

As medtech exports rise, world-class companies compete in awards

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More than 2,245 jobs have been announced in medtech since 2014 and export growth is up nearly 7% at €8.5 billion

The strength of the sector will be showcased at the ninth annual Irish Medtech Excellence Awards, Thursday 10 December. The call for entries is now open for the Medtech Company of the Year, Emerging Medtech Company of the Year and Academic Contribution to Medtech.

Skills in the medtech sector are about to get a boost. IMDA recently gained approval for two new apprenticeships as part of a major overhaul by the Apprenticeships Council. IMDA have put together an expert steering committee with industry shaping these new programmes. The committee has met and are now finalising their proposal for the next steps.

Ibec have warned that the budget must prioritise investment in infrastructure, health and education or we risk making the mistakes of the past as Ireland continues to experience economic and population growth. In its budget submission IMDA highlighted priorities for the sector, notably the importance of an appropriate fee based regulatory funding model and a Knowledge Development Box which reflect the unique way IP is generated in the industry.

The Medical Device and IVD Regulations are expected to be adopted in 2016. After lengthy negotiations, the amendments have largely been positive. The three EU institutions are now expected to complete work on the texts during the final stretch of negotiations.

I hope you will join us at the Irish Medtech CEO Forum, jointly hosted with Enterprise Ireland and IDA Ireland, for the largest gatherings of medtech professionals in Ireland with 370 CEOs and business leaders as well as international guest speakers from across the world. The event is an opportunity for experts to share their insights on global trends and discuss new and innovative ways of doing business. This year's theme is "*Joining the dots to connect health*".

Significant progress has been made on the new IMDA Strategy 2016-2020. The sector is ambitious for the future and the strategy will explore new opportunities for growth in Ireland and across the world. Members will soon be invited to offer their contributions before the strategy is finalised.



Donal Balfe
Medtronic
IMDA Chairman

New Ibec President warns of regional economic imbalances

Ibec met with the Minister for Finance Michael Noonan and Minister for Public Expenditure and Reform Brendan Howlin to set out the key priorities of business for the upcoming budget.

The Ibec delegation, led by new Ibec President and Vice President of Global Manufacturing at Janssen Gerry Collins warned that years of under-investment in infrastructure, health and education means we are unprepared to meet the needs of a rapidly growing economy and population. Ibec said an additional €1 billion should be allocated to capital investment expenditure, beyond what is currently planned in the upcoming budget.

In his address to Ibec's annual President's Dinner at the RDS, Thursday 17 September, which will also be addressed by Taoiseach Enda Kenny, Gerry Collins set out key reform proposals to ensure we make the most of the strengthening recovery.

We need to ensure the country is attractive to mobile talent, years of crisis and economic firefighting have left us with an income tax system that does not foster talent and entrepreneurship. The marginal tax rate is too high and workers are hit with it at below average earnings. And capital gains tax treats productive wealth creators the same as speculators. Tackling these issues in the next and subsequent budgets will help Ireland compete and win internationally.



Ambitious strategic vision for medtech 2020

Over the past five months the IMDA Board have been developing the new IMDA Strategy 2016-2020.

The sector has changed and grown since the last strategy was launched in 2012 and now is an important time to prepare for the future. This new strategy will explore new opportunities and look at the way medtech does business both in Ireland and across the world. The review of the sectors priorities is ongoing and is expected to be launched at the beginning of 2016. IMDA members will be invited to provide feedback on the strategy before it is finalised.

Budget must support medtech growth

Globally, Ireland has cemented its reputation as one of the top five emerging clusters in medtech. But critical for the continued development of the sector are:

- Taxation of entrepreneurship must not be inequitable. Capital gains tax must differentiate and reward medium/high risk investments as well as incentivise investment in start-ups through stock options
- Knowledge Development Box that is supportive of innovation that occurs in the medtech sector.

Ireland is the largest medtech employer in the EU, per capita, and one of the largest exporters of medical technology products in Europe with as many as 18 of the world's top 25 medtech companies here. Government should reflect the significance of Ireland's growing medtech sector by ensuring that it has the right business environment to continue to create jobs and drive growth.

Connecting medtech and ICT

Connected health is driving new innovations and better care for patients.

That's why the IMDA are delighted to have met with Ibec's ICT Ireland for the first ever Internet of Things (IoT) for Health event, in the Clayton Hotel Galway, Tuesday 29 September. Business leaders from both sectors met to discuss new opportunities for growth and compare different approaches for expansion in this area. Key themes during the day included:

- The effect of IoT developments on patients
- Business strategies for IoT growth in medtech
- What Ireland needs to do to ensure the right business environment exists

Both Ireland's medtech and ICT sectors are globally recognised as leaders, so the IMDA and ICT Ireland will continue to seek new avenues to support Irish business by connecting health.

Advanced manufacturing centre concept

IMDA and the discrete manufacturing sectors are assisting IDA Ireland in identifying industry skills needs for the Advanced Manufacturing Centre concept, in preparation for their submission in September 2015. Factory 4.0 and additive manufacturing have already been identified as priorities.

A dedicated group will lead and develop the industry submission on the future skills needs for the medtech and engineering sectors for next generation manufacturing. A next generation manufacturing group has been set-up, members include: John P Conlon, Abbott Diagnostics; Joe Healy, DePuy Ireland; Michael Daly, Mergon International; Sean O'Sullivan, Seabrook Technology Group; Pierce McCormack Stryker Ireland Ltd; and Seamus Maguire Vistamed. IDA Ireland's Chantelle Kiernan will also sit in for information purposes.

The group recently met with the Fraunhofer representative in Ireland and plans to travel to the Fraunhofer-Institut für Produktionstechnik und Automatisierung IPA Production Centre in Stuttgart, Germany, in November.

Medtech Awards to showcase sector which announced over 2,000 jobs

The Irish Medtech Excellence Awards are a chance to recognise Ireland's world class medtech sector, which includes 350 companies, which have invested over €309 million since the beginning of the year.

Now entering its ninth year the Irish Medtech Excellence Awards are open to any medtech company based in Ireland. Previous winners include: Aerogen, Lake Region Medical and Cook Medical with last year's winners Nypro Healthcare being recognised for their innovation as well as their business development with expansions in Bray and a state of the art facility in Waterford adding 200 jobs. Entries for this year's awards can now be submitted before the deadline of Friday 9 October.

The three award categories are:

- Medtech Company of the Year
- Emerging Medtech Company of the Year
- Academic Contribution to Medtech

The awards are sponsored by KPMG, Teleflex, SteriPack, AIB and IMDA Skillnet. For more information, please visit www.imda.ie/awards

Pictured launching the Irish Medtech Excellence Awards 2015 are: Enterprise Ireland Senior Development Advisor Life Sciences Department John Shiel; IDA Ireland Head of Medical Technologies Michael Lohan; Irish Medical Device Association (IMDA) Director Sinead Keogh; and Nypro Healthcare Director Device Development (Europe) Derek Fenlon.



Global Compliance Conference coming to Dublin

AdvaMed and MedTech Europe's Global Compliance Conference 2016, will be held in Dublin on 24 - 26 May 2016.

IMDA will work closely with the groups to develop the agenda over the coming months.

MedTech Europe working to phase out direct sponsorship at third party conferences

After two years of work, Eucomed and EDMA codes of ethics are being updated and will now establish a single MedTech Europe Code of Ethical Business Practice with a final agreement being voted on Wednesday 2 December.

One of the key recommendations is the phasing out of direct sponsorship for third party conferences and establishing more stringent rules for educational grants.

Eucomed's CEO Serge Bernasconi will give an update at the next IMDA Board meeting on Tuesday 6 October in Sligo and discuss its impact on national codes, including IMDA's. The final revised Code will be circulated to all MedTech Europe members on Monday 2 November. The IMDA Board will have to agree on a deadline for transposing MedTech Europe's new code either 2019 or 2020.

The IMDA Code of Ethical Business Practice Steering Committee agreed to develop a new outreach campaign at their last meeting Tuesday 18 August. It will be rolled out at the start of large IMDA events to build awareness of our code amongst the membership. This campaign is expected to be launched in 2016 following the MedTech Europe Revised Code being put in place.

Minister for Education and Skills announces new apprenticeships

On 31 July, IMDA received approval for a new Manufacturing Technician Apprenticeship (level 6) and Manufacturing Engineer Apprenticeship (level 7). Included in the IMDA proposal is a one year level 5, which we would see the Education Training Boards (ETBs) delivering the off-the-job training.

This was a major announcement of 25 new apprenticeships by Minister for Education and Skills Jan O'Sullivan TD and the Minister for Skills, Research and Innovation, Damien English TD. Employment in manufacturing will be 6,000 higher this year compared to last. But, skill shortages are emerging and need to be urgently addressed. These new apprenticeships will give people new job opportunities and help drive regional growth.

IMDA met with members on Thursday 10 September, and subsequently on the Thursday 1 October with training providers to establish a formal steering committee and develop a plan to be submitted to the Apprenticeship Council Thursday 8 October.

Members are now invited to get in touch with the IMDA to express their demand for these apprenticeships to ensure that the national programme accurately reflects industry needs.

Shingo invites IMDA to showcase Lean Mentoring Programme

IMDA's Lean Mentoring Programme is open for all Ibec members to participate in.

Following IMDA's Manufacturing Conference interest rose significantly, and two more mentoring partnerships will now be set-up before the end of the year. IMDA have been invited by Shingo to present the programme at the Shingo European Conference in Cork, in October.

Added MÓR™ Benchmark Model workshops to meet growing demand

Demand for the MÓR™ Benchmark Model training workshops has increased since IMDA's Manufacturing Conference, and IMDA Skillnet has rolled out three workshops in 2015 to date.

This now brings the total people trained on the MÓR™ Benchmark Model to over 170.

The IMDA Working Group is currently working on the following:

- Re-developing the approach to workshops, along with developing a supporting eLearning video.
- Developing new best practice visits based on the seven dimensions of the MÓR Model.
- A new 'Train the Lean Mentor Programme'.



IMDA Best Practice in Product Development Model

Significant progress is being made on the Best Practice in Product Development Model for the sector in Ireland.

Following extensive discussions during the course of 2015, IMDA's expert group, which includes members from Creganna Medical, Bausch & Lomb, Boston Scientific, Aerogen, Steripack Ltd., Neuravi, Siemens Healthcare Diagnostics, Incereb and Stryker. The group decided to focus on activities best described by sections TRL2-TRL6 of the Technology Readiness Levels Continuum (from concept to prototype). This reflects the consensus belief that the front-end of the product development cycle is the most critical phase and offers the greatest opportunity for learning.

Efficiency will also be addressed with a look at best practices from other sectors. There is strong recognition of the importance of soft skills such as partnerships in terms of impact of the success of product development. The first iteration of the model will be launched in December with a workshop for IMDA members to complement the launch.

Knowledge Development Box must look beyond patents

The Department of Finance published feedback on the public consultation on the Knowledge Development Box.

Ibec has called for an ambitious Knowledge Development Box (KDB). It has the potential to be a crucial part of Ireland's strategy for attracting FDI into the future. Ireland needs to continuously review its business tax offering to remain competitive, or it risks losing out to countries like the UK. The group's vision for a better business tax regime included:

- 12.5% corporate tax rate
- World-class R&D tax credit scheme
- A competitive personal tax regime for high skilled and mobile workers
- A 'best in class' KDB

IMDA's submission focused on priorities for the medtech sector, among them, the significance of process R&D in medtech, outsourcing, clinical investigations and the impact on small and indigenous medtech companies. Ibec and IMDA members have expressed concerns that far from being 'best in class' the KDB will be of extremely limited benefit where patenting is a peripheral form of IP.

Ibec and IMDA will continue to engage with the Department of Finance to secure a well-functioning Knowledge Development Box which works for all industry sectors in Ireland, including the medtech sector. Publication of the legislation is expected in Finance Bill 2015.

Shortage of quality engineers creates opportunities

Quality engineers remain a priority for medtech companies in Ireland.

More than half of our members indicated they would have at least one position available in the next six months in a recent survey. To meet this demand, IMDA Springboard has just launched the latest and updated version of the Certificate in Quality Engineering and Diploma in Professional Competence programme to give people the skills they need to work in the industry. Previous graduates have had great success with placements in companies, with the majority gaining employment.

Software quality assurance is another aspect of the industry that has been identified as an area undergoing rapid expansion. IMDA Skillnet will be launching the second Medical Software Quality Assurance programme in the Lero Software Research centre, University of Limerick on the Thursday 15 October. This programme will look at latest techniques for software testing including Agile, Waterfall, SCRUM to help jobseekers get the qualifications needed to work in the sector. Successful graduates may gain a placement in a medtech company.

If you are interested in finding out more, please contact Enda Dempsey, enda.dempsey@ibec.ie

Lean Leadership Programme now to run twice a year

IMDA Skillnet's Lean Leadership Programme 2015 has been launched.

The Op Ex Working Group have worked with LBS Partners to re-devise the programme, with the immersion elements using the MÖR™ Model taking place in Allergan, Westport and Lufthansa Turbines, Shannon.

This eight day programme leads to an accreditation from University of Limerick NQF Level 9 with 6 ECTS Credits. This programme is a mix of theory and practical immersion. To meet the growing demand this programme will be run twice a year starting 2016.

To register, contact: Michelle Reinecke-Quain, IMDA Skillnet at michelle.reinecke-quain@ibec.ie

Upskilling jobseekers in the North West

There has been a rapid and sustained expansion in the highly innovative medtech industry over the last number of years.

To fulfil the employment demands, the pilot Engineering Process Technician programme was developed to upskill jobseekers in the North West who have a strong interest in or knowledge of basic engineering. The course covers GMP, injection moulding, schematic interpretation and more.

Successful participants will be given a three month paid placement in one of the leading manufacturing companies that have supported this initiative – Abbvie, Lindal Group (Lintec Moulding), Protek, Ophardt Ireland and Versus precision. They will also earn a Level 6 Industry Recognised Qualification.

Masters in Medical Technology Regulatory Affairs launched

The IMDA Skillnet *Masters in Medical Technology Regulatory Affairs* was officially launched in Galway, on Monday 21 September.

The impetus for the development of this specialist course emerged after feedback from the industry identified an inadequate progression route for individuals involved in this area.

The content was developed through a collaboration of learning institutes and a dedicated taskforce comprised of regulatory experts from IMDA's Regulatory Steering Committee and Quality and Regulatory Working Group. The course, which spans 2 years, will enable regulatory affairs personnel in the medtech sector to understand all current applicable regulations and to develop the skills necessary to address and prepare for the ever-changing global environment of regulatory affairs.

Final leg of the regulatory journey: MDD and IVDD Revision

As we near the end of this long legislative journey, it is clear that the MDR and IVDR texts still require improvements to fulfil the objective of a new regulation designed to offer a high level of protection to patients while fostering innovation in the EU.

The negotiation 'goal-posts' are now set between the three EU institutions, the Parliament, Council and the Commission. The position of the Council on the new Regulations was endorsed by health ministers on June 19 resulting in a '*Partial General Approach*'. A '*General Agreement*' is expected to be approved at an EPSCO Council meeting scheduled for Monday 5 October. The final text of the regulations may differ depending on how trilogue negotiations proceed. Negotiations are expected to last for three months and final adoption is likely take place in Q1/Q2 2016.

Latest developments in the legislation are broadly positive. The French demand for a pre-market approval approach via the European Medicines Agency is no longer reflected in the Council position and stays with notified bodies and CE marking has been preserved. Additionally, unsuitable clinical requirements have not been 'copy pasted' from the Clinical Trials Regulation. On the IVD side, concerns remain regarding clinical evidence requirements and a number of other issues.

At this time, member companies are strongly encouraged to begin preparing for the new regulations, a first step comprising a gap assessment against the new regulations in areas such as supply chain, clinical strategy, general safety and performance requirements among others. IMDA will continue to engage with policy makers and stakeholders during trilogue negotiations.

Making Ireland the best place for start-ups

The IMDA and Plastics Ireland are hosting a networking event in association as part of the first national Startup Gathering, in Sligo, Tuesday 6 October.

The aim of the Startup Gathering is to make Ireland the best place in the world to start a business, grow it and succeed on a national, European and global stage.

Companies are invited to hear about the cutting edge BioInnovate programme, fostering entrepreneurship in our schools, the first competency training research centre for HCP's, what CEOs need to know about cybersecurity and the new IMDA and Plastics Ireland apprenticeship programmes.

The event will include a Design Exhibition, to coincide with Irish Year of Design.

Ibec, in partnership with Bank of Ireland and sponsored by Skillnets, will be hosting over 20 free open events across the country as part of the Startup Gathering.



EHS/OHS network launched to support knowledge development

The inaugural medtech and engineering EHS/OHS forum was launched in Thermo King, Galway on the 25 August.

As many as 26 people, representing 16 different companies from the medtech, engineering and plastics sectors attended key areas of concern including; workplace transport, permits to work and environmental liability risk assessment and financial provision.

The potential for developing a bespoke behavioural based safety programme was identified during the roundtable discussion as an area for cross-sectoral collaboration. This forum will be held twice a year and anybody who is interested, contact Enda Dempsey, by emailing enda.dempsey@ibec.ie

Pictured right (l - r): Sinead Keogh, Ibec, Pauline O'Flanagan, IMDA Skillnet, Neil Brady, Aerogen Galway, Patricia Croal, Schneider Electric and Edel Ryan, Boston Scientific.



Fee based funding model for medtech

The Health Products Regulator (HPRA) launched a public consultation, 6 July, on 'Introduction of a Fee based Funding Model to Support the Conduct of Medical Device Regulatory Activities'.

The Regulator is asking industry to consider an annual fee model based on manufacturer size and other factors. The IMDA made a submission based on member feedback and the sector now awaits the outcome of the consultation which is to be published shortly.

Events and Training



Pictured at the Ibec Medtech and Engineering Apprenticeships Development Meeting, Thursday 10 September, in Athlone (l-r): Mike Farrell, Siemens Healthcare Diagnostics; Pauline O'Flanagan, IMDA Skillnets; Bernadine McGlade, Baxter Healthcare; Adrienne McDonnell, IMDA; and Barry Comerford, Cambus Medical.



Pictured at the launch of 25 new apprenticeships: Minister for Education and Skills Jan O'Sullivan, IMDA Executive Adrienne McDonnell and FSI CareerStart Project Lead Carol Kenna.



Pictured above: Tim Hegarty, SCHÜTZ Ireland, Patrick Dooley, Medtronic Tullamore, Jonathon Kelly, Hollister Ballina, David Honan, Thermo King Galway and Enda Dempsey, Ibec.



MDA's first HR and Skills Forum, 21 July, in Galway (l-r): Michael Daly, Mergon Group; Bret Harrington, IDA Ireland; Sinead Keogh and Adrienne McDonnell, Medtech and Engineering Sectors, Ibec; Sharon Conacur, Arravasc; and Declan Devine, Athlone IT

Members News

SteriPack Ireland has extended its product and service range by offering contract manufacturing solutions for the oral and cosmetic care sectors. SteriPack is now fully equipped to offering products mixed and packaged in house including gels, pastes, creams and liquids for the medical, oral and cosmetic care sectors.



Pictured above: SteriPack were the winning team at the Healthcare Cup 2015, hosted by Baxter, pictured (l-r): Niall Smith; Noel Egan; Jude Feehan and Shay Egan.

Vornia Ltd. have recently renewed their ISO13485 Accreditation for the Manufacture and Supply of biomaterials for use in Medical Devices, and are currently working on upscaling the manufacturing of its various biodegradable polymer products. Check out our range of Polymer and Collagen products at www.vornia.com, or call us on +353 91 582 721 for more information.

Cook Medical is one of the global medical device companies to collaborate internationally with regulatory authorities on the Medical Device Single Audit Program (MDSAP). The Cook Medical plant in Limerick was chosen to trial this new auditing approach. The facility, which employs over 800 staff, underwent a two-day initial certification audit in April, which was led by TÜV SÜD of Germany. The audit was successful and certification is imminent. It is the first Irish site to take part in MDSAP.

The MDSAP enables regulatory oversight of manufacturers' quality management systems while minimising the regulatory burden on industry. In September Cook Medical started selling direct to Iceland. The Nordic island becomes the 17th country in Europe to be served directly from the Cook Medical European Shared Service Centre in Limerick, Ireland.

Protek in Sligo has been the latest in a wide range of medical acquisitions for Molex and that there are 15 new jobs to be filled there as we grow Protek to over \$150 million in next 7-10 years as we target "Total Electronic Solutions for Med Device and Pharma-Tech Companies"

Aerogen and its CEO John Power have been named as a National Champion for Ireland in The European Business Awards sponsored by RSM; a prestigious competition supported by business leaders, academics, media and political representatives from across Europe.

SSE were the proud recipients of three awards at the 2015 Facilities Management Awards. They won the overall 'Facilities Management Service Provider of the Year Award', 'Best Cleaning Service Provider Award' and 'Excellence in Customer Service Award'. Read more here (<http://www.ssecleaning.ie/news/sse-clean-up-at-the-annual-fm-awards/>)

Trend Technologies Mullingar have been shortlisted for two categories of the Plastics Industries Awards 2015, including the much coveted Plastics Processor of the Year award. These awards are made to companies working in the Plastics Industry in the UK or Ireland. Trend are the first Irish company to be shortlisted for such an award for many years, and so we are all hoping to bring home a winners medal to Mullingar on the night.

System Label is delighted to work with Incereb in manufacturing their pioneering range of NEON products for monitoring brain activity in term and pre term infants. The new device is easier to use, requires minimal training, has universal connectivity across all brands of monitoring equipment, is single use and non-invasive for the infant. System Label's expertise in screen printing conductive and dielectric inks proved priceless in producing the circuit to monitor brain activity. The product has a potential worldwide market of 3.6million units per annum. System Label has retained its ISO 13485 and ISO 9001 accreditation after two recent successful audits of their quality management systems and processes.

In late June, AbbVie announced plans to further expand the plant over the next four years, in the process creating 50 new highly-skilled jobs. AbbVie Ballytinnan currently produces drug delivery devices, including a pen-style injector that is used by patients around the world who use the company's treatment indicated for a range of immune-related illnesses including rheumatoid arthritis and Crohn's disease. The site is also the company's global 'centre of excellence' for medical device manufacture, precision engineering, plastics moulding and metrology.

AbbVie has announced the awarding of two of the highest health, safety and environmental standards awards to its medical device manufacturing facility in Ballytinnan (ISO 14001 Environmental Management System Certification and OHSAS 18001 Occupational Health and Safety Management System Certification). The awards reflect increased manufacturing capabilities at the Sligo location.

Who we are



IMDA Chairman
Donal Balfe
Medtronic



IMDA Vice-Chair
James Winters
DePuy Synthes

Board Members

Barry Comerford
Cambus Medical

Bill Doherty
Cook Ireland

Damain Finn
Bausch & Lomb

David Tallon
Stryker

Frank Keane
Vitalograph (Ireland)

John O'Dea
Crospon

John Power
Aerogen

Michael O'Reilly
Phillips-Medisize

Connor Russell
Boston Scientific Clonmel

Phil Watson
SteriPack

Tony Kennedy
Teleflex Medical

William Boxwell
Abbott Vascular

Conor Hanley
ResMed

IMDA Executive Team

Dr Sinéad Keogh
Director

Dr Áine Fox
Senior Executive

Adrienne McDonnell
Executive

Ciara Finlay
Executive

Rory McMahon
Intern

Dr Enda Dempsey
IMDA Skillnet/Springboard Executive

Pauline O'Flanagan
IMDA Skillnet Manager

Michelle Reinecke-Quain
Executive Support for
IMDA Skillnet

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Upcoming IMDA Events

IMDA Board Meeting
Radisson Blu Hotel & Spa, Sligo
6 October 11:30 - 15:45

IMDA and Plastics Ireland Event - StartUp Gathering
Radisson Blu Hotel
6 October 16:00 - 20:00

Manufacturing Engineering Introduction
GMIT
10 October 8:30 - 17:30

Medical Software Quality Assurance Programme
University of Limerick
15 October 9:00 - 17:00

Medical Device and Diagnostic Leadership programme
Dublin and Galway
19 October 9:30 - 17:00

Ibec HR Leadership Summit 2015
Royal Hospital Kilmainham
21 October 8:30 - 16:30

Statistics with Minitab
Procad Training Point
4 November 9:00 - 17:00

The General Election: The business perspective
Maryborough Hotel
13 November 12:00 - 14:00

Advanced Machine Upskilling
GMIT
14 November 8:30 - 17:30

IMDA Sterility Assurance Forum Meeting
Sheraton Hotel, Athlone
3 November

IMDA QA/RA Forum Meeting
Clayton Hotel, Galway (TBC)
18 November

IMDA Operational Excellence Working Group Meeting - Q4
Boston Scientific Galway
19 November 10:00 - 15:00

Process Validation
Ballybane Enterprise Centre
19 November 9:00 - 17:00

IMDA Board Meeting
Dublin, Clontarf Castle
10 December 9:00 - 11:00

IMDA/EI/IDA CEO Forum and Awards
Dublin, Clontarf Castle
10 December 12.00 - 12.00

IMDA AGM
Dublin, Clontarf Castle
10 December 18.00