

TOURISM IRELAND CLG  
MINUTES OF THE 210<sup>th</sup> MEETING OF THE BOARD OF DIRECTORS  
HELD AT TOURISM IRELAND OFFICES, BISHOP'S SQUARE, DUBLIN  
WEDNESDAY 25<sup>th</sup> FEBRUARY 2026, 14.00-18.00

IN ATTENDANCE:

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

PRESENT:

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
Neil Aulton	Head of Strategy and Insights
Lynda Quinn	Head of Human Resources
Nicola Allen	Strategy Development Manager
Helena O'Dwyer	EY-Parthenon Ireland
Arpit Jain	EY-Parthenon Ireland (virtual)
Róisín McTague	Corporate Communications Senior Executive

1. APOLOGIES

Apologies were received from Katy Best. The Chair welcomed Barry Flanagan to the Board of Directors and wished him well for his tenure. It was agreed that Alan Myles would temporarily fill the role of Company Secretary, due to an unforeseen delay which left Michael Wickham Moriarty unable to join for the opening items.

2. NOTICE AND QUORUM

2.1. It was resolved that Mr Christopher Brooke be appointed chairman for the duration of the meeting (the Chairman). 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.

2.2. 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.

2.3. The meeting proceeded to business.

### 3. 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.

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

The Chairman 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.

### 5. MINUTES OF PREVIOUS BOARD MEETING ON THURSDAY 4<sup>th</sup> DECEMBER 2025

The minutes of the previous meeting on 4<sup>th</sup> December 2025 were approved and it was agreed that they would be uploaded to Tourism Ireland's corporate website.

ACTION: Michael Wickham Moriarty

### 6. MATTERS ARISING

The Board noted that the matters arising from the meeting of 4<sup>th</sup> December 2025 had been progressed, and that some matters from recent meetings were proposed as standalone agenda items for the year ahead.

### 7. CEO REPORT

The CEO gave an update on ministerial, industry and team engagement, as well as tourism performance and marketing activities for H1 2026. The Board noted that a submission was to be made on the airport passenger cap. It was agreed that this would be added to the Board documents library, as a point of information.

ACTION: Alice Mansergh

Alan Myles left the meeting. Michael Wickham Moriarty, Siobhan McManamy and Aidan Power joined the meeting.

### 8. PLAN PERFORMANCE

The CEO opened the discussion on options for 2026 plan performance reporting. After an expansive discussion, it was agreed that the Board would continue to incorporate tracking of macro- and micro-level targets in its performance reporting. Aidan Power gave an overview of early performance for 2026. It was noted that the 'Ireland Goes Beyond' brand campaign had performed strongly so far against targets set and had been well received by stakeholders.

## 9. MARKETS UPDATE

Siobhan McManamy gave a comprehensive view of consumer sentiment and current and upcoming marketing activities in relevant markets. Discussion took place on peak-season considerations by industry stakeholders. It was agreed that the relevant access data would be provided for further context.

ACTION: Siobhan McManamy

Siobhan McManamy and Aidan Power left the meeting.

## 10. SECRETARIAT MATTERS

### 10.1 Finance Update

Michael Wickham Moriarty updated the Board on progress being made towards end-of-year deadlines for the 2025 financial year.

Discussion took place on the expected timing of the 2025 annual report, with the Board being advised of ongoing liaison with the Comptroller & Auditor General on same. It was agreed that the Chair of ARAC would meet with external auditors on the subject.

ACTION: Michael Wickham Moriarty / Karen Sugrue  
Hennessy

Following a discussion on gender pay-gap reporting in the annual report, it was agreed that the organisation's dedicated gender pay-gap report (as published on its corporate website) would be circulated to Members for further reading.

ACTION: Michael Wickham Moriarty

### 10.2 Internal Financial Controls

The Board noted the contents of the paper. The Chair of ARAC expressed satisfaction at audit engagement and follow-up by the Executive. Members agreed the paper would go to the April ARAC meeting for deliberation on reporting methods.

ACTION: Michael Wickham Moriarty / Karen Sugrue  
Hennessy

### 10.3 Procurement Approvals

The Board approved the award of contract for the provision of tourism spend data services, subject to successful pilot.

ACTION: Michael Wickham Moriarty

The Board granted approval to initiate an EU-level procurement process for the provision of PR services in the German market.

ACTION: Michael Wickham Moriarty

The Board approved the initiation of an EU-level procurement process for the provision of global payroll services.

ACTION: Michael Wickham Moriarty

#### 10.4 Pay Adjustments 2026

The Board noted the contents of the draft paper on in-market salary adjustments. Acknowledging that approval of overseas rates was under the authority of the CEO, Members provided feedback on the structure of the paper, which the Executive will take into consideration.

ACTION: Alice Mansergh / Michael Wickham Moriarty

The Board noted that a review of pay and grades was under way, led by the Director of Business Operations, and in parallel with the OCR process. It was noted that a further update would be brought to Board during summer 2026.

#### 10.5 Meeting Topics 2026

The Board provisionally approved the contents of the paper on topics for the upcoming year, noting agendas could be subject to change as needed. At the suggestion of the Chair, it was agreed that Members would supply comments and feedback within one month.

ACTION: Board Members

### 11. POST-JOURNEY FEEDBACK

The Chair put forward his observations on a recent learning journey to support part a visit by the Economy Minister (NI), which also involved engagement with relevant industry and travel partners, as well as department stakeholders. He outlined nascent-market opportunities which may be leveraged by the organisation in the future.

Siobhan McManamy, Aidan Power, Neil Aulton, Nicola Allen, and Helena O'Dwyer joined the meeting, with Arpit Jain joining virtually.

### 12. MARKET OPPORTUNITY MAPPING

Alice Mansergh gave an overview of the process which had led to the current iteration of the matrix, noting that the insights gained had informed the Corporate Plan 2026-28 and Business Plan 2026. A comprehensive discussion took place on market breakdown, investment allocation, and follow-up research. It was agreed that the Executive would supply relevant research on target visitor segment for further reading.

ACTION: Aidan Power / Siobhan McManamy

Neil Aulton, Nicola Allen, Helena O'Dwyer and Arpit Jain left the meeting.

13. GREAT PLACE TO WORK: Feedback and Action Plan

The Executive brought the Board through the recent Great Place To Work feedback and subsequent engagement with teams. Members agreed with the importance of a focus on people and culture, to further feed into upcoming OCR discussions.

14. ANY OTHER BUSINESS

No other business was raised.

15. MEETING WITHOUT THE EXECUTIVE PRESENT

A number of items were discussed. No actions arose.

16. DATE OF NEXT MEETING

The next meeting is scheduled for Friday, 24<sup>th</sup> April 2026 in Westmeath.

The meeting concluded at 18.39.

Signed: \_\_\_\_\_

KAREN SUGRUE HENNESSY – VICE-CHAIR