



Evaluation Action plan 2022

Diversity & Inclusion

Including Gender Equality

VERSION Q1-2023



Vision on technology
for a better world

vito.be

Evaluation Action Plan '22 Diversity & Inclusion Including Gender Equality

Ina De Vlieger: EU Liaison Officer, Research Office Team
Karen Vercammen: Scientific Relations Coordinator
Marianne Wens: HR Manager
Elien Bogaerts: HR Business Partner; Diversity, Equity & Inclusion Officer
Ben Juez-Ponce: Communication Business Partner

VITO
Boeretang 200
2400 MOL
Belgium
BTW No: BE0244.195.916
vito@vito.be – www.vito.be
IBAN BE34 3751 1173 5490 BBRUBEBB



Vision on technology
for a better world

vito.be

TABLE OF CONTENTS

Table of contents	I
1 INTRODUCTION	1
2 ACTION PLAN 2022 & EVALUATION	2
2.1 General Diversity, inclusion & Gender Equality Actions	2
2.1.1 Overall action plan 2022	2
2.1.2 Evaluation action plan	2
2.1.3 Facts & Figures	3
2.2 Gender in Research Actions	5
2.2.1 Facts & Figures	5
2.2.2 Training	6
2.2.3 Integration in processes	7
2.2.4 Communication	8
2.2.5 Monitoring	10
3 ACTION PLAN 2023	10
3.1.1 Training	10
3.1.2 Integration in processes	11
3.1.3 Communication	12
3.1.4 Monitoring	13
ANNEX 1: Action Plan & Evaluation 2022	i
ANNEX 2: Targets KPI's	iii
ANNEX 3: Evaluation KPI 2022	v
ANNEX 4: Action plan D&I 2023	vi

1 INTRODUCTION

In 2023, we look back on 2022 and more specifically on how Diversity and Inclusion and the Gender Equality Plan (GEP) continued to take shape in our organization.

Despite the -due to unforeseen circumstances- less availability of resources (in '22 & '23), the team still managed to realize nice achievements in 2022.

Especially putting the 'gender equality in research' topic on the map in our internal organization with some very concrete awareness actions, was a great achievement of the Research Office team.

Focus of the Communication department was developing the new logo to create a clear (internal) identity, selecting and promoting female colleagues in internal and external communications and supporting the communication part of the action plan.

The focus of the HR team in 2022 was mainly on generating and automating relevant Diversity, Inclusion & Gender Equality data by developing dashboards, after a challenging implementation of a new basic HR tool, which meant a completely new set-up for the dashboard.

Also the redefinition of the FIT@VITO (well-being survey) with an expansion of topics on Diversity, Inclusion & Gender Equality was an HR achievement in 2022. The results will require further analysis & action in 2023.

In this evaluation we've attached the 2022 action plan and evaluation as well as the evaluation of the KPI's 2022. These assessments gave us relevant insights towards the 2023 action plan. Whereas we initially saw 2022 as 'awareness' year and 2023 as 'data/reporting' year, we now believe that we need to continue 'awareness' actions, and in the 'data/reporting' part we will continue our learning curve when it comes to relevant target setting.

Furthermore, it has become clear that to achieve our goals and ambitions regarding D&I (incl. gender equality), HR resources should be increased.

In the coming period, efforts will be made to supplement the team with additional resources in Diversity, Inclusion & Gender Equality, so that absences can be absorbed efficiently and the impact on the realization of the (HR part of the) action plan is limited.

2 ACTION PLAN 2022 & EVALUATION

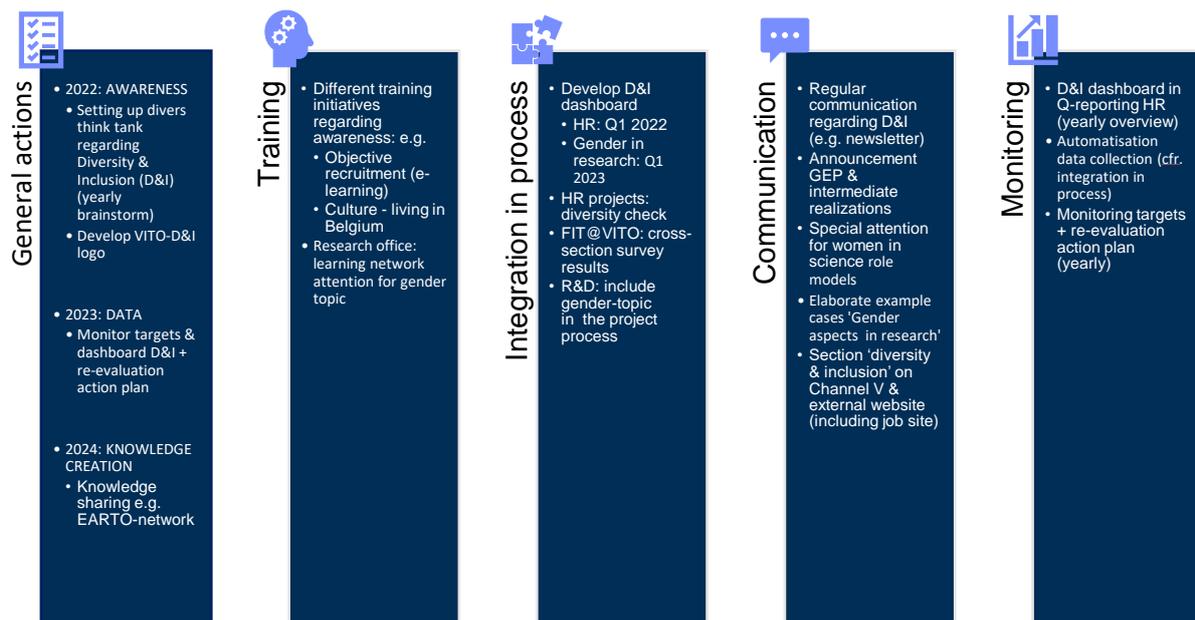
Chapter 2 summarizes the results of the evaluation of the 2022 action plan for VITO's General Diversity, inclusion & Gender Equality policy on the one hand and specifically for gender in research on the other. Both are underpinned by facts and figures.

Work on the topic of gender in research (content) was only explicitly included in our activities after GEP became a new eligibility criterion for submitting to Horizon Europe calls (January 2022). Other aspects from the GEP, such as work/life balance, are topics on which VITO has been working for years and continues to do so. Consequently, the reporting Gender in research (content) is more comprehensive.

2.1 General Diversity, inclusion & Gender Equality Actions

2.1.1 Overall action plan 2022

The team worked on the various areas of action described in the VITO D&I policy. Focus for 2022 was on awareness as a key step in the mindset of our managers and employees.



2.1.2 Evaluation action plan

An overview of general actions and the evaluation is included in the attached overview ANNEX 1. The evaluation of the actions (trainings, system and process adjustments, reporting set-ups,...) was carried out at action level. As mentioned in the overview, most of the actions were achieved and completed. Actions that were postponed are integrated in the 2023 action plan.

2.1.3 Facts & Figures

Dashboard

The design of the general dashboard was foreseen as one of the HR actions. A pragmatic reporting overview with detailed information on gender, age and international staff provides more information (on a yearly basis) at a glance. Now the information is available, the GEP team will conduct further analysis to create more insights. The D&I-team will analyze and follow-up the evolution of this dash board data to create more insights and define appropriate actions.

The information will be available for the VITO management in 2023.

KPI's & targets

In the VITO D&I policy we have defined our targets & indicators related to gender/age and international staff (ANNEX 2). The foreseen targets that could be measured already, are also evaluated. In ANNEX 3 the evaluation of the targets is visualized and a detailed overview of all targets is included.

For some of the indicators we need more facts and figures over time to make relevant conclusions, possibly redefine the targets and define specific actions. The first step was to collect and report accurate data, now we have to further measure the evolution over time.

VITO Diversity dashboard 2022 (All)

Filters Year (type in) 2022 All, #In or #Out All Unit All Payroll/Non-Payroll All

Number of employees in 2022: In = new to VITO Out = left VITO	# Headcount 1,213	#In	#Out	payroll / not payroll:	# Headcount Payroll: 908 Not Payroll: 321	#In Payroll: 120 Not Payroll: 152	#Out Payroll: 152 Not Payroll: 169
--	------------------------------------	------------	-------------	-------------------------------	--	--	---



Figure 1: Diversity dashboard 2022

2.2 Gender in Research Actions

Since January 2022, supporting the R&D&I community around the topic 'gender in (the content of) research' has been part of the research office's (RO) mandate. To this end, the RO team works together with the HR department. The aim is to make both researchers and management aware of the importance of a GEP and of what a gender-aware approach to R&I entails. With the ultimate goal of integrating gender aspects into day-to-day operations.

Section 2.2.1 provides facts and figures relating to women in scientific research at VITO.

In the sections 2.2.2 to 2.2.5 you find the actions undertaken on training, integration into processes, communication and monitoring by the RO-team in 2022.

2.2.1 Facts & Figures

The **share of women in the R&D&I community¹ at VITO** remained almost the same over the past three years (2020: 38.0%; 2021: 39.3% and 2022 38.2%). These shares are slightly higher than the share of women in the total VITO population (see 2.1.3).

Table 1 shows the number of women and men acting as **coordinators of newly launched Horizon projects** for the years 2020 to 2022. The figures show that female coordinators dominate the past three years. For 2022, from the perspective of the number of coordinators, the female/male ratio is the same, budget-wise, however, 87% goes to the projects with female coordinator.

It should be noted that these are small numbers in terms of the number of coordinators of new Horizon projects, i.e. two to four projects a year.

	2020		2021		2022	
	Number	Budget [€]	Number ¹	Budget [€]	Number	Budget [€]
Woman	2	1 742 000	2	5 385 063	2	2 431 922
Man	-	-	-	-	2	354 240

Table 1: Share of women and men as coordinators in newly launched Horizon projects.

Figure shows the gender balance for four strongly research related KPIs for the period 2020-2022. Taking into account the share of women in the R&D&I community at VITO in the corresponding year, it is striking that for the **KPI patent submission** women are strongly underrepresented. Here, the share of female VITO authors was checked per year for all patents with priority submission that year.

However, a 20% share of women as achieved in 2021 and 2022 is a nice result if we compare this with the figures quoted in the European 'She figures' report², where the share of women is below 20% for most European countries.

¹ R&D&I: Research, Development and Innovation

² She Figures 2021, Gender in Research and Innovation-Statistics and Indicators, Report commissioned by the Directorate-General for Research and Innovation, Horizon 2020 Science with and for Society

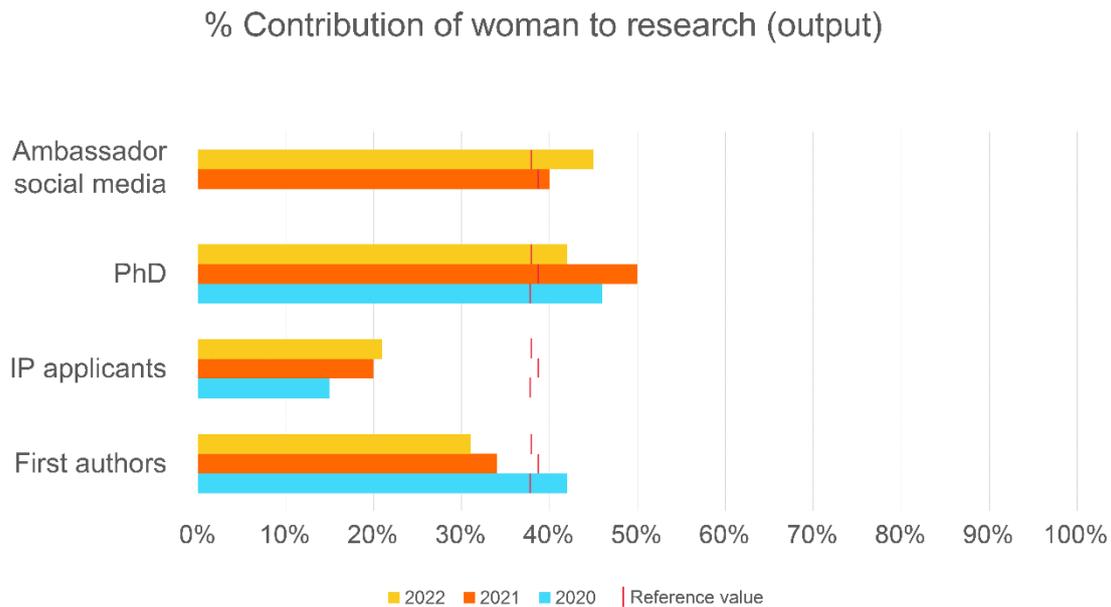


Figure 2: KPIs related to gender in research period 2020-2022 (expressed as percentage of women).

The proportion of women in **PhDs** ranges between 42% to 50% which is much higher than in the R&D community at VITO.

For the KPI **first author scientific publication** the share of women is close to that in the overall VITO population. The observed decline over the years is to be followed.

Also for the KPI **VITO ambassador engaged on social media**, the proportion of women is close to that in the overall VITO population. The total number of active ambassadors increased from 89 in 2021 to 100 in 2022. In 2022, the share of active female ambassadors was 45%. This is an increase compared to 2021, the first year of measurement, where the share of women was 40%. This increase is remarkable given the slight decrease in the share of women both in the total VITO population and the R&D&I community. In the top 10 of number of 'shares' (all time) there are 5 women, this is the same as last year.

2.2.2 Training

Overview of trainings offered/organised on awareness and gender in research in 2022:

- Lecture 'Gender in research, the why and how', 19 April 2022, for the whole of VITO (40 participants, 46% of whom were women)
- Basic Training 'Gender management training in Horizon Europe', 28 June 2022, R&D&I community (11 participants, of which 1 man)
- Online Training Modules Integrating Sex & Gender in Health Research, specifically for Unit Health
- Training for working group D&I-GEP@vito
 - The Gender Equality Plan eligibility criterion in Horizon Europe: Who is concerned? How to comply with it?, 23 June 2022 (HR-Elien en RO-Ina)

- "Creating your Gender Equality Plan" online training session sponsored by the European Commission, 9 November '22 (HR-Elien en RO-Ina en Communication-Ben)

In addition, creating awareness on the importance of implementing the VITO GEP and gender equality in research was also promoted at **management level** by putting it on their agenda (UM intervention, Research Director).

UM intervention brings together unit managers (UM) at regular intervals to exchange information, optimise interaction between units. This platform is used to raise awareness of the importance of gender aspects in research at VITO. After all, management has an important role to play here. On 10 November 2022, the first consultation of the Gender, Diversity & Inclusion team took place to emphasise the role of management and put forward some actions. It was decided to meet annually to keep the theme and related actions on the (implementation) agenda.

Furthermore, the research office (RO) team had a meeting with the **Research Director** (30/11/2022) at which the 'GEP' and Gender Equality were highlighted and the importance of support and propagation by management was emphasised. Result of this consultation is that GEP will be explicitly included in the VITO EXCITES narrative in 2023.

EXCITES started in 2016 as a renewed approach to VITO's research strategy. The focus is on impact & guiding sustainability with leadership in applied research. EXCITES is a wheel with several spokes (e.g. triple helix relationship management, research funding, visibility & perception, 7 research content management, knowledge management, integration, laboratories and infrastructures) that will help make the lifecycle of applied research run optimally. In 2023, we will add the "gender" dimension.

2.2.3 Integration in processes

Management processes

The general dashboard of the HR actions will be complemented with a dashboard specifically on gender in research. By providing this dashboard with actual figures we aim to keep the topic in the spotlight in the various management processes. In future, this dashboard can be monitored structurally in the various management forums.

In 2022, preparatory steps were taken to develop a dashboard for the KPIs related to gender in research. For four of the five KPIs, the data sources are known and available, and agreements on data processing and management have been made. It concerns the KPIs: share of women in the number of doctoral students (PhDs), patents, 1st author scientific articles and VITO ambassador engaged on social media.

The 5th KPI proportion of women who (co-)author an SCI paper is currently not easy to quantify, as there is no central inventory system for this at VITO. It is possible that the 'Voogel' search engine (**VitogOOGLE**) that VITO is developing will provide solutions in the future.

Project management processes

The gender aspect has also been added at relevant places in the **FORWARD tool** to make it an integral part of the project management process, especially in project formulation.

The FORWARD tool is a platform on VITO's intranet. FORWARD pages explain the possibilities of VITO within financing channels. They refer to available sources of information, with specific tips & tricks to maximise the chances of VITO projects. Aspect on gender in research were integrated in 2022.

2.2.4 Communication

The three main **information channels** used by the RO team to disseminate information on the GEP and gender in research internally are:

1. RO news releases on **Channel V** (VITO Intranet):
 - [VITO has a Gender Equality Plan](#) (15/12/21)
 - [GEP: gender-sensitive approach to research & innovation](#) (17/2/22)
 - [Gender approach in proposals](#) (5/9/22)
2. **InterAct** (Verified Q&A+link). The RO team developed the 'InterAct peer to peer platform' in 2022. There, you can ask questions or make announcements to colleagues about preparing research proposals and project management, in a familiar VITO Teams environment. Two questions specifically on GEP/gender were included on InterAct (Verified Q&A+link)
 - [Does VITO have a Gender Equality Plan GEP?](#)
 - [Gender is important for HorizonEU proposals in a twofold sense](#)
3. **RO Funding Meeting** is a monthly meeting with the R&I antennas of all units. The presentation serves as a report and reference work. GEP and gender in research have a fixed place in it and are highlighted at regular intervals.

The intention to work out a number of concrete example cases that show how the gender aspect can be included in the content development of a project proposal and/or a new research line is an action for 2023. It was decided to focus in 2022 on general highlighting so that there is sufficient knowledge to approach the gender aspect correctly when drawing up project proposals.

To conclude we showcase the poem that SMOOJ (a young female entrepreneur from Belgium) created for VITO for International Women's Day 2022:

PRACHTIG
DIFFERENTIEEL
DAT IS VITO HELEMAAL
ZONDER AL TE VEEL WOORDEN
SPREKEN WIJ DEZELFDE TAAL

BEAUTIFULLY DIVERSE
DEFINES VITO TO ITS CORE
WITHOUT TOO MANY WORDS
WE ALL SPEAK THE SAME
LANGUAGE EVERMORE

WEG MET VOOROORDELEN
KIJK EENS DOOR EEN ANDERE BRIL
VROUWEN IN DE WETENSCHAP
MAKEN VOOR ONS ECHT
HET VERSCHIL

LET GO OF PREJUDICE
LOOK WITH A DIFFERENT VIEW
WOMEN AND SCIENCE
FOR US MAKE THE
DIFFERENCE TRUE

ZE ZORGEN
MEE VOOR INNOVATIE
ZIJN KRACHTIG EN ZACHTAARDIG
TALENT HEEFT GEEN GESLACHT
IEDEREEN IS EVENWAARDIG

THEY CREATE
AND INNOVATE
ARE STRONG AND KIND
TALENT IS NOT BOUND BY GENDER
ALL ARE OF EQUAL MIND

WE ZIJN HIER
ALLEMAAL GELIJK
DAAR IS IEDEREEN BIJ GEBAAKT
WANT SAMEN KOMEN WE ALTIJD
TOT HET MOOISTE
RESULTAAT

HERE WE
ARE ALL ALIKE
TO EVERYBODY'S GAIN
AS ONE WE ALWAYS REACH
THE BEST RESULT
REMAIN

2.2.5 Monitoring

For monitoring the KPIs related to gender in research, time in 2022 was spent mainly on identifying available sources and how to process and manage the data, see section 2.2.3. Furthermore, a baseline was determined for these KPIs. Here, the choice was made to determine both figures for the year 2020 (if available) and the year 2021 (reference year other D&I KPIs). In addition, KPI values for 2022, first year after GEP implementation at VITO, were calculated.

The result of this work is presented in section 2.2.1. Also based on the insights obtained, actions for the year 2023 are defined in section 3.

3 ACTION PLAN 2023

Chapter 3 describes the D&I action plan (including gender) for 2023. The focus will be on data, yet there will be continued attention for awareness-raising actions. A communication plan will also be drawn up. Furthermore, we will examine whether it is desirable to include adjustments or additional KPIs/measurements.

Insights gained from the evaluation of actions and figures of 2022 feed into defining actions for 2023. The action plan 2023 is included in ANNEX 4.

In the context of the requirements of a GEP and its evaluation, we outline the actions the RO team will take in 2023 in the following paragraphs. It plans the following actions on training, integration in processes, communication and monitoring to increase awareness of gender in research and further integrate it in the daily operation of VITO.

3.1.1 Training

Figures on the number of participants in training courses on gender in research in 2022 (section 2.2.2) show that even for more general training courses, the number of participants is on the low side. Of the main target group (R&D&I community and management), almost 9% have received basic training (lecture and/or basic training on gender in research) in 2022.

To increase awareness and knowledge-building around gender in research, we will further focus on training in 2023:

- Video recording lecture 'Gender in research, the why and how', to be offered as online training;
- Organise two in-depth sessions on 'gender in research' (content) tailored to concrete new project proposals;
- Promote to the R&D&I community at VITO relevant training courses by players such as NCP Flanders and the European Commission.

Point of attention is how to increase the number of participants for these training courses:

- Engage management to get employees excited about these trainings;

- Via the RO funding meetings, involve the antennas of the different units to make their colleagues enthusiastic about the topic and following a related training course;
- Promote video lecture 'Gender in research, the why and how', as a (minimum) basic training course (< one hour), by:
 - offering as online training in Empower (training tool HR department) and promoting it;
 - including this online training in the internship plan (newcomers);
 - mentioning the link to this training in Empower in every news item on gender equality and/or D&I;
- Actively involve Units in the planning and content of training sessions where relevant, such as in-depth sessions to tailor it to their needs to the maximum extent.
- Interested parties can only follow in-depth training on gender in research (content) if they have previously attended basic training. This is to avoid delay caused by discussion on general gender issues in research.

In addition, the D&I and gender working group is looking at the possibility of including gender as a topic in each/most courses, in addition to gender-specific sessions. This is to reach a larger part of the intended audience, mainly also those who are less aware of the importance of gender aspects in research. (action plan 2024)

Target: at least 50% of R&D&I community and management have basic training on gender in research by the end of 2027.

Finally, according to the D&I and gender working group, one and a half years after the start of drafting a GEP, it may be useful to revisit the Gender Equality in Academia and Research ([GEAR](#)) tool. This tool offers universities and research organisations practical advice and tools at all stages of institutional change, from setting up a gender equality plan (GEP) to evaluating its impact.

3.1.2 Integration in processes

In 2023, we aim to integrate KPIs related to gender in research into a **dashboard**. This as an extension of the D&I dashboard (see section 2.1.3). For this, we will build on the work around data collection and processing in 2021 and 2022. To develop the dashboard, the working group will receive support from the IT department.

The target is to finalise this dashboard in 2023. This is probably without the KPI share of women who (co-)authored an SCI paper, because here it is waiting for the setting up of the 'Voogel' search engine (for which case studies are running in 2023) to quantify this KPI (see section)

Furthermore, the topic of gender in research will be explicitly integrated into the **VITO EXCITES** narrative (see section 2.2.2).

Gender aspects will also be included from the start of the **internal approval process** for (Horizon and other government co-financed projects) proposals. To this end, possibilities are being explored to integrate gender aspects in **Maconomy**, the ERP package used at VITO for financial management of projects. Indeed, fields with points of interest/checkpoints can be included in the tool when a new project/proposal is entered into the system. This happens, among other things, in the RISK log.

Regarding the training courses around 'gender in research' organised and managed by the RO team in 2022, these will be included in **Empower**, more specifically in the new D&I section to be provided.

Besides making the **short online basic training** open to all via the VITO training offer in Empower, the feasibility of including it in the **initial training plan** of newcomers in R&D&I function, but especially for new inflow of managers, is being considered. New recruits would be given e.g. one year to undergo the training.

Finally regarding the replacement of outgoing **PhD committee** members in 2023, the preference is for male participants to obtain a better representation of the PhD community. Indeed, the proportion of men in 2022 was 1/5, which is well below the 1/1 ratio of the PhD community.

3.1.3 Communication

To streamline the effort of HR, the Research office team and the communication department, concerning the attention for diversity and inclusion in the news items, a yearly general communication plan will be defined.

Below the communication focus regarding 'Gender in Research' is elaborated.

A survey by VITO's communications department on the use of Channel V shows that the (weekly) newsletter is a well-read medium (contact: Ewoud Beirlant, 2023). Consequently, in 2023, we will further focus on writing RO news releases around gender in research.

To this end, the RO team will link up with general action 'drawing up a specific communication annual calendar' of the D&I working group and involve the internal communication department in order to strive for staggered and regular reporting on gender issues and D&I in the broader sense. A joint brainstorm is a first step to define a plan of action (themes, timing, leader, etc.).

To keep the general awareness of VITO researchers high, each news item on gender and, where relevant, D&I will include a short paragraph with a link to the VITO website where the GEP and evaluation report D&I, including GEP, can be consulted. Gender-related news items will also include the link to the Empower page where people can register for the short basic training course.

The contribution of women to patent applications is low, not only in VITO but across Europe. At VITO, we choose to give extra attention to our female inventors and highlight them when a patent is granted. Positive attention can be inspiring and activating for our female researchers.

We also aim to put occasional news items in "in the spotlight" on Channel V so that they are visible to our researchers for longer.

Furthermore, we will continue to cover topics around gender in research (or D&I in the broader sense) in subsequent **relevant fora**:

- RO learning networks
- RO funding meetings (see section 2.2.4)
- Management meetings (UM peer-to-peer, DIR level)

The **'InterAct peer to peer platform'** (see section 2.2.4) will be extended with additional information around GEP/gender if relevant to disseminate through this channel.

3.1.4 Monitoring

In 2021 and 2022, sources of relevant data on gender in research output and gender equality in research participation were identified. It was also investigated how this data can be brought together into a clear and instructive presentation for monitoring.

In 2023, just as for the more general data displayed in the already developed D&I dashboard, a dashboard will be developed for research output data such as publications and patents. It will be analyzed whether adjustments need to be made to the source databases to allow this information to be transmitted automatically.

As we are convinced that diverse and balanced teams can improve the quality of research, an evaluation will be made of how we could monitor data on team composition. At the same time, the efforts that would be involved in collecting and visualizing this data will also be identified to assess whether inclusion in the dashboard is feasible.

ANNEX 1: ACTION PLAN & EVALUATION 2022

 Plan: Actions 2022	Owner	Thematic Area (GEP)	Action Area	Description	Timi	Evaluation	Status
Think tank: Set up a divers (internal) think tank on D&I	D&I officer	All	General action	Yearly brainstorm meeting, bottom-up input for the plan	2022	Meeting July 18th 2022: input new plan	Completed
Develop logo: Develop a VITO-specific, recognizable VITO D&I logo	Communication	Not applicable	General action	Recognizable VITO D&I logo to use in every communication/training template	Q4-2022	Validation of the logo in Q4 2022	Completed
Tag 'D&I' in internal training offer	D&I officer	All	Training	A tag 'D&I' to highlight all the initiatives regarding this topic	2022	A new category 'D&I' is defined in the learning and development tool	Completed
Objective recruitment - e-learning: VITO's certified recruiter	HR	Gender equality in recruitment and career progression	Training	Develop training for hiring managers and experts in English/Dutch > to create awareness on bias and objective recruitment	2022	Training is available (e-learning and blended). The training format is offered to mainly 'new' hiring managers and experts.	Completed
Workshop Cultural awareness - 'Living in Belgium'	HR	Work-life balance and organisational culture	Training	Supporting foreign staff when moving to Belgium with cultural awareness training (differences, preferences, ...)	2022	Training organized in Q4-2022	Completed
Language training	HR	Work-life balance and organisational culture	Training	Personalised training modules based on the proficiency level and the personal/professional need, open for all employees (open offer) (goal = integration and/or job related growth)	2022	All course registrations were processed with blended language training (both Dutch & English)	Completed
Webinar The mental reset	HR	Work-life balance and organisational culture	Training	Program to support wellbeing/work-life balance in a remote working context (open for all employees)	2022	Webinars organised in Q2-Q3 2022 (3 sessions: 1 kick-off and 2 sessions)	Completed
Mentoring and coaching (with attention for D&I topics)	HR	Gender equality in recruitment and career progression	Training	Supporting VITO staff with a specific mentor role towards new staff in their role	2022	Training Q2-2022 + Q4-2022	Completed
Coaching skills for coordinating roles (with attention for D&I topics)	HR	Gender equality in recruitment and career progression	Training	Supporting VITO staff in a coordinating role in their coaching and guidance skills	2022	Training Q3-2022	Completed
Defining the gender-sensitive approach to research & innovation' as one of the recurrent topics in the Research learning networks	Research Office	Integration of the gender dimension into research and teaching content	Process integration	Awareness and training on gender in research put on RO (learning networks) agenda, see action area training and communication of Research Office	2022	Was put at the RO-agenda and is regularly discuss	Completed
Lecture: Gender in Research: the why & how	Research Office	Integration of the gender dimension into research and teaching content	Training	Open training offer (for all employees)	2022	Webinar - Q1 2022 (40 participants)	Completed
Basic training: Gender management Training in Horizon Europe	Research Office	Integration of the gender dimension into research and teaching content	Training	Open training offer (for all employees)	2022	Training - Q2 2022 (11 participants)	Completed
Core working group training: the GEP eligibility criterion in Horizon Europe, creating your GEP	Research Office	All	Training	Supporting the core group with the design of the VITO D&I, GEP plan	2022	Webinars - Q2-2022 and Q4-2022	Completed
Develop D&I dashboard: HR Dashboard	HR	All	Process integration	Development of diversity & inclusion dashboard, based on KPI's as determined in D&I policy/GEP by VITO	2023	The dashboard is available for HR in 2022; release management in 2023; evaluation planned in 2023	On going
Develop 'Gender in Research' Dashboard: analyses of the resource databases and the way of presenting the data	Research Office	All	Process integration	Analyses of the resource databases, the way of presenting the data and the possibilities for automatic collection	2023	Figures showing the results for the related KPIs are included in evaluation report D&I 2022. Q1 2023	On going
Expand the developped Onboarding app to extra staff PhD	HR	All	Process integration	Development of onboarding app tailored to PhD population of VITO	2022	App ready for use for PhD-population since Q4 2022; pilot running in 2023 with evaluation planned end Q3 2023	On going
FIT@VITO cross-section survey results: Integration of diversity and inclusion questions and variables in our 4-yearly well-being survey	HR	All	Process integration	(a) Integration of extra questions (=modules) regarding age-conscious management and diversity & inclusion in our 4-yearly well-being survey and (b) integration of extra sociodemographics (gender, nationality and age) for cross-sectional analysis of well-being of the VITO workforce	2023	Overall, the survey has a good response rate (74%) and a good overall score, which means VITO employees feel satisfied at work. In 2023, the results will be analysed further to define concrete actions (both cross-sectional analyses and unit/team analysis)	On going
Attention to International Women's Day: break the bias	HR	All	Communication	Development of a poem regarding women in science	2022	Channel V news 8 March 2022	Completed
Announcement VITO-wide that VITO has a Gender Equality Plan	D&I officer/ RO	All	Communication	Announcement GEP & realizations	2021	Channel V news 15 December 2021	Completed
Special attention for women as (science) 'role models'	HR / Communication	All	Communication	Engage women in science as role models and as the face of various communication posts (internal/external/social)	2022	Divers posts on social media (eg. International women day, science figured out series with (international) women, corporate movie,...), also on Channel V (intranet)	Completed

 Plan: Actions 2022	Owner	Thematic Area (GEP)	Action Area	Description	Time	Evaluation	Status
Elaborate example cases/insights 'Gender aspects in research'	Research Office	Integration of the gender dimension into research and teaching content	Communication	Make available case(s) for inspiration. (Only GEAR at the moment)	2023	First we've focussed on awareness, communication and basic training on gender in research. The intention is to highlight VITO case(s) in the future (when available).	Postponed
GEP: gender-sensitive approach to research & innovation	Research Office	Integration of the gender dimension into research and teaching content	Communication	Explanation on what a gender-sensitive approach to R&I means. Highlighting a checklist for gender-sensitive research. Additional tools and training modules for health related research.	2022	Channel V news Q1 2022	Completed
Communicate learnings of the workshop about gender approach in proposals	Research Office	Integration of the gender dimension into research and teaching content	Communication	Awareness on gender-sensitive approach in R&I and takeaways for proposal writers from the basitraining on gender in research (June '22).	2022	Channel V news Q3 2022	Completed
Channel V page researchoffice VITO updated with GEP and Gender in Research information	Research Office	Integration of the gender dimension into research and teaching content	Process integration	Integration of gender in research issues in RO-communication platforms	2022	Channel News items on GEP and gender in research also appear on RO page. Online basic lecture is on the RO page.	Completed
InterAct peer to peer platform completed with GEP and Gender in Research Information	Research Office	Integration of the gender dimension into research and teaching content	Process integration	Integration of gender in research issues in RO-communication platforms	2022	Q4 2022	Completed
Including 'Gender in Research' as subaction in the strategic program Excites	Research Office	Integration of the gender dimension into research and teaching content	Process integration	The Excites program implements the research strategy of VITO and is focussed on creating an excellent research environment. The Gender in Research topic will be explicitly added to the program	2023	Action postponed in 2022 > actionplan 2023	On going
Including the GEP / Gender in research topic as a standard topic in the RO-fundingmeeting	Research Office	Integration of the gender dimension into research and teaching content	Process integration	Integration of gender in research issues in RO-communication platforms	2022	Meeting frequency was 10 times a year in 2022. Slide on GEP/gender in research is integrated in the meeting reports (powerpoint)	Completed
Creating awareness among the Unit Managers (VITO management) about the importance of the topic 'Gender' in research proposals/research set up	Research Office	Integration of the gender dimension into research and teaching content	Communication	Presentation about the importance of 'gender in research' during the management meeting	2022	Q3 2022. The VITO unit managers were interested in the topic and affirmed the importance of the topic	Completed
Develop a page dedicated on diversity & inclusion (GEP included) on VITO website	HR	All	Communication	A separate page 'D&I' on VITO website	2022	Section D&I is added & available via search on site	Completed
D&I and Gender dashboard in HR reportings: Highlight D&I in reporting to HR director	HR	All	Monitoring	Yearly reporting to HR Director regarding KPI's D&I	2022	D&I Dashboard integrated in yearly reporting 2022	Completed
Automatisation data collection (cfr integration in process): Cfr. development D&I dashboard	HR	All	Monitoring	Design of Tableau reporting on D&I (after testing by HR, it will be available for all VITO management)	2022	Tableau design (automated dashboard) is available in 2022 (for management in 2023)	Completed
Gender in research dashboard in Research reportings: Highlight in reporting to Research director	Research Office	All	Monitoring	Yearly reporting to Research director regarding KPI's Gender in Research.	2023	Manual analyses and Q4 2022; analyses of dashboard figures and reporting in Q1 2023	On going
Monitoring targets and re-evaluation action plan (Y)	HR	All	Monitoring	Yearly evaluation of the monitoring targets and action plan will take place in the first quarter of the year before	2023		On going
Collect and evaluate KPI's in Q1 of each year	HR	All	Monitoring	Collection and evaluation of KPI's in Q1 of each year (as input for new action plan)	2023	Collection via D&I dashboard; analysis of dashboard is ongoing in Q1 2023.	On going

ANNEX 2: TARGETS KPI'S

	KPI	Target	Publication
Gender	% F/M/X on total population	Status quo % F/X	Yes
	% F/M/X per grouped function class (CLA job-based remuneration system)	Monitoring	No
	% F/M/X in management positions	At least 30% F/X of new positions (further scale up to 50%)	Yes
	% inflow F/M/X (on total inflow)	Equal ratio % F/X mentors as % F/X in total population	Yes
	% outflow F/M/X (on total outflow)	Monitoring	Yes
	scores well-being (FIT@VITO) - gender	FIT@VITO + barometers work-life balance: similar to VITO-result and benchmark	No
	% F/M/X in mentorrol (on total mentors)	Equal ratio % F/X mentors as % F/X in total population	Yes
	participation rate training courses F/M/X	Evolution similar as evolution participation rate (payroll population)	Yes
	average DPM-score F/M/X	In first instance monitoring, reconsider in function of evolution	No
	% promotions F/M/X	In first instance monitoring, aim: ratio in line with ratio F/M/X in total payroll population (with permanent contract)	No
	(salary benchmark)	(2-yearly follow-up, first review with Korn-Ferry in function of relevant benchmarks)	No
	number F/M/X research leaders	at least 30% F/X of new positions (further scale up to 50%)	Yes
	% F/M/X in function family 'R&D'	monitoring	No
	PhD's VITO (% F/M/X)	Ratio R&D employed	Yes
	Authoring publications (yearly % F/M/X)	Ratio R&D employed	Yes
	First author publication (yearly % F/M/X)	Ratio R&D employed	Yes
	Submitting patents (yearly % F/M/X)	Ratio women R&D employed in hard tech	Yes
	VITO ambassador engagement in social media (% F/M/X)	Ratio R&D employed	Yes
	Project coordinator of running Horizon Europe Projects - number related (% F/M/X)	Ratio R&D employed	No
	Project coordinator of running Horizon Europe Projects - budget related (% F/M/X)	Ratio R&D employed	No
	Project leaders of H2020/HE projects - number related (% F/M/X)	Ratio R&D employed	No
	Project leaders of H2020/HE projects - budget related (% F/M/X)	Ratio R&D employed	No
	Project leaders of H2020/HE projects - number related per unit (% F/M/X)	Monitoring	No
Project leaders of H2020/HE projects - budget related per unit (% F/M/X)	Monitoring	No	
Project leaders of SBR projects - number related (% F/M/X)	Ratio R&D employed	No	
Project leaders of SBR projects - budget related (% F/M/X)	Ratio R&D employed	No	
Project leaders of SBR projects - number related per unit (% F/M/X)	Monitoring	No	
Project leaders of SBR projects - budget related per unit (% F/M/X)	Monitoring	No	

ANNEX 2: Targets KPI's

	KPI	Target	Publication
International	Number of nationalities	Monitoring (action if less than 30)	Yes
	% internationals on total population (= payroll + niet-payroll)	Status quo % internationals	Yes
	% international inflow (on total inflow)	Equal ratio of % international inflow as % internationals in total (payroll)population	Yes
	% international outflow (on total outflow)	Monitoring (action if less than 30)	Yes
	(scores well-being FIT@VITO - internationals)	Monitoring - first determine new socio-demo's FIT@VITO-survey, as nationality was not included in the past	No
	% internationals in mentor role (on total mentors)	Equal ratio of % international mentors as % internationals in total (payroll)population	Yes
	Participation rate training courses internationals	Evolution participation rate internationals similar as evolution participation rate (payroll population)	Yes
	Average DPM-score internationals	In first instance monitoring, reconsider in function of evolution	No
% promotions internationals	In first instance monitoring, aim: ratio in line with ratio of internationals in total payroll population (with permanent contract)	No	
Age	Age distribution: % employees by age group	Monitoring	Yes
	% inflow per age group (on total inflow)	Monitoring	Yes
	% outflow per age group (on total outflow)	Monitoring	Yes
Payroll	% payroll vs non-payroll population	Monitoring	Yes
	% inflow payroll/non-payroll (on total inflow)	Monitoring	Yes
	% outflow payroll/non-payroll (on total outflow)	Monitoring	Yes
Other	Number trained mentors (distribution age/gender/internationals)	Status quo or increase - depending on automatization	No
	Number trained managers/employees in 'bias'	Status quo or increase - depending on automatization	No
	% F/M/X in decision-making bodies (f.e. DC, COM & OR)	Monitoring - depending on automatization	Yes for DC, COM & OR

ANNEX 3: EVALUATION KPI 2022

D&I Topic	KPI	Target	2021	2022	Evaluation	Remarks
Gender	% F/M/X on total population	status quo % F/X	36,6% F on total	36,5% F on total		improvement is still possible
	% F/M/X in management positions	at least 30% F/X of new positions (further scale up to 50%)	2 of 3 = 67%	1 of 1 = 100%		leader
	% inflow F/M/X (on total inflow)	monitoring	37,4% new F	36,8% new F (on total of 272 in)		inflow F '22 +/- the same as total %
	% outflow F/M/X (on total outflow)	monitoring	38% F out	31,8,4% F out (on total of 211 out)		outflow F '22 lower than '21 (and total)
	% F/M/X in mentorrol (on total mentors)	equal ratio % F/X mentors als % F/X in total population	58,7% of mentors = F	58,7% of mentors = F		
	participation rate training courses F/M/X	evolution similar as evolution participation rate (payroll population)	39,1% F participation	39% F participation		
	number F/M/X research leaders	at least 30% F/X of new positions (further scale up to 50%)	0 new position	1 new position: filled by F		ok
	PhD's VITO (% F/M/X)	Ratio R&D employed	50%	42%		
	Authoring publications (yearly % F/M/X)	Ratio R&D employed	not available	not available		working on automated analyses
	First author publication (yearly % F/M/X)	Ratio R&D employed	34%	31%		
Submitting patents (yearly % F/M/X)	Ratio women R&D employed in hard tech	20%	21%		ok in comparison with European figures	
VITO ambassador engagement in social media (% F/M/X)	Ratio R&D employed	40%	45%			
International	number of nationalities	monitoring (action if less than 30)	46	52		ok
	% internationals on total population (= payroll + niet-payroll)	status quo % internationals	21,2% int. on total	24,2% int. on total		ok
	% international inflow (on total inflow) (= payroll & non-payroll)	status quo % internationals	34,1% int. in	45,7% int. in		ok
	% international outflow (on total outflow)	monitoring (action if less than 30)	33,2% int. out	34,8% int. out		review indicator
	% internationals in mentorrol (on total mentors)	equal ratio of % international mentors as % internationals in total (payroll)population	12,7% int.	12,7% int.		
	participation rate training courses internationals	evolution part. rate internat. similar as evolution part.rate (payroll population)	19,8% int.	18,9% int.		
Payroll & non-payroll	% payroll vs non-payroll population	monitoring	73% vs 27%	74% vs 26%		ratio total population (staff/extra staff stays +/- the same)
	% inflow payroll/non-payroll (on total inflow)	monitoring	34,9% vs 65,1%	44,1% vs 55,9%		increase of the inflow of the non-payroll population
	% outflow payroll/non-payroll (on total outflow)	monitoring	24,4% vs 75,6%	25,1% vs 74,9%		outflow ratio payroll/non-payroll stays +/- the same
Age	age distribution: % employees by age group	monitoring				
	% inflow per age group (on total inflow)	monitoring				
	% outflow per age group (on total outflow)	monitoring				

ANNEX 4: ACTION PLAN D&I 2023



Plan: Actions 2023	Owner	Thematic Area (GEP)	Action Area	Description	Timing
Workshop Cultural awareness - 'Living in Belgium'	HR	Work-life balance and organisational culture:	Training	Supporting foreign staff when moving to Belgium with cultural awareness training (differences, preferences, ...)	2023
Make everybody aware of the cultural differences that influence our paradigm	Scientific relations	Not applicable	Communication	Start a series 'Worked' sessions in which regularly someone coming from abroad reflect openly on the cultural differences between home country and Belgium/VITO on the basis of standard questions. Goal: to gain more insight into and understanding of the differences in culture that can lead to misunderstanding and strange	Q4
Develop 'Gender in Research' Dashboard: automatisation	Research Office	All	Process integration	Develop and execute a plan to create automatic reports that ideally can be build in real time	Q2
Pilot onboarding app with extra staff PhD implementation	HR	All	Process integration	Pilot running in 2023 with evaluation planned end Q3 2023	2023
FIT@VITO cross-section survey results: Integration of diversity and inclusion questions and variables in our 4-yearly well-being survey; Further analyses of the results of the modified well-being survey with respect to diversity parameters	HR	All	Process integration	The results of the extra questions and the impact of the extra sociodemographics introduced in the 4-yearly well-being survey will be analysed further to define concrete actions (both cross-sectional analyses and unit/team analysis)	2023
Announcement VITO-wide that VITO has a Gender Equality Plan and an evaluation plan	D&I officer	All	Communication	Announcement GEP & realizations	Q2
Pay attention to women in science role models	HR/Communication	All	Communication	Periodic communications	continuous
Elaborate example cases/insights 'Gender aspects in research'	Research Office	Integration of the gender dimension into research and teaching content	Communication	Highlight a VITO case(s) on gender in research (when available) or external case on a RO-learning network	Q4
Including 'Gender in Research' as subaction in the strategic program Excites	Research Office	Integration of the gender dimension into research and teaching content	Process integration	Integrate the topic Gender in Research in the description and presentations of the strategic program Excites and make it a regular topic of the meeting of the Research Director and the team of Resarch leaders at VITO (RCM) that is organised monthly	Q2
Make widely available and promote the basic course 'Gender in research, the why and how'	Research Office	Integration of the gender dimension into research and teaching content	Training	Make available the Recorded lecture as online version; integrate in general course offer (open training offer in Empower for all employees); recommended to starters, ...	Q2
Organize yearly in-depth sessions on 'gender in research' (content) focused on concrete new project proposals;	Research Office	Integration of the gender dimension into research and teaching content	Training	Follow-up session on gender in research content dedicated to topic of one or two units. Interested parties must have attended a basic training or (video recording) lecture (April '22) , before attending an in-depth session.	Q1 en Q4
Promote and make known to the R&D&I community at VITO all relevant 'gender in research' training material offered by players such as NCP Flanders and the European Commission.	Research Office	Integration of the gender dimension into research and teaching content	Communication	These free sessions will be communicated by RO through various channels (email, RO funding, news item Channel V, ...)	2023
Integration of attention for the gender aspect in project management	Research Office	Integration of the gender dimension into research and teaching content	Process integration	Exploring the possibilities for integration of attention for the gender aspect in the project management tool Maconomy and the approval process	Q3
Balance in PhD committee members	Scientific Relations	Integration of the gender dimension into research and teaching content	Process integration	Include the requirement of a 1/2 men/women balance for the PhD committee composition	Q1
Develop yearly communication calendar specific for D&I topics	All	All	Process integration	Make a yearly list of communication topics and good timing for communication in line with special dates or special occasions, in collaboration with the communication team	Q2
Create awareness about D&I, GEP and the efforts VITO is making	All	All	Communication	Include link to the VITO website - D&I, GEP and evaluation report D&I where relevant	Q2
Special attention for women as authors in patents when the patent is granted	Scientific relations	Gender equality in recruitment and career progression	Communication	Define a process to communicate about granting of patents with attention for women	Q4

					
Plan: Actions 2023	Owner	Thematic Area (GEP)	Action Area	Description	Timing
D&I and Gender dashboard in HR reportings: Highlight D&I in reporting to HR director	HR	All	Monitoring	Yearly reporting to HR director regarding KPI's D&I	2023
Automatisation data collection (cfr integration in process): Cfr. development D&I dashboard	HR	All	Monitoring	Development of diversity & inclusion dashboard, based on KPI's as determined in D&I policy/GEP by VITO: release management and evaluation of use	2023
Gender in research dashboard in Research reportings: Highlight in reporting to Research director	Research Office	All	Monitoring	Yearly reporting to Research director regarding KPI's Gender in Research	Q1
Monitoring targets and re-evaluation action plan (Y)	HR	All	Monitoring	2022 evaluation of the monitoring targets and action plan will take place in the first quarter of 2023	2023
Collect and evaluate KPI's in Q1 of each year	All	All	Monitoring	Collection and evaluation of KPI's in Q1 of each year (as input for new action plan)	Q1
Attention to International Women's Day	Communication	All	Communication	Yearly communication on socials	2023
Design of corporate D,I,E presentation (available for all VITO)	HR	All	Training	Sliddeck for all VITO available	2023
Organize objective recruitment - e-learning (VITO's certified recruiter) for new managers	HR	Gender equality in recruitment and career progression	Training	Develop training for hiring managers and experts in English/Dutch > to create awareness on bias and objective recruitment	2023
Organize & stimulate participation in language training (as a diversity competence)	HR	Work-life balance and organisational culture	Training	Personalised training modules based on the proficiency level and the personal/professional need + invite newcomers	2023
Coaching skills for coordinating roles & mentors (with attention for D&I topics)	HR	Gender equality in recruitment and career progression	Training	Supporting VITO staff in a coordinating role in their coaching and guidance skills	2023
Conduct analyses on D&I dashboard: HR Dashboard and define related actions	HR	All	Process integration	Analyses & actions, deployment reporting for management	2023
Conduct analyses on FIT@VITO survey results and define relevant actions	HR	All	Process integration	Analyses & actions	2023
Design toolkit to support international staff, moving from abroad to join VITO	HR	Not applicable	Communication	Toolkit for international starters	2023
Monitoring targets and re-evaluation action plan (Y)	HR	All	Monitoring	Yearly evaluation of the monitoring targets and action plan will take place in the first quarter of the year before	2023
Collect and evaluate KPI's in Q1 of each year	HR	All	Monitoring	Collection and evaluation of KPI's in Q1 of each year (as input for new action plan)	2023
Appoint additional D&I Officer HR	HR	All	General action	Appointment of additional D&I Officer (extra resources and back-up is needed)	2023
Organize 'D&I' internal trainings	HR	all	Training	Tag trainings with 'D&I' and highlight the initiatives	2023
Make a plan to include gender as a topic in each/most courses where relevant	HR	Integration of the gender dimension into research and teaching content	Training	This action was suggested by the think thank D&I in 2022	Q4
Develop a way of working for including the Gender in Research training in the initial training plan of newcomers in R&D&I function	Research Office	Integration of the gender dimension into research and teaching content	Process integration	For each starter at VITO an initial training plan is designed. The possibilities to include the Gender in Research training systematically in the initial training plan of newcomers in R&D&I function will be explored.	Q4

**vision on technology
for a better world**

