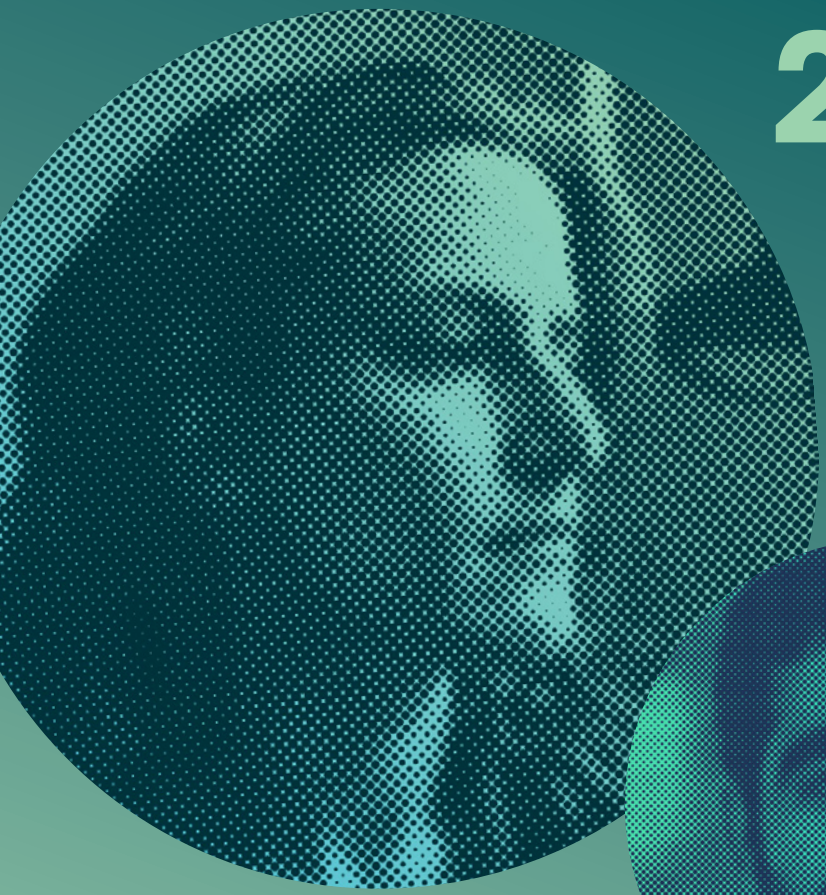
Coimisiún na hÉireann um Chearta
an Duine agus Comhionannas
Irish Human Rights and Equality Commission

Strategy Statement

2025 — 2027



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The Irish Human Rights and Equality Commission was established under statute on 1 November 2014 to protect and promote human rights and equality in Ireland, to promote a culture of respect for human rights, equality and intercultural understanding, to promote understanding and awareness of the importance of human rights and equality, and to work towards the elimination of human rights abuses and discrimination.

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Foreword

As the incoming Chief Commissioner I am honoured and delighted to bring forward, on behalf of the Commission, our fourth Strategy Statement for the period 2025-2027.

The Statement is in the service of our mandate, which is set out in the Irish Human Rights and Equality Commission Act 2014.

It was developed after an extensive consultation process earlier this year, across all sectors of society, from a variety of backgrounds, and across generations.

The Commission has achieved a great deal over recent years in strengthening the protection of rights and the realisation of equality in Ireland. Having listened carefully to the experiences and perspectives of those we work for and with, we have now identified how we can meet the challenges of the next decade, while consolidating the hard-won achievements of our first ten years.

We have determined that our strategic objectives for the next three years will be to:

- **Develop robust responses to current and emerging threats to human rights and equality;**
- **Enhance accountability mechanisms;**
- **Strengthen the human rights and equality infrastructure in the State;**
- **Fulfil our international role as part of a global network of National Human Rights Institutions (NHRIs) and National Equality Bodies (NEBs); and**
- **Operate as a model organisation for implementing human rights and equality in practice.**

In our first strategic objective, we will focus on emerging challenges, such as the rise in misinformation and hate, and the climate crisis, as well as the continuing, critical and pervasive issue of poverty, which impacts the realisation of so many rights, and the lives of so many.

We will advocate for strong accountability mechanisms to ensure that the State delivers on its obligations. In doing so, we will ensure that we fulfil our mandate to monitor and safeguard the health of our national human rights and equality infrastructure, which includes our domestic, European and international obligations, the education system and a robust and independent civil society.

As Ireland's National Human Rights Institution and National Equality Body, we are strengthened by our membership of global human rights and equality networks, and our work with fellow institutions. Over the next three years, the transposition of the EU Standards for Equality Bodies Directives into Irish law will be pivotal in ensuring the resilience of our organisation. Binding standards for Equality Bodies, recently adopted by the Council of the European Union, are a critical defence at a time when, across Europe, the principles of equality and protection of human rights are increasingly under attack.

Across all of these areas, we will continue to advocate for equality and human rights for everyone in Irish society, and in particular those who are most marginalised. It is also worth recognising that the many pressing issues we face are particularly relevant to young people. The world they inherit tomorrow will depend on our responses to the human rights and equality challenges of today.

We look forward to working with Government, the Oireachtas, stakeholders, civil society organisations, and our fellow equality and human rights bodies on the island of Ireland, as we fulfil our mandate to ensure human rights and equality standards are progressed and protected, during the coming years.

Finally, I would like to offer my sincere thanks to all who contributed to the development of this strategy, and to all who continue to support the Irish Human Rights and Equality Commission in our ongoing work.

Liam Herrick

Chief Commissioner

Our Vision

Our vision is of an inclusive Ireland where human rights and equality are respected, protected and fulfilled for everyone, everywhere.

Our Mission

Our mission is to build a just and inclusive society that protects and promotes human rights and equality in Ireland.

Our Values

Our values define how we approach our work, how we work as a Commission and how we engage with people living in this State. We believe that our values are key to our culture, and critical to our performance as an organisation.
Our values include →

Non-Discrimination and Equality

We commit to supporting people who face the greatest barriers to justice as part of human rights and equality protection for all.

Accountability

We are fully committed to the values of openness, transparency and accountability to the people and to the Oireachtas.

Participation

We recognise the personal autonomy and self-determination of all rights holders and duty-bearers. We are committed to hearing and learning from others' perspectives.

Respect

We build respect and trust by valuing the contribution and initiative of everyone within our organisation and those we work with. Respecting the trust placed in us, we conduct our work to the highest professional standards.

Responsiveness

We are responsive to opportunities to advance our mission, and we ensure that our governance, resources, and ways of working support this approach.

Independence

We value our independence and act, where others cannot always do so, in furtherance of human rights, equality and intercultural understanding. We take action based on the highest quality evidence and robust decision-making.

Collaboration

We collaborate across and beyond the organisation so that we act promptly and effectively.

Who we are

The Irish Human Rights and Equality Commission ('the Commission') was established on 1 November 2014, as an independent public body under the IHREC Act 2014. We are Ireland's independent National Human Rights Institution ('NHRI') and National Equality Body ('NEB').

We protect and promote human rights and equality in Ireland.

We are the Independent Monitoring Mechanism for Ireland under the United Nations Convention on the Rights of Persons with Disabilities; the independent National Rapporteur on the Trafficking of Human Beings; and will be assigned the role of the Co-ordinating National Preventive Mechanism under the Optional Protocol to the Convention against Torture, pending ratification. Alongside Northern Ireland's national human rights and equality bodies, we have a mandate to consider and report on equality and rights issues with an island of Ireland dimension. We also have legal powers under the Gender Pay Gap Information Act 2021, and a role in relation to the EU Artificial Intelligence ('AI') Act.

We have a statutory remit to:

- **Protect and promote human rights and equality;**
- **Encourage the development of a culture of respect for human rights, equality, and intercultural understanding in the State;**
- **Promote understanding and awareness of the importance of human rights and equality in the State;**
- **Encourage good practice in intercultural relations, promote tolerance and acceptance of diversity in the State and respect for the freedom and dignity of each person; and**
- **Work towards the elimination of human rights abuses, discrimination and prohibited conduct.**

We operate independently of Government, with our institutional independence guaranteed in our establishing legislation, which provides for accountability of the Commission for our statutory functions to the Oireachtas.

The 15 members of the Commission are appointed by the President, following a resolution by both Houses of the Oireachtas.

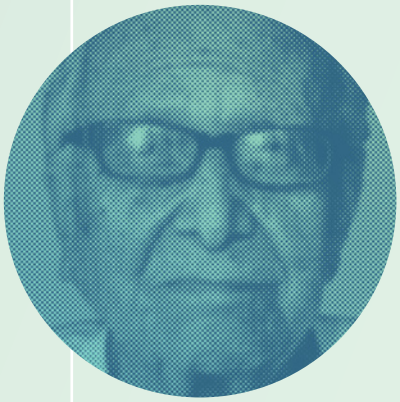
The current members of the Commission are:

- Liam Herrick, Chief Commissioner
- Noeline Blackwell
- Jim Clarken
- Michael Finucane
- Dr. Andrew Forde
- Caoilfhionn Gallagher KC FRSA
- Adam Harris
- Professor Colin Harvey
- Professor Kathleen Lynch
- Dr. Salome Mbugua
- Dr. Rosaleen McDonagh
- Dr. Lucy Michael
- Professor Ray Murphy
- Eoin Ronayne
- Sunniva McDonagh SC

Our Director, Deirdre Malone, leads the Commission's staff team. The Director is responsible for delivery of the strategy and is the Accounting Officer for the annual Irish Human Rights and Equality Commission Vote.

Deirdre also leads our Senior Management Team.

- Dr Iris Elliott, Head of Policy and Research
- Ailish Farrelly, Head of Corporate Services
- Rebecca Keatinge, Head of Monitoring and Compliance
- Jean O'Mahony, Head of Strategic Engagement
- Michael O'Neill, Head of Legal



How we work — our duties and powers

We are Ireland's independent National Human Rights Institution and National Equality Body. We protect and promote human rights and equality in Ireland in line with our founding statute, The Irish Human Rights and Equality Commission Act 2014, as amended.

With our broad mandate to protect and promote equality and human rights, there is a range of core work ongoing consistently within the Commission.

Our **policy and research** activities include monitoring policy and providing observations on the equality and human rights implications of legislation to the Oireachtas. We also report to international treaty monitoring bodies on Ireland's adherence to the various human rights treaties the State has signed and ratified. We undertake research programmes to contribute to the evidence base on equality and human rights issues.

With our **strategic engagement** work, we raise public awareness of human rights and equality issues through ongoing communications, campaigns and events, engage with a range of stakeholders to influence policy and decision-making in the State, support consultation with civil society on our work, and issue grants to support civil society and rights holders. We also support public bodies to implement the Public Sector Equality and Human Rights Duty, primarily by providing support, education and guidance, and monitoring implementation.

Our **legal** work ranges from providing information to individuals about their rights, providing legal assistance to individuals, and acting as *amicus curiae* (friend of the court) and third-party intervener. We also review and set action plans to address the shortcomings of organisations, both public and private, in their obligations under equality law. We have the power to take cases in our own name and perform inquiries into serious human rights and equality issues.

We have two strands of work to progress equality and human rights issues that have an island of Ireland dimension. We work with the Northern Ireland Human Rights Commission ('NIHRC') in the **Joint Committee**, as set out in the Belfast (Good Friday) Agreement. Following the UK's withdrawal from the EU, we also comprise the **Article 2(1) Working Group of the Dedicated Mechanism**, along with the NIHRC and the Equality Commission for Northern Ireland ('ECNI').

We have specific **monitoring and compliance** roles in relation to regional and international equality and human rights frameworks. We are the Independent National Rapporteur on the Trafficking of Human Beings. We are the Independent Monitoring Mechanism for Ireland under the United Nations Convention on the Rights of Persons with Disabilities. We will be assigned the role of the Co-ordinating National Preventive Mechanism under the Optional Protocol to the Convention against Torture, pending its ratification in the State. We also have legal powers under the Gender Pay Gap Information Act and a role in relation to the EU Artificial Intelligence Act.

Our staff and Commission Members represent the Commission on a range of working groups and monitoring committees in Ireland, Europe, and globally.

To enable us deliver on this range of roles, our **corporate services** functions include governance, procurement, human resources, financial management and information technology. These areas of work are the backbone of our organisation, and critical to our independence and effectiveness.

Our work across the breadth of this mandate is managed by our Director, Deirdre Malone. Deirdre is our Accounting Officer with ultimate responsibility for our use of public funds. Working closely with her colleagues in our Senior Management Team, Deirdre leads the staff body to deliver on our wide-ranging programme of activities.

The strategic direction of the organisation is set by the Members of our Commission. Appointed by the President on the basis of open recruitment competitions, our Commission Members bring a diversity of crucial expertise, including expertise by experience, to guide our work. The Commission is led by our Chief Commissioner, Liam Herrick. Liam chairs the Commission's plenary meetings, supports and supervises the Director, and acts as the primary spokesperson for the Commission.

We seek out and value lived experience as a crucial expertise that informs all of our work. This is in line with our core values of participation and collaboration, and the principle of 'Nothing about us without us'. Co-production with our stakeholders and the meaningful involvement of experts by experience are invaluable strengths for our work. We constantly strive to listen to and involve those who are most affected by the issues we address. We work closely with and rely on civil society, which provides a bridge to rights holders and the everyday lived experience of equality and human rights. We seek to make full use of our relationships and networks, both nationally and internationally, to develop and progress a shared approach to issues and opportunities. We prioritise participation in all areas of our activities.

Our strategic planning process

From February 2024 through to August 2024, we carried out a number of stakeholder engagement and consultation exercises to inform our Strategy Statement 2025-2027.

We ran an open public consultation process with civil society and members of the public from 20 February to 22 April 2024, seeking views on key equality and human rights issues. The consultation received 63 responses from a diverse range of civil society organisations and a number of public bodies. Overall, public bodies expressed their desire for continuing support and guidance on the Public Sector Equality and Human Rights Duty ('the Duty'), while civil society reported operating in increasingly pressurised and difficult environments, with insufficient resources and support to fully deliver on rights-based approaches. There are widespread concerns in civil society about how certain communities are experiencing increasing hate crime and discrimination, hardship and vulnerability, and problems in accessing appropriate services. Many cite the need to address a lack of implementation of, gaps in and absence of legislation in key areas, while also highlighting the need for systems and service changes to help communities thrive.

To supplement this consultation, we held one-to-one interviews with senior representatives of 10 relevant agencies and civil society, including non-governmental organisations, trade unions and business representatives, experts in education, representatives of religious thought and belief, and public bodies. These interviews were an important opportunity for us to explore in detail the perspectives of our diverse stakeholders on key equality and human rights challenges. From these differing perspectives, we heard of a clear need to respond to current threats to equality and human rights, enhance access to justice and accountability, and strengthen the equality and human rights infrastructure in the State.

In addition, we held three thought forum events to examine emerging and evolving equality and human rights issues. These brought our Commission Members and staff together with experts from academia, civil society organisations from around the country, fellow national equality and human rights bodies in Europe, and the public sector.

Informed by the current priority areas of focus for our sister equality and human rights institutions and membership networks in Europe, the subjects of these three events were:

- Keeping Hate out of Communities;
- Artificial Intelligence and Digital Transformation; and
- Climate and Environmental Justice and Just Transition.

On each topic, we heard expert evidence and insights on key current issues affecting rights holders, and suggestions as to how we could most effectively use our specific powers and mandate to complement the work of others in these areas and protect rights.

To further our engagement with specific rights holder groups which are less frequently heard from, we had meetings with the National Roma Network and young people active in youth organisations and civil society. Separately, our statutory Disability Advisory Committee, which assists and advises us on disability rights on an ongoing basis, also had a session on strategy that fed into the process.

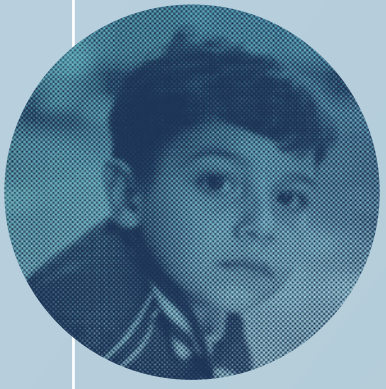
The National Roma Network raised key barriers to members of the Roma community accessing their rights in education, employment and housing, which are compounded by the habitual residence condition. Also reported to us was an increased prevalence of discrimination towards Roma in access to services and in everyday life - in particular for Roma women. Members of the Roma community face barriers to accessing justice, including in relation to employment and services. There is a need for more supports for the Roma community to organise and build capacity.

In our conversation with young people, we heard about the importance of meaningful involvement and participation for young people in the development and implementation of policy. Young people want opportunities to take leadership roles in such processes, but their voices are often undermined or underappreciated by adults who don't take their life experiences seriously. Many young people face issues with entering employment, balancing work with studies and caring responsibilities, inaccessible public transport, and safety in public spaces, including digital spaces. Young people from minority groups and communities are particularly impacted, also experiencing discrimination and inaccessibility in other settings such as work, education and healthcare. Young people cited the importance of youth work and youth organisations in supporting the development of their capacity to advocate for the rights of young people.

Our Disability Advisory Committee reflected on the Commission's work over the last three years and discussed risks and opportunities for the Commission over the next three years. Committee members raised a number of concerns around issues such as the growing exclusion and isolation of disabled people from Irish society. They told us how the economic divide in the disability community impacts on a range of issues, such as the digital divide. They also outlined specific impacts

on disabled people arising from current threats to rights, such as growing hate in communities, and developments in technology and AI. Further raised by the members was the inadequate participation of disabled people and their representative organisations in political and policy processes, and concerns about poor attitudes towards and perceptions of people with psychosocial and intellectual disabilities, in particular.

Our staff team had two full day workshops on strategy, facilitated by our strategic planning consultants. These included undertaking a political, economic, social, technological, legal and environmental ('PESTLE') analysis, reflecting on our impact to date and discussing how we could make best use of our expertise, statutory powers and resources over the next three years.



Strategic Priorities

While retaining our capacity to respond to emerging issues, based on our extensive engagement with stakeholders and the full range of evidence available to us we will prioritise the following strategic aims in this strategic cycle:

1. **Develop robust responses to current and emerging threats to human rights and equality;**
2. **Enhance accountability mechanisms;**
3. **Strengthen the human rights and equality infrastructure in the State;**
4. **Fulfil our international role as part of a global network of National Human Rights Institutions and National Equality Bodies; and**
5. **Operate as a model organisation for implementing human rights and equality in practice.**

1

Develop robust responses to current and emerging threats to human rights and equality.

We believe the rise of violence, hate, the climate crisis and the persistence of poverty are actively eroding the enjoyment of equality and human rights in the State.

To progress our aim, we will focus on the following objectives:

1.1 Protect and promote human rights and equality in communities by partnering with and supporting civil society to: combat misinformation, disinformation, hate and poverty; increase solidarity; and support effective community responses.

1.2 Challenge the State on the structural causes of poverty and its impact on people's lives.

1.3 Support and promote a human rights and equality approach to climate, environmental justice and Just Transition.

2

Enhance accountability mechanisms.

We believe strong accountability mechanisms ensure that the State will be held to account on the human rights and equality matters for which it is responsible.

To progress our aim, we will focus on the following objectives:

2.1 Optimise our own powers and infrastructure to be effective and robust in safeguarding human rights and equality.

2.2 Strengthen access to justice by working with rights holders and duty bearers.

2.3 Collaborate with other inspection, monitoring and regulatory bodies to ensure a human rights and equality informed approach to the oversight and delivery of public services.

2.4 Work to support the conditions that enable a vibrant civil society that has the space, supports and resources to advocate and take action to protect and promote human rights and equality, and hold the State to account.

3

Strengthen the human rights and equality infrastructure in the State.

We believe that we are responsible for monitoring and guarding the health of our national human rights and equality infrastructure which includes our domestic, European and international obligations, the education system and civil society.

To progress our aim, we will focus on the following objectives:

3.1 Support the development of capacity within public bodies to meet their Public Sector Equality and Human Rights Duty, monitor implementation, and support compliance.

3.2 Monitor and report on the State's compliance with the full range of human rights and equality treaties to which it is bound.

3.3 Fully establish and fulfil our roles as:

- Independent Monitoring Mechanism for the United Nations Convention on the Rights of Persons with Disabilities.
- Co-ordinating National Preventive Mechanism designated under the Optional Protocol to the Convention against Torture.

3.4 Maintain and continue to fulfil at an expert high level our role as Independent National Rapporteur on the Trafficking of Human Beings.

3.5 Advocate for the full implementation of relevant EU directives that enhance human rights and equality protection.

3.6 Encourage public bodies collect, collate, disseminate and use disaggregated human rights and equality data on protected groups to promote equality and human rights.

3.7 Collaborate to develop and embed more human rights and equality awareness and learning opportunities in formal and non-formal education.

3.8 Protect and promote human rights and equality protections with an island of Ireland dimension, in partnership with the Northern Ireland Human Rights Commission and Equality Commission for Northern Ireland and through the operation of the Joint Committee.

3.9 Strengthen our relationship with, and the support we provide to, the Oireachtas, public bodies and local authorities.

4

Fulfil our international role as part of a global network of National Human Rights Institutions and National Equality Bodies.

We believe that as a National Human Rights Institution and National Equality Body we are strengthened by our membership of global human rights and equality networks.

To progress our aim, we will focus on the following objectives:

4.1 Engage with NHRIs and NEBs across Europe and internationally to share learning, and to identify and promote best practice in our operations.

4.2 Support and demonstrate solidarity with NHRIs and NEBs who are at risk when democracy, peace and the rule of law are under threat.

5

Operate as a model organisation for implementing human rights and equality in practice.

We believe that in order to deliver our mandate effectively, we must reflect and develop internally to meet the high standards expected of us.

To progress our aim, we will focus on the following objectives:

5.1 Work to ensure we have an adequately resourced and expert workforce that can deliver our mandate efficiently and effectively.

5.2 Ensure that Members of the Commission are supported and equipped to make the best decisions in their leadership roles.

5.3 Cultivate our outreach and communication approaches to support meaningful stakeholder engagement and strong collaborative relationships to maximise strategic impact.

5.4 Review our structures, capacity and procedures to develop as an agile organisation and enhance our knowledge management and collective impact.

5.5 Review and revise our policies to ensure our practice promotes sustainability and climate initiatives.

5.6 Maintain our 'A' status accreditation as a National Human Rights Institution and ensure our operations fully align with the requirements of the EU Directives on Standards for Equality Bodies.

Section 42 Statement

As a public body, the Irish Human Rights and Equality Commission is subject to the Public Sector Equality and Human Rights Duty, as set out in Section 42 of the Irish Human Rights and Equality Commission Act 2014.

Section 42 (1) of the Act requires that the Commission:

"shall, in the performance of its functions, have regard to the need to—

a. eliminate discrimination,
b. promote equality of opportunity and treatment of its staff and the persons to whom it provides services, and
c. protect the human rights of its members, staff and the persons to whom it provides services."

As the State's National Human Rights Institution and National Equality Body, our functions are set out in Section 10 of the IHREC Act 2014. Section 10 (1) states that:

"The functions of the Commission shall be—

a. to protect and promote human rights and equality,
b. to encourage the development of a culture of respect for human rights, equality and intercultural understanding in the State,
c. to promote understanding and awareness of the importance of human rights and equality in the State,
d. to encourage good practice in intercultural relations, to promote tolerance and acceptance of diversity in the State and respect for the freedom and dignity of each person, and
e. to encourage good practice in intercultural relations, to promote tolerance and acceptance of diversity in the State and respect for the freedom and dignity of each person, and
f. to work towards the elimination of human rights abuses, discrimination and prohibited conduct."

As part of that Duty, we are required to carry out an assessment of the human rights and equality issues we believe to be relevant to the functions and purpose of the Commission, and to set out the policies,

plans and actions we will put in place to address the issues identified in the assessment, having regard to our size, purpose, functions and the resources available to us.

In the preparation of this strategy, we carried out an assessment in two parts. In considering the human rights and equality issues relevant to the functions and purpose of the Commission, we ran an open consultation process with civil society organisations and members of the public, seeking the views of individuals and representative groups regarding the human rights and equality issues pertinent to their experience. This consultation was supplemented with further in-depth interviews with stakeholders across the public service, education, faith organisations, the business and trade union sectors, and civil society groups, in particular those working with seldom heard rights holders. We also held three 'Thought Fora' which engaged both academic research and the lived experience of impacted groups to explore three broad thematic areas where there are emerging, as well as existing, human rights and equality issues. We held two extensive consultation sessions with IHREC staff.

The strategic priorities set out in this document are informed by an assessment of the information gathered during this consultation, as well as our work as the National Human Rights Institution and National Equality Body over the preceding strategic period. More details about our strategy development process can be found on page 12 above.

As the Duty also applies to staff and service users, the Commission, through the Executive, also undertook an assessment of the human rights and equality issues relevant to how we exercise our corporate functions, and our functions where we interact directly with service users and members of the public.

For our organisation, 'service users' are primarily:

- members of the public accessing information through our Your Rights Information Service and website;
- people seeking legal services;
- people using our public space;
- people availing of our grants scheme;
- people that we provide guidance and information to about the Public Sector Equality and Human Rights Duty; and
- people we consult with to inform our work.

This part of the assessment was informed by consultation, by means of survey, with certain categories of service users, where appropriate, and user feedback on other services. A staff survey was conducted separately. We also performed an accessibility audit on our website. The table in the Appendix documents the human rights and equality issues relevant to our corporate functions, and functions as they relate directly to service users, and sets out the policies, plans and actions in place, or to be put in place to address them.

Public Sector Equality and Human Rights Duty Assessment

Assess	Team/Division:	**Monitoring and Compliance Unit**	
	Function/Purpose:	**National Rapporteur on Trafficking in Human Beings** **Independent Monitoring Mechanism for Ireland under the United Nations Convention on the Rights of Persons with Disabilities**	
	Relevant issue:	**Providing equality of opportunity in access to services and information we provide related to our core functions.**	
Address	**Area of Work**	**Gap Identified**	**Actions to be put in place**
	Publications and website	Accessibility of materials and publications.	» Prepare terms of reference for an accessibility audit across our external communications, with respect to the purpose of that communication and its end user/ intended audience. Develop an action plan for the organisation on the basis of this audit.
	Training	Internal Staff survey indicates that staff request specific training.	» Evaluate unit training needs and develop a training plan accordingly.

Assess		
Team/Division:	**Strategic Engagement**	
Function/Purpose:	**Information Provision/ Guidance/ Public Sector Training/ Grants and Events/ Communications**	
Relevant issue:	**Providing equality of opportunity in access to services and information we provide related to our core functions.**	

Address	Area of Work	Gap Identified	Actions to be put in place
	Civil Society	Consultations and feedback from stakeholder engagement highlighted the need for greater outreach to and engagement with harder to reach, more diverse and representative groups often located at local and regional level to create awareness of human rights.	» Carry out an audit of civil society groups we reach and identify gaps to inform the development of a co-ordinated and effective outreach plan by teams across the organisation.
		Need to consider geographic representation and travel requirements when holding in-person engagements identified.	» Review and update consultation and engagement guidelines to take into account the development of procedures for regional engagements with stakeholders on key projects.
	Public Sector Duty Monitoring Portal Accessibility audit of PSD portal carried out at design phase.	Consultation with service users raised issues in relation to accessibility of portal (including requirement to use mobile phone app).	» Prepare terms of reference for an accessibility audit across IHREC's external communications, with respect to the purpose of that communication and its end user/ intended audience. Develop an action plan for the organisation on the basis of this audit.
	Guidance for Public Bodies New brand and style guidelines in place, alongside new document templates to assist with increased accessibility.	Consultation with public bodies identified issues in relation to the accessibility of language and format of core guidance.	» Prepare terms of reference for an accessibility audit across IHREC's external communications, with respect to the purpose of that communication and its end user/ intended audience. Develop an action plan for the organisation on the basis of this audit.
	Training for public bodies and CSOs	Feedback from Training delivery/content survey identifies a need for materials to be reviewed to ensure equality of access for all participants.	» Develop a training plan to include screening of the needs of attendees to ascertain accessibility issues in advance. Screening process will be informed by survey issued alongside invitations.

Area of Work	Gap Identified	Actions to be put in place
Digital and Social Media Increased video output. All videos captioned and selected videos have ISL. All static images have ALT text.	User reviews of website indicate a need for tailored process for determining when, where and how best to provide content in other languages.	» Prepare terms of reference for an accessibility audit across IHREC's external communications, with respect to the purpose of that communication and its end user/ intended audience. Develop an action plan for the organisation on the basis of this audit.
Website UX and UI Review included workshops with internal stakeholders and limited external stakeholders (including querists). Fact-finding project included internal and external surveys. Your Rights Information Service Review. Accessibility Audit completed by consultants and National Disability Authority.	Ongoing development of ihrec.ie required to meet regulatory commitments on accessible design.	» Incorporate panel testing by disabled people, people with literacy needs and people with other language requirements into the process for designing and building new website. » Carry out independent accessibility check on new site.

Team/Division:	**Corporate Services**	
Function/Purpose:	**Human Resources**	
Relevant issue:	**Providing services in line with S42 and human rights and equality.**	
Area of Work	**Gap Identified**	**Actions to be put in place**
Recruitment	Current staff demographics are not yet fully representative of the broad diversity of Irish society.	» Review recruitment processes to explore further promotion of inclusivity including additional channels for recruitment, advertisement and information. » Further increase support and recruitment of those with a disability via the Willing Able Mentoring, Oireachtas Work Learning and North East Inner City Transition Year Work Experience programmes » Further develop participation in work experience opportunities for diverse groups.
	No dedicated Equality, Diversity, Equity and Inclusion (EDI) Policy currently in place reflecting existing policies in place, or to provide framework to develop further actions.	» Develop a fully comprehensive, best in class, Equality, Diversity, Equity and Inclusion policy.

	Team/Division:	**Legal**	
	Function/Purpose:	**Provision of practical legal assistance**	
	Relevant issue:	**Providing equality of opportunity in access to services and information we provide related to our core functions.**	
Address	**Area of Work**	**Gap Identified**	**Actions to be put in place**
	Application process for legal assistance and engagement with new clients granted legal assistance. **Engagement with individuals contacting Your Rights Service and clients granted legal assistance.**	Accessibility of materials and publications. Better understanding needed of the ethnic, cultural and religious diversity of people who use our services.	» Prepare terms of reference for an accessibility audit across IHREC's external communications, with respect to the purpose of that communication and its end user/ intended audience. Develop an action plan for the organisation on the basis of this audit. » Provide intercultural awareness training for the Legal Team/ Your Rights Service staff.
Assess	Function/Purpose:	**Information provision – Your Rights Service**	
	Relevant issue:	**Providing equality of opportunity in access to services and information we provide related to our core functions.**	
Address	**Area of Work**	**Gap Identified**	**Actions to be put in place**
	Provision of Information by Your Rights Service A full review of the Your Rights Service (YRIS) has taken place in 2024.	Feedback indicated that the Your Rights Service does not serve marginalised and vulnerable communities as well as it could. Accessibility of materials and publications.	» Identify groups not accessing YRIS currently, to inform YRIS service re-development. » Design specific actions as part of YRIS service re-development to address identified gaps. » Prepare terms of reference for an accessibility audit across IHREC's external communications, with respect to the purpose of that communication and its end user/ intended audience. Develop an action plan for the organisation on the basis of this audit.
Assess	Function/Purpose:	**Exercise of Commission's Powers**	
	Relevant issue:	**Accessibility of guidance documents in relation to the exercise of our powers.**	
Address	**Area of Work**	**Gap Identified**	**Actions to be put in place**
	Guidance relating to Commission's powers	Accessibility of materials and publications.	» Prepare terms of reference for an accessibility audit across IHREC's external communications, with respect to the purpose of that communication and its end user/ intended audience. Develop an action plan for the organisation on the basis of this audit.

Team/Division:	**Policy and Research**	
Function/Purpose:	**Information Provision**	
Relevant issue:	**Providing equality of opportunity in access to services and information we provide related to our core functions.**	

Address

Area of Work	**Gap Identified**	**Actions to be put in place**
Issuing of submissions, correspondence, and guidance	Feedback from stakeholder engagement identified accessibility of our material and documents.	» Prepare terms of reference for an accessibility audit across IHREC's external communications, with respect to the purpose of that communication and its end user/ intended audience. Develop an action plan for the organisation on the basis of this audit. » Take an inclusive approach to research and data projects, ensuring the collection, use and communication of relevant disaggregated equality data, adhering to all ethical standards and the EU guidance on equality data.
Consultation with stakeholders	Feedback from stakeholder engagement identified a need to engage with more diverse and representative groups.	» Review our identified stakeholder partners to ensure optimum and inclusive engagement in all activities. » Develop an internal procedure and guidance for how we engage directly with rights holders, including children and young people.
	Further consider geographic representation and travel requirements needed to increase regional participation needed.	» Review and update consultation and engagement guidelines to take into account the development of procedures for regional engagements with stakeholders on key projects. » Develop an internal procedure on diversifying our research, data, legislation, policy, international monitoring and technical networks.

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