

University of Limerick Gender Action Plan 2018 – 2022

ACTIONS IN THE GENDER ACTION PLAN ARE DERIVED FROM THE FOLLOWING KEY DOCUMENTS.

HEA: Department of Education and Skills Gender Action Plan 2018 -2020: [Here](#)

HEA: HEA Review of Gender Equality in Irish Higher Education: [Here](#)

AS: UL Athena SWAN Bronze Application November 2018: [Here](#)

AS: UL Athena SWAN Action Plan – Priorities 1, 2 and 3: [Here](#)

EHR: UL Equality and Human Rights Strategy 2019 -2022: [Here](#)

GAP (Gender Action Plan) ACTIONS				
ACTIONS BY CATEGORY	In Progress On-going	Not yet commenced	Complete	TOTAL
LEADERSHIP	9		4	13
RECRUITMENT AND SELECTION – POSITIVE ACTION INTERVENTIONS	13		1	14
PROMOTIONS PROCEDURES - POSITIVE ACTION INTERVENTIONS	17	1		18
GOVERNANCE AND MANAGEMENT	2	2	3	7
EMBEDDING GENDER EQUALITY IN ORGANISATION CULTURE – DEVELOPING GENDER AWARENESS AMONG STAFF	11	2	1	14
FLEXIBLE AND AGILE WORKING	10			10
INTEGRATING THE GENDER DIMENSION INTO TEACHING AND LEARNING, RESEARCH & QUALITY WORKLOAD ALLOCATION MODELS	3	1		4
ENABLING DATA-DRIVEN DECISION-MAKING	3			3
CAREER DEVELOPMENT	4	1		5
ATHENA SWAN CHARTER IN IRELAND	4			4
CAMPUS DEVELOPMENT	5	1		6
TOTAL	5	8	9	103

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LEADERSHIP							
*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.1/HEA 1.2 AS 4.1	To foster gender balance in the leadership of HEIs.	1	<p>HEA Recommendation: At the final selection step, in the appointment process for new presidents (or equivalent), in so far as possible, the final pool of candidates will comprise an equal number of women and men.</p>	Recruitment & Selection Procedures to include this key requirement.	GA EC HRD RM	To include requirement in Recruitment & Selection procedures by Dec 2019.	Complete: Recruitment & Selection Procedures are now committed to ensuring gender balance in the applicant pools and where this is not feasible, a detailed explanation is given to GA.
			<p>If it has not been possible to achieve gender balance at the final selection step, the interview panel will account to the governing authority or equivalent for why this was not possible.</p>	Search committees to be utilised to target female applicants for Prof/Associate Prof posts	Competition Owner	All appointments above the Professor level will include search committees by Dec 2019.	In progress: Some departments are currently utilising search committees. The revised procedures will incorporate guidelines for the use of search committees.
HEA 1.3/AS 5.18	To ensure HEI leaders foster a culture of gender equality in their HEI	2	<p>HEA Recommendation: In the appointment process for a new vice-president, a requirement of appointment will be demonstrable experience of leadership in advancing gender equality.</p> <p>Demonstrable experience of leadership in advancing gender equality' included as a key criterion in all senior posts.</p>	All senior posts include the key criterion "Demonstrable experience of leadership in advancing gender equality'.	Competition Owner HRRM	All senior posts to include demonstrable experience of leadership by June 2019.	Complete: All senior posts include the key criterion "Demonstrable experience of leadership in advancing gender equality'.

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*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.4 1.21 AS 3.10	To ensure a roadmap for attainment of gender equality is developed in each institution.	3	<p>HEA Recommendation: Each HEI will develop and implement a gender action plan (including goals, actions and targets), which will be integrated into the institution’s strategic plan and into the HEI’s compacts with the HEA</p> <p>To accelerate gender balance, all HEIs shall set ambitious short, medium and long-term targets (1, 3 and 5 years) for the proportion of people at each gender which it aims to have at senior levels of academic and profession, management and support staff across the institution</p>	Ensure KPI’s are set within the institution strategic plan	President EC HRD HE&D	<p>Gender Action Plan to be completed by Sept 2019.</p> <p>Short, medium and long-term targets for 2024 to be set by June 2020.</p>	<p>In progress: The previous Strategic Plan Broadening Horizons 2015-2019 explicitly committed the institution to Athena SWAN and to continuing to lead the sector with regard to the highest representation of women at full professorial level currently at 32%</p> <p>UL strategic Plan 2019-2024 commits to achieving KPI’s set within the ASAP and GAP. The SP is scheduled to be launched on 31st October 2019 and has set a target of 40% representation of men and women at professorial grades by 2024.</p>
		4	<p>HEA Recommendation: All HEIs shall set ambitious short, medium and long-term goals and actions at institutional level in order to progress gender equality</p>	The new strategic plan to set a target of 40% representation of men and women at professorial grades by 2024.	President GA EC HRD HE&D	Gender, AS and EHR action plans to be completed by Dec 2019.	<p>Complete: GA approval for GAP Sept 2019.</p> <p>AS Bronze Expanded Charter awarded April 2019.</p> <p>EHR strategy approved by GA June 2019.</p>
		5	<p>HEA Recommendation: All HEIs shall submit their institutional gender action plan to the HEA and provide annual progress updates</p>	Present an annual AS and GAP progress report to the HEA and GA; EC & MC.	HE&D Chair	GAP to be submitted to HEA by Oct 2019. Annual progress updates to be submitted annually.	<p>In progress: HEA reports have been submitted when requested. Future reports to be submitted annually. They are currently reported to the GA</p>

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*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.4; 1.21/ AS 3.41	To ensure a roadmap for attainment of gender equality is developed in each institution.	6	HEA Recommendation - It is envisaged that the institutional gender action plan will be implemented through discipline/business unit gender action plans	All Faculty/Schools/ departments to seek Athena SWAN accreditation within a 4 year time frame with accompanying Action Plans	Deans HoDs HE&D	UL's GAP to be implemented institutionally through departmental AS action plans. All departments to have submitted by April 2024	In progress: UL has the largest number of schools/department accredited to Athena SWAN (8 in total) in Ireland. All STEM departments have applied for a Bronze Award. The KBS has achieved a Bronze Award and FASHSS will apply in April 2020
HEA 1.5/AS 5.6.1 5.6.2 5.6.3	To achieve gender equality in each HEI.	7	HEA Recommendation - Each institution should appoint a Vice- President/Director for EDI. This may be a full-time or part time role (if the institution can demonstrate, for its size and complexity, that the role offers sufficient leadership capacity in gender equality, diversity and inclusion), appropriately resourced to be effective in the role and shall be a member of the senior management team.	An Open competition to appoint a VP/Director EDI to be progressed	President GA HRD	Special Advisor to the President on EDI in place from July 2017. To assess appointment of VP-ED by June 2020.	Complete: SAEDI, reporting to the President and a member of EC, has been appointed for 3 years. Additional EDI resources have been committed to in the AS Action Plan.

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RECRUITMENT AND SELECTION PROCEDURES – Positive Action Interventions							
*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.19; HEA 120 AS 5.1.2 AS 5.1.1 AS 5.1.1	To drive change through the use of positive action interventions for Professional, management and support staff, and to combat stereotyping of 'female' and 'male' roles and horizontal segregation among professional, management and support staff.	8	<p>HEA Recommendation: At the final selection step in the appointment process for non-academic positions where the salary-scale reaches or exceeds €76,000, in so far as is possible, the final pool of candidates must comprise an equal number of women and men.</p> <p>HEA Recommendation: If it has not been possible to achieve gender balance at the final selection step, the interview panel must account to the Governing Authority or equivalent for why this was not possible.</p>	If gender balance in final interview pool not achieved a report to be submitted to GA.	HRD HHROPs Competition Owner HRRM	<p>All interview boards must have 40% gender representation on boards of greater than 3 from Sept 2019.</p> <p>All interview/ Promotions board members must have completed Unconscious Bias training from June 2017.</p> <p>Search Committees to be put in place where deemed appropriate.</p>	<p>In Progress: R&S Procedures are currently being reviewed and will incorporate the key recommendations from the GTF. Guidelines stipulate that only in exceptional circumstances will a single gender competition go ahead. An explanation to be presented on file and to GA.</p> <p>In progress: Some departments are currently utilising search committees. The revised procedures have incorporated guidelines for the use Due for completion Q4 2019</p>
HEA 1.16/ 1.19 AS 4.1 AS 5.10 AS 5.15	To gender-proof recruitment, selection and promotions procedures and practices.	9	<p>HEA Recommendation: All HEIs shall ensure that there are concrete actions in their institutional gender action plan to address stereotyping of 'female' and 'male' roles.</p>	The recruitment, selection, and promotion procedures and Role Profiles will be reviewed to ensure that they are gender-sensitive.	HRD HE&D HHRSE HRBP RM	<p>Provide training on interview skills and unconscious bias training since June 2017.</p> <p>Review job profiles for gender-neutral language since June 2017.</p>	<p>In progress/on-going: Training provided. Job profiles are reviewed for gender-neutral language. Online tool being assessed to support this process. Compulsory Unconscious Bias Training a requirement for all Promotions & Selection Boards</p>

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*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
AS 4.1 AS 5.16 AS 5.1.7	The percentage of suitably qualified female applicants for STEMM posts is low.	10	Search committees utilised in circumstances where gender is underrepresented (Action 5.1.5)	Formalise the guidelines for the use of Search Committees Review and revise the measures aimed at attracting female candidates in STEMM.	Deans HoD HRD HE&D HHRSE HRBP RM	Search committees to be in place for STEMM positions by June 2020. Review of measures to attract female candidates to be completed by June 2021.	In progress: Search Committees Guidelines to be agreed.
		11	Attract increased numbers of female applicants for senior posts.	AS statement visible on all recruitment advertisements.	HR	All advertisements clearly display the University's AS message inviting applications from all sections of the community since June 2016.	Complete: The AS statement is visible on all recruitment advertisements and packages.
AS 5.6.9	Remove the risk of recruitment committee overloading of senior female staff particularly in STEMM	12	Where feasible, amend recruitment and selection procedures to allow for a representation from a broad community of eligible females.	Review interview boards	HRD HHRO HRRM	All recruitment and selection procedures to allow for a representation of postdocs, professional/support staff or external members - by Dec-20	In progress: This is being considered as part of the Recruitment & Selection Procedures review. Q22020

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PROMOTIONS PROCEDURES – POSITIVE ACTION INTERVENTIONS							
*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.17 AS 4.2 AS 5.1.19 5.1.20; 5.1.21: 5.1.25 5.3.9	To drive change through the use of positive action interventions for academic staff.	13	<p>HEA Recommendation: Each HEI will introduce mandatory quotas for academic promotion, based on the flexible cascade model where the proportion of women and men to be promoted/recruited is based on the proportion of each gender at the grade immediately below.</p> <p>HEA Recommendation: Each HEI is required to set ambitious short, medium and long-term targets (1,3 and 5 years), over and above the flexible cascade model for both promotion and recruitment of academic staff and senior grades of professional, management and support staff</p>	To increase the representation of women at full SL, Associate Professors and Professor levels a comprehensive review of the institution promotions procedures to be undertaken. Mandatory quotas and Best practice models to be considered as part of this process	VPAASE HRD HR Review Team Deans HoD	<p>To increase by 10% the number of females in Prof/AP Posts by 2022.</p> <p>Short, medium and long-term targets for 2024 to be set by June 2020</p>	<p>In progress: A review of the institution’s Progression and Promotions Procedures has commenced. UL adopts the Open Transparent and Merit-based principles for promotion. We do not operate a quota system. Selection and promotion is merit-based. Targets based on the flexible cascade model and mandatory quotas will be considered within the review process of the Promotions Procedures. Due for completion Q12020</p>
HEA 1.18; AS 4.3; AS 4.2 AS 4.4	To drive change at professor level through the use of positive action interventions	14	<p>HEA Recommendation: A minimum of 40% women and 40% men to be full professors, at the appropriate pay scale</p> <p>HEA Recommendation: New and additional gender-specific posts, at appropriate levels, as well as other positive action measures, should be considered where they would be a proportionate and effective means to achieve rapid and sustainable change.</p>	The key target of 40% representation of women and men at Prof. level to be included in the SP Secure funding through the SALI process to support this key recommendation	President Deans VPAASE COO&R HRD HE&D	UL’s strategic plan 2019-2024 has set a target of 40% representation of men and women at full Professorial level by 2024 .	<p>In progress: % of F Prof levels rose from 8% in 2007 to 32% in 2018 the highest in the sector eight points above the national average. Due to retirements, a slight slippage has been experienced in 2019 to 29%. 37% Associate Professors are female, three points above the national average a 116% increase since 2015.</p>

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*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.17 AS 5.1.18 AS 4.12 AS 5.1.30 AS 5.1.27 AS 5.1.29	Address perceived uncertainty and lack of transparency in relation to how absences such as Maternity Leave, career breaks and Part Time Workers are calculated within the Promotions Process exists	15	HEA Recommendation: Each HEI is required to set ambitious short, medium and long-term targets (1,3 and 5 years), over and above the flexible cascade model for both promotion and recruitment of academic staff and senior grades of professional, management and support staff	Formalise the calculation process within the promotions procedures to account for part-time working; absences due to sick leave, maternity leave and carers leave	VPA&SE HR Review Team HRD	Review the promotions process to reflect leave by June 2020	In progress: As part of the review of the progression and promotions procedures, a transparent process for calculating absences/part time working will be provided for within the procedures. Survey analysis in 2020 to show a 30% increase in satisfaction levels with the Promotions processes. Q42020
16		A formal promotions/ evaluative process for Researchers/ College Teachers and Professional Support Staff to be re-instated/put in place. 68% of PSS are female and the suspension of the JE process primarily effects one gender. High levels of dissatisfaction from PSS noted in the AS Survey.		President HRD VPA&SE	On-going	In Progress; Job Evaluation is currently suspended for professional and support staff. Continue to seek approval from the DES to re-instate Job Evaluation for Professional/Staff. Agree a promotions process for CT & Researchers in line with the Framework for Researchers	

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AS 5.1.12	To reverse the downturn in female advancement in Research Roles in 2018	17	The analysis reveals that females are significantly less likely to apply for research posts and therefore fewer females are advancing to the more senior levels (Research Assistant, Postdoc, Research Fellow)	Carry out a more intensive review of research posts, including an examination of the systemic factors that caused the downturn	HROR HE&D	Review to be completed by Dec-21 Increase by 18% of the number of women applying for research posts from 32% to 50% by 2021	Not yet commenced: Due to commence March 2020.

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GOVERNANCE AND MANAGEMENT							
*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.6 1.7	To ensure gender balance of all key decision-making bodies.	18	HEA Recommendation: Key decision-making bodies (concerned with resource allocation, appointments and promotions) in HEIs will consist of at least 40% women and 40% men	Review the gender balance on all decision making bodies.	GA President EC	UL GA and EC will have 40% men and women on each by Sept 2019.	Complete/On-going: UL's currently consists of 12 members 8 women (66% surpassing the target of 4 females set by the Minist for State at the Dept of Education, 34% of GA are women (10F – 19M),
		19	HEA Recommendation: At least 40% of the chairs of key decision-making bodies (concerned with resource allocation, appointments and promotions) across the HEI will be of each gender in any given year. It is expected that over a three-year period the ratio would be 50:50 women and men chairs.	Review the gender balance on all decision making bodies.	GA President EC	Continually review membership of committees since Sept 2019.	Complete/On-going: 3 of GA Sub Committees are chaired by women, 50% of UL's Faculty Deans are women, 47% of Academic Council are women (30F - 34M), 41% of Heads of Department are women, Assistant Deans are women 42% of MC are women (23F - 38M).

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*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.8 AS 3.13 AS 5.6.11 EHR	To provide strategic oversight of organisational processes and policies in relation to gender equality.	20	<p>HEA Recommendation: A gender equality sub-committee of the governing authority/body should be established.</p> <p>The minutes of the sub-committee will be published within the HEI.</p>	Consider the establishment of a gender equality sub-committee of the GA. Publish all minutes	GA President EC	Gender equality is discussed at GA sub-committee meetings since Sept 2018.	<p>Complete/On-going: The Finance, HR and Asset Management Committee a Sub-committee of GA deals with all Equality & Diversity related matters and reviews the AS Action Plan & GAP annually.</p> <p>The (ASSC) chaired by the President consists of senior EC members; Deans and representatives from staff categories. The student body President is also a member. The Minutes of the ASSC are available on the HEI SharePoint</p> <p>An EHR Committee was established and chaired by the SAEDI. UL's EHR strategy has been approved by GA.</p>
		21	Review student academic policies with relation to EHR	Ensure that UL's student academic policies support and promote students with EHR requirements.	VPAASE	All student policies to be updated by Sept 2022.	<p>Not yet Commenced: Due to start June 2021. EHR will be mainstreamed in UL's student academic policies.</p>
AS 6.10	Degender HR policies.	22	To provide a supportive environment for transgender people include gender-neutral pronouns in all policies	Review all policies to include gender-neutral pronouns.	HE&D Trans Team	All existing/new HR policies with be degendered by Nov 2021.	<p>Not yet Commenced: Target Q4 2021</p>

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EMBEDDING GENDER EQUALITY IN ORGANISATION CULTURE – DEVELOPING GENDER AWARENESS AMONG STAFF							
*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.9 AS 2.1 AS 3.0	To support the mainstreaming of gender equality across the HEIs	23	HEA Recommendation: Each HEI will establish an independent, academically-led gender equality forum, chaired by the vice-president for equality and comprising staff members drawn from across the HEI with sufficient influence and motivation to effect change.	Ensure appropriate gender equality forums are in place	President VPA&SE	UL AS committee chaired by President since June 2016. UL EHR committee chaired by SAEDI since Sept 2017. Faculty and departmental AS committees chaired by senior academics.	In progress: The Athena SWAN Steering Committee(ASSC) is chaired by the President of the institution acts as the gender equality forum. The Steering committee includes 6 members of UL’s EC. The ASSC reviews the GAP and the AS action plan quarterly. Four faculty Athena SWAN committees are chaired by Deans (2M, 2F). 14 School/Department self-assessment Teams are in place. Approx. 250 Men & Women contribute to these teams. An EHR Committee was established and chaired by the SAEDI. Strategy has been approved by EC & GA and updated to the institution Risk Register.
AS 6.3; AS 6.11; AS 3.13	To ensure an inclusive environment for Trans Staff and Students.	4 24	Put in place a Gender Identity and Gender Expression policy for Staff and Students.	Design and develop a Gender Identity and Gender Expression policy	Trans Team HE&D HRL&D	Gender identity and gender expression policy to be approved by Nov 2019	In progress: A Trans committee is currently developing a policy. Draft due Q4 2019. Training has commenced.

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*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.11 AS 2.1 AS 3.3	To increase gender awareness among staff.	25	HEA Recommendation: The HEIs will adopt measures aimed at actively developing gender awareness among all staff.	Produce an annual Athena SWAN report on the Action Plan (2019–2023) to raise awareness and improve engagement with AS and gender equality initiatives and achievements.	President HE&D	Conduct AS survey, including intersectional data every 2 years, aiming for 80% staff response rate. Annual celebratory event to be hosted by the President from Nov 2019. Report on AS to department and faculty meetings on an on-going basis since Sept 2017.	In progress: AS Survey has been conducted every 2 years Target to increase the response rate from male academic staff to 50% and from male researchers to 30% by 2020. Increase response rate from professional and support staff to 20% by 2020. Completed for 2019 - Annual AS event.
HER AS 4.14 AS 4.15	Ensure that UL's EHR requirements are included in Events, Club and Society policies.	26	Publicity material, electronic and paper-based, will reflect the diversity of the UL community. Event, Club and Society policies will consider EHR	Events, Clubs and Societies will be inclusive and aware of UL's EHR requirements.	C00&R VPAASE SL	All policies have been updated to reflect EHR requirements by Sept 2021.	Not yet commenced: Due to commence January 2020.
EHR	Ensure that event providers and sub-contractors are aware of and comply with UL's EHR requirements.	27	EHR agreement to be signed by event providers as part of the event set-up process	EHR will be mainstreamed in the UL event set-up process	C00&R	All those providing events on the UL campus will sign an EHR agreement by Sept 2021. All UL sub-contractors by Sept 2020.	Not yet commenced: Due to commence September 2021

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*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
AS 5.6.6	Low female response rate to reporting incidents of Bullying and Harassment	28	As 15% of female respondents reported that they would not report an incident of bullying and harassment it is necessary to investigate why not and seek further responses from all staff Investigate why female staff are unlikely to report incidents of unfair treatment/bullying and harassment.	Investigate why females are unlikely to report incidents of B&H. Promote the role of the DCP	HE&D HHRSE HRO ER	Decrease from 25% in the % of female respondents less likely to report unfair treatment by 80%	In progress: Role of the DCPs is being promoted across UL. Process communicated. Dignity & Respect Training compulsory for all staff.

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FLEXIBLE AND AGILE WORKING							
*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.10 AS 4.11 AS 5.5.9 AS 5.5.10 AS 5.6.15 AS 5.5.1 AS 5.5.3 AS5.5.7 AS5.5.8 AS 5.5.16	To enhance the provision of support for staff members with caring responsibilities.	29	<p>HEA Recommendation: Each HEI will establish a cross-institutional working group to develop a funded structure of family leave (inclusive of maternity, paternity, parental, adoptive, and carer’s leave) and develop mandatory guidelines to underpin this.</p> <p>E HEA Recommendation: Each HEI will re-examine its guidelines to consider a structure of flexible working models (inclusive of core hours, remote working and career breaks) and develop guidelines to underpin this.</p>	<p>Review and update all leave policies in line with the legislative guidelines.</p> <p>Review flexible working policy.</p>	HRD	<p>Review leave policies by June 2020.</p> <p>Provide specific training on supporting those taking leave by June 2020.</p>	<p>In progress: All leave policies reviewed and updated in line with the guidelines.</p> <p>Flexible working formalised where deemed appropriate for the business needs.</p> <p>Formal policy in place stipulating in so far as practical meetings to be held between 10.00 and 16.00</p> <p>Specific training programme has been identified for Managers on how to support women returning from maternity leave / staff returning from carer’s leave.</p> <p>Since 2015 over €1.1m has been provided by way of a €21k Grant to 51 (F) returning academic carers (> 20 weeks) supporting academic staff in all faculties in re-establishing their research careers. Staff benefiting from the RGRAC have reported positive results for their careers.</p>

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INTEGRATING THE GENDER DIMENSION INTO TEACHING & LEARNING, RESEARCH AND QUALITY ASSURANCE							
*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.12; HEA 1.13 EHR	To embed the gender dimension in teaching and learning and quality review processes.	30	HEA Recommendation: The gender dimension will be fully integrated into undergraduate and postgraduate curricula. Face-to-face, unconscious bias training will be fully integrated into initial teacher training education. At departmental level, self-assessment (departmental reviews) will include consideration of the gender dimension. HEIs will include consideration of the gender dimension in the institutional quality assurance report.	Address EHR in all programme development and programme review processes Include EHR as a category to be presented for review in 5-yearly quality reports. Quality Review committees to include focus on EHR.	VPAA&SE SAEDI	Integrate gender dimension to all education students by June 2022. Five CPE modules on EHR to be developed by Sept 2022 Include gender dimension to 70% of courses by June 2023. All UL quality review reports to include EHR by Sept 2021.	In progress: Two modules are now being delivered to students on Teacher Education programmes. Initial work has been carried out to include EHR in quality reviews. SAEDI on committee to review quality assurance procedures and equality, diversity & inclusion policies for linked providers.
HER HEA 1.13	EHR requirements are considered for research staff and students who are on industrial placement.	31	EHR will be incorporated into industry secondment agreements for staff and internship agreements for students.	Industry providing research placements required to have EHR policies.	VPRE	Industry providing research placements will have identified their EHR policies to UL by Sept 2021	Not yet to commenced – Due to commence Q1 2020: Research staff and students on industry placement will work under similar EHR requirements as when within UL.
EHR	Ensure that students are represented in the development and evolution of UL's EHR strategy.	32	Undergraduate and postgraduate student representation on EHR strategy board	Student Life representation on EHR board.	SAEDI	Student Life officer to be a member of the EHR strategy board since Sept 2017.	In progress: Student Life Officer to join EHR Committee which is currently being re-constituted, to focus implementation of the EHR action plan

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*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
EHR	Students with EHR requirements to supported by UL	33	Provide specific scholarships and fee waivers for students with EHR requirements.		VPRE SAEDI	A minimum 40% of those students who receive scholarships and fee waivers from UL are female by January 2020.	In progress: UL provides various scholarships for women, including Women in Engineering bursaries, and we work with other organisations, including local industry (e.g. Johnson and Johnson, Dell Technologies and Analog Devices) to support female students.

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WORKLOAD ALLOCATON MODELS (WAM)							
*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.14 AS 5.6.10 /5.6.13	To ensure transparent distribution of work.	34	<p>HEA Recommendation: Ensure HEI workload allocation models are transparent and monitored for gender bias on an annual basis.</p> <p>HEA Recommendation: Evidence of this will be taken into account in the performance development reviews of managers/ supervisors responsible for setting staff workloads.</p>	<p>Ensure an open and transparent workload model.</p> <p>Ensure gender-related activities Recognise committee participation by gender within the WAM. are included</p>	<p>VPA&SE HE&D HHRO Deans</p>	<p>Identify an appropriate eWAM system.</p> <p>All faculties implement eWAM by end 2022.</p> <p>Departmental AS actions include the monitoring of WAM and performance development review by Nov 2020.</p>	<p>In progress: A Pilot of e-WAM currently being rolled out in the EHS Faculty – December 2019 If successful eWAM to be extended to other faculties on a phased basis.</p>
		35	There is a need to recognise all committee work in the WAM		<p>Deans HoDs HE&D</p>	<p>The WAM to gender-related work by Dec-23</p>	<p>In progress: Training being provided to those involved in the WAM pilot.</p>

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ENABLING DATA-DRIVEN DECISION-MAKING							
*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.15 AS 3.8	To enable gender disaggregated data-driven decision-making.	36	HEA Recommendation: A comprehensive gender-disaggregated data collection system will be in place in every HEI.	Establish a central student and staff data platform.	HRD HHRO HE&D AR	System in place by 2024.	In Progress – On-going: All staff data is compiled within HR. HR provides detailed reports on request to faculties/schools/departments. All student data is compiled centrally by gender and is available on the share portal.
AS 4.8	Intersectional data, not currently collected by the third level sector in Ireland, is necessary to supported a much needed focus on intersectionality, and its inclusion in Athena SWAN applications.	37	HEA Recommendation: A comprehensive gender-disaggregated data collection system will be in place in every HEI.	Lobby the HEA, the Department of Education and Skills (DES) and the Gender Taskforce to generate sectoral and national intersectional data.	HE&D SAEDI HRD	Lobby HEA at meetings at least twice per annum.	In Progress: HE&D and SAEDI attend national sectoral meetings where they have lobbied for this to be included.
HEA 1.20 AS 4.18	The requirements to produce Equal Pay Audits	38	HEA Recommendation: Overtime achieve greater gender-balance at all career levels (pay grades) within the institution	Conduct a comprehensive equal pay audit, including professional/support salaries, and report the findings to GA.	HRD HE&D HHRO	Equal pay audit is completed every 3 years. Next audit to be completed in 2020.	Completed: Equal pay audit was conducted 2015-2017. Further audit scheduled for Q2002

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CAREER DEVELOPMENT AND SUPPORTS							
*Source	Goal	#	Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.19; 1.20 AS 4.5	Raise awareness of the Research Careers and Development Framework.	39	HEA Recommendation: To drive change through the use of positive action interventions for Professional, management and support staff, and to combat stereotyping of 'female' and 'male' roles and horizontal segregation among professional, management and support staff.	To enhance communication to researchers regarding career development so that potential for progression is maximised.	HRD HRBPs	80% of researchers complete the RCDF by 2023	In progress: The Research Careers and Development Framework (RCDF) has been widely promoted and there has been an increased participation on programmes. Evaluation by Principal Investigators and Researchers has been positive. A modular Mid-Career Academic & Research Career Prog & Career Development Programme for PSS was provided to 44 women in 2019
AS 5.3.10	The mentoring scheme has been highly successful in UL. There is a need to promote the scheme more fully and engage more mentors and mentees.	40	HEA Recommendation: To drive change through the use of positive action interventions for Professional, management and support staff, and to combat stereotyping of 'female' and 'male' roles and horizontal segregation among professional, management and support staff.	Roll out a campaign to engage higher numbers of staff in the mentoring scheme.	HE&D HL&D HRD HRBO	30% increase in the number of PSS availing of mentoring by June 2021. 20% increase in the number of academic/ research staff availing of mentoring by June 2021.	In progress: A formal Mentoring for staff has been in place in UL since 2008. We will monitor engagement with the process. Target to increase to 90% the satisfaction rate for usefulness and effectiveness of the mentoring scheme by June 2021

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ATHENA SWAN CHARTER IN IRELAND – UL AS TARGETS							
*Source	Goal		Recommendations	UL Action	Responsibility	Target	Status Update
HEA 1.22 AS 3.7 AS 3.9 AS 3.7 AS 5.6.23 AS 5.6.22	To support and recognise the embedding of gender equality across all aspects of the work of HEIs.	41	HEA Recommendation: HEIs will apply for and achieve an Athena SWAN institutional award within three years. TUs will apply for and achieve an Athena Swan award within three years of being formally established	AS is implemented in UL and all its faculties.	President ASSC HE&D Deans HOD's	To achieve extended charter Silver award Nov 2022. All academic schools and departments to apply for AS accreditation by 2020	In progress: UL achieved AS Bronze award in June 2015 and the extended charter Bronze award in April 2019. UL has 8 departmental Bronze awards – highest in Ireland. The Department of Mathematics & Statistics submitted a Silver Department award in April 2019 – awaiting results.
	Demonstrate commitment of University to AS	42	Set up internal networks to bring ASSATs together to share best practice and build capacity Increase funding to support AS initiatives.	Set up an internal AS Network. The internal UL	HE&D	Increase AS budget by 10% annually	In progress – Two internal networks in place. On-going Discussions to commence during Budget process.
	To support Professional/ Support staff who currently feel excluded and outside the parameters of AS.	43	With the submission of the FAHSS all faculties and all departments will have submitted AS applications at least once demonstrating the level of involvement and commitment to AS as the agreed framework for implementing gender actions in UL.	Agree a four-year plan for engaging all professional/ support divisions in the process of seeking accreditation to the expanded charter.	HE&D	To implement an agreed process for involving all support functions in AS by Jan -24	Due to commence Q3 2020
	Continue to support the implementation of AS in the Sector	44	Lead on the development of the National AS Practitioners Network Ireland		HE&D	UL personnel are actively involved in national AS initiatives on an ongoing basis.	In progress: Led on the establishment of the national network. 3 Meetings held in 2019

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Campus Development							
*Source	Goal		Recommendations	UL Action	Responsibility	Target	Status Update
AS 5.5.11	Establish closer links and improved communications with Crèche Management	45		Review the crèche's terms of reference and develop closer links with the crèche management. Ensure up-to-date contract is in place	DSA SAEDI HE&D CS	6 meetings per year between liaison committee and crèche management. Highlight required improvements to UL management on an ongoing basis.	In progress: A UL- Crèche liaison committee is in place.
AS 5.5.13 AS 5.5.14 AS 5.5.15	The need for baby changing facilities, and an additional breastfeeding room and lactation/ breastfeeding breaks has been highlighted in AS surveys.	46		Provide baby-changing facilities and a breastfeeding room on the north campus. Review the entitlement to lactation/ breastfeeding breaks up to child's second birthday.	DB&E HROCB	Provide 1 further baby-changing facility on campus by 2020. Provide 1 further breast-feeding facility on campus by 2020. Procedure regarding breaks implemented by Dec 2019	In progress: Baby-changing facilities are now available in the Foundation Building. Review of breaks has been undertaken and lactation/ breastfeeding breaks up to the child's 2 nd birthday has been implemented. Additional Breast Feeding Room on the North Campus under consideration.
AS 5.5.12		47		Survey staff and students with children to establish childcare needs.	DSA Crèche Liaison Committee Chair	Ensure that crèche information is kept up-to-date UL Website	Completed: HR website has been updated to include relevant information. Survey to be completed by June 2020



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Glossary

AS: Athena SWAN

ASSC: Athena SWAN Steering Committee

ASSAT: Athena SWAN Self-Assessment Team

CS: Corporate Secretary

COO&R: Chief Operating Officer and Registrar

DB&E: Director, Buildings & Estates

HRD: Director HR

DSA: Director Student Affairs

EC: Executive Committee

EDI: Equality, Diversity and Inclusion

EHR: Equality and Human Rights

F: Female

FAHSS: Faculty of Arts, Humanities and Social Science

GA: Governing Authority

GAP: Gender Action Plan

GTF: Gender Taskforce

HEA: Higher Education Authority

HE&D: Head, Equality and Diversity, Human Resources

HEI: Higher Education Institute

HL&D: Head Learning and Development

HoD: Head of School/Department

HRBP: HR Business Partners

HRD: Human Resources Director

HROCB: Human Resources Officer Compensation and Benefits



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HROER: Human Resources Officer Employee Relations

HHROPs: Head Human Resources Operations

HHRSE: Head Human Resources Service Engagement

ITD: Information and Technology Division

KPI: Key Process Indicator

M: Male

MC: Management Council

QSU: Quality Support Unit

RM:

SAEDI: Special Advisor to the UL President on Equality, Diversity and Inclusion

SL: Student Life, UL's Students' Union

STEMM: Science, Technology, Engineering, Mathematics and Medicine

VPAASE: Vice-President Academic Affairs and Student Engagement

VPRE: Vice-President Research and Enterprise

WAM: Workload Allocation Model
