



**IRISH
MANUFACTURING
RESEARCH**

IMR

**Equality, Diversity, and Inclusion
Strategy Plan
2021 – 2024**

IMR EDI PROGRAM 2021 – 2024

Equality, Diversity, and Inclusion plan for 2021- 2024.

Welcome to our inaugural Equality, Diversity and Inclusion (EDI) plan for IMR. We have developed a plan to demonstrate our commitment to creating and promoting an environment where diversity is celebrated, and everyone is treated with dignity and respect throughout IMR.

Our aim is to ensure that we achieve an inclusive environment and we intend to measure the success of our plan through the actions that we have set out and through engagement with our employees.

This strategy will become a 'living' document, that will help us move forward with our equality, diversity, and inclusion agenda and not only meet, but exceed our legal obligations.

We understand that there will be challenges to overcome and it is our intention that every member of IMR has a role to play and everyone in IMR will be asked to support and contribute to the accomplishment of our strategic actions to ensure that we deliver on our commitment.

IMR's EDI Plan details our strategic objectives and our commitment on delivering these objectives over the next three years.

IMR's EDI plan has the full support of our Board, our Executive team and our Management team.

A handwritten signature in black ink that reads "Barry Kennedy". The signature is written in a cursive style with a horizontal line underneath the name.

Barry Kennedy

CEO

IMR EDI Strategic Objectives

IMR have identified six key strategic objectives that we intend to develop and implement to help us achieve an inclusive culture within IMR. In developing our EDI strategy, we have considered the following nine grounds:

1. Gender (including gender identity): a person's gender identity including males, female, transgender and non-binary
2. Civil Status: a person's civil status be it single, married, separated, divorced, widowed, civil partnered and formerly civil partnered.
3. Family Status: being a parent of a person under 18 years or the resident primary carer or parent of a person with a disability.
4. Sexual orientation: a person's sexual orientation including LGBTI+ (lesbian, gay, bisexual, transgender, intersex, +)
5. Religion: a person's religious belief, background, outlook, or none.
6. Age: a person's age (this does not apply to a person under 16)
7. Disability: includes people with physical, intellectual learning, cognitive or emotional disabilities and a range of medical conditions.
8. Race: includes race, skin colour, nationality, or ethnic origin.
9. Membership of the Traveller community: recognised as an ethnic group

Strategic Objective One:

Manage with Data:

Develop a framework to obtain robust and reliable equality and diversity data from employees, to explore contributory factors and use the data to develop actions to address the inequalities identified through the analysis

Strategic Objective Two:

Policy Review:

Reinforcing the existing structures and creating specific supporting structures for equality, diversity and Inclusion policies. Promote and disseminate the EDI Plan and all other policies related to equality, diversity and inclusion to the organisation.

Strategic Objective Three:

Training and Awareness:

IMR will promote a culture of dignity, respect and inclusion for all and eliminate all forms of discrimination and raise awareness of the importance of equality issues and increasing positive attitudes towards diversity and inclusion.

Strategic Objective Four:

Attract and Retain (Recruitment and Career Progression):

To enhance the employee experience at IMR to attract and support those from all backgrounds and become the organisations of choice for all.

Strategic Objective Five:

Work Life Balance:

To increase and promote work and family balance within IMR that will be supported regardless of gender and the type of family.

Strategic Objective Six:

Gender Balance in Leadership and Decision Making:

To ensure that there is a greater equality at leadership and decision-making levels within IMR by building the desire, insight and capacity of people to make decisions.

SO#1: Manage with Data

OBJECTIVE

To develop a framework to obtain robust and reliable equality and diversity data from employees, to explore contributory factors and to begin to develop actions to address the inequalities identified through the analysis. To assist in achieving this objective we have identified three key actions that we plan to undertake.

Action 1: Develop a comprehensive framework for gathering, analysing, and reporting gender-disaggregated data within IMR.

Action 2: Yearly collection and monitoring of gender-disaggregated data of employees across three job bands. They are as follows:

- Research staff
- Support Staff
- Leadership Team

Action 3: Conduct and monitor on an annual basis the uptake of IMR EDI policies and review of procedures with a view to improve them. These will include the following:

- Recruitment
- Promotions
- Leavers
- Uptake of Work-Life Balance Provisions
- Maternity/Adoptive Leave

Action 4: Preparation for future legislation on gender pay reporting, development of a framework to ensure that IMR capture relevant data and can monitor gender pay related data of employees yearly from 2022.

Action Item	Measure of Progress /Target	Timeline
Development of Data Collection Framework	Improved completion of Diversity Monitoring Framework	Y/E 2021
Capture data to understand the EDI Make-up of the existing employee population	Improved capture and analysing of diversity data year on year	Annually
Capture data to understand the EDI Policies provisions	Improved capture and analysing of diversity data for IMR Procedures with a view to improve	Y/E 2021
Collection of gender pay data	Development of framework for gender pay monitoring in preparation for Legislation	2022

SO#2: Policy Review

OBJECTIVE

Reinforcing the existing structures and creating specific supporting structures for equality, diversity and inclusion policies

To promote and disseminate the EDI Plan and all other policies related to equality, diversity and inclusion to the organisation.

Action 1: Review, develop and implement an EDI policy to demonstrate IMR’s commitment to EDI, the creation of an inclusive culture and elimination of discrimination. This will include review / update and communications of the following policies.

- Equal Opportunity
- Dignity and Respect at work
- Disciplinary, Grievance
- Recruitment policy.

Action 2: Ensure the Equality Agenda will be governed by IMR under the guidance from the HR Department.

Action 3: Communicate and disseminate the policies throughout the organisation at all levels.

Action 4: Placement and training of appropriate supports that are available to IMR employees to help employees who may experience harassment or bullying based on IMR’s nine grounds.

Action Item	Measure of Progress/Target	Timeline
Review, develop and implement an EDI policy to demonstrate IMR’s commitment to EDI	Launch of EDI Policy	Q4 2021
Ensure the Equality Agenda will be governed by IMR under the guidance from HR Department	Continuous development of the equality agenda	Ongoing
Promote the IMR Dignity and Respect policy and raise awareness through training.	Increased awareness of the Dignity and Respect policy and options and enhanced culture of Dignity and Respect.	Q1 2022
Ensure appropriate supports are in place to help employees who may experience harassment or bullying based on IMR’s nine grounds.	Trained supports in place. Increase in numbers using those supports.	Q1 2022

SO#3: Training and Awareness

OBJECTIVE

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

To raise awareness of the importance of equality issues and increasing positive attitudes towards diversity and inclusion

Action 1: Identify required training for all members of the management team.

- Equality, Diversity and Inclusion Training for Managers
- Interview skills training for all employees who will sit on interview boards
- Dignity and Respect in the workplace awareness for all employees

Action 2: Diversity and inclusion training for interview panel members.

Action 3: Review of new employees’ induction to integrate EDI and onboarding for international employees to integrate better into IMR and Irish society by providing “Moving to Ireland Guide”, support in obtaining a work permit, “buddy” at work system in IMR.

Action 4: Promote existing staff support schemes through regular communication with employees.

- Employee Assistance Programme
- Trained Support Person

Action 5: Increase awareness of the importance of sex and gender aspects of research through engagement in training on gender dimensions in research for all researchers in IMR.

Action	Measure of Progress/Target	Timeline
Design and procure leadership training for all members of the management team.	Management team completed training	Q3, Q4 2022
Diversity and Inclusion training for interview panel members.	Delivery of diversity and inclusion training	Q1 2022
Review of new employees’ induction to integrate EDI	EDI integrated into induction for new employees	Q4 2021
Promote existing staff support schemes through regular communication with employees	Increased awareness of support schemes for employees and update in usage	Ongoing
Increase awareness of the importance of sex and gender aspects of research	Training of all researchers in IMR	Ongoing

SO#4: Recruitment & Career Progression

OBJECTIVE

To enhance the employee experience at IMR to attract and support those from all backgrounds and become the organisations of choice for all.

Actions 1: Review and improve on the recruitment processes to ensure there is transparency in place to attract employees from all backgrounds internally and externally.

Action 2: Develop a process to review job specs to ensure they are inclusive. Continually review of roles and responsibilities and qualifications required in specific jobs.

Action 3: Gender balanced recruitment panels.

Action 4: Development of roles and responsibilities and career progression within the organisation for all employees. Mentoring program and career development opportunities.

Action	Measure of Progress/Target	Timeline
Review and update the recruitment processes to ensure there is a transparent process in place to attract employees from all backgrounds	Increase in diversity of employees	Q1 2022
Develop a process to review job specs to ensure they are inclusive. Continually review of roles and responsibilities and qualifications required in specific jobs.	Job specs changed to be more inclusive, for example limiting the number of job requirements as “must haves”	Ongoing
Gender balanced recruitment panels	Increase in diversity of interview panels	Q4 2021
Development of roles and career progression within the organisation for all employees. Mentoring program and career development opportunities.	Increase in career progression opportunities for all.	Ongoing

SO#5: Work Life Balance

OBJECTIVE

To increase and promote work and family balance within IMR that will be supported regardless of gender and the type of family.

Action 1: Increase work life balance awareness within IMR through onboarding induction on work life balance for all new hires. Prepare an information sheet for all employee on work life balance aspects of working in IMR.

Action 2: Ensure that employees can work flexible hours because of various care responsibilities through flexible working hours policy, family friendly meeting hours, family friendly policies regardless of family type.

Action 3: Development of wellness program with IMR for all employees

Action 4: Source and introduce an Employee Assistance Programme (EAP) for all employees

Action	Measure of Progress/Target	Timeline
Increase work life balance awareness within IMR through onboarding induction on work life balance for all new hires. Prepare an information sheet for all employee on work life balance aspects of working in IMR.	Increased uptake of family friendly initiatives within IMR For example: Paternity Leave, Parents Leave, Parental Leave, Hybrid working model, Part time work, varying start and end times.	Q4 2021
Ensure that employees can work flexible hours because of various care responsibilities through flexible working hours policy, regardless of family type. Family friendly meeting hours. Family friendly policies.	Ensure that all individuals and managers are aware of current flexible working hours and encourage employees to use them	Ongoing
Development of wellness program with IMR for all employees	Increased wellness events, programs ran within IMR for employees	Ongoing
Introduce an EAP for accessible for all employees	Introduction of an Employee Assistance Programme (EAP)	Q3 2021

SO#6: Gender Balance in Leadership and Decision Making

OBJECTIVE

To ensure that there is a greater equality at leadership and decision-making levels within IMR by building the desire, insight, and capacity of people to make decisions.

Action 1: Audit of gender balance on key decision-making levels within IMR

Action 2: Formulation of recommendations for gender balance in decision making teams and in events organised at IMR

Action 3: Review of roles and responsibilities at each level within the organisation to formulate development plans for succession planning and leadership roles.

Action 4: Development of leadership training program for individuals within IMR

Action	Measure of Progress/Target	Timeline
Audit of gender balance on key decision-making committees within IMR	Data reported on key decision-making committees make up to management team	Q4 2022
Formulation of recommendations for gender balance in decision making committees and in events organised at IMR	Recommendations made for increasing gender balanced committees	Q1 2023
Review of roles and responsibilities at each level within the organisation to formulate development plans for succession planning and leadership roles.	Structured roles and responsibilities at each level within IMR for career development	Ongoing
Development of leadership mentoring programme for individuals within IMR.	Successful role out of leadership training programme	2023