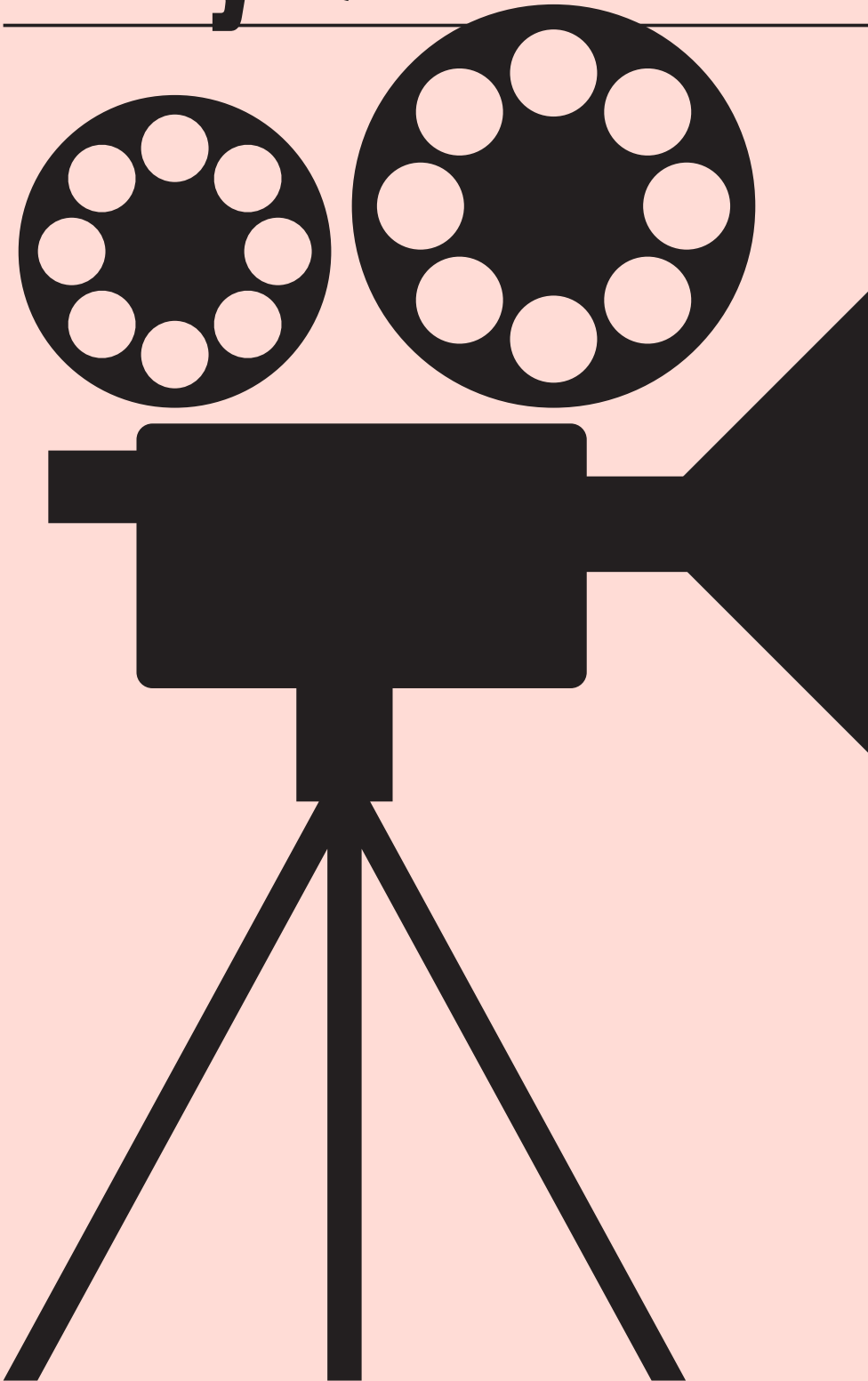


# Equality, Diversity & Inclusion Policy & Action Plan 2025-29



# Introduction

The IFI's commitment to equality, diversity and inclusion is rooted in a deep understanding of the transformative power of film and the importance of creating a welcoming and inclusive environment for all. We aim to be a place where *everyone* feels seen, heard and valued, regardless of their background, identity or lived experience. We strive to ensure that our offerings - across film education, exhibition and preservation - are accessible and engaging for all members of our community.

Our EDI policy is a commitment to creating a culture of belonging and empowerment, where everyone feels respected, valued and welcome to contribute to our shared mission. We believe that diversity enriches our perspectives, strengthens our decision-making, and allows us to better reflect the vibrant communities we serve. We are committed to building a truly inclusive institution that embraces the richness and complexity of our world.

## IFI Vision

As the home of film in Ireland, we seek to be an inspiring, creative influence to promote a wider understanding of film culture and its critical importance, and to be a leading voice in the national cultural conversation on film.

## IFI Mission

As Ireland's national cultural institution for film, we present diverse audiences with the finest in independent, Irish and international cinema, promoting critical reflection and discussion; through the national moving image collection at the IFI Irish Film Archive, we are the custodians of our unique and precious heritage; and through our educational programmes, we enable widespread engagement with film for people of all ages and backgrounds.

## IFI Values

Passion  
Excellence  
Equity  
Innovation  
Community  
Sustainability

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**“We strive to ensure that our offerings - across film education, exhibition and preservation - are accessible and engaging for all members of our community.”**

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# EDI Principles

## Inclusivity

We commit to creating a space that is accessible and welcoming to all, regardless of race, ethnicity, gender, sexual orientation, disability, socioeconomic background or any other characteristic.<sup>1</sup>

## Representation

We believe in showcasing diverse voices, perspectives and stories in our programming, archival collections and exhibitions, ensuring that all communities are represented and celebrated.

## Equity

We strive to address systemic barriers and promote fairness by providing equal opportunities for all individuals, both within our organisation and in our engagement with the wider community.



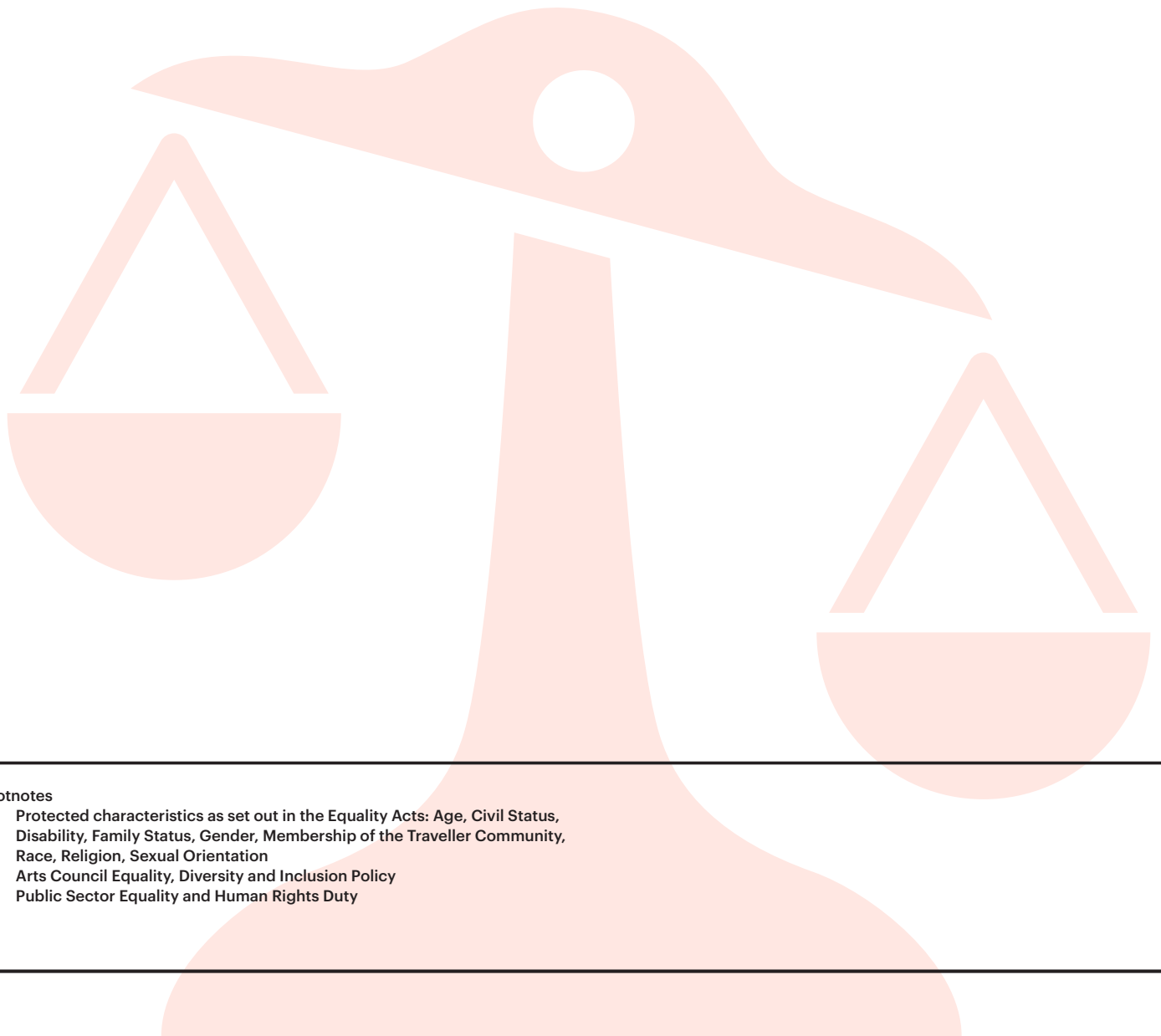
Breakfast on Pluto, 2006

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# Policy Development Process

**In developing our EDI Policy, we worked collaboratively with our staff, Board and external stakeholders, including a number of advocacy and representative organisations, providing us with diverse, nuanced and intersectional perspectives. The approach set out in our EDI Action Plan integrates the viewpoints, insights and ideas garnered through this process.**

In addition, our EDI Policy and Action Plan aligns with the ambitions set out in our IFI Strategy 2025-29, alongside existing national policy and legislation, such as the Equality Acts<sup>1</sup>, the Arts Council's Equality, Diversity and Inclusion Policy<sup>2</sup> and the Public Sector Duty<sup>3</sup> (Section 42 of the Irish Human Rights and Equality Commission Act 2014).



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Footnotes

1. Protected characteristics as set out in the Equality Acts: Age, Civil Status, Disability, Family Status, Gender, Membership of the Traveller Community, Race, Religion, Sexual Orientation
  2. Arts Council Equality, Diversity and Inclusion Policy
  3. Public Sector Equality and Human Rights Duty
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**“We strive to address systemic barriers and promote fairness by providing equal opportunities for all individuals.”**

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**“The Executive will conduct regular evaluations of the EDI Action Plan, to monitor progress and identify areas for improvement.”**

# EDI Policy Action Plan

In order to deliver on the principles set out in our EDI Policy, we have established a number of key focus areas, which respond to feedback garnered through policy workshops and a review of existing internal processes.

These EDI Focus areas centre on three core aspects of the IFI's operations, namely:

- Internal Practices and Staffing: we will foster a diverse, equitable and inclusive work environment within the IFI.
- Programming and Outreach: we will ensure diverse and inclusive programming and engage with the wider community.
- Accessibility: we will improve the IFI's accessibility (physically, financially and symbolically) to all communities.

## Measurement and Accountability

Our EDI Policy will be led by the Director and two EDI Policy Champions appointed from the IFI Board. In order to assess the impact and progress of our EDI Policy, the Executive will conduct regular evaluations of the EDI Action Plan, to monitor progress and identify areas for improvement. In addition, our EDI Policy will be reported on at Board level by the Director on a bi-annual basis. A progress update will feature in the IFI Annual Report each year.

## Investment

Change requires investment. To deliver our EDI Policy and Action Plan, we will need to invest finances, time, staffing and other resources. Without such an investment, the policy will become a token gesture. Additional funding will need to be achieved in order to deliver certain aspects of this Plan and this is noted in the sections that follow.

## Flexibility - a "Living" Policy

Successful policy implementation requires flexibility. In order to be effective, we need to remain open and flexible with this policy, taking feedback and responding to new ideas. We will solicit feedback through ongoing consultation with both staff and external partners/organisations. The Policy and Plan will adapt to changing thinking and/or opportunities.

## Privacy & Confidentiality

The EDI Policy will value the privacy and confidentiality of all included. Any data gathered will be subject to GDPR, and advice will continuously be sought on how best to do this in line with the Public Sector Duty and other relevant equality legislation.

## Timeframe

The five year EDI Action Plan will be broken down into three phases:

<b>Phase 1</b>	Year 1	2025
<b>Phase 2</b>	Years 2 & 3	2026 & 2027
<b>Phase 3</b>	Years 4 & 5	2028 & 2029

# Definitions

## Equality and Equity

Equity can be (and at times, is) conflated with equality. However, they are very different concepts. In the first instance, equality assumes that providing the same opportunities, resources or supports to everyone will result in the same outcomes. However, equity recognises that specific needs, as well as the impact of minoritisation, exclusion and privilege, necessitate approaches that will 'level the playing field' and promote equitable outcomes for everyone.

## Diversity

When we consider diversity as a concept, we are referring to the many and various visible and non-visible traits and characteristics that form part of an individual's identity. Diversity encompasses a range of characteristics, including, but not limited to the nine grounds (or protected characteristics) set out in Irish equality legislation. Intersectionality is also a factor when we consider diversity, as a person's identity can comprise a range of intersecting perspectives and characteristics.

## Inclusion

Finally, inclusion refers to the sense of belonging that people feel to an organisation - the extent to which they feel that they can 'bring their full selves to work' or how welcome and respected they feel when engaging with an organisation. Inclusive practices take multiple forms, are often responsive and agile, and tend to have the most impact when they focus on policies or practices that change behaviours. Ultimately, inclusion centres on the culture of an organisation, and how it promotes a sense of belonging for all its employees and service users.

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**“Inclusion refers to the sense of belonging that people feel to an organisation or how welcome and respected they feel when engaging with an organisation.”**

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# EDI Policy Action Plan (2025-29)

EDI FOCUS AREA	GOAL	DELIVERABLES	TIMELINE	TEAM MEMBERS RESPONSIBLE	METRICS
Internal Practices and Staffing	Structural changes	1. We will continue to review and refresh our Board and Council membership in a way that reflects Ireland in all its diversity.	Ongoing	Chairperson, Director, Chair of Enterprise and Governance Working Group	A diverse Board and Council
		2. We will require all members of our Board and staff to become familiar with the values and commitments in the IFI EDI Policy and Action Plan and to support its effective implementation.	Ongoing	Chairperson, Director, Chair of Enterprise and Governance Working Group, HR Manager	Successful implementation of action plan
	Develop Targeted Recruitment Strategies	<ol style="list-style-type: none"> <li>We will partner with educational institutions and community organisations that work with underrepresented communities.</li> <li>We will create and distribute job postings that emphasise the IFI's commitment to diversity.</li> <li>We will track diversity hiring progress.</li> </ol>	Phase 1  Phase 1  Phase 3	HR Manager	Number of diverse candidates hired, retention rates of diverse employees
	Establish Structured Internship Programmes	<ol style="list-style-type: none"> <li>We will design internships that offer mentorship and career development for individuals from diverse backgrounds.</li> <li>We will collaborate with educational institutions and community organisations to source candidates.</li> <li>We will seek funding to provide stipends to ensure financial accessibility for all interns.</li> </ol>	Phase 1  Phase 1  Phase 2	HR Manager	Number of interns from diverse backgrounds, conversion rate to full-time positions
	Create Pathways for Internal Advancement	<ol style="list-style-type: none"> <li>We will identify high-potential employees from diverse backgrounds.</li> <li>We will develop a mentorship programme linking junior staff with senior leaders.</li> <li>We will offer leadership training and career development workshops.</li> </ol>	Phase 1  Phase 1  Phase 2	HR Manager	Promotion rates of diverse employees, employee satisfaction surveys
	Collaborate with Professional Associations	<ol style="list-style-type: none"> <li>We will identify and engage with associations that support underrepresented groups in the film and arts industry.</li> <li>We will attend industry events to highlight IFI opportunities.</li> <li>We will host networking events to connect IFI with potential candidates.</li> </ol>	Phase 1  Phase 1  Phase 2	HR Manager	Number of partnerships, events attended, and job opportunities promoted

EDI FOCUS AREA	GOAL	DELIVERABLES	TIMELINE	TEAM MEMBERS RESPONSIBLE	METRICS
	Training and Development	<ol style="list-style-type: none"> <li>We will ensure all members of staff have completed all Safe to Create training.</li> <li>We will develop and deliver training modules on unconscious bias, cultural competency and inclusive practices.</li> <li>We will make EDI training mandatory for all employees, including leadership.</li> <li>We will schedule regular refreshers and advanced EDI training sessions.</li> </ol>	<p>Phase 1</p> <p>Phase 2</p> <p>Phase 2</p> <p>Phase 3</p>	HR Manager	Training completion rates, post-training assessment scores
Programming and Outreach	Ensure diverse and inclusive programming and engage with the wider community	<ol style="list-style-type: none"> <li>We will experiment with more diverse approaches to curating and programming work.</li> <li>We will identify and source films from diverse filmmakers.</li> <li>We will curate film series and events that highlight diverse stories.</li> <li>We will promote these films through targeted marketing efforts.</li> </ol>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p>	Head of Cinema Programming; Head of Irish Film Programming; Director of Public Affairs & Marketing; Community Engagement Manager (new role)	Number of films from underrepresented filmmakers, audience demographics
	Collaborate with External Programmers	<ol style="list-style-type: none"> <li>We will identify and engage external programmers from diverse backgrounds.</li> <li>We will provide platforms for these programmers to curate film selections.</li> <li>We will evaluate the success of these collaborations through audience feedback.</li> <li>We will create a panel of programmers and programme advisors from diverse backgrounds.</li> </ol>	<p>Phase 2</p> <p>Phase 2</p> <p>Phase 2</p> <p>Phase 3</p>	Head of Cinema Programming; Head of Irish Film Programming; Director of Public Affairs & Marketing; Community Engagement Manager (new role)	Number of collaborations, audience engagement
	Engage with Community Organisations	<ol style="list-style-type: none"> <li>We will partner with local community organisations to co-create programming.</li> <li>We will host community forums and feedback sessions to understand their needs.</li> <li>We will incorporate community feedback into programming decisions.</li> </ol>	<p>Phase 2</p> <p>Phase 2</p> <p>Phase 2</p>	Head of Cinema Programming; Head of Irish Film Programming; Director of Public Affairs & Marketing; Community Engagement Manager (new role)	Number of partnerships, feedback collected and implemented; a more diverse cohort who would call IFI 'home'
	Community Engagement and Outreach	<p><b>Funding dependent</b></p> <ol style="list-style-type: none"> <li>We will define the role and responsibilities of the Community Engagement Manager.</li> <li>We will recruit and onboard the new manager.</li> <li>We will develop a community engagement strategy in collaboration with the new hire.</li> </ol>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p>	Director	Engagement initiatives launched, community partnerships formed
	Strengthen Connections with Grassroots Organisations	<ol style="list-style-type: none"> <li>We will identify key grassroots organisations to partner with.</li> <li>We will establish regular communication and collaboration channels.</li> <li>We will support grassroots initiatives through joint events.</li> </ol>	<p>Phase 2</p> <p>Phase 2</p>	Community Engagement Manager (new role)	Number of partnerships, joint events hosted

EDI FOCUS AREA	GOAL	DELIVERABLES	TIMELINE	TEAM MEMBERS RESPONSIBLE	METRICS
Accessibility: Financial	Make our offerings financially accessible to all communities	<ol style="list-style-type: none"> <li>We will research and develop community partnerships for free or discounted screenings at select events.</li> <li>We will communicate the pricing options clearly to the public.</li> <li>We will research pricing models and adjustments based on feedback.</li> </ol>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p>	Director of Finance, Head of Education	Usage rates of sliding scale pricing, audience satisfaction
	Actively remove barriers to engagement	<ol style="list-style-type: none"> <li>We will identify communities facing financial barriers.</li> <li>We will distribute free or discounted tickets through partnerships with community organisations.</li> <li>We will track the impact on attendance and engagement.</li> </ol>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 2</p>	Community Engagement Manager (new role)	Number of tickets distributed, attendance from targeted communities
Accessibility: Physical and Symbolic	Improve our accessibility to all, both physically and symbolically	<ol style="list-style-type: none"> <li>We will conduct an accessibility audit of IFI's facilities.</li> <li>We will make reasonable, necessary infrastructure improvements within the limits of our protected 18th century building.</li> <li>We will ensure compliance with accessibility standards.</li> <li>We will make physical and cosmetic changes to the public spaces to make them more welcoming and inclusive.</li> </ol>	<p>Phase 1</p> <p>Phase 2</p> <p>Phase 2</p> <p>Phase 2</p>	Head of Operations	Audit results, number of accessibility improvements
	Provide Clear Information on Accessibility Features	<ol style="list-style-type: none"> <li>We will update our website with detailed accessibility information.</li> <li>We will improve our website's accessibility for all users (funding dependent).</li> <li>We will include accessibility details in key promotional materials.</li> <li>We will regularly review and update the information, with guidance from support organisations.</li> </ol>	<p>Phase 1</p> <p>Phase 1</p> <p>Phase 1</p> <p>Ongoing</p>	Director of Public Affairs & Marketing	Website traffic to accessibility pages, visitor feedback
	Appoint an Accessibility Liaison	<ol style="list-style-type: none"> <li>We will define the role and responsibilities of the Accessibility Liaison.</li> <li>We will develop and implement an accessibility improvement plan.</li> </ol>	<p>Phase 1</p> <p>Phase 2</p>		Number of accessibility issues resolved, visitor satisfaction
	Create a Welcoming and Inclusive Atmosphere	<ol style="list-style-type: none"> <li>We will train front-of-house staff on EDI and customer engagement.</li> <li>We will solicit and act on visitor feedback regularly.</li> <li>We will promote inclusive language and behaviours across the organisation.</li> </ol>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	Director of Public Affairs & Marketing; HR Manager; Head of Operations	Visitor feedback, staff training completion rates
	Repurpose the entrance & foyer space	<ol style="list-style-type: none"> <li>We will redesign our foyer space and entrance to be more open and welcoming.</li> </ol>	Phase 2	Head of Operations	Visitor interactions, feedback on the info desk



