

Irish Horse Racing & Breeding Industry Dignity at Work Policy



1. Purpose

The purpose of the Policy is to promote respect and dignity in the workplace and to create awareness around potential problems of inappropriate behaviour including bullying, harassment and sexual harassment. The policy also provides guidance to employees who encounter inappropriate behaviour, and guidelines to line managers on how to resolve issues quickly, effectively, and informally where possible.

2. Scope

This policy applies to those working in the Irish Horse Racing and Breeding sectors. The policy extends to all work-related activity, whether it takes place on their employer's premises or not, and whether or not the activity takes place during normal working hours.

3. Policy Statement

HRI is committed to a workplace where dignity and respect at work is supported and where each employee within the industry has the right to work in an atmosphere of respect, collaboration, openness, safety and equality. This policy promotes an environment that is free from bullying, all forms of harassment or any inappropriate behaviour.

All employees are expected to live out the values of this policy which include respect and acting with integrity. Employees have a responsibility to create and contribute to the maintenance of a work environment free from bullying or conduct likely to contribute to bullying. Complaints by employees of bullying at work will be treated with fairness, sensitivity, respect and confidentiality for all parties concerned and employees who make a complaint will not be victimised. A person or persons alleged to have bullied will be afforded natural justice and treated with fairness, sensitivity and confidentiality for the parties concerned. If a vexatious complaint of bullying is substantiated it may result in disciplinary sanction by the relevant employer. Bullying at work by the employer, by employees and by non-employees, such as clients, customers, sub-contractors and business contacts, will not be tolerated and the appropriate employing organisation should deal with the complaint in line with these procedures, which could lead to disciplinary procedures being applied. This policy will be updated to reflect the organisation's experiences in implementing it, relevant changes in the workplace and any external factors that are relevant.

4. What is Bullying, Harassment & Sexual Harassment?

I. Bullying

The Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work, 2020 defines workplace bullying as:

“repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment which could reasonably be regarded as undermining the individual's right to dignity at work.”

Bullying activities involve actions and behavioural patterns, directly or indirectly, spoken and/or written and could include the use of cyber or digital means for the goal of bullying. Bullying behaviour is offensive, on-going, targeted and outside any reasonable 'norm'. A pattern and trend must be involved so that a reasonable person would regard

such behaviour as clearly wrong, undermining and humiliating. It involves repeated incidents or a pattern of behaviour that is usually intended to intimidate, offend, degrade or humiliate a particular person or group of people.

Other examples of bullying behaviour include the following:

- Exclusion with negative consequences
- Verbal abuse/insults
- Being treated less favourably than colleagues in similar roles
- Belittling a person's opinion
- Disseminating malicious rumours, gossip or innuendo
- Socially excluding or isolating a person within the work sphere
- Intrusion – pestering, spying or stalking
- Intimidation/aggressive interactions
- Excessive monitoring of work
- Withholding information necessary for proper performance of a person's job
- Repeatedly manipulating a person's job content and targets
- Blaming a person for things beyond their control
- Use of aggressive and obscene language
- Other menacing behaviour

What bullying is not

An isolated incident of the behaviour described in this definition may be an affront to dignity at work but as a once off incident, is not considered to be bullying.

It is important to distinguish bullying from other inappropriate behaviours or indeed appropriate workplace engagement. For clarity, the following behaviours do not constitute bullying:

- expressing differences of opinion strongly,
- offering constructive feedback, guidance, or advice about work-related behaviour, which is not of itself welcome,
- ordinary performance management,
- reasonable corrective action taken by an employer or supervisor relating to the management and direction of employees (for example managing a worker's performance, taking reasonable disciplinary actions, or assigning work), or
- workplace conflict where people disagree with or disregard the others' point of view.

Cyberbullying

Any references to bullying throughout this policy shall also include cyberbullying. Cyberbullying or cyber-harassment is a form of bullying or harassment using digital means, such as computers, tablets, mobile phones etc. Cyberbullying can occur through SMS, Text, Email and apps, or online in social media, forums, or gaming, where people can view, participate in, or share content. Cyberbullying includes sending, posting, or sharing negative, harmful, false, or mean content about someone else. It can include sharing personal or private information about someone else, causing embarrassment or humiliation. Some cyberbullying crosses the line into unlawful or criminal behaviour. The most common places where cyberbullying occurs are: – Social Media, such as Facebook, Instagram, Snapchat, and Tik Tok – Text messaging and messaging apps on mobile or tablet devices – Instant messaging, direct messaging, and online chatting over the internet – Online forums, chat rooms, and message boards – Email – Online gaming communities.

Who is involved in bullying at work?

Bullying at work can involve people in many different work situations and at all levels including:

- manager/supervisor to employee,
- employee to supervisor/manager,
- one employee to another (or group to group),
- customer/supervisor/manager to business contact, or
- client/customer to employee.

The effects of bullying

Workplace bullying, harassment and sexual harassment can have a significant debilitating impact on all concerned – the individual victim, but also colleagues, others in the organisation, the person being accused of bullying, the reputation of the team, function or in some cases the organisation.

II. Harassment

Harassment (other than sexual harassment) is any form of unwanted conduct, related to any of the discriminatory grounds covered by the Employment Equality Acts 1998 to 2015. There are nine grounds as follows:

- Gender / Gender Identification
- Civil Status
- Family Status
- Sexual Orientation
- Religion
- Disability
- Age
- Race
- Membership of the Travelling Community

Harassment is defined in the Act as

“any form of unwanted conduct relating to any of these discriminatory grounds. Which has the purpose or effect of violating a person’s dignity and/or creating an intimidating, hostile, degrading, humiliating or offensive environment for the person. Such unwanted conduct may consist of acts, requests, spoken words, gestures or the production, display or circulation of written words, pictures or other material”.

Harassment may be targeted at one employee or a group of employees. Harassment may consist of a single incident or repeated inappropriate behaviour.

The following are some examples of harassment which may occur and specifically relate to one of the grounds mentioned above:

- Verbal harassment - Jokes, comments, ridicule or songs, using inappropriate language or terminology.
- Written or circulation of harassment material—via all channels of communication i.e. text messages, emails, social media, notices or written offensive articles.
- Physical harassment - Jostling, shoving, or any form of assault.
- Intimidatory harassment - Gestures, posturing, or threatening poses.
- Offensive displays - Posters, emblems or badges.
- Isolation or exclusion from social activities.
- Pressure to behave in a manner that the employee thinks is inappropriate because of belonging to one of the specified grounds.

III. Sexual Harassment

The Employment Equality Acts 1998 to 2015 define sexual harassment as:

“Sexual Harassment is any form of unwanted verbal, non-verbal or physical conduct of a sexual nature, being conduct which has the purpose or effect of violating a person’s dignity and creating an intimidating, hostile, degrading, humiliating or offensive environment for the person. Such unwanted conduct may consist of acts, requests, spoken words, gestures or the production, display or circulation of written words, pictures or other material”.

Sexual harassment may be targeted at one employee or a group of employees. Sexual harassment may consist of a single incident or repeated inappropriate behaviour.

Some examples:

- **Physical conduct of a sexual nature** - unnecessary and unwelcome touching or close physical proximity,

pinching, patting or brushing against another's body, assault.

- **Verbal conduct of a sexual nature** - this includes unwelcome sexual advances, propositions or pressure for sexual activity, continued suggestions for social activity outside the workplace after it has been made clear that such suggestions are unwelcome, unwanted or offensive flirtations, suggestive remarks, innuendos or lewd comments, spreading rumours about another's sex life.
- **Non-Verbal conduct** - may include the display of pornographic or sexually suggestive pictures, objects, written material, emails, text messages, faxes or on social media. It may also include leering, whistling, sexually suggestive gestures.
- **Sex-based conduct** – would include conduct that denigrates or ridicules or is intimidating to, or physically abusive of, an employee because of his or her sex such as derogatory or degrading abuse or insults which are gender related.

IV. Where / When Incident Occurred

An act of bullying, harassment or sexual harassment may occur inside or outside of the work premises and during or outside of normal working hours.

For example:

- Online including social media sites.
- Outside of the workplace at functions which take place under the aegis, for example, Christmas parties, social club activities, conferences and all related work events.
- At any other place where an employee is present on company business for example business meetings off site, training courses, customer events.

V. Distinguishing between Sexual Harassment, Harassment and Friendly Workplace Interactions

It is the unwanted nature of the behaviour which distinguishes sexual harassment and harassment, from normal interaction which is mutual and welcome. It is up to each employee to decide what behaviour is unwelcome irrespective of the attitude of others to the matter. The fact that the employee has previously tolerated the behaviour does not stop him/her from objecting to it now.

VI. Motive & Intent

The intention of the person engaging in the unwanted behaviour is irrelevant. The effect of the behaviour on the employee concerned is what is important.

VII. Bullying & Harassment by Non-Employees

This policy aims to protect employees from bullying, sexual harassment or harassment, perpetrated by members of the public, contractors, clients, suppliers or any other person with whom employees may come into contact with during the course of their work.

5. Roles and Responsibilities

This section sets out the responsibilities of:

- The Employer
- Managers and Supervisors
- Employees
- Contact Person in the relevant association

I. The Employer

HRI will ensure that adequate resources will be made available to the employers to promote respect and dignity in the workplace and to deal effectively with complaints of bullying and harassment. The employer will ensure that the policy and procedure will be communicated within their workplace and all employees will be made aware of their responsibilities to create a safe working environment which is free from bullying and harassment.

II. Managers & Supervisors

Managers, supervisors and team leaders have a particular responsibility to ensure that sexual harassment, harassment and/or bullying do not occur in their areas and that any complaints are addressed speedily and appropriately. They should also:

- provide a good example by treating all employees or other persons in the workplace with courtesy and respect.
- promote the policy among their employees
- be vigilant for signs of harassment, bullying, or sexual harassment, respectfully challenge if necessary and take action before a problem escalates.
- respond sensitively to an employee who makes a complaint.
- understand the process, and ensure that the procedures are explained, understood and followed, if a complaint is made.
- ensure that an employee making a complaint is not victimised for doing so.
- ensure that those who participate in an investigation, (witnesses, complainant, respondent) are not victimised for doing so.
- monitor and follow up the situation after a complaint is made so that the inappropriate behaviour, if it occurred, does not re-occur.
- keep a record of all complaints and how they are resolved.
- facilitate local resolution between parties as appropriate.
- maintain confidentiality when appropriate.
- remind employees of the availability of the Industry Assistance Programme.

III. Employees

All employees have a responsibility to help maintain a working environment in which the dignity of all individuals is respected. Employees must comply with this policy and the associated procedures. They should also:

- treat their fellow employees, contractors, customers and other members of the public with dignity and respect at all times.
- discourage bullying and harassment by respectfully challenging inappropriate behaviours at the earliest opportunity.
- report to the appropriate manager any incidents of bullying, harassment or sexual harassment as soon as possible after they occur.
- cooperate fully with any procedure initiated under this policy in a timely manner.
- maintain confidentiality at all times, as appropriate to the effects or potential fallout for other concerned parties or individual

IV. Contact Person

Each relevant association within the industry has selected a “contact person” to whom an employee can approach in relation to bullying/harassment/ sexual harassment concerns. Contacting this person is the first step for anyone seeking guidance on how to resolve the interpersonal conflict or stop the offending behaviours.

The role of the Contact Person is purely a supportive one – to listen and offer guidance on options in line with existing policy and procedures, all on a strictly confidential basis. The Contact Person has no role in the investigation of any complaints and will not be tasked with any further involvement in the details or right and wrongs of a complaint.

Where there is a HR function in your place of work there should be a nominated contact person in accordance with this policy.

6. Complaints Procedure

Complaints regarding bullying, harassment or sexual harassment are extremely serious and are to be treated as such by all sectors and employers within the Irish Horse Racing and Breeding Industry.

The employing sector management reserves the right, where appropriate, to channel/refer a complaint directly into the formal route, (by passing the informal route on receipt of the complaint).

Where the complainant indicates within the complaint itself, through disclosure or by default, that a criminal offence may have been committed (e.g. assault, sexual assault, threat of harm to complainant or another) or where the complainant indicates the on-going risk of serious harm or continued presence of a threat to themselves or another,

significant action may be taken to remove the alleged perpetrator/respondent from the workplace, pending investigation.

The following sections provide a template for the respective associations and employers within the Irish Horse Racing and Breeding Industry to carry out informal and formal investigation procedures with the consequent proportionate sanctions upon substantiation of a complaint(s).

I. Informal Process

Early intervention always offers the best possible potential for a good outcome, particularly regarding restoring working relationships.

Many incidents of inappropriate behaviour, bullying, harassment or sexual harassment can be addressed effectively in an informal way. The individual that the alleged complaint has been made against (respondent) may be unaware of the effect their behaviour is having on others. The informal process treats all complaints very seriously and aims to resolve issues in an effective and timely manner, while striving to maintain good relations between all parties involved. The objective of the informal procedure is to allow both parties agree a framework where they will be able to continue to work together in a professional manner. The steps are as follows:

- Approach the person directly - If an incident occurs which offends an employee, it may be sufficient to explain clearly to the person engaging in such behaviour that it is unacceptable and ask them to stop. Individuals may be unaware of the effects their behaviour can have on others. To personally deal with the concerns directly with the individual may lead to a greater chance of a successful resolution.
- If it is more suitable, the individual in receipt of unacceptable behaviour can put their concerns in writing, detailing the offending behaviours and their consequent impact.
- Where an employee perceives that the concerns relate to an immediate manager, the employee may wish to discuss the matter informally with a person at the next level of managerial responsibility.
- The complainant, as indeed the respondent, have the option to avail of the support of a Contact Person or counsellor, where requested.

The focus of the above options is to resolve the matter in an informal manner without recourse to any other step. As a consequence of becoming aware of such a matter, it may be appropriate for the line manager to review good practice in the team.

II. Mediation

Mediation is a resolution method under the informal process. It is a voluntary process where a mediator assesses the conflict and parties to the conflict, as suitable for Mediation, as an alternative to the formal route. Mediation can be made available at any stage of the process of a complaint – from the outset or even after a formal investigation. However, the parties must freely agree to entering the process and the mediator has to determine the appropriateness of mediation or otherwise, in respect of the conflict/ issues between the parties. Mediation requires the voluntary participation and co-operation of both parties in order to work effectively towards resolution of the issues/behaviours/ conflict. Information exchanged during the engagement of mediation is confidential to that process and the mediator will only inform the employer with the parties' knowledge as to whether agreement was reached or not reached – the actual content of any agreement is confidential to the parties concerned.

If both parties do not agree to engage in the mediation process, or the parties engage but do not reach a settlement or if the mediator deems mediation as inappropriate in the situation, the option to move or return to the formal process is automatically exercised.

It is important to note that engaging in mediation is in no way prejudicial to either parties' statutory rights.

III. Closure of the informal stage

If resolution is obtained through informal procedures and if agreed in the resolution process, periodic reviews can take place to ensure that the offending behaviour(s) has ceased and that the working relationship between the parties remains non-toxic. Additional support may be put in place if necessary. Where a complaint has been assessed as vexatious, the matter should be progressed through the disciplinary procedure.

Employees will not be penalised, treated less favourably or subject to other adverse treatment because of pursuing rights by way of taking action, supporting action or giving notice of intention to take or support action under this policy or under equality legislation.

If there is a disclosure by the complainant that they are being subject to victimisation at any point after making the complaint, the employing sector must take the necessary disciplinary/remedial action to remove the risk levels to the complainant by ensuring cessation of the victimisation.

IV. The Formal Process

A complaint proceeds to formal investigation, if the party concerned accesses this route in the first instance or where informal resolution attempts have been exhausted. It is important to highlight that at any stage during the formal process both parties have the opportunity to revert back to the informal process, or seek mediation, provided both parties agree to same.

A formal complaint should be made to the appropriate line manager. In the absence of a line manager, or where the line manager is the subject of the formal complaint, the complainant can send the complaint directly to the next level of managerial responsibility. In the event that these routes are not accessible, the complainant can contact their respective association contact person for guidance and support throughout the complaint process/ investigation. The written complaint should provide as much detail as possible such as the nature of the incidents/ behaviours, dates-times- location of the inappropriate behaviours/ communications, name (s) of the person(s) i.e. the respondents and names of any potential witnesses (who was present at the time to any of the incidents or communications).

The employer will ensure an initial meeting is organized where each person is met separately, starting with the person making the allegation. The other party, when met with will be given a copy of the complaint in full and both parties will be given any relevant documents, including a copy of the Dignity at Work policy.

They will both be advised of the aims and objectives of the formal process, the procedures and approximate ideal timeframe involved, and the possible outcomes. Both parties will be advised of the support available to them throughout the process.

An investigation will be set up by the employer, who will identify an appropriate investigator(s). The purpose of an investigation is fact-finding and to determine the facts and credibility or otherwise of a complaint of alleged bullying, harassment or sexual harassment. The investigation will be governed by terms of reference which will set out how the investigation will be conducted in according with this Dignity at Work policy, an indicative timeframe, the scope of the investigation and the requirement for confidentiality.

Every effort will be made to conduct the investigation expeditiously, and to an agreed timescale. When delays occur in the process, regardless of the reason, it will be conveyed to both parties concerned. In general, both parties should be kept up to date regarding the likely completion date, throughout the duration of the investigation.

The investigator(s) will decide, based on the facts before them and on the balance of probabilities, whether the alleged behaviour has taken place. The investigator(s) will either substantiate or non-substantiate the complaint(s) and may make recommendations to the employer as to their findings. The employer will be responsible for the imposition of sanctions, as a result of the determination, where appropriate. These disciplinary measures may include sanctions up to and including suspension and/or dismissal, subject to the severity of the behaviours substantiated by the investigation team.

All parties to the process have a responsibility to participate without undue delay in any investigation initiated in response to an allegation of bullying, harassment or sexual harassment. The investigation will be thorough, impartial and objective. It will be carried out with sensitivity and with due respect for the rights of both the complainant and the respondent and any witnesses. Any witnesses called by the investigators are expected to co-operate fully with the investigating process. A work colleague or employee/trade union representative may accompany (not represent) the complainant, and the person complained of, if so desired. Every effort will be made to ensure that meetings are conducted sensitively.

- The investigation will, at all times, adhere to the principles of natural justice.
- Confidentiality should be maintained throughout the investigation into the allegation to the greatest extent possible and consistent with the requirements of a fair investigation. Where it is necessary to interview witnesses, the importance of confidentiality will be emphasised. It is not possible however to guarantee anonymity of the complainant or any other person who participates in the investigation.
- Written records will be kept of each meeting and will be kept confidential. The investigator(s) may interview anyone who they consider helpful to the investigation.
- It will be considered a disciplinary offence for any party to discuss any detail of the investigation with anyone other than the investigation team, to intimidate or exert pressure on any of the participants of the investigation, or to disclose any information concerning it.
- During the process all information gathered will be forwarded to the parties involved and they will be entitled to respond before the investigation is concluded.
- If possible, all parties should continue to work normally during the investigation.
- The objective of an investigation is to ascertain whether, on the balance of probabilities, the behaviours complained about occurred, it having already been established that the behaviours come within the description of workplace bullying, harassment or sexual harassment. Details of the complaint, responses of the person complained of, witness statements and other relevant evidence are relied on for this purpose. The investigation will consider all material and evidence before it and a decision will be made on balance of probability, as to whether the complaint is valid. If the investigator concludes that the accused employee has a case to answer, on the balance of probability, then the investigator may recommend whether or not the employer should invoke the Disciplinary Procedure.

V. Where the Respondent is not an Employee

Where the person complained against is not an employee the person(s) will be expected to cooperate with the process and will, at all times, be afforded fair procedures and an opportunity to respond. If the complaint is upheld, appropriate sanctions will apply and may include.

- Exclusion from the premises.
- Suspension/Termination of the provision of services.
- Imposition of other sanctions as appropriate.

7. Post Investigation

It is open to each sector, investigating complaints under this policy, to reference or utilise their own code of conducts, contracts or licencing regulations while determining the appropriate sanctions or remedial measures to be taken, following substantiation of a complaint(s) by way of investigation.

Upon the completion of the investigation a report will be prepared by the investigator(s) and copied to the employer, who will consider the findings and determine the appropriate next steps. The appropriate manager, the complainant and the respondent will be informed in writing of the outcome of the investigation. All employees are expected to respect the confidentiality of any report or complaint and avoid irresponsible communication. A breach of confidentiality may lead to disciplinary action.

I. Complaint Upheld

If the investigation finds that bullying, harassment or sexual harassment has taken place a written recommendation will be issued by the investigator(s) specifying whether disciplinary or other action (including counselling) is considered, appropriate to the seriousness of the conduct. The employer and relevant line manager will meet with the parties of the complaint to inform them of the findings of the investigation.

II. Complaint Not Upheld

If the investigation finds that bullying, harassment or sexual harassment has not taken place a written outcome to that effect shall be issued. The employer and relevant line manager will meet the complainant first to inform him/her of the findings of the investigation and then meets the respondent to do the same. The parties will also be informed in writing as to the outcome of the investigation.

Where a complaint was deemed by the investigators to be malicious or vexatious it will be treated as gross misconduct and dealt with through the disciplinary process. A malicious complaint can be described as an allegation being made without foundation, and with malicious intent, where a person knowingly or without regard to whether it is true or not, accuses another person of allegedly bullying or harassing them. This could also apply to where one person maliciously complains of someone allegedly bullying or harassing a third party, without fully exploring the veracity of the claim. If a complaint is found to be malicious, then appropriate disciplinary action up to and including dismissal may be imposed, after due process.

III. Working Relationships Post Investigation

It is generally acknowledged that once a case presents itself that the working relationship can be difficult and there could be a certain amount of tension between the parties concerned. The employer will endeavour to facilitate and maintain a respectful and understanding relationship in the work location during the course of a case being raised, investigated and concluded. In the event of difficulty arising between the parties concerned every effort will be made to improve the working relationship by use of appropriate interventions such as counselling/association supports or whatever else that may be deemed appropriate in the particular situation.

8. Appeal Process

If any of the parties are dissatisfied with the outcome of the investigation team, they may notify in writing where available their Human Resources Manager or Senior Management of their intention to appeal the outcome within ten working days of receipt of the outcome, setting out full and specific details of the basis for the appeal. Where this does not occur within the timeframe, it will be deemed that all parties have accepted the process and findings of the investigation.

Any appeal notification must set out the specific reasons for appealing the decision. Appeals may also be considered where a breach of process is alleged, or where the procedures failed to adhere to due process.

Where there is no direct avenue for appeal the complainant or respondent or either party may appeal directly to the Work Relations Commission (WRC).

Note: Nothing in the informal or formal procedure can overrule an employee's statutory rights. As there are different and strict time limits involved in making statutory claims, depending on the course of action chosen, the individual should seek advice regarding such limits, for example in line with the Equality Authority's Code of Practice, a complaint (informal or formal) must be made within six months of the latest incident of alleged behaviour.

9. Industry Assistance Programme

HRI acknowledges that industry staff have access to the Industry Assistance Programme which promotes the health and well-being of all involved in the Irish Horse Racing and Breeding Industry. Those working in the industry are encouraged to access IAP services where they feel they may be of benefit to them. Details of the IAP can be found [here](#).

10. Review

We reserve the right to amend and update this policy over time in line with best practice, learnings and any changes in legislation. Should you have any queries in relation to this document please contact the Industry Welfare Coordinator.

11. Document Control

Policy	Irish Horse Racing & Breeding Industry Dignity at Work Policy
Version Number	1
Revision Date	October 2026
Owner	HRI

12. References

- Workplace Relations Commission (2020) The Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work. *Workplace Relations Commission*. Available at: https://www.workplacerelations.ie/en/what_you_should_know/codes_practice/code-of-practice-for-employers-and-employees-on-the-prevention-and-resolution-of-bullying-at-work.pdf
- Irish Statute Book (2015) The Employment Equality Acts 1998 to 2015. *Irish Statute Book*. Available at: <https://www.irishstatutebook.ie/eli/1998/act/21/enacted/en/html>

13. Sources of Additional Information

1. Safety, Health and Welfare at Work Act 2005. Available at: <https://www.irishstatutebook.ie/eli/2005/act/10/enacted/en/print>
2. Irish Equality and Human Rights Commission (IHREC), 16-22 Green Street, Rotunda, Dublin 7, D07 CR20 Phone: (01) 858 9601 Website: www.ihrec.ie
3. Irish Business and Employers Confederation (IBEC), 86 Baggot Street Lower, Grand Canal Dock, Dublin, D02 H720 Phone: (01) 605 1500 Website: www.ibec.ie
4. Rape Crisis Centre, 70 Lower Leeson Street, Dublin 2, D02 VW13 Phone: 1800 77 88 88 (national 24-hour helpline) Website: www.drcc.ie (Rape Crisis Centres in Athlone, Carlow, Cork, Donegal, Galway, Kerry, Kilkenny, Mayo, Limerick, Nenagh, Louth, Leitrim & West Cavan, Tipperary, Tullamore, Waterford, and Wexford can be contacted through the above helpline.)
5. Health and Safety Authority, Metropolitan Building, James Joyce Street, Mountjoy, Dublin 1, D01 K0Y8 Phone: (01) 6147000 Website: www.hsa.ie
6. National Disability Authority, 25 Clyde Road, Dublin 4, D04 E409 Phone: (01) 608 0400 Website: www.nda.ie
7. Health and Safety Authority (www.hsa.ie) Guidelines on Risk Assessment and Safety Statements Workplace Safety and Health Management
8. Workplace Relations Commission (www.workplacerelations.ie) Procedures for Addressing Bullying in the Workplace Grievance and Disciplinary Procedures Voluntary Dispute Resolution SI 76 of 2004
9. Irish Human Rights and Equality Commission (IHRC) (www.ihrec.ie) Code of Practice on Sexual Harassment and Harassment at Work
10. Department of Enterprise Trade and Employment Bullying in the Workplace, Survey Reports, 2007 (Website: <https://enterprise.gov.ie/en/Publications/Bullying-in-the-WorkplaceSurvey-Reports2007.html>)
11. TUSLA – Children First e-learning Programme. Available at: <https://www.tusla.ie/children-first/children-first-e-learning-programme/>
12. Active Consent - Sexual Violence and Harassment: How to Support Yourself and your Peers eLearning Module. Available at: <https://www.consenthub.ie/explore/over-17s/elearning-over17/>