

COMPETING FOR THE FUTURE

2025-2027 Strategy



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AMERICAN
CHAMBER of COMMERCE
IRELAND

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Foreword

Work is to be done to reinforce Ireland's competitive advantages and win investment in a new world of challenges and challengers.

The American Chamber of Commerce Ireland (AmCham) was founded 63 years ago, to positively promote trade, investment and the transatlantic business relationship between Ireland and the US. Over the last six decades this has been achieved by fostering an exemplar community of business leaders and laser-focused policymakers, to make Ireland an ever more attractive place for US investment and, a platform from which Irish companies can propel themselves into the US market.

Longsighted policies, the tremendous work of our state agencies – the IDA and Enterprise Ireland – the dogged efforts of the business community and, close collaboration with the US Embassy and successive Irish Governments, have all resulted in phenomenal growth.

378,000 people in Ireland are employed directly or indirectly by 970 US multinationals. Ireland has become a strategic hub for global decision-makers in major American corporations and is also the 7th largest foreign direct investor into the US.

However, the factors that have contributed to Ireland's success up to this point may not deliver the same success into the future. Ireland must adapt to ensure it remains an attractive location for people and businesses to invest. Work is to be done to reinforce Ireland's competitive advantages and win investment in a new world of challenges and challengers.

Looking ahead, we must consider what changes are necessary to support Ireland in achieving a prosperous future, driving continued growth and delivering for our communities and people. In a world where geopolitical shifts are becoming ever more prevalent, it is essential that Ireland maintains a stable and competitive pro-business environment, all underpinned by being a leading advocate for open trade.

Within AmCham's membership is a deep community of leaders that are committed to both the success of their organisation and the success of Ireland. While not a guarantee, Ireland has the opportunity – built on a pedigree of delivery and can-do attitude – to capture the next wave of growth and support existing investments to thrive.

This will be the focus of AmCham's 2025 – 2027 Strategy, developed through substantial consultation with our members. Led by our Board, the Strategy will act as a platform for AmCham to be the authoritative voice of our members and influence meaningful change in key areas including infrastructure, cost competitiveness, talent, ease of doing business, RD&I and Ireland's role as a bridge between the US and EU.

**Paul Sweetman, CEO,
American Chamber of Commerce Ireland**



About AmCham



AmCham is the collective voice of US companies in Ireland and the leading international business representative organisation supporting the transatlantic business relationship.

Our members are the Irish operations of major US companies across multiple sectors, Irish companies with a presence in the US and organisations with close linkages to US-Ireland trade and investment.

We are recognised by our members and stakeholders as a highly effective organisation that yields unique, tangible value. Through our 2025 – 2027 Strategy, we will build on this strong reputation and enhance our capabilities to continuously deliver on members' behalf.



Our Purpose

Represent, support and champion our members to drive their growth and success.



Our Mission

Deliver impactful change for business as the leading, authoritative and united voice of our members.



Our Vision

Make Ireland the most competitive global location for US FDI to thrive and a leading source of FDI into the US.

American Chamber of Commerce Board of Directors 2024

Stewarding the work of AmCham on behalf of our members is the AmCham Board, comprising senior industry leaders from across the business community.



Paul Sweetman
AmCham CEO



Elaine Murphy
AmCham President
Site Lead and VP,
Signify Health



Liz Cunningham
AmCham Vice President
VP, International Tax,
Google



Mark Butler
AmCham West-North-
West Chair
Executive VP, Merit Medical



Dr Orlaith Lawler
AmCham Mid-West Chair
VP, Operations EMEA
Beckman Coulter



Paul Kelleher
AmCham Southern Chair
Site Lead and VP
Engineering, Qualcomm



Brian Farrell
Chair, AmCham
Finance Committee
VP, Global Tax, Indeed



Mark Cockerill
Incoming AmCham VP
Senior VP, ServiceNow



Joanne Morrissey
Senior HR Director,
Microsoft Ireland



Jason Ward
VP and MD Northern
Europe, Dell Technologies



Davinia Conlan
Country Officer,
Citi Ireland



Malcolm Garde
Site Director, AbbVie Cork



Catherine Keogh
Chief Corporate Affairs
Officer, Kerry Group



Fernando Vicario
CEO, Bank of America
Europe DAC and Country
Executive Ireland



Mark Hennessy
VP, Operations,
Bausch & Lomb



Eithne Lynch, Ph.D
Director of Engineering,
Cook Medical

AmCham's focus for the future

Ireland is currently ranked as the 4th most competitive country in the world and the 7th largest source of FDI into the US. However, looking at Ireland's detailed competitiveness ranking, while there are positives, there are also several areas where AmCham must use its voice to advocate for pressing change – all against the backdrop of a shifting geopolitical environment, global policy resets and intense competition for investment.

Ireland's detailed global competitiveness rankings



Source: IMD 2024 World Competitiveness Index

Our five strategic policy pillars 2025-2027



Through our advocacy positions, wider activities and initiatives, AmCham will focus on five strategic policy pillars to influence growth and meaningful change for our members.

It is important to note that delivering change will not be done alone. We will work openly and productively with stakeholders, policymakers and a broad range of organisations. AmCham will be the voice of our members via formal submissions and membership of key Government fora, through to meetings and engagements with senior-level policymakers and stakeholders – in Ireland, the US and Europe.

Success will be measured by positive policy changes, timely project delivery, Ireland's improved rankings in the World Competitiveness Index, a continued increase in the scale of two-way transatlantic investment and, our members' growth.

Detailed over the coming pages are the specific areas under each policy pillar where AmCham will use its influence to support growth and seek change.

How AmCham will use its influence to support growth and seek change



Improving Ireland's physical and digital infrastructure

AmCham will use its influence to:

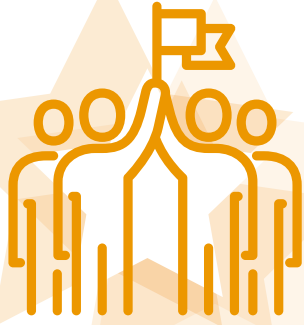
- Create world-class sustainable, cost effective and ambitiously future-proofed energy, water and wastewater infrastructure
- Meet infrastructure demands in key areas such as housing
- Promote the movement of people and goods with ease, focusing on rapid project execution, capacity constraints and cross-Government coordination
- Develop a consistent and best-in-class planning system
- Cultivate Ireland's well-established sectoral clusters, supporting business ecosystems and technical capital
- Ensure Ireland accelerates and leads in the development and adoption of digital & AI infrastructure, coupled with world leading cybersecurity infrastructure

Securing cost competitiveness, stability and the ease of doing business

AmCham will use its influence to:

- Reduce the regulatory burden companies are facing, focusing on regulatory load, consistency and alignment with competing jurisdictions
- Introduce enhanced incentives for companies to establish and grow in Ireland
- Deliver cost competitiveness across all business-critical areas
- Support a robust supply-chain through Ireland that facilitates global linkages
- Promote programmes that create connections between Irish companies, US multinationals and the US market
- Embed a corporate tax system that is competitive, stable and certain





Building the future talent and skills pipeline

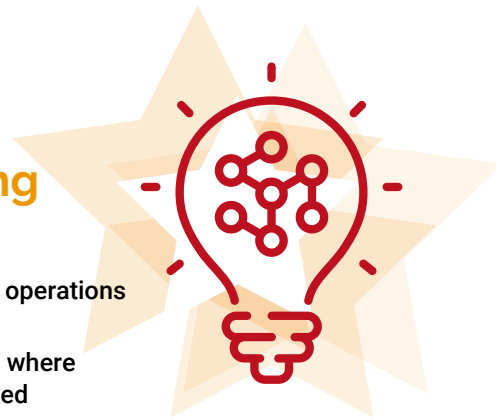
AmCham will use its influence to:

- Increase the talent pipeline – from both home and abroad – to meet current and future industry needs
- Secure adequate funding and supports for Ireland's universities, educational institutions and apprenticeship programmes
- Improve quality of life and the competitiveness of Ireland's personal tax regime to attract and retain talent
- Support global, future-focused leaders of multinational organisations operating from Ireland
- Make Ireland a beacon for diversity and inclusion

Enhancing Ireland's RD&I offering

AmCham will use its influence to:

- Streamline and boost the offering and supports for RD&I operations and projects in Ireland
- Create a globally competitive RD&I ecosystem in Ireland, where companies and research institutions are inextricably linked
- Encourage Ireland to be a leading voice in EU institutions, calling for a more competitive European RD&I ecosystem



Making Ireland the primary economic bridge between the US and EU

AmCham will use its influence to:

- Protect and enhance Ireland's position as a key regulatory hub in the EU for multinational organisations
- Harness and develop Ireland's unique business, social and cultural ties across the US and EU
- Support the work of the newly established Ireland – US State Trade Commissions
- Act as a facilitator and central point of engagement for policymakers and businesses between the US and EU

The two-way investment flow: Key statistics

Irish investment
in the US

Ireland is the

7th

largest foreign
direct investor
into the US



500

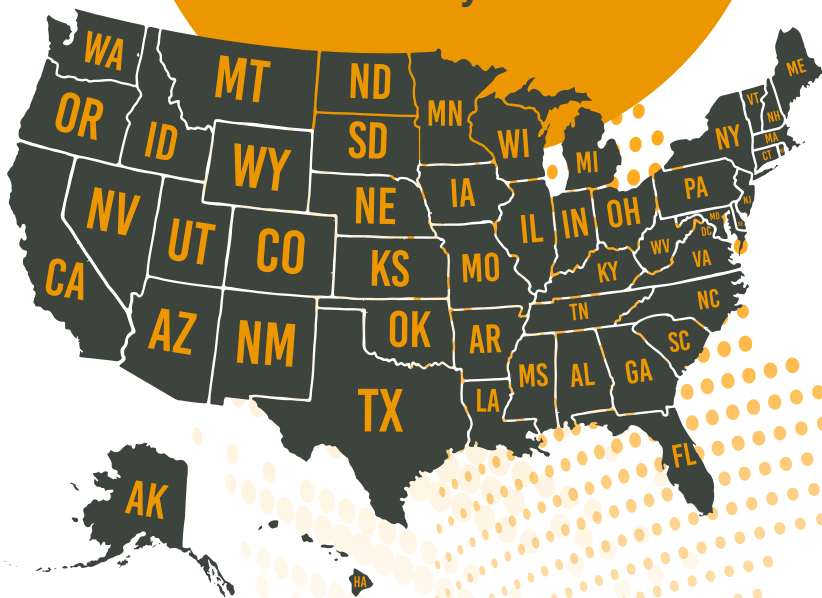
Irish companies have
operations in the US,
across 2,269 locations
and in every US State



Irish companies
employ over

98,000

people in the US



US investment in Ireland



210,000

people are directly employed by US companies in Ireland

970

US operations in Ireland



168,000

people indirectly supported in the wider economy

US companies spent over

€40 billion

in Ireland on goods & services, payroll and capital expenditure in 2023

1 out of every 3

US multinationals have been in Ireland for more than 20 years



AmCham's new structure

We have used the 2025-2027 strategy development process to refresh what we do and how we do it. This new structure will heighten AmCham's impact and influence on the competitiveness agenda, support superior membership engagement and drive tangible value for our members.

Reflecting economic and geopolitical headwinds, we will boost our investment and resources – particularly at the regional level – in the key areas of advocacy, connecting and leadership development.

Advocacy: Our members' voice

AmCham membership gives companies a powerful, collective voice and we are recognised as one of the most influential business groups in the country. AmCham will continue to be a trusted, credible and authoritative advocate with the most senior levels of Government and decision-makers across Ireland, Europe and the US.

Through the following updated groups and activities, AmCham members can engage with and influence the issues that matter.

AmCham advocacy groups and taskforces

- Regional Policy Taskforces: Mid-West, North-West, South, West
- Talent & Skills Taskforce
- Infrastructure, Energy & Sustainability Taskforce
- Tax Taskforce & Tax Leaders Network
- Digital Economy Group
- RD&I Taskforce & Network

AmCham's international presence and engagements

- Membership of the AmChams in Europe Network
- Partnership with the US Chamber of Commerce, Washington DC
- AmCham led international outreach programmes in the US and EU
- Collaboration with the US Embassy in Ireland
- SelectUSA participation
- Supporting US Federal and State delegation engagements in Ireland

Connecting: Our convening power

Through our events, roundtables and networks, AmCham supports deep collaboration and peer-to-peer learning in a trusted environment. We also act as a powerful convener of key decision-makers. In this, we will ensure our members have meaningful, value-creating interactions with peers, policymakers and stakeholders via the following networks and events.

AmCham peer-to-peer networks

- Government Affairs Network
- Diversity & Inclusion Network
- HR Managers Network
- General Counsel Network
- EA Network
- Global Shared Services Network
- Learning & Development Network
- Emerging FDI Network

AmCham networking and events

- The US-Ireland Business Awards
- The AmCham Global Business Conference
- Regional Conferences & Dinner Series
- Annual Independence Day & Thanksgiving Lunches
- Nationwide member roundtable briefings & thought leadership sessions
- The AmCham Kennedy-Lemass Medal and Cairdeas Award

Leadership development: Supporting excellence

Recognising the crucial importance of talent, skills and leadership excellence to a vibrant business community, AmCham will operate, develop and grow bespoke leadership-development programmes. Open exclusively to our member companies, these impactful initiatives will support both individual and organisational growth.

AmCham Leadership Development Initiatives

- Mandate Leaders Master Class Programme
- Women in Global Organisations Peer-Mentoring Programme
- Emerging Leaders Development Programme
- AmCham's New-Programme Development Unit

AmCham's values, internal strategic principles and supports

Underpinning the delivery of our strategy will be AmCham's values, internal strategic principles and supports, designed to create a preeminent member experience, foster a high-performing collegiate team and safeguard AmCham the organisation.

AmCham's values

- Excellence: We excel for our members through world class initiatives, advocacy campaigns and development programmes.
- Connection: We create and foster relationships that make a difference for our members.
- Supportive: We work together to empower others and support growth.
- Innovative: We are continuously evolving, adapting and improving.
- Integrity: We are trusted, honest and accountable.

Member experience and growth

- Through an enhanced membership management process, using digital infrastructure and individual member supports, AmCham will provide a best-in-class member experience for both new and long-standing members.
- We will ensure AmCham is always shaped by our members, advocating for the tactical and strategic initiatives that matter.
- AmCham will continue to provide relevant, valued services to our members, constantly measuring our members' pulse so we can innovate and pivot to reflect changing demands.
- Through member feedback, we will adapt and build on our existing business model of advocacy, connecting and leadership development, to grow AmCham's membership base.

Communications

- AmCham is committed to be an effective, valued, professional and articulate communicator, through our communications with members, stakeholders and the media.
- We will use frequent and clear communications to ensure members know what their association is doing, how they can get involved and how to shape its work.
- We will launch a suite of flagship publications highlighting the tremendous impact of the two-way investment flow between Ireland and the US. This will include AmCham's US-Ireland business report, the 'FDI Insight Survey' and media partnerships, alongside member communication tools 'Daily Media', 'FDI Focus' and 'Spotlight'.
- Through our position papers, we will harness the collective voice of members to bring about meaningful change on issues that matter.

People and culture

- As an organisation we can only achieve our objectives through active engagement from our members and the initiatives we drive through our talented and high-performing AmCham team.
- AmCham will continue to invest in and develop a strong, diverse and able team. We will provide game-changing career experiences and progression paths, framed by a culture that embeds our values.

Operations and governance

- To support our work, AmCham will anticipate and adopt – where appropriate – new technologies, coupled with superior levels of security and governance.
- We will adhere to the highest levels of corporate governance, allowing the organisation to be a credible and authentic steward of our members' needs.
- We will maintain a sharp focus on cost and value for our members, ensuring that the processes underpinning AmCham's operations continue to be robust, streamlined and fit-for-purpose.



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