

FACULTY OF ELECTRICAL ENGINEERING,
MATHEMATICS AND COMPUTER SCIENCE

DIVERSITY, EQUITY & INCLUSION ACTIONS AND RECOMMENDATIONS FOLLOWING THE DE&I SURVEY

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Following our Diversity, Equity & Inclusion (DE&I) survey in October-November 2023, we received some concrete suggestions from EEMCS employees on making our faculty more diverse and inclusive with fair opportunities for all. We really appreciate the engagement from our EEMCS colleagues on these topics and encourage everyone to keep sharing ideas and suggestions in pursuit of this goal.

The suggestions covered areas like talent & recruitment, facilities and infrastructure, education, awareness and training, where to get support when facing DE&I-related issues and other topics. We have passed these suggestions along to the right stakeholders and gathered their feedback. The suggestions also helped us define our DE&I actions and incorporate new ideas.

SUMMARY OF THE MOST CONCRETE OR URGENT SUGGESTIONS

One suggestion was to enhance diversity within selection committees for the appointment of new employees. This is a university-wide concern and is being addressed by both the central DE&I team and the EEMCS DE&I team. Other suggestions included implementing open recruitment for scientific positions to ensure equal opportunities for all applicants and prioritizing female candidates. Additionally, proposals were made to improve facilities and events for individuals with disabilities and increasing the number of all-gender toilets. Suggestions were also put forth for providing spaces for religious practices or enhancing their visibility.

Regarding education, we received recommendations concerning inclusive materials, language, and support for both teachers and students with regards to disabilities.

Furthermore, suggestions emphasized the importance of raising awareness about DE&I-related issues, which is already a top priority for the DE&I team, and mandating staff participation in relevant trainings. It was also noted that many employees are unsure where to seek support when faced with DE&I-related concerns. Efforts are already underway within the UT to address this issue.

Finally, recommendations were made to use more inclusive language in documents and systems to avoid the use of certain expressions or words that might be considered to exclude particular groups of people, to make events more inclusive so that everyone is able to attend, elevate responsibility for DE&I to the highest management level, and organise employee debates on the topic.

In the table attached, you can find a list of all concrete suggestions from the DE&I survey and responses from stakeholders.

NEXT STEPS

After considering all suggestions and responses (see attachment), the EEMCS DE&I team makes the following recommendations to the faculty board:

- Ensure that there is sufficient attention for the diversity of selection committees, following the recruitment guidelines – perhaps via the HR Adviser with strong support of the faculty board.
- Use an unconscious bias handout as reminder in every recruitment procedure (facilitated by the EEMCS DE&I team), to ensure that candidates are treated equally.
- Make sure that at least one committee member (preferably more) has followed a Diversity Proof Selection Training. This training is already part of the standard UT training offer and a group of EEMCS employees and managers already attended this training.
- Develop a policy ensuring that vacancies for scientific (permanent) positions are publicly advertised, similar to the existing practice for support staff vacancies, while still giving room for internal candidates for career development purposes.
- Formalise responsibility for DE&I as part of the portfolio of one or more faculty board members.

Furthermore, the EEMCS DE&I team aims to set the following actions in motion:

- We aim to increase the awareness of Mazemap since not all employees know about it. This will also help increase visibility of all (DE&I-related) facilities, like all-gender- and wheelchair accessible toilets, prayer room, etc.
- We propose the development of an inclusive meeting/events guide to be distributed to all employees. Initially implemented within EEMCS, we aim to eventually extend its use throughout UT. This suggestion will be incorporated into our strategic plans moving forward.

- We want to facilitate more support for teaching staff. First, we need to investigate what support structures are currently in place and what specifically is missing, in consultation with the teaching staff.
- Following the to-be-developed inclusive communication tool by Marketing and Communication (M&C), we will advise the faculty board and stakeholders about inclusive communication within the faculty to be able to make the right changes.
- We are in the process of arranging and facilitating group discussions on DE&I to enhance knowledge and awareness.
- We will investigate the possibility to use an employee idea box (anonymous) or an employee debate in connection with the group discussions on DE&I later this year.
- With regards to education, the faculty is interested to look into possibilities to make sure that all lecture videos have proper subtitles, to set up mentoring programmes for students, to ensure inclusive language in educational materials and to investigate more support for teachers and students with regards to disabilities. As DE&I team, we'll try to support this where possible.

Finally, the following actions will be set in motion by other teams:

- The central DE&I team is trying to make sure the promotion committees are being set up differently and that through HR, selection committees are consciously positioned and held to a certain standard.
- UT-wide a working group is creating new promotion criteria as part of the broader recognition & rewards program, creating room for diversity/different profiles.
- The central DE&I team is working on a 2.0 policy focused on wheelchair accessibility and all-gender toilets on every floor of the campus buildings.
- Starting in the next academic year, there will be free menstrual (sanitary) products available in every building.
- The central DE&I team will be working on updating Mazemap to include religious spaces.
- The central DE&I team is working on an inclusive events plan with M&C.
- Plans are underway to enhance accessibility of the Zilverling building by installing a push-button access door from Hal B to Zilverling.

If there are questions regarding these topics and answers, please do not hesitate to reach out to the relevant stakeholders.

ATTACHMENT: SUGGESTIONS AND RESPONSES

<i>Employee talent & recruitment</i>	
<i>“Stop with Tenure Track, it works exclusive for equally talented/ambitious people with a "regular" position.”</i>	<p>EEMCS Faculty Board: There has already been a change in view and policy regarding the Tenure Track in recent years.</p> <p>As we state in our draft multi-year strategy plan 2025-2029: "We attract new scientific staff primarily under regular conditions <u>outside</u> of the tenure track." For some external funding however, a Tenure Track position can be a condition, e.g. in the context of 4TU. In such cases, it remains possible to start a tenure track position if this fits well with a department's plan. But here too we must critically examine whether this cannot be done differently.</p>
<i>“Create more diversity in [selection] committees, not just in terms of gender”</i>	<p>Central DE&I team: We are working on this from different perspectives. We are trying to make sure the promotion committees are being set up differently and that through HR, appointing committees are consciously compositioned and held to a certain standard. Making sure different teams and spaces follow this protocol will need more accountability from those in key positions.</p> <p>EEMCS-HR: We have set recruitment guidelines (to be found here: https://www.utwente.nl/en/eemcs/intranet/support/hr/EEMCS-recruitment-guidelines/), encouraging diversity in committees, but we do consider it the group's/department's own responsibility. We also must be aware that diversity also includes less visible or measurable aspects like people with a different way of thinking.</p> <p>EEMCS DE&I team: We do see the importance of diverse committees and the impact it can have on the diversity of new hires. Right now, there are EEMCS recruitment guidelines which include the importance of diverse committees, but they are not well-known, and it is not monitored if they are used and how diverse the committees really are.</p> <p>If these policies remain unchanged, we fail to foster a diverse and inclusive environment, so we recommend the following to the faculty board and HR:</p> <ul style="list-style-type: none"> - ensure that there is sufficient attention for the diversity of committees, following the recruitment guidelines - perhaps via the HR Advisor with strong support of the faculty board - use an unconscious bias handout as reminder in every recruitment procedure (examples from other universities are available), ensuring that candidates are treated equally - make sure that at least one committee member (preferably more) has followed a Diversity Proof Selection Training. This training will already be part of the standard UT training offer and a group of EEMCS employees and managers already followed this training in the past.

<p><i>“Open positions for scientific staff should be known/published via vacancy so that everyone can apply”</i></p> <p><i>“A better interview process for every job, whether it is for PhDs, EngDs or for different professor levels. It should be a requirement that job openings are posted on the website for a certain period of time before making a selection. A lot of the times, the lower level positions get filled internally without the position going public, keeping outsiders from applying for the positions”.</i></p>	<p>EEMCS-HR: Yes, it should be the premise for all positions (other than PhD/researchers, due to their temporary and entry-level nature), but exceptions can be made in favour of the career prospects of internal candidates.</p> <p>EEMCS DE&I team: We advise the faculty board/HR to develop a policy ensuring that vacancies for scientific (permanent) positions are publicly advertised, like the existing practice for support staff vacancies. We do recognize the importance of prioritizing internal candidates for career development purposes, but this should be in agreement with creating equal opportunities for everyone.</p>
<p><i>“Change the promotion criteria to create room for diversity/different profiles”</i></p>	<p>EEMCS-HR: We recognize the importance of this matter and UT-wide we are already actively working on incorporating these considerations into our promotion criteria as part of our broader Recognition & Rewards program. We hope that we can start with pilots/trials after the summer holidays.</p>
<p><i>“Preference should be given to women's applications in the selection process. Perhaps for every man invited, at least one woman should be invited. Also, female staff should have access to training in writing CVs and cover letters to improve their chances in the job market”.</i></p> <p><i>“Hiring process should involve HR more. At [...] we could have been hiring so many more females (gender first, the rest comes</i></p>	<p>Central DE&I team: we are supporting our HR central team in implementing these considerations and working together with HR professionals and TGS within the faculties to make sure this is happening.</p> <p>EEMCS-HR: Since 2021 we have a policy that we can invite female candidates first, in case of a vacancy in a group where gender diversity in hiring is lacking. The execution of this policy could be better secured, however. We will bring this to the attention of the (new) faculty board.</p> <p>With regards to training for writing CV's and cover letters, the university does offer help through the career development center, to all staff, not just the women.</p> <p>At the moment, HR is indeed not involved in the interview process of PhD's and Postdocs due to limited HR capacity. It is possible upon request, however.</p>

<p><i>later). This needs to be raised earlier on in the process”.</i></p>	
<p><i>"I think it can be valuable if there will also be more support staff members with partly a practical/hbo background, who can work as project managers to be able to bring science more/better towards practice.</i></p>	<p>EEMCS-HR: This kind of support is arranged through the Strategic Business Development department (SBD), you can find more information here: https://www.utwente.nl/en/service-portal/services/sbd/</p>
<p><i>"Do not only let employees from the same studies of UT grow as staff, but combine several studies."</i></p>	<p>EEMCS-HR: This does happen in some cases but not all, it depends on several factors, including availability of suitable candidates. We do not see a reason to prohibit anything at this time.</p>

Facilities & infrastructure

<p><i>“Looking at it from the infrastructure point of view, we are really lacking enough toilets for the disabled in buildings like Zilverling”</i></p> <p><i>"can't see handicapped accessible & gender-neutral bathrooms on each level. Either add them or develop a better guidance system for finding them on campus"</i></p> <p><i>“I think there is always room for improvement especially concerning accommodations for people with physical limitations”.</i></p>	<p>Central DE&I team: Right now, there is one all-gender toilet in every building. We are working on a 2.0 policy focused on accessibility and all-gender toilets on every floor.</p> <p>All toilets, incl. accessible and all-gender toilets, can be found on Mazemap. This is an up-to-date map of the UT. We are looking into properly documenting lactation spaces (kolf ruimtes) and contemplation/silent spaces as well.</p> <p>EEMCS-facilities: There are currently no plans to increase the number of accessible toilets, as there is no knowledge of a shortage. The Zilverling building has 3 accessible toilets (specifically designed to accommodate individuals with disabilities), on floors 1, 3 and 5. In Carre we have disabled toilets near the central stairwell, behind the lifts on each floor (floors 1 to 4). In Hall B there is a Miva near the toilet group behind the service desk.</p> <p>Adding more toilets is challenging due to the limited number available at present. However, this can be reassessed during renovation.</p> <p>For any specific questions or suggestions regarding facilities, please contact Ivo Bijker, Facility Team Leader for Zilverling/Carré."</p> <p>EEMCS DE&I team: We aim to increase the awareness of Mazemap since not all employees know about it. This will also help increase visibility of all (DE&I-related) facilities.</p>
<p><i>“Having the coffee machines not only in front of the women’s bathrooms, but also sometimes in front of the men's bathrooms - so you do not directly step into your colleague while exiting the bathroom / no small step in front of the disability toilet / free period products”</i></p>	<p>EEMCS-facilities: The coffee machines are typically positioned not only near the women's restrooms but also near the men's restrooms. Unfortunately, due to space constraints, relocating them is not currently feasible. However, we will certainly keep these concerns in mind for any future adjustments to our facilities.</p> <p>With regards to the small step in front of the disability toilet, they have recently been evaluated and the thresholds comply with the building decree regarding accessibility for wheelchair users. However, the actual experience can be different, so we encourage people to let us know if they experience problems.</p> <p>Central DE&I team: Starting in the next academic year, there will be free menstrual products available in every building. CFM is finalizing this.</p>

<p><i>“Toilets being for only men or women, perhaps even the accessibility of the buildings”.</i></p> <p><i>“There is too much emphasis on gender (e.g. gender-specific toilets)”</i></p> <p><i>“gender diverse/neutral bathrooms. - I feel that every building should have them. Come on, get it done!”</i></p>	<p>Central DE&I team: Right now, there is one all-gender toilet in every building. We are working on a 2.0 policy focused on accessibility and all-gender toilets on every floor.</p> <p>All toilets, incl. accessible and all-gender toilets, can be found on Mazemap. This is an up-to-date map of the UT.</p>
<p><i>“add braille labels to room labels (does not only help people with visual impairment, but also stimulates awareness), maybe in general ask people how they work best in the beginning (e.g., quiet places, need for meeting people in person, need to have a non-distractive environment for work) rather than assume that all people can deal with whatever room / environment you put them in, and then hope that they come forth by themselves (which might be perceived as complaining) if the environment does not work for them”.</i></p>	<p>Central DE&I team: We will add the idea of braille labels to our wish list, it's an interesting idea.</p> <p>EEMCS-HR: Unfortunately, we deal with a serious lack of space in our campus buildings, so we don't have the luxury right now of offering different type of work environments to our employees. Our priority is that they have a proper place to work.</p>
<p><i>Can't see spaces to practise religion, either add them or develop a better guidance system for finding them on campus</i></p>	<p>Central DE&I team: We will be working on updating Mazemap to include these kinds of spaces. For now, all religious spaces should be found here: https://www.utwente.nl/en/education/student-services/current-students/religion/ But this needs to be updated and put in a more centralized space.</p>

<p><i>"Feel discriminated as a smoker (it's an addiction/maybe a disease, but left alone with this, saw grown adults/prof. on campus hiding like teenagers to smoke)". Add smoker islands on campus where they do not disturb others but are accepted".</i></p>	<p>Central DE&I team: We have little say in this matter as UT. It is government legislation that public places must be smoke-free. We do offer help with quitting smoking for employees.</p>
<p><i>"Accessibility is key in my opinion. E.g. people with impaired hearing are barely accommodated for at events or at work. Lab spaces are not big enough for walking aids. etc, etc"</i></p> <p><i>"If you want to focus your attention, you could look for opportunities to improve the campus for practical issues, like improving the accessibility for wheelchairs or technology to support people with limited eyesight".</i></p> <p><i>"I think too little thought is given to people with disabilities. Only when an issue arises is such an issue addressed, but for many people this makes them feel unwelcome. For example, if wheelchair access is blocked, the response is often "when someone needs to pass, I'll clear the way", but this is a very unwelcoming</i></p>	<p>Central DE&I team: We are working on an inclusive events plan for major events. We hope by setting up better policy with M&C team around inclusive and accessible event planning, it will help in how to also set up smaller events.</p> <p>EEMCS DE&I team: We propose the development of an inclusive meeting/events guide to be distributed to all employees. Initially implemented within EEMCS, we aim to eventually extend its use throughout UT. This suggestion will be incorporated into our strategic plans moving forward.</p> <p>EEMCS-facilities: In case of any accessibility issues regarding laboratory facilities, please report them to the lab supervisor for further assessment and resolution because this information is not currently known. Plans are underway to enhance accessibility of the Zilverling building by installing a push-button access door from Hal B to Zilverling."</p>

<p><i>situation for a wheelchair user (needing to always ask for people's help)."</i></p>	
<p><i>Education</i></p>	
<p><i>"Education should be in English and Dutch. Science communication should be more often in Dutch and accessible to people with low literacy as well (24% of people in Enschede)".</i></p>	<p>EEMCS Portfolio holder education: The current debate revolves around introducing Dutch-language tracks for all courses, allowing part of the education to be conducted in Dutch. However, uncertainty surrounds the implementation due to political instability and the uncertain status of the proposed legislation.</p>
<p><i>"All lecture videos should have proper(!) subtitles. However, to create them, teachers (or possibly partly someone else) need to spend time and they should explicitly(!) be given this time to spend. It is not sufficient to have a regulation that says it is mandatory to have and then leave it to the teacher to do so".</i></p>	<p>EEMCS Portfolio holder education: I agree with this suggestion. In my cases the videos get automatic subtitles but perhaps this is not the case for all lecture videos. We will investigate possibilities to change this in the future.</p>
<p><i>"Focus on activities to attract students that go to schools that on average have more students from different background, and set up for example mentoring programmes there. And do not ask for (so much) money for schools to visit the UT".</i></p>	<p>EEMCS Portfolio holder education: Unfortunately, this is not something that education can influence, but marketing. In our marketing approaches we are as inclusive as can be. The idea about the mentoring programmes is interesting and something to investigate. Personally, I am not aware that it cost money for schools to visit the UT and possibly not something we can influence within EEMCS.</p>

<p><i>“Educational materials not being including to all (pronouns)”</i></p>	<p>EEMCS Portfolio holder education: It is important that all our educational materials contain inclusive language. Wherever this is not the case right now, we will aim to improve this actively in the future.</p>
<p><i>“Also, there is hardly support for teachers and students to account for students that live with various disabilities. Finding out what is possible is a big labyrinth and it is not on the radar of fellow teachers and other staff. Also, there are still forms that use the term chairman e.g. for filling in a student thesis committee form”.</i></p>	<p>EEMCS Portfolio holder education: I fully agree with this statement. Attention for this and understanding how to properly guide students with lots of different neurostructures is important. Certainly in our faculty. Currently there are no plans yet to tackle this, but we will investigate possibilities for change.</p> <p>EEMCS DE&I team: We will try to facilitate more support. First, we'll need to investigate what support structures are currently in place and what specifically is missing, in coordination with the teaching staff.</p>
<p><i>“For teaching reduction, the pregnancy/maternity leave is only counted during weeks in which there is scheduled teaching. This is completely opposite to what happens in all other forms of education: where if you have maternity leave during a holiday, it still counts as maternity leave and you get the missed holidays back. Of course, at the UT, our holidays are leave days we can take ourselves, but still, I find it weird that if you happen to give birth in summer, you basically do not get any reduction of hours because of that”.</i></p>	<p>EEMCS Portfolio holder education: When pregnancy/maternity leave coincides with scheduled teaching, a reduction of teaching hours can apply. This seems like a fair policy.</p> <p>Perhaps there is still some information missing to be able to understand the issue and to provide a clear answer to this remark. If that is the case, I recommend employees to raise questions or suggestions to me or HR to make this discussable.</p>

<p><i>“I do think that with some practical matters we do not take some mainly cultural or religious backgrounds into account. For example planning tests on a Friday during the time that some religions need to pray during a specific period per year”.</i></p>	<p>EEMCS Portfolio holder education: "There has been a lot of debate about this, and it concerns the whole university, not only EEMCS. In the past (2019), an advice was made to the Rector to not make an exception for prayer times during exams. Reasons where that it's organisationally very difficult because you do not know in advance who would want to use it, it causes unrest by walking back and forth and can increase the risk of fraud. There doesn't seem to be an established policy for this, however. Perhaps this can be taken up by SAL and central DE&I team to come up with a proposal.</p>
<p><i>“- help to change Dutch culture: address the bias that technical studies are not for women, or that higher education is not for people of a different ethnical background, e.g. by visits to high schools. Also involve the majorities, e.g. white men, in these activities, such that minorities do not need to carry all responsibility and do all work”.</i></p>	<p>EEMCS Portfolio holder education: We consider this an important issue, especially as (Dutch) technical university. We have to think about what we can do to show ourselves as more inclusive: in our open days teams, in our materials, in a lot of things. As much attention as possible is currently being paid to this, especially during open days, but also in who we nominate to represent us.</p>
<p><i>“Accessible language for people with low literacy. Making all education accessible for wheelchairs”.</i></p>	<p>EEMCS Portfolio holder education: As far as we know, low literacy does not seem an issue with regards to our students. If it is, we'll need more information before we can make changes.</p>

Awareness & training

“Unfortunately, I already saw men of my team who really wanted to recruit a female staff member failing at the task as they were putting a lot of pressure on them during the recruitment phase (I also hesitated). Trainings on how to hire people with a different mindset than a white straight man who can be 100% dedicated to his work as his wife is home taking care of the children and the house chores might still be needed...”

“We need to teach high ranking staff members that it was not just “chance” that they hired the “white Dutch guy instead of the man with the turban” when the deciding factor was working at a prestigious institute that the Iranian man could not legally attend due to politics. especially when the only actual qualification was supposed to be education level and academic performance”.

Central DE&I team: Awareness and trainings are important in DE&I. In 2024, we offer two Diversity Proof selection trainings, especially for BAC members, on 18 June and 12 November: <https://www.utwente.nl/en/courses/908405/diversity-proof-selection/>. Furthermore, there are options to arrange an internal UT training about social safety (via a roundtable storytelling method) or basics of DE&I.

EEMCS DE&I team: UT has started to include a Diversity Proof Selection training in their standard training offer for employees.

Furthermore, increasing awareness on DE&I is definitely a high priority for us. We are in the process of arranging and facilitating group discussions on the topics mentioned to enhance knowledge and awareness. Further details will be provided shortly.

“Require staff to participate in cultural sensitivity training and using tools like the storytelling techniques pioneered by the Shaping Expert Group on Inclusion”.

“find involving ways to discuss diversity in our faculty community. E.g. discuss DE&I questions in all kinds of groups in the faculty like it is currently done for scientific integrity: dilemma game for DE&I?”

“Perhaps a training or group-level conversations to explain or talk about how others would like to be addressed and how to talk respectfully about and towards each other. Nevertheless, I think this might also be a generation-difference”.

“offer trainings to be more open-minded to certain matters that are not "normal" for one, but "normal" for the other person”.

“Building out mutual respect, training people in listening rather than speaking (especially avoiding speaking on behalf of others and presuming you know their needs)”.

EEMCS DE&I team: Unfortunately, we are unable to enforce mandatory training. This approach also might not give us the results we're hoping for, forcing it can result in resistance, resentment, and disengagement. Instead, our focus is on promoting awareness in the hope that it will lead to voluntary participation in these trainings. We also hope to grow towards a culture where participation in relevant trainings is considered a natural expectation aligned with job responsibilities.

We also will encourage team leaders to take responsibility in creating more awareness and discussion within their team. We think that it's an excellent idea to discuss DE&I questions or dilemmas in teams, as it's also a way to reach employees who would not sign up for a training. We are in the process of arranging and facilitating group discussions on the topics mentioned to enhance knowledge and awareness. Further details will be provided shortly.

With regards to training; diversity proof selection training will be part of the standard training offering. At this moment there are no other plans to include trainings focused on DE&I but perhaps the team-discussions will help give input to learn what exactly is needed to support employees and managers in their journey towards a more inclusive mindset.

Help structure & confidants

“More visibility of a confidant”.

“More information (via email for example) about "vertrouwenspersonen"”

“I would appreciate it if there was someone confidential outside of my department”.

“An unbiased officer outside the faculty to ask for help or support”.

“knowing whom to talk to if facing an issue when you start at UT (e.g. through a DEI handout)”.

“I would probably like to have a contact person. It could be an email with referents for different issues. I do not think I would contact anyone at the moment, but could be useful in the future”.

“I believe a well-supported anonymous way of dealing with unwanted behaviour is imperative. That is, I believe that everyone should be able to confidentially raise an issue with a committee/council that has explicit support from every (or

EEMCS DE&I team: UT has launched a campaign on social safety and DE&I called "Respect each other's space - talk about it, act on it", to highlight the profound significance of respectfully considering one another's experiences, values, and perspectives during interactions, each stemming from our own "bubbles".

So this is not only about respectful interaction, but also about making it discussable. To talk about bad experiences in order to work towards improvement, to be able to take action.

UT is also looking into other ways to increase the visibility of our help structure, to make sure that everyone knows what to do when confronted with an unsafe situation or inappropriate behaviour, where to find information, who to contact, etc. They encourage everyone to seek help when you're dealing with an issue.

More information can be found here: <https://www.utwente.nl/en/service-portal/topics/social-safety/>

<p><i>most) full professors and other high-ranked personnel at the UT. Then this committee, on behalf of the complaining party (who would remain anonymous) can further raise the issue where necessary”.</i></p>	
<p><i>“Maybe if everyone has a boss/supervisor who is not content-related also involved”.</i></p>	<p>EEMCS-HR: Unfortunately, through this anonymous survey we miss some context and option to ask follow-up questions. I'm curious as to why this comment was made. It can be of real added value when your manager knows about the content as well.</p>
<p><i>“I found the things out myself, who to talk in which situation, etc. This takes a lot of time. Can you not have a group of people to come together a few times per year and give each other suggestions about conflicts ? Such initiative would be useful”.</i></p>	<p>EEMCS-HR: We are happy to facilitate such a thing if there is enough interest but perhaps, we'll need a bit more information. For concrete ideas or issues, please contact HR.</p>
<p><i>Other suggestions</i></p>	
<p><i>“There is too much emphasis on gender (e.g. documents with he/she, gender should not matter)”</i></p> <p><i>“Check forms /pages of the use of he/her, either change it to the general 'they' or incorporate it.”</i></p> <p><i>“Consider to have the possibility in, for instance, Osiris, to have the pronouns incorporated (where the official sex is hard</i></p>	<p>Central DE&I team: An inclusive communication tool is being developed by M&C and will be shared within UT.</p> <p>EEMCS DE&I team: Following this, we will advise the faculty board and stakeholders about inclusive communication within the faculty to be able to make the right changes.</p> <p>EEMCS-HR: It's important to have inclusive language in all our documents and forms and this is something that we check on when updating our policies and procedures. We will have another check on inclusive language in HR documents and forms this summer.</p>

<p><i>(or impossible for some nationalities) to change”.</i></p>	
<p><i>“All borrels (drinks) are after work hours. I can almost never attend being a single mom”.</i></p> <p><i>“Events are frequently organized that cannot be attended remotely, which hampers participation.”</i></p>	<p>EEMCS DE&I team: We propose the development of an inclusive meeting/events guide to be distributed to all employees. Initially implemented within EEMCS, we aim to eventually extend its use throughout UT. This suggestion will be incorporated into our strategic plans moving forward.</p>
<p><i>“address work pressure to allow for 4 days of working in a week, e.g. by reducing the tasks and multitasking required in a job position”</i></p>	<p>EEMCS-HR: In most cases it's possible to work 4 days a week instead of 5 but perhaps not everyone feels that this is possible. Recently we organised a work-life balance meeting for scientific staff to discuss issues like this. If anyone has the wish to reduce their work hours, they should be able to discuss this with their manager and please feel welcome to talk to HR as well with regards to work pressure.</p>
<p><i>“DEI should be integrated in day to day operations, make someone at the highest management level responsible”.</i></p> <p><i>“Create a low threshold point of contact for pointing out DEI issues and report progress. Accountability is critical”.</i></p>	<p>EEMCS DE&I team: As a faculty DE&I team we have a facilitating role and are a point of contact for any ideas and suggestions regarding DE&I. The formal responsibility however should lie with the faculty board, apart from the shared responsibility we all have as employees towards creating an inclusive, fair and safe working environment.</p> <p>EEMCS Faculty Board: In the faculty board, we prioritize Diversity, Equity, and Inclusion (DE&I) as essential. Currently, the Managing Director and Portfolio Holder Research serve as our main contacts, with guidance from the EEMCS DE&I team and EEMCS HR. This might shift with future personnel changes in the faculty board, but we ensure that DE&I remains a central responsibility within the faculty board.</p> <p>We have also included emphasis on sustainable academic work practices, fostering talent and personal development in a safe environment that welcomes diversity, equity and inclusion, in our draft strategy plan. In our strategy plan we explain that we are working towards a diverse and inclusive community with fair treatment, access, opportunities and advancement for all employees and that our goal is that DE&I will naturally be infused in the capillaries of our faculty and the EEMCS DE&I team will no longer be needed. To achieve this, it is necessary that every</p>

	EEMCS employee feels responsible for what they can influence by, for instance, setting a good example and continuing to hold each other accountable for each other's behaviour.
<i>"Perhaps a employee idea box (anonymous) or a employee debate".</i>	EEMCS DE&I team: We think this is a nice idea to increase the possibility to suggest ideas, next to contacting the team through the website, via e-mail and via the survey. We will look into the possibility to use this option in connection with the group discussions on DE&I later this year.
<i>"Some attention should be given to parents of young children. Academia is always fast-paced, but this is the category that will HAVE to slow down (care duty, pick-up times, broken nights, sudden illness). It is very easy to feel the pressure when confronted with colleagues that have far more time. In order not to bring the pressure to the family, this should be taken into account at work".</i>	<p>Central DE&I team: We support trainings through HR and our online training platform to deal with work-life balance. We also reworked our birth leave policy to be more inclusive in 2023 and bringing more awareness about the options with regards to parental leave in the Netherlands. This is something that is also added to our leadership framework and training our leaders to see how they can support all their staff well, and able to navigate various challenges together. More information can also be found here: https://utwentecareers.nl/en/ut-as-employer/brochure-family-friendliness-en.pdf</p> <p>EEMCS-HR: Recently we organised a work-life balance event to discuss issues like this. We are currently exploring the possibility of organising a follow-up event to delve deeper into the subject of work-life balance. Additionally, we aim to place greater emphasis on this topic right from the outset, and remain attentive to it, especially in the event of any changes in personal circumstances.</p>
<i>"Often invitations for meetings are for "scientific staff" only. As a technician, I do not feel very welcome".</i>	Faculty Board EEMCS: We plan to organise regular open meetings for all EEMCS employees with the Faculty Board to discuss issues of concern to employees. This will be added to the strategy plan and implemented. Of course, based on the content, some of the meetings are specifically aimed at scientific staff, but there must be adequate opportunities at all levels of our organisation for all staff or employees to participate in as many open discussions / meetings as possible. We can also imagine that technicians specifically can find themselves situated somewhere between the scientific staff and the support staff. This is not the intended dynamic, and we should increase our awareness of this situation. We aim to be more inclusive in our approach to this particular group within EEMCS.
<i>"Maybe host an event for LHBTIQ+A".</i>	EEMCS DE&I team: UT is happy to have a Th!nk with pride platform where you can find all events organised regarding LGBTQIA+: https://www.utwente.nl/en/thinkwithprideut/ . If you miss anything within EEMCS or if you have any ideas, please contact the DE&I team or Th!nk with pride.

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