

Contents

welcome	4
Executive summary Current business sentiment	6 7
Recommendations at a glance	9
Fit for purpose funding to support a competitive founder-led enterprise ecosystem	10
An innovation ecosystem to enable founder-led enterprises	15
3. Talent to thrive	19
4. Digital readiness matters	24
5. Procurement and regulation for future advantage	28
6. Environmental sustainability	32
About Ibec	34
Theo trade associations	3/

A founder is the person who starts their own company. They're the one who came up with the business idea and acted on it. These businesses come in all shapes and sizes from micro enterprises to scaled multinationals.

Welcome

Founders play a vital role in thriving innovative ecosystems. Founder-led enterprises are the nuclei of innovation and progress. These businesses come in a lot of different shapes and sizes, from early-stage ventures to high-growth scale-ups, to multinationals and curating the surrounding ecosystem required at each stage is fundamental for their success.

Founders in Ireland have a successful track record for founding high-growth, innovative, businesses, across many sectors of the Irish economy. Whether its medical technology, software or biotechnology, agri-food, engineering or finance. However, they won't survive without financial backing: venture capital firms, angel investors, funding instruments/grants (private and government) all have their place within an ecosystem.

The Global Entrepreneurship Monitor (GEM) report finds that one-in-five people in Ireland aspire to start a business. This is very encouraging, as it suggests a strong pipeline of entrepreneurs into the future. However, among its peer group of GEM Level A economies, Ireland received relatively low scores on its framework conditions. [GEM Level A Economies are defined as those with a Gross Domestic Product (GDP) per capita of more than \$40,000]. On the condition of Entrepreneurial Finance, Ireland received a score of 5.0 out of 10 which, while just sufficient, was 15th among GEM Level A economies.

The lack of funding options and supportive ecosystem can constrain the founder who started a business with high confidence and strong intentions. In Ibec we campaign to improve investment supports for indigenous firms, reduce the cost of doing business, unlock start-up growth potential through innovation, help start-ups attract management and skills and protect them from Brexit, COVID-19 and of course the impact of the war in Ukraine on business.

This report sets out the recommendation to support founders, based on dialogue and recent research amongst this community to understand better their business challenges. Some of the recommendations outlined are specifically for start-ups, whilst others cover the broader founder spectrum.

The current downturn will no doubt cause concerns amongst many founders, however the right policies could provide a backdrop against which innovative founder-led businesses can thrive.

Sharon Higgins Executive Director, Membership and Sectors



Executive summary

The following recommendations were captured as part of lbec member workshops, a member wide survey and were reviewed and endorsed by founder members across relevant trade associations.

Note that survey respondents were predominantly from the medical technology, technology, food, drink, and engineering sectors. 40% were founded post 2015, 35% were founded 2000-2017 and 25% were founded pre-1999.

The high level recommendations listed below, can be explored further in the report. What is clear is that founder-led enterprises need the right incentives, supports and ecosystem to flourish, and that their contribution to economic prosperity and a thriving ecosystem needs further recognition.

Summary high level recommendations

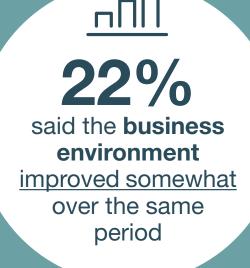
- Fit for purpose and accessible funding and incentives: Advocate for fit-forpurpose funding supports which are simple, accessible, and granted in a timely fashion. In particular, improve tax incentives such as Capital Gains Tax Relief, R&D Tax Credit and Employment Incentive and Investment Scheme and produce an SME tax roadmap.
- **Talent to thrive:** Ensure that the talent, skills and labour market is constantly reviewed to be agile, informed and interconnected to respond appropriately and in a timely fashion to the fast paced changing business model.
- **Digital readiness:** In particular intensify support for enterprise in its digital transition, to ensure our continued competitiveness.
- Regulatory Impact Assessments must be completed before rolling out any new regulations, to assess impact on start-up in particular.

Current business sentiment

In a survey conducted by Ibec in August 2022:









Recommendations at a glance



Fit for purpose funding to support a competitive founder-led enterprise ecosystem

With the international financing and funding environment tightening significantly, it is important that we now begin to introduce an ambitious series of tax reforms for indigenous businesses over the next three years to spur recovery and encourage a return to investment. There have been several false dawns on this front in recent years – but with young enterprises key to ongoing growth, it has never been more important to get the tax mix right. These changes are key to increasing our ability to compete internationally to develop, attract and retain world-class founders. Much of the discussion is focused on the useability and the predictability of schemes.

The key priorities based on the research and engagement with members include the EIIS (Employment Investment Incentive Scheme) scheme, KEEP (Key Employee Engagement Programme) share options, R&D tax credit, CGT entrepreneurs' relief and equity asks from State or quasi-state agencies in exchange for support.

- Produce an SME tax roadmap: Good practice in recent years has seen the
 Department provide roadmaps and feedback statements of great value on the
 direction of Corporate Taxation both broadly and specifically. Consideration on the
 same should be given for SME taxation, outlining a series of changes over a threeyear time horizon to include changes in CGT, EIIS and other tax measures.
- Pursue tax simplification systematically: A package of tax simplification measures should be put in place under an independent office akin to the Office of Tax Simplification in the UK.

- Improve the KEEP scheme: to ensure share options are an attractive choice for founders and high growth companies: The KEEP scheme in its current form has not worked. Fewer than 10 people benefited from the scheme in 2019 (the latest data available). Low take-up has been driven by issues around scheme complexity, the difficulty in the valuation process and a low (€3 million) limit on the market value of issued but unexercised shares when early rounds of investment may place the companies' valuations at many multiples of this level. Given the low liquidity in the market for equity in Ireland, the restrictions on employer share buy-backs are unreasonably onerous and can also render the scheme unusable for many workers. The concept of the scheme is important but needs significant reform to work.
- Capital gains taxation should be reformed to provide greater benefit to
 investing in high-potential companies: Our view is that this should take the form
 of either a continuation of entrepreneurs' relief with improved scheme limits or a
 dual-rate CGT regime with a rate of CGT for high potential businesses at a level
 of 20% or below.
- Give firms access to a greater pool of equity investment. Ireland has a limited market for equity in companies and within this market, the EII is a major support to the ecosystem. It should be maintained and further improved by increasing annual investment limits and implementing the recommendations of the Indecon review to allow losses on EII investment for CGT purposes and any capital gains on the sale of shares taxed as capital gains rather than as income. Working schemes in other countries such as the French Madellin scheme should also be looked at for best practice.
- Extend regimes for high-skilled workers to SMEs: We support the OECD recommendation to extend tax support through a form of SARP to new hires for SMEs and start-ups. Many companies have also raised the issue of base salaries being the only qualifying remuneration for the scheme. Often in roles such as sales, in smaller companies, and in start-ups a large proportion of pay can consist of bonuses, benefit-in-kind or share options. The qualifying conditions should be altered to include performance-related pay in a minimum basic salary for SMEs.
- Ensure repayments of tax are timely and efficient: With a significantly more constrained funding environment ahead than start-ups have experienced in the recent past the tax system mustn't provide a barrier to firms extending their financial 'runway.' One cost-effective way to do this would be to ensure that schemes, such as the R&D tax credit, where repayments of tax are due to companies are paid in the shortest timelines possible rather than over multiple or delayed instalments.

According to an Ibec member-wide survey on <u>funding and incentives</u> to support founders:

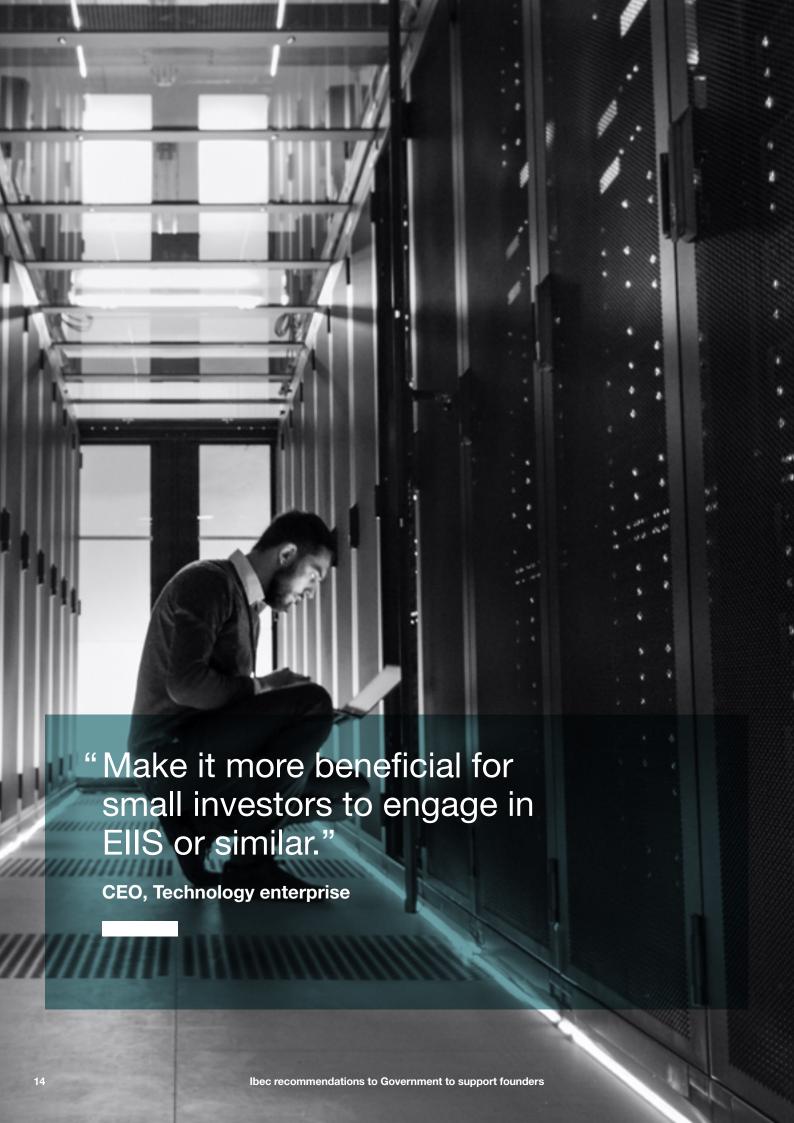


57% said 'red tape/bureaucracy' associated with applications for funding and grants has put them off applying for funding

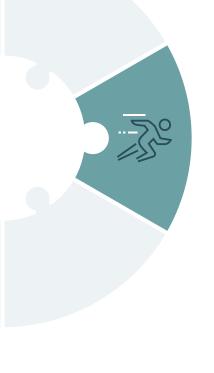


60% said the availability and access to tax incentives is poor or very poor





An innovation ecosystem to enable impactful founder-led enterprises



Ireland's next phase of growth will need to be underpinned by a research and innovation system that develops talented graduates, embraces innovation and technological change; improves productivity; enhances skills, develops, and attracts talent and supports Ireland's transition to a low carbon economy. The current chronic levels of public investment in R&D are not representative of a country that strives to be an innovation leader, and this is highlighted as a national weakness in the recent European Innovation Scorecard analysis for Ireland.

Ireland must create a founder-led culture which is more risk-taking and less risk-averse, and which uses its identity as a small knowledge-intensive economy to position itself as a testbed for creativity.

- Scale the public investment in innovation and research: To support a pipeline of ideas and knowledge, technology development and exchange between industry and academia. Increase investment by 20% per annum to achieve €1.25bn by 2025.
- Advocate for fit for purpose funding supports which are accessible, timely and
 flexible to meet the needs of founder-led enterprises: An example would include
 Enterprise Ireland HPSU funding which ceases when a company reaches five
 years, however five years is not long enough in the context of many Life Sciences
 companies which are a rich ground for entrepreneurial activity. Government should
 offer more targeted incentives to ensure companies can reach the next phase of
 their development and continue to go the distance.

- Introduce a Pro-forma R&D tax credit to help smaller firms overcome administrative costs and engage with the credit. The existing limit should be in line with UK's R&D tax relief for SMEs with more generous tax treatment, reduced additional recordkeeping requirements, cash repayments upfront, and 'advanced assurance' for the first three times it is claimed. This would be in line with the OECD "Road Map for SME and Entrepreneurship Policy in Ireland." There should also be an increase in the science test limit to €100,000.
- Improve R&D tax credit take-up by dealing with underlying issues: Provide greater certainty around decision-making consistency and broader administration. Review Appendix 1 qualifying activities to ensure they keep pace with ongoing scientific progress. Significantly increase the €100,000 or 15% limit on qualifying outsourced expenditure to Third Level Institutions and the restrictions on outsourcing to related parties. This would be consistent with the treatment under the Knowledge Development Box and in line with other jurisdictions.
- Introduce targeted supports to enable SMEs to invest in innovation and productivity: This will help SMEs by expanding the Enterprise Ireland Innovation Voucher Scheme with a supportive mentoring programme and increasing the Innovation Voucher value to €10,000 to encourage higher levels of research, development, and innovation activity within business, particularly to support initial SME engagement with the national innovation ecosystem
- Encourage more Venture Capital investment in Ireland: The recently announced Irish Innovation Seed Fund Programme is welcomed, which brings together the European Investment Fund, Enterprise Ireland and the Ireland Strategic Investment Fund participating as a co-investor. Traditionally, a lot of VC funding tends is sourced internationally, which may result in shorter-term investments with limited scope for embedded into the Irish ecosystem in the longer term. VCs are an integral part of any thriving start-up ecosystem, it will be important to evaluate the success of the Innovation Seed Fund Programme fund over the coming years.
- Enable an ecosystem that can respond to next-generation research and innovation opportunities: The next national strategy for innovation should ringfence investment for creating new opportunities in emerging fields for Ireland, that can help build a greener, more digital, more resilient country. Next generation opportunities include space-related technologies; novel therapeutics including immunotherapies and genomics, digital health, and Industry 5.0.



According to an Ibec member-wide survey on innovation supports completed by founders:



26%

said the availability and access to innovation supports, programmes and centres is poor or very poor



27%

said the availability and access to research funding is poor or very poor



32%

said access to venture capital funding is poor or very poor

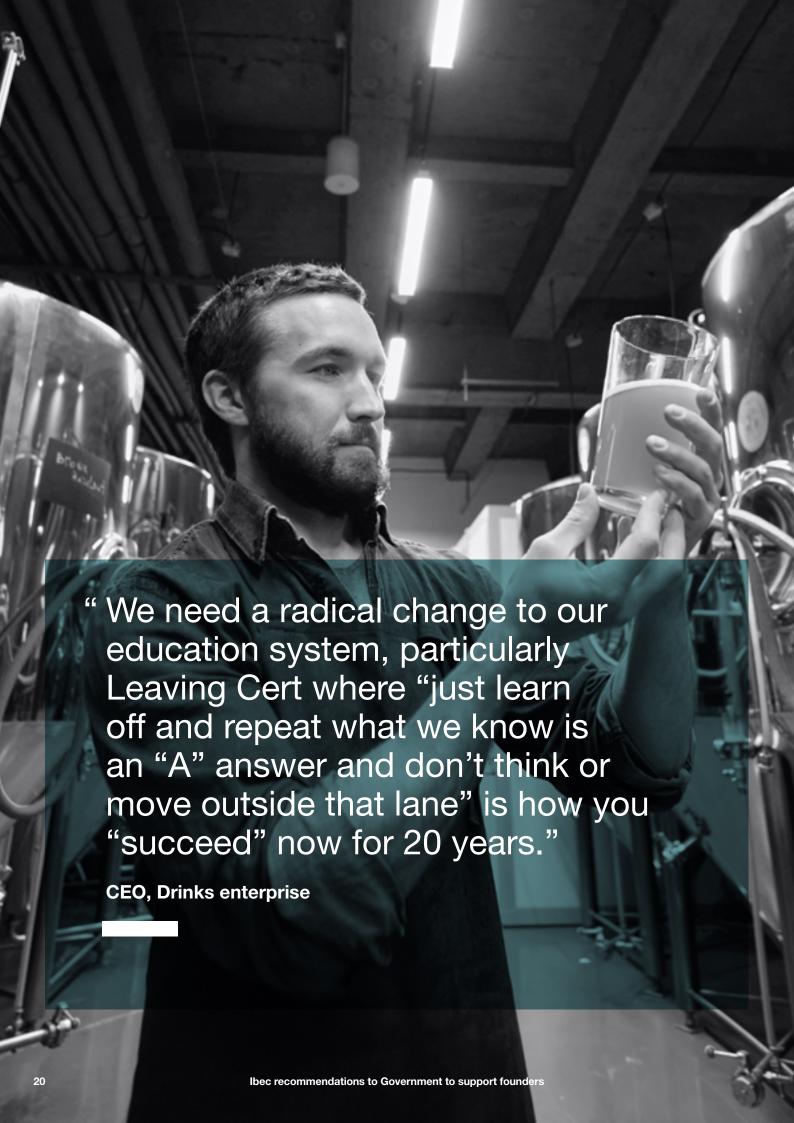
Talent to thrive



Founder-led ecosystems attract and foster incredible talent. Economies benefit as these highly skilled professionals soon change projects, cross-pollinate organisations, and establish their own companies. To support talent development we need to implement a long-term sustainable funding model for higher education, to ensure a necessary pipeline to fuel this innovation. There has been an increased spotlight at European and national level for almost 20 years now on the relatively untapped potential of women as entrepreneurs, resulting in the introduction of initiatives to encourage a higher involvement of women in the area.

The great majority of early-stage founders in Ireland expect to become employers (79%). This is true for both men and women. While high for both, the percentage of male entrepreneurs that expect to become employers (81%), however, is higher than it is for female entrepreneurs (74%).

- Create a more dynamic and responsive system to align education policy with business needs: More focus is required at government level on the importance of talent and skills in this knowledge economy. Education policy is still far from aligning with what business needs. There is a disconnect between what we need and what the education system is offering. For example, entrepreneurship skills are needed at an early stage and to be fully embedded in curricula.
- Create a fit-for-purpose visas/work permits process: There are significant challenges within the visa/work permits system. While the Critical Skills Lists and Ineligible lists are reviewed annually, greater attention needs to be given to the evolving needs of employers, as positions formerly held by migrants have been left vacant in considerable numbers due to the challenges of the pandemic and job holders returning home. A greater level of review must be undertaken to meet the growing skills and talent needs and the Irish labour market activation system must act to scale to meet that need.

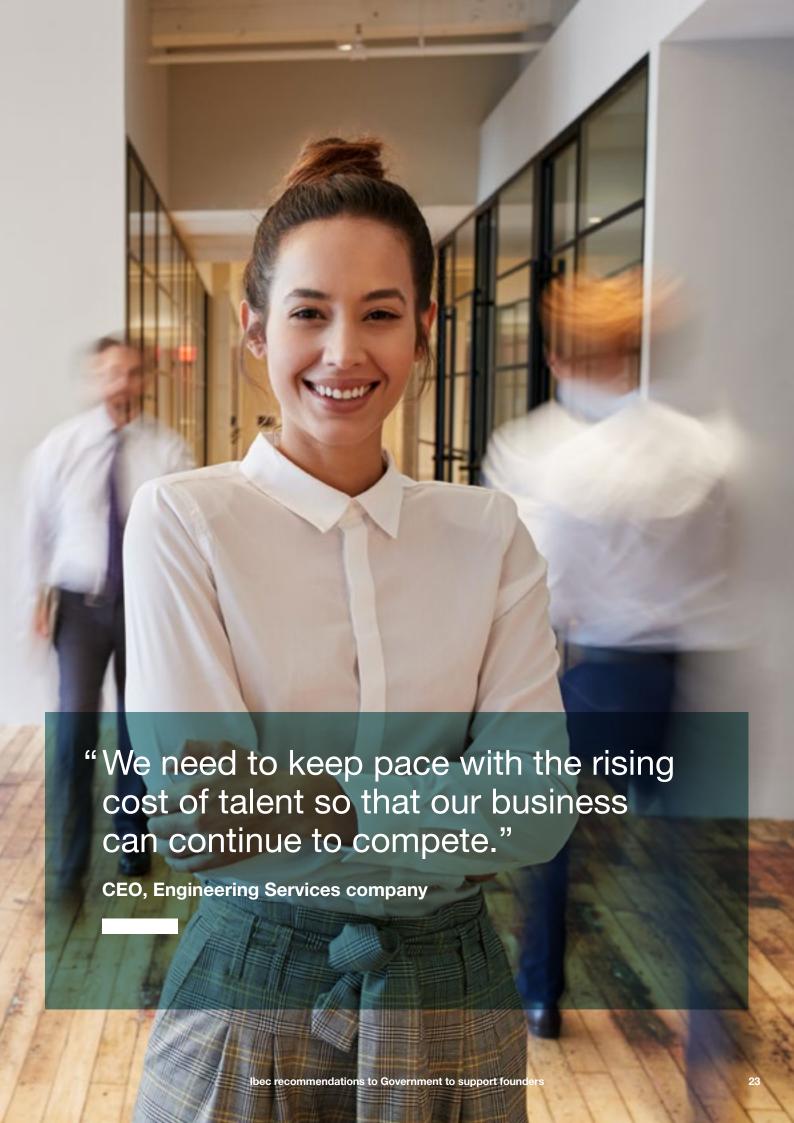


- Strengthen labour market intelligence: Investments in data-driven approaches to individually tailor and target labour market activation to the most urgent needs must be core to policy development. There is a need to focus on a wide range of disciplines, not just what would be described as high-end talent, everything from lorry drivers to service personnel. We need to expand this pool of talent. Shortages of lower-skilled workers and subsequent pressure on wages have the potential to be as harmful to the Irish economy as a shortage of skilled labour.
- Provide career guidance teachers with material on employment opportunities
 within founder-led enterprises: It is important to show how working in a smaller
 founder- led company can expand career opportunities and types of experience
 available rather than solely focusing on careers in larger 'household name' type
 organisations. The key to achieving this is engaging with career guidance teachers
 and raising their awareness of the opportunities to build a career in founder-led firms.
- Improve the incentives to attract high-end talent: More needs to be done to
 improve the share options scheme to attract both national and international highend talent, akin to other jurisdictions. This model needs to change to enable
 scale up with founder-led enterprises to compete with larger FDI (Foreign Direct
 Investment) companies.
- Support the further growth of female supported networks: Crucial for entrepreneurial success is the presence of strong networks to ensure the entrepreneur is aware of everything that is available from grants to opportunities. It is key to promote and support female supported networks which introduce and sponsor female entrepreneurs with their connections.
- Promote Ireland as the location of choice for Irish and international founders: Start-ups are the bedrock of any thriving innovation ecosystem and need to be a bigger part of the formula for Irish economic success. In thriving innovation centres, larger business continues to coalesce close to a rich start-up scene. To ensure we capitalise on this mobile investment, Ireland's international research and innovation relationships and networks should be integrated as part of our diplomatic and trade efforts to enhance international collaboration opportunities for start-ups.

According to an Ibec member-wide survey on talent and skills to support founders:



24% rate access to talent as poor or very poor



04





Digital innovation enhances productivity and reduces information and transaction costs. It is estimated that there are 240,000 employed in our 'Digitally Intensive' Sectors, i.e., industries that produce digital goods and services and those that intensively use high shares of digital inputs in production and services. Ireland is recognised internationally by the OECD as a global hub in digitally enabled services alongside US, UK, The Netherlands, France, Denmark and India.

Data-related regulatory issues are now a recognised investment attractor, with some estimates that 30% of the EU's data resides in Ireland. A restrictive regime on international data flows would harm the EU economy and open economies like Ireland. Ireland is currently ranked number five in the EU in digital development as a society and economy. Digital is a proven enabler; however, we have divides and have more to do in supporting our founder-led enterprises in their digital journeys. We welcome the new National Digital Strategy and look forward to engaging further with Government in its implementation.

- Invest in digital readiness capacities across our private sector, government and public services, infrastructure, and skills. The underpinning of our competitiveness is changing, and digital readiness is a growth lever we need to urgently invest in.
- Provide political leadership to prioritise, coordinate and realise Ireland's digital opportunity at EU, national and service levels. Deliver whole of government coordination and intensify business engagement in the development and implementation of digital policy and related plans. This 'centralised governance' approach will support digital policy coherence and provide important market signals to founder-led enterprises on further digitalisation. Intensify work with EU partners to shape evolving EU digital policy impacting founder-led enterprises. Lead on enhanced Government and public services and provide a catalyst for growth. Act on the Cruinniú GovTech report recommendations and develop Ireland's GovTech ecosystem. Address any administrative barriers to procurement in digital services, including Cloud.

- Safeguard trust in our digital opportunity. Ensure national cybersecurity and data
 protection capabilities are adequately resourced and that Ireland plays a strong role
 internationally in understanding and managing evolving cyber threats. Engage, coordinate and strengthen our cybersecurity ecosystem, providing a catalyst for further
 opportunity and growth. Encourage and support the development and adoption of
 trustworthy artificial intelligence (AI).
- Enable further digital opportunity. Promote conditions that further enhance secure connectivity. Boost national R&D capabilities in digital and data innovation. Position Ireland to realise emerging opportunities. Develop our network of Digital Innovation Hubs and incubation centres to support enterprises, entrepreneurs, and start-ups. Build Ireland's capacity to leverage Digital Europe Programme funding. Invest in strategic infrastructure that supports advanced manufacturing. Intensify digitally enabled entrepreneurship, innovation, and absorptive capacity across enterprise. Support must be tailored to enable solutions across different journeys. Digital transformation and digital readiness may involve culture change, with companies having different needs. Engage industry in implementing roadmaps on Industry 4/5, Artificial Intelligence, and supporting digital adoption by SMEs.
- Include everyone in further digital opportunity. Promote digital literacy, digital inclusion, and digital skills. Invest, promote, and provide access to the necessary digital skills that enable organisations, educators, and individuals to engage and succeed in a more digitalised Ireland. Resource and continue the reform of visa and work permit processes. Attract and retain mobile digital talent.
- "We need improved capital grants and tax supports for Industry 4.0, robotics and automation as well as friendlier R&D Tax Credits and knowledge development box for digitisation."

CEO, Food enterprise

According to an Ibec member-wide survey on digital readiness completed by founders:



88%

said digital
skills are
important or
very important
to the future
success and
resilience of
their enterprise



48%

said they don't have the digital skills necessary to meet their business ambitions.



05

Procurement and regulation for future advantage



Selling to the public sector is an important channel for Irish business. However, it can be a difficult channel for start-ups and scale-ups to access. More work needs to be done to address the concerns of these companies about the lack of a level playing field in tendering for public contracts. Poorly designed policy, legislation and regulation add to the cost of doing business and can be obstacles to entrepreneurship and job creation. It can be easy to start a company in Ireland, but difficult to scale one.

Red tape is not just an issue for SMEs, but the burden is often more acutely felt amongst smaller firms. It can hold back fast-growing companies. This is due to resource constraints and the fact that many of the costs associated with compliance are fixed. Our regulatory system is a labyrinth for founder-led enterprises. All companies in Ireland should be able to go about their business, in fairness.

- Simplify and standardise the public procurement process: Simplification, cost-reduction, and increased transparency are proven approaches to boosting the competition for contracts. Redouble efforts to standardise T&Cs and investigate specific sets developed for each category. Public procurement must be open to small micro-enterprises, including start-ups. The administrative burden must be kept to a minimum. Urgently complete the review of Circular 10/14. Financial and insurance requirements must be proportionate, so as not to be a barrier to bidding.
- Ensure enhanced visibility of procurement opportunities: Engagement with the market must be open. Each public buyer should have a "doing business with us" section on their website. Pre-commercial engagement should be actively promoted, with SMEs having the opportunity to meet with key decision-makers on innovative products and services. "Meet the Buyer" events should be encouraged on a sectoral or category council-level; not a one-size-fits-all approach.

- Promote the procurement of innovation: Differentiate between buying innovatively
 (i.e. using new processes, approaches etc) and buying new/innovative products.
 Public bodies should take full advantage of the opportunities to promote innovation
 through pre-commercial opportunities (e.g. SBIR (Small Business Innovation
 Research) scheme, Innovation Partnerships etc). Public sector bodies should
 also look to pre-commercial procurement opportunities funded by the European
 Commission (e.g. Horizon 2020 programme).
- Champion the better regulation agenda: A pragmatic approach to regulation was
 central to our response to COVID and Brexit; now it must power a sustainable and
 resilient recovery. Ireland must seek to influence better regulation in Europe and
 develop a national approach to better regulation. Government must ensure that
 business and sectoral considerations are considered in the development of new, or
 the review of existing, policies and regulations.
- Government must always "think small first": Introduce the SME test to ensure SMEs, new enterprises and scaling companies are not unduly burdened by regulatory obstacles. Government must make it easy for companies to understand which regulations apply to their business activity, and why. Specific approaches to ensuring founder-led enterprises can participate in stakeholder consultations and provide feedback on the operation of regulations. Regulations should be based on published solid evidence, including their impact on small businesses. All government departments should be mandated to undertake regulatory burden assessments on each business sector.
- "Public bodies should take full advantage of the opportunities to promote innovation through pre-commercial opportunities, e.g. SBIR (Small Business Innovation Research) scheme. We need greater openness to buying innovative products and services and pre-commercial engagement between buyers and suppliers."

CEO, Technology company



"For medtech companies the implementation of the Medical Devices Regulation has been a source of huge frustration. MDR has stalled product development across Europe with companies. Slow designation of Notified Bodies means the capacity isn't there. SMEs in particular have to look to the FDA and US rather than Europe for new product introductions."

CEO, Medical Technology company

According to an Ibec member-wide survey on <u>regulatory advice and environment</u> completed by founders:



30%

rate the access to regulatory advice and expertise in Ireland as poor or very poor



26%

rate the
regulatory
environment
in Europe
as poor or
very poor

06





As the global economy grapples with the major challenge of climate change, and as investors, consumers, and talent increasingly follow environmental integrity, Ireland must break the link between economic and demographic growth and environmental harm. Ireland's commitment to break away from a dependency on fossil fuels and a take-make-waste economy to a zero carbon, circular, and environmentally sustainable society by 2050 is as much an economic imperative as it is an environmental obligation. Our "Better Lives, Better Business" campaign includes four priority themes for industry: climate action; the Circular Economy transition, water and wastewater stewardship, and air quality.

With the emergence of the EU Sustainable Finance Taxonomy and stringent new standards for corporate sustainability reporting, Irish firms seeking to finance growth opportunities will increasingly need to demonstrate their commitment to a minimal environmental footprint. Over the coming years, Ibec will work with industry and other stakeholders to identify workable solutions to the environmental challenges we face and enable Ireland to meet its targets in a way that is fair, cost-effective, and good for the economy.

Summary recommendations

 Adopt a cost-effective sectoral approach to GHG (greenhouse gas) emissions reduction. Provide firms with stronger incentives and expert advice to invest in renewable heating and transport solutions, as well as deep energy efficiency improvements, consistent with science-based targets. The existing SEAI (Sustainable Energy Authority of Ireland) grants need to be more easily accessible. These measures will bring concomitant quality of life benefits for wider society, associated with better urban air quality.

- Enhance efforts to educate the wider business community on the benefits of circular design and manufacturing. Government and state agencies should promote supply chain integration, including by means of a voluntary register of raw material and waste flows, thereby highlighting opportunities for industrial symbiosis. Government should also support businesses seeking to develop more circular products and services, and to address common challenges in product design and production methods. The all-island and international dimension will require streamlining and harmonisation of the regulations for end-of-waste.
- Encourage water and land stewardship. Many firms rely on water supply as
 a key process input. Businesses need to be encouraged to invest in recycling
 and rainwater harvesting, to protect drinking water catchments, and to promote
 biodiversity where appropriate. Government policy should support relevant skillsharing and apprenticeships.
- Enable businesses to prepare for ESG (Environmental, Social, and Governance) reporting. In the battle to recruit and retain talent, firms that demonstrate initiative-taking on environment, social and governance issues are likely to be more attractive. The introduction of over twenty new mandatory reporting standards will entail a huge compliance effort for obligated enterprises, and their supply chains. Government should promote training and provide financial support.

About Ibec

lbec is Ireland's largest lobby group and business representative. We campaign for real changes to the policies that matter most to business. Policy is shaped by our diverse membership, who are home grown, multinational, big and small and employ 70% of the private sector workforce in Ireland. With 39 trade associations covering a range of industry sectors, 6 offices around Ireland as well as an office in Brussels. With over 270 employees, Ibec communicates the Irish business voice to key stakeholders at home and abroad. Ibec also provides a wide range of professional services and management training to members on all aspects of human resource management, occupational health and safety, employee relations and employment law.

www.ibec.ie @ibec_irl Connect with us on LinkedIn

Ibec trade associations

lbec understands that every business is different. There are the general issues which face all businesses operating in Ireland and then there are the issues specific to individual sectors or categories of the economy. To reflect the distinct interests of all our members, there are 39 business associations within the Ibec family. Ibec's trade associations identify and champion issues of importance to their respective members. Ibec's trade associations are strong brands in their own right and some large brands include:

- · Aircraft Leasing Ireland
- BioPharmaChem Ireland
- Building Materials Federation
- Cloud Infrastructure Ireland
- Drinks Ireland
- Engineering Industries Ireland
- Federation of Aerospace Engineering Industries
- Financial Services Ireland Group
- Food Drink Ireland
- Forest Industries Ireland
- Irish Medtech Association

- Meat Industry Ireland
- Polymer Technology Ireland
- · Property Industry Ireland
- Retail Ireland
- Small Firms Association
- Technology Ireland
- Telecommunications Industry Ireland
- Small Firms Association
- Technology Ireland
- Telecommunications Industry Ireland



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