



**UNIVERSITY OF  
LIMERICK**  
OLLSCOIL LUIMNIGH

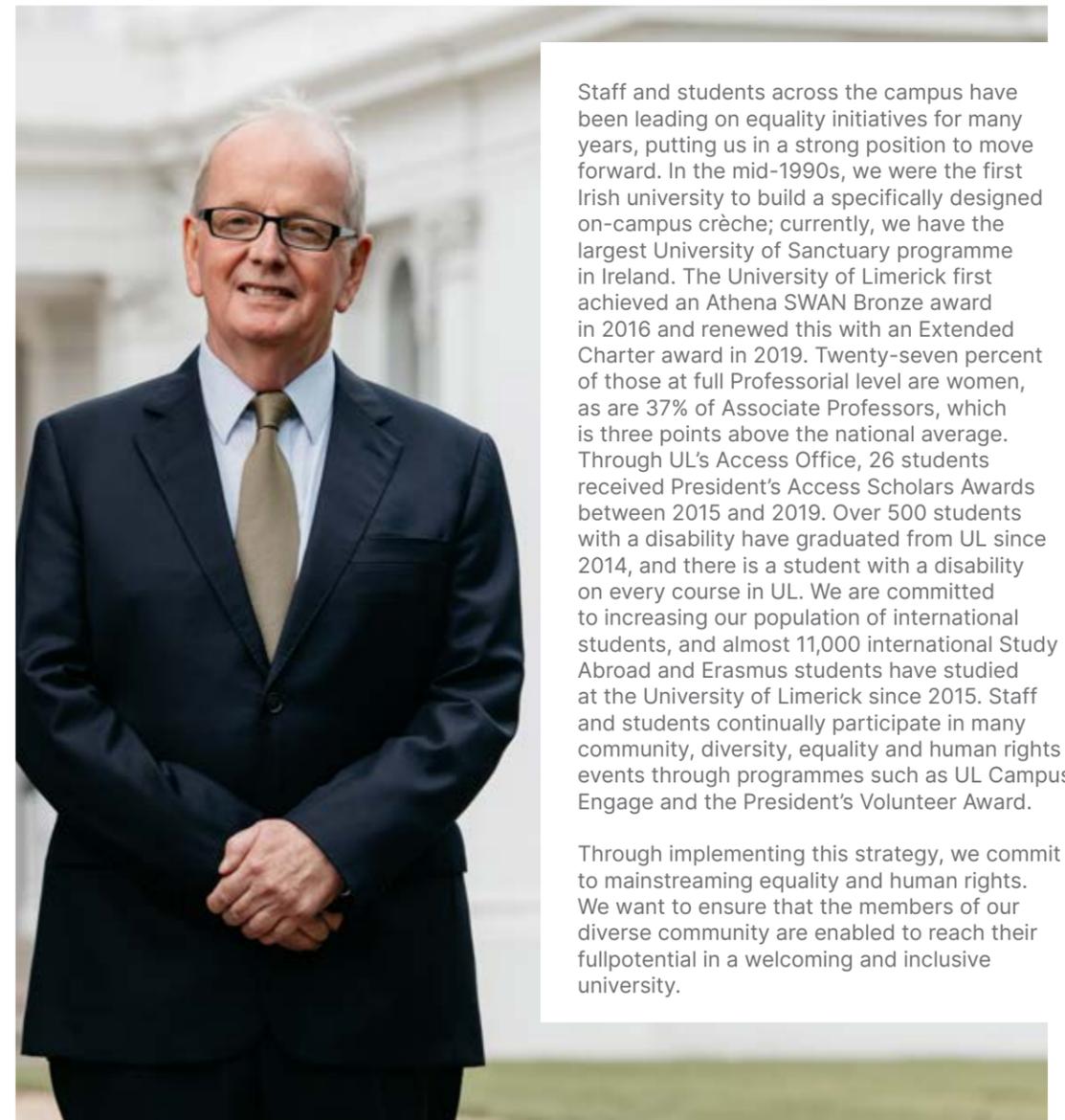
**University of Limerick Equality  
and Human Rights Strategy**

2019-2022

# From the President

Dr. Des Fitzgerald

**The University of Limerick is proud to present its Equality and Human Rights Strategy 2019-2022, which builds on UL@50, the University of Limerick Strategic Plan 2019-2024. Setting out core objectives and actions for the next three years, the strategy consolidates our commitment to equality and human rights at the highest level.**



Staff and students across the campus have been leading on equality initiatives for many years, putting us in a strong position to move forward. In the mid-1990s, we were the first Irish university to build a specifically designed on-campus crèche; currently, we have the largest University of Sanctuary programme in Ireland. The University of Limerick first achieved an Athena SWAN Bronze award in 2016 and renewed this with an Extended Charter award in 2019. Twenty-seven percent of those at full Professorial level are women, as are 37% of Associate Professors, which is three points above the national average. Through UL's Access Office, 26 students received President's Access Scholars Awards between 2015 and 2019. Over 500 students with a disability have graduated from UL since 2014, and there is a student with a disability on every course in UL. We are committed to increasing our population of international students, and almost 11,000 international Study Abroad and Erasmus students have studied at the University of Limerick since 2015. Staff and students continually participate in many community, diversity, equality and human rights events through programmes such as UL Campus Engage and the President's Volunteer Award.

Through implementing this strategy, we commit to mainstreaming equality and human rights. We want to ensure that the members of our diverse community are enabled to reach their fullpotential in a welcoming and inclusive university.



# From the Special Advisor to the University of Limerick President on Equality and Diversity

**Prof Ita Richardson**

This Equality and Human Rights strategy supports the university's mission, vision and values as published in the University of Limerick Strategic Plan 2019-2024. While we are cognisant of our legal duty through the Irish Human Rights and Equality Commission Act (2014), we also recognise the strong basis, created by many people across the University of Limerick over many years, that has allowed us to develop this strategy. Individuals and groups have put in time and effort to ensure that our campus is inclusive for all because we believe that it is the right thing to do – this strategy is an acknowledgment by management that this is indeed the case!

This strategy was developed through many discussions and meetings within UL and by learning from other universities in Ireland and the UK. We established an Equality, Diversity and Inclusion Board to co-ordinate the work. Recognising 13 grounds of equality and built around 10 themes, the strategy will be implemented through the purpose and structure of the university. Progress made with respect to the first two themes, governance and leadership, will carve out a path that others will follow. As well as themes relating to staff and students' experiences of education and research, other themes considered within the strategy include campus development; events, clubs and societies; public relations, marketing and communications; technology; and procurement and budgeting. These are all areas that affect those working and studying at UL, and the strategy specifies actions that will be implemented in each area.

The University of Limerick campus community is becoming increasingly diverse – our plan is to be proactive in ensuring positive experiences for all, but, where we do not do that, we will learn from negative experiences so that they are not repeated. This will require effort from across the campus community – an effort that people are willing to make.

I would like to thank everyone who has worked on the development of this strategy, particularly the Equality, Diversity and Inclusion Board, as listed on page 20. A number of others have given input, and we have received strong support from the President, Executive Committee and Governing Authority. UL Student Life has been and continues to be involved in the strategy. We look forward to working with the wider campus community as we implement this Equality and Human Rights strategy over the next three years.



# Introduction

**The University of Limerick is committed to integrating equality and human rights (EHR) into its structures, actions and culture. This strategy outlines plans for mainstreaming EHR over the next three years (to 2022). For the strategy to be successful, every member of the campus community needs to take responsibility for mainstreaming EHR and resources must be committed to implementing the strategy.**

Legal requirements taken into consideration when preparing this strategy include the Equal Status Acts (2000-2015), Employment Equality Acts (1998-2015) and Irish Human Rights and Equality Act (IHREC), 2014. In particular, IHREC 2014 requires UL, as a public body, to:

- › Eliminate discrimination;
- › Promote equality of opportunity and equality of treatment for its staff and the persons to whom it provides services;
- › Protect the human rights of its members and staff and the persons to whom it provides services.

The strategy also takes cognisance of two significant HEA reports: The Higher Education Authority Report June 2016 and the Report of the Gender Equality Task Force: Accelerating Gender Equality in Irish Higher Education Institutions, Gender Action Plan 2018-2020.

Developed to support the University of Limerick Strategic Plan 2019-2024, this University of Limerick Equality and Human Rights Strategy 2019-2022 focuses on 13 grounds of equality [protected characteristics]:

<b>Gender, Gender Identity and Gender Expression</b>	<b>Age</b>	<b>Socio-Economic Status</b>
<b>Civil Status</b>	<b>Disability</b>	<b>Ethnicity</b>
<b>Family Status</b>	<b>Race</b>	<b>National Identity</b>
<b>Sexual Orientation</b>	<b>Membership of the Travelling Community</b>	<b>Neurodiversity</b>
<b>Religion</b>		

The first two columns are based on the Equal Status Acts (2000-2015) and the Employment Equality Acts (1998-2015). Socio-Economic Status, Ethnicity and National Identity are included in support of UL's strategic objectives. Neurodiversity is included on the basis that it affects up to 10% of people within organisations.

## University of Limerick's EHR Mission:

Our EHR mission is to ensure that all staff and students are provided with the opportunity to achieve their full potential within the University of Limerick.

## University of Limerick's EHR Vision:

Our vision is to be a university that embraces EHR through its people, structures, actions, values and culture.





## Ownership, Responsibility and Monitoring

The UL Governing Authority has overall responsibility for legal compliance with regard to the Irish Human Rights and Equality Commission Act, 2014. Working with the UL President, Executive Committee has responsibility for ensuring that the strategy is implemented throughout the university. The Special Advisor to the University of Limerick President on Equality and Diversity will oversee the implementation of this strategy throughout UL. The Special Advisor will chair the University of Limerick Equality and Human Rights Committee, which will develop detailed action plans and monitor the EHR strategy. Progress on the implementation of the strategy will be reviewed annually by two Governing Authority sub-committees: Finance, Human Resources and Asset Management; and Access, Equality and Student Affairs. All members of the UL campus community are expected to own and act upon the principles of the UL EHR strategy. This includes staff, students, alumni, visitors, contractors and anyone associated with the University of Limerick.



# Current EHR Activity within UL

There currently exists a culture within the University of Limerick that supports the many EHR initiatives already undertaken. Some examples are listed below.



## Equality and Diversity, Human Resources

The Equality and Diversity Office in UL is committed to building and maintaining an inclusive environment that promotes equality, values diversity and respects the rights and dignity of all staff. Through progressive policies and customer-focused services, the office ensures that staff are enabled to achieve their full potential and enhance the performance of the organisation.

## Access Office

The Access Office works to promote and support the participation of students from groups previously underrepresented in the university sector. This work may be broadly categorised into three areas: pre-entry school activities, post-entry student support and outreach work in the community.

## Disability Support Services Office

The Disability Support Services team offers guidance and support throughout the academic journey to students who have a disability. The team provides a wide range of supports that allow students to develop the skills they need to become competent, independent learners. Disability Support Services supports students registered on both undergraduate and postgraduate programmes of study.



## University of Sanctuary

As a University of Sanctuary, UL focuses on enabling access to third level through a range of financial support plans and programmes to aid the transition to university for refugees and asylum seekers. We work to ensure that, as an academic institution, we provide a safe space in which issues that directly affect the lives of refugees and asylum seekers can be discussed.

## UL Campus Engage

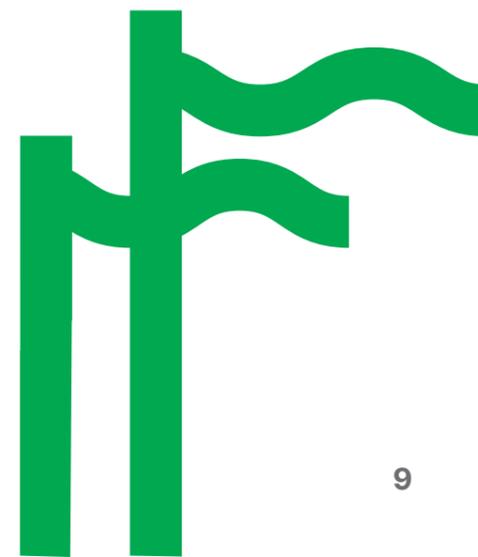
UL Campus Engage supports university/community collaborations through a variety of programmes and projects. The programme serves as the hub for civic engagement activities across campus and works with staff in all faculties to articulate, incubate and co-ordinate the various ways that students, faculty and staff can work to make a difference.

## MA Music Therapy Clinical Placements

Students on the MA Music Therapy programme engage with local and national communities throughout their training. Student clinical placements involve working in special education, hospitals, nursing homes, residential facilities for adults with learning disabilities, mental health services and more.

## Irish Chamber Orchestra: Sing Out with Strings

Sing Out with Strings is an initiative that offers schoolchildren in Limerick the chance to learn music for free. Children are offered the opportunity to participate in singing, songwriting, violin, viola, cello and double bass tuition, thereby harnessing the power of music to develop pupils' key skills, including concentration, co-ordination, listening and teamwork.





# 1. Governance

**Strategic Goal: UL's governance structures and processes will foster an inclusive organisational culture that focuses on implementing best EHR practice, supporting existing procedures, adapting governance machinery and initiating change.**

## Objective

- › Embed EHR within UL's governance structures and culture.
- › Fulfil UL's legal requirement under the Irish Human Rights and Equality Act (2014).
- › Fulfil UL's legal requirement under the Equality Acts (1998-2015) and Equal Status Acts (2000-2015).

## Actions

- › Modify policy and procedure templates to include a requirement to have explicit regard to EHR (Year 1).
- › Approve only those policies and procedures that follow EHR guidelines in UL templates (as required).
- › Rewrite procedures that do not include the requirement to have explicit regard to EHR (Year 3).
- › Include the requirement to have explicit regard to EHR in each UL committee's structures and terms of reference (Year 3).
- › Include EHR on the Governing Authority Risk Register (from Year 1).
- › Publish an EHR annual report (Years 1, 2, 3).
- › Implement procedures and processes to ensure equality obligations are met (Year 3).

## Expected Outcomes

- › Policies and procedures explicitly include EHR.
- › Governance structures embody EHR, including, but not limited to, the composition of committees and their terms of reference.
- › UL is compliant with the IHREC Act 2014.
- › UL is compliant with the Equality Acts (1998-2015) and Equal Status Acts (2000-2015).

# 2. Leadership

**Strategic Goal: University of Limerick management will champion EHR within UL, monitor progress against planned activities and respond effectively to the university's statutory requirements, legal obligations and institutional objectives pertaining to EHR. UL management will work with the campus community to embed EHR in the daily activities of the university.**

## Objective

- › Inform the UL community and wider society about EHR initiatives.
- › Provide opportunities for individuals to discuss EHR grievances in an informal manner.
- › Embed EHR within the UL quality review process.
- › Embed EHR within UL departments/functions.
- › Support EHR strategies and initiatives.
- › Be a leader in sectoral and national EHR initiatives, thereby raising the university's profile as an inclusive organisation.
- › Ensure EHR has a bearing on relevant Executive Committee decisions.
- › Build a cohort of staff whose EHR work is recognised within the UL workload process and who can advise on EHR matters within department and functional area.

## Actions

- › Implement a training and communications campaign to upskill and educate the UL campus community on EHR (Year 2).
- › Implement training specifically on human rights (Year 3).
- › Strengthen the human rights dimension of the next EHR strategy (Year 3).
- › Include a 'drop-in' role within the EHR Special Advisor function with support from EHR ambassadors (ongoing).
- › Include EHR as a category to be presented for review in five-yearly quality reports (Year 2).
- › Ensure each Quality Review Group includes EHR expertise (Year 2).
- › Incorporate UL's EHR requirements within the Dignity and Respect policy (Year 2).
- › Ensure the UL management team completes EHR training (Year 2).
- › Include EHR activities in department/function reporting (ongoing).
- › Identify areas where the management team needs support in implementing EHR (Year 2).
- › Include demonstrable commitment to EHR in advertised management positions (ongoing).
- › Recognise EHR efforts, both internal and external to UL, as a contribution to UL's Citizen Engagement (Year 1 onwards).
- › Identify what UL EHR experts need to fulfil their role as thought leaders in national and international dialogue on EHR as they raise awareness among government, private and community sector stakeholders and influence EHR goals (Year 2).
- › Identify and implement collaborations between UL and others to implement EHR goals within the region (Years 1, 2, 3).
- › Ensure a senior person with responsibility for EHR is included on Executive Committee (ongoing).
- › Train up to 10 staff per annum to become EHR ambassadors within UL (Year 3).

## Expected Outcomes

- › Those working and studying at UL and visiting the campus understand the importance of EHR to UL from both the legal and social perspective.
- › EHR is ingrained within the UL campus community.
- › Where possible, EHR grievances are dealt with at a local level within the relevant UL function.
- › EHR grievances are channelled to the appropriate section within UL.
- › Departments/functions embody EHR in their strategies and actions.
- › Departments/functions implement EHR principles and activities.
- › EHR training completed by each member of the UL management team.
- › Areas where the management team needs support are identified and actioned.
- › Management teams that support and implement EHR are in place.
- › A report on the requirements of UL EHR experts to support them in their role as thought leaders on EHR.
- › EHR experts within UL are recognised in institutional, regional, national and international contexts.
- › UL's EHR experts make a valued contribution to EHR initiatives in the region.
- › EHR strategy is continually considered by Executive Committee.
- › Staff who are trained in EHR are available for particular EHR tasks within UL.

# 3. Staff Experience

**Strategic Goal:** All staff at the University of Limerick will experience a supportive working environment where equality and human rights are recognised and championed.

## Objective

- › Ensure that every person applying for a position within UL experiences a recruitment process that values EHR.
- › Continue to support EHR.
- › Apply positive action measures where underrepresentation or inequality is identified.
- › Ensure all staff and sub-contractors understand EHR policy and procedures and continually translate them into their everyday work practices.
- › Ensure Human Resources representation in the development and monitoring of the EHR strategy.
- › Ensure trade union representation in the development and monitoring of the EHR strategy.
- › Recognise that the age profile of staff is increasing.
- › Continue gender-proofing recruitment, selection and promotion procedures and practices.
- › Provide a roadmap for attaining gender equality within UL.



## Actions

## Expected Outcomes

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|---|---|
| <ul style="list-style-type: none"> <li>› Require all persons who participate in any aspect of the job application process to complete UL Dignity and Respect and UL Unconscious Bias training every two years (ongoing).</li> </ul>   | <ul style="list-style-type: none"> <li>› The application process for those applying for a position to UL is fair and equitable.</li> </ul>  |
| <ul style="list-style-type: none"> <li>› Require all employees to complete UL Dignity and Respect and UL Unconscious Bias training (ongoing).</li> <li>› Ensure the UL Dignity and Respect policy supports EHR (ongoing).</li> <li>› Provide EHR training to all staff (Year 3).</li> </ul>   | <ul style="list-style-type: none"> <li>› Positive work practices that contribute to retaining experienced staff, provision of professional development and promotion opportunities for all are in place.</li> </ul>   |
| <ul style="list-style-type: none"> <li>› Investigate the requirement for a UL EHR Liaison Officer (Year 1).</li> <li>› Undertake a campus-wide review to identify areas of underrepresentation (Year 2).</li> <li>› Develop actions from reports received (Year 3).</li> </ul>  | <ul style="list-style-type: none"> <li>› An action plan that addresses areas of EHR underrepresentation, building on UL's achievements in supporting gender issues.</li> </ul>  |
| <ul style="list-style-type: none"> <li>› Require all sub-contractors to provide UL with an EHR statement (Year 2).</li> <li>› Require all staff to complete EHR training that highlights the importance of EHR within UL (Year 3).</li> </ul>   | <ul style="list-style-type: none"> <li>› EHR policy and procedures become mainstreamed within UL.</li> </ul>  |
| <ul style="list-style-type: none"> <li>› Include a Human Resources representative as a standing member of the EHR Committee (ongoing).</li> </ul>   | <ul style="list-style-type: none"> <li>› Human Resources representation included in the development and monitoring of the EHR strategy.</li> </ul>  |
| <ul style="list-style-type: none"> <li>› Include a union representative as a standing member of the EHR Committee (ongoing).</li> </ul>   | <ul style="list-style-type: none"> <li>› Trade union representation included in the development and monitoring of the EHR strategy.</li> </ul>  |
| <ul style="list-style-type: none"> <li>› Given that retirement age has increased to 70 years, identify specific requirements for older members of staff (Year 3).</li> </ul>  | <ul style="list-style-type: none"> <li>› UL is a workplace that embraces older staff members.</li> </ul>  |
| <ul style="list-style-type: none"> <li>› Develop (Year 1) and implement (Year 2) actions that focus on positive interventions as identified in the HEA's <i>Report of the Gender Equality Task Force: Accelerating Gender Equality in Irish Higher Education Institutions, Gender Action Plan 2018-2020</i>.</li> <li>› Submit an annual report on UL's recruitment, selection and promotion procedures and practices and a statistical analysis of same to the Finance, Human Resources and Asset Management sub-committee (Years 1, 2, 3).</li> </ul> | <ul style="list-style-type: none"> <li>› Gender-proofing is mainstreamed within UL.</li> <li>› UL complies with the recommendations of the HEA's <i>Report of the Gender Equality Task Force: Accelerating Gender Equality in Irish Higher Education Institutions, Gender Action Plan 2018-2020</i>.</li> </ul> |
| <ul style="list-style-type: none"> <li>› Set short, medium and long-term goals and actions at institutional level to progress gender equality through retaining UL's Athena SWAN Bronze award (Year 1).</li> <li>› Set short, medium and long-term goals and actions with faculties, divisions and departments to progress gender equality through applying for Athena SWAN Bronze awards (Years 1, 2, 3).</li> <li>› Provide annual progress to the HEA on the University of Limerick Gender Action Plan (Years 1, 2, 3).</li> </ul>                   | <ul style="list-style-type: none"> <li>› Gender equality is mainstreamed within UL.</li> <li>› UL complies with the recommendations in HEA reports on gender equality.</li> </ul>   |

## 4. Educational Experience

**Strategic Goal: Research and taught students at the University of Limerick will experience a supportive educational environment where EHR is recognised and supported. The University of Limerick will provide all students with equality of opportunity to succeed, both academically and professionally.**

### Objective

- › Include academic structures for neurodiverse students and students with a disability in the suite of supports provided.
- › Ensure that UL's course promotion activities include a focus on EHR.
- › Ensure that UL's programmes include a focus on EHR, where relevant.
- › Ensure that students on cooperative education, clinical placement and teaching practice have access to EHR support structures as required.
- › Ensure that students are represented in the development and evolution of UL's EHR strategy.
- › Ensure that students are aware of EHR requirements in UL.
- › Ensure that UL's student academic policies support students with EHR requirements.

### Actions

- › Identify what academic structures and reasonable accommodations are needed to meet the requirements of students with a disability (Year 1).
- › Identify what academic structures and reasonable accommodations are needed to meet the requirements of non-EU neurodiverse students and students with a disability (Year 2).
- › Implement academic structures and reasonable accommodations that meet the requirements of neurodiverse students and students with a disability (Year 3).

### Expected Outcomes

- › Neurodiverse students and students with a disability receive the required support to ensure a positive educational experience.
- › A report on the structures and reasonable accommodations needed to meet the requirements of all neurodiverse students and students with a disability in UL.

- › Identify targets to ensure that we attract students who have EHR requirements (Year 1).

- › There is a focus on promoting and attracting students who have EHR requirements.

- › Address EHR in all programme development and review processes (Year 2).
- › Identify CPE courses in which EHR should be included (Year 3).

- › Programme development and programme review processes explicitly include EHR.
- › Availability of suite of CPE modules that include EHR.

- › Continue to provide EHR supports through the UL Cooperative Education office and placement services (ongoing).

- › Students have a cooperative education, clinical placement and teaching practice experience from an EHR perspective as would be expected within the university.

- › Include undergraduate and postgraduate student representatives on the EHR Committee (ongoing).

- › Students are involved in discussions on the development and evolution of the EHR strategy.

- › Develop and present training on EHR to students through academic programmes, student counselling and Student Life training (Year 1 onwards).
- › Present cross-cultural training to classes in which there are international students (Year 2 onwards).

- › EHR is mainstreamed for the UL student body.
- › All students are given the opportunity to experience cultural integration within their courses.

- › Review student academic policies with reference to EHR (Year 3).

- › EHR is mainstreamed in UL's student academic policies.

## 5. Research Experience

**Strategic Goal: Academics, researchers and students who undertake research at the University of Limerick will experience an environment where equality and human rights are recognised and supported. Recognising the potential of research to enhance the lives of individuals with EHR requirements, UL will endeavour to ensure that in the case of research involving human participants, there is equality of opportunity for all to participate as subjects and no group with protected characteristics is excluded unless there is a sound research/scientific reason to do so.**



### Objective

- › Support all researchers to achieve their full potential in research.
- › Ensure that EHR requirements are evident in research planning and practice.
- › Ensure that EHR requirements are evident in research education.
- › Ensure that EHR requirements are considered for research staff and students who are on secondment/ placement.
- › Provide practical supports to those who recruit international research staff and students.
- › Proactively respond to research on EHR.

### Actions

- › For researchers with EHR requirements, identify which of their specific needs can be supported by UL (Year 1).
- › Having regard to funding agency requirements and, where relevant, research proposals and projects, consider (a) individuals with EHR requirements as potential members of research teams and (b) research on groups whose members have EHR requirements (ongoing).
- › Incorporate EHR into new and existing undergraduate and postgraduate research methods and preparation modules (Year 2).
- › Incorporate EHR into work secondment agreements for staff and placement agreements for students (Year 2).
- › Identify relevant practical supports that can be offered to those who recruit international research staff and students (Year 2).
- › Provide relevant practical supports to those who recruit international research staff and students (Year 3).
- › Where relevant, support the identification of research projects on which individuals and groups with EHR requirements could comprise an important and relevant category for scientific research (ongoing).
- › Organise an annual UL research event that focuses in particular on research on EHR (Year 3 onwards).

### Expected Outcomes

- › A report on the specific EHR requirements of researchers.
- › EHR incorporated into research proposals and projects, where relevant.
- › Research methods and preparation modules include reference to HR requirements.
- › Research staff and students on work secondment/ placement operate under similar EHR conditions as when in UL.
- › A report on the practical supports that can be provided to those who recruit international research staff and students.
- › Practical supports provided to those who recruit international research staff and students.
- › Research projects that focus on EHR are identified for funding proposals.
- › Researchers of EHR topics have a forum at which they can present their research.

# 6. Campus Development

**Strategic Goal: Campus development will be inclusive and accessible, allowing all staff, students and visitors to feel safe and welcome. Through our built environment, we will ensure physical accessibility, dignity at work and dignity at study for everyone on the UL campus.**

## Objective

- › Include reference to EHR in the UL campus master plan.
- › Ensure that all campus development projects explicitly consider EHR requirements.
- › Maintain ongoing, two-way communication between Buildings & Estates and the EHR Committee.
- › Provide access to buildings during traditional holiday times.
- › Identify campus buildings, and areas therein, where EHR requirements need to be accommodated.

## Actions

## Expected Outcomes

› Consult EHR stakeholders on the UL campus master plan (Year 1).	› EHR requirements are included in the UL campus master plan.
› Buildings & Estates will ensure that EHR requirements are taken into account on campus development projects (Year 1 onwards).	› EHR requirements are included in UL campus development projects.
› Buildings & Estates will identify a team member to sit on the EHR Committee(ongoing).	› Buildings & Estates requirements are considered by the EHR Committee.
› Examine the possibility of opening buildings during traditional holiday closing times (Year 2).	› A report on the requirements for opening buildings during traditional holiday times.
› Carry out EHR audits on all current buildings(Year 3).	› A report on the specific EHR requirements for upgrading areas and buildings.



# 7. Events, Clubs and Societies

**Strategic Goal: Events, clubs and societies run by University of Limerick staff and students, along with those held on the UL campus, will be inclusive and accessible, allowing all staff, students and visitors to feel safe and welcome. Events, clubs and societies that explicitly support EHR will be encouraged.**

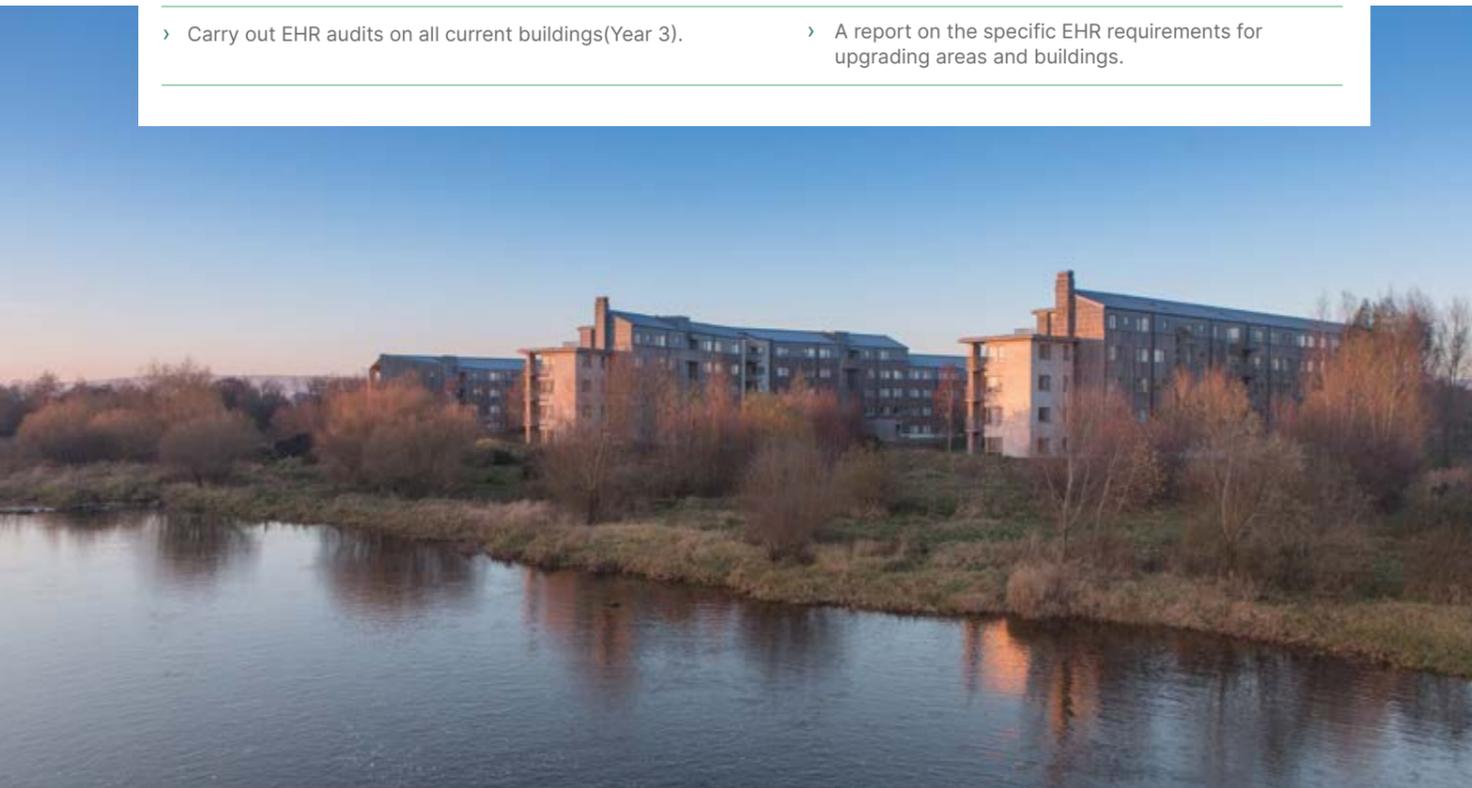
## Objective

- › Ensure that UL's EHR requirements are included in events, clubs and societies policies.
- › Ensure that those running events, clubs and societies are aware of UL's EHR requirements.
- › Promote specific EHR topics within UL.
- › Be aware of and agree with the EHR policy of groups hiring UL facilities.
- › Be aware of and agree with the EHR policy of event providers working in UL.
- › Ensure that event providers are aware of and comply with UL's EHR requirements.

## Actions

## Expected Outcomes

› Ensure that all events, clubs and societies policies take EHR into account (Year 2).	› Events, clubs and societies are inclusive and aware of UL's EHR requirements.
› Ensure UL staff and student clubs and societies committee members undertake EHR training (Year 1).	› Events, clubs and societies committee members are inclusive and aware of UL's EHR requirements.
› Host at least three EHR events annually (Year 1 onwards).	› Higher awareness of EHR among the UL campus community.
› As part of the hiring process, seek an EHR statement from the hiring group (Year 1).	› EHR is mainstreamed in the UL facility hiring process.
› As part of the event set-up process, seek an EHR statement from event providers (Year 1).	› EHR is mainstreamed in the UL event set-up process.
› As part of the event set-up process, seek a signed EHR agreement from the event providers (Year 2).	› EHR is mainstreamed in the UL event set-up process.





## 8. Public Relations, Marketing and Communications

Strategic Goal: Public relations, marketing and communications conducted by the University of Limerick will be inclusive and non-discriminatory.

### Objective

- › Ensure that internal and external communication visibly demonstrates UL's EHR ethos.
- › Promote UL's EHR ethos through the Public Relations, Marketing and Communications function.
- › Demonstrate our EHR ethos and meet IHREC 2014 legal requirements.
- › Highlight diverse religious and other festivals to the UL campus community.
- › Highlight UL's EHR initiatives both within and external to UL.

### Actions

- › Ensure that publicity material – electronic and paper-based – reflect the diversity of the UL community (Year 2).
- › Undertake an audit of UL's public relations, marketing and communications for at least one aspect of EHR (Year 2).
- › Publish an EHR annual report (Year 1 onwards).
- › Publish an annual diversity calendar (Year 1 onwards).
- › Disseminate EHR initiatives through institutional channels such as newsletters and social media (Year 1 onwards).

### Expected Outcomes

- › Where relevant, UL's EHR ethos is highlighted through its communication channels.
- › External organisations recognise UL's public relations, marketing and communications for at least one aspect of EHR.
- › EHR activities within UL are publicised and recognised. IHREC 2014 legal requirements are met.
- › Diversity through religious and other festivals is recognised.
- › Members of the UL campus community are more aware of EHR.
- › There is external awareness of UL's EHR activities.

## 9. Technology:

Strategic Goal: The University of Limerick will proactively promote EHR in the design, provision and maintenance of technology.

### Objective

- › Make technology available and accessible to staff and students and, as appropriate, to others.
- › Ensure that technology is not used to adversely affect EHR within UL.

### Actions

- › Explicitly consider EHR in the design, deployment and maintenance of technology (Year 2 onwards).
- › Develop policies that exclude the use of technology for discrimination, victimisation and harassment (Year 1).

### Expected Outcomes

- › All those who need to use technology are enabled to do so in the most convenient manner possible.
- › Technology is not used to facilitate discrimination, victimisation and harassment.

## 10. Procurement and Budgeting

Strategic Goal: Procurement and budgeting within the University of Limerick will be inclusive and non-discriminatory.

### Objective

- › Ensure that the procurement process is compliant with national EHR guidelines.
- › Be aware of and agree with the EHR requirements and practices of sub-contractors working in UL.
- › Identify where budgets are not compatible with UL's EHR requirements.
- › Identify where the budgets of clubs and societies are not compatible with UL's EHR requirements.
- › Put in place a mechanism that can be used to financially support some students with EHR requirements.

### Actions

- › Implement Office of Government Procurement Information Note on "Incorporating Social Considerations into Public Procurement" (Year 3).
- › As part of the procurement process, seek an EHR statement from contracted companies (Year 1).
- › Undertake a funding review of budgets in the context of EHR groups (Year 2).
- › Undertake a funding review of student and staff clubs and societies and scholarships in the context of EHR groups (Year 2).
- › Provide specific scholarships and fee waivers for students with EHR requirements.

### Expected Outcomes

- › Procurement procedures follow national guidelines on EHR.
- › EHR is mainstreamed in the UL procurement process. Identify where budgets are not compatible with UL's EHR requirements.
- › An EHR audit report.
- › An EHR audit report for clubs and societies.
- › Some students with EHR requirements are provided with financial support from UL.

## Equality, Diversity and Inclusion Board

- › Professor Ita Richardson, Special Advisor to the UL President on Equality and Diversity (Chair)
- › Dr Marie Connolly, Human Resources Division
- › Dr Christine Cross, Kemmy Business School
- › Cliona Donnellan, Buildings & Estates Department
- › Professor Fiona Farr, Centre for Teaching and Learning
- › Dr Mary Fitzpatrick, Centre for Teaching and Learning
- › Dr Eugene Gath, Faculty of Science and Engineering
- › Dr Ronni Greenwood, Faculty of Education and Health Sciences
- › Roberta Harrington, Student Life
- › Michael Hennessy, Continuing and Professional Education
- › Dr Sindy Joyce, Postgraduate Students' Union
- › Maureen Kendall, UNITE representative
- › Dr Ciarán MacDonncha, Faculty of Education and Health Sciences
- › Dr Louise Madden, Faculty of Science and Engineering
- › Lorcan O'Donnell, Student Life
- › Dr Mariano Paz, Faculty of Arts, Humanities and Social Sciences
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