

TIME	SESSION
8.30am	Registration/ Exhibition/ Teas and Coffees
	MAIN HALL
9.20am	Welcome Address
9.35am	Irish Employment Law: 2026 Wrap Up and 2027 Forecast Jennifer Cashman takes a look back at the employment law developments that shaped the last year, and the changes, risks and opportunities that lie ahead for employers in Ireland. Key Takeaways: 1. The year in review: the cases, developments and workplace issues that mattered most for employers. 2. What's coming next: new legal obligations, policy developments and emerging trends set to shape the year ahead. 3. Getting ahead of change: the steps HR should be considering now to reduce risk and prepare for what's next. One of the most popular sessions at our Annual Review, this session helps HR professionals stay informed about the developments that matter most in practice. <i>NOTE: The contents of this session may change to reflect what have been the most important and latest developments at November 2026.</i> Jennifer Cashman, Partner and Head of Employment Law, RDJ LLP
10.35am	Dr Barry Scannell, Partner, William Fry is one of the world's leading voices on AI. He advises global technology, media and BigTech organisations and sits on Ireland's AI Advisory Council.

	AI is moving from the margins of business strategy to the heart of leadership decision making. Are you ready? In this high impact session, Barry will give HR professionals the essential AI update they need going into 2027: the developments that matter, the issues that should be on your leadership agenda and what you need to be thinking about now. No hype. No overload. Just the insights you need to stay ahead. If you attend just one AI session this year, make it this one. Dr Barry Scannell, Partner, William Fry	
11.10am	BREAK & EXHIBITION	
	Main Hall	Parallel Hall

11.35am	Pay Transparency: Caroline's Practical Steps for HR If you think pay transparency is a future compliance issue, think again. While we continue to await the transposing national legislation, the reality is that employers are already responding to pay transparency expectations as though the new rules are in force. Caroline will share practical steps HR can take now to put robust, transparent pay practices in place. Key Takeaways: 1. Know where you stand: How to audit your current pay structures, job evaluation processes and recruitment practices to identify potential gaps and risks. 2. Get your people and processes ready: Practical steps for HR teams and managers from salary ranges and interview practices to policies, contracts and employee requests for pay information.	Why People Stay (and Why They Don't): How to Attract & Retain Talent in 2027 Join Duncan Inverarity, Former Partner & Head of Employment at A&L Goodbody LLP, Karen Hackett, Head of People, PTSB and Ciarán Masterson Director of Human Resources, Iarnród Éireann for an engaging conversation with forward-thinking employers transforming how they attract, retain and support their people: Key Takeaways: 1. Future-proof your talent strategy with insights from leading employers. 2. Turn engagement into a strategic advantage for retention and performance. 3. Discover how high-performing organisations create cultures where people choose to stay and succeed. Duncan Inverarity, Former Partner & Head of Employment at A&L Goodbody LLP Karen Hackett, Head of People, PTSB Ciarán Masterson, Director of Human Resources, Iarnród Éireann
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	3. Turn preparation into opportunity: How to use pay transparency to strengthen trust, support fairer pay decisions and build a more credible and competitive employee proposition. Caroline Reidy, Head of HR Solutions, NFP	
	<i>5 mins for change over</i>	<i>5 mins for change over</i>
12.20pm	Reasonable Accommodation and Disability: From Obligation to Opportunity	Forever Young? Balancing Retirement, Workforce Planning and Age Discrimination Risk

	This session brings together legal and occupational health perspectives to explore some of the more challenging aspects of reasonable accommodation in practice, including the role of occupational health, neurodiversity, and the balance between individual needs, medical evidence and workplace realities. Key Takeaways: 1. Get to grips with the grey areas of reasonable accommodation, where legal obligations meet workplace realities. 2. Understand how occupational health, medical evidence, individual circumstances and neurodiversity can inform accommodation decisions. 3. Turn obligation into opportunity through a more proactive, solutions focused approach to disability and workplace inclusion. Aisling Parkinson, Partner, Lewis Silkin LLP and Dr Robert Ryan, Managing Partner, Medmark	With the new retirement age regime and Code of Practice now in force, 2027 will be the real test of how employers balance workforce planning, longer working and individual employee expectations while managing increasingly complex age discrimination risk. Key Takeaways: 1. Retirement age is now a strategic HR issue: How should employers prepare; approach contractual retirement ages, exceptions and requests to work longer where operational needs, succession planning and employee expectations do not neatly align? 2. Consistency will be critical: What does recent case law tell us about the evidence needed to justify retirement practices, and how can employers avoid inconsistent decision making creating discrimination or litigation risk? 3. Where will the risk crystallise? The difficult cases are likely to sit at the intersection of retirement, performance, succession and workforce planning. How should employers approach these issues without exposing themselves to age discrimination claims?
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1:00pm)	LUNCH & EXHIBITION	
2:00pm	Top Irish Employment Cases of 2026: What Matters for HR Paul D. Maier BL sets out the main developments in ROI cases in 2026. Paul will guide you through the legal labyrinth of recent case law, enabling you to learn from real-life examples and avoid common mistakes to safeguard your organisation. <i>NOTE: Subjects covered in this session may vary from those shown and will focus on the most important ROI cases by November 2026.</i> Paul D. Maier BL	The Art of Difficult Conversations - How to Get Them Right Luke Monahan, Founding Partner, Dynamic Partners and Resolution-Intelligence.com Following the remarkable impact of his leadership programme in Legal Island, we knew this was a conversation that needed to reach a wider audience. Join one of the industry's most respected leadership coaches as he reveals strategies to help top leaders manage challenging conversations with authenticity and crucially, effectiveness. Key Takeaways: 1. Master the skill of saying what needs to be said and hearing what needs to be heard 2. Learn how to challenge directly while caring personally, building trust, accountability and stronger workplace relationships 3. Discover how adapting your approach to different people and situations can turn

		challenging conversations into productive outcomes. Luke Monahan, Founding Partner, Dynamic Partners and Resolution-Intelligence.com
	<i>5 mins for change over</i>	<i>5 mins for change over</i>
2.50pm	AI-Generated Employment Complaints - to Resolve or Fight? This session will look at the growing impact of AI generated employment grievances, which are increasingly complex and often contain irrelevant or inaccurate legal content, and the need to focus on alternative dispute resolution as their use continues to rise. Key Takeaways: 1. What's changed: how AI is shaping the tone, volume and complexity of complaints. 2. What's at risk: the cost and challenge of handling AI driven cases through standard processes. 3. What works better: when to use mediation or other alternatives to resolve issues earlier.	Unlocking the Value of a Multigenerational Workforce Today's workplace spans multiple generations, often framed as a source of friction. This session moves beyond labels to focus on what really drives performance, collaboration and knowledge sharing, and how HR can turn generational diversity into a practical advantage. Key Takeaways: Cutting through the labels: Focusing on real behaviours, not generational stereotypes, to improve communication and performance. Making knowledge flow: Practical approaches to embedding mentoring, reverse mentoring and cross level learning. Designing for inclusion: Building team practices that actively use diverse perspectives to strengthen contribution and outcomes.

	Brid Nic Suibhne, Partner A&L Goodbody LLP and Andrea O'Neill, President of Mediators Institute Ireland	Michelle Halloran, Principal Consultant at MHRS Ireland
	<i>Allow 10 mins for change over Teas and coffee available</i>	<i>Allow 10 mins for change over Teas and coffee available</i>
3.45pm	A Practical Guide to WRC Hearings from a WRC Adjudicator Gain practical insights into the WRC adjudication process from an experienced WRC Adjudicator. This session will explore the common issues that arise in adjudication hearings including evidential requirements, case presentation, witness evidence and procedural issues such as time limits and comparator requirements. Gain a clearer understanding of how hearings are conducted, how to prepare effectively and how to avoid common procedural and evidential difficulties. Key Takeaways: Understanding the key elements of a case, evidential requirements, framing the key issues and ensuring the case is supported by the right evidence and witnesses.	Protected Disclosures: Not Every Complaint Is Watergate Four years on from the 2022 reforms and 12 years into Ireland's protected disclosures regime, this session with Ciara O'Kennedy, Partner, Byrne Wallace Shields LLP takes a sharp look at the reality behind the legislation: when is a complaint really whistleblowing, and when is the protected disclosure regime being used as leverage in a wider workplace dispute? Key Takeaways: Whistleblowing or workplace warfare? Spot the difference between a protected disclosure, a grievance and a strategic escalation. Once the PD card is played, what changes? Understand the impact on investigations, performance management, disciplinary action, exits and

	2. Avoiding procedural pitfalls – Key considerations around time limits, comparator requirements and other procedural issues that can affect a claim. 3. Preparing for the realities of the hearing – Practical insights into common issues encountered at hearings and the steps that can be taken to ensure effective preparation for the adjudication process. Lefre De Burgh BL, Adjudication Officer, Workplace Relations Commission	the ever-present risk of penalisation. 4. Stay in control. Manage the disclosure strategically without overreacting (or underreacting!) or accidentally creating a claim in the process. Ciara O’Kennedy, Partner, Byrne Wallace Shields LLP
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