



## WUR G+EP Year plan for 2024 and outlook for 2025

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### Glossary

**SEX** refers to the biologically determined characteristics. Sex is globally understood as the classification of living beings as male, female, or intersex.

**GENDER** refers to the social construction of women and men, of femininity and masculinity, which varies in time and place, and between cultures. (EC 2014)

**GENDER RELATIONS** are the ways in which a society defines rights, responsibilities and the identities of men and women in relation to one another. These are based on power and negotiations, and closely linked to gender roles, influencing the definition and development of one another. (FAO 2012)

**GENDER NORMS** refer to the gender dimensions of social norms, or the societal expectations of how men and women ought to behave in their everyday affairs. Social norms “structure social interactions in ways that allow social actors to gain the benefits of joint activity. And they determine in significant ways the distribution of the benefits of social life” (Petesch et al. 2018; Knight and Ensminger 1998).

**GENDER<sup>+</sup> or INTERSECTIONALITY** acknowledges the heterogeneity among women, among men and among non-binary genders by examining the gender dimension as intersecting with other social dimensions to which binary and hierarchical social values are attached as to gender. Examples are age/generation, class/wealth, race/ethnicity, geographical location (e.g. urban/rural), religion, civic status, sexual orientation, health status. Identities, relations and institutional structures often reflect the value loaded attributions and internalisations to these dimensions which possibly complicate and aggravate gender inequalities.

**GENDER EQUALITY** refers to the situation in which individuals of all sexes are free to develop their personal abilities and make choices without limitations imposed by strict gender roles or norms. The different behaviours, aspirations and needs of women and men are considered, valued and favoured equally (EC 2014)

**EQUAL OPPORTUNITY** indicates the absence of barriers to economic, political and social participation on the grounds of sex, often intersecting with other socially made distinctions. Such barriers are often indirect, difficult to discern and caused by structural phenomena and social representations that have proved particularly resistant to change. It is to be distinguished from equal treatment, which is directed to discrimination. (EC 2014)

**GENDER-SENSITIVE and GENDER-RESPONSIVE** refer to approaches that encompass the understanding and consideration of socio-cultural factors underlying sex-based discrimination (gender-sensitivity), as well as taking actions to overcome gender biases in order to improve gender equality (gender-responsiveness). (EIGE 2019). Some differentiate between these approaches on whether it is questioned and addressed how to overcome gender biases and reduce gender inequalities more in-depth or structurally. (e.g., EIGE ↔ UNESCO)

**GENDER MAINSTREAMING** refers to the systematic integration of equal opportunities for women and men into an organization, its culture and all programmes, policies and practices; into ways of seeing and doing. (EC, 2000)

**SOCIAL SAFETY** in learning and working environments refers to the situation in which people do not feel threatened by the behaviour of others and can be confident to express a different opinion or bring forward new facts without being insulted, humiliated, intimidated, or silenced. It enables people to better learn from one another and develop new insights as well as being less afraid of making mistakes and more willing to explore new possibilities. Social safety is considered a prerequisite for individuals and groups to work, learn, and perform together effectively and therefore essential to free exchange of ideas and the flourishing of scientists and science. (Based on [KNAW 2022](#))

**MONITORING and EVALUATION** refers to the continuous assessment of programmatic implementation in relation to agreed schedules and use of inputs, infrastructure, and services, and its periodic assessment of the relevance, performance, efficiency, and (un)expected in relation to stated objectives (World Bank 2012).

## WUR G+EP Year plan for 2024 and outlook for 2025

This document shares the first year plan of 2024 with its OGSM (Objectives, Goals, Strategies, Measures) of the [WUR Gender+ Equality Plan, 2024-2028](#). It also provides an outlook for 2025. For more background and detail on the basics and embeddedness of the Plan, please read the Plan itself.

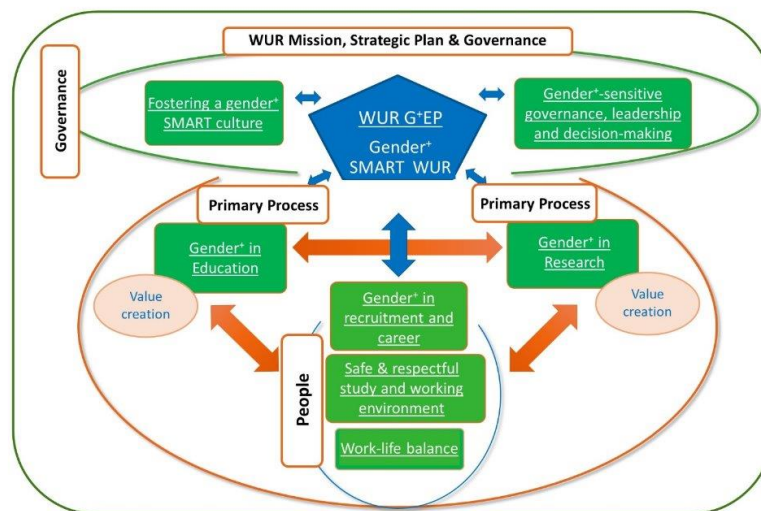
Here, after a short description of the overall G+EP, the 2024 year plan will be explained by the three pillar of WUR's organisational structure:

- I. **WUR Governance**, its mission, policies, and management
- II. **WUR Primary processes of Education and Research**
- III. **WUR People**; its community of students and staff.

### WUR Gender+ Equality Plan (G+EP), 2024-2028

The objective of the overall **WUR Gender+ Equality Plan, 2024-2028**, is to optimize the reduction of gender+ bias and the advancement of gender+ equality in WUR's organisational functioning and in its mission for social impact (SDGs) in its policies, routines & procedures, and practices.

The WUR Gender+ Equality Plan (G+EP), 2024-2028, builds on the accomplishments and synergies achieved before. The new Plan frames how to further develop, integrate and consolidate solid and sustainable WUR Gender+ Equality policies, procedures, routines and practices as an integrative part of WUR's daily and strategic operational processes and functioning and especially focuses on building capacity of its staff and students to act.



### G+EP Year plan for 2024

Since this is the first year of the WUR Gender+ Equality Plan (G+EP), 2024-2028, we took 2024 as a transition year to manage the approval, installation and proper arrangements for its implementation for which the following outcomes are formulated:

- G+EP including workplan for 2024 is approved, signed and published at WUR corporate website
- Installed by rector / EB and organisational arrangements are set for G+EP implementation (pillars I-III):

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- G<sup>+</sup>EP Regie-group of main responsible stakeholders is installed
- Programme leader for G<sup>+</sup>EP implementation is assigned
- Working group with mandated staff in the specific implementation areas is installed
- G<sup>+</sup>EP focal point and cohesive website ensuring visibility & cohesion with appropriate budget are functioning and communicated
- Working and management arrangements are agreed upon
- Progress report over 2024 and work plan for 2025 are drafted

### I. WUR Primary processes of Education and Research

- a. Gender+ integration in education
- b. Gender+ integration in research

Since the first task is to activate and organise a pool of core and interested lecturers and researchers, we took a. and b. together for 2024 and formulated as outcomes:

- Visibility of pool of core lecturers and researchers is increased through website on their expertise and activities
- Capita Selecta / webinar series including gender<sup>+</sup> and decoloniality are (co-)organised and communicated
- Draft tool for gender<sup>+</sup> integration quality is ready to be tested
- Draft trajectory for developing, evaluating and adjusting new pilots with stakeholders is set, a.o. to develop portfolio, workshops, advice support service, especially including
- Advice on Gender<sup>+</sup> in PhD courses that will be offered in 2025 under WGS umbrella
- Pilot with advisory service established for gender<sup>+</sup> integration in (EU) research proposals

### II. WUR Governance, its mission, policies, and management

- a. Strategic management: mission, policy documents, routines & procedures
- b. WUR governance, leadership and decision-making

In the starting year of 2024 we take a. and b. together in 6 output outcomes:

- WUR Strategic Plan, 2025-2028 includes coherently and integratively a gender<sup>+</sup> perspective in line with WUR Gender<sup>+</sup> Equality Plan (G<sup>+</sup>EP), 2024-2028, as approved by EB
- Annual Report over 2024 mentions WUR Gender<sup>+</sup> Equality Plan and is improved in showing cross-tables
- Articulation of integrative gender<sup>+</sup> approach in corporate communication and events is increased
- Renewed Portrait Gallery is operational
- Min. 5 portraits in new series *Inspiring WUR women of the past*
- Number of WUR managers able to make policies & procedures more gender<sup>+</sup>-sensitive is increased.

### III. WUR People; its community of students and staff.

- a. HRM recruitment, selection and career progression
  - Gender balance is improved among women professors (28%) and women in sub-top (33%)

- Amount of international employees is increased to 22%, this figure is elaborated in more detailed per unit
- DEI working group is established as Community of Practice (CoP) with participants from different Science groups (SGs) and Business Units (BUs)
- First series of results of pilot research on leaky pipeline in scientific functions are available
- Results of impact analysis on gender inclusive personnel system and communications are available
- Training for BAC members is developed
- Support (50% co-financing) for culture change, programmes & interventions with SGs and BU's is spent (max budget set)
- Min. 4 interviews in series *Inspiring people @WUR*

b. **Safe and respectful international working & learning environment**

- Follow-up programme social safety 2024-2026 is approved
- Bystander Training is integrated in development trajectories for all students and staff
- Results of dialogue based on theatre performances for students (+PhD's) about behaviour & social safety are available
- Social safety skill training for leadership & HR staff is developed
- Number of WUR staff who understand, share and foster a gender+ safe and respectful culture is increased
- Harassment score in Employee Monitor is decreased from 19%→15%
- Number of people acting after experiencing undesirable behaviour is increased.

c. **Work-life balance (WLB)**

In 2024 co-creation with engaged groups on work-life balance, vital WUR and others will be set up to draft a more detailed programme for this aspect of the WUR Gender+ Equality Plan, 2024-2028, starting in 2025.

**Outlook for 2025**

It is clear that most actions for 2024 will be continued in 2025 with a new goal setting. Collaborative efforts will be sustained and strengthened to provide more insightful results and impact from either trainings, pilots or other activities for staff, PhDs and other students that we now prepare or start to offer in 2024.

The year 2025 is considered the first full year of the G+EP to strengthen the collaborations around and the cohesion and embeddedness of the G+EP implementation within WUR strategies and policies through a well-functioning implementation strategy that is to be further elaborated in 2024. We will prepare for extending the reach of the G+EP actions through engaging various stakeholder groups at both WU and WR, and investigate their needs within the Plan that might not be covered well yet. In this regard we collaborate in exploring how best integrate issues worked on by the DARE project, Wageningen Young Academy, WUR council, graduate schools and other groups or units we are not well aware of yet.

Then, in 2025 can be built on the consolidation and sustainability of gender+ integration in the various areas with a steady focal point for coordination, visibility and cohesion.



**G+EP OBJECTIVE 2024-28**



Optimized reduction of gender+ bias and advancement of gender+ equality in WUR organisational functioning and its mission for social impact (SDGs) in its policies, routines & procedures, and practices.

**G+EP GOALS**



**Sustainable capacity to include a gender+ perspective** in complex organisational and societal change processes by advancing the WUR portfolio with a gender+ integrated approach to more effective and fair social impact (SDGs), collaborations, and recruitment and careers in line with (inter)national - EU standards.

**I. WUR Primary processes:**

- A. Gender+ integration in education**
  - Gender+ integration visibly improved in policy & curriculum
  - WUR community is aware & supports
- B. Gender+ integration in research**
  - Gender+ integration in research policy
  - Researchers acknowledge & engage
  - A pool of researchers with expertise & interest leads & guides

**II. WUR Governance**

- A. Strategic management: mission, policy documents, routines & procedures**
  - Policies & procedures advance equality
  - Gender+ policies in Strategic Plans
  - WUR communications and events in gender+-sensitive way
  - Increase understanding & fostering by WUR managers
- B. WUR governance, leadership and decision-making**
  - Gender+ representation in key WUR boards, councils & committees
  - Gender+-sensitive leadership and communication styles in decision-making
  - Redressing unconscious gender+ bias in WUR decision-making processes

**III. WUR People**

- A. HRM recruitment, selection and career progression**
  - Gender+ equal opportunities for staff
  - Redressing gender+ bias and barriers
  - Increase gender+ parity, especially in higher positions, across SG and WU/WR
- B. Safe and respectful international working & learning environment**
  - An open and respectful culture in a gender+-sensitive way
  - People (staff, students, leaders and bystanders) are competent (structure)
  - People in the support system effectively collaborate
- C. Work-life balance (WLB)**
  - WLB in a gender+-sensitive way
  - Fair and flexible career paths for all in a gender+-sensitive way

**G+EP STRATEGIES**



**Strengthen sustainable implementation by addressing capacity, visibility, and cohesion, through** investment in implementation support, ensuring capacity building and media, effective M&E procedures, accountable focal point with earmarked budget and a yearly workplan and progress report. *Contributes to all goals*

**Build a set of facilities to sustainably and group-wise professionalise managers and other staff and students in facilitating & applying a gender+ perspective in research and teaching, through** investment in capacity building trajectories, access to expertise, piloting and sharing support facilities, good practices and assessment tools *Contributes to goals 1A, 1B*

**Update policy portfolio at (de)central levels to sustainably ensure gender+-sensitive proof policies, procedures and routines, through** co-assessing and possibly adapting in line with (inter-)national and EU standards, and providing training in bias awareness and gender+-sensitive leadership and communication. *Contributes to all goals, esp. IIA - IIB*

**Improve gender+ balance in recruitment, selection, appointment, promotion, career progression and labour condition policies and practices, through** bias awareness training and methodologies to avoid biased assessments. *Contributes to all goals, esp. III A*

**Strengthen a gender+ safe and respectful working and learning culture at WUR and in partnership collaboration in addition to social safety measures, through** providing training and support in how to share and learn from good practices *Contributes to all goals, esp. III B*

**2024 G+EP MEASURES**

**DASHBOARD output**

- G+EP including workplan for 2024 approved, signed and published at WUR corporate website
- Installed for G+EP implementation (I-III):
  - ✓ G+EP Regie-group of main responsible stakeholders
  - ✓ Programme leader for G+EP implementation
  - ✓ Working group with mandated staff in specific implementation areas
  - ✓ G+EP focal point and cohesive website ensuring visibility & cohesion with appropriate budget
- Progress report over 2024 and work plan for 2025

- Visibility of pool of core lecturers and researchers through website on their expertise and activities
- Capita Selecta / webinar series including gender+ and decoloniality
- Draft tool for gender+ integration quality
- Draft trajectory for developing, evaluating and adjusting new pilots with stakeholders, a.o. portfolio, workshops, advice support service, including
- Advice on Gender+ in PhD courses offered in 2025
- Pilot with advisory service established for gender+ integration in (EU) research proposals

- WUR Strategic Plan, 2025-2028 includes coherently and integratively a gender+ perspective
- Annual Report over 2024 mentions WUR Gender+ Equality Plan and is improved in showing cross-tables
- Increased articulation of integrative gender+ approach in corporate communication and events
- Finalization of renewed Portrait Gallery
- Min. 5 portraits in series *WUR women of the past*
- Increase in number of WUR managers able to make policies & procedures more gender+-sensitive.

- Improved gender balance among women professors (28%) and women in sub-top (33%)
- 22% international employees, more detailed per unit
- Established DEI working group (CoP) with participants from different SGs and BU's
- First series of results of pilot research on leaky pipeline in scientific functions
- Results of impact analysis on gender inclusive personnel system and communications
- Training for BAC members is developed
- Support (50% co-financing) for culture change, programmes & interventions with SGs and BU's
- Min. 4 interviews in series *Inspiring people @WUR*

- Approved follow-up programme social safety 2024-26
- Bystander Training integrated in development trajectories for all students and staff
- Results of dialogue based on theatre performances for students (+PhD's) about behaviour & social safety
- Social safety skill training for leadership & HR staff
- Increase number of WUR staff understand, share and foster a gender+ safe and respectful culture
- Harassment score in Employee Monitor: 19%–15%
- Increase of people acting after experiencing undesirable behaviour.

**WHAT actions**

- G+EP 2024-2028:
  - Publish signed copy at WUR corporate website
  - Implement workplan for 2024
  - Draft and get approved workplan for 2025
  - Consult with stakeholders/ request for approval
- Facilitate installing implementation actors
- Arrange regular meetings for cohesive fine-tuning
- Develop first step focal point by website cohesion
- Develop trajectory implementation and reporting including data collection and cross-analysis

- Activate pool of core lecturers & researchers and improve visibility of their expertise and activities
- Co-create draft trajectory to professionalize various staff groups around education & research
- Draft tool for a portfolio with thematic good practices of integration in WUR domains
- Co-create draft trajectory for building gender+ (integration) expertise in BSc, MSc, PhD education
- Development of tool to assess gender+ integration quality in research proposals and output & course contents

- Develop workshops and/or campaign with step-wise approach to clarify the importance of gender+- sensitive policies, procedures and routines with CSA, WUR-council and SP stakeholders
- Develop co-creation sessions to assess and adjust WUR key documents with stakeholders
- Develop co-creation to articulate WUR gender+-integrative principles with communication stakeholders

- Monitor and exchange on results key indicators with EB and decentral governing bodies; a.o. visiting GD-DO-HR directors of SGs
- Set up a Community of Practice - HR/work floor
- Co-organise, supervise and communicate on leaky pipeline pilot research & on impact analysis for more inclusive personnel system /communication
- Co-create the implementation of broadened and R&R adjusted BAC procedures and trainings
- Support change with co-financing and organising D&I events for different target groups
- Organise interviews in *Inspiring people @WUR*

- Develop follow-up programme social safety
- Develop availability of and access to Bystander training for students and staff
- Further implement activities as theatre performances to start and deepen dialogues about behaviour and social safety
- Develop schedule to have WUR leadership & HR staff trained in social safety skills
- Monitor harassment scores in Employee Monitor and actions taken by people experiencing undesirable behaviour

**Time/WHO**

**Q1 - Q4**  
**Q1 - Q4**  
**Q1 - Q4**  
**idem**  
 Regie- working group & prog. leader

**Q1 - Q4**  
**Q3 - Q4**  
**Q1 - Q4**  
**idem**  
 Deans Research/ Education - mandated staff - Margreet van der Burg

**Q1 - Q3**  
**Q2 - Q4**  
**Q2 - Q4**  
 Programme leader - Regiegroep

**Q1 - Q4**  
 D&I team  
 Ina Lüttmann

**Q1 - Q3**  
**Q1 - Q4**  
**idem**  
 Social Safety Working Group - Joyce van der Velde

