

EMPLOYMENT LAW REVIEW GROUP

ANNUAL REPORT 2025

Table of Contents

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------|----|
| Chairperson’s Letter to the Minister for Enterprise, Tourism & Employment | 1 |
| 1. Introduction to the Annual Report 2025 | 3 |
| 1.1 The Employment Law Review Group | 3 |
| 1.2 The Role of the Employment Law Review Group | 3 |
| 1.3 Policy Development | 4 |
| 1.4 Contact Information..... | 4 |
| 2. Employment Law Review Group Membership | 5 |
| 2.1 Membership of the ELRG | 5 |
| 2.2 Membership of the Employment Law Review Group Sub-groups..... | 6 |
| 3. The Work Programme | 7 |
| 3.1 Introduction to the Work Programme | 7 |
| 3.2 Work Programme 2025-2026 | 7 |
| 4. Employment Law Review Group and Sub-group Activity..... | 8 |
| 4.1 Plenary Meetings of the Employment Law Review Group | 8 |
| 4.2 Sub-group meetings of the Employment Law Review Group..... | 8 |
| 4.3 Sub-group on the review of the minimum notice periods in the Minimum Notice and Terms of Employment (Information) Act 1973 | 8 |
| 4.4 Sub-group on the review of the Unfair Dismissals Acts 1977-2015 | 8 |
| 4.5 Sub-group on the Determination of Employment Status | 9 |
| Appendices | 10 |
| Appendix 1 – Minutes of the 1 st Plenary | 10 |
| Appendix 2 – Minutes of the 2 nd Plenary | 12 |
| Appendix 3 – Minutes of the 3 rd Plenary..... | 14 |
| Appendix 4 – Minutes of the 4 th Plenary..... | 16 |

Chairperson's Letter to the Minister for Enterprise, Tourism & Employment

Mr Alan Dillon, T.D.,
Minister of State for Employment, Small Business and Retail,
23 Kildare Street
Dublin 2
D02 TD30

23 March 2026

Employment Law Review Group Annual Report 2025

Dear Minister Dillon,

It is my pleasure, in accordance with section 17 of the Employment (Collective Redundancies and Miscellaneous Provisions) and Companies (Amendment) Act 2024, to present you with the First Annual Report of the Employment Law Review Group (ELRG). The Group was established in statute on 1 July 2024 and convened its first plenary meeting on 4 March 2025. The initial Work Programme for the Group (2025-26) was prepared by the secretariat of the ELRG, in consultation with colleagues in the Department, and the Group's members, and approved by you on 18 March 2025. The Work Programme was the product of careful consideration of Ireland's obligations under European law, recent developments in jurisprudence in the Irish and European courts, as well the need to ensure Ireland's employment and redundancy law framework remains fit for purpose in the current socio-economic environment.

The establishment of the ELRG is a major milestone in contributing to, not just the promotion of good employment relations, but also effective and timely law reform, and excellent governance, in the State. Employment law is a dynamic and fast-evolving area, reflecting the rapid and ongoing change in the world of employment relations. The establishment of a permanent, independent statutory body to monitor, review, and advise on all aspects of employment and redundancy law, and to ensure the State's suite of employment rights and redundancy legislation remains relevant and fit for purpose, is a hugely positive development.

It has been a sincere privilege to work with the members of the Group. All of the members have significant and time-consuming positions in their own professional lives. The commitment of the members (on a voluntary basis), and their engagement with the work of the Group has been truly inspiring. I am indebted to all of the members and hugely impressed by the dedication to public service they have displayed. I would like to express particular thanks to the Chairpersons of the sub-groups, Anne Lyne, Dr. Desmond Ryan, and Cathy Smith.

There has been considerable activity, with 4 plenary meetings and more than 10 sub-group meetings during 2025, as well as regular interaction between me and the sub-group chairs

In this report, we provide brief updates on the substantial work on these items to date. These are enormously significant areas of employment law, with massive implications for employers and workers in the State and require extremely careful consideration.

In this we are assisted hugely by the composition of the Group, having access to expert legal insights from representatives of the social partners, the State's independent industrial relations bodies, key government offices and departments, as well as practising employment lawyers, and academics. The issues involved are complicated and often controversial. These are not technical or arcane areas of law, but rather areas of legal regulation with significant practical impact on citizens, and on the social and economic development of the State. We are acutely aware that, as a result, the work of the Group, quite correctly, will be carefully scrutinised. In this respect it has been incredibly impressive to see that the discussions and debates in the Group have been respectful and open, and that members have displayed a genuine willingness to engage with each other's viewpoints and positions.

I would like to pay particular tribute, and convey gratitude on behalf of the Group, to the Secretariat; to Josh Byrne, Peter Brennan, and, especially, Matthew Geoghegan, who have been incredibly efficient, always responsive, and unfailingly patient with me, and the Group, as we have been finding our feet. I am also grateful to the legal researchers who began working with us late in 2025.

Finally, I would like to thank you, Minister, for your support for, and encouragement of, the work of the Group, and the work of senior officials in your department, notably Yvonne White and Áine Maher who have been an invaluable asset to the Group over the past year.

On behalf of my colleagues on the Employment Law Review Group, I am delighted to commend this First Annual Report to you.

Prof Michael Doherty

Chairperson

Employment Law Review Group

1. Introduction to the Annual Report 2025

1.1 The Employment Law Review Group

The Employment Law Review Group (**ELRG**, or “**the Review Group**”) is a statutory body mandated to monitor, review and advise the Minister of Enterprise, Tourism and Employment (“**the Minister**”), on matters of employment law in accordance with the Minister’s programme of work. In advising the Minister the ELRG must look to promote modernisation and efficacy by updating and simplifying the law relating to the employment of persons and redundancy practices.

The ELRG is comprised of members with expertise and an interest in the development of employment and redundancy law, including legal practitioners, users (business and unions), regulators (implementation and enforcement bodies) and representatives from Government departments.

In advising the Minister, the ELRG will consider the specific matters of employment and redundancy law in accordance with the three items on its work programme which have been identified by the Minister as priorities, in consultation with the ELRG.

1.2 The Role of the Employment Law Review Group

The ELRG is established to monitor, review and advise the Minister on matters of employment law in accordance with its work programme, as determined by the Minister in consultation with the Review Group. In discharging its functions, the ELRG will consider matters concerning:

- the implementation, amendment and consolidation of employment enactments,
- legislative proposals and the introduction of new legislation relating to the employment of persons and redundancy practices in the State,
- the Rules of the Superior Courts and judgments of courts which relate to the operation of employment enactments,
- the State’s membership of the European Union in so far as it is relevant to the operation of employment enactments,
- international developments in employment and redundancy law in so far as they represent best practice and may provide a model for developments in the State,
- emerging trends in the workplace or changes to the way employment and redundancy matters operate, and
- other related matters.¹

¹ [Employment \(Collective Redundancies and Miscellaneous Provisions\) and Companies \(Amendment\) Act 2024, Section 14](#)

1.3 Policy Development

The ELRG submits its recommendations on matters in its work programme to the Minister. The Minister, in turn, reviews the recommendations and determines the policy direction to be adopted.

1.4 Contact Information

The ELRG's Secretariat can be contacted at:

Matthew Geoghegan
Secretary to the Employment Law Review Group,
Department of Enterprise, Tourism and Employment,
Earlsfort Centre,
Lower Hatch Street,
Dublin 2,
D02 PW01

Email: ELRG@enterprise.gov.ie

2. Employment Law Review Group Membership

2.1 Membership of the ELRG

Following an open call for positions as Ministerial Nominees to the positions of Ordinary Member and Chair to the ELRG, which was open to all interested and suitably qualified parties, the Minister appointed Professor Michael Doherty to be the Chairperson to the ELRG.

Following the open call the Minister appointed six independent Ministerial nominees as Ordinary Members of the ELRG.

The rest of the membership is made up of representatives of the bodies and agencies listed in below.

The membership of the ELRG during 2025 is as follows:

| Member | Nominating Body |
|-----------------------------------|---------------------------------------------------------------------|
| Professor Michael Doherty (Chair) | Nominated by the Minister for Enterprise, Tourism and Employment |
| Síle Larkin | Nominated by the Minister for Enterprise, Tourism and Employment |
| Claire Bruton* | Nominated by the Minister for Enterprise, Tourism and Employment |
| Kevin Duffy | Nominated by the Minister for Enterprise, Tourism and Employment |
| Cathy Smith | Nominated by the Minister for Enterprise, Tourism and Employment |
| Dr. Desmond Ryan | Nominated by the Minister for Enterprise, Tourism and Employment |
| Anne Lyne | Nominated by the Minister for Enterprise, Tourism and Employment |
| Deirdre Malone | Nominated by the Minister for Enterprise, Tourism and Employment |
| Dónal Hamilton | The Law Society of Ireland |
| Mary Paula Guinness | The Employment Bar Association |
| Gavin Smith | Restructuring and Insolvency Ireland |
| Nichola Harkin | Irish Business and Employers Confederation (IBEC) |
| Rachael Ryan | Irish Congress of Trade Unions (ICTU) |
| John Barry | Irish Small and Medium Enterprises Association (ISME) |
| Orlaith Mannion | Department of Social Protection |
| Jane Ann Duffy | Department of Children, Equality, Disability, Integration and Youth |
| Gwendolen Morgan | Workplace Relations Commission |
| Maura McKenna | Labour Court |
| Lorraine Williams | Chief State Solicitor's Office |
| Deirdre O'Kane | Office of the Attorney General |
| Jim Finn | The Courts Service |
| Áine Maher | Department of Enterprise, Tourism and Employment |

* Claire Bruton, nominated by the Minister for Enterprise, Tourism and Employment, concluded her term during 2025. A special thanks to Claire for her invaluable contributions during the ELRG's inaugural programme of work.

2.2 Membership of the Employment Law Review Group Sub-groups

The membership of each of the ELRG's sub-groups is set out below.

Sub-group on Minimum Notice Periods in the Minimum Notice and Terms of Employment (Information) Act 1973

| Member | Nominating Body |
|------------------|------------------------------------------------------------------|
| Anne Lyne | Nominated by the Minister for Enterprise, Tourism and Employment |
| Gavin Smith | Restructuring and Insolvency Ireland |
| Orlaith Mannion | Department of Social Protection |
| Gwendolen Morgan | Workplace Relations Commission |
| Deirdre O'Kane | Office of the Attorney General |

Sub-group on the review of the Unfair Dismissals Acts 1977-2015

| Member | Nominating Body |
|------------------|------------------------------------------------------------------|
| Dr. Desmond Ryan | Nominated by the Minister for Enterprise, Tourism and Employment |
| Claire Bruton* | Nominated by the Minister for Enterprise, Tourism and Employment |
| Dónal Hamilton | The Law Society of Ireland |
| Nichola Harkin | Irish Business and Employers Confederation (IBEC) |
| Rachael Ryan | Irish Congress of Trade Unions (ICTU) |
| Maura McKenna | Labour Court |
| Jim Finn | The Courts Service |
| Áine Maher | Department of Enterprise, Tourism and Employment |

Sub-group on the Determination of Employment Status

| Member | Nominating Body |
|---------------------|---------------------------------------------------------------------|
| Cathy Smith | Nominated by the Minister for Enterprise, Tourism and Employment |
| Kevin Duffy | Nominated by the Minister for Enterprise, Tourism and Employment |
| Deirdre Malone | Nominated by the Minister for Enterprise, Tourism and Employment |
| John Barry | Irish Small and Medium Enterprises Association (ISME) |
| Jane Ann Duffy | Department of Children, Equality, Disability, Integration and Youth |
| Lorraine Williams | Chief State Solicitor's Office |
| Mary Paula Guinness | The Employment Bar Association |

3. The Work Programme

3.1 Introduction to the Work Programme

The work programme is determined by the Minister, in consultation with the ELRG, in accordance with section 16 of the Employment (Collective Redundancies and Miscellaneous Provisions) and Companies (Amendment) Act 2024².

The work programme for the 2-year period 2025-2026 was presented to the ELRG by the Minister and was agreed at its inaugural plenary meeting.

3.2 Work Programme 2025-2026

The 2025-2026 Work Programme³ has been set by the Minister in consultation with the ELRG. The work programme is published on the Department's website, containing three substantive items:

- review of the statutory notice periods in the Minimum Notice and Terms of Employment Act 1973,
- review of the Unfair Dismissals Acts, and
- determination of employment status.

² [Employment \(Collective Redundancies and Miscellaneous Provisions\) and Companies \(Amendment\) Act 2024, Section 16](#)

³ [Employment Law Review Group Work Programme 2025-2026 - DETE](#)

4. Employment Law Review Group and Sub-group Activity

4.1 Plenary Meetings of the Employment Law Review Group

The ELRG meets in plenary session to discuss progress on the items in the work programme and to formally adopt recommendations or conclusions. Four plenary meetings of the ELRG were held in 2025 on 4 March, 27 May, 23 September and 25 November, at which the Review Group was updated on continuing work by its sub-groups.

4.2 Sub-group meetings of the Employment Law Review Group

The work programme is divided among the ELRG's sub-groups, which are established to progress the work on their assigned item of the work programme.

The sub-groups focus on their assigned work programme item and report back on this work at plenary sessions, to update or to seek the views of the full membership of the ELRG on ongoing work, as well as discussion and formal adoption of the sub-group's recommendations.

4.3 Sub-group on the review of the minimum notice periods in the Minimum Notice and Terms of Employment (Information) Act 1973

The sub-group on the minimum notice periods in the Minimum Notice and Terms of Employment (Information) Act 1973 was tasked with reviewing the statutory notice periods in section 4 of the Minimum Notice and Terms of Employment Act 1973 as part of the ELRG's 2025-2026 work programme.

The sub-group, chaired by Anne Lyne, produced a report which sets out the recommendations of the ELRG following a review of the minimum notice periods contained in the Minimum Notice Act.

4.4 Sub-group on the review of the Unfair Dismissals Acts 1977-2015

The sub-group on Unfair Dismissals was tasked with reviewing the Unfair Dismissals Acts 1977-2015 as part of the ELRG's 2025-2026 work programme. The sub-group, chaired by Dr. Desmond Ryan, initially identified the scope for the review of the State's unfair dismissals legislation:

- 1 Consider redress available under the Unfair Dismissals Acts
- 2 Consider the service requirement to access protections under the Unfair Dismissals Acts
- 3 Consider the issue of without prejudice protected conversations
- 4 Consider the burden of proof requirement in Unfair Dismissals Acts cases

The sub-group identified and detailed a number of specific research questions which were discussed and agreed at the ELRG's plenary session. This research will be considered and progressed during 2026 ahead of the next Annual Report.

4.5 Sub-group on the Determination of Employment Status

The sub-group on Employment Status was tasked with reviewing the determination of employment status in Ireland as part of the ELRG's 2025-2026 work programme. The sub-group, chaired by Cathy Smith, initially identified the scope for this work:

- 1 Clarify for all stakeholders how employment status is determined in Irish law,
- 2 Consider matters of employment status as limited to employment rights legislation set out in Section 14 of the Employment (Collective Redundancies and Miscellaneous Provisions) and Companies (Amendment) Act 2024, which establishes the Employment Law Review Group,
- 3 Consider the scope of EU Directives and EU-derived employment rights, and the interaction with other Irish legislation and legislation in other jurisdictions,
- 4 Consider the nature of work and ensure discussions are informed by awareness of the differing nature of work at present, compared with the time of the making of relevant legislation.

The sub-group identified and detailed a number of specific research questions which were discussed and agreed at the ELRG's plenary session. This research will be considered and progressed during 2026 ahead of the next Annual Report.

Appendices

Appendix 1 – Minutes of the 1st Plenary

1st Plenary Meeting of the Employment Law Review Group

Date: Tuesday 4 March 2025

Time: 14:00

Venue: Department of Enterprise, Trade⁴ and Employment,
Kildare Street, Dublin 2 D02 TD30

Minutes

| | |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Present | Professor Michael Doherty (Chair), Claire Bruton, Kevin Duffy, Cathy Smith, Desmond Ryan, Anne Lyne, Deirdre Malone, Dónal Hamilton, Mary Paula Guinness, Gavin Smith, Nichola Harkin, Rachael Ryan, John Barry, Orlaith Mannion, Jane Ann Duffy, Gwendolen Morgan, Lorraine Williams, Deirdre O’Kane, Áine Maher |
| In Attendance | Minister for Enterprise, Tourism and Employment, Peter Burke, TD, Minister of State for Small Businesses and Retail, Alan Dillon TD, Yvonne White, Matthew Geoghegan, Peter Brennan |
| Apologies | James Finn |

1. Welcome from the Chair

The Chairperson welcomed everyone to the inaugural plenary meeting of the Employment Law Review Group and noted apologies.

The Chair introduced Ministers Peter Burke and Alan Dillon and invited both to address the Group.

2. Welcome from Minister for Enterprise, Tourism and Employment, Peter Burke TD

Minister Burke addressed the ELRG, congratulating them on their appointments and welcoming them to the Department’s Kildare Street headquarters for the inaugural plenary meeting.

Welcome from Minister of State for Small Businesses and Retail, Alan Dillon TD

⁴ The then name of the Department

Minister Dillon congratulated the members on their appointments and conveyed his best wishes to the Group in progressing their important work.

3. Declarations of Interest

There were no declarations of interest.

4. Presentation of the draft Terms of Reference for the ELRG

Matthew Geoghegan outlined the draft terms of reference and obligations under the Regulation of Lobbying Act 2015 as it pertains to the work of the ELRG.

Members adopted the Terms of Reference and consented to the secretariat arranging to publish, on the Department's website, the names of the ELRG membership, in compliance with the Transparency Code and the Regulation of Lobbying Act.

5. Presentation of the draft work programme 2025-2027

The Chair presented the topics for the work programme which have been proposed by the Minister, inviting discussion and suggestions from the members. Following discussion, the following items were agreed:

- Determination of Employment Status
- Review of the Unfair Dismissals Acts 1977-2015
- Review of the Notice Periods in the Minimum Notice and Terms of Employment Act 1973

It was agreed that the Minister's approval will be sought on the work programme, which will be published on the Department's website as soon as practicable thereafter.

6. Formation of sub-groups

The Chair informed members that, following the publication of the work programme, expressions of interest would be sought for the formation of sub-groups to progress each of the work programme items.

7. Next steps and date of next meeting

The Chair proposed dates in 2025 for the further plenary meetings of the ELRG.

8. AOB

The Chair thanked members for agreeing to take up their appointments to the Employment Law Review Group and for their contributions at this first plenary meeting.

There being no further business, the meeting concluded at 4pm.

Appendix 2 – Minutes of the 2nd Plenary

2nd Plenary Meeting of the Employment Law Review Group

Date: Tuesday 27 May 2025

Time: 14:00 to 16:00

Venue: Room 110, Department of Enterprise, Tourism and Employment, Kildare Street, Dublin 2
D02 TD30

Minutes

| | |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Present | Professor Michael Doherty (Chair), Kevin Duffy, Cathy Smith, Dr. Desmond Ryan, Anne Lyne, Deirdre Malone, Dónal Hamilton, Mary Paula Guinness, Gavin Smith, Rachael Ryan, Orlaith Mannion, James Finn, Gwendolen Morgan, Lorraine Williams, Deirdre O’Kane, Áine Maher |
| In Attendance | Matthew Geoghegan (Secretariat), Josh Byrne (Secretariat) |
| Apologies | Claire Bruton, Jane Ann Duffy, John Barry, Nichola Harkin |

1. Welcome from the Chair

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of the 1st Plenary of the ELRG (for Approval)

The minutes of the 1st Plenary were adopted with no amendments.

4. Update on Legal Research and ELRG Website (Secretariat)

Matthew Geoghegan (Secretary of the ELRG) updated the group on website development and the intention to engage external research to support the work of the ELRG.

5. Discussion on Notice Periods Sub-group

Anne Lyne (Chair of the Sub-group on Notice Periods in the Minimum Notice and Terms of Employment Act 1973) presented the scoping exercise undertaken regarding the review of notice periods in the Minimum Notice and Terms of Employment Act 1973. Five issues were identified to be considered:

1. Review of existing notice periods in Section 4 of the Minimum Notice and Terms of Employment Act 1973,
2. Consider the alignment and interaction of these with other legislation in Ireland and the implication of any recommendations on this legislation,
3. Consider the notice requirement which employees must give to employers prior to leaving employment,

4. Consider the context of minimum notice periods in other jurisdictions, especially common law position,
5. Consider the history of the notice periods from a policy perspective as well as academic commentary and any other relevant history which might inform the group's discussion.

6. Readout from Sub-groups

Cathy Smith (Chair of the Sub-group on Employment Status) provided a readout of initial scoping exercises from Sub-group on Employment Status:

1. Clarify for all stakeholders on determination of employment status in Irish law,
2. Consider matters of employment status as limited to employment rights legislation set out in Section 14 of the Employment (Collective Redundancies and Miscellaneous Provisions) and Companies (Amendment) Act 2024, which establishes the Employment Law Review Group,
3. Consider the scope of EU Directives and EU-derived employment rights, and the interaction with other Irish legislation and legislation in other jurisdictions,
4. Consider the nature of work and ensure discussions are informed by awareness of the differing nature of work at present, compared with the time of the making of relevant legislation.

Dr. Desmond Ryan (Chair of the Sub-group on Unfair Dismissals) provided a readout of initial scoping exercises undertaken by the Sub-group on Unfair Dismissals Acts:

1. Consider redress available under the Unfair Dismissals Acts
2. Consider the service requirement to access protections under the UDA
3. Consider the issue of without prejudice protected conversations
4. Consider the burden of proof requirement in UDA cases

7. Discussion of links with the Company Law Review Group

The Chair noted that James Finn and Cathy Smith are members of both the ELRG and CLRG. It was agreed that a standing item be added to the agenda to discuss updates from the CLRG when relevant.

8. AOB

There were no AOB items.

9. Next meetings

The 3rd Plenary will take place at 2pm Tuesday 23 September 2025

Appendix 3 – Minutes of the 3rd Plenary

3rd Plenary Meeting of the Employment Law Review Group

Date: Tuesday 23 September 2025

Time: 14:00 to 16:00

Venue: Room 110, Department of Enterprise, Tourism and Employment, Kildare Street, Dublin 2
D02 TD30

Minutes

| | |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Present | Professor Michael Doherty (Chair), Kevin Duffy, Cathy Smith, Dr. Desmond Ryan, Anne Lyne, Deirdre Malone, Rachael Ryan, James Finn, Gwendolen Morgan, Deirdre O’Kane, Áine Maher, John Barry, Yvonne White, Maura McKenna, Nichola Harkin |
| In Attendance | Matthew Geoghegan (Secretariat), Josh Byrne (Secretariat) |
| Apologies | Mary Paula Guinness, Claire Bruton, Lorraine Williams, Dónal Hamilton, Gavin Smith |

1. Welcome from the Chair

Professor Michael Doherty (Chair) welcomed new member Maura McKenna, nominated by the Labour Court.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of the 2nd Plenary of the ELRG (for Approval)

The minutes of the 2nd Plenary were adopted with no amendments.

4. Update from Subgroups

Each of the sub-group Chairs provided read out of the research questions identified in each of their groups.

Following discussion, it was agreed that some points raised were to be addressed further by sub-groups before finalising questions.

5. Research Questions

Matthew Geoghegan (ELRG secretariat) sought views from the members on the proposed breakdown of research questions to be referred to the legal researchers and questions to be taken by the secretariat.

6. Working papers – Secretariat research

Josh Byrne (ELRG secretariat) gave an overview of the two preliminary working papers that were prepared by the secretariat in relation to questions raised by the Employment Status and Notice Periods sub-groups. It was agreed that the Sub-groups will meet to further discuss the papers.

7. Discussion of links with the Company Law Review Group

Jim Finn provided update from the meeting of the CLRG that took place 23 September.

8. AOB

There were no AOB items.

9. Next meeting

The 4th Plenary will take place on Tuesday 25 November 2025.

Appendix 4 – Minutes of the 4th Plenary

4th Plenary Meeting of the Employment Law Review Group

Date: Tuesday 25 November 2025

Time: 13:00 to 14:30

Venue: Room 110, Department of Enterprise, Tourism and Employment, Kildare Street, Dublin 2 D02 TD30

Minutes

| | |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Present | Professor Michael Doherty (Chair), Kevin Duffy, Cathy Smith, Dr. Desmond Ryan, Anne Lyne, Deirdre Malone, Lorraine Williams, Dónal Hamilton, Gavin Smith, James Finn, Gwendolen Morgan, Deirdre O’Kane, Síle Larkin, Áine Maher, John Barry, Yvonne White, Maura McKenna, Nichola Harkin |
| In Attendance | Matthew Geoghegan (Secretariat), Josh Byrne (Secretariat) |
| Apologies | Mary Paula Guinness, Orlaith Mannion, Rachael Ryan |

1. Welcome from the Chair

Declan Hughes, Secretary General of the Department of Enterprise, Tourism and Employment, thanked the group for their invaluable contribution during 2025.

Professor Michael Doherty (Chair) welcomed new member Síle Larkin. The Chair informed the Plenary of Claire Bruton’s resignation from the ELRG, and thanked Claire for her active and extremely valuable contributions to the subgroup on Unfair Dismissals and to the ELRG.

2. Declarations of Interest.

There were no declarations of interest.

3. Minutes of the 3rd Plenary of the ELRG (for Approval).

The minutes of the 3rd Plenary were adopted with no amendments.

4. Update from Subgroups:

Each of the sub-group Chairs provided an update on meetings since last Plenary:

- Cathy Smith (Sub-group on Employment Status) updated on progress on the legal research, which is underway currently and is expected in the coming weeks, and which is required before the sub-group can progress substantively. The sub-group met on 14th October to review the request for legal research, building on the paper prepared by the Secretariat.

- Dr. Desmond Ryan (Sub-group on Unfair Dismissals) updated on legal research, which is underway currently and expected early in the new year. The sub-group met since the last plenary, reviewing and confirming the topics to include in the request to the researcher.
- Anne Lyne (Sub-group on Notice Periods) updated on the working paper and gave an update on the discussion points considered by the sub-group at its meeting on 15th October, indicating that recommendations, if any, will be brought to the next plenary meeting for discussion and agreement of the ELRG.

5. Discussion of next steps and broad plans for 2026.

The Chair reminded members that the ELRG is due to report to the Minister during 2026 on its activities during 2025.

6. Discussion of links with the Company Law Review Group.

James Finn updated the group on activities in the Company Law Review Group, including updates from its subcommittees and progress on their reports.

7. AOB

The Chair again thanked members for their contributions throughout 2025. There were no other AOB items.

8. Proposed dates for 2026 meetings:

The Secretariat proposed a number of dates for the ELRG to meet in plenary session during 2026. Members were asked to consider and indicate their availability at their convenience.