

# A Partnership that Delivers

US-Ireland  
Business 2026



Supporting Transatlantic Business  
for the Next Generation

@americanchamber | #USIRL26



# About AmCham



## WHO WE ARE

AmCham is the collective voice of US companies in Ireland and the leading international business organisation supporting the Transatlantic business relationship. We support our members through networking, leadership development and representation to Government, Media and Stakeholders.

## OUR MEMBERS

Our members are the Irish operations of all the major US companies in every sector present here, Irish companies with operations in the United States and organisations with close linkages to US-Ireland trade and investment. In many cases, the Ireland operations represent global HQ or EMEA hubs for certain aspects of their business.

## OUR WORK

### Connecting *with Purpose*

Through our virtual/attended events, webinars, and roundtable discussions our networks support deep collaboration and peer-to-peer learning in a trusted environment. We use best in class technology to ensure that our members can get a first-class networking experience.

### Leadership Development *with Purpose*

Our leadership development programmes support individual growth within our member companies. All of the programmes are led by industry experts from our member companies and input from members determines topics, agendas and guest speakers.

### Advocacy *with Purpose*

AmCham membership gives companies a powerful voice as part of what is recognised as one of the most influential business groups in the country. We are recognised as a trusted, credible and authoritative voice at the most senior level with Government and decision makers in Ireland, Brussels and Washington DC.

## Contents

04	<b>Paul Sweetman</b> Chief Executive, AmCham Ireland	55	<b>The Strength of Ireland's Regional Locations</b>
07	<b>An Taoiseach, Micheál Martin</b>	58	<b>Michael McGrath</b> EU Commissioner for Democracy, Justice, the Rule of Law and Consumer Protection
08	<b>Mark Cockerill</b> AmCham 2026 President	66	<b>Why the US</b>
10	<b>Key Statistics</b> US Investments in Ireland, Irish Investments in the US	67	<b>Ambassador Edward S. Walsh</b> US Ambassador to Ireland
12	<b>Economic Report 2026</b> by Joseph Quinlan	68	<b>Why the US for Irish Companies</b>
26	<b>An Tánaiste, Simon Harris</b> Minister for Finance	76	<b>The US-Ireland Partnership</b>
30	<b>Michael Lohan</b> Chief Executive, IDA Ireland	79	<b>Suzanne Clark</b> President and Chief Executive, US Chamber of Commerce
33	<b>Minister Helen McEntee</b> Minister for Foreign Affairs and Trade	83	<b>Malte Lohan</b> Chief Executive, AmCham EU
38	<b>Mary Lou McDonald</b> Uachtarán Shinn Féin (President of Sinn Féin)		<b>AmCham</b>
42	<b>Why Ireland for US Companies</b>	02	About AmCham
46	<b>Jenny Melia</b> Chief Executive, Enterprise Ireland	36	AmCham Board of Directors
54	<b>US Investment in Ireland's Regions</b>	85	Key Dates 2026
		86	AmCham Networks
		87	AmCham Programmes
		90	Meet the AmCham Team
		92	Year in Review

# Delivery and Competitiveness

## in the Next Phase of US–Ireland Growth

by **Paul Sweetman** · AmCham CEO



**Ireland's highly educated, adaptable workforce has long been its greatest competitive advantage.**

The United States and Ireland share one of the most dynamic and deeply embedded economic relationships in the world. Built over decades of trust, investment and collaboration, it is a partnership that has proven to be not only successful, but also enduring, evolving with each new chapter of global growth and innovation.

Today, the US and Ireland are more integrated than at any point in their history. American companies employ approximately 245,000 people in Ireland, while Irish companies employ over 200,000 people across all 50 U.S. states. Ireland is now the fifth largest source of foreign direct investment into the US, with Irish companies having invested close to \$390 billion in the US economy. This is not simply a strong trading relationship, it is a deeply embedded, two-way economic partnership that supports high-value jobs, research, innovation and communities on both sides of the Atlantic.

As this year's US–Ireland Business Report demonstrates, the relationship continues to evolve in line with the industries shaping the global economy, from advanced manufacturing and life sciences to digital transformation and artificial intelligence (A.I.). Companies are investing not only in production and services, but in research, data, automation and talent development. The focus now is not simply on maintaining success, but on ensuring that Ireland and the United States remain at the forefront of innovation and competitiveness in the years ahead.

Across the contributions in this Report, from political leaders, policymakers, enterprise agencies and business representatives, there is a strong consensus on the importance of strengthening competitiveness, reinforcing the Single Market and sustaining an open transatlantic economy. As Ireland prepares for its Presidency of the Council of the European Union, there is a meaningful opportunity to advance that agenda and contribute to a more competitive and coherent European business environment.

From a business perspective, however, competitiveness is not only a matter of strategy, it is more fundamentally a matter of delivery.

Investment decisions in 2026 are being made in an increasingly competitive global landscape. Corporate boards are examining locations through a sharper lens, assessing infrastructure readiness, energy security, talent availability and regulatory certainty alongside the long-standing strengths that have defined Ireland's offering including access to the EU Single Market, a stable pro-enterprise environment and a highly skilled workforce. Ireland's fundamentals remain strong and the ambition to strengthen them further is clear. What will be important in continuing to attract US investment is delivering on key business asks with pace and precision.

The positive news is that the intent to invest remains robust. In a recent AmCham survey, nearly 70 percent of member companies indicated plans to invest in Ireland over the next five years, with significant investment earmarked for A.I., automation, digital transformation and workforce upskilling. Companies are deepening their Irish operations, recognising their strategic importance in diversified global supply chains. This further reflects long-term confidence in Ireland's position as a transatlantic hub.

To support this next phase of growth, three areas will be particularly important.

**First, infrastructure and capacity must continue to keep pace with ambition.**

Ireland has committed significant multi-annual investment through the National Development Plan and related infrastructure strategies. These commitments are essential to sustaining competitiveness. Housing delivery, transport connectivity and digital infrastructure are not peripheral policy issues, they are core economic enablers consistently highlighted by AmCham members as central to expansion decisions. A growing economy requires certainty around planning

timelines, efficient project delivery and visible progress on capacity constraints. Continued focus on implementation will reinforce Ireland's reputation as a location that matches policy ambition with practical execution.

**Second, energy security and resilience** has become a board-level consideration across the multinational community with AmCham members consistently identifying grid capacity and connection timelines as critical factors in future investment planning. Ireland's transition toward renewable energy, particularly offshore wind, presents a significant opportunity to strengthen its ambitions for long-term energy independence. Companies need clarity on grid capacity, connection timelines and the scaling of renewable infrastructure to support continued expansion. With coordinated action between Government, regulators and industry, Ireland can position itself as a leader in advancing energy self-sufficiency to drive industrial competitiveness.

**Third, talent remains the foundation of Ireland's success.**

Ireland's highly educated, adaptable workforce has long been its greatest competitive advantage. Close collaboration between multinational companies, universities and research institutions continues to power high-value research and development across sectors such as technology, life sciences and financial services. Sustained investment in education, apprenticeships and research infrastructure, particularly in digital, engineering and A.I.-related disciplines, will ensure this advantage endures.

At the same time, in a world of global skills competition, access to international talent remains important. Ireland has built a reputation as an open, welcoming location for globally mobile professionals. Maintaining an efficient and predictable system for employment permits and visas will further enhance that reputation and support Ireland's role as a gateway between the United States and the European Union.

None of these priorities are about short-term fixes. They are about ensuring that Ireland's structural strengths continue to translate into long-term competitive advantage.

The broader global picture, as outlined in this Report's economic analysis, reminds us that uncertainty is likely to remain a defining feature of the decade. Divergence in growth rates between the U.S. and Europe, evolving trade policies and shifting geopolitical dynamics will continue to test open economies. In that context, stability, predictability and trusted partnerships become even more valuable.

Ireland's role as a transatlantic bridge is not symbolic, it is operational. As a committed member of the European Union and a long-standing partner of the United States, Ireland offers American companies a stable platform for accessing the EU Single Market of 450 million consumers, supported by a pro-enterprise environment and a culture of collaboration. At the same time, Irish companies are deeply embedded in the U.S. economy, contributing to innovation and job creation across states and sectors

For AmCham Ireland, our role is clear. We will continue to provide data-driven insights, facilitate collaboration among our members, and engage constructively with policymakers to support competitiveness and long-term growth. The ambition of our member companies, both American and Irish, remains strong. Their continued investment reflects confidence not only in Ireland's current position, but in its future potential.

The US–Ireland economic relationship has always evolved in response to change. From advanced manufacturing to digital transformation and now to artificial intelligence and sustainable technologies, each chapter has built upon the last. If we continue to focus on delivery, certainty and partnership, the next chapter will be no different.

The foundations are strong. The opportunity is significant. By aligning ambition with execution, Ireland and the United States can continue to deepen a partnership that delivers prosperity, innovation and resilience on both sides of the Atlantic for decades to come.

*Paul Sweetman*

AmCham CEO



**BUSINESS  
OR LEISURE,  
DELTA HAS  
AMERICA COVERED.**

**FLY DELTA NONSTOP TO THE U.S. AND ENJOY  
PREMIUM CABINS AND EXCLUSIVE SERVICES.**

KEEP CLIMBING



An Taoiseach

# Micheál Martin



Ireland's enduring partnership with the United States remains one of our most valued relationships, rooted in shared history, common values and a deep commitment to peace and prosperity. This mutually beneficial transatlantic bond has helped to deliver stability and opportunity for generations, and today it continues to foster innovation, growth and resilience across both our economies.

As we look to the future, Ireland is determined to build on this success. US foreign direct investment remains a key element of our economic progress. Meanwhile, Ireland is investing in the US at scale. This two-way partnership is creating jobs, prosperity and opportunity across both our countries with over 200,000 people in the US employed by more than 780 Irish companies.

Here in Ireland, recent results confirm international confidence in our economy, with record investment approvals, strong regional balance and unprecedented commitments to research and development - supporting long-term growth and future-proofing competitiveness for the challenges of the future.

Ireland is committed to deepening collaboration with global enterprises in areas of transformative growth such as digitalisation and AI, semiconductors, health innovation and the green transition. As a member of the European Union, Ireland offers a trusted

and agile base from which US companies can access the Single Market and wider global markets, supported by a pro-enterprise environment, and a highly skilled workforce.

In parallel, our Programme for Government, Action Plan on Competitiveness and Productivity, Accelerating Infrastructure Action Plan and National Development Plan priorities are all driving steps to strengthen our offering and address capacity challenges - boosting FDI and exports, investing in research and skills, improving infrastructure and supporting SMEs - ensuring Ireland remains internationally competitive and an attractive destination for both investment and talent.

Looking ahead to Ireland's Presidency of the Council of the European Union later this year, we will champion priorities that matter to business: regulatory simplification, deepening the Single Market, advancing competitiveness and delivering on our digital ambitions. These efforts will reinforce Europe's resilience while maintaining a strong focus on growth and innovation.

As America celebrates its 250th anniversary, Ireland is ready to embrace the opportunities of the future with our US partners. Together, we will continue to strengthen this unique relationship — driving shared prosperity for our countries in the years ahead.

An Taoiseach

## President's Perspective

# Competing, Innovating and Leading from Ireland



by **Mark Cockerill** · AmCham 2026 President

In an era of rapid technological change and intensifying global competition, the most successful economic relationships are those that consistently turn opportunity into impact. They are built not only on strong foundations, but on a shared commitment to adapt, compete and lead in a changing global environment. Few relationships illustrate this better than the US-Ireland trade and investment relationship.

Ireland and the US are among each other's most important investment partners. Ireland is now the fifth largest source of foreign direct investment into the US, with investment by Irish companies worth \$390bn, while over 1,000 US companies have operations in Ireland, directly employing more than 200,000 people.

As the United States marks the 250<sup>th</sup> anniversary of the signing of the Declaration of Independence, it is a fitting moment to reflect not only on the founding principles of enterprise, ambition and self-determination, but also on the enduring strength of the US-Ireland economic partnership. Ours is a relationship rooted in shared values and sustained by mutual investment, innovation and trust.

Yet the global context in which this relationship operates is evolving. Competition for investment is intensifying, technological change is accelerating, and governments and businesses alike are reassessing how best to strengthen productivity, resilience and competitiveness.

As AmCham's 2026 President, I will focus on three interconnected priorities that reflect where Ireland can make the greatest impact:

- Leveraging Ireland's EU Presidency to advance competitiveness, clarity and consistency
- Enabling the effective and scalable deployment of artificial intelligence (A.I.)
- Strengthening Ireland's talent base to power research, development and innovation (RD&I)

### Leveraging Ireland's EU Presidency to advance competitiveness, clarity and consistency

The first of these priorities reflects the unique opportunity Ireland will have in 2026 to help shape Europe's economic direction.

Europe's long-term prosperity depends on its ability to compete and innovate in an increasingly demanding global economy. Ireland's EU Presidency in 2026 offers an opportunity to advance a European agenda focused on competitiveness, clarity for business, and consistent implementation across Member States. A strong Single Market, open trade, and a regulatory framework that supports investment are central to that success.

In recent engagement with our membership, advancing EU competitiveness, productivity and innovation consistently emerge as the top priority for Ireland's Presidency, alongside regulatory simplification and strengthening the Single Market.

While the EU remains an attractive destination for investment, fragmentation and uneven regulatory implementation across Member States continue to weigh on productivity and growth. Addressing these issues is not about lowering standards, it is about ensuring regulation is predictable, proportionate and workable.

Ireland already plays a distinctive role as a primary European base for many US multinationals and as a leading digital regulatory hub. This gives Ireland practical insight into how European policy translates into real-world operations. During its Presidency, Ireland can use this experience to encourage greater alignment in implementation, reduce unnecessary administrative burden, and strengthen the functioning of the Single Market.

A more competitive and coherent Europe will strengthen its position as a destination of choice for global investment, benefiting Europe, Ireland and the United States alike.

### Enabling the effective and scalable deployment of A.I.

A.I. will be one of the defining drivers of productivity, competitiveness and economic growth over the coming decade. For companies operating in Ireland, A.I. is no longer an emerging technology, it is already transforming how products are designed, how services are delivered and how operations are optimised.

This is reflected in recent data from AmCham's FDI Insights surveys where 65% of respondents said they plan to increase investment in A.I., automation or data analytics initiatives over the next 12 months, and more than 92% report that their organisation had either increased or maintained A.I. related investment in the last year.

The opportunity for Ireland, and for Europe more broadly, is to ensure that policy, infrastructure and skills enable A.I. to be developed and deployed at scale.

Ireland's EU Presidency provides a platform to help shape a pro-innovation European approach to A.I., one that supports testing, deployment and commercialisation, while providing businesses with the clarity and certainty they need to invest.

Getting this right will allow A.I. to act as a powerful engine of productivity and innovation, strengthening Europe's competitiveness while reinforcing Ireland's position as a leading location for high-value, innovation-driven investment.

### Strengthening Ireland's Talent Base to Power RD&I

Innovation does not happen in isolation. It depends on skilled people, modern research infrastructure, and close collaboration between industry and academia to translate ideas into commercial impact at scale.

Ireland has built a strong reputation as a location for high-value research and innovation, supported by a competitive R&D tax credit and a history of public-private collaboration. More than half of respondents to our latest AmCham FDI Insights survey have availed of the R&D tax credit in the last five years, and half of firms are currently undertaking one or more research projects in Ireland. This underscores how central R&D is to investment decisions across sectors such as A.I., software, pharmaceuticals and sustainability.

AmCham members consistently highlight the importance of strengthening Ireland's R&D infrastructure, particularly digital and A.I. test environments and shared university-industry innovation spaces.

Talent sits at the heart of this ecosystem. As demand grows for advanced digital, engineering and research-intensive skills, continued focus on education, upskilling and apprenticeships will be critical. International talent will remain an important complement to domestic skills development, making a predictable and efficient employment permit and visa system a key enabler of Ireland's RD&I ambitions.

Ireland's EU Presidency provides an opportunity to support a more competitive European RD&I ecosystem – one that simplifies access to funding, strengthens cross-border research collaboration, and promotes researcher mobility. Aligning European research policy more closely with industrial and competitiveness objectives will be essential to ensuring that investment translates into economic and societal impact.

By strengthening Ireland's talent base and RD&I ecosystem, we can reinforce Ireland's position as a location for high-value, innovation-driven investment, supporting better jobs and long-term competitiveness.

Ireland's EU Presidency, the acceleration of A.I., and sustained investment in talent and RD&I are not separate agendas. They are mutually reinforcing pillars of a single ambition: to ensure Ireland remains a location where companies can innovate, scale and succeed.

However, continued success is never guaranteed. It must be earned through competitiveness, innovation and disciplined execution. In a global economy defined by speed and scale, standing still is not an option. Ireland's progress to date has been built on ambition, adaptability and a willingness to compete at the highest level, and preserving our position as a top destination for business and investment will require the same resolve. Across business, government and society, we must maintain a contender mindset – committed to continuous improvement, open to change, and determined never to allow complacency to dilute the hard-won advantages we have achieved.

As AmCham's 2026 President, I look forward to working with our Board, members and stakeholders to advance these priorities. By leveraging Ireland's unique role within Europe, enabling the effective and scalable deployment of A.I., and strengthening the talent base that underpins research and innovation, we can help shape a more competitive Europe and reinforce Ireland's position as a destination of choice for high-value investment.

If we get this right, Ireland will not only build on the success already achieved – it will help lead the next chapter of the US-Ireland economic relationship and capture the opportunities of a rapidly changing global economy.

*Mark Cockerill*

AmCham 2026 President





# US Investment in Ireland

**1,002**<sup>1</sup> 

US companies with operations in Ireland

**245,000**<sup>2</sup> 

people directly employed by US companies in Ireland

**175,000**<sup>1</sup> 

people indirectly employed by US companies in Ireland

**\$100.5bn**<sup>2</sup> 

worth of US goods and services exports to Ireland in 2025

In 2024 US companies spent:

**€18.6bn**<sup>1</sup> 

on payroll

**€12.4bn**<sup>1</sup> 

on goods and services

**€11.3bn**<sup>1</sup> 

on capital expenditure

<sup>1</sup> DETE 2025 Annual Employment Survey  
<sup>2</sup> 'Ireland and the USA: a shared economic story', <https://www.ireland.ie/en/usa/shared-economic-story/>



# Irish Investment in the US

**781** 

Irish owned companies in the US

**202,000** 

people directly employed by Irish companies

**50 US States**

Irish companies are located across all of the US

In 2024 Irish exports to the US were worth

**€103bn** 

Ireland is the

**5<sup>th</sup> largest source of FDI**

Investment by Irish companies in the US is worth

**\$390bn** 

Irish exports to the US increased by (2023 vs 2024)

**25%** 

# Bend Not Break: Irish-US Linkages in 2026

by Joseph Quinlan · Wall Street Economist and Fellow of Johns Hopkins University



It is an understatement to proclaim that these are challenging times for the transatlantic economy. The U.S.-led, rules-based international order of the past eighty years is fracturing, leaving some of the world's most open and trade-dependent regions and countries – Europe and Ireland – exposed to a number of global crosscurrents. A more expansionist Russia, a more mercantilist China, and a more protectionist and isolationist United States represent key challenges to Ireland in particular and the transatlantic economy in general.

Transatlantic trade and investment ties are being tested by the U.S.' sweeping imposition of tariffs on most of its trading partners. Since so-called "Liberation Day", April 2, 2025, the Trump Administration has introduced several tariffs on European goods entering the U.S. After much bi-lateral negotiations over the past year, U.S. tariff rates for EU goods have settled in at around 16-18%. This is not as bad as feared but still represents a more than a five-fold increase in tariffs from the start of 2025. This overall figure, in addition, masks wide differences in the effective tariff rate for individual EU member states and specific sectors.

What's more, U.S.-EU trade negotiations remain fluid and incomplete – in January 2026, the European Parliament formally suspended the ratification process over tensions over Greenland. However, the transatlantic mood, albeit tenuously, improved after the Trump Administration backed down from imposing additional tariffs on Europe and seizing Greenland. At the time of this writing, the EU-U.S. bi-lateral relationship remains strained and stressed.

Thus far, however, a full-blown transatlantic trade war has been avoided and remains an outlier. Indeed, transatlantic trade flows have remained remarkably resilient over the past year – notwithstanding all the transatlantic turbulence of late. According to the latest data, U.S. exports to Europe rose 21.4% to \$510 billion in the first nine months of 2025 from the prior year, while imports over the same time frame soared 14.4%, to \$722 billion. The difference – or trade deficit – totaled \$212 billion, a modest 0.5% increase from the same period a year ago.

U.S. imports from Europe – notably Ireland – were supercharged by firms front-loading imports ahead of the imposition of U.S. trade levies. Hence, U.S. imports from Ireland soared by nearly 47% in the first ten months of 2025 from the same period a year ago, as pharmaceutical companies in Ireland rushed product to the U.S.

Better-than-expected trade figures have helped bolster real growth on both sides of the Atlantic, although the U.S. economy, led by strong capital investment in Artificial Intelligence (AI) in

**Better-than-expected  
trade figures have helped  
bolster real growth on  
both sides of the Atlantic.**

particular, continues expand at a much faster clip than Europe. Notwithstanding the negative shock from U.S. tariffs and attendant uncertainty, the U.S. economy expanded by nearly 4% in real terms in the second half of 2025, powered by strong consumption and investment, and heads into 2026 on solid economic footing. By most estimates, the U.S. economy is expected to expand by 2.5% this year.

The economic outlook in Europe is less robust and more of a mixed bag: fiscal expansion is supportive of growth in Germany, while France, Italy and the United Kingdom confront tighter fiscal positions. According to estimates from the IMF, growth in the Euro area (1.3%) is well below the level of the U.S. and the world growth average of 2.8%. Europe remains the global economic laggard again this year.

Of particular concern near-term, Europe's trade sector remains vulnerable to soaring Chinese imports and China's mercantilist impulse that resulted in China running a global merchandise trade surplus in excess of \$1 trillion last year. Due to China diverting more trade towards Europe in light of higher U.S. tariffs, the EU's merchandise trade deficit with China soared by roughly 25% in the first nine months of this year (\$300 billion). Ireland's trade with China was also in a deficit, with Ireland's exports to China totally \$7 billion in the January-September 2025 period versus imports of \$7.8 billion, leaving a deficit of \$800 million.

In addition to the threat from China, Europe remains challenged by a number of well-known structural impediments to growth. These include an aging labor force, unsustainable fiscal positions, and uncompetitive barriers to growth, addition to lagging industry productivity and the adoption of technology. The lack of policy coordination within the 27-member states of the European Union is another structural disadvantage holding back Europe, notably at a time when both China and the U.S. have embraced modern day mercantilism, or state-guided industrial policies designed to promote security and growth.

To wit, Mario Draghi's report on EU competitiveness, released in 2024, touched on many of these factors, although to date, of Draghi's 383 recommendations, only 11% have been adopted thus far according to a recent update.



Looking ahead, and after a resilient start, global activity is expected to moderate into the back half of 2026 as the front-loading effects of trade fade, labor markets soften in both the U.S. and Europe, and fiscal vulnerabilities push up borrowing costs for not only the U.S. but also many European states, notably France and the United Kingdom. A key worry in the U.S. lies with the massive buildout of the AI infrastructure – and the attendant effects on jobs over the long-run.

The risk for 2026 is that the transatlantic economic divergence widens, and becomes more destabilizing and untenable, upending near- and long-term transatlantic trade and investment flows. Another risk: the simmering U.S.-China rivalry that could undermine global growth and challenge an open economy like Ireland. Unpredictable geopolitical hotspots in the heart of Europe, the Middle East and the South China Sea also bear close watching as the second half of the 2020s begin. U.S. claims on Greenland, of course, also remains a strategic stress point.

Suffice it to say that we are certainly living in "interesting times." The only real certainty of today is uncertainty. But within this fluid environment, one constant remains: the bonds that bind Ireland and the United States together remain robust and resilient, and are only expected to become even stronger and dynamic in the years ahead.

Ireland is well positioned to serve as a transatlantic hub linking the world's largest economies.



## Why Ireland

It is an understatement to proclaim that the liberal economic order of the past eight years is under strain. Indeed, the world economy is becoming more closed than open, more fractured than integrated, and more bound than unbound. Globalization is undergoing the ultimate stress test. Spheres of influence are developing among the U.S., China and Russia.

Most at risk in this new world are open, trade-dependent economies across Europe, Asia and much of the emerging market universe. In this new world, the most nimble and adaptable nations will survive and thrive, and within the European Union, Ireland remains better positioned than most other nations.

The transatlantic economy itself remains the largest and wealthiest in the world and a source of prosperity and development for its citizens. And within this framework, Irish-U.S. linkages remain solid. In a world of unrelenting change and frequent shocks, one constant is the depth and durability of Irish-U.S. commercial relations. Both parties are deeply embedded in each other's economy, creating mutual benefits for all stakeholders on both sides of the Atlantic. Even with the aftershocks of this decade, and ebb and flow of transatlantic relations, the partnership endures.

Ireland is well positioned to serve as a transatlantic hub linking the world's largest economies.

The structural underpinnings of Irish-U.S. commerce remain thick and deep – supporting economic growth, earnings, jobs, incomes and a host of other benefits. The digitalization of the global economy, in

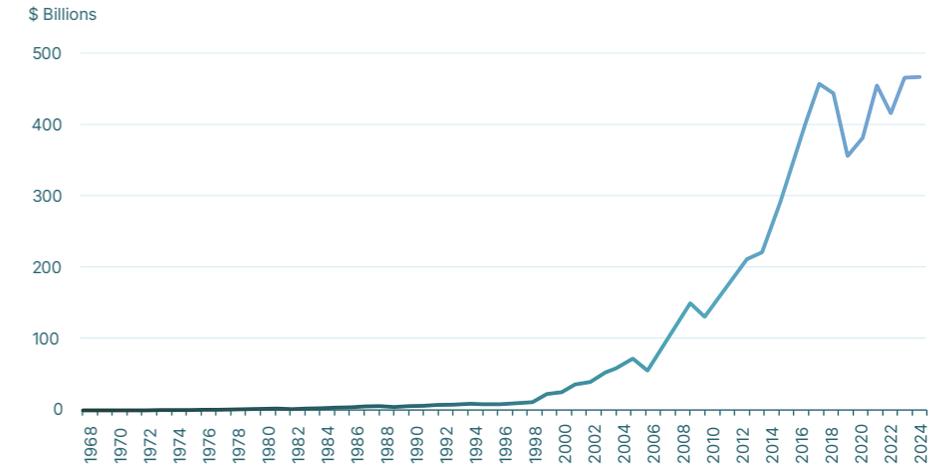
addition to the coming revolution in artificial intelligence, portend even deeper integration between Ireland's tech savvy economy and U.S. technology leaders. Against this backdrop, U.S. foreign direct investment stock in Ireland totaled \$467 billion in 2024, well above comparable numbers for Germany (\$226 billion), France (\$108 billion) and Asia's twin giants, China (\$123 billion) and India (\$58 billion). At last count, there were nearly 1,000 U.S. foreign affiliates operating in Ireland, generating some \$625 billion in affiliate sales, \$150 billion in output, while employing some 165,000 Irish workers.

The numbers speak for themselves: Irish-U.S. bonds are quite strong, and are expected to grow stronger in the years ahead.

In part this reflects the following: One, that despite pressures to "Make it in America", U.S. multinationals remain among the most globally-minded entities in the world; they go where there are opportunities for growth. Two, the European Union will remain one of the most attractive markets in the world for U.S. firms. The region's attractions are often underrated but the EU remains large, wealthy, and richly endowed with human capital, respect for the rule of law, political stability, and other business-friendly policies. And three, at the heart of U.S. corporate interests in Europe will be Ireland. Given multiple attributes that make the nation among the most attractive in the world for foreign direct investment, Ireland is well placed to remain the critical link not only between the United States and Europe but also the United States and the world.

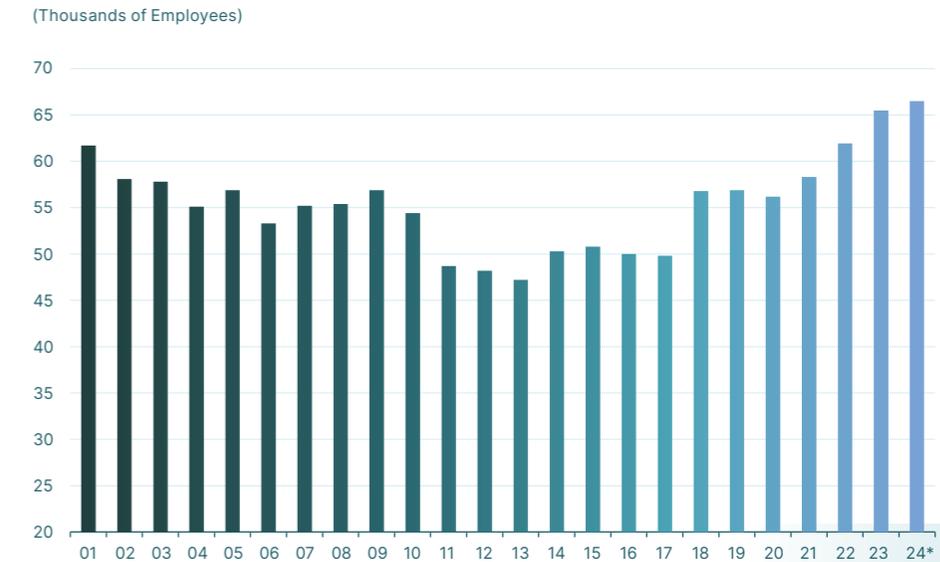
Ireland is well positioned to serve as a transatlantic hub linking the world's largest economies. Over the past few decades, the nation has been transformed into a full-fledged global partner of Corporate America – a critical link in the global success of some of the world's most dynamic and innovative firms. Irish-U.S. linkages are among the deepest in the world, a depth that will survive our times of tumult and uncertainty.

Figure 1  
U.S. Direct Position in Ireland on a Historical-Cost Basis



Source: Bureau of Economic Analysis. Data as of Jan 15, 2026

Figure 2  
Manufacturing Employment of U.S. Foreign Affiliates\*\* in Ireland



\*Author's estimates.

\*\*Majority-owned nonbank affiliates (2005-2008). Majority-owned bank and nonbank affiliates (2009-2023)

Source: Bureau of Economic Analysis. Data as of Jan 15, 2026

# Ireland's Most Favored Nation Status Among U.S. Multinationals

Ireland continues to punch above its weight when it comes to attracting the foreign capital of multinationals. Indeed, as the accompanying exhibits highlight, Ireland continues to attract more than its fair share of global and U.S. foreign direct investment, although in 2025, due to U.S. firms repatriation of capital, U.S. foreign direct investment flows to Ireland declined. That said, we believe this was a one-off event.

Cross-border global FDI over the past few years has decelerated. The deglobalization of manufacturing, the push to 'produce at home', the rise of investment protectionism, the splintering of geopolitical fault lines, the effects of digitalization global investment in goods and services – all of these variables have converged this decade to slow the pace of cross-border FDI.

But in this sea of uncertainty, Ireland remains an attractive hub for foreign direct investment for numerous reasons. One, Ireland offers one of the lowest corporate tax rates in the EU, accompanied with favorable tax treatment around research and development.

Two, Ireland remains the only English-speaking gateway to the EU, one of the largest and wealthiest economic blocs in the world. Three, the nation possesses a young and highly skilled labor force, supported by a business-friendly government that makes

doing business in Ireland easier and more efficient than in most of Europe. And four, thanks to its robust digital infrastructure, the country remains a hub for the industries of the 21st century – think technology, pharmaceuticals and life sciences, and financial services, and is well positioned to participate in such key sectors as renewable energies and artificial intelligence.

Added to the above, corporate America still needs the resources of a strategic partner like Ireland. The world is changing. But what is not changing for U.S. firms is the constant need for talent – skilled and unskilled – in a world where labor market growth has peaked (including China), and immigration is frowned upon. At the beginning of 2026, the U.S. unemployment rate was 4.4%, while more than 7 million jobs were unfilled. Combined with tougher anti-immigration policies of the Trump administration, U.S. firms will remain dependent on nations like Ireland to drive future growth.

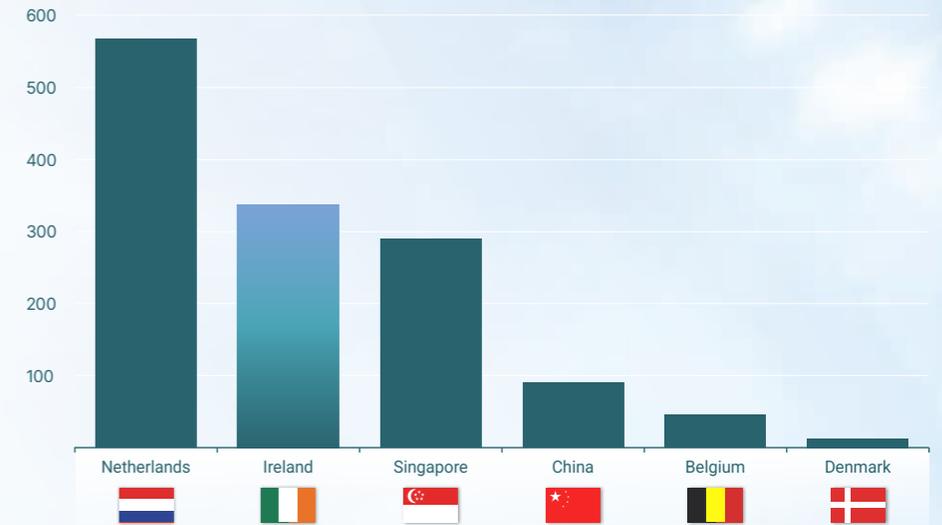
**Corporate America still needs the resources of a strategic partner like Ireland.**

**(Ireland) remains a hub for industries of the 21st century – think technology, pharmaceuticals and life sciences, and financial services.**



**Figure 3**  
Most Favored Nation

U.S. Cumulative FDI Outflows: 2008-2024  
(Billions of \$)



Source: Bureau of Economic Analysis. Data as of Jan 15, 2026.

**(The Irish-U.S. bi-lateral engagement) bestows a host of benefits to the U.S. and U.S. workers in terms of investment and employment.**



## The Two Way Street

Wealthy, large, and dynamic, no country in the world attracts more foreign direct investment (FDI) than the United States. Virtually every country in the world has an investment presence in the U.S., Ireland included. To this point, Corporate Ireland’s total investment stock in the United States – \$390 billion in 2024 – was greater than the total stock of Spain (\$81 billion), Belgium (\$73 billion) and China for that matter (\$28 billion). Irish affiliates in the U.S. generated some \$189 billion in sales in 2023, the last year of available data. That was more than Italy (\$60 billion) and Belgium (\$46 billion). These same affiliates contributed to roughly \$6 billion in R&D expenditures. All of this bestows a host of benefits to the U.S. and U.S. workers in terms of investment and employment, and is a reminder that Irish-U.S. bi-lateral engagement is a two-way street.

Figure 4

### Ireland - U.S. Global Linkages 2024

(Billions of \$)

	 U.S. in Ireland	 Ireland in U.S.
Foreign Direct Investment*	467	390
Total Assets of Affiliates**	1,980	525
Foreign Affiliate Sales**	625	200
Value Added of Affiliates**	150	80

\*Measured on a historic-cost basis. \*\*Author estimates. Data are for majority-owned bank and nonbank affiliates. Source: Bureau of Economic Analysis. Data as of Jan 15, 2026

Figure 5

### U.S. Outward FDI Abroad – by Country for Capital Outflows

(Millions of \$, (-) inflows, not seasonally adjusted)

	2020-3Q2025	% of World
 All countries, all industries	<b>1,463,810</b>	
 Netherlands	251,191	17.2%
 United Kingdom	193,347	13.2%
 Canada	157,007	10.7%
 Singapore	144,685	9.9%
 Germany	79,153	5.4%
 Switzerland	64,941	4.4%
 Mexico	58,623	4.0%
 France	34,115	2.3%
 China	30,762	2.1%
 Ireland	-10,465	-0.7%

Source: Bureau of Economic Analysis. Data as of Jan 15, 2026

Figure 6

### U.S. Affiliate Income Earned Abroad – by Country

(Millions of \$, not seasonally adjusted)

	2020-3Q2025	% of World
 All countries, all industries	<b>3,255,278</b>	
 Ireland	472,294	14.5%
 Netherlands	451,175	13.9%
 United Kingdom	347,281	10.7%
 Singapore	272,701	8.4%
 Canada	170,534	5.2%
 Switzerland	95,565	2.9%
 Mexico	76,506	2.4%
 Japan	74,884	2.3%
 Hong Kong	65,167	2.0%
 China	59,762	1.8%

Source: Bureau of Economic Analysis. Data as of Jan 15, 2026

(Ireland) has been transformed into a full-fledged global partner of Corporate America – a critical link in the global success of some of the world’s most dynamic and innovative firms.

## The Road Ahead: The Future of Irish-U.S. Relations

Change is a constant variable of today’s fluid investment environment. Indeed, the first half of the 2020s was among the most volatile and unpredictable times in recent memory. And the second half of this decade will not likely be any different. Globalization is on its backfoot, the global economy is fracturing, creating challenges for large and small nations alike.

That said, another constant of today is the depth and durability of Irish-U.S. commercial relations. Both parties are deeply embedded in each other’s economy, creating mutual benefits for all stakeholders on both sides of the Atlantic. Even with the aftershocks of this decade, the partnership not only endures but continues to thrive. The transatlantic economy remains the largest and wealthiest in the world and a source of prosperity and development for its citizens. And within this framework, Irish-U.S. linkages remain solid.

Despite cyclical forces that have depressed transatlantic bi-lateral trade and investment flows, the structural underpinnings of Irish-U.S. commerce remain thick and deep – supporting economic

growth, earnings, jobs, incomes and a host of other benefits. The digitalization of the global economy, in addition to the coming revolution in artificial intelligence, portend even deeper integration between Ireland’s tech savvy economy and U.S. technology leaders. In the end, Irish-U.S. bonds are set to become stronger, not weaker, as this decade progresses.

In part this reflects the fact that U.S. multinationals remain among the most globally-minded entities in the world; they go where there are opportunities for growth, with Ireland among the first ports of call. At the heart of U.S. corporate interests in Europe will be Ireland. Given multiple attributes that make the nation among the most attractive in the world for foreign direct investment, Ireland is well placed to remain the critical link not only between the United States and Europe but also the United States and the world.

Ireland is well positioned to serve as a transatlantic hub linking the world’s largest economies. Over the past few decades, the nation has been transformed into a full-fledged global partner of Corporate America – a critical link in the global success of some of the world’s most dynamic and innovative firms. Irish-U.S. linkages are among the deepest in the world, a depth that will survive our times of tumult and uncertainty.

# TRUSTED LOCAL EXPERTISE FOR GLOBAL BUSINESSES

At BDO Ireland, our advisors invest the time to understand you, your business, and your objectives. We have the right expertise to help you achieve your strategic goals and support US businesses investing and growing in Ireland.



L to R: Colin Feely - Partner, Mark Waldron - Director, Kevin O'Donohoe - Director, David Prendergast - Director, Sinead Wallace - Director, Brian McEnery - Managing Partner, Dr. Dorothy Maxwell - Partner, Damian Baboolal - Director, Clare McDonald - Director, Marc Aboud - Partner, Sean O'Brien - Director, Ian Clarke - Partner, Grace McCann - Director, Michelle Adams - Director, Ian Barrett - Partner.

Let's start a conversation today on 01 4700 000  
or email [info@bdo.ie](mailto:info@bdo.ie)

BDO, a partnership established under Irish Law, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms. BDO is authorised by the Institute of Chartered Accountants in Ireland to carry on investment business. BDO is the brand name for the BDO International network and for each of the BDO Member Firms.



## Empowering the Future Through Digital Skills

by Paul Kelleher · VP Engineering, QT Technologies Ireland Limited (Qualcomm Ireland)



At QT Technologies Ireland Limited (Qualcomm Ireland) digital skills are a key part of our innovation, collaboration, and growth. Across our site, located in Cork, these capabilities are applied daily — from advanced engineering and data analytics to cybersecurity and AI — powering technologies that shape the future.

Our teams contribute to transformative solutions that enable 5G smartphones, connected vehicles, smart cities, and next-generation industrial systems. These innovations are advancing industries such as automotive, agriculture, healthcare, education, and manufacturing, demonstrating the real-world impact of digital expertise.

One of the most dynamic areas of growth is artificial intelligence. Qualcomm Ireland plays a key role in developing AI-powered technologies that enhance edge computing, machine learning, and intelligent platforms. By embedding AI into our solutions, we're helping create a future where devices are not only connected — but adaptive, efficient, and intelligent.

We recognise that digital fluency should extend across all roles — not just technical ones. At Qualcomm Ireland, digital tools empower teams in operations, HR, communications, and beyond, fostering a culture where innovation is shared and accessible.

To support this, we invest in internal upskilling, cross-functional collaboration, and prioritise collaborations with local universities. Our commitment to continuous learning enables our workforce to remain agile and future-ready.

Our growth in Cork is about more than scaling operations — it's about nurturing a thriving digital ecosystem. Through STEM outreach, internships, and education collaborations, we help equip the next generation with the skills to succeed in a digital-first world.

By expanding access to digital skills, we're not only supporting Qualcomm's mission — we're contributing to Ireland's economic resilience, global competitiveness, and inclusive innovation. A digitally fluent workforce strengthens the country's ability to attract investment, adapt to change, and lead in emerging technologies.

As a centre of engineering excellence and a vibrant hub of digital talent, our Cork site exemplifies how investment in digital skills can drive global impact. A growing Qualcomm Ireland is a growing community of skills, collaboration, and opportunity.

For those looking to build a career at the cutting edge of technology, Qualcomm Ireland offers more than a job — it offers a platform to grow, contribute, and lead. We are proud to be a place where digital skills are continuously developed, and where every team member plays a role in shaping the future.

In a world where digital transformation is accelerating, Qualcomm Ireland stands as a beacon of what's possible when talent, technology, and purpose align.

As a centre of engineering excellence and a vibrant hub of digital talent, our Cork site exemplifies how investment in digital skills can drive global impact.



# Lifting the world to its feet

As a global player with a presence in over 35 countries, we're proud to be the Official Bank of FIFA World Cup 2026™.

What would you like the power to do?®



Learn more at [bankofamerica.com/globalfootball](https://bankofamerica.com/globalfootball).



## Unlocking Potential to Deliver the Future

by **Alistair Tosh** · Group HR Director, Kirby



At Kirby, we know that future growth depends on the skills we develop today. That's why, as productivity dominates the headlines across Europe, Kirby Group Engineering is investing in the talent we need to deliver Ireland's future today.

As a leading provider of construction and engineering projects across Ireland, the UK and mainland Europe, we have spent over 60 years creating a people-focused culture, with learning and development at the heart of our organisation.

But with skills shortages, changing workforce dynamics, and an ever-growing global demand and competition for engineering talent, we know that we can't stand still. Our talent programmes are constantly evolving, reacting and engaging – because if they don't, future growth may be at risk.

Kirby partners with blue-chip organisations on projects that support worldwide enhancements in sustainable energy solutions, AI and pharmaceuticals, and we understand the important role they play in our collective future. Our people are critical to our clients' missions, as they innovate, collaborate and deliver projects at the leading edge of engineering.

That's why every one of our 1,900 colleagues and new recruits is empowered to 'Reach Your Potential'. Whether that is through our leading apprentice, graduate, and female bursary programmes, or our mentoring and learning and development programmes, we believe that nurturing our existing talent and recruiting the right people is key.

High-potential colleagues and new recruits benefit from personalised development plans to accelerate their advancement. Each stage is guided by line managers and an executive-level coach, with one day per month of structured development, which can take various forms, including management training or professional development. It also includes the development of a 24-month timeline, supported by full managerial guidance and the benefit of our bespoke talent development programme.

Several members of our senior management team began their careers as Kirby apprentices, benefitting from experience and training over many years to become leaders of a thriving organisation. It is this ethos that is central to the culture. Our people know that their potential is limitless, they see living examples of how they can advance. With the support and guidance of our teams, they know they can realise their ambitions, and we will help them get there.

Investing in people is at the heart of Kirby's people-first culture and is key to our future potential and international growth. We have 60 years' experience in developing high performing teams. We don't stand still. We reach our potential.

**Nurturing our existing talent and recruiting the right people is key.**



An Tánaiste | Minister for Finance

# Simon Harris



Ireland and the United States continue to enjoy an enduring and unique relationship based originally on our cultural and historical links but enriched through our shared spirit of innovation which has developed into our mutually beneficial economic relationship. As Minister for Finance for Ireland, I am committed to playing my part in ensuring that this relationship continues to prosper in this age of technological evolution and geopolitical uncertainties.

The US is Ireland's largest trading and investment partner. When US companies invest in Ireland, they gain access not only to the EU single market of 450 million consumers, but also an environment of regulatory certainty with collaborative relationships between Irish Government, industry, education and research institutions. More than 800 US companies currently use Ireland as their European base, with many running their EU operations, R&D, data centres, AI development, and global operation teams from our island.

At the same time, Ireland is the 5th largest investor in the US with 780 Irish companies employing over 200,000 Americans across all 50 US states. I am immensely proud of the highly skilled talent base in Ireland that continues to succeed on this scale and innovate in a wide range of sectors.

The Irish Government continues to support this crucial two-way relationship by regularly reviewing our policies to ensure that they are the right fit to support the highly dynamic global business and technological environment. The current Programme for Government agreed to review the overarching tax regime applying to business to tackle growing complexity and ensure it supports growth. We have expanded the R&D tax credit regime and also the exemption rules for foreign dividends in recent budgets and my Department

is currently progressing work on the reform of Ireland's taxation regime for interest payments and I look forward to rolling this out later this year. Other initiatives such as the development of a new National Life Sciences Strategy to be published later this year also underlines this Government's commitment to maintaining an ambitious approach to future opportunities in key sectors and maintain our position as a destination of choice for investment.

The Government has made significant investment in the roll-out of the renewed National Development Plan, which will be the largest investment programme in the history of the State, representing a commitment of 160 billion euro over the next decade. We are investing in housing and sustainable communities, renewable energy and grid capacity, transport and mobility, digital infrastructure and connectivity, research, innovation and talent. But the potential of all of this investment can only be realised through the continued success of our people - their talent, skills and dynamism - supported by a Government committed to Ireland remaining an environment where entrepreneurship, research and innovation thrives.

It is clear over the past year that the previous certainties around global trading can no longer be taken for granted. While there is uncertainty around supply chains, market access, tariffs and regulatory alignment, there are also opportunities to adapt, to innovate, and maintain resilient partnerships. As Minister for Finance, I am determined to focus on how Ireland can leverage the huge advances in AI and innovation in technology and prepare Ireland to benefit from the fast-paced changes ahead. This will ensure that we are in a prime position to strengthen our close economic relationship with the US.

## How can you turn geopolitical risk

## into a strategic opportunity?

EY-Parthenon geostrategy teams can help you discover greater clarity among global trading complexity. Solutions that work in practice not just on paper.



The better the question. The better the answer.  
The better the world works.



# Future-Proofing Life Sciences: Why Competitiveness Matters Now More Than Ever

by Dana Kendall · General Manager, AbbVie Ireland



As the General Manager of AbbVie Ireland and as an American who now calls Ireland home, I have the privilege of witnessing firsthand the unique strengths that both the US and Ireland bring to the global life sciences sector. Ireland, with its world-class talent and vibrant pharmaceutical ecosystem, stands as a leader in manufacturing and in delivering innovation that improves lives worldwide.

However, as the landscape evolves, it has never been more important for Ireland to maintain its competitiveness economically and to ensure patients in Ireland have access to the innovative medicines that are manufactured here.

To be truly competitive, Ireland needs to increase investment in innovative medicines, continue to play a pivotal role in advocating for the strengthening of IP in the European Union, and make the process for getting new medicines to patients faster and more transparent.

I am encouraged by recent policy actions that demonstrate a longer-term strategic view for the Irish life sciences sector. In particular, the inclusion of the Life Sciences in the publication of the Programme for Government that sets out specific commitments including the National Life Sciences Strategy, greater support for digital transformation with full digitalisation of healthcare records, and a promise to increase the number of clinical trials to name a few. Success will require close collaboration between industry and the State to achieve these goals, providing a significant opportunity for Ireland to lead and influence innovation in life sciences.

We can't become complacent as recent trends add urgency. In Ireland, the average time for patients to access new medicines is 645 days which is significantly higher than the European average of 578 days<sup>1</sup>. Additionally, Ireland has the lowest rate of availability for new cancer medicines in Western Europe, with just a quarter of 56 European Medicines Agency approved oncology drugs since 2020 available to

patients. This gap is particularly concerning as cancer is projected to become the leading cause of death in Europe by 2035<sup>2</sup>.

What can be done to safeguard our future? Ireland must double down on proven approaches and foster an environment where innovation thrives. That means ensuring regulatory predictability, rewarding innovation that addresses patient needs, and strengthening the talent and skills needed to keep pace with evolving technologies. For example, the Expert Group on Future Skills Needs estimates that there is an average annual shortfall of 3,000 STEM graduates in the Irish Pharma sector without targeted Government intervention. A range of actions are needed to address these challenges. When executed well, these principles serve both patients and our economies, reinforcing Ireland's role as a gateway for US companies and as a beacon for global pharmaceutical excellence.

Competitiveness is a shared responsibility that requires all stakeholders to collaborate to lift standards and create sustainable value. In AbbVie, we believe that by partnering together, the US, Ireland, and Europe can build a life sciences ecosystem that continues to deliver remarkable discoveries that benefit patients today and for decades to come.

1. EFPIA Patients W.A.I.T Indicator 2024 Survey  
2. Manzano A., Svedman C., Hofmarcher T., Wilking N. Comparator Report on Cancer in Europe 2025 – Disease Burden, Costs and Access to Medicines and Molecular Diagnostics. EFPIA, 2025. [IHE REPORT 2025:2, page 20]



investment  
innovation  
access



Pictured are David Fitzgibbon, Head of Corporate, Marie McGinley, Head of Technology and Innovation Group, and Patrick Spicer, Chairperson.

## Leading in Technology and Innovation.

Our Technology and Innovation Group is a market leader, operating at the forefront in advising domestic and international clients on complex legal and regulatory matters, including AI, digital transformation, cyber security and emerging technologies.

The 20-strong team has been strengthened by the recent appointment of leading technology and data protection lawyer, Marie McGinley, as partner and Head of the Group.

**Matheson, the law firm of choice for internationally-focused companies and financial institutions doing business in and from Ireland.**

Read more about our Technology and Innovation Group at [matheson.com](https://matheson.com)

# Strengthening Transatlantic Partnerships

by **Michael Lohan** · CEO, IDA Ireland



As I reflect on the enduring strength and potential of the transatlantic partnership between Ireland, Europe and the United States, our shared history and collaborative spirit have never been more important. In this era of rapid global change, as international relations evolve to become ever-more dynamic and when even the most well-established relationships are coming under increased pressure, Ireland must work to do all it can to protect and nurture our special and unique bond with America.

Our deep historical ties to the United States combined with our position as a committed member of the European Union, places Ireland at a unique intersection of global commerce. Safeguarding the trusted bond between Ireland and the US not only secures ongoing economic growth and innovation for both our nations but also enhances Ireland's role as a pivotal bridge connecting continents. By continuing to invest in this relationship, we will ensure that our collective future remains robust, prosperous and well-prepared for whatever lies ahead.

## Transatlantic Investment: Mutual Growth & Prosperity

For decades, US multinational corporations have recognised Ireland as a location for international growth where innovation and enterprise can thrive owing to a special blend of factors that include our pro-business policies, our highly skilled, English-speaking European workforce and robust regulatory framework. Furthermore, the stable political climate in Ireland gives investors confidence in the long-term security of their operations, adding to the strength of our position as a entry point not only to a European marketplace of 450 million consumers but to global markets and supply chains.

American investment has had a transformational effect on our economy, creating high-value employment, fuelling ground-breaking innovation and driving regional development nationwide. Today over 900 US companies in Ireland employ more than 190,000 people, with countless additional jobs supported indirectly. Across the Atlantic, Irish business have firmly established themselves as key contributors to the US economy, operating in every state and making significant impact on local communities. This dynamic, reciprocal flow of investment highlights the deeply interdependent nature of our relationship – one that generates real, lasting value for individuals and businesses in both countries.

## Talent & Innovation

At the heart of Ireland's value proposition is our talent. The Irish education system, renowned for its adaptability and emphasis on critical skills produced graduates who excel in sectors ranging from technology and life sciences to financial services and advanced manufacturing. IDA Ireland works closely with its clients, universities, research institutes and partners to ensure that our workforce remains future-ready. This open and vibrant ecosystem of multinationals, indigenous companies and educators working together allows IDA Ireland client companies direct access to universities which many cite as pivotal to the calibre of talent they can access for their operations in Ireland.

Furthermore, this ecosystem which sees Ireland's multinationals and indigenous companies supported by world-class research infrastructure serves to foster greater research collaboration and breakthrough discoveries. Indeed, innovation is central to IDA Ireland's strategy and we are proud to host in Ireland the

European headquarters of many of the world's leading technology, pharmaceutical and financial firms – among others – who continue to choose Ireland as a hub for R&D, digital transformation and sustainable business practices.

## Sustainability and the Future of Investment

The move towards an environmentally responsible economy represents both a pivotal challenge and a significant opportunity for Ireland today. The Irish government has outlined bold objectives in areas such as renewable energy generation, cutting carbon emissions, and advancing circular economy initiatives. Across a diverse range of sectors, IDA Ireland partners closely with our clients to help them achieve their sustainability goals by leveraging Ireland's natural assets, local expertise and progressive policies.

US companies operating in Ireland are leading the charge in adopting sustainable practices, investing substantially in green technologies, energy optimisation and ethical supply chains. IDA Ireland is proud to work alongside these businesses as they pioneer solutions for a greener, more equitable future for all.

## Resilience & Opportunity in a Changing World

We are living through a period marked by profound geopolitical shifts, where established alliances and global relationships are being re-evaluated. The global economic landscape continues to face significant challenges. Geopolitical tensions, supply chain disruptions and the imperative of climate action require agile, forward-looking responses.

Ireland's reputation for stability, adaptability and openness makes us a trusted location for US investors seeking opportunities for growth as they navigate these uncertain times. IDA Ireland is dedicated to supporting our client base of global companies – new and longstanding – as they continue to recognise and realise the investment opportunities here. Our focus remains firmly on deepening the partnerships with clients that will continue to build on the foundations of trust, innovation and shared prosperity that have defined our relationship for generations.

By enabling our clients to embrace today's technological advancements to build resilient operations that embrace sustainability and drive the talent and skills of the future. We are committed to working with policymakers, industry and global partners to ensure that Ireland continues to offer a compelling platform for growth and innovation. Together we are positioned to shape a future of greater opportunity and success for all.



Together we are positioned to shape a future of greater opportunity and success for all.

## Looking Ahead: Deepening our Partnership

In the context of greater global uncertainty, we should remember the relationship between our two countries is one of historic depth, mutual respect and strategic importance. For decades, our transatlantic partnership has flourished across diplomacy, commerce, culture and innovation.

Whilst no relationship is immune to the pressures of mounting global challenges and the ever-increasingly complex international landscape, Ireland's privileged access to the US administration and its institutions is a resource of exceptional value – one that is increasingly critical to protect and cultivate for the future.

Now, more than ever, it is essential to leverage our unique position to reinforce the relationship between our two nations, making sure it remains durable, relevant and can continue to be mutually beneficial.

As Ireland assumes the EU presidency in 2026, it presents an opportunity to further strengthen our transatlantic ties and to champion shared priorities with the United States as it celebrates its 250th anniversary. This milestone year offers both nations a moment to reaffirm their commitment to sustained collaboration, innovation and mutual prosperity on a world stage.

# Ireland's digital future: Keeping people at the heart of AI transformation



by **Paul Turley** · Senior Director, ServiceNow Ireland

As Ireland continues to cement its position as a leading digital hub in Europe, a critical question emerges: How do we ensure that our AI-driven transformation remains fundamentally human?

Recent research from McKinsey<sup>1</sup> reveals a telling insight; AI high performers attach significantly greater importance to keeping humans in the loop than their lower-performing peers. This isn't just about corporate strategy; it's about recognising that technology's true value lies in amplifying human capability, not replacing it.

At ServiceNow, we work with Irish organisations that understand this principle intimately. Take Kerry Group, for instance. As a global Irish company operating across multiple continents, Kerry has transformed its employee experience through AI and automation, but with a crucial distinction: they've never lost sight of the human element.

Jacqueline McGirr, Kerry Groups VP of Global Change and Employee Experience, articulates this beautifully in a podcast when she emphasises that AI should remind us of the enduring need for sensitivity, empathy, and human interaction. Rather than focusing solely on service level agreements, Kerry prioritises experience performance indicators; measuring how employees feel about their interactions with technology and services.

This human-centred approach to digital transformation represents a significant opportunity for Ireland. Ireland's reputation as a technology hub has been built on infrastructure and investment, but our next chapter should be defined by how we deploy these capabilities. The question isn't whether Ireland can compete on AI adoption, it's whether we can lead on responsible, human-augmented AI implementation.

As we develop Ireland's digital workforce, we must invest not just in technical skills but in the uniquely human attributes that make technology meaningful: critical thinking, empathy, change management, and the ability to identify where automation enhances rather than diminishes human work.

The future of work in Ireland will be shaped by organisations that understand AI as a tool for human empowerment. Companies operating here have a unique opportunity to demonstrate that the most sophisticated digital economies are those that put people first, using technology to free employees from mundane tasks whilst creating space for creativity, strategic thinking, and genuine human connection.

Ireland's digital future is bright, but only if we remember that behind every algorithm, every automated process, and every AI agent, there should be a clear purpose: making work more human, not less.



# Helen McEntee

Minister for Foreign Affairs and Trade



In the months since November, when I became Minister for Foreign Affairs and Trade and Minister for Defence, I have been struck by how significant and mutually beneficial the Ireland-U.S. economic relationship is, on both sides of the Atlantic. The U.S. is Ireland's largest trading and investment partner, and Ireland is now the fifth largest source of Foreign Direct Investment (FDI) in the U.S., with investments by Irish companies totalling \$390 billion.

**I am very proud of the fact that Irish companies, from global multinationals to SMEs, are investing and helping the U.S. to build for the future. The most recent statistics indicate that Irish investment in the U.S. increased by 20% in 2024, placing Ireland as the second largest EU source of FDI in the U.S. after Germany.**

I am equally encouraged by the contribution that U.S. companies are making to Ireland's innovation ecosystem. In return, they have

access to the European Single Market and programmes such as Horizon, a world-class talent pool and an environment that is stable, agile and conducive to reaching global potential.

Growing a dynamic relationship requires cultivation. Ireland's diplomatic network, working closely with the Irish States Agencies located across the major U.S. economic hubs, plays a central role in facilitating this progress. A key aim of this government is to maximise the reach of Team Ireland as a platform to promote Irish interests in the U.S., at federal, state and city levels.

As Minister for Foreign Affairs and Trade, I am committed to utilising Ireland's position as a transatlantic bridge between the EU and U.S., to maintain an open global trading and investment environment.

As Team Ireland, we will work to strengthen and deepen EU-U.S. cooperation during our EU Presidency this year. There is much to collaborate on, not least on trade, digital policy, cyber, and justice and home affairs. We will promote new channels for engagement on areas of shared priority and drive the competitiveness and simplification agendas.

This year the United States celebrates and commemorates 250 years since the signing of the Declaration of Independence. Three signatories of that historic document were born on the island of Ireland, and many more were of Irish descent, reflecting the rich people-to-people connections we share.

Engaging in America250 is a means by which Ireland can be part of the U.S.-wide commemoration of a formative event in American history. This includes marking the significant contribution of the Scots-Irish to this period. I am looking forward to reflecting on the relationship we have built, and the opportunities to come.



**I am committed to utilising Ireland's position as a transatlantic bridge between the EU and U.S.**

WILLIAM FRY

# Delivering the Next Generation of Investment

by **Andrew McIntyre** · Head of Corporate / M&A at William Fry



Ireland's appeal as a destination for foreign direct investment lies in its stability, talent, and adaptability. It is a trusted gateway for U.S. companies seeking international expansion into Europe and beyond, evidenced by more than 970 U.S. firms employing over 245,000 people directly in Ireland and supporting another 169,000 jobs indirectly. In turn, Irish businesses benefit from supply-chain partnerships that enable global market diversification and innovation. This dynamic ecosystem fosters competitiveness, knowledge exchange, and high-value job creation.

Looking ahead, the investment landscape is evolving rapidly. Sustainability, digitalisation and technological innovation are no longer optional – they are essential. Investors are prioritising projects that deliver long-term value. At the same time, fintech and regtech solutions are reshaping financial services, creating opportunities for efficiency and transparency in cross-border transactions.

These priorities are reflected in recent IDA Ireland figures, which show that the pipeline for U.S. investment remains robust, accounting for 60–65% of new projects in sectors such as technology, life sciences, fintech and emerging technologies. Over 50 of these investments are from new entrants, underlining Ireland's continuing attractiveness as a destination for next-generation investment.

However, sustaining this momentum requires continued focus and investment. Ireland must build on its core strengths – talent, infrastructure, and innovation – to support future growth. The government's renewed commitment to infrastructure, reflected in the updated National Development Plan (€275 billion by 2035, with €100 billion allocated for 2026-2030), is a strong indicator that these priorities are being taken seriously. Major upgrades are planned for housing, energy, water, and transport, including grid modernisation for renewables, expanded housing supply, improved water infrastructure, and enhanced digital public services. Significant investments in national roads, sustainable travel, and defence further underscore Ireland's determination to create the conditions for long-term competitiveness. Maintaining a strong pipeline of skilled graduates, alongside policy stability and regulatory clarity, will remain key differentiators as global tax reforms evolve.

Ireland's ability to innovate, whether through financial technology, regulatory adaptability, or collaborative partnerships, will define its competitiveness in the years ahead. By embracing change and setting ambitious standards, Ireland is not just keeping pace with global trends; it is helping to shape the future of international investment.

William Fry takes a solutions-led and commercially focused approach to supporting investment in Ireland. As a full-service law firm, our expertise spans Corporate / M&A, Banking & Finance, Asset Management & Investment Funds, Tax, Litigation & Investigations, Technology, Real Estate, Insurance, Projects & Construction and Employment & Benefits. This breadth of expertise allows us to advise clients across every stage of next-generation investment, from structuring and financing strategic deals to navigating regulatory developments. By combining our deep sector expertise, we help clients shape future investment in Ireland and beyond.



## Pfizer is proud to be in Ireland since 1969.

Over 55 years delivering breakthroughs that change patients' lives.

[www.pfizer.ie](http://www.pfizer.ie)



# Board of Directors



**Paul Sweetman**  
AmCham CEO



**Mark Cockerill**  
AmCham 2026 President  
Senior Vice President, Legal for Corporate, M&A and International Development, ServiceNow

95%  
of members surveyed agree that AmCham is recognised as the voice of US FDI in Ireland



**Michael Gilvarry**  
Head of R&D, J&J MedTech Neurovascular General Manager, Galway



**Mark Hennessy**  
Vice President Operations, Bausch & Lomb



**Antony Jancic**  
CEO, Bank of America, Europe DAC and Country Executive for Ireland



**Paul Kelleher**  
AmCham 2026 Vice President  
Vice President of Engineering for QT Technologies Ireland Limited (Qualcomm Ireland)



**Davinia Conlan**  
Finance Committee Chair  
City Country Officer, Citi Ireland



**Orlaith Lawler**  
AmCham Ireland Regional Leader, VP Operations EMEA, Beckman Coulter

WE WORK TOGETHER TO EMPOWER OTHERS



**Catherine Keogh**  
Chief Corporate Affairs Officer, Kerry Group

99%  
of members surveyed are likely to recommend membership of the Chamber to others



**Eithne Lynch Ph.D.**  
Senior Director of Engineering, Edwards Lifesciences



**Joanne Morrissey**  
HR Director, Microsoft Ireland



**Joe Bolger**  
VP, Factory Manager, Intel Corporation

Ireland is home to 1,002 US companies  
WE ARE THEIR LEADERSHIP VOICE



**Yvonne Cunnane**  
Vice President and Head of Data Legal, Meta Platforms Ireland



**Malcolm Garde**  
AmCham Ireland Regional Leader, Site Director, AbbVie



**Sinead O'Neill**  
Vice President of Operations, Boston Scientific, Cork



**Tara Tibbs**  
Senior Vice President and General Manager, Eli Lilly, Kinsale

WE ARE INDUSTRY EXPERTS, TRUSTED AND CREDIBLE



**Sharon Walsh**  
AmCham Ireland Regional Leader, Senior Vice President, Technology, Fidelity Investments

# Mary Lou McDonald

Uachtarán Shinn Féin (President of Sinn Féin)



American companies and investment have long been central to Ireland's economic story. That partnership continues to deliver for both our countries, and I am confident it will remain strong in the year ahead as we work together to support well-paid jobs, sustainable growth, and shared prosperity.

The scale and depth of the Ireland-US economic relationship speaks for itself. The United States is Ireland's largest trading and investment partner, while Ireland is the fifth-largest source of foreign direct investment into the US.

American companies employ approximately 245,000 people in Ireland, while Irish firms support more than 200,000 jobs across the United States. This is a genuinely two-way relationship, grounded in mutual benefit and long-term commitment.

We should never underestimate the importance of that connection. At a time of global uncertainty - marked by geopolitical tension, economic disruption, and rapid technological change - strong, trusted relationships matter more than ever.

In that context, economic resilience has become as important as cost competitiveness. Diversified supply chains, stable institutions, and long-term policy certainty increasingly shape investment decisions, and Ireland's role as a trusted, rules-based economy at the heart of the EU offers US companies a stable platform in an unpredictable world.

In the period ahead, deepening the relational side of doing business must be seen as a strategic advantage - fostering innovation, strengthening partnerships, and creating new opportunities across the Atlantic in 2026 and beyond.

Ireland remains a highly attractive place to do business, and US companies understand the long-term value of investing here. We have a proven track record of delivery, underpinned by a highly skilled and educated workforce, a strong culture of innovation, and an adaptable, productive business environment.

Ireland's people are our greatest asset, and their talent, creativity, and ambition continue to drive impressive business performance across sectors.

Increasingly, US companies are not simply investing in Ireland, but also working in partnership with Irish universities, researchers, and indigenous enterprises to develop new technologies, products, and services for global markets. This collaboration strengthens innovation here and deepens the long-term foundations of our economic relationship.

While global events move quickly, the implications of Brexit remain very real. In the post-Brexit landscape, Ireland is the primary English-speaking gateway for US companies to the EU Single Market, offering access to 450 million consumers.

Over the past decade, we have seen what is possible when US firms choose Ireland as their European base. There is significant potential to build on this and we want to ensure that Ireland remains the natural first choice for US companies.

The Ireland-US business relationship is rightly regarded as a success story, but no economy can afford complacency. Ireland's competitiveness and attractiveness for investment depend on the policy choices we make now.

That means taking ambitious decisions to deliver housing at scale, ensure access to affordable childcare, and ease cost-of-living pressures on working families. Affordability is not a social add-on - it is an economic imperative, shaping workforce stability, productivity, and long-term competitiveness.

It also means sustained investment in infrastructure, education, research and development, and skills. Cyber and maritime security must also become and remain a critical priority for Government and the State.

There is no doubt that tariffs, the risk of trade disputes, and shifts in US foreign policy have altered the international trading environment. Yet periods of challenge also demand leadership - principled, pragmatic, and forward-looking. This is a time for clear values, cool heads, and a renewed focus on what unites us.

The bond between Ireland and the United States is deep and enduring, shaped by shared history, family ties, and generations of exchange between our peoples. That is what gives me confidence in the future of our economic relationship.

I firmly believe that trade and investment between Ireland and the United States will continue to grow and strengthen. The opportunities ahead are substantial. Now is the moment to place renewed emphasis on a partnership that has stood the test of time.

With ambition and collaboration, 2026 can be a year of optimism and achievement - growing US investment in Ireland, expanding Irish investment in the US, and delivering greater prosperity for people in both our countries.



## Real World Generational Impact Through Multi-Stakeholder Engagement and Delivery: Collaboration with Higher Education and Industry has the Power to Bridge what Was and What will Be.

by **Maureen Walsh** · Managing Director, DeCare

As the first and only dedicated dental benefit provider and oral health company in Ireland, DeCare Dental Insurance Ireland is in a unique and privileged position, serving over 76,000 dental and vision members and over 600 leading companies across all sectors in Ireland. Over the past five years, DeCare has covered over 337,000 dental treatments in Ireland. This year, the team introduced enhanced dental and vision benefits, including enhanced cover for children, orthodontics, and a dental case management benefit for autism spectrum disorder.

This will be the first generation in Ireland that will have grown up using private dental insurance as a key enabler for funding positive oral health over a lifetime, resulting in improved outcomes and overall quality of life. Companies have taken responsibility for providing benefit plans to staff and enabling positive oral health of their teams.

Oral disease impacts approximately 3.5 billion people, costing over \$710 billion in treatment costs and productivity losses worldwide each year. In Ireland, 83% of dental costs are paid out of pocket.

DeCare member claims data shows that members receiving preventive care over a three-year period experienced a 5% increase in the cost of care. Members that did not receive preventive care over this period experienced a 67% increase in the cost of oral healthcare (2022-2024). Underpinning the importance of awareness and insurance as a mechanism to fund the cost of care. We all have a part to play.

The World Health Organization has set the strategic action to reduce the combined global prevalence of the main oral diseases and conditions over the life course by 10%.

An ambitious goal such as this cannot be achieved in isolation or in a silo. The oral health environment is complex and dynamic. Cross-Stakeholder collaboration in areas of research, education and funding (private and public) is required to enable positive oral and overall health.

One of the key reasons that Ireland is well positioned for innovation and addressing global challenges is the proven ecosystem that exists for academia and industry to partner to make impactful progress - whether that be med-tech, life sciences, manufacturing advancements, or oral healthcare. Entrepreneurial companies will continue to play a vital role in working with academia, private and public sector to drive innovation. DeCare is privileged to partner with people and companies that are changing the world through an ability to collaborate and deliver real world generational impact in their business.

One of the most exciting dental developments in Ireland is the opening of the new Royal College of Surgeons Dental Education Centre at Sandyford in September 2025, where the first cohort of students have started their Bachelor of Dental Surgery (BDS). This is the first community-based undergraduate dentistry programme in Ireland. This innovative approach reflects a major international trend in dentistry and other healthcare professions. This programme embeds social accountability and collaborative practice into the programme. The students will work on real world projects in the Community, have access to state-of-the-art facilities and advanced dental



simulation technology at new Dental Education centres in Sandyford, Connolly Hospital and Ashtown over a five-year period.

The DeCare team is delighted to support RCSI as they prepare the next generation of dentists in Ireland.

It is vital that government continue to invest in higher education in Ireland. The increased Research and Development Credit to 35% is welcome. Further strategic actions by Government are required to increase core and capital funding for higher education institutions. This funding is required to boost capacity in all sectors.

There is a significant opportunity to permanently unlock the National Training fund and close the gap that is required by higher education to deliver a sustainable funding model to support Ireland's universities to remain at the forefront. This is a unique funding mechanism which involves investment from industry into the fund and presents a significant and targeted opportunity that has the potential to be transformative.

A multiannual fund for research, investment in infrastructure and skills development will provide consistent commitment and long-term confidence for investors.

We are all interconnected in a complex and competitive global economy marked by rapid technological advancements, talent shortages, and needs of a changing population and society with evolving preferences.

We have an opportunity to make real world generation impact, from a position strength. Let's Do It.

We can help you navigate EU pay transparency legislation to manage risks and harness the benefits of transparent pay.

Find out more here



# Upskilling will Keep Humans Firmly in the AI Loop

by **Graham Abell** · VP, Software Engineering & Site Lead, Workday



The workforce has undergone a fundamental shift. It is no longer made up of people alone, but a mix of humans and AI agents working together. At Workday, we've spent over a decade thoughtfully implementing AI to help customers and users spend more time on valuable initiatives and less on mundane tasks. We believe this new era of work isn't a choice between humans or AI; it's a powerful partnership between the two. It's not just about removing friction; it is about using AI to amplify human performance. This allows organisations to reinvest in high-value work, doubling down on uniquely human skills like creativity, empathy, and connection.

We are betting big on an optimistic and practical future for AI: that's why we've made a major €175 million investment to foster our AI Centre of Excellence (CoE) in Ireland and create 200 specialised new roles. It represents our commitment to pioneering the next generation of ERP, redefined for the AI era. The Centre will drive the development of purpose-built AI that addresses the complex needs of global customers, ensuring accessibility and compliance from day one.

It could be argued that the greatest barrier to this future is not software; it is skills. The mandate for leadership is clear: we cannot simply "buy" an AI-ready culture; we must build it. Leadership requires intentional upskilling to cultivate an adaptable, future-ready workforce. That's why we've

partnered with Technology Ireland Digital Skillnet to upskill 300 of our leaders through the AI Business Academy. And through our partnership with TU Dublin, more than 285 employees have already graduated with certifications in AI relevant themes including Machine Learning, Cybersecurity and Entrepreneurial Leadership.

Building a skills-based culture also means looking outward. We are actively bridging the gap between academia and industry. Through our AI Industry Fellowship program with partners like Trinity College Dublin, Dublin City University, and Research Ireland, we are embedding cutting-edge researchers directly into our product teams. This ensures our innovation is grounded in the latest scientific breakthroughs and diverse perspectives.

Crucially, building AI is about more than just research and deployment: it requires diverse perspectives, from ethics to design. Ireland is full of highly skilled professionals who bring diverse, global experience and an openness to iterate and innovate.

Cultural fluency in innovation is essential, because technology must work across different legal frameworks and cultural contexts. Our diverse team of over 2,200 people, approximately 80% of whom work in product and development, help ensure our products reflect this.

For leaders looking toward 2026, the mandate is clear: do not wait for the future of work to arrive. AI is here. Reinvest in your people now. The organisations that succeed will be those that prioritise upskilling to ensure humans remain firmly in the AI loop.

**Leadership requires intentional upskilling to cultivate an adaptable, future-ready workforce.**



# Why Ireland for US Companies



## Top 15

Ireland has ranked **among the world's top 15 most competitive economies** for the past decade and is the most competitive country in the euro area.

## Top 5

Ireland is among the **top five global destinations for US foreign direct investment** and among the top five countries investing in the United States.

## 9 of the Top 10

Ireland hosts **globally significant industry clusters**, including more than 90 pharmaceutical companies and operations from **9 of the top 10 US technology companies**, and half of the world's top 30 semiconductor companies.

## 35%

Ireland offers a competitive **35% R&D tax credit**, with business R&D expenditure growing by 81% between 2021 and 2023 to €7bn.

## 245,000

US multinational companies **employed 245,000 people in Ireland** in 2025, up 16% year-on-year.

## Most STEM Graduates

Ireland has the **highest per-capita STEM graduates** in the EU among 20–29 year-olds.

## 1st and 2nd in Education

Ireland ranks **2nd globally for third-level education** attainment (OECD) and **1st in the EU for tertiary education**.

## Highest Labour Productivity

Ireland has the **highest labour productivity** in Europe.

## Stable, Pro-Enterprise Policy

Ireland offers a **stable, pro-enterprise policy environment** and is the **EU's only English-speaking, common-law economy**.

# Why Ireland

## A Place to Live, Work, and Do Business



by **Antony Jancic** - CEO, Bank of America, Europe DAC and Country Executive for Ireland

Ireland, North and South, continues to stand out as a global business hub, offering a unique blend of innovation, talent, and connectivity. For Bank of America, the Republic of Ireland has been part of our

story for nearly six decades. We first established operations here in 1968, and in 2017, Dublin was chosen as the headquarters for our European Union banking entity – a decision that reflects the jurisdiction's reputation as a trusted and dynamic environment for international business.

In 2025, Bank of America was pleased to announce plans to create up to 1,000 new jobs in Belfast, marking our first-ever operation in Northern Ireland – a major milestone that underscores its growing role in global financial services.

One of Ireland's greatest strengths is its deep and enduring connection to the United States. These ties are cultural, historical, and economic, creating a natural bridge for companies seeking to grow internationally while maintaining strong transatlantic relationships. Today, the US remains one of the largest sources of foreign direct investment here, and businesses across this island rank among the top investors into the US. This partnership is a cornerstone of our shared mutual success over many decades.

Ireland offers more than business advantages, it provides access to a highly skilled, globally minded workforce and fosters collaboration between industry, education, and respective governments. This creates an ecosystem where innovation thrives, and companies can adapt to a rapidly changing world.

Beyond work, this shared island is an exceptional place to live with vibrant and welcoming cities, rich heritage and a quality of life that is hard to match. A strong focus on sustainability and inclusivity ensures that Ireland is not only a great place for business today but is building a future-ready society for generations to come.

For Bank of America and many others, Ireland is more than a location, it is a partner in growth and a home for talent. We are proud to contribute to its respective economies and communities, and we look forward to continuing our journey together.



by **Davinia Conlan** - AmCham Finance Committee Chair, City Country Officer, Citi Ireland

Ireland continues to be a highly compelling destination for US companies, including Citi. Our 60 years of operations here attest to the unique advantages this country offers and to the US-Ireland partnership.

It's a story deeply rooted in Ireland's strategic, dynamic, and welcoming business environment, underpinned by stability and certainty. Today, Citi Ireland has nearly 3,000 colleagues from almost 70 nationalities working across banking, operations, technology, cybersecurity and risk management.

The government's long-term pro-business policies make it an ideal platform for international growth. From Ireland, we support US companies expanding into Europe and beyond, while helping Irish and European companies scale globally, leveraging Ireland's unique position as a bridge between the US and the EU.

A primary reason for our success here, shared by many US companies, is access to Ireland's exceptional workforce. We consistently benefit from a highly skilled, educated, and multilingual talent pool. For Citi, this deep expertise, has been instrumental in developing Ireland as a strategic hub for our global operations.

Our proactive engagement with Irish educational institutions provides a robust pipeline of future leaders, demonstrating Ireland's commitment to fostering a workforce that meets the evolving demands of international business, ensuring we collectively stay ahead. I have personally seen real value in deepening these relationships.

## WHY IRELAND

Combined, this makes Ireland an ideal base for businesses, providing a solid foundation for long-term growth. For Citi, Ireland is home to our European headquarters and this year, we will move to our new European HQ on the North Quays in Dublin. Ireland is not just a location for us; it is a long-term strategic home.

Beyond the operational benefits, Ireland genuinely offers a fantastic quality of life. This vibrant environment is key not just for attracting but also for retaining top talent, ensuring employees find Ireland a great place to live, and work.

Ireland will and must continue its critically strategic role in facilitating two-way trade, investment, and financial flows between Europe, the US, and the rest of the world. We are actively investing to support both US clients establishing their European footprint here and Irish businesses expanding globally, including into the US market, for decades to come.



**This vibrant environment is key not just for attracting but also for retaining top talent.**



by **Michael Gilvarry** · Head of R&D for J&J MedTech Neurovascular and General Manager of the Galway site regarding Johnson & Johnson Neurovascular R&D Activities in Galway

Johnson & Johnson MedTech, a leader in neurovascular care, established its presence in Galway in 2017.

We have continually invested in scaling engineering, RD&I and manufacturing capabilities focused on neurovascular research, product development, and supply chain.

At the Galway site, we are recognized as the hub for the company's Neuro Thromboembolic Initiative (NTI) and Research, Development and Innovation efforts.

NTI focuses on understanding unmet needs in neurovascular disease and driving innovation in stroke treatment at the company's Galway-based innovation centre.

In November 2025, we announced the expansion of our (RD&I) activities in Galway. This followed a previous expansion announced in 2022, enabling us to expand stroke-specific and liquid embolic procedural R&D capabilities in Galway, deepen our bench of engineering and scientific talent, and accelerate the development

of new treatment solutions for patients with acute ischemic and hemorrhagic stroke – two of the leading causes of disability and death worldwide.

This expansion is an endorsement of Ireland's position as a global leader in MedTech innovation. Ireland benefits from a highly educated and skilled workforce, supported by a strong education system that prioritises STEM (science, technology, engineering, and mathematics) disciplines.

We continue to attract world-class investment and talent as we further our capabilities in neurovascular research and stroke care, enhancing our innovation ecosystem and delivering real impact for patients worldwide.

By expanding our remit from ischemic stroke to include chronic subdural hematoma, and other neurovascular conditions, our talented workforce in Galway is applying their scientific knowledge and engineering skills in new ways to find solutions to these life-threatening conditions.

Ireland is a critical part of our global innovation network, and this investment reflects our long-term commitment to building and advancing our neurovascular capabilities in the region for the benefit of patients around the world.

## WHY IRELAND



by **Tara Tibbs** · Senior Vice President and General Manager, Eli Lilly, Kinsale

Eli Lilly and Company's presence in Kinsale, Cork, and Limerick demonstrates why Ireland is an appealing destination for business: it boasts talented individuals, deep expertise in relevant sectors, and a collaborative culture—qualities that have

shaped the 50 years of the company's continuous activity in Ireland.

Ireland's workforce stands out as one of its greatest assets. Employees here are not only well-educated but also capable, inquisitive, and dedicated – traits that truly matter when managing complex operations or implementing new technologies. The country's strong emphasis on STEM education ensures that companies like Lilly consistently have access to skilled professionals who can make immediate contributions.

Another advantage is the close connection between industry and academia in Ireland. Collaboration with universities and research centres is a fundamental practice, supporting research, developing future talent, and keeping academic strengths aligned with industry needs.

With numerous pharma and biopharma companies established locally, there's a shared drive to excel, exchange knowledge, and foster innovation. This creates a culture where teams feel they're part of something larger – both in Ireland and globally.

At the same time, there is room for improvement and staying at the forefront of innovation and growth requires continued investment. We hope that the medical innovations that companies like Lilly bring to society are valued and are able to reach patients rapidly.

On a personal note, Ireland offers a high quality of life, with welcoming people, vibrant communities, and an environment that attracts and retains talent. Our employees are deeply integrated into life here – not just at work, but also in their neighbourhoods, volunteer efforts, and family life.



**Ireland's workforce stands out as one of its greatest assets. Employees here are not only well-educated but also capable, inquisitive, and dedicated.**

# Ireland Inc: Driving Innovation and Investment in the US Market

by **Jenny Melia** · CEO, Enterprise Ireland



Ireland's agile exporters are continuing to redefine global innovation, and the United States is a critical market for their transformative technologies and investments.

Irish exporters are agile and resilient, and innovation is in their DNA. Our enterprise base is developing solutions for global challenges, and their unique skills and talent has been critical in ensuring the economic partnership between Ireland and the US has evolved into a robust and multifaceted mutually beneficial relationship, marked by significant Irish investment and a growing presence of Irish companies across the US market. This two-way relationship has not only bolstered bilateral trade, but has also contributed to job creation and economic growth within the US.

While recent tariffs changes have undoubtedly had some impact, the US is – and will continue to be – an important primary export market for Irish exporters. Irish companies supported by Enterprise Ireland maintains substantial investments and operations in the US, and will continue to be supported by our teams in Ireland and across our seven US offices to consolidate and grow their businesses there.

Through initiatives like the Enhanced Market Research Grant and Enhanced Market Discovery Fund, we are focused on supporting the Irish and US trading relationship to grow and thrive by helping firms to adapt strategically and maintain competitiveness, by solidifying their US presence, protect jobs, and drive growth, ensuring Irish exporters continue delivering mutual prosperity to Ireland and the US.

Enterprise Ireland-supported firms exported €6.66 billion to the US in 2024, an 8% increase on the year prior, making it Ireland's third-largest export market after Europe and the UK. The US accounts for 18% of total client exports, with over 950 companies exporting there.

Our indigenous exporting companies have made significant US investments, our top 10 exporters directly employ 116,000 people there and purchase billions in US goods and services. Ireland is the 5th largest source of FDI in the US, with Irish-origin investments valued at \$389 billion in 2024.

Enterprise Ireland plays a pivotal role in supporting Irish exporters in the US. Our 7th US office in Atlanta has helped over 80 companies establish US presences in the past 18 months, fostering jobs and partnerships. The US remains a strategic export market for over 950 client companies, with 73% maintaining a full-time presence. Their success stems from innovation and competitiveness.

The dynamic and important relationship between Ireland and the US is a strong, two-way partnership, built on trust, agility, innovation and talent. Enterprise Ireland remains deeply committed to strengthening this mutually beneficial partnership, and to supporting our clients to find new opportunities and build on existing ones in this important primary export market.

**Irish exporters are agile and resilient, and innovation is in their DNA.**



# Excellence drives Excellence

by **Liam Kenny** · CEO, John Paul Construction



Reflecting on John Paul Construction's journey over the last five years, it's readily apparent that our organisation has evolved into a truly international business.

We are in a privileged position at John Paul Construction whereby we work with a wide range of US-based organisations who are leaders in their respective fields. Their own ability to maintain progress is driven by an insatiable desire to consistently raise standards. This sense of excellence rings true with our own culture and has helped drive the development of a skillset that empowers us to compete at a global level.

## Raising Standards

Foreign Direct Investment has been critical to the evolution of our business in recent years. It has brought exposure to leading US clients in the sectors of data centres, semiconductors and life sciences. Securing projects with these clients has enabled John Paul Construction to pursue innovation, working in a dynamic underpinned by a true sense of collaboration. As an added benefit

we are exposed to new learnings these clients garner across the globe, providing fresh insights into safety, engineering and technology. A great example of this came from our work with a US-owned MedTech provider that is building their first manufacturing facility in Europe. The energy and focus the client committed to the project had an incredibly positive effect on the delivery approach adopted by our own team.

## Going Further

Looking forward, our Company has an opportunity to build on this platform. We will be investing in our people, driving innovation and setting a path for the future direction of our business. Our ambition is to maintain this sense of excellence and to

continue to work alongside our US-based clients as the realms of artificial intelligence drive new thinking and new opportunity.

In parallel, recent commentary on the need to deliver on the government's National Development Plan to deliver critical infrastructure and housing cannot be underlined enough. Its correlation with the attractiveness of Ireland as a place to do business is self-evident. Our recent success in delivering Rosslare Europort Terminal 7 and the related enabling works, both on time and on budget, has underlined that infrastructure can be achieved in an efficient manner when all parties put collaboration at the heart of a project. In that spirit, we look forward to playing our small part in delivering on behalf of the nation once more in the near future.

**Foreign Direct Investment has been critical to the evolution of our business in recent years.**

Rosslare Europort Terminal 7 and Enabling Works





# The Human + AI Approach



by **Conor McCarthy** · Partner, Head of People and Change, KPMG and **Rory Timlin** · Partner and AI Practice Lead, KPMG

The US-Ireland business relationship has long been anchored in shared values around innovation, entrepreneurship, and talent mobility. Today, as artificial intelligence (AI) reshapes the workplace at unprecedented speed, Irish and American businesses face a common challenge – how to retain skilled workers while navigating the most profound technological transformation in a generation.

## The demographic dilemma

In Ireland, the demographic dimension adds immediate pressure to this technological shift. According to the KPMG CEO Outlook 2025, nearly one-third of respondents in the Republic and 23% in Northern Ireland cite the combination of retiring employees and a shortage of skilled workers as the labour market factor having the greatest effect on their organisation.

Conor McCarthy, notes that this data reinforces the need for organisations to “shift their thinking from AI replacing jobs, to workforce design around new jobs in a context where the working age is shrinking across many developed countries”. On this basis, Conor contends that “how the jobs of the future augment the new value that will be created in that future is a strategic workforce planning challenge, and so it’s not something that cannot be addressed today”.

CEOs must balance the exit of experienced employees, many holding critical institutional knowledge, with the arrival of younger employees who bring digital fluency but require cultural integration. Upskilling is no longer just about training but a permanent feature of strategy. Some CEOs are experimenting with continuous learning models: rotational assignments, AI-enabled training platforms, and career pathways that blend technical and soft skills.

## Building trust through transparency

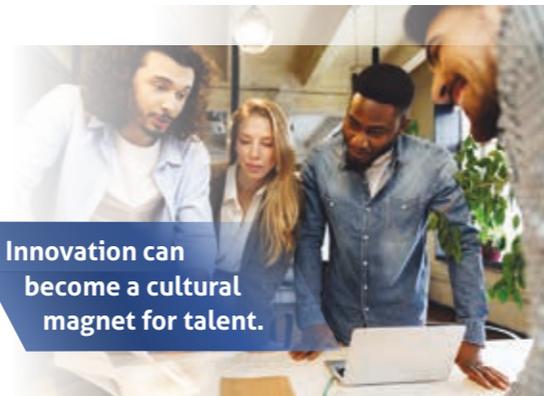
The cultural side of innovation is often underestimated. Hybrid work, generational expectations, and rapid skill turnover are reshaping the psychological contract between employers and employees. However, if innovation is framed purely in terms of technology, organisations risk alienating employees. But if it is linked to empowerment, sustainability, and professional growth, innovation can become a cultural magnet for talent.

“Executives need to be open and transparent with their employees around AI adoption to outline how it complements organisational strategy and values, is being deployed in a responsible manner and empowers people. This is fundamental to building trust, engaging hearts and minds in adoption and driving value,” notes Rory Timlin. There are practical

applications already delivering results in several business operations. In customer operations, generative AI enhances query understanding and response formulation. It improves first-time resolution, prompts next-best actions and automates post-call summarisation. Beyond customer service, AI is producing measurable gains in content generation, localisation, translation, and document summarisation, capabilities particularly valuable for companies serving transatlantic markets.

Success requires moving beyond rhetoric. Organisations must demonstrate value through competitive compensation, and strategic investment in workforce development. The firms that treat workforce development as strategic investment rather than operational cost will secure competitive advantage in an AI-enabled future.

For more insights visit [kpmg.ie](http://kpmg.ie)



**Innovation can become a cultural magnet for talent.**



# Hello Ireland



**We're the new old kid on the block**  
Supporting brokers for over 150 years | Visit [metlife.ie](http://metlife.ie)

# WE'RE "DOING WELL BY DOING GOOD"

from within and beyond our labs to address the issues that matter most to our world.

Our global responsibility goals apply Regeneron's unique knowledge and expertise to address the issues that matter most to our business and our stakeholders. Guided by our corporate philosophy of "Doing Well by Doing Good," our approach spans three strategic focus areas: improving the lives of people with serious diseases, fostering a culture of integrity and excellence, and building sustainable communities.



Learn more at [Regeneron.ie](https://www.regeneron.ie)

**REGENERON**®



## Ireland's Strategic Imperative: Navigating Geopolitical Complexity in 2026

by **Feargal de Freine** · EY Ireland Assurance Partner and Head of FDI

As organisations look ahead to 2026 and beyond, geopolitical turbulence is no longer a notional risk. Over the past 12 months geopolitics and its consequences have been an ever present on the agenda of executives, boards and policymakers and this year will see more of the same.

For Ireland, home to many multinationals and deeply embedded in global supply chains, geopolitics is a strategic reality that cannot be ignored.

Ireland continues to perform strongly in terms of our attractiveness for inbound Foreign Direct Investment (FDI). The IDA reported a record 323 investments in 2025, up 38% on 2024, including 80 R&D projects supporting €2.5bn in expenditure amongst IDA clients.

However, this does not mean Ireland can be complacent. From tariffs to supply chains to Artificial Intelligence, 2025 saw the rules of global business rewritten. As we look ahead to 2026, EY has identified 10 key global geostrategic themes that we expect will continue to dominate boardroom agendas this year. Of particular relevance are the following:

### Trade and Tariffs

Tariffs will remain a feature of the global economy in 2026, as countries use tariffs and export controls as instruments of economic and geopolitical strategy. In response, Irish exporters and international businesses based here must challenge old assumptions about market access and exemptions.

This expected continuation of US tariff policies into the medium term, irrespective of any judicial decisions, however, must not trigger a deprioritisation of the Ireland-US two-way trade relationship. This long-established relationship

remains fundamental, underpinned by shared heritage and multinational investment in both directions across the Atlantic.

At the same time, indigenous Irish businesses and multinationals based here, particularly those with manufacturing and service sites, need to think seriously about market diversification and how to optimise and protect supply chains.

### State Intervention and Industrial Policy

Governments are increasingly shaping markets through subsidies, procurement rules and incentives tied to local content. The implications are twofold:

- In markets where policy is tilting towards domestic or domiciled players, expect higher barriers and greater compliance demands.
- In jurisdictions deploying targeted incentives to attract trusted partners, opportunities exist for Irish firms that demonstrate strong capabilities and governance.

Success depends on integrating policy intelligence into planning, not treating it as an afterthought. For Ireland, this means leveraging our role within the EU, ensuring our voice is influential in shaping policy, and preparing to maximise the strategic opportunities presented by our forthcoming EU Presidency.

### Technology and Sovereign AI

Ireland's technology footprint offers a genuine opportunity to lead in AI and data sovereignty.

With 16 of the world's top 20 tech companies operating here, and with the latest figures from the IDA's full year results for 2025 showing record R&D investment across all sectors, the potential is significant. To realise this potential, Ireland must prioritise digital infrastructure, energy capacity and governance frameworks that meet evolving expectations on data localisation and cyber resilience.



### Spheres of Engagement

These dynamics will play out across four spheres of engagement, each of which brings distinct challenges and opportunities.

North America remains volatile on trade and regulation, yet it is indispensable for Irish exporters.

Asia-Pacific is doubling down on economic security and technology sovereignty, creating both competitive pressure and partnership potential.

Europe is striving to boost competitiveness and to simplify regulation.

Finally, the Middle East is recalibrating, with investment flows and energy dynamics opening new corridors as the region takes its place as a key sphere of global importance.

For Ireland, understanding these spheres is not academic; it is essential to shaping strategy and seizing growth opportunities in a fragmenting world.

So, what should Irish business leaders do? First, build resilience for the unexpected: as every business leader has learned in 2025, scenario planning is now a constant necessity. Second, bring geostrategic risk into corporate governance: political risk cannot sit in a silo. Third, adapt supply chains and footprints.

Geopolitical uncertainty is not a passing storm – it is the climate in which Irish businesses will operate in throughout 2026. Ireland's strengths-trust, openness and partnership- remain real. The challenge is to match these with strategies that anticipate shocks, seize opportunities and safeguard national and business interests.



# Harnessing AI is Key

## to Futureproofing Healthcare Manufacturing and Global Supply Chains

by **John Sourke** · Vice President of Global Biotech Operations at Pfizer



The current and future delivery of healthcare manufacturing and global supply chains is being radically reshaped by artificial intelligence (AI), offering unprecedented opportunities to enhance efficiency, resilience, and patient care. AI is not just a technological upgrade, but a fundamental reimagining of how we produce and distribute critical medical resources.

As a company committed to delivering breakthroughs that change patients' lives, Pfizer is leveraging artificial intelligence (AI) to transform pharmaceutical operations worldwide, to deliver medicines faster, more efficiently, and with uncompromising quality.

### AI in Manufacturing

Traditional manufacturing processes are inherently limited by human capacity and linear thinking. AI breaks through these constraints, enabling real-time optimisation and predictive intelligence.

Across Pfizer's global supply network, including its Irish sites in Cork, Dublin, and Kildare, AI is powering "smart factory" initiatives that optimize production and reduce downtime. At Grange Castle in Dublin - a key hub for biologics and sterile injectables - Pfizer has deployed advanced AI-driven process monitoring systems to analyse thousands of data points in real time, predicting potential deviations before they occur and ensuring consistent product quality.

One of the most compelling applications is the concept of the "Golden Batch" - where AI identifies optimal manufacturing parameters and can detect anomalies in real-time, all in support of our aim to improve product yield by 10% and cycle time by 25%, to deliver faster, more cost-effective medical production.

Another valuable innovation is the Smart Factory Co pilot, an AI platform that assists operators by providing predictive insights and automated recommendations. This system has already delivered measurable benefits: improved yield, reduced waste,

and faster troubleshooting. Its impact was recognised at the 2024 AI Awards in Dublin, where Pfizer won "Best Application of AI in a Large Enterprise."

### Why It Matters

The reality is that AI is enabling us to move from reactive to proactive manufacturing. Predictive maintenance powered by machine learning minimises equipment failures, while AI-driven scheduling optimises production runs to meet global demand. These capabilities are critical for sterile injectables and biotech products, where precision and reliability are paramount.

### Looking Ahead

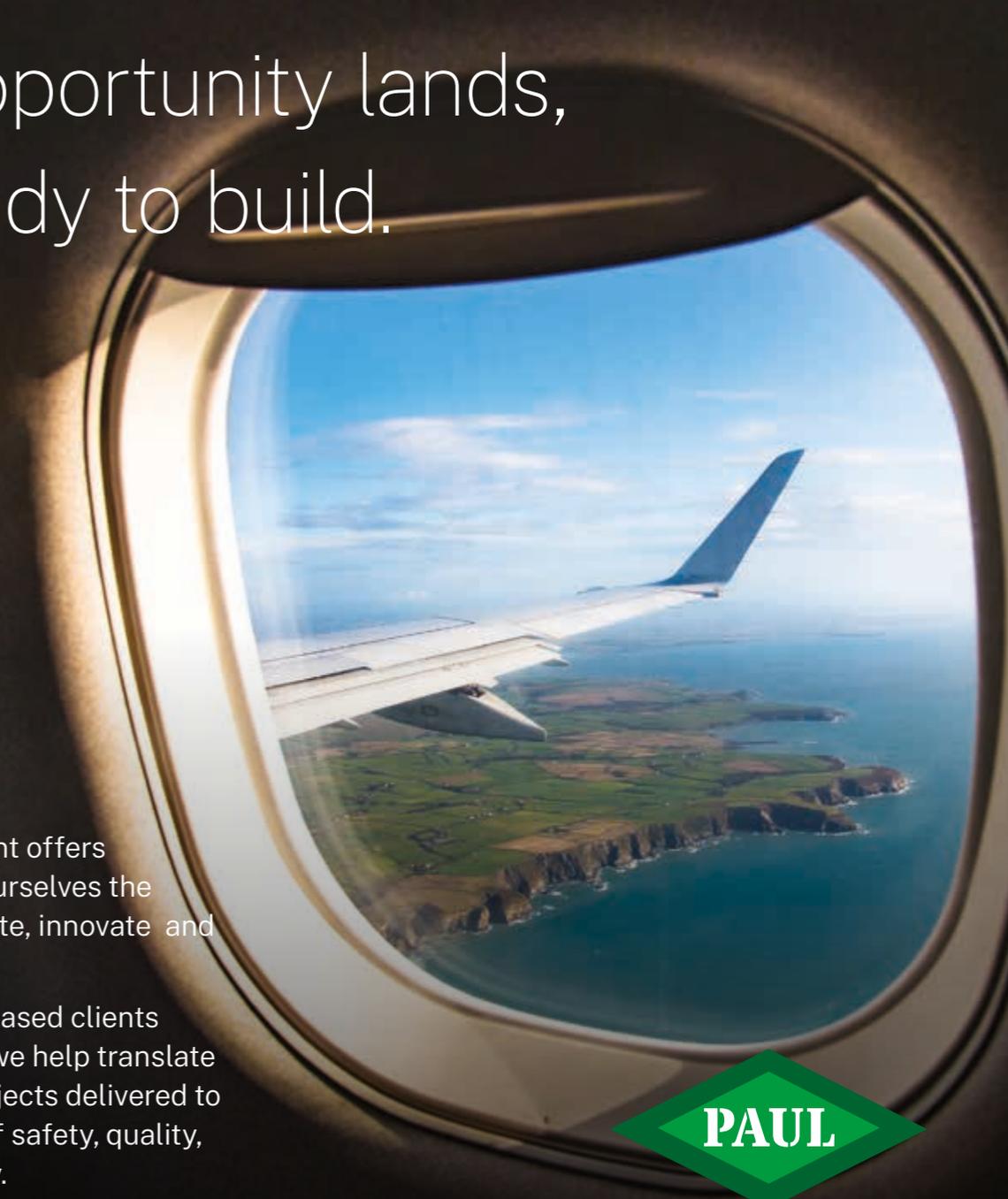
As we look to the future, AI in healthcare manufacturing represents more than technological progress. It's a pathway to more responsive, efficient, and patient-centric medical production.

Pfizer's AI strategy extends beyond manufacturing to R&D, clinical trials, commercial and supply chain optimisation. By combining cutting-edge technology with deep pharmaceutical expertise, Pfizer is setting a new standard for intelligent, sustainable, and resilient manufacturing - always focused on breakthroughs that change patients' lives.



**AI is powering 'smart factory' initiatives**

# When opportunity lands, we're ready to build.



Foreign direct investment offers organisations such as ourselves the opportunity to collaborate, innovate and grow.

Working alongside US based clients across diverse sectors, we help translate global ambition into projects delivered to the highest standards of safety, quality, and certainty of delivery.

**Go Further | Build Smarter**



**John Paul Construction**



# US Investment in Ireland's Regions

480



US companies with operations in Regional locations

122,000



people directly employed

97,000



people indirectly employed



Spending by US MNCs in Regional locations in 2024

€8.9bn



on payroll

€5.6bn



on goods and services

€6.5bn



on capital expenditure

## The Strength of Ireland's Regional Locations



### FDI in Ireland's Regional Locations is Continuing to Grow

More than 50% of all FDI into Ireland in 2025 went to regional locations

88% of new jobs added in H1 2025 were located in regional areas



### Globally Ranked Cities and Regions

Cork ranked #2 overall for Small European Cities of the Future and #2 for economic potential

Limerick ranked #1 Micro European City for FDI Strategy

Limerick and Galway ranked among the Top 3 Micro European Cities of the Future (overall)

Ireland's South-East and Midlands regions ranked #1 and #2 respectively for FDI Strategy among Small European Regions

Ireland's South-West region ranked among the Top 5 Small European Regions (overall)



### World-Class Academic and Research Ecosystems

University College Cork ranked in the top 1.1% of universities globally

University of Galway ranked in the top 2% of universities globally

University of Limerick researchers ranked among the top 2% of scientists globally

# Why the Regions



## Innovation Talent Connectivity



by **Orlaith Lawler** · VP Operations  
EMEA, Beckman Coulter

### Ireland's Mid-West Region

The Mid-West region of Ireland – encompassing Limerick, Clare and parts of Tipperary – has emerged as one of

the country's most compelling destinations for U.S. multinational investment. Limerick is now Ireland's fastest-growing region for foreign direct investment (FDI) outside Dublin, attracting over €1.57 billion in investment over the past five years. This strong performance reflects the region's long-term commitment to innovation, skills development and sustainable economic growth.

A cornerstone of this success is the presence of major U.S. multinationals, particularly across life sciences, medical technology, financial services and advanced manufacturing. Regeneron has established Limerick as its flagship biopharmaceutical manufacturing site outside the United States, investing more than \$1 billion and employing over 1,000 highly skilled professionals. Other significant U.S. investors include Johnson & Johnson Vision Care, Cook Medical, and Eli Lilly, all of which benefit from the region's deep technical expertise and culture of continuous improvement.

The Mid-West also hosts a strong financial services and technology cluster, anchored by companies such as Northern Trust, which employs hundreds of professionals in global asset servicing and fund administration. Firms including Fiserv and Waystone further strengthen the region's position as a center for internationally traded services, innovation and digital transformation.

A key driver of the region's growth is its innovation ecosystem, underpinned by close collaboration between industry, academia and enterprise agencies. Leading institutions such as the University of Limerick and the Technological University of the Shannon (TUS) produce a steady pipeline of graduates in engineering, life sciences, ICT and business. Research centers, innovation hubs

and industry-led R&D initiatives support companies in scaling operations, adopting advanced technologies and future-proofing their workforce.

Connectivity further enhances the Mid-West's attractiveness. Shannon Airport, with direct transatlantic routes and U.S. pre-clearance, provides seamless global access, while major road networks including the M7, M18 and M20 corridors connect the region efficiently to Dublin, Cork and Galway.

Beyond business, the Mid-West offers an exceptional quality of life. Vibrant urban communities, strong sporting traditions – from rugby and Gaelic games to rowing – affordable living and proximity to Ireland's renowned coastline and countryside make the region a highly desirable place to live and work.

Together, the Mid-West's focus on innovation, talent and connectivity positions Limerick and the wider region as a dynamic engine of Ireland's FDI growth outside Dublin and a compelling long-term location for U.S. investment.



by **Sharon Walsh** · Senior Vice President, Technology, Fidelity Investments

### Ireland's Western Region

The West of Ireland has firmly established itself as a dynamic and ambitious region

where business, talent, and community thrive together. Galway continues to strengthen its position as a hub for innovation, collaboration, and high value growth. With a long-standing reputation in technology and a deep culture of problem solving, the region has become a natural home for companies seeking both specialised expertise and a supportive environment in which to scale.

A defining strength of Ireland's West is the depth of its talent pipelines. Leading education institutions, regional research centres, and industry networks partner closely with employers to anticipate emerging skills and design programmes that address them. This collaboration cultivates a future ready workforce increasingly aligned with the disciplines shaping the next decade of digital, scientific, and technological advancement. It is a model that consistently delivers the specialised, adaptive talent that global companies require.

Quality of life is equally compelling. The West offers a distinctive blend of urban energy and natural beauty, enriched by the Wild Atlantic Way, cultural landmarks, festivals, and a vibrant sporting community. This balance makes the region a place where people choose to build long-term careers and lives. At Fidelity Ireland, we see this reflected in the engagement and retention of our Galway teams, who benefit from the close knit community while contributing to work at global scale.

Connectivity further accelerates the region's competitiveness. Proximity to Shannon Airport, expanding road and transport links, and continual infrastructure investment ensure strong access to national and international markets. Combined with a growing technology ecosystem and thriving local communities, the West offers a sustainable pipeline of opportunity and innovation.

The West of Ireland is where innovation, collaboration, and quality of life converge. For US companies seeking a location that drives growth, attracts top talent, and provides a vibrant business and technology ecosystem, Galway and the wider Western region present an outstanding opportunity.



by **Sinead O'Neill** · Vice President of Operations, Boston Scientific, Cork

### Ireland's Southern Region

Boston Scientific's decision to locate in Cork and the Southern Region was driven by several factors: Ireland's pro-enterprise

environment, strong alignment between industry, academia, and government, and a growing MedTech talent base. What has truly proven the value of that decision over time, however, is the people. From my own experience working at our Cork site, the depth of capability, commitment, and pride here is exceptional.

What began as a manufacturing footprint has evolved into a strategic, multi-functional site delivering complex, high-technology solutions across manufacturing, process development, supply chain, R&D, and global services. I have seen first-hand how teams in Cork consistently step up to take on new opportunities, from advanced manufacturing and automation to combination devices, where they not only deliver but excel. There is a strong winning spirit of "we'll find a way", which has enabled Boston Scientific to continue to reinvest and expand in the region.

Being located within one of Europe's strongest MedTech ecosystems is a major advantage. Collaboration is embedded in our culture: teams work seamlessly across functions and sites, ideas are openly shared, and partnerships with peers, suppliers, and educational and research institutions are well established. This openness, combined with strong problem-solving capability, is a real differentiator and reinforces Cork's global reputation as a centre of advanced MedTech capability.

Talent is, without question, the region's greatest strength; our people are at the heart of everything we do. The Cork workforce brings deep technical expertise, quality, regulatory and operational excellence, alongside an incredible work ethic and sense of ownership. I continue to be impressed by the calibre of graduates and experienced hires from University College Cork and Munster Technological University, and by their ambition to learn, grow and make an impact.

Strong connectivity through Cork Airport, the Port of Cork, and national road infrastructure enables seamless integration with our global network. What truly sets the region apart is the quality of life. Cork offers global careers in a place where people can put down roots and feel part of a community. For Boston Scientific, the Southern Region is far more than a location; it is a strategic partner in delivering innovation and quality for patients worldwide. For me, that combination of talent, ambition and heart is what makes Cork unique.

Commissioner

# Michael McGrath

EU Commissioner for Democracy,  
Justice, the Rule of Law and  
Consumer Protection



## In a more fragmented and uncertain world, Europe's competitiveness is no longer optional – it is strategic.

Our strength derives from a competitive economy here in Europe. This is why the European Commission is acting decisively to help businesses start, scale up, and succeed. This year, my mission is clear: to back Europe's entrepreneurs with simpler rules, faster procedures and a genuinely integrated Single Market.

The Competitiveness Compass sets the direction: delivery is now the priority. Since its publication in January 2025, we have moved from strategy to action, reviewing the EU's legislative book and presenting the so-called "omnibus" proposals to address barriers in key areas where rules were deemed inefficient, overly complex or redundant. We are modernising company law by delivering digital solutions, standardising rules for cross border restructuring, reducing reporting obligations, and introducing a new EU Company Certificate to act as a European corporate identity card. Together, these changes sharpen Europe's edge and strengthen our capacity to compete.

Competitiveness will define 2026 and will see the delivery of one of the flagship initiatives under my portfolio: the 28th regime. This framework will introduce an optional EU-wide corporate law regime available to companies across the Union. For Irish companies that choose the 28th regime, this means they will be able to rely on a single, coherent EU rulebook, making it easier to operate and scale across borders. By reducing fragmentation, and increasing legal certainty, the 28th regime will make European companies more

attractive to both EU and non-EU investors. Clear, common rules create predictability and predictability attracts investment.

Strong partnerships are essential to Europe's economic strength. In this context, the EU-US relationship remains one of the most important strategic assets, delivering economic benefits on both sides of the Atlantic. By fostering fair and open trade, enabling trusted cross-border data flows, deepening collaboration on research and development, and streamlining transatlantic business operations, we can create mutually beneficial outcomes. Ireland is not just a bridge – it is Europe's most connected gateway to the United States. With deep cultural, economic and business ties to the US, Ireland is uniquely placed to support American companies seeking to grow and scale in the EU Single Market. It's important to remember this is a two-way street: EU companies must also tap into the innovation, capital, and networks the US offers. Meeting our shared challenges requires close cooperation, and the EU-US partnership remains at the heart of this effort.

Europe is rich in ideas, talent and resilient businesses. Ireland alone has over 400,000 active enterprises contributing to innovation and growth. While each national business landscape is different, the rules should not be. With 450 million citizens, Europe's unique strength lies in our capacity to innovate, expand and cooperate within and beyond our borders. The 28th regime, alongside our wider simplification and competitiveness efforts, will be central to building a stronger and more competitive European Union. As the United States approaches its 250th anniversary and Ireland prepares for its upcoming EU Presidency, this moment offers a powerful opportunity to deepen transatlantic ties and help shape Europe's future.



# Business Or Leisure – Delta Has America Covered

by **Kate Devereux** · Delta Air Lines, Sales Manager, UK & Ireland



## Your Gateway to the U.S.

Flying from Ireland to the United States has never been easier. Delta offers nonstop service from Dublin to New York-JFK, giving you direct access to one of the world's most iconic cities and a convenient gateway for onward connections.

Service to Atlanta, Boston and Minneapolis/St. Paul returns on 22 February, opening the door to the Southeast, to New England and beyond or connecting deeper into North America. And that's just the beginning. Flights from Dublin to Detroit will resume 8 May, while seasonal service from Shannon to New York-JFK will restart 23 May.

With Delta, America is covered – whether you're planning a business trip, a family holiday, or a solo adventure. Flights from Dublin are operated by either Boeing 767- or Airbus A330 aircraft, featuring Delta's four signature products including Delta Premium Select, so you can choose the experience that suits you best. Flights from Shannon will feature Delta One® and Delta Comfort in addition to Delta Main.



## Curate Your Journey Based on What Matters Most to You

Travel isn't one-size-fits-all. Your priorities for a business trip may differ from those for a family getaway – and Delta understands that. That's why we've reimagined the way you shop for flights, giving you more choice, greater clarity, and a booking experience tailored to your needs.

As part of this evolution, Delta has refreshed its product names and introduced a modernized shopping layout on Delta.com and the Fly Delta app. Now, you can easily compare fare attributes and select the experience that works for you.

Here's what's on offer:

- Delta Main (formerly Main Cabin)
- Delta Comfort (formerly Delta Comfort+®)
- Delta First (formerly First Class)
- Delta Premium Select
- Delta One

Each tier offers a unique blend of comfort and service, so you can customize your journey – from Delta Main Basic to Delta One Extra. And no matter what you choose, you'll enjoy the same thoughtful, caring service that defines the Delta experience.

## Discover the Delta Difference

Across every journey, Delta strives to set the standard for excellence in air travel. Here's what makes us America's most-awarded airline:

- Fast, free Delta Sync Wi-Fi for SkyMiles® Members on all flights from Ireland to the U.S. and nearly all domestic mainline flights – connectivity at an unmatched scale.
- More than 165,000 seatback screens across our global fleet – the most of any U.S. carrier.
- Delta Sync, offering personalized in-flight entertainment, exclusive brand offers and travel tools for SkyMiles Members, now available on over 330 aircraft and expanding.
- Thousands of hours of movies, shows, and more on Delta Studio®.
- Complimentary meals, snacks, and beverages, including Starbucks® coffee, wine, beer, and spirits\*.
- Industry-leading reliability – the confidence and peace of mind that comes from flying North America's most on-time airline.

Whether you're traveling for business or leisure, Delta delivers an unmatched experience powered by exceptional service and innovation. From Ireland to America and beyond, we're ready to take you there.

**An unmatched experience powered by exceptional service & innovation**

\* 21+. Please drink responsibly.

# Inside Business

with Ciarán Hancock

in association with



Shape the future  
with confidence



THE IRISH TIMES  
**Podcasts**

Listen on [irishtimes.com](https://www.irishtimes.com) or wherever  
you download your podcasts

## WILLIAM FRY

# Your Ultimate Inward Investment Partner

Our world-class team of inward investment specialists are chosen by top US multinationals when they need the best legal and tax advice in Ireland.

With offices in Dublin, Cork, London, New York and San Francisco, our multi-disciplinary practice is perfectly positioned to assist you with all aspects of establishing and growing your business in Ireland.



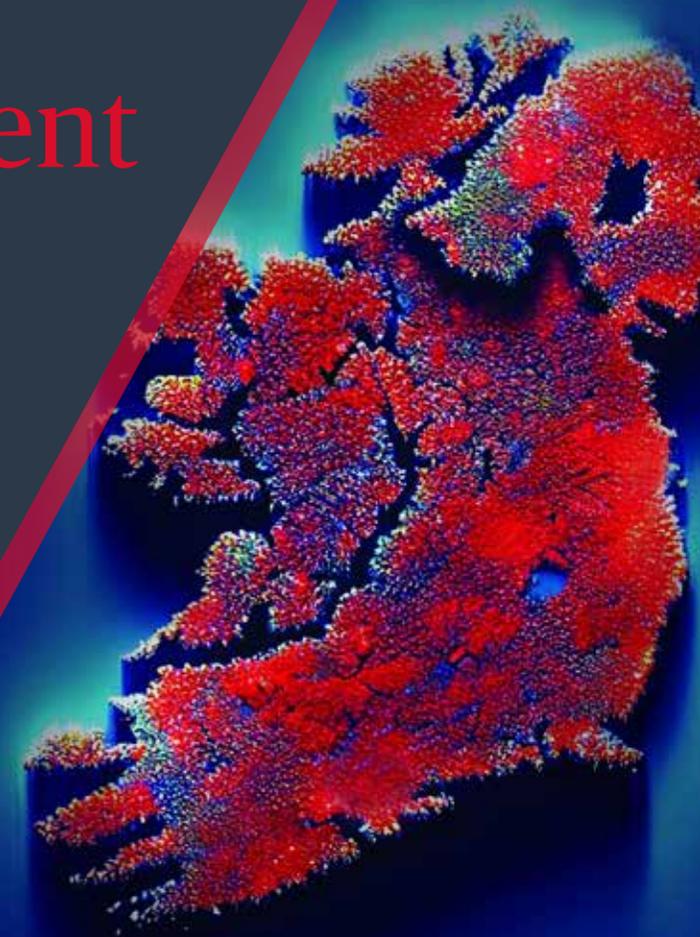
**Andrew McIntyre**  
Head of Corporate / M&A  
[andrew.mcintyre@williamfry.com](mailto:andrew.mcintyre@williamfry.com)



**Sonya Manzor**  
Head of William Fry Tax Advisors  
[sonya.manzor@williamfry.com](mailto:sonya.manzor@williamfry.com)



**Leo Moore**  
Head of Technology  
[leo.moore@williamfry.com](mailto:leo.moore@williamfry.com)



[williamfry.com](https://www.williamfry.com)

DUBLIN

CORK

LONDON

NEW YORK

SAN FRANCISCO

# Driving Innovation and Skills for the Future Workforce

by **Antony Jancic** · CEO Bank of America Europe DAC and Country Executive for Ireland



Technology is rapidly transforming industries across the globe, and the island of Ireland is no exception. Despite our strong economic growth and position as a tech hub, we are facing a serious and growing talent deficit, particularly in the technology sector. In today's digital age, this skills shortage could become a critical weakness.

## Growing Skills Deficit

Across industries, businesses are finding it harder than ever to fill roles that require advanced technological skills. Today, for example, banks are as much technology companies as they are financial institutions. At Bank of America, we now spend \$13 billion annually on technology, with \$4 billion focused on new initiatives like AI. That is a substantial investment not just in technology, but in people and in upskilling to meet the rapidly evolving needs of our clients. From cybersecurity to data science, software development to artificial intelligence, the skills we need to drive innovation and meet customer demands are increasingly tech driven.

The stark reality is that economic and employment growth will be stymied if we do not have the requisite skills to fill these roles. A Scale Ireland study determined that current supply models for Information and Communication Technology (ICT) roles will be insufficient to meet future demand as Ireland's ICT sector will likely require close to 90,000 new positions by 2030.

To address this skills deficit, Ireland needs to take decisive action. We need to focus on scaling programmes that equip people with the right technical skills, but just as importantly, we must foster a culture of continuous learning. The education and training system must adapt, providing opportunities for upskilling and reskilling workers at every stage of their careers. This approach will not only fill immediate job vacancies but will ensure that Ireland's workforce remains competitive in the long run.

## Commitment to Economic Mobility

At Bank of America, we have made a commitment to enhancing economic mobility by supporting initiatives that create jobs and help people transition into sustainable employment.

Advancing technology skills, particularly for individuals from marginalised communities, is a key focus for us. Certain groups such as people from disadvantaged backgrounds, women and mid-career workers have been disproportionately impacted by economic change and are too often overlooked in conversations about tech careers. Through our partnerships with Generation Ireland and Belfast Metropolitan College, we provide opportunities for individuals from these communities to access tech-focused skills training, positioning them for long-term, meaningful careers.

This year, we signalled our intent by announcing plans to create up to 1,000 new

roles as we expand our operations to Belfast and establish a new anti-money laundering unit to support our business globally. We have now commenced that process, with recruitment currently underway for new roles. We see this as an investment in people, creating high-skilled, future-proof careers and reinforcing our long-term commitment to developing and sustaining talent across the island of Ireland.

## Securing Ireland's Future in the Digital Age

If this island is to sustain its competitiveness in the global economy, we must ensure our workforce is equipped for the opportunities and demands of the digital age and that requires a strong talent pipeline.

We have the opportunity to seize the moment and invest in the future by building a robust skills infrastructure that supports our growing tech driven economy and ensures that workers of all backgrounds are prepared for the jobs of tomorrow.

Given the strong track record of agility in managing and leading change on both parts of this island, I am confident that in collaboration with both governments and with businesses and educators, we can not only meet this challenge but emerge as a global technology leader.

# Unlock the Power of Dental & Vision Benefits for Your Team!

## Why Choose DeCare?

DeCare understands that a healthy workforce is a thriving workforce. With decades of expertise, DeCare stands as a trusted partner in promoting employee health and satisfaction.

## Our commitment goes beyond coverage

– it's about empowering your team to see and smile confidently, fostering a culture of health and happiness.



## KEY ADVANTAGES:

### Overall Health Impact:

Dental & Vision benefits contribute significantly to the holistic wellbeing of your employees.

### Attract Top Talent:

Showcase your commitment to employee health, attracting and retaining the best in the industry.

### Productivity Boost:

Healthy employees are more engaged, focused, and contribute to a vibrant workplace.

### Comprehensive Dental Coverage:

Ensure your employees maintain optimal oral health with our wide-ranging dental benefits, including preventive care, routine check-ups, and specialised treatments.

### Crystal Clear Vision Benefits:

Foster clear vision and eye health with our vision coverage, providing access to routine eye exams and prescription eyewear.

CONTACT OUR TEAM: [corporate@decaredental.eu](mailto:corporate@decaredental.eu)

[www.decare.ie](http://www.decare.ie)

DeCare Dental Insurance Ireland DAC trading as DeCare. DeCare Dental & DeCare Vision is regulated by the Central Bank of Ireland.

**DENTAL** **VISION** **WELLNESS**

# The New Old Kid on the Block of Irish Employee Benefits

Interview with **Wayne Gibbons**

Vice President CFO of Western Europe and Ireland Country Lead



MetLife is one of the world's financial services leaders, providing insurance, annuities, employee benefits and asset management to over 100 million\* customers across 40 markets\* globally. With over 150 years of expertise and innovation, MetLife's purpose – Always with you, building a more confident future – drives their strategy and reflects the fundamental promise to their customers, colleagues, shareholders and communities.

Regulated by the Central Bank of Ireland, MetLife celebrates 20 years in Ireland this year and employs almost 200 employees across its European head office in Dublin and campus in Galway. MetLife Ireland launched a Group Life solution into the Irish employee benefits market last month. The first new market launch in Europe by MetLife in over a decade. There has been a very warm market response to MetLife's entry, offering greater choice for brokers and employers.

To explore this further, we spoke with Wayne Gibbons from MetLife. Wayne is a UCD graduate and a Fellow of the Chartered Institute of Management Accountants (CIMA) with over 25 years' experience in global financial leadership. He hails from Dublin and now lives in Meath with his wife and family. Wayne has been with MetLife for a decade and is the Vice President CFO of Western Europe and Ireland Country Lead.

## This is the first European market entry for MetLife in over a decade, why Ireland and why now?

It was a natural choice for us to leverage our well-established Irish team, our global expertise, and innovative solutions to bring our products to market here.

Irish employers offer compelling employee benefits to attract and retain key talent, as well as nurture employee wellbeing. The demand for straightforward, reliable cover is increasing here. This created an opportunity for MetLife to enter the market to deliver more choice and innovative solutions for Irish businesses. I am proud to lead the first new market entry for MetLife Europe in over a decade. The fact it is Ireland just makes this extra special.

## What products will MetLife be offering to Irish businesses in 2026?

Insurance is a business of keeping promises and delivering on those promises when our customers need us most. We are starting with Group Life cover. This provides financial support for employees' families when it matters most, alongside meaningful value-added services e.g., bereavement counselling, wellbeing support and unlimited virtual GP access. Our focus is on making life protection easier for employers and more supportive for employees. Our Master Trust reduces administrative pressure on employers. Over time we plan to broaden our employee benefits offering in Ireland, but Group Life is the first step.

## What is your vision for MetLife in Ireland as a new service provider?

I am excited to watch MetLife shift the paradigm on customer service in the Irish market. Our focus in 2026 is on delivering a great service and building strong relationships with brokers and employers. We want MetLife to be recognised as a trusted new brand in the market and that brokers are fully aware of what sets us apart. We want Irish employers to benefit from our Group Life, and Irish employees having access to meaningful protection and bereavement support.

After five years, we see MetLife as being firmly established in Ireland and the partner of choice for Irish business and employees; built on proven innovation and claims excellence that will support businesses and their people.

For more information on MetLife Ireland visit their website [www.metlife.ie](http://www.metlife.ie). Contact the MetLife Ireland team at [ebnewbusinessireland@metlife.com](mailto:ebnewbusinessireland@metlife.com)

MetLife Europe d.a.c. is a private company limited by shares, registered in Ireland under company number 415123. Registered office at 20 on Hatch, Lower Hatch Street, Dublin 2, Ireland. Products and services are offered by MetLife Europe d.a.c. which is an affiliate of MetLife, Inc. and operates under the "MetLife" brand. MetLife Europe d.a.c., (trading as MetLife) is regulated by the Central Bank of Ireland.

\* 2024 Annual Report

# Qualcomm

## Engineering human progress.



Looking to build your career at the forefront of innovation? Join a team where **Engineering and Design skills** are continuously nurtured, and where we work together to collectively lead technological innovation across industries

Explore your potential and experience our culture of collaboration first-hand at QT Technologies Ireland Limited, based in Cork and discover the Edge of Possible.

### Exceed your potential.

**For more information please contact:**

**Paul Kelleher, VP of Engineering, QT Technologies Ireland Limited**

**Deirdre O'Rourke, Talent Acquisition Specialist, Senior, QT Technologies Ireland Limited**

**Jessie Anderson, Talent Acquisition Specialist, Senior, QT Technologies Ireland Limited**

**[ireland.talentacquisition@qti.qualcomm.com](mailto:ireland.talentacquisition@qti.qualcomm.com)**

# Why the US for Irish Companies



## Top 3

The United States consistently ranks among the world's **top three most innovative economies**.

## 330 million

A single, integrated market of **over 330 million consumers**.

## \$800 billion

The United States is the world's **largest investor in R&D**, spending over **\$800bn annually**.

## 25%

The United States is the **world's largest economy**, accounting for approximately **25% of global GDP**.

## 200,000

More than 780 Irish-owned companies operate across all 50 US states, **employing over 200,000 people**.

## 5<sup>th</sup> Largest Source of FDI

Ireland is the **5<sup>th</sup> largest source of foreign direct investment** into the United States.

## Largest Mergers & Acquisitions Market

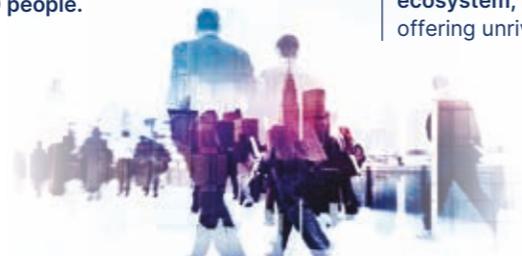
The United States is the **world's largest mergers and acquisitions market**, supporting scale and growth opportunities.

## Top 100 Innovation Clusters

The United States **hosts 22 of the world's top 100 innovation clusters**, including San Jose–San Francisco (Silicon Valley) and Boston–Cambridge.

## Largest Capital Markets Ecosystem

The **world's largest capital markets ecosystem**, led by the NYSE and Nasdaq, offering unrivalled access to finance.



Ambassador

# Edward S. Walsh



US Ambassador to Ireland

The United States' historic 250<sup>th</sup> anniversary is a chance to reflect not only on our founding ideals, but on the enduring power of diplomacy and partnership in shaping our national story. The vibrant and mutually beneficial economic relationship between the United States and Ireland is a compelling expression of those values in action. U.S. investment has been transformative for Ireland's modern economy, just as the innovation, creativity, and talent of Irish companies have made a profound contribution to the success of the American economy.

To American Chamber of Commerce Ireland companies, thank you and your teams for what you do every day for the United States and Ireland. Congratulations on celebrating AmCham's 65<sup>th</sup> anniversary in 2026. Your ambition, together with the ambition of Irish companies investing in the United States, form the bedrock of this unique one trillion-dollar business relationship that spans the

Atlantic Ocean. Through hard work, resilience, and ambition, you demonstrate that anything is possible.

As our economies continue to grow from strength to strength, we embrace the opportunities of doing business together: where we level the playing field for American and Irish businesses as trusted partners so that we can grow and thrive across sectors; where deregulation means more business can get done while maintaining safety standards to keep up with the accelerating pace of change; and where we embrace advancements in AI to drive innovation and national security for the benefit of people, businesses, and communities that bridge our historical relationship.

Before I arrived as U.S. Ambassador to Ireland in July last year, I was aware of the expansive relationship between our two countries. About the historical, familial, and cultural ties that span centuries. But nothing could have prepared me for the depth of the extraordinary business relationship that I have experienced first-hand across the country.

I have walked the factory-floor of American companies in Ireland, and of Irish companies that have invested in the United States. As a business person, I recognize immediately the ambition of these companies to play their part in succeeding in the global marketplace. Their ability to overcome challenges such as Brexit and the pandemic has made these companies stronger and more resilient. I share their positivity for the future and the endless possibilities for us collaborating and achieving great things together.



Through hard work, resilience, and ambition, you demonstrate that anything is possible.

# Why the US

A Place to Live, Work, and Do Business



by **John Power** · Founder and CEO, Aerogen

Aerogen's decision to establish and grow its presence in the United States is deeply connected to our purpose of improving patient outcomes through innovation in acute care aerosol drug delivery. As the world leader in this field, with more than

25 years of expertise and a global footprint across 80+ countries, Aerogen has supported over 30 million patients worldwide. The US is central to this impact and having operations on the ground allows Aerogen to work directly with the clinicians, hospital systems, and industry partners who rely on our technology every day. Today, Aerogen supports more than 3,100 North American customers and is connected in 95% of the top 1,000 hospitals in the US, including 81% of children's hospitals and 94% of the top short-term acute hospitals. In 2025 alone, more than 2.1 million patients in North America benefited from Aerogen technology.

Aerogen's long-term commitment to the US is reflected in our investment of approximately \$270 million since 2007 supporting clinical research, medical affairs and commercial operations out of our facilities in Chicago, North Carolina and San Mateo CA. Backed by full FDA, CE, and worldwide approvals, over 300 peer-reviewed clinical studies, and more than 700 international patents, Aerogen continues to translate evidence-based aerosol drug delivery innovation in our field into real-world care at scale.

**Aerogen has supported over 30 million patients worldwide. The US is central to this impact.**

A key driver of our US future is Aerogen Pharma, which is pioneering the next generation of inhaled therapeutics for acute and critical care. The lead program of our US clinical research team is an aerosol surfactant delivery system for treatment of premature infants suffering acute respiratory distress. This potentially groundbreaking program, currently in its final trials, is looking to substantially reduce the need for intubation of these most vulnerable of patients. Further collaboration in this field with Bill & Melinda Gates Foundation has led to the development of a program to potentially bring the benefit of inhaled surfactant for premature infants beyond hospitals in developed markets to vulnerable patients globally.

In 2025 Aerogen was proud to be the first company in the world to be presented with ten consecutive Zenith Awards by the American Association of Respiratory Care reflecting our ongoing commitment to providing world-leading healthcare solutions to our US partners.



**Opportunity, scale, and a belief that the US is one of the world's most compelling environments for business.**



by **Bob Etchingham** · Chairman, Applegreen

At Applegreen, our decision to invest in the United States was shaped by opportunity, scale, and a belief that the US is one of the world's most compelling environments for long-term, customer-focused businesses.

It is a market that values ambition, rewards investment, and supports operators willing to commit for the long term. For Irish businesses prepared to invest capital and capability, it remains one of the most attractive places in the world to grow and operate a business.

We entered the US in 2014 with a small number of sites in New York. That early phase allowed us to learn the market, understand regional differences, and build partnerships. Encouraged by what we saw, we expanded through a combination of acquisitions and long-term public-private partnerships, establishing major operations across states including New York, New Jersey, Connecticut, Maine, Pennsylvania, Ohio, Indiana, Delaware and South Carolina.

The strategic appeal of the US lies in its scale and diversity. Each state operates as a distinct market, but together they form an economy with unmatched reach and resilience. For a roadside food and service business like ours, the US offers consistent traffic volumes, strong brand recognition, and customers who value quality, choice, and reliable service delivered at pace.

It is also a market that supports long-term infrastructure investment, with contract structures that give the confidence to invest at scale and to build enduring partnerships. Working with established brands such as Chick-fil-A®, Shake Shack®, Burger King®, Starbucks®, and Dunkin'® allows us to meet customer expectations with consistency, while maintaining high operational standards across a geographically diverse network.

Equally important are the people behind our operations. Across the US, we employ more than 7,000 colleagues, many of whom are

deeply rooted in the communities we serve. Their professionalism, local knowledge, and pride in their work underpin our performance and ensure a consistent experience for customers across the business.

Today, Applegreen operates 176 sites across 13 US states. The completion of the full redevelopment of all 27 Service Areas on the New York State Thruway in late 2025 stands as a defining milestone in our US journey and a clear demonstration of our long-term commitment. As we continue to invest, including the development of four new Service Areas in Colorado, the United States remains a core market for Applegreen and one in which we are committed to operating, employing, and investing in for many years to come.





**We invest \$80m / €90m annually in strategic capital expenditure projects in the US.**



by **Hugh McGuire** · CEO, Glanbia

From our origins in Ireland, Glanbia has grown into a global nutrition business, guided by our purpose to deliver better nutrition at scale. We are ambitious for growth and we believe in the power of nutrition to unlock potential in everyone.

We are a protein powerhouse and our great nutrition brands and ingredients help consumers all over the world achieve their everyday fitness, health and nutrition goals.

Achieving our ambition requires us to invest where the world's most significant nutrition opportunities exist – that's why today, the US is Glanbia's most important market. As the world's largest economy, with more than 330 million consumers and a sophisticated nutrition ecosystem, the US offers unmatched scale, diversity and long-term growth opportunity. It's also where many of the world's most powerful nutrition trends are emerging and accelerating.

Demand for protein and functional nutrition in the US continues to grow strongly. Today, 80% of US consumers actively prioritise protein in their daily diets, while adoption of functional benefits – from energy and muscle repair to gut health and hydration – is expanding rapidly. The rise of GLP-1 usage is further reshaping nutrition behaviours, reinforcing the importance of high-quality protein, vitamins and minerals across multiple formats. These dynamics sit directly at the heart of our portfolio of better nutrition brands and ingredients.

Our investment in the US reflects this opportunity. More than 80% of Glanbia's revenues are now generated in US dollar and we have over 4,000 employees based in market. We operate 21 manufacturing facilities across the country, giving us a strong coast-to-coast presence close to our customers, consumers and raw material supply. We invest \$80m / €90m annually in strategic capital expenditure projects in the US, including acquisition integration, IT investment and capacity development. In November last year, we approved a strategic investment at our Southwest Cheese plant in New Mexico to increase whey protein isolate (WPI) capacity by an additional £10m by 2027. This investment aims to bring significant new whey processing capability online to meet growing demand for protein.

The US provides access to world-class talent, advanced science and digital capability, and customers who are seeking faster co-creation and differentiated solutions. Across our Health & Nutrition business in particular, our US customer collaboration centres are central to developing next-generation premix, flavour and functional nutrition solutions that can be scaled globally. We also just recently approved the investment in a new spray drying campus in Sharonville, Ohio to meet the need for more natural and organic flavours.

Looking ahead, we see the US as an important growth platform and partner for our business. By continuing to invest locally – building capacity, and deepening partnerships – we are positioning Glanbia to capture sustained growth in large, resilient nutrition categories while delivering strong returns for stakeholders over the long term.



by **Sharon Cunningham** · CEO & Co-Founder, Shorla Oncology

For Irish companies seeking to scale globally, the United States offers an unmatched environment for innovation, growth, and impact. At Shorla Oncology, our decision to establish and expand operations in the US reflects a strategic alignment

between our mission, the available talent, and the strength of the life sciences ecosystem.

The Greater Boston–Cambridge area, where Shorla Oncology is headquartered, is one of the world's leading life sciences hubs. It sits at the intersection of pharmaceutical development, biotechnology, and healthcare, supported by globally renowned academic institutions and research hospitals. This concentration of expertise enables close collaboration across discovery, clinical development, and commercialization, accelerating the delivery of medicines to patients who need them most.

**The United States offers an unmatched environment for innovation, growth, and impact.**

The US also offers unparalleled access to talent and capital. A deep pool of scientific, clinical, regulatory, and commercial professionals – combined with sustained public and private investment in pharmaceutical research – continues to position the US as a global leader in life sciences innovation. For Irish companies, this environment supports rapid scaling while maintaining the highest standards of quality and compliance.

Speed and clarity are additional advantages. Established regulatory pathways, mature market infrastructure, and a strong mindset for innovation allow companies to advance and grow efficiently. For Shorla Oncology, this has been critical as we focus on addressing unmet needs, drug shortages, and limited treatment options in oncology.

The long-standing US-Ireland relationship further strengthens this opportunity. Shared values, strong economic ties, and a history of collaboration make the US a key partner for Irish businesses, enabling cross-border growth and long-term investment.

Finally, the US – and Boston in particular – is not only an exceptional place to do business, but a rewarding place to live and work. Boston's blend of history, culture, academic excellence, and natural beauty creates a quality of life that attracts global talent and fosters collaboration. For our team, it feels like a natural extension of Ireland – international, innovative, and community-driven – making it an ideal home for Shorla Oncology's US operations.

## Navigating the EU Pay Transparency Directive: Key Challenges and Strategic Insights for Businesses in Ireland

by **John Mercer** · CEO of Marsh Ireland and CEO of Mercer Ireland

After a period of limited updates, momentum appears to be building around transposing European pay transparency legislation in Ireland. With this comes both pressure and opportunity. On the one hand, organisations must comply with the new rules. On the other hand, they can now put reward on a more structured, logical and transparent footing.

However, Mercer's Global Pay Transparency 2025 Survey reveals a significant readiness gap: only half of organisations feel equipped to navigate the complexities of these mandates.

### What the EU Pay Transparency Directive Means for Employers

The directive introduces important new obligations on employers in Ireland.

- Employees will have new rights to access clear, individualised breakdowns about how they are paid, how their pay is determined and how their pay position can be improved.
- Employers must communicate salary information as part of the hiring process.
- The burden of proof in a pay equality claim shifts to employers, increasing risk.
- Employers must define the categories of worker within their organisations.

### Addressing the Challenges of Transparency Compliance with Confidence

More than half of companies (53%) report difficulties in securing leadership alignment and educating key stakeholders on pay transparency requirements. What's more, 45% of organisations struggle to keep pace with changes to European and global regulations, leading to risk of inconsistent implementation and missed compliance deadlines.

Another major hurdle is employee comprehension. Nearly 40% of organisations find that employees do not fully understand their compensation frameworks, which can undermine transparency efforts and employee trust.

Additionally, one in three companies lacks a robust compensation infrastructure – such as well-defined job architectures and policy frameworks – to support transparent pay practices.

While nearly half of survey participants have maintained their remediation and compliance budgets amid shifting regulations, only 17% have increased funding – with mainly modest rises. Mercer's data shows that closing pay gaps can cost between 0.5% and 3% of total payroll. Cost drivers include adjusting wages, acquiring expertise, implementing right-to-information processes and fulfilling reporting obligations.

Many businesses are concerned that openness around pay may impact competitive advantage. It will be critically



important to use market-based salary data and to focus on the wider employee value proposition to strengthen employer branding and attract talent.

On the positive side, pay transparency also presents significant opportunities. Compliance should result in a more structured approach to rewards, which may reduce costs. More obvious fairness and accountability may also strengthen employee engagement and retention.

Organisations that embrace transparency can better align leadership and stakeholders, improve employee understanding of compensation, build trust and strengthen their employer brand. Taking early, informed action – such as conducting pay equity analyses and updating job architectures – will help them manage risk and harness the benefits of transparent pay.

### Taking your first steps to compliance

- Assess your organisation's readiness for compliance.
- Conduct a thorough pay equity analysis.
- Review and update your job architecture where applicable.
- Implement necessary adjustments to mitigate risks.
- Prepare to communicate clearly to all stakeholders how you ensure equal pay for work of equal value.

These processes require time and expertise. The time to act is now and Mercer is here to help.

# Ready to take control of your AI?

With the ServiceNow AI Control Tower, you get a real-time view of any model, any data source, and any AI agent working across every corner of your business.

So you can manage performance, protect your sensitive data, and make confident decisions.

All in one place.

When you have control, AI works the way it should work. For your business and for your people.

**Put AI to work for people**



**servicenow**

# Opportunities in a Shifting Global Economic Landscape

by **Kevin Doyle** · Partner and International Tax Coordinator, BDO Ireland



The past year has reinforced a reality many international businesses were already sensing: operating globally has become structurally more complex. Shifts in US trade policy, tariff changes, the acceleration of AI-driven business models, geopolitical uncertainty and a tightening global tax framework are no longer isolated developments. Together, they are reshaping how organisations approach growth, investment and market entry.

For companies with transatlantic ambitions, this environment creates pressure — but also opportunity. The challenge is no longer deciding where to expand, but how to do so in a way that is commercially viable, tax-efficient and resilient to regulatory change.

Ireland continues to stand out. While its position as a gateway between the US and Europe is well established, its ability to adapt increasingly underpins its relevance.

Trade and supply chains illustrate this clearly. Recent shifts in US tariff policy, evolving trade relationships with the EU and other countries, and potential renegotiation of the USMCA (US–Canada–Mexico agreement) are prompting businesses to reassess supply routes and operating models. For sectors like pharmaceutical, life sciences and technology, Ireland offers a single point of access to the EU Single Market, supported by a regulatory environment suited to complex cross-border operations. These advantages, however, only materialise when trade, customs and tax considerations are addressed together.

The same interconnectivity applies to transfer pricing. As business models become more digital and decentralised, aligning value creation with operational substance has shifted from a compliance exercise to a strategic priority. Ireland's established TP framework allows businesses to design structures that are both defensible and commercially aligned, grounded in a clear understanding of

how operations, people and intellectual property interact across jurisdictions.

Sustainability across ESG issues remains a strategic priority as businesses manage climate-related risks, costs and opportunities. While US ESG backlash and EU policy uncertainty create headwinds, regulatory, customer and investment drivers remain strong. Sustainable finance is no longer driven solely by regulation, with investors, lenders and boards embedding ESG metrics into funding decisions and long-term strategy. Ireland's growing sustainable finance ecosystem, supported by EU initiatives and market-led innovation, creates tangible opportunities for organisations willing to integrate sustainability into their operations.

None of this is achievable without the right people. While FDI into Ireland remains robust, competition for senior leadership has intensified. Executive search plays a critical role in enabling FDI-driven market entry by securing leaders who combine local insight with global execution capability.

Trade, tax, sustainability and talent are closely linked, each influencing investment decisions and execution. Businesses that succeed are those supported by advisors who can connect these dots. At BDO Ireland, we support cross-border organisations through a fully integrated approach that combines deep local expertise with global connectivity across more than 870 offices in 169 countries. We help businesses respond to policy shifts, build resilient structures and align tax planning with broader commercial and sustainability goals.

Ireland offers a compelling platform for international growth. The organisations that benefit most are those that approach it with a clear, integrated strategy — and the right advisors around the table. For more information, visit [www.bdo.ie](http://www.bdo.ie).

# You can transform

# employee potential

# with AI.

Discover how KPMG can help your business maximise the power of its workforce.

[KPMG.ie/AI](https://www.kpmg.ie/AI)

**KPMG. Make the Difference.**

# The US-Ireland Partnership

Ireland and the United States share a long-standing strategic partnership grounded in strong diplomatic, political, and institutional connections. Ireland's St Patrick's Day engagement at the White House highlights the enduring strength of this relationship. Beyond government ties, the partnership is reinforced by close people-to-people connections and extensive collaboration across business, education, culture, and travel.



## Education, Research & Academic Collaboration

The United States is Ireland's largest international research collaboration partner, particularly in science, technology, health and climate research.

Extensive research and academic collaborations link Irish and US universities and research centres and third level institutions.

Since its establishment, the US-Ireland Fulbright Programme has supported over 2,500 postgraduate students, scholars, professionals and teachers moving between both countries.



## Trade, Connectivity & Strategic Links

The United States is Ireland's largest trading partner outside the European Union.

Ireland is one of Europe's most connected transatlantic aviation hubs, supporting business, tourism and cultural exchange between the United States and Europe.



## Culture, Sport & Shared Experiences

The Aer Lingus College Football Classic has become a flagship transatlantic sporting event, attracting tens of thousands of US fans to Ireland.

In 2025, Dublin hosted its first regular-season NFL game, marking a milestone in US-Ireland cultural and sporting ties.

Irish cultural, sporting and creative organisations operate throughout the US, supporting community and grassroots engagement.

New York competes in Ireland's All-Ireland Senior Football Championship reflecting the enduring strength of Irish sporting traditions within the US diaspora.



## People, Travel & Diaspora

Over 30 million people in the United States claim Irish ancestry, making it one of the largest ancestral groups in the country.

531,000 Irish residents visited the United States in 2023.

1.2 million US residents visited Ireland in 2023.



# People, money, and agents. One powerful AI platform.

When you're a forward thinker, you're always a step ahead. Workday is the AI platform helping organisations manage their people, money, and agents. The result? More productivity and smarter decisions. **That's how we're moving business forever forward.**



## Suzanne Clark

President and CEO, US Chamber of Commerce



The \$9.5. trillion transatlantic commercial relationship is an indomitable force for growth and opportunity, and at its heart is the \$1 trillion commercial relationship between Ireland and the U.S.

Ireland remains a vital, welcoming hub for U.S. investments, just as many Irish businesses operate within the U.S. and contribute to American growth and opportunity. The U.S. Chamber is committed to commercial diplomacy and private sector engagement that sustains and fosters more of this mutually beneficial exchange.

This year will be especially consequential for our bilateral relationship and a defining moment for the EU. Ireland is a leader within the European Union—one that the U.S. business community has always looked to as a voice of reason for pro-growth, pro-business policy. As Ireland assumes the presidency of the Council of the European Union in the second half of 2026, we are confident it will leverage this role to guide Europe toward competitiveness, energy security, digital transformation, and sustainability.

This is a pivotal moment in America as well, with our country celebrating its 250<sup>th</sup> birthday. Ireland and its people made immeasurable contributions toward America's enduring prosperity throughout these two and a half centuries. Looking ahead to America's next milestone—the tricentennial in 2076—we are confident that the bonds of commerce and friendship between our countries will continue nourishing our economies and our societies.

As the U.S. Chamber of Commerce works to guide our country toward sustained 3% economic growth, we'll be the most vocal champions for the importance of keeping America open to the world. America must always take part in the global exchange of goods, services, talent, culture, and ideas—our growth potential and our future depend on it.

The U.S. Chamber is proud of our partnership with AmCham Ireland and with the Irish business community. We will always be your most stalwart friends, champions, and advocates. Of course, we also look forward to once again hosting the Taoiseach during St. Patrick's week in Washington and to showcasing our countries' indivisible economic and cultural ties.

**The bonds of commerce and friendship between our countries will continue nourishing our economies and our societies.**



# Ireland's Digital Future – How EU Omnibus Reforms Will Reshape the Competitive Landscape



by **Marie McGinley** · Partner and Head of Technology and Innovation Group, Matheson LLP

The European Commission's two draft Digital Omnibus Regulations (EU Regulation 2025/0360 and 2025/0359), published on 19 November 2025, mark a fundamental shift in the EU's approach to digital regulation. Their aim is clear: to foster competition through innovation and efficiency while simplifying compliance for businesses. For Ireland, these reforms present both significant opportunities and legislative challenges that will require careful navigation by Government.

EU Regulation 2025/0360 proposes to consolidate multiple data-related regulations into a single legislative framework, reducing the complexity which businesses currently face when managing overlapping requirements. Key amendments impact the GDPR, the ePrivacy Directive, the Data Act, and NIS2, while the Platform-to-Business Regulation will be repealed, as its objectives are now addressed by the Digital Markets Act and Digital Services Act. The overarching objective of this proposed regulation is to ensure legal certainty, mitigate compliance costs, and consolidate existing regulatory instruments into a unified and coherent legislative framework.

Among the most notable GDPR changes are streamlined rules on cookies, a more subjective approach to defining

“personal data”, and additional exemptions for processing special category data, particularly for biometric verification and AI development (eg, bias detection and correction). The proposals also confirm that personal data may be processed for AI model training purposes on the basis of legitimate interests under the GDPR. Other changes include raising the threshold for reporting personal data breaches to authorities (to be limited to incidents posing “high risk”), extending the reporting window from 72 to 96 hours, and allowing controllers to refuse or charge reasonable fees for abusive data subject requests, often seen in contentious employment disputes. Additionally, the Commission proposes a single incident reporting platform for cybersecurity breaches, enabling organisations to fulfil obligations under all applicable EU legislation (eg, NIS2, GDPR, DORA) through one single-entry reporting point.

These modifications reflect the EU's efforts to rationalise data protection requirements and reduce administrative burdens, while safeguarding fundamental privacy rights. The changes to regulatory reporting will particularly benefit multinational companies and financial services firms operating across multiple EU jurisdictions - something which will be of interest to many AmCham members.

Meanwhile, EU Regulation 2025/0359 focuses on amending the AI Act to cut compliance costs and support start-

up growth, addressing concerns that regulatory complexity has hindered innovation in Ireland and across the EU. Proposed delays of up to 16 months for the application of obligations related to high-risk AI systems will provide businesses with breathing space to align with technical standards and access support tools. SMEs will also benefit from reduced penalties and simplified documentation requirements.

While the timeline for adoption of these draft Regulations remains uncertain, trilogue negotiations are expected in the coming months. This coincides with Ireland assuming the Presidency of the Council of the European Union for the eighth time on 1 July 2026, giving Ireland a pivotal role in shaping the EU's digital future.

Matheson is at the forefront in advising clients on complex regulatory change. Our Technology and Innovation Group's expertise in data protection, AI regulation, online safety, cybersecurity, and commercial law is helping businesses anticipate and adapt to evolving EU frameworks. As Ireland prepares to play a leading role in shaping these reforms, Matheson is already preparing organisations for the challenges and opportunities ahead, ensuring compliance, mitigating risk, and unlocking innovation in a rapidly changing digital landscape.

# To develop innovative medicines, you need innovative people – lots of them.

See the difference you can make at AbbVie.

[www.abbvie.ie](http://www.abbvie.ie)



Pharma Company of the Year and Biopharma Company of the Year





# Reach your potential.

Join our Team.



careers.kirbygroup.com



## Malte Lohan

CEO, AmCham EU



Politically and economically, 2026 is already shaping up to be a tumultuous year for Europe and the US. On 1 July, Ireland will step into these choppy waters as it assumes the Presidency of the Council of the European Union for the eighth time and steers the EU through a precarious moment.

History shows that when Ireland holds the Presidency, Europe emerges stronger and more united. On Ireland's watch, ten new Member States joined the EU in 2004, the largest single enlargement in the history of the EU. Likewise, during the country's 1996 Presidency, Member States reached key agreements on the upcoming euro currency. And during Ireland's second Presidency back in 1979, European citizens directly elected representatives to the European Parliament for the first time.

For this Presidency, the expectations – as well as the stakes – couldn't be higher for the EU and its relationship with its most important trade partner, the US. The transatlantic partnership is a central pillar of the rules-based international order that has served our businesses so well – and it is being tested like never before. Yet these tensions cannot be allowed to obscure the profound shared benefits of the \$9.5 trillion transatlantic economy and the role it plays in supporting European prosperity and security.

Ireland is a case study for what happens when a country invests in a strong transatlantic partnership. Billions of dollars in investments cross the Atlantic every year; in 2023, US foreign

direct investment (FDI) in Ireland was \$491.2 billion, and Irish FDI in the US was \$322.6 billion. Likewise, the Ireland-US relationship supports hundreds of thousands of jobs across both countries. At a challenging time for EU-US relations, Ireland's Presidency will have the opportunity to move forward a pragmatic transatlantic agenda and do its part to facilitate stability and predictability for the EU, the US and the companies and citizens who rely on the transatlantic economy.

For Europe to be a strong and equal partner in the transatlantic relationship – however it unfolds in the coming months – it must double down on its commitment to improve its long-term attractiveness for investment. During Ireland's Presidency, this means correcting past policy mistakes and simplifying the EU's burdensome regulatory environment, as well as looking to the future and ensuring the EU's economy remains open to those who help drive its growth.

With the country's own balanced trade and investment policies, Ireland is well equipped to ensure that upcoming EU legislation emulates this approach, including leveraging the Single Market.

Ireland's economy shows that competitiveness goes hand in hand with a strong transatlantic relationship, a common-sense regulatory environment and openness to investment and cooperation with key partners. In 2026, Ireland can lead by example and help the EU follow suit, preparing Europe to thrive in a more turbulent world.

## Bridging Academia and Industry: Regeneron's Commitment to Irish Colleges and Universities

by **Niall O'Leary** · Regeneron Senior Vice President and Site Lead, Limerick

At Regeneron, our mission is to advance science and improve lives – but we know that real progress is only possible when industry and academia work hand-in-hand. Our partnerships with Irish colleges and universities are not just strategic; they are foundational to our vision for a thriving biotech sector in Ireland and beyond.

### A Model for Collaboration

Since opening Ireland's largest biotech facility in Limerick in 2014, Regeneron has built strong partnerships with Irish colleges. Our College Awards program, now in its seventh year and developed with the University of Limerick (UL), University College Cork (UCC), and, most recently, Technological University of the Shannon (TUS), bridges academic study and industry experience. Over the past three years, we have hired more than 100 former interns – mostly from UL, TUS, and UCC – highlighting the success of these collaborations.

This year marks a significant milestone: the inclusion of TUS students from the BSc Biotechnology with Biopharmaceutical Science program. Regeneron employees helped shape the curriculum to ensure that graduates are equipped with the skills and knowledge to meet industry needs, aligning modules like Biotechnology, Bioprocessing, and Chromatography with manufacturing and quality control practices.

### Empowering Future Leaders

The Regeneron College Awards bridge academic achievement and industry opportunity for Ireland's top STEM students, recognizing excellence in biotechnology, engineering, and related fields through partnerships with leading universities.

Each year, award recipients are honored for their academic achievement and potential in biopharmaceutical science. Winners receive a monetary prize and a full-time internship at our Limerick site, gaining hands-on experience, mentorship, and exposure to advanced research and manufacturing.

Regeneron celebrates these achievements with an awards ceremony where students, families, and faculty tour the facility, connect with staff, and experience our collaborative culture – often marking the beginning of their professional journey.

Commenting on the Regeneron–TUS partnership and its impact on graduate career opportunities, TUS President Prof. Vincent Cunnane said: "For the third year running, TUS graduates are the most employable in the country, with 85.5% of our students securing employment within nine months of completing their studies – significantly outperforming the national average. This achievement reflects our mission as a university deeply connected to industry and to our regions and firmly focused on our students' success. The partnership between TUS and Regeneron is a testament to the power of collaboration in advancing education and industry in our region.

By working together to shape our biotechnology curriculum and by providing students with invaluable real-world experience, we are empowering the next generation of scientific leaders and strengthening the economic and innovative future of our regions and beyond.

Our students benefit not only from academic excellence but also from direct exposure to the skills, mentorship, and career opportunities that prepare them to make a significant impact in the biopharmaceutical sector – locally and globally."

### Driving Innovation Through Partnership

Academic–industry partnerships are vital for advancing science and preparing students with real-world skills. Through collaborative curriculum development and hands-on experiences, we ensure graduates are equipped to address future challenges, emphasizing data integrity, patient safety, and smart biomanufacturing.

### A Shared Vision for Growth

Looking ahead, Regeneron is committed to further engaging with Irish colleges and universities, investing in emerging talent, and strengthening both our organisation and Ireland's biotech sector.

Together, we are building a legacy of innovation, opportunity, and shared success – one student, one partnership, and one breakthrough at a time.



## 2026 Flagship Events

We run over 100 networking events, seminars and programmes. Some of our most notable Events include...

### Global Business Conference

26 February | Croke Park Conference Centre

### Annual Dinner

28 May | Clayton Burlington Hotel, Dublin

### Independence Day Lunch

3 July | Clayton Burlington Hotel, Dublin

### West-North-West Conference & Dinner

10 September | Galway Bay Hotel, Galway

### Southern Conference & Dinner

24 September | Maryborough Hotel, Cork

### Mid-West Conference & Dinner

22 October | Limerick Strand Hotel, Limerick

### Thanksgiving Day Lunch

26 November | Clayton Burlington Hotel, Dublin

# Networks

## WHY THE NETWORKS

AmCham offers a wide range of Networks that allow teams and individuals within particular functions in AmCham member organisations to come together to learn, collaborate and share information and ideas in a trusted environment.

## HOW IT WORKS

Through both in-person and virtual events, webinars and roundtable discussions, AmCham members get to have meaningful, value-creating engagements with their peers, hear from insightful guest speakers, and experience high-value networking opportunities.

## OUR NETWORKS INCLUDE

Customs, Trade and Compliance Network

Executive Assistant Network

General Counsel Forum

Global Strategic Services Forum (GSS)

Government Affairs Network

HR Directors Network

Innovation Showcase Network

Learning and Development Network

Tax Network

Workplace Experience Network



# Leadership Development Programmes

Mandate Leader Masterclass Programme



Women in Global Organisations Peer Mentoring Programme



Emerging Leaders Development Programme



AmCham Programme for Growth



## OUR PROGRAMMES

Recognising the crucial importance of talent, skills and leadership excellence to a vibrant business community, AmCham delivers bespoke leadership development programmes. Open exclusively to our member companies, these impactful initiatives support both individual and organisational growth. They provide a unique opportunity to build connections, develop leadership skills and hear from experienced speakers.

## GET INVOLVED

If you would like to get involved and expand your network through these programmes, please contact us for more information:

- **Niall McGovern**, Director of Leadership Development (email: [n.mcgovern@amcham.ie](mailto:n.mcgovern@amcham.ie)) or
- **Orna Mulhern**, Leadership Development Programme Manager (email: [o.mulhern@amcham.ie](mailto:o.mulhern@amcham.ie))

## Mandate Leader Masterclass Programme

comprises of six programme sessions



The Mandate Leader Masterclass is a bespoke programme specifically designed to support those in leadership roles in the multinational sector in Ireland. This programme equips participants with the tools they need to take their organisations, and their roles within their organisations, to the next level.

Participants benefit from the extensive AmCham network with modules delivered in a trusted environment by senior figures from AmCham's members and stakeholders.

### Who is the programme aimed at?

- ✓ Site/Organisation leads
- ✓ Mandate leaders of organisations of scale
- ✓ Holders of global/international/EMEA roles in MNCs of significant scale
- ✓ Leaders facing significant shifts in market/industry

Caption: Participants on the 2025 Mandate Leader Masterclass, at session 4 of the Programme hosted at Johnson and Johnson, Cork

## Emerging Leaders Development Programme

comprises of six programme sessions



The Emerging Leaders Development Programme is designed to support the next generation of leaders. It is a dynamic cross-sector and cross-function leadership development programme which includes masterclasses, networking events and bespoke engagements, and culminates in the annual flagship AmCham Hackathon. The focus is on building core leadership skills while working with cross-sectoral, cross-functional peers, introducing participants to the Chamber's leadership network, and expanding their professional network.

### Who is the programme aimed at?

An individual identified and nominated by the member company who:

- ✓ Displays high potential for leadership / people management roles
- ✓ Advanced in relation to their own functional area
- ✓ Those whom the organisation recognises would benefit from wider cross functional, cross sector network experience

Caption: Participants on the Emerging Leaders 2024/2025 Programme participating in a session on 'Design Thanking', hosted and facilitated the Accenture Dock team, Dublin

## Women in Global Organisations Peer Mentoring Programme

comprises of six programme sessions



The Women in Global Organisations (WGO) Peer Mentoring Programme is designed to advance leadership skills in a safe and trusted environment. Working in small cross-company, cross-sector, cross-functional groups, participants have the opportunity to explore practices, share insights, compare experiences, gather new perspectives and try out ideas with an exceptional group of peers. Participants are re-energised, prepared to inspire and lead colleagues with lasting impact.

### Who is the programme aimed at?

- ✓ Senior female leaders within American Chamber member organisations, with a minimum of 10 years' professional experience
- ✓ Executives who must be prepared to lead their organisations through periods of disruptive innovation and rapid change

Caption: WGO 2025/2026, Eastern Autumn cohort, exploring the topic of 'horizon scanning', at Session 3 of the Programme, hosted at Indeed, Dublin

## AmCham Programme for Growth

comprises of four programme sessions



The AmCham Programme for Growth supports Emerging FDI member companies as they establish and expand operations in Ireland. Participants explore Company Strategy, Internal Talent Management, U.S. Stakeholders, and Local External Stakeholders, combining practical insights, peer learning, and networking to strengthen strategy, capability, and connections. Each company is encouraged to nominate one primary participant, with additional colleagues welcome where relevant. Participation is complimentary and included as part of AmCham membership.

### Who is the programme aimed at?

- ✓ Leaders from Emerging FDI member companies with fewer than 180 employees in Ireland
- ✓ Individuals responsible for driving company growth and strategy
- ✓ Leaders seeking practical insights, peer support, and opportunities to build a strong stakeholder network

# AmCham Meet the Team



**Paul Sweetman**

**Chief Executive**  
Paul directs our significant work programme which is focused on key areas of priority including Transatlantic trade and investment.



**Colm O'Callaghan**

**Director of Public Affairs and Advocacy**  
Colm leads AmCham's public affairs and advocacy, and communications teams.

**95%**  
of members surveyed agree that **AmCham is recognised as the voice of US FDI in Ireland**



**Jacob Whelan**

**Public Affairs and Advocacy Manager**  
Jake works on the Advocacy and Public Affairs team managing specific advocacy areas infrastructure and talent.



**Andrew Walsh**

**Members Relationship Manager**  
Andrew helps AmCham members use our resources to their full potential, connect with peers, and helps advocate for your interests.



**Orna Mulhern**

**Leadership Development Manager**  
Orna supports the delivery of our Leadership Development Programmes to create meaningful and engaging professional learning experiences for our members.



**Miriam O'Keeffe**

**Director, Member Strategy & Engagement**  
Provides senior level leadership and strategic direction to advance the Chambers extensive engagement activities.



**Niall McGovern**

**Director of Leadership Development**  
Niall is responsible for managing AmCham's Leadership Development Programmes supporting individual growth within our member companies.



**Sandra Delaney**

**Director of Finance and Operations**  
Sandra leads our finance and operations team and serves as Company Secretary to the Board.

**SERIOUS FUN... WITH A FUNCTION**



**Michelle Jackson**

**Business Operations Manager**  
Michelle's role includes people management, technology projects and policies and interfacing with many people across these areas.

**98%**  
of members surveyed feel **they get the opportunity to engage with peers through AmCham membership**



**Grace O'Donnell**

**Senior Communications Executive**  
Grace supports the delivery of AmCham's communications outputs including on social media, content creation, and across our advocacy and public and current affairs e-zines.



**Jane Reilly**

**Public Affairs and Communications Executive**  
Jane supports the work of both the communications and public affairs teams.



**Tara Keane**

**Director of Partnerships**  
Tara leads on building AmCham's membership, and developing key partnerships with and for members.

**WE CREATE RELATIONSHIPS THAT MAKE A DIFFERENCE**



**Aoife O'Brien**

**Communications Manager**  
Aoife manages our communications strategy, including content creation, media relations, advocacy promotion and campaigns.



**Declan Hegarty**

**Public Affairs and Advocacy Manager**  
Declan works on the Public Affairs and Advocacy team managing specific advocacy areas including tax and RD&I.



**Carolyn Byrne**

**Events Coordinator**  
Carolyn oversees the organisation and execution of AmCham's flagship events around the country.



**Cormac Bannon**

**Accounts Assistant**  
Cormac is part of our finance team and provides support to our events and membership teams as well as assisting members with account queries.

**WE SUPPORT OUR MEMBERS through networking, leadership development and representation**



**Emma Smith**

**Accounts Assistant**  
Emma is part of our finance team and provides support to our events and membership teams as well as assisting members with account queries.

# A Year in Review

## Global Business Conference



Discussion Panel moderated by Colm O'Callaghan, AmCham Director of Public Affairs and Advocacy, with Aileen Daly, Tax Partner, EY Ireland · Michael Lohan, CEO, IDA Ireland · Jenny Melia, CEO, Enterprise Ireland



Michael Clausen, Former Deputy Chief of Mission, US Embassy Dublin · Liz Cunningham, AmCham 2025 President · Niamh Smyth TD, Minister of State with Responsibility for Trade Promotion, Artificial Intelligence and Digital Transformation · Mark Cockerill, AmCham 2026 President · Paul Sweetman, AmCham CEO



## US-Ireland Business Report 2025 Launch

at the Consulate General of Ireland, New York



Jennifer Carroll MacNeill TD, Minister for Health



Mark Cockerill, AmCham 2026 President and Jennifer Carroll MacNeill TD, Minister for Health

at the Consulate General of Ireland, San Francisco



Micheál Smith, Consul General of Ireland in San Francisco · Tara Keane, AmCham Director of Partnerships · Jim Stratton, Chief Technology Officer, Workday · Patrick O'Donovan TD, Minister for Arts, Culture, Communications, Media and Sport

## Annual Dinner & US-Ireland Business Awards



Martin Cotter, Senior Vice President, Vertical Business Units and President, Analog Devices (ADI) EMEA winning AmCham's 2025 Global Leadership Award



Alltech winning AmCham's 2025 Global Impact Award for Working Together for a Planet of Plenty®

Microsoft Ireland and Maynooth University winning AmCham's 2025 Global Community Award for STEM Passport for Inclusion



## Hackathon 2025 in Microsoft Dublin



Winners of AmCham's 2025 Hackathon

## Independence Day Lunch

AmCham 2025

# A Year in Review



Liz Cunningham, AmCham 2025 President · Peter Burke TD, Minister for Enterprise, Tourism and Employment · Paul Sweetman, AmCham CEO

Paul Sweetman, AmCham CEO



## Southern Conference & Dinner



Discussion Panel moderated by Jacob Whelan, AmCham Public Affairs and Advocacy Manager, with Sinead O'Neill, VP Operations, Boston Scientific · Eamonn Hughes, VP Corporate Financial Affairs, Johnson Controls · Siobhan Young, Divisional Director, Cushman & Wakefield · Matt Canty, Process Engineering Manager, Meta



Michael McGrath, European Commissioner for Democracy, Justice, the Rule of Law and Consumer Protection and Mark Cockerill, AmCham 2026 President presenting AmCham's 2025 Southern Cairdeas Award to Karen O'Mahony, Founder and CEO of the Rainbow Club Cork Centre for Autism



Paul Kelleher, AmCham 2026 Vice President



Paul Sweetman, AmCham CEO · An Taoiseach Micheál Martin TD



An Taoiseach Micheál Martin TD addressing attendees at AmCham's 2025 Thanksgiving Lunch

## Thanksgiving Day Lunch



Paul Kelleher, AmCham 2026 Vice President · Mark Cockerill, AmCham 2026 President · Liz Cunningham, AmCham 2025 President



# Read AmCham's US-Ireland Business 2026 Report online

[www.amchambusinessreport.com](http://www.amchambusinessreport.com)

