AP No.	Objective	Rationale	Milestones	Responsible	Success Measure	Timeframe
			Priority Actions are shaded in **blue**			
1.2.1	Continue to increase staff engagement with Athena Swan.	Athena Swan principles have been mainstreamed within policies and EDI is considered as part of School, Unit and Institutional Quality Reviews. However, further work will ensure effective communication of Athena Swan related work to all TCD staff.	Submit Athena Swan applications for the remaining schools bringing our number of school awards from 18 to 24.	AS Champions and AS Project Officer	All schools hold Athena Swan awards by 2027.	Already in progress – target achieved by 2027
			All departments currently holding an award to work towards retaining or improving their level of award.	AS Champions and AS Project Officer	≥5 schools hold Silver by 2027	Already in progress – target achieved by 2027
			Work with professional units to begin establishing SAT committees.	AS Project Officer	≥3 professional units hold Bronze by 2027.	Already in progress - target achieved by 2027.
			Twice yearly e-newsletter communicating best practice and highlighting people, successes and challenges across the University beginning October 2023.	AS Project Officer, EDI Executive Officer and Internal Communications Officer	Circulation of the newsletter providing up-to-date information	Begin in October 2023, with issues in October and April of each year
			Include annual review on institutional and departmental progress and impact in annual EDI report beginning 2024.	AS Project Officer and Equality Officer	Keep college committees and community informed of the work happening on Athena Swan at both institutional and departmental level.	Beginning in 2024 EDI report and continuing annually
			AS "Roadshow" to inform and update TCD community not based in Dublin City centre campus on AS work to date and new Ireland AS Charter. We will visit 2 "off campus" locations (e.g. St James' Hospital, Tallaght, Belfast campus, etc.) per academic year and deliver staff information/ have a stand/presentation session on AS.	AS Project Officer, Equality Officer and AVPEDI	Keep college community not based at central campus informed of the work happening on Athena Swan at both institutional level.	Start September 2023 and twice per academic year thereafter
			AS Project Officer to attend one SAT meeting for each committee once per year.	AS Project Officer	Achieve departmental and professional unit awards target.	Beginning October 2023.
1.2.2	Continue to engage our Human Resources Specialist in the Athena Swan review process to better mainstream practices.	Over the next two years we expect 8 current award holders to apply Silver or renew a Bronze award, and all eligible Schools will hold an AS award by 2027 with Professional Units beginning to apply. To further mainstream the process and ensure University alignment, the EDI Office and HR Specialist will review all GEPs.	Submit AS applications and action plans to the HR Specialist twice a year for review in advance of Advance HE deadlines.	Appropriate AS Champions, and Human Resources Specialist	Consistent, realistic and achievable GEPs that align with Institutional goals and College policies. Will increase likelihood of achieving target of ≥5 schools holding Silver and all Schools holding an AS award by 2027.	HR Specialist already reviewing action plans
			EDI office to provide an annual information presentation to Trinity HR partners on AS, application processes, review processes, etc. to ensure HR staff are informed and up to date on AS, with a particular focus on ensuring knowledge base and capacity is maintained, even where staff changes occur.			Information sessions for HR Partners commence summer 2023 and repeated annually thereafter
1.2.3	Improve how we encourage the sharing of AS applications and publication of Action Plans within and across Faculties, as well as	Trinity believes strongly in encouraging the sharing of applications and GEPs not just with Schools and Units within	Make the publishing of School and Unit Action Plans, as soon as award is announced, standard practice.	AS Champions for school/unit		Proactive encouragement and redaction advice will begin on announcement of April 2023 results and continue twice a year.
			The EDI Office will review all successful AS applications within the first month after award is announced and advise schools and units on redactions.	AS Officer	Noticeably improved culture of sharing successful AS applications within TCD, and across the Irish	

	with other HEIs to leverage learning and mainstream mechanisms for positive change.	TCD, but with colleagues in other HEIs to advance EDI work across the sector as a whole.	Advise Champions to publish applications within 3 months of award being announced.	Equality Officer	within TCD, and across the Irish HEI sector as a whole.	Recognisable increase in published AS applications across the Irish HEI sector by 2027.
			Commit to publishing Institutional Application online for public viewing (redacted where necessary) as well as Action Plan.	AVPEDI		
1.2.4	Review and reform Principal Committees of TCD Board and Council in relation to and as a result of the HEA Act 2022 and ensure that there is an effective process in place for throughput of EDI work in the new structures.	Trinity Board will be reconfigured to incorporate legal requirements contained in the HEA Act 2022. To compliment this, a process a reform of Principal and Compliance Committees of Board will take place, and a review of the positioning of Equality Committee will be part of this reform to ensure appropriate and up to date governance structures for College in relation to EDI and Athena Swan work.	Consultation with Committee Chairs and Secretaries.	Registrar of College, Secretary of College, in consultation with AVPEDI and Chair of Equality Committee	Revised Board and Council Principal Committees in place	Consultations commenced in Q1 2023
			Recommendations from consultation communicated to Committees.			Q3 2023
			Revised membership and ToR approved for EDI Subcommittee of new People and Culture Principal Committee of Board and for UASC.		Clear governance and reporting structures in place for EDI and AS via new EDI Sub-Committee	Q3 2023
1.2.5	Enhance data collection and disclosure rates for diversity data, including ethnicity, to enable target setting and to support better gendered and intersectional understanding and analysis.	Incomplete data sets disguise the impact of inequalities on different protected groups and intersectional analysis, making it difficult to identify and target trends in the academic and career pipeline for staff that belong to underrepresented groups. Disability currently has a disclosure of 35%, ethnicity is at 21% (but is seeing the quickest growth) and sexual orientation is lowest at 18%.	Location, explanation, and confidentiality of the diversity data collection tool to be communicated with the community through a coordinated campaign between EDI Office, HR, DPO and Communications Office using the twice-yearly newsletter and T-Net.	AS Project Officer, Comms/HR, DPO (Secretary's Office)	≥40% staff disclosure of ethnicity by June 2024 and ≥55% staff disclosure of ethnicity by January 2026 ≥25% increase in disclosure of disability and sexual orientation by January 2026	Start: June 2023 Target met by January 2026
			Annual reminder to all staff to update key personal information in Core HR.	AS Project Officer, HR, Secretary's Office		
			Roadshow schools/areas with lowest disclosure after first year of promotion.	AS Project Officer/Equality Officer		
			Complete an analysis of career pipeline through an intersectional lens.	DAaSI/AS Project Officer/HR	Trends in pipeline identified and evidence-based targeted actions created by 2027.	Start January 2026 with analysis and targeted actions planned by 2027 AS application.
1.3.1	Hold EDI survey every two years. Apply learnings from 2021 and 2022 EDI Survey promotion campaign response to continue to grow EDI survey response rate and target underrepresented groups.	Response rate for the survey was 33%. Researchers (response rate 15%) and non-desk based staff (75 paper surveys distributed, 15 returned) continue to be underrepresented in the survey. More completion required to understand the needs of our diverse staff population across all job categories.	EDI survey to run between January and April 2024.	Equality Officer/AS Project Officer	Increase overall staff response rate to ≥45% in 2024 and ≥55% by 2026	Start: January 2024 Target 1 ≥45% met by 2024 Target 2 ≥55% met by 2026
			Coffee mornings organised to bring non desk based staff together, allow time to complete surveys and highlight the importance of their contribution to the consultation.	AS Project Officer	Increase the number of completed surveys from non-desk based staff to ≥#40 in 2024 and ≥#65 by 2026	
			Coffee mornings organised in research institutes with support from the Trinity Research Staff Association to bring researchers together and highlight the importance of their contribution.	AS Project Officer	Increase researcher response rate to ≥30% in 2025 and ≥45% by 2026	
			Electronic survey promoted via all College networks.	Equality Officer, AS Project Officer, Communications Office	Increase overall staff response rate to ≥45% in 2024 and ≥55% by 2026	
			The above milestones, and any additional learnings applied between January and April 2026.			

	Objective	Context	Action	Responsibility	Success Measure	Timeline
1.3.2	Include Athena Swan findings and reports of activity in annual EDI report to Board and Council., commencing 2023.	Since 2006 we have produced an annual Equality Monitoring report to gather base-line statistical data on staff and students, including sex disaggregated data. This report has been reimagined and expanded and from 2023 this new EDI monitoring report will include findings from both the EDI survey and our AS self-assessment, along with annual progress on the GAP 2023-27 which will be circulated to Board and Council.	Prepare the first EDI report for submission and presentation to TCD Board and Council.	AS Project Officer, Equality Officer and AVP EDI	A more concise, engaging report with more infographics and data insights will be produced annually and be a key source of EDI and AS data for TCD and external readers. Click throughs and report downloads will be monitored to enhance ease of locating EDI report online in addition to multiple digital links to EDI report page on a range of relevant TCD websites.	September 2023
			Launch the new EDI report at a Town Hall with Provost and/or Senior Leadership from College and members of the College Community.	AS Project Officer, Equality Officer and AVP EDI		October 2023
			Update annually, to include progress from key GAP 2023-27 priorities.	AS Project Officer		September 2024 and annually thereafter
1.3.3	Launch Biannual EDI Newsletter to ensure the work and progress arising from our GAP 2023-27 is visible.	During the preparation of this AS GAP, a number of presentations to committees were made. Feedback indicated a lack of awareness of the new AS Ireland Charter and work to date in TCD stimulated by 2018 GAP. Additionally, in our AS survey, 56% of respondents said they were aware of AS activities. As a result a communications programme on AS progress and updates to all staff and students is needed.	Create content based on 2023 AS activities at School and College level. E-shot EDI newsletter to all staff with email sign off from AVPEDI.	AS Project Officer and EDI EO	Visibility of AS work communicated to staff and students.

80% of respondents report awareness of AS initiatives.

Increased awareness of diversity collection tool with ≥40% staff disclosure of ethnicity by June 2024 and ≥55% staff disclosure of ethnicity by January 2026 | Q3 2023 first EDI Newsletter released and every 6 months thereafter |
			Post highlights from newsletter on campus-wide digital screens to ensure message reach to non-desk based staff and wider College community.	AS Project Officer and Internal Communications Officer		April 2025.
			Monitor reach via email click-throughs and additional feedback from TCD Comms office.	AS Project Officer and Internal Communications Officer		January 2026.
1.3.4	Establish and support a Trinity EDI Directors Network, with clear governance mechanisms to support their input to the appropriate Principal Committee and/or Sub-committee of Board/Council.	Almost all Schools that hold AS award have established EDI committees and the role of an EDI Director. There is a need to provide appropriate support to further mainstream the practice of EDI directors and establish governance mechanisms similar to that of the AS Champions.	All Schools to establish EDI Committees and select an EDI Director. Any professional units applying for AS awards will also create this position.	AS Champions	All Schools will have an EDI Committee and Director in place.	Already in progress, all schools to have EDI director by April 2024.
			Establish common TORs for EDI Directors and clear governance mechanisms.	AVP EDI	Common TORs in place for all EDI Directors, and direct reporting mechanism to Board/Council via planned TCD EDI Committee in place	Already in progress, clear ToRs and reporting structure established by October 2023.
			EDI Directors to meet twice a term.	AS Officer	A space for sharing ideas, best practice and peer-support established for EDI Directors.	Meetings to begin in October 2023.
			Teams SharePoint and Teams site to be created for EDI Directors to support community of practice.	AS Officer	A space for sharing guidance documents and helpful resources to support EDI Directors in their role.	Site developed by October 2023.
2.1.1	Continue commitment to achieving and maintaining gender balance (i.e. at least 40%) in re-constituted TCD compliance Committees.	Principal Committees of Board and Council will be restructured in light of the HEA Act 2022. We will continue to achieve and maintain gender balance on all committees as they are restructured.	Gender balance to be considered as committees are restructured. We will continue to publish the gender balance of our committees in our annual EDI report and, where required, Committee gender balance will be reported annually to HEA.	Secretary to College	No committee to fall outside of 40/60 gender balance.	Q4 2023
2.2.1	Investigate the uncertainty around the increase in female	Female representation at the junior research grade, Research Assistant, has increased over the last 5 years from 39% to 47% while male representation has increased by just 1%. Recruitment of research staff	Include additional questions for researchers around title, qualifications and nature of work in EDI survey.	AS Officer	A gendered analysis completed around Research Assistants and the types of work they are doing in College.	October 2026
			Coffee mornings organised in research institutes to bring researchers together and highlight what has arisen from the self-assessment, and the importance of their contribution to surveys in helping us uncover and address issues.	Equality Officer/AS Officer/ Research Institute EDI committees (where these exist)	Increase researcher response rate to survey (currently 15%) to ≥30% in 2025 and ≥45% by 2026	≥30% April 2025 and ≥45% April 2026

			Action	Responsibility	Success Measure	Timeframe
	research assistants over the last 5 years.	occurs locally so central records are limited. Work is required to assess the reason for this increase in female representation at the junior research grade.	Hold focus groups with Research Assistants.	AS Officer	A gendered analysis completed around Research Assistants and the types of work they are doing in College.	October 2026
			Monitor gender balance at RA and RF grades, through annual reporting, to identify any noticeable patterns, share with Faculties and Schools and take action where required.	AS Officer/HR/Research Centres/HoS/Faculty Deans	Annual report on trends in research staff data with targeted actions in place based on any trends identified. See a similar proportion of female and males at RA and RF grades by end of this GAP.	April 2027
2.2.2	Consider the results of the comprehensive research undertaken by the Employment Patterns and Contracts working group and make appropriate recommendations based on findings.	There is a need to investigate and address any disparities in career progression, and support mechanisms for teaching fellows, research staff and other workers who play crucial role in the community.	Establish a Working Group on Employment Patterns and Contracts	Director of HR/Registrar	Group established	Working group has been established. Meeting fortnightly since December 2022.
			The working group will gather and analyse data around the duration of contracts, and patterns of contract renewals to understand and review the issue of any precarity that may exist.	Employment Patterns and Contracts Working group.	Results and recommendations sent to Board	The results of this research will be reported to the Board of Trinity College in the Autumn of 2023.
			Begin implementation of recommendations to strengthen career supports for staff on precarious contracts. These may include advocating for policy changes, enhancing professional development opportunities, and improving access to resources.		See improvement in the overall experience of teaching fellows and research staff and other staff including well-being and professional growth to be measured over 2024 (baseline) and 2026 (impact) surveys.	April 2026.
2.2.3	Strengthen career development supports for Research Staff.	The University has committed to prioritising and strengthening career development supports for research staff and reducing the GPG (currently 11%) over the life of this Action Plan.	The Postdoc Academy will create a virtual hub/portal so that Postdocs can easily access all resources relevant to them. The Postdoc Academy will support ECRs - navigating contracts within the national pay scales as well as offering guidance around career development and training opportunities.	ADoR - Office of the Dean of Research/ Careers Service	Decrease in Gender Pay Gap among researchers by the end of this GAP	April 2027
			Employability service will engage in providing training to postdoctoral researchers on contract navigation.	Careers Service		
2.2.4	Increase application rates from women for externally advertised academic posts.	Recruitment data identifies a persistent gender imbalance in application rates from women overall (32%F; 68%M in 21/22). In 2021/22 the percentage of female applicants at Assistant Prof (32%) and Assoc Prof (31%) was lower than the proportion at the most senior (Chair Prof) level which had 38% female applicants.	Continue to ensure list of applicants to new appointments have gender balance aligned with the relevant discipline pool, and restart search if all of one gender	HR, Deans, Heads of Schools/Departments	Annual increase in % of women applying for academic posts. Increase Assistant Prof Applicants to ≥ 38% Increase Assoc Prof applicants to ≥37% Increase Chair Prof applicants to ≥43% Overall applicant pool within 40/60 gender balance.	Target achieved by 2027.
			Recruitment brochures for all appointments designed to ensure that tone and content appeals to both female and male candidates, with intersectional considerations built in. Improve adverts and job descriptions to provide more information on flexible working arrangements available including work life balance supports.AS logos visible on all brochures.	HR, Deans, Heads of Schools/Departments		
			Collect feedback from unconscious bias observers with a view to implementing measures to increase application rate by women at all grades and continue to offer training on bias via EDI in HE and other routes.	HR		

			Ensure that overall gender balance (no more than 60% of any one gender) is maintained for members of recruitment and selection panels.	HR		
2.2.5	Implement a TCD researcher recruitment model in accordance with Open, Transparent and Merit- based (OTM-R) practice.	Recruitment of research staff is devolved to PIs without central oversight. While this accelerates the process of appointment, it does not ensure that the procedures are transparent, fair and/or competitive.	Pilot in Faculty STEM - beginning in school of Chemistry.	HR, Office of the Dean of Research, HoS Chemistry, Secretary's Office	Research staff recruitment in accordance with OTM-R begins, and is monitored, with any issues identified.	October 2024
			Full adoption of research staff recruitment in accordance with OTM-R		Research staff recruitment in accordance with OTM-R fully adopted across College, and monitored in line with other recruitment data.	October 2025
2.2.6	Increase the proportion of female academics applying for promotion, particularly from junior grades.	We have met our target of 35% F Chair Professors. We need to build on this momentum to ensure our next target of 40% is met. Additionally, the self-assessment revealed that the proportion of female academics applying for promotion to Professor (Prof in, 32%F applicants is the 3 year average) is consistently lower than men and has decreased when compared to the previous 4 year average. Steps are needed to increase the proportion of women at all academic grades, but particularly from junior grades to ensure the pipeline is not impacted. Survey data also suggested that academic staff, but particularly women in junior Professorial grades were less likely to apply for promotion during the Covid-19 pandemic likely due to time constraints and paperwork.	Continue to run Junior and Senior Academic Promotions workshops, collecting information on participants by School and Faculty. Where there is an underrepresentation from a School based on number eligible to apply, anonymised information will be shared with HoS and Faculty Deans so active encouragement to attend workshops can take place.	HR/AS Officer	Increase from 32% to ≥40% to proportion of female academic staff members applying for promotion to Prof In. Increase the eligible cohort for applying to Prof In from 39% - ≥45% Maintain gender parity (within 40/60) in proportion applying for promotion to Associate Prof (currently 45%F) and Chair Prof (currently 61%F) ≥40% female Chair Professors by 2026.	April 2026
			Provide additional information on the special circumstances form for promotion, clearly stating that caring responsibilities or a change in circumstances due to the pandemic are considered a 'special circumstance' when applying for promotion depending on the impact it had on the category(ies) evaluated (i.e. research, teaching, service to college and service to discipline/society), particularly for new joiners during the pandemic.	Head of Talent -HR		
2.2.7	Further improve promotion transparency for academic staff.	Findings from the staff consultation indicate staff wish for more transparency around the promotions process. While there has been an 11% decrease in the number of staff who feel the process is not transparent, almost half (48%) of academic survey respondents still feel promotions are not transparent.	Continue to run annual promotions workshops which began in 2021.	Head of Talent HR	≤35% of staff report the promotions process is not transparent in 2024 survey. ≤20% of staff report the promotions process is not transparent in 2026 survey.	Target achieved 2026
			Provide an annual updated, anonymised summary of the numbers of promotions by grade and gender and aggregate outcomes of applications.	HR		

2.2.8	Continue to encourage participation on all mentoring programmes and build capacity for additional mentoring opportunities.	Applications to staff mentoring programmes offered in TCD outstrip supply of places despite mentoring programmes offered to F staff at highest level ever in 2021/2022 and new HEA GEEF funded PAA and Vista programmes introduced in 2021 and 2022 respectively. Between 2019 - 2022 total numbers of mentees in Trinity were 215 with 111 F and 105 M (excluding Aurora) with 65F also sponsored for Aurora.	Continue to utilise co-funding models between, HR, EDI Office, Schools and Units to increase places on Aurora Programme by 10% per annum. Continue to ensure representation of Academic, research and PMS F staff on Aurora Programme annually. Offer additional mentoring programmes to staff such as Vista and PAA. Continue to recruit and support mentors in TCD and seek new Mentors annually to ensure pool growing. Build in consideration of intersectionality, including training for mentors, as we build forward our mentoring offerings.	HR Learning and Development Manager and Equality Officer	10% increase per year in staff on structured mentoring programmes until 2027. Number of mentors expanded simultaneously.	Q3 2023 and each start of academic year thereafter
2.2.9	Continue to improve gender balance among Fellows and begin looking at Fellowship through a broader EDI lens.	There has been a sustained increase in the proportion of Female Fellows since 2015. Supports such as the Demystifying Fellowship online workshop 6 September 2022 need to continue to ensure F applicants for each call as well as exploring how to best capture and reflect diversity amongst applicants and elected Fellows.	Run workshop in advance of each Call for Fellows annually to encourage applications from full range of academic staff who are eligible to apply	Chair of Fellows, AVP EDI, Equality Officer	Increase current 38% F:M ratio until at least 40:60% ratio is achieved amongst Fellows.	Next call for Fellowship in 2023, workshop will take place prior to each call.
			Encourage successful Fellows to disclose diversity details on Core Portal.		Diversity details known for ≥50% of Fellows to enable monitoring and targeted measures.	April 2026.
2.2.10	Create a mentoring program for female researchers who are interested in applying for larger grants.	Female researchers tend to apply for smaller grants than their male counterparts and secure less funding (around between 45% - 54% of what male researchers secure over the last two available years of data). This mentoring programme will help to address the gender gap in grant funding and create a more level playing field for female researchers.	Develop a network of mentors who are experienced in applying for and receiving larger grants, and who are willing to share their knowledge and experience with female researchers.	RDO	Reduction of ≥10% in the gender gap in grant funding by 2025 and ≥20% by 2027.	This mentoring programme will be launched in six months, and progress its effectiveness in encouraging more female researchers to apply for larger grants reviewed annually. Target achieved by April 2027.
			The RDO will send an annual report to the AVP EDI and Head of Schools with training and mentoring uptake as well as funding data providing the opportunity to actively address any imbalances.	RDO		
			Any identified imbalances by gender, discipline or career stage will be targeted and redressed.	AVPEDI, Dean of Research, and Heads of Schools		
2.2.11	Improve female grant awardee retention.	A trend has emerged over the last 5 years where there is significant attrition of female ERC awardees from TCD. Between 2018 - 2022, female researchers comprised 45% of our ERC awardees ███) , however with attrition/non-retention, this decreases to 32% ████████ ████████ Currently, It is difficult to gauge the reason for this as detailed information is not collected on awardees applying for promotion via the retention policy after receiving an ERC award.	Review retention policy and strategic hire policy to broaden the scope, improve the access and oversight, and ensure language used is inclusive.	HR, Provost's Office, Office of the Dean of Research, AVPEDI	Renewed retention and strategic hire policies launched.	Already in progress – completed by 2025.
			Heads of School provided with workshop to outline changes in retention and strategic hire policies and best practice for consistent implementation.	HR, Equality Officer	Consistency in implementation.	
			Launch an online portal for EOIs in invoking these policies, i.e. for i. applying for promotion via retention policy and ii. expressing interest in having TCD host a large award or ERC application.	HR; Office of the Dean of Research/Deans/HoS	Reduction in data loss. Will enable accurate data analysis of outcome of retention and strategic hire outcomes by gender, and to ensure consistency in implementation of the policies.	Completed by October 2024
			As a result of all actions - increase retention among female ERC award holders between 2023 - 2027.			Target met by April 2027.

2.2.12	Run an annual "Sex and Gender in Research & Innovation" event.	All IE State Research Funding Organizations (RFOs) require integration of sex and gender in research design at proposal stage, in addition training on this aspect of research design is a requirement in Horizon Europe GEPs.	Annual free to attend events targeting ECR but open to all academic, research staff and PhDs, Post-Docs, presentations will take place with networking opportunities as part of the event agenda.	AVP EDI, Office of the Dean of Research, Dean of Graduate Studies, Trinity Innovation, Tangent.	Annual event each academic year hosted by varied Faculties or research centres. Gender breakdown of attendees will be monitored and M will be at least 40% of event attendees by 2027.	Commenced February 2023. Gender balance of attendees by 2027.
2.2.13	Pilot and roll out Performance Conversations across College	There is no consistently applied appraisal/development review process in the University. Current appraisals/reviews are informal and may occur at School/Department level. Survey consultation shows that almost 80% of respondents said they would avail of one if offered. Performance conversations are currently being piloted among some professional staff.	Pilot performance conversations for Professional Staff in CSD and all staff in the School of Chemistry across 2023-24.	HR, Heads of Schools and Units	A uniform approach to development reviews across Schools and Units.	September 2023
			Review and gather feedback after one year, monitor satisfaction and begin roll our across all Schools and Professional Units.		At least 35% of Academic respondents and 40% of PMS respondents say they have availed of appraisal in 2026.	Appraisals regular practice across College by April 2026.
2.2.14	Ensure consistency in our approach to workload allocation models. Establish core principles that all schools should follow.	We recognise that an inconsistent approach to WAMs creates unfairness across the institution, but also that work varies between schools, so flexibility is needed. We will identify good practice principles that all schools can apply in defining their WAMs (including those currently without a WAMs)	VP/CAO established a WAM working group in July 2021	VP/CAO	Working Group established	Completed
			Compile a set of common principles for workload management based on an audit of how schools currently manage workload, including formal guidelines on WAMS for AS Sat membership. Seek feedback from staff, then provide all Schools with guidance and support for the incorporation of those principles into their workload management.	WAM WG led by AVP EDI	Principles agreed .	Principles in place by December 2024.
			Roll out with all Athena Swan awardees.	WAM WG led by AVP EDI	Allocations agreed and rolled out initially with AS award holders.	Full adoption among all AS award holders by December 2025.
			Roll out with remaining schools.		Roll out with remaining schools as they progress AS journey.	Full adoption in Schools by December 2026.
2.2.15	Target females at recruitment stage for Professor Consultant roles.	The widest GPG in TCD is in the Academic Medical job category (33%). There is a concentration of males in the professor consultant roles and a concentration of females in the entry-level academic medical roles such as nurse tutor, lecturer registrar. The number of female applicants to the grade at Professor Consultant has been increasing (making up 0% of applicants in 19/20, 38% 20/21 and 43% 21/22). ███████	1. Enhance the effectiveness of search committees to attract female candidates. 2. Create job opportunities across multiple levels of the career ladder to recruit from a wider candidate pool and grow our talent to fill the most senior roles from within. 3. Support local level actions from the School of Medicine GAP ███████	HR, Dean of Health Science, HoS/HoD	Continue to increase Female Professor Consultant applicants over action period to ensure pool remains gender balanced (40/60) resulting in improved gender balance among Prof Consultants appointed over the action period.	April 2027

2.2.16	Promote opportunities to work on a part-time or flexible basis across all grades to all genders.	An issue affecting gender pay gap (currently 11%) in all job categories is where family, care and domestic responsibilities are not equally shared - they are more often borne by women. For this reason, many women work in part-time flexible roles at junior or mid-level grades. The opportunity to work on a part-time basis does not occur as frequently at higher grades. We will foster an environment where part-time or flexible working arrangements are available at all grades to all genders.	1. Develop a communication campaign to encourage departments to have a positive view of job sharing, flexible and part time working. This should include specific guidance on job sharing for senior roles to enable jobs to split easily between postholders and information on career development. 2. Guidance developed and launched on job-sharing and flexible working at TCD. 3. Guidance mainstreamed into HR training and routinely discussed in faculty and departmental planning.	HR, HR Faculty Partners, HoS, School Managers, Faculty Deans.	See a decrease in overall Gender Pay Gap.	April 2027
2.2.17	Increase the accessibility of key EDI training offerings across several parameters, including provision of ISL interpretation.	As many EDI trainings, workshops and events move from online to in person it will be important to ensure that they remain accessible to participants in terms of timing, venue, and provision of ISL interpretation. Further, refreshments and food offerings must be cognisant of varied religious dietary requirements.	Ensure College Accessible Information Policy is used for planning EDI events and that ISL interpreter booking is standard for all training and events. Ensure that Kosher, beef-free and Halal food orders are standard for EDI Office funded events	Equality Officer, AVPEDI, ISL Interpreters	Accessible EDI training and events with no complaints to Equality Officer that venue/interpretation/catering are not suitable or accessible. Promotion of this accessible EDI event planning approach via TCD Equality website.	Ongoing
2.2.18	Sponsor refreshments and meeting space for 1 social gathering of the Forum for Disabled Staff and Postgraduate Students network per year	Our successful staff networks benefit employees and the wider College. The collective experience of members can also provide invaluable feedback on current policies and provide new, innovative ideas, based on lived experiences.	Research and identify a suitable meeting space that can accommodate the expected number of attendees, and obtain quotes for catering and refreshments that fit within the available budget.	Equality Officer/Forum for Disabled Staff and PG Students network committee Chair	Provide a platform for networking and building relationships among employees from different backgrounds.	First gathering will take place in academic year beginning October 2023.
2.3.1	Results of citizens assemblies will be collated and reported back to the University by Q4/ 2023	The results of the citizens assembly will provides a clear overview of the input gathered from professional, and support staff regarding possible options for rewarding and recognising and provide Board with a thorough understanding of staff perspectives and input and enable informed decision-making and the development of strategies, policies, or initiatives that address the needs and aspirations of professional and support staff in terms of rewarding and recognising their contribution	Collate the input gathered from all staff, professional, and support staff during the Citizens Assemblies.	Director of HR	A report which provides a clear overview of the input gathered from all staff, professional, and support staff regarding possible options for rewarding and recognising professional and support staff.	October 2023
			Collated results to be compiled into a comprehensive report, highlighting key themes, insights, and recommendations, and presented to the College board.	Director of HR/AVPEDI	The report's impact will be assessed by examining how its findings influence decision-making, policy development, or any subsequent actions taken in response to the input received.	April 2027
		Female staff comprise 71% of administrative and senior management, however F representation declines and M representation increases with seniority of grade. There is a concentration of F PMS staff at EO level, and M staff still make up the majority of the most senior grade (SAO1, 60%M) so improved and longer term career	We will map of all key 'job families' in TCD and produce improved Career Pathways guidance, tailored to each 'job family' to support career development and movement between the different career		See improved progression pipeline (when compared to current 2022 pipeline) for administrative and technical staff by the end of the action period.	April 2027

2.3.2	Increased support, awareness and encouragement for PMS staff to take advantage of career development and progression opportunities.	progression pathways are needed. Additionally, Technical Officers are now 56%F (19% increase since 2018) there is a need to ensure staff are aware of progression pathway to Snr TO. We can see from the staff consultation that 59% of respondents have applied for higher positions via internal recruitment, and 61% have been successful at least once, although male staff have a lower success rate than female staff (63%F and 54%M).	pathways at Trinity. In particular, this will include greater clarity on i) the career progression routes available to all PMS staff (Admin, Technical, Library, Buildings and Services) ii) how a career may move between PMS pathways. iii) expanded advice on how skills growth and experience can be achieved in-role.	HR, Heads of Schools and Units	See and increase from 59% to ≥70% in people reporting they have applied for higher positions via internal recruitment. See similar success rates for female and male applicants applying for positions via internal recruitment.	April 2026.
2.3.3	Work to reduce stereotyping of TCD "female" and "male" support staff roles.	Within our PMS cohort there are some roles that are heavily M or F dominated. While the factors that influence this for the most part are outside of TCD's control, a review of language and job titles used can be undertaken to assess if this can encourage more balanced applicant pool.	Human Resources will review job descriptions and criteria to ensure the language is open and inclusive of all genders.	HR	Increase in male catering assistants (from 16% > 25%) and housekeeping assistants (from 15% > 25%). No grade to be 100% one gender by 2027.	Review to begin Jan 2024 Targets met by Jan 2027
			Human Resources will review support staff job titles to ensure the title reflects the complexity and responsibility of the role.	HR		
2.3.4	Continue to monitor annually the increase in PMS staff on permanent/CID contracts in TCD and the HEI sector and respond if our positive growth diverges.	While we have seen our rate of permanent/CID contracts are increasing faster than the sector average of 3% (5% in TCD) we are still slightly below the benchmark of 87% (78% in TCD) of PMS staff on perm/CID contracts. We will continue to monitor this to ensure the trend continues upward and respond if our upward trend diverges. Additionally, table 42 shows that there are some areas showing a higher use of fixed-term contracts. We will work with these area to monitor FTC use in these and ensure that FTCs are converting to CIDs where possible.	Gender and contract type will be published in the Annual EDI Report.	AS Officer	Continue to grow number of PMS staff on perm/CID contracts. ≥81% by 2025 ≥85% by 2027	April 2027
			Annual data on contract type will be provided to the areas currently showing a high use of FTCs so they can limit use and convert to CID where possible.	AS Officer	Continue to grow number of PMS staff on perm/CID contracts. ≥81% by 2025 ≥85% by 2027	April 2027
2.3.5	Address digital divide regarding training opportunities and internal positions so non-desk based staff can avail of available career supports and progression opportunities in TCD.	The self-assessment revealed that non-desk based staff are less likely to avail of, or be aware of, learning and development opportunities as well as internal recruitment opportunities. While our survey responses from this cohort were low, we can see that 83% were not aware of learning and development opportunities. This cohort was also less likely to apply for internal positions. ▆▆▆▆▆▆▆▆▆▆▆▆	The EDI office will initiate a task focused, short term working group consisting of representatives from HR, Trinity Comms, IT services, non-desk based staff, and other key identified staff to assess and recommend how to develop sustainable and accessible communication routes to this important staff cohort.	Equality Officer	Non-desk based engagement in EDI survey at doubles in 2024 and again in 2026. See engagement from Buildings and Services staff on HR Learning and Development courses ▆▆▆▆	Working group established with membership and TOR and time frame agreed by Q3 2023. WG meets by Q4 2023. Identified communication routes and methods piloted by end of Q1 2024
			Routes to message and communicate with non-desk based staff are identified, piloted, utilised and leveraged to ensure staff are aware of training (including EDI trainings), learning and development and internal positions.	Chair of WG	See ≥30% of non-desk based employees reporting in the survey that they have applied for internally advertised positions increase with improved success rate (currently 14%).	Report by WG to HR and Equality Committees Identifying next steps and monitoring pathways by Q3 2024. Targets achieved by April 2027+H86

No.	Action	Rationale	Key steps	Responsibility	Success Measures	Timeline
2.3.6	Establish an Administrative and Professional Knowledge and Skill Sharing Panel where experienced staff members and junior/newer staff members can sign up to provide or receive coaching.	There is a concentration of F PMS staff at EO level and improved and longer term career progression pathways are needed to coach and support staff pipelines to higher AO grades.	Building on the existing mentor pool in Trinity and drawing on PMS staff who have completed the Aurora programme, we will collate a group of experienced staff willing to provide coaching. Host a portal for staff on T-Net, the internal staff site, to request coaching and connect with Panel. Evaluate usage of portal, including by school/unit and augment promotion of Panel where there is low uptake as needed following evaluation.	HR Learning and Development Manager, TCD Internal Communications Officer, IT and Equality Officer	See an increase from 59% to ≥70% in people reporting they have applied for higher positions via internal recruitment. See similar success rates for F and M applicants applying for positions via internal recruitment. Increase the mentor pool, and number of people receiving coaching by 10% annually throughout the life of this GAP.	Call for staff to act as coaches and develop portal- Q3 2024. Go live with portal and call for staff sign up for coaching Q1 2025. Evaluate usage of portal Q3 2025. Augment promotion of Panel as needed following evaluation. Q4 2025 and seek to grow use by 10% per annum.
2.4.1	Launch communications plan around the updated Dignity and Respect Policy and new Sexual Misconduct Policy, with a particular focus on building confidence in our reporting mechanisms and raising institutional awareness around intersectionality.	While numbers are small, survey data suggests that staff with marginalised intersecting identities are more likely to experience bullying, discrimination, and sexual harassment, and that they are less comfortable reporting these behaviours than people from majority cultural groups. Trinity takes a zero-tolerance approach to these behaviours and we want to build confidence in our reporting mechanisms. In addition, data suggests the lowest awareness of how to report is lower among people from ethnic minority backgrounds (40%) as well as researchers with only 40% female and 37% of male researchers. Less than half of all respondents were confident complaints would be dealt with effectively.	We will build a new webpage to host new the new policies, this will include an online reporting form and list of supports available within and outside of College to staff, students and wider College community. Highlight our new policies, as well as survey findings around bullying, discrimination and sexual harassment in our 2022/23 EDI Monitoring Report.	HR led with Comms Support and EDI Office input to ensure accessibility of webpage interface AS Officer	Visits to webpage tracked and monitored to ensure ease of finding webpage. Promotion of webpage via staff and student induction, quarterly email communication and posters. ≥85% of staff report awareness of policies ≥55% of staff report feeling confident complains will be dealt with effectively. ≥60% of research staff, and those from minority backgrounds report knowledge around how to report incidents. .	Commence build Q3 2023. Webpage piloted, tested and live by end 2023. Feasibility of App hosted webpage commenced Q4 2023 to ensure staff not desk based can access policies and reporting form. April 2026
2.4.2	Update our Consent Action Plan (CAP) with new staff members in place, to support a focus on ending sexual violence and sexual harassment (ESVH) for all TCD Community (students, staff, visitors, etc.)	From our staff consultation we found that 1% (10) participants have experienced at least one form of sexual assault or sexual violence (SASV) in the last 3 years. ███████	Recruit ESVH/Consent Manager Role and 2 ESVH/Consent/Dignity and Respect Case Officers	Head of HR, Head of Employee Relations, AVPEDI.	Three new roles in post.	Staff in post by Q4 2023
			Review current membership and ToR of Consent Framework Oversight Group to ensure 1. active participation and attendance of current members, 2. ToR are up to date and appropriate, 3. Co-opt new members to ensure representation across equality grounds on Group	Chair of Oversight Group- currently AVPEDI	Revised Group ToR and membership suitable to drive next Action Plan for 3 years and report to HEA on same, as required.	New ToR and members in place by end Q4 2023
			Presentations by ESVH/Consent Manager to each School/Unit AS SAT and to AS Champions network to promote updated/new policies and complaints and concerns processes	Appointed ESVH/Consent Manager	Understanding of updated/new policies at School and Unit level and how to support and direct colleagues who wish to utilise policies to raise a concern or complaint.	Commence Q4 2023 and present to 1 AS SAT per month on a rolling basis.

2.4.3	Bring our updated Dignity and Respect Policy, Sexual Misconduct Policy and Domestic Violence Leave Policy through EOG to Board for approval, with appropriate resourcing allocated for implementation.	Policies must be presented to and approved at various Groups and Committees and at TCD Board prior to roll out and implementation.	Work with Secretary of College to ensure updated/new policies are included in appropriate Committee Agenda including Board.	Head of HR, Head of Employee Relations, AVP EDI, Equality Officer, Secretary's Office	Approval of updated polices and resourcing allocated for full implementation.	Q3 2023 policies to EOG and Board.
2.4.4	Develop and implement a tailored education and training programme for staff and students around these updated/new policies, with particular focus on line managers and those in posts where employees or students are likely to report in the first instance.	When reviewing our SpeakOut data we found only 4 of the 140 incidents were formally reported. For staff that didn't formally report an incident, the main reasons for not reporting was a fear that it might impact career, concerns they cannot prove it happened, and not knowing reporting the incident was an option. For students, the majority said they could not prove it, and others worry that nothing will be done. Therefore, we see there is a need to build confidence among staff and students in reporting these behaviours, and assuring them they will be supported. We also need to put in place training for our line managers regarding how they support anyone who might come to them for support.	Bespoke online and in person mandatory training developed for staff incorporating reporting routes, supports, and how to respond to disclosures from colleagues. Training will target people managers via longer and in-depth face-to-face training sessions to equip them to respond promptly and effectively to concerns and complaints.	HR/ Appointed ESVH/Consent Manager led with EDI Office input and Consent Framework Implementation Oversight Group consultation	70%+ of training participants report that they would recommend training to a colleague. 80% of all new College hires participate in training. Schools and Units meet internal training targets as part of their Athena Swan GAPs.	Training roll out commences Q4 2023 and is ongoing. Training reviewed on annual basis via participant & trainer feedback and to incorporate legislative and/or policy changes - commencing March 2024 and annually thereafter to end 2027.
2.4.5	Publish aggregated reports of SASV from SpeakOut tool in annual EDI report.	We wish to improve transparency and awareness and build confidence in reporting mechanisms, and ensure the College community is are aware of our zero tolerance approach to SASV, harassment, bullying and discrimination. Additionally, data from the tool suggest that reports of incidents increase when awareness campaigns happen.	Aggregated results from SpeakOut will be published in the 2022/23 EDI Report and annually from then on.	AVPEDI, Equality Officer, AS Officer	See an increase in the number of people using the SpeakOut tool (140 users in 18 months), and a decrease in the number of SpeakOut incidents that are not formally reported (currently only 4 were formally reported), as well as a decrease in the numbers of people that don't report because they feel nothing will be done.	First publication of tool data in October 2023. S increase/decrease targets by October 2024. Meet increase/decrease targets by October 2024.
2.4.6	Normalise taking family leave for all eligible members of staff.	27% of male staff did **not** take a family leave type that they were eligible for. This is highest for male academic staff with 39% not taking a leave type they were eligible for. Female research staff were also less likely to avail of a family leave, with 26% not availing of leave they were eligible for, compared with female staff in any other job category (13%).	Promote family leave types available in TCD as part of key days (e.g. International Men's Day, International Day of the Child, etc.)	Equality Officer/AS Officer	Reduce the % of male staff not taking family leave they are eligible for to ≤15%	April 2026
			Explicitly reference to the suite of Family and Carers' leaves available at Head of School Induction, and encourage further promotion of same for all staff at School level, on an annual basis.	Staff Learning and Development Manager, HR); Equality Officer (EDI) and HoSs.	Reduce the % of research staff not taking family leave they are eligible for to ≤13% or in line with female staff in other job categories.	
2.4.7	Increase childcare provision, including looking a partnership opportunities in the wider community.	Time on the current waitlist for the TCD Day Nursery ranges from 2 months to 3 years. Main contributing factors are that facilities are too small to meet demand and students have priority over staff.	Review of external childcare providers in wider Trinity geographical area.	Director Student Services/Equality Officer.	Review of childcare providers completed	Completed
			Establish potential childcare provider partners.	Director Student Services/Equality Officer/AVPEDI	≥1 external childcare partner identified	October 2024
			Develop a case for EOG consideration.	Director Student Services/Equality Officer.	Case for outside partnering put forward to EOG	December 2024

			Proceed based on EOG recommendations.	Director Student Services/Equality Officer/AVPEDI/COO	Additional childcare providers in place	October 2025
2.4.8	Raise awareness of breastfeeding supports and spaces available in College.	Initial survey results from our inaugural breastfeeding survey indicate a need to raise further awareness of breastfeeding locations and supports in College. Staff tend to have higher awareness of spaces in places where they work, however this is not the case for students. Additionally, the majority of staff (67%) and half of student respondents currently breastfeeding or expressing said they do not use the rooms on campus.	We will develop a map of breastfeeding locations across College which will be put on the EDI website and the Healthy Trinity Breastfeeding webpage. Additionally, these maps will be given to all users of the creche (staff and students) and maternity leave returners, as standard practice.	Equality Officer/EDI Executive Officer/ Healthy Trinity: Breastfeeding Lead	All breastfeeding and expressing staff and students report awareness of available breastfeeding spaces.	April 2026
			We will begin signposting across College to breastfeeding spaces.	Equality Officer/EDI Executive Officer, Estates and Facilities - Head of Facilities Management; Bursar (Chair of Space Allocation Group).	Increase staff usage of the rooms from 33% - 50% Increase student usage of the rooms from 50% - 70%	April 2026
			Clear information and contact details will be available in breastfeeding spaces about who should be contacted if there are any issues with room (hygiene, equipment, set up, etc.).	Equality Officer/EDI Executive Officer, Healthy Trinity: Breastfeeding Lead; Estates and Facilities - Head of Facilities Management & Estates and Facilities Premises Managers.		
2.4.9	Monitor take-up of family and caring leave, including return rate and retention in post at 6-12 months.	To promote University-wide adoption and uptake of flexible-working schemes and family leaves, and to rectify a data gap whereby no formal centralised data capture system exists.	Collection of data has begun with roll out of e-leave and will be reported on by the Working Group on family and caring responsibilities. after first full year.	Director of HR/WG on Family and Caring responsibilities	The WG will put forward suggestions for consideration to inform any change to current policies and practice. Recommendations and proposals on policy from the WG will be brought to the HR Committee.⍰	April 2024
2.4.10	The Working Group on Family and Caring responsibilities will examine current policies and procedures in relation to leave policies and increase visibility of policies and supports and develop guidelines for managers.	The self-assessment revealed that there is a need for us to increase support for people taking family related leave as only 50% of women and 25% of men felt informed about their rights before taking leave.	Examine current policies and procedures and ensure that these are accessible and available to those who wish to avail of them; Ensure that relevant support information, such as accessing benefits, are clearly set out on the HR area of T-Net ; Develop guidelines for managers of employees who will be availing of periods of family leave including maternity, adoptive, paternity, parental and carer's leave to allow for smooth transition from and on return to work;	WG on Family and Caring responsibilities	≥65% of women and ≥40% of men feel informed about their rights before taking leave by 2024 ≥80% of women and ≥55% of men feel informed about their rights before taking leave by 2026	October 2026
2.4.11	Sponsor refreshments and meeting space for 1 social gathering of the LGBT+ Staff Network per year	Our successful staff networks benefit employees and the wider College. The collective experience of members can also provide invaluable feedback on current policies and provide new, innovative ideas, based on lived experiences.	Research and identify a suitable meeting space that can accommodate the expected number of attendees, and obtain quotes for catering and refreshments that fit within the available budget.	Equality Officer/LGBT+ Staff Network committee Chair	Provide a platform for networking and building relationships among employees from different backgrounds.	First gathering will take place in academic year beginning October 2023.

2.4.12	Incorporate explicit reference to EDI within the Trinity Visual Imagery Handbook.	Explicit reference to EDI to be added within the Visual Imagery Handbook to align with Trinity's commitment to inclusivity and reflect our values and goals.	Director of Marketing will review and update the Visual Imagery Handbook to include explicit references to EDI.	Director of Public Affairs and Communication/Director of marketing	Revised Visual Imagery Handbook includes specific guidelines and recommendations related to incorporating EDI considerations.	Complete the revision process and finalise the updated Visual Imagery Handbook by September 2023
2.5.1	Publish a Trinity Racial and Ethnic Equality Action Plan	While our work on GE has been very impactful, during our REEWG focus groups the lack of representation and visibility of people from diverse background across college was an emerging theme. Recommendations from our REEWG report "The Trinity Tapestry" map to the HEA's recommendations arising from their Race Equality national online survey and the HEA Race in the Higher Education Sector Implementation Plan 2022- 2024.	Finalise and approve our Racial and Ethnic Equality Action Plan, based on the findings from the Trinity Tapestry and HEA Implementation Plan 2022-24.	Co-Chairs of REEWG	Racial and Ethnic Equality Action Plan in place and monitored across the same timeline as our AS Action Plan, which it feeds into.	Q2 2023
2.5.2	Establish a Global Staff Network	Our HR wellbeing survey additionally revealed that international staff were more likely than Irish staff to want a return to the office to socialise, meet and work with colleagues (60+% international v 50%+ all staff) and had slightly less interest in hybrid working (73% international v 81% all staff). Additionally international staff were less likely to report feeling a sense of inclusion (49% v 70%).	Circulate information about the Global Staff Network to all staff, via T-Net, all staff emails, and prints out for areas where non-desk based staff work.	AS Officer	≥70% of international staff report improved feelings of inclusion in the next HR wellbeing survey.	April 2025.
			Launch the network in July 2023 with a family friendly picnic event hosted by EDI Office in consultation with REEWG.	Equality Officer/Co-Chairs REEWG/ Global Engagement		
			Sponsor refreshments and meeting space for 3 social gatherings of the Global Staff Network per year.	Equality Officer		
			Information about the Global Staff Network will be included in induction and promoted to all HR Partners.	HR Partners, Equality Officer, HR Learning and Development Team		
2.5.3	Drive participation in the "Lets talk about race" online training programme.	Only 133 people have completed our " Let's talk about race in the higher education sector" EDI online training programme to date. There is a need to drive participation to develop greater awareness of the nature of racism, and in particular provide an understanding of how racism may take the form of inequality and bias that is embedded in our universities in a systemic way.	We will increase the promotion of this training by highlighting it in the EDI newsletter, and the annual EDI report. Additionally, we will ask that AS SAT teams, Hiring Committee Chairs and Committee members complete this training.	AS Officer/Equality Officer	Double participation on this programme annually.	Steps to achieve target already in place.
2.5.4	Implement recommendations of external EDI governance review 2022.	In February 2022, Trinity initiated an external review of EDI governance organised by the Academic Secretary's Office. The reviewers' final report made a number of recommendations which were shared with Council & Board.	9 main recommendations will be implemented to enable clarity of governance for EDI work and supporting recommendations will be considered by Equality Committee for sequential roll out and implementation.	AVP EDI, Equality Officer, People and Culture Committee - EDI Subcommittee, Office of the VP/CAO	EDI governance in TCD is guided by External expert report.	Q1 2023 Presentation to TCD Council on review & progress re recommendations thus far. Annual implementation report to Equality Committee and Board.

	Objective	Rationale	Deliverables	Responsibility	Success Measures	Timeline
2.5.5	Implement and mainstream Public Sector Duty (PSD) Assess, Address and Report Processes in Trinity.	TCD EDI staff have worked with colleagues in UCD & the IUA to develop a HEI Sectoral Toolkit to implement the PSD in a HEI setting. As the PSD is a legal requirement which covers all equality grounds in Irish law and human rights instruments that Ireland has ratified prompt implementation of the Duty is now imperative.	Trinity will be fully compliant with the PSD and act as a leader in the HEI sector for robust annual assessment processes with subsequent activities to address areas of need and reports on our website. CEDAW and CRPWD will be primary human rights instruments TCD first assessment focuses on in line with our Staff Disability Working Group and Consent Oversight Framework Group	Secretary's Office, AVPEDI, Risk and Compliance Committee (new committee commencing 2023-24)	Annual reporting on PSD hosted on Secretary's Office and EDI website. Next TCD strategic plan (2025-2030) contains reference to Public Sector Duty .	Q4 2023 Toolkit PSD led assessment takes place in TCD. Q1 2024 Actions to address issues arising as agreed by College Secretary and AVPEDI. Q2 2024 TCD PSD Report on TCD website. Process repeated annually thereafter. Next TCD Strategy references PSD in 2025.
3.3.1	Create an institutional wide data visualisation dashboard that provides staff with school or unit level insights with a range of meaningful, metrics that show an EDI narrative.	AS Champions have raised the issue of challenges surrounding data collection for the purpose of AS self-assessments and impact measurement. Additionally, there are varying levels of skills regarding data analysis across college. The production of centralised dashboards will support schools and units in progressing EDI work and provide measurable indicators of impact.	Data Integration Working Group Established.	DIWG lead by Head of Data Analytics and Strategic Initiative (DAaSI)	Working group established.	Working group has been established. Meeting fortnightly since December 2022.
			DIWG will consider all aspects of data collection and usage across the University and bring recommendations for enhancement or change to the Vice-Provost/CAO and to the relevant parties concerned.		Launch of a TCD Data Strategic Plan 2024 -2027.	Strategic Plan to be prepared by December 2023.
			Complete and launch a TCD data strategy.			
			Based on findings of the group and data strategy deliver best-in-class data infrastructure and insights.		Champions applying for awards after November 2024 report less challenges with data collection for AS process.	Data insights dashboard to support EDI work in place by November 2024.
3.3.2	Continue beaconing activities to foster community engagement, promote inclusivity, and celebrate diversity within HEIs.	TCD wants to share its journey in promoting equality both internally and with others. As a leading HEI, we can share and learn about effective interventions, and influence peers in delivering gender equality.	Conduct at least 2 beaconing events per academic year, each targeting different aspects of diversity	AVPEDI/Equality Officer/AS Project Officer	Two beaconing events per academic year.	Beginning academic year 23/23 continuing annually thereafter
			Share our Athena SWAN experience with other HEIs		Support the development and/or enter partnerships on gender equality initiatives with other institutions.	
			Continue working with global partner universities, Coimbra Group and LERU to share practice on gender equality and intersectionality.			
			Update the SharePoint at least biannually to ensure that latest Athena Swan changes, news and awards' updates are included.		6 vignettes of good practice developed per annum and hosted on SharePoint. 80% of respondents report awareness of AS initiatives by 2026 (currently 56%).	