OVERARCHING **WUR** ACTIONS TO **WUR GEP**

'TOWARD A GENDER+ SMART WUR'

2020-2022
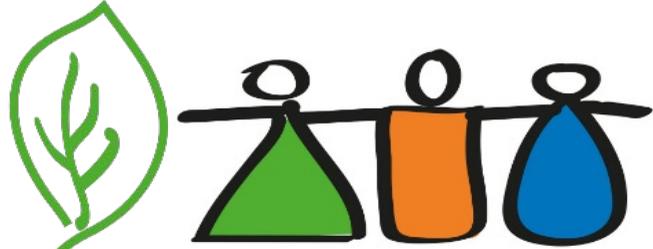
GENDER EQUALITY

A STRENGTHENED COMMITMENT IN HORIZON EUROPE

- More women participating in research and innovation programmes

- Better integration of the gender dimension in the content of research and innovation projects

- More participation of EU widening countries in actions dedicated to gender equality in research and innovation organisations

- Broadening gender equality policies in research and innovation to intersections with other potential grounds for discrimination such as ethnicity, disability and sexual orientation

February 2021

I am determined to step up our efforts on gender equality and support more talented women in research and innovation. I am committed to ensuring that the gender dimension is fully integrated into research and innovation supported by Horizon Europe, and that it is fully acknowledged in the European Research Area.
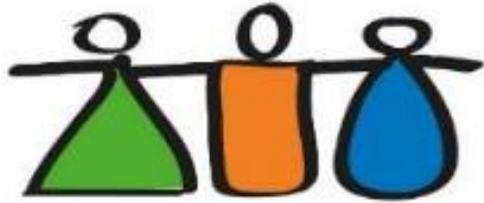
Mariya Gabriel *Commissioner for Innovation, Research, Culture, Education and Youth*

Gender(⁺) Equality Plan at institutional level as funding requirement

See more:
EU-website; Brochure

KEY MESSAGE

- Aim of integrating gender[+]

  From (Gender-SMART) effort to general WUR routine / top of mind,

  while achieving a better equipped WUR for its science workers and impact

- Requires nurturing and leadership:

  - In-depth understanding and know-how to practice

  - Engage multiple stakeholders across columns, science groups and position levels

  - Enhancing also in partnerships and collaborations

  - Having monitoring and evaluation procedures at place to protect and sustainably cherishing

  - Towards WUR public corporate backing

    - 2021 Prolonged Strategic Plan

    - 2022 Gender[+] Equality Plan with indicators, procedures and focal points

# 'TOWARD A GENDER⁺ SMART WUR': ELABORATION OF GOALS AND ACTIVITIES

- **'Towards a Gender⁺ SMART WUR',** as approved 24 Aug. 2020, is
  a mid-term plan developed under EU Gender-SMART to connect, consolidate and professionalize efforts
  to advance gender⁺-awareness and integration in core business of WUR and its facilitating services
  (see **overview slide** with text links to separate dimensions)

- **A final WUR Gender⁺ Equality Plan (GEP) in 2022** is planned to be agreed upon to effectuate structural
  implementation in WUR policies and procedures, in accordance with international standards:

  - Differentiated by identified dimensions as based on the evaluation of co-created pilots and other outcomes

  - Including mandates, indicators and frequency for regular monitoring, evaluation and adjustments if needed

  - Especially aligned to the EU criteria for GEPs as required for funding ≥ 2022 (**see EU brochure** and **-website**)

  - Corresponding with
    - ✓ WUR declarations on Corporate Social Responsibility, Responsible Research Innovation and Integrity
    - ✓ WUR commitment to the Sustainable Development Goals;
    - ✓ Strengthened commitment on gender and intersectionality in EU funding requirements and other international agencies;
    - ✓ Supported by Dutch national policies for Higher Education and Research.
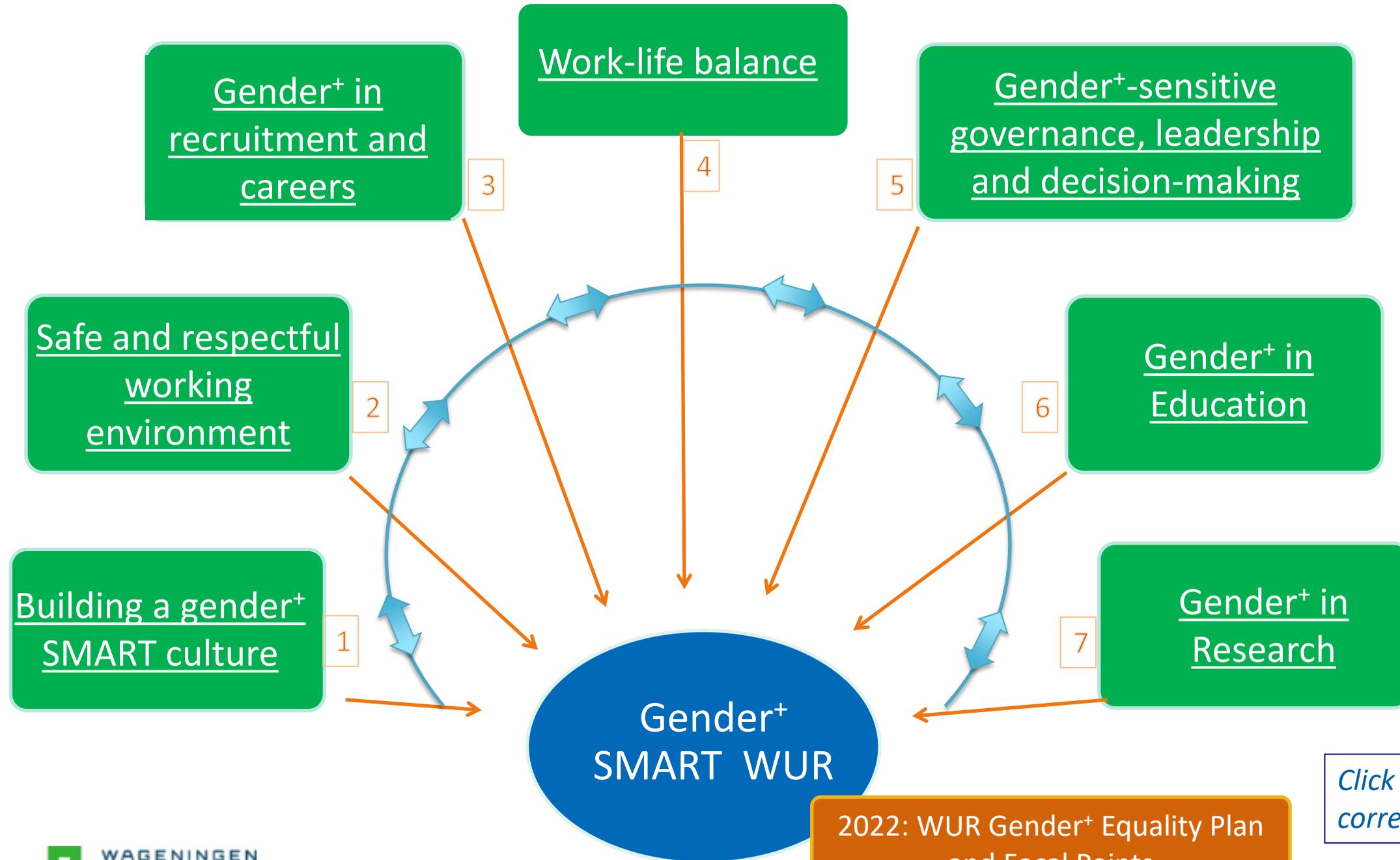
Dimension 1: Building a Gender+ SMART culture

Impact Final outcome (2026 onwards)	Strong culture is established that supports and promotes integrated Gender+ SMART policies and practices among WUR community

Goals Mid-term outcomes (by 2025)	1. WUR reached consensus on Gender+ SMART integration in its mission, policies and implementation 2. Gender+ policies are integrated, concrete and visible in all WUR documentation 3. Gender+-sensitive approach is reflected in WUR's corporate communication and events 4. Increased understanding, sharing and fostering of the integrative gender+ policies by WUR managers their unit/group

Outcome 1.
WUR gender+ policy and other key documents are revised for the 7 defined dimensions coherently and integratively

Outcome 2.
Increased corporate communication and events reflecting integrative gender+ approach

Outcome 3.
Increased number of WUR managers who understand, share and foster the integrative gender+ policies within their unit/group

Outcome 4.
Increased awareness in the WUR community of the interconnected Gender+ SMART dimensions in WUR policies and practices

Activities & output
1.1. *Co-develop with stakeholders a Gender+ SMART Plan (GEP) and gain formal support and communication by WUR highest management*
1.2 *Co-develop the integration of coherently formulated and articulated gender+ policies into WUR key documents*
1.3. *Co-revise with stakeholders the topics / aspects for institutional data collection and cross-analysis in WUR regular reporting*
1.4. *Co-develop and place feedback loops as part of a monitoring procedure to regularly reviewing and adjusting the gender+ integration into WUR key policy and reporting documents*

Activities & output
2.1. *(Co-)develop and implement gender+-integration approaches for WUR communication and events*
2.2. *(Co-)develop and test guidelines for gender+-sensitive internal / external communication*
2.3. *Develop and pilot trainings or workshops targeting communication and event officers on awareness and application of gender+ -sensitive communication under 2.1 and 2.2*
2.4. *Develop a strategy to possibly extend 2.2. to all staff active in public communication*

Activities & output
3.1. *Campaign to secure management's knowledge of and support for the implementation of the integrative gender+ SMART policies*
3.2. TBD

Activities & output
4.1. *Communication campaign to highlight the various Gender+ SMART dimensions separately and how these are interconnected and newly integrated in WUR policies and practices*
4.2. TBD

Legenda:
Yellow: connected to Consortium
Blue: communication/campaign activities
Pink: linkages with other GEP activities
Green: linkages with supportive WUR connections

Back to 7 dimensions

Dimension 2: Safe and respectful working environment for all

Impact Final outcome (2026 onwards)	Safe and respectful working culture is created and secured by normalising inclusive behaviour and policing unwanted behaviour

Goals Mid-term outcomes (by 2025)	1. An established sound policing and care system to maximise a safe and respectful working and learning environment including a sound monitoring system and sufficient budget 2. WUR staff in leadership positions is equipped to promote a safe and respectful working and learning environment in their units

Outcome 1.
Strengthened policy and involvement of WUR community in improving the working culture & environment

Outcome 2.
Well established and fully functioning Integrity Unity

Outcome 3.
Improved knowledge and use of a well functioning reporting, feedback and monitoring system centred in the Integrity Unit

Outcome 4.
Increased number of managers and their units with capacity to promote a safe and respectful working environment and desirable behaviour

---

Activities & output

1.1. *Follow up of committee 'Desired behaviour' (Cie gewenst gedrag) by HRM, CC, OSW and open to interested employees*
1.2. *Conduct target group sessions / trainings (including students) to break taboos and active involvement in improving the WUR culture*
1.3. *Co-revise related questions of the Employee Monitor and cross-analyse the results*
1.4. *Co-revise WUR core documents by providing clear definition and explanation of inclusive behaviour in branding and core values*

Activities & output

2.1. *Set up Integrity Unit including pro-active actions for promoting appropriate behaviour*
2.2. *Set up and run a reporting/hot line via Integrity Unit*
2.3. *Co-identify and analyse undesired behaviours also beyond formal complaints and in particular contexts, e.g. supervision, field work, team work*
2.4. *Co-develop a working plan to improve safe and respectful culture*

Activities & output

3.1. *Co-develop and pilot a campaign strategy to communicate where to go and address undesired behaviours (Integrity Unit)*
3.2. *Co-create a platform to share experience and good practices on WUR internet/intranet & other sources*
3.3. *Co-implement regular (or on-going) campaigns targeting WUR community to inform, report and inquire*

Legenda:
Yellow: connected to Consortium
Blue: communication/campaign activities
Pink: linkages with other GEP activities
Green: linkages with supportive WUR connections

Activities & output

4.1. *Establish connection and exchange between existing working groups on cultural inequality and gender differences*
4.2. *Establish Gender+-SMART Award as tool to learn, award and showcase good practices*
4.3. *Co-create lessons learned and good practices from 4.1 and 4.2.*
4.4. *Develop and provide capacity building training including options for becoming 'allies' instead of 'bystanders'*
4.5. *Include OSW regarding their training for managers*

Dimension 3: Gender⁺ in recruitment and career

Impact Final outcome (2026 onwards)	Gender⁺-sensitivity is normalized and effective routine in WUR recruitment and career procedures and has resulted in decreased gender⁺ disparities

Goals Mid-term outcomes (by 2025)	1. Decreased gender⁺ disparity also in higher positions in each SG and WU/WR units 2. Enhanced enabling environment for gender⁺ careers including recruitment & promotion processes

Outcome 1.
Increased gender⁺ parity among applicants, interviewees in appointments and career promotions, especially in positions and fields with high disparities as higher positions

Outcome 2.
Reduced gender⁺ bias in recruitment, selection and appointment or promotion procedures

Outcome 3.
Strengthened HRM capacity in gender⁺ career support for employees

Outcome 4.
Increased knowledge and awareness on the current gender⁺ salary-career gaps

---

Activities & output

1.1. *Integration of gender⁺ as intersecting of gender with other dimension of inequalities*
1.2. *Self-assessment and co-creation of policies by Group Modelling Building*
1.3. *Establish a dashboard to provide managers direct access to institutional employee data* **1.4.** *Co-design involvement of Career support & recruitment bureaus*

Activities & output

2.1. *Develop and pilot coaching for ten BACs:*
- *Tasks and Reporting by coach*
- *M&E of BAC sessions, including self-assessments by BAC members*
- *Templates to use in BAC sessions and to report back on 'diversity'*
2.2. *Develop and adjust procedures or routines from lessons learnt of BAC coaching*

Activities & output

 3.1. *Co-define gender⁺ integration with HRM corporate, HRM SGs & management*
3.2. *Co-develop gender⁺ strategy per SG*
3.3. *Co-create and define tasks Support Group 3.0 (monitoring group)*
3.4. *Continue training to HR officers / core BAC members (awareness; from awareness to action; unbiased selection)*
3.5. *Co-identify options for gender⁺ integration in existing in-house development programs*
3.6. *Provide In-house TOT (training for trainers) to professionalise HR officers as trainers (with certificate?)*

Activities & output

4.1. *Research and identify policy requirements regarding WUR gender⁺ salary-career gaps*
4.2. *Analyse and disseminate key results via intranet/WUR website to key stakeholders*

Legenda:
Yellow: connected to Consortium
Blue: communication/campaign activities
Pink: linkages with other GEP activities
Green: linkages with supportive WUR connections

Dimension 4: Work-Life Balance

Impact Final outcome (2026 onwards)	Healthy Work-Life Balance (WLB) supported by WUR for all WUR employees in a gender+-sensitive way

Goals Mid-term outcomes (by 2025)	1. WUR community is aware of and practices gender+-sensitive ways to reach more Work-Life Balance 2. WUR institutionalised gender+-sensitive support for Work-Life Balance by ensuring fair and flexible career paths for all

Outcome 1.
Increased consideration of gender+ challenges and opportunities around WLB and flexible career paths to better promote, foster and maintain healthy WLB and fair career support

Outcome 2
Well-established action work plan including monitoring and feedback mechanisms

Outcome 3.
WUR regulations on career assessment are revised in a gender+-sensitive way and integrated in relevant documents

Outcome 4.
Increased accessibility to/availability of work-life balance information (open communication and consultation platform)

Activities & output

1.1. Conduct co-creation sessions to identify gender+ challenges and opportunities around WLB and flexible career paths
1.2. Conduct co-creation sessions to identify required changes and new regulations for dual career support (including managers and employee representatives)
1.3. Conduct co-creation sessions to advance policy-making in relation to WLB friendly career paths, including dual careers

Activities & output

2.1. Collect and analyse currently available data related to WLB & flexible career paths from a gender+ -sensitive perspective
2.2. Conduct co-creation sessions to discuss the analysis result from 1.1 and 2.1.
2.3. Co-develop effective ways of collecting and processing relevant data based on 2.1.& 2.2. to support annual reports and monitoring process
2.4. Co-develop an action plan for 2021-2023 with a timeline including feedback mechanism between reports and policies

Activities & output

3.1. Analyse the current career assessment regulations and policies with a focus on flexibility and periods of absence
3.2. Develop a proposal to explore the influence of periods of absence and home caring duties in career paths
3.3. Conduct co-creation sessions to discuss the analysis result from 3.1 and 3.2. and to identify required changes and new regulations
3.4. Conduct co-creation sessions to advance coherent gender+-sensitive regulations in career assessments

Activities & output

4.1. Develop communication materials and key messages on WLB and flexible career paths based on activities under outcome 1, 2 and 3
4.2. Provide clear overview of work-life balance, dual career support and adjusted career assessment regulations on WUR website

Legenda:
Yellow: connected to Consortium
Blue: communication/campaign activities
Pink: linkages with other GEP activities
Green: linkages with supportive WUR connections

Dimension 5: Gender+-sensitive governance, leadership and decision-making

Impact Final outcome (2026 onwards)	Gender+-sensitive, democratic and participatory leadership in governance and decision-making is fostered at WUR

Goals Mid-term outcomes (by 2025)	1. Improved practice and regulation for gender+-balanced representation in governing and consultative bodies 2. Improved awareness and application of gender+-sensitive leadership and communication styles in decision-making by members of these bodies 3. Improved awareness and acting upon gender+ bias and policies in these bodies

Outcome 1.
Improved gender+ regulations in recruitment & selection in governing bodies to reach gender+-balanced representation

Outcome 2.
Increased use of gender+-sensitive approaches in communication

Outcome 3.
Increased awareness and recognition of gender+-sensitive, democratic and participatory leadership styles

Outcome 4.
Strengthened active engagement of WUR governing bodies in the wide range of gender+ policies

---

Activities & output

1.1. *Make an inventory with governing bodies representatives of the current gender+ regulations in their recruitment & selection*
1.2. *Co-develop good practices with bodies' representatives by co-develop tailor-made:*
- *Improved gender+ regulations*
- *Procedure for implementation*
- *Application*

1.3. *Co-develop and start a WUR-wide campaign showing good practices to replicate*

Activities & output

2.1. *Co-develop a strategy with governing bodies representatives to strengthen gender+-sensitive communication. e.g.:*
- *Develop and provide training on gender+-sensitive communication*
- *Observing and co-assessing current communication patterns (during meetings and outside)*
- *Develop and test a self-assessment tool for governing and consultative bodies*

2.2. *Develop a document/video on good practices based on the analysis 2.1.*
2.3. *Disseminate the tools and good practices among governing bodies*

Activities & output

3.1. *Co-identify and -analyse resistances and bias around democratic leadership styles and co-design options to elaborate*
3.2. *Compile a report of the results of 3.1. to distribute among staff in governing bodies and other leadership positions*
3.3. *Facilitate targets meetings to discuss the results and ways of improvement towards an action plan*
3.4. *Communicate the results and action plan WUR-wide*

Activities & output

4.1. *Inform and discuss with members of governing bodies WUR Gender+ SMART policies (targeted sessions)*
4.2. *Co-develop ways to facilitate the engagement of governing bodies in defining, decision-making and action upon gender+ policies*

Legenda:
Yellow: connected to Consortium
Blue: communication/campaign activities
Pink: linkages with other GEP activities
Green: linkages with supportive WUR connections

WAGENINGEN
UNIVERSITY & RESEARCH

Back to 7 dimensions

Dimension 6: Gender+ in education

Impact Final outcome (2026 onwards)	Gender+ integration in education

Goals Mid-term outcomes (by 2025)	1. WUR education policy and curriculum improved gender+ integration 2. WUR community is aware of and support gender+ integration in education system

Outcome 1.
Increased awareness on gender+ integration in education & curriculum in WUR community

Outcome 2.
Well-profiled and established group of collaborating gender+ lecturers

Outcome 3.
Institutionalised gender+ approach in educational programmes

Outcome 4.

Activities & output

1.1. *Co-establish and facilitate a support group for gender+ in education at WUR level with clearly defined roles & responsibilities*
1.2. *Conduct communication campaign on 'Why gender+ integration matters'*
1.3. *Assess gender bias in student evaluations*

Activities & output

2.1. *Identify & profile lecturers addressing gender+ aspects in their courses*
2.2. *Create a network or pool of lectures with gender+ interest and expertise*
2.3. *Facilitate interactions and communications between students/lecturers with gender+ interest and expertise as exchange professionalisation and as support group*
2.4. *Facilitate professional interactions and collaboration of gender+ lecturers through exchange visits and calls with external partners*

Activities & output

3.1. *Identify in which current courses gender+ is addressed*
3.2. *Assess overlaps and gaps of the courses identified by 3.1.*
3.3. *Create online platform to provide information on gender+ courses*
3.4. *Co-develop BSc learning trajectory 13 'Diversity and inequality' in*
- *Integration of robust gender+ contents*
- *Piloting Learning Trajectory 13 including M,L&E to inform BSc and MSc curriculum development*
3.5. *Develop a blended module or MOOC for advanced MSc and starting PhD students*

Activities & output

4.1. TBD regarding institutionalisation

Legenda:
Yellow: connected to Consortium
Blue: communication/campaign activities
Pink: linkages with other GEP activities
Green: linkages with supportive WUR connections

Back to 7 dimensions

Dimension 7: Gender⁺ in research

Impact Final outcome (2026 onwards)	WUR integrated gender⁺ in its research development and practice

Goals Mid-term outcomes (by 2025)	1. WUR researchers acknowledge the impact of ignoring gender⁺ integration in research and optimize their engagement 2. WUR established and facilitates a strong network and pool of researchers with gender⁺ expertise 3. WUR is equipped with procedure to promote and monitor gender⁺ integration in research

Outcome 1.
Increased awareness on the impact (importance) of gender⁺ in research in WUR

Outcome 2.
Well-profiled and professionalised gender⁺ research expert and interest group

Outcome 4.
Increased availability and engagement with modules and other pilots for gender⁺

Outcome 3.
Institutionalised gender⁺ approach in research schools (under WGS umbrella)

Activities & output

1.1. Communicate in a campaign and other activities the significance of gender⁺ integration in research
1.2. Open scientific conference in cooperation with CGIAR Platform on Gender Research

Legenda:
Yellow: connected to Consortium
Blue: communication/campaign activities
Pink: linkages with other GEP activities
Green: linkages with supportive WUR connections

Activities & output

2.1. Identify & profile researchers working on gender⁺ issues with their research and education, a.o. on the WUR website
2.2. Co-develop with identified staff their constraints and design options to support them in further integrating and professionalizing gender⁺ in research
2.3. Co-design the facilitation for professional exchange and collaboration of internal and external gender⁺ research
2.4. Create a WUR support group for gender⁺ integration in research

---

Activities & output

3.1. Sustainably continue to promote and monitor gender⁺ integration in research
3.2. Co-create with identified staff with gender⁺ interest and communicate PhD modules / courses on how to integrate gender⁺ in research
3.3. Facilitate in collaboration with the Grant Office and WGS regular peer labs on gender⁺ integration around proposal writing rounds
3.4. Showcase good practices of proposal writing which included gender⁺ integration

---

Activities & output

4.1. Pilot integration of modules & courses within WGS -graduate schools as
• WASS theory and methods 2019,
• to be developed WGS hands-on gender⁺ integration, and
• WGS gender⁺ course to become a gender⁺ aware professional
4.2. Develop a specific blended module for MSc and PhD students

Gender SMART — Equality Benefits All

WAGENINGEN UNIVERSITY & RESEARCH

Back to 7 dimensions