



An Roinn Fiontar,
Turasóireachta agus Fostaíochta
Department of Enterprise,
Tourism and Employment

Statement of Strategy

2025-2028



Minister's Foreword

In recent years, our economy and labour market have shown remarkable resilience with exceptional economic performance and job creation. This success has enabled unprecedented investment by the Government in services that seek to improve levels of prosperity for all, right across the country. However, we cannot afford to be complacent and must redouble our efforts to retain our progress. We are living in a time of significant global change, marked by growing geopolitical tensions, trade uncertainties, and persistent cost pressures affecting businesses both large and small.



This new Statement of Strategy sets out a clear path to help secure the prosperity of the people of Ireland over the coming years. The Programme for Government commits us to improving our competitiveness in a changing world; protecting jobs and supporting businesses; and taking the necessary actions to both prepare Irish enterprise for new challenges and to position Ireland ahead of emerging economic trends. This will require tailored support for enterprises of all sizes, and will require investment in innovation, productivity, digitalisation, decarbonisation and infrastructure.

We are, and will remain, an open, trading economy at the heart of Europe. I am determined that our influence will continue to grow in advance of and during our Presidency

in 2026. We will work to mitigate the effects of the changing nature of trade through positioning Ireland as a prime location for investment, entrepreneurship and job creation. My Department will have a strong voice across Government to ensure we have the right policies, skills, and infrastructure in place to support sustainable growth.

This is my Department's first Statement of Strategy that includes tourism policy, underscoring the importance of the sector as a key economic driver and employer across our shared island. I believe there are huge opportunities for Irish enterprise and tourism, and I remain committed to delivering businesses that provide jobs in every town and village across Ireland. Together with my colleagues, Minister of State Alan Dillon TD and Minister of State

Niamh Smyth TD, I look forward to working closely with the staff of the Department, its offices and agencies and in partnership with our stakeholders in implementing this strategy and realising our vision to make Ireland the best place in Europe to work, do business and visit.

A handwritten signature in black ink, reading "Peter Burke". The signature is stylized with a large 'P' and 'B'.

Peter Burke TD

Minister for Enterprise, Tourism and Employment

Secretary General's Foreword

This Statement of Strategy articulates our mission to deliver opportunity and prosperity for all by driving a competitive, resilient and sustainable economy that supports enterprise, tourism and employment across all of Ireland's regions. Delivering on the commitments in the Programme for Government, the genesis of this Strategy is an imperative to improve our national competitiveness and productivity and to grow and sustain quality jobs. Our six strategic goals are focused on these twin aims, with the emphasis on fostering a stable business-friendly environment for Irish-based enterprises and for the attraction of investment at the cutting-edge of innovation.



As a Department we have a renewed sense of purpose and ambition about what can be delivered. Our people are our greatest asset. We aim to be an employer of choice and to attract, develop and retain the best talent required to deliver our mission. We aim for excellence in everything we do, focussing on continuous improvement to effectively deliver our strategic goals, with a new Corporate Services Strategy to underpin delivery.

Over the lifetime of this Strategy, we will foster positive workplace relations, safe working environments, and a responsive economic migration policy aligned with the needs of the economy. We will deliver certainty for industry through effective and simplified regulations, support open and competitive markets, and improve consumer welfare. We will continue to work across

Government and with our offices, agencies and stakeholders to support our Ministers to deliver on these commitments. Ireland will hold the Presidency of the Council of the EU in 2026 and a central objective for the coming period is extending and deepening our engagement and influence in Europe and across the world. In delivering on the Programme for Government, the Action Plan for Competitiveness and Productivity, the Market Diversification Action Plan and our new enterprise policy, Enterprise 2035, we will further drive our green and digital ambitions and contribute to the realisation of our mission.

This Strategy is shaped by our engagement with stakeholders and staff to ensure we have an informed perspective on the challenges and opportunities

ahead. It is also prepared with due regard to our role in progressing the UN Sustainable Development Goals. Our implementation will be informed by a sustained focus on delivery and impact. Progress on our goals will be reported in our annual report and against a range of performance indicators as aligned with our Public Service Performance Report and Revised Estimates Volume.



Declan Hughes
Secretary General
Department of Enterprise, Tourism and Employment

Vision, Mission and Goals

Vision

To make Ireland the world's leading location to work, do business, and visit.

Mission

To deliver opportunity and prosperity for all by driving a competitive, resilient and sustainable economy that supports enterprise, tourism, and employment across all of Ireland's regions.

We work to create the conditions for sustainable enterprise growth and investment, high-quality jobs and workplaces, fair and competitive markets and innovation. Our work strengthens Ireland's EU and global ties, extending our business and trade in a responsible, fair and sustainable manner.

Goals

Over the lifetime of this strategy, to realise our vision and deliver on our mission, the Department will be guided by six cross-cutting goals. These goals will be driven by our teams that are innovative, committed and collaborative with a strong public service ethos of respect and integrity, driving effective and responsible policy development and implementation.

1



Drive competitiveness, sustainability and innovation, building the resilience of the economy.

2



Drive prosperity and high standards of living through creating and maintaining high quality jobs and increased productivity.

3



Strengthen tourism and support Irish-based enterprise to start, scale and compete internationally.

4



Provide the most competitive environment for the attraction and retention of inward investment at the cutting edge of innovation.

5



Provide measured, certain and innovation friendly regulation for business, workers and consumers.

6



Advocate Ireland's values and strengthen our relationship and influence with the EU and international partners.



Drive competitiveness, sustainability and innovation, building the resilience of the economy

To achieve this goal the Department will:

- Deliver and drive a whole-of-Government Action Plan for Competitiveness and Productivity to make Ireland the most supportive environment for Irish businesses and the most attractive location for start-ups and inward investment.
- Develop Enterprise 2035 as a long-term ambition for enterprise growth and job creation over the coming decade, building on the White Paper on Enterprise.
- Work across Government to secure cost-effective strategic investment that delivers a competitive and future-proofed ecosystem in skills, innovation and physical infrastructure.
- Optimise the use of the Department's funding under the National Development Plan focusing on jobs and entrepreneurship, enterprise development, innovation and tourism development.
- Increase the level of research and development in our enterprise base, delivering the Disruptive Technologies Innovation Fund, Important Projects of Common European Interest and other programmes to increase innovation in key sectors.
- Develop and invest in key economic sectors, including developing and implementing new strategies on semiconductors, life sciences and tourism, and facilitating collaboration and collective action under a new National Clustering Programme.
- Scale Ireland's Technology Centres in the priority enterprise sectors to drive collaborative RD&I in SMEs and to anchor high-growth FDI companies in Ireland.
- Invest to make Ireland an EU centre of expertise for digital regulation.
- Drive the digital transition of Irish-based enterprise, including through the adoption of AI and development of cybersecurity capacity.
- Ensure small businesses achieve basic digital intensity of 90% by 2030, supported by our European Digital Innovation Hubs.
- Drive stronger awareness of the full benefits of digitalisation, including AI, to increase productivity of Irish businesses, and ensure small businesses are suitably assisted to achieve digital technology adoption.
- In line with Government's Climate Action Plan, advance the green transition in enterprise through delivering decarbonisation roadmaps; a Climate Change Adaptation Plan for the Tourism Sector; providing effective supports and incentives, and; implementing the Offshore Wind Industrial Strategy and the EU's Net Zero Industry Act.
- Strengthen and increase collaboration between FDI, our growing base of indigenous multinationals and Irish SMEs, particularly focusing on digitisation and the green transition.
- In line with Government's Action Plan on Market Diversification, support Tourism Ireland in deepening our position in core markets, supporting innovation, capability and capacity through Fáilte Ireland and in the development of strategic partnerships to exploit opportunities for growth in new and developing overseas markets.



Drive prosperity and high standards of living through creating and maintaining high quality jobs and increased productivity

To achieve this goal the Department will:

- Enable Enterprise Ireland and the Local Enterprise Offices to deliver on their mandates to enable businesses to start and grow, creating and maintaining employment and economic activity in all the regions of Ireland.
- Promote and support the competitiveness, innovation and excellence of our tourism and related industries, including food and beverage sectors through the developmental work of Fáilte Ireland, to provide sustainable and rewarding careers in all regions.
- Develop a regional enterprise policy statement to ensure a coherent approach to regional enterprise development, publish and resource new regional enterprise plans, increase smart specialisation, provide funding for regional enterprise initiatives and consider development of economic Strategic Development Zones in the regions.
- Promote digital inclusion initiatives with collaborative local partnerships of larger businesses sharing ideas and coordinating efforts to support smaller businesses to adopt and benefit from digital and AI technologies.
- Strengthen cross-border trade, all island tourism, and foster North-South collaboration to enhance the all-Island economy, deliver on Shared Island objectives, and support economic growth in strategic border locations, including through business support provided by InterTrade Ireland.
- Enable IDA Ireland to progress its Regional Property Programme and to promote and maximise regional opportunities with over half of inward investments outside of Dublin.
- Publish and implement a new national Tourism Policy to grow tourism associated revenue and employment numbers across every region and support Fáilte Ireland and Tourism Ireland to align their objectives and deliver on the Policy.
- Invest in tourism marketing and tourism product development to achieve our growth targets, including investment in regenerative tourism projects in the Midlands with the help of the EU Just Transition Fund.
- Maintain positive dialogue with the social partners to support quality jobs, harmonious industrial relations, productivity, stability and industry transformation at times of change.
- Prioritise our skills-based migration system to attract talent to meet skills needs; review the critical skills needs and eligible roles for employment permits; develop a more user-friendly employment permit experience; work with Department of Justice, Home Affairs and Migration on the potential to develop a single application procedure; support the positive impact of competitive skills and experience in our economy through migration in parallel with domestic skill development.
- Provide supports for entrepreneurs and enterprise that are accessible to all and work across Government to improve employment of people with disabilities.



Strengthen tourism and support Irish-based enterprise to start, scale and compete internationally

To achieve this goal the Department will:

- Promote international trade, broaden and deepen the export base, facilitate Irish companies to sustainably grow and diversify export markets and establish a Market Diversification and Resilience Fund, to support enterprise impacted by trade disruptions.
- Enable Enterprise Ireland's Strategy 2025-2029 to support Irish exporting companies start, compete, scale and connect, with the long-term ambition that exporting Irish companies become a primary driver of the Irish economy.
- Deliver on the work of the Cost of Business Advisory Forum and conduct a comprehensive review of costs for SME and micro enterprises to identify effective cost mitigants.
- Support the new Small Business Unit to focus on rigorously implementing the SME Test.
- Simplify and streamline information and access to grants and supports for businesses through the National Enterprise Hub.
- Review supports provided by Enterprise Ireland and the Local Enterprise Offices to ensure they are targeted, effective, easy to use and utilised.
- Promote and leverage the productive use of AI in companies to ensure the benefits are optimised.
- Reduce the gap in available finance for firms looking to scale. Put mechanisms in place so Irish SMEs can access finance and effectively scale their business through further incentivising venture and equity investment.
- Make Start-up Ireland a central coordinating body to enhance alignment and collaboration across the national start-up ecosystem.
- Increase investment in commercialisation through Enterprise Ireland by way of the Commercialisation Fund, the Innovators Initiative and other means, to drive the formation of spinouts from publicly funded research into new startups, generating the next wave of innovative High Potential Start Ups from research.
- Support tourism enterprises to be market ready in a competitive environment.



Provide the most competitive environment for the attraction and retention of inward investment at the cutting edge of innovation

To achieve this goal the Department will:

- Enable IDA Ireland's new Adapt Intelligently Strategy 2025-29 to attract and retain Foreign Direct Investment at the cutting edge of innovation, maintain and grow investment and maximise regional opportunities.
- Work across Government to ensure the framework conditions for enterprise, infrastructure and talent make Ireland the best location for foreign direct investment, including by making Ireland an EU centre of expertise for digital regulation.
- Support Enterprise Ireland to attract FDI in the food nutrition and beverage sectors, building out a pipeline of highly innovative projects from the existing base and from new name FDI.
- Scale cutting edge innovation and further deepen and scale RD&I in Ireland, including partnering with Research Ireland on Centres for Research Training, and partnering with clients to realise opportunities associated with new and evolving EU instruments such as Important Projects of Common European Interest (IPCEI).
- Enable IDA Ireland to partner with international investors and companies to increase the competitiveness of their Irish operations through investment in innovation, digitalisation, talent development and sustainability.
- Support EU Chips Act investment in Ireland.
- Review and consider expansion of the IDA Ireland land bank including new advanced manufacturing facilities in strategic regional locations.
- Develop Next Generation Sites to attract investments of significant scale and to position Ireland to compete and strengthen competitive advantage globally.
- Explore the potential of Green Energy Industrial Parks to attract large-scale investments co-located with renewable generation as it is deployed.
- Develop a Large Energy Users Action Plan 2030 - 2035 and provide clarity of direction on data centre development and connection policy.
- Work with IDA Ireland, enterprise, stakeholders and across Government to ensure Ireland is a location of choice for green-powered and digitally enabled enterprises.
- Establish a new national AI Office to provide a focal point for artificial intelligence adoption and promotion, encompassing regulation, investment, innovation and deployment and hosting a regulatory sandbox. The Office will also serve as the central and co-ordinating authority for the EU AI Act in Ireland.
- Support the work of Tourism Ireland in linking local tourism businesses from across the island of Ireland with global inbound tour operators and event organisers, that have the potential to bring visitors at scale to our island.



Provide measured, certain and innovation-friendly regulation for business, workers and consumers

To achieve this goal the Department will:

- Enhance our business regulatory environment by removing unnecessary regulatory or administrative burdens on business and improve implementation of the SME Test across Government to ensure administrative and cost burdens are minimised or mitigated.
- Ensure our regulatory business environment protects consumers, promotes effective standards for enterprises and employees and encourages investment in the economy.
- Support the simplification and burden reduction agenda at European level, to maximise the competitiveness of businesses in Ireland.
- Support Irish exporters in raising awareness, building expertise and helping them meet compliance obligations under national and EU export control regulations and EU Restrictive Measures (sanctions), and pursue enforcement actions for related breaches in conjunction with other national authorities when necessary.
- Strengthen the Workplace Relations Commission and Labour Court to deliver their statutory mandates. Publish an Action Plan on Collective Bargaining.
- Support the work of the Low Pay Commission, enhance employment rights legislation and promote working arrangements that benefit both workers and employers.
- Work with the Health and Safety Authority to ensure a robust occupational safety and health regime and an effective regulatory framework for chemicals.
- Support the work of the Company Law Review Group and Employment Law Review Group to ensure company law and employment law respectively are fit for purpose and facilitate enterprise and employment.
- Promote a digital and AI regulatory framework that balances encouraging innovation while mitigating potential risks for individuals and society and championing the strategic and ethical adoption and development of AI in Ireland.
- Establish an updated legal framework for the co-operative model.
- Support the Corporate Enforcement Authority, Companies Registration Office and Injuries Resolution Board to effectively deliver on their respective legislative mandates.
- Undertake a Periodic Critical Review of the Irish Auditing and Accounting Supervisory Authority and ensure Ireland has an effective auditing and accounting regime.
- Enable the Competition and Consumer Protection Commission to deliver its statutory mandate while strengthening consumer protection legislation and supporting the enforcement of competition law.
- Work with the National Standards Authority of Ireland to ensure all-encompassing regulatory certs are issued in a timely manner, harmonising Irish and EU regulations to open up new market opportunities.
- Enable the work of the Intellectual Property Office of Ireland and progress intellectual property rights through the development and implementation of new legislation, including intellectual property rights for medicines to drive innovation and competitiveness.
- Promote Equality, Diversity and Inclusion initiatives as a key pillar for enterprise competitiveness and support the work of Balance for Better Business.
- Develop legislation to establish a legal framework for implementing new regulatory measures in the short-term letting sector.
- Develop legislation in the areas of insolvency protection, retirement age, Platform Work and European Works Councils.
- Enact the Registration of Limited Partnerships and Business Names Bill, to modernise the legal regime applicable to limited partnerships and facilitate ease of use of this legal vehicle.



Advocate Ireland's values and strengthen our relationship and influence with the EU and international partners

To achieve this goal the Department will:

- Continue to promote free, open trade and economic security in support of Ireland's economic model, working across Government and with our EU partners to identify and remove barriers to trade, particularly in services, to secure a fully functioning EU Single Market for the benefit of our exporters, businesses and other consumers.
- Lead the implementation of the Government's new Market Diversification Action Plan.
- Publish a new Government Trade and Investment Strategy in line with Global Ireland 2040's regional and country strategies.
- Work with EU and international partners to build and strengthen alliances, shape emerging policies, standards, regulation and agreements that impact Ireland's economic environment; as part of this, we will maximise the impact of Ireland's EU Presidency in 2026.
- Shape the EU's competitiveness challenge in a manner that benefits both European and Irish citizens, reduces unnecessary bureaucracy in EU Directives and Regulations, and ensures the fair application of State aid rules.
- Work with our EU partners to ensure that Ireland and the EU are well-placed to benefit from the innovation and investment potential of new technologies like AI, while also protecting privacy and other fundamental rights and lead Ireland's engagement with the D9+ group.
- Ensure that Irish businesses operate in line with developing Global standards for security and Responsible Business and support sanctions against countries seeking to undermine European democracy.
- Represent Ireland's position at the International Labour Organisation, Council of Europe and G20 to influence policy development in areas such as tourism, AI and employment rights.
- Maximise Ireland's membership of the European Space Agency and support the growth of the Space and Security Enterprise Sector in Ireland.
- Organise and deliver trade and tourism missions across the world to strengthen existing links and develop new connections and opportunities for Irish business and tourism, including new country-to-county partnerships through Joint Economic Commissions.
- Create more pathways for investment in and from the USA, boosting our Enterprise Ireland, IDA Ireland and tourism resources to complement our diplomatic presence there.

Delivering Our Strategy

The Department is organised into nine divisions led at Assistant Secretary level who will deliver this strategy through collaboration on cross-cutting goals.

- 1 Commerce, Consumer and Competition Division
- 2 Corporate Services Division
- 3 Digital and AI Division
- 4 Enterprise Strategy, Competitiveness and Evaluation Division
- 5 EU and Trade Regulation Division
- 6 Innovation and Inward Investment Division
- 7 Irish Enterprise Division
- 8 Tourism and Trade Development Division
- 9 Workplace Regulation and Economic Migration Division

As a Department across all Divisions, Offices and Agencies we will work together to make Ireland the best place to work, do business, and visit. Progress will be demonstrated and reported through:

- Our Department's Annual Report, which will detail the progress achieved each year on the strategic objectives and actions contained in this Statement of Strategy.
- The Public Service Performance Report, which sets out how public funds were allocated, used and outlines the outputs and impacts of our Departmental programmes.
- The range of indicators related to the three programmes of expenditure set out as part of our Department's Revised Estimate Volume.
- Our Department's Data Dashboard which can be accessed on our website www.enterprise.gov.ie.
- Progress reports under the White Paper on [Enterprise, Action Plan on Competitiveness and Productivity and Enterprise 2035](#).

Delivery of the objectives in this strategy is underpinned by our Corporate Services Strategy 2025-2028 which sets out how we will enable our people to deliver our business goals, while maintaining the highest standards of governance and stability. We will also commence an Organisation Capability Review in 2025 to assess the organisational capability of the Department to deliver on this Statement of Strategy. This review will support our Department in preparing for future challenges and opportunities by identifying strengths and areas for development. The Department will publish an Action Plan on implementation of the findings of this review in 2026.

Our Values and Our Public Sector Duty

Our Values

Our Department's values are Integrity, Innovation, Collaboration, Commitment and Respect.

Our Culture and Values Action Plan sets out how these values are embodied in our behaviour and the way that we work. We aim to be an employer of choice and to attract, develop and retain the best talent to deliver on this Strategy. In line with our obligations under Human Rights legislation we will value and promote equality, diversity, inclusiveness and human rights.

Public Sector Duty

In accordance with the Irish Human Rights and Equality Act 2014 all public bodies in Ireland have responsibility, under the Public Sector Equality and Human Rights Duty or Public Sector Duty, to promote equality, prevent discrimination and protect the human rights of their employees, customers and service users. In line with our obligations under the Act, our Department is committed to ensuring our policies, procedures and services comply with requirements in the areas of human rights and equality.

Assessment

In early 2025, we assessed the human rights and equality issues of relevance to the functions of the Department and this can be accessed on our website at Equality and Human Rights Assessment - DETE.

Actions

Over the lifetime of this Strategy, we will progress the actions identified in both the Equality and Human Rights Assessment and our Department's Equality, Diversity and Inclusion Strategy. Progress against these actions will be reported in our Departments Annual Report. We will also continue to value and promote equality, inclusiveness and human rights through the development of policy and legislation and through our active participation in international organisations and multilateral fora. As a Department we will also, where appropriate and applicable, consider the participation of children and young people in our work as envisaged in the Government's Action Plan for Participation of Children and Young People in Decision-Making 2024 – 2028.

Cooperation and Partnership

As a Department we are committed to working collaboratively across Government to support our economy and society, and to deliver a positive environment in which enterprise, tourism and employment can thrive. We will work with and support other Departments and State bodies to progress our strategic goals.

The Department of Enterprise, Tourism and Employment is supported in our mandate by the work of our agencies and offices.

Companies Registration Office (CRO)



Registry of Friendly Societies (RFS)



Registrar of Beneficial Ownership (RBO)



Workplace Relations Commission (WRC)



Intellectual Property Office of Ireland



The Labour Court



Health and Safety Authority (HSA)



Corporate Enforcement Authority (CEA)



Enterprise Ireland



National Standards Authority of Ireland (NSAI)



IDA Ireland



Competition and Consumer Protection Commission (CCPC)



Irish Auditing and Accounting Supervisory Authority (IAASA)



Personal Injuries Resolution Board



Fáilte Ireland





Rialtas na hÉireann
Government of Ireland