Gender Equality Action Plan

Approved By	Date
Vice Presidents Council	8th March 2022
Deans Council	21st March2022
EDI Steering Committee	31st March 2022

TUS Gender Equality Action Plan

Strategic Goal 1: To strengthen Institutional Leadership in EDI through related Accreditation, Recognition and Best Practice.

Action No.	Action	Rationale	Milestones Achieved	Person Responsible	Timeframe (start/end)	Success Indicator
Objective 1.1: Establish a relevant and agile EDI Structure to deliver on EDI strategic goals						
1.1a	Establish a relevant and agile EDI staff structure to deliver on EDI commitments. This will include dedicated EDI staff at senior level and a well-resourced EDI office.	There was a Midwest and a Midlands EDI structure. An overall TUS EDI staff structure is required to drive the EDI agenda across the whole of TUS	VP for People, Culture and EDI appointed. EDI Manager in Midlands and Midwest appointed with delineated responsibilities across EDI projects.	VP People, Culture & EDI	By Q2 2022	EDI Staff structure in place with clear lines of responsibility and line management and an EDI budget EDI survey establishes baseline on perception that Leadership in TUS is committed to Equality, Diversity and Inclusion
1.1b	Establish a relevant and agile EDI Committee structure to deliver on EDI commitments. This will include: a Senior level EDI Steering Committee, an Athena Swan Self Assessment team, an EDI Champions Forum, a Promoting Consent and Preventing Sexual Violence Sub Committee, University of Sanctuary Working Group	There was a Midlands and Midwest EDI Committee Structure, but an overall TUS EDI Committee structure is not yet established	Committee structure identified, EDI Steering Committee formed and consultations underway for sub Committees	President VP People, Culture & EDI EDI Manager EDI Steering Committee	By Q2 2022	EDI Committee structure in place with clear Terms of Reference for each structure which outlines membership, roles and responsibilities. These structures involve representation from all campuses
1.1c	The EDI Steering Committee, chaired by the President, to oversee development of EDI policies, procedures and initiatives in addition to assisting and advising the SAT in fostering an environment of diversity, equality and inclusion.	There was a Midlands and Midwest EDI Steering Committee, but an overall TUS EDI Steering Committee is not yet established	EDI Steering Group appointed. First meeting 17th Feb 2022	VP People, Culture & EDI President	By Q2 2022	EDI Steering committee in place, meeting once a quarter and driving and overseeing EDI related policies and procedures across TUS

1.1d	Establish SAT membership. Review membership on an annual basis. Membership will include representatives from all campuses and will involve engagement from student body, Research, Academic and PMSS staff	TUS SAT team not yet established	AIT-LIT EDI Working Group has become interim SAT team. Full SAT will be established by Q3 2022	VP People, Culture & EDI EDI Manager EDI Steering Committee	By Q3 2022	SAT Committee established and preparation underway for TUS Bronze Award
1.1e	Establish EDI Champions Network and review on an annual basis. Membership will include representation of staff and students union from all areas of the TU including all academic faculties, all support function areas, and all campuses.	TUS EDI Champions Network not yet established	Midwest EDI Champions are active. Need to establish whole of TUS EDI Champions Network	EDI Manager, EDI Steering Committee	By end Q2 2022	EDI Champions Network established with clear roles and responsibilities. This network supports EDI related events and initiatives to drive an inclusive culture across TUS
Objective 1.2: Address under-representation in decision-making structures and committees. Develop guidelines / establish targets in relation to committee membership and diversity representation.						
1.2a	Through the formation of the TU, all incoming committee structures will achieve a minimum gender balance target of 40% women and 40% men, and among their Chairs, on a comply or explain basis by the end of 2022. A guidance document with clear targets will be developed to support the formation of committee structures	Gender balance on committee structures will help ensure a diversity of views at the decision making table		Vice President People, Culture & EDI, President	By end Q2 2022	Guidance document with clear targets developed. Monitoring of Committee structures demonstrates a minimum of 40% female representation
1.2b	Governing Body will consistently achieve gender balance in its composition. Nominating bodies will propose, recruit, and appoint a gender balanced set of representatives to act on the Institute's primary governance entity	Initial Governing Body comprises of 5 members. 60 % male, 40% female. Chair of Governing Body is female. Nominations are currently sought for external members of TUS Governing Body	Nominations are currently sought for external members of TUS Governing Body, Gender balance of composition of GB is a key consideration	President VP Finance & Corporate Governance	By end Q2 2022	TUS GB has a gender balanced profile. This principle will be adopted into the recruitment of subsequent GBs
Objective 1.3 Apply for Athena SWAN Legacy Bronze Award within six months of TU being established and subsequently Athena SWAN Bronze Award within two years. Support Athena SWAN Departmental applications when the TU Departmental Structure is defined						

1.3a	Apply for Athena Swan Legacy Award by 31st March 2022	LIT and AIT had Athena Swan Awards. There is a need to merge these actions, backed up by adequate resourcing, to secure an Athena Swan Legacy Award	Consultations in progress on draft GEAP	VP People, Culture & EDI EDI Manager	Application submitted 31st March 2022. Presentation to all staff in advance of submission, and following outcome of submission.	Awareness amongst staff of the Gender Equality Action Plan and Athena Swan
1.3b	Agree timetable and plan for preparation application for an Athena SWAN Bronze Award for the TU	A timetable and plan for Athena Swan Bronze Award application is not yet in place		VP People, Culture & EDI EDI Manager	Q 4 2022	Timetable agreed and Project plan developed
1.3c	All TU Faculties / Departments to agree a timetable with Equality & Diversity Committee on submission of applications for Departmental/ Faculty Athena SWAN Bronze Awards.	A Faculty /Departmental level submission timeline has not yet been established		VP People, Culture & EDI EDI Manager	Q 2 2023	Timetable agreed and initial preparations for Faculty/ Departmental level submission underway
Objective 1.4 Implement, and regularly review and monitor the Gender Equality Action Plan (GEAP) to achieve gender equality and address under-representation.						
1.4a	Review Gender Equality Action Plan on a quarterly basis. Analyse areas for on track/off track and share with EDI Steering Group	Detailed monitoring of GEAP	GEAP developed and shared with all key stakeholders	VP People, Culture & EDI EDI Manager	Q1 2022	Quarterly monitoring of GEAP shows that majority of actions are on track
Objective 1.5 Play an active role in EDI National Committees, network with our counterparts in other third level institutions and organisations and engage with Higher Education Authority						

| 1.5a | Representation on:
- Athena Swan National Committee and Practitioners Network.
- HEA National Committee for Gender Equality
- THEA EDI Working Group
- Consent Framework National Advisory Committee and associated sub-groups.
- Race Equality Working Group | Representation to share learnings and contribute to the national EDI agenda | TUS EDI representation on each committee/Network/ Working group | VP People, Culture & EDI

EDI Manager | Ongoing from Q1 2022 | Demonstrated active role on EDI committees results in increased learning on EDI in Higher Education within TUS |

Strategic Goal 2: To ensure that our vision statement for EDI is supported and embedded in policies and procedures that are implemented across the TU, and monitored and reviewed on a regular basis

Action No.	Action	Rationale	Milestones Achieved	Person	Timeframe (start/end)	Success Indicator
Objective 2.1: Review, develop and implement an EDI Policy to demonstrate the TU's commitment to EDI, the creation of an inclusive culture and elimination of discrimination.						
2.1a	Develop, communicate, implement and review a TU EDI Policy	TUS EDI Policy currently not in place		VP for People, Culture and EDI	Draft policy by Q4 2022 Policy approved by Q1 2023 Policy communicated by Q2 2023	Policy developed and approved Policy communicated Survey shows high level of awareness (n = more than 70%) of TUS EDI Policy
Objective: 2.2: Develop policies and procedures relevant to the implementations of the recommendation of the Consent Framework e.g. TU Policy to Address Sexual Misconduct						
2.2a	Develop, communicate, implement and review the operational implementation of TU Sexual Misconduct Policy	TUS Sexual Misconduct Policy and procedure currently not in place	Draft policy developed.	VP for People, Culture and EDI HR Manager EDI Manager Student Counselling	TUS working group established by end Q 1 2022 Policy consultation underway by end Q4 2022 Policy approved by end Q1 2023 Sexual Misconduct Policy Awareness Campaign commence in Q2 2023 and annually thereafter	Policy developed, approved Policy communicated Survey shows high level (n = more than 70%) of awareness of Sexual Misconduct Policy
Objective 2.3: Develop, communicate, implement and review relevant policies to EDI: Dignity and Respect Policy; Equal Opportunities Policy; Gender Expression and Identity Policy						

2.3a	Develop, communicate, implement and review the operational implementation of the TU Dignity and Respect policy and procedure. Communication on this policy should involve briefings, workshops to all staff to enhance awareness and likelihood of reporting any incidents of unfavourable treatment. This is to include a summary guide to reporting and annual workshops for staff Line managers to receive specific briefings on policy to building relationships and supportive open communication in the workplace.	TUS Dignity and Respect policy currently not in place	Draft policy developed and consultation process underway	VP for People, Culture and EDI HR Manager EDI Manager	Policy Approved by Q2 2022 Policy Communicated by Q3 2022 and annually thereafter	Policy developed and approved Policy communicated. Survey shows high level of awareness (n = more than 70%) of policy
2.3b	Develop, communicate, implement and review the operational implementation of a TU Equal Opportunities Policy	TUS Equal Opportunities Policy currently not in place	Draft policy developed and consultation process underway	VP for People, Culture and EDI HR Manager EDI Manager	Policy Approved by Q2 2022 Policy Communicated by Q3 2022 and annually thereafter	Policy developed and approved Policy communicated. Survey shows high level of awareness (n = more than 70%) of policy
2.3c	Develop, communicate, implement and review the operational implementation of a TU Policy on Gender Identity & Gender Expression in consultation with the TU's trans-community, and in line with national and international best practice, sectoral and legislative. This should include name change procedure for staff and students with diverse gender identities	At present there are no formal/explicit policies or procedures in place in TUS to support trans staff and students.	Draft policy developed	VP for People, Culture and EDI EDI Manager HR Manager	Policy consultation process underway by end Q4 2022 Policy approved by end Q1 2023	Gender Identity and Expression Policy drafted, approved, launched and implemented by Q1 2023 and reviewed annually Consultation with and feedback from the LGBT+ community

				Vice President Academic Affairs & Registrar Students' Union – Welfare & Equality Officer (I)		
2.3d	Lobby for changes to be made to nationally agreed Code of Conduct Policies for both staff and students to ensure that trans staff and other minority groups are specifically protected	There is a need to ensure that the protection of trans-staff and students, and other minority staff and student groups are specifically provided for in Nationally agreed policies and codes of conduct	Suggested changes made to Code of Conduct and shared with HR.	VP People, Culture and EDI	Ongoing, in line with review schedule for national policy	Changes made to nationally agreed Code of Conduct

Objective 2.4: Integrate EDI considerations into HR policies and procedures including: recruitment, selection and promotion; professional development; parental leave; core working hours; flexible working	

| 2.4a | Business Process review of existing Recruitment, Selection & Promotion Processes (including candidate briefs, shortlisting processes and criteria, design and scoring of interview questions and feedback for candidates) to address areas for potential gender bias and to develop greater clarity and transparency around recruitment processes. Recommendations of review will be implemented into policy and practice at TUS. The feasibility of including an appeals process in promotion procedures to be investigated as part of the review. | Standardised recruitment and selection across TUS does not currently exist | Business process review underway | HR Manager | Review finalised by Q2 2022 Integrated set of procedures by end Q3 2022 | Review completed and recommendations implemented Biannual reporting to Governing Body on recruitment, selection and promotion statistics Assessment of TUS staff satisfaction with fairness and transparency of recruitment process conducted in preparation for AS Bronze Award. Further actions developed from survey results |

2.4b	Finalise TU Recruitment and Selection Policy and Procedure, ensuring the following are included: - 60/40 minimum gender balance on interview panels. - Appropriate EDI related interview skills for hiring panel For senior management: • The final pool of candidates for new Presidents and Vice-Presidents will, as far as possible, comprise of an equal number of men and women • The candidate booklet should include information on demonstrable evidence of leadership in EDI, and this should be part of Desirable Criteria	Currently there is no TUS Recruitment and Selection Policy and Procedure in place	Draft policy developed and consultation process underway	VP for People, Culture and EDI HR Manager EDI Manager	Q3 2022	Policy finalised with the inclusion of gender balance on interview panels and EDI related interview skills for hiring panel Document outlining demonstrable evidence in leadership in EDI is developed by Q2 2022 and included in Candidate booklet Gender balance amongst interviewed candidates for all Presidential / Vice-Presidential posts in TUS
2.4c	When recruiting staff for academic posts, use a range of measures to attract more female applicants, to include: • Review usefulness of gender decoder software to assess the wording of job descriptions, specifications and advertisements to ensure language used is gender neutral and continue to apply if applicable. • Include a statement to encourage applications from under-represented groups • Create a TUS recruitment pack detailing benefits of working at TUS, including: development support, flexible working provision, information on local area e.g.	There is a need to increase the number of female applicants for academic posts	Gender decoder in use. Recruitment pack under development	HR Manager	Review usefulness of gender decoder software in Q2 2022 Recruitment pack to be available from September 2022 to potential applicants	Recommendation on whether or not to continue using gender decoder software completed and relevant follow up action taken Recruitment and Selection policy finalised and approved Bi-annual monitoring of % of female applicants to assess impact of measures

	childcare. This should be available on the TUS HR website • Ensure a minimum of 60/40 gender representation on selection boards with relevant experiences to assess candidates					
2.4d	The TU will put measures in place to achieve at least 40% women across VP Council and Deans Council. This will involve applying to HEA for funding for a SALI III post. If this funding is unsuccessful, look at alternative avenues for addressing gender imbalance across VP and Dean levels	TUS VP Level Executive Management is currently 25% Female TUS Deans Council is currently 40% Female Female Representation at 35% across VP Council & Deans Council	3 2021 SALI posts unsuccesful. Possibility of funding for Chair of Manufacturing post if additional Government funding approved	President Executive Management VP for People, Culture and EDI	Measures in place by Q4 2022	40% women representation achieved across VP & Deans Council
2.4e	Review use of all fixed terms and specific purpose contracts	The number of staff in absolute terms on fixed term/specified purpose contracts has increased. For example in the Midwest In 2018, 42% of Permanent and Indefinite duration contracts were held by female staff, and this has remained at 42% in 2020. However, in 2018, 38% of fixed term academic contracts (WTE) were held by female staff, and this has increased to 48% in 2020.	Review commencing	VP for People, Culture and EDI, HR Manager	Annual Review Q2 each year	Report presented to Executive Management in Q2 2022, with actions outlined
2.4f	Survey on career progression with part time staff to establish if part time working is by choice	Most part time staff are female. A survey with them to better understand their part time arrangements will inform a flexible working policy		VP for People, Culture and EDI HR Manager	Survey to be held in Q2 2022 and results presented to Executive	Report presented to VP & Deans Councils in Q2 2022, with actions outlined

2.4g	Develop promotion pathways in TUS. This should include: • Lobby nationally, in conjunction with THEA, for the introduction of promotional pathways for academic staff in the Technological Sector and recommendations of OECD Report on such pathways. • Develop clear guidelines on the criteria required for promotion and link with targeted leadership supports. This should be tailored for academics, researchers and PMSS staff.	There is a lack of academic or PMSS promotional structures in the sector. This can be demotivating for staff and severely limits career development opportunities	Lobbying ongoing	President VP for People, Culture and EDI HR Manager	Lobbying is Ongoing Guidelines developed by Q3 2022 and rolled out with associated awareness raising campaign	Introduction of new promotional pathways in the TU sector Assessment to understand awareness of promotion process following introduction of guidelines and further action taken as a result of this assessment
2.4h	Establish a TUS wide Remote Working Policy. The development of the policy will include education for all employees and managers	A TUS wide flexible working policy currently does not exist		VP for People, Culture and EDI HR Manager	Policy developed based on National Guidance which is expected Q3 2022	Publication and active dissemination of the Remote Working Policy and the provision of appropriate education for staff and managers. EDI Survey shows that 70% of staff report "that there are flexible working arrangements available that are suitable to my needs"
2.4i	Develop and disseminate the following policies and guidance to support flexible working for parents: • TU Parental Leave policy based on a review of how leave is structured and set deadlines for application and approval • Fathers at Work Guide. This will include detailed guidance and information on paternity leave, parental leave, and other flexible working arrangements available. • Work life balance Policy. This will cover all arrangements during various forms of family leave and	TUS policies to support flexible working for parents currently not available	Policies and guidance developed and under consultation	HR Manager	Policies approved by end of Q1 2022. Policies and guidance available on HR Web portal by end Q3 2022	Policies developed and communicated to staff. Survey shows high level of awareness (n = more than 70%) of policies. EDI Survey 70% of staff agree or strongly agree with the following statement: "The process of applying for family leave was supportive"

	an education plan for staff and managers					
2.4j	Develop a TU 'Core Hours for Meetings' and 'Email-usage' guidance to address concerns about compatibility of promotion with other responsibilities outside the workplace	Core Hours and Email Usage guidance currently not in place.		VP for People, Culture and EDI HR Manager IT Manager	Core Hours for Meetings' Policy to be introduced by Q4 2023 'Email-usage' guidance to introduced by Q1 2022	Guidance introduced and implemented. Survey shows that Female staff do not see applying for promotional post as incompatible with other responsibilities outside of the workplace
2.4k	Develop and introduce a formal performance development system, taking into account relevant recommendations of OECD Report on TU Academic Contracts & Career Paths. All Managers will be trained in best practice in conducting staff appraisals / development reviews.	A performance development system not consistently applied across TUS.		VP for People, Culture and EDI HR Manager	Engage with all unions, following publication of OECD report, with a view to establishing a formal performance review system by Q1 2023 Training for managers to be rolled out by Q2 2023	Establishment of a staff performance system. 70% of managers trained on this system by Q4 2023
2.4l	Conduct a review of TUS Continued Professional Development Policy, to develop greater clarity and transparency around application for and awarding of continuing professional development / training opportunities. This review to include devising mechanisms for providing feedback on unsuccessful applications. Produce, promote and distribute to	There is no standardised approach to continued professional development across TUS.	Review underway as part of TUS Business Process Review	VP for People, Culture and EDI HR Manager Finance	Policy revised by Q3 2022, involving consultation with relevant stakeholders including staff, HR, Graduate Research Office Guides	Policy revised Staff report the process of applying for continued professional development/ training courses is fair and transparent Guides produced and distributed Information on training opportunity provided and funds awarded included in

	all staff on an annual basis a 'simple guide' (including FAQs) to the revised Continued Professional Development Policy and funds available to staff to apply for training opportunities. Annual TUS Equality Report to also include information on training opportunities provided and funds awarded.				published and communicated Q4 2022 Subsequently communicated biannually in Q1 and Q3	annual TUS Equality Report Staff report high level of awareness (n=more than 70%) of how to apply for training opportunities
2.4m	HR policies and procedures are reviewed on a systematic basis and monitored thereafter	HR policies and procedures are currently not systematically monitored and reviewed	All new TUS policies include a review timeline	HR Manager	Dates for review (i.e.timetable) of each policy to be determined by Q3 2022 Policies will be periodically reviewed in line with this timetable and legislative / regulatory requirements.	All HR Policies and Procedures monitored and reviewed, with a log of annual changes to be recorded at start of each policy
Objective: 2.5: Implement equality impact assessments (EIA) across all policies and practices in TU						
2.5a	Assess role of Equality Impact Assessment processes in other HEIs when monitoring and reviewing policies from an equality perspective. Based on review, recommend tool to assess policies from EDI perspective	No standardized mechanism exists in TUS for monitoring and reviewing institutional policies, procedures, documents and practices from an equality perspective. This will be audited annually once implemented.		VP for People, Culture and EDI EDI Manager HR Manager	Assessment completed by Q3 2022 and recommendations taken forward in Q4 2022	Equality Impact Assessment Form or equivalent launched and in use
Objective 2.6: Integrate EDI considerations into policies and procedures relating to Communications within TUS						

2.6a	Introduce a TUS Policy on Communications & Events to ensure that University communication material and formal events are balanced, inclusive and avoid gender stereotyping.	TUS needs to ensure that all University communications material and formal events are gender balanced, inclusive and avoid gender stereotyping.		VP for People, Culture and EDI Marketing EDI Manager	Q2 2022	Policy introduced and audited annually
2.6b	Replace all gendered pronouns with gender-neutral language in all TU policies, procedures and documents	There is a growing awareness that members of the trans community often do not use gender specific pronouns Therefore, it is essential that all TUS policies, procedures and documents are reframed/drafted in gender neutral language	Guidance document developed and included in draft TUS: Midlands Midwest Guide to Effective Practice that Supports Equality, Diversity and Inclusion in Technological University Communications 2022 – 2024	VP for People, Culture and EDI EDI Manager Head, Teaching, Learning & Quality	Guidance on Gender Neutral Language developed and communicated across TUS by Q1 2022 All TUS policies are gender neutral from Q1 2022 onwards	Guidance on Gender Neutral language developed and included in Academic, Staff and Student Handbook
Objective 2.7 Ensure policies and procedures relating to curricula development integrate a gender dimension						

2.7a	Develop relevant policies and procedures on the design, development and validation of new programmes to ensure the gender dimension is integrated into the proposed new curricula. Programmatic reviews will provide an opportunity for Institutes to review existing curricula.	There is a need to embed gender equality into all undergraduate and postgraduate curricula and activities in TUS to make Equality & Diversity a central part of the ethos and culture of TUS. This must be supported with relevant training		VP for People, Culture & EDI VP Academic Affairs & Registrar EDI Manager Head of Quality Head of Teaching and Learning	Formalise into policy in Q1 2023 Ongoing as new programmes development and programmatic reviews conducted Ongoing training to be provided	Policy formalised Gender equality embedded into all new undergraduate and postgraduate curricula from 2023 onwards Gender equality embedded into existing curricula as programmatic reviews conducted from 2023 onwards Training provided and feedback gathered from staff on its effectiveness and their understanding of the importance of Equality and Diversity considerations in the development of curriculum material
Objective 2.8: Ensure EDI related policies are accessible and available to all staff and students, where relevant						
2.8a	Develop internal and external webportal to house all EDI related policies. Develop webinar recording of EDI related policies for staff to access	A TUS wide EDI related webportal for policies currently does not exist. This will be important to share EDI related policies and procedures		VP for People, Culture and EDI EDI Manager	Q3 2022	Web portal developed and EDI related policies accessible to staff and students through this

Strategic Goal 3: To ensure decision making processes related to EDI issues are informed by comprehensive and real time data, collected using a variety of qualitative and quantitative methods

Action No.	Action	Rationale	Milestones Achieved	Person Responsible	Timeframe (start/end)	Success Indicator
Objective 3.1 Develop a framework for collecting and monitoring EDI related data on TUS outreach activities, trainings and events						
3.1a	Systematically collect and publish data on outreach activities/events, including objectives, staff participation by grade and gender, and participant uptake by Faculty and gender Develop methodologies to evaluate the impact of these outreach activities / events.	This data is currently not collected by TUS and there is no oversight in terms of gender balance on outreach activities		Head of Marketing VP for People, Culture & EDI EDI Manager	Develop a data collection system in Q2 2022. Assess trends on a quarterly basis and publish data annually in Q3 thereafter Methodology to evaluate impact of outreach activities to be developed by Q3 2022	Data collected and published on TUS outreach activities and available for next TUS Athena Swan application in 2024 Measures in place to track follow through from schools to increased student registrations
Objective 3.2: Develop a framework for collection and monitoring of relevant qualitative and quantitative EDI data from staff and students in line with GDPR (e.g. focus groups, staff and student surveys)						
3.2a	Introduce and use feedback from Exit Interviews to establish, record and address if required, the reasons for their departure. Gather leavers data by gender, grade and department/faculty/ functional unit on an annual basis and use this information to inform actions to reduce loss of skilled staff.	There is an absence of formal and systematic data collection, analysis and reporting on why staff leave TUS by gender, grade or faculty/department	Review of Midlands and Midwest exit interview processes underway	VP for People, Culture & EDI HR Manager EDI Manager	TUS wide Exit Interviews to commence in Q1 2022 and continue on an ongoing basis Summary to be reported annually beginning in Q4 2022	Exit interviews introduced and reasons for leaving recorded, analysed and reported annually Data to be benchmarked against other Irish HEIs Any trends / patterns identified and addressed as necessary

3.2b	Capture data, guided by an intersectionality frame, to understand the EDI make-up of the existing employee population e.g. gender, ethnicity, sexual orientation, disability status and age.	This data will allow for a detailed understand of intersectional imbalances in staff profile	This data is currently collected for employees since June 2019. A campaign to encourage all staff to complete this data is required	VP for People, Culture & EDI\n\nHR Manager\n\nEDI Manager	Gender and Ethnicity Data to be prioritised from Q1 2022	System operationalised Equality and intersectionality data systematically collated, analysed, reported and benchmarked by TUS Accurate information on ethnicity is collated
3.2c	Annual Equal Pay Audit conducted as part of HEA Returns, including a Gender Pay Gap Analysis	There is an absence of data collection, analysis and reporting of Equal Pay in TUS		VP for People, Culture & EDI\n\nHR Manager Finance Manager	Review to take place annually, beginning Q2 2022.	Annual pay audit completed and reported to VP Council. Also included in Annual Equality Report.
3.2d	Gather data on the experiences of LGBTI+ community in the TU to inform decision-making and measure the impact of initiatives to support the LGBT+ community	There is a need to ensure that TUS actions and decision making are informed by experiences and feedback from members of the TUS LGBT +community.		VP for People, Culture & EDI EDI Manager Academic Administrator & Student Affairs Manager HR Manager Student Union – Welfare & Equality Officer	Annual focus group to be held with TUS LGBTI+ community to gather feedback to commence in Q2 2022	Data gathered and disseminated Actions/ recommendations implemented as required
Objective 3.3: Roll out Power Business Intelligence (BI) Dashboard to managers to make visual key indicators critical to decision making (e.g. gender profile of staff and students)						

3.3a	Enhance Power Business Intelligence Dashboard and utilise Core Insight to systematically gather, analyse and report on key equality indicators including disaggregated staff and student profiles, recruitment and selection, details on leave/ flexible working, composition of key decision-making bodies/ committees etc. Use CORE Insight to collect data on intersectionality (gender and ethnicity). Make data available to relevant decision-makers e.g. VP & Deans Councils, Governing Body, Heads of Department, Managers through aggregated quarterly and biannual reporting	The absence of systematic data collection, analysis and reporting on key gender equality indicators, including intersectionality. The absence of sectoral data on intersectionality prevents benchmarking in the Irish context There is a need to ensure that accurate ethnicity data is collected	Power Business Intelligence Dashboard and Core Insight are enhanced and in use.	VP for People, Culture & EDI HR Manager EDI Manager	Training for HR Staff Q1 2022. Focused Training delivered to relevant decision makers throughout 2022	Systematic quarterly reports on recruitment, selection, leave/flexible working and composition of decision making bodies/ committees. These are presented to EDI Steering Committee on a quarterly basis. Bi-annual reporting on disaggregated staff and student profiles. These are reported to Governing Body and EDI Steering Committee biannually
3.3b	Campaign undertaken to encourage staff to disclose equality related data	Staff profiles currently do not include their equality related data	Campaign underway to encourage staff to update their profiles with ethnicity data	VP for People, Culture & EDI HR Manager EDI Manager	Campaign underway in Q2 2022	Staff understand the benefit of providing ethnicity related data. 50% of staff have updated their profiles to include ethnicity related data by Q4 2022
Objective 3.4: Ensure data is analysed, presented and discussed at appropriate fora, including at Governing Body and VP / Dean Council level, and with actions agreed to address EDI issues identified Annually to GB and quarterly to VP & Deans Councils						
3.4a	EDI (including gender equality) is an item for discussion at VP and Deans Council on a quarterly basis. EDI is a standing item for discussion on management, faculty and academic department meeting agendas. This should include gender disaggregated data and facilitate informed decision making	There is a need to ensure that gender equality is integrated into all processes and decision made.		VP for People, Culture & EDI Heads of Faculty Heads of Department	By Q4 2022	Heads of Faculty, Heads of Department have easy access to gender disaggregated data to inform decision making. Key faculty and department level EDI related discussion items are shared at EDI Steering Committee Meetings

**Objective 3.5:** Incorporate considerations of EDI into annual reporting at Faculty and Functional Unit level and in the annual institutional quality assurance report.
3.5a	Prepare and present an annual TU Equality Report to VP & Deans Councils, Academic Council, Governing Body and HEA as part of the annual Performance Compact. Incorporate considerations of EDI into annual reporting at Faculty and Functional Unit level and in the annual institutional quality assurance report	The absence of systematic reporting on key gender equality and intersectionality indicators. Increase awareness of the Athena Swan charter and related principles.		VP for People, Culture & EDI, EDI Manager Equality & Diversity Steering Committee	By Q4 2022	Presentation of Annual Report for 2022 onwards Information sessions on progress in implementing Action Plan held annually

Strategic Goal 4: To provide a supportive, inclusive and welcoming environment for students and staff

Action No.	Action	Rationale	Milestones Achieved	Person Responsible	Timeframe (start/end)	Success Indicator
**Objective: 4.1:** Develop an EDI Communications Strategy and Annual Calendar of Events

4.1a	Develop an EDI Annual Calendar of Events	Formally recognise key EDI days in TUS, with an associated budget	Draft Annual Calendar of Events developed	EDI Manager	From Q1 2022	Annual EDI events held in TUS
4.1b	Organise social gathering to happen at various times to provide flexibility to those with caring responsibilities	Staff have different responsibilities outside of work, and events need to fit with other responsibilities		EDI Manager VP Council Marketing TUS Management Team	From Q1 2022	Survey shows strong agreement (n = more than 70%) amongst staff that "Social activities are scheduled at times that make it feasible for me to attend"
4.1c	Organise consultation with staff in the development of TUS Strategic Plan	Currently, 53% of females and 29% of males feel that management and policy makers do not represent diverse perspectives.		Office of the President VP Strategy, Transition & Projects	Q2 2022	Reduction in perception of management and policy makers as not representing diverse perspectives for females from 53% to 30%. EDI Survey shows that 60% of staff agree/strongly agree wit the following statement: + I feel that my views are welcomed and respected in meetings in my department/unit
4.1d	Publicise EDI events and work internally and externally through our website, social media, newsletters and other platforms as appropriate	Sharing information on EDI related events	TUS_EDI Twitter handle used to share information on events Midwest and Midlands EDI Webpages also provide information on events. TUS EDI webpage under development	EDI Manager	Ongoing	Survey results show awareness (n = more than 50%) of EDI events
Objective 4.2: Communicate regularly with TU staff on progress of EDI initiatives, and how these contributed to the achievement of the actions in the EDI Strategy.						

4.2a	Produce an Annual Equality Report and regularly update EDI website and TUS EDI Social Media platforms	Equality Report to provide update on progress of EDI initiatives	TUS_EDI Twitter handle used to share information on events Midwest and Midlands EDI Webpages also provide information on events. TUS EDI webpage under development	EDI Manager	Annual Report in Q3 each year. Ongoing use of social media and website	EDI Annual Report produced and published. EDI Report provides updates against EDI objectives. Staff survey demonstrates awareness of EDI website and social media platforms (n=50%)
4.2b	Develop a targeted communications campaign to increase visibility of achievements by female staff and to dispel gender-stereotyping myths. Part of this campaign should include: • An agreed calendar of events • Communicating regularly about Department, Faculty, and TU news items with a consistent tone and message for the TU in relation to equality and other TU values. • Publishing a special edition of the President's Report celebrating the achievement of female staff in the TU. • Hosting Athena SWAN events on campus, including family friendly social events for staff. • Ensuring gender balance amongst speakers and presenters at all TU research conferences	Gender stereotyping disadvantages women in academia		EDI Manager Marketing Office	From Q1 2022	Low % of staff (n=20% or less) reporting gender stereotyping by 2023
4.2c	Conduct Athena Swan awareness raising focus-groups with part-time staff (both male & female)	There was a low response rate from part time staff to the Midwest AS application. Wide engagement with AS with this cohort is a priority		EDI Manager	FGD to be held by April 2022	Focus group held through direct invitation to part-time staff only.

4.2d	Highlight successful career paths of senior academic and PMSS staff in LIT who have taken leave / worked flexibly in Athena SWAN Communications campaign.	This will help increase awareness of Athena SWAN		EDI Manager	EDI Newsletter March 2022	EDI Newsletter highlights successful career paths of senior academic and PMSS staff who have taken leave / worked flexibly, the newsletter will ask Senior Academic and PMSS staff to talk about their experiences of working from home through COVID19 pandemic.
4.2e	Develop a HR micro-site that details the work-life balance supports available. This will include detail on paternity, parental, adoptive leave, flexible working, and carers leave schemes, professional development support, work sharing, childcare facilities available close to TU campuses.	TUS HR micro-site currently not established. This will be an important portal for providing information on HR related polices and procedures	Website under development	HR Manager Marketing	Q3 2022	Engagement with the HR site reported bi-annually to EMT and EDI. Annual review of the micro-site to reflect changes in provision.
4.2f	Conduct an annual targeted communication campaign to raise awareness on importance and value of work-life balance and different leave options based on information provided on HR micro-site. This will involve poster displays, e-mails, TU TV screens	Awareness of leave options is important for employee well being. Increase uptake of various flexible working options, especially by men.		HR Manager	Q4 2022	Engagement in Employee Awareness Day shows strong awareness (n=70%) of leave options available for staff
4.2g	Promote TUS:MM as a safe TU for members of the LGBTQ+ community through engaging in a trans awareness and support communication campaign	TUS must be proactive in letting members of the LGBTQ community know that the college is a welcoming and safe place		EDI Manager HR Manager Marketing Office Student Union President	Awareness campaign (communication campaign and targeted social media) to be ongoing from Q 2 2022 with concentrated action in Q2 each year	Staff survey shows high level of agreement (n=more than 70%) that TUS provides a safe environment for people from the LGBTQ+ community

style background orange: **Objective 4.3: Continue to improve targeted initiatives in the recruitment and admissions processes to attract students and staff from all backgrounds, and in particular students and staff from under-represented backgrounds.**						
4.3a	Develop and implement target initiatives to increase the proportion of • Female students in both undergraduate and postgraduate programmes (including apprenticeships) offered in Engineering, Manufacturing & Construction • Female students in ICT undergraduate programmes offered • Male students in undergraduate programmes offered in Social Care Work, Early Childhood Care & Education, Nursing and Health Care. These initiatives should include: • Supporting marketing initiatives to increase the proportion of female students in STEM programmes • Establishing and addressing reasons for the trends in the number of female students registering for STEM programmes (both taught and research). • Establish a research project to do a deeper analysis of STEM subject delivery in feeder schools. • Adapt and replicate these actions for recruitment of male students in	TUS baseline figures currently not compiled, but data from LIT and AIT showed under-representation of female students in Engineering, Manufacturing and Construction and ICT. This data also showed male under-representation in Social Care Work, Early Childhood Care and Education, Nursing and Health Care.	International Day of Women and Girls in Science recognised in TUS. Engagement with Explore Engineering to plan for Inspire Event in April 2022	EDI Manager Head of Marketing and Communications Deans of Relevant Faculties Heads of Relevant Departments	Commence in Q2 2022, Review annually	Baseline TUS figures available from Q2 2022. Targets developed based on these baseline figures.

	departments where male students are underrepresented					
4.3b	Expand outreach on areas of most significant female under-representation. INSPIRE is an existing STEM initiative to bolster female participation in programmes within the Faculty of Engineering and Informatics. Expand delivery and focus of Inspire and engage actively in the Diversity Working Group of Explore Engineering	TUS is currently an active member of the Diversity Working Group of Explore Engineering, tasked with organising the Inspire event. This group also has other plans to support under-represented groups and TUS engagement in this may support increased opportunities for students to access STEM related courses	Planning underway for 2022 Inspire Event	EDI Manager	From Q1 2022.	Inspire event completed and includes pre and post participation analysis. This information informs future targeted events
4.3c	Target a minimum 60/40 gender balance across all grades of staff. Seek out and apply for internal and external female specific funding initiatives.	TUS wide analysis required	HEA Returns currently under development to show TUS wide staff gender balance analysis	VP & Deans Council, HR Manager	Ongoing with annual review in Q1	Annual analysis of target. Proactive measures put in place to reach target
4.3d	Analyse gender balance of SL1, SL2 and SL3 positions. Use this analysis to develop a system to support gender balance in the final pool of candidates for competitions	TUS wide analysis required	HEA Returns currently under development to show TUS wide staff gender balance analysis	VP & Deans Council, HR Manager	To apply to relevant competitions from Q1 2022	System in place to support gender balance in final pool of candidates for competitions

Objective 4.4: Ensure induction events at TU and local level welcome new staff and students and facilitate their integration into the university community successfully						
4.4a	Develop and deliver a comprehensive staff induction for all staff (academic and PMSS), based on a review of models of best practice in other HEIs. Induction information should be provided through an online induction portal and should include the following: - Outline responsibilities for line managers and HR, and frequency of induction sessions - Information on TU policies and procedures, IT systems and EDI training. Feedback on effectiveness of induction programme to be obtained annually - Guidance for a welcome meeting between new staff and relevant HOD/Dean/CSM to include key elements that new staff need to know about TUS. - A welcome handbook for new staff, which will include details of development support, flexible working provision, key institutional policies and procedures, creche and childcare provisions and local facilities - A 'buddy' to all new staff as part of the induction process, whose role is to advise and support new staff (e.g. help with day-to-day issues	Starting as a new organisation requires a strong university wide induction from the beginning, to help inform new staff and to support a positive and welcoming culture. This needs to be for academic, research and PMSS staff. There needs to be consistency in welcoming new staff at Faculty, departmental and functional level. This will help build a stronger inclusive culture within TUS from the start.	Comprehensive induction plan in development	HR Manager Deans of Faculty	Review of best practice in other HEIs and Staff Induction Plan to be developed by end Q3 2022 An induction programme for all new staff to be developed by end Q3 2022 Induction portal in place by end Q3 2022 First delivery of induction programme to occur in September 2022, with attendance monitored Feedback mechanisms for induction programme introduced by Q3 2022 Develop and implement buddy system by Sep 2022	Feedback from induction informs the strengthening of induction content Uptake of induction programme monitored and reported in EDI annual report Assessment of induction shows a high level of satisfaction (n=more than 70%) with the content
Objective 4.5: Support the integration of awareness and principles of EDI across the undergraduate and postgraduate taught curricula and the incorporation of universal design for learning (UDL)						

4.5a	Develop Charter and practical framework to embed an overarching awareness, understanding and implementation of Equality, Diversity & Inclusion in the curriculum of TUS	Staff to understand the importance of embedding EDI in Curricula	Funding received from HEA Gender Equality Enhancement Fund to support the development of Charter and Practical Framework. Working group established	EDI Manager	Q1 2022 to Q4 2022	Charter and practical framework to embed an overarching awareness, understanding and implementation of Equality, Diversity & Inclusion in the curriculum of TUS developed and shared amongst staff
4.5b	TUS EDI Library Database developed to show EDI related resources available in TUS libraries	Staff and students have access to EDI resources	TUS EDI Library database currently under development	EDI Manager, Librarian (EDI Champion)	Q1 2022-Q2 2022 Ongoing	EDI Library database developed and shared with students and staff. Data base updated on a quarterly basis
Objective 4.6: Collaborate with relevant function units (HR, Student Services, Estates) to improve physical, social and mental well-being in our communities						
4.6a	Develop specific maternity leave supports. To include: • Develop and roll out a "Before, During and After Maternity Leave" guidance handbook and a checklist to help managers support staff in relation to maternity leave. • Identify creche facilities near TU campuses and compile a list for local providers along with details of available national childcare schemes and entitlements. • Develop a survey for staff who have taken maternity leave over the past three years to determine why additional leave was /was not taken to establish if further action required • Develop and publicise onsite breastfeeding facilities. This will include upgrading facilities and sharing information on electronic notice boards, emails to all staff, and signpost to locations on campus and inclusion in the "Before, During and After Maternity Leave" guidance handbook	Currently there is no TUS wide coordinated support for staff taking maternity leave	Breastfeeding facilities available in Midlands campus and details of these facilities on website: https://www.ait.ie/about-ait/equality-diversity-inclusion/current-edi-equality-infrastructure	HR Manager EDI Manager Estates	FGDs with those who have taken maternity leave to take place in Q2 2022. This will inform the development of the "Before, During and After Maternity Leave guidance". Guidance developed by end Q3 2022 and shared on HR portal and through an awareness raising campaign on an annual basis Breastfeeding facility provision by Q1 2023	Following implementation of the Before, During and After Maternity Leave guidance, those who have taken maternity leave and returned to work report feeling supported by their Line Manager and Colleagues

4.6b	Renovate the Midlands Campus staff canteen. Facilities will be redesigned to create a more comfortable environment that facilitates informal staff engagement	Upgraded canteen listed on capital projects for 2020 but delayed due to COVID-19 restrictions)		Estates Manager	Q4 2022	Survey results show a high (more than 70%) of females and males reporting there are good opportunities for social interaction.
4.6c	Develop policy on the naming of new buildings and lecture halls.	Currently, none of the named rooms in the Midlands campus are linked to females. Naming lecture theatres creates visibility and allows us to tell these women's inspiring stories in a public and celebratory way.		VP Campus Services & Capital Development

Equality, Diversity & Inclusivity (EDI) Committee | Q4 2022 | At least 40% female representation in all named rooms for new buildings. |
| 4.6d | Ensure that all TU buildings have gender neutral toilets | There is a need to ensure trans / non-binary staff and students have access to necessary gender inclusive facilities in TUS | Gender neutral facilities established in Midlands and Clare St Campuses. | VP Campus Services and Capital Development

Estates | Moylish: Q3 2022 Thurles: Q1 2023 | Appropriate gender inclusive facilities are in all TUS buildings |
| 4.6e | Review and implement principles and commitments in TUI Position Paper on Work-Life Balance & Well-Being | In preparation for the formation of TU, agreement was reached with TUI on position paper entitled, Work-Life Balance & Well-Being | TUI Work-Life Balance & Well-Being Position Paper agreed | Equality, Diversity & Inclusivity (EDI) Committee

HR Manager | Report on implementation of Position Paper presented in Q2 2022 at EDI Steering Committee | Implement principles and commitments in TUI Position Paper, with explanation provided for commitments not actioned / delivered. |
| **Objective 4.7: Develop systems (informal and formal) to create a culture of recognition and respect to make visible and valued the often unseen but essential contributions of our staff, including the establishment of a President's award(s) to recognise and reward outstanding contribution to EDI within our institution** | | | | | | |

4.7a	Investigate Staff recognition Awards, to acknowledge outstanding examples of both pastoral support for staff and students and achievements and contributions to student life in the TU.	There is currently no formal recognition in TUS for staff who take on this role. Through acknowledging this important work it may encourage others to also be involved		Presidents Office	Q3 2023	Review of Staff Recognition Awards Scheme conducted. Staff Recognition Award Scheme launched.
4.7b	Launch a Teaching and Learning Award to acknowledge staff contributions to academic excellence.	Currently, 44% of females and A TUS Teaching and Learning Award currently does not exist and this Award is a way to acknowledge successes/ achievements in Faculties		Head of Teaching and Learning	Q4 2022 and annually thereafter	Annual Teaching and Learning Award launched, with gender balance among recipients
4.7c	Implement TUI Position Paper on Academic Workload Allocation. Establish a 'workload allocation' working group to consider recommendations of OECD Report on Academic Contracts, Career Paths and Organisation on workload allocation.	In preparation for the formation of TU, agreement reached with TUI on position paper entitled Academic Workload Allocation. This position paper allows for reductions in weekly class workload allocation contact lecturing hours based on a system of academic workload allowances.		VP People, Culture & EDI, HR Manager, Deans	Q3 2022	Review of implementation of TUI Position Paper on Academic Workload Allocation. Establishment of workload allocation model, based on recommendation of OECD Report
4.7d	Support the development of an EDI Project Competition for staff	Support EDI contributions of staff		EDI Manager	Q1 2023	EDI Project launched and funding awarded to successful competitors

Objective 4.8 Establish and lead a cross-institutional working group on implementation of the recommendations of the Consent Framework						
4.8a	Establish Committee to Promote Consent and Prevent Sexual Violence and relevant sub working groups to support policy development, staff and student training, First Responder Network and formal, informal and anonymous reporting mechanisms	zero tolerance of all forms of sexual misconduct, clear accountability mechanism required		VP for People, Culture & EDI EDI Manager HR Manager Student Counselling	Action group established Q1 2022. Sub groups established Q2 2002 with work underway	Action Group Established. Sexual Misconduct Policy Approved. Survey shows high awareness (more than 70%) of Reporting Pathways. First Responders report feeling supported in their role. EDI survey shows 60% of staff agree/strongly agree with the following statements o I know how to report sexual harassment and/or sexual violence o I would feel comfortable reporting sexual harassment and/or sexual violence o I am confident that complaints about sexual harassment and/or sexual violence would be appropriately managed
Objective 4.9 Empower staff and students to question and challenge undesirable language and behaviour without fear of repercussion and with confidence on TU support for those who speak up						
4.9a	Support the further roll out of the Speak Out Reporting tool. Provide aggregated analysis of reports made through this tool on a quarterly basis	zero tolerance of abusive language and behaviour	Speak Out tool developed and available on TUS website and internal Sharepoint.	EDI Manager HR Manager Student Counselling	Ongoing	Quarterly Reports shared with PROPEL Working group. Monitoring of trends leads to development of preventative actions

Strategic Goal 5: To inform and educate the TU community about EDI, and ensure that front line staff, line management, and senior leadership have access to appropriate training in supporting diversity and inclusion.

Action No.	Action	Rationale	Milestones Achieved	Person Responsible	Timeframe (start/end)	Success Indicator
Objective 5.1 Identify collaborative opportunities for mainstreaming EDI in training and professional development programmes provided by TUS						
5.1a	Develop a coordinated training plan on EDI, HR and Teaching and Learning Related Trainings	There is currently no coordinated training plan in place		VP for People, Culture & EDI EDI Training Group (HR, T and L, EDI Manager, Student Counselling	Training plan developed by Q2 2022 and annually thereafter	Annual Training plan developed and communicated to staff
5.1b	Develop a mechanism to record total attendance numbers by gender at workshops and any other training opportunities provided by TUS.	There is currently no formal mechanism of recording attendance or uptake of training opportunities provided by TUS		VP for People, Culture & EDI EDI Training Group (HR, T and L, EDI Manager, Student Counselling)	Mechanism developed by Q2 2022	A mechanism for recording attendance / uptake of training opportunities in place Data published annually
5.1c	Ensure that each future Staff Development Day includes workshops relevant to professional development of academic staff and PMSS	There is a need for Staff Development Days to be inclusive of all staff, both academic and PMSS.	February 2022 Staff Development Day includes an input from Aine Doody, the Head of Global Citizenship Education at Irish Aid, to get an insight into TUS's Institutional membership with the Development Studies Association in Ireland (DSAI).	VP for People, Culture & EDI EDI Training Group (HR, T and L, EDI Manager, Student Counselling)	Staff Development Day in February 2022 Ongoing thereafter	Agenda for Staff Development Days includes workshops of relevance for the professional development of both academic and PMSS staff Positive feedback received from PMSS on Staff Development Days

5.1d	Provide training for academic staff on the consideration of Equality and Diversity issues in the development of curricula	Staff to feel equipped to integrate EDI into their curricula	EDI in Higher Education e-learning includes a module on EDI in the Curricula. Agreement has been made with THEA and Marshalls LearnUpon Platform to roll out this training	EDI Manager, Head of Teaching and Learning	Start Q1 2022, End Q1 2023	Staff complete EDI in Higher Education e-learning module. Survey results show high level of staff awareness (n = more than 70%) of approaches to take to incorporate EDI into design, delivery and evaluation of curricula
5.1e	Review Continued Professional Development offerings or other training opportunities provided by the TU for staff to include a strong EDI component	CPDs to include EDI component to support staff in incorporating EDI in their work	Ongoing discussions with Teaching and Learning on scope for EDI inclusion in CPD modules. An EDI session has been incorporated into Learning Design and Curriculum Framework delivered in Semester 1 academic year 2021/2022. An EDI session has also been included in the Profession Practice in Higher Education module, which will be delivered in 2022	EDI Manager Head of Teaching and Learning	Annual review in Q3	EDI sessions delivered in 1 CPD modules in Academic Year 2021/2022. EDI sessions delivered in 2 CPD modules in Academic Year 2022/2023
Objective 5.2 Provide specific trainings to support recruitment, selection and promotion from an EDI Perspective						
5.2a	HR Department will roll out an appropriate interview skills and EDI training plan for all internal interview panel members in 2021-2022. This will be compulsory and include training on unconscious bias, gender awareness and recruitment and selection procedures. There will be a requirement for this to be renewed every 3 years.	This level of education does not currently exist. There is a need to guarantee awareness of and responsibility for unconscious bias among selection panel members	Agreement in place with Legal Island to support this training	HR Manager EDI Manager	Commence Q1 2022	Confirmation to EDI annually that all panel members have completed education plan. Education will be ongoing for new panel members

5.2b	Devise a mechanism for providing feedback to unsuccessful internal applicants. Such feedback should clearly outline the reasons behind the decision and highlight points to develop ahead of any future applications. Training to be provided to managers on providing such feedback.	Such support for providing feedback across TUS currently does not exist		VP People, Culture and EDI HR Manager Head of Function, Hiring Manager	Feedback mechanism devised by Q2 2022 Training provided to managers on providing feedback to unsuccessful internal candidates by Q3 2022	Roll out of feedback mechanism and training for managers Survey shows that at least 60% of staff report having received or feeling that they would receive useful feedback if they applied for a promotion
5.2c	When senior academic or PMSS promotional posts become available, provide training workshops and/or access to online training sessions for staff on completing application and preparing for interview process to encourage and support applications.	This level of training across TUS currently does not exist		HR Manager	Annual interview skills Commence Q4 2022 Application process support provided annually during Employee Awareness Day	Roll out of online and face-to face training sessions on application and interview process Increase in staff feeling supported to apply for promotion
Objective 5.3: Provide specific trainings on unconscious bias, bystander, supporting trans-people, supporting disclosures of sexual violence and harassment, supporting distressed students and anti-racism						
5.3a	Deliver TU wide diversity and inclusion education. This should include: • Unconscious Bias training for all staff • EDI in Higher Education Devise a system for monitoring the uptake and report annually on same	This level of education across TUS does not currently exist	Data sharing agreement with Marshalls LearnUpon platform underway. Agreement with Legal Island underway	EDI Manager	Structured roll out of Education plan developed and Education plan commences by end Q1 2022	Monitoring system developed and annual reporting on uptake of trainings 50% of all TUS staff to have undertaken unconscious bias training by 2023 On-line programme in equality and diversity available 50% of all staff to have undertaken the Equality & Diversity programme by 2023

5.3b	Roll out biannual training on trans awareness and support (including TU Gender Identity and Gender Expression Policy). Report annually on the number of staff who participate in trans awareness and support training in EDI Annual Report.	There is a need to ensure that staff are knowledgeable about the trans community. Otherwise a lack of knowledge could lead to unconscious bias or fear of the community. There is a need to monitor and encourage uptake of trans-inclusion training initiatives.	Agreement with Shout Out to facilitate trainings in 2022 underway	VP for People, Culture & EDI EDI Manager	Q2 2022 Trans inclusivity workshop rolled out for all staff Training continues to be organised for all staff on a rolling basis Q3 2022 onwards – Training to become part of new staff induction and will continue to be offered on an annual basis to all staff. Reporting of staff numbers completing training annually, to begin in Q3 2022 in TUS Annual EDI Report	All staff to have received training as per stated timeframe New staff trained as part of induction Figures collected and published on training update each year Published figures in annual TUS EDI Report
5.3c	Promote TUS:MM as a safe TU for members of the LGBTQ+ community through holding training for TU's VP & Deans Councils, Management Team and Equality & Diversity Steering Committee so that they provide leadership in this space	TUS must be proactive in letting members of the LGBTQ community know that the college is a welcoming and safe place	Agreement with Shout Out to facilitate trainings in 2022 underway	VP for People, Culture & EDI EDI Manager	Training sessions to be provided from Q2 2022 and annually thereafter	LIT's VP & Deans Councils and Management Team demonstrate awareness of issues facing the LGBT+ community in Higher Education and report actions they have taken to demonstrate leadership in this space
5.3d	Roll out training on Supporting Distressed students and increase the engagement of male staff on this training through a targeted communication campaign	There is a low attendance in the Midwest of male staff attending programmes related to pastoral duties		Student Counselling	Training sessions to be provided from Q 2 2022. Campaign to support male staff members to enrol in this training from Q2 2022	Attendance of training sessions monitored with strong uptake of male staff members in this training

Objective 5.4: Make training available for managers in: Supporting diversity and inclusion; dealing with complaints of bullying and harassment on equality grounds; Using performance development systems; Supporting staff who are working flexible hours; Allocating workloads, mindful of gender equality perspective; Addressing racism						
5.4a	Provide guidance for TU management on: • dealing with complaints about gender-based harassment, bullying or offensive behaviour. • managing to promote equality and diversity (including gender equality). Some content of this guidance may be based on Focus Group discussions with senior management on their perceptions of culture within TUS and how females disproportionately experience gender inequality	This level of education does not currently exist and Management staff have specifically requested support in this area		VP for People, Culture & EDI EDI Training Group (HR, T and L, EDI Manager, Student Counselling	Sessions to commence in Q1 2023	Development of guidance and conduct of training sessions with the support of Legal Island Pre and post tests relating to the sessions demonstrate an increased understanding and awareness of dealing with gender based harassment, bullying or offensive behaviour and of ways to promote EDI. EDI Survey shows that 60% of staff strongly agree or agree with the following statement: I am confident that complaints about bullying and/or harassment would be appropriately managed
5.4b	Provide training for TUS management team on flexible working for staff in the organisation and how best to support staff working flexibly. This should include supporting managers to support staff who are returning from maternity leave, adoptive leave, long term illness and for those transitioning back into full time supports.	This level of education does not currently exist and Management staff have specifically requested support in this area		VP for People, Culture & EDI EDI Training Group (HR, T and L, EDI Manager, Student Counselling	Trainings to commence following approval of Remote working policy	Roll out and participation rate in training Survey attitudes of management team before and after training to measure effect

5.4c	Provide HODs /CSMs with training on the allocation and monitoring of workloads from a gender equality perspective	This level of education does not currently exist and Management staff have specifically requested support in this area		VP for People, Culture & EDI EDI Training Group (HR, T and L, EDI Manager, Student Counselling	Sessions to commence in Q1 2023	Roll out and participation rate in training. Survey findings demonstrate perception of equal workloads amongst male and female staff in departments. 60% of staff agree or strongly agree with the following statement: There is a fair and transparent way of allocating work in my department/unit
Objective 5.5: Make trainings available for staff in: Mentorship, Leadership and career development						
5.5a	Develop a coordinated programme of mentorship for all staff which includes training for mentors. Participation rates to be monitored. This should include: Support and funding for dedicated Leadership/ Career Development Programme (which includes mentoring) for both academic and PMSS female staff. This can include but not be limited to Aurora Leadership Development Programme . Expand the number of senior leaders willing to mentor female staff undertaking Leadership / Career Development Programmes and provide mentorship training for these female leaders. Connect leadership training with targeted recruitment,	A TUS Mentorship programme currently does not exist	TUS Aurora programme underway	EDI Manager HR Manager	Aurora scheme is ongoing: in 2021/2022 13 TUS staff are participating. The structured support in relation to this scheme will be strengthened in 2021/2022 Development of broader leadership and mentorship programme with other HEIs to start in Q2 2022 and be finalised by Q3 2023	Number of places offered by TUS on Aurora Women's Leadership Development Programme continues at a minimum of 8 each year Number of mentors available to support participants on Aurora Women's Leadership Development Programme increased by 8 each year Female staff completing Leadership development scheme demonstrate feeling supported to apply for promotion and internal posts by 2024

	mentoring and support for female staff to apply for promotion opportunities In association with other HEIs, develop a Leadership training programme with a strong EDI lens. Open to male and female staff.					

Strategic Goal 6: To drive innovative practices on EDI through research and through collaboration with external bodies

Action No.	Action	Rationale	Milestones Achieved	Person Responsible	Timeframe (start/end)	Success Indicator
Objective 6.1: Support Graduate Research Office to guide researchers on embedding a strong gender/sex dimension into research funding applications, methodologies and content						
6.1a	Develop and disseminate Guidance on incorporating Gender and Sex dimension into research funding applications, methodologies and content. Support Research office in providing presentations for researchers on gender and sex dimension in research	Research that does not consider a gender and sex dimension is not reflective of the diverse world we live in and therefore limits research results	Draft guidance developed and shared with Research Office	EDI Manager Head of Research Dean of Graduate Studies and Research Funded Research Manager Research Grant writers	Annual roll out of training through bootcamp trainings and incorporated into ongoing trainings for Researchers	Survey shows high level of awareness (n=more than 60%) of Guidance document and support in incorporating gender and sex dimension in research
Objective 6.2: Develop mechanisms to build female representation in research (e.g. mentoring scheme, time release)						
6.2a	Analyse uptake of support (including possibility of leave) provided to staff at different stages of completing a PhD study of work.	TUS Position Paper #11 Details Academic Staff Doctoral Bursary Award. Uptake of this scheme needs to be analysed from a gendered perspective	TUS Academic Staff Doctoral Bursary Awards circulated in February 2022	VP RDI Dean of Graduate Studies and Research	Data collated on uptake of such supports and analysed from a gendered perspective in Q2 2022. Report to EDI Steering Group	Report on uptake of leave analysed by gender and report presented to EDI Steering group with recommended actions. Follow up actions agreed upon based on findings. Survey shows over 50% agreement with the following statement: I have opportunities to get the

						experience I need in research to support my career progression
6.2b	Assess gendered uptake of Research Time Release across TUS. Hold a focus group with female academics on engagement with the Research Time Release Scheme, and with a view to formation of a committee structure feeding directly into policies and processes for time release.	As a TU, we need to prioritise research and look at options for supporting staff to conduct research. In 2021/2022, a total of 46 staff availed of the Research Time Release Scheme. 41% (n=19) of those were female. However, if we disaggregate by Midlands and Midwest: 48% (n=12/25) of staff availing of this scheme in the Midwest were female and 33% (n=7/21) of staff in the Midlands were female. In the Midlands, no female staff applied for the maximum time release of 8 hours. Past analysis of Midlands time release shows that there is little continuity in female staff availing of this scheme in relation to their male counterparts.	Time Release information ready for circulation in March 2022	VP RDI Dean of Graduate Studies and Research	FGD to be conducted in June 2022 following analysis of 2022 Time release requests	Create actions based on findings of focus groups that will encourage an increase in females applying for time release.
6.2c	Launch TUS Research Career Framework in line with National Control Framework, developing capabilities in addition to supporting career and contract issues.	Initiatives to ensure equality and fairness for female researchers are included in the Framework.	Framework under development	VP RDI, Dean of Graduate Studies and Research, EDI Manager	Q2 2022	Approval and adoption of the finalised framework
6.2d	Support new research initiatives in disciplines that can engage female staff not currently affiliated to existing research units.	Need to identify which TUS Research Institutes are linked to distinct disciplines and assess gaps		VP RDI, Dean of Graduate Studies and Research. Head of Research Deans of Faculty	Report developed by end Q2 2023 with associated actions	Report of TUS Research Institutes linked to distinct disciplines produced and key actions developed for supporting new research initiatives

6.2e	Develop initiatives to support women in research supervision, developing supervisory capacity and supporting seed funding for research students. • Induction training for new supervisors. • Research mentoring scheme for new researchers. Hold faculty workshops to support female staff to apply for Doctoral Scholarships and Bursaries	At March 2020 25% of research supervisors in Midlands campus are female. in 2022 Midwest: 44% of supervisors (47/105) are female. Focus groups identified support and mentoring as key to advancing engagement in research activity. Data shows approx. 30% of PDS applications and 25% of awards are led by female staff		Dean of Graduate Studies and Research, VP RDI Heads of Department	Baseline of Research Supervisors across TUS established by end Q1 2022. Induction and research mentoring in place across faculties by Q3 2022. Annual review carried out. Presidents Doctoral Scholarship Faculty Workshops held annually. by Graduate School.	Success measures to be based on baseline stats analysis

Objective 6.3: Support a Women in Research post-doctoral funding scheme						

6.3a	Commit to an annual TUS Women in Research post doctoral fellowship funding scheme	Postdoctoral funding is a gateway to full time researcher positions. 2018 Pilot Scheme can be reviewed here: https://www. ait.ie/news-and- events/ news/ait-researcher-winsaward-for-contributionto-scientific-canon		President, VP RDI, Dean of Graduate Studies and Research VP People, Culture and EDI	Two year Fellowship Scholarship starting from Academic Year 2022/2023	Funding for this initiative secured and Two Year Fellowship awarded annually

Objective 6.4: Support and showcase good research and best practice examples in EDI emerging from students and staff						

6.4a	Deliver regular seminars/ workshop through TUS Research Units.	There is a low representation of females across research institutes. Action is needed to enhance the visibility of existing females in Research.		VP RDI, Dean of Graduate Studies and Research Research Institute Directors Research Leads Marketing Heads of Faculty	One seminar per Research Unit per each academic year, starting in Academic year 2022/2023	One seminar per Research Unit delivered in each academic year.

6.4b	Target gender balance in presenters	There is a low representation of females across research institutes. Action is needed to enhance the visibility of existing females in Research.		VP RDI, Dean of Graduate Studies and Research Research Institute Directors Research Leads Heads of Faculty	One seminar per Research Institute per each academic year, starting in Academic year 2022/2023. Each seminar should have a minimum of 40% female presenters	Report gender analysis of presenters and participants in Annual Reports to Dean of Research and Graduate School.
Objective 6.5: Seek funding for EDI and Human Rights related initiatives as appropriate						
6.5a	Apply for GEEF funding in 2022. Aim to be a Lead Applicant in one funding call	GEEF funding to advance TUS work on Gender Equality	Awarded funding for two GEEF funded applications in 2021/2022	VP for People, Culture & EDI EDI Manager	Q3 2022	GEEF funding awarded
Objective 6.6: Engage actively in Athena Swan evaluation panels and share learnings at Institute and Departmental Levels						
6.6a	At least one TUS EDI representative participates in each Athena Swan Panel evaluation round	Supporting the Athena Swan process and learning from the sector more broadly	TUS EDI Representatives have been engaged in all evaluation rounds in 2021	VP for People, Culture & EDI EDI Manager	Ongoing	TUS EDI Representation on all Athena Swan evaluation rounds

Strategic Goal 7: To drive engagement with our staff, students and the wider community, and to record our wider achievements.

Action No.	Action	Rationale	Milestones Achieved	Person Resonsible	Timeframe (start/end)	Success Indicator
Objective 7.4: Support the development and embedding of an International Staff network; TU Women's Network, LGBT+ Staff Network						
7.4a	Establish a TUS Women Leaders Network	Feedback from a focus group of Aurora Participants and Mentors indicated a strong desire to establish a Women Leaders Network to support, encourage and advocate for women in career advancement in TUS		EDI Manager	To be established in Q2 2022 First Event to be held in Q2 2022 to create awareness of the issues influencing women's career progression in Higher Education.	Women Leaders Network established First event held
7.4b	Establish a working forum to host a forum to solicit views of staff and students on parenting and work-life balance issues and an interest in establishing a Parents and Carers Network in TUS	No such network exists within TUS currently		EDI Manager	Working forum to be established in Q3 2022 Forum recommendations to be prepared by Q4 2022 Implement recommendations by Q1 2023	Working forum established and recommendations issued and actioned.
7.4c	Promote TUS:MM as a safe TU for members of the LGBTQ+ community through launching an LGBTQ+ Staff Network in the TU	TUS must be proactive in letting members of the LGBTQ community know that the college is a welcoming and safe place		EDI Manager	LGBTQ Staff Network to be launched in Q4 2022. Event to promote and gather interest in staff network to take place in Q2 2022	Event to highlight awareness of LGBTQ+ staff network to take place in Q2 2022. Committee Launch of LGBTQ Staff Network