

Radboudumc Gender Equality and Diversity Plan



March 2026

Table of Contents

- 3
- 1 Summary 3
- 2 A Gender Equality and Inclusion Plan for Radboudumc 4
 - 2.1 United Nations Sustainable Development Goals 4
 - 2.2 Our Ambitions for 2026–2030 4
 - 2.3 Gender equality and inclusion embedded in our organization 5
 - 2.4 Promotion..... 5
 - 2.5 Collaboration 5
 - 2.6 Monitoring..... 6
- 3 Concrete plan toward a gender-equal, diverse, and inclusive organization..... 7
 - 3.1 Gender balance in leadership positions, equal pay, and career development 7
 - 3.2 Diversity and Gender Equality in Recruitment and Selection 9
 - 3.3 Integration of the sex and gender dimensions into research and education..... 12
 - 3.4 Measures that ensure social and psychological safety and promote the well-being of employees and students 13
 - 3.4.1 Ensuring social and psychological safety..... 14
 - 3.4.2 Goals that contribute to employee well-being 14
- 4 D&I Dashboard 17
- 5 In conclusion 18
- 6 Sources..... 18

Disclaimer

We view this Gender Equality and Diversity Plan as an opportunity to consolidate all initiatives and communicate our vision and ambitions, both within our organization and beyond. We see the GEP as a living document—a plan for the future in which we will continually adjust and expand our ambitions wherever possible and desirable.

1 Summary

With its mission “*to have a significant impact on health and healthcare,*” Radboudumc aims to play a leading role in shaping the future of health and healthcare. We want to be at the forefront of creating a sustainable, innovative, accessible, and affordable healthcare system that will still be available for our children’s children. The most patient-centered and innovative university medical center, ranking among the absolute best both nationally and internationally.

In line with this mission lies our ambition: we ensure equal opportunities for everyone, regardless of sex and/or gender differences, age, ethnicity, social background, or disability. This is a key principle relevant to the three core tasks of our university medical center: research, education and training, and patient care.

To realize equal opportunities for everyone, we strive to be an inclusive and diverse organization, where every employee contributes to our mission with their own unique qualities. But how do we achieve this inclusive ambition? We realize that inclusivity doesn’t happen overnight. It starts with a path we choose to take. And along that path, we walk together and continue to grow.

From 2026 to 2030, we want to focus primarily on the following four themes:

1. Gender balance in leadership roles, equal pay, and career development;
2. Diversity and gender equality in recruitment and selection;
3. Integration of the sex and gender dimension into research and educational content;
4. Measures that ensure social and psychological safety and contribute to employee well-being.

For each theme, we describe our current situation, our ambition translated into clear and concrete goals, how we as an organization will work toward these goals, how we will monitor and track progress, and how we will demonstrate our results.

Diversity and inclusion cover a broad range of topics. In this document, we are currently placing a strong emphasis on gender.

Note: Wherever “he” appears, it may also be read as “she,” “they,” or “them.”

2 A Gender Equality and Inclusion Plan for Radboudumc

With our mission *to have a significant impact on health and healthcare*, we aim to play a leading role in shaping health and healthcare for the future. We want to lead the way in creating a sustainable, innovative, accessible, and affordable healthcare system. This requires that we actively pursue innovation in all our core activities (care, education & training, and research) in order to—directly or indirectly—provide even better and more accessible care and promote health, for the individual patient and for society as a whole. We focus primarily on prevention, meaningful and purposeful care, sustainability, data-driven approaches and artificial intelligence, molecular mechanisms of diseases and new treatments, and training the professionals of tomorrow.

We are committed to equality in access to the best possible care tailored to the individual, equal opportunities within our education and research, and equal opportunities for everyone to work with us and be who they are. Regardless of social status, ethnicity, sex, gender, age, social background, or disability. We are convinced that we are a better organization when our workforce is diverse. This leads to better patient care, education, and research.

2.1 United Nations Sustainable Development Goals

Equal opportunities for everyone also align with the United Nations Sustainable Development Goals (SDGs), to which we, as the largest employer in Gelderland, aim to contribute. Our Sustainability Policy 2026-2030¹ describes these goals in detail. The gender equality and diversity plan enables us to translate our ambitions regarding two of these SDGs (“Ensure healthy lives and promote well-being for all at all ages” and “Ensure equal opportunities for all”) into concrete, achievable, and measurable objectives.

In this plan, we describe our desire and ambition to embrace “gender equality, inclusion, and diversity” (D&I) and make it an integral part of our identity.

2.2 Our Ambitions for 2026–2030

Radboudumc has a clear ambition: we want to be a diverse and inclusive organization where everyone has equal opportunities, possibilities, and rights, and can contribute to our organization’s mission to the best of their ability. We believe that a diverse organization is more creative, resilient, and flexible. For our patients, too, a diverse workforce leads to greater recognition and identification. This ultimately contributes to health promotion and overall well-being. We have elaborated on our ambition and formulated concrete goals for the next 5 years. In doing so, we are focusing on 4 key themes:

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

- We aim for a 50/50 male-female ratio within our group of managers, professors, associate and assistant professors, postdocs, PhDs, and other academic staff.
- Men and women receive equal pay where applicable

2. Diversity and gender equality in recruitment and selection

- We write gender-neutral job postings in accordance with our [diversity and inclusion statement](#).
- Selection committees thoroughly prepare for interviews using pre-defined criteria

3. Integration of diversity and inclusion into research and educational content

- We prioritize diversity and inclusion in our education so that healthcare professionals are equipped to address new issues surrounding health and disease.
- We pay attention to gender differences in biomedical research.
- Diversity is a key pillar in the structure of the new research organization.

4. Measures that ensure social safety and contribute to employee well-being

¹ Radboudumc and Radboud University Sustainability Policy 2021–2025

- A range of interventions that contribute to the physical and mental health of our employees.
- We pay specific attention to inappropriate behavior (preventive and curative) and are developing a wide range of interventions for every employee.

In Chapter 3, we elaborate on the ambitions and objectives for each theme.

2.3 Gender equality and inclusion embedded in our organization

Realizing our ambitions requires a structural embedding of our vision within our organization. We invest in people, resources, and expertise to (further) develop and implement the intended objectives and ambitions. Some concrete examples of this are:

- A portfolio holder for the D&I theme within the HR department (Development and Mobility Manager);
- A Sustainability Advisor within the Institute for Patient Care and an Inclusive Labor Market Advisor within the HR department;
- Conducting various studies and projects on topics such as gender-neutral recruitment and selection, retention and development of talented (female) scientists, and the implementation of inclusion and diversity in all our medical education and training programs and patient care;
- Establishment of the Gender & Sex Expertise Center within the Amalia Children's Hospital;
- Various communities such as the Radboudumc Rainbow Working Group, the SUNNI network, and the Young Radboud network, which plan various activities each year

2.4 Promotion

To further stimulate the development of D&I knowledge, skills, and awareness within our organization, HR will offer various activities in the coming years, such as:

- Supporting systematic guidance for colleagues with a disability;
- Providing inclusive training;
- Integrating the D&I component as part of effective leadership within the various Radboudumc Leadership Programs;
- Adopting a gender-neutral and diverse approach to the recruitment and selection process and reporting on this;
- Supporting D&I learning networks (communities) to consolidate and establish a permanent place within the organization
- Offering various training programs and other learning resources to promote employee well-being

2.5 Collaboration

To ensure a healthy organizational culture and a socially safe work environment, we work closely with Radboud University, engage various committees, and highlight this topic through our internal communication channels. We collaborate on various themes, both within the different HR disciplines and with relevant professionals within the hospital. Additionally, there are several supporting committees and sub-departments working on different aspects of these themes:

- International Office
- Radboud Working Group for Refugees (in collaboration with Radboud University) (RUNOMI)
- Radboudumc Rainbow Working Group
- SUNNI Network for Neurodivergent Minds
- Young Radboudumc
- Radboudumc Center of Expertise on Sex & Gender
- Expert Group on Inappropriate Behavior
- Social and Psychological Safety Team
- ELHG Program: Gender in Primary and Transmural Care
- Core Team for Sustainability, Diversity, and Well-being at the Radboudumc Health Academy

2.6 Monitoring

With the development of a D&I dashboard for monitoring and analysis, Radboudumc is also focusing on the collection, monitoring, and analysis of data regarding the composition of staff and students. This enables us to better identify trends, make predictions, and take action. In addition, we periodically monitor and report on the progress of the various actions resulting from the formulated action plans.

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

In this chapter, we describe our concrete plans for each theme. We outline our objectives, the current situation, the actions we are implementing, and how we assess our progress.

3.1 Gender balance in leadership positions, equal pay, and career development

Objective

Radboudumc aims to achieve a balanced distribution of women and men in all (management) positions by 2028, particularly in pay grade 13 and above. This contributes to equality, diversity, and our social mission to be an inclusive organization.

Equal pay is not a future goal but a current legal and organizational obligation. At Radboudumc, men and women in the same position with comparable responsibilities and competencies receive the same salary.

Description

The Board of Directors is working toward a balanced representation of women and men in leadership positions. Although progress toward a 50/50 split has been gradual in recent years, significant steps have been taken. For example, since 2021, a 50/50 balance has been achieved among the business and nursing directors within the centers. This development is being continued through strategic workforce planning and succession planning. We are also seeing positive progress in the academic domain. Since the establishment of the Talent Track committee in 2021, the proportion of women in the intake has increased significantly: currently, 74% of new Talent Track participants are women, which will further improve the balance over the next five to ten years.

In 2021, the Scientific Career Path was developed for academic positions, with a focus on research. Starting in 2025, career paths have been added for academic professionals with profiles in education and academic patient care. This development aligns with the national Recognition & Appreciation initiative and applies broad criteria, including leadership, impact, team science, and academic citizenship. PhD candidates and postdocs are transparently informed about career opportunities and development criteria through meetings and introductions.

Equal Pay

Within Radboudumc, equal pay is structurally embedded through job scales. For some academic positions, two scales exist. However, these scales represent different positions—not different pay grades within the same position.

For professors, for example: Scale 18 / HHA is linked to the role of department head; the lower scale applies to professors without this role. There is therefore an objective, job-related reason for placement in one scale or the other.

A separate investigation is underway regarding potential differences in allowances. In addition, Radboudumc is continuing to prepare for the Wage Transparency Act, which is expected to be implemented on January 1, 2027.

Further Development

Monitoring the gender balance is important, but insufficient. Different groups require a targeted approach. In the coming years, we will therefore invest broadly in career development and in organization-wide strategic workforce planning to make talent flows more visible and to be able to steer them effectively.

The current social climate and administrative momentum make this a logical moment to intensify our ambition. Gender diversity is essential for successful collaboration, a people-oriented approach, and innovation. Diverse teams demonstrably perform better: they are more fact-oriented, more careful in decision-making, and more innovative.

Action Plan for the Coming Years

To realize our ambitions and objectives, we plan to implement a number of interventions over the next 3–5 years:

- In all Radboudumc leadership programs, we focus on social and psychological safety, inclusion, and welcoming diverse perspectives;
- In talent tracks, we frequently monitor gender balance, hold regular discussions with Talent Track candidates about their needs, and implement actions based on interim findings. Through this, we aim to raise our own awareness;

Monitoring

To monitor progress and achieve our goals, we produce an annual report. We discuss this report with the Board of Directors and present it to other relevant bodies.

3.2 Diversity and Gender Equality in Recruitment and Selection

Objectives for (gender-)neutral recruitment & selection

- Gender-neutral selection for regular job openings has been implemented (no longer asking about gender)
- Further development of the “Think Further, Work Differently” campaign with a continued emphasis on diversity and inclusion in text and imagery;
- Enriching inclusive visual content for “careers” pages and job postings;
- Critically monitor every submitted job posting and provide solicited and unsolicited advice on how the job description can be improved to avoid excluding certain target groups or, conversely, to encourage them to apply.
- Discussing unconscious biases (selection committees). Prior to the selection process, jointly establishing objective criteria for candidates to ensure they are evaluated by the same standards;
- Monitoring the composition of Appointment Advisory Committees (AACs) to ensure they operate inclusively. This is reflected in a balanced composition in terms of gender, age, and internal and external positions.

Description

When it comes to diversity and gender equality in recruitment and selection, we at Radboudumc are focusing on two aspects for the next five years:

1. A fair recruitment and selection process.
2. Promoting labor market participation among people who are distanced from the labor market, across the entire Radboudumc.

1. Fair recruitment & selection process

Radboudumc is an inclusive employer. Radboudumc believes that everyone feels more at ease when they can identify with the people who work here. That is why we are committed every day to creating a diverse and inclusive environment that reflects society. Gender equality, diversity, and inclusion are essential to realizing our ambitions. We are actively committed to achieving this both in relation to the labor market and in our recruitment and selection processes. We no longer ask for gender or date of birth and are open to new initiatives to eliminate any potential biases by selection committees and to conduct the selection process with an open mind, using as little personal data as necessary at this stage of the process.

Labor Market Campaign

In 2024, we adopted a new labor market approach with our labor market campaign “Think Further, Work Differently.” This campaign shows how we strive for the best care every day, now and in the future. We do this by addressing social issues and leveraging the strength and dedication of every (new) colleague. After all, each person brings their own valuable experience, expertise, and creativity to the table.



Recruitment

We write job postings in a gender-neutral manner. As an employer, we emphasize this in our diversity and inclusion statement on the internet. In this way, we encourage diverse talent to apply. We use job levels such as junior, mid-level, and senior as little as possible in job titles.

When selecting our new ATS provider, we placed a strong emphasis on the ability to conduct an objective and fair selection process. The chosen system supports this by anonymizing candidate data such as name, photo,

and contact information. This allows hiring managers and selection committees to evaluate candidates solely on the basis of relevant qualifications and experience. The anonymized data remains hidden until the candidate reaches the next stage in the recruitment process. This ensures a transparent, fair, and objective hiring process.

Senior Management Selection

We strive for as much gender balance as possible in all leadership positions. We are proud to say that we have achieved this on the Board of Directors and in the management teams of our centers and institutes.

With our female Chair of the Board of Directors, Bertine Lahuis, and members Lot Winkel-Rüter, Frédérique van Berkestijn, and Vice Chair/Dean Jan Smit, our Board of Directors currently consists of 75% women.

With the Fit for the Future program, Radboudumc has been prepared for the future, enabling us to be of even greater value to our patients, students, researchers, employees, and society. The new centers and institutes are shaping the structure of the new organization.

In the selection of top positions, explicit consideration was given to appointing women. Of the 38 senior management positions, half are held by women. Not because they were given preferential treatment, but because they are the best people for the job. In the event of any replacements, we strive to maintain this balance.

Professors hold key academic positions within Radboudumc. They embody the academic leadership that provides substantive direction for our three core tasks: education, research, and patient care. Professors serve as exemplary role models for colleagues and students. In the context of gender equality, we appointed 13 female professors to individual chairs in 2021. The original goal was to appoint 10 professors, but thanks to the abundance of female talent, we decided to appoint 13.

In 2024, 14 new professors were appointed (8 men, 6 women). By the end of 2024, the total number of professors at Radboudumc was 225 (156 men, 69 women). The Professors Plan sets the direction for education and research at our Faculty of Medical Sciences and serves as the framework for the nominations and appointments of our professors. In 2024, the next Professors Plan (2025–2028) was developed through a transparent and collaborative process, and approval by the Executive Board of Radboud University is expected in 2025. The plan also includes the goal of achieving a percentage of female professors of approximately 40%.

2. Labor force participation of people distanced from the labor market

Goal for 2026–2030

Since 2015, we have been working hard to fulfill our mandate under the Job Agreement. To date, we have created over 60 FTE² of participation jobs across various locations within our organization. In the coming years, we aim to increase this to 100 FTE participation jobs. We will achieve this by, among other things, creating more flexibility in our policies, placing greater emphasis on Social Return on Investment (SROI), and collaborating with partners who have specific expertise in this area, such as the Rijk van Nijmegen Employment Agency, the UWV, Werkstroom, Pluryn, and Emma@work.

Description

Radboudumc offers jobs to people who are distanced from the labor market and have a disability. In this way, we involve people in our organization by creating so-called participation jobs. For this group of sometimes particularly vulnerable employees, we provide tailored support and guidance to help them work toward sustainable employment within our organization. We view our inclusive approach to employment as an ambition, but it is also an obligation. The Jobs Agreement Act requires us to create jobs for the most vulnerable individuals in the labor market. Through our procurement, we also strive to make a positive impact by collaborating with partners and suppliers who help combat abuses, pay fair prices, and create opportunities for people with disabilities. Through Social Return, we aim to make an additional contribution to social and societal values in the coming years.

² Reference date: November 1, 2025

Monitoring

In the HR department's annual report, we provide a detailed account of the results we have achieved in the various areas. Regarding the number of Participation Jobs to be created, a monthly report on figures is issued, and each department can view its own current progress at any time within the business information system.

3.3 Integration of the sex and gender dimensions into research and education

Objectives

- Promoting interdisciplinary collaboration among the various faculties in the field of D&I;
- Structural implementation of a focus on gender in all forms of biomedical research, particularly health disparities between men and women;
- Formulating a D&I plan with concrete objectives and actions for medical education programs.

Description

There is, of course, close collaboration within Radboudumc and Radboud University. As Radboudumc, we share Radboud University's principles regarding diversity and inclusion in general, and gender in particular. In addition to practical reasons for doing so (such as the requirements of various scientific journals and funding bodies like Horizon Europe), it is also of essential substantive importance. The integration of the theme of sex and the gender dimension within research and education is therefore naturally an extension of one another. To achieve our objectives, the Radboudumc Health Academy has established a core team for Sustainability, Diversity, and Well-being. This ensures that these topics are given a prominent place within the various curricula.

Radboud University

Attention to sex and gender in research has long been common practice in various scientific disciplines, particularly in the social sciences, where much of the thinking on sex and gender originates. Within Radboud University, the gender dimension will receive even more attention in the coming years across various areas, including education and research. The aim is to further connect researchers from different academic disciplines within the university to facilitate collaboration in understanding complex contemporary social issues, with a particular focus on gender, diversity, and inclusion. In Radboud University's education programs, we will examine how curriculum content can be revised and, where necessary, updated to better reflect the diverse knowledge on diversity and inclusion within the relevant field. In research, researchers will be supported in incorporating the gender dimension into (inter)national research proposals, in line with the requirements of Horizon Europe and other funding programs. And for both education and research, we will train students and staff (faculty and researchers) on how the gender dimension influences their teaching and/or research. In addition, we will continue to facilitate and support interdisciplinary collaboration among the research groups focused on diversity and inclusion (DEI).

Research at Radboudumc

Attention to sex and gender in the content of (biomedical) research is important because it leads to greater innovation, higher-quality research, and more applicable results. In the biomedical sciences, this is generally less prevalent. However, the systematic integration of sex and gender into all forms of biomedical research can lead to highly valuable (medical) insights. Particularly in the area of health disparities between men and women, significant efforts have been made in recent years, but there is still much ground to be gained. A very good example of this from recent years is research into differences between men and women regarding heart attacks and other cardiovascular diseases, endometriosis, DSD (disorders of sexual differentiation), and within research on education, a professor has been appointed who specializes in assessment and selection in medical education, with a strong focus on equity and diversity. Radboudumc has also played a defining role in this area of research. Integrating sex and gender into research is substantively important for reducing the knowledge gap regarding male-female differences in health and care. By doing so, it is possible to make a significant and valuable contribution to developments in healthcare, which aligns with Radboudumc's strategy.

In the new model for the Research Institute starting in 2023, we place great importance on the formation of "research groups" in which we strive for a more diverse composition. It is our intention to ensure that diversity plays a key role in the career paths of our (future) researchers. But in addition to this diverse and inclusive (research) organization that creates the conditions for a better research and work environment, the actual research being conducted must not be overlooked.

To achieve and further shape all of this, we want to develop a workshop program for all PhDs and postdocs, focusing on topics such as:

- Sex and gender in biomedical research;
- Sex and gender in primary data collection involving humans;
- Sex and gender in the analysis of human subjects.

These workshops can also focus specifically on the researcher's own biases. Such workshops could become a standard component of the required courses that PhD students must complete through the Graduate School as part of their doctoral program. Furthermore, through the Gender and Health Knowledge Program, ZonMW offers several practical tools to help researchers account for sex and gender in research. Examples include Gendered Innovations and Gender in EU-funded research. Additionally, in light of the requirements for Horizon Europe and other grant applications, there is an opportunity for further and more intensive collaboration with the Grant Support Office.

Education at Radboudumc

In the area of education, we have already made significant progress in recent years. Diversity and inclusion, as well as sex and gender, have been integrated into our educational programs in recent years. Significant steps have already been taken. An example of this is the revised selection method for students in medicine, dentistry, and biomedical sciences, where the current selection method results in less inequality of opportunity, as well as specific education aimed at developing cultural competencies. In the coming years, this topic will be given a prominent place in the "Personal and Professional Development" curriculum.

Within the medical (undergraduate) programs and the healthcare and advanced training programs, the themes of diversity and inclusion have received increasing attention in recent years. The policy can be divided into two aspects: one regarding the diversity and inclusion of students, and the other regarding competencies to provide optimal care to all patients, regardless of diversity differences. In the coming years, we intend to explicitly incorporate diversity and inclusion as a subject within the personal and professional development curriculum. We also have various initiatives within the program to ensure that every student feels at home and heard. Additionally, the Radboud Health Academy will facilitate the transfer of these initiatives to the programs for physicians and healthcare personnel. The diversity policy is coordinated and supported by Radboud University.

For further details and planning, please refer to the RHA website.

Monitoring

The honest assessment from the research organization is that it is currently difficult to conduct internal monitoring. When it comes to integrating diversity, inclusion, and particularly the sex-gender dimension into research, and to mapping and overseeing this, it is primarily done through peer reviews, the Standard Strategy Evaluation Protocol, and the Committee on Human Research (CMO). What we will now do specifically is encourage awareness within the (research) organization through courses and Radboud Integrity Rounds, holding these at fixed times and regularly inviting senior staff as well as junior staff to participate. We can then monitor this: how many of these courses per year, how many participants, etc.

Regarding education. The annual report of the Radboudumc Health Academy will include a section describing the results achieved in diversity and inclusion within education.

3.4 Measures that ensure social and psychological safety and promote the well-being of employees and students

3.4.1 Ensuring social and psychological safety

Radboudumc aims to provide an inclusive, safe, and respectful environment for research, education, and patient care. Gender equality and social and psychological safety are inextricably linked: without safety, there can be no equality.

We remain committed to equal opportunities in recruitment, career development, and leadership. We strive for an inclusive culture in which diversity is valued and everyone feels safe to share ideas, make mistakes, and be themselves.

New Priorities 2026–2030

The new Code of Conduct for Social and Psychological Safety forms the foundation of a safe learning and working environment. At Radboudumc, any form of inappropriate behavior is unacceptable, including sexual harassment, discrimination, bullying, and abuse of power. Our core values—respect, openness, equality, inclusion, and responsibility—guide all interactions.

Prevention and awareness are central priorities. All current and new employees complete a mandatory e-learning course (as part of the Quality Passport) and are given the opportunity to participate in training such as active bystander training. Teams and managers are encouraged and supported to make social safety a topic of discussion. In addition, an accessible reporting structure has been established: the Social Safety Contact Point, confidential advisors, and a Coordination Committee ensure that reports and complaints are carefully followed up.

Cultural change is an ongoing process. We invest in open conversations about safety, learn from incidents, and strengthen teams through inclusive collaboration. All communications, e-learning modules, and documents are provided in both Dutch and English to ensure inclusivity and equal access for everyone.

Status and Progress

The Code of Conduct for Social and Psychological Safety was adopted by the Board of Directors in October 2025, naturally in consultation with the Works Council and other employee representative bodies. As part of the communication campaign, we had an acting troupe perform three scenes for our in-house managers, which we then discussed with them. Through this, we reached over 500 managers in our organization and engaged them with the topic. The Social Safety Contact Point and the Coordination Committee have been active ever since. A communication campaign and mandatory e-learning for all employees are available on the intranet in both Dutch and English.

Together, we are working toward a Radboudumc where everyone can work, learn, and grow with joy and in safety.

3.4.2 Goals that contribute to employee well-being

Within HR, the core team “Staying Healthy at Work Throughout All Life Stages” will be working over the coming years to expand existing interventions. The goal is to ensure that employees remain healthy throughout all stages of their careers at Radboudumc. The development of appropriate interventions is carried out in close collaboration with various subject matter experts from Radboudumc and external experts. There are several employee focus groups that provide input to help develop the right interventions. In the coming years, we will work on a number of concrete objectives that contribute to employee vitality.

Description

Well-being and health naturally have a solid foundation at Radboudumc, but also in our scientific research and education, for example in the area of healthy behavior. Disease prevention is a top priority in this regard. This knowledge is linked to issues in our healthcare policy, human resources policy, and student well-being policy.

Our nearly 13,000 employees work in a dynamic work environment that offers many opportunities while also demanding a great deal from them. Our ambition as an employer is to support and encourage our employees at every stage of life to work with vitality and enjoyment. This is also a key prerequisite for actually realizing our strategic ambitions. We are working to create a healthy campus through the physical design of our buildings, with programs promoting a healthy lifestyle, and we have the Radboud Sports Center. Within Radboudumc, sustainable care places greater emphasis on health and behavior (prevention) rather than illness and treatment. The well-being of our employees is essential. We believe that we can only provide and offer good patient care, research, and education if our employees are energetic and enjoy their work. Their well-being is influenced by physical and mental vitality. As an employer, we see it as our responsibility and role to make a (preventive) contribution in this area. That is why, in recent years, we have developed many programs that contribute to the physical and mental well-being of our employees, such as the Healthy Professional program and Healthy Starters. We are also increasingly collaborating locally with department heads and ambassadors for this cause to ensure we can implement positive changes as close to the ground as possible. The (perceived) workload among specific job groups, such as residents, medical specialists, and PhDs, thus continues to receive our attention.



Concrete implementation of goals for employee well-being:

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

Goal: Employees understand age- and life-stage-specific changes relevant to staying healthy at work and can take timely action based on early warning signs.

Result: Preventive program “Staying Healthy in the Later Stages of Your Career” (approx. age 55 and older) focused on resources and recovery options.

Goal: Employees gain insight into support and adjustment options for issues related to work and informal care

Result: Internal support center for employees with questions about balancing work and informal care

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

Goal: Employees gain insight into personal career opportunities, aspirations, and choices from work through retirement

Result: A facility for employees to reflect, individually or in groups, on career opportunities across different career stages

Goal: Employees have opportunities to work on improving their digital skills in a suitable learning environment

3. **Employment Conditions (Laws, Regulations, and Collective Bargaining Agreements)**

Objective: Employees and managers are provided with a general overview of existing and relevant frameworks and regulations, including the collective bargaining agreement

Result: Informative explanations, clarifications, and an overview on the “in balance” intranet page, as part of “vital at work”

Objective: Employees and managers can obtain explanations and information and ask questions (in general terms) about the possibilities and limitations of preparing for choices in later career stages.

Result: opportunity for an informative and exploratory discussion with an HR labor lawyer

4. **Leadership Development (the ability and skill to conduct effective conversations)**

Objective: Managers are able to openly discuss life- and career-stage-related issues with their employees and address dilemmas

Objective: Managers are able to effectively organize the work situation in terms of task requirements and flexibility, taking into account the qualities, skills, and needs of employees across different generations and the dynamics within the team.

Objective: Managers are able to differentiate by making personalized agreements with employees within the context of the team

Result: Development module “person-centered attention to work-life balance issues” as a standard component of all training courses and leadership programs at Radboudumc.

4 D&I Dashboard

We want greater insight into the biases within our organization. To promote awareness of inequality through visibility, the HR department is developing a D&I dashboard. We want to collect data on age, gender, performance ratings, etc. This D&I dashboard will become a standard component of the annual HR monitor, which presents data to executive leadership on topics such as departmental staffing levels, absenteeism, hiring, retention, and turnover, annual performance reviews, and employee satisfaction. This data will enable us to better assess our current status.

The D&I dashboard includes:

- gender distribution of professors (LNVH);
- Gender distribution of the workforce, broken down into BASIC – SUBTOP – TOP (Charter Talent to the Top);
- Creation of Participation Jobs in accordance with the objectives of the Participation Act. Recruitment of employees from the work disability target group.
- Progress toward gender-equitable pay;

Currently in development:

- Nationalities within the organization and cultural backgrounds of employees (partially available)
- Data from the employee survey regarding discrimination and perceived social perception of safety.

5 In conclusion

Radboudumc views its development as an inclusive organization as a continuous process aligned with societal developments and informed by scientific insights. This entails a vision for diversity dimensions and SMART-formulated objectives across the organization. The D&I program therefore requires a matrix-structured approach, enabling appropriate D&I interventions to be developed and implemented across all parts of our organization. We are already working on these themes from various sectors within Radboudumc, including education, research, and patient care. And, of course, for our own employees.

Every two years, an evaluation of the gender equality and diversity plan takes place, and we will adjust the ambitions and goals based on the findings and developments.

6 Sources

- Gendered Innovation website <https://genderedinnovations.stanford.edu/>
- Laurijsen, H. (2020) Radboudumc Sustainability Policy 2021–2025 (update to be published in mid-2026)
- Loozen, P. (2019) Cohesion and Focus in Generational Policy: Building a Vital Organization
- Ministry of Education, Culture & Science (2021). Guide for drafting a gender equality plan.
- Oertelt-Prigione, S. (2020). Keynote Address: The Workshop on the Sex and Gender Dimension in Frontier
- Board of Directors (2021) Code of Conduct, the Radboud Way of Working
- Radboudumc Board of Directors (2008) Radboudumc Policy on Handling Complaints Regarding Unwanted Conduct;
- Board of Directors (2025) Strengthened Policy on Social and Psychological Safety
- Research. <https://erc.europa.eu/event/sex-and-gender-dimension-frontier-research>
- ZonMW (2016). Gender and Health Knowledge Program.
- ZonMW (2021) Gender and Health Program. <https://www.zonmw.nl/nl/over-Zonmw/diversiteit/programmas/programma-detail/gender-en-gezondheid/>, accessed November 29, 2021.

The Gender Equality and Diversity Plan was developed in collaboration with:

Radboudumc Research Institute for Medical Innovation

Prof. Guillen Fernandez Reumann, PhD, Scientific Director of Research/Professor

Dr. Eric Caldenhoven, Grant Support Manager

Ms. Dagmar Eleveld, Ph.D., Research Policy Advisor

HR Department

Mr. Joost Sluijs, Director of HR (acting)

Ms. N. Burgers, Inclusive Labor Market Advisor

Ms. Dineke Leeuwma, Esq., HR Policy Manager

Ms. Riemke Govaart, Manager of Development & Mobility

Ms. Nienke van Stiphout, MSc, Head of Recruitment

Ms. Marloes Willems, MA, Recruitment Advisor

Strategy Department

Ms. Marloes Hendriks, B.S., Policy Advisor

Radboudumc Health Academy

Dr. Geert van den Brink, Strategic Advisor for Healthcare Professions

Communications Department

Mr. Merijn Meivogel, Senior Communications Advisor

Irene Spann-de Swart, Senior Corporate Copywriter