Evaluation Action plan 2023
Diversity & Inclusion
Including Gender Equality

Version 2024

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Diversity & Inclusion
Including Gender Equality

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1 INTRODUCTION

In 2024, we look back on 2023 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 2023.

In 2023, the main focus of the Research Support Office team was on integrating Gender in Research (GiR) aspects into (project) management processes. This resulted, among other things, in the development of a dashboard to monitor KPI's on gender in research, and the GiR RISK LOG so gender aspects are considered from the beginning of the internal approval process for (Horizon and other government co-funded projects) proposals.

Focus of the Communication department was supporting internal communications.

The focus of the HR team in 2023 was mainly on designing a toolkit to support international staff, moving from aboard to join VITO. Next to that a further in-depth analysis on Diversity, Inclusion & Gender Equality in the FIT@VITO (well-being survey) was an HR achievement in 2023.

In this evaluation document we've attached the 2023 action plan and evaluation as well as the evaluation of the KPI's 2023. These assessments gave us relevant insights towards the 2024 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.

As concluded last year that HR resources should be increased to achieve our goals and ambitions regarding D&I (incl. gender equality), 1 additional HR persons included in the team since last quartal 2023. The D&I Officer that left is replaced in 2024.

2 ACTION PLAN 2023 & EVALUATION

Chapter 2 summarizes the results of the evaluation of the 2023 action plan for VITO's General Diversity, inclusion & Gender Equality policy on the one hand and specifically for gender in research on the other hand. Both are underpinned by facts and figures. In the initial D&I & GEP plan 2022-2024 (Dec. 2021) focus shifts from awareness in 2022 to data and monitoring in 2023 to knowledge creation in 2024.

Work on the topic of gender in research (content) was 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.

2.1 General Diversity, inclusion & Gender Equality Actions

2.1.1 Overall action plan 2023

The team worked on the various areas of action described in the VITO D&I policy. Focus for 2023 was on data & reporting as a key step in the mindset & awareness raising of our managers and employees.

As you can see in the figure below taken from VITO's GEP (2021) the original action plan 2022-2024 was created on 5 pillars; general actions, Training, Integration in process, communication, Monitoring. All actions will fall under one of the pillars and the aim is to have an action in each pillar every year.

General actions
- 2022: AWARENESS
- Setting up divers think tank regarding Diversity & Inclusion (D&I) (yearly brainstorm)
- Develop VITO-D&I logo
- 2023: DATA
- Monitor targets & dashboard D&I + re-evaluation action plan
- 2024: KNOWLEDGE CREATION
- Knowledge sharing e.g. EARTO-network

Training
- Different training initiatives regarding awareness: e.g.
- Objective recruitment (e-learning)
- Culture - living in Belgium
- Research office: learning network attention for gender topic

Integration in process
- Develop D&I dashboard
- HR: Q1 2022
- Gender in research: Q1 2023
- HR projects: diversity check
- FIT@VITO: cross-section survey results
- R&D: include gender-topic in the project process

Communication
- Regular communication regarding D&I (e.g. newsletter)
- Announcement GEP & intermediate realizations
- Special attention for women in science role models
- Elaborate example cases 'Gender aspects in research'
- Section 'diversity & inclusion' on Channel V & external website (including job site)

Monitoring
- D&I dashboard in Q-reporting HR (yearly overview)
- Automatisation data collection (cfr. integration in process)
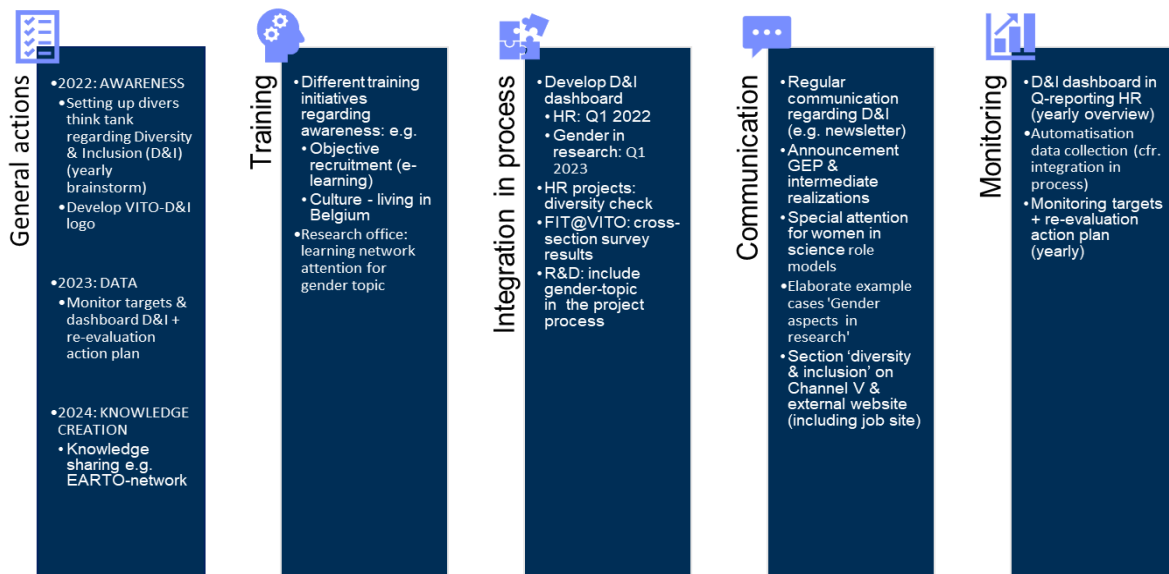- Monitoring targets + re-evaluation action plan (yearly)

Figure 1: Overall action plan diversity & Inclusion and Gender in Research 2022-2024

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 2024 action plan.

This year the think tank and ideas for diversity & Inclusion actions came from a newly set-up group named YAB or Young Advisory Board. 14 young members will come together at regular pace and advise VITO on 3 topics, one of them is Human Resources. Some articles and ideas for instance about guest speakers to promote more diversity & inclusion came out of this think-tank and will further be explored and put into practice in 2024.

2.1.3 Training

Overview of trainings offered/organized specific for inclusion of different nationalities and equality in 2023:

- Training Living in Belgium, 8 February 2023 & 5 October, (14 participants) This training is extended for their family members.
- Language academy, (71 participants)
- Training 'working with multicultural teams' (6 participants)
- Certified VITO recruiter: (5 participants)

2.1.4 Integration in Process

2.1.4.1 Pilot onboarding app and toolkit 'Welcome in Belgium'

A pilot on the onboarding app with extra staff PhD implementation was done in 2023 and evaluated successfully. The 'Welcome in Belgium-toolkit' that is supporting newcomers in Belgium was created and published and is used actively in onboarding now for all new employees coming from abroad. Human Resources - Working at VITO - Welcome in Belgium - toolkit.pdf - All Documents (sharepoint.com) (8/8/2023)

2.1.4.2 Analysis FIT@VITO (well-being survey) with an expansion of topics on Diversity, Inclusion & Gender Equality

Method

To map diversity, inclusion, and gender equality, we measure aspects including:
- The module 'diversity & inclusion' with four items (on a 7-point scale from 'strongly disagree' to 'strongly agree'):
  - Authenticity: 'I feel accepted as I am by my colleagues.'
  - Frequency and positive team interactions: 'Within our team, we have frequent and positive interactions among colleagues.'
  - Inclusive organizational climate: 'Within VITO, differences between employees are seen as something positive.'
  - Inclusive leadership: 'The hierarchical leader of our team encourages us to see differences between team members as something positive.'
- The module 'age-conscious personnel policy' with four items (on a 7-point scale from 'strongly disagree' to 'strongly agree'):
  - Desire for development: 'I want to continue learning new things until the end of my career.'
  - Career flexibility: 'I have the opportunity to shape my career flexibly (e.g., by taking time credit, working part-time, etc.).'

- o Fear of expertise loss: 'I am afraid that my knowledge and experience will soon no longer be useful.'
  - o Knowledge transfer by older employees: 'In my organization, there is sufficient attention to the transfer of knowledge from older employees to newcomers.'
- Various sociodemographic aspects, including:
  - o Gender (male, female, other)
  - o Age (-25 years, 25-34 years, 35-44 years, 45-54 years, and +55 years)
  - o Seniority with the employer (less than 1 year, 1-5 years, 6-10 years, 11-20 years, more than 20 years)
  - o Regime (full-time/part-time)
  - o Education Level (secondary, professional bachelor, academic bachelor/master, doctor)
  - o Employment Percentage (100%, <100% and >50%, <=50%)
  - o Contract Type (permanent contract, fixed-term contract)
  - o Language (Dutch, English)
  - o Payroll/Extra Staff
  - o Nationality (ARG, BEL, BGR, BRA, CH, CMR, COL, CZE, DEU, DNK, ESP, ETH, FRA, GBR, GRC, IDN, IND, IRL, IRN, ITA, JPN, LBN, MEX, MLT, NLD, PAK, PER, POL, PRT, PSE, ROU, RUS, SVK, TUN, USA, VEN, VNM)
  - o Belgian/Non-Belgian

Analysis
- Diversity &Inclusion: Approximately 71.5% of respondents agree (completely) with the statement 'I feel accepted as I am by my colleagues' (authenticity). The item scoring the least well is 'inclusive leadership' ('Our team's hierarchical leader encourages us to view differences between team members as something positive'). Especially 'authenticity' and 'frequency and positive interactions in the team' are strongly associated with the well-being of VITO employees.
- Age-Conscious HR Policy: 83% agree (completely) with the statement 'I want to keep learning new things until the end of my career' (desire for development). The item scoring the least well is 'knowledge transfer by older employees,' measured by the question 'In my organization, there is sufficient attention to the transfer of knowledge from older employees to newcomers'. This item is also strongly associated with the well-being of VITO employees.
- Sociodemographic Groups & **Well-being:**
  - o Regarding gender equality, little difference is seen in the well-being indicators or their predictors between male and female respondents of VITO.
  - o Age & Seniority: Generally, younger individuals (e.g., those under 25) score better than older ones. Similar conclusions can be drawn regarding seniority at VITO.
  - o Nationality: Differences are observed between Belgians and non-Belgians, with some better scores for non-Belgians.
- Sociodemographic Groups & **Diversity & Inclusion**:
  - o Gender equality, no notable differences are seen between men and women.
  - o Age: Generally, younger individuals (under 25 years) score at least 5% better on the 'diversity & inclusion' module. Those under 25 score at least 10% better on 'inclusive organizational climate' and 'frequent and positive team interactions' and at least 5% better on authenticity and inclusive leadership.

- o Seniority: The conclusions are largely similar to those related to age (as mentioned above). However, we do observe that employees with less than 1 year of seniority do not differ significantly from VITO as a whole in terms of the 'inclusive organizational climate,' but they do score approximately 5% better on 'inclusive leadership'.
  - o Nationality (Belgian vs. non-Belgian): there are no differences in terms of diversity and inclusion between Belgians and non-Belgians. Some minor differences were found within the nationalities.
- Sociodemographic Groups & **Age-Conscious HR Policy**:
  - o Gender equality: there are no notable differences between men and women.
  - o Age: in general, younger individuals (under 25 years) score approximately 5% better on the module of 'age-conscious HR policy.' Those under 25 score better on the desire for development (approximately 5% better) and even approximately 10% better on knowledge transfer by older employees than the entire VITO population. However, older employees score approximately 5% less favorably on the question about the desire for development than the entire VITO population.
  - o Nationality (Belgian vs. non-Belgian): non-Belgians score approximately 5% better on the item related to the desire for development than the entire VITO population. Some minor differences were found within the nationalities.

Conclusion & actions after FIT@VITO survey

The Well-being survey and extension with topics around Diversity, Inclusion and gender-equality gave us relevant insights. Next to that we could analyze the results of 3 topics 'Well-being' 'Diversity & Inclusion' and 'Age-conscious HR Policy' based on socio-demographic groups that are relevant to our 3 pillars of Diversity and inclusion (gender, age and nationality).

These analyses show positive results overall and no specific negative outliers based on gender, age or nationality:

- The results for the module age-conscious personnel management reveal a strong desire for career-long learning and for plenty of flexibility in developing your own career. To a lesser extent, attention should be paid to transferring knowledge from more senior employees to newcomers.
- The assessment of the module relating to diversity and an inclusive organisational climate reveals very positive scores, where employees feel accepted and show there is plenty of positive interaction between colleagues, with differences between employees being seen as something positive.

This means that in the actions to come regarding Diversity & Inclusion, we do not need to focus harder or less on specific target-audiences. To make a sustainable impact on Diversity, Inclusion and GEP, we can keep dividing actions around the different pillars and focus actions and communications to the whole VITO population.

2.1.5 Communication

The two main **information channels** used to disseminate information on Diversity & Inclusion (gender, age or nationality) internally are:

- News releases on **Channel V** (VITO Intranet):
  - o Evaluation action plan Diversity & Inclusion and Gender Equality Plan @ VITO (sharepoint.com) (26/10/23)

- o <u>Fitvito_survey_well-being_vito_2022_-_results_eng.docx</u>   (sharepoint.com) (01/2023)
- o <u>Human Resources - Working at VITO - Welcome in Belgium - toolkit.pdf - All Documents (sharepoint.com)</u> (8/8/2023)
- Quarterly HR meetings to Managers: diversity dashboard.
- CEO communications: Since the appointment of our new female CEO, Inge Neven, D&I, E-topics are more prominent in corporate updates and presentations.

2.1.6 Facts & Figures

2.1.6.1 Dashboard

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 has conducted further analysis to create more insights. The D&I-team will keep on analyzing and following-up the evolution of this dashboard data to create more insights and define appropriate actions.

The information has been made available for the VITO management in 2023.

2.1.6.2 KPI's & targets

In the VITO D&I policy we have defined our targets & indicators related to gender/age and international staff (ANNEX 2). In ANNEX 3 the evaluation of the targets is visualized and a detailed overview of all targets is included.

Most of the targets & indicators are met, with exception of 2 targets;
- % of female that are submitting patents is dropped this year from 20% to 13,9%.
- % international outflow (on total outflow) is increased from 33,2% in 2021 to 41,6% in 2023. Partially this can be explained by an increase in % of internationals on total population from 21,2% (2021) to 26% (2023) but this does not explain it all. Further monitoring and investigating is relevant.

Some positive evolutions we want to highlight for 2023 are;
- There is an increase again in % of females in our organization.
- Next to that new positions in management were filled by women, including the CEO position.
- We drastically went up in number of nationalities from 46 in 2021 to 61 nationalities in 2023.

Figure 2: Diversity dashboard 2023

2.2 Gender in Research Actions

Since January 2022, supporting the R&D&I community around the topic 'gender in research (content)' has been part of the research support office's (RSO) mandate. After the reorganization of VITO end of 2023, the R&D and Valorisation (RDV) unit is mandated to support the R&D&I community on the topic 'gender in research (content)'. To this end, the RDV unit 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 goal of integrating gender aspects into daily operations.

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

In the sections 0 to 0 you find the actions undertaken on training, integration into processes, communication and monitoring by the RDV unit in 2023.

2.2.1 Facts & Figures

The **share of women in the R&D&I community[1] at VITO** remained almost the same over the past four years (2020: 38.0%; 2021: 39.3%; 2022 38.2% and 2023: 38.6%). 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 2023. The figures show that female coordinators dominate the past four years. For 2022 and 2023, from the perspective of the number of coordinators, the female/male ratio is the same, budget-wise, however, respectively 87% and 64% 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 eight projects a year.

	2020		2021		2022		2023	
	Number	Budget [€]	Number	Budget [€]	Number	Budget [€]	Number	Budget [€]
Woman	2	1 742 000	2	5 385 063	2	2 431 922	4	9 035 865
Man	-	-	-		2	354 240	4	5 044 244

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

Figure 3 shows the gender balance for four strongly research related KPI's for the period 2020-2023. Considering 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' report[2], where the share of women is below 20% for most European countries. In 2023, the share of women with patents on VITO dropped to 14%. Further follow-up of the evolution of this share in patents is needed.

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[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
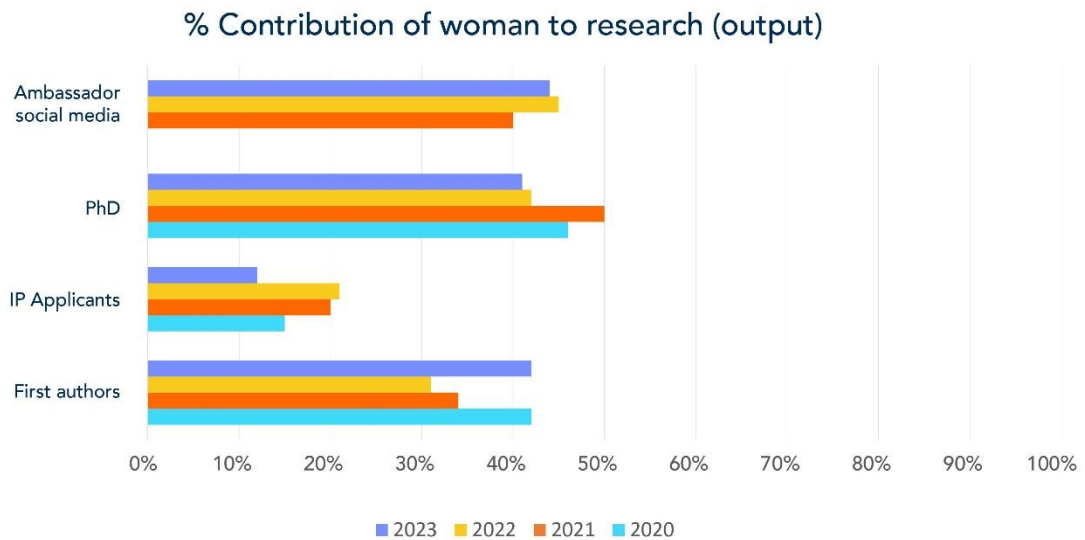
Figure 3: KPI's related to gender in research period 2020-2023 (expressed as percentage of women).

In the period 2017-2021 the proportion of women in **PhDs** has been between 45 and 50% which is higher than in the overall R&D community at VITO. However, since 2022 the proportion of women decreased to 42 and even 41% in 2023 which is in line with the overall percentages, but the further evolution needs attention.

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 2020 to 2022 was reversed in 2023 with a participation degree of 42% of women as first author.
Due to the automatization of the data analyses, it is now also possible to count the number of woman/ man VITO authors.
The share of **women authors overall** has been slightly increasing since 2020 and is in line with the average women share in the R&D community (see the Dashboard in Figure 4).
These figures show that within VITO women researchers are as active as man with respect to publishing of SCI papers.

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 and 124 in 2023. In 2023, the share of active female ambassadors was 44% (45% in 2022). This is an increase compared to 2021, the first year of measurement, where the share of women was 40%. These shares are slightly higher compared to both the share of women in the total VITO population and the R&D&I community. In the top 10 of number of 'shares' (all time) there are 4 women, versus 5 in 2021 and 2022.

2.2.2 Training

To increase awareness and knowledge-building around gender in research, the following announced actions on training in 2023 were done:

- Video recording lecture 'Gender in research, the why and how', offered as online training
- In-depth sessions on 'gender in research' (content) tailored to concrete new project proposals, 02/03/2023. Themes of Units Sustainable Materials, 11 participants, of which 3 men
- Workshop on Diversity and Inclusion (incl. gender), Juli 2023 (2 participants, of which 1 man)
- Podcast: "The gender aspect in Horizon Europe" with guests Lachlan Smith and Jackob Feldtfos Christensen - The timeline series, September 2023 (one person of the working group D&I-GEP@vito).

To increase the number of participants for these training courses we had special attention to:

- Engagement of management to get employees excited about these trainings by including them in the invitation e-mail for training on gender in research in which we also highlighted the importance of attending this training
- Via the Research Support Office (RSO) funding meetings, involved 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;
    - mentioning the link to this training in Empower in news items 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.

2.2.3 Integration in processes

Management processes

The general dashboard of the HR indicators and KPI's has been extended with a **dashboard specifically on gender in research (GiR).** This GiR dashboard has been developed for the KPI's: share of women in the number of doctoral students (PhDs), patents, 1st author scientific articles and VITO ambassador engaged on social media. It is planned to further optimize the automatic data gathering backstage and to integrate the 5th KPI on authoring in 2024 if automation of basic data processing is possible. 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 will be available for all employees of VITO and can be monitored structurally in the various management forums.

In 2023 the gender in research (content) dimension has been explicitly included in the VITO **EXCITES** narrative. EXCITES started in 2016 as a renewed approach to VITO's research strategy. It focuses on reaching excellent research by supporting the researchers on many levels and the overall program is under the direct responsibility of the Director Research and Valorisation. In October 2023, the updated EXCITES program was presented at an internal lunch talk.

Project management processes

In 2023, gender aspects have been included from the start of the **internal approval process** for (Horizon Europe and other government co-financed projects) proposals. To this end, possibilities have been explored to integrate gender aspects in Maconomy, the ERP package used at VITO for financial management of projects. Fields with points of interest/checkpoints can be included in the tool when a new project/proposal is entered into the system by using **RISK LOG**. A **'Gender in Research'** section is in place in the RISK LOG in Maconomy indicating that attention should be paid to the impact of gender on the specific research proposal. The adding of this section and the required use of it has been promoted by several communication channels.

2.2.4 Communication

A yearly communication calendar specific for D&I topics (including gender) was developed as a collaboration between the HR team, the RSO team and the communication department. The potential of this calendar was only partially used in 2023 yet provides a good basis to build on for an integrated 2024 communication plan.

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

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

1. RSO news releases on **Channel V** (VITO Intranet):
   o Evaluation action plan Diversity & Inclusion and Gender Equality Plan @ VITO (sharepoint.com) (26/10/23)
   o Spotted in the RISK LOG of Maconomy: Gender in Research (sharepoint.com) (29/11/23)

   To keep the general awareness of VITO researchers high, news items on gender in research included a short paragraph with a link to the VITO website where the GEP and evaluation report D&I, 2022 can be consulted. Also, the link to the Empower page where people can register for the short basic training on gender in research was provided.
   − **InterAct** (Verified Q&A+link). On the 'InterAct peer to peer platform' you can ask questions or make announcements to colleagues about preparing research proposals and project management, in a familiar VITO Teams environment. In 2022 two questions specifically on GEP/gender were included, in 2023 additions were included where appropriate.
   − **RSO 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.

2.2.5 Monitoring

In 2023, just as for the more general data displayed in the already developed HR oriented D&I dashboard, a dashboard has been developed for KPI's related to gender in research. This extra dashboard is intended for monitoring the gender aspects related to research output data such as publications and patents.

Time series of the research-related data are available for 2020-2023, except the KPI VITO ambassador engaged on social media for which data are available from 2021 onwards.

Since publications and patents are among the monitored VITO KPI, data was already available to manually count the amounts of publications and patents. However, the readily available VITO-data was not suitable for automatic gender analyses because the gender was not included in the available datasets.

The draft design of the Gender in Research dashboard was available in the last quarter of 2023 completed with manually collected data but not live yet. At the end of 2023, the existing databases were transformed and enriched with data from other sources to allow for automatic gender analyses. Further finetuning will be done at the beginning of 2024 before going live with the dashboard.

The dashboard is shown in Figure 4.

Figure 4: evolution KPI's Gender in Research (Dashboard GiR)

The analyses of the dashboard figures are presented and discussed in section 2.2.1. Based on the insights obtained, actions for the year 2024 are defined in section 3.

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3 ACTION PLAN 2024

Chapter 3 describes the global D&I action plan and the GEP action plan for 2024 with specific attention for an integrated communication plan. The action plan 2024 is included in ANNEX 4.

As planned the focus will be on knowledge creation, yet there will be continued attention for awareness-raising actions and optimalisation of data management for the GiR KPI's. Insights gained from the evaluation of actions and figures of 2023 feed into defining the concrete actions for 2024.

3.1 Integrated communication plan 2024

To streamline the efforts of HR, the Research Support Office team and the Communication department with regard to the focus on diversity and inclusion in news items, a communication plan will be prepared for 2024, based on the in 2023 defined calendar.

Important in this respect are:
- Definiton of target groups
- Selection of best communication channel per target group
- Establishing a timeline and planning.

Posting of news items will be done on international dates related to Diversity, Inclusion and Gender Equality such as International Women day, European gender equality week, women in science day, and World Day for cultural diversity.

In 2024, we target six news items, four of which will be dedicated to female role models at VITO (manager, R&D or innovator). We aim to spread these news items well throughout the year.

Furthermore, the Diversity, Inclusion and Gender Equality team will also write a few general news items. Possible items include:
- Results of last year's evaluation report
- Informing about gender in research content / good practice cases
- Promoting training courses and distributing teaching material /presentations, videorecording
- Rewriting previous news items to generate even more knowledge and awareness about the importance of gender in research content.

3.2 Global D&I Action Plan 2024

Initiatives will include training initiatives, process-integrations (policies), awareness-raising actions towards management and YAB-suggestions.

3.2.1 Training

Currently a training 'Living in Belgium' is foreseen for all foreign employees and their partners that move to Belgium. A new training provider will be tested and evaluated in 2024. Special attention will go to promoting and stimulating participation in the language training tailored to the skills-level and needs of the trainee.

For all training providers an awareness raising document on D&I will be created that include our D&I vision, information on VITO's international context and tips and tricks on how to create an inclusive culture during the training and making the training content more D&I proof. Especially for the training in coaching and mentoring, the aim is to have increased attention for D&I topics.

Next to that ongoing promotion for Existing D&I trainings will be done to increase the participation rate. This also includes checks on participation of the training 'VITO's certified recruiter' for employees and managers involved in selection interviews.

3.2.2 Integration in Processes

Linked to the training topics above, the gender in research training will be included in the onboarding process of every new R&D and manager at VITO by adding the topic in the initial training plan template.

We would like to investigate if the work regulations at VITO can contain topics and rules that are open to a more inclusive vision and investigate the impact and readiness in the organization by opening the conversation.

3.2.3 Communication

This year our aim is to bring the D&I content more prominent to our internal and external audience. Therefore, a corporate presentation on D&I will be created and regular news messages on D&I content will be written. Next to that our employer branding actions will have attention for D&I. There will be a diverse variety in topics and employees (age, gender, nationality, contract-type) shown on our new jobsite which will make it visible that we are an employer with many women in research and an international and diverse climate that enables us to be more creative and more successful in our mission.

3.2.4 Monitoring

We will continuously monitor our D&I dashboard and define related actions when needed. The previously set KPI's are still relevant (see annex 2; target KPI's).

3.3 GEP Action Plan 2024

In the context of the requirements of a GEP and its evaluation, we outline the actions the RSO team will take in 2024 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.

3.3.1 Training

To further increase awareness and knowledge-building around gender in research, we will further focus on training in 2024:

- Promote the video recording lecture 'Gender in research, the why and how', as a basic online training;
- Evaluate the need for in-depth sessions on 'gender in research' (content) and, if necessary, identify where to find relevant training courses;
- Promote to the R&D&I community at VITO relevant training courses offered by external players such as NCP Flanders and the European Commission.

As in 2022, the number of participants in GiR courses remained low in 2023, so increasing the number of participants in these courses remains a challenge:

- Engage management to get employees excited about these trainings;
- Via the RSO funding meetings, involve the antennas of the different units to make their colleagues enthusiastic about the topic and following a related training course;
- 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.

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.

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

3.3.2 Integration in processes

The D&I dashboard with the extension about 'gender in research' will allow for a more integrated approach of the GEP. In 2024, we will promote the regular and continuous use of the D&I dashboards developed for monitoring the gender aspects in the organization and in research.

In 2023 a new information exchange meeting was established at the level of the Program Managers, the PM2PM-meeting, and the Young Advisory Board (YAB). The meeting is organized in a 2 month rhythm for the team management to exchange information and experiences and to learn from each other. This forum will be used to regularly present and discuss the findings in the dashboard and the actions needed to reach the future targets.

To increase the number of researchers that follow the short online training about Gender in Research we will not only make the **short online basic training** open to all via the VITO training offer in Empower, but also the feasibility of including it in the **initial training plan** of newcomers in R&D&I function, especially for new inflow of managers, will be evaluated. New recruits would be given e.g. one year to undergo training.

Integrating gender in research content is a rather new issue at VITO. Therefore, it was decided to focus on general highlighting of the topic of GiR content in 2023, so that there is sufficient knowledge to correctly approach gender when preparing project proposals. Yet little focus went to publishing concrete cases at VITO to concretely show the VITO researchers how the gender aspect can be included in the content development of a project proposal and/or a new research line. We will actively look internally and externally for example cases in 2024.

3.3.3 Communication Gender in Research

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 2024, we will continue to write RSO news releases around gender in research.

To this end, the RSO 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 (section 3.1 & 3.2.2).

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**:

- RSO learning networks
  - RSO funding meetings (see section 2.2.4)
- Management meetings (the new PM peer-to-peer meeting, DIR level, DT, the new YAB)

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.

3.3.4 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. This resulted in 2022 in the inclusion of specific gender data in corporate presentations, online communications and the automatically and real time generated general D&I dashboard.

In 2023, just as for the more general data displayed in the already developed D&I dashboard, a 'Gender in Research' dashboard was developed for monitoring the gender aspects related to research output data such as publications and patents. By the end of 2023, the dashboard was available but not yet online. The last finetuning will be done at the beginning of 2024 and the dashboard will be released second half of 2024, available for the entire VITO community: managers and employees.

In 2025, an assessment will be made of the gender balance in the different research teams and if it would be worth monitoring this data for generating more balanced teams. Balanced teams have proven to improve the quality of research. 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.

3.4 D&I and GEP beyond 2024

The first GEP drawn up by VITO covers the period 2022-2024. In order to structurally include GiR aspects in its daily operations after this period, a follow-up programme/plan will be drawn up in the second half of 2024, again for three years. The aim will be to maximise the integration of gender aspects in VITO's broader diversity and inclusion policy.

ANNEX 1: ACTION PLAN & EVALUATION 2023

Plan: Actions 2023	Owner	Thematic Area (GEP)	Action Area	Description	Timing	Evaluation	Status
Organize new (internal) think tank on D&I	D&I officer	All	General action	Yearly brainstorm meeting, bottom-up input for the actionplan	2023	Proposal HR: 2 input sessions (1 for GEP Research and 1 general vr D&I, in which other people are involved), different format: present a topic and propose on questions (more diverse audience, vr GEP Reseach e.g. Predominance of female researchers, no 'fixed' group > proposal: schedule in November ifv action plan 2024. In 2023 a first start is made with the Young Advisory Board.	On going
Promote D&I logo	Communication	Not applicable	General action	Use this logo for internal communication on gender, D&I at Vito	2023	Logo has been used for news items on Channel V.	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, ...)	continuous	February & October 2023 (new: partners are also invited to join the session). (Action HR: look out for possible other providers + importance of language training ifv integration > agree with provider). Offer recieved by other provider Elan, this will be evaluated in a pilot.	On going
Make everybody aware of the cultural differences that influence our paradigm	Scientific relations	Not applicable	Communication	Start a series 'WORLD COLOR'S in which regularly someone coming from abroad reflect briefly 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 situations.	Q4	Not started since this is an action only on the edge of the responsibility area of Scientific Relations and never reached high enough priority versus other needed actions.	Discarted
Develop 'Gender in Research' Dashboard: automatisation	Research Office	All	Process integration	Develop and execute a plan to create automatic reports that idealy can be build in real time	Q2	A dashboard has been developed for the defined public KPIs on gender in research (Q2-Q4). The dashboard was available end 2023 with manually generated data. The actions to automate the gender analyses for publication and patent related data was starte end 2023 and will be copmplete first half of 2024. Back stage, things can be further optimised.	On going
Pilot onboarding app with extra staff PhD implementation	HR	All	Process integration	Pilot running in 2023 with evaluation planned end Q3 2023	2023	Evaluation done. Resulted in minor adaptations	Completed
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 reuslts of the modified well-being survey with respect to diversity parameters	HR	All	Process integration	The result s of the extra questions and the impact of the extra sociodemographicesintroduced in the 4-yearly well-being survey will be analysed further to define concrete actions (both cross-sectional analyses and unit/team analysis	2023	General D&I report is available. Further analyses is needed (session planned with Inne, Liselotte en Marianne op 22/8)	Completed
Announcement VITO-wide that VITO has a Gender Equality Plan and an evaluation plan	D&I officer	All	Communication	Announcement GEP & realizations	Q2	Instead of an announcement: September general communication on D&I topic with link to evaluation report and action plan	Completed
Pay attention to women in science role models	HR/Communication	All	Communication	Periodic communications	continuous	Newsletter/Channel V	Completed
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	No interesting case spotted internally yet. We will actively lookinternally and externally for such a case in 2024.	On going
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 desciption 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	Gender in research was integrated into Excites (Q2) and presented at a lunch talk. Given the reorganisation at VITO at the end of 2023 early 2024, evaluate whether an adjustment is needed in 2024.	Completed
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	Lecture on "Gender in Reserach the why and how?" included in Empower. Continuation of promoting this basic training in will be necessary.	Completed
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	One depth session on GiR went ahead (Q1). A second did not because of, on the one hand, sub-optimal content in the 1st session and, on the other, low demand from the research units.	On going
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	Highlighted in RSO-funding meeting + mentioned in Channel V news on evaluation of GEP action plan 2023. As part of creating further awareness of the importance of embedding gender in R&I, we will continue this action in 2024.	On going
Integration of attention for the genderaspect in projectmanagement	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	A Gender in Research section is in place in the RISK LOG in Maconomy. The use of it has been promoted by several communication channels.	Completed
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	In the old PhD committee only 1 man was still active versus several women. During the PhD event of 15 May 2023 a searcj for new members was launched. The new comite was formed taken into account the gender equilibrium and the representation of all units, 4 women and 3 man. The attention for gender balance is made explicit in the description of the PhD committee	Completed

Plan: Actions 2023	Owner	Thematic Area (GEP)	Action Area	Description	Timing	Evaluation	Status
Develop yearly communication calender 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 communcation team	Q2	An overview was made with all important dates with respect to to gender and a draft agenda was define. Better follow up of the agenda plan should in the future be guaranteed by communications to enable timely execution.	Partially completed
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 evaluationreport D&I where relevant	continuous	For the relevant topics the logo developed was included for recognisability. The link were systemaltically added for the 'Gender in research' related actions. Periodic communications for D&I were made: general D&I (focus on all the topics: Gender - age and international)	On going
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	Postponed: a specific newsitem about female inventors will be published internally for the international day of women	To start
D&I and Gender dashboard in HR reportings: Highlight D&I in reporterin to HR director	HR	All	Monitoring	Yearly reporting to HR director regarding KPI's D&I	2023	OK, included in reporting 2023 + in corporate & HR strategy	Completed
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	OK, dashboard = shared with DIR, UM's (suggestions/adjustments,...)	Completed
Gender in research dashboard in Research reportings: Highlight in reporterin to Research director	Research Office	All	Monitoring	Yearly reporting to Research director regarding KPI's Gender in Research	Q1	Activities on gender in research is discussed annually at the meeting on the objectives and evaluation of the RSO team with Walter Eevers (12 Dec. 2023)	Completed
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	Targets were monitored and evaluated.	Completed
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	The automatisation of collecting the 'gender in research data turned out harder than expected. These data were thus still collected manual to evaluate 2022. It was only end 2023 that a first version of a dashboard was available and further improvements in 2024 will be required.	Completed
Attention to International Women's Day	Communication	All	Communication	Yearly communication on socials	2023		Postponed
Design of corporate D,I,E presentation (available for all VITO)	HR	All	Training	Slidedeck for all VITO available	2023	Check with Kristin > Eqip (supplier engagement statement also values ed)	To start
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	OK, Kim check participants with HRBPs (obligation). Online training and available for newcomers.	Completed
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	Every new international employee receives the toolkit + is invited to language training (personal mail with possibilities) + extra attention for language training in training cultural awareness	Completed
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	together with partner HURA: sessions in Dutch 13 Oct & 9 Nov	in English 24 Oct & 30 Nov	To start
Conduct analyses on D&I dashboard: HR Dashboard and define related actions	HR	All	Process integration	Analyses & actions, deployment reporting for management	2023	Extra session with core team on this topic. Think tank.	Completed
Conduct analyses on FIT@VITO survey results and define relevant actions	HR	All	Process integration	Analyses & actions	2023	Analyses is done and communicated to management and to employees via the D&I evaluation report. There were no remarkable differences regarding, age, gender or nationality that require differentiated actions towards these groups. The general actions are applicable.	Completed
Design toolkit to support international staff, moving from abroad to join VITO	HR	Not applicable	Communication	Toolkit for international starters	2023	Launched and in use (All VITO: via Channel V)	Completed
Appoint additional D&I Officer HR	HR	All	General action	Appointment of additional D&I Officer (extra resources and back-up is needed)	2023	Liselotte Vanbergen is appointed as from July 1st, Sarah Lievens as of March 1st '24 (adjustments in all documents + online Channel V en website VITO)	Completed
Organize 'D&I' internal trainings	HR	all	Training	Tag trainings with 'D&I' and highlight the initiatives	2023	4 trainings are taged with D&I label.	Completed
Make a plan to include gender as a topic in each/most courses where relevant	HR/All	Integration of the gender dimension into research and teaching content	Training	This action was suggested by the think thank D&I in 2022	Q4	To inspire and engage trainingproviders regarding D&I, a presentation on D&I at VITO and tips &tricks will be made.	To start
Develop a way of working for including the Gender in Research training in the initial training plan of newcomers in R&D&I function	HR	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 function will be explored.	Q4	Together with partner HURA: sessions in Dutch 13 Oct & 9 Nov	in English 24 Oct & 30 Nov. Webinar is made.	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

	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

	KPI	Target	Publication
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

	KPI	Target	Publication
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

	KPI	Target	Publication
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 2023

KPI	Target	2021	2022	2023	Evaluation	Remarks
% F/M/X on total population	status quo % F/X	36,6% F on total	36,5% F on total	37,3% 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%	2 of 2 = 100%		in 2021 start of 3 PM - in 2022 start research leader
% inflow F/M/X (on total inflow)	monitoring	37,4% new F	36,8% new F (on total of 272 in)	37,3% new F (on total of 284 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)	30,4% F out (on total of 214 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	55,4% of mentors = F		men are underrepresented in mentorroles.
participation rate training courses F/M/X	evolution similar as evoluation participation rate (payroll population)	39,1% F participation	39% F participation	39,4% 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	0 new positions		ok
PhD's VITO (% F/M/X)	Ratio R&D employed	50%	42%	41%		
Authoring publications (yearly % F/M/X)*	Ratio R&D employed	not available (34%)*	not available (39%)*	40%*		* numbers availble since end 2023
First author publication (yearly % F/M/X)	Ratio R&D employed	34%	31%	42%		ok
Submitting patents (yearly % F/M/X)	Ratio women R&D employed in hard tech	20%	21%	12,00%		low but in line with European performance
VITO ambassador engagement in social media (% F/M/X)	Ratio R&D employed	40%	45%	44%		ok
number of nationalities	monitoring (action if less than 30)	46	52	61		ok
% internationals on total population (= payroll + niet-payroll)	status quo % internationals	21,2% int. on total	24,2% int. on total	26% int. on total		ok
% international inflow (on total inflow) (= payroll & non-payroll)	status quo % internationals	34,1% int. in	45,7% int. in	38,4% int. in		ok
% international outflow (on total outflow)	monitoring	33,2% int. out	34,8% int. out	41,6% int. out		check reason outflow
% internationals in mentorrol (on total mentors)	equal ratio of % international mentors as % internationals in total (payroll)pop	12,7% int.	12,7% int.	17,6% int.		increased in 2023, trend is positive
participation rate training courses internationals	evolution part. rate internat. similar as evolution part.rate (payroll population)	19,8% int.	18,9% int.	16,1% int.		dropped while % internatianals on total pop increased. To monitor
% payroll vs non-payroll population	monitoring	73% vs 27%	74% vs 26%	76% vs 24%		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%	45,7% vs 54,3%		inflow payroll/non-payroll stays +/- the same
% outflow payroll/non-payroll (on total outflow)	monitoring	24,4% vs 75,6%	25,1% vs 74,9%	31,1% vs 68,09%		decrease of the outflow of the non-payroll population
age distribution: % employees by age group	monitoring					
% inflow per age group (on total inflow)	monitoring					
% outflow per age group (on total outflow)	monitoring					

* Since 2023 it is possible to automatically monitor this KPI (Authoring publications)

ANNEX 4: ACTION PLAN D&I 2024

Plan: Actions 2024	Owner	Thematic Area (GEP)	Action Area	Description	Timing
Organize new (internal) think tank on D&I	D&I officer	All	General action	Yearly brainstorm meeting, bottom-up input for the actionplan	2024
Select and act on ideas from Think tank (age, gender, nationality)	D&I officer	Not applicable	General action	Scan the action plan and check if at least one action is done regarding gender, age and nationality. Select ideas from missing topics from think tank and/or implement improvement in already defined actions.	2024
Promote D&I logo	Communication	Not applicable	General action	Use this logo for internal communication on gender, D&I at Vito	Continuous
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	HR/Communication	Not applicable	Communication	Start a series 'WORLD COLOR'S in which regularly someone coming from abroad reflect briefly 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 situations.	Q4
Develop 'Gender in Research' Dashboard: automatisation	Research Support Office	All	Process integration	In 2023 a dashboard has been developed for 4 of the 5 defined public KPIs on gender in research In 2023. Back stage, things can be further optimised. It is planned to also integrate the 5th PKI on authoring publication at a later stage if automation of basic data processing is possible.	Q2 -Q4
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	SR/Communication	All	Communication	Periodic communications	continuous
Elaborate example cases/insights 'Gender aspects in research'	Research Support 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	2024
Including 'Gender in Research' as subaction in the strategic program Excites	Research Support Office	Integration of the gender dimension into research and teaching content	Process integration	Gender in research was integrated into Excites. Given the reorganisation at VITO at the end of 2023 early 2024, evaluate whether an adjustment is needed in 2024 due to reorganisation of VITO.	Q2-Q3
Promote the basic course 'Gender in research, the why and how'	Research Support Office	Integration of the gender dimension into research and teaching content	Training	In 2023 the lecture on "Gender in Reserach the why and how?" was included in general course offer (open training offer in Empower for all employees). In 2024 this basic training will further promoted by e.g. pointing to it in internal communications on gender-related issues.	2024
Organize yearly an in-depth session on 'gender in research' (content) focused on concrete new project proposals	Research Support Office	Integration of the gender dimension into research and teaching content	Training	Follow-up session on gender in research content dedicated to topic of unit. Interested parties must have attended a basic training or (video recording) lecture (April '22), before attending an in-depth session.	2024
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 Support Office	Integration of the gender dimension into research and teaching content	Communication	These free sessions were communicated by RO through various channels (email, RO funding, news item Channel V, …) in 2023. As part of creating further awareness of the importance of embedding gender in R&I, we will continue this action in 2024.	2024
Create awareness about the RISKlog item Gender in Research in the projectmanagement tool Maconomy	Research Support Office	Integration of the gender dimension into research and teaching content	Process integration	In 2023 a 'Gender in Research' section was put in place in the RISK LOG of the Project management tool-Maconomy. The use of it will be further promoted in 2024	2024
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 evaluationreport D&I where relevant	continuous
Promote D&I and GEP externally and include in employer branding topics	HR	Gender equality in recruitment and career progression	Communication	Have attention to D&I in topics and employees that are shown (age, gender, nationality)	Q1
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. The aim is to increase the awareness of women about the importance of patent applications and to encourage women to file patent applications.	Q3-Q4

Plan: Actions 2024	Owner	Thematic Area (GEP)	Action Area	Description	Timing
D&I and Gender dashboard in HR reportings: Highlight D&I in reportering to HR director	HR	All	Monitoring	Yearly reporting to HR director regarding KPI's D&I	continuous
Gender in research dashboard in Research reportings: Highlight in reportering to Research director	Research Support Office	All	Monitoring	Yearly reporting to Research director regarding KPI's Gender in Research	Q1/Q4
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	Q1
Design of corporate D,I,E presentation (available for all VITO)	HR	All	Training	Slidedeck for all VITO available	2024
Promote - e-learning (VITO's certified recruiter) for new managers	HR	Gender equality in recruitment and career progression	Training	Check if all employees involved in job-interviews followed the training and are invited.	continuous
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	continuous
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	2024
Conduct analyses on D&I dashboard: HR Dashboard and define related actions	HR	All	Process integration	Analyses & actions, deployment reporting for management	2023
Appoint additional D&I Officer HR	HR	All	General action	Appointment of additional D&I Officer (extra resources and back-up is needed)	2024
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	HR	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
Develop yearly communicationplan /calender specific for D&I&Gender topics	All	All	Process integration	Streamlining the efforts of HR, the Research Support office (RSO) team and the communication department, concerning the attention for diversity and inclusion in news items and other communication channels. A yearly general communication plan is defined with list of communication topics and timing for communication in line with special dates or special occasion	Q1
Start drawing up long term D&I&Gender plan 2030	D&I officer	All	General action	The first GEP drawn up by VITO covers the period 2022-2024. In order to structurally include GIR aspects in its daily operations after this period, a follow-up programme/plan will be drawn up in the second half of 2024, again for three years. The aim will be to maximise the integration of gender aspects in VITO's broader diversity and inclusion policy.	Q4

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