

EEU

East European University



Equality, Diversity, and Inclusion Strategy

2026 – 2032

Approved

By the Resolution of the Representative Council № 07 of November 17, 2025.

Tbilisi, 2026



Equality, Diversity, and Inclusion Strategy

2026–2030 Years | East European University



Introduction

Equality, Diversity, and Inclusion constitute one of the fundamental pillars of a modern university's development. Universities are not merely spaces for knowledge creation—they foster a social environment where individuals from diverse cultural, social, and academic backgrounds collaborate.

This strategy defines the core directions, strategic goals, Key Performance Indicators (KPIs), and monitoring mechanisms for the period of 2026–2032.

1. University Vision



Vision

To establish an academic environment rooted in the principles of equality, diversity, and inclusion — a safe, fair, and supportive space for everyone.



Mission

A space where differences are respected, diversity is promoted, and the full participation of every student and staff member is ensured.

2. Core Principles

1

Equality

The University ensures equal opportunities for all individuals in the processes of teaching, research, and professional development.

2

Respect for Diversity

The University recognizes and respects human diversity, regardless of cultural, social, ethnic, religious, or other differences.

3

Inclusive Environment

The University promotes the creation of an environment where every student and staff member feels safe, respected, and included.

4

Fairness and Impartiality

The University’s decisions are based on the principles of fairness, transparency, and impartiality.

5

Accountability and Transparency

The University ensures the monitoring of its strategy, the evaluation of results, and the public accessibility of information.

3. Goal, Objectives, and Scope



Goal of the Strategy

To foster the systemic development of equality, diversity, and inclusion within the University, ensuring a safe and fair environment, and strengthening inclusive approaches.

Objectives of the Strategy:

- ▶ **Institutional Strengthening** – Integrating the principles of equality and inclusion into all university processes;
- ▶ **Improving Representative Balance** in governing bodies;
- ▶ **Increasing Infrastructural Accessibility;**
- ▶ **Raising Staff Awareness;**
- ▶ **Developing an Inclusive Student Environment;**
- ▶ **Data-Driven Monitoring.**



Scope of Application: Students ▶ Academic Staff ▶ Administrative Staff ▶ Governing Bodies

4. Legal Framework

National Basis	EU International Standards
<ul style="list-style-type: none"> ▶ Anti-discrimination Legislation of Georgia ▶ University Code of Ethics ▶ Internal Quality Assurance Mechanisms ▶ University Policy on Reporting Ethical Violations and Protection from Retaliation; 	<ul style="list-style-type: none"> ▶ ESG — Standards and Guidelines for Quality Assurance in the European Higher Education Area ▶ Bologna Process Obligations ▶ ACQUIN International Accreditation Standards ▶ EUA EDI Guiding Principles

5. Strategic Directions

Gender Representation in Governing Bodies

The University ensures a gradual improvement of the gender balance within its governing bodies.

 **Baseline (2025): 46% (Female)**

 **Target (2032): = 50%**


 **Responsible Unit: HR Department**

 Gender Representation 2032


46% → =50%

Development of an Accessible Environment

Gradual improvement of infrastructure and learning resource accessibility for persons with disabilities (PWDs).

 **Baseline (2025) 85% (Infrastr.)**

 **Target (2032) 100%**

 **Responsible Unit:**
Finance and Material Resources Management Department / IT / Education Department

 Acces. 2032

85% → 100%

Staff Training on EDI Issues

Systemic training: Principles of Equality; Inclusive Component; Universal Design for Learning 45% ≥ → ≥50% → 60% → ≥75% → ≥85% → ≥90% → ≥95% ≥95%.

 **Baseline (2025): 45%**

 **Target (2032): ≥ 95% of Staff**

 **Responsible Unit:**
HR / Lifelong Learning Center

 Training 2032


45% → 95

Inclusive Student Environment Survey

Starting from 2026 — Annual survey to evaluate the student environment (anonymous online questionnaire). Evaluation areas: Equality, Safe Environment, Diversity, Accessibility, Engagement. (Implementation → ≥50% → ≥60% → ≥70% → ≥80% → ≥80% → ≥85%.

 **Baseline (2025): — (Starting 2026)**

 **Target (2032): ≥ 85% Index**

 **Responsible Unit:**
Quality Assurance Office

6. Strategic Indicators and Implementation Mechanism

KPI Matrix (2026–2032)

Strategic Goal	Indicator	2025	2026	2027	2028	2029	2030	2031	2032	Responsible Unit
Gender Representation	% of Women in Governing Bodies	46%	46%	48%	48%	49%	50%	50%	50%	HR
Accessibility	% of Accessible Spaces	85%	85%	88%	90%	90%	95%	95%	100%	Finance & Material Resources
Training	% of Trained Staff	45%	≥50%	≥60%	≥75%	≥85%	≥90%	≥95%	≥95%	HR, Lifelong Education
Inclusion Survey	Inclusion Index %	—	Implementation	≥50%	≥60%	≥70%	≥80%	≥80%	≥85%	Quality Assurance Office
Reporting	Publication of Annual Report	—	✓	✓	✓	✓	✓	✓	✓	Quality Assurance Office

Participating Structures

Structure	Function / Responsibility
Quality Assurance Office	Coordination, monitoring, and preparation of annual reports.
HR Department	Staff training and gender statistics management.
Finance and Material Resources Management Department	Improvement of infrastructural accessibility.
Department of Education / Lifelong Learning Center	Development of an inclusive student environment.
Ethics Committee	Review of ethical and equality-related issues.

Data and Implementation Mechanism (PDCA)

PDCA — Continuous Improvement Cycle

The implementation of the strategy is based on the Plan → Do → Check → Act cycle, ensuring systemic improvement every year.

<h1 style="font-size: 2em;">P</h1> <p style="font-weight: bold; margin-top: 10px;">PLAN</p>	<h1 style="font-size: 2em;">D</h1> <p style="font-weight: bold; margin-top: 10px;">DO</p>	<h1 style="font-size: 2em;">C</h1> <p style="font-weight: bold; margin-top: 10px;">CHECK</p>	<h1 style="font-size: 2em;">A</h1> <p style="font-weight: bold; margin-top: 10px;">ACT</p>
Defining strategic goals and drafting the action plan.	Practical execution of the defined activities.	Evaluation and analysis of performance using KPI indicators.	Implementing necessary changes based on the evaluation results.

Monitoring, Evaluation, and Public Reporting





2026	2027	2028	2029	2030	2031	2032
Female: 62%	ქალი: 62%	Female: 62%	Female: 62%	Female: 62%	Female: 62%	Female: 62%
<ul style="list-style-type: none"> ▶ Gender Audit ▶ EDI Training I ▶ Incl. Survey (I) ▶ Report#1 	<ul style="list-style-type: none"> ▶ Training II ▶ Infra. ≥88% ▶ Incl ≥50% ▶ Report#2 	<ul style="list-style-type: none"> ▶ Interim Eval. ▶ Infra. ≥90% ▶ Incl ≥60% ▶ Report#3 	<ul style="list-style-type: none"> ▶ Training ≥85% ▶ Infra. ≥90% ▶ Incl ≥70% ▶ Interim Eval. #4 	<ul style="list-style-type: none"> ▶ Training ≥90% ▶ Infra. ≥95% ▶ Incl ≥80% ▶ Report#4 	<ul style="list-style-type: none"> ▶ Training ≥95% ▶ Infra. ≥95% ▶ Incl ≥80 ▶ Report#5 	<ul style="list-style-type: none"> ▶ Training ≥95% ▶ Infra. 100% ▶ Incl ≥85 ▶ Final Eval.

Evaluation Plan: Annual Data: Every year (2026–2032)

- ▶ Interim Evaluation: 2029
- ▶ Final Evaluation: 2032
- ▶ New Strategy: 2033

 Annexes

Annex No. 1 — Full KPI Matrix

Strategic Goal	Indicator	2025	2026	2027	2028	2029	2030	2031	2032	Responsible Unit
 Gender Representation	% of Women in Governing Bodies									
 Accessibility	% of Accessible Spaces									
 Training	% of Trained Staff									
 Inclusion Survey	Inclusion Index %									
 Reporting	Publication of Annual Report									

Annex No. 2 — Annual Report Template



1. Introduction







Reporting Period | Brief Overview of Strategic Goals

2. Statistical Data — Gender Distribution

Body / Category	Total	Female	Male	% Female
Representative Board				
Rectorate				
Academic Staff				
Administrative Staff				
Students				

3. KPI Performance

Goal	Target	Achieved	Status
 Gender Representation			<input checked="" type="checkbox"/> / <input type="checkbox"/> / <input type="checkbox"/>

 Accessibility			<input checked="" type="checkbox"/> /  / <input checked="" type="checkbox"/>
 Trainings			<input checked="" type="checkbox"/> /  / <input checked="" type="checkbox"/>
 Inclusion Survey			<input checked="" type="checkbox"/> /  / <input checked="" type="checkbox"/>



4. Implemented Activities

Trainings conducted | Information campaigns | Infrastructural changes



5. Challenges

Problem identification and needs improvement



6. Recommendations

Priorities for the upcoming year

Annex No. 3 — Annual Action Plan

Goal	Activity	Responsible Unit	Deadline	Indicator	Status
👤 Gender Balance					
♿ Accessibility					
🎓 Training					
📊 Inclusion Survey					

Annex No. 4 — Gender Audit Framework

The Gender Audit is conducted annually in the 4th quarter, and the results are reflected in the annual report to determine further action measures.

The framework integrates both **representation indicators** and **pay gap analysis**, ensuring a comprehensive assessment of gender equality within the university

1. Institutional Context (Short Overview)

2. Methodology

3. Gender Representation

Body / Category	Total	Female	Male	% Female
Top Management / Rectorate				
Academic Staff				
Administrative Staff				
Students				

4. Gender Pay Gap Analysis

4.1 Administrative Staff

Level	Mean Gap (%)	Median Gap (%)
Top Management / Rectorate		
Middle-level		
Lower-level		

4.2 Academic Staff

Rank	Mean Gap (%)	Median Gap (%)
Professor		
Associate Professor		
Assistant Professor		
Assistant		
Invited Lecturer		
Overall		

5. Bonus Gap (if applicable)

Category	Female	male	Gap (%)
Administrative Staff			
Academic Staff			

6. Key Findings





7. Structural Factors Identified

8. Limitations





9. Conclusion (Short Summary)

Annex No. 5 — Inclusive Environment Assessment Survey

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Component	What is Evaluated	Weight	Score
 Physical Environment	Ramps, elevators, adapted restrooms, Braille signage	40%	— / 100
 Academic Resources	Digital accessibility, assistive tech, individual plans	30%	— / 100
 Social Inclusion	HR trainings, psychological support, budget	20%	— / 100
 Well-being	Engagement, sensory rooms, well-being centers	10%	— / 100

Annex No. 6 — Diversity Monitoring Dashboard

 Female Representation Governing Bodies 46% ↓ 50%	 Accessibility Infrastructure 85% ↓ 100%	 Training Staff 45% ↓ ≥95%	 Inclusion Survey — ↓ ≥85%
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Status Markers:

Completed Progress Delayed At Risk