



Ollscoil Chathair  
Bhaile Átha Cliath  
Dublin City University



## DCU Women in Leadership Annual Report

2017





# DCU Women in Leadership Annual Report 2017

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# Executive Summary

## DCU Women in Leadership

### Annual Report 2017

DCU's Strategic Plan 2017 – 2022 "Talent, Discovery and Transformation" explicitly states our commitment to continue to promote principles of equality and to embrace diversity. One critical strand of this commitment to diversity and inclusion is the DCU Women in Leadership initiative. Launched by the University's President in November 2015, this progressive initiative was recognised as 'best practice' by the UK Equality Challenge Unit during the Athena SWAN awards ceremony in Dublin.

This report represents a summary of activities under the DCU Women in Leadership initiative during 2017. Specific highlights were the achievement of the Athena SWAN Bronze Award and increased participation on a number of leadership development initiatives, including the Aurora Leadership Programme and the very successful DCU Mentoring Scheme.

While cultural change is necessarily slow, some very encouraging trends are emerging in the DCU gender statistics. Females in Full Professor roles have risen from 21% (2015) to 30% (2017) and females in Professor roles from 36% (2015) to 45% (2017). A 50% gender split exists for senior non-academic staff. In 2017, the University made a decision to amend academic titles to align them more closely with international practice. As such, the Professor title has been changed to Full Professor; the Associate Professor title to Professor; the Senior Lecturer title to Associate Professor and the Lecturer title to Assistant Professor.

DCU has never been a place of formulaic responses. As universities strive to define their role in a rapidly changing world, it is more important than ever before to be clear about purpose, values, relevance and ambitions. DCU's innovative and progressive commitment to diversity and inclusion and, more specifically, to gender balance, through the Women in Leadership initiative, is an important pillar in delivering an ambitious Strategic Plan and enhancing staff experience. In a rapidly evolving workplace, this has never mattered more.

**"At a public conference I won't serve on a panel of two people or more unless there is at least one woman on the panel, not including the Chair."**

— Brian MacCraith,  
President, Dublin City University

# Committee and Action Groups

## Women in Leadership Steering Committee

Name	University Department
Prof Brian MacCraith	President
Prof Eithne Guilfoyle (Chair)	Vice President Academic Affairs
Marian Burns	Director of Human Resources
Dr Anne Looney	Dean, DCU Institute of Education
Dr Brian Harney	DCU Business School
Fiona Carvill	HR Learning and Development
Prof Anne Sinnott	Dean, DCU Business School
Prof Greg Hughes	Vice President for Research and Innovation
Prof John Doyle	Dean, Faculty of Humanities and Social Sciences
Prof Lisa Looney	Dean, Faculty of Engineering and Computing
Prof Michelle Butler	Dean, Faculty of Science and Health
Prof Pádraig Ó'Duibhir	Deputy Dean, DCU Institute of Education
Sandra Healy	Head of Equality, Diversity and Inclusion

## Women in Leadership Action Group

Name	University Department
Dr Brian Harney (Chair)	Associate Professor, DCU Business School
Deirdre Wynter	Head of Marketing
Dr Debbie Ging	Associate Professor, School of Communications
Dr Eileen Brennan	Assistant Professor, School of Human Development
Fiona Carvill	HR Learning and Development
Michele Pringle	Faculty Manager, Faculty of Engineering and Computing
Prof Edel Conway	Professor, DCU Business School
Prof Gareth Jones	Professor, School of Computing
Prof Teresa Burke	Full Professor, DCU School of Nursing and Human Sciences
Sandra Healy	Head of Equality, Diversity and Inclusion

# DCU Women in Leadership

## Mary McAleese

### Lecture Series 2017

A key pillar of the Women in Leadership initiative is a lecture series which is endorsed by former President of Ireland Mary McAleese, who delivered the inaugural lecture in the series. During her lecture she highlighted the importance of women becoming self-advocates. "While we have witnessed great institutional achievements in recent decades, much of what we do remains, to some degree, unrecognised. It is vital that women themselves redress the imbalance."

The lecture series is designed to feature a range of high profile, successful female leaders who share their journey to senior positions, the challenges they have encountered and achievements attained. During 2017 guests who have delivered insightful and inspiring lectures under the series include:

**Bishop Patricia Storey**, first female Church of Ireland Bishop

**Dr Michelle Williams**, Dean of Harvard University's School of Public Health

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## Bishop Pat Storey

### "Breaking Through the Stained Glass Ceiling"



Bishop of Meath and Kildare, the Most Rev Pat Storey, Ireland's first and only female bishop, spoke to DCU staff about her experiences of being a woman in church leadership. The lecture took place on DCU's All Hallows campus on 7th September.

Coming from a completely secular background, Bishop Storey's interest in religion came during her time in college in Dublin. Several years later, and feeling that God was calling her into some form of Christian leadership, she went back to college to train for ministry.

Hearing that she had been elected as Bishop, the Most Rev said, "Apparently I am the only Bishop to have asked for time and they gave me 24 hours! Interestingly, that was how some people knew it must be a woman! No man had ever asked for 24 hours to consult with family."

Bishop Storey was focused on the challenges that lay ahead as the third most senior person in the Church of Ireland rather than the challenges that being a woman might bring. However, she did recall a number of incidents of bias towards her which she attributes to people making assumptions rather than intending offense.



### Dr Michelle Williams

#### 'Promoting "Healthy Diversity" in Third Level Education'



On Tuesday, 7th March 2017, Dr Michelle Williams, Dean of Harvard University's T.H. Chan School of Public Health, delivered a lecture on 'Promoting "Healthy Diversity" in Third Level Education'. The event, which celebrated International Women's Day, took place in conjunction with the U.S. Embassy.

Dr Williams, is an internationally-renowned epidemiologist and public health scientist, an award-winning educator and a widely recognised academic leader. Prior to becoming Dean, she was Professor and Chair of the Department of

Epidemiology at the Harvard Chan School and Program Leader of the Population Health and Health Disparities Research Programs at Harvard's Clinical and Translational Sciences Center.

Dr Williams previously had a distinguished career at the University of Washington School of Public Health. Her scientific work focuses on integrating genomic sciences and epidemiological research methods to identify risk factors, diagnostic markers, treatments, and preventions targets for disorders that contribute to maternal and infant mortality. Dr Williams has published over 450 scientific articles and has received numerous research and teaching awards, including the American Public Health Association's Abraham Lilienfeld Award. In 2011, President Barack Obama presented her with the Presidential Award for Excellence in Science, Mathematics, and Engineering Mentoring.

**"Higher education is a key pathway for social mobility in the United States, and gaps in college opportunity have contributed to diminished social mobility for some communities."**

Dr Williams spoke about the importance of promoting "Healthy Diversity" in Third Level Education, "Higher education is a key pathway for social mobility in the United States and gaps in college opportunity have contributed to diminished social mobility for some communities." Dr Williams discussed how colleges and universities, seeking to promote diversity, need to identify how diversity relates to their core institutional mission and the unique circumstances of the institution.

Furthermore, the campus leadership and faculty plays an important role in achieving inclusive institutions. She gave the example of how faculty members' curricular decisions and pedagogy, including their individual interactions with students, can foster inclusive climates. Dr Williams stated how important it is for students to see themselves reflected in the faculty and curriculum to which they are exposed to create a sense of belonging and inclusiveness.

# Listening Lunches 2017

Over the past year, DCU President, Prof Brian MacCraith and Ms Marian Burns, Director of HR have co-hosted monthly Listening Lunches as part of the DCU Women in Leadership initiative. Fifty-nine female staff members have attended the lunches to date and as of early 2017 men were also invited.

The main focus of the lunches is on exploring the culture for women in DCU and on exchanging ideas and views within the context of women in leadership in the University. The lunches also provide a forum to exchange views and ideas with the hosts and each other. Attendees were asked to consider up to three ideas to share with the group that could have a positive impact on the culture of the University. Positive and progressive suggestions generated from these lunches will inform and influence future events and activities under the DCU Women in Leadership initiative.

The lunches also facilitate the development of stronger internal networking platforms for women across the expanding University.



# DCU Women in Leadership Research Projects

In 2017 a dedicated research funding scheme was put in place to advance DCU's commitment to ensuring it meets best practice in terms of supporting gender equality in relation to leadership.

The DCU Women in Leadership Steering Committee developed three research themes and a call for submissions went out in May 2017.

- Academic Career Tracks: Enhancing Return to Work Experiences Following Leave
- Best Practice in Unconscious Bias Training
- Establishing Best Practice to Enhance Individual Potential through Career Development

The following three projects were awarded funding:

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## “Academic Career Tracks: Enhancing Return to Work Experiences Following Leave”

Faculty: Dr Yseult Freeney, Dr Lisa van der Werff, and Dr Sinead Smyth

### **Rationale/Challenge**

Resocialisation into work after a period of leave is a critical career juncture for many academics. The re-entry period after maternity leave is characterised by a myriad of uncertainties for women, with many struggling to resocialise into the workplace while also renegotiating their personal identity. Periods of renegotiation and difficulties in navigating the unconscious perceptions of others in the workplace may be particularly pronounced for women, having specific implications in an academic context.

### **The Research Approach**

To address this enquiry adequately, a number of perspectives are being pursued, those of returning academics are of paramount importance, but determining the push and pull factors also requires an interrogation of the systems and management support that make up the work context for these individuals. The project team are employing semi-structured interviews to explore the experiences of 11 returnees to date from a range of disciplinary backgrounds and five of the returnees' line managers. This provides a dyadic perspective on the resocialization experience. The team is currently in the process of seeking further insights from three senior DCU managers to triangulate its findings.

## “Ensuring a ‘Level Playing Field’ in Recruitment and Selection Practices at DCU: The Role of Unconscious Bias Training”

Faculty: Dr Melrona Kirrane and Kirsten Bayly-Parker, MSc

### **Rationale/Challenge**

Attending to unconscious bias in all contexts is becoming increasingly important. Professional organisations regard it as a core feature of their business model and a central pillar in their ability to attract and retain high quality employees. Initiatives designed to ensure best practice in this field are a worthy endeavour.

### **The Research Approach**

The purpose of the research was to establish best practice in unconscious bias training and to make recommendations for DCU’s activities in this area. This study reviewed the delivery of unconscious bias training in DCU and nine further organisations. These included four academic institutions, four corporate organisations and one government department. The study also collated insights from the academic literature on best practice in unconscious bias training. Data were reviewed according to the context, content and outcomes of unconscious bias training practices across participating organisations. Context refers to the background to delivering unconscious bias training, what the organisation was intending to address, whether it was mandatory training and the hoped-for outcomes. The content of the training explored how the training was introduced, how participants reacted to the announcement, the type of training and why this particular type was chosen. Finally, the outcomes of the training were considered in terms of its reported effects and measurement of its impact.

# “Academics’ Well-Being and Career-Related Experiences”

Faculty: Dr Janine Bosak, Dr Melrona Kirrane, and Dr Yseult Freeney

## Rationale/Challenge

Research has clearly demonstrated that globally, women fail to advance into the upper ranks of many work environments, including academia. This is problematic on a number of fronts. It renders upper echelons of academic institutions homogenous and lacking diversity, which compromises effective decision-making, reduces female academics’ confidence in the relationship between performance and promotion, and serves to limit the availability of role models to inspire early career women. While many factors have been identified that are associated with this situation, including women’s personal style and characteristics, attention is now turning to contextual features (e.g., work overload, opportunities for recovery) that may be contributing to this state of affairs.

## The Research Approach

This study investigates the linkages between job demands, work-life interface issues, well-being and career aspirations of both female and male academics. A survey was disseminated to DCU academic staff and further attempts to build the response rate are underway to ensure meaningful conclusions can be drawn from the data. The intended outcome of the study is to direct attention to areas of improving policy and practice with respect to academic careers in DCU.



# Leadership Development at DCU

## Marian Burns, HR Director



Marian Burns, joined the University's Human Resources department in 1990, becoming Director of HR in 2002.

Marian has over 25 years' experience as a Senior Executive and played a leading role in instigating the Women in Leadership initiative in DCU. To ensure ownership, transparency and engagement, she established a governance structure with a wide membership including the senior management team.

The HR Department has driven and supported the many initiatives under Women in Leadership at DCU. Establishing and acting as Secretary to the Steering Group and Working Group, HR has also championed the Athena SWAN agenda. Initiatives including the Aurora and Mentoring Programmes demonstrate HR's commitment to achieving the University's challenging gender and diversity objectives. Furthermore, the unconscious bias awareness initiative, developed in-house, is an excellent example of an intervention aimed at raising awareness of practices which support a more balanced gender staff profile. We look forward to supporting future initiatives as we further embed the Women in Leadership agenda for DCU.

## Martin Leavy, Head of Learning and Development




### **Profile:**

Martin Leavy, has close to 30 years' experience in all aspects of the Human Resources function and latterly leads a team which designs, delivers and evaluates staff learning programmes as well as significant organisational development initiatives.

### **HR, Learning and Development**

The HR, Learning and Development team is currently focused on talent development identified in the current Strategic Plan. It delivers on the plan through the expansion of a number of professional development initiatives, including the enhancement of leadership and management development courses, as well as expansion of the coaching and mentoring programmes.





The Women in Leadership initiative is a key strategic priority for the DCU Human Resources function. Under the directorship of Marian Burns, there is ongoing focus on gender equality in recruitment and promotion processes. All HR staff attended a workshop, led by Dr Melrona Kirrane (DCU Business School) examining gender nuanced language in writing job descriptions and advertisements.

Led by Martin Leavy, HR Learning and Development manage a number of development programmes, some of which have a specific female focus. Under the Women in Leadership initiative, additional investments and commitments have been made in relation to participation on these programmes:

- **Aurora Leadership Development Programme:** a commitment to increase the number of DCU participants by 33% in 2017 was made and delivered.
- **DCU Mentoring Scheme:** a commitment to increase the number of participants on the very successful DCU Mentoring Scheme by 5% year on year was surpassed in 2017 and the feedback from female participants has been outstanding.



# Aurora Leadership Development Programme and DCU Mentoring

Aurora is an innovative leadership development programme for women established by the Leadership Foundation in the UK ([www.lfhc.ac.uk](http://www.lfhc.ac.uk)).

This programme is designed to help address the issue of the low number of women in senior posts in the higher education sector. The objective of this programme is to embed a leadership mindset whereby women identify themselves as leaders and seek appropriate opportunities to develop capabilities, skills and networks to support them in their developing careers. Aurora consists of five interlinked days – four development days and an action learning set. Participants are women, both academic (up to Associate Professor level) and equivalent administrative staff who must be matched with a mentor for the duration of the programme.

The DCU Mentoring Scheme began in 2012 for early career academics. The scheme is now open to all staff. The aim of the scheme is to build a culture across DCU where informal mentoring readily happens. The benefits of the mentoring scheme for DCU include:

- Leadership – to grow and develop the future leaders of DCU,
- Focus – to provide an opportunity to reflect on career and research goals,
- Connectedness – share knowledge and experience through the promotion of collegiality and networking.

Since 2015, 35 women from DCU have participated on the Aurora Programme. There are currently 24 mentoring pairs. This includes 23 female mentees. Three of these are from STEM areas. Dr Mairéad Nic Giolla Mhichíl talks about her experience of both programmes.

**“I am finding that the mentoring scheme is very useful, as I am more reflective and looking at things through a different lens.”**



## Aurora Profile: Dr Mairéad Nic Giolla Mhichíl, Associate Professor in Fiontar and Scoil na Gaeilge



Mairéad recently participated in the Aurora Leadership Development Programme and the DCU Mentoring Programme. Mairéad has held a number of leadership positions within her school and across the University, including serving as Associate Dean for Teaching and Learning.

Mairéad describes the Aurora Programme as ‘an invaluable opportunity for self-reflection and to network with colleagues internally in DCU, to widen your network and to meet others in Ireland and the UK.’

Mairéad said that she has ‘implemented a number of the strategies discussed on the programme, such as how to deal with difficult situations, negotiating with colleagues, networking techniques and developing her leadership skills.’ Mairéad also said that ‘I have acted as a mentor for participants as part of the learning sets on the Aurora Programme and have shared my experiences of the promotion process with them.’

Mairéad described the mentoring scheme ‘as having a senior colleague to challenge me, but in a constructive way. Therefore, all my assumptions have been challenged. It is good to have that sounding board and to speak to someone from a different discipline.’

Mairéad said that she and her mentor are gaining a mutual benefit from the mentoring scheme, in that both are learning a huge amount. Mairéad concluded by saying that she would recommend the Aurora Programme and DCU Mentoring Scheme to other colleagues in her school and that she hopes they get the opportunity to experience both.

### University Leadership & Management Programme (ULM)

The University Leadership & Management Development Programme developed by HR Learning & Development is a blended learning programme designed to support staff, appointed to, or interested in, taking up leadership positions within the university. The programme addresses the theory and practice of leadership and management through an online programme, placing it in the context of DCU. This programme was first delivered in 2014. Since then the programme has grown from strength to strength.

Modules include leadership and management, organisational culture, managing people, strategy and managing resources. The programme achieved ILM accreditation in 2017. The numbers of women completing the programme has increased from 10 in 2014 to 18 in 2017, tangible recognition of the University's commitment to supporting women developing their leadership skills.

The following are quotes from participants on the programme:

**“I learned the importance of culture and people management in an organisation of this size and the diverse groups involved.”**

**“I gained a more in-depth understanding in the field of University leadership, in particular in the area of strategic planning and managing people.”**



# DCU Women in Leadership Measuring Success

Breakdown of <b>academic staff by grade:</b>	Academic Posts (as at 31 December)														
	2015					2016					2017				
	Whole Time Equivalent			Percentage		Whole Time Equivalent			Percentage		Whole Time Equivalent			Percentage	
	Male	Female	Total	Male	Female	Male	Female	Total	Male	Female	Male	Female	Total	Male	Female
Full Professor*	42.8	11	53.8	79%	21%	43	12	55	78%	22%	38	16	54	70%	30%
Professor**	14	8	22	64%	36%	15	12	27	55%	45%	15	12	27	55%	45%
Associate Professor***	49	31	80	61%	39%	69	45	114	60%	40%	66	51	117	56%	44%
Assistant Professor****	111	129	240	46%	54%	192	234	426	45%	55%	184	229	413	45%	55%

Breakdown of <b>non-academic staff by grade:</b>	Non-Academic Posts (as at 31 December)														
	2015					2016					2017				
	Whole Time Equivalent			Percentage		Whole Time Equivalent			Percentage		Whole Time Equivalent			Percentage	
	Male	Female	Total	Male	Female	Male	Female	Total	Male	Female	Male	Female	Total	Male	Female
Pay scale with maximum point above €70,000	25	29	54	47%	53%	31	32	63	49%	51%	46	45	91	50%	50%
Pay scale with maximum point on or below €70,000	106	227	333	31%	69%	131	299	430	30%	70%	121	311	432	28%	72%

Equivalent to Academic staff titles 2016:

- \* Professor
- \*\* Associate Professor
- \*\*\* Senior Lecturer
- \*\*\*\* Lecturer



## Achievements

DCU Business School has emerged as the top business school in Europe for faculty gender balance (December 2017, Financial Times). Almost half of DCU Business School's faculty members are female and the School is led by a female Executive Dean. Commenting on this achievement, Executive Dean of DCU Business School, Professor Anne Sinnott said:

**“We are honoured to be recognised in this prestigious ranking for our commitment to gender equality and diversity. DCU has demonstrated its longstanding commitment to supporting and promoting gender equality in higher education through institutional initiatives such as Women in Leadership and our 2017 Athena SWAN Bronze Award ... In the Business School, we are actively involved with the 30% Club whose goal is to increase female board representation in FTSE-100 companies.”**

**“We consider gender balance in the Business School to be among our greatest strengths and we are proud to have that recognised today.”**



# DCU Staff Workshops



Peter Cosgrove

Peter Cosgrove is the Director of CPL Resources plc, and founder of the Future of Work Institute in Ireland. Peter presents internationally on trends in the workplace and the future of work. This staff workshop examined privilege, culture and the role of unconscious bias in the workplace.

The workshop was initially created in 2016 by Sandra Healy, DCU Head of Equality, Diversity and Inclusion, and Peter Cosgrove, for the 30% Club Ireland. The workshop aims to encourage men to become part of the conversation when it comes to gender diversity and to help promote real change.

Peter provided attendees with insights and practices that they can implement in their own roles. There is a wealth of evidence to suggest that gender diverse companies are more innovative, more profitable and tend to recruit and retain better talent.





Prof Niall Moyna

As part of the focus on health and wellbeing at work, a workshop in celebration of International Men's Day was held on 20th November 2017. 'Health Through the Generations' addressed such topics as protecting your health through diet, exercise, building resilience and supporting others.

Chaired by DCU's Director of Sport at DCU, James Galvin, a keynote presentation by Prof. Niall Moyna, School of Health and Human Performance, and contributions by Dr Michael McKeon, School of Nursing and Human Sciences and Helena Ahern, Counselling and Personal Development Service, Student Support and Development. Feedback was overwhelmingly positive, with requests for further similar sessions.



# Athena SWAN

DCU was awarded the prestigious Athena SWAN Bronze Award in March 2017 recognising the progress and commitments made towards advancing gender equality across DCU. When being presented with the award specific mention was made by the awarding body (Equality Challenge Unit UK) of the DCU Women in Leadership initiative as best practice.



The ultimate aim of the Athena SWAN Charter for the University is to achieve enhanced job satisfaction and a better working environment for all DCU employees through a focus on gender equality and equal opportunities for all employees.

Since receiving the Bronze Award a structured programme management approach has been implemented to ensure that the ambitious action plan, created as part of the original application process, is achieved and the benefits experienced by all.

Led by the Chair, Professor Greg Hughes, the new Athena SWAN Self-Assessment Team (SAT) will oversee the delivery of DCU's Athena SWAN commitments and progress towards the achievement of a Silver Athena SWAN Award.



**“DCU is committed to the principles that underpin the Athena SWAN Charter and is delighted to have that commitment recognised by a Bronze Award. Our Athena SWAN submission has provided an opportunity to consult widely with staff, reflect on where we are in terms of gender equality, identify the main challenges for the University and develop a strong action plan to address these issues over the three year lifetime of the award. I would like to acknowledge the huge efforts of the DCU Athena SWAN Committee in collating and interpreting the data to chart a course towards full diversity and inclusion for the university.”**

**— Greg Hughes**



SAT Committee Members	Title and Department
Prof Greg Hughes	Vice President for Research and Innovation
Fiona Carvill	HR Learning and Development
Gillian Dowling	Diversity and Inclusion Assistant
Dr Lorna Fitzsimons	Assistant Professor, Mechanical and Manufacturing Engineering
Sandra Healy	Head of Equality, Diversity and Inclusion
Dr Melrona Kirrane	Assistant Professor, DCU Business School
Martin Leavy	HR Learning and Development Manager
Aisling McKenna	Director of Quality Promotion and Institutional Research

## “Talent, Discovery, and Transformation”, Dublin City University’s Strategic Plan 2017-2022

DCU is committed to and fully embraces the philosophy and belief that a diverse community is among a university’s greatest strengths. A diverse and inclusive campus community enhances the living, learning, and working environment for faculty, staff and students.

At DCU we will develop a community that is resilient, accomplished and adaptable and we will leverage these differences to create a positive impact on our students and society. Through our commitment to equality, diversity and inclusion, we will create a workplace that embraces and celebrates our visible and invisible differences.

At the heart of our Strategic Plan are the nine Strategic Goals and in line with Goal 5 ‘To Value and Develop our Staff Community’ the university aims to establish and develop a shared culture (‘One DCU’) across our full staff community.

The health and wellbeing of our staff are of critical importance and we aim to create a culture that is inclusive at all levels and in every system and process, where faculty, staff and students demand the highest standards from each other.

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### Our Diversity and Inclusion Commitments:

- We strive to achieve fair and equal representation for all, allowing everyone in our community to contribute and reach their full potential
- We will foster and maintain a safe environment of respect and inclusion for faculty, staff, students, and members of the communities we serve
- We will ensure fair and inclusive access to our facilities, programmes, resources, and services, and ensure that all of our policies and practices are inclusive and equitable
- We will advance and build our workforce by assessing hiring practices and performance review procedures to attract, retain, and develop talented faculty and staff from diverse backgrounds

### Core Diversity and Inclusion Pillars:

- Women in Leadership
- Athena SWAN
- Inclusive Workplace
- Health and Wellbeing
- DCU Voices



Sandra Healy

Sandra Healy is Head of Equality, Diversity and Inclusion at Dublin City University. Before moving to DCU, Sandra held a number of leadership positions spanning 20 years in the telecoms industry across both the UK and Ireland.

Over the past ten years Sandra has championed and driven Diversity and Inclusion practice in Irish Industry and contributes hugely to the work of the Ibec Diversity Forum. In 2012 Sandra provided critical diversity expertise and sectoral knowledge that ensured the EU Diversity Charter Ireland was established.

Sandra is the Education advisor for CWIT (Connecting Women in Technology), and has contributed to projects such as the Teacher Internship Programme, ICT Skills Government Action plan for Ireland (2018) and the National Strategy for Women and Girls (2017).

Sandra represents DCU on the Athena SWAN National Committee and 30% Club Ireland.



## National Diversity and Inclusion Day 2017

DCU, in collaboration with Ibec, hosted 'National Diversity and Inclusion Day 2017' in June 2017. Over 70 organisations participated in a workshop on 'The Sustainability of Diversity and Inclusion in Practice'.

The theme of the day was to offer practitioner advice and examples of good practice diversity and inclusion initiatives which are taking place across a range of organisations.

Speakers on the day included, Dr Tanya Ni Mhuirtille, DCU School of Law and Government, focusing on Gender Identity in the workplace and the DCU approach. Sinead Mahon, COO of Barclays Bank, talked about how Barclays implemented their Dynamic Working initiative and the practical implications for bringing this way of working into the organisation.

Six best practice roundtables were hosted by practitioners on a range of diversity and inclusion topics;

- Danny Buttle, Vodafone Ireland: Grass roots start up – LGBT Employee Resource Group
- Andrea Dermody, State Street: Leveraging the data to drive action
- Deirdre O’Gorman, IBM: Data collection – Encouraging self-report
- Dr Melrona Kirrane, DCU: The sustainability of unconscious bias training
- Bernie O’Connor, ESB: Talent management – A case in practice
- Barbara Mullen, AIB: Mind the gap – Working parents programme

# Other Events 2017

## Connecting Women in Technology (CWIT)

CWIT was founded by Dell, Microsoft and Accenture in 2011 to bring together technology companies with the vision of “connecting and supporting the development of women in the technology industry, now and for the future”. Since then, CWIT has grown to 18 member companies, including LinkedIn, IBM, HP, EY, Eir, BT, Virgin Media, Google, Facebook, Vodafone, Ericsson, Dropbox, Intel and Twitter.



CWIT's objective is to Attract, Retain, Inspire and Empower women in the Technology Industry. Representatives from member companies collaborate on a voluntary basis to deliver programmes that deliver against these objectives.

Sandra Healy represents DCU on the CWIT Advisory Board and CWIT member companies support the DCU Teacher

Internship Programme launched in 2017. Professor Brian MacCraith and Sandra Healy contributed to the CWIT submission for the ICT Skills Government Action plan for Ireland (2018).

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## 30% Club Research Report

The 30% Club is a global movement of International Chairs and CEOs who are committed to better gender balance at all levels of their organisations through voluntary actions. The movement seeks to gain support for gender balance in business from leaders of public, private, state and multinational companies and other interested groups. DCU's Leadership and Talent Institute and the 30% Club publish an annual report, produced as part of a five-year study on women in business leadership and management positions in Ireland.



Commenting on the 2016 research, Professor Brian MacCraith, President of DCU said:

**This year's data show some interesting and welcome trends with respect to women's participation in leadership roles in Ireland. However, the data suggest there is still much ground to cover to ensure equal representation of women throughout the managerial hierarchy. Gender equality confers many advantages to organisations and the absence of gender balance can inhibit progress on the path to growth and prosperity. It is my hope that equality in leadership roles will continue to improve in Irish firms, thereby enhancing Ireland's competitive position on the world stage.**

Purpose  
consists



osefully different,  
stently excellent





[dcu.ie/womeninleadership](https://dcu.ie/womeninleadership)

Marian Burns  
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