



# HRlink

Inspiring workplace excellence

September 2026

## News

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### **Ibec publishes its HR Update - Pay and Resourcing Forecast Report 2026**

The research, conducted with over 330 senior HR professionals, shows 85% of businesses increased pay in 2026, with respondents reporting an average increase of 3.5% across all sectors. The average employee can expect a pay increase of about 3.1% in 2027.

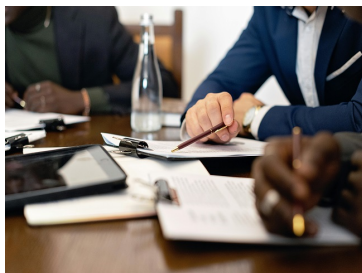
[Read more](#)



### **79 cent National Minimum Wage increase would endanger jobs - Ibec**

Ibec has urged Enterprise Minister Peter Burke to reject the Low Pay Commission's proposed 79-cent increase to the national minimum wage, warning that it threatens employment and competitiveness in labour-intensive sectors.

[Read more](#)



### **Pay transparency not listed for priority drafting in Government's Autumn 2026 Legislation Programme**

On the employment and equality reform side, the Pay Transparency Bill remains at the heads-of-bill preparation stage in the Programme rather than being prioritised for drafting. The Pregnancy Loss Leave Bill 2026 is, however, designated for priority drafting.

[Read more](#)



The theme of 'right to work' featured heavily at a recent Ibec HR Forum for members.

## Citizen residency requirement could rise from five to eight years

The Government approved the priority drafting of the Irish Nationality and Citizenship (Amendment) Bill 2026 which proposes increasing the standard residency requirement for naturalisation from five to eight years. It will consider whether the proposed new citizenship rules should apply to people who are already living in Ireland. For more, see our September Right to Work Insight.

[Read more](#)



## Mandatory use of Ireland's central Gender Pay Gap Portal on track from November

The Employment Equality (Gender Pay Gap Information) (Amendment) Bill has been prioritised for publication in the Government's Autumn Legislative Programme. Its purpose is to clarify the legislative basis for employers to report their gender pay gap to the relevant Minister via a central online portal.

[Read more](#)



## Getting to grips with the new contractual retirement age legislation

The Employment (Contractual Retirement Ages) Act 2025, came into effect on June 29, 2026. An employee can avail of this new right on or after 29 June 2026. However, considering the minimum notification period of three months, a contractual retirement date of 29 September 2026 is the earliest to which the Act applies.

[Read more](#)

## Spotlight Article

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Maureen Walsh, announced as new Ibec president 2026-2027.

## Maureen Walsh announced as new Ibec president 2026-2027

Maureen Walsh, MD of DeCare Dental Insurance Ireland, has been appointed as the President of Ibec for the 2026–2027 term. In her inaugural address, Ms. Walsh outlined three core policy pillars for her presidency: preparing the workforce for AI, supporting entrepreneurs, and driving balanced regional economic growth.

[Read more](#)

## Case Law

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## Landmark CJEU ruling on cross border employment and contracts

In its recent *Hortis* ruling (Case C-768/24), the CJEU clarified the rules for cross-border employment agreements. The court held that parties can choose which state's law governs their contract. This chosen law applies even if it offers less protection than local labour rules. However, this is only allowed if the employment relationship has a closer, genuine connection to the chosen state.

[Read more](#)



## Reasonable Accommodation in the Irish workplace - how far must employers go?

Under the Employment Equality Acts 1998–2015, employers have a strict legal duty to provide 'reasonable accommodation' to enable disabled employees to participate and advance in their employment. However, the law recognises that not every proposed accommodation is realistic or feasible. For employers, one of the primary risks is procedural failure.

[Read more](#)



## WRC rejects discrimination claim over return-to-office mandate

An accounts worker who claimed he was effectively forced out of his job over a dispute regarding return-to-office policies has had his claim for discriminatory dismissal rejected by the Workplace Relations Commission (WRC).

[Read more](#)



## Charity told to pay whistleblower 34k under protected disclosure legislation

Having been employed as a finance manager from the 1st of September to the 2nd of November 2023, the complainant maintained that he was dismissed by virtue of his disclosure to the CEO around the Company's failure to maintain proper accounts.

[Read more](#)

# Human Resource News

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## Tips for PIPs

A Performance Improvement Plan (PIP) gives employees clear goals, constructive feedback, and targeted support to boost performance, to prevent underperformance escalating into formal disciplinary action. See our new FAQ.

[Read more](#)

# Industrial Relations

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## Widespread public sector disturbance commences from 30 September

Thousands of public and civil servants commence a continuous work-to-rule from 30 September. The action is over a successor to the last public sector pay deal which expired on 30 June. For further information members can contact their ER Executive or Ibec's Knowledge Centre.

[Read more](#)



## Labour Court 80th Anniversary

Alan Dillon, Minister of State for Employment, Small Business and Retail earlier this month congratulated Chairperson Louise O'Donnell, the members and staff of the Labour Court, past and present, on the occasion of the 80th anniversary of the Court's inauguration on 23 September 1946.

[Read more](#)



## ERO and SEO Update September 2026

There are currently a number of sectoral employment agreements and employment orders in place which set out the minimum rates of pay and conditions of workers in specified business sectors including construction, contract cleaning, childcare and others. See the pay rates applicable at present and changes in the pipeline.

[Read more](#)

# Health & Safety

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Brendan McKinnon, NOVAS, presented with award for outstanding contribution to Occupational Safety and Health.

## September OSH Update

In this issue we discuss the launch of an all-island People-Plant-Safe Separation campaign and also revisit Display Screen Equipment assessments. We also feature a new podcast on managing the risk of violence and challenging behaviour in Health and Social Care and more...

[Read more](#)

## Upcoming Events

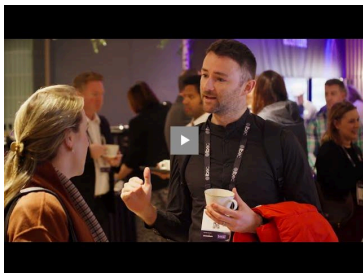
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### Sign up to our next *KC Connect in 15* webinar: Maternity Leave

On **13 October**, Roisin Doherty, Employer Relations Executive, will discuss the legislation governing maternity leave in Ireland, using case law to show how best employers should approach this issue.

[Visit our Library of KC Connect in 15 webinars](#)



HR Leadership Summit 2025 highlights.

### Ibec HR Leadership Summit 2026

Learn how to build, protect and leverage workplace trust at this year's Ibec's HR Leadership Summit. Join 450 HR leaders on Wednesday, 21 October at the RDS with contributions from leading peers and international academics. Don't miss it!

[Book here](#)



### Shaping a culture of wellbeing

The relationship between employers and employees is changing fundamentally. Combining a structured methodology with expert insights, collaborative discussions, and shared peer experiences, you will walk away with the practical tools to shape the culture of wellbeing your organisation needs. The masterclass takes place 5 November, Hilton Hotel Kilmainham, Dublin.

[Book here](#)

## Upcoming Training

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## Certificate in Managing People Skills

Designed for managers and supervisors who want to develop their people management skills, the Ibec Academy Certificate in Managing People Skills starts on 19 November. Participants will develop their management, leadership and interpersonal skills in a real and practical way, ensuring the learning is impactful and applied. Secure your place [here](#).



## Pay Transparency Seminar

Did you miss out on previous Pay Transparency Seminars? This December offers another opportunity to attend the full in-person session and catch up on the essential guidance you may have missed. Book your space [here](#).

**Contact us, it's always great to hear from you**

Email your feedback or suggestions to [hrlink@ibec.ie](mailto:hrlink@ibec.ie)

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