

South East Technological University



Gender Equality Action Plan

December 2022 to December 2025

A. Governance, Resourcing & Recognition of Gender Equality Work at SETU

	Goal/Objective	Planned Action	Key outputs / milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
1	To embed inclusive gender equality work into the fabric of the new university	Ensure Gender Equality is specifically mentioned and actioned in the new SETU Strategic Plan	Consultation Preparation of Plan	Upon completion of new SETU Strategic Plan Q 2 2023	President	Gender Equality embedded and actioned in plan
2	To ensure SETUs Governing Body has oversight of gender equality work across the university	SETU Governing Body to create a Sub Committee on Equality, Diversity & Inclusion	Committee established	By December 2022	President Chair of Governing Body	Committee established and oversight agreed and implemented
3	To ensure gender equality and EDI form part of the thinking and decision-making processes at SETU	EDI to be a standard item on all key SETU meeting agendas (including Executive, Management, Committee and Faculty/Department/Unit level meetings) and included in all annual reports from SETU units	Consult/inform/train all relevant managers EDI included as agenda item EDI included in Unit/Committee level annual reports	Q 1 2023 Q2 2023 From Jan 2024 for 2023 reports	President Executive Team Management Team Heads of Faculty/Department/s/Units	EDI on all agendas and informing decision making Increase in staff awareness of EDI EDI featuring in all annual SETU reports

4	To ensure structures are in place to embed Athena Swan (AS) principles into SETU and to lead our application for an SETU Bronze award.	Establish the new SETU Council/Forum with responsibility for Athena Swan. This will be Chaired by the President or their nominee, and will form a key part of the overall EDI structures within SETU. This group, along with the relevant senior leader for EDI, will ensure that SETU makes an application for an Athena Swan Bronze Award by April 2025 at latest Consideration will be given as to how SETU can plan and recognise workload of committee members in this regard.	Terms of Reference Drafted & Agreed Call for new Members First Committee Meeting SETU Athena Swan Bronze Award Application	Q 1 2023 Q 1 2023 April 2025 at latest	President	New committee structure agreed and in place Ongoing GEP implementation Successful Athena Swan Bronze award for SETU by year end 2025
5	To ensure continued senior level leadership in SETU on EDI, including Gender Equality, to embed the Athena Swan principles into SETU and to implement the GEP	SETU to appoint/nominate a person(s) with responsibility for EDI, who will be a member of the SETU Executive Board	Person(s) nominated	December 2022	President	Person(s) nominated Increased awareness in next staff survey of AS & EDI Issues
6	To ensure gender equality work and Athena Swan is embedded across all campuses of SETU	Some SETU Faculties have been awarded Bronze Awards. These will continue to be supported by SETU & the EDI Office to fully implement their action plans. SETU will prioritise applications from at least three additional areas,	Seminars and Workshops to share learning and best practice across SETU Faculties/Departments/ Units	Q 4 2022	President Senior EDI Leader Heads of Faculties/ Departments/ Units/ Research Centres	Increased awareness in next staff survey of AS & EDI Issues At least 3 new Bronze Award applications by October 2025

		All Faculties will also be asked to nominate and EDI/Athena Swan Champion from their areas	<p>Prioritisation of areas for applications</p> <p>Creation of SATs and Preparation of Faculty/Department/Unit award submissions</p> <p>Submission of Bronze Award applications</p>	<p>Ongoing, in line with individual area awards</p> <p>At least 3 new applications by October 2025</p>		
7	To ensure sufficient human and financial resources are in place to prepare and action Athena Swan initiatives in SETU	<p>SETU to conduct a review of the human, financial and other resources required to embed Athena Swan across the university and to co-ordinate and assist with university and faculty applications and action plans.</p> <p>This will include a review of EDI Office, HR and communications requirements, and consultation with staff and students unions to embed gender equality work within the new university structure.</p>	<p>Review begins</p> <p>Review completed</p> <p>Recommendations actioned</p>	<p>Q 1 2023</p> <p>End Q2 2023</p> <p>End Q 3 2023</p>	<p>President</p> <p>Senior EDI Leader</p>	Review completed and necessary resources in place
8	To ensure members of the SETU staff and student community are supported to engage in	Launch SETU EDI Fund which will provide funding on a competitive basis for innovative, creative and	Fund launched and call for projects made	Q4 2022	<p>Senior EDI Leader</p> <p>EDI Office</p>	Fund launched

	impactful and sustainable gender equality work	impactful gender equality projects and work across SETU	Projects begin Fund offered on an annual basis	Q1 2023 Ongoing		Evidence of impactful and sustainable gender equality projects Increased awareness and understanding of gender equality work as evidenced in staff survey Increased engagement with gender equality events across the university
9	To recognise and celebrate gender equality and EDI work across SETU	SETU will introduce an annual 'EDI Awards' which will specifically recognise excellence amongst the SETU staff and student body in this regard. It will also include a specific award category for PMSS staff to recognise their work and contribution across the university	Awards ceremony launched	From 2023 onwards	Senior EDI Leader EDI Office	Increased engagement and recognition of the value and importance gender equality work across SETU

B. Equality Data Collection, Analysis & Reporting at SETU

	Goal/Objective	Planned Action	Key outputs / milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
10	To ensure SETU has access to reliable gender equality and EDI data to inform evidence-based decision making and action planning	Develop and launch an internal Equality Data Reporting Procedure (EDRP) which will systematically gather, analyse and report on key equality indicators including disaggregated staff and student	Identification of key data requirements and data owners Ensure communication	Q 2 2023 Q 3 2023	Senior EDI Leader EDI Office HR Office	System operationalised Equality data (including intersectional data) systematically

		<p>profiles, including contract type, recruitment and selection, details on leave/flexible working, composition of key decision-making bodies/committees, etc.</p> <p>This will also include data on intersectionality (guided by Irish equality legislation), particularly on racial, cultural and ethnic minorities, disability, age and membership of the Travelling Community</p>	<p>across SETU to data owners of EDRP requirements</p> <p>Annual requests issued to data owners, and data collected, analysed, benchmarked and reported on an annual basis</p>	Q 1 2024	<p>Student Administration Office</p> <p>Student Life and Learning</p>	collated, analysed, reported and benchmarked by SETU
11	<p>To increase transparency of equality, diversity and inclusion data related to gender to encourage and support effective action</p> <p>To ensure gender equality is embedded in SETU from its inception</p>	<p>Prepare and present an Annual SETU Equality Report to Executive Board, Academic Council and Governing Body. This will include benchmarked gender dis-aggregated data on staff profile, pay, contract types, grades, recruitment, retention, representation on key committees and access to training and funding, student data and intersectionality data.</p> <p>A section on EDI will also be included in SETUs Annual report</p> <p>All reports will be published and made available to the public via SETU website</p>	First Reports to be prepared for 2023 calendar year	Q 1 2024	<p>Senior EDI Leader</p> <p>EDI Office</p>	<p>Presentation of the Annual Report for 2019 onwards</p> <p>Publication of the Annual Report on SETU's website from 2020 onwards</p>

C. Gender Equality in SETU Leadership

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	Goal/Objective	Planned Action	Key outputs / milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
12	To ensure all senior leaders in SETU have a record of leadership with gender equality work	<p>Demonstrable experience of leadership in advancing gender equality will be included as EDI as an essential requirement for appointment to all senior leadership and management posts in SETU</p> <p>Additionally, at the final selection step in the Recruitment process for new presidents (or equivalent) and vice-presidents, in so far as possible, the final pool of candidates will comprise an equal number of women and men. If it has not been possible to achieve gender balance at the final selection step, the interview panel will account to the governing body for why this was not possible.</p>	<p>Inclusion of requirement into all relevant SETU job adverts and interview scoring criteria</p> <p>Provision of EDI training to all SETU management team</p> <p>Reporting to GB as necessary</p>	<p>Q 1 2023</p> <p>Q 1 2023, ongoing thereafter</p>	<p>President</p> <p>Human Resources Office</p>	<p>Inclusion of requirement</p> <p>Senior leadership and management team with evidence of leadership in gender equality</p>
13	To ensure gender-balance in SETU leadership	<p>SETU to achieve and/or maintain gender balance across all senior decision-making roles and positions within SETU</p> <p>Gender balance will also be achieved/maintained across all key SETU committees/panels</p>	Gender balance to be included in the terms of reference of all key SETU committees	Ongoing	<p>President</p> <p>Committee Chairs</p>	Gender balanced achieved/maintained in new SETU structures and committees

14	To ensure the pipeline of future leaders in SETU is gender balanced and diverse	SETU will continue to engage in tailored leadership development programmes (such as Advance HE's Aurora)	Review of career progression from participants to date	December 2022	HR office EDI Office	Evidence from review of positive impact of initiatives on career progression
		SETU will also review the career progression of participants from similar programmes across SETU over past 5 years to assess impact	Engagement with tailored leadership programmes	Ongoing	HR Business Partner for Research	Increased participation in leadership development and mentoring programmes by women and other under-represented groups.
		Mentoring programmes across SETU will specifically target a diverse range of staff who are currently under-represented at senior levels within the university, and aim to ensure balanced representation from all genders	Targeting mentoring programmes to under-represented groups (e.g. ethnic minority women, members of our LGBTQ+ community, staff with disabilities, etc.)	Ongoing		

D. Gender Equality in SETU Recruitment & Career Progression

Recruitment

	Goal/Objective	Planned Action	Key outputs / milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
15	Develop gender proofed and robust Recruitment &	SETU conducted extensive review of its existing Recruitment & Selection Policy and Procedure in 2022 which	Comprehensive recruitment and selection policy	Policy and Procedure completed	HR Managers	Review completed and recommendations implemented

	Selection Policy and Procedure to attract and retain high calibre employees	included addressing areas for potential gender bias and to develop greater clarity and transparency around the recruitment processes Recommendations implemented into policy and procedure	and procedures with strong guidance on gender balance	Awareness of Policy ongoing at to be included in HR inductions, ongoing	Recruitment Officers	Assessment on SETU staff in interim survey to reflect over 70% satisfaction with the transparency and application of the recruitment process by H1 2024
16	Ensure all Senior Executive and those involved in interview panels have the appropriate skills and training to deliver effectively	SETU Senior Executive Team, and all SETU interview panel members to undertake Unconscious Bias (UB) and Interview Skills Techniques training every three years	Ensure awareness of and responsibility for UB amongst key decision makers in SETU	Ongoing	HR Managers Recruitment Officers EDI Office	100% completion of Unconscious Bias and interview skills training by all SETU Senior Exec team and SETU members on interview panels by end of 2022 and thereafter reviewed annually.
Career Development & Progression						
	Goal/Objective	Planned Action	Key outputs / milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
17	Assessment of voluntary turnover and identification of any key trends arising to ensure visibility and greater awareness and understanding of the reasons why people are leaving the organisation, and identification of appropriate actions to address turnover	Conduct Exit Interviews for those leaving SETU to establish, record and address if required, the reasons for their departure	Agreed approach to be developed across SETU campuses Conduct Exit Interviews Produce Annual Report with key metrics and recommendations	Q 1 2023 Annual Reports to be made available at the end of each year, beginning Q 4 2023	HR Manager Training and Engagement Officer	Annual Analysis of Exit Interview Data, with report on key trends and appropriate actions to be implemented if any arise Summary of exit interviews and reasons for leaving recorded and reported annually Actions in place to address any issues arising

18	Provide supports to workforce to prepare for promotional opportunities	When senior academic or PMSS promotional posts become available, provide training workshops for staff on the application and interview process to encourage and support applications	Roll out of training workshops on application and interview process	Ongoing, as competition arise	HR Managers Training and Engagement Officers EDI Office (follow up with reports)	Increase in staff feeling supported to apply for promotion to 75% by 2022
Gender Pay Gap						
	Goal/Objective	Planned Action	Key outputs / milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
19	Per the Gender Pay Gap Information Act 2021, report on their hourly gender pay gap across a range of metrics.	Undertake a snapshot of the pay data in June 2022 and then implement the calculations to be completed as outlined by the Act over the next 6 months. Include recommendation to address any issues identified. Annual reports thereafter	On completion of the review of data in H2 2022 recommend appropriate actions for any key differences arising in the pay breakdown by different genders.	June 2022 Dec 2022 H3 2023 Ongoing	HR Managers Payroll Officers EDI Office	Comprehensive analysis on pay breakdown by gender and implementation of appropriate actions to address this if discrepancies arise
Supports for Research Careers						
	Goal/Objective	Planned Action	Key outputs / milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
20	To evaluate the impact of maternity/paternity leave on research	Review policies and processes on maternity/ paternity leave for	Policies Reviewed	Q 2 2023	VP for Research	Supports for all Postgraduate Students in SETU regarding

	careers, particularly for PhD students	research students and map the supports available to them.	Recommendations for supports made	Q 4 2023		Maternity/Adoption and Paternity leave identified
21	Monitor and mitigate against any gendered impact of COVID-19 upon career development of Early Career Researchers d being mindful that impact may not be fully apparent for many years.	Conduct a thorough review of whether the Covid-19 pandemic has exacerbated existing inequalities, created new inequalities, or has created new opportunities for Early Career researchers.	Early Career Researchers will be invited to complete an online survey focusing on four major areas; the impact of COVID-19 on their research; changes in productivity due to COVID-19; changes to training due to COVID-19; and current mental health post the pandemic.	Q 2 2023	President VP for Research	University supports to help retain ECRs in place
22	Continue to improve the employment conditions for Researchers	Continue to lobby DFHERIS to permit Researchers to enter the National Public Service Pension Scheme.		Ongoing	VP for Research	Pension Parity for Researchers in Irish HEI system.
23	Expand the scope of SETU's Women in Research Network to offer support for the provision of training	Work more closely with the EDI office to build the existing network to provide a blend of events such as an annual conference and seminar	Regular events held	Q 4 2022 Ongoing thereafter	HR Business Partner for Research EDI Office	Annual Women in Research Network Conference where we can celebrate and promote the successes of a diverse range of women, including those

	and CPD opportunities, disseminate information to support members of the network in their career progression and development & health and wellbeing.	progress and good practice in relation to gender equality.				who identify as trans women or non-binary.
24	Grow the number of Women Mentors in the ODYSSEY Research Mentoring Programme - by placing women in carefully matched, mutually beneficial mentoring partnerships, we aim to improve access to opportunities for women researchers and empower them to fulfil their career ambitions and create positive changes	Cultivate a more supportive network through which women researchers can learn by example, receive encouragement, support, advice and access the necessary knowledge, skills and resources via dedicated leadership CPD programmes to advance their careers and achieve their full potential as Research Mentors.	A Mentoring Toolkit will be developed to provide guidance on good practices. Quality data and metrics on programme outcomes; opinion surveys of participants to help gauge programme health and create data visualisation reports to track organisational success measures will be captured. Introduce "The ODYSSEY Outstanding Mentorship	End 2023	HR Business Partner for Research EDI Office	Increase the number of Women Mentors participating in the ODYSSEY Research Mentoring Programme

Research Excellence award, a mentee-nominated honour that recognises exemplary mentors who empower mentees to accomplish goals and foster the next generation of researchers.

E. Gender Equality in Training & Development

	Goal/Objective	Planned Action	Key outputs / milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
25	As a new university SETU needs to ensure that all staff are aware of how to apply for training, development and conference opportunities across the university and that they are aware of the opportunities available	<p>Communicate the range and scope of staff training and development opportunities to all SETU staff</p> <p>Produce and distribute to all staff on an annual basis a 'simple guide' (including FAQs) to the various SETU training, development and conference opportunities and funds available to staff</p>	<p>Dedicated T&D section on SETU website</p> <p>Guide produced and distributed</p>	Q2 2023 and annually thereafter	<p>HR Manager(s)</p> <p>HR Office</p> <p>Senior HR Business Partner</p> <p>Research Office</p> <p>EDI Office</p>	<p>Improved staff feedback on accessibility of training and career development opportunities</p> <p>Increase in % of staff who are aware of how to apply for training opportunities</p>

26	To ensure all staff can access training and career development opportunities, regardless of their mode or place of work	Extend the range and scope of staff training and development programmes available in a blended/online learning format, allowing staff who cannot otherwise attend or participate to do so at their convenience within working hours	At least two SETU training programmes to be online per calendar year	Ongoing	HR Manager(s) HR Office Senior HR Business Partner All training providers at SETU	At least 50% of all staff training programmes to be available online or in a blended format. Increased participation in training and career development programmes at SETU.
27	To ensure relevant training opportunities are provided to staff at a time when they can avail of them	Conduct a training needs analysis of all staff cohorts to identify cross-functional training/CPD needs, which can then be provided for centrally, including out of term time Line managers to co-ordinate training needs from each area and facilitate staff attendance at such training	Annual training needs request and analysis completed and published	Annually, from 2023	HR Manager(s) HR Office Senior HR Business Partner All manager	Improved staff feedback on relevance and accessibility of training and career development opportunities
28	To combat gender and other stereotyping across SETU	Roll out Unconscious Bias and EDI training to all SETU staff. Monitor and report annually on uptake. Embed EDI training into Induction and Professional Development week across SETU	Roll out of Unconscious Bias training programme across SETU Roll out of EDI in HE training programme to all staff EDI training available every day throughout	From Q 2 2022 From 1 2023 From 2023 onwards	EDI Office HR Office	50% of all SETU staff to have undertaken UB training by 2025 25% all SETU staff to have undertaken EDI in HE training by 2025

			PD week for all staff EDI in HE training as part of all new staff inductions at SETU	From 2023 onwards		
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F. Creating an Inclusive SETU

Work Life Balance – Flexible Working

	Goal/Objective	Planned Action	Key outputs/milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
29	To provide a formalised system for staff who wish to stay in touch with SETU while on maternity or parental leave other forms of leave such as carers or parental leave, where appropriate.	SETU to update its leave policies to provide for up to 5 voluntary 'keeping in touch' (KIT) days for staff on maternity or adoptive leave. SETU to review and update other leave policies with KIT days as appropriate.	Introduction and uptake rates of 'KIT days' by staff	From Q3 2023-ongoing	HR Manager HR Employee Relations supported by HRIS team All line managers	Increase in staff reporting feeling support on maternity/adoptive leave and ease the transition to return to work
30	To provide supports for employees with childcare responsibilities	SETU to identify crèche facilities near SETU campuses and compile a list of local providers. SETU to make this available to new staff/staff who are going on maternity, adoptive or paternity leave, along with details of		From Q1 Jan 2023 Ongoing thereafter	EDI Office Employee Relations team	Increased satisfaction from employees with childcare responsibilities Positive feedback from employees in next SETU interim survey

		available national childcare schemes and entitlements. SET to conduct a feasibility study to review future options for on-campus creche facilities				
31	To provide supports for employees with childcare responsibilities over the Easter and Summer Holidays	Prioritise the allocation of places for children of institute staff on summer/Easter camps and provide a discounted rate to SETU staff		From Q 2 2023 Ongoing thereafter	EDI Office	Increased satisfaction from employees with childcare responsibilities
32	Ensure employees returning from a period of absence, have appropriate supports to enable them settle back in to work	SETU to extend formal supports across all campuses for those returning from maternity leave, adoptive leave, long term illness and for those transitioning back to full-time work in the form of a 'Returning to Work' Policy, This includes a 'Returning to Work Support Fund' for this cohort of staff	New policy drafted Policy approved and begin implementation	H2 2023 H1 2024	EDI Office HR Managers HR Relations Officers	Communication of 'Returning to Work' Policy and Fund in Place by H1 2023 Positive feedback from employees who engaged with the policy
33	Raise Awareness of Range of Flexible Working Options Available to SETU workforce	SETU to raise awareness of its paternity, parents, parental, adoptive leave, flexible hybrid working, carers leave and term time schemes through a targeted communications campaign to take place each year This will involve poster displays, e-mails, SETU TV screens, staff intranet and HR clinics	Targeted comms campaigns rolled out	H1 2023 and annually thereafter	HR Managers HR Relations Officers Communications Officer	Positive feedback in the next interim GEAP survey with 70% staff indicating they can easily access and understand the range of flexible working policies available to them

34	<p>To ensure SETU develops a strong culture where flexible working is both promoted & valued</p> <p>that staff at SETU both managers and their teams, have supports and training required to work effectively in a flexible and hybrid working environment</p> <p>To ensure fair, transparent & consistent decision making for hybrid/flexible working</p>	<p>Provide training and supports for SETU managers and senior leaders on managing a flexible and hybrid workforce, and how best to support staff working flexibly and returning from leave.</p> <p>Monitor uptake by gender of flexible and remote working options</p>	<p>Roll out training on flexible/hybrid working and leave</p> <p>Anonymous survey attitudes of management team before and after training to measure effect</p> <p>Survey staff on remote working experiences</p> <p>Annual report on update of remote working by staff, disaggregated by gender</p>	<p>H1 2023 and training provided annually thereafter</p> <p>Q 2 2023</p> <p>Q 4 2023</p>	<p>HR Department</p> <p>Training Officers</p> <p>All Managers with Employees Reporting to them</p>	<p>Interim GEAP survey results indicate that at least 50% of employees perceive that availing of flexible working policies has not impacted their promotional opportunities, and 80% of managers are satisfied with the hybrid working options in place</p>
Inclusive Culture & Environment						
35	<p>To ensure inclusive meeting times and that staff do not identify promotional or senior posts as being incompatible with</p>	<p>SETU will introduce a 'Core Hours for Meetings' Policy</p>	<p>Core Hours Policy Introduced</p>	<p>Q 1 2023</p>	<p>Senior EDI leader</p>	<p>Policies introduced</p> <p>Decrease in the number of female (and all) staff identifying incompatibility of promotional</p>

	other responsibilities outside of the workplace					posts with other responsibilities outside the workplace as
36	To ensure gender related wellbeing supports are embedded into SETU	Prioritise the development of new SETU policies and procedures on gender related well-being to include gender identity, menopause, domestic violence, IVF and assisted human reproduction and men's and trans health	Key policies identified and agreed by SETU EDI Committee Sub groups established to work on policies Policies approved and implemented	Q1 2023 Q2 2023 Ongoing thereafter	HR Manager(s) Senior EDI Leader	Increase in staff awareness of the importance and impact of gender equality, diversity and inclusion at SETU
37	To empower and support staff across SETU to engage in a wide range of gender equality and EDI work through the creation of formal and informal networks/groups, both within SETU and externally	SETU to launch and support a number of new staff networks including Carer's network (in conjunction with Family Carer's Ireland), LGBT+ Staff Network, Age Friendly group and a University of Sanctuary group. SETU to continue to engage and lead on national projects and to develop at least 1 external international partnership focusing on inclusive gender equality and EDI	LGBT+ Staff Network Open to all staff Caring Employers Launch Age Friendly University Launch University of Sanctuary Launch International Partnerships Formalised and Launched	Ongoing Q 4 2022 Q2 2023 Q 2 2023 1 in 2023 1 in 2024	EDI Senior Leader EDI Office	Increase in staff awareness of the importance and impact of equality, diversity and inclusion at SETU and of intersectionality

38	To ensure staff are aware of how to report unfavorable treatment or discrimination and are supported and encouraged to do so	Communicate SETU Dignity and Respect Policy widely to all staff through training, briefings, workshops, etc. to enhance awareness and likelihood of reporting any incidents of unfavourable treatment.	Roll out of training to begin to include: - Management Team - All Staff - Postgraduate Researchers	Q3 2023	Human Resources Manager(s) and Office Senior HR Business Partner	Publication of guide and conduct of training, briefings and workshops. Increase in % of female staff who would report instances of unfavourable treatment at next staff survey
39	To ensure that SETU policies, procedures and documents that are non-discriminatory and promote equality, diversity and inclusion in the university.	Develop and implement an SETU Equality Impact Assessment Procedure. This will require all future SETU policies and procedures to be subject to an Equality Impact Assessment before approval.	EIA introduced Training provided to all staff on roll out	Q 4 2023 Q 1 2024	Senior EDI Leader VP Corporate Affairs SETU Executive and Management Team	Equality Impact Assessment Procedure and Form launched and in use Increase in staff awareness of the importance and impact of equality, diversity and inclusion
40	To proactively increase the visibility of the work of female and/or other under-represented staff across all areas of SETU including teaching, research, administrative, technical and professional roles	Ensure visibility of the success and achievements of female staff and other under-represented staff groups across SETU. This is to include: Hosting Athena SWAN events on campus, including family friendly social events for staff. Use SETU website and social media to promote the work of female staff Naming of 2 planned new buildings (one on Waterford Campus and one	2 new buildings named after women from the region At least 2 annual Athena SWAN/Family friendly social events across all SETU campuses	Upon completion of buildings From 2023 and annually thereafter	President Senior EDI Leader EDI Office	Increase in % of female staff agreeing that female role models are highly visible (particularly in senior management)

		in Carlow campus) after prominent women from the region Review gender balance and diversity in images which are displayed across the campus and take corrective measures where required	SETU website and social media to promote the work of female staff Review gender balance in images/paintings/portraits on SETU campuses and make recommendations to redress any issues	Ongoing By Q4 2023	Communications and Marketing Manager/Office EDI Office Art Intern(s)	
Communications, Events & Outreach Activities						
41	To ensure that all SETU communications material and formal university events are gender balanced, inclusive and avoid gender stereotyping	Introduce an SETU Policy on EDI in Communications and Events Policy to ensure that university communications material and formal events (such as conferences, ceremonies etc.) are gender balanced, inclusive and avoid gender stereotyping	Policy published and agreed	Q2 2023	Senior EDI Leader Communications Manager All Senior Leaders/Managers/ Heads of Departments/Units	Reduction in staff and student perceptions of gender stereotyping Increase in visibility of under-represented groups at university events and communications materials
42	Need to engage staff and students with gender equality work and let them know progress to date and future priorities	Develop and launch a SETU video highlighting the impact of gender equality initiatives to date across SETU campuses, and identifying key priority actions for the future	Video produced and launched	Q3 2023	EDI Office Communications Office	Increase in staff awareness of gender equality work and its impact at SETU

43	To strategically target SETU outreach activities to identified traditionally under-represented areas	Focus outreach initiatives on areas of most significant gender under-representation (including Engineering, Computing, Apprenticeships, Nursing and Early Childhood Education & Care) to improve intake and support retention in SETU	Roll out of at least 4 annual targeted initiatives	Beginning 2023 and ongoing thereafter	Heads of Faculty/Department in relevant areas	Increase the percentage of traditionally under-represented genders applying for programmes in targeted areas (e.g. Engineering, Computing, Apprenticeships and Early Childhood Education & Care)
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Cultivating and Empowering a Diverse Student Community at SETU

44	Create an increasingly inclusive culture that promotes the retention of students of all genders and that enables all students to achieve their full potential.	Organise and run EDI training (e.g. unconscious-bias, LGBT+, race equality training) during annual student induction as part of an integrated long term EDI process. Include a section on EDI in the SETU student handbooks	Training provided annually to students as part of induction	From Q 3 2024 and ongoing thereafter Q 3 2023, ongoing thereafter	EDI Office Student Life & Learning/Services	Feedback from participants on their satisfaction with the training offered (at least 70% satisfied)
45	To create a sense of belonging and connectedness for underrepresented students	Support and assist in the development of student networks that work towards creating a sense of belonging and connectedness for underrepresented students (e.g., Women in Tech society, Student Carer's, LGBT+ society)	Review of existing networks and identification of additional needs At least 1 new relevant network per year launched	Ongoing	EDI Office & SU All relevant functional areas Relevant Schools / Departments	Satisfactory feedback from under-represented students on range of networks and opportunities for inclusion
46	To ensure students are exposed to a gender balanced and diverse	Encourage diversity among guest lectures and invited speakers to facilitate		Ongoing	Heads of School/Department	Satisfactory feedback from students on gender balance and

	range of role models in their time in SETU	diversity of role models for undergraduate and postgraduate students alike			Programme Leaders All Staff	diversity of role models and guest speakers in SETU.
47	To ensure class tutors have an opportunity to understand the multiple challenges a student may face because of several protected characteristics, and/or the intersection of protected characteristics	Deliver EDI training to class tutors	Design and deliver training	From Q 3 2023	EDI Office	Feedback from tutors on the value and impact of the training
48	To explore students' perspectives, experiences observations on gender equality, sexual violence and harassment and EDI in SETU	Conduct biennial EDI student survey and/or focus groups in conjunction with the SU to explore students' perspectives, experiences and observations on gender equality, sexual violence and harassment and EDI in SETU	Survey and/or focus groups take place Results published along with recommendations for action	Q1 2024 Q3 2024	EDI Office Heads of School/Department Student Life & Learning/Student Services	Data analysed, published and actioned
Impact of Covid 19						
49	Need to investigate and address possible gendered impacts of the Covid-19 pandemic in SETU	SETU to gather and review data from staff (including survey data) and students (including student progression rates, etc.) to analyse if there was a gendered impact on staff	Review conducted Recommendations implemented	By Q3 2023 By Q4 2023	Senior EDI Lead HR	Mitigating measures in pace to address any gendered impacts arising from the review

and/or students, and to make recommendations arising from the review.

Student Services/Life & Learning

G. Integration of the Gender Dimension into Research & Teaching Content at SETU

	Goal/Objective	Planned Action	Key outputs / milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
50	To embed gender equality into the curricula and activities in SETU to make EDI a central part of the ethos and culture of SETU and of the student experience.	<p>EDI, including the gender dimension, to be considered as part of programme design and curricula review activities. This will take the form of a consultative process, with staff and students, and will be supported by training and practical guidance.</p> <p>To this end, the EDI Office in SETU is leading a sectoral project to develop a charter and training material to begin to embed EDI into the curricula across the TU sector.</p>	<p>Publication and signatory to EDI in the Curriculum Charter</p> <p>Consultation with staff and students on needs and impacts</p> <p>Training and supports for staff on inclusion of EDI in the curriculum</p>	<p>Q 2 2023</p> <p>From Q4 2022 ongoing thereafter</p> <p>Q 1 2024</p>	<p>Vice President Academic Affairs & Registrar</p> <p>Senior EDI Leader</p> <p>Teaching & Learning/CTEL</p> <p>Heads of Faculty/Department /Units</p>	<p>Training provided and feedback gathered from staff on their understanding of the importance of EDI considerations in the development of curriculum material and on the range of supports and training available</p>
51	Need to embed gender equality and EDI into the research context in SETU	SETU has developed a module on EDI for transformative research, which has substantial focus on gender equality and intersectionality. This module is will offered to all	Module incorporated into SETU structures PhD programmes	By 2024	VP for Research Heads of Faculty/Department	Increased awareness by researchers of the impact of gender in their research

		structured PhD students across the university.				
52	Need to embed and ensure the gender dimension is considered and addressed in all research proposals in SETU	SETU to require details of the potential gender dimension of all postgraduate research proposals submitted for approval or funding in the university	Requirement incorporated into all SETU postgraduate and research processes	By 2024	VP for Research Heads of Faculty/Department	Increased awareness and consideration by researchers of the impact of gender in their research
H. Measures against gender-based violence, including sexual harassment at SETU						
	Goal	Planned Action	Key outputs / milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
53	To ensure the necessary leadership and supports are in place to underpin work at SETU to tackle sexual violence and harassment and to create a zero-tolerance culture as regards sexual violence and harassment across SETU	SETU to assign responsibility for actions in this area to a senior leader SETU will also establish working group bringing together experts and representatives from across the university to develop and implement an Action Plan to Tackle Sexual Violence and Harassment	Person assigned New SETU Committee established	By Q1 2023 By Q1 2023	President Nominated senior leader	Staff and student feedback on satisfaction of leadership in this area Collective drive evident towards addressing the issue of sexual harassment and violence
54	To ensure the necessary support and reporting options are	SETU to clearly map out all staff and student supports for victims of sexual harassment and/or violence and	Supports published on website	Q1 2023	Nominated Senior Leader	High levels of awareness and satisfaction by staff of reporting and support options available

	available to students in SETU	<p>publish and communicate these extensively, including on SETU website and in the student and staff handbook.</p> <p>SETU to clearly map out all staff and student reporting and/or complaint options for victims of sexual harassment and/or violence and publish and communicate these extensively, including on SETU website.</p> <p>SETU to continue the roll out of the Speak Out Report and Support tool across its campuses, and to provide an annual report to its Executive and Governing Body on reports made and arising recommendations for the university.</p>	<p>Supports published in student handbook</p> <p>Supports published in staff handbook (once amalgamated version is available)</p> <p>Reporting available on website</p> <p>SETU Speak Out (merged version) available and communicated</p>	<p>Sept 2022</p> <p>By end 2023</p> <p>Q1 2023</p> <p>Q1 2023</p>	EDI/HR/Student Support Offices	
55	To ensure a suitable policy framework is in place to handle and investigate complaints in a trauma informed manner	SETU will develop and implement a dedicated policy on Tackling Sexual Violence and Harassment.	<p>Policy Draft Prepared</p> <p>Consultation</p> <p>Policy Approved and Implemented</p> <p>Reviewed</p>	<p>By Q 3 2023</p> <p>Q3 & 4 2023</p> <p>Q4 2023</p> <p>Annually thereafter</p>	<p>Senior Leader assigned responsibility in this area</p> <p>Tackling Sexual Violence and Harassment Committee</p>	<p>Policy in place across SETU campuses and widely communicated</p> <p>High levels of awareness and satisfaction by staff of policy</p>

56	To ensure SETU staff and students have access to information and training to support the aim of a zero-tolerance approach to sexual harassment and violence across SETU campuses	<p>SETU to roll out a wide range of staff and student training and development programmes in this area to include:</p> <ul style="list-style-type: none"> • Active consent for all incoming students as part of orientation • Bystander Intervention training for students and staff • Tackling Sexual Violence & Harassment Training for all staff, including all new staff as part of induction • Specialist Disclosure Training in conjunction with relevant specialist support services 	<p>Active Consent training rollout</p> <p>Bystander Intervention training roll out</p> <p>Tackling Sexual Violence and Harassment training</p> <p>Specialist disclosure training</p>	<p>Ongoing</p> <p>From 2023 onwards</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Nominated Senior Leader</p> <p>EDI/HR/Student Support Offices</p>	<p>Target of at least 80% of all incoming students to complete Active Consent Training</p> <p>Target of at least 80% of all incoming staff to complete Tackling Sexual Harassment & Violence training</p>
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I. Intersectionality & Support Trans People at SETU

	Goal	Planned Action	Key outputs / milestones	Timeframe (start and end dates)	Roles and responsibilities for Implementation	Success indicators: outcomes and/or planned impact
57	To ensure visible, formal and agreed policies and procedures are in place to support trans and non-binary staff and students in SETU	Draft and launch an SETU Gender Identity and Expression Policy, in consultation with the university's trans-community, and in line with national and international best practice, sectoral and legislative requirements	<p>Policy development</p> <p>Policy Consultation</p> <p>Policy Approval</p>	<p>Q1 & 2 2022</p> <p>Q 3 2022</p> <p>Q 1 2023</p>	<p>Senior EDI leader</p> <p>EDI Office</p> <p>HR Office</p> <p>Student Administration</p>	<p>Gender Identity and Expression Policy drafted, approved, launched and implemented by reviewed annually.</p> <p>Satisfactory feedback on policy implementation from the trans and non-binary community in SETU</p>

			Policy implementation	From approval, onwards	Student Life & Learning Student Union	
58	To ensure all SETU policies and procedures are gender inclusive	All SETU policies, procedures and documents must be drafted with gender-neutral language	Action communicated to staff across SETU All policies and procedures to be gender inclusive	Q4 2022 Ongoing	All key university committees and QA officers EDI Office	All new policies/procedures/documents issued within the university are gender neutral.
59	To ensure that the protection of trans-staff and students, and other minority staff and student groups are specifically provided for in SETU Policy	SETU Student Code of Discipline will be updated to ensure trans staff and other minority groups are specifically protected Review and update SETU Staff Code of Conduct and Dignity and Respect Policy and Procedure to ensure Trans staff and other minority groups are specifically protected	To be included in policies as they are developed and reviewed in SETU	Ongoing, by Q 2 2023 at latest	VP Academic Affairs & Registrar VP Corporate Affairs HR Office	Publication of updated policies and procedures and communication to staff
60	There is a need to ensure trans/non-binary staff and students have access to necessary gender inclusive facilities in SETU and have a welcoming physical environment on campus	Ensure that all SETU buildings have gender inclusive facilities for staff and students.	Initial review of all buildings Full compliance achieved	By Q 1 2023 Q1 2024	VP Corporate Affairs Estates Manager(s)	Appropriate gender inclusive facilities are in all SETU buildings Positive feedback from trans-community on physical environment in ITC

