Comhlacht Formhaoirsithe
Seachtrach Óglaigh na hÉireann
External Oversight Body of the
Defence Forces

The Third Report of the

Statutory External Oversight Body of the Defence Forces

to the Minister for Defence, Ms. Helen McEntee, T.D.

July 2026

Foreword

I am pleased to submit the third six-month report of the External Oversight Body of the Defence Forces ("the Body") to the Minister for Defence, Ms. Helen McEntee, TD. This report covers the period from 01 January 2026 to 30 June 2026 (*the reporting period*).

In carrying out its oversight and monitoring role, the Body continues to be guided by matters which are recognised as key levers in the transformation of culture within the Defence Forces. In this regard, the Body has focussed on its strategic objective - the implementation of Chapter 8 (except for Section 8.4) of the 2022 Report of the Commission on the Defence Forces on human resources "People as the Defence Forces' key strategic resource".

It is worth noting that this reporting period marked the third anniversary of the acceptance by Government and Defence Force leadership of the findings and recommendations of the Report of the Independent Review Group. The Body wishes to acknowledge that some progress is being made by the Defence Forces in relation to many of those recommendations. However, the Body restates its wish to see accelerated progress, particularly in relation to those recommendations with timelines set out in the Strategic Framework for the Defence Forces approved by the Government earlier this year. This includes reform of the Defence Forces' promotions process, performance appraisal system and career progression - reforms that are due to be implemented by 1 November 2026.

The Body welcomes headway being made by the Defence Forces on developing a Workforce Plan for the organisation and looks forward to seeing plans for a civilianisation strategy and further civilianisation in the Defence Forces in the second half of 2026.

In this reporting period, the Body also focussed on examining training in the Defence Forces and noted some progress being made by the Defence Forces in this area particularly in the availability and access to courses online. However, the Body is concerned to learn that the Defence Forces' Personnel Support Service (PSS) was not available to recruits in the JITC on a full-time basis. The Body considers it essential that this be rectified immediately to ensure that such supports are available to recruits in the JITC at all times.

The Body reiterates its support for ongoing reform of the complaints processes and for placing the Independent Grievance Management System on a statutory basis. It is imperative that all members of the Defence Forces, recruits in training and civilian staff know the avenues for

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submitting complaints should they wish to do so and that they have confidence and trust in the complaints processes.

The Body continues to emphasise the need for the Defence Forces to pursue a meaningful Zero Tolerance approach in relation to inappropriate behaviours. The Body is of the view that the message from the Chief of Staff to all personnel needs to be clear and unequivocal and must encompass the steps which need to be taken to realise its full implementation. Furthermore, all members of the Defence Forces must be held accountable for their behaviour including those who manage personnel.

It is important that the Defence Forces prioritise effective recruitment and retention policies to achieve the government approved Level of Ambition 2 of 11,500 personnel serving. The recent increase in the number of serving is a positive development. The level of female participation remains too low and the level of female participation and input at all decision-making levels of the organisation is not sufficient. However, we have noted the recent campaign to attract more female recruits. The Body reiterates the need for the Defence Forces to adopt further initiatives to increase female participation at all levels of the organisation including the setting of agreed interim targets for increasing female participation in the coming years.

Finally, on behalf of the External Oversight Body members, I would like to take this opportunity to again thank all stakeholders for their engagement with the Body to date. I also wish to thank the Executive Team for their support and expertise in the discharge by the External Oversight Body of its functions.

Ms. Patricia King

Chair of the External Oversight Body of the Defence Forces

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1. SOME INSIGHTS IN THIS REPORTING PERIOD

1.1 The Body has continued to be guided by the overall views and recommendations contained in the Report of the Commission on the Defence Forces (2022), relating to human resource matters as set out in Chapter 8 of that Report (except for section 8.4).

1.2 The Body has reiterated its expectation to the Defence Forces that reform of their promotions process, reform of the performance appraisal process and implementation of career development will be agreed and implemented by 1 November 2026. While the Body has received assurances from the Defence Forces that these timelines for implementation are on track to be implemented from 1 November 2026, the Body has been informed that there is considerable work to be completed including consultation with the representation associations in the meantime. The Body recommends that the required steps to implementation of these reforms be prioritised by the Defence Forces and, where required, by the Department of Defence in the coming months in ensure the timelines are met in line with those timelines set out in the Strategic Framework.

1.3 The Body has been encouraged by their engagement with the Defence Forces training branch. There is a continued movement to blended and online courses where appropriate. The Body will continue to engage and expect to see further movement in this regard particularly in the area of the command and staff courses, which is a key promotion lever. The Defence Forces should consider running a pilot "modularised" joint command and control course to widen the pool of interested participants and increase access to the course.

1.4 The Body considers it essential that Personnel Support Services are available to recruits in the Joint Induction Training Centre on a full-time basis and recommends that Defence Forces senior management ensure such supports are available at all times.

1.5 The Body is of the view that implementation of the Defence Forces Workforce Plan (including civilianisation) must be a top priority for them in 2026 as it is key to ensuring the Defence Forces has the right people with the right skills and experience in the right roles at the right time to reach the Government approved LOA 2.

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1.6 Noting the low level of female participation in the Defence Forces, the Body remains of the view that the Defence Forces needs to prioritise actions and proactively support females in order to increase female participation at all ranks including at Defence Board level. This will require the introduction of agreed interim targets to increasing female participation and an intensified focus.

1.7 The Body continues to be of the view that a clear Zero Tolerance policy should be developed by the Defence Forces in the handling of inappropriate behaviours and in ensuring a safe workplace for all. The message from the Chief of Staff to all personnel at all ranks needs to be clear and unequivocal. The policy must be meaningful and encompass the steps which need to be taken to realise its full implementation. Furthermore, all members of the Defence Forces must be held accountable for their behaviour including those who manage personnel. The Body remains concerned at the level of incidents being reported of inappropriate behaviours, particularly serious assault, involving Defence Forces' personnel and in some instances, it is unclear where the responsibility for breakdown of discipline and accountability has occurred. In addition, the Body has noted the availability of alcohol in some Defence Forces' facilities and has advised that the development of a policy on the use of alcohol would be appropriate in these circumstances.

1.8 The Body is concerned at the slow progress being made by the Defence Forces in implementing Digital Transformation particularly in the management of HR processes and urges the Defence Forces to urgently accelerate implementation.

1.9 The Body continue to express concern at the slow progression in addressing all recommendations as outlined in the Internal Audit reports from 2025.

1.10 The Body expect that the Public Appointments' Service and the Top-Level Appointments Committee will be a central part of the new promotion processes as recommended by the Commission on the Defence Forces and should be actively considered for recruitment purposes.

1.11 As the Body remarked in its previous Reports, the process of transforming culture in a multi-faceted organisation is complex and challenging. This transformation can only come with the acceptance of the need for that transformation and the **active support** of all the relevant stakeholders. The Body is thankful to all contributions by these stakeholders.

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2. ACTIVITIES OF THE BODY IN THE REPORTING PERIOD

Meetings

2.1 During the reporting period, the Body met in person on 6 occasions; five meetings in private and one meeting held in public session.

2.2 On 10th February 2026, the Body met with the Minister for Defence, Ms. Helen McEntee, TD to update her on key matters arising in the context of the Body's oversight and monitoring of the Defence Forces management of human resources in the Defence Forces. At that meeting, the Body discussed a number of issues including:

- the Defence Forces' Zero Tolerance approach to inappropriate behaviours,
- increasing female participation in the Defence Forces,
- workforce planning and progress being made on implementation of recommendations in Chapter 8 of the report of the Commission on the Defence Forces on the reform of the promotions process, performance appraisal and career and talent management systems.
- Internal audits.

2.3 The Body appeared before the Joint Oireachtas Committee on Defence and National Security on 19 March 2026 to discuss the Body's First Strategy Statement covering 2026 – 2028 and issues arising.

2.4 The Chair met with Minister Helen McEntee T.D. and Chief of Staff Lieutenant General Rossa Mulcahy on 17th June 2026 to discuss progress on transformation of culture in the Defence Forces and related issues including implementation of the recommendations of the Commission on the Defence Forces relating to the reform of the promotions process, performance appraisal and career and talent management systems which are set out in the 2026 Strategic Framework. At that meeting Zero Tolerance of inappropriate behaviours and accountability for inappropriate behaviour in the Defence Forces was also discussed.

2.5 The Body's meeting on 26 February 2026 was its first meeting in public convened at Tom Johnson House. At that meeting, the Body met with the Chief of Staff and members of his

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senior management team to discuss human resources matters in the Defence Forces including the implementation of certain recommendations made in chapter 8 of the 2022 Commission of the Defence Forces. This meeting in public was streamed live and is available to view on the Body's website here.

2.6 The Body also met with the Chief of Staff and his senior management team at the Body's meetings on 30th April and 17th June 2026. The Chair of the Body met separately with the Chief of Staff once during the reporting period.

2.7 During the reporting period, the Body also met with the following stakeholders:

- Defence Forces' senior leadership team including the Head of Strategic HR, the Head of Transformation, the Head of Training in the Senior Diversity, Equity, Inclusion and Gender Advisor (GENAD).
- The Leadership Team of the Representative Association of Commissioned Officers (RACO);
- The Leadership Team of the Permanent Defence Force Other Ranks Representative Association (PDFORRA);
- Mr Declan Morrin, Independent Chair of the Defence Forces' Conciliation Council.
- Senior Management of the Department of Defence; and
- Ms. Eimear Fisher, Chair of the Department of Defence Audit Committee.

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3. KEY ISSUES RAISED IN THE REPORTING PERIOD

During the reporting period, the Body focussed on the following key issues:

3.1 Defence Forces' Training

During the reporting period, the Body was updated by the Defence Forces on progress they have made in Training and Education across 5 specific areas:

a) Training resources and access.
b) Remote Learning in the Defence Forces.
c) Senior leadership training progress and developments.
d) Developments and updates in instructor training and education with a focus on culture change and SERR training.
e) Other associated training developments.

The Body noted the updates provided and the advances in the training structure including the percentage of time spent during training on zero-tolerance and understanding inappropriate behaviours. The Body noted progress in this regard. In the course of discussions on training in the Joint Induction Training Centre (JITC), the Body was informed that the Defence Forces' Personnel Support Service (PSS) was not available to recruits in the JITC on a full-time basis. **The Body recommends that Defence Forces senior management ensure such supports are available to recruits in the JITC at all times.** In addition, the Body recommends that knowledge and experiential training be provided to cadets and junior officers at the end of their training to equip them to handle complaints received.

In the reporting period, the Defence Forces gave a presentation to the Body on the 'Professional Military Education Strategy 2025-2028', which outlined the plans and developments of training and training programmes in the Defence Forces. The Body welcomes the progress and plans being made by in the development of these training programmes which will be critical to enhanced capability.

The Body was advised by the Defence Forces that their Virtual Learning Environment (VLE), introduced in 2023, had proven highly effective in enabling remote access to lessons, presentations, research materials, and assessments. The Body noted that the use of blended learning grew substantially across all Defence Forces Schools and Formations deepening integration of blended learning methodologies within Defence Forces training

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and education. The Body was informed that **the target of 5,000 unique user instances by Q4 2026 was achieved in January 2026,** one year ahead of schedule highlighting the rapid and sustained expansion of blended learning. Acknowledging that not all training is suited to this approach, the Body is encouraged by the continued move to having more blended and modularised training courses available to all members. The Body will continue to engage and expect to see further movement in this regard particularly in the area of the command and staff courses, which is a key promotion lever. The Defence Forces should consider running a pilot "modularised" joint command and control course to widen the pool of interested participants and increase access to the course.

The Body believe that it is essential that the most senior leadership in the Defence Forces participate in the available training on change/transformation programmes and that such training is embedded in all training programmes.

3.2 Zero Tolerance

In this reporting period, the Body continued to raise with the Chief of Staff and his senior management team the importance of a meaningful 'Zero Tolerance' approach to inappropriate behaviours in the Defence Forces and stressed that training around culture, values and behaviour would help to embed this message to new and existing members. The Defence Forces advised the Body that training around behaviour is delivered, however, **the Body will continue to expect that culture and behaviour are key learning objectives in every course in the Defence Forces.**

The Body continues to be of the opinion that a clear Zero Tolerance policy should be developed by the Defence Forces in relation to inappropriate behaviours. The Body is of the view that the message from the Chief of Staff to personnel at all ranks needs to be clear and unequivocal. The policy must be meaningful and encompass clear steps which need to be taken to realise its full implementation. Furthermore, all members must be held accountable for their behaviour including those who manage personnel.

3.3 Definitions on acceptable / unacceptable behaviours, Q1 2026 Investigations Report and Zero Tolerance.

In the reporting period, the Body noted the Defence Forces and the Department of Defence agreed updated definitions on acceptable and unacceptable behaviour in the Defence

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Forces. The Body welcomed this positive step. The Defence Forces advised that these definitions were being disseminated across the organisation and that they were being used in current MIO training, in briefings, regulations and issued as a circular in line with their zero-tolerance approach.

The Body raised issues arising from the Defence Forces Q1 2026 Internal / External Investigations Report and a discussion took place on how the Chief of Staff assures himself that the zero tolerance approach is being pursued across the organisation. The Body continues to be concerned at the number of incidents (particularly serious assault), being reported in these quarterly reports and reiterates the need for meaningful zero tolerance and the need for all members of the Defence Forces to be held accountable for their behaviour including those who manage personnel.

3.4 Complaints processes, power of suspension and legislation

The Body reiterates its support for ongoing reform of the complaints processes and for placing the Independent Grievance Management System on a statutory basis as soon as possible. It is imperative that members of the Defence Forces and civilians know the avenues for submitting complaints should they wish to do so and that they have confidence and trust in the complaints processes that they engage with.

The Body also reiterates its previous recommendation that assigning powers of suspension and dismissal to the Chief of Staff, as recommended by Peter Ward S.C, be placed on a statutory basis. In this regard the Body notes that the Defence Amendment Bill 2026 includes such provisions and is currently before Dáil Eireann.

3.5 Female Participation in the Defence Forces

In the reporting period, the Body met with the Defence Forces Gender Adviser (GENAD) and discussed the issue of female participation. The Body reiterated its view that the level of female participation remains too low and the level of female participation and input at all decision-making levels of the organisation is not sufficient.

The Body acknowledges that the 35% target for female participation in the Defence Forces is challenging and will not be met in the near future and emphasises the need to set agreed interim targets for increasing female participation, especially at senior decision-making levels and in career courses. Whatever new targets are agreed, they will not be met without a

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sharp focus on initiatives to increase female participation at all levels of the organisation going forward.

3.6 Consultation Forum

In this reporting period, in discussions with the representative associations (RAs), the Body reiterated their view that the Defence Forces should engage as early as possible with the RAs in the development of Defence Forces' Human Resources policies. In this regard, the Body urged the Defence Forces to deepen their consultation with the RAs and consider establishing a "Consultation Forum" to allow for early engagement with the RAs.

The Body was encouraged that the first "Consultation Forum" meetings with the RAs took place in June and look forward to being updated on further meaningful and constructive consultation going forward.

3.7 Defence Forces Workforce Plan

In its Second Report, the Body commented on looking forward to seeing a comprehensive Workforce Plan at the earliest opportunity in 2026. During this reporting period, the Defence Forces provided a draft Workforce Plan to the Minister for Defence, a copy of which was shared with the Body. The Body is mindful of the ambitious recruitment targets, ongoing issues with retention as well as other targets and capabilities required to progress to LOA 2.

The draft Workforce Plan focussed more on the operational side and was developed based on historical assumptions (e.g. recruitment and retention numbers/attrition rates). The Body noted that until the force design and future capabilities were identified and agreed, the Workforce Plan could not be completed but noted that the development of the draft Workforce plan is a positive step. The Body looks forward to being updated on the further development and implementation of the Workforce Plan.

3.8 Defence Forces Civilianisation

In this reporting period the Defence Forces confirmed that the civilianisation plan was due to be submitted to the Minister in July 2026. The draft Workforce Plan includes reference to the current level of civilians numbering approximately 440 personnel but understands it is proposed to increase the number of civilians to 1,100 as part of LOA 2. As expanded on

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in the Body's Second Report to the Minister, the Body consider it important that the approach to increased civilianisation be an integral element of the Defence Forces' Workforce Plan currently being developed. Furthermore, it should be consistent with the principles and objectives of civilianisation as outlined by the Body in their Second Report as well as having the necessary supports in place to ensure its success.

3.9 Implementation of priority actions identified by the Body in the 2026 Strategic Framework on the Transformation of the Defence Forces and in its Second Report to the Minister.

As indicated in the Body's Second Report to the Minister and as set out in the 2026 Strategic Framework on the Transformation of the Defence Forces, the Body has reiterated its expectation to the Defence Forces that reform of their promotions process, reform of the performance appraisal process and implementation of career development will be agreed and implemented by 1 November 2026. At the time of writing this report, Defence Forces' senior management have confirmed that these reforms are on track to be implemented from 1 November 2026. However, the Body has been informed that there is considerable work to be completed including consultation with the RAs in the meantime. The Body recommends that the required steps to implementation of the required reforms be prioritised by the Defence Forces and, where required, by the Department of Defence in the coming months in ensure the timelines are met in line with those timelines set out in the Strategic Framework.

With specific regard to reform of the promotions process, the Body has over the last year discussed with the Defence Forces a greater role for the Public Appointment Service (PAS) in the promotions process. Use of PAS is aimed at enhancing transparency, fairness, and structural flexibility across the Defence Forces promotions process. The Body was informed towards the end of this reporting period that the Defence Forces believe there may be a legal impediment in the use of PAS. **This has not yet been set out in any detail,** but the Body hopes any impediments can be resolved as a matter of urgency and expect that PAS would be a central part of the new promotion process as per the Commission on the Defence Forces where it stipulates that all promotion competitions should be conducted by external bodies such as PAS and the Top Level Appointments Committee. The use of PAS for recruitment purposes should also be considered.

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3.10 Defence Forces' Digital Transformation

During the reporting period, the Body was updated on the Defence Forces' draft Digital Transformation implementation plan and associated programme of works. The Body is of the view that digital transformation is critical to overall Defence Forces' transformation of HR management processes and critical to efficiency, building data capacity, reporting, accountability and transparency of those processes. Having regard to the update received from the Defence Forces, the Body is concerned at the lack of progress being made on implementation of the required digital transformation and recommends that implementation be urgently prioritised.

3.11 Internal Audit Reports

During the reporting period, the Body met with the Chair of the Audit Committee to follow up on certain matters that were raised in two Internal Audit Reports as they relate to both human resource and organisational culture issues relating to the Defence Forces. Specifically, the reports related to a) the granting of leave to Commissioned Officers; and b) the management and administration of grant aiding members of the Defence Forces for the purpose of undertaking educational courses.

The Body again sought assurance from the Chief of Staff in this reporting period that the recommendations of those reports are being implemented and expects to receive further updates from him in the next reporting period.

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4. GOVERNANCE MATTERS

4.1 The Strategic Framework for Transformation of the Defence Forces

The Body previously decided that in its monitoring and oversight of the management of human resources of the Defence Forces by the Defence Forces, it would be guided by the principles and recommendations contained in the Report of the Commission on the Defence Forces relating to HR matters as set out in Chapter 8 of the Report (with the exception of 8.4).

The Chief of Staff sought to clarify and establish an explicit link between the implementation of the Chapter 8 recommendations (except for 8.4) and other supporting actions to the Strategic Framework and the Detailed Implementation Plan for the Defence Forces.

In the context of the development of the 2026 Strategic Framework, the Body advised the Minister for Defence to include the recommendations and detailed actions from Chapter 8 on to help provide the necessary clarity and direction. This advice was accepted by the Minister and was incorporated into the 2026 Strategic Framework along with the associated Detailed Implementation Plan as published in February 2026.

4.2 The Body's 3-year Strategy Statement 2026 - 2028

In accordance with the provisions of the Defence (Amendment) Act 2024, the Body published its 3-year Strategy Statement (2026 – 2028). The Strategy Statement sets out the Body's vision, mission and values. It also sets out the Body's role in overseeing and monitoring the management of human resources of the Defence Forces by the Defence Forces as well as setting out the Body's high-level goals and objectives. A copy of the Strategy Statement is available on the Body's website.

4.3 Annual Report 2025

In accordance with the Defence (Amendment) Act 2024 and in compliance with the Code of Practice for the Governance of State Bodies, the Body finalised its 2025 Annual Report and submitted it to the Minister in March 2026. It is available on the Body's website.

The Body's 2025 Annual Report provides an overview of the background to the establishment of the Body, its membership and functions. The Report also presents an overview of its work since its establishment on 01 December 2024.

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4.4 The Body's Financial Statement for 2025

The Body also produced the Body's draft Financial Statement for 2025 which was submitted to the Comptroller and Auditor General for audit. The audit of the 2025 Financial Statement was subsequently completed and has since been published on the Body's website.

4.5 Performance Delivery Agreement between the Minister and the Body

In consultation with the Department of Defence, a Performance Delivery Agreement 2026 was agreed between the Minister and the Body. The Performance Delivery Agreement sets out, in the context of the resource inputs provided, the targets by which the performance of the Body will be measured in 2026. The Performance Delivery Agreement 2026 is published on the Body's Website here. The first review on the Performance Delivery Agreement took place in May 2026, the outcome of which was that all targets of the Body and Executive were on track to be delivered in 2026. The Executive and the Department will again review 2026 performance and targets before the end of 2026.

4.6 Transparency

The Body continued to conduct its work in a transparent and accountable manner having regard to its statutory responsibilities and the sensitivity and confidentiality of certain HR matters considered by the Body. The following information was published to the Body's website:

- Minutes of its monthly meetings;
- The Body's Second Report to the Minister;
- The Body's Annual Report 2025;
- The recording of the Body's meeting in public in February 2026;
- The Performance Delivery Agreement 2026;
- The Body's Strategy Statement 2026-2028; and
- The Body 2025 Financial Statements.

In the furtherance of transparency and accountability, the Body held a meeting in public on 26 February 2026 in Tom Johnson House, Beggars Bush, Dublin 2. The public and the media were invited to attend and observe. The Body plans to hold its second meeting in public on 26th October 2026.

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5. SUMMARY OF THE BODY'S KEY EXPECTATIONS FOR H2 2026

HR Reforms in the Defence Forces	Actions	Date to be implemented by	RAG Status on 30/6/26 (as advised by the DF / DoD)
• **Reform of the Promotions Process** • **Reform of the Performance Appraisal Process** • **Implementation of Career Development**	The Defence Forces to implement the recommendations and actions advocated by the Commission on the Defence Forces (Chapter 8).	01/11/2026	On track
Independent Grievance Management (IGM) System	Commencement of the planned review of the IGM system commencing one year post introduction, end April 2026 with a view to, as soon as practicable, bringing forward proposals for putting the Defence Forces reformed complaints system on a statutory basis.	30/04/2026	Review underway.
Initiatives aimed at increasing recruitment and retention in the Defence Forces	The Defence Forces to implement the recommendations and actions advocated by the Commission on the Defence Forces (Chapter 8).	01/11/2026	On going
Workforce Plan	Draft Workforce Plan to be presented to the Body by the Defence	30/04/2026	On track

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	Forces in April 2026 with a Workforce Plan to be adopted by the Defence Forces once agreed with Minister at an early date and no later than 01 November 2026.		
Increased civilianisation in the Defence Forces	A civilianisation programme to be adopted and initiated by 01 November 2026.	01/11/2026	On track
Culture Transformation in the Defence Forces	The Defence Forces to adopt and implement a demonstrable Zero Tolerance Policy to unacceptable behaviours and ensure that all Defence Forces personnel are made aware of the consequences of the implementation of a Zero Tolerance Policy in the event of their engagement in such behaviours.	01/04/2026	In Progress

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Appendix 1

Background

The External Oversight Body of the Defence Forces ("the Body") was established on a statutory basis on 1 December 2024 to monitor and oversee the management of human resources of the Defence Forces by the Defence Forces and to report to the Minister for Defence on issues arising in their monitoring and oversight role.

In addition to the Body's statutory reporting obligations including the submission of an Annual Report to the Minister for Defence, the Body decided that it would provide the Minister for Defence with a six-monthly report on the Body's monitoring and oversight work.

The Body's First Six Month Report covered the period 1 December 2024 to 30 June 2025. It set out the background to the establishment of the Statutory Body, the role and functions of the Body along with the Body's membership and Executive support. The First Report set out the activities of the Body, key issues raised in the monitoring and oversight of the management of human resources of the Defence Forces by the Defence Forces and some concluding remarks relating to the relevant reporting period.

The Body's Second Report covered the period 1 July 2025 to 31 December 2025. It set out the activities of the Body, key issues raised in the monitoring and oversight of the management of human resources of the Defence Forces by the Defence Forces and some concluding remarks relating to the relevant reporting period, including a summary of the Body's key expectations for 2026.

Following submission of both Reports to the Minister for Defence, both Reports were published and are available on the Body's website[1].

[1] www.eobdf.gov.ie

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