approval granted to continue to next phase.

ACTION: Alice Mansergh / Michael Wickham Moriarty

16. AOB

It was agreed that further consideration would take place on meeting locations for remainder of 2026.

ACTION: Michael Wickham Moriarty

17. MEETING WITHOUT THE EXECUTIVE PRESENT

The Board discussed locations of the remaining Board meetings scheduled for 2026, and these recommendations were to be communicated to the CEO, Company Secretary and Board Chair.

The Board also agreed to seek external training on corporate governance in 2026, and the Company Secretary arrange this for the next Board Meeting, if the timing permits. Consideration would be given to holding the training on the evening before the next Board meeting.

The Board requested that the recommendations and resulting actions arising from the recent Great Places to Work survey be shared with the Board.

18. DATE OF NEXT MEETING

The next meeting is scheduled for Thursday, 18th June 2026 in Newry.

The meeting concluded at 14.52.

Signed: ___________________________________

CHRISTOPHER BROOKE – CHAIR