



**Tourism Ireland**

*Marketing the island of Ireland overseas*

# Annual Report 2020





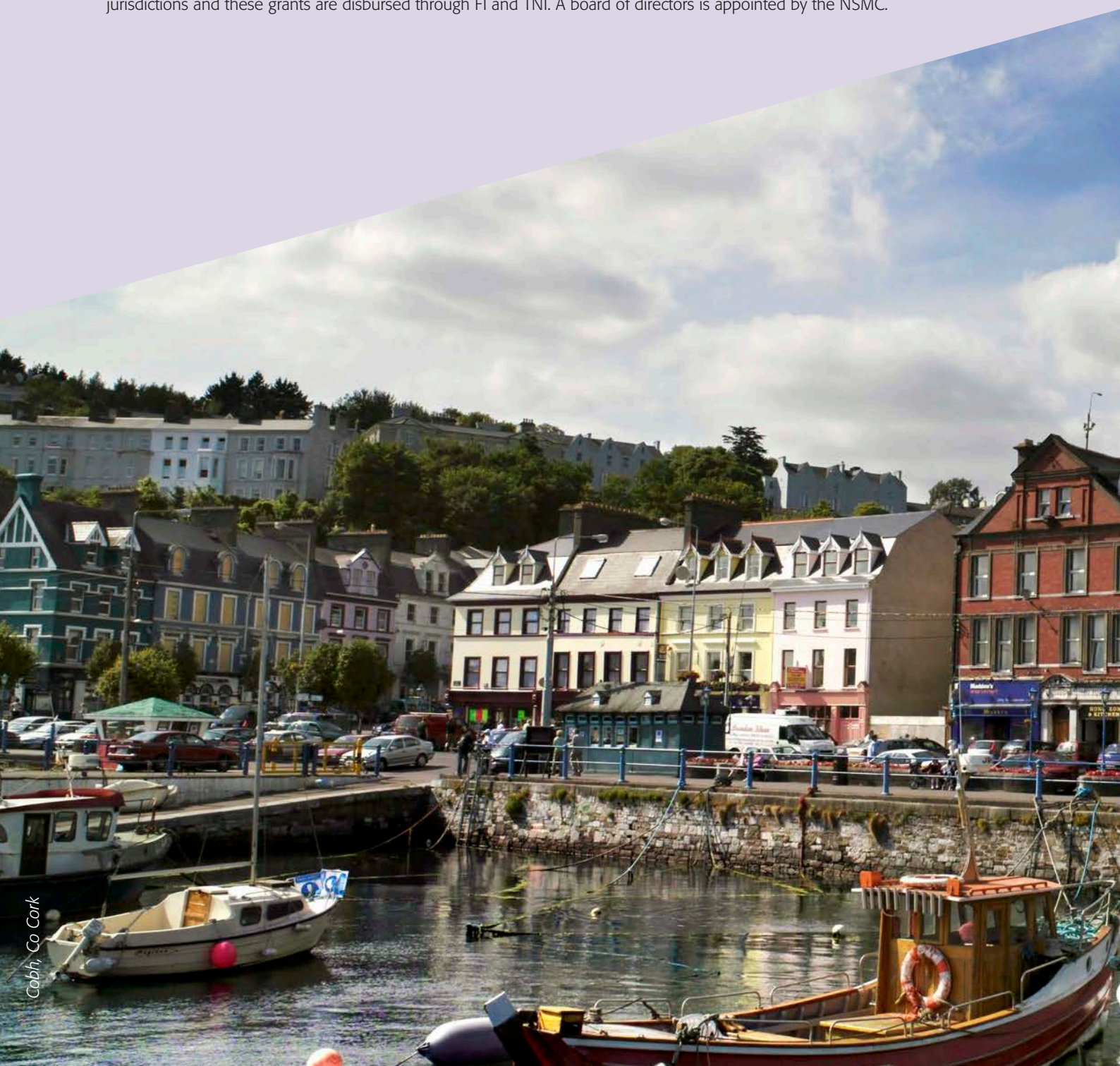


## CONTENTS

Brief History and Statutory Background of the Company	2
Chairman and CEO Statement	4
Tourism Ireland Board	14
Report and Financial Statements	19

## BRIEF HISTORY AND STATUTORY BACKGROUND OF THE COMPANY

Tourism Ireland CLG (Company Limited by Guarantee), was formed by the Government of Ireland and the Northern Ireland Executive, under the auspices of the North South Ministerial Council (NSMC), to be the overseas marketing arm of tourism for the island of Ireland and was incorporated on 11 December, 2000 as a Company Limited by Guarantee not having a share capital. The company takes policy direction from the NSMC and maintains a close working relationship with its founders and current members, Fáilte Ireland (FI) and Tourism Northern Ireland (TNI). The principal objectives of the company are to increase tourism to the island of Ireland and to support Northern Ireland in achieving its tourism potential. It is governed by its Memorandum and Articles of Association and by the Financial Memorandum approved by the NSMC and prepares detailed three-year corporate and one-year operating plans to guide its activities. The company receives grants of money from both jurisdictions and these grants are disbursed through FI and TNI. A board of directors is appointed by the NSMC.





# CHAIRMAN AND CEO STATEMENT



Joan O'Shaughnessy  
*Chairman*



Niall Gibbons  
*Chief Executive*

When we launched our plans for 2020, we were certainly conscious that the year ahead would continue to present some challenges for overseas tourism to the island of Ireland – including the ongoing uncertainty around Brexit, economic and geo-political uncertainty, as well as constraints on the availability of aircraft. However, nothing could have prepared us for the biggest crisis the travel and tourism industry has ever faced, here on the island of Ireland and right across the globe – the outbreak and spread of COVID-19 in spring 2020. Previous crises such as Foot & Mouth, SARS, 9/11 and the volcanic ash cloud in 2010 dramatically dampened demand; COVID-19 dwarfed all those other crises.

The pandemic has had extremely serious economic consequences for tourism operators across the island of Ireland. We saw the closure of hotels, visitor attractions, bars and restaurants, as well as the cancellation of events, conferences and sporting activities. During the year, there were major restrictions on travel and the closure of borders, with Europe's skies closed to all but a small number of repatriation flights and airlines grounding most, if not all, of their fleets. Following a record year for overseas tourism in 2019, and then from developing into what was looking like another promising year in early 2020, tourism activity virtually ground to a halt by the end of March. From the original target of +2% growth in overseas visitors set out by Tourism Ireland for 2020, the actual outcome for the year was a decline of approximately -80%.

The COVID-19 crisis first emerged in China and its impacts were felt on outbound travel from that market in January. We took the decision to temporarily close our office in Shanghai and to postpone our 2020 sales mission to China, which was due to take place at the end of February. Chinese airline Juneyao was due to introduce a new service between Shanghai and Dublin at the end of March; this was postponed indefinitely. Hainan Airlines announced that it would not restore its Beijing to Dublin route; and the return of the Cathay Pacific flight between Hong Kong and Dublin was also cancelled.

The situation changed significantly towards the end of February, with the spread of the virus to the northern provinces of Lombardy and Veneto in Italy. The subsequent lockdown of Italy moved a serious situation for travel and tourism to an extremely serious situation.

In March, Tourism Ireland offices in Dublin, Coleraine and in most of our markets around the world closed and staff began working remotely; all staff were advised to follow local public health advice. We established protocols for working from home and stepped up communications with the teams around the world, providing them with regular updates on developments as they unfolded.



## Tourism Recovery Taskforces

Both the Irish Government and the Northern Ireland Executive accepted at an early stage that the sector was facing an unprecedented crisis and took steps to engage with stakeholders to consider responses. In both jurisdictions, a Tourism Taskforce was put in place to help inform policymakers and tourism agencies about the immediate needs of the sector and also the steps necessary to assist recovery in the medium- to longer-term. A separate Aviation Recovery Taskforce was set up in Ireland. Tourism Ireland was represented on all three. Recommendations from the taskforces have been, and are being, incorporated into our planning.

## COVID Tracker Research

From the outset, Tourism Ireland has been monitoring the global impact of COVID-19. In the face of the fundamental changes facing our industry, we knew that it would be vital to have a comprehensive understanding of the changed consumer and the new marketplace. Tourism Ireland commissioned our largest ever programme of research in our major markets – to assess the impact of the pandemic on travel intentions, to help identify when consumers would be ready to consider holidaying again and which of our markets would offer us the best short-term prospects. This research has supplied learnings into developing consumer behaviour and attitudes and these have fundamentally shaped our activity programme. It will continue to be a very valuable planning input for Tourism Ireland as the situation improves. Findings from our research programme have been widely shared with stakeholders. Some of the key findings include:

- the fundamental desire to travel remains;
- closer-to-home markets are likely to be first to recover;
- ‘wholesome reconnection’ is a recurring theme; and
- visiting friends and relatives, as well as destinations which are familiar, are the holidays most likely to be considered first.

## St Patrick’s Day Global Greening

Despite the challenges of COVID-19 in March, supporters of Ireland were still keen to go ahead with Global Greening – to mark St Patrick’s Day and to keep Ireland to the fore in a positive light. Some 430 landmark buildings and iconic sites in 59 countries took part in Tourism Ireland’s 2020 Global Greening initiative. Our aim was to bring some positivity and hope to the 70+ million people around the world who claim links to the island of Ireland, as well as those travel and tourism professionals overseas and at home who promote the island of Ireland as a holiday destination.

## ‘Keeping the Lights On’

From March onwards, most of Tourism Ireland’s paid-for promotional activity – including advertising, sales missions, co-operative marketing, sponsorships and advertorials – was put on hold. Nonetheless, the Tourism Ireland teams around the world were engaged in an extensive programme of other, largely non-paid-for promotional activity throughout 2020 – to keep the island of Ireland visible and ‘front of mind’ with international travellers. This was based on the insight that brands who maintain some level of brand-building activity during recessions or other downturns re-bounce more strongly than those brands who go silent during the same period. Our aim was to ‘keep the lights on’ for Ireland, to ensure that we are in the best possible place to immediately start converting business for tourism operators across the island of Ireland, when the time is right. Our research shows that consumers are considering now where they will travel to on their first post-pandemic trip – so keeping Ireland ‘live’ in that consideration set is extremely important, to ensure a successful recovery for our industry. Our message was very much that the island of Ireland is a safe and great place to visit – with lots of open spaces, unspoilt coastline and stunning landscapes, as well as our famous warm welcome, rich culture and wonderful local food.

Here are some highlights of our programme of activity to ‘keep the lights on’ for Ireland:

### #FillYourHeartWithIreland social campaign

In April 2020, we began running a new social media campaign, using the hashtag #FillYourHeartWithIreland. The aim was to bring the best of the island of Ireland onto people’s



screens during this difficult time. We shared inspirational content about Ireland with our millions of fans and followers on our social channels – including Facebook, Instagram, YouTube and Twitter. Content produced for this campaign was also used by our industry and trade partners in their consumer communications. We also shared the content with our database of international travel and lifestyle journalists, who were all looking for great ‘armchair travel’ ideas.

By year end, the campaign had achieved excellent engagement with our fans and followers. It had delivered 541 million impressions (or opportunities to see) on our Facebook channels, with around 37 million views and 6.5 million engagements. There were 183,000 engagements on Twitter, as well as 6.2 million engagements and 6 million ‘likes’ on Tourism Ireland’s Instagram channels. Engagement levels on our Facebook channels were up +39% on the same period in 2019. The campaign also helped generate positive exposure for the island of Ireland in international media worth almost €166/£149.4 million in EAV (equivalent advertising value).

In rolling out the #FillYourHeartWithIreland campaign, our aim was to maintain our ‘share of voice’ in overseas markets during the pandemic. Activity also aimed to leverage consumers’ increased consumption of content online at the time – by bringing entertaining, uplifting or otherwise compelling content to them from the island of Ireland.

### Screen tourism

In April, locations in Sligo and Dublin were seen by millions of people across Great Britain and the US, in the TV adaptation of Sally Rooney’s novel *Normal People*, which aired on BBC

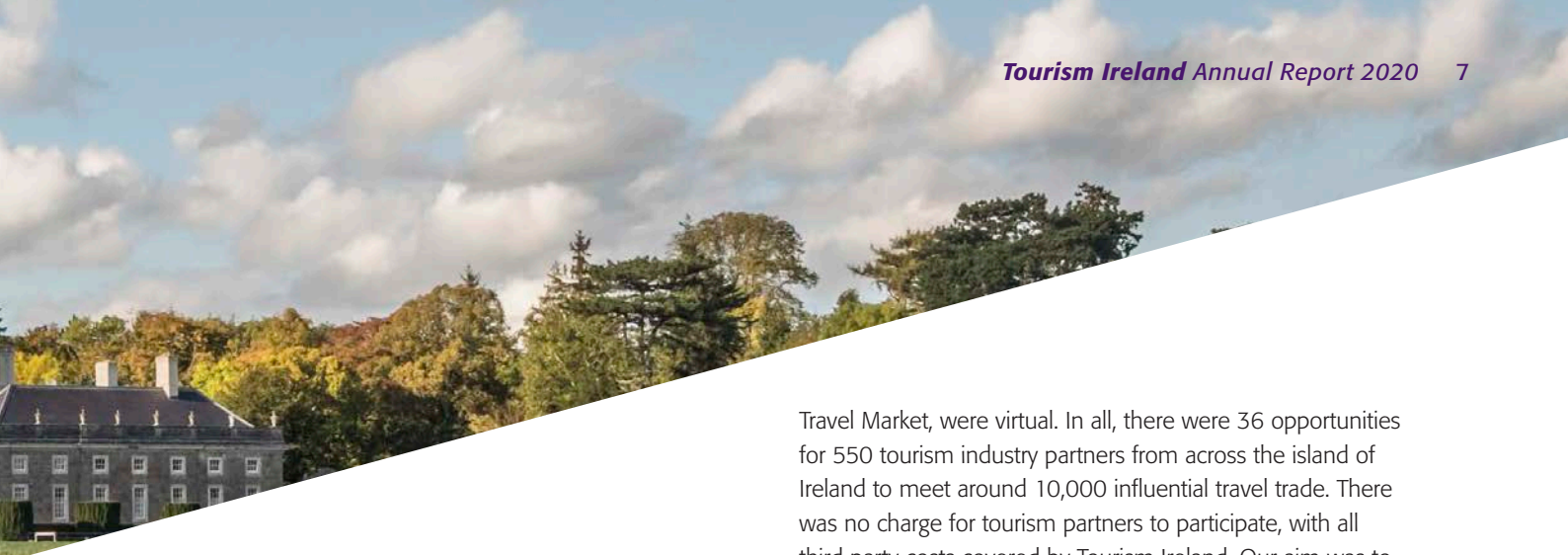
and on the online streaming platform Hulu. Tourism Ireland – in conjunction with production company Element Pictures – created a short, behind-the-scenes film, in which director Lenny Abrahamson, producer Catherine Magee and actress Daisy Edgar-Jones described and praised the special locations chosen for filming. The film was shared with Tourism Ireland’s fans and followers on social platforms in Great Britain, the US and Canada.

In June, Northern Ireland was seen around the world, in the film adaptation of Eoin Colfer’s fantasy novel series *Artemis Fowl*, on the online streaming service Disney+. Some of the filming for *Artemis Fowl* had taken place on the Causeway Coast in 2018. To celebrate the film’s connections with Northern Ireland, Tourism Ireland worked with Disney to create a short promotional video – showcasing some of the locations used during filming here, including Dunluce Castle and Whiterocks Beach in Portrush. In the video, viewers also saw aerial footage of the Causeway Coast, including places like the Mussenden Temple, the Giant’s Causeway and the Carrick-a-Rede Rope Bridge; and Belfast-born director Kenneth Branagh told viewers why Northern Ireland was such a great location for filming.

### Dedicated campaign for Northern Ireland in GB

Tourism Ireland rolled out a dedicated campaign to promote Northern Ireland in GB, during August and September 2020, positioning Northern Ireland as an excellent choice for a domestic holiday to GB travellers. All campaign activity ran under the banner: *Northern Ireland – Embrace a Giant Spirit*. The programme of activity included extensive publicity, a media partnership with *The Guardian* which reached an estimated 6.4 million adults across GB, print ads and advertorials about Northern Ireland in Scottish newspapers, as well as social media and email marketing. Due to the increased number of COVID-19 cases and the tightening of restrictions in many parts of GB, Tourism Ireland made the decision to pause this campaign on 18 September.





## #IrelandHomeOfHalloween campaign

In October, Tourism Ireland rolled out a major PR and publicity push to top travel and lifestyle journalists around the world, to spread the word that the island of Ireland is the true 'Home of Halloween' and that many of the world's well-known Halloween traditions began here. Our aim was to ensure that the island of Ireland was part of the global online conversation about Halloween in the run-up to 31 October.

## High profile broadcast and publicity opportunities

While being careful not to deliver a message to travel here now, Tourism Ireland supported a number of high profile broadcast and publicity opportunities in 2020, encouraging influential travel and lifestyle journalists around the world to talk about the island of Ireland – to remind prospective visitors about the many great things to see and do here. Activity also included the distribution and broadcast of existing material on popular TV shows.

## Ongoing work with the overseas travel trade

Throughout 2020, Tourism Ireland's communications programme in all our markets remained in place with our travel trade and access partners on the ground – to reassure and answer their queries. Tourism Ireland, in conjunction with Tourism NI and Fáilte Ireland, rolled out a programme of regular webinars for overseas tour operators. The aim was to demonstrate what the experience here on the ground will be like for their clients – when the time is right for them to travel here again. Topics included the new safety charters in both jurisdictions, accommodation and visitor attractions, as well as a dedicated 'Embrace a Giant Spirit' webinar. These webinars ran in English, with over 200 tour operators participating; there were also German, French and Spanish versions.

## Supporting our industry partners at overseas trade promotions

As part of our strategy to support tourism businesses from across the island of Ireland to get back to the international marketplace, Tourism Ireland participated in a number of trade promotions around the world, in the latter part of 2020. For the first time ever, most of these promotions, including World

Travel Market, were virtual. In all, there were 36 opportunities for 550 tourism industry partners from across the island of Ireland to meet around 10,000 influential travel trade. There was no charge for tourism partners to participate, with all third-party costs covered by Tourism Ireland. Our aim was to support our tourism industry partners to begin to recover their international business.

## Framework for Recovery: RESTART, REBUILD, REDESIGN

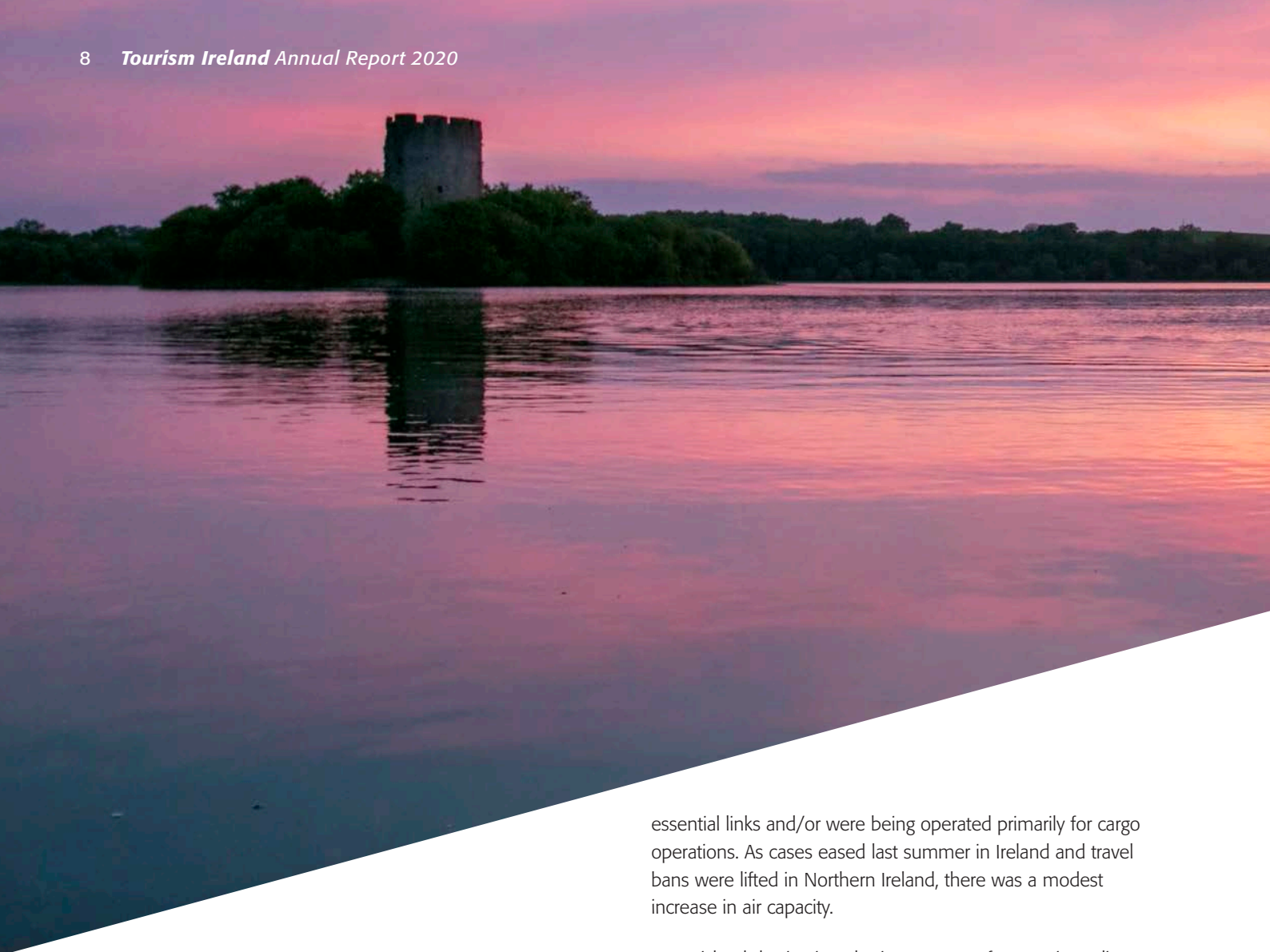
Tourism Ireland identified key themes which need to be addressed for recovery. They are:

- Consumer motivation to travel: to help us identify when consumers would be ready to consider holidaying again and which markets offer us the best short-term prospects.
- Restoration of access: the airline industry has been hit particularly hard by this crisis. The island of Ireland has now found itself in a competitive situation for air routes, with no guarantees about which routes will operate. Support will be required to build demand and increase the viability of new and existing routes.
- Retaining a strong, internationally appealing industry: our overseas travel trade partners have long been loyal supporters of the island of Ireland; however, we are now facing higher levels of competition than ever before from destinations across the world. The excellent relationships which Tourism Ireland enjoys with the overseas travel trade are vital to our long-term success.

To support these themes, Tourism Ireland established a framework for recovery. This is a three-phase plan to RESTART, REBUILD and ultimately REDESIGN demand. Until travel promotion resumed, Tourism Ireland's focus was on creating the conditions to effectively RESTART the industry and survive this crisis. Activity continued to highlight the island of Ireland through effective social media and digital campaigns, supported by innovative publicity and travel trade activity. Our extensive programme of research continues.

## Redevelopment of Ireland.com, new Digital Marketing Capability and Social Media

A significant redesign of Ireland.com and our digital marketing capability continued throughout 2020. The new Ireland.com is now live; it will be fundamental to our proposed kick-start success. It was not only a website redesign, but a fundamental upgrade to our marketing technology capabilities.



Ireland.com will be an integrated element within our new marketing technology infrastructure that is designed to enable personalised digital communications. Each prospective visitor can now be targeted with the most relevant advertising communications, on the most effective media channels, at the most appropriate time, in order to drive an increase in their propensity to holiday here.

Tourism Ireland continued to grow its online presence, with more than 4.6 million fans on Facebook by year end. At the time of writing, the organisation is the fourth most popular tourism board in the world on Facebook, number four on Twitter and number three on YouTube.

### Access

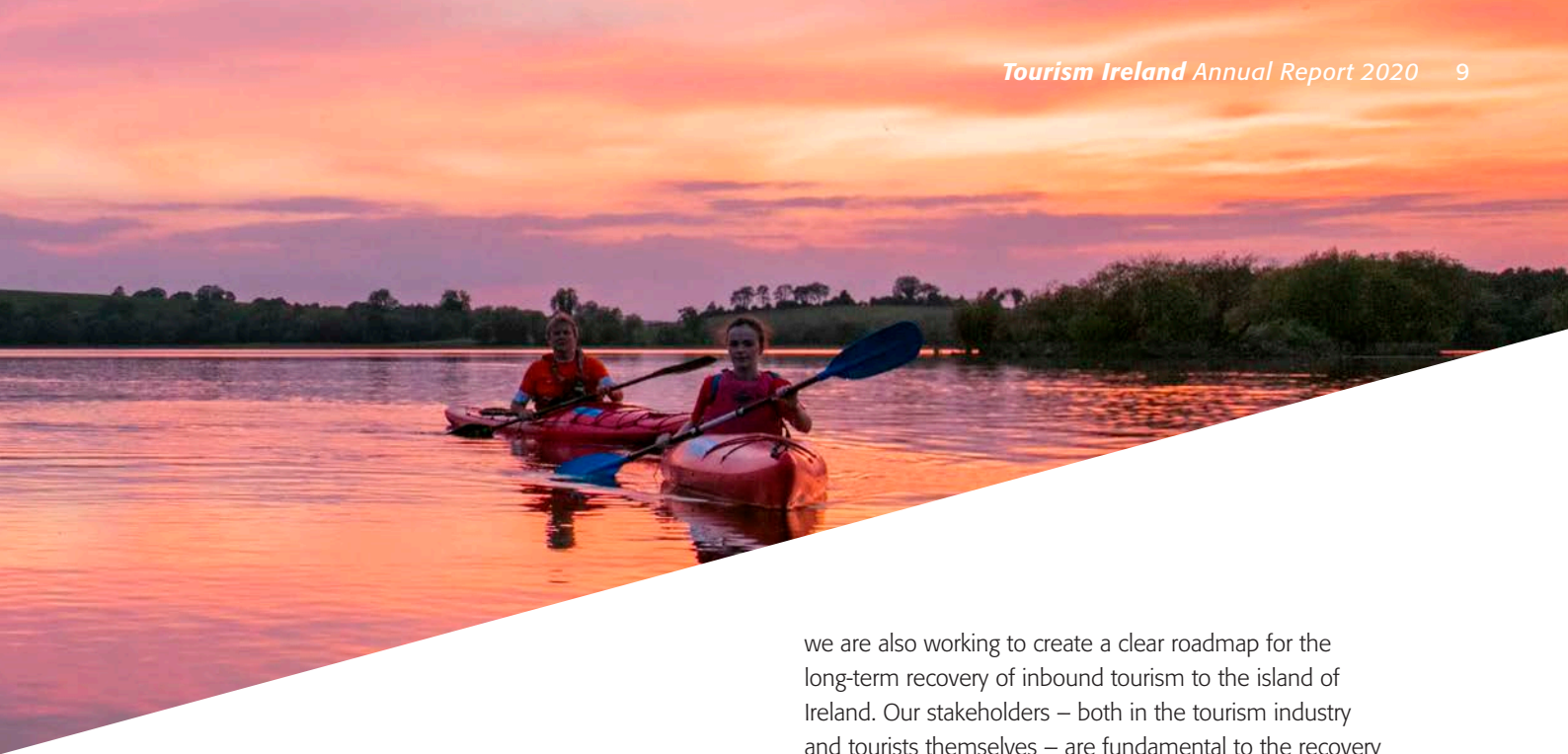
Aviation has suffered a dramatic collapse as a result of the pandemic. In the summer of 2019, there were over 617,000 scheduled, direct, one-way airline seats available each week to the island of Ireland. Following the global outbreak of the pandemic, within a matter of weeks the airline industry worldwide had been brought to its knees. From late March 2020, airline passenger numbers began to drastically decline, and airlines cut capacity and routes in a bid to save cash, as the full impact of lockdowns and travel restrictions took hold. By April, travel to Ireland and Northern Ireland had effectively paused. Many of the remaining air services were considered

essential links and/or were being operated primarily for cargo operations. As cases eased last summer in Ireland and travel bans were lifted in Northern Ireland, there was a modest increase in air capacity.

As an island destination, the importance of convenient, direct, non-stop flights cannot be overstated – they are absolutely critical to achieving growth in inbound tourism. The loss of our international air connectivity is a major concern and will have a detrimental impact on our industry if it is not restored.

### Brexit/EU Exit

Up until the outbreak of COVID-19, Brexit had dominated all other uncertainties for overseas tourism to the island of Ireland. Since the UK voted to leave the EU in 2016, Brexit has been a major factor in Tourism Ireland's planning, particularly given the importance of Great Britain as a key source market for tourism and its contribution to both regional and seasonal spread objectives. Tourism Ireland has been tracking the impact of the UK's decision to leave the EU since 2016. We have taken, and continue to take, a number of steps to monitor the situation, maintain confidence among our partners in Great Britain, Mainland Europe and at home, and ensure we are ready to deal with the implications.



## Environmental, Social and Governance Sustainability

*Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.*

### Background

Tourism Ireland's social impact goes beyond its more directly measurable economic contribution of marketing the island of Ireland overseas. Although we have previously engaged in Corporate Social Responsibility (CSR) and have a CSR checklist in place to monitor our progress, we now aim to expand that work to focus on sustainability through improved Environmental, Social and Governance (ESG) standards.

In recent years, we have been re-evaluating our role in sustainability. We adopted a suite of Sustainable Destination Marketing Principles in 2018, that sought to align our marketing activity with patterns of tourism demand. A greater focus was placed on regional distribution, seasonal distribution and the promotion of less well-visited attractions. We also instigated a review of all our office locations and the environmental practices in place in each of them, to establish and improve our sustainability credentials. Tourism Ireland now wishes to move beyond these first steps and create a measurable action plan for company-wide activity to improve our standards. This plan will include actions to grow our understanding of sustainability and what it means to the consumer, to activate sustainability within Tourism Ireland and in our marketing communications and to collaborate on progressing the sustainability agenda with our sister agencies and sponsor departments.

As previously stated, the impact of COVID-19 has been extreme and responding to this crisis has been our first priority. As well as establishing our framework for recovery,

we are also working to create a clear roadmap for the long-term recovery of inbound tourism to the island of Ireland. Our stakeholders – both in the tourism industry and tourists themselves – are fundamental to the recovery of tourism business on the island of Ireland. International tourism is intensely competitive and if we do not offer the most attractive propositions, tourists will take their business elsewhere.

The Board and Senior Management Team of Tourism Ireland have undertaken sustainability training and have adopted the United Nations World Tourism Organization's definition of sustainable tourism i.e. "Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities".

Tourism Ireland recognises its responsibilities to its employees, society and the community it serves and believes there is a strong link between ESG sustainability and long-term success. Initiatives to make our work more sustainable serve to support and deepen Tourism Ireland's core values – which are Respect, Creativity, Collaboration and Ownership. Tourism Ireland will identify and apply the relevant United Nations Sustainable Development Goals (SDGs), to shape our planning and action on sustainability.

### Environmental Sustainability: focusing on the future

Tourism Ireland is committed to improving our environmental sustainability standards – both within the organisation and throughout the sector as a whole.

For example, in Dublin, Tourism Ireland already undertakes a number of actions to limit the impact of our workplace on the environment. These measures include: the Bike to Work Scheme, environmental waste disposal and composting, staff 'KeepCups' and a re-useable water bottle system, removal of plastic water dispensers from offices, non-use of plastic-heavy catering, responsible recycling and the reduction of publicity material, the installation of A rating energy equipment (including ICT and appliances), the encouragement and use of video conferencing to reduce unnecessary travel, motion



sensor and energy efficient lights to reduce energy use, comprehensive reduction of printed material, monitoring of cumulative staff car mileage, an electric vehicle charging point and yearly monitoring of SEAI (Sustainable Energy Authority of Ireland) energy usage.

Tourism Ireland participated in the sustainable tourism working group chaired by the Department of Transport, Tourism and Sport (now the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media), that identified the ambition for Ireland to be amongst the world leaders in sustainable tourism practices.<sup>1</sup>

Looking to the future, Tourism Ireland is committed to taking action and showing leadership. Initiatives are proposed to grow our colleagues' understanding of environmental sustainability and its application to their work – including internal briefings and the development of guidance for implementation in their work. We will also begin to encourage responsible visitor behaviour; for example, through a "Leave No Trace" visitor pledge.

In order to evaluate the broader role of environmental sustainability standards in our sector, Tourism Ireland will undertake research amongst consumers and the travel trade, to gain insights into the effect of these standards on tourist behaviour and motivations. The Board's REDESIGN strategy development process will be informed by modelling what success in achieving sustainable tourism could result in for the island of Ireland by 2030.

We will look to put a greater focus on organisational sustainability behaviour and reporting. We will overhaul our Sustainable Destination Marketing Principles and include

sustainability as an important business objective in our Business Plans. We will also look at opportunities to examine how to incentivise overseas trade to prioritise longer stays and feature sustainable products. We will exploit the opportunities that hybrid trade platforms offer small sustainable businesses to participate.

After COVID-19, as staff return to our offices, we will review compliance on environmental sustainability measures and identify areas for improvement. This review will be done in the context of changes in the balance of work from home and work from the office.

### **Governance Sustainability: ensuring we operate to the highest possible standards**

Tourism Ireland adopts the highest standards of compliance with regulatory requirements, operating within the letter and the spirit of the regulations of both jurisdictions. The organisation aspires to a set of values which recognises the interests of all stakeholders and the contributions they make. To this end, we adopt very high standards of integrity and corporate governance. We recognise that being a good corporate citizen not only involves achieving our business aims but embraces a wider contribution to the interests of all our stakeholders.

Tourism Ireland's Senior Management Team meets with sponsor departments quarterly, to review business performance and governance. The board meets at least eight times a year to review performance, strategy and governance reports. Tourism Ireland adopts robust public processes, has Business Continuity Plans and reviews and continually monitors ICT security and GDPR (General Data Protection Regulation).

Tourism Ireland has a robust internal audit system in place, in order to ensure that we maintain the highest possible standards in financial management. Risk analysis is reviewed

<sup>1</sup> <https://assets.gov.ie/44791/d4cc61c233da4e179f4c8761136e1b25.pdf>



throughout the year and is endorsed by the company's Audit and Risk Assurance Committee. The internal audit programme of work includes performance of detailed audit work, provision of a report on the internal audit activity in the Company on a regular basis to the Audit and Risk Assurance Committee and an independent opinion on the adequacy and effectiveness of the Company's system of internal financial control.

## Governance

In 2020, the Board met nine times. Not surprisingly, the main topic considered by the Board during the year was COVID-19 and its impact on the tourism economy, Tourism Ireland's response to the pandemic and the various decisions made to deal with the exceptional situation. Other matters considered during the year included the approval of the draft statutory accounts for 2019, the approval of the revised Business Plan 2020 and the approval of an EU-level tender for research. Updates on the progress of the Aviation Recovery Taskforce and both Tourism Taskforces were received. Presentations were made on a dedicated campaign for Northern Ireland in GB, as well as on Tourism Ireland's strategic framework, RESTART, REBUILD and REDESIGN. The Board also discussed matters in relation to sustainability and the implications of a 'no deal' Brexit.

At the March board meeting, the power of attorney granted to Shane Clarke (Company Secretary), Niall Gibbons (Chief Executive), Christopher Brooke (Director) and Harry Connolly (Director), in December 2019, to ensure the continued smooth operation of Tourism Ireland, was deactivated but retained for contingency purposes. Reports were received from the Audit and Risk Assurance and Remuneration Committees, as well as the Operating Costs Sub-Committee, on various matters.

## Social Sustainability: benefiting our workplace and community

Tourism Ireland is committed to developing a plan that will not only make our workplace more sustainable but also benefit our wider community. By working to raise social sustainability standards, we can help communities throughout the island of Ireland feel the benefits of tourism more equitably.

In Dublin, Tourism Ireland reaches out into the community by offering work experience opportunities to young people and students. We also look for other ways to give back; for example, in 2020, we supported the Health Service Executive (HSE), by providing staff and resources for the COVID-19 contact tracing effort.

The health and wellbeing of our employees is a priority. We recognise that people work best and achieve sustainable high performance over time when they are healthy and feeling valued. This is supported by our culture, leadership and how we manage our people.

In a year of unprecedented disruption for our industry, Tourism Ireland staff members have been working hard to 'keep the lights on' for the sector. Like other organisations, our staff were unexpectedly required to begin working from home, because of COVID-19. In order to support them through this challenging time, we expanded the supports already available through Tourism Ireland. We developed a programme of supports in our worldwide locations – which included a new 'Wellness Hub' on the internal staff intranet, which provides valuable resources and support to staff, at times that work for them.

As part of our efforts to strengthen our internal communication, Tourism Ireland introduced a weekly video-call for all staff with the Chief Executive and Senior Management Team. This meeting ensures that our workplace is an open environment. In addition, we have established a knowledge-sharing programme; this encourages colleagues to educate each other on core skills in their role and, in turn, expand the organisational knowledge of each staff member.

We are working to develop a 'blended working' plan to provide staff with the opportunity to work from home, reduce commutes and increase the accessibility of Tourism Ireland to a more diverse range of potential staff.

In Tourism Ireland, we value the richness that diversity brings to our workplace for our people and our stakeholders. Our team members represent a wide variety of backgrounds and each has a unique set of personal and cultural values and identity, which we respect. Tourism Ireland embraces diversity at all levels in the organisation; we are committed to actively working for, and providing, an inclusive, harmonious and fair working environment with real and equal opportunities for all, in which no form of intimidation or discrimination exists. Diversity and inclusion awareness are included in Tourism Ireland's induction training. Diversity is a strand through all of Tourism Ireland's people processes – including



recruitment, induction and onboarding/training, as well as the organisational values about which we ran a development exercise for all staff. Tourism Ireland has an integrated approach to respect and inclusion.

We aim to foster a culture which encourages every member of staff to develop his or her full potential and which rewards achievements. Creating a working environment where individual differences are valued and respected enables all staff to give of their best and helps us to respond more effectively to the needs of the sector we serve. Our commitment to training and development is a strategic priority.

We are cognisant of diversity and inclusion in our communications and we participate in departmental surveys on our implementation of diversity policies. We are continually looking for ways to evolve and improve our approach to diversity and inclusion.

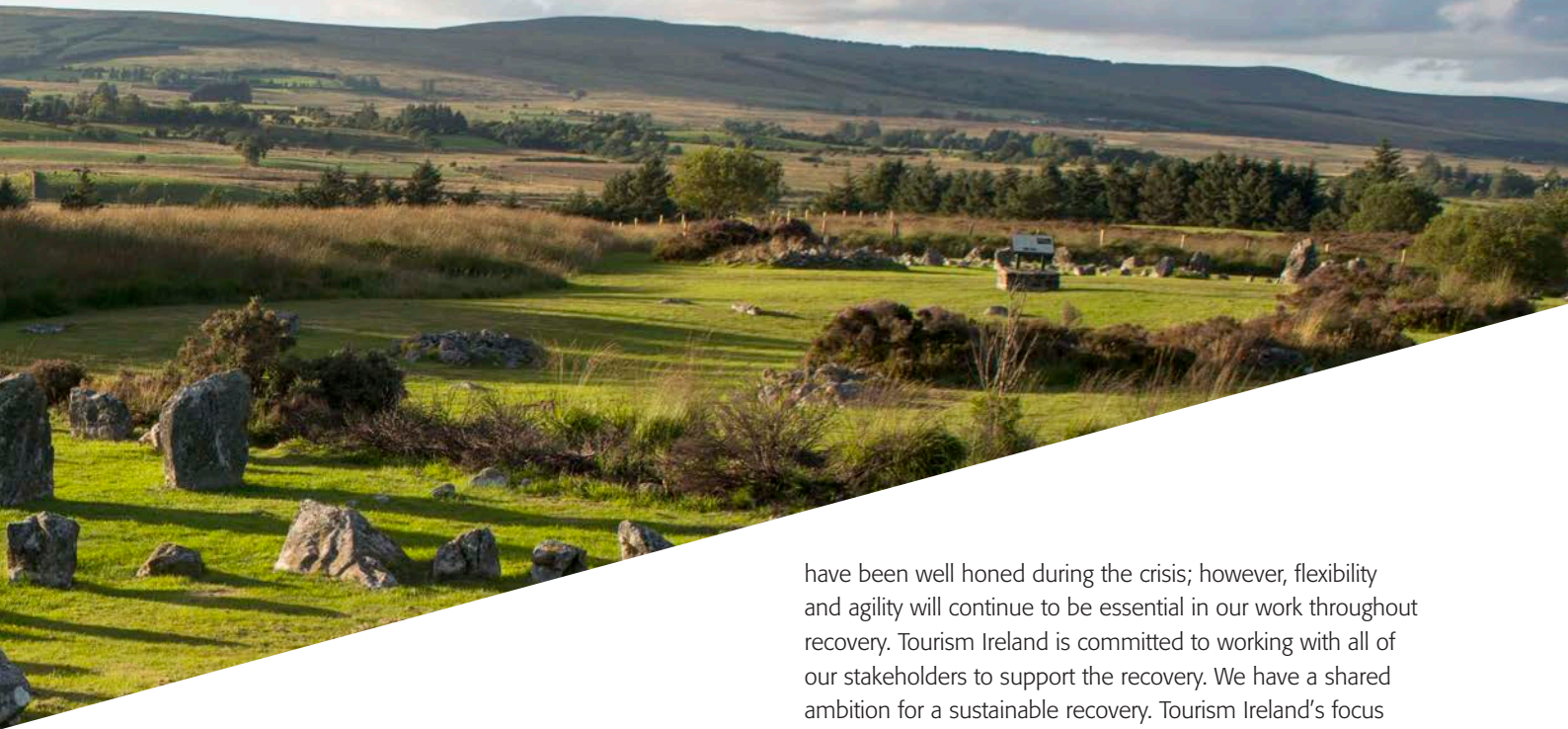
In addition to making our workplace more socially sustainable, we are also working to support a more sustainable sector. In the face of the devastation caused by COVID-19, Tourism Ireland found new ways to support our industry partners. For example, we held a series of industry webinars to present our

tourism business partners with the most up-to-date insights from our COVID-19 research programme. These webinars provide our partners with the best possible information which is critical for their business sustainability at this challenging time.

Looking to the future, we plan to work with our industry partners to establish sustainability priorities and a corresponding action plan. We will continue our engagement with our sponsor departments on furthering the sustainability ambitions for their jurisdictions; and to seek to establish new forums for working on a tri-agency basis to deliver on these. Tourism Ireland is committed to promoting the sustainability of the sector and thus to maximising tourism's contribution to the quality of life, economy, employment and local community.

### Acknowledgements

We are very grateful for the continuing support which Tourism Ireland has received from the administrations in both jurisdictions on the island and from our ministers, Shane Ross TD, Minister for Transport, Tourism and Sport, and Brendan Griffin TD, Minister of State for Tourism and Sport; Catherine Martin TD, Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media; and Diane Dodds MLA, Minister for the Economy. We are grateful, too, to the officials of both departments, as well as to those of the North South Ministerial Council, whose ongoing support and counsel we appreciate.



In the most difficult and challenging of years, we would also like to thank our partners in the tourism industry across the island, who continued to work with us to highlight the island of Ireland holiday experience to potential holidaymakers around the world. We pay tribute, too, to the members of the Central Marketing Partnership Group and to the members of the overseas Marketing Partnership Groups, who gave so freely of their time in working with us.

The co-operation of our colleagues in Fáilte Ireland and Tourism NI continues to be an invaluable support in all aspects of our work, as does the co-operation of the Irish Tourism Industry Confederation and the Northern Ireland Tourism Alliance. The staff of Tourism Ireland have worked tirelessly, both at home and overseas, to continue to project a positive image of the island of Ireland during the pandemic. We remain very proud of their loyalty, commitment, energy and innovation in working on behalf of our industry.

## Looking Forward

COVID-19 has been, without doubt, a completely unprecedented crisis and we continue to work hard to navigate our way through probably the most difficult trading environment we've ever experienced.

With the news of the vaccine roll-out in December 2020, hopes rose that the first half of 2021 would see a recovery and a revival for our industry. However, the third wave of the pandemic, and the impact of virulent new strains, resulted in more restrictive public health measures being put in place – which meant that only essential travel was permitted for the first half of 2021 and it continued to be extremely challenging for tourism businesses across the island.

At the time of writing, we have seen the restart of inbound leisure travel. However, there continues to be a degree of uncertainty and hesitancy around travel. Our recovery plans

have been well honed during the crisis; however, flexibility and agility will continue to be essential in our work throughout recovery. Tourism Ireland is committed to working with all of our stakeholders to support the recovery. We have a shared ambition for a sustainable recovery. Tourism Ireland's focus will be on supporting the economic sustainability of our sector in the first instance, while being cognisant of our longer-term duty to communities and the environment.

We know that there is significant competition in the international marketplace; every destination across the globe has experienced the impact of COVID-19 and will be seeking its share of the recovery. Tourism Ireland will therefore need to punch through the noise and create an immediate desire to visit. As overseas tourism restarts, we will be working flat out, with all of our partners, to restore as much business as possible.

Joan O'Shaughnessy  
Chairman

Niall Gibbons  
Chief Executive

## TOURISM IRELAND BOARD



**Chairman  
Joan  
O'Shaughnessy** has been a leader and representative in the service industry for the past 39 years.

She was formerly CEO of Aramark Ireland, a position she held for 12 years, until her retirement in June 2012. During that time, she strengthened the Aramark organisation through mergers and acquisitions to become one of Ireland's largest American multinational companies, employing more than 4,000 staff across Ireland. Presently, Joan is a business mentor to emerging companies and young entrepreneurs. She is a member of the Institute of Directors, Irish Hospitality Institute and Skál Ireland.



**Vice-Chairman  
Christopher  
Brooke** has been involved in the security industry for many years, ten of which were spent as a

security advisor with the Royal Office in Muscat, Sultanate of Oman. In 1990, he returned to Northern Ireland to develop Galgorm Castle Estate. The estate includes a championship golf complex, which has hosted nine European Tour events, among them the Northern Ireland Open, the ISPS Handa World Invitational and the Dubai Duty Free Irish Open. Galgorm also comprises a garden centre, business parks and a conference and events facility which together with the golf complex attract more than 400,000 visitors a year. Christopher's other interests include the development of tourist accommodation and associated facilities on the Ashbrooke and Colebrooke estates. He is a Deputy Lieutenant for County Antrim and a Vice President of the RNLI.



**Ruth Andrews** has worked in Irish tourism for over 30 years. She commenced her career in the mid-eighties, working in some of Ireland's

then largest hotel chains – Doyle Hotel and Great Southern Hotel Groups. She established her own tourism marketing/sales consultancy service in the late '90s, providing marketing communications, coaching and mentoring, as well as business development expertise to a wide range of Irish tourism industry businesses. Ruth is Chief Executive of the ITOA (Incoming Tour Operators Association), a position she has held since 2006. In 2017, she was appointed Special Advisor to AVEA (the Association of Visitor Experience and Attractions), to establish the association; she now manages the executive function of the organisation. She is currently Chair of ITIC, the Irish Tourism Industry Confederation. In May 2020, Ruth was appointed Chairperson of the Tourism Recovery Taskforce (TRT), to oversee the development of a comprehensive recovery that will identify priority aims, key enablers and market opportunities to drive the sector's recovery from the devastating impact of COVID-19 for the period 2020-2023. She now serves on the TRT Recovery Oversight Group.





**Trevor Clarke** is a hospitality management graduate from the University of Ulster. He has worked in the hospitality industry for 25

years, 20 of which have been spent in a number of roles at the Magherabuoy Hotel in Portrush, most recently as a partner-operator. Trevor was a member of the Portrush Regeneration Group; and has served on Coleraine's Harbour Commission and as a representative on the local advisory committee of The Honourable The Irish Society. He was an elected member of the Causeway Coast and Glens Borough Council from 2014 until 2019. He takes a keen interest in tourism development on the Causeway Coast and the industry's potential to drive regeneration, economic growth and prosperity.



**Harry Connolly** is the Director of Fáilte Feirste Thiar, a local tourism development agency tasked with developing West Belfast's

tourism offering and building sustainable tourism infrastructure. Prior to working in tourism development, Harry worked for a number of years in youth, sport and community development across the greater Belfast area. He is the former Vice Chairperson of the West Belfast District Policing & Community Safety Partnership (DPCSP); and a former board member of Visit Belfast. He is the Chairperson of Féile an Phobail, Ireland's largest community arts festival. As a co-founder of Áras Uí Chonghaile, Harry has led the development of this innovative project. Harry has taken the opportunity provided by peace to develop the West Belfast tourism product and infrastructure, supporting tourism-related businesses and social enterprises, promoting local social and economic regeneration via small business development and promoting tourism and sport as a model for delivering peace and reconciliation.



**Joe Dolan** is the owner and Managing Director of the Bush Hotel in Carrick on Shannon, a mid-range and mid-size boutique heritage hotel; and

is long associated with tourism in Leitrim and a former Leitrim Person of the Year. He is a graduate of NUI Galway and holds a PhD from Queen's University Belfast and a Tourism Strategy Diploma from Cornell State University. He is a former Chair of Leitrim Tourism, Director of NW Tourism, a past President of the Irish Hotels Federation and a member of the National Tourism Authority, Fáilte Ireland. He is passionate about balanced regional and rural economic development, particularly through sustainable tourism; and in extending the season, particularly outside urban areas. On a broader platform, he has experience from other business interests (including retail, contract catering, construction, property development, management and consultancy) in strategic planning, finance, business analysis and development.



## TOURISM IRELAND BOARD (continued)



**Nóirín Hegarty** is a global leader in digital media and led digital storytelling at Lonely Planet, as Vice President, for the past two

years. She has been a member of the senior leadership team at the world's leading travel media brand for six years and returned from London to establish its new office in Dublin in 2015. She is chair of Ireland's Recovery Oversight Group for tourism and an experienced editor and commentator on travel and current affairs. Previously, she was editor of the Sunday Tribune, an award-winning national newspaper and editor of independent.ie, Ireland's leading news website.



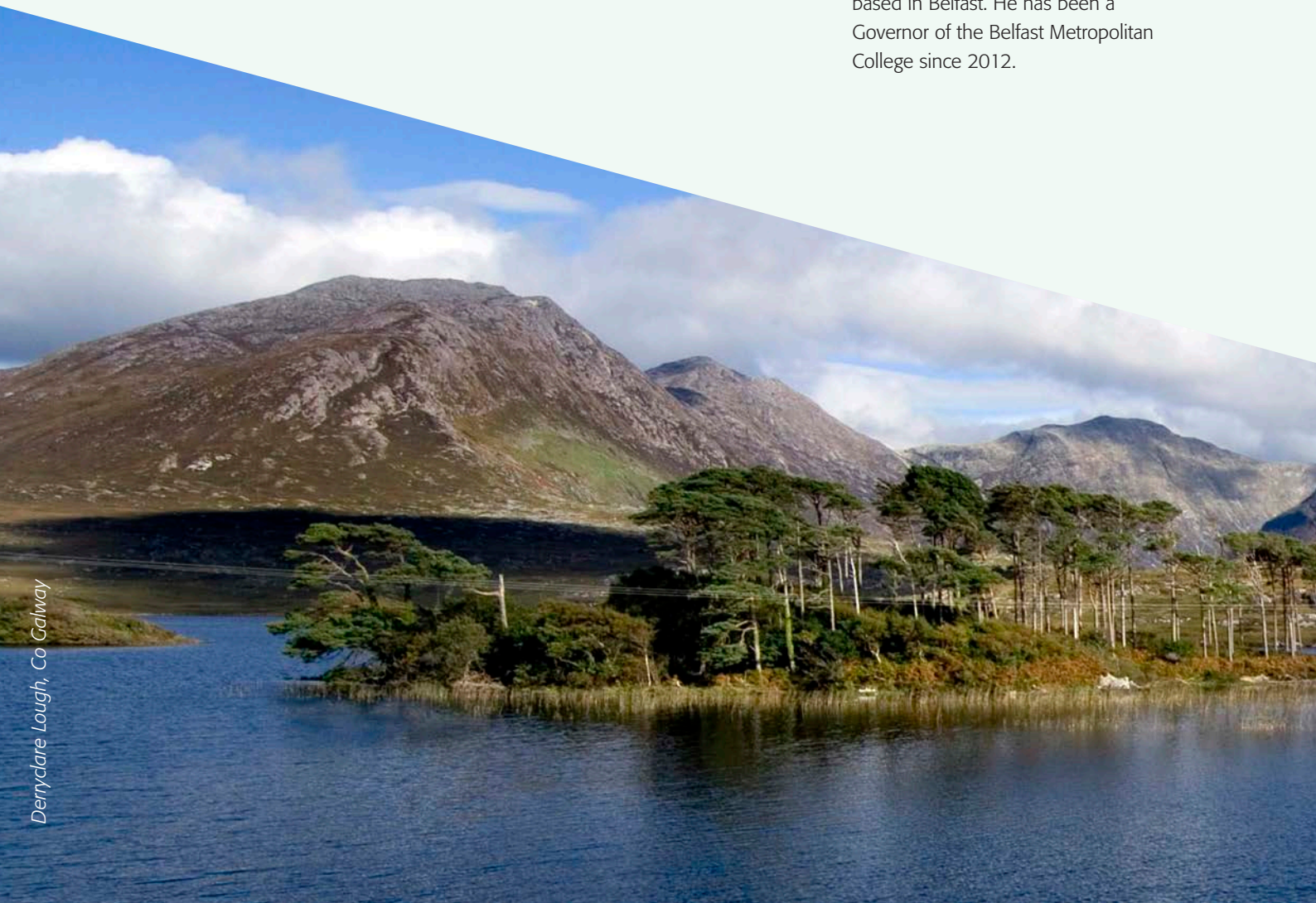
**Graham Keddle** is the Managing Director of Belfast International Airport. He has been in the aviation industry for over 30 years, in airline, airport

and ground handler roles. Graham has worked in 11 different countries in Asia, Africa, Europe and the Middle East. Prior to joining the aviation industry, Graham was a solicitor, admitted in Scotland. He is also a director of the Airport Operators Association.



**John McGrillen** is the Chief Executive of Tourism NI, Northern Ireland's tourism development authority. He was appointed to the

post in July 2015, following a lengthy career in economic development and local government. Prior to his appointment to Tourism NI, he was Director of Development at Belfast City Council, where he was responsible for economic development, regeneration and tourism within the city. From 1999 to 2010, he was Chief Executive at Down District Council. He began his career as an aerospace engineer before heading up IDB Northern Ireland's operations in Düsseldorf, Germany, and subsequently taking over as Chief Executive at NI-CO, an international development consultancy business based in Belfast. He has been a Governor of the Belfast Metropolitan College since 2012.





**Stephen McNally** has over 40 years' experience in the hotel industry. He studied at the Rockwell Hotel and Catering School

in Co Tipperary. He also has extensive international experience, having worked with Ramada Hotels in both the UK and Germany; and he completed the Ramada Hotel Management Development Programme, before joining Jurys Hotel Group PLC in 1989. During 17 years at Jurys (which subsequently became Jurys Doyle plc.), he managed the company's hotels in both Ireland and the UK and ultimately headed up operations for the entire group, including its properties in the USA. In August 2007, he became director and Deputy Chief Executive of Dalata Hotel Group. Best known for the Clayton and Maldron brands, the company has extensive hotel operations in both Ireland and the UK. He was appointed President of the Irish Hotels Federation in 2014. He is also a non-executive director of the St Patrick's Festival.



**Mary Mulvey** has considerable senior management experience, which includes previous work with the English Tourist Board, Bord Fáilte,

Heritage Towns of Ireland and the Irish Peatland Conservation Council. From 2005 until 2009, she was CEO of Greenbox, a cross-border project and Ireland's first ecotourism destination company. From 2017 to 2019, she worked with the Heritage Council/Irish Uplands Forum. She was the founder of Ecotourism Ireland; and has worked with Sustainable Travel Ireland. Mary served as the island of Ireland representative on the Global Sustainable Tourism Council (GSTC), between 2015 and 2019. Mary worked for Earthcheck, a global sustainable consultancy, to review international sustainable tourism policy and to make recommendations on policy, guiding principles and the implementation of sustainable tourism development in Ireland for the Department of Transport, Tourism and Sport. She is passionate about raising the profile of sustainable tourism, at national and international level, with relevant government agencies, tourism bodies and stakeholders.



**Kathryn Thomson** has been Chief Executive of National Museums NI since March 2016. Immediately prior to that, Kathryn spent 11

years as the Chief Operating Officer at Tourism NI. Kathryn holds a B.Com. (Hons) degree in Business Studies from the University of Edinburgh, completed her accountancy training at PwC and has a professional qualification as a chartered accountant with the Chartered Institute of Public Finance and Accountancy (CIPFA). In addition, Kathryn holds a public appointment as a Director of the Strategic Investment Board and is a Non Executive Director for Visit Belfast. She is also a director and trustee on the board of three charities: Grand Opera House Belfast, Culture Perth and Kinross and Open House Festival.





Coumshingaun Lough, Co Waterford

# TOURISM IRELAND CLG REPORT AND FINANCIAL STATEMENTS

for the year ended 31 December, 2020

## Contents

Company Information	20
Report of the Directors	21
Statement of Directors' Responsibilities	27
Remuneration Report	28
Statement on Internal Control/Governance Statement	29
Report of the Comptroller and Auditor General	30
Statement of Income and Expenditure	32
Statement of Comprehensive Income	32
Statement of Financial Position	33
Statement of Changes in Equity	34
Statement of Cash Flows	35
Statement of Accounting Policies	36
Notes to the Financial Statements	38

## COMPANY INFORMATION

### Directors

Joan O'Shaughnessy (*Chairman*)  
(Appointed 11 March, 2020)

Christopher Brooke (*Vice-Chairman*)

Ruth Andrews  
(Appointed 31 July, 2020)

Trevor Clarke

Harry Connolly

Joe Dolan  
(Appointed 31 July, 2020)

Nóirín Hegarty  
(Appointed 11 March, 2020)

Graham Keddle

John McGrillen

Stephen McNally  
(Appointed 31 July, 2020)

Mary Mulvey  
(Appointed 31 July, 2020)

Kathryn Thomson

### Chief Executive

Niall Gibbons

### Secretary

Shane Clarke

### Registered Office

4th Floor  
Bishop's Square  
Redmond's Hill  
Dublin 2

### Business Addresses

4th Floor  
Bishop's Square  
Redmond's Hill  
Dublin 2

Beresford House  
2 Beresford Road  
Coleraine  
BT52 1GE

### Auditors

Comptroller and Auditor General  
(Republic of Ireland)  
3A Mayor Street  
Dublin 1

### Principal Bankers

Allied Irish Banks plc  
37/38 Upper O'Connell Street  
Dublin 1

### Solicitors

Byrne Wallace  
88 Harcourt Street  
Dublin 2

Tughans  
Marlborough House  
30 Victoria Street  
Belfast  
BT1 3GS

# REPORT OF THE DIRECTORS

for the year ended 31 December, 2020

## Brief History and Statutory Background of the Company

Tourism Ireland CLG was formed by the Government of Ireland and the Northern Ireland Executive, under the auspices of the North/South Ministerial Council (NSMC), to be the overseas marketing arm of tourism for the island of Ireland and was incorporated on 11 December, 2000 as a Company Limited by Guarantee not having a share capital. The company takes policy direction from the NSMC and maintains a close working relationship with its founder and current members, Fáilte Ireland (FI) and Tourism Northern Ireland (TNI). The principal objectives of the Company are to increase tourism to the island of Ireland and to support Northern Ireland in achieving its tourism potential. It is governed by its Memorandum and Articles of Association and by the Financial Memorandum approved by the NSMC and prepares detailed three-year Corporate and one year Operating Plans to guide its activities. The Company receives grants of money from both jurisdictions and these grants are disbursed through FI and TNI and a Board of Directors is appointed by the NSMC.

## Format of Financial Statements

The accounts have been prepared in a format determined by the Companies Act 2014 (Republic of Ireland). The base currency of the financial statements is Euro (€). The Euro results have been translated into Sterling (STGE) at the closing rate of STGE1 equals €1.11657 (2019: STGE1 equals €1.18106) for the Statement of Financial Position and at the yearly average rate of €1.12435 (2019: STGE1 equals €1.13983) for the Statement of Income and Expenditure.

## Books of Account

To ensure that proper books and accounting records are kept in accordance with Section 281 and 282 of the Companies Act 2014, the Directors have employed appropriately qualified accounting personnel and have maintained appropriate computerised accounting systems. The books of account are located at the Company's office at Bishop's Square, Dublin.

## Principal Activities

The Company's principal activities are the design and implementation of marketing programmes in its key overseas markets for the purpose of promoting the tourism industry of the island of Ireland, in line with its objectives set out above.

## External Auditors

The financial statements are audited by the Comptroller and Auditor General in the Republic of Ireland. The Comptroller and Auditor General for Northern Ireland has full access to the working papers of the Comptroller and Auditor General in the Republic of Ireland, based on which a report may be laid before the Northern Ireland Assembly.

## Results

The Surplus of Income over Expenditure for the year amounted to €12,086,646 (STG £10,749,896).

## Corporate Governance

The Company is governed by its Memorandum and Articles of Association and by the Financial Memorandum approved by the NSMC. It has a non-executive Board of Directors appointed by the NSMC and includes representatives of the Northern Ireland tourism industry, the tourism industry in the South, Tourism Northern Ireland and Fáilte Ireland.

The Board agrees a schedule of meetings to be held in each calendar year. The Board Members receive full Board papers a week before each meeting; these papers include a finance report and reports from the Chief Executive and each of the Company's Divisional Directors. The Board members can, in furtherance of their duties, take independent professional advice as required, at the expense of the Company. All Board members have access to the advice and services of the Company Secretary.

There were 10 Board meetings during 2020 and the following table sets out the attendance:

	Number of meetings potentially able to attend	Number of meetings actually attended
Joan O'Shaughnessy (Chairman)	10	10
Christopher Brooke (Vice-Chairman)	10	10
Trevor Clarke	10	10
Harry Connolly	10	10
Kathryn Thomson	10	9
Graham Keddie	10	8
John McGrillen	10	9
Nóirín Hegarty	10	10
Stephen McNally	5	5
Mary Mulvey	5	5
Ruth Andrews	5	5
Joe Dolan	5	5

## REPORT OF THE DIRECTORS (continued)

for the year ended 31 December, 2020

The Board also operates through a number of sub-committees as follows:

### Audit and Risk Assurance Committee

This sub-committee is comprised of four Directors who usually meet on a quarterly basis to review and discuss risk management and the internal control environment of the Company. They are informed by the Company's Risk Register, which is used to help set a programme of work for the Internal Audit function, reporting directly to this committee. The internal and external auditors have full and unrestricted access to the committee.

The following table sets out the composition and attendance at the Audit and Risk Assurance Committee meetings during 2020:

	Number of meetings potentially able to attend	Number of meetings actually attended
Kathryn Thomson (Chairman)	3	3
Stephen McNally (Vice-Chairman)	2	2
Joan O'Shaughnessy	1	1
Harry Connolly	3	3
Nóirín Hegarty	3	3

### Remuneration Committee

This sub-committee consists of three Directors and meets to review the appropriateness of the Company's remuneration levels and other terms and conditions of employment of key executives.

The following table sets out the composition and attendance at Remuneration Committee meetings during 2020:

	Number of meetings potentially able to attend	Number of meetings actually attended
Christopher Brooke (Chairman)	1	1
Joan O'Shaughnessy	1	1
Nóirín Hegarty	1	1

The Board accepts its responsibility for the Company's internal control and sets out its position in more detail in the Statement of Directors' Responsibilities and the Statement of Internal Financial Control.

### Post Statement of Financial Position Events

There have been no events subsequent to 31 December, 2020 which necessitated amendment of the financial statements or separate disclosure therein.

### Research and Development

The Company did not engage in research and development activities during the period.

### Future Developments

The Board of Directors approved a Business Plan for the Company's marketing activities in 2020 and a Corporate Plan for its activities in the period 2020 to 2022. In light of the issues and restrictions in the travel and tourism industry arising from COVID-19, in early March all paid marketing activities were suspended. The timing of the lifting of travel restrictions, and the information from various research projects, will be used to assess the appropriate time to recommence marketing activities in both of the jurisdictions on the island of Ireland. The Company has engaged with the Minister for Transport, Tourism and Sport (now the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media) in Ireland and the Minister for the Economy in Northern Ireland on this matter.

The company has a number of ongoing research projects on likely travel and tourism activity post COVID-19, on accommodation/access capacity, and the results of these research projects, along with the timing of the lifting of travel restrictions will be used to inform the appropriate time to recommence marketing activities.

### Principal Risks and Uncertainties

The most significant risk is that arising from the profound effects of COVID-19, which has resulted in the closure of the tourism industry around the world, with severe consequences for the Irish tourist industry. To counter the implications of this the Minister for Transport, Tourism and Sport (now the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media) in Ireland has established a Tourism Recovery Taskforce and the Minister for the Economy in Northern Ireland has established a Tourism Recovery Steering Group. Tourism Ireland is a member of both of these.

The consequences of BREXIT have the potential to alter travel to both jurisdictions on the Island of Ireland and travel within the Island itself. Tourism Ireland is closely monitoring the situation, to both mitigate any adverse effects and to make best use of any opportunities arising.

Due to its widespread operations, the level of economic activity in the Company's key markets of Great Britain, the USA, France, Germany and the rest of the world generally, affects the propensity to travel. Any growth or contraction in



## REPORT OF THE DIRECTORS (continued)

for the year ended 31 December, 2020

these markets affects the whole tourism and travel industry and specifically, on the Company's ability to deliver the growth, both in tourist numbers and tourist spend, which the Company has been targeted to deliver to the island of Ireland. An event such as a major terrorist attack or outbreak of disease, which reduces international travel, would affect the Company's ability to deliver on its targets. In addition, any loss or disruption of air or sea access and unfavourable foreign exchange movements will have an impact on travel to the island of Ireland. The Board regularly monitors these risks and appropriate actions are taken to mitigate those risks or address their potential adverse consequences to the extent reasonably practicable.

There are no formal long-term funding agreements in place for the continued funding of its activities by the Government of the United Kingdom of Great Britain and Northern Ireland and the Government of Ireland.

While there is a reasonable expectation that the respective Governments will continue to fund the activities of the Company, the level of this funding is under constant review.

### Equality Legislation

The Board's policy is to comply fully with Equality Legislation in both jurisdictions. Recruitment is based on the ability of a candidate to perform the job. Full and fair consideration is given to applications for employment from all minority groups, where they have the appropriate skills and abilities to perform the job.

If disablement occurs during employment, the Board's policy is to make every effort to ensure the availability of adequate retraining, or if applicable, to help source alternative employment.

### Safety, Health and Welfare at Work

The policy of the Board is to ensure the continued safety, health and welfare of the employees at work by maintaining a safe and healthy work environment based on the provisions of Safety, Health and Welfare at Work Legislation in the jurisdictions in which it operates.

### Charitable Donations

Tourism Ireland CLG made no charitable donations during the period.

### Payment of Suppliers

Tourism Ireland CLG's policy is to pay all suppliers as promptly as is practicable and not to take any extra time in paying suppliers, other than that required to properly check and process the invoice. In 2020, the average time from receipt of a supplier invoice to payment was 19 days. During the year Tourism Ireland CLG did not pay any interest in respect of late

payments. Further information on Tourism Ireland's payments to suppliers is available on Tourism Ireland's corporate website, [www.tourismireland.com](http://www.tourismireland.com).

### Employee Involvement

Tourism Ireland CLG implements its business strategy through its staff. In achieving business objectives, the involvement of staff in the planning and decision making process is key. Staff involvement is maximised through the combined use of appropriate access to expert advice and training opportunities in order to enable them to exercise their responsibilities effectively.

### Freedom of Information

The British-Irish Agreement Act 1999 provides that a Code of Practice on Freedom of Information be drawn up by the Irish and Northern Ireland Ministers with responsibility for freedom of information for the North/South Bodies and the approval by the NSMC. The Code, which was approved on 1 January, 2006, is non-statutory and was drafted with regard to the Freedom of Information Acts 1997 and 2003 in Ireland and the Freedom of Information Act 2000 in the United Kingdom.

The Code facilitates public access to information held by the six North/South Implementation Bodies and Tourism Ireland CLG in a number of ways. It provides that each body should publish certain types of information relating to its functions, structures, organisation and services, together with a general description of the type of information held by that body. It sets out the process under which a member of the public can request information held by a body, the steps that a body must take in handling such a request and the time period within which a body should normally respond to a request. The Code also contains the facility for members of the public to obtain a statement of the reasons for an act of a body affecting the person.

The Annex to the Code sets out the categories of exempt information. If the information requested falls into a category listed in Part 1 of the Annex, the body is not obliged to release the information. If the information requested falls into a category listed in Part 2, the body must carry out a public interest test in deciding whether or not to release the information. The Code provides for an internal review mechanism of decisions taken by the body under the Code.

### Whistleblowing Policy and Procedures

Tourism Ireland CLG has a whistleblowing policy in place for several years with procedures published and shared with all employees. During 2020, no disclosures were received by Tourism Ireland.

## REPORT OF THE DIRECTORS (continued)

for the year ended 31 December, 2020

### Corporate Social Responsibility

Leading companies are those that not only deliver superior performance and excellent customer service, but also consider ethical, social and environmental issues for all stakeholders. Tourism Ireland CLG recognises its wider obligations to its employees, society and the community it serves and believes there is a strong link between Corporate Social Responsibility and long-term success. Tourism Ireland CLG aspires to a set of values which recognises the interests of all stakeholders and the contributions they make. To this end, we adopt very high standards of integrity, corporate governance and environmental awareness. We recognise that being a good corporate citizen not only involves achieving our business aims but embraces a wider contribution to the interests of all our stakeholders. These are further detailed in the Environmental, Social and Governance Sustainability statement below.

The Company undertook a programme, with all staff, to determine Tourism Ireland's "Values". The outcome of this and the values that Tourism Ireland aims to operate are Respect, Creativity, Collaboration and Ownership.

Our stakeholders, both in the tourist industry and tourists themselves, are fundamental to the growth of the tourist business on the island of Ireland. International tourism is an intensely competitive market and if we do not offer the most attractive propositions, tourists will take their business elsewhere.

Tourism Ireland CLG does not adopt a 'one size fits all' approach to the service we provide, but aims to provide a comprehensive and flexible suite of marketing options to the tourist industry.

At a corporate level, we adopt the highest standards of compliance with regulatory requirements operating within the letter and the spirit of the regulations of both jurisdictions.

We aim to treat our suppliers with the same courtesy with which we treat our stakeholders.

Without talented, dedicated and motivated staff, Tourism Ireland CLG cannot aspire to provide the excellent level of service our stakeholders deserve. For this reason, staff recruitment, training and development are given the highest priority. Our people and agents, based in 22 locations in 18 countries, are the key to Tourism Ireland's success over the past 21 years.

Tourism Ireland CLG is fully committed to equal opportunities recruitment and employment. Our strategy is to recruit the best and provide them with comprehensive training and support to allow them to maximise their long-term potential.

### Environmental, Social and Governance Sustainability - through tourism, enable communities to prosper, improving quality of life throughout the island of Ireland

#### Background

Tourism Ireland's social impact goes beyond its more directly measurable economic contribution of marketing the island of Ireland overseas. Although we have previously engaged in Corporate Social Responsibility (CSR), we are now looking to expand that work to focus on sustainability through improved Environmental, Social and Governance (ESG) standards.

In recent years, we have been re-evaluating our role in sustainability. We adopted a suite of Sustainable Destination Marketing Principles in 2018 that sought to align our marketing activity with patterns of tourism demand. A greater focus was placed on regional distribution, season distribution, and the promotion of less-well-visited attractions. We have also instigated a review of all our office locations and the environmental practices in place in each of them to establish and improve our sustainability credentials. The organisation is now looking to go beyond these first steps and create a measurable action plan for company-wide activity to improve our standards.

The impact of COVID-19 has been extreme and responding to this crisis is our first priority. In the face of the pandemic, Tourism Ireland has established a framework for recovery. This is a three-phase plan to restart, rebuild and ultimately redesign demand. 2020-2021 has primarily been about survival and focus is firmly on the RESTART of the sector. At the same time, we are working to create a clear roadmap for the long-term recovery of inbound tourism to the island of Ireland.

Our stakeholders, both in the tourist industry and tourists themselves, are fundamental to the recovery of the tourist business on the island of Ireland. International tourism is an intensely competitive market and if we do not offer the most attractive propositions, tourists will take their business elsewhere. As an organisation, we are committed to growing our understanding of sustainability and what it means to the consumer, activating sustainability within Tourism Ireland and in our marketing communications and collaborating on progressing the sustainability agenda with our sister agencies and sponsor Departments.

The Board and Senior Management Team of Tourism Ireland has undertaken extensive sustainability training and adopted the United Nations World Tourism Organisation (UNWTO) definition of sustainable tourism i.e. 'Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.'

## REPORT OF THE DIRECTORS (continued)

for the year ended 31 December, 2020

Tourism Ireland recognises its responsibilities to its employees, society and the community it serves and believes there is a strong link between ESG sustainability and long-term success. Initiatives to make our work more sustainable serve to support and deepen Tourism Ireland's core values which are Respect, Creativity, Collaboration and Ownership.

As part of our work on sustainability, Tourism Ireland will evaluate the United Nations Sustainable Development Goals (the SDGs) and identify those most relevant to our work. We will use these SDGs to shape our planning and action on sustainability.

### Environmental Sustainability - Focusing on our Future

Tourism Ireland is committed to improving our environmental sustainability standards; both within the organisation and throughout the sector as a whole.

Tourism Ireland already undertakes a number of actions to limit our workplace's impact on the environment. These measures include: The Bike to Work Scheme, environmental waste disposal and composting, a staff Keep Cup and re-useable water bottle system, removal of plastic water dispensers from office, non-use of plastic heavy catering, responsible recycling and reduction of publicity material, installation of A rating energy equipment including ICT and appliances, encouragement and use of video conferencing to reduce unnecessary travel, motion sensor and energy efficient lights to reduce energy use, comprehensive reduction of printed material, monitoring of cumulative staff car mileage, Electric Vehicle charging points and yearly monitoring of SEAI energy usage.

Tourism Ireland participated in the sustainable tourism working group chaired by the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media (formerly the Department of Transport, Tourism and Sport) that identified the ambition for Ireland to be amongst the world leaders in sustainable tourism practices.

Looking to the future, Tourism Ireland is committed to taking action and showing leadership. Initiatives are proposed to grow our colleagues' understanding of environmental sustainability and its application to their work including internal briefings and the development of guidance for implementation in their work.

In order to evaluate the broader role of environmental sustainability standards in our sector, Tourism Ireland will also look to undertake research amongst consumers and trade to gain insights into the impact on tourist behaviour. The Board's 'Redesign' strategy development process will be informed by modelling what success in achieving sustainable tourism could result in for the island of Ireland in 2030.

We will look to put a greater focus on organisational sustainability behaviour and reporting. We will overhaul our Sustainable Destination Marketing Principles and include sustainability as an important business objective in our Business Plans. We will also look at opportunities to examine how to incentivise overseas trade to prioritise longer stays and feature sustainable products. We will exploit the opportunities that hybrid virtual trade platforms offer to small sustainable businesses.

As staff return to our offices, we will review compliance on environmental sustainability measures and identify areas for improvement. This review will be done in the context of changes in the balance of work from home and work from the office.

### Governance Sustainability - Ensuring we operate to the highest possible standards

Tourism Ireland adopts the highest standards of compliance with regulatory requirements operating within the letter and the spirit of the regulations of both jurisdictions.

Tourism Ireland aspires to a set of values which recognises the interests of all stakeholders and the contributions they make. To this end, we adopt very high standards of integrity and corporate governance. We recognise that being a good corporate citizen not only involves achieving our business aims but embraces a wider contribution to the interests of all our stakeholders.

Tourism Ireland's executive management meet with sponsor departments quarterly to review business performance and governance. The Board meet at least eight times a year to review performance, strategy and governance reports.

Tourism Ireland adopts robust public processes, has Business Continuity Plans, and we review and continually monitor ICT security and GDPR.

Tourism Ireland has a robust internal audit system in place in order to ensure that we maintain the highest possible standards in financial management. Risk analysis is reviewed throughout the year and is endorsed by the Company's Audit and Risk Assurance Committee. The internal audit programme of works includes performance of detailed audit work, provision of a report on the internal audit activity in the Company on a regular basis to the Audit and Risk Assurance Committee and an independent opinion on the adequacy and effectiveness of the Company's system of internal financial control.

### Social Sustainability - Benefiting Our Workplace and Community

Tourism Ireland is committed to developing a plan that will not only make our workplace more sustainable but also benefit our wider community. By working to raise social sustainability

## REPORT OF THE DIRECTORS (continued)

for the year ended 31 December, 2020

standards, we can help communities throughout the island of Ireland feel the benefits of tourism more equitably.

The health and wellbeing of our employees is a priority. We recognise that people work best and achieve sustainable high-performance over time when they are healthy and feeling valued. This is supported by our culture, leadership and how we manage our people.

In a year of unprecedented disruption for our industry, Tourism Ireland staff have been working hard to keep the lights on for the sector. Like other organisations, our staff were unexpectedly required to begin working from home due to the arrival of the COVID-19 pandemic.

In order to support our staff through this challenging time, we expanded and developed a programme of supports for staff throughout our worldwide locations including a Wellness hub on the internal staff intranet. This hub provides valuable resources and support to staff, at times that work for them.

As part of efforts to strengthen our internal communication, Tourism Ireland introduced a weekly videocall for all staff with the Chief Executive and Senior Management Team. This meeting ensures that our workplace is an open environment. In addition, we have established a Knowledge Sharing programme. This programme encourages colleagues to educate each other on core skills in their role and in turn, expand the organisational knowledge of each staff member.

We are working to develop a 'blended working' plan to provide staff with the opportunity to work from home, reduce commutes and increase the accessibility of Tourism Ireland to a more diverse range of potential staff.

In Tourism Ireland, we value the richness that diversity brings to our workplace for our people and our stakeholders. Our team members represent a wide variety of backgrounds, and each one of them has a unique set of personal and cultural values and identity, which we respect. Tourism Ireland embraces diversity at all levels in the organisation; we are committed to actively working for and providing an inclusive, harmonious and fair working environment with real and equal opportunities for all in which no form of intimidation or discrimination exists. Diversity and inclusion awareness are included in Tourism Ireland's induction training. Diversity is a strand through all of Tourism Ireland's people processes including recruitment, induction and onboarding/training, as well as the organisational values about which we recently did a development exercise for all staff. Tourism Ireland has an integrated approach to respect and inclusion.

We aim to foster a culture which encourages every member of staff to develop his or her full potential and which rewards achievements. Creating a working environment

where individual differences are valued and respected enables all staff to give of their best and helps us to respond more effectively to the needs of the sector we serve. Our commitment to training and development is a strategic priority.

We are cognisant of diversity and inclusion in our communications and we participate in departmental surveys on our implementation of diversity policies. We are continually looking for ways to evolve and improve our approach to diversity and inclusion.

In addition to making our workplace more socially sustainable, we are also working to support a more sustainable sector.

In the face of the devastation caused by COVID-19, Tourism Ireland found new ways to support our industry partners. Even though it is still not possible for overseas holidaymakers to travel here right now, we are supporting our tourism industry partners in their response to COVID-19 and their plans to begin to recover their international business. For example, we held a series of industry webinars to present our tourism business partners with the most up-to-date insights from our COVID-19 research programme. These webinars provide our partners with the best possible information which is critical for their business sustainability at this challenging time.

Looking to the future, we plan to work with our industry partners to establish sustainability priorities and a corresponding Action Plan. We will continue our engagement with our sponsor Departments on furthering the sustainability ambitions for their jurisdictions, and to seek to establish new forums for working on a tri-agency basis to deliver on these.

Tourism Ireland is committed to promoting sustainability of the sector and thus maximise tourism's contribution to the quality of life, economy, employment and local community.

### Directors' Register of Interests

The Directors' Register of Interests is maintained at the registered office of the Company. It is available to the public and may be accessed by contacting the Company Secretary.

On behalf of the Board



Joan O'Shaughnessy  
Chairman

Christopher Brooke  
Director

Date: 6 October, 2021

# STATEMENT OF DIRECTORS' RESPONSIBILITIES

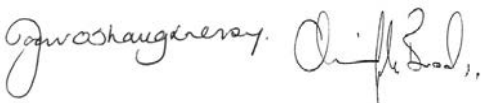
for the year ended 31 December, 2020

Company law requires the Board of Directors to prepare financial statements for each financial period which give a true and fair view of the state of the affairs of the Company and of the surplus or deficit of the Company for that financial period. In preparing those financial statements, the Board of Directors is required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates which are reasonable and prudent;
- disclose and explain any material departures from applicable accounting standards, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Board of Directors is responsible for keeping adequate accounting records, which disclose with reasonable accuracy at any time the financial position of the Company, and to enable them to ensure that the financial statements comply with the Companies Act 2014, as applicable to companies limited by guarantee and not having a share capital. It is responsible for ensuring that the business of the entity is conducted in a proper and regular manner and for safeguarding the assets of the Company and hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

On behalf of the Board



Joan O'Shaughnessy  
Chairman

Christopher Brooke  
Director

Date: 6 October, 2021

# REMUNERATION REPORT

for the year ended 31 December, 2020

The North/South Implementation Bodies Annual Reports and Accounts Guidance, issued jointly by the Department of Finance (DoF) in the North and the Department of Public Expenditure & Reform (DPER) in the South, requires the disclosure of the remuneration and pension entitlements of certain senior staff members. Based on legal advice that making these disclosures would be a breach of data protection legislation, Tourism Ireland has not made these disclosures.

Tourism Ireland is required to disclose the median remuneration of its staff. This is based on annualised, full time, equivalent remuneration of all staff as at 31 December, 2020. It is also required to disclose the range of staff remuneration and the ratio between the median staff remuneration and the highest paid Director/Staff member.

The remuneration of the highest paid Director/Staff member in 2020 was €191,790 (£170,578) (2019: €187,496, £164,494). This was 3.79 times the median salary of the workforce which in 2020 was €50,646 (£45,045), (2019: €49,449, £43,382).

Total remuneration includes salary. It does not include employer pension contributions and the cash equivalent transfer value of pensions.

## Key Management Team Remuneration

The Key Management Team consists of the Chief Executive Officer, the Director of Corporate Services Policy & Northern Ireland/Company Secretary, the Director of Markets and the Director of Central Marketing. The total remuneration paid to the Key Management Team in 2020 amounted to €645,782 (£574,360) (2019: €629,792 (£552,529)).

## Remuneration Policy

Tourism Ireland's remuneration policy is to follow/closely align to Public Sector salaries/terms and conditions for staff based on the island of Ireland and to follow market conditions for staff based in overseas jurisdictions.

## Service Contracts

Senior management appointments are made in accordance with Tourism Ireland's recruitment and selection policy, which requires the appointment to be on the basis of suitability and competence. All staff receive a contract of employment on appointment, which details their terms and conditions.

Pay Multiples	2020 €	2019 €	2020 STG £	2019 STG £
Highest paid Director/Staff member	191,790	187,496	170,578	164,494
Median remuneration of staff	50,646	49,449	45,045	43,382
Ratio	3.79	3.79	3.79	3.79
Range of staff remuneration	€18,129 to €191,790	€17,894 to €187,496	£16,124 to £170,578	£15,699 to £164,494

## STATEMENT ON INTERNAL CONTROL/GOVERNANCE STATEMENT

for the year ended 31 December, 2020

The Board acknowledges its responsibility for ensuring that an effective system of internal financial control is maintained and operated by the Company.

The system can only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected within a timely period.

The system of internal financial control is based on a framework of regular management information, administrative procedures including the segregation of duties, and a system of delegation and accountability. In particular, it includes:

- Comprehensive budgeting systems with an annual budget which is reviewed and agreed by the Board;
- Regular reviews by the Board of periodic and annual financial reports which indicate financial performance against forecasts;
- Setting targets to measure financial and other performance;
- Clearly defined capital investment control guidelines;
- Clearly defined rules to ensure that public procurement procedures have been followed;
- As appropriate, formal project management disciplines.

The above framework incorporates the terms of the Financial Memorandum by which Tourism Ireland is governed to ensure compliance therewith.

### COVID-19

The Board recognises that the COVID-19 pandemic is a significant event and, in conjunction with management, is monitoring the situation on an ongoing basis. The business continues to operate with measures in place to protect staff and the Board's stakeholders. Staff are working remotely and services continue to be provided, although in light of issues and restrictions in the travel and tourism industry, all paid marketing activities were suspended. To date, the operations and most of the entity's activities are being continued, but at a very substantially reduced level. While the Board is unable to reliably predict the impact of COVID-19 on its cash flows, the performance and operations of the Company are being monitored closely.

### Risk and Control Framework

Tourism Ireland CLG has implemented a risk management system which identifies and reports key risks and the management actions being taken to address and, to the extent possible, to mitigate those risks.

A risk register is in place which identifies the key risks facing Tourism Ireland CLG and these have been identified, evaluated and graded according to their significance. The register is reviewed and updated by the Audit and Risk Assurance Committee on a regular basis. The outcome of these assessments is used to plan and allocate resources to ensure risks are managed to an acceptable level. The risk register details the controls and actions needed to mitigate risks and responsibility for operation of controls assigned to specific staff.

### Ongoing Monitoring and Review

Formal procedures have been established for monitoring control processes and control deficiencies are communicated to those responsible for taking corrective action and to management and the Board, where relevant, in a timely way.

Tourism Ireland CLG has an internal audit function in place, whose programme of work is influenced by analysis of the risk to which the Company is exposed. An internal audit plan has been prepared based on this analysis. This analysis of risk is reviewed during the year and is endorsed by the Company's Audit and Risk Assurance Committee. The internal audit programme of works includes performance of detailed audit work, provision of a report on the internal audit activity in the Company on a regular basis to the Audit and Risk Assurance Committee and an independent opinion on the adequacy and effectiveness of the Company's system of internal financial control. Areas covered by internal audit in their 2020 work programme included reviews of the New York Market Office, Internal Financial Controls, Information Technology General Controls, Marketing Contracts and Social Media.

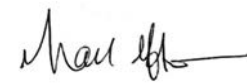
The effectiveness of the system of internal financial control is assessed by the Board on the basis of work carried out by the executive managers within the Company who have responsibility for the development and maintenance of the financial control framework. In conducting their review, the Board takes account of the management letter and other reports of the external auditor.

In February 2021, the effectiveness of the system of internal financial controls was reviewed by the Board and the Board concluded that these controls were operating effectively and satisfactorily.

On behalf of the Board



Joan O'Shaughnessy  
Chairman



Niall Gibbons  
Chief Executive

Date: 6 October, 2021

# REPORT OF THE COMPTROLLER AND AUDITOR GENERAL

Report for Presentation to the Houses of the Oireachtas  
for the year ended 31 December, 2020

## Opinion on Financial Statements

I have audited the financial statements of Tourism Ireland CLG for the year ended 31 December, 2020 as required under the provisions of section 5 of the Comptroller and Auditor General (Amendment) Act 1993. The financial statements comprise the statement of income and expenditure, the statement of comprehensive income, the statement of financial position, the statement of changes in equity, the statement of cash flows and the related notes, including a summary of significant accounting policies.

In my opinion, the financial statements

- give a true and fair view of the assets, liabilities and financial position of Tourism Ireland CLG at 31 December, 2020 and of its income and expenditure for 2020
- have been properly prepared in accordance with Financial Reporting Standard (FRS) 102 – *The Financial Reporting Standard applicable in the UK and the Republic of Ireland*, and
- have been properly prepared in accordance with the Companies Act 2014.

## Basis of Opinion

I conducted my audit of the financial statements in accordance with the International Standards on Auditing (ISAs) as promulgated by the International Organisation of Supreme Audit Institutions. My responsibilities under those standards are described in the appendix to this report. I am independent of the company and have fulfilled my other ethical responsibilities in accordance with the standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

## Conclusions Related to Going Concern

The directors have prepared the financial statements on a going concern basis. As described in the appendix to this report, I conclude on

- the appropriateness of the use by the directors of the going concern basis of accounting, and
- whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company/s ability to continue as a going concern.

I have nothing to report in that regard.

## Opinion on matters prescribed by the Companies Act 2014

Based on the work undertaken in the course of the audit, in my opinion

- the information given in the directors' report is consistent with the financial statements, and
- the directors' report has been prepared in accordance with the Companies Act 2014.

I have obtained all the information and explanations that I consider necessary for the purposes of my audit.

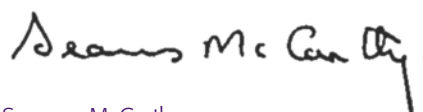
In my opinion, the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited, and the financial statements are in agreement with the accounting records.

The Companies Act 2014 also requires me to report if, in my opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. I have nothing to report in that regard.

## Report on Information other than the Financial Statements, and on Other Matters

The directors have presented certain other information with the financial statements. This comprises the annual report including the report of the directors, the statement of directors' responsibilities, the remuneration report and the statement on internal control/governance statement. My responsibilities to report in relation to such information, and on certain other matters upon which I report by exception, are described in the appendix to this report.

I have nothing to report in that regard.



Seamus McCarthy

Comptroller and Auditor General

Date: 14 October, 2021



# REPORT OF THE COMPTROLLER AND AUDITOR GENERAL

## APPENDIX TO THE REPORT

### Responsibilities of the Directors

The statement of directors' responsibilities explains that the directors are responsible for

- the preparation of financial statements in the form prescribed under the Companies Act 2014
- ensuring that the financial statements give a true and fair view in accordance with FRS102
- ensuring the regularity of transactions
- assessing whether the use of the going concern basis of accounting is appropriate, and
- such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Responsibilities of the Comptroller and Auditor General

I am required under section 5 of the Comptroller and Auditor General (Amendment) Act 1993 to audit the financial statements of Tourism Ireland CLG and to report thereon to the Houses of the Oireachtas.

My objective in carrying out the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the financial statements whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.

- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.
- I conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause the company to cease being a going concern.
- I evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

### Information other than the Financial Statements

My opinion on the financial statements does not cover the other information presented with those statements, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, I am required under the ISAs to read the other information presented and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

### Reporting on Other Matters

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation. I report if I identify material matters relating to the manner in which public business has been conducted.

I seek to obtain evidence about the regularity of financial transactions in the course of audit. I report if I identify any material instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.

## STATEMENT OF INCOME AND EXPENDITURE

for the year ended 31 December, 2020

	Notes	2020 € (000's)	2019 € (000's)	2020 STG £ (000's)	2019 STG £ (000's)
Total Income	2	62,269	81,397	55,382	71,411
Less Expenditure	3	(50,263)	(78,960)	(44,704)	(69,273)
Transfer from/(to) Government Grant Reserve		81	220	72	193
<b>Surplus/(Deficit) of income over expenditure</b>		<b>12,087</b>	<b>2,657</b>	<b>10,750</b>	<b>2,331</b>

## STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December, 2020

	Notes	2020 € (000's)	2019 € (000's)	2020 STG £ (000's)	2019 STG £ (000's)
Surplus/(Deficit) of income over expenditure		12,087	2,657	10,750	2,331
Actuarial (Loss)/Gain on pension liabilities	14d	(11,900)	(10,569)	(10,658)	(8,949)
Adjustment to deferred pension funding		11,900	10,569	10,658	8,949
<b>Total recognised Gain/(Loss) for the year</b>		<b>12,087</b>	<b>2,657</b>	<b>10,750</b>	<b>2,331</b>

All income and expenditure for the year relates to continuing activities at the balance sheet date.

The Statement of Cash Flows and notes 1 to 21 form an integral part of these Financial Statements.

On behalf of the Board



Joan O'Shaughnessy  
Chairman

Christopher Brooke  
Director

Date: 6 October, 2021

# STATEMENT OF FINANCIAL POSITION

as at 31 December, 2020

	Notes	2020 € (000's)	2019 € (000's)	2020 STG £ (000's)	2019 STG £ (000's)
<b>Fixed Assets</b>					
Intangible	7	-	-	-	-
Property, Plant and Equipment	8	1,418	1,499	1,270	1,269
		<b>1,418</b>	<b>1,499</b>	<b>1,270</b>	<b>1,269</b>
<b>Current Assets</b>					
Receivables	9	989	4,573	886	3,872
Cash and cash equivalents		21,326	13,273	19,100	11,238
		<b>22,315</b>	<b>17,846</b>	<b>19,986</b>	<b>15,110</b>
<b>Current Liabilities (Amounts falling due within one year)</b>					
Payables	10	(6,697)	(14,315)	(5,998)	(12,120)
<b>Net Current Assets</b>		<b>15,618</b>	<b>3,531</b>	<b>13,988</b>	<b>2,990</b>
<b>Retirement Benefits</b>					
Deferred pension funding	14f	89,915	75,349	80,528	63,799
Pension Liabilities	14c	(89,915)	(75,349)	(80,528)	(63,799)
		-	-	-	-
<b>Total Net Assets</b>		<b>17,036</b>	<b>5,030</b>	<b>15,258</b>	<b>4,259</b>
<b>Represented by</b>					
Income and Expenditure Account		15,618	3,531	13,988	2,990
Government Grant Reserve		1,418	1,499	1,270	1,269
		<b>17,036</b>	<b>5,030</b>	<b>15,258</b>	<b>4,259</b>

The Statement of Cash Flows and notes 1 to 21 form an integral part of these Financial Statements.

On behalf of the Board



Joan O'Shaughnessy  
Chairman

Christopher Brooke  
Director

Date: 6 October, 2021

## STATEMENT OF CHANGES IN EQUITY

for the year ended 31 December, 2020

### Income and Expenditure Account Reserve

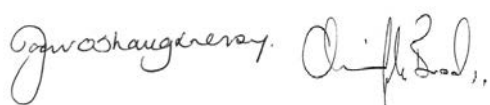
	2020	2019	2020	2019
	€	€	STG £	STG £
	(000's)	(000's)	(000's)	(000's)
<b>Balance at 1 January</b>	3,531	874	2,990	740
Surplus/(Deficit) for year	12,087	2,657	10,750	2,331
Actuarial (Loss)/Gain	(11,900)	(10,569)	(10,658)	(8,949)
Deferred Pension Funding	11,900	10,569	10,658	8,949
Exchange (Loss)/Gain	-	-	248	(81)
<b>Balance at 31 December</b>	<b>15,618</b>	<b>3,531</b>	<b>13,988</b>	<b>2,990</b>

### Government Grant Reserve

	2020	2019	2020	2019
	€	€	STG £	STG £
	(000's)	(000's)	(000's)	(000's)
<b>Balance at 1 January</b>	1,499	1,719	1,269	1,537
Grants used to purchase property, plant and equipment	266	137	236	120
Amortisation in line with asset depreciation	(347)	(356)	(308)	(312)
Amount realised on disposal of property, plant and equipment	-	(1)	-	(1)
Exchange Gain/(Loss)	-	-	73	(75)
<b>Balance at 31 December</b>	<b>1,418</b>	<b>1,499</b>	<b>1,270</b>	<b>1,269</b>
<b>Total Equity at Year End</b>	<b>17,036</b>	<b>5,030</b>	<b>15,258</b>	<b>4,259</b>

The Statement of Cash Flows and notes 1 to 21 form an integral part of these Financial Statements.

On behalf of the Board



Joan O'Shaughnessy  
Chairman

Christopher Brooke  
Director

Date: 6 October, 2021

# STATEMENT OF CASH FLOWS

for the year ended 31 December, 2020

	Notes	2020 € (000's)	2019 € (000's)	2020 STG £ (000's)	2019 STG £ (000's)
Net cash generated from operating activities	12	8,319	2,422	8,098	1,529
<b>Cash flows from investing activities:</b>					
Payments to acquire property, plant and equipment		(266)	(137)	(236)	(120)
Net increase/(decrease) in cash and cash equivalents	13	8,053	2,285	7,862	1,409
Cash and cash equivalents at the beginning of the year		13,273	10,988	11,238	9,829
Cash and cash equivalents at the end of the year		21,326	13,273	19,100	11,238

On behalf of the Board



Joan O'Shaughnessy  
Chairman

Christopher Brooke  
Director

Date: 6 October, 2021

# STATEMENT OF ACCOUNTING POLICIES

as at 31 December, 2020

The significant accounting policies adopted by the Company are as follows:

## Accounting Policies

The basis of preparation and significant accounting policies adopted by Tourism Ireland CLG are set out below. They have been applied consistently throughout the year and for the preceding year.

## Statement of Compliance

The financial statements of Tourism Ireland CLG for the year ended 31 December, 2020 have been prepared in accordance with FRS102, the financial reporting standard applicable in the UK and Ireland issued by the Financial Reporting Council (FRC), as promulgated by Chartered Accountants Ireland and, except where indicated, are in compliance with the requirements of the North/South Implementation Bodies Annual Reports and Accounts Guidance issued by the Department of Finance and the Department of Public Expenditure and Reform.

## Basis of Preparation

The financial statements have been prepared under the historical cost convention, except for certain assets and liabilities that are measured at fair values as explained in the accounting policies below. The following accounting policies have been applied consistently in dealing with items considered material in relation to the financial statements of Tourism Ireland CLG.

## Critical Accounting Judgements and Estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements have had the most significant effect on amounts recognised in the financial statements:

### *a) Depreciation and Residual Values*

The Directors have reviewed the asset lives and associated residual values of all fixed asset classes, and in particular, the useful economic life and residual values of fixtures and fittings, and have concluded that asset lives and residual values are appropriate.

### *b) Retirement Benefit Obligation*

The assumptions underlying the actuarial valuations from which the amounts recognised in the financial statements are determined (including discount rates, rates of increase in future compensation levels, mortality rates and healthcare cost trend rates) are updated annually based on current economic conditions, and for any relevant changes to the terms and conditions of the pension and post-retirement plans.

The assumptions can be affected by:

- (i) the discount rate, changes in the rate of return on high quality corporate bonds
- (ii) future compensation levels, future labour market conditions.

## Income

Income is accounted for on a receivable basis. All grant income is credited to the Statement of Income and Expenditure in the accounting period in which it is claimed from the funding bodies.

## Expenditure

VAT and local sales taxes are absorbed by the Company with a limited recovery system agreed with the Revenue Authorities. All advertising and promotional expenditure, including costs incurred on the production of publications items for which no revenue is obtained, is charged to the Statement of Income and Expenditure in the financial period in which it is incurred.

## Receivables

Trade Debtors are stated after providing for specific bad and doubtful debts.

## Intangible Fixed Assets

Finite life intangible assets are amortised over the period of their expected useful lives by charging equal annual instalments to the Statement of Income and Expenditure. The useful life used to amortise finite intangible assets relates to the future performance of the assets acquired and management's judgement of the period over which the economic benefit will be derived from the asset.

## Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, on the straight line basis. Computer software that is either purchased or developed in-house is normally written off in the year of purchase unless it can be proven to have a re-sale value.

# STATEMENT OF ACCOUNTING POLICIES (continued)

as at 31 December, 2020

## Foreign Currencies

Monetary assets and liabilities denominated in foreign currencies are translated into Euro at the rates of exchange prevailing at the balance sheet date. Transactions in foreign currencies are recorded at standard rates fixed for the year for each currency with gains and losses realised at the time of payment. Realised gains and losses are taken to the Statement of Income and Expenditure.

Translated amounts have been disclosed in the Statement of Income and Expenditure, Statement of Cash Flows, Statement of Financial Position and related notes in Euro (€) with summary amounts given in Sterling (STG£).

## Retirement Benefits

The North/South Pension Scheme was established by the North/South Implementation Bodies and Tourism Ireland CLG with effect from 29 April, 2005. It is a defined benefit pension scheme which is funded annually on a pay as you go basis. The scheme is administered by an external administrator. Funding from the Irish Government is provided by the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media (formerly the Department of Transport, Tourism and Sport) and funding from the Northern Ireland Executive is provided by the Department for the Economy to Tourism Ireland, which then funds the administrator.

Pension costs reflect pension benefits earned by employees during the period. An amount corresponding to the pension charge is recognised as income to the extent, that in the future either by way of grant income or other funding to the administrator, it is recoverable, and offset by pension payments made in the year.

Actuarial gains or losses arising from changes to actuarial assumptions and from experience surpluses and deficits are reflected in the Statement of Comprehensive Income and a corresponding adjustment is recognised in the amount recoverable from the Northern Ireland Executive and the Irish Government.

Pension liabilities represent the present value of future pension payments earned by staff to date. Deferred pension funding represents a corresponding asset, being resources to be made available in future periods from the Northern Ireland Executive and the Irish Government, in the manner described above.

The Statement of Financial Position recognises the cumulative liability for pensions earned by employees as at the year end, together with a corresponding asset.

In accordance with accounting practice for non-commercial State bodies in the Republic of Ireland, Tourism Ireland

recognises an asset representing resources to be made available by the UK and Irish Exchequers for the unfunded deferred liability for pensions on the basis of a number of past events. These events include the statutory backing for the superannuation schemes, and the policy and practice in relation to funding public service pensions in both jurisdictions including the annual estimates process. While there is no formal agreement and therefore no guarantee regarding these specific amounts with the funding bodies, Tourism Ireland has no evidence that this funding policy will not continue in the future.

Contributions are made to a number of personal pension schemes operated by staff who are not members of a defined benefit scheme. Payments made under each scheme are included in the Statement of Income and Expenditure in the year to which they relate.

## Leased Assets

Assets acquired under finance leases are capitalised as fixed assets and depreciated in accordance with normal Company policy. The corresponding liability is recorded as a payable and the interest element of the finance lease payment is charged to the Statement of Income and Expenditure on an annuity basis. Operating lease rentals are charged to the Statement of Income and Expenditure on a straight-line basis over the lease term.

## Government Grant Reserve

The Government Grant Reserve represents the unamortised value of grant income used for capital purposes.

# NOTES TO THE FINANCIAL STATEMENTS

for year ended 31 December, 2020

## 1. Format of Financial Statements

Euro results have been translated into Sterling at the year-end closing rate of €1.11657 (2019: €1.18106) for the Statement of Financial Position and the average yearly rate of €1.12435 (2019: €1.13983) for the Statement of Income and Expenditure.

## 2. Total Income

		2020	2019	2020	2019
	Notes	€ (000's)	€ (000's)	STG £ (000's)	STG £ (000's)
Fáilte Ireland		51,231	61,593	45,565	54,038
Tourism Northern Ireland		7,967	14,788	7,086	12,973
Trade Income		402	2,077	357	1,822
Sundry Income		3	27	3	23
Net deferred funding for pensions	14e	2,666	2,912	2,371	2,555
		<b>62,269</b>	<b>81,397</b>	<b>55,382</b>	<b>71,411</b>

Income is receivable from Fáilte Ireland and Tourism Northern Ireland in accordance with funding provisions set out in the Financial Memorandum. The amount actually received in Sterling from Tourism Northern Ireland was £7.065m (2019: £13.309m).

Income from Fáilte Ireland includes €2.466m: £2.193m (2019: €4.219m: £3.701m) for Product Marketing and Regional Access (to promote access to regions outside of Dublin and Northern Ireland).

Income from Tourism Northern Ireland includes €0.117m: £0.104m (2019: €1.799m: £1.579m) for Product Marketing undertaken on its behalf.

Tourism Ireland normally draws down funding from its two sponsor departments, to match its planned expenditure, and with the objective of having a very small accumulated balance on its Income and Expenditure Account at the year end. During 2020, due to the cancellation of activities due to COVID-19, monies were drawn down, which were not able to be spent in 2020, resulting in substantial reserves at 31 December, 2020. It is Tourism Ireland's intention to utilise these reserves in its various campaigns to help restore the Irish tourism industry during 2021.

## 3. Expenditure

		2020	2019	2020	2019
	Notes	€ (000's)	€ (000's)	STG £ (000's)	STG £ (000's)
Marketing Programmes		23,790	51,858	21,159	45,496
Overseas General Sales Agents		571	697	508	611
Employees and Remuneration	5	17,302	16,449	15,389	14,431
IT Costs		1,253	1,238	1,114	1,086
Rent and Rates		2,840	2,617	2,526	2,296
Office and Administration costs		3,633	4,085	3,231	3,584
Travel and Subsistence		327	1,471	291	1,291
Legal and Professional		469	468	417	410
Directors' Remuneration	6	68	76	60	67
Bad Debts		10	1	9	1
		<b>50,263</b>	<b>78,960</b>	<b>44,704</b>	<b>69,273</b>



## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 3. Expenditure (continued)

Marketing programmes includes Fáilte Ireland €0.398m: £0.354m (2019: €4.121: £3.615m) spent on Product Marketing and Regional Access (to promote access to regions outside of Dublin and Northern Ireland).

Marketing programmes includes Tourism Northern Ireland €0.099m: £0.088m (2019: €1.850m: £1.623m) for Product Marketing undertaken on its behalf.

### 2020 Geographic Analysis of Expenditure

		Central	Great Britain	Europe	Rest of the World	North America	Total
	Notes	€ (000's)	€ (000's)	€ (000's)	€ (000's)	€ (000's)	€ (000's)
Marketing Programmes		10,078	2,638	5,031	586	5,457	23,790
Overseas General Sales Agents		-	-	147	424	-	571
Employees and Remuneration	5	9,378	1,145	3,555	954	2,270	17,302
IT Costs		1,070	34	69	13	67	1,253
Rent and Rates		694	556	559	190	841	2,840
Office and Administration costs		2,896	145	169	41	382	3,633
Travel and Subsistence		96	17	77	43	94	327
Legal and Professional		314	4	53	7	91	469
Directors' Remuneration	6	68	-	-	-	-	68
Bad Debts		10	-	-	-	-	10
		<b>24,604</b>	<b>4,539</b>	<b>9,660</b>	<b>2,258</b>	<b>9,202</b>	<b>50,263</b>

		Central	Great Britain	Europe	Rest of the World	North America	Total
	Notes	STG £ (000's)	STG £ (000's)	STG £ (000's)	STG £ (000's)	STG £ (000's)	STG £ (000's)
Marketing Programmes		8,963	2,346	4,476	521	4,853	21,159
Overseas General Sales Agents		-	-	131	377	-	508
Employees and Remuneration	5	8,341	1,018	3,162	848	2,020	15,389
IT Costs		952	30	61	12	59	1,114
Rent and Rates		617	495	497	169	748	2,526
Office and Administration costs		2,576	129	150	36	340	3,231
Travel and Subsistence		85	15	68	39	84	291
Legal and Professional		279	4	47	6	81	417
Directors' Remuneration	6	60	-	-	-	-	60
Bad Debts		9	-	-	-	-	9
		<b>21,882</b>	<b>4,037</b>	<b>8,592</b>	<b>2,008</b>	<b>8,185</b>	<b>44,704</b>

Central Marketing programmes comprise of Tourism Ireland's customer contact centre, e-marketing unit, advertising production and the costs of the production and distribution of sundry marketing materials.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 4. Surplus/(Deficit) of Income over Expenditure

This is stated after charging:

		2020	2019	2020	2019
	Notes	€ (000's)	€ (000's)	STG £ (000's)	STG £ (000's)
Amortisation of intangible asset	7	-	-	-	-
Depreciation of property, plant and equipment	8	347	356	308	312
Hospitality		10	54	9	47
Auditors' Remuneration		23	21	20	18
Directors' Remuneration	6	68	76	60	67
Operating lease rentals – Land and Buildings	11	2,557	2,256	2,274	1,979
Operating lease rentals – Other		2	10	2	8

### 5. Employees and Remuneration

		2020	2019	2020	2019
	Notes	€ (000's)	€ (000's)	STG £ (000's)	STG £ (000's)
Wages and salaries		10,404	9,887	9,253	8,674
Social welfare costs		1,379	1,254	1,226	1,100
Student placement programmes		603	754	537	661
Company contribution to private pensions	14h	94	88	84	77
Current pension service costs	14e	4,497	4,130	4,000	3,624
Other payroll costs		325	336	289	295
		<b>17,302</b>	<b>16,449</b>	<b>15,389</b>	<b>14,431</b>

The average number of people employed during the year was 162 (2019: 163).

The Chief Executive was appointed by the North South Ministerial Council on 10 June, 2009, initially on a five-year contract. A second five-year contract was subsequently awarded and since June 2019, he has been employed on a contract of indefinite duration, which has been noted by the North South Ministerial Council. The Chief Executive's salary in 2020 was €170,020 (£151,216) (2019: €166,303 (£145,901)), he is a member of the Company's pension scheme, no bonus is payable and his salary has been amended in accordance with the Financial Emergency Measures in the Public Interest Act 2009. The salary is also subject to a Core Scheme pension contribution of 7.35%.

#### Employee benefits breakdown\*

	Number of employees 2020	Number of employees 2019
€60,001 - €70,000	17	17
€70,001 - €80,000	11	11
€80,001 - €90,000	9	9
€90,001 - €100,000	7	7
€100,001 - €110,000	9	8
€110,001 - €120,000	1	1
€120,001 - €130,000	1	0
€130,001 - €140,000	2	3
€140,001 - €150,000	0	0
€150,001 - €160,000	1	3
€160,001 - €170,000	2	1
€170,001 - €180,000	1	0
€180,001 - €190,000	0	1
€190,001 - €200,000	1	0

\*A breakdown of total employee remuneration (including salaries and other benefits) over €60,000, in increments of €10,000, is required under DPER circular 13/2014.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 6. Directors' Remuneration and Expenses

Director's emoluments:	2020	2019	2020	2019
	€	€	STG £	STG £
Ms Joan O'Shaughnessy ( <i>Chairman</i> )	8,978	11,970	7,985	10,502
Mr Chris Brooke ( <i>Vice – Chairman</i> )	9,830	9,830	8,743	8,624
Ms Ruth Andrews	3,206	-	2,852	-
Mr Trevor Clarke	7,695	7,695	6,844	6,751
Mr Harry Connolly	7,695	7,695	6,844	6,751
Mr Joe Dolan	3,206	-	2,852	-
Ms Nóirín Hegarty	5,771	-	5,133	-
Mr Graham Keddie	7,695	7,695	6,844	6,751
Mr Stephen McNally	3,206	-	2,852	-
Ms Mary Mulvey	3,206	-	2,852	-
Mr David O'Brien	-	7,695	-	6,751
Mr Michael O'Sullivan	-	7,695	-	6,751
Ms Kathryn Thomson	7,695	7,695	6,844	6,751
Mr Trevor White	-	7,695	-	6,751
<b>For services as Directors</b>	<b>68,183</b>	<b>75,665</b>	<b>60,645</b>	<b>66,383</b>

Two of the Directors, Mr Graham Keddie and Ms Kathryn Thomson, have instructed Tourism Ireland CLG to pay their remuneration to charities, Goliath Trust Limited (Northern Ireland Charity No. NIC107956) and The National Museum of Northern Ireland (Northern Ireland Charity No. NIC103729) respectively. Accordingly, whilst Mr Keddie's and Ms Thomson's remuneration is included in the above table, none of the remuneration was actually received by them.

No other Director received any remuneration and the Directors are not entitled to any other emolument, benefit or pension and are not entitled to compensation upon loss of office. None of the Directors received an incentive to take up office.

Director's expenses	2020	2019	2020	2019
	€	€	STG £	STG £
Mileage	159	2,703	139	2,371
Accommodation and Subsistence	778	8,316	683	7,296
Other Travel expenses	-	10,875	-	9,541
<b>Total</b>	<b>937</b>	<b>21,894</b>	<b>822</b>	<b>19,208</b>

## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 7. Intangible Fixed Asset

This asset relates to the purchase of the domain name "Ireland.com" from The Irish Times in late 2012.

	Domain Name
	€ (000's)
<b>Cost</b>	
At 1 January and 31 December, 2020	609
<b>Amortisation</b>	
At 1 January and 31 December, 2020	609
<b>Net Book Value</b>	
At 31 December, 2019 and 2020	-

	Domain Name
	STG £ (000's)
<b>Cost</b>	
At 1 January and 31 December, 2020	540
<b>Amortisation</b>	
At 1 January and 31 December, 2020	540
<b>Net Book Value</b>	
At 31 December, 2019 and 2020	-

The estimated useful life of intangible fixed assets, by reference to which amortisation is calculated, is as follows:

Domain Names: 5 years

## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 8. Property, Plant and Equipment

	Computer Equipment	Fixtures & Fittings	Leasehold Property	Total
	€ (000's)	€ (000's)	€ (000's)	€ (000's)
<b>Cost</b>				
At 1 January, 2020	1,158	659	2,105	3,922
Additions	75	191	-	266
Disposals	(16)	(105)	-	(121)
<b>At 31 December, 2020</b>	<b>1,217</b>	<b>745</b>	<b>2,105</b>	<b>4,067</b>
<b>Depreciation</b>				
At 1 January, 2020	984	535	904	2,423
Charge for Year	149	26	172	347
Disposals	(16)	(105)	-	(121)
<b>At 31 December, 2020</b>	<b>1,117</b>	<b>456</b>	<b>1,076</b>	<b>2,649</b>
<b>Net Book Value</b>				
<b>At 31 December, 2020</b>	<b>100</b>	<b>289</b>	<b>1,029</b>	<b>1,418</b>
<b>At 31 December, 2019</b>	<b>174</b>	<b>124</b>	<b>1,201</b>	<b>1,499</b>

	Computer Equipment	Fixtures & Fittings	Leasehold Property	Total
	STG € (000's)	STG € (000's)	STG € (000's)	STG € (000's)
<b>Cost</b>				
At 1 January, 2020	980	560	1,786	3,326
Exchange Adjustment	57	33	103	193
Additions	67	169	-	236
Disposals	(14)	(94)	-	(108)
<b>At 31 December, 2020</b>	<b>1,090</b>	<b>668</b>	<b>1,889</b>	<b>3,647</b>
<b>Depreciation</b>				
At 1 January, 2020	836	454	767	2,057
Exchange Adjustment	49	26	45	120
Charge for Year	132	23	153	308
Disposals	(14)	(94)	-	(108)
<b>At 31 December, 2020</b>	<b>1,003</b>	<b>409</b>	<b>965</b>	<b>2,377</b>
<b>Net Book Value</b>				
<b>At 31 December, 2020</b>	<b>87</b>	<b>259</b>	<b>924</b>	<b>1,270</b>
<b>At 31 December, 2019</b>	<b>144</b>	<b>106</b>	<b>1,019</b>	<b>1,269</b>

The estimated useful lives of property, plant and equipment by reference to which depreciation is calculated, are as follows:

Computer Equipment	3 years	Fixtures & Fittings	8 years
Leasehold Property	8 years		

## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 9. Receivables

	2020	2019	2020	2019
	€	€	STG £	STG £
	(000's)	(000's)	(000's)	(000's)
Trade debtors	1	105	1	89
Fáilte Ireland	215	1,756	193	1,487
Tourism Northern Ireland	56	221	50	187
Sundry debtors and prepayments	717	2,491	642	2,109
	<b>989</b>	<b>4,573</b>	<b>886</b>	<b>3,872</b>

### 10. Payables

	2020	2019	2020	2019
	€	€	STG £	STG £
	(000's)	(000's)	(000's)	(000's)
<b>Amounts falling due within one year</b>				
Trade and sundry creditors	4,789	11,993	4,289	10,154
Trade income received in advance	114	45	102	38
Pay related tax costs and deductions	339	323	304	274
Pension costs	8	6	7	5
VAT	561	208	502	176
Accruals	886	1,740	794	1,473
	<b>6,697</b>	<b>14,315</b>	<b>5,998</b>	<b>12,120</b>

### 11. Operating Leases

At 31 December, 2020 the Company had commitments under operating leases as follows:

	Premises	Other Operating Leases	Total	Premises	Other Operating Leases	Total
	€	€	€	STG £	STG £	STG £
	(000's)	(000's)	(000's)	(000's)	(000's)	(000's)
Within 1 year	2,434	2	2,436	2,179	2	2,181
Between 2 and 5 years	7,685	-	7,685	6,883	-	6,883
More than 5 years	8,207	-	8,207	7,351	-	7,351
	<b>18,326</b>	<b>2</b>	<b>18,328</b>	<b>16,413</b>	<b>2</b>	<b>16,415</b>

## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 11. Operating Leases (continued)

The rent payable in respect of leased premises is broken down as follows:

Location	Expiry Date	Break Clause	2020 Rent Payable € (000's)	2019 Rent Payable € (000's)	2020 Rent Payable STG € (000's)	2019 Rent Payable STG € (000's)
<b>Head offices</b>						
Dublin (3)	2038	-	626	629	557	552
Coleraine	2023	-	40	40	36	35
<b>Overseas offices</b>						
Amsterdam	2021	-	71	68	63	60
Brussels	2021	-	37	37	33	32
Copenhagen	2025	-	58	57	51	50
Dubai	2021	-	70	66	63	58
Frankfurt	2022	-	73	72	65	63
Glasgow	2028	-	23	24	20	21
London	2025	-	334	235	297	206
Madrid (1) (2)	Rolling	-	46	46	41	40
Milan (2)	Rolling	-	42	46	37	40
New York (1)	2024	-	784	574	697	504
Paris	2027	2024	178	188	158	165
Shanghai	2022	-	34	40	31	35
Sydney	2022	-	82	82	73	72
Toronto	2023	-	59	52	52	46
<b>Total</b>			<b>2,557</b>	<b>2,256</b>	<b>2,274</b>	<b>1,979</b>

Notes:

(1) Shared accommodation with another state agency or Government body.

(2) Premises currently occupied on a rolling basis with no fixed term.

(3) In accordance with FRS102, lease incentives are spread over the remaining lease period.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 12. Reconciliation of the Surplus/(Deficit) of income over expenditure to net cash generated from operating activities

	2020	2019	2020	2019
	€	€	STG £	STG £
	(000's)	(000's)	(000's)	(000's)
<b>Surplus/(Deficit) for the Year</b>	<b>12,087</b>	<b>2,657</b>	<b>10,750</b>	<b>2,331</b>
Depreciation of property, plant and equipment	347	356	308	312
Transfer (from)/to Government Grant Reserve	(81)	(220)	(72)	(193)
Loss on disposal of property, plant and equipment	-	1	-	1
Decrease/(Increase) in receivables	3,584	(1,771)	2,986	(1,366)
(Decrease)/Increase in payables	(7,618)	1,399	(6,122)	566
Revaluation of opening balance	-	-	173	(41)
Revaluation of closing balance	-	-	75	(81)
<b>Net cash generated from operating activities</b>	<b>8,319</b>	<b>2,422</b>	<b>8,098</b>	<b>1,529</b>

### 13. Reconciliation of net cash inflow/(outflow) to movement in Cash and cash equivalents

	2020	2019	2020	2019
	€	€	STG £	STG £
	(000's)	(000's)	(000's)	(000's)
Cash and cash equivalents at 1 January	13,273	10,988	11,238	9,829
Net Cash inflow/(outflow)	8,053	2,285	7,862	1,409
Cash and cash equivalents at 31 December	21,326	13,273	19,100	11,238
Net cash inflow/(outflow) from operating activities	8,319	2,422	8,098	1,529
Net cash inflow/(outflow) from non-operating activities	(266)	(137)	(236)	(120)
Net cash inflow/(outflow)	8,053	2,285	7,862	1,409

### 14. Pensions

#### a) Background

The North/South Pension Scheme was established by the North/South Implementation Bodies and Tourism Ireland CLG with effect from 29 April, 2005.

The pension scheme consists of a number of sections with different benefit structures. The main sections are:

The Core Final Salary section – this is a final salary pension arrangement with benefits modelled on the Classic section of the Principal Civil Service Pension Scheme in Northern Ireland. The scheme provides a pension (eightieths per year of service), a gratuity or lump sum (three eightieths per year of service) and spouse's and children's pensions. Normal Retirement Age is a member's 60th birthday. Pensions in payment (and deferment) increase in line with general price inflation.

The Core alpha section – this is a career averaged revalued earnings pension arrangement or CARE scheme with benefits modelled on the alpha section of the Principal Civil Service Pension Scheme in Northern Ireland. The scheme provides a pension based on a percentage (2.32%) of pensionable pay for each year of active membership (the pension is increased at the start of each scheme year in line with general price inflation) and spouse's and children's pensions. Normal Retirement Age is a member's State Pension Age in the relevant jurisdiction, which is currently 67, 68 or between 67 and 68 in the UK and 68 in Ireland. Pensions in payment (and deferment) increase in line with general price inflation.

Reserved Rights sections – these are a number of sections of the scheme that are modelled on the Irish public service pension schemes that employees of the North/South Bodies were members of at the point they were designated and transferred at the



## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 14. Pensions (continued)

formation of the Bodies. These schemes are final salary pension arrangements with benefits the same as the relevant Irish public sector scheme e.g. Superannuation Scheme for Established Civil Servants. These schemes provide a pension (for non-integrated members eightieths per year of service but for integrated members two-hundredths per year of service on salary up to 3.333 times the Old Age Contributory State Pension and eightieths per year of service on salary above 3.333 times the Old Age Contributory State Pension), a gratuity or lump sum (three eightieths per year of service) and spouse's and children's pensions. Normal Retirement Age is a member's 60th birthday (or 65th in the Non-Contributory Pension Scheme for Non-Established State Employees). Pensions in payment (and deferment) generally increase in line with general public sector salary inflation. The applicable Reserved Rights Scheme for Tourism Ireland CLG is the Bord Fáilte Eireann Superannuation Scheme.

Most Core section members have benefits in both the Final Salary and alpha sections and new entrants who join the Scheme after 1 April, 2015 will, in most cases, become members of the Core alpha section.

In addition Tourism Ireland makes contributions to a number of personal schemes operated by its employees.

#### b) Accounting Treatment

FRS102 requires financial statements to reflect, at fair value, the assets and liabilities arising from an employer's obligations and any related funding and to recognise the costs of providing superannuation benefits in the accounting periods in which they are earned by employees.

The effect of FRS102 is to recognise as expenditure in the year the cost of pensions earned, rather than the payments made to pensioners, and a corresponding funding amount. In addition the Statement of Financial Position recognises the cumulative liability for pensions earned by employees as at 31 December, 2020 together with a corresponding asset.

The valuation used for FRS102 disclosures at 31 December, 2020 has been carried out by a qualified independent actuary (Deloitte). The results this year have been prepared by carrying out a full valuation of the Scheme's liabilities incorporating market conditions and scheme data at 31 December, 2020.

The principal actuarial assumptions used to calculate scheme liabilities under FRS102 are:

	2020	2019
Discount rate (South)	0.80%	1.30%
Discount rate (North)	1.35%	2.10%
Inflation rate (South)	1.05%	1.15%
Inflation rate (North)	2.20%	2.00%
Rate of increase in salaries (South)	2.20%	2.00%
Rate of increase in salaries (North)	2.20%	2.00%
Rate of increase for pensions (South)	1.05 or 2.20%	1.15 or 2.00%
Rate of increase for pensions (North)	2.20%	2.00%
Average expected future life at age 65 for		
Male currently aged 65	22.3	22.0
Female currently aged 65	24.6	23.9
Male currently aged 45	23.6	23.4
Female currently aged 45	26.0	25.4

## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 14. Pensions (continued)

#### c) Movement in Net Pension Liability during the financial year

	2020	2019	2020	2019
	€	€	STG €	STG €
	(000's)	(000's)	(000's)	(000's)
Retirement Benefit Obligation at the beginning of the year	(75,349)	(61,868)	(63,799)	(55,343)
Exchange differences	-	-	(3,700)	3,048
Benefits paid during the year	1,831	1,218	1,629	1,069
Current service cost	(3,309)	(2,668)	(2,943)	(2,341)
Net Transfers (in)/out of the scheme	-	-	-	-
Other finance income/(charge)	(1,188)	(1,462)	(1,057)	(1,283)
Actuarial (loss)/gain	(11,900)	(10,569)	(10,658)	(8,949)
Retirement Benefit Obligation at the end of the year	(89,915)	(75,349)	(80,528)	(63,799)

#### d) Analysis of the Actuarial gain/(loss) is as follows:

	2020	2019	2020	2019
	€	€	STG €	STG €
	(000's)	(000's)	(000's)	(000's)
Experience (loss)/gain	(1,105)	(575)	(990)	(487)
Gain/(loss) on currency movements	1,699	(1,247)	1,521	(1,056)
(Loss)/gain on change in demographic assumptions	(706)	-	(632)	-
(Loss)/gain on change in financial assumptions	(11,788)	(8,747)	(10,557)	(7,406)
Actuarial (loss)/gain	(11,900)	(10,569)	(10,658)	(8,949)

#### e) Statement of Income and Expenditure analysis for the financial year

Analysis of the net deferred funding for pensions is as follows:

	2020	2019	2020	2019
	€	€	STG €	STG €
	(000's)	(000's)	(000's)	(000's)
Current service cost	3,309	2,668	2,943	2,341
Other finance cost	1,188	1,462	1,057	1,283
Benefits paid during the year	(1,831)	(1,218)	(1,629)	(1,069)
Net deferred funding for pensions	2,666	2,912	2,371	2,555

Analysis of the current pension service costs is as follows:

	2020	2019	2020	2019
	€	€	STG €	STG €
	(000's)	(000's)	(000's)	(000's)
Current service cost	3,309	2,668	2,943	2,341
Other finance cost	1,188	1,462	1,057	1,283
Current pension service costs	4,497	4,130	4,000	3,624

## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 14. Pensions (continued)

#### f) Deferred Funding Asset for Pensions

	2020	2019	2020	2019
	€	€	STG €	STG €
	(000's)	(000's)	(000's)	(000's)
Opening Balance at 1 January	75,349	61,868	63,799	55,343
Increase/(Decrease) in Deferred Funding of Pension Asset	14,566	13,481	16,729	8,456
<b>Closing Balance at 31 December</b>	<b>89,915</b>	<b>75,349</b>	<b>80,528</b>	<b>63,799</b>

#### g) History of Defined Benefit Liabilities

	2020	2019	2018	2017	2016
	€	€	€	€	€
	(000's)	(000's)	(000's)	(000's)	(000's)
(Deficit) as at 31 December	(89,915)	(75,349)	(61,868)	(60,619)	(64,899)
Experience (loss)/gain	(1,105)	(575)	(1,539)	2,938	(4,700)
Percentage of Scheme Liabilities	(1.2%)	(0.8%)	(2.5%)	4.8%	(7.2%)

	2020	2019	2018	2017	2016
	STG €	STG €	STG €	STG €	STG €
	(000's)	(000's)	(000's)	(000's)	(000's)
(Deficit) as at 31 December	(80,528)	(63,799)	(55,343)	(53,781)	(55,443)
Experience (loss)/gain	(990)	(487)	(1,377)	2,607	(4,015)
Percentage of Scheme Liabilities	(1.2%)	(0.8%)	(2.5%)	4.8%	(7.2%)

#### h) Private Pension Schemes

In circumstances where staff are unable to avail of the scheme, they may set up a personal defined contribution scheme, to which the Company will make a contribution. There are 39 staff members in such schemes.

### 15. Capital Commitments

The company had no committed expenditure at 31 December, 2020 or 2019: €0.0m.

### 16. Other Commitments

The Company had committed to marketing expenditure of €1.1m (€1.0m) at 31 December, 2020 (2019 - €7.2m: €6.1m).

### 17. Grant Payment Commitments

There were no grant payment commitments at 31 December, 2020 (2019 - Nil).

### 18. Contingent Liabilities

Contingent liabilities at 31 December, 2020 €1.0m (€0.9m) (2019 - €0.8m, €0.7m).

Two employment tribunal cases in the cases of McCloud and Sargent were brought against the UK Government in relation to possible discrimination in the implementation of transitional protection following changes made to public service pension scheme legislation in the UK in 2015. In December 2018, the Court of Appeal ruled that the transitional protections gave rise to unlawful discrimination on the basis of age. The UK Government requested leave to appeal this decision to the Supreme Court, however the request was denied on 27 June, 2019.

## NOTES TO THE FINANCIAL STATEMENTS (continued)

for year ended 31 December, 2020

### 18. Contingent Liabilities (continued)

The Department of Finance (Northern Ireland) continues to liaise with HM Treasury for proposals to address age discrimination in the wider public service schemes as a consequence of the McCloud ruling. The Department's public service pensions consultation to remove the discrimination identified by the courts in the 2015 pension reforms closed in November 2020 and the outcome of the consultation was a published response on 25 February, 2021. Details of the consultation and the consultation response are available at:

<https://www.finance-ni.gov.uk/consultations/consultation-proposed-changes-transitional-arrangements-2015-schemes>

<https://www.finance-ni.gov.uk/publications/response-consultation-proposed-changes-transitional-arrangements-2015-schemes>

Further, the rectification process is expected to be long and time-consuming, and will need to address fairly the issue of pension accruals since 2015 and where individuals may have been better off in new schemes. In this regard certain staff of Tourism Ireland, who are scheme members of the North/South pension scheme, may need to be compensated for any discrimination suffered as a result of the transitional protections.

Quantifying the impact of the judgement at this stage is difficult as it will depend on the compensation awarded, members' future salary increases, length of service and retirement age, and whether (and when) members withdraw from active service. The terms of any possible settlement will require further consideration which will need approval by both the Department of Finance (Northern Ireland) and the Department of Public Expenditure and Reform (Ireland).

On this basis, no provision has been made in the accounts for the McCloud/Sargeant judgement. The North/South pension scheme actuary estimates that any compensation payable by Tourism Ireland will be up to €1,000,000.

### 19. Related Party Transactions

Tourism Ireland CLG is a Company limited by guarantee with two members Fáilte Ireland and Tourism Northern Ireland, and sponsored by two government departments, the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media (formerly the Department of Transport, Tourism and Sport) in Ireland and the Department for the Economy (formerly the Department of Enterprise, Trade and Investment) in Northern Ireland. These agencies and departments are regarded as related parties and during the year Tourism Ireland CLG was principally funded by and had various transactions with them. These transactions are disclosed in notes 2, 3 and 9.

In common with many other entities, Tourism Ireland CLG deals in the normal course of business with other bodies which are wholly or partially owned or controlled by either the Government of Ireland or the Government of the United Kingdom of Great Britain and Northern Ireland.

### 20. Board Members – Disclosure of Transactions

In the normal course of business, Tourism Ireland CLG may enter into contractual arrangements with undertakings in which Board Members are employed or otherwise interested. Tourism Ireland CLG has adopted procedures in accordance with the guidelines issued in relation to the disclosure of interests by Board Members and these procedures have been adhered to during the year.

During the year, Tourism Ireland CLG paid €5k (£4k) (2019: €38k, £34k) to Galgorm Castle Estate, of which Christopher Brooke is a Director, predominately in respect of hotel accommodation and facilities.

The Board member concerned did not receive any documentation from Tourism Ireland CLG on the transactions nor did the member participate in any decision relating to the transactions.

### 21. Approval of Financial Statements

The financial statements were approved by the Board of Directors on 21 September, 2021.



Mussenden Temple, Co Londonderry

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