

GENDER EQUALITY ACTION PLAN 2024

1. Action plan

	Key Action	Ref.	Initiative	Rationale	Action	Timescale	Responsible	Success Measure	
1. EDI - Data Collection & Analysis		1.1	Investigate a process for the collection and analysis of data of students and further build staff engagement to enhance future strategies.	Currently the Institute have a lack of diversity data on its student population. To enhance engagement and run targeted campaigns to promote equality the Institute require additional data. The Institute currently have a representative on the HEA Data Committee and it is the Institute's intention to expedite findings and recommendations locally.	Continue to engage with the HEA Data Committee and progress the collection of intersectionality information from students.	Ongoing - Q2 2025 (subject to HEA timelines)	VP FRD, VP for Academic Affairs & Registrar, Admissions Office	A streamlined data-collection and reporting process is in place by 2026 subject to HEA on student staff data to ensure annual data requirements are met, e.g. in public sector duty reporting, gender pay reporting and for public reporting on Athena Swan action plan progress.	1. EDI - Data Collection & Analysis
					Liaise with Registrars and Admissions Department to assist in encouraging students to provide	Q2 2025	EDI Office		

				intersectionality information			
				Publicity campaign with SU Diversity officer to highlight the importance of providing diversity information	Q3 2025	EDI Office, SU	
	1.2	Continue to encourage staff to provide intersectionality information	The Institute have successfully engaged with the staff population encouraging 66% of all staff to update their intersectionality information on the HR system. A number of staff have partially completed such information, and additional engagement is required to receive a greater awareness of potential inequalities.	Annual publicity campaign to staff highlighting the intersectionality data provided to date and encouraging staff engagement	Q3 2025 Semester 1	EDI Office & HR Office	• Annual target of a 5% increase in staff declaring ethnicity data; disclosure rate rising to > 70% in 2027
	1.3	Progress the systematic collection of data	While data collection has improved since the AS process was introduced, the variation of data	Report annually to the EB/GB & EDI Committee	Q3 2025	VP FRD, EDI Office	• Key statistics and audit presented to Executive &

2. Governance & Support Department Applications		for reporting purposes	required to meet reporting requirements has increased. To meet objectives such as HEA Staff, Gender, RACE equality annual reports and AS Institute & School/Department applications more extensive data collation is necessary	on progress in collating data and the data itself. Inform other relevant stakeholders of this data to inform future strategies			Governance Committees • Annual Report published fulfilling public sector duty reporting requirements. • Statistics on staff gender and ethnicity reported to HEA annually.
	2.1	Encourage other Schools/Departments to apply for AS accreditation:	Under-representation identified as follows:				Successful AS Bronze applications by each area by 2027.
		Department of Computer, Science & Mathematics	24% of students are female.	Establish relevant SAT's in Q4 2024.	Q1 2026	EDI Office, Head of School of Informatics & Creative Arts	Progress reports included in annual EDI Report.
		Department of Visual & Human Centred Computing	25% of students are female.	Information Sessions organised by School of Engineering SAT.	Q4 2026	EDI Office, Head of School of Informatics & Creative Arts	
		Explore the feasibility of a Professional Unit applying for AS accreditation	Tech Assistant 100% Male Technician 70% Male Technical Officer 76% Male Senior Technical Officer 86% Male	Call to be issued to functional area	Q4 2027	EDI Office, Head of Function	
	2.2						

2. Governance & Support Department Applications

3. Supporting & Advancing Careers		DkIT will continue to review membership of the SAT.	To ensure ongoing progress of Athena Swan objectives in DkIT SAT membership should be reviewed annually for inclusivity and gender balance.	Review of SAT membership to ensure it is inclusive and balanced. Continue to monitor male underrepresentation	Q1 2025 reviewed annually	Vice President for Finance, Resources & Diversity & EDI Office & Committee	Successful SAT with diverse membership operating efficiently and implementing actions. 50%F/50%M	3. Supporting & Advancing Careers
3. Supporting & Advancing Careers	3.1	Monitor the Gender Pay Gap Report and investigate variances within the control of the Institute.	In DkIT the mean pay gap is 14.9% (2023) slight decrease from 2022 when it was 15%. We are in line with national averages, and we will continue to monitor annually.	Report presented to EDI Committee & Executive Board.	Q1 2025 reviewed annually	HR Office & EDI Office	Audit completed and findings reported in the Annual EDI Report. amend published on Institute webpage	3. Supporting & Advancing Careers
				Consider the career pipeline of staff and how this may be influencing the report long term.	Annually	HR Office	Include information in the EDI report on the % of females and males applying for and achieving incremental credit claims.	
					Create a greater awareness of the increment credit pay process for new staff	Q1 2025	HR Office	

				Put a reporting process in place to monitor the number of applications for incremental credit and the number of successful applications by gender.	Q4 2025	HR Office	Decrease in gender pay disparity, in line with the sectoral average.
				Variances investigated with strategies developed that are within the control of the Institute.	Q4 2025	VP FRD	
	3.2	Continue to monitor and analyse on gender/diversity representation at application, recruitment and promotion levels	Ongoing monitoring of applicants, shortlisting and appointment essential to monitor progress of EDI targets.	Report to the Executive Board and EDI Committee on the diversity data of applicants and appointments	Q3 2025	Vice President for Finance, Resources & Diversity, HR, EDI Office	Data will be included in EDI Report presented to GB/EB
			65% of staff who have completed their intersectionality information	Provide diversity training for all	Q4 2024	Vice President for	

			identify as White Irish however this is not reflective of our student body	Management involved in recruitment & selection		Finance, Resources & Diversity, HR, EDI Office	Increase staff from underrepresented backgrounds.
Yes	3.3	Provide greater transparency on recruitment and selection within DkIT.	38% (39%F & 34%M) of respondents to the 2023 survey did not believe the recruitment process is fair and transparent in DkIT. This is somewhat stagnant to the 2019 survey when it was 40%. Staff are less likely to build a career with DkIT where they believe the recruitment processes are not transparent and fair.	Recruitment & Selection Criteria are developed that clearly identifies the criteria and core competencies required for roles. These core competencies would provide examples of what is required for each role. Training is provided to both Line Managers and Employees on the process of providing and seeking out feedback after the recruitment process.	Q2 2026 Q1 2026	HR Manager HR Manager & Vice President for Finance, Resources & Diversity	Less than 20% of respondents disagreeing with the statement the recruitment process is fair and transparent.

	Yes	3.4	Greater awareness of staff work activities are taken into consideration in recruitment processes and decisions.	37% (39%F & 34%M) of respondents to the 2023 survey did not believe the full range of work activities are considered in recruitment processes. Interestingly PMSS female staff were more dissatisfied with this statement that female academic staff. This is again stagnant when compared to the 2019 survey (35%). Staff are less likely to get involved in outside core job specification duties if they feel there will be no recognition for their efforts in future career development opportunities.	Job descriptions will have essential and desirable criteria clearly displayed with involvement in Institute initiatives as a desirable criterion. The process will commence with PMSS Grades. Training provided to staff on interview techniques and how to 'thread' their full range of work experiences into any selection processes.	Q3 2025 Q4 2025	HR Manager HR Manager & Vice President for Finance, Resources & Diversity	Less than 20% of respondents believing their full range of work experiences were not considered as part of any recruitment process.
	Yes	3.5	Increased awareness of the different methods of gaining experience and opportunities to develop staff careers.	"Respondents who did not feel there were career opportunities to progress their career" Academic Staff = 47%- 55%F & 45%M PMSS Staff = 45% - 57%F & 43%M A review of narrative responses would suggest 53% of all	Institute wide information campaign on Programme Director roles. Campaign to inform staff on the process of developing a new programme or	Q2 2025 Q3 2025	Heads of School Heads of School	Bi-annual campaign on opportunities to build academic staff careers. 3 research 'face-to-face' clinics each year. Less than 30% of

				respondents that left a narrative response referred to a lack of opportunity to progress their career.	module within DkIT.			respondents believing there are opportunities to progress their career in a future survey. The target is conservative on the basis there are limited Senior Lecturing positions available to the Institute given historical structures, ECF frameworks etc.
				Given the structure of the Technological Sector there are indeed limited opportunities for senior lecturer posts (e.g. Head of Department, Head of School etc.). Since the survey was undertaken 9 Senior Lecturer 1 posts were filled. The number of applicants was immense therefore suggesting there is a strong desire to build a career within DkIT.	Role model campaign to highlight staff who have undertaken the above roles.	Q1 2025	EDI Office & Heads of Department.	
					Increased awareness of research supports available via regular 'face-to-face clinics'.	Q2 2025	EDI Office & Research Office	
Yes	3.6	Continue to encourage staff to avail of training opportunities.	37% of respondents (42%F) felt they do not have access to training and mentoring to assist them in meeting the requirements of future positions. In addition to the Athena Swan	Since the survey in 2023 a review of training has taken place, and several new training opportunities	Q3 2025	HR Office in conjunction with Executive Board.	80% of respondents feeling they have access to training and development requirements to undertake their	

			survey a Training Needs Analysis was undertaken with 281 respondents. 18 key themes where staff would like additional training were identified.	offered to staff. There has been a high uptake on these platforms, and this will be monitored.			role.
				Provide training in a medium that is viable (based on interest) and based on the preferences of staff (as identified in the Training Needs Analysis).	Q3 2025	HR Office in conjunction with Executive Board.	A calendar of events and training opportunities developed and published for all staff.
				Learning Management Platform which will enable staff to identify training opportunities and keep a record of their professional development.	Q4 2025	HR Office	Communities of practice established to promote, enhance and advance training needs of members.
				Establish Community of Practice / Peer Support Groups to support	Q3 2025	HR, supported by an Academic Leader.	Additional Training Needs Analysis surveys completed across Institute with staff responses reflecting an increase in levels of training available.

				training and development.			
				Create / consolidate a position within the Institute to focus on staff training and development.	Q1 2026	HR Office	
				Monthly 'open door' clinic operated by HR to provide guidance on training issues	Q1 2025	HR Office	
Yes	3.7	Promote career development via engagement with research activity through staff development days and information sessions for Academic & Research Staff.	32% (31%F & 27%M) of staff disagreed that they have opportunities to get the experience they need in research to support career progression	Increased awareness of research supports available via regular 'face-to-face clinics'.	Q1 2025	Research Office	A calendar of face-to-face clinics each year agreed in advance.
			30% (31%F & 25%M) of staff said they were not satisfied by the support they receive to apply for research funding. By encouraging engagement in research activity academic staff can develop their careers with DkIT.	The gender breakdown of funding application teams is monitored going forward and reported via Research	Q1 2026	Research Office	Create Project gender breakdown and diversity information will be included in the annual EDI report to support future research funding

					Leadership Team and Executive Board (not monitored currently).			
Yes	3.8	Additional resources allocated to training targeted at leaders within the Institute to ensure teams are led in an inclusive manner whilst also providing leaders with the skills they require.	Both academic & PMSS leaders often have no formal training or qualification in leadership skills and have often acquired their existing leadership style via experience etc.	First five staff members complete the Effective Leadership for Inclusive Higher Education programme in 2024/25.	Q3 2025	Vice President for Finance, Resources & Diversity.	At least 15 staff members having completed the Aurora Leadership Programme by 2028	
			DkIT were a partner in a recent GEEF to develop a leadership programme designed for the HEI sector. The Institute are also partaking in the Aurora Leadership Programme.	The Effective Leadership for Inclusive Higher Education programme in funded into future years, on a pro rata basis by DkIT, with at least 5 members of staff partaking each year.	Q4 2025 & ongoing	Vice President for Finance, Resources & Diversity.	At least 25 staff members having completed the Effective Leadership for Inclusive Higher Education by 2028	
			By continuing to invest in these programmes the Institute can ensure a more inclusive leadership style across the Institute along with assisting leaders to build their career within DkIT.	Continued engagement with the Aurora Leadership Programme with staff members	Q4 2024 Ongoing	Vice President for Finance, Resources & Diversity.	At least 10 staff members completing the Advance Fellowship programme per school or department by 2028	

				partaking each year.			
				A communications and marketing campaign is undertaken to highlight those staff members who have completed the above programmes.	Q4 2025	EDI Office & Marketing & Communications Teams.	
	3.9	Continue to promote the SDN mentoring platform for staff to engage along with creating an optional 'Buddy System' for new staff.	37% (37% F & 32% M) of respondents felt they do not have access to training and mentoring to assist them in meeting the requirements of future positions. The Institute are a partner in the sector wide mentoring process currently in place since 2023 however uptake amongst staff needs to be improved.. The Institute currently have no formal 'Buddy' process for new	Communications campaign to improve awareness and sign up to the existing mentoring platform.	Q1 2025 ongoing	EDI Office & Marketing & Communications Teams.	An increase of 100% on 2024 baselines on the number of staff signed up as mentors or mentorees on the existing platform.
				Role model campaign from staff who have acted as a mentor or a mentoree previously	Q1 2026	EDI Office & Marketing & Communications Teams.	Roll out of Buddy process/campaign yearly for all new joiners with at least 50% of new hires

			joiners however this has been discussed as a potential area for enhancement by Focus Groups. DkIT joined the Staff Developer Network Mentoring Platform in 2024: DkIT Mentors :8M & 9F DkIT Mentees: 3M & 5F	Guidelines for the Buddy process to be designed and circulated widely Voluntary sign-up process by staff who wish to act as a Buddy Full rollout of Buddy process on a voluntary basis.	Q1 2026 Q2 2026 Q3 2026	EDI & HR Office HR Office HR Office	accepting the opportunity to have a Buddy for the first 12 months of their career with DkIT.
Yes	3.10	Re-engage the possibility of introducing a Career Development Review Process within DkIT.	Over 71% (72% F & 70% M) of staff would like to see a Career Development Review process introduced to DkIT, an increase from 62% in 2019. Although a formal Career Development Review process may not be attainable a voluntary process should be explored further along with methods to enhance mentoring and mentoree opportunities.	Terms of Reference developed for a Career Development Committee Academic Department or Functional Area identified as a pilot. Training provided to pilot Line Managers.	Q3 2025 Q3 2025 Q3 2025	Vice President for Finance, Resources & Diversity supported by an Academic Leader. Career Development Committee. Office of the Vice President for Finance,	Voluntary Career Development Process rolled out across the Institute with at least 3 departments/functional areas engaging with the process.

						Resources & Diversity	
				Learnings, improvements and adjustments made based on pilot system	Q3 2026	Career Development Committee.	
				Process rolled out across Institute on a voluntary basis.	Q1 2027	Career Development Committee.	
	3.1	Continue to review the feasibility of a Workload Allocation Model (WLAM) for Academic & PMSS staff along with implementing the national job evaluation scheme once it has been finalised and agreed by stakeholders.	40% (37% F & 41% M) of survey respondents did not believe their workload was clear & transparent this has increased from 30% in the 2019 AS survey. 30% (31% F & 29%M) of survey respondents did not feel their workload is reasonable which is a increase from the last survey when it was 22%. 37% (39%F & 35% M) of respondents disagreed that there is active management of workload A transparent and fair WLAM is key to embedding an inclusive and equitable culture within the Institute.	Focus groups to identify reasons why workload is not clear & transparent. Research if workload allocation models in other HEI's have been implemented and are effective Continue will roll out of the pilot of the Job Evaluation Scheme.	Q3 2025 Q4 2025 Q1 2025	EDI Office & HR Office EDI Office HR Office	<20% of survey respondents disagreeing with the statement their workload was clear and transparent >75% of survey respondents agreeing their workload is reasonable Fully implement the national job evaluation scheme once it has been finalised and agreed by all stakeholders

4. Supporting Staff - Flexible Working/Work life Balance								
Yes	4.1	Campaign to highlight Family Leave supports available to staff will be communicated and updated regularly.	46% of survey respondents stated they have caring responsibilities = 179 Staff. 19% of survey respondents stated that on return from leave supports were put in place to facilitate re engagement (44% disagreed). This is an improvement on 2019 when just 7% agreed and 90% disagreed. 60% of survey respondents disagreed that on return from maternity leave supports were put in place to facilitate re-engagement. Paternity Leave 2021 = 3M 2022=7M 2023 =7M Parental Leave 2021=38F/1M 2022 = 28F /1M 2023 =21F/3M Shorter Working Week 2021= 39F/ 2M 2022= 54F /4M 2023 =48F/5M Carers Leave 2022= 1F 2023=1F	Family Leave Champions campaign to be launched in Q4 2024.	Biannually Q2 & Q4	HR Office, EDI Office & Marketing & Communications Team.	<10% of survey respondents feeling unsupported on their return to work from taking family leave Continue to promote the availability of family leave and ensure it is accessible to all staff	
				Develop and publish a new Maternity Buddy Scheme to provide additional supports to expecting parents.	Q4 2024	EDI Office & HR Office		
				Continue to monitor the manager/employee checklist for staff taking maternity leave to ensure staff feel supported and they are aware of the supports available.	Q4 2024	EDI Office		
				Develop a guidance document for Managers on family leave and how staff should	Q1 2025	HR Office		
4. Supporting Staff - Flexible Working/Work life Balance								

				Parents Leave 2021 1F/2M 2022 2F/0M & 2023 2F/0M	apply and provide training to Management	Ongoing	EDI Office	
					EDI office to continue to promote supports available on Parent Support Hub EDI webpage			
Yes	4.2	Promote a respectful working environment for all staff.	41% (45%F & 40%M) of survey respondents don't agree <i>that DkIT would appropriately manage complaints about inappropriate workplace behaviour?</i> 35% (38% F & 32% M) of survey respondents stated that they have witnessed inappropriate workplace behaviour.	Review DkIT's Dignity at Work (Bullying & Harassment) Policy and enhance wherever necessary	Q1 2025	HR Office	>70% of survey respondents stating they are confident that DkIT would appropriately manage complaints.	
				Awareness campaign of the updated policy to	Q2 2025	HR Office	Campaign to promote the Speak Out Reporting Tool	

					include workshops etc.			
					Ongoing training on good practices for all staff - manager training on communication & interpersonal skills	Q2 2025	HR Office	
Yes	4.3	Develop Health and Wellbeing Guidelines	77% = 300 of survey respondents are over the age of 40. Healthy Campus Charter signed by Institute in February 2023. 127 staff & students 81%F & 19%M have completed 520 DCM Webinars - many of which are wellness sessions, demonstrating a clear interest in this initiative. Wellbeing Connect Events 142 staff attended these events 75%F & 25%M Menopause nutrition workshop 80F staff & students registered.	Launch DkIT Healthy Campus Plan or Toolkit	Q4 2025	Healthy Campus Committee	Healthy Campus Plan launched and fully implemented, supported by policies (Menopause Policy & Return to Work Checklists for Manager & Employees) with a greater awareness of workplace wellness.	
				Develop a Menopause Policy	Q2 2025	EDI Office & HR Office		
				Training on Menopause in the Workplace for Managers	Q3 2025	EDI Office & HR Office		
				Implement Return to Work Policy - Long term sick/career break	Q4 2025	EDI Office & HR Office		
				Manager Checklist when staff return from	Q1 2026	HR Office		

					sick leave, family leave, career breaks				
5. Embedding EDI		5.1	Progress 2nd Version Student Gender Identity & Expression Policy.	The Gender Identity & Expression Policy has been redrafted and in currently under consultation with the IR Forum.	To provide support and guidance for students while attending the Institute	Q1 2025	Vice President for Finance, Resources & Diversity	Gender Expression & Identity Policy in place by Q1 2025 with a regular sequence of training.	5. Embedding EDI
					Continue to provide gender identity training for staff and students.	Q2 2025	EDI Office		
		5.2	Continue to hold diversity events throughout the year to celebrate a friendly and inclusive campus.	Our Diversity week in October 2022 & 2023 was attended by over 400 students and staff. Comments: <i>"The Diversity cause is a wonderful activity as it seeks to unite people"</i> <i>"Well done! Thanks for acknowledging the different realities people go through in Ireland"</i> These events have been instrumental in building momentum on campus and shall be used to ensure EDI is fully	Annual events to celebrate diversity and inclusion with a different 'theme' per year.	Ongoing	Vice President for Finance, Resources & Diversity and EDI Office	20 EDI Allies / Champions in place with at least one in every functional area / academic department.	
					A calendar of EDI events to be published at the start of every academic year.	Annually		More the 80% of staff, in future surveys, feeling DkIT values cultural diversity	
					Promote Diversity training programmes.	Ongoing			
					Develop a toolkit on how to	Q2 2026			

			embedded in our ways of working. 17% of responses, who self-identified as being from an ethnic minority background did not feel DkIT values cultural diversity.	become EDI Ally / Champion for students and staff.			
Yes	5.3	Develop a Race Action Plan	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.	Race Equality Training delivered periodically to staff.	Q4 2025	Vice President for Finance, Resources & Diversity and EDI Office	A fully developed Race Action Plan to address race inequality that exists within the Institute by Q4 2025. Campaign to promote the Speak Out Reporting Tool by Q1 2025
			Anti Racism Principles signed in October 2023 by signing these principles the Institute is committed to embed race equality as part of our culture and strategic priorities.	Continue to hold events on campus to encourage open dialogue on advancing Race Equality	Ongoing	EDI Office	
			Race Equality Working Group setup January 2024	Address any race equality issues that arise in the Institute (as highlighted by working groups etc.)	Q4 2025	Race Equality Working Group	
			Race Equality training delivered in 2024: May 2024 = 32 attendees 69% F & 31% M Feb 2024 = 15 attendees 67% F & 33% M	Develop Anti Racism charter for each School	Q1 2026	Heads of School	
				Engage with other HEI's to discuss and implement best	Ongoing	EDI Office	

				practice measures			
Yes	5.4	Progress University of Sanctuary Application	College of Sanctuary Working group established. Workshop delivered by Irish Refugee Council highlighting the barriers & challenges faced by International Protection Applicants. Guidance from other HEI's that have already received this accreditation and share their good practices. College of Sanctuary Working Group setup January 2024	Embed concepts of welcome, safety & inclusion within the Institute. Scholarships with stipend for duration of study. Funding will be provided through Core Funds Information guide for sanctuary students on supports available Sanctuary Student Buddy scheme developed along with Individuals of Sanctuary in each School and Vice Presidency across the Institute	Q4 2025 Q1 2026 Q2 2026 Q4 2026	Sanctuary of Scholarship Working Group assisted by the Office of the Vice President for Finance, Resources & Diversity.	University of Sanctuary awarded to the Institute.by Q1 2027

		5.5	Autism Friendly Campus for students and staff	Autism Friendly HEI awarded to DkIT by ASIAM continue to support neurodivergent students and staff.	Staff network in place	Q1 2025	EDI Office & HR Office	Staff network in place with staff who are neurodivergent (question in next survey) feeling supported.
					Manager awareness training recruitment/selection	Q3 2025	HR Office	
					Publish guidelines on how to support neurodivergent staff	Q1 2026	HR Office & EDI Office	
	Yes	5.6	Continue to enhance communication between staff and senior management to ensure there is confidence amongst staff that the senior management team are committed to equality & diversity	Although only 7% of respondents disagreed to the statement 'DkIT values cultural diversity', 30% were neutral. Again 13% of respondents disagreed 'Leadership in DkIT is committed to Equality, Diversity & Inclusion with 27% being neutral. The Institute wish to ensure there is a strong culture and confidence in staff of Leadership's role in EDI.	A segment to be included in the monthly newsletter on a bi-monthly basis advising of EDI events and initiatives. A central calendar of events being held will be published on the Institute's website to ensure all staff have an opportunity to attend and get involved.	Q1 2025 Q4 2025	President's Office, VP for Strategic Planning, Communications & Development	Continue to improve positive staff perceptions, an increase of 10% in the number of staff that agree DkIT values cultural diversity. Calendar of EDI activities & events to enhance Institute collaboration and engagement.

5.7	Review and update the ESVH Framework in the Institute	3% of female respondents felt sexist language and behaviours were unacceptable in DkIT however 14% of female respondents felt DkIT would not appropriately manage complaints about sexist language and behaviours. DkIT will collaborate with a ATU and 7 other HEIs as part of the 2024 EDI Enhancement Fund Project Mobilising Men as Leaders in Violence Prevention in Higher Education in Ireland	Fully implement a Domestic Violence Policy.	Q4 2025	EDI Office & HR Office	100% of staff fully aware of the ESVH Framework and the supports available whilst also being confident DkIT would adequately investigate sexist language and behaviours.
			Campaign at the start of each Semester on the Speak Out reporting tool.	Q3 2025	HR Office & Sexual Violence Prevention Manager	
			Continually highlight the need for both staff and student to complete bystander training and follow best practices.	Q1 2026	HR Office & Sexual Violence Prevention Manager	