

# ONE FEDERATION ONE VOICE

Construction Industry Federation Strategic Plan 2024 – 2027





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### INTRODUCTION

# ONE FEDERATION ONE VOICE



The Construction Industry Federation exists to advance the success of the construction sector in Ireland, so that our members can deliver excellence in the built environment.

Our work is guided by a 34-member executive committee comprised of industry leaders from across construction sectors including main contracting, civil engineering, home building, mechanical and electrical, specialist contractors and offsite construction.

While we are the voice of the industry, we can only fulfil our role by listening to the needs of our members. Our countrywide network of associations, committees and branches ensures that we can draw upon the real-time experiences and challenges faced by the sector.

During the lifetime of this strategic plan, the federation will reach our 90th anniversary. And while we will take time to reflect on the road we have travelled, our sights are firmly on the future.

Construction companies operate in an increasingly complex regulatory, economic and technological context. These dynamics underscore the need for policy initiatives to ensure we can meet the infrastructure and housing needs of Ireland's growing nation, while supporting sustainable economic prosperity and investment.

There is no doubt that the construction industry is central to Ireland's economic resilience. But we are also an industry that is about people, whether that is the hard-working people on our sites, or the many people who breathe life into the structures we build across the country. We have evolved into a responsible industry that places paramount importance on safety, well-being, the highest quality standards and sustainability for our workforce, clients and customers

The Construction Industry Federation's strategic plan (2024 – 2027) sets out our ambition to achieve the greatest impact for our members. Our focus remains acutely on our agility to meet member needs and to deliver the highest value in our services. We are driven by our vision to represent the construction industry as a unified voice, underpinned by a clear strategic pathway and governance structures

We look forward to engaging with our members as we embark on this new roadmap and to continuing to build a thriving, unified and progressive federation on your behalf

Yours

Joe Conway

President

Hubert Fitzpatrick
Director General

### **OUR VISION AND PURPOSE**

Together, we are the unified and influential voice for the construction industry.

### VISION

We will unify the Irish construction industry into a single representative Federation.

### **PURPOSE**

We are the Voice of the Irish construction industry.

### OUR VALUES



### **PROGRESSIVE**

We promote a progressive construction industry



### **SUSTAINABILITY**

We lead and embrace sustainability



### **EMPOWERMENT**

We serve to empower our members



### **RESPECT**

We are a unified team with shared goals, and a valued partner to our members, stakeholders and our people. We are committed to the principles of diversity, equity and inclusion



### **SAFETY**

We are building a stronger safer construction industry



### **LEADERSHIP**

We exhibit professional leadership



### We promote a progressive construction industry.

CIF is committed to supporting our members to embrace innovative ways of delivering the built environment. We collaborate with our members to lead change in the Irish construction sector. We work with industry to deliver adoption of new technologies, embracing modern methods of construction, and meeting the challenges of climate change and the need to improve sustainability.



### We serve to empower our members.

CIF works to empower our members, representing and advocating with government, policymakers, and other key stakeholders, listening to our members, drawing on their real time experience and challenges faced, and working together to build a resilient, innovative and sustainable industry, giving our members the power to achieve incredible things.

#### **△** SAFETY

### We are building a stronger safer construction industry.

We lead the drive for excellence in safety standards across the industry and support our members to build healthy, safe and productive workplaces.

#### **SUSTAINABILITY**

### We lead and embrace sustainability.

CIF is working with our members to deliver a new, more sustainable way to live in Ireland. We work side by side with our members to drive sustainable business practices and lower the impacts of the industry on the environment. From decarbonisation and modern methods of construction to inclusive community building and sustainable placemaking, we are working towards a future where everyone can thrive.

### RESPECT

#### We are a unified team with shared goals, and a valued partner to our members, stakeholders and our people. We are committed to the principles of diversity, equity and inclusion.

We always show respect and treat people fairly. We are open and honest in our dealings. Our power lies in our unity, our strength in influencing change comes from the strong relationships we build. Understanding and listening allows us represent with strength and commitment.

#### : LEADERSHIP

### We exhibit professional leadership.

We use our position as the voice of the Construction Industry to adopt a strong leadership role, identifying current and future issues for our members and engaging with stakeholders to deliver policy change and ensure best outcomes for our members. We seek to inspire and motivate our people, who are at the heart of what we do.

# OUR STRATEGIC OBJECTIVES



We will implement a redesigned organisational structure.

Our strengthened organisational structure will enhance our member services, invest in our people, technology, and support structures to deliver for the construction industry.



We will develop a new membership services offering.

At the core of our mission lies our commitment to promptly address the needs of our members. By maintaining ongoing engagement with our membership base, we will refine and tailor our services to remain meaningful, relevant and responsive.



We will reinforce CIF's leadership role on all construction matters.

We will reinforce CIF's leadership role on all construction matters through the work of our executive and policy committees, comprised of industry leaders from across all construction sectors.



We will deliver an effective corporate governance framework.

A strong and effective CIF group corporate governance framework will guide our leadership, ensuring that the interests of all our members are reflected in our operations and advocacy.

We will develop and establish the Construction Industry Register Ireland (CIRI).

As the Government appointed Registration Body, we will develop and establish the statutory CIRI register for providers of building works. The register demonstrates practitioner commitment to competence, best practice and continuing professional development.



We will deliver a flagship HQ building by end of 2027.

SIE

We will deliver a flagship HQ building to continue to provide a central location for members to meet, network and advocate for a better construction industry.

### GOVERNANCE A FEDERATION BUILT BY MEMBERS

The Construction Industry is a member-led organisation governed by a 34-member Executive Committee appointed by our branches and associations.

THE VOICE OF OUR MEMBERS: ASSOCIATIONS AND BRANCHES

Our associations represent the views and concerns of every area of construction.





Our team of expert staff supports construction businesses to thrive by delivering services including contractual and HR support, training, sustainability reporting tools, events and networking and health and safety support.

Our Executive Committee and executive team draw upon the experiences of construction companies countrywide through our network of branches and specialist associations to guide our work.

We advocate for smart, targeted regulations and strategic measures through lobbying and communications, empowering construction businesses to deliver efficiently on the built environment.

- **▶** Civil Engineering Contractors Association
- **▶** Irish Home Builders Association
- Master Builders and Contractors Association
- Mechanical and Electrical Contractors Association
- Register of Heritage Contractors







### WHERE OUR VOICE IS HEARD...

- ► Labour Employer Economic Forum ( LEEF)
- ▶ Electrical National Joint Industrial Council.
- Construction Sector Group
- Oireachtas Committees
- National Economic Dialogue

National Apprenticeship Advisory Committee

- National Apprenticeship Alliance
- Construction Safety Partnership Advisory Committee
- Government Construction Contract Committee
- Construction Industry Council
- Skillnet Ireland
- National Economic and Social Council
- An Bord Pleanala Stakeholder Group
- Health and Safety Authority Board
- National Building Control Office Advisory Committee
- National Industrial Safety Organisation
- ► The European Construction Industry Federation (FIEC)
- ► Irish Green Building Council
- National Joint Industrial Council for the Construction Industry
- NSAI Electro Technical Council
- National Apprenticeship Alliance
- SOLAS Construction Industry Advisory Committee
- Local Authority Strategic Policy Committees



### Alliance of Specialist Contractors Association

- Master Painters and Decorators of Ireland (MPDI)
- Irish Association of Demolition Contractors (IADC)
- Irish Mobile Crane Hirers Association (IMCHA)
- National Association of Scaffolding & Access Contractors (NASAC)
- Roofing & Cladding Contractors Association (RCCA)
- Floor Covering & Tiling Contractors Association (FC&TCA)
- Plastering Contractors Association (PCA)
- Formwork Subcontractors Association (FSCA)
- Insulating Contractors Association (ICA)
- Irish Window Association (IWA)
- Joinery Manufacturers Association (JMA)
- Master Glaziers Association (MGA)
- National Furniture Manufacturers Association (NFA)
- Road Safety Marking Contractors Association (RSMCA)
- Roof Manufacturers & Suppliers Association (RM&SA)
- Sheet Metal Manufacturers Association (SMA)
- Smart Off-site Association

CIF is the Voice of and Support for the construction sector, which is fundamental to Ireland's economic growth and prosperity.

Construction is at the heart of all our lives - it builds the houses we live in, the transport network upon which we travel, the buildings we work and learn in, and the utilities that we use in our everyday lives.

Hubert Fitzpatrick, Director General CIF



200

171,000

Over 171,000 people are directly employed



Over 40,000 people are employed indirectly



20,000

20.000 apprentices in training

### THE CONSTRUCTION INDUSTRY IN NUMBERS



€11.7bn

**Gross Value Added** in construction was €11.7 billion in 2023



€12.8bn

€12.8 billion in capital expenditure for civil engineering projects planned in 2024



32,695

32,695 new Housing completions in 2023, an increase of 10.0% from 2022.

↑ 60/o

Investment in residential construction is forecast to grow by 6% in 2024.

# 70,000

Over 70,000 construction businesses are operating in Ireland.

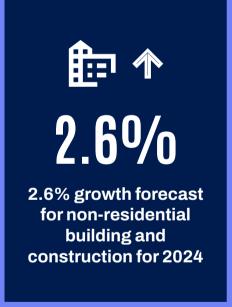
The construction industry drives the Irish economy by delivering vital infrastructure, building homes, creating vibrant communities, attracting investment and providing tens of thousands of jobs.



£32.9bn

Construction investment in Ireland is forecast to reach €32.9 billion in 2024 including:

- ► €8.5 billion in residential
- ► €4.5 billion in civil engineering
- ▶ €19 billion in non-residential



# WHY JOIN CIF?

## OUR MISSION-TO REPRESENT. SUPPORT AND CONNECT

CIF PARTNERS WITH OUR MEMBERS, PROVIDING SUPPORT, REPRESENTATION AND AN OPPORTUNITY TO ADD YOUR VOICE TO THOSE OF THE INDUSTRY TO BUILD A BETTER FUTURE FOR EVERYONE.

 Maeve Kearns, Director of Corporate Affairs We provide our members with a voice

- whether that's driving policy and
representing members at the National
Economic Dialogue, at Oireachtas
Committees, or in the Labour Court,
or building the future of the industry
through our work with the National
Apprenticeship Advisory Committee.
Members benefit from our expertise
across the entire range of industry
sectors from Housebuilding to Heritage
Contractors and from our experience
in areas like Industrial Relations,
Health and Safety and ESG.

We bring a focus to the concerns of our regional members to ensure that their needs are considered when CIF are contributing to government policy. Our regional branch forums bring together tax, planning, local government, and economists to provide information and support for our regional members, while regional representatives on our executive body feed into CIF policy views.

We provide services to members of all sizes in all regions, from support through the public procurement process to developing member webinars and promotional videos, providing support on HR, and helping members and their staff with lifelong learning.

Our network events take place all over the country, providing opportunities for members to meet and do business. Our associations provide an opportunity for sectoral members to become involved in developing standards and policy. We provide for the future of members through our pension schemes and financial advisory service and our charities provide support for members through difficult times.



### BUILDING MORE HOMES FOR MORE PEOPLE

Our policy framework 'More Homes for More People' calls for more zoned and serviced land, an effective planning system, critical utilities such as water supply, consumer supports to help people buy homes and greater investment in housing.

We have made considerable progress including an extension to the Help to Buy Scheme and the introduction of First Home Scheme to help home buyers. We have contributed to the new Planning and Development Bill towards a revised planning system and the Development Contribution Scheme waiver and Water Connection rebate, to keep building costs down, at this time of inflation.

We ensure that the interests of housebuilders, and those seeking homes, are well represented at the national, regional, and local levels.

44

WE ARE FACING AT LEAST A DECADE OF SIGNIFICANT UNDERSUPPLY. IT IS VITAL THAT EVERYONE UNDERSTANDS HOW HOUSEBUILDING WORKS, SO WE CAN WORK IN THE INTEREST OF THE COUNTRY TO BUILD MORE HOMES.

- Conor O'Connell, Director of Housing, Planning and Development

### STRATEGIC SUPPORTS FOR MAIN AND CIVIL ENGINEERING CONTRACTORS

#### Our focus on policy development and industry advocacy ensures our members' voices are heard.

We engage with the Government, semi-state, and private clients on issues impacting main and civil engineering contractors, including investment in critical infrastructure, procurement, tendering, contracting, and dispute resolution.

Supporting members on EU Directives like the CSRD, Late Payments Regulations, the Construction Contracts Act, Building Control, and industry design quality ensures their concerns are addressed.

We provide an online platform with essential commercial information, learning resources, and access to CIF's dispute resolution services, including the Payment Recovery Assistance Programme, Dispute Avoidance Scheme, and National Panel of Dispute Experts.

THE CONSTRUCTION OF INFRASTRUCTURE IS ESSENTIAL FOR HOUSING FOR ALL, CLIMATE ACTION AND FDI INVESTMENT. HOW WE RESPOND TO OUR INFRASTRUCTURAL DEFICIT OVER THE NEXT DECADE WILL BE CRUCIAL TO DRIVING OUR COUNTRY FORWARD.

 Paul Sheridan, Director of Main Contracting



### **HOW WE**

CONNECT

# INDUSTRIAL RELATIONS AND EMPLOYMENT SERVICES



Employees accrue
entitlements and protections
from the moment they are
employed. These rights
include a statement setting out
the terms and conditions of
employment, working hours,
breaks, rates of pay, holiday
pay and more.

CIF's industrial relations and employment services executives provide industry-specific information and support on all aspects of the employment relationship. Defending a case can be time-consuming and result in lost productivity if industrial action takes place. Our experienced staff are on hand to represent members in negotiations with trade unions and at the Workplace Relations Commission and Labour Court.

Craft persons, general operatives and apprentices are covered by the Sectoral Employment Order (SEO). Discussions on all aspects of the SEO take place at the National Joint Industrial Council between CIF and the ICTU.



WE ENSURE MEMBERS ARE KEPT ABREAST OF ALL CHANGES TO EXISTING LEGISLATION AND THE INTRODUCTION OF NEW LEGISLATION.

- Jean Winters, Director of Industrial Relations and Employment Services.



90%

Specialist contractors are crucial to Ireland's apprenticehsip system with 90% of apprenticeships in traditional crafts.

### THE CHANGING DYNAMIC OF SPECIALIST CONTRACTING

The construction industry is rapidly evolving with digitization, Modern Methods of Construction, ESG requirements, and the new statutory Construction Industry Register Ireland.

Companies must upskill to stay competitive. We support and advise specialist contractors on evolving policy changes. Specialist contractors, the largest employers in the industry, rely on stable industrial relations and a well-trained workforce, which our employment services and training teams help maintain. They are also crucial to Ireland's apprenticeship system, with 90% of apprenticeships in traditional crafts. Ireland's apprentices are globally recognized for their high-quality training and capabilities.

THE SPECIALIST CONTRACTING DEPARTMENT IS SUPPORTING THE INDUSTRY IN MEETING THE CHALLENGES IMPOSED BY THE BIM MANDATE AND THE DEVELOPMENT OF OFFSITE MANUFACTURING PROCESSES.

- Denise Tuffy, Director of Specialist Contracting



### **HOW WE**

### **INFLUENCE**



## HOW WE INFLUENCE THE GOVERNMENT'S ANNUAL BUDGET

Construction is an innovative domestic industry successfully delivering on many national policies under the Programme for Government, the Economic Recovery Plan, the Climate Action Plan, the National Development Plan, and initiatives including Housing for All, the National Digital Strategy, and the White Paper on Enterprise.

Public policy, developed in partnership with industry, can address competing environmental, social, and economic demands for the betterment of Irish society.

At each national budgetary cycle, we hold a wide-ranging consultation with members to agree policy and recommendations, which are voiced to Government.

We work tirelessly to achieve positive policy outcomes and are uniquely placed to influence the direction of spending to ensure sustainable investment across housing, infrastructure, and people.

THE CONSTRUCTION INDUSTRY MAKES A SIGNIFICANT CONTRIBUTION TO THE IRISH ECONOMY BY INVESTING IN THE PEOPLE WHO DELIVER CRITICAL INFRASTRUCTURE AND CONSTRUCTION SERVICES ACROSS EVERY REGION IN IRELAND.

- Jeanette Mair, Head of Economic Policy and Research

CIF MEMBERS MAKE AN ENORMOUS CONTRIBUTION TO IRISH SOCIETY, TO THE ECONOMY, TO THE COUNTRY'S GLOBAL COMPETITIVENESS, AND TO PEOPLE'S QUALITY OF LIFE. CAPTURING THE INDUSTRY'S DYNAMISM AND INNOVATION LIES AT THE HEART OF OUR COMMUNICATIONS.

 Meabh Smith, Director of Communications

### Strategic communications are integral to the federation's advocacy, in conveying solutions to Ireland's biggest challenges.

Our members bring decades of real-world experience in delivering complex projects, offering an authoritative voice on built environment priorities.

We support homebuilders addressing Ireland's housing crisis, ensuring their critical insights reach national and regional media. We collaborate with contracting associations to convey the importance of infrastructure such as roads, water and public services on which communities and investment rely.

Inspiring young people to pursue construction careers is a core goal of our evolving digital platforms, as we build capacity across the industry.

At the heart of this, is our commitment to keeping our members fully informed of regulatory and policy developments through our consistent delivery of updates and events.

### A STRONG VOICE FOR THE CONSTRUCTION INDUSTRY



### **HOW WE**

### RAISE STANDARDS

### BUILDING A SAFETY-FIRST INDUSTRY



The health and safety of construction workers is of paramount importance across the industry. We want to ensure that every worker returns home safe and healthy at the end of each day.

CIF provides professional services to members on managing their health and safety functions. Our annual Health and Safety campaign, supported by thousands of workers, provides a focus for members to review their training and safety practices and engage with CIF safety initiatives.

Our suite of health and safety training courses helps members promote a safety-first culture. CIF's Safe-T-Cert scheme is a certification scheme designed for certifying the safety management systems of contractors to improve health and safety management by providing objective standards.

THE CONSTRUCTION INDUSTRY IS CONTINUALLY EVOLVING AND SO ARE SAFETY PRACTICES. EDUCATION AND TRAINING IN SAFETY PROTOCOLS REDUCE THE RISK OF ACCIDENTS AND INJURIES ON-SITE.

- Hubert Fitzpatrick, Director General

### CIF IS THE REGISTRATION BODY FOR THE CONSTRUCTION INDUSTRY REGISTER IRELAND

CIRI REGISTRANTS WILL BE
COMPETENT AND CAPABLE TO DELIVER
ON CONTRACTS, RUN THEIR BUSINESS
IN A PROFESSIONAL MANNER,
MEET ALL NECESSARY INSURANCE,
LEGAL AND OTHER REGULATORY
REQUIREMENTS AND ENGAGE IN
CPD TO STAY AT THE FOREFRONT OF
RELEVANT BEST PRACTICE.

-Sarah Ingle, Registrar of Construction Industry Register Ireland



In 2023, the Minister for Housing, Local Government, and Heritage appointed the Construction Industry Federation as the Registration Body for the Construction Industry Register Ireland (CIRI).

Established in 2022 under the Regulation of Providers of Building Works and Miscellaneous Provisions Act, CIRI aims to regulate building works providers, rebrand the industry as standards-compliant, and ensure ongoing commitment to continuing professional development (CPD).

As the registration body, CIF administers operations, provides staff, IT requirements, and office space, and supports the CIRI Admissions and Registration Board with members nominated by the Minister of Housing.





## HOW WE EDUCATE

# HOW SME CONSTRUCTION COMPANIES CAN BENEFIT FROM FORMAL TRAINING

FORMAL TRAINING IN THE CONSTRUCTION INDUSTRY CAN SIGNIFICANTLY ENHANCE A COMPANY'S ABILITY TO WIN BUSINESS BY IMPROVING COMPETENCY, COMPLIANCE, AND REPUTATION.

 Conor Greham, Head of Learning and Development



The Construction Industry Federation (CIF) has been providing training to the construction sector for over 25 years, adapting to the industry's evolving needs.

CIF offers flexible, accessible, and interactive training programs, revolutionising how construction professionals learn and develop. Our commitment to quality and customer satisfaction supports the industry's ongoing growth through comprehensive training solutions:

- ▶ **Over 100 courses** covering Safety Management, Building Control, Environmental & Sustainability, Heritage, Contracting & Tendering, Business, Leadership, and Project Management.
- ▶ On-Site Live Training: Practical, hands-on training delivered at the client's location to minimize disruption.
- Online Training: Flexible, bespoke courses available anytime, anywhere.
- Bespoke CPD: Tailored programs to meet specific professional development needs.
- ▶ **Members-Only Free CPD:** Exclusive free CPD opportunities for CIF members.
- **Essential Skills Training:** Emphasis on both technical and soft skills for comprehensive professional development.

Our programs ensure that members training is relevant and up to date with current industry standards and practices. We continuously develop new programs to keep pace with industry changes, collaborating with strategic partners and meeting member's future training needs.

# WHAT DOES SUSTAINABILITY AND ESG MEAN FOR THE CONSTRUCTION INDUSTRY?

ESG factors are now crucial in balancing enterprises' traditional profit-driven goals with the broader concerns of employees, suppliers, communities, governments, civil society, and the environment.

For companies, adopting sustainability and transparently disclosing their ESG practices has become a new baseline, akin to the professionalisation of health and safety standards over the past twenty years.

The EU Corporate Sustainability Reporting Directive (CSRD) marks a substantial advancement towards more comprehensive and standardised sustainability reporting.

We offer our members guidance on the latest legislation including the CSRD and measurement of greenhouse gas emissions.



## REPRESENTING THE REGIONS



THROUGH OUR ESTABLISHED LINKS WITH LOCAL AUTHORITIES, STAKEHOLDERS AND GOVERNMENT REPRESENTATIVES, CIF MEMBERS CAN NEGOTIATE AND INFLUENCE DECISIONS WHICH MAY IMPACT CONSTRUCTION DELIVERY IN THEIR REGION.

- Joanne Tracey, Director of Southern Region Services

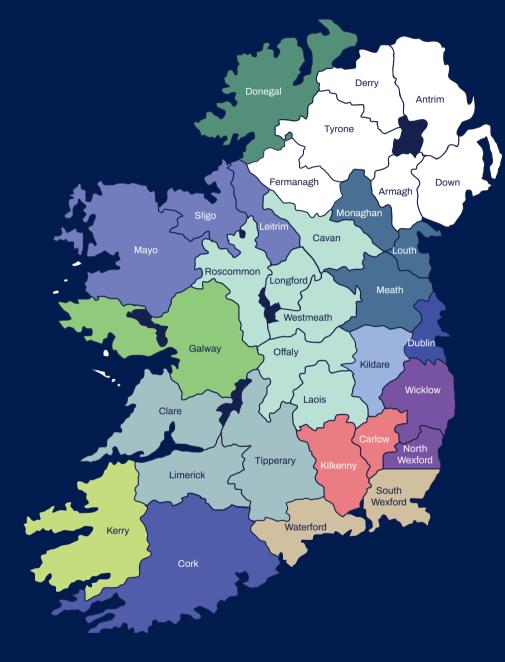
With twelve branches across Ireland, the Construction Industry Federation ensures that the concerns of regional companies are represented with a full spectrum of services including:

- ▶ Communication of industry and legislative developments.
- ▶ Providing advice to members on employee relations, industrial relations, health and safety, tendering, procurement, contracting and housing.
- Arranging networking through branch meetings, workshops, site visits, conferences, and social events.
- ► Coordinating meetings with local authorities, industry partners, stakeholders, and government officials on both a local and national level.
- ▶ Representation of members feedback and concerns through formal submissions around changes to processes and procedures locally and regulatory changes nationally, including County Development Plans, Bonding, Development Levy Policies and Infrastructure Plans.

12 Branches across Ireland

#### Our services are available in every area of Ireland.

- Carlow/Kilkenny
- Cork
- Donegal
- Dublin
- Galway
- Kildare
- Kerry
- Midlands
   Roscommon/Longford/
   Cavan/Offaly/Laois/Westmeath
- MIdwest
  Tipperrary/Clare/Limerick
- Northeast Meath/Louth/Monaghan
- Northwest
  Mayo/Sligo/Leitrim
- Southeast Waterford/South Wexford
- Wicklow/North Wexford
- Northern Ireland
  Derry/Tyrone/
  Fermanagh/Antrim/
  Down/Armagh



THE CONSTRUCTION INDUSTRY CAN BE A CHALLENGING INDUSTRY, BUT WITH THE SUPPORT OF THE CIF BRANCH NETWORK WE CAN HELP YOU MEET THESE CHALLENGES.

- Justin Molloy Director of Western, Northern and Midland Region

### HOW WE SUPPORT

The Construction Industry
Federation provides pension
solutions for workers, executives
and self-employed. We also
support our members through our
Charities, the CIF Benevolent Trust
and our support of the Lighthouse
Construction Industry Charity.



The Construction Workers' Pension Scheme (CWPS), is a multi-employer occupational pension scheme providing pensions solutions for workers in the construction and related industries, at a low cost to members and employers. It allows employers to provide valuable benefits to their employees easily, at a low cost. With over 50,000 active members supported by over 7,500 open employers, the Construction Workers' Pension Scheme is one of the largest private sector pension schemes in Ireland.



Construction Employers Retirement Scheme (CERS) is an industry wide multi-employer pension scheme. With over 50 years' experience designing and managing flexible pension solutions to construction professionals, CERs will help members planning a pension arrangement to meet the financial needs of you and your employees in retirement and can provide valuable protection benefits during their working life.



The Construction Industry Retirement Trust (CIRT) provides a flexible pension arrangement to meet the retirement planning needs of self-employed individuals and employees with no pension provision in place, who are employed within the construction and related industries.



Milestone Advisory is a financial services advisory company and a subsidiary company of Construction Industry Federation. Helping members to achieve your desired financial outcomes Milestone Advisory devise innovative financial solutions to ensure your goals are achieved.



The CIF Benevolent Trust was established by the Construction Industry Federation in 1982. It is a charitable trust and is dedicated to the relief of distress on owners, directors, senior management, supervisory staff and dependents in the construction industry.



The Lighthouse Construction Industry Charity supported by the CIF is the only charity that provides emotional, physical and financial wellbeing support to the construction community and their families.

### **SENIOR LEADERSHIP TEAM**

### OUR TEAM



**Hubert Fitzpatrick**Director General



**Maeve Kearns,**Director of
Corporate Affairs



Justin Molloy, Director Western Northern and Midland Region Services



Conor O' Connell, Director Housing and Planning Services



Paul Sheridan, Director Main Contracting Services



**Meabh Smith,**Director of
Communications



**Joanne Treacy,** Director Southern Region Services



**Denise Tuffy,**Director Specialist
Contracting Services



Jean Winters, Director of Industrial Relations and Employment Services



**Conor Graham,** Head of Learning and Development Services



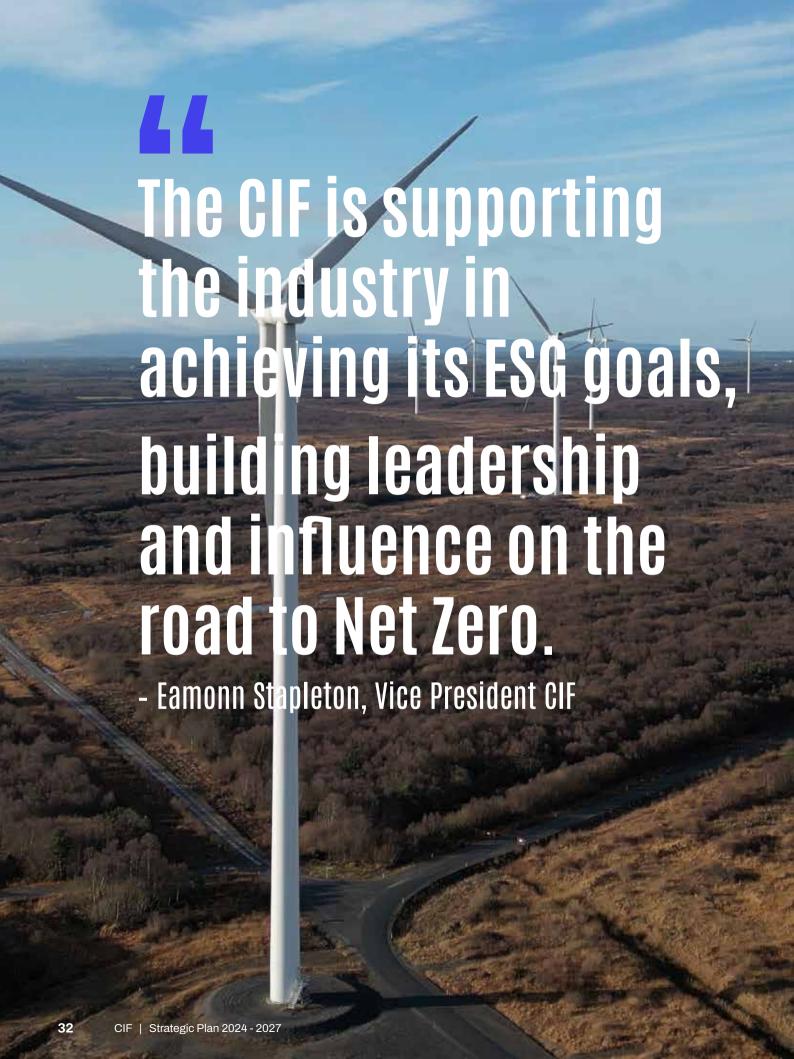
**Sarah Ingle,** Registrar Construction Industry Register Ireland



**Jeanette Mair,** Head of Economic Policy and Research



**PJ Ryan,** Head of Sustainability Services





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