

UCLan Cyprus Equality, Diversity and Inclusion

GENDER EQUALITY PLAN

2022

Following UCLan Cyprus' Equality, Diversity and Inclusion (EDI) Statement 2022-2028, the EDI Steering Committee of the University has developed a plan capturing all the areas of operations of the University indicating the targets and objectives. For each objective agreed there are indicative actions that need to be completed, and an implementation plan for the next 5 years.

This is the Gender Equality Plan (GEP) of UCLan Cyprus.

The GEP was developed by the EDI Steering Committee. The EDI Steering Committee members are:

- Rector
- Chair of Research and Innovation Committee
- Chief Operating Officer
- **HR Director**
- Head of the Student Support Department
- Chair of Student Experience and Engagement Committee
- Chair of Teaching and Learning Enhancement Committee
- Representative of Academic Faculty in STEM subjects

The EDI Steering Committee is responsible to ensure the actions are implemented and the responsible unit(s) for each action have the capacity to implement them, to ensure the completion of each action meets the objectives agreed, to provide reports on monitoring and progress on meeting the objectives, and to update the GEP with any new objectives as might arise.

Floros Voniatis

CEO and Chair of the Council

March 2022



Coding	Strategic Area	Area Code	Short title	Objective Code	Objective	Action No.	Action(s)/Measure(s)	Responsible Unit(s)	Period of implementation: 2022	Period of implementation: 2023	Period of implementation: 2024	Period of implementation: 2025
					Incorporate the gender							
	Organisation,				perspective in all university		Raise awareness of gender equality issues to the					
OGO.PM.1	Governance and Operations	060	Policy Making	PM	procedures, policies, plans and regulations.		University Council and Senate and their Committees.	EDI Steering Commitee	Completed			
OGO.PIVI.1	Operations	OGO	Policy Waking	PIVI	Incorporate the gender	1	Committees.	EDI Steering Committee	Completed			
	Organisation,				perspective in all university		Promote/enhance gender awareness in the					
	Governance and				procedures, policies, plans and		planning of all policies, procedures and					
OGO.PM.2	Operations	OGO	Policy Making	PM	regulations.		regulations.	EDI Steering Committee	Ongoing			
			, ,		Incorporate the gender		Provide data analysis and reports, on an annual		<u> </u>			
	Organisation,				perspective in all university		basis, to assess gender equality levels when plans,					
	Governance and				procedures, policies, plans and		policies, procedures and regulations are created					
OGO.PM.3	Operations	OGO	Policy Making	PM	regulations.	3	or updated.	EDI Steering Commitee, COO (IT)	Initiation			
					Incorporate the gender							
	Organisation,				perspective in all university		Take corrective measures in the cases where a					
	Governance and				procedures, policies, plans and		plan, policy, procedure or regulation has failed to		Ongoing (annual			
OGO.PM.4	Operations	OGO	Policy Making	PM	regulations.	4	meet the gender equality assessment criteria.	EDI Steering Commitee	review)			
					Incorporate the gender							
	Organisation,				perspective in all university							
	Governance and				procedures, policies, plans and		Compliance with Cyprus and EU regulatory					
OGO.PM.5	Operations	OGO	Policy Making	PM	regulations.	5	requirements (continuous)	EDI Steering Commitee	Ongoing			
	0				Incorporate the gender							
	Organisation,				perspective in all university		Identify law and amount of indicators to make a					
000 004 6	Governance and	000	Doline Moleina	DN4	procedures, policies, plans and		Identify key performance indicators to measure	FDI Stooring Committee	Ongoing			
OGO.PM.6	Operations	OGO	Policy Making	PIVI	regulations.	6	the gender perspective in the Organisation.	EDI Steering Commitee	Ongoing			
	Organisation,				Incorporate the gender perspective in all university		Sustain the formal unit of the university to					
	Governance and				procedures, policies, plans and		oversee all gender equality, equal opportunities					
OGO.PM.7	Operations	OGO	Policy Making	PM	regulations.		and diversity matters.	EDI Steering Commitee	Ongoing			
	operations -		Toney maning		Ensure equal opportunities,		and arrenary matters.		g			
					promote gender equality and		Create or update courses' marketing material to					
	Organisation,				celebrate diversity for all steps		reduce gender perception bias and to conform to					
	Governance and		Student		of the student recruitment		the principles of gender equality and the ethos of	EDI Steering Commitee, COO	Ongoing (annual			
OGO.SR.1	Operations	OGO	Recruitment	SR	process.	1	our University.	(Marketing)	monitoring)			
					Ensure equal opportunities,							
					promote gender equality and							
	Organisation,				celebrate diversity for all steps		Organise and deliver events and activities focusing	5				
	Governance and		Student		of the student recruitment		on Women in STEM, gender equality and inclusive		Ongoing (annual			
OGO.SR.2	Operations	OGO	Recruitment	SR	process.	2	society	(Marketing)	action)			
					Ensure equal opportunities,							
					promote gender equality and							
	Organisation,				celebrate diversity for all steps		Offer scholarships to reduce horizontal					
	Governance and	000	Student	C.D.	of the student recruitment		segregation in specific programs that have under-	EDI Steering Committee, Entry-Level	Ongoing (annual			
OGO.SR.3	Operations	OGO	Recruitment	SR	process.	3	represented populations.	Scholarships Committee.	action)			
					Ensure equal opportunities,							
	Organisation				promote gender equality and							
	Organisation, Governance and		Student		celebrate diversity for all steps of the student recruitment		Include appropriate material to promote gender		Ongoing (annual			
OGO.SR.4	Operations	OGO	Recruitment	SR	process.	1	equality in the induction processes.	EDI Steering Committee, SS	action)			
000.511.4	Organisation,	500	Staff	311	Promote gender equality and	+ -	Review and update academic and professional	Lot steering committee, 33	action)			
	Governance and		Recruitment		equal opportunities in staff		staff recruitment advertisement procedures so					
OGO.ST.1	Operations	OGO	and	ST	Recruitment and Promotions	1	that they include the gender equality perspective.	EDI Steering Committee. HRD	Completed			
	Organisation,		Staff		Promote gender equality and	-	Take specific measures to ensure gender equality		project.			
	Governance and		Recruitment		equal opportunities in staff		(e.g., through anonymity) in the selection/hiring		Ongoing (annual			
OGO.ST.2	Operations	OGO	and	ST	Recruitment and Promotions	2	process.	EDI Steering Committee, HRD	monitoring)			



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	Organisation,		Staff		Promote gender equality and		Ensure the implementation of the gender equality	,				
	Governance and		Recruitment		equal opportunities in staff		plan to reduce horizontal segregation among					
OGO.ST.3	Operations	OGO	and	ST	Recruitment and Promotions	3	academic and professional staff.	EDI Steering Committee, HRD	Ongoing			
	Organisation,		Staff		Promote gender equality and		Take specific measures to ensure that all					
	Governance and		Recruitment		equal opportunities in staff		candidates for any position have equal					
OGO.ST.4	Operations	OGO	and	ST	Recruitment and Promotions	4	opportunities to advance within the university.	EDI Steering Commitee, HRD	Completed			
					Take specific measures so that							
					gender is represented							
					vertically in membership and							
					decision-making in the							
	Organisation,				university and across		Providing gender equality, equal opportunities					
	Governance and		Membership	.	academic schools and		and diversity training to all committee members,		Ongoing (annual			
OGO.ML.1	Operations	OGO	and Leadership	ML	administrative functions.	1	decision-makers and leaders.	EDI Steering Commitee, Trainers	action)			
					Take specific measures so that							
					gender is represented							
					vertically in membership and							
	0				decision-making in the		Banka and San that are said balanced and a					
	Organisation,		N 4 la la la -		university and across		Deploy policies that promote balanced gender					
000 141 3	Governance and	060	Membership		academic schools and	2	presence in committees, bodies and leadership	EDI Changing Committee	0			
OGO.ML.2	Operations	OGO	and Leadership	IML	administrative functions.	2	positions.	EDI Steering Committee	Ongoing			
					Take specific measures so that							
					gender is represented							
					vertically in membership and							
	0				decision-making in the							
	Organisation,		N 4 a walla a walla i w		university and across		Manitan and access and an access that is		Onceine (enemal			
000 ML 3	Governance and	000	Membership	N 41	academic schools and	,	Monitor and assess gender representation in	EDI Staaring Committee	Ongoing (annual			
OGO.ML.3	Operations	OGO	and Leadership	IVIL	administrative functions. Take specific measures so that	3	committees, bodies and leadership positions.	EDI Steering Commitee	monitoring)			
					· '							
					gender is represented vertically in membership and							
					decision-making in the							
	Organisation,				university and across		Take corrective measures to reduce unbalanced					
	Governance and		Membership		academic schools and		gender representation in committees, bodies and		Pending (if and			
OGO.ML.4	Operations	OGO	and Leadership	NAI	administrative functions.	1	leadership positions.	EDI Steering Commitee, HRD, DAQC	when needed)			
000.IVIL.4	Operations	000	and Leadership	IVIL	Organise and conduct trainings		leadership positions.	EDI Steering Committee, Tikb, DAQC	when needed,			
					to raise awareness on gender		Draft and deploy an awareness-raising strategy					
					equality, equal opportunities		with targeted actions that will enhance the					
	Organisation,				and diversity issues both		academic and professional staff awareness on key	,				
	Governance and				internally and within the wider		issues on gender equality, equal opportunities and					
OGO.AW.1	Operations	OGO	Awareness	AW	community.	1	diversity.	EDI Steering Commitee	Ongoing			
		330		,	Organise and conduct trainings	<u>-</u>			J.1.6511.8			
					to raise awareness on gender							
					equality, equal opportunities							
	Organisation,				and diversity issues both		Organise targeted trainings and seminars for all					
	Governance and				internally and within the wider		staff that describe the impact of gender equality		Ongoing (annual			
OGO.AW.2	Operations	OGO	Awareness	AW	community.	2	perspective in the Organisational environment.	EDI Steering Commitee	action)			
			1		Organise and conduct trainings	5	<u> </u>					
					to raise awareness on gender							
					equality, equal opportunities							
	Organisation,				and diversity issues both		Acknowledge participation of staff in trainings and	1	Pending (if and			
	Governance and				internally and within the wider	$\cdot $	seminars related to gender equality, equal		when needed)			
OGO.AW.3	Operations	OGO	Awareness	AW	community.	3	opportunities and diversity.	HRD	(annual action)			



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					Organise and conduct trainings				2022	2023	2024	2025
					to raise awareness on gender		Organise trainings (workshops or seminars) on					
					equality, equal opportunities		gender equality and practices and procedures on					
	Organisation,				and diversity issues both		how to reduce gender bias to nearby					
OGO.AW.4	Governance and Operations	OGO	Awaronoss	AW	internally and within the wider	4	communities, interested companies and organisations	EDI Steering Committee, CCER	Ongoing			
OGO.AVV.4	Operations	OGO	Awareness	Avv	community. Organise and conduct trainings	4	organisations	EDI Steering Committee, CCER	Ongoing			
					to raise awareness on gender							
					equality, equal opportunities							
	Organisation,				and diversity issues both							
	Governance and				internally and within the wider		Disseminate the knowledge, including procedures					
OGO.AW.5	Operations	OGO	Awareness	AW	community.	5	and protocols to the entire community.	EDI Steering Commitee	Ongoing			
					Cultivate a gender equality,							
	Organisation,				equal opportunities and		Provide data analysis and report, through		Ongoing (annual			
OGO.CU.1	Governance and Operations	OGO	Culture	CU	diversity culture across the university.	1	questionnaires, to measure work life balance and other labour conditions among staff members.	EDI Steering Committee, HRD, COO (IT)	Ongoing (annual			
000.00.1	Орегалопа	000	Culture		Cultivate a gender equality,		Assess work-life balance, incorporating the gender		momtoring)			
	Organisation,				equal opportunities and		perspective and take specific corrective measures					
	Governance and				diversity culture across the		to address problems discovered in the working		Ongoing (annual			
OGO.CU.2	Operations	OGO	Culture	CU	university.	2	environment.	EDI Steering Commitee, HRD	monitoring)			
							Organise and conduct inclusive events and					
					Cultivate a gender equality,		activities, engaging the industry, society and					
	Organisation,				equal opportunities and		public authorities, promoting the university's					
000 0113	Governance and	000	Cultura		diversity culture across the	2	gender equality, equal opportunities and diversity		Ongoing (annual			
OGO.CU.3	Operations	OGO	Culture	CU	university. Cultivate a gender equality,	3	practices and strengthening social relationships.	EDI Steering Commitee, Trainers, CCER	action)			
	Organisation,				equal opportunities and		Deploy a period assessment to diagnose the level					
	Governance and				diversity culture across the		of gender equality, equal opportunities and		Ongoing (annual			
OGO.CU.4	Operations	OGO	Culture		university.	4	diversity in the university.	EDI Steering Committee	monitoring)			
					Incorporate the gender							
	Organisation,				perspective on the design and		Take appropriate measures to ensure the		Completed			
	Governance and		Security		implementation of all security		continuous support for women during labour and		(suibject to			
OGO.SP.1	Operations	OGO	Policies	SP	policies.	1	after childbirth.	HRD	regular review)			
	Organisation				Incorporate the gender perspective on the design and		Draft and deploy appropriate security policies to		Completed			
	Organisation, Governance and		Security		implementation of all security		prevent or handle situations of harassment and		(subject to regular			
OGO.SP.2	Operations	ogo	Policies	SP	policies.	2	violence.	HRD	review)			
							Organise seminars and workshops to raise					
					Incorporate the gender		awareness on how to identify, prevent and report					
	Organisation,				perspective on the design and		situations of gender violence, sexual harassment					
	Governance and		Security		implementation of all security		and harassment based on gender or sexual	EDI Steering Commitee, HRD, COO				
OGO.SP.3	Operations	OGO	Policies	SP	policies.	3	identity.	(HSES & WCO)	Ongoing			
	Owen winetie w				Incorporate the gender		Offer counselling and psychological support					
	Organisation, Governance and		Security		perspective on the design and implementation of all security		services for the prevention and identification of discrimination and behaviours of harassment or		Ongoing (rogular			
OGO.SP.4	Operations	OGO	Policies	SP	policies.	4	violence based on gender.	HRD, SSSO	Ongoing (regular updates needed)			
000.51 .4	Operations -	000	Tolleres	31	poneies.		violence based on gender.	TIND, 3330	apaates needed/			
					Ensure courses are designed		Consider gender equality practices in the course					
	Knowledge		Course		without gender or diversity		design and module design planning and delivery		Ongoing (annual			
KT.CP.1	Transfer	KT	Planning	СР	bias.	1	process.	EDI Steering Commitee, DAQC, TLEC	monitoring)			
							Incorporate gender equality information in course					7
							review activities, such as enhancing the course					
	Knowledge		Course		Ensure courses are designed		leader report with specific questions assessing		Donding course			
KT.CP.2	Knowledge Transfer	VΤ	Course Planning		without gender or diversity bias.	2	whether the module content could improve in terms of gender balance.		Pending course review activities			
KT.CF.Z	Hansiel	1/1	li iaiiiiiig	I _{Ct}	vius.		terms of genuer varance.	JEDI Steering Committee, DAQC, TLEC	review activities			



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					Ensure courses are designed							
	Knowledge		Course		without gender or diversity		Identify indicators to measure the gender					
KT.CP.3	Transfer	KT	Planning	СР	bias.	3	perspective in teaching.	EDI Steering Commitee, SEEC, TLEC	Ongoing			
							Ensure or update the Student Handbook to					
							include clauses and activities for achieving gender					
	IX a lada		6		Ensure courses are designed		inclusiveness amongst student community,					
KT CD 4	Knowledge	VΤ	Course	CD	without gender or diversity	4	through student activities, regulations and	FDI Staaring Committee SS	Ongoing			
KT.CP.4	Transfer	KT	Planning	СР	bias. Ensure courses are designed	4	student operations. Organise and deliver a workshop for training	EDI Steering Commitee, SS	Ongoing			
	Knowledge		Course		without gender or diversity		teaching staff, permanent or affiliated, in gender		Ongoing (annual			
KT.CP.5	Transfer	KT	Planning	СР	bias.	5	equality, equal opportunities and diversity issues.	TLEC	action)			
KT.CF.5	Transier	KI	riaiiiiig	Cr	Ensure courses are designed		Identify courses which can offer topics with a	TEEC	action			
	Knowledge		Course		without gender or diversity		gender perspective for students' final projects and		Ongoing (if and			
KT.CP.6	Transfer	KT	Planning	СР	bias.	6	promote them during student induction.	Heads of Schools (Course Leaders)	when needed)			
				10.	Promote and cultivate a				· · · · · · · · · · · · · · · · · · ·			
					teaching culture that actively							
					promotes the understanding		Identify existing modules that consider the gender					
	Knowledge		Teaching		of gender equality, diversion		perspective and compile a list of best practices	EDI Steering Committee, Heads of				
KT.TP.1	Transfer	KT	Planning	TP	and social equality.	1	and recommendations.	Schools (Course Leaders)	Ongoing			
					Promote and cultivate a			, ,	3 3			
					teaching culture that actively		Provide guidelines and principles for incorporating	5				
					promotes the understanding		the gender perspective in teaching, including					
	Knowledge		Teaching		of gender equality, diversion		gender-inclusive language, gender-balanced		Ongoing (annual			
KT.TP.2	Transfer	KT	Planning	TP	and social equality.	2	examples.	EDI Steering Commitee, SEEC, TLEC	monitoring)			
					Promote and cultivate a							
					teaching culture that actively							
					promotes the understanding							
	Knowledge		Teaching		of gender equality, diversion		Ensure gender equality practices are adopted in					
KT.TP.3	Transfer	KT	Planning	TP	and social equality.	3	the module design planning and delivery process.	EDI Steering Commitee, SEEC, TLEC	Ongoing			
					Promote and cultivate a							
					teaching culture that actively							
					promotes the understanding		Organise training sessions for all teaching staff					
	Knowledge		Teaching		of gender equality, diversion		focussing on gender equality in education through					
KT.TP.4	Transfer	KT	Planning	TP	and social equality.	4	attitudes and instructional practices.	EDI Steering Commitee, Trainers				
							Design and circulate a dedicated checklist among					
L/T TD 4	Knowledge		Teaching		Leverage teaching as a tool to		the teaching staff to ensure implementation of					
KT.TD.1	Transfer	KT	Delivery	וט	achieve gender equality.	1	gender equality practices.	EDI Steering Committee, SEEC, TLEC	Ongoing			
KT TD 2	Knowledge	VΤ	Teaching	TD	Leverage teaching as a tool to	2	Ensure educational material are free from gender	Heads of School (Course Leaders &	Ongoing			
KT.TD.2	Transfer	KT	Delivery	TD	achieve gender equality.	2	stereotypes.	Module Leaders)	Ongoing			
	Knowledge		Teaching		Leverage teaching as a tool to		Add the gender equality, equal opportunities and diversity statement and ambition of the University					
KT.TD.3	Transfer	KT	Delivery	TD	achieve gender equality.	3	during student induction.	EDI Steering Commitee, SS	Initiation			
K1.15.5	Transici	KI	Delivery		define ve gender equality.		Enhance students activities with events and	EDI Steering Committee, 33	Initiation			
							workshops and seminars related to and enhancing	,				
	Knowledge		Teaching		Leverage teaching as a tool to		awareness for gender equality, equal	<u>'</u>				
KT.TD.4	Transfer	KT	Delivery	TD	achieve gender equality.	4	opportunities and diversity.	EDI Steering Commitee, SS				
			,		G	•	Draft and deploy a protocol to train teaching staff					
	Knowledge		Teaching		Leverage teaching as a tool to		on how to handle conflict related to gender and					
KT.TD.5	Transfer	KT	Delivery	TD	achieve gender equality.	5	other equality related issues.	EDI Steering Commitee, Trainers				
			,	1			Identify female pioneers and provide examples					
	Knowledge		Teaching		Leverage teaching as a tool to		relevant to the module or programme context					
KT.TD.6	Transfer	KT	Delivery	TD	achieve gender equality.	6	maintaining gender balance.	Heads of Schools (Module Leaders)				
								,		·		



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					Promote the university as one							
					with the gender equality,		Establish a position statement and related					
	Transparency and				equal opportunities and diversity incorporated in its		objectives demonstrating the university's commitment in gender equality, equal					
TA.CV.1	Accountability	TA	Core Values	CV	core.	1	opportunities and diversity.	EDI Steering Commitee, CEO	Completed			
	, , , , , , , , , , , , , , , , , , , ,				Promote the university as one				o mprocos.			
					with the gender equality,							
					equal opportunities and		Review marketing & communication material and					
TA 63/2	Transparency and	Τ.	Cara Valua	6) /	diversity incorporated in its	2	activities to ensure incorporation of position	COO (NA de destres)	0			
TA.CV.2	Accountability	TA	Core Values	CV	core. Promote the university as one		statement and objectives.	COO (Marketing)	Ongoing			
					with the gender equality,							
					equal opportunities and							
	Transparency and				diversity incorporated in its		Promote the university's Core EDI Values to the	EDI Steering Committee, COO	Ongoing (annual			
TA.CV.3	Accountability	TA	Core Values	CV	core.	3	media and the general public.	(Marketing), CCER	action)			
					Promote the university as one							
					with the gender equality,		Organica proce releases related to the university's					
	Transparency and				equal opportunities and diversity incorporated in its		Organise press releases related to the university's mission to promote gender equality, equal					
TA.CV.4	Accountability	TA	Core Values	CV	core.	4	opportunities and diversity.	EDI Steering Committee, CCER	Ongoing			
	,						Organise and conduct workshops to train	, , , , , , , , , , , , , , , , , , ,	3 3			
							marketing and communication officers how to use					
							effectively the media to ensure they eliminate					
	T		Communicatio		Develop appropriate media to		gender bias communication in their marketing	COO (Marketine) FDI Steerine				
TA.CD.1	Transparency and Accountability	TA	n and Dissemination	CD	facilitate gender-inclusive communication	1	content, and how to effectively include the gender perspective.	Committee, Media Trainers	Initiation			
17.00.1	Accountability	17	Disseriiiiation	CD	Raise the outward visibility of		perspective.	Committee, Media Trainers	IIIIIIIIIIIII			
					the university's gender							
					equality, equal opportunities							
					and diversity practices to		Ensure that gender equality, equal opportunities					
TA 61.4	Transparency and	Τ.	Social	61	collaborating partners and the		and diversity is incorporated in business and social		Ongoing (annual			
TA.SI.1	Accountability	TA	Innovation	SI	society at large Raise the outward visibility of	1	development activities.	EDI Steering Committee, CCER	action)			
					the university's gender							
					equality, equal opportunities							
					and diversity practices to		Promote and freely offer the university's practices					
	Transparency and		Social		collaborating partners and the		and output for the public and communities at a		Ongoing (annual			
TA.SI.2	Accountability	TA	Innovation	SI	soceity at large	2	regional, national and international level.	EDI Steering Committee, CCER	action)			
					Ensure gender equality in							
			Committee		representation and							
			Membership		contribution in the university's		Incorporate the gender perspective in the					
	Research and		and		council, senate and research		selection criteria of committee membership and					
RI.MP.1	Innovation	RI	Participation	MP	and innovation teams.	1	participation.	EDI Steering Committee, RIC	Ongoing			
					Ensure gender equality in							
			Committee		representation and							
	Research and		Membership and		contribution in the university's council, senate and research		Identify indicators to measure the gender	RIC Chair, RIC sub-Chairs (Research,				
RI.MP.2	Innovation	RI		МР	and innovation teams.	2	perspective in research and innovation.		Ongoing			
			1,13331		Ensure gender equality in			,				
			Committee		representation and							
			Membership		contribution in the university's							
DI 145 3	Research and	. .	and	1.45	council, senate and research		Assess and take corrective measures to update	RIC Chair, RIC sub-Chairs (Research,	Ongoing (annual			
RI.MP.3	Innovation	KI	Participation	MP	and innovation teams.	3	memberships in committees.	I&E)	monitoring)			



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					Promote and draw attention							
			Gender and		to gender equality in research		Organise workshops to familiarize research staff					
	Research and		diversity	l	and knowledge transfer		with the gender perspective in national and	510 (0) 1 (5				
RI.IN.1	Innovation	RI	Inclusion	IN	output.	1	international competitive project calls.	RIC (Chair of Research)				
					Promote and draw attention							
			Gender and		to gender equality in research		Identify measures to evaluate the gender					
	Research and		diversity		and knowledge transfer		distribution in national and international	RIC Chair, RIC sub-Chairs (Research,				
RI.IN.2	Innovation	RI	Inclusion	IN	output.	2	competitive project calls.	I&E)	Ongoing			
					Promote and draw attention							
			Gender and		to gender equality in research							
	Research and		diversity	l	and knowledge transfer		Train research staff to work the gender					
RI.IN.3	Innovation	RI	Inclusion	IN	output.	3	perspective into their research.	RIC (Chair of Research)	Ongoing			
					Promote and draw attention		Consider dedicated strategic research and					
					to gender equality in research		innovation programmes, where appropriate, with					
	Research and		Gender	l	and knowledge transfer		the specific purpose of encouraging gender					
RI.IN.4	Innovation	RI	Inclusion	IN	output.	4	equality.	RIC (Chair of Research)	Ongoing			
					Promote and draw attention							
			Gender and		to gender equality in research							
	Research and		diversity		and knowledge transfer		Explore pathways for women to succeed in	RIC Chair, RIC sub-Chairs (Research,	Ongoing (annual			
RI.IN.5	Innovation	RI	Inclusion	IN	output.	5	research.	I&E)	action)			
					Promote and draw attention							
			Gender and		to gender equality in research		Organise targeted trainings for academic and					
	Research and		diversity		and knowledge transfer		research staff that describe the impact of gender					
RI.IN.6	Innovation	RI	Inclusion	IN	output.	6	perspective in the research environment.	RIC (Chair of Research)	Ongoing			
					Promote gender and equality							
	Research and		Innovation and		in research and innovation		Introduce the gender perspective in innovation					
RI.IE.1	Innovation	RI	Enterprise	IE	activities.	1	and enterprise activities.	RIC (Chair of I&E)	Ongoing			
					Promote gender and equality							
	Research and		Innovation and		in research and innovation		Train and educate entrepreneurs so that they		Ongoing (annual			
RI.IE.2	Innovation	RI	Enterprise	IE	activities.	2	involve the gender perspective in their projects.	RIC (Chair of I&E)	action)			
					Consolidate information							
					across the Organisation on all							
					gender equality, equal		Identify key systems which contain quantitative					
	Monitoring and		Data		opportunities and diversity		and qualitative data related to gender equality,					
MA.DM.1	Assessment	MA	Management	DM	matters.	1	equal opportunities and diversity.	EDI Steering Commitee, COO (IT)	Ongoing			
					Consolidate information							
					across the Organisation on all		Retrieve data from the key systems identified, for					
					gender equality, equal		assessment of gender equality, equal					
	Monitoring and		Data		opportunities and diversity		opportunities and diversity key performance		Ongoing (annual			
MA.DM.2	Assessment	MA	Management	DM	matters.	2	indicators.	EDI Steering Commitee, COO (IT)	action)			
					Deploy techniques to analyse							
					consolidated information, and							
					discover and present useful		Design quality indicators (Specific, Measurable,					
	Monitoring and				knowledge that facilitates		Achievable, Relevant and Time-bound) to monitor		Ongoing (regular			
MA.DA.1	Assessment	MA	Data Analytics	DA	monitoring and assessment.	1	and assess the strategic objectives of the plan.	EDI Steering Committee	updates needed)			
					Deploy techniques to analyse							
					consolidated information, and							
					discover and present useful		Deploy appropriate analytics to analyse historical					
	Monitoring and		1		knowledge that facilitates		data, generate metrics and provide useful insight					
MA.DA.2			Data Analytics		monitoring and assessment.		into the university's actions.	EDI Steering Commitee, COO (IT)		Initiation		

March 2022

Coding	Strategic Area	Area Code	Short title	Objective Code	Objective	Action No.	Action(s)/Measure(s)	Responsible Unit(s)	Period of implementation: 2022	Period of implementation: 2023	Period of implementation: 2024	Period of implementation: 2025
					Deploy techniques to analyse							
					consolidated information, and		Design appropriate reporting tools to consolidate					
					discover and present useful		and present discovered knowledge using					
	Monitoring and				knowledge that facilitates		transparent, explainable and meaningful					
MA.DA.3	Assessment	MA	Data Analytics	DA	monitoring and assessment.	3	visualisations and techniques.	EDI Steering Commitee, COO (IT)		Initiation		
					Deploy techniques to analyse							
					consolidated information, and							
					discover and present useful							
	Monitoring and				knowledge that facilitates		Identify effective practices and areas of		Ongoing (annual			
MA.DA.4	Assessment	MA	Data Analytics	DA	monitoring and assessment.	4	improvement across all key actions and measures.	EDI Steering Committee	action)			
					Diagnosis, assessment and		Deploy a protocol that periodically assesses the					
					evolution of the Gender		identified metrics, acknowledges efficient and					
	Monitoring and		Learning and		Equality, Equal Opportunities		effective practices and takes corrective measures			Initiation (annual		
MA.LE.1	Assessment	MA	Evolving	LE	and Diversity Plan.	1	for the areas that need improvement.	EDI Steering Committee		action)		
					Diagnosis, assessment and							
					evolution of the Gender							
	Monitoring and		Learning and		Equality, Equal Opportunities		Generate an annual plan assessment report			Initiation (annual		
MA.LE.2	Assessment	MA	Evolving	LE	and Diversity Plan.	2	providing updated actions for the future.	EDI steering Commitee		action)		

Responsible Unit(s) Initials Definitions:

CEO Chief Executive Officer

EDI Steering

Committee Equality, Diversity and Inclusion Steering Committee

COO Chief Operating Officer
HRD Human Resources Director

IT IT Manager

CCER Corporate Communications and External Relations Manager

SS Student Support team

SSSO Senior Student Support Officer

DAQC Director of Academic Quality and Compliance
HSES Health, Safety & Environment Supervisor

WCO Welfare Community Officer

TLEC Teaching and Learning Enhancement Sub-Committee of SEEC

SEEC Student Experience and Engagement Committee

RIC Research & Innovation Committee

I&E Innovation & Enterprise Sub-Committee of RIC