



University College Dublin



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# Equality, Diversity and Inclusion (EDI)

Strategy and Action Plan:  
Priorities for 2021 - 2024





# UCD EDI Strategy Introduction

I am delighted to share with you UCD's Equality, Diversity and Inclusion Strategy 2021 - 2024. The EDI strategy sets out our commitment and objectives for Equality, Diversity and Inclusion (EDI) and the necessary actions to achieve these objectives. A commitment was made when the University's first EDI Strategy was developed in 2018 to carry out an interim review to ensure it remained aligned with the new University strategy "Rising to the Future" 2020 - 2024. This review also considered any gaps and priorities identified through focus groups with the University's EDI group, consultation with UCD employees through an EDI survey and engagement with key stakeholders. Achieving equality, diversity and inclusion is fundamental to the success of the University.

This strategy builds on some great work already taking place across the University such as Athena SWAN institutional and School level accreditations, new dignity and respect policies and supporting framework, race and ethnic equality activities including a highly visible anti-racism campaign, external engagement and collaborative work with other HEIs such as the public sector duty project, the development of EDI training and awareness programmes such as the EDI in Higher Education programme and a HEA funded Faculty Partnership Programme.

At the heart of this ambitious plan is the aim to achieve cultural change across the University requiring continued commitment from all students and employees in promoting the principles of equality, diversity and inclusion and applying them in our daily activities as a community. We will constantly reflect on our activities and be open and transparent about changes that have a major effect on employees or students.

I am confident that working with all members of our community, we can make a real and meaningful change with this strategy.

Professor Colin Scott,  
Vice-President for Equality, Diversity and Inclusion





# UCD Equality Diversity & Inclusion Vision

UCD's vision for EDI is to be a leader and role model in equality and diversity in the higher education sector nationally and internationally, and for EDI to be at the heart of all we do.

# UCD Equality Diversity & Inclusion Mission

UCD believes in equality, diversity and inclusion and embeds these fairness principles into all aspects of University life. UCD's mottos, "Ad Astra" and "Cothrom na Féinne" reflecting both excellence and fairness, remind our community that fair play is integral to our mission and informs our policy development, behaviours and decision-making so that the UCD community embraces equality, diversity and inclusion.



# UCD Equality, Diversity & Inclusion Strategy

UCD aspires that this Strategy becomes a 'living' document, laying new foundations to drive the equality, diversity and inclusion agenda forward. As a University community we will deliver a strategy that contributes to a vision that values and benefits us all, that enables new ways of learning and working together and allows everyone a chance to fulfil their full potential.



UCD will ensure that through specific actions, we deliver on our equality, diversity and inclusion objectives and meet our legislative requirements across the 10 University grounds.

We recognise that there will be challenges to overcome and that is why every member of the University community has a responsibility to commit to, support and contribute to the success of the strategic actions in order to ensure that it succeeds and contributes towards the achievement of the strategic objectives.

The following objectives were developed in alignment with the University “Rising to the Future” Strategy with particular emphasis on Core Objective 2: “Provide an inclusive educational experience that defines international best practice and prepares our graduates to thrive in present and future societies” and Strategic Objective 4: “Attract, retain and develop an excellent and diverse cohort of students, faculty and staff.”



1. To **support** the University in its mission and vision to continue to be an equitable, diverse and inclusive community.

## UCD EDI Strategic Objectives



2. To **enhance** the student and employee experience at UCD to attract and support those from all backgrounds to excel at study and work, and to become the University of choice for all including those from under-represented groups.

In addition to the below strategic objectives, the University will continue to manage the development of bespoke equality projects in line with the desired requirements.

A number of actions in this plan are currently underway as part of other strategies or initiatives. It is important that all EDI related actions are included as they all significantly contribute towards the achievement of the EDI strategy and a more inclusive work and study and environment.



3. To **promote** a culture of dignity, respect and wellbeing for all, and eliminate all forms of discrimination.



4. To **develop** a framework to capture robust and reliable equality and diversity data for students and employees across the University's 10 equality grounds in order to monitor progress in areas of under-representation.



5. To **raise** awareness amongst the University community by promoting greater understanding and engagement with EDI issues across the University.



6. To **collaborate** with external bodies on EDI related matters with a view to becoming the leading third level Institution in Ireland to advance equality, diversity and inclusion.



1.

**Age:** a person's age (this does not apply to a person aged under 16).



2.

**Civil status:** a person's civil status be it single, married, separated, divorced, widowed, civil partnered and formerly civil partnered.

# 10 University Equality Grounds



3.

**Disability:** includes people with physical, intellectual, learning, cognitive or emotional disabilities and a range of medical conditions.



4.

**Family status:** being a parent of a person under 18 years or the resident primary carer or parent of a person with a disability.



5. **Gender (including gender identity):** a person's gender identity including male, female, transgender or non-binary.



6. **Membership of the Traveller community:** recognised as an ethnic group.



7. **Race:** includes race, skin colour, nationality or ethnic origin.



8. **Religion:** a person's religious belief, background, outlook or none.



9. **Sexual orientation:** a person's sexual orientation including gay, lesbian, bisexual and heterosexual.



10. **Socio-economic status:** a combined economic and sociological measure of economic and social position in relation to others, based on the income, education, and occupation of an individual and their family.





The following section outlines the actions that will be carried out in order to achieve each of the strategic objectives. There are a wider range of stakeholders across the University with responsibility for driving and implementing actions in line with the EDI mainstreaming principle.

# Strategic Objective 1:



To **support** the University in its mission and vision to continue to be an equitable, diverse and inclusive community





Action / Commitment



Measures of Progress / Targets

Review UCD's EDI policy in line with interim EDI Strategy Review. This policy demonstrates the University's commitment to EDI, the creation of an inclusive culture and elimination of discrimination.

Launch of EDI Policy.

Mainstreaming:

Continue to refine, expand and mainstream the process of conducting equality impact assessments (EIAs).

EIAs undertaken across many aspects of University business.

Support Schools / Units in relation to addressing EDI requirements as part of key processes such as the Quality Review process and Strategy Development.

EDI a consideration in key processes and addressed in plans.

To implement the Gender Equality Action Plan (GEAP) 2020 - 2024 and apply for a silver institutional Athena SWAN award in 2024. To support Schools to apply for Athena SWAN awards including renewals and silver applications.

To apply and obtain silver award in 2024. To reach KPI set in UCD Strategy.

To implement the Public Sector Equality and Human Rights Duty - establish project to undertake initial assessment of equality and human rights in collaboration with all Universities.

Awareness of Equality and Human Rights issues and ways to address identified.

To investigate the effects of Covid-19 on minority groups across UCD over an extended period of time. Identify actions to address any inequalities.

Research project developed and supported through seed funding or other relevant national funding.

To analyse temporary / precarious employment across UCD from an EDI perspective and engage with University management and nationally around this. Increase awareness of impact of factors such as the Employment Control Framework.

Research sectoral project developed and supported through seed funding or other relevant national funding.

To establish a local EDI Committee comprised of representatives across the Vice-President areas.

EDI Committee established and a clear structure for mainstreaming EDI in Vice-President areas.



# Strategic Objective 2:



To **enhance** the student and employee experience at UCD to attract and support those from all backgrounds to excel at study and work, and to become the University of choice for all including those from under-represented groups





Action / Commitment

Measures of Progress / Targets

Continue to enhance the recruitment and admissions processes and literature for students to ensure there is a transparent process in place to attract undergraduate and postgraduate students from all backgrounds, including those from lower and middle-income countries.

Increase in diversity of students across the 10 grounds and other diverse backgrounds.

Review the recruitment processes and literature for employees to ensure there is a transparent process in place to attract employees from all backgrounds. Promote inclusive recruitment process including establishing search committees. Carry out workshops with Heads of School / Unit and set targets for gender and other grounds.

As per Gender Equality Action Plan

Enhance the accessibility for students and employees on campus through the University or All strategy.

Increased campus accessibility.

Enhance the accessibility for employees to roles in UCD through recruitment and promotions including the review of the Code of Practice for the Employment of People with Disabilities and the development of an action plan around this.

Increased awareness across UCD of disability and enhanced feeling of inclusion and equality by employees with disabilities. Increase in numbers of people employed in UCD with disabilities.

Ensure employees and managers are aware of their right and obligations in relation to reasonable accommodations through the promotion of the UCD guidance materials and relevant section in the EDI in HE programme.

Establish a Working Group on Neurodiversity that will undertake consultation and research to develop guidance and inform good practice.

Enhanced feeling of inclusion by students and employees who are neurodiverse.

Review of local level induction processes and University orientation for employees to incorporate EDI element.

As per Gender Equality Action Plan



Action /  
Commitment

Measures  
of Progress  
/ Targets

Continue to demonstrate good practice and support the enhancement of Learning, Teaching, curriculum planning and assessment from an EDI perspective through the Education Strategy and incorporate the principles of Universal Design.

Favourable response from students on an inclusive curriculum. Understanding amongst faculty regarding enhancing curriculum from EDI perspective.

Engage with key stakeholders to support the embedding of EDI principles into research. Explore the use of funding to carry out research in the area of EDI to inform good practice.

Increase in research projects in the area of EDI. Research proposals to incorporate good EDI principles.

Continue to enhance the process for obtaining scholarships for under-represented students to study at the University including those from low-income households, students with disabilities, mature students, ethnic minorities, refugees, and including those from lower and middle-income countries.

Clear processes and increased student numbers from these groups.

Join the Open Doors Initiative and collaborate on key initiatives to support under-represented groups with a focus on those from refugee backgrounds, people with disabilities and disadvantaged groups through scholarships, internships, mentorships and other initiatives.

Increase in students and employees from these groups in UCD.

Review all University scholarships schemes for advancing EDI.

University scholarship schemes to include advancement of EDI.

Promote adoption and implementation of EDI Policy for UCD Student Societies, UCDSU and UCD Athletic Union Council as condition of UCD grant (previously agreed by UMT).

Evidence of adoption and implementation of EDI policy by these bodies as requirement for UCD Grant.



Action / Commitment

Measures of Progress / Targets

Project established to explore how digital technology can enhance the student and employee experience from an EDI perspective.

Positive response from students / employees in terms of use of technology to support inclusion.

Identify associated risks such as “always on” in line with the Core of Practice on the Right to Disconnect.

To establish a working group in relation to race and ethnicity to research good practice and make recommendations. This includes consultation with the community and the development of an action plan in this area to include a visible anti-racism campaign and training.

Recommendations made in relation to supporting race diversity.

To establish a working group on the diversity of faiths and beliefs within a multicultural University to research and make recommendations.

Recommendations made on enhancing supports in relation to faith and beliefs.

To establish a working group on cultural and linguistic diversity to research and make recommendations.

Recommendations made on the promotion of cultural and linguistic diversity.

To review the Head of School Appointment policy to ensure greater gender balance and diversity across all grounds across the University and the necessary supports are in place.

As per Gender Equality Action Plan



# Strategic Objective 3:



To **promote** a culture of dignity, respect and wellbeing for all, and eliminate all forms of discrimination

## Action / Commitment

Implement the recommendations from the Dignity and Respect Review Report and embed the new Bullying and Harassment policy, Sexual Misconduct policy and supporting framework. In addition, implement the HEA Consent Framework action plan for UCD.

Develop a Domestic Violence Leave policy.

Ensure appropriate supports are in place to help students and employees who may experience harassment or bullying based on the University's ten grounds or sexual misconduct. This includes a dedicated full-time support service and range of trained supports.

Roll out a comprehensive Dignity and Respect training and awareness raising plan for all employees and students and more in-depth training for key roles and supports.

## Measures of Progress / Targets

Meeting KPIs to be set by the Oversight Group.

Uptake of leave under this policy and people feeling supported.

Increase in numbers using supports.

Increased level of awareness of supports and options for resolution. Increase in numbers reporting.



Action / Commitment

Measures of Progress / Targets

Develop a communication plan in relation to dignity and respect to ensure materials and initiatives are presented in a user-friendly manner and to increase awareness.

Increased level of awareness of supports and options for resolution. Increase in numbers reporting.

Raise awareness around the processes for resolving issues of discriminatory behaviour. Research best practice in this area nationally and internationally.

Increased level of awareness of supports and options for resolution.

Develop a framework for Carers in UCD including review of Carers Leave policy. Review other family related leaves to ensure they are inclusive.

Range of supports developed / enhanced and improved satisfaction by employees of support in this area.

Develop a policy on Breastfeeding and audit the breastfeeding facilities in buildings across campus. For new builds/renovations, identify rooms that could be used as breastfeeding facilities.

Employees and students aware of breastfeeding facilities.

Review the Gender Identity and Expression supporting materials to ensure they are fit for purpose. Increase awareness through training and communications. Complete signage project.

As per Gender Equality Action Plan

Identify how UCD can tackle the period poverty issue for students.

Free provision of -period products in major student facilities.

Develop the University's approach to implementing the Age-Friendly University designation, particularly the 10 AFU Principles.

Range of supports developed / enhanced and improved satisfaction by employees of support in this area.

Develop a Mental Health and Wellbeing framework for employees to include an action plan and policy in collaboration with See Change.

See Change Accreditation achieved.



# Strategic Objective 4:



To **develop** a framework to capture robust and reliable equality and diversity data for students and employees across the University's 10 equality grounds in order to monitor progress in areas of under-representation



Develop a process to capture EDI data at student registration to understand the EDI make-up of the existing student population taking into account data protection concerns, the rationale and stage of collection.

Development of self-service screens to capture EDI data at student registration.

Publish data to enhance transparency around purpose of data collection, and initiatives and actions taken as a result of obtaining this data through the diversity monitoring tool for applicants and Core ESS diversity screen for employees (*see communication action under SO5*).

Increased satisfaction around transparency of data collection and actions taken. Increased completion rates.

Undertake EDI Survey every two years.

As per Gender Equality Action Plan

Monitor the impact and success of EDI related policies and develop a set of KPIs.

KPIs developed and monitored.



# Strategic Objective 5:



To **raise** awareness amongst the University community by promoting greater understanding and engagement with EDI issues across the University

Action / Commitment

Measures of Progress / Targets

Communication:

To develop a communication strategy with employees and students:

- Provide a quarterly newsletter to the UCD employees outlining developments, achievements and linking to the EDI strategic objectives applying the principle of "simple language / plain English". Use innovative means of delivering message: videos, testimonials, visuals etc.
- Develop a communication strategy for engaging with students on EDI related topics. Explore the concept of a Student Citizen Assembly / Student Consultative Forum.

Increased awareness amongst UCD employees of developments in EDI.

Increased awareness amongst UCD students of EDI.

Identify champions / allies across the UCD equality grounds in Colleges / VP areas to support mainstreaming and communication of EDI developments. Provide training around allyship and champions.

Increased awareness of developments in EDI.



Action / Commitment

Measures of Progress / Targets

Organise events around key dates in the EDI calendar and identify alternative ways of recognising important dates.

4 Seminars and events held each year to mark a number of EDI related dates. Alternative ways to mark other dates including embedding into leaders communications.

Develop an online EDI calendar of national / international dates and religious festivals and faiths.

Increased awareness of EDI national and international dates and religious festivals.

Encourage the development of a credit-bearing 'Good Citizen Module' for first-year students, including unconscious bias and diversity awareness topics.

Development of Module and high level of student uptake.

To incorporate EDI into coaching and mentoring programmes for employees.

Increased understanding of the role EDI plays in their development and as part of their duties and responsibilities.

To develop an EDI suite of training programmes for employees and managers to be delivered in a structured and co-ordinated manner across the University to raise awareness and equip managers with the knowledge and tools to support employees across a broad range of EDI topics. A certificate of completion / EDI badge will be awarded following completion of a number of programmes.

Increase in awareness and understanding EDI related topics / concepts.



# Strategic Objective 6:



To **collaborate** with external bodies on EDI related matters with a view to advancing equality, diversity and inclusion

## Action / Commitment

## Measures of Progress / Targets

To continue engagement with organisations that work to support under-represented groups and mainstream external involvement as appropriate.

External involvement as appropriate in events, group participation etc.

To network with our counterparts in other third level institutions and organisations including global partners and Universitas 21, to engage with the Higher Education Authority, and the Irish Universities Association.

Continued engagement with external bodies and adoption of best EDI practice in our activities.

To identify opportunities for collaboration with external bodies and organisations on EDI initiatives, and to engage with those that have demonstrated leadership in this area.

Collaborative events / work with Industry Partners and student related bodies.



# Appendix



## EDI STRATEGIC OBJECTIVE 1:

To support the University in its mission and vision to continue to be an equitable, diverse and inclusive community.

ACTION / COMMITMENT	STRATEGY / POLICY / LEGISLATION / OTHER REFERENCES	MEASURES OF PROGRESS / TARGETS	TIMELINES
Review UCD's EDI policy in line with interim EDI Strategy Review. This policy demonstrates the University's commitment to EDI, the creation of an inclusive culture and elimination of discrimination.	UCD Strategy / HR Strategy / EDI Strategy / Public Sector Duty	Launch of EDI Policy	Jan - June 2022
Mainstreaming: Continue to refine, expand and mainstream the process of conducting equality impact assessments (EIAs).  Support Schools / Units in relation to addressing EDI requirements as part of key processes such as the Quality Review process and Strategy Development.	Public Sector Duty	EIAs undertaken across many aspects of University business.  EDI a consideration in key processes and addressed in plans.	Mar - Sept 2022  2022
To implement the Gender Equality Action Plan (GEAP) 2020 - 2024 and apply for a silver institutional Athena SWAN award in 2024. To support Schools to apply for Athena SWAN awards including renewals and silver applications.	GEAP / HEA National Review of Gender Equality Report	To apply and obtain silver award in 2024. To reach KPI set in UCD Strategy.	2020 - 2024
To implement the Public Sector Equality and Human Rights Duty - establish project to undertake initial assessment of equality and human rights in collaboration with all Universities.	Public Sector Duty	Awareness of Equality and Human Rights issues and ways to address identified.	Nov 2021 - Mar 2022
To investigate the effects of Covid-19 on minority groups across UCD over an extended period of time. Identify action to address any inequalities.	EDI Policy	Research project developed and supported through seed funding or other relevant national funding.	Ongoing
To analyse temporary / precarious employment across UCD from an EDI perspective and engage with University management and nationally around this. Increase awareness of impact of factors such as the Employment Control Framework.	EDI Policy	Research sectoral project developed and supported through seed funding or other relevant national funding.	2022 - 2024
To establish a local EDI Committee comprised of representatives across the Vice-President areas.	EDI Policy	EDI Committee established and a clear structure for mainstreaming EDI in Vice-President areas.	Jan - June 2022



## EDI STRATEGIC OBJECTIVE 2:

To enhance the student and employee experience at UCD to attract and support those from all backgrounds to excel at study and work, and to become the University of choice for all including those from under-represented groups.

ACTION / COMMITMENT	STRATEGY / POLICY / LEGISLATION / OTHER REFERENCES	MEASURES OF PROGRESS / TARGETS	TIMELINES
<p>Continue to enhance the recruitment and admissions processes and literature for students to ensure there is a transparent process in place to attract undergraduate and postgraduate students from all backgrounds, including those from lower and middle-income countries.</p>	<p>EDI Policy / UCD Strategy / Access and Lifelong Learning Workplan</p>	<p>Increase in research projects in the area of EDI. Research proposals to incorporate good EDI principles.</p>	<p>Ongoing</p>
<p>Review the recruitment processes and literature for employees to ensure there is a transparent process in place to attract employees from all backgrounds. Promote inclusive recruitment process including establishing search committees. Carry out workshops with Heads of School / Unit and set targets for gender and other grounds.</p>	<p>As per Gender Equality Action Plan</p>		
<p>Enhance the accessibility for students and employees on campus through the University for All strategy.</p> <p>Enhance the accessibility for employees to roles in UCD through recruitment and promotions including the review of the Code of Practice for the Employment of People with Disabilities and the development of an action plan around this.</p> <p>Ensure employees and managers are aware of their right and obligations in relation to reasonable accommodations through the promotion of the UCD guidance materials and relevant section in the EDI in HE programme.</p>	<p>University for ALL / EDI Policy</p>	<p>Increased campus accessibility.</p> <p>Increased awareness across UCD of disability and enhanced feeling of inclusion and equality by employees with disabilities. Increase in numbers of people employed in UCD with disabilities.</p>	<p>Ongoing</p> <p>June 2021 - May 2022</p>
<p>Establish a Working Group on Neurodiversity that will undertake consultation and research to develop guidance and inform good practice.</p> <p><i>Based on the research undertaken to inform good practice in the area of Neurodiversity, explore the best means of increasing awareness and understanding around Neurodiversity amongst students and employees and support the mainstreaming of good practice in this area into University practices so that UCD is seen as an inclusive University for all students and employees who are Neurodiverse. This will also involve looking at the broader EDI context, upcoming legislative developments, good practice and other considerations. Submit a report to UMT on recommendations and the rationale for these.</i></p>	<p>EDI Policy</p>	<p>Enhanced feeling of inclusion by students and employees who are neurodiverse.</p>	<p>Jan - Dec 2022</p>
<p>Review of local level induction processes and University orientation for employees to incorporate EDI element.</p>	<p>As per Gender Equality Action Plan</p>		
<p>Continue to demonstrate good practice and support the enhancement of Learning, Teaching, curriculum planning and assessment from an EDI perspective through the Education Strategy and incorporate the principles of Universal Design.</p>	<p>EDI Policy / University for ALL</p>	<p>Favourable response from students on an inclusive curriculum. Understanding amongst faculty regarding enhancing curriculum from EDI perspective.</p>	<p>Ongoing</p>



## EDI STRATEGIC OBJECTIVE 2:

To enhance the student and employee experience at UCD to attract and support those from all backgrounds to excel at study and work, and to become the University of choice for all including those from under-represented groups (*cont'd*).

ACTION / COMMITMENT	STRATEGY / POLICY / LEGISLATION / OTHER REFERENCES	MEASURES OF PROGRESS / TARGETS	TIMELINES
<p>Engage with key stakeholders to support the embedding of EDI principles into research.</p> <p>Explore the use of funding to carry out research in the area of EDI to inform good practice.</p>	<p>Horizon Europe / EDI Policy</p>	<p>Increase in research projects in the area of EDI. Research proposals to incorporate good EDI principles.</p>	<p>2022 - 2024</p>
<p>Continue to enhance the process for obtaining scholarships for under-represented students to study at the University including those from low-income households, students with disabilities, mature students, ethnic minorities, refugees, and including those from lower and middle-income countries.</p>	<p>EDI Policy / University for All</p>	<p>Clear processes and increase student numbers from these groups.</p>	<p>2021 - 2024</p>
<p>Join the Open Doors Initiative and collaborate on key initiatives to support under-represented groups with a focus on those from refugee backgrounds, people with disabilities and disadvantaged groups through scholarships, internships, mentorships and other initiatives.</p>	<p>EDI Policy</p>	<p>Increase in students and employees from these groups in UCD.</p>	<p>2021 - 2024</p>
<p>Review all University scholarships schemes for advancing EDI.</p> <p>Promote adoption and implementation of EDI Policy for UCD Student Societies, UCDSU and UCD Athletic Union Council as condition of UCD grant (previously agreed by UMT).</p>	<p>EDI Policy University for All Strategy</p>	<p>University scholarship schemes to include advancement of EDI.</p> <p>Evidence of adoption and implementation of EDI policy by these bodies as requirement for UCD Grant.</p>	<p>2022 - 2024</p> <p>Sept 2022 - Sept 2024</p>
<p>Project established to explore how digital technology can enhance the student and employee experience from an EDI perspective.</p> <p>Identify associated risks such as “always on” in line with the Core of Practice on the Right to Disconnect.</p>	<p>EDI Policy / Code of Practice on Right to Disconnect</p>	<p>Positive response from students / employees in terms of use of technology to support inclusion.</p>	<p>Sept 2022 - June 2023</p>
<p>To establish a working group in relation to race and ethnicity to research good practice and make recommendations. This includes consultation with the community and the development of an action plan in this area to include a visible anti-racism campaign and training.</p>	<p>EDI Policy</p>	<p>Recommendations made in relation to supporting race diversity.</p>	<p>2021 - June 2022</p>
<p>To establish a working group on the diversity of faiths and beliefs within a multicultural University to research and make recommendations.</p>	<p>EDI Policy</p>	<p>Recommendations made on enhancing supports in relation to faith and beliefs.</p>	<p>2021 - 2022</p>
<p>To establish a working group on cultural and linguistic diversity to research and make recommendations.</p>	<p>EDI Policy / Official Languages Act</p>	<p>Recommendations made on the promotion of cultural and linguistic diversity.</p>	<p>2021 - 2022</p>
<p>To review the Head of School Appointment policy to ensure greater gender balance and diversity across all grounds across the University and the necessary supports are in place.</p>	<p>As per Gender Equality Action Plan</p>		



### EDI STRATEGIC OBJECTIVE 3:

To promote a culture of dignity, respect and wellbeing for all, and eliminate all forms of discrimination.

ACTION / COMMITMENT	STRATEGY / POLICY / LEGISLATION / OTHER REFERENCES	MEASURES OF PROGRESS / TARGETS	TIMELINES
Implement the recommendations from the Dignity and Respect Review Report and embed the new Bullying and Harassment policy, Sexual Misconduct policy and supporting framework. In addition, implement the HEA Consent Framework action plan for UCD.	EDI policy / Safe, Respectful, Supportive and Positive: Ending Sexual Violence and Harassment in Irish Higher Education Institutions, 2019 / Employment Equality Acts	Meeting KPIs to be set by the Oversight Group.	June 2021 - Sept 2022
Develop a Domestic Violence Leave policy.	EDI Policy / Safe, Respectful, Supportive and Positive: Ending Sexual Violence and Harassment in Irish Higher Education Institutions, 2019 / Employment Equality Acts	Uptake of leave under this policy and people feeling supported.	Feb 2022 - June 2022
Ensure appropriate supports are in place to help students and employees who may experience harassment or bullying based on the University's ten grounds or sexual misconduct. This includes a dedicated full-time support service and range of trained supports.	Employment Equality Acts / Bullying and Harassment Policy / Sexual Misconduct Policy / Dignity and Respect Review Report / Code of Practice on Bullying 2021	Increase in numbers using supports.	Nov 2021
Roll out a comprehensive Dignity and Respect training and awareness raising plan for all employees and students and more in-depth training for key roles and supports.	Dignity and Respect Review Report / Bullying and Harassment Policy / Sexual Misconduct Policy	Increased level of awareness of supports and options for resolution. Increase in numbers reporting.	Sept 2021 - Dec 2022
Develop a communication plan in relation to dignity and respect to ensure materials and initiatives are presented in a user-friendly manner and to increase awareness.	Dignity and Respect Review Report	Increased level of awareness of supports and options for resolution. Increase in numbers reporting.	Sept 2021 - Sept 2022
Raise awareness around the processes for resolving issues of discriminatory behaviour. Research best practice in this area nationally and internationally.	EDI Policy / Employment Equality Acts 1998 - 2015	Increased level of awareness of supports and options for resolution.	2022 - 2023
Develop a framework for Carers in UCD including review of Carers Leave policy. Review other family related leaves to ensure they are inclusive.	EDI Policy	Range of supports developed / enhanced and improved satisfaction by employees of support in this area.	Nov 2021 - June 2022
Develop a policy on Breastfeeding and audit the breastfeeding facilities in buildings across campus. For new builds / renovations, identify rooms that could be used as breastfeeding facilities.	EDI Policy / Maternity Protection Amendment Act 2024	Employees and students aware of breastfeeding facilities.	Sept 2021 - Feb 2022
Review the Gender Identity and Expression supporting materials to ensure they are fit for purpose. Increase awareness through training and communications. Complete signage project.	As per Gender Equality Action Plan		



### EDI STRATEGIC OBJECTIVE 3:

To promote a culture of dignity, respect and wellbeing for all, and eliminate all forms of discrimination (*cont'd*).

ACTION / COMMITMENT	STRATEGY / POLICY / LEGISLATION / OTHER REFERENCES	MEASURES OF PROGRESS / TARGETS	TIMELINES
Identify how UCD can tackle the period poverty issue for students.	Period Poverty in Ireland Report February 2021	Free provision of period products in major student facilities.	Autumn 2021
Develop the University's approach to implementing the Age-Friendly University designation, particularly the 10 AFU Principles.	Confirmation letter to Registrar	Range of supports developed / enhanced and improved satisfaction by employees of support in this area.	2022
Develop a Mental Health and Wellbeing framework for employees to include an action plan and policy in collaboration with See Change.	Safety, Health and Welfare at Work Act 2005	See Change Accreditation achieved.	Apr 2021 - Oct 2022



### EDI STRATEGIC OBJECTIVE 4:

To develop a framework to capture robust and reliable equality and diversity data for students and employees across the University's 10 equality grounds in order to monitor progress in areas of under-representation.

ACTION / COMMITMENT	STRATEGY / POLICY / LEGISLATION / OTHER REFERENCES	MEASURES OF PROGRESS / TARGETS	TIMELINES
Develop a process to capture EDI data at student registration to understand the EDI make-up of the existing student population taking into account data protection concerns, the rationale and stage of collection.	EDI Policy / Public Sector Duty	Development of self-service screens to capture EDI data at student registration.	Sept - Dec 2021
Publish data to enhance transparency around purpose of data collection, and initiatives and actions taken as a result of obtaining this data through the diversity monitoring tool for applicants and Core ESS diversity screen for employees ( <i>see communication action under SO5</i> ).	EDI Policy / Public Sector Duty	Increased satisfaction around transparency of data collection and actions taken. Increased completion rates.	Annual
Undertake EDI Survey every two years.	As per Gender Equality Action Plan		
Monitor the impact and success of EDI related policies and develop a set of KPIs.	EDI Policy	KPIs developed and monitored.	2022



## EDI STRATEGIC OBJECTIVE 5:

To raise awareness amongst the University community by promoting greater understanding and engagement with EDI issues across the University.

ACTION / COMMITMENT	STRATEGY / POLICY / LEGISLATION / OTHER REFERENCES	MEASURES OF PROGRESS / TARGETS	TIMELINES
<p>Communication: To develop a communication strategy with employees and students:</p> <ul style="list-style-type: none"> <li>- Provide a quarterly newsletter to the UCD employees outlining developments, achievements and linking to the EDI strategic objectives applying the principle of "simple language / plain English". Use innovative means of delivering message: videos, testimonials, visuals etc.</li> <li>- Develop a communication strategy for engaging with students on EDI related topics. Explore the concept of a Student Citizen Assembly/Student Consultative Forum.</li> </ul>	<p>EDI Policy</p>	<p>Increased awareness amongst UCD employees of developments in EDI.</p> <p>Increased awareness amongst UCD students of EDI.</p>	<p>Autumn 2021 and ongoing</p> <p>Jan 2022 and ongoing</p>
<p>Identify champions/allies across the UCD equality grounds in Colleges/VP areas to support mainstreaming and communication of EDI developments. Provide training around allyship and champions.</p>	<p>EDI Policy</p>	<p>Increased awareness of developments in EDI.</p>	<p>Jan - Sept 2022</p>
<p>Organise events around key dates in the EDI calendar and identify alternative ways of recognising important dates.</p> <p>Develop an online EDI calendar of national / international dates and religious festivals and faiths.</p>	<p>EDI Policy</p>	<p>4 Seminars and events held each year to mark a number of EDI related dates. Alternative ways to mark other dates including embedding into leaders communications.</p> <p>Increased awareness of EDI national and international dates and religious festivals.</p>	<p>Annual</p>
<p>Encourage the development of a credit-bearing 'Good Citizen Module' for first-year students, including unconscious bias and diversity awareness topics.</p>	<p>EDI Policy</p>	<p>Development of Module and high level of student uptake.</p>	<p>2022 - 2024</p>
<p>To incorporate EDI into coaching and mentoring programmes for employees.</p>	<p>EDI</p>	<p>Increased understanding of the role EDI plays in their development and as part of their duties and responsibilities.</p>	<p>2022</p>
<p>To develop an EDI suite of training programmes for employees and managers to be delivered in a structured and co-ordinated manner across the University to raise awareness and equip managers with the knowledge and tools to support employees across a broad range of EDI topics. A certificate of completion / EDI badge will be awarded following completion of a number of programmes.</p>	<p>EDI Policy</p>	<p>Increase in awareness and understanding EDI related topics / concepts.</p>	<p>2022 / Annual</p>



## EDI STRATEGIC OBJECTIVE 6:

To collaborate with external bodies on EDI related matters with a view to advancing equality, diversity and inclusion.

ACTION / COMMITMENT	STRATEGY / POLICY / LEGISLATION / OTHER REFERENCES	MEASURES OF PROGRESS / TARGETS	TIMELINES
To continue engagement with organisations that work to support under-represented groups and mainstream external involvement as appropriate.	EDI Policy	External involvement as appropriate in events, group participation etc.	Ongoing
To network with our counterparts in other third level institutions and organisations including global partners and Universitas 21, to engage with the Higher Education Authority, and the Irish Universities Association.	EDI Policy	Continued engagement with external bodies and adoption of best EDI practice in our activities.	Ongoing
To identify opportunities for collaboration with external bodies and organisations on EDI initiatives, and to engage with those that have demonstrated leadership in this area.	UCD Strategy / EDI Policy	Collaborative events / work with Industry Partners and student related bodies.	Ongoing





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[www.ucd.ie/equality](http://www.ucd.ie/equality)