



Údarás um Fhorfheidhmiú Corparáideach  
Corporate Enforcement Authority

# Strategy Statement

## 2026-2028

Corporate  
Enforcement  
Authority



# Contents

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Chairperson's Summary	2
Our Mission, Vision, and Values	4
1. Introduction	6
2. Context within which we Operate	8
3. What We Do	12
4. Our Strategy for 2026-2028	16
5. Delivering on Our Strategy	24
6. Human Rights and Equality – Public Sector Duty	25



Údarás um Fhorfeidhmiú Corparáideach  
Corporate Enforcement Authority

# Chairperson's Summary

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## Introduction

Section 944G(4) of the Companies Act 2014 provides that, where the Authority consists of one Member, that Member shall be the Chairperson. In that capacity, and in accordance with the provisions of section 944U of the Act, I am pleased to submit to the Minister for Enterprise, Tourism and Employment, Mr. Peter Burke TD, the Corporate Enforcement Authority's Strategy Statement for the period 2026-2028.

## Context

Against a backdrop of there now being in excess of 324,000 companies on the Register, this Strategy, which was developed following a substantial stakeholder consultation exercise, is rooted in the Companies Act 2014 which is our North Star, together with the Programme for Government and the Department of Enterprise, Tourism and Employment's recently published Strategy. The associated White Paper on Enterprise 2022-2030 sets out the context within which the CEA operates in the following terms:

**"A well-functioning regulatory environment is an essential condition, underpinning a competitive and productive economy. Ireland has long been considered a conducive environment for enterprise to develop and grow and we continue to perform well across a range of indicators for the business and regulatory environment."**

These documents serve to underscore the importance of the CEA's role in contributing to the provision of a robust and effective model of corporate enforcement, which is supportive of enterprise and competitiveness while safeguarding the interests of stakeholders and the public.

## Our Mission, Vision, and Values

Distilling the foregoing, we have set for ourselves the mission of promoting and serving the public interest by ensuring high levels of compliance with company law through effective advocacy and proportionate, robust, and dissuasive enforcement.

Our vision for the future is to be an enforcement agency, that is trusted by the public and highly regarded by our stakeholders and counterparts, whose work contributes to public protection and to Ireland being regarded as a safe and well-regulated economy in which to invest and create employment and this Strategy is the means by which we propose to move towards that vision. In pursuing that vision, the core values to which we subscribe are professionalism, integrity, and independence.

## Strategic Focus – 2026-2028

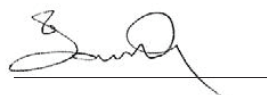
The overarching focus of this, our second, Strategy is on increased impact and added value. We propose to achieve this overarching objective through three principal strategies, namely by:

- i. *optimising our delivery of effective enforcement* – we will continue to develop our operational effectiveness and resilience through a commitment to quality and continuous improvement, by continuing to leverage technology, and through the provision of high-quality advice and feedback to the Minister and his Department on company law matters.
- ii. *empowering our stakeholders* – we will achieve this by enhancing our position as a trusted source of high-quality and impartial information on company law and related matters, by continuing to build and develop our relationships with domestic

and international peers and counterparts, by advancing our standing as a recognised and respected voice on the regulatory and enforcement landscape, and by continuing to enhance the impact of our communications with our stakeholders.

- iii. *investing in our people* – we will achieve this through continuing to enhance the CEA's standing as an employer of choice, by nurturing diversity, equity, and inclusion, and through our longstanding and deeply-held belief in, and commitment to, lifelong training, development, and education.

The forthcoming expansion of the CEA's governing body, together with the associated realignment of organisational structures, will, by significantly enhancing the bandwidth available at that level to deliver on this Strategy, serve to drive and oversee the delivery of high-quality output, to facilitate and drive high performance, and to promote and facilitate greater cross-Directorate collaboration, thereby achieving our overarching objective of increasing our impact and adding value to the public who we serve.



**Ian Drennan**  
Chairperson

28 December 2025



## Our Mission

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To promote and serve the public interest by ensuring high levels of compliance with company law through effective advocacy and proportionate, robust, and dissuasive enforcement.

## Our Vision

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An enforcement agency, that is trusted by the public and highly regarded by our stakeholders and counterparts, whose work contributes to public protection and to Ireland being regarded as a safe and well-regulated economy in which to invest and create employment.

# Our Values

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## PROFESSIONALISM

We act with professionalism, working in the public interest and always striving to adhere to the highest standards



## INTEGRITY

We act with integrity, including by respecting the confidentiality of the information entrusted to us in the discharge of our statutory functions



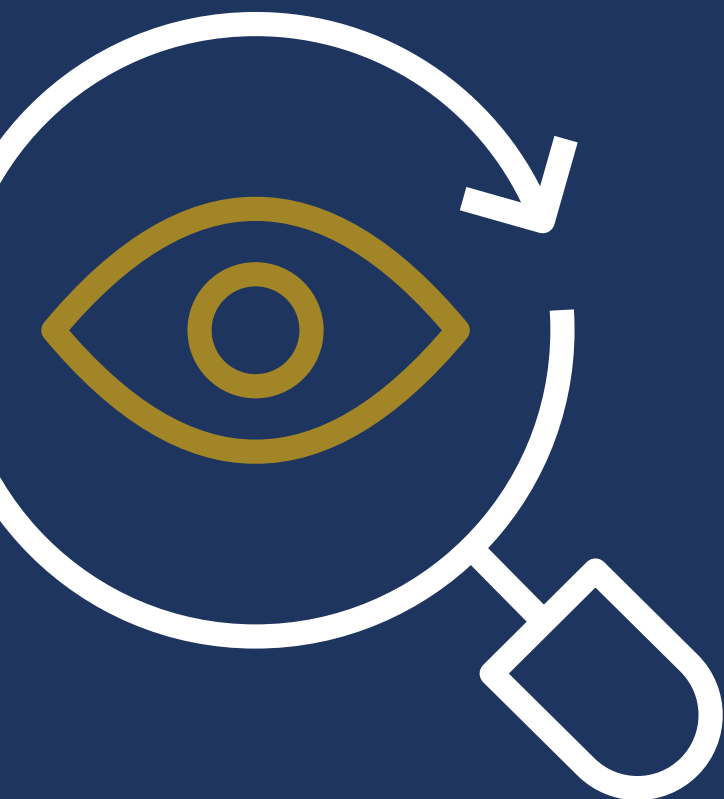
## INDEPENDENCE

We act independently, making objective decisions based on the facts and without fear or favour

# 1

## Introduction

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### The Corporate Enforcement Authority (CEA)

Established in 2022 under the Companies Act 2014<sup>1</sup> (the 2014 Act), the CEA is Ireland's company law enforcement agency. Under the 2014 Act<sup>2</sup> our functions include to:

- ▶ encourage compliance with the 2014 Act,
- ▶ investigate:
  - ◆ instances of suspected offences under the 2014 Act,
  - ◆ instances otherwise of suspected non-compliance with the 2014 Act or with the duties and obligations to which companies and their officers are subject,
- ▶ enforce the 2014 Act, including by the prosecution of offences by way of summary proceedings,
- ▶ at the CEA's discretion, refer cases to the Director of Public Prosecutions where the CEA has reasonable grounds for believing that an indictable offence under the 2014 Act has been committed,
- ▶ to exercise a supervisory role over the activity of liquidators and receivers in the discharge of their functions under the 2014 Act,

The CEA also has functions under the ICAV Act<sup>3</sup>.

1. <https://revisedacts.lawreform.ie/eli/2014/act/38/revised/en/pdf?annotations=false>
2. Section 944D.
3. Irish Collective Asset-management Vehicles Act 2015.

## Our resources

With an approved headcount of over 90 and an annual budget of over €11m, the CEA is a multidisciplinary agency. The skills and expertise at our disposal include accountancy, legal, and digital forensics professionals, as well as seconded members of An Garda Síochána, and compliance and enforcement professionals.

## Our principal workstreams

Flowing from our statutory functions, our principal workstreams include advocacy (encouraging compliance), civil enforcement, supervision of the corporate insolvency process, and criminal enforcement. The teams engaging in these workflows are supported by teams having responsibility for governance, legal, HR, digital forensics, communications, finance, and ICT.

## Accountability and transparency

### Accountability

Under the 2014 Act the CEA is accountable to the Minister for Enterprise, Tourism, and Employment (the Minister), to the Houses of the Oireachtas and its Committees, and to the Comptroller & Auditor General. It is also accountable to the Courts. In addition to providing important supports, pursuant to its governance obligations the Department

of Enterprise, Tourism, and Employment (the Department) exercises an important oversight and accountability function over the CEA. Arising from that relationship:

- ▶ the CEA and the Department enter into an Oversight and Performance Delivery Agreement on an annual basis,
- ▶ the Department's Liaison Unit and CEA management meet quarterly,
- ▶ senior CEA representatives meet the Department's Management Board annually, and
- ▶ CEA leadership meets with the Minister and/or his Ministers of State periodically.

As a State agency, the CEA is also subject to the provisions of the Code of Practice for the Governance of State Bodies.

### Transparency

The CEA is subject to a statutory duty of confidentiality. Outside the parameters of this duty, the CEA adheres to and embraces the public sector value of transparency in its dealings with the public.

# 2

## Context within which we Operate



### Programme for Government and Government policy

The Programme for Government 2025 *Securing Ireland's Future*<sup>4</sup> and the *Government White Paper on Enterprise 2022-2030*<sup>5</sup> set out the context for the CEA's activities. As highlighted in the White Paper:

"A well-functioning regulatory environment is an essential condition, underpinning a competitive and productive economy. Ireland has long been considered a conducive environment for enterprise to develop and grow and we continue to perform well across a range of indicators for the business and regulatory environment."

The Programme for Government includes a commitment to publish a new enterprise strategy (Enterprise 2035), which will detail a long-term ambition for enterprise growth and job creation over the coming decade. This strategy will supersede the White Paper, maintaining a focus on building on Ireland's strengths as an open economy with strong trade and foreign direct investment, a vibrant innovation ecosystem, and a resilient labour market, while also adapting to new challenges in an increasingly uncertain world. The new strategy is expected to be published in the first half of 2026.

The Programme for Government further commits to building capacity to tackle white-collar crime, and to publishing a new Action Plan to tackle economic crime and corruption.

4. <https://assets.gov.ie/static/documents/programme-for-government-securing-irelands-future.pdf>

5. <https://enterprise.gov.ie/en/publications/publication-files/white-paper-on-enterprise-2022-2030.pdf>

These documents serve to underscore the importance of the CEA's role in contributing to the provision of a robust and effective model of corporate enforcement, which is supportive of enterprise and competitiveness while safeguarding the interests of stakeholders and the public.

## Department of Enterprise, Tourism, and Employment – Strategy Statement

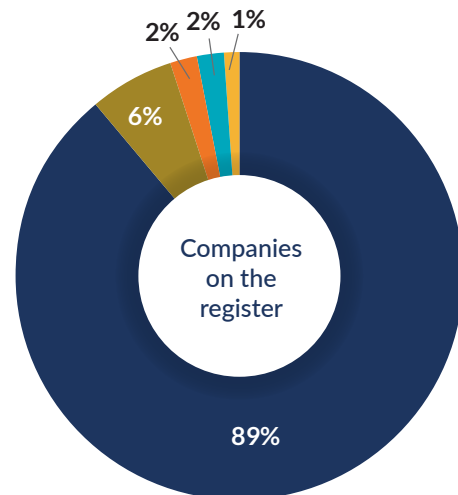
As an agency coming under the Department's remit, the CEA seeks to align its strategy with the Department's strategic priorities and goals. The Department's *Statement of Strategy 2025-2028*<sup>6</sup> (Goal 5) provides that the Department will:

- ▶ enhance Ireland's business regulatory environment by removing unnecessary regulatory or administrative burdens on business and improve implementation of the SME Test across Government to ensure administrative and cost burdens are minimised or mitigated,
- ▶ ensure that Ireland's regulatory business environment protects consumers, promotes effective standards for enterprises and employees, and encourages investment in the economy, and
- ▶ support the Corporate Enforcement Authority to effectively deliver on its mandate.

Also relevant is Goal 1 under the Department's strategy, which is concerned with driving competitiveness. Specifically, the Department is committed to making Ireland the most supportive environment for Irish businesses and the most attractive for start-ups and inward investment.

## Population and composition of companies on the register

According to the Companies Registration Office (CRO), as at 31 December 2024 there were over 324,000 companies on the register.<sup>7</sup> Those companies take the following forms.



- 89% (approximately 290,000) were private companies limited by shares (LTD),
- 6% (approximately 20,000) were companies limited by guarantee (CLG),
- 2% (approximately 6,000) were designated activity companies (DAC),
- 2% (approximately 6,000) were unlimited companies (ULC),
- 1% (approximately 3,000) were external companies, and
- other forms of company, e.g., public limited/unlimited companies, represented only a very small fraction of the overall population.

These companies operate for a wide range of purposes, including commercial enterprise, not-for-profit activities, and charities.

6. <https://enterprise.gov.ie/en/publications/publication-files/statement-of-strategy-2025-2028.pdf>

7. Source: CRO Annual Report 2024 (<https://cro.ie/wp-content/uploads/2025/07/CRO-Annual-Report-2024-Final-ENG.pdf>).

## Composition of Irish enterprise

Irish business comprises both companies and unincorporated entities. The graphic below provides an overview of the scale of Irish business, measured by number of employees<sup>8</sup>.



8. Source: Ireland's SME Test, Department of Enterprise, Tourism and Employment (2024).

## Economic outlook

The Government's *Economic & Fiscal Outlook Summary*<sup>9</sup> identifies that higher tariffs are likely to have some dampening effect on trade, while elevated levels of uncertainty are assumed to weigh on investment. Consumer spending is expected to increase by 2.9% this year and by 2.3% in 2026. Employment is projected to expand by 2.2% (62,000 jobs) in 2025 and 1.5% (41,000 jobs) in 2026. The unemployment rate meanwhile is anticipated to increase slightly, though to remain below 5%. The document further observes that:

"Risks to the economic outlook are two-sided, though tilted to the downside; these risks are primarily external in nature. Most notably, a deterioration in the international economy – triggered, for instance, by a further escalation in geopolitical tensions – could have negative spillovers to the Irish economy."

Separately, recent analysis from the Central Bank (Q2 2025 Bulletin)<sup>10</sup> sets out the current outlook for the Irish economy, highlighting the potential challenges from evolving global dynamics:

"With the global economic backdrop continuing to shift, heightened uncertainty remains a consistent feature shaping the outlook for the Irish economy. As a small, open economy with significant trading and investment relationships with the US and EU, Ireland is experiencing, and can be expected to further experience, the fallout from changing geoeconomic relationships and priorities..."

"... Prospects for Irish-owned exporters and domestic investment and consumption are not immune from geoeconomic developments. The central outlook for the domestic economy, while damped further by the effects of higher uncertainty and higher effective tariffs since the previous forecast in March, remains relatively favourable out to 2027."

## Trends corporate insolvency

The level of corporate insolvencies reduced significantly during the COVID-19 pandemic. As can be seen from the chart below, more recently insolvent liquidations have returned to pre-Covid levels.

Year	Corporate Insolvencies
2019	536
2020	492
2021	302
2022	427
2023	632
2024	734
Total	3,123

Our analysis of liquidators' reports indicates that the reasons for the vast majority of corporate failures are macroeconomic factors, such as increases in input costs and uncertainty in the business environment caused by international developments, as noted in the Central Bank Bulletin referenced above.

9. [https://assets.gov.ie/static/documents/290b4af7/Budget\\_2026\\_-\\_Economic\\_and\\_Fiscal\\_Outlook\\_Summary.pdf](https://assets.gov.ie/static/documents/290b4af7/Budget_2026_-_Economic_and_Fiscal_Outlook_Summary.pdf)

10. <https://www.centralbank.ie/publication/quarterly-bulletins/quarterly-bulletin-q2-2025>

# 3

## What We Do

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### Purpose of company law

The primary purpose of company law is, by providing for the incorporation of various forms of company, to facilitate and encourage entrepreneurial activity and, by extension, job creation. In addition, companies are used as vehicles for conducting the business of entities such as charities and other not-for-profit ventures. Company law facilitates continuity and provides for separate legal personality and limited liability, thereby circumscribing personal exposure to financial risk. In return for these privileges, company law sets down a framework within which:

- ▶ company directors are expected to operate,
- ▶ certain transparency requirements must be complied with,
- ▶ certain protections are afforded to members/shareholders, creditors, and the wider public, and
- ▶ accountability is provided for through a range of sanctions, both civil and criminal, in respect of certain non-compliance.

### Purpose of what we do

Our purpose is twofold:

- i. to encourage compliance with company law.**  
We do this by providing accessible information and guidance on what can be a complex subject. Our information and guidance documents are designed to assist company directors, members/shareholders, creditors, and other stakeholders to understand their duties and rights under company law. Through outreach and engagement activity, we also bring our message to our target audiences.

**ii. to investigate suspected instances of non-compliance with company law.**

Where evidence suggests that company law has not been complied with, we take appropriate action. We have been provided with significant statutory powers to carry out this work, including the power to issue demands and directions, to take civil proceedings, to initiate criminal prosecutions or refer matters to the Director of Public Prosecutions, and to share information with other regulatory and enforcement bodies.

## Strategy Statement: 2022-2025

### Activities

The 2014 Act provides that the CEA shall prepare a Strategy Statement every three years<sup>11</sup>. This is the CEA's second Strategy Statement. During the period covered by the CEA's first Strategy Statement (2022-2025<sup>12</sup>), the CEA:

- ▶ implemented and embedded the governance structures required by the 2014 Act and of an agency coming within scope of the Code. This included:
  - ◆ establishing an Audit & Risk Committee (ARC),
  - ◆ putting in place an Internal Audit function, and
  - ◆ putting in place the processes necessary to support the Comptroller & Auditor General, the ARC, and our Internal Auditors in the discharge of their respective functions and responsibilities,
- ▶ took a range of steps to further the building of our operational capability. Key in that regard was the securing by the CEA of its own recruitment licence, which allows us to manage our own recruitment processes thereby ensuring that we draw from the widest possible pool of talent,
- ▶ launched our website and corporate brand,
- ▶ continued to recruit suitably qualified and experienced staff,
- ▶ continued to invest in staff education, training, and development,
- ▶ through a consultative process with our staff, selected our organisational values of professionalism, independence, and integrity,
- ▶ engaged in a range of activities aimed at establishing our presence amongst key stakeholders. These activities included two highly successful CEA conferences (at which delegates were addressed by a range of experts including Ministers, members of the judiciary, practitioners, and academics) and participation by CEA representatives in podcasts and interviews with various media outlets,
- ▶ prepared and published guidance material on topical issues, including:
  - ◆ providing a system of early warning tool indicators for company directors when their companies are facing insolvency,
  - ◆ on the requirement of company directors to provide PPS numbers when filing certain documents,

11. Section 944U.

12. The CEA was established midway through 2022. For the purpose of aligning Statements of Strategy with calendar years over the longer term, the CEA's first Strategy Statement spanned the period July 2022 to December 2025.

- ◆ providing guidance regarding accepting company directorships in certain circumstances, and
- ◆ providing general guidance regarding disqualification from acting as a company director, with particular focus on disqualification following conviction on indictment of certain offences<sup>13</sup>,
- ▶ engaged in a range of civil and criminal enforcement activities, including in the form of:
  - ◆ securing the restriction and disqualification, both of which are public protection measures, of directors of insolvent companies through the undertaking process,
  - ◆ obliging liquidators to make restriction applications to the High Court where there was evidence that directors had failed to meet the standards of behaviour required of them by company law,
  - ◆ securing companies' and directors' compliance on a voluntary/non-formal basis, i.e., without having to have recourse to our statutory powers,
  - ◆ securing companies' and directors' (and others') compliance through the issuing of statutory directions,
  - ◆ ensuring, through our interventions, that company members'/shareholders' rights were respected,
  - ◆ securing companies', directors' (and others') compliance through the initiation of High Court proceedings,
  - ◆ engaging extensively with restricted company directors seeking their relief from restriction, with applications either being withdrawn or granted by the High Court subject to stringent conditions,
  - ◆ participating in relevant High Court litigation as a Notice Party (e.g., where other parties sought the appointment of Inspectors),
  - ◆ referring matters to the Director of Public Prosecutions (DPP) for consideration as to whether criminal charges should be directed,
  - ◆ supporting the trial process where the DPP had directed charges,
  - ◆ referring relevant information and concerns to other regulatory and enforcement bodies as considered necessary,
- ▶ continued to foster and develop relationships with our national and international peers and counterparts.

13. <https://cea.gov.ie/en-ie/Publications/Information-Notes>

## Impact

Impacts flowing from the above activity included:

- ▶ the embedding and strengthening of the CEA's governance structures and processes,
- ▶ the establishment of the CEA's presence amongst its target stakeholder groups,
- ▶ an enhanced awareness and understanding on the part of our target audiences of the role and responsibilities of company directors and of the rights of groups such as members/shareholders and creditors,
- ▶ an increased awareness of the CEA's enforcement activities and of its willingness to take such action where warranted,
- ▶ protection of the public through the CEA's insolvency supervision activities, which include both offering restriction and disqualification undertakings to directors of insolvent companies and requiring liquidators to take High Court action against the directors of insolvent companies,
- ▶ wrongdoing being sanctioned in the form of penalties being handed down by the criminal courts and the associated dissuasive effect.



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# Our Strategy 2026-2028

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## Strategy development process

In developing this Strategy Statement, the CEA consulted with its staff and with a range of stakeholders, including the Department, the Office of the Director of Public Prosecutions, An Garda Síochána, Chartered Accountants Ireland (Ireland's largest professional accountancy body), and Ibec (Ireland's largest business representative group). The consultative process was facilitated by an external consultant who employed a number of methodologies, including one-to-one meetings, a stakeholder survey, and group workshops. The feedback gathered through the consultation process provided valuable insights into our stakeholders' priorities and their perceptions and views as to what the CEA does well, where we could improve, and what we could do more of.

The CEA would like to express its appreciation to all the individuals and organisations that took the time to provide their valuable feedback.

## Future direction

Over the life of our 2026-2028 strategy, the CEA is committed to delivering on our mandate in a manner that is impactful, effective, and that adds value to our stakeholders by:

- ▶ significantly expanding our advocacy activities and offerings over the period,
- ▶ continuing to invest in and leverage technology, particularly in our enforcement activities,
- ▶ continuing to enhance the quality, efficiency, and effectiveness of our enforcement activities,

- ▶ positioning the CEA as an authoritative and respected voice in our field of expertise,
- ▶ continuing to invest in our most valuable asset - our people, and
- ▶ continuing to develop the CEA's standing as an attractive option for prospective employees.

### Our overarching strategic objective

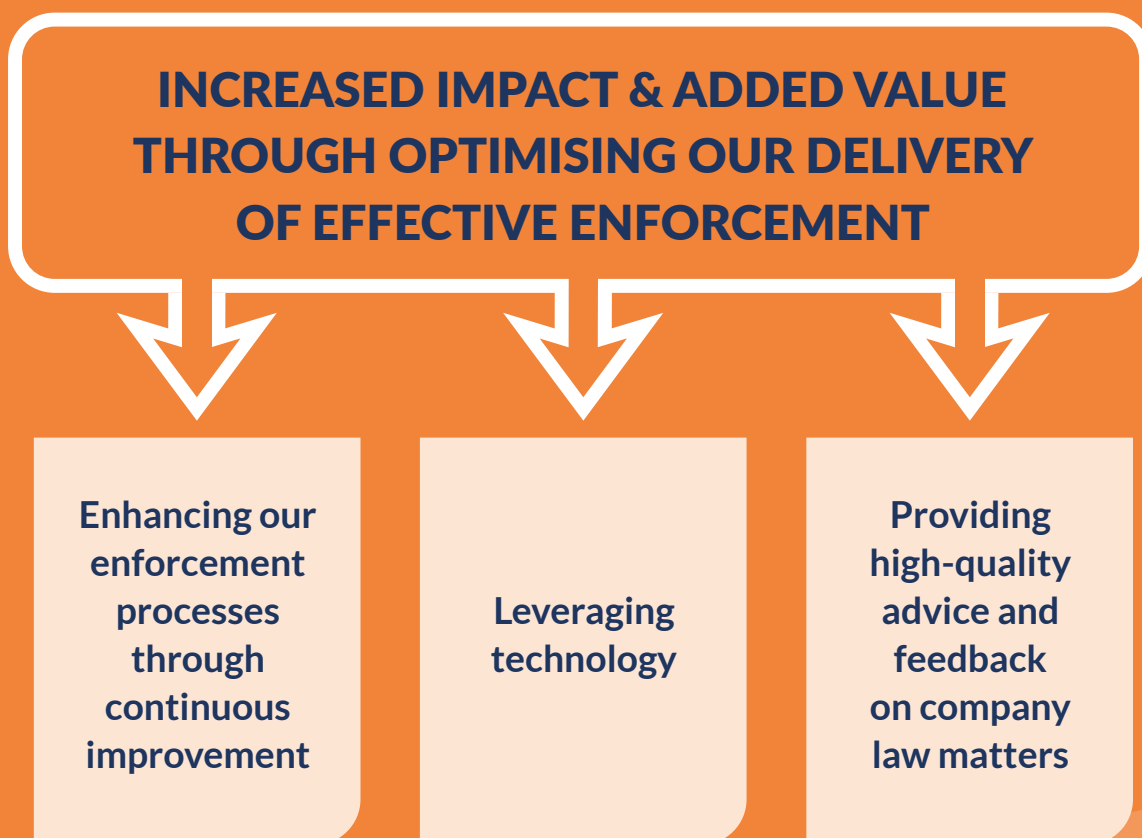
For the period 2026-2028, we have set ourselves the overarching strategic objective of increasing our impact and providing further value to our stakeholders. We will achieve that objective by pursuing three Strategic Goals over the period.

## INCREASED IMPACT & ADDED VALUE THROUGH:



# Strategic Goal 1 – Optimising Our Delivery of Effective Enforcement

Objective: To enhance the effectiveness, robustness, and resilience of our enforcement processes through continuous improvement, leveraging technology, and the provision of high-quality advice and feedback on company law matters.



**Priority actions:**

- i. Implement revised organisational structures and arrangements that capitalise on the appointment of additional Members to the Authority.
- ii. Continue to develop our operational effectiveness and resilience, including through:
  - ◆ the continued embedding of our core value of professionalism in our processes,
  - ◆ a culture of commitment to quality and continuous improvement across the organisation,
  - ◆ greater cross-Directorate collaboration, and
  - ◆ ensuring that our operational processes reflect our human rights and equality duties and obligations.
- iii. Adopt a digital first approach by leveraging technology, including through:
  - ◆ the development and implementation of a new IT strategy, to include consideration of evolving cyber-security issues,
  - ◆ the development and implementation of a new Case Management System (CMS),
  - ◆ exploiting enhanced data-sharing arrangements with our partners in the Department and the CRO respectively,
  - ◆ the continued exploitation of digital forensics and related tools and solutions,
  - ◆ exploring the use, to the extent appropriate, of AI technology within our enforcement processes.

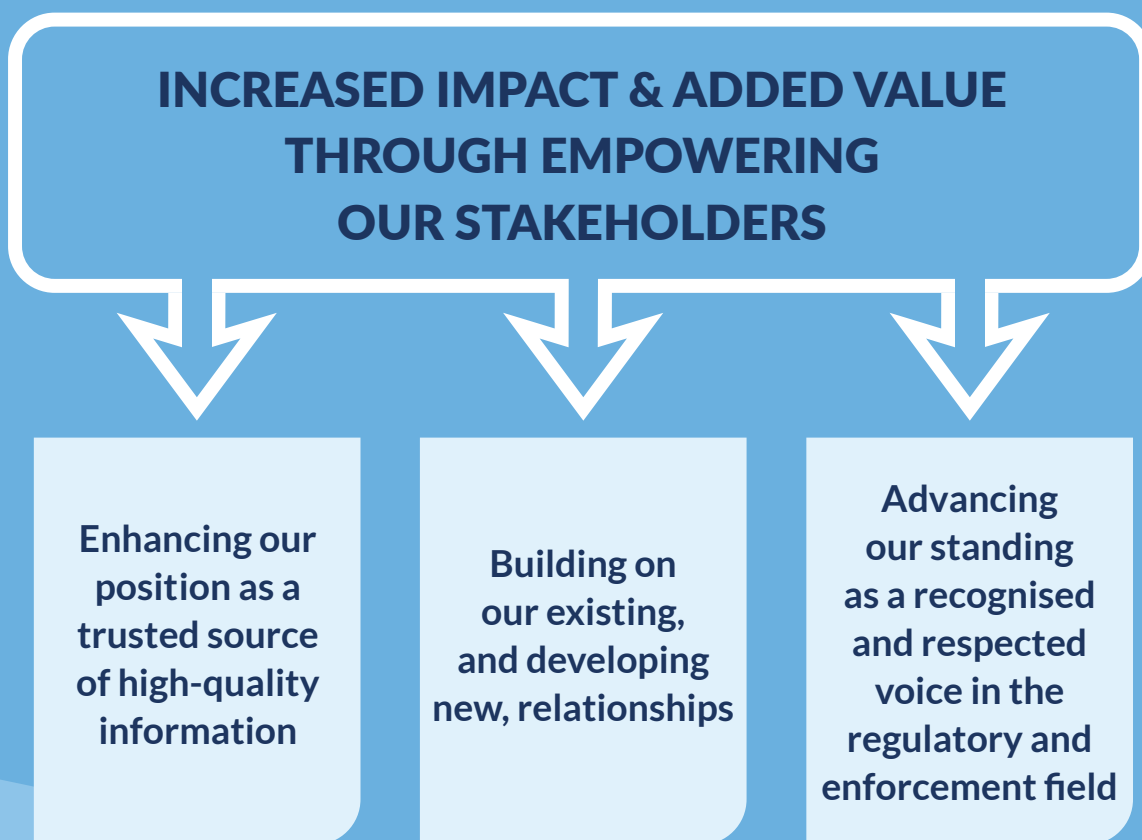
- iv. Contribute to the ongoing enhancement of company law through our membership of the Company Law Review Group and its Committees and by providing advice and feedback on legislative issues encountered in the course of our enforcement activities.

**Key deliverables:**

- ▶ Effective capitalising on the opportunities presented by an expanded Authority structure.
- ▶ High quality enforcement processes, underpinned by professionalism and an ongoing commitment to quality and continuous improvement, that deliver effective outputs and outcomes.
- ▶ Enforcement processes that leverage technology effectively.
- ▶ Company law legislative processes that benefit from our advice and feedback, garnered through our operational experience.

# Strategic Goal 2 – Empowering Our Stakeholders

Objective: To further enhance our positioning as a trusted source of high-quality information and guidance on company law matters, to build on existing, and continue to develop new, relationships with our peers, counterparts, and partners, and to advance our standing as a recognised and respected voice in the regulatory and enforcement field.



**Priority actions:**

- i. Develop and implement a new, impact-focussed corporate communications strategy.
- ii. Increase the reach, impact and, effectiveness of our stakeholder engagement by identifying and exploiting new channels to reach our target audiences, including through identifying opportunities for greater digital offerings.
- iii. Increase the impact and effectiveness of our advocacy, including through identifying and exploiting opportunities for the provision of information and guidance on topical issues and the creation and delivery of content tailored to specific audiences.
- iv. Advance our standing as a recognised and respected voice in the regulatory and enforcement field.
- v. Continue to strengthen our relationships with our national and international peers, counterparts, and partners.

**Key deliverables:**

- ▶ An enhanced organisational presence, achieved through effective and impactful communications.
- ▶ Well informed stakeholders that are equipped to meet their responsibilities and empowered to exercise their rights.
- ▶ A presence as a recognised, respected, and authoritative voice in the areas of company law and enforcement.
- ▶ Strengthened relationships with our peers, counterparts, and partners.

# Strategic Goal 3 – Investing in People

Objective: To further enhance the CEA’s standing as an employer of choice by increasing staff satisfaction, nurturing diversity, equity, and inclusion (DEI), advancing our value proposition to prospective staff, and continuing to invest in education, training, and development.



### Priority actions:

- i. Implement a new HR strategy, with particular emphasis on:
  - ◆ effective performance standards and management that reflect our core value of professionalism,
  - ◆ talent acquisition, development, retention, and effective succession planning,
  - ◆ developing internal career paths and equipping our staff to compete effectively for advancement opportunities,
  - ◆ embedding a culture in which people at all levels are encouraged and expected to exhibit leadership characteristics including professionalism, integrity, respect for our confidentiality obligations, sound judgement, a commitment to quality and high standards, and to supporting each other and holding each other to account,
  - ◆ our human rights and equality duties and obligations, including by embracing and embedding the values of DEI.
- ii. Development and implementation of our culture audit action plan, including a focus on measuring and tracking staff satisfaction through the introduction of annual staff surveys with a view to optimising the CEA employee experience.

- iii. Development and implementation of a new Learning & Development strategy, with particular emphasis on reflecting our ongoing commitment to investing in training and development, education, skills enhancement, and high standards and quality.
- iv. We will also seek to progress the development of bespoke learning programmes in conjunction with our partners.

### Key deliverables:

- ▶ A performance culture where the values of professionalism, integrity, and high standards are fostered and nurtured, and where people expect those standards of each other.
- ▶ An environment in which the values of DEI are actively promoted and embraced.
- ▶ A highly educated, trained, skilled, and competent officer complement.
- ▶ Increased staff satisfaction levels.
- ▶ Adherence to the highest standards of governance, financial management, and risk management and high standards of compliance with the obligations applicable to a State agency.
- ▶ A strong and recognised value proposition for those considering a career with us.

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## Delivering on Our Strategy

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We will deliver our strategy through a series of annual Work Programmes. Those programmes will set out the actions necessary to give effect to the strategy, together with associated performance indicators. Delivery of the targets that we set for ourselves will be monitored and overseen by the Members of the Authority and we will report on our activities under this Strategy Statement in our Annual Reports.



# 6

## Human Rights and Equality – Public Sector Duty

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In accordance with the Irish Human Rights and Equality Act 2014, all public bodies in Ireland have a responsibility to promote equality, prevent discrimination, and protect the human rights of their employees, customers, and service users. Those of the CEA's stakeholders coming within the scope of this duty include our staff, our suppliers of goods and services, and those to whom we provide services (including persons making complaints to the organisation). Also covered by the duty are persons who might be under investigation by the CEA or might otherwise be the subject of enforcement action.

The CEA is committed to respecting and complying with this duty. In addition, members of AGS seconded to the CEA are bound by applicable legislation, as well as AGS regulations, policies, and procedures in discharging their functions and duties. This is particularly relevant in their interactions with complainants, the victims of crime, witnesses, suspects, and accused persons.

We endeavour, at all times, to discharge our functions in a manner that is fair and respectful of human dignity and to ensure that these values are embedded in our day-to-day operations and reflected in the manner in which we engage with our stakeholders and with the general public. Our internal policies, which are reviewed to reflect evolving needs and requirements, are designed with human rights and equality standards at the forefront.

## Actions

Over the lifetime of this Strategy Statement, we will assess our policies and procedures for compliance with the Act. This assessment will have regard to the organisation's purpose, size, and available resources. Where necessary, we will take steps to ensure our compliance. We are also, as reflected in this Strategy Statement, committed to nurturing and promoting the values of diversity, equity, and inclusion.

## Reporting

Over the lifetime of this Strategy Statement, we will report on our activities and actions in our Annual Reports.



Údarás um Fhorfheidhmiú Corparáideach  
Corporate Enforcement Authority



**Corporate Enforcement Authority**

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