

NESDO

Oifig Náisiúnta d'Fhorbairt
Eacnamaíoch agus Shóisialach
National Economic & Social
Development Office



Annual Report

For year ended 31st December 2025

NESDO Annual Report:

for year ended 31st December 2025

Contents

1. Chairperson's Statement	I
2. National Economic and Social Council (NESC) Work Programme 2025	2
3. Organisational Effectiveness	3

I. Chairperson's Statement

The National Economic and Social Development Office (NESDO) was established under the National Economic and Social Development Office Act, 2006.

NESDO is a body corporate for the National Economic and Social Council (NESC) which advises the Taoiseach on strategic policy issues relating to sustainable economic, social and environmental development in Ireland.

NESDO provides full administrative and support services for NESC and submits reports, recommendations and conclusions arising from projects carried out by the NESC to Government and arranges for the subsequent publication of such items.

NESDO's Policies and Procedures Guidelines outline the corporate governance arrangements of the Office, including the functions and responsibilities of the NESDO Board and staff. The Guidelines comply with the Code of Practice for the Governance of State Bodies and are reviewed on a regular basis. I am satisfied that NESDO is in compliance with the Guidelines.

The NESDO Audit and Risk Committee held three meetings during 2025: on 11th March, 17th June, and 23rd September. The Committee comprised:

Cillian Doyle, Interim Chairperson, Department of the Taoiseach

Damian Thomas, NESC

Anna Visser, Department of the Taoiseach

The Internal Audit Unit (IAU) of the Department of the Taoiseach operates as a resource for the Board and management of NESDO providing assurance on the adequacy and effectiveness of the organisation's system of internal controls including financial, operational and compliance controls and risk management.

The NESDO Internal Financial Control Procedures document sets out the accounting procedures and standards in operation, including those for cash, payroll, receipts, payments, travel and expenses, procurement, fixed assets, information technology security, budgetary controls and record management and retention.

During 2025 the NESDO Audit and Risk Committee reviewed the Risk Management Register & IT Risk Register, the Audit and Risk Committee Effectiveness Checklist, the Financial Statements (2024), the Internal Audit Charter, the Annual Review of Internal Controls, and the Audit Report on NESDO Credit Cards. No issues of significance were found. The Audit and Risk Committee confirmed its satisfaction with the adequacy and appropriateness of the system of internal controls within NESDO.

The positions of Chief Officer of NESDO and Director of NESC are occupied by the same person, who is paid in respect of his position as Director of NESC and receives no additional remuneration, emoluments or expenses in relation to his role as Chief Officer of NESDO. All staff of NESDO and NESC, including the Chief Officer/Director, are paid in accordance with relevant pay circulars issued by the Department of Public Expenditure, Infrastructure, Public Sector Reform and Digitalisation. I am satisfied that NESDO is compliant with these circulars.

NESDO is committed to meeting its obligations under the Prompt Payment of Accounts Act, 1997. Its policy of settling all invoices within prescribed timeframes was adhered to during the year, with 92% of its payments made within 15 days of receipt of invoice. There were no invoices subject to Prompt Payment Interest in 2025.

During 2025, NESDO has a blended working policy, in alignment with the wider civil service framework.

I confirm that there were no significant post balance sheet events during 2025.

Finally, I would like to thank Members of the NESC Council and the staff in NESC/NESDO for their support and commitment throughout 2025.

John Callinan

Chairperson

National Economic and Social Development Office

2. National Economic and Social Council (NESC) Work Programme 2025

The following NESC reports were published in 2025.

Ireland's Future Power System and Economic Resilience (NESC Report No. 167): This report outlines that the transition to a decarbonised power system is an essential element of Ireland's action to address the climate and biodiversity emergencies. Every step to assist the delivery of that transition must be taken. In addition to its legally binding carbon budgets, Ireland has committed to reducing harmful emissions by 2030, and to becoming a climate-neutral economy by no later than 2050. Central to delivering on these commitments are ambitious national targets for the power sector.

According to multiple national policies and statements, the energy transition will not only help address urgent environmental concerns but will also deliver substantial economic co-benefits by creating enterprise opportunities, by improving reliability of energy supply, by lowering energy costs, and by enabling Ireland to become a net energy exporter.

The Council has explored in more detail the link between the delivery of targets for the power sector and the realisation of these economic co-benefits. NESC undertook a broad literature and policy review, international engagement, and an extensive consultation process with over 40 key actors in the power sector.

Deepening Compact Growth in Ireland (NESC Report No. 168): This report outlines that Ireland's sprawling pattern of development has long been of concern for economic, social, and environmental reasons. It results in higher costs of providing public services and infrastructure. It also leads to high car dependency to meet daily needs. Ireland's long-term spatial plan, the *National Planning Framework*, sets out an alternative vision based on compact growth.

Compact growth means having more growth within the boundaries of cities, towns, and villages, as well as the development of new walkable neighbourhoods. It includes the renovation of vacant and derelict property. More apartments contribute to compact growth but are not synonymous with it. The Council welcomes the provisions in the *2024 Sustainable Residential Development and Compact Settlements Guidelines for Planning Authorities* that provide for more compact 'own door' housing in appropriate locations.

International Trade Dependencies and the Energy Transition (NESC Report No. 169): This report examines Ireland's international trade dependencies in the energy sector and how these will evolve over the course of the energy transition. Ireland is currently among the most fossil fuel import-dependent countries in Europe. This reliance on imported fossil fuels presents several disadvantages including high levels of CO₂ emissions, exposure to supply disruptions and price volatility on international markets, financial outflows, inefficient fossil-fuel subsidies, and negative impacts on air quality and human health.

This report provides recommendations and policy actions to address strategic policy issues relating to the international trading environment in the energy sector, enabling us to better adapt to factors beyond our borders that will shape the energy transition. Five strategic recommendations are put forward by the Council.

Connecting People to the Energy Transition (NESC Report No. 170): This report outlines that Ireland is undertaking a large-scale transformation of its energy system, moving from fossil fuels to largely renewable sources to achieve climate neutrality by 2050. With legal targets to be achieved and a widening gap between current progress and required reductions, the Council recognises that this is a societal as well as an economic and technological challenge. The transition must ensure that emissions are reduced while also protecting energy security, affordability and reliability for people. There will be costs and risks; some people will be more affected than others.

There are challenges in delivering a just transition and there are new risks to energy reliability, highlighted by extreme weather events. In this report, the Council recognises that this transition must be just, ensuring equitable distribution of costs and benefits while protecting vulnerable groups. Adopting a societal lens is crucial for understanding how households are connected to the energy system and strengthening this connection for successful implementation.

The Council focuses on five broad areas where actions can be taken, as detailed in this report:

- Energy Affordability, Energy Poverty, Monitoring and Targeting;
- Scaling Energy Efficiency and Clean Heat;
- Helping Households Reap Electricity Benefits;
- Place-Based Energy Resilience and Local Production; and
- Strengthening Energy Connections.

Building a Virtuous Demographic Cycle (NESC Report No. 171): This report outlines that Ireland's demographic profile is undergoing rapid and profound change. Birth rates are falling, the number of children is declining, and each year the population ages. Within a decade, the ratio of workers to non-workers will narrow, and the population is projected to contract by the 2050s. Without timely, coordinated action, these trends will place increasing pressure on public finances, social protection and essential services, reshaping Ireland's economy, society and environment.

Recent demographic shifts illustrate both challenges and opportunities. Net inward migration rebounded strongly after the 2000s and life expectancy gains have exceeded projections, but fertility rates have fallen faster than expected and now approach the European average. These dynamics highlight that demographic change is not easily predictable. Building capacity for foresight and flexible policy design will be critical.

The challenge is to build capacity and foresight to anticipate and guide demographic shifts, not merely react to their effects. This Council Report presents a clear, shared and positive vision for demographic change, helping Ireland to be better prepared.

NESC@50: Ireland at a Pivotal Moment: *NESC@50: Ireland at a Pivotal Moment* paints a positive picture of Ireland in late 2023 across a range of measures. However, the research, and the views of many participants at our November 2023 conference, also show the need to improve. This special commemorative book, written in collaboration with over 40 of the conference's participants, underscores the need for more safe and open spaces that can interrogate and develop our capacity as a society to listen – in particular, to a wider range of people – and plan for a better, more sustainable future.

Ireland's Future Power System and Economic Resilience: Research Background Paper (NESC Secretariat Report No. 34): This Secretariat paper provides information on the research underpinning the NESC Council Report No.167 *Ireland's Future Power System and Economic Resilience*.

It sets out additional information on the context of the research (chapter 1), provides detail of the research question, definitions, and approach (chapter 2), and recounts the report's conclusions (chapter 3).

Deepening Compact Growth in Ireland: Extended Research (NESC Secretariat Report No. 35): This Secretariat paper was prepared in conjunction with the Council report of the same name, *Deepening Compact Growth in Ireland*, No.168. There is overlap between the two documents.

Compared to the Council report, this Secretariat paper has more extensive discussion of the following topics: the costs and benefits of compact growth (Chapter 3), vacant and derelict property (Chapter 6), and international examples of compact development (Chapter 7).

Energy Transition as an Opportunity to Eliminate Energy Poverty (NESC Secretariat Report No. 36): In achieving independence from fossil fuels by 2050, while enhancing well-being and leaving no one behind, there is a need to work towards the elimination of energy poverty in the transition.

This secretariat paper focuses on the implications for households at risk of energy poverty in Ireland and across the island of Ireland in the transition to a fossil free future.

Strategic Supply Chain Issues & Ireland's Energy Transition (NESC Secretariat Report No. 37): This paper expands on the findings of the NESC Council Report *International Trade Dependencies and the Energy Transition* (No.169). It explores strategic supply chain issues that are central to the successful delivery of Ireland's climate and energy objectives – while Ireland possesses abundant natural resources for renewable energy, particularly in the form of wind, our capacity to develop and deploy these resources at scale is increasingly shaped by global supply chain dynamics, geopolitical developments, and international trade relations. The cost, availability, and sustainability of key technologies and resources such as wind turbines, solar panels, and biofuels are not solely determined by national policies, but by cross-border supply chains, trade policy developments at EU-level, and evolving international regulatory frameworks.

Energy Communities in Ireland: Progress, Challenges and Potential (NESC Secretariat Report No. 38): This paper expands on the findings of NESC Council Report No.170 *Connecting People to the Energy Transition*. It provides a more detailed discussion of the energy communities' findings, with additional material and examples. It examines the current practices of energy communities and recent developments to understand the state of play in Ireland.

Also discussed is the policy context that has enabled the growth in the number of energy communities in the EU and nationally.

Demographic Aspects of Policy and Population Modelling (NESC Secretariat Report No. 39):

The purpose of this NESC secretariat paper is to answer two main questions:

- How effectively do Irish policies incorporate demography?
- and
- How successful has Ireland been at population modelling?

Ireland's ability to successfully navigate several demographic shifts that are happening simultaneously will depend on proactive policymaking, investment in human capital, and the creation of an inclusive society that maximises the benefits of its evolving population. This raises the question of how effectively Irish policies have incorporated demographic considerations to date.

NESC Conferences 2025

Energising the Transition (22nd October 2025)

This conference focused on the future of the energy transition and what it could mean for Ireland's economy, society, and the environment. There were 160 invited guests including stakeholders ranging from energy industry experts to policymakers and community groups.

Discussions and presentations focused on how exactly Ireland can make the necessary transition for the good of all people and sectors. Five themes were addressed:

- Delivering Ireland's Energy System – How can we decarbonise the energy system and deliver on broader social, economic and environmental objectives?
- Map, Milestones, and Destination – How can we reinforce confidence in Ireland's model for transition to a decarbonised power system?
- Parts, Puzzles, and Possibilities – How do we ensure that the diverse parts of the energy transition align and work cohesively?
- People and Energy – What are the benefits and opportunities for people and communities in the energy transition?
- Action Now, Next, and Later – What are the key steps that need to be taken to breathe more life into the energy transition?

Over 25 speakers and panellists took part across the day's four main sessions – Minister for Transport and Minister for Climate, Energy and the Environment Darragh O'Brien, TD formally opened proceedings, with IEA's Dr Brian Motherway providing a keynote opening address drawing all the findings of the work together. Further keynote presentations were delivered by Mr Kevin O'Donovan, Statkraft; Dr Lewis Akenji, Hot or Cool Institute; Prof Frances Fahy, University of Galway; and Dr Paul Deane, University College Cork. Closing remarks came courtesy of Ms Oonagh Buckley, Secretary General, D/CEE.

NESC Workshops 2025

A number of workshops were held in 2025.

- Sustainable Development: Exploring research Directions, February 10th
- Energy Systems: Applying Systems Analysis Tools: April 8th
- Energy Demand Management, May 21st
- Dialogue on Power Sector Decarbonisation: September 8th

International Meetings of the Economic and Social Council (ESCs) of EU Member States

NESC participated in the annual meeting of Economic and Social Councils of the member states of the European Union and the European Economic and Social Committee (EESC). In 2025, the meeting was hosted by the Polish ESC in Warsaw on June 25th and 26th. As well as sharing information on the work of the councils and the state of social and civil dialogue in each of the member states, the meeting discussed 'Improving living and working conditions across the EU: the role of organised civil society'.

NESC hosted a Roundtable Meeting of the EESC's European Semester Group on January 16th.

International Meetings of the European network of sustainable development councils

NESC participated in the EEAC Annual Conference, 'From Green to Clean', which was held in Brussels on 29 Sept – 1 October.

NESDO Board Meetings during 2025

The NESDO Board met once in 2025; 30th July. The membership of the Board is as follows: -

John Callinan, Department of the Taoiseach, Chairperson.

Elizabeth Canavan, Department of the Taoiseach, Deputy Chairperson.

Also in attendance was NESDO Chief Officer, Dr Larry O'Connell.

NESC Council Meeting during 2025

The Council met four times in 2025; 27th March, 26th June, 2nd October and 18th December. The membership of the Council for 2022-2027 was nominated as follows: -

John Callinan, Department of the Taoiseach, Chairperson

Elizabeth Canavan, Department of the Taoiseach, Deputy Chairperson

Three members from Business and Employers:

Ian Talbot, Chief Executive Officer, Chambers Ireland

Gerard Brady, Chief Economist, Ibec

Andrew Brownlee, Chief Operating Officer, Construction Industry Federation

Three members from Trade Unions:

Owen Reidy, General Secretary, ICTU
Joe Cunningham, General Secretary, SIPTU
Kevin Callinan, General Secretary, IMPACT

Three members from Farming and Agricultural:

Damian McDonald, Director General, IFA
John Enright, General Secretary, ICMSA
TJ Flanagan, Chief Executive Officer, ICOS

Three members from Community and Voluntary:

Seán Healy, Social Justice Ireland
Brid O'Brien, Irish National Organisation of the Unemployed
Naomi Feely, Policy Director, Children's Rights Alliance

Three members from Environment:

Karen Ciesielski, Coordinator, Environmental Pillar
Caroline Whyte, Feasta
Jerry Mac Evilly, Head of Policy Change, Friends of the Earth, Ireland

Four members from the Public Service:

John Hogan, Secretary General, Department of Finance
Declan Hughes, Secretary General, Department of Enterprise, Trade and Employment
Graham Doyle, Secretary General, Department of Housing, Planning, Community and Local Government
David Moloney, Secretary General, Department of Public Expenditure, NPD Delivery and Reform

Eight independent members were nominated by the Taoiseach:

Seamus Coffey, University College Cork
Professor Niamh Moore Cherry, University College Dublin
Dr. Diarmuid Torney, Dublin City University
Dr. Chris Van Egeraat, National University of Ireland Maynooth
Professor Colin Scott, University College Dublin
Noelle O'Connell, European Movement Ireland
Nichola Mallon, Ex MLA, SONI
Colette Byrne, Ex Kilkenny County Council

NESC Secretariat Working during 2025

During 2025, the Secretariat made numerous presentations on NESC work, contributed to a range of conferences, seminars and workshops and served on several committees and working groups. A number of these activities are listed below.

Dr Larry O’Connell, Director, was an invited speaker and panellist at the following events

- Delivered a guest lecture on the policy advice, development and review roles of the National Economic and Social Council to the students of the MSc in Public Policy programme in DCU. • Hosted visit by staff of Vietnam’s Central Institute for Economic Management (CIEM)
- Presented to an OECD team working on the Centre of Government project.
- Presented at the launch of the UCD Sustainability Plan.
- Was interviewed as part of the Welfare State Responses to Social Risks in Times of Climate Change (WELRISCC) research project.
- Participated in UCD Systems Thinking Workshop on Homelessness.
- Panellist at Research Ireland Corporate Plan Development Plenary.
- Presented to New Zealand opposition leader, Chris Hipkins on NESC work around “good jobs” and a just, sustainable transition.
- Chaired meeting in relation to the Government Forum on Offshore Renewables.

Dr Damian Thomas (Senior Policy Analyst). During 2025, Dr Thomas was an external advisor to the Health Dialogue Forum with Voluntary Organisations.

Dr Cathal FitzGerald (Senior Policy Analyst). Dr FitzGerald leads NESC’s research into national and economic resilience. He is a member of:

- The National Data Centre Impact Study Steering Group;
- SEAI’s Decarbonising Ireland’s Electricity System Working Group;
- The IEA National Security of Power Supply Peer Review Group; and
- DCEE/IEA Policy Workshop on Energy Security (Chair)

He spoke at/attended the following:

- Keynote address to Energy Ireland 2025 Conference
- Address to Annual Offshore Wind Industry Conference
- An Taoiseach’s Forum of Offshore Energy Industry and Policy Leaders
- Panellist at UCD School of Economics Annual Research Symposium
- Panellist at NI Energy Transition Conference 2025, Belfast
- Presentation to British-Irish Chamber of Commerce Energy Discussion Group
- Presentation EESC Debate on European Semester cycle
- Presentation to the AP Network, Department of the Taoiseach
- Presentation to the National Energy Affordability Taskforce
- Presentation to Ireland’s Covid-19 Evaluation process
- Public Service Strategic Foresight Planning Sessions
- Department of Finance Future Forty Expert Consultations

Niamh Garvey (Senior Policy Analyst). During 2025 Ms Garvey was a member of the following:

- Land Use Review Phase 2 Citizen Engagement Working Group, DAFM/DECC/DHLGH.
- Bio-economy Implementation and Development Group, DAFM/DCEE.
- National Climate Change Risk Assessment Steering Committee Climate Research Coordination Group, EPA.
- National Environmental Research Coordination Group, EPA.
- Steering committee meeting for phase V of the EPA-ESRI research programme
- Monitoring Committee for the Rural Development Programme for Ireland.
- Consultative group of the DAFM-Climate KIC Deep Demonstration project.
- Carbon Farming Flagship Delivery Team, DAFM/Climate KIC.
- Steering Committee of the EPA funded research project: (2023-NE-I202) – The Development of Land Use Indicators for the Protection of Our Natural Environment.
- FarmCredit Advisory Group, Trinity College Dublin.
- IIEA Agriculture and Climate Stakeholder Forum.
- NPWS Nature Restoration Law Leaders Forum.
- UWISCA Community of Practice.

She/her was an invited speaker at the following events:

- Northern Ireland Land Use Working Group, Belfast, 20th February
- 2nd European Carbon Farming Summit, Dublin, 6th March
- Finding Common Ground Summit: opportunities for new land use change, RDS, Dublin, 9th April
- Sustainable Food Systems Ireland, FAO food systems workshop, Dublin, 1st May
- Public Engagement for Better Policy, launch of the civil service management board policy handbook, Galway, 27th May
- IPA event to launch the special edition of IPA journal, Dublin, 9th June
- Independent Covid-19 Evaluation Stakeholder workshop, Dublin, 24th June
- Chaired 'Denmark's Green Tripartite Agreement: A New Model for Ireland's Agriculture and Climate Policy?', IIEA event online, 22nd October
- Strategic Foresight Systems: What Policymakers Can Learn from Finland, IIEA event online, 12th December

Dr Siobhan O'Sullivan (Senior Policy Analyst). During 2025 Dr O'Sullivan was a member of the following:

- Co-production Working Group, HIQA, National Guidance for the Responsible and Safe use of Artificial Intelligence in Health and Social Care Services.

She attended the following events:

- Participant in WHO-OECD workshop “Expert Consultation in Emerging Technology Governance in Public Health” OECD in Paris on 15-16 October 2025
- 12th European Policy Analysis and Strategy System (ESPAS) Annual Conference in Brussels on 13th November 2025, the theme of which was “Europe towards 2040: Charting a course in a new age of conflict and competition”.

Dr Jeanne Moore (Policy Analyst). During 2025 Dr Moore was a member of the following: -

- National Environmental Research Overview Steering Group, EPA
- National Overview Committee Evaluation for the EPA Research Call 2025
- Evaluator EPA Research Programme
- Steering Group/Advisory Board of DCU Institute for Climate & Society
- Climate and Energy Advisory Group, IIEA
- National Social and Behavioural Advisory Group on Climate Action, DCEE
- Steering Committee EPA project entitled ‘The Next Generation Calls to Action: Exploring Adolescents’ Climate Change Attitudes, Knowledge and Actions (CCAKA) (2025-CE-1301)’.

She was an invited speaker at the following events:

- Guest lecture, Psychology Department, Maynooth University, March
- Panel Participant ‘From Gaps to Greenways: Research for Biodiversity Policy’, TCD Business School,
- Presented to the DCEE Affordability Taskforce, June
- Respondent, Governing the European Green Deal: how local experiments can help Webinar, Share Green Deal EU project. October
- Chair UCD Earth Institute Seminar, Barriers to Climate Action: ‘Bureaucratic Burdens in a Warming World’, November.
- Session Chair, UCC’s Energy Policy and Modelling Group Research Showcase, Dublin, December

Gemma O’Reilly (Policy Analyst). During 2025 Gemma O’Reilly was a member of the following:

- Member of OECD Working Party on Climate Change
- Member of OECD Working Party on Finance and Investment for Environmental Goals • Member of Nature Restoration Plan Taskforce on Finance and Investment
- Member of EPA Steering Committee for Research Project: Collective Opportunities in Nature & Environment for Community Transformations (CONNECT).
- Member of EEAC Working Group on Climate and Energy
- Member of LA CAP KPI Expert Working Group

She was an invited speaker at the following events;

- “Climate agreement mechanisms and negotiation”, UCC Climate diplomacy training; online, 29th January 2025
- “Using Systems Thinking for Public Policy”, IBSPN systems thinking seminar; Dept of Finance Merrion st., Dublin, 6th March 2025
- “Using Systems Thinking for the Energy Transition”, Presentation to SEAI Strategy Day, Tom Johnson House, Haddington Road, Dublin. 19th March 2025
- “Climate agreement mechanisms and negotiation”, UCC Climate diplomacy training, second group, online 16th April 2025
- “A story about changing minds”, DCC Climate Week Story Slam, Wood Quay Offices, Dublin. 16th May 2025
- “Using Systems Thinking for the Energy Transition: A work in progress”, Mary Robinson Climate and Nature Conference, Ballina Mayo, talk by video, 26th May 2025

Noel Cahill (Economist). During 2025 Noel Cahill was a member of the following:

- National Planning Knowledge Group

Dr David Hallinan (Policy Analyst). During 2025, Dr Hallinan was a member of the following: -

- Environmental Protection Agency ‘A Just Transition for Housing’ Project Steering Committee
- DCEE Marine Spatial Planning Advisory Group
- Environmental Protection Agency CLIMATUDE Project Advisory Group
- National Disability Authority Universal Design Homes Cost Benefit Analysis (Project Consultant)

He was an invited speaker at the following event.

- ‘Energy on the Estuary Summit’, Limerick Chamber / Shannon Foynes Port Company, Limerick, October 2025.

Dr Grainne Collins (Policy Analyst). During 2025, Dr Collins was a member of the following:

- Action learning set on The Economic Case for Prevention & Early Intervention
- Cross-Government Network on Child poverty and wellbeing.

She was an invited speaker at the following event: -

- Early Intervention Conference, Limerick 23rd-24th of October where she delivered a paper on demographic change.

She also attended the following: -

- A Strategic Approach to Impactful Migration Research, Florence, Italy

Colette Bennett (Policy Analyst). During 2025, Colette was a member of the following: -

- The Royal Irish Academy Social Sciences Committee.
- The Technical Advisory Group for the Social Inclusion Division, Department of Social Protection.
- Mary Raftery Awards Judging Panel.

She was an invited speaker at the following:

- Social Inclusion Oversight Forum, ILDN, Tullamore, February.
- MA in Social Work and Social Justice, ATU Sligo, March.
- BSS in Social Care and Social Policy, Trinity College Dublin, March.
- Erasmus or organised civil societies on the European Democracy Shield, EESC, November.
- Meeting of the UN Task Force on Measuring Between-Group Social Relations, December.

3. Organisational Effectiveness

Governance and Financial Reporting

NESDO is committed to attaining the highest standard of corporate governance within the organisation. The overall governance and control framework within NESDO is guided by compliance with the NESDO Act 2006 and the Provisions of the Code of Practice for the Governance of State Bodies (2016).

During 2025, given the introduction of NESDO's Blended Working policy, particular emphasis continued on monitoring the control environment operating in NESDO, focusing on financial and data management.

NESDO works closely with the Social Policy and Public Service Reform Division in the Department of the Taoiseach which fulfils an oversight role relating to NESDO. A Liaison Group between NESDO and the Department meets regularly to discuss financial and governance matters.

The NESDO Liaison Group consists of at least two staff members from NESDO and at least two from the Social Policy and Public Service Reform Division in the Department of the Taoiseach, and such other staff members as required. The Liaison Group keeps under review all business issues and manages contact between NESDO and the Department. The Group meets at least twice per year and met three times in 2025.

Risk Management

The effective management of organisational risk requires robust control processes to support NESDO and the Board in achieving NESDO's objectives. Risk and control functions are established in the role of the Audit & Risk Committee appointed by the Board, who review performance and risk matters, including policy and practice. NESDO has an established Risk Management Register which is reviewed and approved at regular intervals by the Audit & Risk Committee.

Public Sector Duty

The Irish Human Rights and Equality Commission Act (2014) requires that NESDO conducts an assessment of the human rights and equality issues it believes to be relevant to the functions and purpose of NESDO; set out the policies, plans and actions in place or proposed to be put in place to address those issues; and report on developments and achievements regarding the Public Sector Duty in its annual report.

Ethics in Public Office Legislation.

As a public body, NESDO is required under section 22 of the Protected Disclosures Act 2014, to publish an annual report in relation to the number of protected disclosures made to it in the preceding year, and the action taken in response to any such protected disclosures.

No protected disclosures were made to NESDO in the period 1 January to 31 December 2025.

Freedom of Information

NESDO received one Freedom of Information (FOI) request in 2025.

Offsetting Emissions Associated with Official Air Travel

In line with provisions of Circular 01/2020, NESDO recorded the following Emissions associated with official air travel usage for 2025 as follows: -

The total kilometres travelled via flights:	70429
The tonnes of CO2 applicable	3.6
Amount remitted to the Department of Climate, Energy and the Environment	€213.61



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