

# Radboud University Medical Center Gender Equality and Diversity Plan



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## Disclaimer

We see this gender equality and diversity plan as an opportunity to bundle all initiatives and propagate our vision and ambitions, both within our organization and beyond. We see this GEP as a document in progress, and in this first draft we lay the foundation for a future in which we will continue to adjust and broaden our ambitions where possible and needed.

## 1 Summary

With its mission, 'to have a significant impact on healthcare', Radboud university medical center strives to play a leading role in shaping the health and healthcare of the future. We want to lead in the development of sustainable, innovative, accessible and affordable healthcare, which will still be available for future generations. We are proud to be the most person-centered and innovative university medical center, belonging to the absolute top, both in the Netherlands and abroad.

This mission gives rise to our ambition: to create equal opportunities for all, irrespective of gender and/or sexual orientation, age, ethnicity, social background, or disability. This is an important foundational principle in our three core tasks as a university medical center: research, education and training, and patient care.

To realize equal opportunities for all, we need to be an inclusive and diverse organization, where all employees bring their strengths and qualities to bear on our mission. But how do we make this inclusive ambition a reality? We are aware of the fact that inclusion is not self-evident. It begins with the path that we are choosing right now. A path that we will walk together, growing and developing along the way.

From 2022 to 2025, we want to focus specifically on the following four themes:

1. Gender balance in senior positions, equal pay and career development
2. Diversity and gender equality in recruitment and selection
3. Integration of the sex and gender dimension in the content of our research and teaching
4. Measures to guarantee social safety and vital employees

For every theme, we describe our current situation, our ambition translated into clear and concrete objectives, how we as an organization work towards achieving these objectives, how we monitor our progress, and how we share our results.

Diversity and inclusion cover a broad area. In this document, we focus mostly on gender.

Note that anywhere in the document where we use the pronoun 'he', you can also read 'she' or 'they'.

## 2 A Gender Equality and Inclusion Plan for Radboud university medical center

Radboud university medical center strives to play a leading role in shaping the health and healthcare of the future. In doing so, we take a person-centered and innovative approach, and work closely with partners in our network. This means giving all our patients the best care, now and in the future. At Radboud university medical center, we have clear long-term goals. We aim to lead in the development of sustainable, innovative, and affordable healthcare. Healthcare that will still be available for future generations. We want to take on this role because we believe this to be our social and scientific responsibility. Our mission is to have a significant impact on healthcare.

We aim to become the most person-centered and innovative university medical center, and to stand out and be recognized as such. We wish to belong to the absolute top, both in the Netherlands and abroad. We aim to improve with each passing day, continuously working towards better healthcare, research, and education, and better understanding of how diseases develop, and how to prevent, treat, and cure them. In short, we really do want to have a significant impact on healthcare: to stand out, with and for our patients.

To us, a person-centered approach means that all Radboud university medical center patients and employees feel heard, seen, respected, and given equal treatment. This is why we devote ourselves to our patients and their quality of life from the start to the end of the care we offer. We really get to know our patients, from their DNA to their personal and social context. We respect differences between people. We seek that which can offer most added value for each individual. And we make choices with, and not for, our patients. All our academic research is ultimately aimed at providing maximum added value for each individual patient. Our teaching is also person-centered: students and patients play a key role in training the doctors, nurses and other healthcare providers of tomorrow.

We work to provide equal opportunities for optimal healthcare that suits each individual, equal opportunities within our education and research, and equal opportunities for everyone to work for us and be themselves, irrespective of social status, ethnicity, sex, gender, age, social background, or disability. We are convinced that we can be stronger as an organization with a more diverse staff. Diversity can lead to better patient care, education, and research.

### 2.1 United Nations Sustainable Development Goals

The ambition of equal opportunities for all is also in line with the United Nations Sustainable Development Goals (SDGs), goals that we wish to contribute to, as the largest employer in the Gelderland region. These goals are described in more detail in our 2021-2025 Sustainability Policy <sup>1</sup>. This gender equality and diversity plan allows us to concretely translate our ambitions concerning two of these SDGs ('Create a healthy environment' and 'Equal opportunities for all') into feasible and verifiable objectives.

In this plan we describe our wish and ambition of embracing 'gender equality, inclusion and diversity' (D&I) and integrating these values in our identity. Our goal is to consciously act and continue to act on the basis of equality, diversity and inclusion in all our choices and our work.

### 2.2 Our ambitions for 2022-2025

Radboud university medical center has a clear ambition: we want to be a diverse and inclusive organization in which everyone has equal opportunities, options and rights, and is able to contribute to the best of their abilities to our organization's mission. We believe that a diverse organization is more creative, more resilient, and more flexible. For our patients too, a diverse staff means more recognition and identification. This ultimately contributes to better health and general well-being. We further elaborated on our ambition by

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<sup>1</sup> 2021-2025 Radboud university medical center and Radboud University Sustainability Policy

translating it into concrete objectives for the next three years. In this context, we will focus on four important themes:

**1. Gender balance in senior positions, equal pay and career development**

- We aim for a 50/50 male to female ratio among our managers, professors, associate professors, and PhD candidates.
- Men and women will receive equal pay where relevant.

**2. Diversity and gender equality in recruitment and selection**

- We will write our vacancy texts using gender-neutral language, with a reference to our [Diversity and Inclusion Statement](#).
- Our selection committee will carefully prepare selection interviews using pre-formulated criteria.

**3. Integration of the sex and gender dimension in the content of our research and teaching**

- We will devote attention to sex and gender in our teaching, so our healthcare professionals are able to answer new questions concerning health and disease.
- We will devote attention to male/female differences in biomedical research.
- Diversity will be an important pillar in designing our new research organization.

**4. Measures to guarantee social safety and vital employees**

- We will create a broad range of interventions that contribute to the physical and mental health of our employees.
- We will devote specific attention to transgressive behavior (preventive and curative) and develop a broad range of interventions for every employee.

In Chapter 3, we further outline our ambitions and goals per theme.

## 2.3 How we safeguard gender equality and inclusion in our organization

Realizing our ambitions requires us to structurally safeguard our vision within our organization. We invest people, resources and expertise in further developing and implementing our intended objectives and ambitions. Here are a few concrete examples:

- We appointed a Sustainability Advisor in our Service Department, and an Inclusive Job Market Advisor (since 2016) in our HR Department.
- One of the advisors in our Internal Management Development Department has gender equality as a specific theme in their portfolio.
- We completed a number of research studies and projects around topics such as gender-neutral recruitment and selection, retaining talented (female) researchers and helping them develop, and implementing inclusion and diversity in our medical training and patient care.
- We launched an expertise center focused on healthcare and (trans)gender at the Amalia children's hospital.
- We initiated a sexual diversity working group that organizes activities every year during Pink Week.

## 2.4 Stimulate

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To further stimulate the development of D&I knowledge, skills and awareness within our organization, our HR Department will be offering a number of activities in coming years, including

- Supporting the methodical coaching of colleagues with a disability
- Offering inclusive degree programs
- Integrating the D&I component as part of effective leadership within the various Radboud university medical center leadership courses
- Adopting a gender-neutral approach in our recruitment and selection procedure and report about it
- Staging an interactive theatre performance for all employees to help raise awareness around D&I themes

## 2.5 Collaborate

To guarantee a healthy organizational culture and safe social environment, we work closely together with Radboud University, deploy various bodies, and devote attention to this topic via our internal communication channels. We work on these themes together with other parties, both within the various HR disciplines, and with committed professionals at the hospital. In addition, we have a number of supporting bodies and sub-departments that work on various components within these themes:

- XKwadraat women's network
- Radboud university medical center Identity Committee
- International Office
- Radboud University Working Group Refugees (in collaboration with RU)
- Working Group Gender Diversity
- Radboud university medical center DSD Center for Healthcare and (Trans)gender
- Expertise Group Transgressive Behavior
- ELHG Program: Gender in Primary and Transmural Care
- Focus Group Diversity & Inclusion

## 2.6 Monitor

With the development of a D&I dashboard for monitoring and analysis, Radboud university medical center also commits to collecting, monitoring, and analysing data on the composition of its staff and students. This allows us to better identify trends, make predictions, and take appropriate measures. We also regularly monitor and report on the progress of various actions arising from our plans of action.

### 3 Concrete plan towards a gender-equal, diverse and inclusive organization

In this chapter, we describe our concrete plans per theme. We describe our objectives, the current situation, the actions we take, and how we assess our progress.

#### 3.1 Gender balance in senior positions, equal pay and career development

##### *Objective*

By 2028, Radboud university medical center hopes to have achieved gender balance and equal pay for women and men in all senior and other positions, and certainly in salary scale 13 and higher, as this does justice to equality, diversity, and our social task of being an inclusive organization.

##### *Description*

The Executive Board aims to achieve gender balance in senior positions. This is a significant step towards our goal of being an organization that does justice to diversity, embraces differences between men and women, and actively works towards creating gender balance. Throughout the years, we have noticed that the shift to a 50/50 gender balance among managers, professors, and/or associate professors is very slow. (See Figure 1). But we also achieved some clear results. Radboud university medical center is currently in a transition phase in this respect, and in 2021 we were able to achieve a 50/50 gender balance for our newly appointed quartermasters. In 2022, we plan to further extend this policy to the top structure of our new organizational model. These are all steps in the right direction, but we are not yet where we want to be.

Men and women should get equal pay for the same competencies and job positions. Since our jobs are linked to salary scales, this is in principle guaranteed. However, some inequality may arise due to there sometimes being two scales for a single position (for example for professors). In this context, we note that there are relatively more men than women in the higher salary scale and that men are more likely to be granted additional allowances. We are currently analysing the possible reasons behind this discrepancy. We need a recommendation concerning objectivity in assigning differences, so that it is not based on factors such as negotiation skills.

We want to give women equal opportunities for promotion. So far, we have been quite successful in promoting more women, for example in executive management positions. We are aware that monitoring gender balance in specific positions is not enough, and that we also need to approach these two target groups differently. In coming years, we want to consciously work towards facilitating career development for our employees. In this context, we will adjust our campaigns to be more inclusive, actively approach women, use different language, and enter into dialogue concerning the conditions needed to eliminate perceived obstacles. It is also important that we talk to the target groups repeatedly and in timely fashion about their career development and perspectives, as well as bring them into contact with role models. We do not yet have sufficient insight into the facilitating and impeding factors that stimulate or prevent career progression. In coming years, we will focus on studying this matter.

By 2028, Radboud university medical center wants to be in an even better position than now. This requires extra focus. We therefore created a focus group and have given it the task of formulating sound advice to help us achieve our goal. This also clearly communicates to the organization that we consider this topic to be important and urgent.

In addition, the social and administrative climate is now ripe for taking the next step towards realizing our ambition. Gender diversity is a crucial factor for successful collaboration, a person-centered approach, and innovation. Various studies have shown that diversity offers great advantages within teams: such teams are simply smarter. Diverse teams are more focused on facts, they process information more carefully, and they tend to be more innovative.

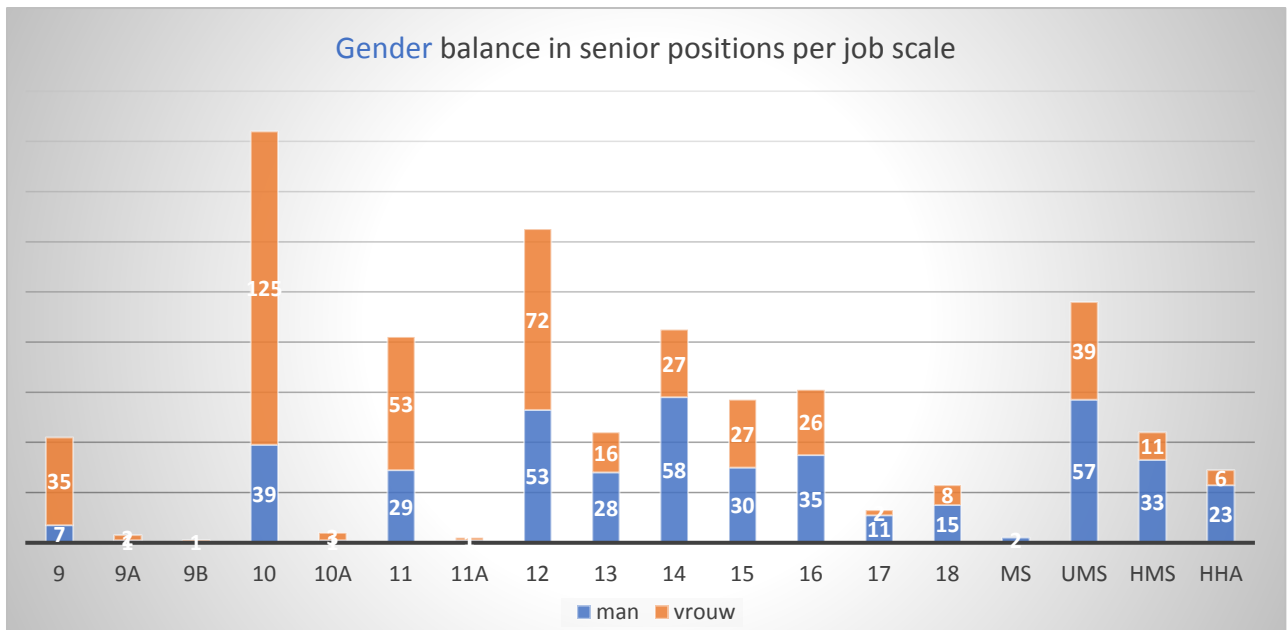


Figure 1 Gender balance in senior positions per job scale (October 2021)

#### Action plan for the coming years

To realize our ambitions and objectives, we plan a number of interventions for the coming three years:

- We will conduct a study on impeding and facilitating factors in women being promoted to higher positions. Based on the results, we will take follow-up actions.
- We will conduct a number of dialogue sessions with potential candidates for promotion (PhD candidates and assistant professors) about their career opportunities and experienced obstacles to promotion.
- We will formulate a report including an analysis, critical recommendations, and actions for realizing gender balance within Radboud university medical center. We will present this report to the Executive Board and the Dean.
- In all Radboud university medical center leadership courses, we will devote attention to psychological safety, inclusion, and welcoming different perspectives.
- In our talent tracks, we will frequently monitor gender balance, and take actions based on these interim findings. In this way we will work to raise awareness.
- We will analyze the pay/position/gender balance and formulate guidelines to realize equal pay for equal performance.
- We will further develop our Next Step course with the objective of helping more modest and introvert people realize their career and other ambitions.
- We will raise awareness of our own biases by staging a special interactive D&I theatre performance for our employees and managers.

#### Monitoring

To monitor our progress and make sure that we achieve our objectives, we will issue a monthly report. We will supplement this with a biannual report offering insight into the newest figures concerning gender balance within all Radboud university medical center job groups. We will discuss this report with the Executive Board and share it with other relevant bodies.



## 3.2 Diversity and gender equality in recruitment and selection

### *Objectives for gender-neutral recruitment and selection*

- Study options for gender-neutral selection for regular vacancies
- Further develop our #weareradboudumc campaign with sustained attention for diversity & inclusion in text and image
- Add more inclusive visual materials on 'work for' pages and vacancies
- Critically monitor all submitted vacancies and offer solicited and unsolicited advice on how to improve vacancy texts
- Discuss unconscious bias (selection committees). Prior to the selection, formulate joint objective criteria to make sure candidates are assessed objectively
- Monitor the composition of Advisory Appointment Committees (BAC) to ensure that they take an inclusive approach, leading to a balanced composition in terms of gender, age, internal and external positions.

### *Description*

When it comes to diversity and gender equality in recruitment and selection, Radboud university medical center plans to focus on two aspects in the next three years:

1. Gender-neutral recruitment and selection
2. Employment for people with a disability

#### *1. Gender-neutral recruitment and selection*

Radboud university medical center is an inclusive employer. We believe that everyone feels more at home when they can recognize themselves in the people who work here. For this reason, we work hard every day to create a diverse and inclusive environment that reflects society. Gender equality, diversity, and inclusion are crucial for realizing our ambitions. Both in our interactions with the job market, and in our recruitment and selection, we take active steps to realize this objective.

### **Job market campaign**

In 2021, we opted for a new approach to the job market with our job market campaign: #weareradboudumc. This campaign shows how diverse Radboud university medical center is: everyone is welcome. Every colleague contributes valuable experience, expertise, and creativity.



### **Recruitment**

We use gender-neutral language in our vacancy texts. As an employer, this is something we emphasize in our online Diversity and Inclusion Statement. We also refer to this statement on every vacancy page. In this way, we hope to attract a diversity of talent.

### **Selection for executive positions**

We aim to achieve as much gender balance as possible in all senior positions. We are proud to report that we have achieved this for the Executive Board (a) and for the boards of our centers and institutes (b). (a) With a female chair of the Executive Board, Bertine Lahuis, and the appointment of Carolijn Ploem (1 October 2020), we've achieved gender balance within our Executive Board.

(b) Our Fit for the Future program is designed to prepare Radboud university medical center for the future. We hope that it will help us be of even greater value to our patients, students, researchers, and employees, and to

society as a whole. The quartermasters of our new centers and institutes are shaping and designing the new organization.

In selecting them, we explicitly took care to appoint women to these executive positions. Of our 38 executive positions, half are held by women. Not because they were given preferential treatment, but because they were the best person for the job.

Professors hold key academic positions at Radboud university medical center. They provide academic leadership to shape the content of our three core tasks: education, research, and patient care. Professors are in an excellent position to set an example for colleagues and students. In the context of gender equality, we appointed 13 female professors to personal chairs in 2021. We originally planned to appoint 10, but there was so much female talent on offer that we ended up appointing 13 instead. In the coming three years, we want to make further progress in this area.

## *2. Employment for people with a disability*

### *Objective for 2022-2025*

Since 2015, we have worked hard to meet our Jobs Quota target. As of writing, we have realized nearly 60 FTE<sup>2</sup> worth of participation jobs in various places within our organization. In the coming years, we want to continue to grow until we reach 100 FTE worth of participation jobs. One of the ways we work towards this goal is by creating more space within our policy, investing in Social Return On Investment (SROI) and working with partners with specific expertise around this theme.

### *Description*

Radboud university medical center offers jobs to people with disabilities or a disadvantage in the job market. We involve people in our organization by creating what is known as participation jobs. For this group of potentially more vulnerable employees, we offer customized support and guidance to help them grow into more sustainable deployment within our organization. We see our inclusive employment strategy as an ambition but also as an obligation. The Jobs and Jobs Quota Act requires us to create jobs for the most vulnerable persons on the job market. We also try to have a positive impact with our purchasing strategy, by working with partners and suppliers who help prevent malpractice, pay a fair price, and create opportunities for people with disabilities. In the coming years, we want to contribute more to social values via Social Return.<sup>3</sup>

### **Monitoring**

In the HR Department's annual report, we describe concretely what results we have achieved in various areas. With respect to the Participation Jobs target, we issue a monthly report of the figures, and individual units can at any time view their realized capacity in the business information system.

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<sup>2</sup> Reference date 1-11'21

<sup>3</sup> Socially responsible purchasing at Radboud university medical center; Policy. Strategy and Toolbox 2019-2024

### 3.3 Integration of the sex and gender dimension in research and teaching

#### *Objectives*

- Promote interdisciplinary collaboration between the faculties on D&I
- Structurally implement more attention for gender in all forms of biomedical research, in particular health disparities between men and women
- Formulate a D&I plan with concrete objectives and actions for the medical degree programs

#### *Description*

Within Radboud university medical center and Radboud University, we clearly work in close collaboration. Radboud university medical center shares Radboud University's basic values with respect to diversity and inclusion in general, and gender in particular. In addition to the obvious practical motivations (for example the requirements of various academic journals and funds such as Horizon Europe), we consider these values to be of vital importance in their own right. Clearly, integrating the sex and gender dimension in research and in teaching are closely interrelated.

#### **Radboud University**

Attention for sex and gender in research has for some time been mainstream in various academic disciplines, in particular the social sciences, where many of the ideas on sex and gender originated. Radboud University plans in coming years to devote even more attention to the gender dimension in various areas, including teaching and research. The University aims to help its researchers connect even more across disciplines to facilitate collaboration in exploring and understanding complex modern-day social issues with extra attention for gender, diversity, and inclusion. In its teaching, Radboud University plans to investigate how to revise and update curricula to better reflect the diversity of knowledge on gender in the relevant fields. As far as research is concerned, researchers will be offered support in integrating the gender dimension in their Dutch and international research proposals, in line with the requirements of Horizon Europe and other funding programs. We will also train our students and staff (lecturers and researchers) to better understand how gender affects their teaching and/or research. And we will continue to facilitate and support interdisciplinary collaboration between research groups working on gender (DEI).

#### **Research at Radboud university medical center**

Attention for sex and gender in the content of our biomedical and other research is crucial, as it leads to more innovation, higher quality research, and more applicable results. This aspect is usually less prominent in biomedical sciences. However, a structural implementation of sex and gender in all forms of biomedical research can lead to incredibly valuable medical and other insights. In particular when it comes to health disparities between men and women, there is still much to be gained. A beautiful example of this is the recent research on differences between men and women with respect to myocardial infarctions and other cardiovascular diseases. In this field of research, Radboud university medical center has also played a leading role. Integrating gender in research is crucial if we want to improve our understanding of differences between men and women in health and care. Doing so will allow us to make a significant and valuable contribution to developments in healthcare, which is very much in line with the Radboud university medical center strategy.

#### **Teaching at Radboud university medical center**

As far as teaching is concerned, we have already made substantial progress in the past few years in terms of integrating diversity and inclusion, as well as sex and gender, in our teaching. We have taken some important steps, such as our research program on gender in primary and transmurial care. This research program focuses on teaching and support for students, healthcare providers and researchers, and aims at developing new approaches for prevention, development, and implementation, by integrating a gender and diversity perspective at each stage. The program covers a range of topics: from cardiovascular prevention to preventing domestic violence and sexual harassment.

Within our basic medical degree programs and healthcare and follow-up programs, diversity and inclusion were only given limited attention in past years. This past year, we have increasingly become aware of how essential this theme is, in particular in view of the shifting composition of the Dutch population. The 2020 Medical

Training Framework lists the following as challenges for change:

a) Organize training programs to help professionals address new issues around health and disease that arise from the growing socio-cultural diversity and b) Value diversity among students and lecturers and make degree programs inclusive. These challenges also apply to other degree programs. We were recently advised by various bodies (program committees, Patient Advisory Council RHA) to waste no time in addressing these challenges.

For 2022, the educational institute has set itself the objective to formulate a DEI plan with concrete goals and actions. In this context, we will rely on good practices gleaned elsewhere, in consultation with other bodies (for example the centers within Radboud university medical center and our HR Department). Incidentally, meeting these goals will require us to consider diversity and inclusion within our organization and program networks from a broader perspective than teaching and training alone.

### **Research Institute**

In the new Research Institute model that will be implemented in 2023, we attach great importance to creating research groups with a more diverse composition. It is our intention to give diversity an important place in the career paths of our present and future researchers. But in addition to creating the kind of diverse and inclusive research organization that meets the conditions for a better research and work climate, we should also not forget about the actual research.

To realize all of this and further give it shape, we plan to look into developing a range of workshops for all PhD candidates and postdocs, with attention to aspects such as

- Sex and gender in biomedical research
- Sex and gender in primary human subject data collection
- Sex and gender in the analysis of human subject data

These workshops can also explicitly devote attention to the researchers' unconscious biases. They can form a fixed component in the compulsory training that PhD candidates are required to follow as part of their PhD track via the Graduate School. In addition, ZonMW offers a number of practical tools via the Gender and Health Knowledge Program to help researchers integrate sex and gender into their research. Examples include Gendered Innovations and Gender in EU-funded research. Furthermore, and with a view to the requirements of Horizon Europe and other funding applications, we can work further and more intensively with the Grant Support Office.

### *Monitoring*

Truth be told, when it comes to our research organization, in-house monitoring is difficult right now. Integrating, mapping, and monitoring diversity, inclusion and in particular the sex and gender dimension in research, is something that primarily occurs as a control mechanism via peer reviews and the Standard Evaluation Protocol, as well as the Committee on Research Involving Human Subjects (CMO). What we plan to do concretely is encourage growing awareness within the research organization, with courses and Radboud Integrity Rounds, and make sure that this done on a regular basis. This is something we can then monitor: how many of these courses are offered per year, how many people take part, etc.

As far as teaching is concerned, we will include an item in the Radboud university medical center Health Academy annual report describing the results we have booked concerning diversity and inclusion in our teaching.

## **3.4 Measures that guarantee social safety and vital employees**

### *Objectives that safeguard social safety*

Providing a healthy work environment is crucial, and we aim to create a safe workplace for all.

- Establish an expertise group for Transgressive Behavior (2021)

- Bundle integral expertise and initiatives concerning transgressive behavior from a variety of perspectives
- Support the departments in implementing the transgressive behavior program, bundled as a series of training modules. In this context, we distinguish the following levels: organization, department, team, and employee.
- Advise and manage Radboud university medical center HR policy, as well as guidelines and protocols around the theme of transgressive behavior, and provide accountability in the form of an annual report
- Safeguard and manage guidelines, interventions and products, making use of existing systems and processes such as the Risk Inventory and Evaluation (RI&E), Qportaal, Intranet, newsletters, DIM, and MIM
- Contribute to the biannual Safety Week

#### *Description*

In recent years, we have worked intensively on creating a safe work environment. We established a code of conduct on how we want to interact with one another.<sup>4</sup> This code underpins our attitude and the way we interact with each other, our patients, our networks, and in all other professional relationships. One of our basic tenets is mutual respect. We look out for each other and believe it is important to care for one another where needed and possible. We do this regardless of a person's ethnicity, religion, or sexual orientation. Everyone is welcome here.

We have zero tolerance for transgressive behavior. Transgressive behavior refers to unwanted behavior such as sexual or other harassment, discrimination, and verbal and physical abuse. We do everything in our power to prevent unwanted behavior, in the understanding that we cannot avoid every single incident. The Executive Board has formulated policy on how to address employees' complaints about unwanted behavior<sup>5</sup>. Also, employees can at any time contact one of our confidential advisors to discuss any issue concerning unwanted behavior or integrity. We have appointed both an internal and an external confidential advisor. And we want all of our colleagues to be prepared to address transgressive behavior. To this end, we offer a set of tools, including e-learning and other training modules. Anyone can take part, individually or as a team. In this way, we hope to be able to guarantee sustainable employment. In addition to these training programs, we offer various forms of aftercare for those who need it.

At Radboud university medical center, we have a Transgressive Behavior working group. In past years, this group has formulated a strategy around the theme of transgressive behavior and aggression to meet the needs and wishes of the staff. In doing so, the group opted for an innovative and person-centered approach to prepare employees to deal with undesirable situations and promote sustainable deployment.

#### *Objectives that contribute to vital employees*

In the coming years, the HR 'Vital at Work in all Life Phases' core team will work on expanding existing interventions. Their goal is to make sure that employees remain vital in all phases of their Radboud university medical center career. Developing appropriate interventions is done in close collaboration with various content experts within and beyond Radboud university medical center. We have a number of advisory groups consisting of employees, who provide input to help elaborate the right interventions. In the coming years, we will work on a number of concrete objectives that contribute to more vital employees.

#### *Description*

It goes without saying that vitality and health are core values at Radboud university medical center, as well as in our academic research and teaching, for example in the field of healthy behavior. After all, disease prevention is our top priority. This knowledge is linked to aspects of our healthcare policy, personnel policy, and student well-being policy.

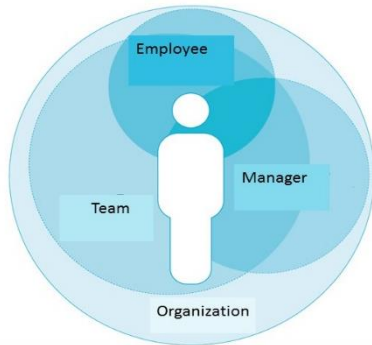
Our 11,000 employees work in a dynamic work environment that offers many opportunities while also being extremely demanding. Our ambition as employer is to facilitate and stimulate our employees to remain vital

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<sup>4</sup> Code of Conduct: How We Work at Radboud university medical center, Executive Board, October 2021

<sup>5</sup> Policy on Handling Complaints Concerning Unwanted Behavior, Executive Board, May 2008

and enjoy their work at all stages of life. This is also an important condition for realizing our strategic ambitions. We work on creating a healthy campus in the physical design of our buildings, by means of programs for healthy living, and in the context of the Radboud Sports Centre. Within Radboud university medical center, our sustainable care approach focuses more on health and behavior than on disease and healthcare. Our employees' wellbeing is a top priority. We believe that we can only provide high-quality patient care, research, and teaching if our employees feel vital and enjoy their work. Their wellbeing is impacted by their physical and mental vitality. As employer, we see it as our responsibility and role to play a preventive and active role in this. This is why in recent years, we developed many programs that contribute to the physical and mental wellbeing of our employees, including the Healthy Professional program, which we implemented in collaboration with Lifeguard.



We continue to devote attention to the experienced and in many cases real work pressure among specific job groups such as residents and PhD candidates. We see that there is a clear bottleneck here, and in recent years, we have taken some modest steps towards reducing work pressure. But we need to do more. Our ambition for the coming year is to take bigger steps in this respect that really lead to a difference in experienced work pressure.

Concrete elaboration of vital employee objectives:

**1. Vitality and resilience (physical and mental fitness and balance)**

Objective: Employees are aware of age and life phase-oriented changes that are key to remaining healthy at work, and are able to take action based on the signals.

Results: Preventive 'Vital in the Later Stages of Your Career' program (+/- 55 years and older) focused on available resources and recovery options.

Objective: Employees are aware of support and legislation options concerning issues in the field of work-life balance and informal care.

Results: Internal support center for employees who have questions about combining work and informal care.

**2. Personal development (self-management and career development)**

Objective: Employees are aware of their personal career opportunities, wishes, and choices, from employment to retirement.

Results: Facility for employees to reflect, individually or as a team, on their career opportunities at different stages in their career.

Objective: Employees are given the opportunity to work in a suitable learning environment to improve their digital skills.

**3. Employment conditions (rules and legislation and collective labor agreements)**

Objective: Employees and managers are informed in broad lines concerning existing and relevant frameworks and regulations, including the CAO (collective labor agreement).

Results: Informative explanations and overview on the intranet page entitled 'In Balance', under 'Vital at Work'

Objective: Employees and managers can obtain explanations and information and ask questions (in broad lines) concerning their options in preparing for choices they will face at later stages in their career.

Results: Options for informative and exploratory interview with HR legal expert on employment.

**4. Leadership development (space and skills to conduct successful interviews)**

Objective: Managers are able to openly discuss life and career-related issues with their employees and devote attention to potential dilemmas.

Objective: Managers are able to organize the work environment in a healthy way in terms of tasks and schemes, taking into account the qualities, skills, and needs of employees of various generations, and interactions within the team.

Objective: Managers are able to differentiate by making individual agreements with employees, in the context of the team.

Results: 'Person-centered Attention for Work-Life Balance Issues' development module as a fixed component of all courses and leadership programs at Radboud university medical center.

In addition, our ambition for the coming three years is to monitor the added value of our interventions, and thus provide accountability, with the help of key indicators. We plan to take a first step in this direction in 2022.

## 4 D&I Dashboard

We want to have more insight into the biases within our organization. To raise awareness around inequality and make it more visible, the HR Department will develop a D&I dashboard. We will collect data concerning age, gender, valuation, etc. This D&I dashboard will become a standard component in the annual HR monitor that presents the management with among other things department-level data on deployment, absenteeism, inflow and outflow, performance interviews, and employee satisfaction surveys. This data will allow us to better assess our status.

The D&I dashboard will include the following:

- Gender balance among professors (LNVH)
- Gender balance among the staff, divided into BASIC - SUB-TOP - TOP (Talent to the Top Charter)
- Realisation of participation job targets (in the context of the Participation Act). Inflow of employees with occupational limitations.

The following are still under development:

- Nationalities within the organization and employees' cultural background
- View to gender-equal pay
- Insight into inflow of residence permit holders
- Data from employee survey concerning discrimination and perceived social safety



## 5 In conclusion

Radboud university medical center views its development as an inclusive organization as a continuous process that is in line with current societal developments and scientific insights. This requires a vision on diversity dimensions and SMART goals throughout our organization. The D&I program therefore requires a structured matrix-like approach, with suitable D&I interventions being developed and implemented in all layers of our organization. Different Radboud university medical center bodies are already working on these themes in teaching, research, and patient care. Not to mention for our own staff.

Every two years, we will evaluate the gender equality and diversity plan and adjust our ambitions and goals based on our findings and developments.

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