

DkIT Gender Action Plan

Category 1 – Actions already commenced - highlight in green

Category 2 – Priority Actions – highlight in orange

Notes on Action Plan

1. At time of submission, DkIT are in the process of recruiting a VP with responsibility for EDI. It is anticipated that the position will be filled in early 2021. In the interim, the VP for Academic Affairs & Registrar, member of the EDI committee, will oversee actions related to VP Finance, resources & Diversity.
2. DkIT have identified AS Champions in proposed Schools/Departments for Departmental submissions.

Description of the Institute

No.	Action	Rationale	Timescale	Key outputs & milestones	Responsible	Success Measure
2.1	Prioritise AS Departmental applications as follows: <ol style="list-style-type: none"> 1. School of Engineering 2. Department of Computer, Science & Maths 3. Visual & Human Centred Computing. 4. Department of Nursing, Midwifery & Health Studies 5. School of Business & Humanities 	Underrepresentation identified as follows: Female: <ul style="list-style-type: none"> • Engineering Students 8%, Apprenticeships <1%; Staff 13% • Female • Computing Science & Maths (17%) • Visual & Human Centred Computing (23%) Male: <ul style="list-style-type: none"> • Nursing, Midwifery & Health Studies students (13%); staff 26% 	Establishment of Departmental SATs to commence in Q3 2021 Applications to commence in April 2023 and run until November 2024	School/Departmental AS Bronze Applications submitted as follows: School of Engineering to April 2023 Depts. of Computing, Science & Maths and Visual & Human Centred Computing November 2023 Dept of Nursing, Midwifery & Health Studies April 2024	Responsible: <ul style="list-style-type: none"> • VP Finance, Resources & Diversity • Head of School/Dept. Implementation: AS Champions Assisted by: AS Project Officer	Successful AS Bronze applications by each area by 2024 Increase under represented student numbers by minimum 5% on baseline figures

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		<ul style="list-style-type: none"> Business & Humanities staff, underrepresentation at AL over past 4 years 37% at LCG 		<p>School of Business & Humanities November 2024</p> <p>Progress reports included on annual EDI report</p>		
2.2	Continue to implement & develop targeted outreach activities to improve recruitment of students in underrepresented groups.	<p>Significant underrepresentation of students identified as follows:</p> <p>Female:</p> <ul style="list-style-type: none"> Engineering 8%, Apprenticeships <1% Computing Science & Maths (17%) Visual & Human Centred Computing (23%) <p>Male:</p> <ul style="list-style-type: none"> Nursing, Midwifery & Health Studies (13%) 	Events will commence in Nov 2021 and March 2022 run annually thereafter	<p>Commencing Nov 2021 the following events will run annually:</p> <ul style="list-style-type: none"> Women in Engineering, Apprenticeships and Computing event on International Women's Day Men in Nursing event in November 	<p>Responsible: VP Academic Affairs & Registrar</p> <p>Heads of School/Dept</p> <p>Implementation: AS Champions AS project coordinator</p>	<p>Two events held annually</p> <p>Social media updated regularly with Diverse student stories</p> <p>Increase by minimum of 5% on baseline figures under represented student numbers in relevant areas</p>
			Commencing Q4 2021 and running biannually thereafter	3 students representing Diverse student body to be profiled on social media platforms	<p>Responsible: AS project coordinator</p> <p>Implementation: Head of Marketing and Communication</p>	

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			Commencing Q1 2022	<p>Compile target lists of high priority feeder schools for visits</p> <p>Publish calendar of outreach events</p>	<p>Responsible: Schools Liaison Officer</p> <p>Implementation: AS Champions</p>	Calendar of outreach activities published

Self-Assessment process

No.	Action	Rationale	Timescale	Key Outputs & Milestones	Responsible	Success Measure
3.1	EDI committee will provide strategic oversight of AS activities in DkIT	To ensure continued progression of AS and EDI activities in DkIT.	Ongoing	<p>Annual review of SAT membership to ensure it is inclusive and balanced.</p> <p>Twice yearly meetings with SAT</p>	<p>Responsible: VP Finance, Resources & Diversity</p> <p>Implementation: EDI Committee AS project coordinator</p>	<p>Successful SAT with diverse membership operating effectively</p> <p>Annual EDI report to include update on AS Activities Provide direction and guidance for Departmental applications</p>
3.2	Expand membership of DkIT EDI committee to include representatives from Schools/Departments throughout the Institute.	EDI committee formed in March 2020 replaced the AS Steering committee. The committee is to expand to include	Expressions of interest invited in Q3 2021.		Responsible: President	EDI committee including representatives from all areas of institute by Q1 2022

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		representatives from throughout the institute.			Implementation: Chair of EDI committee	
3.3	Administer repeat gender equality staff survey in 2022 to measure staff perceptions on progress of actions and contribute to progressing EDI in DkIT: <ul style="list-style-type: none"> Implement robust systems to monitor progress with action plan 	The level of staff engagement (69%) in the 2019 AS survey contributed greatly to the AS submission. Ongoing consultation with staff is essential to inform future policy.	SAT Team will meet in Nov 2021 to plan next survey Pre- survey advertising campaign Feb- April 2022 Survey launched in May 2022 Survey will be repeated every 3 years to ensure continued engagement and momentum in AS process	Draft survey complete by Feb 2022 Survey closed May 2022 Survey results analysed and shared September 2022	Responsible: VP Finance, Resources & Diversity AS project Coordinator Implementation: AS project coordinator AS SAT AS Champions	Increase staff survey response rate by min of 5% AS survey results published on EDI AS webpage Survey results reported to GB and Leadership Team The overall target will be for continual improvement in opinions on progress of EDI issues in DkIT

A Picture of the Institution

No.	Action	Rationale	Timescale	Key Outputs & Milestones	Responsible	Success Measure
4.1	Proactively encourage staff disclosure of ethnicity and protected characteristics through: <ol style="list-style-type: none"> Communication encouraging staff to update personal records 	Staff data on intersectionality historically has not been collected. New staff have the opportunity to provide this information (50% completed in 2020) and	Communication campaign highlighting the importance of collecting Intersectionality information will form part of the AS survey	Intersectionality information will be included in the AS Survey May 2022 New staff are currently providing intersectionality	Responsible: HR Manager Implementation: AS Project Coordinator	At least 25% of staff to have uploaded intersectionality information by Sept.2023 Aim to increase figure yearly by at least 10%

No.	Action	Rationale	Timescale	Key Outputs & Milestones	Responsible	Success Measure
	<p>2. EDI section of website will explain positively why data is asked for and how it will be used</p> <p>3. An audit of the impact of the campaign will be included in annual EDI report</p>	<p>existing staff need to be encouraged to do so.</p> <p>HEA require institutions to provide data on staff ethnicity from December 2020.</p>	<p>marketing campaign Feb-Apr 2022 (Action 3.2)</p> <p>EDI section of website will be updated with section on intersectionality Q2 2022</p>	<p>information– this will continue to be encouraged</p> <p>Annual EDI report will include feedback from survey responses and update on staff providing intersectionality information</p>	HR Recruitment Officer	
4.2	The Institute shall apply to the Senior Academic Leadership Initiative (SALI) through the Higher Education Authority	Initial analysis in Equal Pay Audit section indicated lower representation of females at higher pay scales.	<p>Application being finalised Jan 2021</p> <p>Further application in 2022</p>		<p>Responsible: HR Manager</p> <p>Implementation: VP Strategy, Communications & Development Heads of School</p>	2 SALI Positions secured by 2022
4.3	The institute shall conduct an equal pay audit	DkIT has not conducted an Equal Pay audit. Initial analysis by the SAT indicate some disparities in gender pay which warrant further investigation.	<p>Audit Commenced Q1 2023</p> <p>Completed by Q3 2023</p>	<p>Audit carried out and any issues identified Q3 2023</p> <p>Report sent to EDI committee for inclusion in annual EDI report</p>	<p>Responsible: HR Manager</p> <p>Implementation: Payroll Office</p>	Audit complete and findings reported in annual EDI report

Supporting and Advancing Careers

No.	Action	Rationale	Timescale	Key outputs & Milestones	Responsible	Success Measure
5.1	Implement extra measures when recruiting staff in underrepresented STEM areas to attract more applicants including: <ul style="list-style-type: none"> Targeted advertising of posts to women Engineering/Technology networks and publications Targeted advertising in hospitals and relevant nursing forums for male applicants Statements on relevant job advertisements particularly encouraging applications from underrepresented gender Use social media channels to support recruitment campaigns 	Recruitment statistics show significant underrepresentation of females in Engineering job applications. There is also low representation of males in nursing and females in Computing.	Commenced Q4 2020 and ongoing	DkIT Social media channels now advertise all positions HR will officially notify all Heads of School of the need to utilise targeted advertising and AS search champions by Q2 2021	Responsible: HR Manager	Increase in number of applicants from underrepresented groups Annual EDI report showing increase in applications from underrepresented groups
			Targeted advertising on all job advertisements in underrepresented areas from Q2 2021		Responsible: Head of School Implementation: AS Search Champions HR Recruitment Officer	
			Quarterly monitoring of effectiveness of targeted advertising commencing Q3 2022	Review of recruitment campaigns to monitor success of targeted recruitment. Report presented to EDI committee	Responsible: HR Manager Implementation: HR Recruitment Officer AS Project Coordinator	

No.	Action	Rationale	Timescale	Key outputs & Milestones	Responsible	Success Measure
5.2	Produce a report on the recruitment, selection and promotion procedures annually	Ongoing monitoring of applications, shortlisting and appointments essential to monitor progress of EDI targets	Report will be produced annually commencing Q2 2021		Responsible: Chair EDI Committee Implementation: HR Recruitment Officer AS Project Coordinator	Annual EDI report presented to GB, Leadership Team
5.3	Develop an Institute Recruitment and Selection Policy <ul style="list-style-type: none"> A complete review of recruitment and selection processes will take place including – advertising, candidate information, shortlisting criteria & process, design & scoring of interview questions and feedback to candidates. The findings from the review will be used to inform a new 'Recruitment and Selection Policy' Training programme for all staff involved in recruitment and selection 	Current Selection and Procedures guidelines used is old and requires updating. Analysis of recruitment statistics shows potential gender bias in appointments. We need to ensure that clear and transparent guidelines are in place around recruitment. 28% of female survey respondents did not believe that men and women are treated equally in terms of selection	Review of policies to commence in Q1 2021	Review of current policies complete by Q3 2021	Responsibility President Implementation: HR Manager HR Recruitment Officer AS project coordinator	All promotion, recruitment and selection procedures used are gender sensitive Annual EDI report evidencing improved gender balance in application/shortlisting and appointment process. Less than 15% of female survey respondents stating that they do not believe men and women are treated equally in terms of selection in next survey
			Policy drafting, approval and implementation Q1 2022	Policy published Q1 2022	Responsible: President Implementation: HR Manager	

No.	Action	Rationale	Timescale	Key outputs & Milestones	Responsible	Success Measure
	<ul style="list-style-type: none"> Impact of policy will be reviewed annually thereafter 	<p>One third of both genders did not believe the current promotion process is fair and transparent.</p>	<p>Training for all staff involved in recruitment and selection Q2 2022 – Q2 2023</p>	<p>Training on new policy complete Q2 2023</p>	<p>Responsible: HR Manager</p> <p>Implementation: HR Training officer</p>	<p>Less than 20% of both genders reporting that they do not believe current promotion process is fair and transparent</p>
			<p>Annual review of impact of policy</p>	<p>Update included on annual EDI report</p>	<p>AS project coordinator</p>	<p>Findings of policy review analysed and policy revised if necessary, in light of findings</p>
5.4	<p>Unconscious bias training extended to all staff.</p> <p>Unconscious bias training offered to new staff after induction.</p>	<p>Unconscious bias training was introduced in 2019 for management/interview panellists.</p> <p>This training now needs extending to all staff in line with the DkIT's equality strategy.</p>	<p>All staff training commencing – Q1 2023</p>		<p>HR Training Officer</p>	<p>All current staff unconscious bias training completed by Q4 2023</p> <p>All new staff completing unconscious bias training after induction</p>
5.5	<p>Record induction sessions and make available online to staff.</p> <ul style="list-style-type: none"> These recordings can also be used by long term staff to update themselves on new policies and initiatives Data can be recorded on access to online induction by gender and staff category 	<p>In order to address the issue of staff missing the September induction session, DkIT agreed to record the Induction sessions and put them online.</p> <ul style="list-style-type: none"> These recordings can also be used by long term staff to update 	<p>Commencing in September 2023 and ongoing annually</p>	<p>September induction sessions recorded. Filming coordinated by Dept. of Creative Media.</p> <p>Editing will take place in October</p> <p>Recordings will be uploaded in November</p>	<p>Responsible: Programme Director Creative Media</p> <p>Implementation: HR – staff induction officer</p>	<p>Recorded sessions available online from November 2023.</p>

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		<p>themselves on new policies and initiatives</p> <ul style="list-style-type: none"> This will also allow address issues for staff unable to attend due to work or family commitments 		and available to all staff	Webmaster, Communications & Marketing Office	
5.6	DkIT will support 5 staff members per year to participate in the Aurora Leadership programme. Targeted information sessions held with a view to identifying potential AS Champions within Schools/Departments.	<p>Recruitment figures indicate that very few female academics have applied for promotion in recent years.</p> <p>Staff consultation as part of the Athena Swan process also indicated a lack of awareness of the Aurora Leadership Programme among some female academics.</p>	<p>Host information sessions followed by, invitation or applications for expression of interest in Q3 2021</p> <p>Focus group for participant feedback in Q3 each year commencing, 2022</p>	<p>Applications processed and five staff members identified by September 2021</p> <p>Feedback report forwarded to EDI committee on Q4 each year</p>	<p>Responsible: VP Finance, Resources & Diversity HR Manager</p> <p>Implementation: DkIT AS National Committee representatives</p>	<p>Five female Staff supported each year by DkIT to participate in Aurora Leadership Programme</p> <p>Increase in amount of female applications for SL2/3 and management positions by 2024</p>
5.7	Lobby nationally for new promotional pathways and review payroll budget planning for available resources	Staff expressed frustration at the lack of promotional opportunities	Ongoing		Responsible: President VP Finance, Resources & Diversity	Increase in promotional opportunities for IOT academic staff
5.8	Introduce an annual promotional campaign highlighting training and development opportunities	In the staff survey 39% of females and 30% of males stated that they did not have access to the training	Commencing Q2 2021 and ongoing	Promotional email sent to all staff in Q2 each year	Responsible: HR Manager Implementation:	At least 75% of all staff saying that they have access to training in next staff survey

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		and mentoring needed to help meet criteria for promotion/progression		Information Session hosted in Q3 each year Report on uptake of staff availing of opportunities in Q4 each year	HR Training Officer	
5.9	<p>Establish a Professional Development Committee to examine how DkIT can address the issue of career development for all staff. The remit of the committee will include:</p> <ul style="list-style-type: none"> Proposals for formal meetings of managers with their staff to align personal/professional needs with departmental needs. Review applications for fees assistance to undertake further education qualifications and research hour's reduction so that a fair and equitable approach applies to all applicants. This committee will propose incentives for recognising and enabling staff participation in work such 	<p>Only 32% of male and 28% of female staff believe that the promotion process is fair and transparent.</p> <p>Similarly, only 32% of male and 33% of female staff agreed that they have access to training and mentoring needed for promotion.</p> <p>Just 19% of male and 20% of female staff felt that DkIT considers all work activities in the promotion process.</p> <p>62% of staff expressed a wish for effective career development meetings</p>	<p>AS Career Development sub-group publicise intended formation of committee and call for members Q2 2021</p> <p>Meetings every 2 months Trial test cases Q1 2023 – Q2 2023</p> <p>Review results Q1 2024</p> <p>Begin full roll out of meetings Q2 2024</p>	<p>Professional Development Committee in Place by Q4 2021</p> <p>Proposals for viable introduction of career development meeting, including review of systems in other IOTs and universities by Q4 2022</p> <p>Trial test cases in at least two Schools Q1 – Q4 2023 Feedback from test cases back to committee</p>	<p>Responsible: IT President</p> <p>Implementation: Career Development sub-group of SAT will lead the call to establish committee</p> <p>Representatives to include: HoS, HoD, Head of Learning & Teaching, Reps from each staff area – Academic, Research, PMSS, HR representative, Head of Research &</p>	<p>Staff receiving an annual meeting in which career development is discussed by Q4 2024</p> <p>At least 60% of staff saying that they have access to training and mentoring needed for promotion</p> <p>At least 50% of staff saying that all work activities are taken into consideration in the promotion process</p> <p>The next staff survey will allow us to capture employee's views on the process. It is expected to take up to four years</p>

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	as outreach and committees.			Results reviewed and full roll-out of career development meetings commenced Q2 2024	Graduate Studies	to fully embed workload and link the process to PMDS and promotions.
5.10	<p>Formalise and communicate a 'returning to work policy' including:</p> <ul style="list-style-type: none"> • Staff/manager meeting prior to leave • Handover of duties before and after leave • Communication of arrangements on returning to work 	<p>89.66% of staff returning from maternity leave indicated that there were no arrangement in place to facilitate re-engagement. Almost half of these reported that they did feel supported on return indicating inconsistencies in supports. A 'returning to work policy' will formalise entitlements.</p>	<p>Drafting of policy will commence in Q1 2022. Engagement with Leadership Team and Academic Council to feed into policy.</p> <p>Effectiveness of policy reviewed one year after implementation to assess effectiveness and identify issues. Policy may be reviewed and amended</p>	<p>Policy agreed by Q4 2022</p> <p>Review of policy effectiveness Q1 2024</p>	<p>Responsible HR Manager</p> <p>Implementation: HR Manager Heads of School Heads of Function</p>	<p>Returning to Work Policy in place by Q1 2023</p> <p>At least 50% of staff stating that arrangements were in place to facilitate re-engagement and at least 60% saying that they felt supported after maternity leave</p>
5.11	Identify and allocate appropriate areas across all schools, departments and functional areas for nursing mothers to avail of and promote such facilities.	A number of staff who have returned from maternity leave have expressed concern at the lack of facilities for nursing mothers. A room is available in the Muirhevna Building, however, not all	Area in place in the Muirhevna Building, ongoing identification of facilities in other areas commenced and ongoing	Annual update on progress included in EDI report.	<p>Responsible: Chair AS Flexible working sub-group</p> <p>Implementation: Estates Manager</p>	At least two other areas suitable for nursing mothers in place by 2024.

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		staff were aware of this and in some cases; this is not convenient in terms of location.	Commencing Q1 2021 HR to notify all staff returning from maternity leave of location of rooms		Responsible: HR Manager	All staff returning from maternity leave aware of location of nursing rooms
			Create a map identifying location of rooms and publish on website		AS Flexible working sub-group	Map published on website
5..12	DkIT will establish a network for mothers of babies and young children	The consultation process found that some staff spoke of a sense of isolation and uncertainty when returning to work. The impact of COVID and remote working exacerbated this issue.	First meeting of network is due to take place in September 2021.	It is anticipated that meetings will take once a month during term time going forward	Responsibility: AS Project coordinator Implementation: Midwifery Lecturer and SAT member has agreed to facilitate	Success of the network will be measured in next AS survey
5.13	HR will provide cover for Paternity Leave and Parents Leave <ul style="list-style-type: none"> On receipt of paternity leave application, HR Department will meet with HoS/HoF to ensure appropriate arrangements are in place 	40% of staff returning from paternity leave did not feel supported. Feedback from staff consultation indicated that lack of cover for paternity leave is an issue for academic schools	Commenced and ongoing		Responsibility: HR Manager Implementation: HR Manager, HoS/HoD	At least 70% of staff reporting feeling supported in next AS survey
5.14	Establish a parents network	The paternity leave focus group highlighted some inconsistencies in how	Network will be established in Q3 2021,	Meetings will take place every two	Responsibility: AS Project coordinator	10% Increase in numbers of males applying for parental leave by 2023

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	Publicity of network will address promotion of paternity leave to male staff	<p>departments promote leave.</p> <p>Areas with higher uptake of leave reported good informal networking opportunities to share experiences.</p>	with bi-monthly meetings going forward	<p>months during term time</p> <p>Review Effectiveness after one year and revise accordingly</p>	<p>Implementation: Midwifery Lecturer and SAT member has agreed to facilitate</p>	Measure perceptions of effectiveness in 2022 survey
5.15	Initiate a publicity campaign highlighting senior academic and management staff who have availed of flexible working arrangements during their career.	In the survey 46% of staff expressed concern that availing of flexible working could negatively affect their career progression. Focus groups could not find any evidence to back up these perceptions.	<p>Identify staff who are willing to participate in campaign by Q2 2023.</p> <p>Publicity campaign to take place commencing in Q4 2023</p>		<p>Responsible: Chair – AS SAT</p> <p>Implementation: Head of Marketing and Communication</p>	Less than 30% of staff expressing concern that flexible working could affect their career progression in future surveys
5.16	Amend Academic Council constitution to include a requirement of gender balance (min 40% of either gender) on all sub-committees.	Three of the sub-committees of Academic Council do not have gender balance. (Less than 40% representation).	<p>Constitution amended in October 2020.</p> <p>Approved by Academic Council November 2020</p>		<p>Responsible: VP for Academic Affairs & registrar</p>	Minimum 40% representation of either gender on all future Academic Council sub-committees

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5.17	Develop a Consultation to Change policy: <ul style="list-style-type: none"> That ensures survey templates specify who is responsible for communicating the results and in what timeframe. Include a consultation feedback statement to be on all policies indicating sources and dates of consultation and input to development of the policy. 	DkIT regularly consult with staff through surveys and open consultation sessions. The SAT noted that results of surveys are not always shared in a timely manner. Publication of this information would improve staff perceptions and encourage participation in future events. Academic Council are currently looking at developing a similar framework for student surveys	Establish working group in Q4 2022 Sample policy developed by Q3 2023 Test case carried out by Q1 2024 Review of test and revised policy approved by Q4 2024		Responsible: VP Academic Affairs & Registrar Implementation: Chair AS SAT Academic Council reps	Policy in place by 2024 Increased participation in institute surveys (including AS survey) by at least 10%.
5.18	Annual EDI report will be prepared for Governing Body and the Institute community	Prior to the AS process in DkIT there was no formal process for recording or reporting EDI statistics, actions and progress	Annual Report presented in Q4 each year commencing Q4 2021.		Responsible: VP Finance, Resources & Diversity Implementation: EDI Committee AS project coordinator	Report produced and circulated to GB and Leadership/Management Team annually
5.19	Review all policies to ensure EDI compliant language	DkIT needs to review all existing policies to ensure EDI compliant language	Policy review will commence in Q2 2022 and be completed by Q2 2023	Review findings and recommendations presented to management team by Q4 2022	Responsible: VP Academic Affairs & Registrar	All DkIT policies will contain gender compliant language

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		An external agency (Irish Council for Diversity) will be engaged to assist in the review		Drafting and approval of amendments Q1 2023- Q2 2023	Implementation: AS Coordinator in conjunction with Irish Council for Diversity EDI Committee	
5.20	Develop & Implement and Equality Impact Assessment Form for all new policies and those being reviewed. Form will cover all protected characteristics and identify and potential determinants to equality and how they can be mitigated including proposed actions and timeframes.	There is currently no process to ensure policies, both current and future take account of equality.	Form developed by Q3 2022 Implemented by Q4 2022		Responsible: VP Finance, Resources & Diversity Implementation: AS Coordinator in conjunction with Irish Council for Diversity	Equality Impact Assessment form launched and in use with 100% compliance by 2023
5.21	Develop a “Meetings during CORE Hours policy”. Meetings – between 10am and 4.00pm Include: <ul style="list-style-type: none"> Provisions for adequate notice of meetings and defined Start and End times. Options for virtual attendance at meetings 	Whilst most meetings take place during CORE hours, there is no formal, policy in place. 15% of Males and 20% of Females were unhappy with timing and organisation of meetings.	Policy drafted and put forward for approval by Q4 2022. Policy officially launched by Q2 2023		Responsible: HR Manager Implementation: HoS/HoD/HoF	Improved satisfaction rates with meeting times (less than 10% of staff dissatisfied)
5.22	Develop guidelines for staff to ensure gender balance amongst	There is currently no formal policy/guidelines in place to ensure staff	Draft guidelines and submit for approval Q2 2022	Guidelines published Q4 2022	Responsible:	Guidelines published.

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	speakers at events and conferences. Set norms and monitor to ensure compliance	consider gender balance when organising events or conferences	Guidelines approved and published Q4 2022	EDI report will include statistics on speakers annually thereafter	VP Academic Affairs & Resgistra Implementation: As project coordinator	Annual EDI reports showing gender balance amongst speakers
5.23	Annual audit of marketing and communication material. <ul style="list-style-type: none"> Report submitted to the EDI committee and AS project coordinator. If imbalances identified, the Marketing team will set KPIs to address in the following year. 	An audit of marketing and communication material by the SAT indicated good gender and ethnicity balance in all materials. The marketing team do try to maintain diversity within their campaigns; however, there is currently no system in place to monitor this.	Audit Checklist will be developed by EDI committee by Q4 2022	Audit checklist forwarded to Marketing Team	Responsible: Chair EDI committee	Annual report presented to EDI committee evidencing good EDI representation in all marketing media.
			Audit conducted in August each year commencing 2023	Audit report sent to EDI committee Sept each year	Responsible: Head of Marketing and Communications	Where unbalances identified, targets to address incorporated and improvement evident in next year's report.
			Review of Audit report by EDI committee Oct yearly	Recommendations for improvement forwarded to Marketing Team Nov yearly	Responsible: AS Project coordinator	
5.24	Display images of role models throughout the campus	Feedback from consultation suggested physical images of role should be displayed throughout the campus	Call for each School to liaise with staff to suggest appropriate role models for display Q3 2022	Proposals for role models received by Q4 2022	Responsible: AS project coordinator	Images of prominent role models on display in all buildings by 2024
				Agreement of role models to go forward for display by Q2 2023	Responsible: HoS/HoD	
			Q3 2023 – Q1 2024	Procurement of physical installations complete by Q1 2024	Responsible:	

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					VP Strategy, Communications & Development	
5.25	Include page on EDI section of website celebrating role models from underrepresented groups	Feedback from staff consultation suggested use of DkIT website celebrate role models	AS project coordinator will liaise with AS SAT champions in schools to identify relevant role models commencing in Q3 2022 AS Champions will provide any relevant updates as time progresses - ongoing		Responsible: AS project coordinator AS School Champions Implementation: Webmaster, Communications & Marketing Office	EDI webpage updated will relevant stories on an ongoing basis
5.26	Develop and coordinate an effective outreach strategy by: <ul style="list-style-type: none"> Review activities carried out by each school Monitor activities to track the number and gender of participants Evaluation of outreach activities Details of outreach activities to be posted on Departmental websites 	Currently no formal records kept of participation by staff and students in outreach activities	Collection of outreach activities commenced in late 2019 and process is ongoing	Report on outreach activities produced at the end of each academic year. Details of outreach activities will be posted on Departmental websites	Responsible: VP Academic Affairs & Registrar Implementation: AS Champions will collect information on outreach activities in their school AS project coordinator will centrally collate information for	Annual report on Outreach Activities Increase in students applying from underrepresented groups

No.	Action	Rationale	Timescale	Key outputs & Milestones	Responsible	Success Measure
					annual EDI report Webmaster, Communications & Marketing Office will update websites	

Supporting Trans People

No.	Action	Rationale	Timescale		Responsible	Success Measure
6.1	Draft Gender Identity & Expression Policy	Currently DkIT does not have a policy on Gender Identity & Expression	Policy drafted by Q3 2022 Approved and published by Q1 2023		Responsible: VP Finance, Resources & Diversity Implementation: EDI Committee	Gender Expression and Identity policy in place by Q1 2023
6.2	Allocate gender-neutral bathrooms in all campus buildings	DkIT recently allocated gender-neutral bathroom in two buildings on campus. This needs to be extended to all campus buildings	Ongoing	Update provided in annual EDI report	Responsible: VP Strategy, Communications & Development Implementation:	Gender-neutral bathrooms in all campus buildings by 2024

No.	Action	Rationale	Timescale		Responsible	Success Measure
					Estates Manager	
6.3	Diversity Committee	DkIT has a very diverse student population, much more diverse than the staff body. In order to progress EDI going forward a joint staff/student forum will enhance the EDI agenda and ensure DkIT provides a welcome environment for all	Commenced Nov 2020 - Committee established Q1 2021	Call for student participation was made in Nov. 2020 Meeting of all interested parties due to take place in early February 2021	Responsible: AS Project coordinator Implementation: Chair of AS SAT Diversity sub group	Three meetings held per academic year with suggested actions forwarded to institute EDI committee
6.4	Gender Identity Training for staff and students	Feedback from consultations indicated that many staff and students are unsure about use of gender neutral language	Engage with TENI to organise training commencing Q2 2023 Training to take place in Q4 2023 and Q3 2024		Responsible: HR Manager Implementation: HR Manager HR Training Officer	Initial training successfully completed in Q4 2024 Review and offer training once per academic year thereafter
6.5	Annual event celebrating diversity & inclusion on campus	An event celebrating diversity and inclusion on campus will enhance DkIT's reputation as a welcoming and inclusive community.	First event to take place on campus (COVID allowing in March 2022)		Responsible: Chair Diversity committee Implementation: Diversity Committee	Annual event in March each year Feedback from event will be used to inform following year's activities