



Annual Report 2025



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Welcome Message from the President

It is my pleasure to introduce the 2025 Annual Report of Technological University Dublin, a university that continues to grow in ambition and impact seven years after its establishment.

TU Dublin was created from a bold vision: to establish a new kind of university for a changing Ireland. In 2019, Dublin Institute of Technology, Institute of Technology Blanchardstown and Institute of Technology Tallaght came together to form Ireland’s first technological university. Each brought a strong tradition of applied learning, innovation and industry engagement, creating a university that combines academic excellence with practical application.

Building on more than 140 years of educational heritage, TU Dublin now serves almost 29,000 students across campuses in Grangegorman, Blanchardstown, Tallaght, Bolton Street and Aungier Street. As the only Dublin university with campuses across Dublin City, South Dublin and Fingal, we remain committed to widening opportunity and supporting communities throughout the region.

Practice-based, enterprise-engaged education is central to the TU Dublin experience. Our programmes combine academic learning with hands-on experience, equipping students with the skills and confidence needed for today’s workforce. Strong collaboration with industry partners ensures our teaching remains relevant and responsive to economic and societal needs.

TU Dublin now accounts for approximately one in 14 graduates in Ireland and plays a key role in addressing national skills needs. The University also delivers one in five apprenticeships nationally. It is the leading provider in Engineering, Manufacturing and Construction education, as well as Information and Communications Technology. Nearly half of students’ study STEM disciplines, representing around 14% of all STEM students nationally. Alongside this, programmes in business, arts, media, design, and the social sciences continue to contribute significantly to Ireland’s creative and professional sectors.

Graduate outcomes remain a key indicator of our success. According to the latest HEA Graduate Outcomes Survey, TU Dublin is ranked number one in Dublin for graduate employability across undergraduate honours and taught postgraduate programmes for



the second consecutive year. More than seven in ten graduates secure employment within nine months of completing their studies.

The year 2025 was also significant for research and innovation. TU Dublin secured more than €38 million in research and innovation funding, supporting advances in health technologies, engineering, digital systems and sustainability. A major milestone was the announcement that TU Dublin will host the national Accelerating Research to Commercialisation (ARC) Hub for ICT, underscoring the technological university sector’s growing research leadership.

We also continued to invest in our campuses and learning environments, including new facilities in Blanchardstown and Tallaght that support collaborative, practice-based education.

Despite the challenges of recent years, our mission remains clear: to empower people through education, advance knowledge through research and innovation, and support the development of our communities and economy. I thank our staff, students and partners for their continued dedication as we build a confident, ambitious and inclusive university for the future.

Deirdre Lillis

Is mise le meas,
Dr Deirdre Lillis
Uachtarán, Ollscoil Teicneolaíochta Bhaile Átha Cliath
President, Technological University Dublin



Executive Summary

In 2025, Technological University Dublin strengthened its position as a dynamic, forward-looking university at the heart of Ireland's social and economic development. Through a strong integration of applied learning, impactful research, and meaningful industry collaboration, the University continued to empower students, support enterprise, and translate innovation into real-world impact. The year was marked by tangible achievements, from enhancing the student experience to expanding research influence and deepening community engagement, reflecting sustained momentum, innovation, and purpose.

Student enrolment growth targets were achieved, with market share maintained across key cohorts and disciplines. Non-EU student numbers increased by 20%, reflecting the continued growth of international and transnational educational partnerships. Targets for student satisfaction and progression were also met.

Performance in widening access and participation exceeded national averages across several key metrics, with the University meeting or surpassing targets set under the National Access Plan 2022–2028 for priority groups, including students with disabilities, students from socio-economically disadvantaged backgrounds, and entrants from Further Education. In recognition of its commitment to inclusion, TU Dublin was awarded University of Sanctuary status in May 2025.

Significant capital investment continued across all campuses, enhancing teaching, learning, and research environments. Key developments included continued progress on the Academic Hub at Grangegorman, the enhancement and reconfiguration of the North Building

at the Tallaght campus, and the completion and operational launch of the new Áras Geal facility at the Blanchardstown campus.

Strong progress was also made in sustainability and climate action, including energy efficiency upgrades, decarbonisation initiatives, and the embedding of sustainable campus operations aligned with national climate targets. The University was ranked first in Europe for sustainability in higher education ([AASHE STARS® Gold rating](#)), and in October 2025 published Version 4 of its [Climate Action Roadmap](#).

Research and innovation remained central to TU Dublin's distinctiveness as a practice-based university. During 2025, research capacity was strengthened through expanded interdisciplinary collaboration and increased engagement with national and international funding programmes, including ARISE (the Applied Research Enhancement Programme). Implementation of the Research & Innovation Strategy 2023–2028 continued to progress, supported by a range of new initiatives and structures for the research community.

The University further advanced its 'Shared Impact' agenda through deeper collaboration with industry, civic partners, and innovation ecosystems, while strengthening its engagement within the European University of Technology (EUT+). Delivery of strategic priorities was supported by transformation programmes across finance, organisational design, human resources, and the continued enhancement of digital infrastructure.



TU Dublin at a Glance



28.5k
students



6.5k
graduates per year



5
campuses



8.4K
part time students



1 : 16
staff : student ratio



3k+
international students
from over 100 countries



24%
of undergraduate
new entrants via
access routes



STEM
14%
of the national
provision



Business
10%
of the national
provision



Services
17%
of the national
provision



**Creative &
Performing Arts**
34%
of Dublin region provision



**Craft
Apprenticeships**
20%
of the national provision



Further Education
10%
of new entrants



2k+
collaborations
with industry



**Award Winning
Staff**



**Athena SWAN
Bronze Award**



€38M
Research Income



16M+
open access
research downloads
arrow@TUDublin



800+
academic
partnerships

M²
7,000m²
of incubation
space



100+
start-ups p.a.
(facilitated on
campus)



250
entrepreneurs p.a.
(on TU Dublin
enterprise programmes)

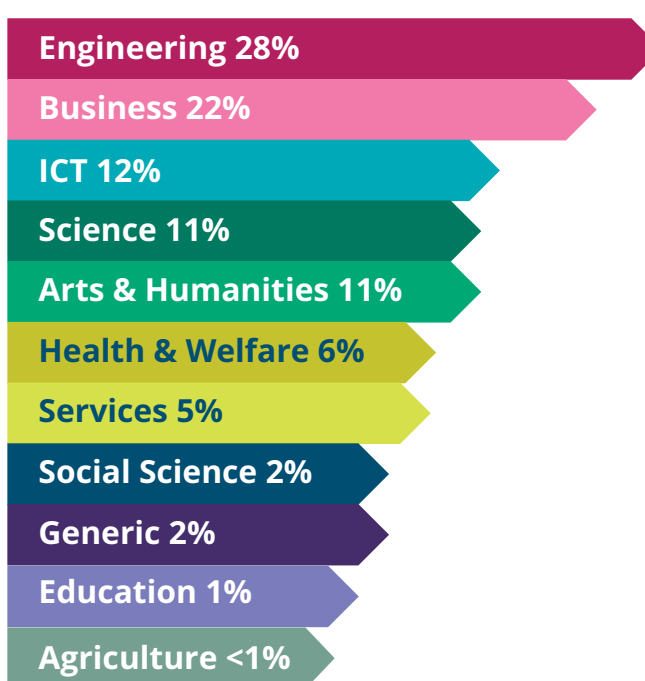


**Award Winning
Technology
Transfer Activities**



**University
of Sanctuary**

Our Students Field of Study



Strategic Intent

Focus Areas for Strategic Plan 2024-2028

The TU Dublin Strategic Intent 2030 articulates a vision to ‘Create a Better World, Together’ and is based on three pillars - **People**, **Planet** and **Partnership**.

The University is now implementing its [Strategic Plan 2024-2028](#), reflecting these aims. The key areas of focus of the plan are given below.

People – where our ambition is to foster individual talents in an ever-changing world



PEOPLE

Transformative Education
Inspiring Campus Development
An EDI Exemplar
People - a Central Focus

Planet – where our ambition is to be a powerhouse for living and breathing sustainability



PLANET

Sustainability Leadership
Research & Innovation Ambition

Partnership – where our ambition is to deliver shared impact



PARTNERSHIP

Partnerships for Impact



ENABLERS

Financial Sustainability
Organisational Flexibility & Agility
Digital Transformation
Branding & Market Communications





**Sáraigh an Fhoghlaim
Go Beyond Learning**

PEOPLE

Our Ambition

**Fostering Individual Talents in
an Ever-Changing World**

- we intend to ignite the imagination of students, staff and partners and support people to explore their abilities and reach their full potential

1. Transformative Education

TU Dublin provides transformative learning opportunities and experiences for all learners. With a focus on practice-based learning, real-world engagement, and interdisciplinary collaboration, the University’s ambition is to provide students from all backgrounds with an education and research journey that prepares them for employment and success in a rapidly changing world.

The University’s ambition, outlined in the Strategic Plan 2024–2028 is to:

- Grow total student enrolments by 12%. This will support national objectives for higher education, ensuring that the University is flexible and responsive in meeting skills shortages as they emerge, while fostering greater participation in lifelong learning and the goals of the National Access Plan 2022–28
- Increase the percentage of new entrants progressing at discipline and award level to at least the national norm
- Enhance the student experience so that 85% of students are satisfied with their TU Dublin university experience

1.1 Our Students – nurturing brights minds, creativity and ambition

Figure 1 below shows that TU Dublin accounted for 9% of national enrolments – although this figure does not account for the significant numbers of apprentices, overseas and Junior Music students in the University. Celebrating over 6,500 graduates annually, TU Dublin remains one of the largest universities in Ireland. The University has the largest number of new entrants, with almost 6,000 students commencing each year.

Student Profile

In 2025, the total number of students in TU Dublin across all modes was 28,562 (an increase of 3% on the previous year). This total figure comprises all student groups, including apprenticeships, Junior Music and Erasmus. The breakdown between full-time and part-time was 68% and 32% respectively.

Table 1 provides a breakdown of students from NFQ Level 6 to NFQ Level 10, distinguishing between full-time and part-time students, undergraduate and postgraduate (taught) students, and postgraduate research (NFQ Levels 9 & 10). TU Dublin offers a diverse portfolio of programmes that supports multiple progression pathways across all faculties. It also supports learners seeking to upskill or enhance their qualifications through micro-credentials and conversion programmes—providing opportunities to develop new skills and pursue alternative career pathways. TU Dublin continues to be a leader in part-time education provision.

Table 1: TU Dublin Student Numbers 2024/25

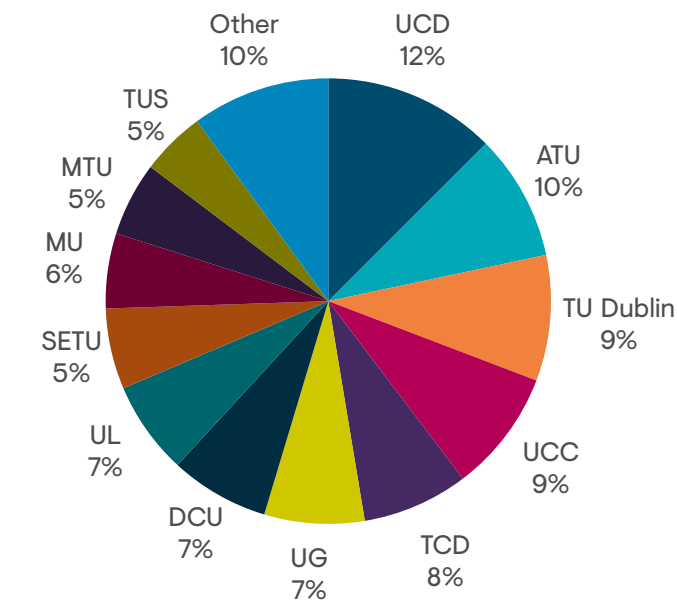
Programme Type	NFQ	Full Time	Part Time	Total
Honours Degree Level 8	8	14,343	1,505	15,848
General Degree Level 7	7	3,104	735	3,839
Higher Certificate Level 6	6	490	679	1,169
Certificate	6	-	776	776
Diploma	8	-	-	-
Professional Training Qualification (Undergraduate)	6,7,8	29	697	726
Apprenticeship / QQI Advanced Certificate	6	-	1,633	1,633
Foundation (Undergraduate)	6	156	-	156
Occasional (Undergraduate)	7,8	-	-	-
Non-3rd Level Access/Up-skilling (e.g ECDL)		-	16	16
Undergraduate Total		18,122	6,041	24,163
Masters Taught (Postgraduate)	9	786	811	1,597
Higher Diploma (Postgraduate)	8	53	255	308
Diploma (Postgraduate)	9	38	105	143
Certificate (Postgraduate)	9		471	471
Professional Training Qualification (Postgraduate)	9		477	477
Occasional (Postgraduate)	9			
Postgraduate Taught Total	-	877	2,119	2,996
Masters Research (Postgraduate)	9	40	37	77
PhD (Postgraduate)	10	428	188	616
Postgraduate Research Total		468	225	693
Junior Music		0	710	710
Incoming Exchange		427	0	427
Grand Total		19,467	9,095	28,562

From sustainable food and flower production to ecosystem restoration, the Horticulture Level 7 degree programme equips students with future-focused, practical skills. This programme is designed to meet the evolving needs of Ireland’s horticultural sector by combining academic learning with hands-on experience in real-world environments.



In 2025, TU Dublin launched an innovative part-time horticulture degree

Figure 1: Student Enrolments by HEIs Nationally 2024/25



TU Dublin is recognised within higher education for its practice-based and enterprise-focused programmes of education.

- In 2024/25, the University was the leading provider in STEM (Science, Technology, Engineering & Mathematics) disciplines. Almost 50% of TU Dublin's students are in STEM disciplines and TU Dublin accounts for 14% of all students nationally in STEM
- TU Dublin was the leading provider nationally in Engineering, Manufacturing & Construction (6,000 students), accounting for 17% of national provision
- It was also the leading provider in Information & Communications Technology (over 3,000 students), accounting for 14% of national provision
- In Science, the University had over 3,000 students, accounting for 11% national provision, ranking third (after UCD and UCC)
- In Business, Administration & Law, with more than 6,000 students, TU Dublin ranked third, accounting for 10% of national provision
- Almost one tenth of our students are in Arts & Humanities - which includes the areas of Art & Design, Music, Media, Law, Applied Social Care, and Early Childhood Education - and for which there is strong demand for graduates in the region
- TU Dublin's share of national craft apprenticeships within the Higher Education sector was maintained at 20% and is an important area of activity for the University, with over 1,600 students enrolled in areas such as aircraft, construction, motor vehicle and electrical trades. A further 350+ students were enrolled on consortium-led apprenticeships - in fields such as process instrumentation, automation, and computing in networking technologies.



Creating Pathways for All

TU Dublin's ambition is to be the most 'accessible' university in Ireland, with the largest number of diverse learners. Our most significant achievements in this area in 2025 are summarised in Table 2. below. Within the higher education sector, TU Dublin had

- The highest number of access students (across all categories) nationally - 11.6% of the total
- The highest number (total) of students from disadvantaged areas (over 2,500)
- The highest number of full-time students from socioeconomically disadvantaged areas (over 1,900)
- The third highest number of students with disabilities (almost 2,000)

Table 2: TU Dublin and Irish HE sector – numbers of Access Students

Access Priority Groups	TU Dublin	All HEIs	% National Provision	Rank
Socio-Economic Disadvantaged Students -Total	2,518	19,216	13.1%	1
Socio-Economic Disadvantaged Students - FT	1,935	15,513	12.5%	1
Socio-Economic Disadvantaged Students - PT	583	3,703	15.7%	2
Disadvantaged Mature Student - New Entrants	36	367	9.8%	4
Students with Disabilities	1,982	19,006	10.4%	3
Total Access Students (RGAM funded)	7,403	63,919	11.6%	1

Source: HEA RGAM Access Data 2025

TU Dublin's National Access Plan Progress Report 2025 provides a review of how the University advanced the goals of the National Access Plan (NAP). PATH 3 funding allowed the University to establish outreach activities to communities from socio-economic disadvantaged areas and to embed transition from linked DEIS schools and FE colleges, where there is a higher student population from NAP target groups. An assessment and reflection on our access strategy notes achievements, such as:

- The increase in transition from Further Education (FE) - 9.7% of new entrants to TU Dublin were from Further Education (FE), up from 6.3% in the previous year, and above the national norm of 5.3%.
- The introduction of a new Tertiary Degree (BA Honours) Programme in Politics, Society & Media, in partnership with City of Dublin ETB, DDLETB, and the NTO
- The appointed of an Autism Coordinator to enhance services to students with a disability
- Employment of an Access and Outreach Project Officer to engage with the Traveller and Roma Communities

- An increase in the Student Assistance Fund (SAF) which allowed more students to avail of the various SAF schemes.
- Provision of leadership training to students within the NAP priority groups, supported by [Lifting Ireland's Future Together \(LIFT\)](#).

TU Dublin was also awarded **University of Sanctuary** status in 2025. The University of Sanctuary refers to universities who support students who are International Protection Applicants.

Our International Students — Bringing ‘Being Global’ to Life

TU Dublin’s ambition is to enable our students develop awareness and competencies of operating and working in multi-cultural contexts, through creating an environment that attracts increased numbers of international students to study in TU Dublin and that promotes and supports students engaging in mobility opportunities aboard, including Erasmus. Our targeted objectives are to:

- Increase our non-EU fee-paying students to 10% of all FT students (UG+PG) by 2030 and to 7.8% by 2028
- Grow student mobility to at least 2% of total full-time undergraduate enrolments, where student mobility refers to outgoing ‘Erasmus+ Student Study’

In 2025, our non-EU students increased by 20.8%. We had 2,145 non-EU students, of which 748 were non-EU fee paying studying in TU Dublin (an increase of 16% on the previous year) and 1,397 were enrolled on our overseas programmes in China (an increase of 24%). Non-EU fee-paying students represented 4% of full-time students.

More than half (55%) of our non-EU students studying were enrolled on Level 9 (Taught) Masters programmes, across the University’s five faculties. The growth trend is shown in Table 3 to the right.

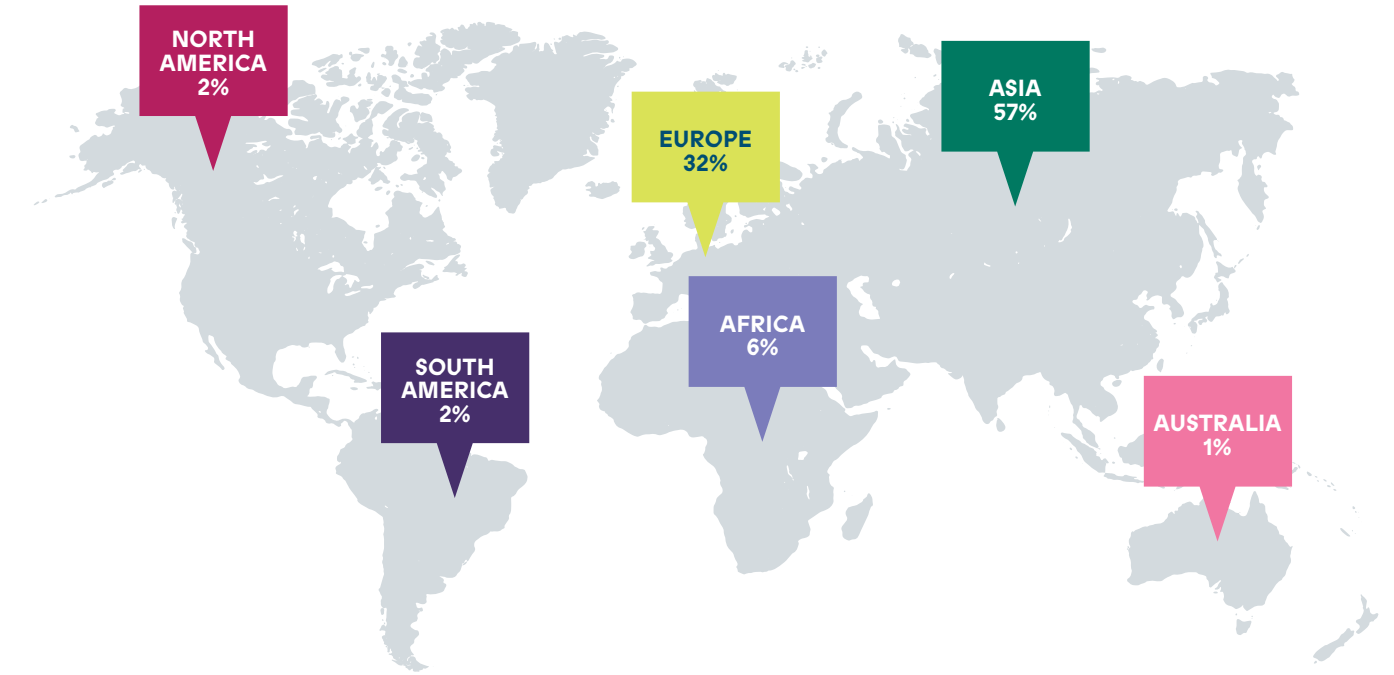
Table 3: Non-EU Students on Level 9 (Taught) Masters

Faculty	2023 - 2024	2024 - 2025	% Change
Arts & Humanities	41	53	29%
Business	107	126	18%
Computing, Digital & Data	52	82	58%
Engineering & Built Environment	70	105	50%
Sciences & Health	24	32	33%
Total	294	398	35%

Student Mobility - Connecting Cultures Through Education

The University also had 425 incoming Erasmus+ students, up from 375 the previous year, and coming from partner universities in 23 countries. The number of TU Dublin students studying abroad on Erasmus+ was 331. A further 28 students availed of traineeships abroad and 16 participated in non-Erasmus exchange programmes, giving a total of 375 outgoing students. This was down from 405 in the previous year. Student outward mobility represented 1.9% of our total full-time undergraduate enrolments.

Figure 3: TU Dublin International Students by Region of Origin, 2024/25



1.2 Enhancing the student experience

TU Dublin is a practice-based and enterprise-engaged institution. TU Dublin’s industry network, strong enterprise connections, and emphasis on practice-based education, continue to serve as key differentiators for the University and to enhance the student experience. Outcomes from student surveys are reviewed to capture and monitor the experience of our students over time. Our aim is to enhance the overall student experience and in the 2024/25 survey, 85% of students stated satisfaction with their TU Dublin university experience.

TU Dublin is committed to ensuring that learners are central partners in shaping the future strategic and ongoing development of the University. The development of the TU Dublin Learner Assembly was a focus in 2025. The Learner Assembly brings together a diverse group of students from across all schools and campuses to discuss issues that matter to both students and the University. Through the Learner Assembly, TU Dublin embeds student partnership at the heart of institutional decision-making. This approach ensures that strategic priorities and ongoing developments are informed by student perspectives and aligned with an inclusive, learner-centred university culture.



Showcasing Student Engagement

In 2025 TU Dublin was proud to support the initiative and ambition of our students as they brought TEDx TU Dublin to life

The theme of the event was “The Legacy of Now,” and comprised an evening of talks, fresh ideas, and inspiring speakers, taking place at the East Quad Concert Hall. This TEDx TU Dublin event aimed to inspire, educate, and ignite conversations within the local community, empowering attendees with transformative ideas that spark discussions and inspire change.

The line up of speakers included:

- **Aoife McNamara:** An Irish designer known for her sustainable, nature-inspired fashion with ethical and innovative practices.
- **Dev Skehan:** An Irish lifestyle creator who shares travel, fashion, and wellness content across social media platforms.

- **Daragh Curran:** Known as “The Guinness Guru,” an Irish content creator specialising in Guinness reviews.
- **Dr. Ciarán M. Gilligan-Lee:** 2024 AI Person of the Year, specializing in causal inference applications in healthcare and decision-making.
- **Tom Dalton:** Founder and CEO of Strive Employee Wellness, sharing insights on wellness, performance, and cultivating a culture of health and growth within organizations.

Practice-based learning at its best, the organisation of TEDx TU Dublin is a prime example of our students applying theory to practice. From event planning to speaker selection and marketing, they are gaining invaluable hands-on experience—reflecting TU Dublin’s commitment to practice-based learning and celebrating the University’s ‘go beyond learning’ ethos.

Student Life on campus

The University has a diverse student population, with over 28,000 students from over 100 countries across our campuses – Grangegorman, Aungier Street, Bolton Street, Blanchardstown and Tallaght. Inclusion is one of our core values so it is important that all our students feel welcome at TU Dublin.

Student Clubs and Societies play an important role in engagement, inclusion and the broader student

experience at TU Dublin. Supported by the University and run by the students for students, there are over 100 active sports clubs and societies throughout the five campuses. They include the Africa Society, Archery, Athletics, Baking, Chess, Dance, Disney, Drama, Enactus Society, Engineering Society, Ethical Hackers, Film, Fashion, GAA sports, Games, Investors & Entrepreneurs, Karting, Korean Society, Judo, LGBTQ Society, Mountaineering, Nerd, Public Speaking & Debating, Sailing, Snowsports, Ultimate Frisbee, and there is something for everybody!

Showcasing Clubs and Societies



TU Dublin Dance Society Winner - Best Photograph – from the National Societies Awards 2025

TU Dublin, **Claire Gannon**, a member of the Ashbourne Cup Camogie team, was named **Sports Scholar of the Year** at the annual sports awards for her exceptional leadership and commitment to Team TU Dublin, both on and off the field. Claire Gannon studies Clinical Measurement Science at TU Dublin.



TU Dublin Soccer run both Men's and Women's teams, taking part in CUFAL Leagues and Cups throughout the year as well as recreational 5-a-side.

In 2025, the club kicked off a new era as a founding member of the FAI National League.

The TU Dublin Basketball Club is available to all TU Dublin students. With a total of 8 teams spread across all TU Dublin campuses, as well as social basketball run throughout the year, players of all levels of ability are welcomed!



1.3 Encouraging and celebrating student success

TU Dublin’s ambition is to ensure the success of our learners, with increased progression and graduation rates and an overall enhanced student experience. The University’s [Graduate Attributes Policy](#) (2023) aligns with our Strategic Intent, which is to produce ‘the most sought-after digitally-literate graduates’, to ‘create responsible global citizens’, and to ‘prepare people to confidently tackle the challenges of tomorrow today’. Examples of student achievements and the success of TU Dublin graduates is given later in this section.

Supporting Student Progress and Continuity

The University is committed to ensuring the success of our learners. The University has set a target that for all programmes, the minimum progression rates for new entrants will be at the national norm by 2028. In 2024/25, TU Dublin exceeded the target non-progression rates for L7 and L8 but not L6 (where the number of students is declining). The rate of non-progression for all levels (6,7 and 8) was 19% – the same as the rate of non-progression for all TUs. The [HEA’s 2025 Report](#) shows that rates of non-progression are higher in STEM disciplines and among students from areas of socio-economic disadvantaged, both significant features of TU Dublin’s student profile. Almost 50% of TU Dublin’s students are in STEM disciplines and the University has a higher percentage of socio-economic disadvantaged students compared to other Dublin region HEIs.

While rates of progression have improved at L7 and L8, further progress remains a strategic priority. TU Dublin’s programme quality reviews have identified measures to assist in this, including through enhanced supports for students. A dedicated University Task Group on Progression was established to oversee, co-ordinate and monitor actions to improve rates of progression, including through specific supports for students with disabilities and students from disadvantaged areas. In addition, through the support of the HEA Targeted Enhancement Fund, TU Dublin is being supported to develop and implement a range of initiatives over the coming three years to enhance student retention across the University

Managing Student Support Functions at Scale

There is a sustained upward trend in the number of students with disabilities – almost 2,500 students were registered with the Disability Service in TU Dublin in 2024/25. Many have complex needs, for example, visually impaired and hard of hearing or wheelchair users. An increasing number of students are also identifying as having a dyslexia or autism diagnosis, and a growing proportion of students report mental health difficulties.

In 2025, the TU Dublin [Student Mental Health Policy](#) was launched to support and promote student mental health and well-being across all TU Dublin campuses, helping students as they navigate their university journey. The University also employed an additional senior occupational therapist to support students and plans to increase mental health supports. We continue to promote Universal Design for Learning (UDL) across the university.

A state of mental well-being that enables people to cope with the stresses of life, realize their abilities, learn well and work well, and contribute to their community. It is an integral component of health and well-being that underpins our individual and collective abilities to make decisions, build relationships and shape the world we live in.

TU DUBLIN STUDENT MENTAL HEALTH POLICY AND GUIDELINES



Showcasing Student Achievement

At the Green Gown Awards in Birmingham, Technological University Dublin student Charlie Beaudelot was named Student Sustainability Champion of the Year.

Charlie is a passionate youth advocate for sustainability and social justice. They have extensive volunteering experience with Plan International, National Youth Council of Ireland, and SpunOut, supporting initiatives that empower young people and promote equality and wellbeing.

Charlie also serves as College Outreach Officer for the Aisha AED Initiative, a community-based campaign that raises funds to increase the number of Automated

External Defibrillators (AEDs) in local communities while promoting heart health education. Through this role, Charlie introduced the Recycle to Revive campaign at TU Dublin, where cans donated through Ireland’s Deposit Return Scheme Ireland help fund CPR training for students.

In addition, Charlie was selected as a Student Champion for Education for Sustainability through the technological university sector’s N-TUTORR Programme at TU Dublin. As part of this role, Charlie hosted a panel discussion at the national Student Climate Summit Ireland—a responsibility requiring strong knowledge, expertise, and excellent facilitation and communication skills.

TU Dublin Conservatoire Student Wins Prestigious Irish Freemasons Young Musician of the Year Award



Mickey Glen Tomas, a final-year Bachelor of Music (BMus) student at the Conservatoire, studies piano under the guidance of Dr David Mooney, Head of Keyboard Studies.

In addition to the €8,000 first prize, Mickey will enjoy a series of exciting professional engagements, including

performances with the National Symphony Orchestra, Newry Chamber Music Young Artists Showcase, Monkstown Music Festival, and RTÉ Lyric FM.

He also received a special new prize of a recital in Poland, offered by a member of the international jury who judged the competition.

TU Dublin Students Excel as University Hosts Prestigious International Construction Competition

1st Place – TU Dublin / Auburn University Associated Schools of Construction (ASC) Region 8 International Student Competition 2025

At TU Dublin, education is about more than lectures and coursework, it’s about applying knowledge to real-world challenges. Our practice-based learning model blends academic theory with hands-on experience, ensuring every student develops the practical, creative, and collaborative skills that today’s industries demand.

The **ASC competition** perfectly reflects this ethos. For the first time, it featured four tracks, Sustainable Valuation and Development, Construction Management & Quantity Surveying, Project Management, and Design & Build. Each team was presented with a real-life industry project and tasked with developing strategic proposals covering key areas such as construction programming, site logistics, quality management, and estimating. Teams then presented their solutions to an expert judging panel of industry professionals, followed by in-depth Q&A sessions.

Worldskills Ireland

Worldskills Ireland is a partnership between enterprise, industry, education, training and government that raises the profile and recognition of skills and apprenticeships and prepares the talent of today for the careers of the future. In 2025, the national event took place in RDS Simmonscourt, bringing together Ireland’s brightest young talents for three days of competition, innovation, and inspiration.

The event, jointly managed by TU Dublin and MTU on behalf of the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), welcomed a record-breaking 33,000 visitors, including an unprecedented 29,660 students eager to explore future career opportunities.

TU Dublin competitors, took home 11 first-place titles, with winners receiving the prestigious DFHERIS Medal for Excellence.

One of our WorldSkills Ireland winners!

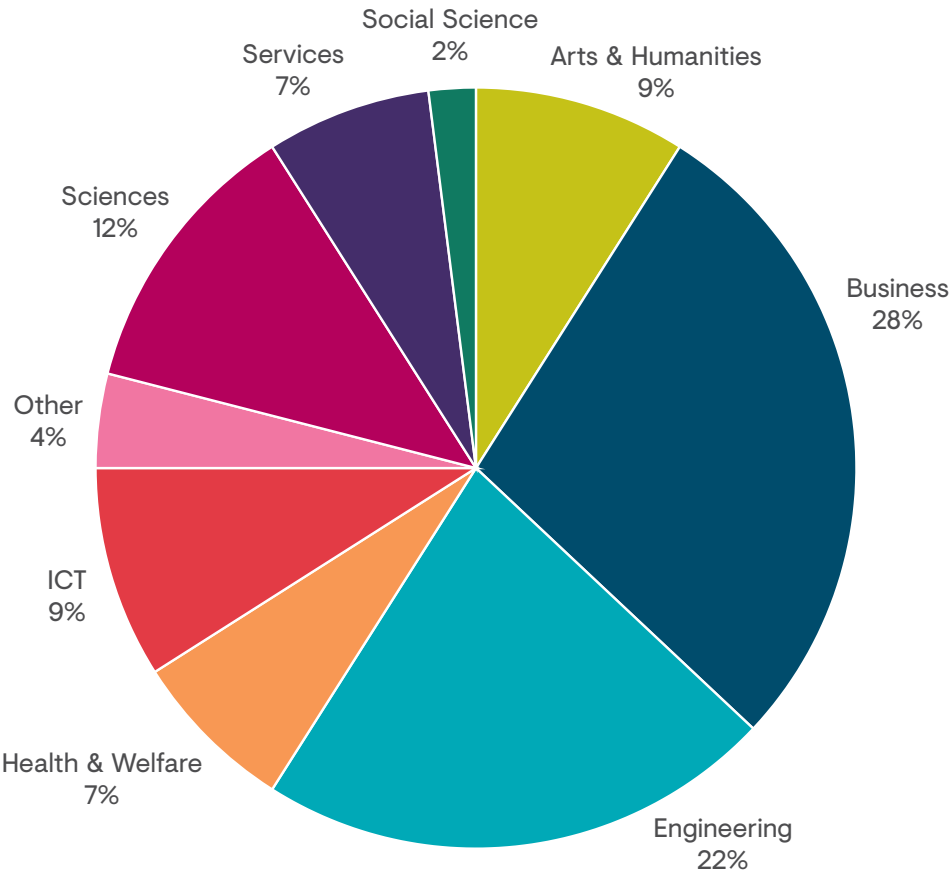


Logistics & Freight Forwarding:
Orlaith McGeough

TU Dublin Graduates



Figure 4: TU Dublin Graduates by Field of Study



Strong Graduate Employability

The HEA Graduate Outcomes Survey 2024 highlights the strong employment performance of TU Dublin graduates, who are not only successfully entering the workforce but also excelling in their professional careers. The data affirms TU Dublin’s leading position in Dublin’s job market, establishing the University as the top choice for employability within the region. Notably, within just nine months of graduation

- 70% of level 8 graduates were in full-time employment, ranking TU Dublin as the highest in Dublin
- 76.6% of graduates of taught postgraduate programmes were in full-time employment, joint 1st in Dublin with UCD.
- 95.8% of Honours degree graduates are in employment in Ireland rather than overseas, with 82.7% employed in Dublin

Graduate Career Outcomes and Curriculum Alignment

The Graduate Outcomes Class of 2024 Report provides details on the number of graduates who considered their programme of study to be relevant to their job – along a scale from ‘very relevant’ to ‘very irrelevant’. TU Dublin graduates scored above the national average across our main fields of study, with 62% of students claiming their programme of study was very relevant or relevant – higher than the national average of 60.7%. In Health & Welfare, 81.5% of TU Dublin graduate said that their programme of study was either very relevant or relevant, with 65.6% of students regarding it as ‘very relevant’. In the field of Business, 63.3% of TU Dublin graduates said that their programme was either very relevant or relevant, compared to the national average for Business of 57%. The survey results highlight the success of TU Dublin’s unique practice-based learning model, which combines hands-on experience with academic excellence to prepare students for the realities of the workplace.

Our Graduate Network - Graduates’ Careers Across Sectors and Countries

In 2025, almost over 6K students graduated from TU Dublin. Our graduates are distributed across a range of academic areas, reflecting the breadth and depth of programme provision in the University. The University aims to prepare graduates to be well-rounded, independent thinkers and lifelong learners, with the ability to adapt to a changing world and to employment roles that are constantly evolving – with some as yet unknown. We are immensely proud of our network of 100,000+ TU Dublin graduates who make their careers here in Ireland and in 70 countries across the globe. TU Dublin graduates are making an impact across a diverse range of countries worldwide. Their skills and expertise contribute significantly to industries and communities globally, reflecting the University’s commitment to nurturing talent that thrives on an international stage. In 2025, TU Dublin saw a 42% increase in alumni engagement, reflecting a growing connection across our global community. To every graduate – welcome to the alumni community.

Graduates Go Beyond Learning – some case studies



Sustainability Graduate Donal Guerin

Donal is a recent graduate of the TU Dublin CPD in Social Economy Enterprise Development. This course adds to his academic achievements including Bachelor and Master degrees in social science (UCC) and a Diploma in Local Government Studies (UCD).

“To me #TUDublinSustainability means that it must permeate all aspects of our economy and society. A strong social enterprise sector is vital to achieving this.”

Donal says that the course provided him with strong insights into how Cork City Council could take a leading role in shaping a strong and positive ecosystem for the local social enterprise sector. He found that the group project gave tremendous opportunities for discussion and learning from others. It also provided a strong network within which information about the sector could be shared.

How TU Dublin Helped Annamae Muldowney Forge a Global Career

Annamae Muldowney’s journey through the Master of Architecture programme exemplifies how TU Dublin helps students push boundaries, think beyond conventional career paths, and make a real impact in their fields. Annamae’s decision to pursue her postgraduate studies at TU Dublin was rooted in the University’s reputation for excellence in architecture and its supportive, close-knit community.

“I found TU Dublin’s personalised approach refreshing and invaluable. The tight academic network fostered an environment where I felt supported and empowered to explore new directions in my career.”

Her doctoral research delves into the intersections of inclusive design and AI-powered generative and computational design tools, another example of how TU Dublin fosters ground-breaking work that extends beyond traditional disciplines.



A Major Art Prize for a Powerful New Voice

Fine Art graduate Vicky Ochala was named a joint winner of the prestigious 2025 RDS Taylor Art Trust Award, one of Ireland's most respected visual arts prizes. Judges praised her work for its compelling narratives that blend the political with the personal. The €10,000 award – now in its 165th year – reflects not only the quality of Vicky's practice, but the growing influence of TU Dublin alumni across Ireland's cultural landscape.



Serving Up Success On and Off the Court

Business Analytics graduate Ammar Elamin made headlines in sport this year, emerging as a rising force in Irish tennis.

He helped secure a 5-0 Davis Cup victory over Saudi Arabia with a decisive singles win, before representing Ireland at the World University Games in Germany, where he reached the men's singles quarterfinals. Ammar's journey highlights the diverse paths TU Dublin graduates take – and the ambition they bring with them.



TU Dublin Marks 50 Years Since The Boomtown Rats' First Gig which was held in our Bolton Street campus



Bob Geldof and Pete Briquette, two of the founding band members who performed at that gig 50 years ago, returned to the place of the birth of The Boomtown Rats to unveil a commemorative plaque on the front of the historic building.

Pete Briquette and two other founding members were students of TU Dublin's architectural technician programme at the time of the first gig. To mark this defining chapter in Ireland's musical legacy, **Pete Briquette** and **Bob Geldof** unveiled a commemorative plaque at Bolton Street, alongside a programme of activities that included a student Q&A on The Boomtown Rats.

The band was initially known as 'The Nightlife Thugs' and were booked to perform a Halloween concert by the College's Students' Union. Halfway through the gig, Bob wiped out the name of the band on the classroom's blackboard and rechristened them The Boomtown Rats - taking the name from a gang in Woody Guthrie's autobiography Bound for Glory.



2. Inspiring Campus Development

We are committed to creating a place of imagination and inspiration where people love to learn and work.

Through sustained investment in campus infrastructure, TU Dublin is reshaping how students learn, how staff collaborate, and how the University engages with its communities. Each development under the Masterplan is designed to support modern pedagogy, research excellence and an inclusive campus experience.

This approach is particularly evident at the Grangegorman Campus, where new academic buildings sit within a site of deep historical significance. The redevelopment has carefully integrated restored historic structures with contemporary facilities, while opening the grounds as a shared civic space for the surrounding communities of the north inner city. In this way, investment in the campus not only supports world-class education but also honours the heritage of Grangegorman and contributes to its ongoing social and cultural renewal.



Grammy Nominated Song recorded on Campus

We are thrilled to celebrate the remarkable achievements of our very own Grammy Winner Ben Rawlins and our facilities on campus.

This year, Ben collaborated again with Rhiannon Giddens and Francesco Turrisi on the powerful song “The Ballad of Sally Anne,” which was recorded right here at TU Dublin. The song was nominated for a

2.1 Our Campus Infrastructure – delivering our cutting-edge environment

The TU Dublin Masterplan will result in more than 200,000m² of campus facilities across TU Dublin’s three main campuses. Representing one of the largest infrastructure programmes in Irish higher education, the delivery is a key priority within the National Development Plan 2021–2030. Throughout 2025, construction and refurbishment activity continued across the Blanchardstown, City and Tallaght campuses, with three major capital projects advanced. Collectively, these developments are enabling more flexible learning environments, improved student services, and modern facilities that support industry-aligned teaching and research.

Campus Development at a Glance – 2025

At the Blanchardstown campus, **Áras Geal** was completed at the end of 2024 and opened for use in January 2025. Developed through the Higher Education Public Private Partnership, the building provides over 4,000m² of teaching accommodation, including laboratories, offices and breakout spaces. Its modern laboratories and shared spaces are already supporting a wide range of teaching activities and fostering greater interaction across disciplines. From the commencement of teaching in January 2025, Áras Geal was quickly established as an integral part of the Blanchardstown campus, making a valuable and much-welcomed addition to the campus.

The **Academic Hub** on the Grangegorman campus is almost complete and will open in 2026. The Academic Hub will become a central focal point for academic life on the Grangegorman campus, bringing together learning resources, student supports and professional services in a single, highly accessible location.

While the main construction works are largely complete, final fit-out activities are nearing completion. Once finalised, the library collection and staff, together with student support services currently located in Park House, will relocate to the Academic Hub. They will be joined by Learning, Teaching & Assessment, People Development, and Researcher services.

A number of other capital projects also progressed on the Grangegorman Campus during the period. This included completion of the Stage 1 Design Report for the proposed **Indoor Sports Facility**, which would provide approximately 6,000m² of new accommodation. The design incorporates a multifunctional sports hall, two gym areas, multiple changing rooms, a climbing wall and associated support spaces. Further work was undertaken to refine the brief and overall requirements for the provision of student accommodation on campus. In addition, scoping studies continued to assess the future needs of Engineering and Built Environment provision, as well as research facilities, at Grangegorman. These projects form part of a broader ambition to enhance the student experience at Grangegorman, supporting wellbeing, accessibility and a vibrant campus environment.



Áras Geal – Blanchardstown Campus



Academic Hub – Grangegorman Campus



North Building – Tallaght Campus

At the Tallaght Campus, the North Building was also completed in 2025 as part of the Higher Education Public Private Partnership (HEPPP) Bundle 1. With a floor area of just under 5,200m², the building provides purpose-designed teaching spaces for Electrical Engineering, Culinary Arts and Hospitality, along with IT laboratories, lecture theatres, breakout areas and supporting facilities. Teaching activities commenced in September 2025. The North Building represents a significant enhancement of the Tallaght Campus, providing modern, discipline-specific facilities that support both teaching excellence and practical, skills-based learning

As part of wider campus development to promote Health & Wellbeing within our communities TU Dublin are partners in the [National Active Travel Programme](#), where we work closely with the NTA Smarter Travel team deploying €250,000 of NTA funding developing Active Travel Hubs across each campus. These hubs provide the increased capacity for active commuting to and from campuses where the [TU Dublin Smarter Travel Survey](#) identified 40% of students and 46% percent of staff would use active modes if safe infrastructures on campus were more widely available. Progress to date on Active Travel Hubs in Blanchardstown and Tallaght campuses have seen planning permission secured in 2025 with construction completion dates in 2026. The new Cycle Shelter on the Bolton Street campus is in the final stages of planning approval and where construction completion is expected in 2027.

2.2 Optimising Use of our Facilities

TU Dublin's [Climate Action Roadmap](#) details planned actions to achieve increased energy efficiency throughout our buildings. One such action is to optimise the use of our existing campus infrastructure assets to achieve optimal utilisation of buildings in line with our academic mission. The Buildings and Space Rationalisation Programme was developed in 2024 to drive work in appraising how we use our buildings, the alignment of our buildings to academic programme development and student needs. A University-wide space management group has been established that will address our obligations under the Climate Act including enhancing space optimisation, with the anticipated benefits of carbon emissions reduction through the efficient use of assets.

We continue to survey our full teaching estate (in excess of 1,000 rooms) across all campuses. This data provides information on overall space timetabling and utilisation. It indicates patterns of demand and use across our full estate, which allows us to suitably plan for growth and adjustments, depending on the University needs. This work informed the successful application to the HEA for funding to expand our Apprenticeship programmes across all our campuses. We have committed to delivering almost 40 additional blocks of apprentice teaching per annum in six areas; carpentry and joinery, electrical, motor mechanics, plumbing, refrigeration and wood manufacturing. Several spaces across the campuses will be enhanced, consolidated or re-purposed to facilitate this growth with the space studies contributing to this analysis.

Energy Efficiency and Decarbonisation

As part of overall measures to efficiently manage and reduce capital operations and energy costs, the [TU Dublin Sustainable Energy Action Plan \(SEAP\)](#) was developed and prioritises and mobilises key projects in relation to energy efficiency and decarbonisation of our operations, leveraging where possible the University's role to develop new areas of education, research and innovation. SEAP is aimed at advancing the University's energy decarbonisation strategy across our five main campuses - Aungier Street, Blanchardstown, Bolton Street, Grangegorman, and Tallaght, alongside several satellite sites. Significant progress has been achieved to date, including a 26% improvement in energy efficiency since 2009 and a 19% reduction in Scope 1 and 2 energy related emissions, which are currently over 8,000 tCO₂e from a 2016-2018 baseline of over 10,000 tCO₂. However rising energy demand from new facilities and increasing student numbers pose ongoing challenges.



A detailed opportunity evaluation has identified high-impact measures such as district heating expansion, energy storage, and improved building management systems. Additional initiatives include PV solar installations, shallow and medium retrofits, space optimisation, and behaviour change campaigns.

Projects have been prioritised into short, medium, and long-term timelines based on cost-effectiveness and carbon reduction potential. Immediate actions will focus on metering improvements, lighting upgrades, and BMS optimisation, while medium-term plans include geothermal exploration at Grangegorman and decarbonised district heating at the Blanchardstown campus are being explored.

3. An EDI Exemplar

In 2025, TU Dublin approved its first [Strategy for Equality, Diversity and Inclusion \(EDI\)](#). Underpinned by TU Dublin’s strategic objective to be an exemplar in EDI, as well as its Public Sector Duty to eliminate discrimination and promote equality of opportunity, the Strategy works to embed EDI considerations into all aspects of TU Dublin’s work. The strategy identifies five priority focus areas for 2025 to 2028: gender equality, race and ethnicity, disability inclusion, ending gender-based violence, and intersectionality, as a cross-cutting issue. To embed EDI across our work and create meaning, TU Dublin has selected change pathways, from teaching and learning and research; to project management and strategy, where EDI considerations will be included - this ensures EDI is not an extra piece of work, or an add-on, but included at each level of our work. Progress will be tracked through defined objectives, measurable indicators and annual reporting, reinforcing TU Dublin’s commitment to transparency and accountability.

3.1 Athena Swan

Athena Swan is a framework that supports higher education institutions in achieving sustainable gender equality and a culture of inclusion. TU Dublin became the first technological university to achieve an Athena Swan Bronze award in 2022. Since then, work has been underway to implement the associated gender action plan. By the conclusion of the award period in December 2025, 95% of actions had been progressed or completed. Actions progressed in 2025 included the development of an updated Maternity Booklet to streamline the support for maternity leave across the university and the establishment of a new Employee Community Group for LGBTQ+ staff and allies.

A self-assessment team (SAT) was formed to prepare an application to renew the Bronze institutional award. The SAT was Chaired by the EDI Lead for Gender Equity and comprised 15 staff members from a range of academic and professional services. The work of the SAT concluded in December and the application for renewal was submitted on schedule. A new action plan was developed in support of the award renewal process. The new action plan includes 61 actions and 8 priority areas which will be progressed over a 5-year period. The actions were informed by a review of the previous action plan, staff consultation, sectoral guidelines and frameworks and panel feedback from the previous application. A staff launch of the new gender action plan took place in 2026 following the peer review process.

The School of Food Science and Environmental Health commenced an Athena Swan application in June 2025, with a target submission date in November 2026. Feedback from the 2025 Athena Swan Staff Survey indicated strong support for sub-unit AS applications, with 76% overall supportive of applications in their School, Faculty or Professional unit.

In January 2025 Athena Swan celebrated 10 years since the introduction of the Charter in Ireland. Then EDI Director Professor Yvonne Galligan facilitated a panel discussion ‘Pioneering Gender Equality in Irish Higher Education’.

In 2025, TU Dublin once again prepared its Gender Pay Gap report. The pay gap stands at 10.96%, higher than the national figure of 9.6% but a reduction from 12.8% in 2024. Reducing the pay gap requires sustained and targeted interventions and will be facilitated by adopting the Athena Swan Charter Principles and successful implementation of gender action plans.

Special Honour for Professor Galligan

Professor Yvonne Galligan, TU Dublin Director of EDI was elected as a Member of the Royal Irish Academy (RIA) in May 2025. She is a renowned scholar for her work on gender and politics, particularly in Ireland. Professor Galligan’s election is a powerful example of TU Dublin’s academic community contributing to national and international dialogue, research, and policymaking. It further underscores the University’s commitment to excellence, inclusion, and impact in the public sphere. Congratulations to Professor Galligan on this exceptional and well-deserved recognition.

Professor Galligan retired from her Director of EDI role in 2025, but the University is delighted that she remains in TU Dublin as an Emerita Professor.



RIA President Professor Pat Guiry and Professor Yvonne Galligan

3.2 Race Equity

In 2025, TU Dublin made significant progress in advancing race equity, aligned with its strategic commitment to an inclusive, globally engaged, and socially responsible university.

An inaugural dedicated race equity workshop was delivered to the Students’ Union, supporting anti-racist leadership and student-led culture change. A total of 203 students and 67 lecturers participated in **Unity in Diversity** workshops, strengthening intercultural competence and inclusive teaching practice. Intercultural equality training expanded through **Read, Reflect, Resist Dialogue** workshops for student and staff, which embed intercultural education within core academic curriculum.

In addition to being awarded University of Sanctuary status, TU Dublin secured HEA funding to lead to a **coordinated sectoral anti-racism campaign** using a national Train-the-Trainer framework. The forthcoming TU Dublin Race Equity Action Plan will embed measurable and accountable actions beyond the curriculum to governance, policy, student experience, and staff development.

3.3 Ending Sexual and Gender-Based Violence and Harassment

TU Dublin strives to provide a safe and positive work and study environment for all staff, students and visitors in which all forms of sexual violence, gender-based violence, and harassment are unacceptable and

where individuals have the confidence and trust in the process to disclose and seek support, in the knowledge that their concerns will be dealt with appropriately and fairly through the enactment of the “Ending Sexual Violence and Harassment at Higher Education Institutes Implementation Plan”.

All incoming first year students (5000 +) were given access to online consent workshops. Students also receive Bystander Intervention workshops and Coco’s law workshops each year. Workshops on online abuse were provided by the Protective Services of the Gardai in September 2025.

TU Dublin reignited the ‘**Ask for Angela**’ safety campaign in partnership with An Gardaí, the Irish Vinters Association and pubs and bars in the Tallaght and Crumlin areas for our students. This is a safety campaign informing any person on how to seek help and intervention if they feel unsafe while out socialising. Training was provided to An Gardaí and the staff of pubs and bars by the TU Dublin Sexual Violence Manager. This initiative will be extended to Bolton Street and the Greater Dublin areas in 2026.

TU Dublin has been an integral member of GenderSAFE and are testing the GenderSAFE Policy Framework 2025-2026 against our own policies and procedures to ensure best practice when dealing with sexual violence and dignity and respect.

Speakout continues to be a vital platform for staff and students to record and report anonymously any negative behaviours that they witness or experience while in TU Dublin. Speakout had its second National Report published in October 2025.

Zero Tolerance Pledge 2025



TU Dublin has become the first university in Ireland to publicly commit to the Zero Tolerance Pledge, a community-led initiative in Dublin’s Inner City that declares violence against women is not tolerated within participating organisations or on their premises. The University signed the pledge at a special event on campus, signalling its strong, proactive stance in creating safer environments for women and girls across its communities.

At TU Dublin, the campaign aligns closely with the University’s ongoing work to foster a culture of safety, respect, inclusion and active intervention. Speaking at the event, representatives emphasised the importance of community-based action in addressing the systemic issues that contribute to violence against women and others affected by coercive control. The campaign also acknowledges domestic abuse experienced within the LGBTI+ community and the often-underreported issue of violence perpetrated by women against men.

4. Our People – a Central Focus

TU Dublin is about people – a place where there is space to foster ideas, relationships and individual personal and professional development. In a world of rapid change, we are committed to creating transformational educational opportunities that inspire, support and develop the individual in reaching their full potential. We aim to support people in confidently addressing opportunities and challenges in creative and balanced ways.

4.1 Academic Career Framework

Introduction of Professorships in TU Dublin

In 2022, the OECD conducted a review of career structures and academic contracts in Ireland’s Technological Universities¹. It concluded that introducing a modern career framework, including senior academic grades, was an urgent reform essential to the successful transformation of the TU sector. It recognised that leadership from senior academics, particularly Professors, is pivotal to advancing knowledge creation and transfer, driving innovation and enterprise, and delivering on the TU mission.

In 2023, a technical working group was established with senior representatives from the five TUs, chaired by TU Dublin’s Head of Strategy & Planning, to work with the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) on the case for TU Professorship roles in the sector. This work received Cabinet approval and in December 2025, Minister James Lawless, TD, announced the introduction of a full Professorship grade in Ireland’s Technological Universities for the first time. He stated “This reform will give our Technological Universities and sector the academic leadership they need to thrive and compete internationally.”

Fifty professorships for the sector were approved, starting with an initial rollout of twenty-five positions across the system – the posts will be funded under the Targeted Enhancement Fund (TEF) up to December 2028. TU Dublin has started preparations for the recruitment of the first 5 professorship posts to the University.

¹ OECD (2022), “A review of technological university academic career paths, contracts and organisation in Ireland”, OECD Education Policy Perspectives, No. 64, OECD Publishing, Paris, <https://doi.org/10.1787/2b7ee217-en>

“The introduction of a Professorship grade recognises the scale, ambition and maturity of the Technological University mission. It provides a foundation on which we can further strengthen academic leadership, research capacity and research-informed teaching across the sector.”

Dr Deirdre Lillis, President TU Dublin

4.2 Employee Engagement

The employee engagement team continue to drive the TU Dublin Listening Strategy. The second annual TU Dublin Employee Engagement Survey took place in 2025. Its objective is to measure current engagement levels, compare results to relevant benchmarks and to amplify the employee voice by capturing employee sentiment. Completed by over 1,300 staff, the University put in place a TU Dublin-wide action plan to address a number of items raised. In addition, the Employee Voice Forum continues to meet offering our 30 Employee Engagement Champions a safe and open setting to have their voice heard by providing local feedback; making recommendations on areas for improvement and possible solutions; and implementing and evaluating actions to improve the way we work. The employee engagement team also ran a series of focus groups looking at campus specific challenges.

To support new staff members a new ‘New Staff Induction Microsite’ has been developed to support colleagues as they join the University community. The site aims to be a one-stop hub for induction-related information, supporting new employees as they become familiar with our organisation and its processes.

In 2025, together with the Communication & PR team, a new internal communications and engagement platform, Microsoft Viva Engage, was launched within TU Dublin for staff. The TU Dublin Community page offers an online space to share stories, enable recognition, enhance collaboration and connection and streamline communication across the University. How we communicate with each other should reflect our Values of Excellence, Inclusion, Impact and Respect and our Staff Charter, therefore, as part of the launch, principles and guidelines for usage of our Viva Engage TU Dublin Community, with a supporting infographic developed and shared.

The TU Dublin Culture Toolkit and Staff Charter launched in 2023 and the Employee Engagement team continued to embed this work across the University, enhancing its visibility across schools, services, and among new joiners.

Work to enhance the employee experience has progressed as part of the workplace wellbeing THRIVE framework, a holistic, research-informed framework, rooted in positive psychology. THRIVE supports the full person through six wellbeing pillars: True Self & Inclusion; Health & Wellbeing; Relationships; Insight, Values & Meaning; and Engagement.

A series of connection events were delivered throughout the summer months across campuses, to strengthen a sense of belonging and build cross-university engagement. Workplace Wellbeing Task Groups continued to play a vital role in raising awareness of key initiatives, collaborating with internal stakeholders, and supporting the embedding of wellbeing and inclusion into everyday university practice.

4.3 Staff Recruitment and Retention

In 2025, TU Dublin employed 3,449 people (headcount). A breakdown of staff by category (full time equivalent) is provided in Table 4.

Table 4: TU Dublin Staff Numbers

Staff Category	Staff Numbers (FTE)
Academic	1389
General Operatives	135
Management, Clerical, Administration and Library	838
Student Services	64
Technicians	175
Total	2,722

In 2025, there were 308 leavers and 345 joiners. The latest internal mobility rate was 11.8% across all staff, with a rate of 8.1% among academic staff and 16.7% among PMSS staff.

The Human Resources team continued to focus on improved Recruitment, Selection and Appointment practices during the year. In 2025, a lean review was initiated, and the output is being reviewed with improved processes, policies and procedures expected to be implemented in 2026. In addition, with the introduction of a new recruitment module in Q3 2025, we are leveraging the HR system to increase automation and improved timelines for the process.



4.4 Staff Training & Development

TU Dublin continued to strengthen its commitment to staff development and building organisational capability during 2025, with staff participating in almost 1,350 **training and development opportunities**. Programmes spanned digital skills development, personal and professional development, and targeted supports for researchers through the Research Career Framework.

A key focus during the year was enhancing digital capability across the University, with a broad range of training delivered to support effective use of core systems and data tools such as Power Bi. Tailored initiatives were also provided to meet the specific needs of researchers, including the **Research Mentoring Programme**, supporting career progression and research excellence.

Leadership capability was further strengthened through a new **KPMG Leadership Development Programme** which 80 Senior Managers participated in over the academic year, designed to build strategic leadership and people management skills across the university. In addition, the University invested in long-term

staff development by sponsoring 196 employees to undertake further education programmes, reinforcing a culture of continuous learning.

Workplace equality, diversity and inclusion (EDI) remained a key focus, with a range of targeted training initiatives delivered to build awareness, capability and inclusive practice across the University. These included programmes such as dignity & respect at work training, disability awareness, transgender inclusion, supporting staff with dyslexia, reasonable accommodations, and responding to domestic violence, helping to foster a more inclusive, supportive, and equitable working environment. Workplace wellbeing also remained a priority, with a suite of training initiatives focused on supporting employee resilience, mental health awareness, and inclusive work practices.

Collectively, these activities demonstrate TU Dublin’s ongoing commitment to building a skilled, adaptable, and future-focused workforce aligned with the University’s strategic goals.

Celebrating Excellence of our People

Claire McBride, Technology Ireland Person of the Year

TU Dublin proudly celebrates **Dr Claire McBride**, recipient of the Technology Ireland Person of the Year award, in recognition of her leadership and real-world impact in enterprise-engaged education.

Claire’s work exemplifies TU Dublin’s commitment to developing graduates who are equipped to lead and innovate in a rapidly evolving technology landscape.



TU Dublin Lecturers win prestigious RIAI Emerging Practice Award 2025

Laura Carroll and Ciarán Molumby MRIAI, lecturers in the School of Architecture, Building and Environment at TU Dublin, have received the distinguished Royal Institute of the Architects of Ireland (RIAI) Emerging Practice Award 2025 in recognition of their practice, Islander Architects.

Alongside their award-winning work with Islander Architects and their collaborative research through Demolition Take Down and advocacy with HouseEurope!, both Laura and Ciarán, who are also TU Dublin alumni, bring their creative, critical, and inclusive design approaches into the classroom as part of the Architecture teaching team in SABE.





From the Liberties to Academic Excellence: Dr. Con Kennedy's Inspiring Journey at TU Dublin

"There are many routes to a PhD. There are full and part time options, and via prior-publication. I went the part-time route, meaning I could hold a full-time job while studying. Once you've an idea on a research topic, consider who will be your supervisor, they will be your mentor and guide your research. You will need someone who you can have a good professional relationship with. Talk with people, they will help you develop your research idea".

TU Dublin Lecturers win Law Society of Ireland's Justice Media Awards

Documentary film-maker Aoife Kelleher, programme chair of the BA in Screen Industry Practice, and Stephanie Costello, who lectures in Journalism, both staff members of the School of Media at TU Dublin, have been honoured for their practice at the Law Society of Ireland's Justice Media Awards, Ireland's longest running media awards.

Aoife, with her collaborators Rachel Lysaght and Farah Abushwasha of Underground Films and Roccliffe, won the overall prize and the Human Rights/Social Justice Reporting (broadcast) award for the feature-length documentary *Testimony*, which Aoife directed and co-wrote. *Testimony* chronicles the fight for justice by survivors of Ireland's Magdalene Laundries and Mother and Baby Homes. This entry was chosen as the overall winner from 495 entries and 140 shortlisted entries. The film also won the Irish Council for Civil Liberties (ICCL) Human Rights Film Award at the Dublin International Film Festival in March this year.



TU Dublin Academics Win International Book Award

A major international honour has been awarded to *Irish Food History: A Companion*, the acclaimed volume co-edited by TU Dublin's Dr Máirtín Mac Con Iomaire with graduate Dr Dorothy Cashman. The book has been named Best of the Best for Ireland at the 31st Gourmand World Cookbook Awards, a distinction recognising the most significant food publication to emerge from the country in the last three decades. The award was formally presented in Riyadh, Saudi Arabia, with Dr Mac Con Iomaire representing the editorial team.





Sáraigh an Fhoghlaim
Go Beyond Learning

PLANET

Our Ambition

A Powerhouse for Living & Breathing Sustainability

- we intend to address the challenges facing the world and impact positively on the planet and people, with 'education' as the engine

5. Sustainability Leadership

TU Dublin’s ambition is to be one of the most sustainable universities – showing leadership that recognises our commitment to real action and supporting TU Dublin to become carbon neutral. In this context and as part of overall measures under the Financial Recovery Plan to efficiently manage and reduce capital operations and energy costs, the [TU Dublin Sustainable Energy Action Plan \(SEAP\)](#) was developed. It aligns with the Sustainable Campus Transformation Programme to prioritise and mobilise key projects in relation to energy efficiency and decarbonisation of our operations, leveraging where possible the University’s role to develop new areas of education, research and innovation.

Success in University SDG Impact Rankings

Within The Times Higher Education (THE) Impact Rankings 2025, TU Dublin ranked in the Top 100 universities globally for contribution on two of the 17 United Nations (UN) Sustainable Development Goals (SDGs) for the third-year running. An impressive 1st place in Ireland and 57th place globally for ‘Climate Action’, and 1st place in Ireland and 52nd place globally in ‘Affordable and Clean Energy’, reflects TU Dublin’s commitment to taking urgent climate action towards achieving carbon neutrality across the University and its operations, and for our efforts to foster responsible global citizenship among our people. TU Dublin maintained its overall Impact Ranking in the top 201-300 category.

Building Change

[Building Change](#), a Human Capital Initiative (HCI) Pillar 3 project, was a collaboration between the seven HEIs delivering professional architectural education in Ireland – TU Dublin, UCD, SETU, UCC/ MTU (CCAIE), UL, ATU. It has been internationally recognised as a unique project involving all key academic and professional body stakeholders working collectively to achieve curriculum transformation.

The project ran between 2022 – 2025, with total funding of €3.9m across all HEI partners, and ~100 educators and ~1,000 students across the country involved in redesigning the curriculum to address critical sustainability challenges. Over this timeframe, Royal Institute of the Architects of Ireland (RIAI) has rewritten the national Competency Framework for Architecture, with both Building Change and Architecture Education Taskforce representatives from TU Dublin credited for their contribution. The TU Dublin Bachelor of Architecture programme was substantially revised in line with this new competency framework and was internally validated in May 2025.

Ireland now has a sustained network for collaboration between the universities and a revised RIAI Competency Framework for Architecture organised across five domains – Design, Climate, Ethics, Technology and Communication through Architectural Design – important legacies from the project. However, the largest impact Building Change generated, is on the next generation of professional architects emerging from their studies as sustainability leaders equipped to meet the immediate climate and housing challenges of our time.



Building Change student
presenting at End of Year Show

Towards a Sustainable University Campus

In 2024, TU Dublin launched [Towards a Sustainable University Campus \(TSUC\)](#), a major strategic project funded by the Higher Education Authority (HEA). TSUC is a three-year initiative designed to pilot, across three buildings, the transformation of the University’s estates into a data-driven, energy-efficient and digitally enabled campus environment.

At its core, TSUC showcases best practice in building digitalisation; operational monitoring, reporting and optimisation; and the development of the digital environment to support living lab innovation on campus. It does so by upgrading Building Management Systems (BMS); mapping and integrating sensors; developing Building Information Models and Building Physics Models; and consolidating all building, energy, comfort and occupancy data into a single Data Management Platform (DMP). With dashboards and digital twins available from a Facility Management System (FMS), the management of our data and processes will be enhanced, and a framework provided to share information for projects supporting our teaching, research, and communities, to meet climate action targets up to 2050.

As the project progresses, TSUC will provide TU Dublin with robust pathways to decarbonisation, space optimisation, and future investment planning, helping the University scale digitalisation and energy-efficiency upgrades across its full building portfolio.

5.1 Climate Action Roadmap

In October 2025, TU Dublin published version 4 of its [Climate Action Roadmap](#). The roadmap outlines the University’s response to reducing our environmental impact, increasing our knowledge and skills and developing solutions for mitigating climate change. TU Dublin has committed to becoming fully decarbonised across our Scope 1 and Scope 2 emissions by 2040. Since 2006, along with all public bodies in Ireland, TU Dublin has contributed data to the Sustainable Energy Authority of Ireland’s Monitoring & Reporting (SEAI M&R) platform, a tool used by the University to identify its baseline metrics for both carbon emissions and energy efficiency. The SEAI M&R reporting tool indicates that the average emissions over the GHG baseline period were 10,086 tCO₂. This means that the maximum emissions below which TU Dublin must operate in 2030 are 3,281 tCO₂. The actual total energy-related emissions recorded in 2024 were 8,219 tCO₂. TU Dublin’s Climate Action Roadmap sets out pathways for reducing GHGs and improving energy efficiency together with other measures to achieve its targets for 2030 and 2050. With appropriate engagement, training, and investment, the University will rapidly reduce its environmental impact in line with government policy and the University’s ambitions.

TU Dublin’s Climate Action Roadmap received a Highly Commended Award under the category of ‘Reporting with Influence’ in the [EAUC Green Gown Awards 2025](#) which awards Sustainability Excellence in Universities. The judges commended the clear purpose and direction in the report and the strong alignment with the Irish Climate Action Plan as well as the integration into governance structures and strategic planning in the University.

TU Dublin was also awarded the Silver Smarter Travel Mark across all five of its Dublin campuses, recognising the university’s strong commitment to promoting active and sustainable travel among staff, students, and visitors. The award, presented by the National Transport Authority, reflects TU Dublin’s continued efforts to reduce car dependency and lower carbon emissions.

5.2 Sustainability Education and Training

The University aims to create ‘Responsible Global Citizens’, a new generation of graduates leading the sustainability agenda with passion and purpose. In 2025, over 100 sustainability events engaged more than 9,000 participants, supported by external funding. In 2025, the Sustainability Education Team delivered 31 workshops/presentations to 916 educators. TU Dublin staff were also shortlisted for five prestigious EAUC Green Gown Awards and won first place in two categories, and were highly commended for two other categories, more than any other University in the UK or Ireland. In line with the Public Sector Mandate, since March 2024, 257 staff have completed Climate Leadership Training which is an 89% completion rate.

TU Dublin rolled out the Digital Badge for Educating for Sustainability again in 2025 in partnership with ATU, SETU and the HEA. 300 staff across Ireland participated, including 60 from the Further Education sector. Over 100 academic staff from TU Dublin have now completed this Digital Badge.

All this good work in Sustainability Education was recognised when TU Dublin was ranked 1st in Europe for sustainability in Higher Education (AASHE STARS® Gold rating).



The **TU Dublin Food Pantry** is a student-powered food redistribution initiative tackling food waste and student hunger on Irish campuses. It collects surplus food from FoodCloud (surplus food redistributor) and redistributes it to students facing food insecurity. The project has saved over 2,000 kg of food, prevented more than 3,200 kg of CO₂ emissions, and supported over 1,000 students with nutritious, affordable meals - all in under a year. Built on a model of collaboration and engagement, Food Pantry unites students, staff, and partners like FoodCloud and the Student St Vincent de Paul Society through volunteering, awareness campaigns, and community events. A custom app is in development to streamline logistics and enhance accessibility. Food Pantry inspires a culture of sustainability from the ground up, proving that real change begins with empowered students. Its scalable model makes it a blueprint for green innovation and student-led social impact across higher education institutes.

Sustainability Orientation 2025

Sustainability was at the forefront of orientation week at TU Dublin as 6,000 incoming students at TU Dublin engaged in a programme of introductory sustainability and climate action activity. As part of their orientation, students participated in interactive sustainability workshops and were invited to take a survey of their knowledge of the Sustainable Development Goals (SDGs).

Of the 3,000 students surveyed, more than 70% of students said they had taken actions to address social and/or environmental sustainability in the past 5 years. Looking ahead, 32% of students want to engage with TU Dublin clubs and societies on sustainability, while significant interest was also expressed in project-based learning with classmates (22%), attending events (21%), and integrating sustainability across all subjects (21%). More than half of students surveyed (54%) said they have heard of the Sustainable Development Goals.

During orientation week, students were also invited to a series of Sustainability and Climate Action Challenges across all five campus locations. Some 1,400 students participated in challenges such as an escape room, Quest:SDG - a Mixed Reality (MR) experience designed to introduce first-year students to the United Nations (UN) Sustainable Development Goals (SDGs), and a sustainable campus scavenger hunt.

Sustainability - Performance and achievements

Since the first iteration of [TU Dublin's Climate Action Roadmap \(2023\)](#) TU Dublin has:

- Engaged an estimated 26,000+ people in sustainability activities.
- Secured an additional €7 million in external climate and sustainability funding.
- Delivered 388 sustainability events with 3,586 staff completing Sustainability Education training.
- Achieved ISO 50001 certification across all campuses.
- Transitioned to renewable district heating systems at Tallaght, Grangegorman, and Blanchardstown campuses.
- Implementing deep retrofit projects, including Áras Fios in Blanchardstown.
- Expanded on-site renewable energy generation (e.g., solar PV).

- Enhanced energy data granularity through submetering and smart infrastructure.
- Continued to make progress on operational efficiencies, fuel switching, and space optimisation.
- Earned 12 My Green Lab Certifications.
- Ranked 1st in Ireland for SDG 13 (Climate Action) and SDG 7 (Affordable and Clean Energy) in the Times Higher Education (THE) Impact Rankings.
- Awarded the first Association for the Advancement of Sustainability in Higher Education (AASHE) accredited Centre for Sustainability Across the Curriculum in Europe.
- Ranked 1st in Europe for sustainability in Higher Education (AASHE STARS® Gold rating).
- Received Platinum International University Sports Federation (FISU) Healthy Campus Certification.
- Maintained An Taisce Green Flag accreditation across all campuses.
- Achieved Silver in the NTA's Smarter Travel Mark across all campuses.



6 Research & Innovation

At TU Dublin, research and innovation are central to our mission to combine academic excellence with real-world impact. The University continues to translate research into tangible outcomes that support regional development, national priorities, and global progress, working with our partners to generate and apply knowledge to provide solutions to contemporary problems, and with regard to climate, environmental and digital transitions.

6.1 Research Activity

The University’s [Research & Innovation Strategy 2023-2028](#) sets out ambitious goals to increase the volume and impact of research and development. In 2025, TU Dublin made notable progress against its research objectives including;

- The number of staff with PhD qualifications increased to 48.4%. Our target is to reach 50% by 2028.
- The percentage of staff identified as research active increased to 19.5% (compared to 18.2% in the previous year). Our target is to reach 23% by 2028.
- The number of research students was 693, higher than the target set of 658 students. Postgraduate research students as a % of L8-L10 (criterion as per the TU Act) was 4%. Our target is to reach 5% by 2028.
- TU Dublin secured over €38 million in research and innovation funding in 2025, exceeding the near-term strategic funding milestones

Implementation of the R&I Strategic Plan 2023-28 is progressing well. In particular, a wide range of new supports for the R&I community have been put in place, including, for example: a new process for ethics approval; a [Research Engagement Framework](#) and supports; a [Research Impact Framework](#) and supports; an [Open Research](#) support unit team; and implementation of the Pure CRIS system (the research information system).

Academic Staff with doctoral qualifications

An important target in our Strategic Plan relates to increasing the percentage of staff holding doctorates, as specified in the TU Act 2018. Increasing the proportion of doctoral-qualified staff strengthens the University’s research capacity and academic profile. Doctoral training equips staff with advanced research skills, experience in securing competitive funding, and the ability to supervise postgraduate research to completion. A higher concentration of PhD-qualified academics also enhances curriculum depth, ensuring that teaching is informed by current scholarship and industry-relevant inquiry. TU Dublin offers a range of supports to staff who wish to pursue doctoral studies and in 2025, 48.4% of full-time academic staff had doctoral qualification. The University also increased the number and diversity of our cohort of post-doctoral researchers and career researchers, supporting them to perform excellent and impactful research whilst also developing a range of professional skills through a bespoke career development programme.

Research-Active Staff

The university is currently extending and enhancing the supports it provides to its community of researchers and innovators to increase the number of academic staff engaged in research and innovation. A research-active staff member is one who is demonstrably engaged in sustained research activity. This includes the regular production of peer-reviewed or publicly disseminated research outputs within a recent period (the past five years), participation in externally funded research projects, and/or the supervision of postgraduate research students. Research-active staff contribute to the University’s research culture through scholarship, collaboration, and knowledge exchange, with their outputs and activity recorded through institutional research systems. In 2025, the percentage of staff identified as research active increased to 19.5%.

To both focus and amplify the excellence and impact of our research and innovation activity, the University has established a set of research priorities to coalesce effort in a transdisciplinary manner and support our strategic objectives. The TU Dublin research priority areas are:

- Health & Wellbeing for a Thriving Society
- Transformative Digital Solutions
- Sustainable Food Systems and Environmental Protection

- Materials and Technologies for Sustainable Transformation
- Culture, Innovation and Inclusivity in a Changing Society

Within each priority area, researchers from different disciplines come together through thematic research centres, clusters and funded projects, enabling interdisciplinary approaches to shared challenges. This structure supports coordination of expertise, joint funding applications, doctoral supervision, and external engagement, ensuring that research strengths are developed at scale rather than in isolation. Securing research funding — including support for MPhil and doctoral research — is critical to increasing the number of research-active staff because it provides the time, resources and research environment necessary for sustained scholarly activity. Funded projects enable staff to buy out teaching time, build research teams, generate publishable outputs, and develop competitive track records. Funding for postgraduate researchers is particularly important: supervising MPhil and PhD candidates both anchors staff in active research programmes and creates the critical mass needed to sustain research themes over time.

Professor Nissreen Abu-Ghannam - is one of TU Dublin’s leading research principal investigators. Her research focuses on:

- The pro-biotic fermentation of plant-based products to develop innovative functional foods.
- Bio-processing technologies that extract nutraceutical and pharmaceutical compounds from agri-food waste streams.
- The development of novel processing technologies to unlock and enhance the nutraceutical potential of seaweeds.

In 2025, Professor Abu-Ghannam was once again named among the world’s top 2% of scientists in the annual rankings compiled by Stanford University. She was joined by colleagues from the School of Food Science and Environmental Health: [Dr. Amit K. Jaiswal](#), [Dr. Swarna Jaiswal](#) and [Dr. Shiv Shankar](#).

TU Dublin is proud to celebrate this prestigious and well-deserved recognition of their outstanding and ongoing contributions to research excellence.



Research Funding

To further its research ambitions, the University has increased the engagement of researchers and innovators in collaborations funded through Horizon Europe and other European Commission funded programmes. The University substantially increased its research funding in 2025 compared with previous years. In 2025, TU Dublin secured over €38 million in research and innovation funding, supporting discovery, international collaboration, flagship programmes and applied impact activities across its research portfolio. This represented a major increase and was highlighted as a key achievement in its end of year research and innovation review. A breakdown of research awards by funder is given in the following table.

Table 5: Research Funding by Source - 2025

Funder	€'000
Dept of Agriculture, Food and the Marine	124
Enterprise Ireland	2,311
EU Commission	2,574
Government Depts / Agencies	2,667
Health Research Board	6
Industry	291
Philanthropy/ Charity	1,246
Taighde Éireann	28,957
Other	95
Total	38,271

* Excludes internal funding support

Among specific awards, €25 million was awarded to TU Dublin to support direct costs for the national ‘Accelerating Research to Commercialisation’ (ARC) Hub for ICT - a significant investment aimed at driving research commercialisation and innovation partnerships.

The University also secured a range of research funding awards from multiple national, European and programme partners. These included:

- Environmental Protection Agency (EPA) research funding — TU Dublin researchers collectively secured around €1.3 million under the EPA’s competitive research call to support projects on air quality, sustainable biomaterials and related environmental challenges.

- European Union and Horizon programmes — participation in long term EU research networks and collaborations (e.g., Marie Skłodowska Curie and Horizon projects contributing multidisciplinary research support and PhD placements).

Together with other national and EU research awards, these sources contributed to TU Dublin’s overall research funding increase in 2025, supporting projects across environmental, digital, STEM education, innovation to enterprise and community engagement domains.

In 2025, the University continued to leverage its €13.6 million ARISE (Amplifying Research and Innovation Supporting Enterprise) award, secured in 2024 and co-funded by the Government of Ireland and the European Regional Development Fund (ERDF). The programme has strengthened research support capacity and established five enterprise engagement teams to foster new collaborations between TU Dublin researchers and SMEs across the Eastern and Midlands region. The impact of these investments is now beginning to be seen across the University.

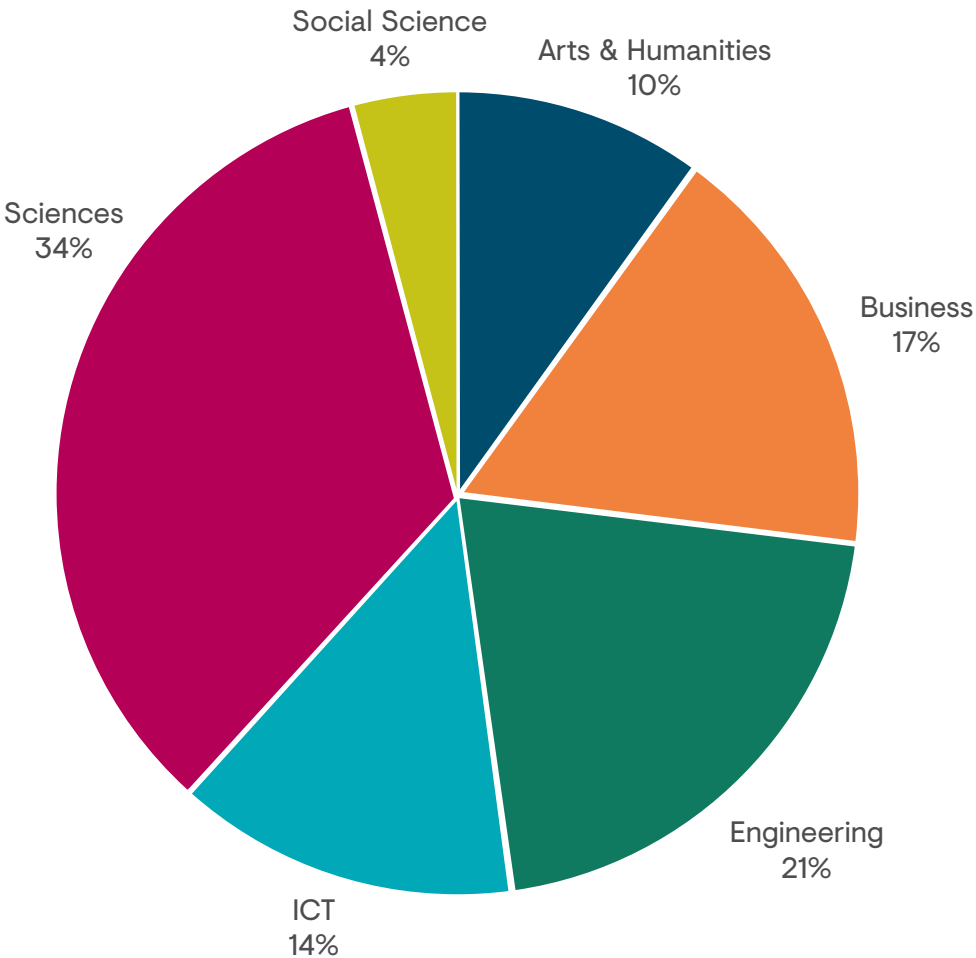
Post-graduate Research Students

In 2025, TU Dublin exceeded its growth target for postgraduate students, reflecting the University’s sustained focus on research and advanced study. The number of postgraduate research students continues to grow. Growth was strong on both our MPhil and Doctoral programmes, driven by the expansion of research centres, targeted funding initiatives, and strengthened industry and community partnerships. This increase not only enhances TU Dublin’s research capacity by providing a larger cohort of research-active students but also contributes to the development of a vibrant, interdisciplinary academic environment, where postgraduate students actively engage in collaborative projects, knowledge exchange, and innovation activities across the University’s five research priority areas. The ratio of postgraduate research students as a % of L8-L10 students has remained broadly stable at 4%.

A breakdown of postgraduate students by field of study is provided in Figure 4. Research students are distributed across a broad range of disciplines, reflecting the University’s diverse research strengths. The largest share of research students are in the Sciences (34%), highlighting strong activity in scientific discovery and applied research. Engineering (21%) represents the second largest field, demonstrating the University’s continued focus on technological development and industry-relevant innovation. This is complemented by significant participation in

Business (17%) and ICT (14%) areas closely aligned with enterprise collaboration and digital transformation. Arts and Humanities (10%) also make an important contribution to the research landscape, while Social Sciences (4%) represent a smaller but valuable component of the research community. Together, this distribution illustrates TU Dublin’s balanced and multidisciplinary research environment, with strong representation in STEM fields alongside growing engagement in business, creative and societal research areas.

Figure 5. Postgraduate Students by Field of Study 2024/25





Published in Nature Mental Health

TU Dublin Lecturer co-authors ground-breaking depression research published in Nature Mental Health

A major new international study, co-authored by Dr Therese Murphy, a Lecturer in Molecular Diagnostics and Bioinformatics in the School of Biological, Health and Sports Sciences at TU Dublin, has made important progress in understanding the biological factors linked to major depression, one of the leading causes of ill health worldwide.

This groundbreaking study provides strong evidence that changes in DNA methylation are associated with depression, offering new insights into how the condition develops and highlighting the role of the immune system.

Read the full article in [Nature Mental Health](#).



€650k Research Award

TU Dublin researcher awarded over €650k for breakthrough cancer diagnostic technology

In 2025, TU Dublin researchers secured over €650K to develop innovative cancer diagnostic technology under the prestigious [Taighde Éireann – Research Ireland Pathway Programme](#).

The research, led by **Dr Anand V.R.**, a postdoctoral research fellow with the University, will combine two advanced light-based technologies—whispering gallery mode (WGM) sensing and surface-enhanced Raman scattering (SERS)—to build a powerful new tool for detecting cancer. This new system won't need chemical labels and will be highly sensitive, making it possible to quickly and accurately detect important cancer signals in the body, even in very small amounts.

Based at TU Dublin's Photonics Research Centre, the project will benefit from the Centre's state-of-the-art facilities, including 90m² of specialised lab space and a multidisciplinary research environment.



Top 100 Women in Tech

Dr Dympna O'Sullivan, previously as Lead at the Digital Futures Research Hub and currently Vice-President for Research & Innovation at TU Dublin, was recognised by the Business Post as one of Ireland's **Top 100 Women in Tech 2025**.

Dr O'Sullivan's work, in collaboration with colleagues at TU Dublin and NetwellCASALA, focuses on developing assistive technologies for people living with age-related cognitive impairments, including dementia.

Dympna is a recognised expert in transdisciplinary research methods and a strong advocate for patient and public involvement (PPI), championing collaborative approaches that engage societal stakeholders throughout the research process. She is also an active contributor to public discourse on AI and digital transformation contributing across national and international TV, radio, and print media.



€32m ARC Hub for ICT

Research commercialisation in ARC Hub for ICT

In 2025, a total investment of €32 million was secured to establish and host the ARC Hub for ICT, directed by TU Dublin's **Professor Sarah Jane Delany** (2nd from left in photo).

Professor Delany will spearhead efforts to fast-track research in key technological areas such as artificial intelligence (AI), data management, healthcare technology, education, infrastructure, and sustainability.

By fostering collaboration between leading academic institutions, industry partners, and entrepreneurs, the Hub will strengthen Ireland's position as a leader in research-driven innovation.



€1m National Challenge Fund Top Prize Winner

TU Dublin's [GroSafe](#) project was awarded the €1 million top prize under the [National Challenge Fund – OurTech](#), a Research Ireland initiative supported by the EU's Recovery and Resilience Facility.

GroSafe is a technology-enabled safeguarding platform designed to help children spot grooming early, know what to do, and feel safe speaking up. Unlike static apps or one-off programmes, GroSafe is built as a living system. It evolves constantly, learning from anonymised reports, real-world experiences and the input of safeguarding professionals to make sure it stays relevant as threats change. GroSafe has become one of Ireland's most promising child safeguarding innovations. More than 600 young people have helped co-create elements of the platform, including its interactive learning game.

Dr Christina Thorpe, TU Dublin (1st on left) at the announcement of award

GroSafe is led by Dr Christina Thorpe and Dr Matt Bowden at TU Dublin, working closely with Fiona Jennings of the ISPC.

6.2 Knowledge Transfer and Enterprise Activity

TU Dublin is one of the most active technological universities for knowledge transfer, with a strong focus on applied research and SME collaboration. Our aim is to leverage TU Dublin’s leadership role in knowledge transfer and enterprise activity with specific targets to increase the number of licences granted and spin-outs created, and to increase the number of entrepreneurs supported annually through the University’s enterprise development programmes. By 2028, our target is to be in the top three performers nationally, in terms of the number of licences granted and spin-outs created, and the number of entrepreneurs supported annually through our enterprise development programmes.

Knowledge Transfer

In 2025, TU Dublin continued to perform strongly in knowledge transfer.

In terms of the number of licence agreements executed, TU Dublin achieved 80% of its annual target (12 achieved vs. 15 target). TU Dublin also signed a licence with the Department for Infrastructure Northern Ireland to evaluate an advanced structural health monitoring and treatment system for reinforced concrete structures, developed from Dr. Sean Bond’s **SM:ART project**¹. In respect of spin-outs established, TU Dublin again met its annual target. Comparative data from the AKTS annual survey for 2024 indicates that TU Dublin, when outputs are normalised against reported research expenditure, has maintained strong performance in the sector, being a leader for the transfer of research from the University.

In addition to licences and spin-outs, TU Dublin Innovation also saw a significant uplift in commercially focused research activity, securing five Enterprise Ireland Commercialisation Fund (CF) awards in 2025, above the annual target of three. This achievement represents a major turnaround from 2024, when only one CF was awarded, and brings the university back to baseline performance levels over the last two years. This success follows a substantial investment of time and expertise by both Innovation Office staff and TU Dublin researchers, and places TU Dublin on a strong trajectory heading into 2026.

The five CF awards include two full Commercialisation Fund projects and three Proof-of-Concept awards. The **SIMIR project** (awarded over €720,000) is led by Dr Brian Vaughan, School of Media², in collaboration with the Royal College of Surgeons in Ireland. The project is developing an immersive digital simulation platform that prepares medical trainees for real clinical environments by integrating clinical decision-making with essential soft skills such as communication, teamwork and situational awareness.

The **LiteStream project** (awarded over €650,000), led by Dr Steven Davy, Centre for Sustainable Digital Technologies, is creating a next-generation telemedicine solution that leverages AI-driven visual analysis and advanced video compression to help clinicians identify key patient cues during remote consultations, including in low-bandwidth settings. Anastasia Negru, Commercialisation Lead, LiteStream commented that:

“We’re tackling a €432 billion market with technology that solves three critical problems: doctors missing visual cues in remote consultations, bandwidth barriers in rural areas, and overwhelming documentation burden. The Enterprise Ireland Commercialisation Fund gives us the resources to conduct trials with clinical partners across Ireland, Sweden, Spain, US and beyond – and prove that Irish innovation can lead the global healthcare AI revolution.”

In addition to the CF success, TU Dublin has also been awarded four ARC Hub for ICT, Proof of Concept awards, raising the total number of new commercialisation-focused projects funded in 2025 to nine.

Paul Maguire, Head of Innovation and Knowledge Transfer in TU Dublin commented

“These awards mark a pivotal moment for TU Dublin Innovation, reflecting the determination and expertise of our researchers and innovation office team. We are building momentum at a remarkable pace, and the strength of our 2026 pipeline shows that this is only the beginning. Our university is firmly positioning itself as a leader in translating high impact research into real world commercial and societal value.”

These achievements underscore the university’s growing leadership in research translation, innovation, and industry engagement.



The LIFT project (Logistics Innovation for Flight Transport) represents a partnership between research, innovation, academia and industry. It combines the cutting edge research and knowledge of our Centre for Research in Engineering Surface Technology (CREST), with the practical experience of IONA Logistics and the manufacturing innovation of ÉireComposites - creating a powerful collaboration for Ireland’s drone future.

The project aims to deliver next generation drone platforms that are lighter, stronger, and capable of extended range and payload performance. In 2025, the project was awarded €3.8 million through the Government’s Disruptive Technologies Innovation Fund to accelerate innovation in drone logistics and advanced manufacturing.

Led by Dr Joseph Mohan, Senior Research Fellow at CREST Technology Gateway, the team will focus on enhancing the durability, reliability and manufacturability of composite materials that form the backbone of drone structures.

According to Dr Mohan:

“ This collaboration is an exciting step forward for Ireland’s emerging drone sector. Through LIFT, we’re addressing the practical challenges of scaling up drone production, from materials and coatings to how these systems perform in real-world environments. TU Dublin’s expertise in composite materials and surface technology will ensure the aircraft we help design can withstand the demanding conditions of everyday operation.”

Enterprise Activity

Entrepreneurship is a central pillar of innovation and economic impact at TU Dublin. Through a range of enterprise development programmes, incubation facilities, and mentoring initiatives, the university supports individuals and early-stage founders in transforming ideas into viable startups and high-growth companies. These supports include national programmes such as New Frontiers, alongside targeted initiatives, incubator facilities, and entrepreneurship training delivered across the university’s campuses.

TU Dublin’s Dare to Discover approach is to support entrepreneurship through various stages of the entrepreneurial journey. It’s about inspiring minds - empowering students and graduates to be brave, bold and ambitious; and it’s about igniting innovation - providing mechanisms that nurture and support early-stage entrepreneurship.

¹ <https://www.tudublin.ie/research-innovation/news/archive-2025/tu-dublin-spin-out-smart-partners-with-northern-ireland-to-trial-innovative-bridge-intelligence-solution.php>

² <https://www.tudublin.ie/explore/faculties-and-schools/arts-humanities/schools/school-of-media/people/academic-staff/brian-vaughan.php>

GROWTHhub – Building Innovative Entrepreneurial Capacity

Motivated by the evolving role of HEIs as catalysts of entrepreneurship and innovation, the GROWTHhub project at TU Dublin commenced in 2021 with funding from the HEA Human Capital Initiative Pillar 3.

The project was established to advance entrepreneurship education capacity within the University and to expand the range of entrepreneurship learning opportunities available to students, enterprises (public and private), and local schools and communities. This was achieved through:

- (i) development of new and innovative curricula-based entrepreneurship education activities,
- (ii) development of extracurricular entrepreneurship education activities,
- (iii) development of entrepreneurship competency building actions for enterprise-based learners,
- (iv) establishment of an entrepreneurship education ecosystem including physical space and resources; and
- (v) supporting student led activities.



Across the duration of the project, GROWTHhub engaged more than 12,000 students and adult learners. Key to the project design was the EC EntreComp framework for entrepreneurship competences, a ‘learning by doing’ pedagogical philosophy, and adoption of a transversal definition entrepreneurship which embraces different types of entrepreneurship in different contexts, including intrapreneurship, social entrepreneurship, and green entrepreneurship, to name but a few.

Supporting Young Entrepreneurs in the North East Inner City – NEIC Kickstart

GROWTHhub working with the School of Marketing and Entrepreneurship, NEIC Dublin Partnership, Inner City Enterprise, Dogpatch Labs, and Open Doors Initiative delivered the second NEIC Kickstart programme.

Ten weeks of workshops with 15 budding entrepreneurs from the north-east inner city area culminated in a pitch final event at the headquarters of sponsor Avolon, with participants pitching their business ideas to a distinguished review panel. Wenhao Liao was named the overall winner, with Derek Burnett as runner-up.



Empowering the Next Generation of Female Innovators

CreateHER is a multi-university programme funded by the HEA Entrepreneurship Education Initiative. Led by GROWTHhub and TrailblazHER at TU Dublin, the six-week female only programme, develops entrepreneurial leadership skills. Students learn how to build confidence, develop an innovative mindset, practice creative skills, network with others and work on their personal development.

The programme is delivered through a combination of workshops and discussions with women who are leaders in their area. Guest entrepreneurs have included successful TU Dublin graduates. Fifteen students from across the University participated in 2025 with further programmes planned for 2026.



New Frontiers Programme

TU Dublin currently supports over 250 entrepreneurs on its New Frontiers Programme, provides over 7,000 m2 of incubation space for early-stage ventures and accommodates over 100 start-up companies on its campuses.

Supported by Enterprise Ireland, the New Frontiers Programme continues to play a vital role in supporting early-stage entrepreneurs as they develop and scale new ventures. Delivered across TU Dublin’s Grangegorman Campus, Blanchardstown Campus, and Tallaght Campus, the programme provides a structured pathway for founders to transform promising ideas into viable, investment-ready businesses. Participants

receive expert mentoring, business development guidance and financial support as they refine their concepts and build the foundations for sustainable growth.

Being embedded within the university environment also offers entrepreneurs access to TU Dublin’s research expertise, specialist facilities and extensive innovation network. This proximity encourages collaboration between researchers, students and startup founders, helping to cultivate a dynamic entrepreneurial community and strengthening the pipeline of high-potential Irish startups.

New Frontiers founder wins Diversity in Tech Startup Visionary Award

In 2025, Victoria Finlay, founder of The MenoPal, received the Diversity in Tech Startup Visionary Award 2025, presented in partnership with JPMorgan Chase. Victoria completed the New Frontiers programme at TU Dublin’s Tallaght Campus in 2024.

The MenoPal is now an Enterprise Ireland-supported High Potential Start-Up and has also secured private investment. This healthtech intelligence platform supports women navigating perimenopause and menopause, helping transform symptom management for more than a billion women worldwide through personalised tracking, adaptive intelligence, practical resources and real-time health insights.

Victoria’s recognition highlights the growing impact of founders emerging from TU Dublin’s entrepreneurial ecosystem. Through programmes such as New Frontiers, the University supports innovators in developing solutions that address real-world challenges while building scalable businesses with global potential.

The award also reflects the increasing role of technology in advancing women’s health and closing long-standing gaps in healthcare support and information.





TU Dublin Students win National Enterprise Ireland Award for second consecutive year

Students from TU Dublin once again demonstrated their entrepreneurial strength on the national stage in 2025, securing the top prize at the Enterprise Ireland Student Entrepreneur Awards for the second consecutive year.

TU Dublin student Ryan Ormonde, together with collaborator Jonathan Hoffman, was named Student Entrepreneur of the Year for their startup Saor Water, which provides bespoke canned water as a sustainable alternative to plastic bottles. The company offers custom-branded aluminium cans and a low-minimum order service that includes design, compliance and logistics, and is already working with clients such as Mercedes-Benz and Sculpted by Aimee.

The winners were announced at a ceremony hosted at the TU Dublin Blanchardstown campus, where they received a €10,000 prize along with mentoring and business development supports from Enterprise Ireland and the Local Enterprise Offices, as well as advisory support from Grant Thornton and Cruickshank. The achievement marks the second year in a row that a TU Dublin student has secured the national title. In 2024, the competition was won by TU Dublin graduate Ciara Walsh, founder of JustTip, a digital tipping platform designed to allow customers to tip service staff directly and securely in an increasingly cashless economy.

Together, these back-to-back national wins highlight the strength of TU Dublin's entrepreneurial ecosystem and the university's commitment to supporting students as they transform innovative ideas into scalable businesses with real-world impact.



From Grangegorman to Space - Innovation at TU Dublin's Greenway Hub

A Dublin company developing advanced cooling technologies for extreme environments has expanded its research facilities at TU Dublin's Greenway Hub Innovation Centre in Grangegorman.

Enovus Labs has opened a new expanded R&D laboratory on the TU Dublin campus, strengthening its capacity to design, manufacture and test next-generation thermal management systems. The company's Segri-COOL cooling radiator has already been deployed on space missions, marking a significant milestone for Irish-developed technology operating in space environments

The new facility includes upgraded manufacturing and testing infrastructure that will support faster development, production and customer trials as the company scales its innovations. The laboratory was officially opened by Tanaiste & Minister for Finance, Simon Harris, TD.



TrailblazHER™ First Steps Programme: Supporting Women to Explore New Possibilities

2025 marked the launch of the TrailblazHER™ First Steps Programme at Technological University Dublin, a free community-based initiative designed to support women who are curious about entrepreneurship but may have little or no previous experience of starting a business.

The programme provides a welcoming space for women to explore ideas, build confidence, and understand the practical steps involved in developing a business. A key objective is to connect participants with the wide range of enterprise and career supports available across Ireland, helping them identify pathways that align with their ambitions.

Michelle Silva, TrailblazHER First Steps Graduate

Since welcoming its first participants in early 2025, the programme has demonstrated strong demand and meaningful impact. More than 500 applications have been received, and in 2025, over 200 participated, including 150 attending Step 1 sessions and 55 completing Step 2 workshops across two programme rounds.

Unique in Ireland for its free, early-stage support, the TrailblazHER™ First Steps Programme focuses on building skills and confidence that extend beyond enterprise creation. Whether participants choose to start a business, return to employment, change careers, or pursue further education, the programme equips them with the mindset, capability, and self-belief to take their next steps with confidence.



**Sáraigh an Fhoghlaim
Go Beyond Learning**

PARTNERSHIP

Our Ambition

Delivering Shared Impact

- we intend to develop the most connected university; cultivating a network of discoverers, creators and entrepreneurs; engaging with people who make things happen

7. Partnership for impact

Delivering Shared Impact - **we intend to develop the most connected university; cultivating a network of discoverers, creators and entrepreneurs; engaging with people who make things happen.** We will continue to build and grow our active partnerships across academia, industry, community and society, to create real value and impact for the TU Dublin community and wider society.

7.1 Academic Partnerships and Engagement

During 2025, TU Dublin increased its engagement with higher education, enterprise, and professional, statutory and regulatory bodies (PSRBs), to support national objectives for higher education. TU Dublin’s collaborative provision seeks to align academic expertise with industry needs. A summary of the different types of academic collaborations in place in 2025, is provided below. TU Dublin collaborated with more than one hundred external organisations in the delivery of programmes of education and training, with the majority of programme collaborations involving tripartite arrangements between TU Dublin, another HEI and industry stakeholder organisations, including IBEC, SOLAS, and [Skillnet Ireland](#) business networks.

Table 6: TU Dublin Academic Collaborations 2025

Type of arrangement	Total Number
Joint/double/multiple awards	10
Collaborative programmes	72
Franchise programmes	3
Articulation Agreements	9
Professional, Statutory & Regulatory Bodies	36

Aligned to the [Human Capital Initiative Pillar 3](#) for innovative, agile approaches to priority skills needs, TU Dublin expanded the provision of upskilling opportunities across many sectors. The following were among the new programmes introduced in 2025:

- Level 7 Certificate in e-(Bio) PharmaChem with Facility Design (20 ECTS) designed to upskill professionals for Ireland’s biopharma manufacturing sector. Developed with industry input (Pfizer/MSD) and delivered via [Get Reskilled](#), it covers GMP, bioprocessing, and cleanroom design.

- A Certificate in Creating Successful Products, developed in collaboration with [Workday](#).
- A global online programme in Quality Business Leadership in partnership with [QBA](#).
- Two Special Purpose Awards in Data for Technical Documentation, developed in collaboration with [SGS](#), the world’s leading testing, inspection and certification company.
- A new tertiary degree - Bachelor of Arts (Honours) in Politics, Society and Media – in collaboration with the City of Dublin FET College Ballyfermot; City of Dublin FET College Rathmines; and Blackrock Further Education Institute.

A particular focus in 2025 was on the development of micro-credentials - flexible, accredited short courses (1-20 credits) tailored to the rapid upskilling needs of professionals and industries. TU Dublin collaborated with various organisations, including Intel, Workday, BT Sourced, SGS and Eirgrid, to address skill gaps in areas like AI, digital transformation and green-tech innovation, responding to evolving workforce demands, while at the same time, allowing learners to balance education with work, and stack smaller units into larger, recognized qualifications.

- TU Dublin partnered with [EirGrid](#) to co-design a Certificate in Leadership in Energy Utilities programme. This Special Purpose Award focuses on upskilling EirGrid’s workforce to manage complex, renewable-integrated grid systems, developing internal expertise, and fostering a culture of continuous learning. The University’s partnership with Eirgrid establishes a strong foundation for future collaboration across the full spectrum of NFQ levels, from apprenticeship through to Level 10.
- In collaboration with the [Skillnet Offshore Wind Academy](#), TU Dublin developed a postgraduate programme, Fundamentals of Offshore Wind Energy. This is a multidisciplinary programme, led by the School of Electrical and Electronic Engineering, that addresses the challenges of the offshore wind energy industry, with a particular focus on the Irish context. Cutting-edge technologies and policy changes are addressed to ensure that participants are prepared for the evolving nature of this growing industry.
- In partnership with [Technology Ireland Digital Skillnet](#), TU Dublin accredited a suite of AI micro credentials following the successful outcome of a Technology Ireland Digital Skillnet tender. The programmes equip employees across Irish organisations with the leadership and technical capabilities required to plan, launch, and scale AI enabled transformations

- To enable current and aspiring leaders to transform their leadership capability, the Graduate Business School developed a Leadership Development Microcredential programme. Designed for leaders in any discipline and sector, this programme develops key leadership skills in demand by industry and provides stackable credits leading to a postgraduate qualification. The programme is available to individual learners as well as to organisations looking for a bespoke delivery to a cohort of their employees.

International Collaboration

TU Dublin continued its involvement in the [EUt+](#) alliance in its second phase (EUt+ Accelerate, 2023-27), which aims to deepen integration among partner universities and build a unified European University of Technology identity and structure. This second phase followed successful initial funding and strategic planning for joint degrees, mobility and governance frameworks.

During 2025, TU Dublin helped advance EUt+ goals by contributing to:

- *EUt+ Certificate & European Degree Development:* The alliance continued to work toward a unified EUt+ European degree, designing shared competency frameworks and reference guides that support joint curricula spanning partner institutions - a development that will enable students to study across multiple campuses and gain broader recognition for their qualifications. There are now nine common curricula clusters in place and TU Dublin participates in seven, including a number of joint programme initiatives.
- *Joint international education events and Initiatives:* TU Dublin partnered with other EUt+ universities (e.g., Technical University of Sofia, Technical University of Cluj-Napoca, Çağ University) to co-organise the [EL@RA Summer School 2025](#). This programme brought together students and academics from several partner institutions to explore innovative and adaptable educational paradigms - such as the integration of virtual reality and artificial intelligence in learning -within the EUt+ framework.
- *Enterprise Skills Development:* Through EUt+-linked projects, such as the EUt+ Incubation Programme, TU Dublin helped foster entrepreneurial skills, cross-campus start-up creation and innovation capacity across students and researchers. While specific events spanned the wider alliance in 2025, TU Dublin contributed its experience and expertise to these programmes through expert seminars, student training and innovation support. During 2025, 652 students participated in entrepreneurship and innovation activities and 24 spin-offs/startups participated in joint EUt+ incubation and showcase activities.

- *Research Collaboration & Academic Exchange:* TU Dublin engages with EUt+ research structures like European University of Technology Institute of Nanomaterials and Nanotechnologies (EUTINN). EUTINN gathers the expertise and know-hows of each and all partners of EUt+ in nano-micro related technologies and brings together different ways of working and approaches for the field of nanosciences and nanotechnologies. TU Dublin is also an active participant in the European Culture and Technology Lab (ECTLab) focusing on integrating arts, humanities, and technology research – a thematic area where TU Dublin contributes expertise and hosts related activities.
- *Events & Knowledge Sharing:* TU Dublin organised and participated in EUt+ branded activities during 2025, promoting academic exchange and innovation – for example, innovation talks on digital technology and sustainability broadly aligned with EUt+ objectives.
- *Student & Staff Mobility Frameworks:* TU Dublin helped develop systems where students traveling within the alliance can benefit from credit transfer, language learning goals, and extended stays - integral parts of the EUt+ vision for a European University education.
- *Multilingual & Cultural Exchange:* TU Dublin hosted planning and academic exchanges, reflecting the alliance’s emphasis on intercultural communication and integrated European learning communities. It contributed to the 3rd EUt+ Languages of Staff initiative in 2025 that offered language learning opportunities for each of the languages of the nine partners, including a popular Irish language course.

Transnational Partnerships

Transnational education (TNE), where students complete most of their studies in their home country while earning a degree jointly awarded with an international partner, is a growing feature of higher education. Irish institutions now deliver 110 joint programmes in China, enrolling more than 12,000 students across undergraduate, master’s and doctoral levels.

TU Dublin is a significant contributor to this success. In 2025, over 1,350 students were enrolled on TU Dublin programmes in Hainan, Nanjing and Pharos, with numbers expected to grow following the launch of a new Computer Science programme in Beijing.



Students from Nanjing Tech University and TU Dublin receiving their scholarship awards

The University’s collaboration with **Nanjing Tech University (NJTU)** dates back over 18 years and has delivered joint degree programmes in Pharmaceutical Science and Electronic, Mechanical and Civil Engineering.

In 2025, President Dr Deirdre Lillis proudly presented Scholarship Awards to 15 outstanding students from Nanjing Tech University, recognising their exceptional academic achievements. These students, currently completing their studies at TU Dublin, exemplify the strength of the university’s international collaboration and commitment to academic excellence.

In 2025, TU Dublin welcomed its first cohort of Civil Engineering students from Nanjing to the Bolton Street campus, while students in Electronic and Mechanical Engineering and Pharmaceutical Science continued their studies at the Tallaght campus. These programmes provide students with the opportunity to gain an international education experience in Ireland.

The success of TU Dublin’s partnership with Nanjing Tech University is reflected in the achievements of its graduates, many of whom have progressed to PhD study, entrepreneurship, and careers in leading global organisations. Their accomplishments demonstrate the quality of education and support provided through the partnership.



Graduates from the BSc in Event Management degree programme with Hainan University

On 14 June 2025, TU Dublin proudly marked a significant milestone - the 10th anniversary of its collaborative BSc in Event Management degree programme with **Hainan University** - celebrated during the final-year graduation ceremony in Haikou, China. The programme reflects the University’s strengths in applied, industry-focused education and its ability to respond to the evolving needs of global sectors such as tourism and event management.

Looking ahead, TU Dublin will further expand its transnational footprint with the launch of a new collaboration with **Beijing University of Chemical Technology (BUCT)**, scheduled to begin in the 2026/2027 academic year. The university remains dedicated to nurturing academic excellence and empowering students to achieve their full potential on a global stage. These joint programmes stand as a testament to the university’s vision of fostering international talent and driving innovation through education.

7.2 Industry & Enterprise Partnerships and Engagement

Shaping the Learning Experience to Create Value and Impact

Industry engagement is embedded across TU Dublin’s teaching, research and student experience. Working closely with employers, professional bodies and industry partners, the University ensures its programmes remain relevant, practice-focused and responsive to emerging technologies and workforce needs. The following examples from 2025 demonstrate the impact of these partnerships.

- The **Next Gen Product Management Conference 2025**, held at the Grangegorman campus, brought together product leaders, academics and industry experts to explore AI integration, product operations and customer-focused product leadership. Supported by Technology Ireland DIGITAL Skillnet, the event attracted almost 300 attendees, including graduates and alumni from TU Dublin’s product management programmes.

- The **Learning & Development Forum** for the Future Workforce, held in June, welcomed more than 200 industry professionals from enterprise, public policy and academia to examine how learning and development can drive organisational performance and competitive advantage. Speakers included representatives from LinkedIn, Enterprise Ireland and IBEC.
- **Work placements** remain a key feature of TU Dublin’s industry-focused education model. During the academic year, more than 300 Social Care Practice students completed supervised placements with statutory, voluntary and community organisations across Ireland, gaining valuable professional experience while supporting workforce development across the sector.
- Other events included **Student Enterprise and Innovation Challenges**, such as:
 - Healthcare Innovation Challenge: Multidisciplinary student teams created prototypes addressing real clinical challenges, supported by clinicians from Tallaght University Hospital and AWS mentors.
 - Sustainability & AI Case Study Showcase: Students analysed corporate Environmental, Social, and Governance (ESG) reports, using AI tools. with support from Deloitte.

TU Dublin’s Online Healthcare Programmes in Clinical Instrument Decontamination – Expanding Access, Elevating Standards

Lifelong learning and continuous professional development have become essential components of modern healthcare. In response to increasing pressures on healthcare systems and the need for flexible professional development opportunities for working practitioners, TU Dublin is proud to highlight a transformative and rapidly growing area of its academic portfolio – a suite of fully online, part-time healthcare programmes in medical device decontamination that are reshaping how professional education is delivered and recognised across Ireland and internationally.

These programmes, which develop critical skills in sterile services to support safer surgeries and patient healthcare, are now recommended qualifications for new decontamination staff appointments in HSE-run hospitals. They also support career progression for existing personnel advancing into supervisory and managerial roles. TU Dublin is the only university in Ireland offering academic qualifications in this specialised field of perioperative services. Since 2016, more than 1,400 healthcare professionals across Ireland’s acute hospitals have completed the training, underscoring both the need and the national impact of these programmes.



Connecting Academic Researchers and Industry

TU Dublin has the expertise, techniques, and facilities that have, and can deliver excellent results to make significant influences regionally, nationally, and globally, from across our research community. The University has five research hubs in:

- Health, Engineering & Materials Science (HEMS)
- Physical to Life Sciences (FOCAS)
- Sustainability & Health (SHRH)
- Digital Futures
- Culture & Society

The hubs serve as interdisciplinary, state-of-the-art facilities providing advanced laboratory access, collaborative spaces, and specialist expertise. They foster innovation by connecting academic researchers with industry partners in fields like engineering, AI, and food science.

Health, Engineering & Materials Science (HEMS) Research Hub

The HEMS hub provides specialized R&D, consultancy, and technical services to industry partners, ranging from SMEs to MNCs, focusing on biopharma, medical devices, diagnostics, and advanced materials. Services include pilot-scale prototyping, analytical testing in chemistry/biology labs, and collaborative research through Technology Gateways like CREST (coatings) and MiCRA (diagnostics).

During 2025, the HEMS Research Hub made notable progress across several fronts, contributing to TU Dublin’s broader interdisciplinary research agenda.

- Collaboration between CREST and CrannMed continued, with the company’s [Sakura Bead technology](#) for knee osteoarthritis moving through to the final phase of clinical trials.
- CREST secured a Construct Innovate project funded by industrial partners (led by SISK and ARUP) to investigate the use of waste ash products in new concrete formulations, thereby delivering a truly circular product.
- CREST completed an Innovation Partnership with [Active Difference](#) – an Irish company providing sustainable packaging solutions – examining the use of seaweed-based materials as coatings on paper cups to be used with the SusPak range of sealing tools.

- MICRA completed an Innovation Voucher with [Hytropics](#), providing technical expertise in the assessment of can and packaging performance, whilst also supporting root-cause investigation at a systems level and strengthening standard operating procedures.
- The HEMS hub also supported the strategic expansion of the university spin out [SM:ART](#), to trial an innovative bridge intelligence solution.

The Hub also secured significant research infrastructure investments, notably in XPS (X ray Photoelectron Spectroscopy) and composites research, strengthening its capacity for cutting edge materials characterisation and applied research.

7.3 Community and Societal Engagement

Community and Societal engagement remained a central pillar of activity, positioning TU Dublin campuses as open, inclusive spaces for civic, cultural and societal initiatives. During 2025, the University partnered with communities to deliver more than 200 events, education outreach activities, community cultural events, and sustainability initiatives. These were supported by our industry partners and often delivered in conjunction with local authorities and local community development organisations.

In respect of broader societal engagement, TU Dublin continued to work with all sectors of society in education including through the Students Learning with Communities (SLWC+) pilot in 2024-25, and the new Sustainability Action Lab programme launched in April 2025.

A section of [impact stories](#) is available on our website for review. Some initiatives are outlined below.



TU Dublin hosted the first **Fergus McCabe Summer School** event at our Grangegorman in September 2025.

The event was organised by CityWide Drugs Crisis Campaign - a national network of community activists and community organisations that are involved in responding to Ireland's drugs problems.

The Summer School heard inputs from a variety of practitioners, researchers, legislators and academics including Professor Alex Stephens, former President of the International Society for the Study of Drug Policy; Ann Fordham, Executive Director, International Drug Policy Consortium (IDPC); Niamh Eastwood, Executive Director of Release, a UK a charity widely regarded as a centre of expertise on drugs and drug laws; and Senator Lynn Ruane (pictured left) a well-known campaigner for drug reform in Ireland.

Discussion panel participants included Mr Liam Herrick, Chief Commissioner of the Irish Human Rights and Equality Commission, Sian Muldowney of the Inner City Organisations Network and Andy O'Hara of the advocacy organisation Uisce.

National Optometry Centre launched eyecare partnership with Capuchin Day Centre

During 2025, the National Optometry Centre established a new partnership with the Capuchin Day Centre to deliver vital eye care services to some of the most marginalised members of the Dublin community. This collaboration involves TU Dublin optometry students delivering eye exams and spectacles at an outreach clinic hosted at the Capuchin Day Centre. The initiative builds on more than a decade of voluntary service by alumnus and optician Jason McInerney, who provided eye care support to the Centre's guests. Now, TU Dublin with support from philanthropy partners, Ocuco and Topcon Healthcare, aims to continue and expand that legacy through a structured clinic rotation.

CEO of the Capuchin Day Centre, Brian Friel, welcomed the initiative, saying: "This programme gives our guests access to a level of support that they otherwise might not have been able to avail of. We work with very marginalised people who don't have access to services, and this programme means that some illnesses and impairments can be addressed at an early stage before they have too much impact. We're delighted to be engaged in this partnership with TU Dublin."

Declan Hovenden, Head of Optometry at the School of Physics, Clinical and Optometric Sciences, added: "We're delighted to be involved in this project. There are huge benefits for everyone involved. We're honoured to be asked and involved as the Capuchin Day Centre is in our neighbourhood, so it's a great community initiative and an inclusive health initiative - which is something we teach our students about. It's brilliant to see it in action."



Third-year Human Nutrition & Dietetics students Alex Crowley, Tara McDonagh, Annabel Sweetnam, Kate Kobayashi Harford and Hannah Brett

Nourishing Communities: Empowering Change Through Food and Partnership

In the face of growing health disparities, food insecurity, and misinformation around nutrition, the Nourishing Communities project presents a meaningful response to one of today's most pressing needs: equitable access to nutrition education and sustainable food practices. Across five unique sub-projects, third-year Human Nutrition & Dietetics students partnered with local schools, community hubs, and TU Dublin's own Healthy Campus programme to promote positive dietary habits within society and to break down barriers to healthy living.

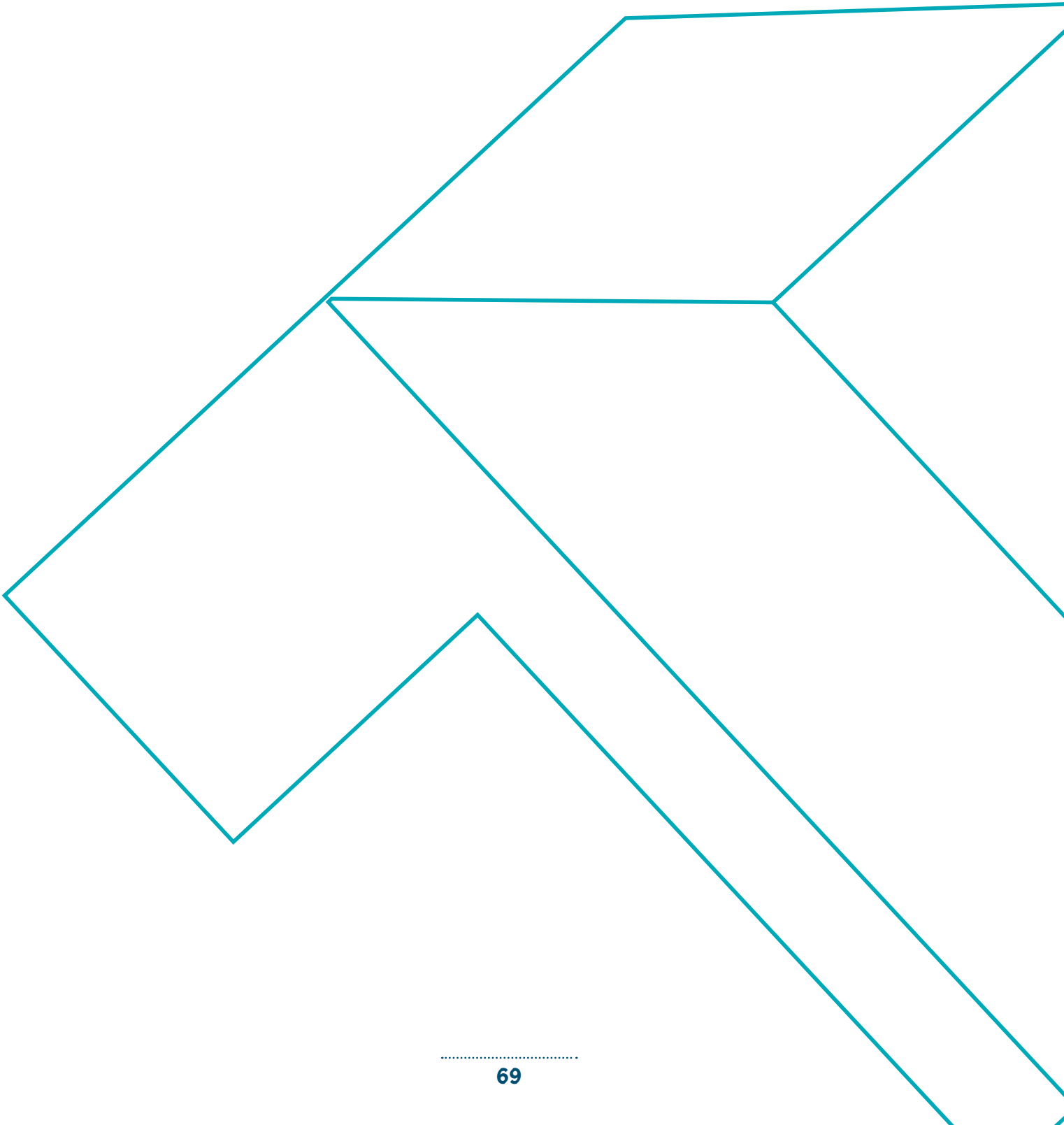


A Year of Performance, Scholarship and Creative Engagement

Throughout 2025, the TU Dublin Conservatoire sustained a vibrant programme of artistic, educational, and research-driven activity that showcased its commitment to excellence in the performing arts. The Conservatoire delivered a full calendar of public performances and workshops, ranging from ensemble concerts with the Wind Ensemble and Rathfarnham Concert Band in April to community-focused recitals at the Rialto Community Arts Festival in June, fostering strong engagement with audiences across Dublin. Students and faculty also took part in immersive events such as the Guitar Weekend, which brought leading performers and educators together for masterclasses, seminars and collaborative study. In collaboration with Irish National Opera, the Conservatoire hosted a One-Day Répétiteur Workshop, providing vital practical training for pianists and singers and opening masterclasses to the wider public.

The Conservatoire’s academic and research profile also strengthened significantly in 2025, exemplified by its continued Research Symposium series. These events offered platforms for doctoral, Master of Philosophy (MPhil), and Doctor of Music (DMus) students to present original work in musicology, performance practice, composition and interdisciplinary arts research, fostering scholarly exchange among staff, students and visiting experts.

The December symposium continued this tradition, underscoring TU Dublin Conservatoire’s reputation for practice-based research that informs both teaching and performance at the highest level. In October, the newly established TU Dublin Philharmonic Orchestra launched its 2025/26 season with a major concert featuring Russian masterworks, further expanding performance opportunities for students and community musicians alike.





Sáraigh an Fhoghlaim
Go Beyond Learning

ENABLERS

Our Ambition

- we intend to underpin the delivery of strategic objectives across our People, Planet and Partnership pillars, through key enablers

8.1 Financial Sustainability

During 2024/25, the University continued to implement its Financial Recovery Plan and other deliverables as specified by the HEA. The University is finalising its financial statements for the 2024/25 financial year and anticipates that it will report an operating deficit. However, the expectation is that cash reserves will remain broadly stable versus the prior financial year.

8.2 Organisational Flexibility & Agility

TU Dublin aims to deliver a number of transformation programmes to ensure it can operate as a flexible and agile organization. During 2025, the University's four transformation programmes – Sustainable Campus, Learner Experience, Employee Experience, and Data & Digital – have delivered coordinated progress that strengthens institutional flexibility, digital capability, and long-term strategic readiness. Collectively, they are enabling more efficient operations, more responsive services, and stronger alignment with national priorities and the evolving needs of students and staff.

The Sustainable Campus programme has progressed key capital and sustainability initiatives, advancing multiple projects through critical approval stages. Investments in digital building information and space-usage technologies are positioning the University to optimise campus resources and support more adaptable space planning.

The Learner Experience programme has delivered significant modernisation of academic and student systems. The Enhanced Programme Review and Validation pilot is streamlining quality assurance processes across 15 programmes, while the major digital transformation of the Student Record Management System has gone live, unifying records and aligning processes across campuses. Work is ongoing to optimise system integration and enhance the user experience. Progress was also made on unifying assessment regulations, exam management, timetabling principles, and future operating models.

The Employee Experience programme has addressed core HR processes and digital infrastructure. A continuous improvement project in recruitment will allow for efficiencies into the future, supported by the launch of new recruitment functionality on the CORE portal and new HR webpages. To support the collation of data and reporting on EDI metrics and Athena Swan, a new reporting structure facility was introduced to streamline data collection for reporting on Athena Swan.

The Data & Digital programme has significantly advanced the University's data ecosystem through the delivery of critical digital upgrades, including a CRM facility, enhanced dashboards for the research information management system, and expanded sustainability and research data capabilities. The foundations now in place will support greater organisational agility and continue to enhance the experiences of students, staff, and partners.

Enhancing the University's organisational flexibility and agility

In December 2025, TU Dublin was successful in securing two awards under the HEA Targeted Enhancement Fund (TEF) – the institutional EOS project that attracted €10M of TEF funding, and the TUs collaborative EDIP project that was awarded €4.5M of TEF funding.

The **EOS Project** – is designed to consolidate TU Dublin's strategic development and drive long-term, sustainable success. The project focuses on:

- The Digitally Enhanced Student Lifecycle: aimed at improving recruitment, engagement, and retention. Drawing on international best practice and utilising proven digital tools, it will enable TU Dublin to achieve a leaner, more focused and resilient operation that underpins the student experience, and enhances student recruitment and student information management. It will help improve retention rates, through creation of a TU Dublin 'Engagement Platform' that supports engagement and progression; and through the consolidation of good practices and mainstreaming a suite of interventions, under a revitalised 'Student Retention Campaign'
- AI-Driven Operational Excellence: Streamlining and simplifying university processes using artificial intelligence and automation to reduce inefficiencies, enhance service delivery, and optimise resource use – achieving transformative, university-wide impact
- Academic Career Framework: Launching the first phase of a new TU academic structure by introducing Professorship roles into TU Dublin (in tandem with the other TUs), recognising leadership and academic excellence and driving out the University's research and innovation objectives
- Staff Development: Investing in staff training and development to build capability, support innovation, and foster a culture of continuous improvement.

A core objective of EOS is to ensure financial sustainability by aligning digital transformation and workforce development with smarter resource management. This integrated approach strengthens TU Dublin's ability to adapt, compete, and thrive in an evolving higher education landscape and provide long-term value for students, staff, and stakeholders.

The **EDIP project (Enhancing Data Infrastructure and Business Intelligence)** – is a collaborative project of the five Technological Universities (TUs), with TU Dublin as Project Lead.

As Ireland's TUs continue to evolve post-designation, managing their increasing operational complexity and responding to increasing demands for greater oversight, accountability, transparency and efficiency, necessitates developing more advanced data governance, analytics, and decision-making capability. This collaborative project aims to build the data and analytics capacity of the TU sector in a coordinated way to equip the Universities better to address current and emerging operational and governance challenges.

This 3-year project brings together five TUs in a programme of work across four pillars:

- Data Governance: The project aims to develop consistent, high-quality data management practices and sector-wide reporting standards
- Data Warehousing: The project will support building secure, scalable data environments that integrate core institutional data
- Business Intelligence & AI-Enabled Analytics: The project will seek to generate real-time, actionable insights to support executive and operational decisions
- Data-led Pilot Projects: The project will involve five pilot projects aligned to individual institutional priorities such as student retention, workforce planning, and space utilisation, that are shareable and scalable across the sector.

Outputs from the project will include standardised definitions and policies, enhanced reporting capability, and trained staff across each institution, as well as critical infrastructure in support of gathering and maintaining secure, robust data. The project lays essential groundwork for using AI in a responsible and strategic way in support of institutional and sectoral operations.

8.3 Digital Transformation

In 2025, TU Dublin made major strides in modernising its digital environment, strengthening cyber security, and improving the technology experience for students and staff.

The new unified Student Record Management System (SRMS) was launched in 2025, replacing multiple legacy systems with a single modern platform. Whilst the SRMS rollout was difficult, our staff have responded to this challenge. This upgrade will support streamlined processes from admission to graduation and improve data quality, integrations with key university systems, and in time will enhance the student experience.

Cyber security continued to be a top priority. TU Dublin advanced its Zero Trust security model, extending new identity and access controls across more departments. Preparations were completed for the implementation of DMARC email authentication, which will reduce phishing and spoofing risks. Regular phishing simulations saw strong staff engagement resulting in greater awareness amongst staff of the dangers of phishing emails. New monitoring tools were also deployed to detect issues earlier and help protect critical services.

Significant progress was made in developing our digital infrastructure. The University continued upgrading network systems across multiple campuses, delivering faster, more secure Wi-Fi and modern connectivity that supports teaching, research and Bring Your Own Device (BYOD). New network architectures went live in key buildings, and major AV/Media upgrades improved classroom technology for the new academic year. Data centre consolidation also progressed, strengthening resilience and sustainability.

TU Dublin also introduced a new University-wide managed print service, replacing three legacy systems with a single, secure, cloud-based solution. This implementation will ultimately result in improved sustainability actions, reduced waste and provide a consistent user experience for students and staff.

This year also witnessed important progress in developing TU Dublin's enterprise data reporting capabilities. A new reporting environment was identified after a data benchmarking exercise. This investment will increase appropriate data accessibility and improve decision-making across the University in due course.

8.4 Branding & Market Communication

As a relatively young university, TU Dublin continues to invest in branding and marketing communications to build a strong, unified identity. In an increasingly competitive higher-education landscape, where Irish and international students have a wide range of choices, sustained branding is essential to clearly articulate what TU Dublin stands for and what differentiates it as a technological university.

To grow awareness of TU Dublin - initially within Ireland and subsequently on a global scale - the University increased investment in branding and established two key performance indicators - (1) growth in unprompted awareness of TU Dublin among the adult population, and (2) an increase in the University's share of CAO Level 8 first-preference applications.

The TU Dublin brand campaign, launched in October 2023, maintained a strong presence through 2025. The campaign communicated TU Dublin's distinctive value proposition, highlighting its emphasis on practical, applied learning; a more personal and supportive student experience; and strong engagement with industry. This was brought together under the tagline "Go Beyond Learning." The campaign also positioned TU Dublin as Dublin's number one university for graduate employment - a critical factor for prospective students and their guardians.



Results from the annual Brand Tracking survey conducted in November 2025 showed that unprompted awareness of TU Dublin reached 23% nationally, 42% among Dublin residents, and 53% among those aged 16–24. This represented achievement of the target set for brand awareness within the Dublin region and the University's priority youth audience.

TU Dublin's share of CAO Level 8 first preferences stood at 7.2% on 1 July 2025, reflecting an increase of 0.2 percentage points compared with 2024. The number of Level 8 first-preference applications was 5,923 - an increase of 529 applications on the previous year. Our target is to increase CAO L8 first preferences to 8.4% by 2028.

Additional campaigns took place throughout the year to encourage CAO students to choose TU Dublin, to promote our postgraduate programmes and to highlight our lifelong learning opportunities. These were primarily digital campaigns using channels such as Instagram, Facebook and LinkedIn, and included an audio presence on radio and Spotify.

These marketing campaigns were underpinned by significant social media activity. TU Dublin has more than 280,000 followers across the leading social media platforms. We achieved notable increases in our number of TikTok and Instagram followers in 2025 and grew the reach and rate of engagement with our content significantly.

Together, all these activities delivered strong growth in awareness of TU Dublin among our youth audience and in Dublin, helped to increase the number of first preferences the University received from CAO applications to the highest since the University's foundation, and ensured a very significant increase in attendance at our CAO Open Day in December which bodes well for student recruitment in 2026.

9. Institutional Quality Review

Irish higher education institutions undergo regular external quality assurance reviews conducted by Quality and Qualifications Ireland (QQI) . These evaluations are part of a cyclical process known as CINNTE – the Irish word for “Certain” – which focuses on quality assurance and enhancement. TU Dublin completed a critical self-evaluation in October 2021. Following this, in May 2022, QQI published the TU Dublin Institutional Review Report 2022. The Review Team, comprising national and international experts, commended the University for its significant progress since its establishment. The report also outlined a series of recommendations to guide the University’s continued development and transformation. These recommendations were subsequently incorporated into the University’s Institutional Action Plan, which was approved by QQI.

The Institutional Action Plan aligns with ten strategic priorities outlined in the University’s Strategic Plan:

- Implement the University’s Equality, Diversity, and Inclusion (EDI) Strategy and its associated actions
- Undertake a comprehensive review and realignment of the academic programme portfolio to support student success, respond to skills demands, and ensure financial sustainability
- Deliver a new, integrated Student Registration Management System (SRMS)
- Develop and execute a Digital Transformation Plan aimed at enhancing student success
- Advance staff development initiatives aligned with strategic objectives
- Increase the number of research-active staff, secure additional research funding, and grow the postgraduate research student cohort
- Strengthen brand visibility and communication through the website and other channels
- Establish a university-wide engagement model and implement a coordinated plan to expand collaboration with academic, industry, and community partners
- Finalise the implementation of the University’s organisational design, leveraging it as a foundation for transformation and future growth
- Re-engineer and optimise business processes for greater efficiency and ensure clear communication around these changes

Many of the actions in the Institutional Action Plan are now complete. Actions progressed in 2025 include:

- The introduction of a unified Student Record Management System (SRMS)
- Implementation of the University’s Equality, Diversity and Inclusion (EDI) strategy and associated action plans
- The development and adoption of Unitary Assessment Regulations
- The streamlining of processes and use of technology to support the partnerships office
- Clear communication of programme governance and responsibilities, achieved through the TU Dublin website and intranet, and through the provision of targeted resources

The following recommendations are ongoing and are due for completion in 2026:

- The development of a university-wide cost model(s) and a process for allocating revenue arising from collaborative programmes across Schools/ Faculties/units
- The appropriate devolution of resources to Faculties and Schools to support the delivery of change, consolidation and the review of programmes and research
- Develop a centralised approach to data management, reporting and learning analytics, with appropriate business processes, and assignment of roles and responsibilities.
- Ensure the new SRMS fully supports the implementation of the Quality Framework and in particular the provision of the data and reports required within the academic review processes.
- Ensure academic staff are appropriately supported to engage fully and effectively in all modalities of teaching, including blended and online learning.
- Review the institutional opening hours for student services and support and consider the development of a 24/7, one-stop-shop approach to student services
- Continue to engage with SOLAS and the National Apprenticeship Office to ensure alignment of University Quality Assurance and Enhancement process with SOLAS regulations and procedures.

10. Equality Statement

TU Dublin’s Equality Statement 2023-2028

Overall Commitment

The core values of Technological University Dublin (TU Dublin) are Excellence, Inclusion, Impact and Respect. Through living these values, TU Dublin is committed to promoting equality, diversity and inclusion, along with protecting and promoting the human rights of all in our University community. This Equality Statement is in line with the Technological Universities Act 2018, Section 19(1) to (6).

Access and Education

Technological University Dublin (TU Dublin) enables equity of access to, and participation in, education to all, regardless of gender, civil status, family status, sexual orientation, religion, age, disability, race (including colour, nationality or ethnic or national origins), membership of the Traveller community, and socio-economic background. TU Dublin is committed to ensuring that the student body entering, participating, and completing its programmes at all levels reflects the diversity and social mix of the Dublin region, and Ireland’s, population. The admissions policy takes full account of the University’s Strategic Intent of being the most accessible university in Ireland, with the largest number of diverse learners.

The University is especially aware of the challenges to participation in higher education faced by persons from backgrounds of economic or social disadvantage, persons who have diverse abilities, and persons coming from sections of society significantly under-represented in the student body. To this end, the University’s admissions policy takes full account of the Higher Education Authority National Access Plan 2022-2028¹. It supports the participation of students with the above profiles through pre-entry activities, alternative entry arrangements and post-entry supports. It also aims to provide an enhanced experience and positive educational outcomes for all students through the utilisation of approaches such as Universal Design and Universal Design for Learning in the provision of education and related services, supports and facilities.

Equality

TU Dublin is committed to advancing equality, including gender equality, in all aspects of its work. The University policy on equal opportunities is guided by the body of employment law and the statutory obligation to ‘have regard to the need to eliminate discrimination, promote equality of opportunity and treatment of its staff and the persons to whom it provides services, and protect the human rights of its members, staff, and the persons to whom it provides services’.² The University promotes the highest standards of conduct among its staff. It is fully committed to implementing the employment target for persons with disabilities contained in the Government’s Comprehensive Strategy for People with Disabilities (2015-2024)³. It is committed to promoting the attainment of gender balance and equality of opportunity among the students and staff of the University. This includes having regard to the objective laid down in the Act that at least 40 per cent of Governing Body members shall be women and at least 40 per cent shall be men⁴. In addition, as provided for in the Technological Universities Act 2018, the Governing Body shall have regard to the objective laid down in the Act that in respect of Academic Council, at least 40 per cent of members shall be women and at least 40 per cent shall be men⁵.

Furthermore, the University aims to address gender imbalances amongst staff and the student body in academic disciplinary fields and functional areas where traditional patterns of male or female predominance can be found. The University adheres to and implements sector-wide best practice policies and frameworks, including the Athena SWAN Ireland Principles⁶ and the recommendations of the Higher Education Authority Second National Review of Gender Equality in Higher Education Institutions⁷.

In addition, it is committed to having regard to the objective that in University decision making committees, at least 40 per cent of members shall be women and at least 40 per cent shall be men. It is also cognisant of the need to address intersectional dimensions that contribute to the compounding of inequalities such as ethnicity, diverse ability, gender and other identities, and social disadvantage.

2 Irish Human Rights and Equality Commission Act 2014, Section 42 (a), available at <https://www.irishstatutebook.ie/eli/2014/act/25/enacted/en/html> (accessed 11 October 2023).
3 Government of Ireland, 2015. Comprehensive Strategy for People with Disabilities 2015-2024, available at <https://nda.ie/monitoring/national-disability-strategies/comprehensive-employmentstrategy-for-people-with-disabilities> (accessed 11 October 2023).
4 Technological Universities Act 2018, Section 12(5)(b) and Schedule 1 Section 6(2)(b), available at <https://www.irishstatutebook.ie/eli/2018/act/3/enacted/en/html> (accessed 13 Oct 2022)
5 Technological Universities Act 2018, Section 16(3)(c), available at <https://www.irishstatutebook.ie/eli/2018/act/3/enacted/en/html> (accessed 11 Oct 2023)
6 AdvanceHE 2021, Athena SWAN Ireland Principles, available at <https://www.advancehe.ac.uk/equality-charters/international-charters/athena-swan-ireland#principles> (accessed 11 Oct 2023)
7 Higher Education Authority (HEA), 2022. HEA Second National Review of Gender Equality in Irish Higher Education Institutions, available at <https://hea.ie/policy/gender/hea-national-review-ofgender-equality-in-irish-higher-education-institutions/> (accessed 11 October 2023)

1 Higher Education Authority (HEA), 2022. National Access Plan: A Strategic Action Plan for Equity of Access, Participation and Success in Higher Education 2022-2028, available at <https://hea.ie/policy/access-policy/national-access-plan-2022-2028/> (accessed 17 November 2023).

The University promotes an awareness and understanding of the four dimensions of discrimination – historical, structural, institutional, and individual – with a view to supporting an enhanced culture of equality, respect, and fairness, where the human rights of all are actively upheld.

University Strategic Plan

This Statement reinforces TU Dublin’s Strategic Intent 2030, where equality, diversity and inclusion is a strategic objective in which the University will be recognised as an exemplar in equality, diversity, and inclusion (EDI) where people are proud to be part of a connected community and their talents, aptitude and agility will create real impact on the global stage. The Strategic Plan 2024-2028 commits to implementing the full range of equality plans developed by the Department of Education and the Higher Education Authority (HEA), including the Framework for Consent in Higher Education Institutions, the HEA Ending Sexual Violence and Harassment in Higher Education Institutions Implementation Plan 2022-2024, the HEA Anti-Racism Principles for Higher Education Institutions, and the HEA Race Equality Implementation Plan 2022-2024⁸. It also has the objective to extend Athena Swan accreditation to 40% of Schools during this time. The University will review its performance in respect of these frameworks and plans, as appropriate, at regular intervals.

8 Department of Education, 2020. Framework for Consent in Higher Education Institutions: Safe, Respectful, Supportive and Positive – Ending Sexual Violence and Harassment in Higher Education Institutions, available at <https://www.gov.ie/en/department-of-education/publications/framework-for-consent-in-higher-education-institutions-safe-respectful-supportive-and-positive-ending-sexual-violence-and-harassment-in-irish-higher-education-institutions/> (accessed 11 October 2023); Higher Education Authority (HEA), 2022. HEA Ending Sexual Violence and Harassment in Higher Education Institutions Implementation Plan 2022-2024, available at https://hea.ie/assets/uploads/2021/04/HEA_ESVH_Implementation_Plan_FINAL.pdf (accessed 11 October 2023); HEA, 2023. Anti-Racism Principles for Irish Higher Education Institutions, available at <https://hea.ie/assets/uploads/2022/03/Anti-Racism-Principles-for-Irish-Higher-EducationInstitutions.pdf> (accessed 11 October 2023); HEA, 2023. HEA Race Equality Implementation Plan 2022-2024, available at <https://hea.ie/assets/uploads/2022/03/HEA-Race-Equality-ImplementationPlan-2022-2024.pdf> (accessed 11 October 2023).

11. Sustainability Statement

TU Dublin Sustainability Statement - April 2025

Sustainability underpins TU Dublin’s Strategic Intent 2030. Through its three pillars of People, Planet, and Partnerships, sustainability drives our vision, mission, and values. TU Dublin is committed to transforming higher education delivery and its operations through the lens of sustainability using a balanced approach that protects our planet for future generations. Our vision for sustainability is to become a model organisation, where an understanding of ethics as a form of practice develops a strong culture of responsibility. Through the actions of our 3,000+ staff and 28,000+ students, including 8,000+ graduates per year and 450+ partners, our sustainability values become explicit – evidenced by our purpose, passion, and capability to provide scale and reach within industry and society to address the urgent real-world challenges aligned to the UN Sustainable Development Goals 2030. TU Dublin is committed to living our values by embedding sustainability into all University plans, strategies, policies and everyday operations. In addition, the University plays a key role to promote a just environmental, social and economic transition through the generation of new knowledge, increased understanding, and real-world action to achieve a climate neutral future. To focus efforts and resources, we have identified three focus goals from the seventeen UN Sustainable Development Goals 2030, where higher education in general and TU Dublin in particular can contribute greatest impact. Recognising each SDG’s close interactions and dependencies with other goals, we build upon allied interdependencies through three supporting goals.

a) Quality Education and Equality

Focus Goal	Supporting Goal
UN SDG 4 Quality Education	UN SDG 5 Gender Equality
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	Achieve gender equality and empower all women and girls.

TU Dublin is committed to educating and empowering our students and staff to becoming globally responsible citizens who make a positive impact on our world. We will do this by embedding 1) sustainability outcomes in our academic programmes, 2) sustainability impact metrics in our research, and 3) developing sustainability competencies in our staff, all of which are supported by university policies, programmes, and ways of working as ‘One TU Dublin’. Embedding sustainability requires actions from people across all areas of the University where a culture of inclusion is promoted encouraging all citizens of society an equal opportunity to access and thrive. We are committed to developing this capability through a whole of institution approach through our diverse community of learners, educators, researchers, and administrators. To that end, the delivery of SDG 4: Quality Education will be

developed to embed Equality, Diversity, and Inclusion (EDI) principles and deliver the TU Dublin EDI Strategy 2025-2028. University policies and practices continue to support delivery of international objectives under the SDGs through national policy and frameworks including Education for Sustainable Development (ESD to 2030), National Skills Strategy 2025, Harnessing Digital, Impact 2030, DECC Research & Innovation Strategy to 2030, and priorities within Horizon Europe’s Strategic Plan, mindful also of opportunities for TU Dublin to accelerate sustainability impact in Ireland and the Dublin region.

b) Climate Action & Technological Innovation

Focus Goal	Supporting Goal
UN SDG 13: Climate Action	UN SDG 9: Industry Innovation & Infrastructure
Urgent action to combat climate change and its impacts.	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation and enterprise.

TU Dublin is committed to combating climate change and reducing negative environmental impacts and climate related risks through the reduction of our greenhouse gas emissions and through the development of resilient infrastructure. We pledge to actively measure, monitor, and plan for a reduced carbon footprint across all our campus operations and planned developments, our online environment, and through our travel practices. We pledge to provide leadership and prioritise resources to fully decarbonise our scope 1 and 2 activities by 2040 and become net zero by 2050. We will do this through a portfolio of activities including:

- optimising the use of existing infrastructures in our buildings and campuses
- managing energy responsibly and promoting sustainable practices in our campuses
- transitioning to sustainable and renewable energy sources

- upgrading our existing building stock to meet nearly zero energy building (nZEB) or zero emissions building (ZEB) standards
- implementing green public procurement and practicing circular economy and adhering to best practice for resource and waste management principles
- reducing campus food waste, reducing paper use, conserving water, reducing waste and progressively eliminating single use items and disposables
- addressing biodiversity loss in our natural environment
- supporting sustainable and active travel modes to and from our campuses, reducing avoidable business travel a promoting the use of sustainable transportation modes

Working closely with academic leads, researchers, and professional services within the University, we will

adhere to and align our activities with the European Green Deal, Ireland’s Climate Action Plan and the Circular Economy Strategy. TU Dublin commits to developing innovative solutions through action research, and to tackle climate change through green technologies, green enterprise and social innovation. It will do this by convening our ecosystem of societal stakeholders through the TU Dublin Living Lab and by using our university physical and digital infrastructure to embed sustainability within our everyday learning and working environment. Using a human-centred

approach to implement smart solutions, we will create data driven intelligence through the measurement, monitoring, and dynamic reporting to support us to achieve our climate targets. Through greater digital connectivity we will develop a knowledge eco-system of active contributions from our community of students, educators, researchers, and operations staff and engage with societal partners to inform the planning and adaptation measures required across our campus environments in response to urgent climate challenges through active responsible citizenship.

b) Good Health, Well-Being & Community

Focus Goal	Supporting Goal
UN SDG 3: Good Health and Well-being	UN SDG 11: Sustainable Cities & Communities
Ensure healthy lives and promote well-being for all at all ages.	Make cities and human settlements inclusive, safe, resilient and sustainable.

TU Dublin is committed to protecting and enhancing the health and well-being of our University community and wider society by enabling people to achieve their full potential. The 2015 Okanagan Charter sets out the role and responsibility of Higher Education in the promotion of health in relation to the interdependency of human health and planetary wellness. As a signatory to Ireland’s Higher Education Healthy Campus Charter, we commit to taking a ‘whole campus approach to creating a learning environment and organisational culture’ to ensure health and well-being within our community. TU Dublin commits to working across the University through an open, inclusive, and participatory network of people to inform the development and implementation of a Healthy TU Dublin Action Plan supported by the Good Neighbour approach. Working closely with TU Dublin researchers, we will develop policies and practices to enhance our campus environments, promoting physical activity, eliminating the use of tobacco, and connecting communities to foster an ethic of care and compassion to protect good mental health. As a place of learning, research

and work for more than 35,000 people, the university recognises the value of supporting Health and Well-being with the creation of our campuses to become Sustainable and Liveable Cities & Communities. In our environmental commitment to reduce scope 3 greenhouse gas emissions, TU Dublin will increase its engagement through Green Campus and Sustainability Action Lab education and research initiatives supporting campus community stakeholders to develop and deliver local sustainable solutions. We will work together with campus users and policymakers to ensure our campuses are accessible and fully inclusive for all and to make journeys that are sustainable, healthy and equitable. Through the National Transport Authority’s Smarter Travel for Campuses Programme, TU Dublin will encourage and support our people to make sustainable and active travel journeys to, from and between campuses.

12. Governance

12.1 Governing Body

Legislative Background

The Technological Universities Act 2018 underpins the establishment of technological universities and was signed into law on 19 March 2018. The HEA Act 2022 (“the HEA Act”), which was commenced on 10 November 2022, amended a number of provisions of the Technological Universities Act 2018. Technological University Dublin (the University) was established by Ministerial Order under Section 36 of the TU Act, (Number 3 of 2018), and Statutory Instrument, (Number 437 of 2018), on the appointed day of 1 January 2019. Under the Technological Universities Act 2018, as amended (“the TU Act”) the University is required to have a Governing Body to perform the functions of the University under the Act. The Governing Body is, therefore, the authority established by law to govern the University. The role and duties of the Governing Body are set out under Section 11, of the TU Act. Governing Body must operate in accordance with Schedule 1 of the TU Act. The HEA Act amended Section 12 of the TU Act to provide that the Governing Body would consist of 19 members comprising the Chairperson, the President, nine external members, five internal members and three Student Union representatives. Members of the Governing Body perform key roles in relation to the direction, strategy, and corporate governance of the University. Members take collective responsibility for the long-term sustainability of the University, working with the Chair of the Governing Body, the President and the University Executive Team to ensure that the University is managed and developed in line with legal and policy parameters and accepted standards of best practice.

Governing Body Membership

The term of office of a member of the Governing Body, (with exception of the President) shall not exceed four years and such a member may not serve more than two consecutive terms of office. There were a number of changes to Governing Body Membership during the year 1 January to 31 December 2025 as indicated below.

Governing Body Committees

To assist in carrying out its functions in 2025, the following Standing Committees met: the Audit and Risk Committee (ARC), the Finance and Property Committee (FPC), the Equality, Diversity and Inclusion Committee (EDIC) and the Select Committee. The President is an ex-officio member of the FPC and EDIC.

Compliance with the Code of Practice for the Governance of State Bodies

A robust system of governance is vital to enable the University to operate effectively and for Governing Body to discharge its responsibilities as regards transparency and accountability. The Governing Body has adopted the Code of Practice for the Governance of State Bodies 2016 (“the Code”). The Governing Body is responsible for approving the annual report and financial statements and opining on whether it considers the financial statements to be a true and fair view of the University’s financial performance and its financial position at the end of the year. The Governing Body is responsible for ensuring that timely and accurate disclosure is made to the Minister on all material matters regarding the University including the business context, financial performance, position and governance of the University. The following compliance items from the Code are of particular importance:

- i. The Chair of Governing Body and President of the University signed an Oversight Agreement with the HEA setting out the broad governance and accountability framework and key responsibilities which form the basis of the relationship between the HEA and the University; this is underpinned by the relevant legislation, Government circulars (where applicable), the Code of Practice for the Governance of State Bodies, 2016 as encapsulated by statutes, charters, articles and instruments of governance, particularly those which establish the HEA and the University.
- ii. The Governing Body approved the annual programmes and budgets of the University including an analysis of performance against budget.
- iii. The Governing Body meets sufficiently regularly to discharge its duties effectively and has a schedule of matters specifically reserved to it for decision. Governing Body met on 10 occasions during the year 1 January to 31 December 2025.
- iv. During the year 1 January to 31 December 2025 the Audit and Risk Committee met seven times.
- v. The University publishes its annual report and financial statements within one month following completion of the audit of the financial statements by the Comptroller and Auditor General.
- vi. The Governing Body in conjunction with the Audit and Risk Committee assesses the University’s principal risks, including a description of these risks, where appropriate and associated mitigation measures.
- vii. The University continues to adhere to all relevant aspects of the Public Spending Code.

Table 7: Governing Body Membership (1 January 2025-31 December 2025)

Name	Role	Date of Appointment	Completion Date
Aguele, Princewill	Student	1st July 2025	30th June 2026
Clune Mulvaney, Catherine	External Member	1st Oct 2025	30th Sept 2029
Cooke, Mary	External member	13th September 2023	12th September 2027
Cowman, Jennifer	Staff Member	1st July 2025	30th June 2029
English, Ray	Staff Member	1st July 2025	30th June 2029
Gately, Michael	External Member	13th September 2023	12th September 2027
Johnston, William	External Member	13th September 2023	12th September 2027
Lillis, Deirdre	President	17th January 2025	16th January 2035
Maher, Eamon	Staff Member	1st July 2025	30th June 2029
Maher, Siobhan	Ministerial Nominee	11th Dec 2025	10th Dec 2029
Moran, Derek	Ministerial Nominee	26th Nov 2025	25th Nov 2029
O'Shea, Eoin	External Member (Deputy Chair)	13th September 2023	12th September 2027
Russell, Eamonn	External Member	1st Oct 2025	30th Sept 2029
Sebastine, Naomi	Student	1st July 2025	30th June 2026
Sharkey, Liam	Staff Member	1st July 2025	30th June 2029
Shoemaker, Leslie	Staff Member	1st July 2025	30th June 2029
Burns, Norah	Ministerial Nominee	23rd June 2021	30th June 2025
Carr, Michael	Staff Member	15th January 2019	12th May 2025
Doran, John	Interim President	28th March 2024	16th January 2025
Kelly, Pamela	Staff Member	1st July 2019	28th March 2025
Larkin, Charles	External Member (Chair)	1st July 2019	30th June 2025
O'Donovan, Conor	Ministerial Nominee	23rd June 2021	30th April 2025
O'Mhurcu, Bob	Staff Member	29th November 2023	30th June 2025
O'Toole, Aileen	External Member	1st July 2019	23rd June 2025
O'Toole, Shauna	Student Union Rep	1st July 2024	30th June 2025
Sherry, Sally Anne	External Member	13th September 2023	8th August 2025
Howlin, Gerard	External member – (Chair)	26th Nov 2025	15th May 2026

12.2 Academic Council

The function of Academic Council is to control the academic affairs of the technological university, including the curriculum of, and instruction and education provided by the University, having regard to the resources available. The majority of membership of Academic Council comprise academic staff plus some professional service staff members and student members. Membership for 2025 is provided below.

Table 8: Academic Council Membership (1 January 2025-31 December 2025)

NAME	ROLE	NAME	ROLE
Deirdre Lillis	University President(Chair)	Adrienne Fleming	Academic
	Ex-Officio member	Claire Wynne	Academic
Mary Meaney*	(Registrar)	Catriona Barrett	Academic
Caroline O’ Sullivan*	Academic	Amit Jaiswal	Academic
Kevin Bryne	Academic	Bob O’Mhurchú	Professional Management and Support Services
Chris Hills	Academic	Rachel O’Connor	Professional Management and Support Services
Clare Eriksson	Academic	Allison Kavanagh	Professional Management and Support Services
Gemma Kinsella	Academic	John Doran	Ex-Officio Member
Mary Lennon	Academic	Orla McDonagh	Ex-Officio Member
Anna Cruickshank	Academic	Join Langan	Ex-Officio Member
Will Peters	Academic	Pramod Pathak	Ex-Officio Member
Chris Ó’Rálaigh	Academic	Thomas Stone	Ex-Officio Member
Con Kennedy	Academic	Brendan Jennings	Ex-Officio Member
Ann Curran	Academic	Brian Bowe	Ex-Officio Member
Pilar Molina	Academic	Jennifer Farrell	Ex-Officio Member
Nikolaos Valantasis Kanellos	Academic	Mairead Murphy	Ex-Officio Member
Amanda Dixon	Academic	Shauna O’Toole*	Student Representative
Ruth Casey	Academic	Avice Meya*	Student Representative
Helen O’Brien Gately	Academic	Princewell Aguele	Student Representative
Joe Condon	Academic	Peter McCann*	Student Representative
Michael Collins	Academic	Sheran Bahadir*	Student Representative
Gary Clynych	Academic	Jessica Gallagher	Student Representative
Tania Malik	Academic	Liam Cosgrove*	Student Representative
Aidan Kenny	Academic	James Curry*	Student Representative
Tim McNulty	Academic	Brian Jordsan	Student Representative
Tony Grennan	Academic	Ian Kelly*	Student Representative
Zeinab Bedri	Academic		
Mark McGrath	Academic		

* Membership was not for the duration of the full year

12.3 Financial Statements

TU Dublin’s Financial Statements for the year 2023/24 reported an operating deficit of €8.2million. Excluding non-cash items, such as depreciation and amortisation of deferred capital grants, and excluding interest income, the operating deficit was €3.3 million. Work is underway to finalise the Financial Statements for 2024/25, with an operating deficit also anticipated. During 2024/25, the University finalised a Financial Recovery Plan to restore the institution’s finances to a sustainable footing. The Plan was accepted by the Higher Education Authority and is now being implemented.

The full financial statements are available on the [TU Dublin website](#)

12.4 Public Sector Duty – Official Languages Act

The aim of the Official Languages Act 2003 (and 2021 Amendment) is to increase and improve over a period of time, the quantity and quality of services provided for the public through Irish, by public bodies.

In 2025, TU Dublin approved the Terms of Reference for an Official Languages Task Group, enabling it to enhance the university’s compliance with the Official Languages Acts 2003 and 2021 and drive ongoing improvements into 2026 and beyond. The University submitted its annual advertising report for 2025 through the portal developed by Oifig an Choimisinéara Teanga.

TU Dublin closed one complaint brought to the University’s attention by Oifig an Choimisinéara Teanga (OCT) regarding non-compliance with Official Languages Act obligations on signage.

TU Dublin has actively supported the enhancement of Irish language skills among staff and students by offering free Irish language courses at various levels and scholarships for attending Gaeltacht courses during the summer, facilitated by the University’s Irish Language Officer. In 2025, approximately 160 staff and students participated in Irish language classes.

12.5 Public Sector Duty – Equality and Human Rights

TU Dublin as a public sector organisation, has a public sector duty to

- eliminate discrimination
- promote equality of opportunity and treatment of its staff and the people they provide services to, and
- protect the human rights of its members, staff and the people they provide services to.

TU Dublin’s work in EDI is central to achieving public sector duty in this area. EDI Action Plans, focused on Gender Equality, Race Equity and Ending Sexual Violence and Harassment, are the key means by which TU Dublin takes action to address discrimination and protect the human rights of staff and students.

A summary of our work during the year is as follows:

- The first TU Dublin Strategy for Equality, Diversity and Inclusion (EDI) was published
- Implementation of 95% of actions in the University’s Gender Action Plan were completed
- A team was established to develop the application for renewal of the Athena Swan Bronze Institutional Award
- The School of Food Science & Environmental Health commenced an Athena Swan application
- The TU Dublin 2025 Gender Pay Gap report issued, showing a reduction in the gap from 12.8% to 10.9% between 2024 and 2025.
- TU Dublin was awarded the University of Sanctuary status
- A series of Race Equity and ‘Unity in Diversity’ workshops were delivered
- Intercultural equality training took place, embedding intercultural education within core academic curriculum.
- Students were provided access to online consent, Bystander Intervention and Coco’s Law workshops
- The ‘Ask for Angela’ safety campaign was reignited
- The ‘Speakout’ platform continued to be promoted across the University

With our new Strategy for EDI, we will continue to build on this work next year and beyond.

12.6 Public Sector Duty – Climate Action

The National Climate Action Plan requires public sector bodies to report annual information on the key areas outlined in Table 9 below. Further detailed information is available in the [TU Dublin Climate Action Roadmap](#).

Table 9: TU Dublin National Mandate Reporting

Reporting Area	Climate Action Roadmap
GHG emissions	Page 18, Section 1.2.2b – Our Targets
Implementation of the Mandate	Pages 14-26, Section 1.2.2b – Overview of Delivery
Progress towards implementation of the requirements of the Public Sector Mandate Declaration on performance achievements in the year	Pages 20-27 Section 1.2.2.c- Our Way of Working, Pages 82-93 Section 2.3 Our Way of Working
Sustainability Activities	Pages 20-22, Section 1.2.2.c- Our Way of Working, Sustainable Activities Report
Compliance with Circular 1/2020: Procedures for offsetting the emissions associated with Air Travel	Page 93, Section 2.4.10 – Our Way of Working, Emissions Associated with Air Travel
Completion rates for Climate Leadership Training	Page 81, Section 2.2.1.2 Engaging and Training Staff
Report on Paper Use baseline, reduction target, actions to reduce target and progress	Page 86, Section 2.3.7- Paper
Plans and Project Pipeline to 2030	Pages 54-63, Section 2.1.1.h- Proposed Actions to Achieve Energy Related Carbon Targets, 2.1.1i Detailed Projects Pipeline to Achieve Energy Related Carbon and energy efficiency targets to 2030, Pages 70- 72, Section 2.1.2.g- Proposed Actions to Achieve Energy Efficiency Target

