

**Dedication,  
inspiration  
and engagement**  
2025

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# Dedication, inspiration and engagement

**IDEA Center's initiatives  
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*Prof. Dr. Jane Murray Cramm*  
Chief Diversity Officer 2024-2025



# Reflection on 2025

At Erasmus University Rotterdam (EUR), I have experienced what it means to be able to show up as my full self - as a woman of colour, as part of a two-mother family with my wife and our children, and as someone who navigates both strengths and physical (dis)abilities. Being able to speak openly about all these facets of my identity is not something I take for granted. It reflects an organisation that strives to create space, listens, and continues to learn.

At the same time, I remain aware that inclusion is never "finished". Not every space is fully inclusive yet, and not every experience is free of barriers - not for me, and not for many others. But what makes EUR special is the genuine willingness to grow. The openness of colleagues, the commitment of leadership, and the engagement of students create the conditions for progress that is real rather than symbolic.

Feeling welcomed here, and being able to talk about inclusion, diversity, equity and access in a meaningful way, is a significant achievement and a compliment to our entire community. The support from our Executive Board, deans, employees and students forms the foundation that allows so many of us to feel seen, heard and at home at EUR.

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## You cannot be an engaged university, if you are not inclusive

For me, success means being an inclusive, open, engaged and connected university - for everyone. When you read this, I will no longer be working at EUR. As I shared before, this change has nothing to do with not feeling welcome here. After nineteen years at EUR, an opportunity at Tilburg University presented itself that I simply could not ignore.

In this reflection on 2025, I would like to share my pride in EUR and in our IDEA Center, highlight some of our 2025 achievements, and express my hopes for EUR and for all of you in the years to come.

I believe, more than ever, that it is essential to stand firmly for inclusion, diversity, equity and access - and for freedom of expression, for recognising the value of diverse perspectives, and for the courage to listen across differences. With all the turmoil in the world, and with shifting political climates in Europe as well as the Netherlands, striving to build inclusive organisations, teams and communities is more important than ever.

In 2025, EUR presented Strategy 2030 - a milestone that brings us another step closer to becoming a truly engaged university. Several IDEA Center colleagues, including myself, contributed to shaping this strategy. I would like to quote Annelien Bredenoord, President of the Executive Board: "You cannot be an engaged university, if you are not inclusive." Her words capture a truth that underlies all our work.



We shared our knowledge on inclusive, diverse, equitable, accessible and sustainable engagement through the event Fostering Inclusive Engagement. Staff members, students, and local, national and international partners joined us to exchange insights, engage in dialogue, and collectively explore the question: How do we become an inclusive engaged university?

I am deeply proud of all these efforts. At IDEA Center, our aim is to be a connecting force - to bring people and initiatives together, to strengthen inclusive engagement (both internal and external engagement), and to help embed it as a lasting way of working. Below are just a few examples of how this takes shape in practice.

One example of inclusive external engagement is the board game Kansenbord. This game introduces pupils aged 10 and above to the Dutch education system, helps them prepare for key educational choices, and supports equal opportunities long before they consider university. We developed it in collaboration with Rotterdam primary school pupils, educators, EUR students and staff, and the game developer Identity Games - a strong example of meaningful external engagement. We are proud to be able to present this game in 2026.

Once students join our university, it is essential to make sure they feel welcome, and they feel a sense of belonging. This is why we also work on soft landing. For example, we actively collaborated with Eurekaweek Management (EWM) to offer a more accessible and diverse welcoming programme for new students.

We are also developing a Step-by-Step Guide for Inclusive and Engaged Outreach, aimed at universities seeking to make their outreach programmes more inclusive. This is not only about reaching more people, but also about

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helping universities themselves become more open, relatable and equitable. It will be a beautiful outcome of our outreach programme and another example of external engagement.

In inclusive research, our PhD candidate at IDEA Center, Jule van den Berg, is exploring what inclusive and responsible research can, and should, look like throughout the research process. Her work examines how we can support the entire EUR community in conducting research that is both inclusive and responsible. I am proud to be one of Jule's supervisors, alongside Helen Tibboel and Semiha Denктаş, and I am grateful that I will remain connected to EUR and IDEA Center through this role.

In 2025, we also presented the English edition of our book on inclusion, diversity, equity and access: From DEI Goals to Reality - A Hands-On Guide to an Inclusive Workplace, published by Routledge and launched at the UNIC Thematic Conference in Malmö in May.

In the area of inclusive education, we developed the guidelines How to Talk about Political Conflicts with Students. These guidelines offer educators tools to facilitate respectful and empathetic discussions on sensitive political issues - an essential skill in today's classrooms. And we did not just develop and share these guidelines, we actively presented them through several workshops, trainings and sessions.

Another example, focused on internal engagement, is the newly launched programme Advancing Inclusive Academia. Through this programme, we strive to create a more inclusive academic environment that offers space for career reflection, professional growth and community building across faculties. This programme includes workshops, (external) mentoring,

## Our role is to help ensure that inclusive engagement becomes a sustainable practice

co-mentoring, portfolio writing, and feedback sessions. In 2025, the target group has been expanded to include postdocs and lecturers, in addition to assistant and associate professors. The programme is open to women, colleagues with migration/ethnic minority backgrounds, as well as LGBTQIA+ colleagues, colleagues with a disability, and first generation academics.

Inclusive engagement has many faces - across education, research and community collaboration. At IDEA Center, our role is to strengthen these efforts, connect them, and help ensure that inclusive engagement becomes not an aspiration, but a sustainable practice.

I am confident that IDEA Center, together with dedicated internal and external partners, will continue to advance this essential work.

Wishing you an inspiring read of our 2025 Annual Report,

*Prof. Dr. Jane Murray Cramm*  
Chief Diversity Officer 2024-2025



# IDEA Center's contributions

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# Fostering an inclusive education & research institution

**Inclusive education and research are fundamental for an engaged university. It ensures that students and staff can bring their authentic selves to EUR and that they experience a strong sense of belonging here** IDEA Center focuses on changing the system and making it inclusive and equitable for all of our community - students, employees and visitors.

We do this inside and outside our campus walls, with outreach to primary and secondary schools, by creating a soft landing for first year students, by student engagement, by facilitating inclusive teaching and curriculum development, and by creating and supporting inclusive and engaged research.

### Reaching out

At EUR, we take our responsibility in tackling societal challenges. Unequal educational opportunity is one of these challenges. Students with a non-European migration background, first generation students, and students with a

low socioeconomic position, for example, have fewer opportunities regarding access to and success in academic education. With the Academic Outreach Programme (AOP), IDEA Center focused on reducing (systemic) barriers and exclusion mechanisms and support students in their educational journey. In close collaboration with primary schools, secondary schools, and societal organisations, we have organised various outreach events, ranging from campus tours and lectures for pupils to a study choice programme for secondary school students.

In 2025, the AOP team reached 313 children, organised four community events for student ambassadors, and has been working on a guide for inclusive and engaged outreach. Furthermore, 'Kansenbord' was developed, an educational boardgame for children, caregivers, and other stakeholders, to inform them on, and engage them in, the Dutch educational system.



### Academic Outreach Programme

#### Facts and figures for the whole programme (2020-2025)

- Network of more than 50 organisations in Rotterdam and beyond
- Organised 6 network/thematic meetings with various societal organisations in Rotterdam
- Developed and implemented 15 outreach interventions for primary and secondary school pupils and students
- Developed and implemented an intervention for educators in primary and secondary schools
- Developed and implemented a workshop for EUR educators
- Developed a training and professionalisation modules for student ambassadors
- Built an engaged and inclusive community of student ambassadors (more than 60 EUR students)
- Reached more than 5000 children and youth and more than 300 caregivers
- Facilitated 14 grassroots projects (led by staff as well as students) contributing to equal educational opportunities for students

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#### Supporting an inclusive soft landing

The transition to university can be an exciting, yet turbulent time. It is important that first year bachelor students have an inclusive soft landing at our university. This ensures a stronger sense of belonging, and a stronger sense of social and academic fit, and therefore, fosters a well-rounded student success culture. We have a project Inclusive Soft Landing in place, in which we are working together with faculties and service providers (Education & Students department, Student Wellbeing).

To gain more insights into students' onboarding, we explored students' participation in the Pre-Academic Programme (PAP) and the Eureka week, and their reasoning for (not) participating, as well as their sense of belonging in their study programme. Please find the results in the infographics [here](#).

During Student Wellbeing Week we organised a workshop to promote sexual safety. We were present during both Bachelor Open Days, including sessions for prospective students "First-year student experiences & how to prepare for them: a student panel" and a stand where visitors could meet diverse students and find out more about the work of IDEA Center.

Furthermore, we were present at the Campus Day of Eureka week where new students could talk to our representatives, learn more about IDEA Center initiatives and ways to get involved in the university life once they start their studies. We actively collaborated with Eureka week Management (EWM) to offer a more accessible and diverse welcoming programme for new students.

The efforts were focused on inclusive programming, lowering participation barriers for diverse student associations, and inclusive and knowledgeable students in the event leadership positions, such as EWM and student guides. Furthermore, we coordinated the making of a joint "Welcome to EUR" flyer - with International Office and Pre Academic Programme - to inform newly accepted students about all centrally available welcoming activities and university support services. The brochure was shared with students by multiple stakeholders, including faculties and Eureka week Management.

Interventions of IDEA Center for Eureka week in 2025 were:

- Coordination and production of 16 professional flags for student associations
- Organisation of an information event for student associations
- Financially supported the EW-participation of 14 associations
- Organisation of D&I training and inclusive communications training for EWM and Active Bystander workshops for student guides



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### **Inclusive teaching at EUR:**

#### **A practical guide for (new) teachers**

As part of IDEA Center's efforts to facilitate and foster inclusive education at EUR, we developed a practical manual on Inclusive Teaching at EUR, tailored specifically for (new) academic staff.

The manual aims to introduce the foundational concepts of diversity and inclusion while offering concrete, actionable methods, such as inclusive curriculum design, to support educators in creating more inclusive learning environments. It also connects educators to relevant resources, toolkits, and support structures within the university. The manual was developed in close alignment with institutional priorities and feedback from teaching staff as well as students, and serves as both an onboarding tool and a long-term resource for enhancing inclusive teaching practices across faculties.

#### **Project on inclusive research practices**

In September, a PhD project on Inclusive Research Practices started. Open science emphasises the need to tackle societal challenges by opening up scientific processes and encouraging collaborations. However, what open science means and how it should be implemented are still open to interpretation. It remains multilayered, allowing researchers and policymakers to ascribe their own meanings and be selective in their focus points. Furthermore, even less attention is paid to systematic barriers and inequalities that can accompany open science. So, it raises questions about to whom and how the scientific process is truly opened.



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### Funding for collaborative research project INCLUDE

IDEA Center participated in the Seed Funding round of 2025 of the Leiden, Delft and Erasmus (LDE) alliance coordinated by Center for Governance of Migration and Diversity. We received funding for a collaborative research project titled INCLUDE - Investigating **IN**stitutional **C**onstraints & **L**everaging **U**nderrepresented **D**iversity **E**xperiences through Micro-Moments of the Migrant Student Journey. This project tests whether higher education truly equalises by examining how institutional structures, not students' cultural backgrounds, turn cultural and social capital into assets or barriers.

Drawing on cumulative advantage/disadvantage theory, the project will map formal and informal institutional processes in LDE universities to identify critical micro-moments of inclusion and exclusion for students with a migrant background.

Winnaar ECHO Award WO 2025

Shahir Stanakzai  
Erasmus Universiteit Rotterdam



### Joining and supporting the ECHO Awards

At The Hague University of Applied Sciences, the ceremony for the 25th edition of the ECHO Awards took place. The awards recognise students with a non-Western background who, through vision, courage, and social engagement, contribute to a more inclusive society. We were very happy to have two amazing and driven EUR students represented in the finals: Shahir Stanakzai for the WO Award and Akshaj Nair for the Actualiteiten (Current Affairs) Award.

We congratulate them and all the other nominees. And special congratulations to Shahir Stanakzai for winning the WO Award. It is a great achievement and we are excited to follow his journey as ECHO Ambassador at ECHO, Expertisecentrum Diversiteitsbeleid. We are sure that we will keep hearing about the impact of his work in the years to come.

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Truly inclusive societal impact requires  
working with communities as equal partners



# Creating inclusive societal impact & engagement

In order to create positive societal impact and to contribute to solutions to diverse and complex societal challenges, we need to connect and truly engage with society. When it comes to EUR's engagement with society, IDEA Center promotes inclusive and equitable relationships with diverse partners, with a specific focus on underrepresented, marginalised and minoritised communities in society.

At IDEA Center, our aim is to be a connecting force - to bring people and initiatives together, to strengthen inclusive engagement, and to help embed it as a lasting way of working. Below are just a few examples of how this takes shape in practice, through, amongst others, activities, policies, events, and knowledge sharing.

## Knowledge sharing and collaborations

### IDEA-L principles

To guide meaningful engagement, we delineated the [IDEA-L principles for inclusive engagement](#). These five interconnected principles - Inclusive engagement, Diverse engagement, Equitable engagement, Accessible engagement, and Lasting engagement - guide inclusive engagement in all domains of academic life: research, teaching, institutional culture, and partnerships with society. These principles are guiding orientations, rather than fixed rules. Think of engagement as a journey, not a destination, for which these principles can function as a guide to help institutions reflect on how engagement is done, who it includes, what it reinforces, and what it might transform.

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### Launching the English version of our book, titled **Turning DEI Goals into Reality**

We proudly launched the book 'Turning DEI Goals into Reality - A Hands-On Guide to an Inclusive Workplace' (published by Routledge - Taylor & Francis Group). The first copy of the book was presented to Prof. Mia Rönnmar, Rector of Malmö University, at the UNIC Thematic Conference in Malmö. The book is the English version of the (Dutch) book 'Van woorden naar daden - een gids voor een inclusieve organisatie'.

In the book, several authors of IDEA Center share their knowledge of, and experiences with, an integral approach that can help transform an organisation into a more inclusive, diverse, equitable, accessible, and ultimately a more enjoyable organisation for all.

Prof. Annelien Bredenoord, President of the Executive Board: "Erasmus University Rotterdam has built an impressive IDEA Center in recent years. One of the success factors is the truly integrated approach, as it deals with all elemental parts of an institution, such as education, research, engagement, HR, outreach, communication. I am really proud of the IDEA Center team and this beautiful book, that fits perfectly with the goals of UNIC too!"

### Continuing our joint forces with international partners

We are strongly connected to and work together with UNIC, a partnership of ten universities across Europe. We play an active role in the UNIC superdiversity community as well as in the UNIC D&I expert community. We organised a UNIC City Lab as part of our event Fostering Inclusive Engagement,

and are represented in the board for the UNIC HEI Award, which recognises notable contributions to teaching, research, and dissemination of superdiversity and inclusion through specific courses offered by its partner universities. Furthermore, we were involved in the UNIC thematic conference in Malmö in May, and the UNIC working conference in Bilbao in November.

The European Union-funded IDEA-net project, coordinated by IDEA Center, came to an end this year. We worked together with seven (international) partners on this project: Erasmus University Rotterdam, University College Dublin, University of Belgrade, University of Ljubljana, University of Zadar, ECHO Expertisecentrum Diversiteitsbeleid and Knowledge Innovation Centre. The results include, amongst others, the guide titled 'Nine Steps for Setting Up an IDEA Office' and knowledge and capacity building sessions at universities in Croatia, Slovenia and Serbia. This led to creating new IDEA Offices at several universities. The final report of this project received a very positive assessment. Though the project is over, its outcomes and materials are still available on the website <https://idea-net.eu/>



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### Exchanging good practices with University College Cork

We hosted a delegation of seven Access Practitioners of University College Cork (UCC) for an exchange of good practices. The two days working visit dived into the work of IDEA Center and the Education & Students department of EUR, and how that compares with the approach at UCC. We talked about good practices on outreach, student engagement, soft landing activities, and inclusive monitoring & research. Furthermore, participants got to hear EUR students' perspectives on a variety of topics and projects. On the second day, the discussions were centred on international students and students and staff with disabilities. At the end of the programme we facilitated a workshop on how to have conversations around sensitive (political) issues.

Later, six colleagues of IDEA Center went to Cork for the return visit. It was amazing to learn about how UCC facilitates (digital) accessibility and about the important role the library plays in this. It is inspiring to witness that the library is used for both studying and connecting. Students work together a lot, and are working hard to include everyone through, amongst others, organising movie nights and social events. In Cork, the IDEA Center team was also inspired by facilities for students such as quiet and sensory-regulating rooms, calm zones (with individual and collective rooms for students with autism and ADHD), and the PAWS initiative - Promoting Academic Wellbeing and Success through the presence of support dogs on campus. Furthermore, they loved to see facilities like the lending of laptops and multimedia equipment for students, as well as napping pods on campus.

### Sharing knowledge and representation

All colleagues of IDEA Center share their knowledge throughout the year, internally, and externally. Here we present some of the presentations, workshops, webinars, and sessions where they represented IDEA Center/EUR, and shared their knowledge and experiences.

- As polarization increasingly shapes classroom and campus dynamics, we have taken a proactive role in equipping staff and students with the skills to engage in discussions on polarizing topics constructively. Throughout the year, our Project Lead Inclusive Education facilitated multiple editions of the workshop Navigating Polarization: Key Skills for Mediative Speech and Behaviour, supporting EUR's commitment to fostering inclusive and respectful dialogue. Across these sessions, participants developed skills in empathetic listening, depolarized communication, and conversational boundaries, further strengthening our institutional capacity to address sensitive, complex topics with care and confidence.
- Our project lead soft landing organised a workshop on inclusion, diversity, equity and access for faculty members involved in soft landing to help them get a better understanding about this topic and its importance when designing activities for new students at EUR. The workshop was delivered by ECHO Expertisecentrum Diversiteitsbeleid. Furthermore, she gave a workshop on inclusive soft landing for EUR student counsellors as part of their annual study day.

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- Our communications advisor gave several presentations on inclusive communication for, among others, the Socio-Medical Science research group at Erasmus School of Health Policy & Management (ESHPM) and for Eurekaweek Management (EWM).
- Our manager of IDEA Center hosted a session during the Executive Course on LGBTQIA+ Rights & Law at Erasmus University College, set up by Masuma Shahid (Erasmus School of Law). Key message was: we need to change the system by adjusting policies and processes, to ensure employees (but especially managers) contribute to LGBTQIA+ workplace inclusion, by being knowledgeable, open, and reflective.
- We shared our knowledge on diverse aspects of inclusive HR. Our HR policy advisor shared knowledge with Thai court officials visiting EUR. She presented our integral approach to HR, from recruitment and selection, to promotion and exit. We also gave a training on inclusive recruitment and selection, together with our HR department to employees of EUR.
- Each year, the LNVH (Landelijk Netwerk

- Vrouwelijke Hoogleraren; National Network Women Professors) publishes a monitor focusing on the percentage of women professors in the Netherlands. Our Project Lead Monitoring and Research attended the presentation of the Monitor Women Professors, where she gave a pitch about EUR's new target for women professors: 40% by 2030. Furthermore, she emphasized the importance of taking an intersectional approach.
- One of our policy advisors presented IDEA Center and the IDEA-net project at the European Student Affairs Conference in Antwerp. Furthermore, he was actively involved in the knowledge and capacity building sessions at universities in Croatia, Slovenia and Serbia for the IDEA-net project.
  - During EDI (Equity, Diversity & Inclusion) Week at TU Delft, our Project Lead Monitoring & Research participated in a panel discussion. Important topics like how to make universities truly inclusive, combatting discrimination and racism, and ensuring equal opportunities for all, were discussed.
  - We are represented and involved in several committees and boards, such as LNVH, LanDO, 010 Inclusief (Sociaal-Economische Raad), and Workplace Pride.

Connecting with society  
to create inclusive and  
equitable impact



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## Events

### Fostering inclusive engagement

We organised an event on fostering inclusive engagement. International speakers from Malmö University, external speakers from Rotterdam partners, and EUR colleagues and students joined the stage to share insights, engage the audience, and answer the question: How do we become an inclusive engaged university?

There were speeches by prof. Inge Hutter, prof. Arwin van Buuren and prof. Jane Murray Cramm, about internal and external engagement, impact and inclusion, diversity, equity and access.

Participants got actively involved in four breakout sessions. From inclusive education to learning more about external engagement through our Academic Outreach Programme, and from inclusive research to internal engagement, with a short experience in the participatory method of Appreciative Inquiries.

The finale of the event was a UNIC City Lab on health, equity, and engagement: working with city residents for inclusive care. Elisabeth Mangrio and Rathi Ramji of Malmö University, Anniek Bosdijk of EUR and Marije Poot-Reynders of the municipality of Rotterdam, shared their insights on conducting inclusive and engaged research by working on societal issues, in collaboration with municipalities, city and societal partners and universities.

### International Women's Day

We organised an event in honour of International Women's Day, titled The influence of art and AI on our lives and on our health. With an opening speech by our Rector Magnificus, prof. Jantine Schuit: "In art as well as in science, it is of the utmost importance to experiment." Prof. Tineke Abma, professor Art and Health at ESHPM, talked about the positive impact of art on our health. "Art has the power to defeat trauma". Cynthia Liem shared her personal story, on how she, as a professionally trained classical pianist, got drawn to responsible and trustworthy AI. "It's the human interaction with art, like music, that makes the difference".

Following the keynote speeches, a vivid panel talk took place on health, AI and art. Tineke Abma and Cynthia Liem were joined by students Rania Bamhaoudi and Mohammed Sadiki. "Art is part of the human condition", Mohammed Sadiki emphasised. "Society pressures us to be polished. As a society, we're currently so focused on efficiency and optimisation. We're disregarding the beauty and essence of struggling", Rania Bamhaoudi said.

How to become an  
inclusive engaged university



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### Keti Koti

July 1st is Keti Koti, the annual commemoration of the history of slavery in the former Dutch colonies. It is a day of reflection as well as celebration. On the 30th of June, the evening prior to the Keti Koti celebration, a formal memorial gathering took place at the Rotterdam slavery monument. Rector Magnificus prof. Jantine Schuit, and Chief Diversity Officer, prof. Jane Murray Cramm, laid a wreath on behalf of Erasmus University Rotterdam. During the memorial ceremony, there were speeches by Mayor Carola Schouten and by Carlos Gonçalves, chair of Stichting Gedeeld Verleden Gezamenlijke Toekomst. Together we strive for an inclusive and equitable future.

### Session Menopause in the Workplace

"It's not only bad. It's also a period where women are able to make better decisions, because they put themselves first." Yvonne Louwers presented a session on Menopause in the Workplace, during EUR's Career & Wellbeing Month. Awareness is very important, especially in the workplace, where almost 50% of women experience menopausal problems. Yvonne Louwers emphasized that we should "ask help and make better choices" in terms of lifestyle. However, employers, colleagues and occupational doctors also have an important role to play in creating awareness and personalized options for women. This session was organised in partnership with the staff network Females in Academia Moving towards Equity (FAME) and with HR.



### Rotterdam Pride Walk

Students and employees, together with friends, family and loved ones, joined the Rotterdam Pride Walk for equal rights, visibility and acceptance of LGBTQIA+ people in Rotterdam, the Netherlands and worldwide. We gathered to show our pride, freedom and solidarity, and to emphasise that everyone should feel free and safe to be their true selves. Unfortunately, this is not the case for everyone. We walked to show everyone that the struggle for acceptance is not over.

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We, amongst others, support inclusive HR policies and research, provide leadership trainings and workshops, and we value and promote inclusive teams where diverse talents complement each other to enhance success

# Becoming One Connected EUR

**Positive societal impact begins within our own institution, in the ways employees, students, and stakeholders are treated, respected, and empowered to contribute and collaborate. One of the main goals in EUR's Strategy 2030 therefore is becoming One Connected EUR. In a world where change is constant, it is essential to focus on being a human-centered organisation with an inclusive and connected culture, and on being resilient and agile. At EUR, we strive to create and sustain an inspiring and motivating work and learning environment where everyone feels recognised, valued and engaged. We value and promote inclusive and dynamic teams where diverse talents and skills complement each other to enhance collaboration and impact.**

At IDEA Center we work together with several internal and external partners to become an inclusive employer, and to create an inclusive culture. We, amongst others, create inclusive HR policies and research, we provide (leadership) training and workshops, and we work together with and support our Faculty Diversity Officers and our staff networks.

### Creating EUR's Strategy 2030

Several of our colleagues were involved in developing EUR's Strategy 2030. We ensured that IDEA principles are well embedded in each of the three strategic goals: 1) Leading Academic Education & Research, 2) Collaboration In Networks & Society and 3) One Connected EUR. The new strategy is an important milestone that brings us another step closer to becoming a truly inclusive, engaged university.

### Training (Senior) Leadership in Academia

For many years already, we have been involved in the (Senior) Leadership in Academia training programme at EUR. This training supports (experienced) leaders in deepening and broadening their leadership qualities, creating a safe and inclusive working environment, and effectively steering change that contributes to EUR's strategic goals and priorities. As part of this programme, one morning session is dedicated to IDEA topics such as inclusive recruitment and selection, fair promotion criteria, and the role of leaders in fostering psychological and social safety.

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#### Creating 'Combining Work & Life' guide

We want to support our employees in combining their work and their private life well. We thus expanded the Family Friendliness Brochure to a 'Combining Work & Life' guide. This revised guide includes information on various EUR resources and policies that may aid employees through all of life's transitions, such as but not limited to: confidential counsellors, leave policies, the company doctor, the company welfare worker, etc.

#### Cooperating with Faculty Diversity Officers

We coordinated four meetings with Faculty Diversity Officers (FDO's) to foster inter-faculty collaboration and connections, including forthcoming meetings connecting Safe@EUR and the confidential counsellor network with the FDO's. Furthermore, we created the IDEA Center Overview Guide for FDO's to give them more insights into what IDEA Center does and how we can collaborate well together.

#### Supporting an equal level playing field

As an educational institution, we influence who gets to build our future societies. Therefore, we find it crucial to mitigate bias in our educational environment. To reduce bias in our research and education work, it is vital to take into consideration various diversity dimensions, both personal and work characteristics. In our employee scan we already monitor the scores on all outcomes for various diversity characteristics (age, migration background, being a member of LGBTQIA+ community etc.).



It is also critical to ensure there is diversity in top layers of our organisation. As an example, we have been tracking gender distribution in academic positions for years. We see that we have much more diversity among lower academic positions than higher ones and that with each step in the academic career, (gender) diversity decreases; men are disproportionately more represented in senior positions. This suggests that there are mechanisms that affect promotion opportunities differently for men and women.

To combat this lack of diversity, we launched the 25/25 policy measure for more women (associate) professors at EUR in 2019, which is one of the main ways we implement our Gender Equality Plan (GEP). We were very proud and happy to share that we reached the goal of 25% women full professors shortly after the start of this policy measure. In 2023, we broadened the scope of the 25/25 measure to include more underrepresented groups in the programmes Beyond 25/25.

In 2025, the (Beyond) 25/25 measure was followed by the [Advancing Inclusive Academia](#) programme, which aims to create a network of academics at EUR that work together to foster career progression and collaboration. This programme includes workshops, (external) mentoring, co-mentoring, portfolio writing, and feedback sessions. Additionally, the target group has been further expanded to include postdoctoral positions and lecturers, in addition to assistant and associate professors. The programme is open to women, colleagues with migration/ethnic minority backgrounds, as well as now LGBTQIA+ colleagues, colleagues with a disability, and first generation academics. This round of the programme will run until June 2026.

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Regarding gender we have set higher goals and continue to strive for gender equality. We now set an EUR-broad target for 40% women professors by 2030. In 2025, we submitted for the [EU Gender Equality Champions award](#). The winners will be announced in 2026.

### Researching the pay gap and unequal pay on the basis of gender and nationality

IDEA Center, in collaboration with CPC (Corporate Planning & Control) and HR, published a report on the pay gap and unequal pay on the basis of gender and nationality at EUR. An interview and a summary of the results can be found [here](#).

To follow up on this research, IDEA Center, CPC and HR will continue to collaborate to develop a dashboard that allows us to continuously monitor pay gaps and unequal pay. Furthermore, the Executive Board will discuss the findings and action plans with the faculties and departments on an annual basis to continue to mitigate the pay gap.

One Connected EUR  
is about building  
a human-centred  
university where people  
feel recognised, valued,  
and engaged



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### Supporting and joining staff networks

EUR has several networks that strive to improve the diversity and inclusion amongst staff members of the university. The staff networks help foster inclusion of both academic and professional services staff. All employees are invited to join the networks of their preference. IDEA Center supports staff networks and participates actively in their activities.



### FAME

"For several years, FAME (Females in Academia Moving toward Equity) has been EUR's network of females in academia. It is a voluntary, interdisciplinary, university-wide initiative designed to further the participation, empowerment and achievement of faculty and professional services employees of all ranks.

We have organised several activities during 2025, for example the FAME Athena Award for the EUR employee who best supported young women's careers in an inclusive way at EUR. The prize was awarded to [prof. Wendy Harcourt of ISS](#).

In April 2025, FAME hosted a well-received seminar on the EUR budget distribution process, featuring Ciska Quak and Christa van den Berg from Corporate Planning and Control (CPC). In addition, FAME co-organized the Menopause in the Workplace event (together with IDEA Center, HR, and Yvonne Louwers), which provided practical and informative insights for employees and students on the impact of menopause on work and wellbeing. In the coming year, we look forward to continuing this conversation, specifically focused on the role of employers.

The FAME community continued to grow in 2025, with the mailing list exceeding 100 subscribers for the first time - a significant milestone. For 2026 FAME aims to further strengthen its impact by addressing key equity-related issues and by deepening collaboration with other employee networks across EUR."

**-Gabi Helfert, on behalf of FAME**

### QuEUR

"2025 was a successful year for QuEUR, EUR's LGBTQIA+ employee and allies network. We managed to strengthen visibility, community, and allyship through a series of impactful activities. We successfully hosted a networking drinks event each quarter in order to connect LGBTQIA+ employees and allies across EUR faculties and departments. Especially the newer employees appreciated such events as these were a welcoming space for informal conversation, shared experiences, and resulted in a stronger sense of belonging at EUR.

A key highlight was QuEUR's vibrant participation in Rotterdam Pride, where colleagues proudly walked together to represent our commitment to inclusion and diversity. The turnout exceeded expectations with both EUR LGBTQIA+ employees and students participating. Furthermore, several board members attended the annual Workplace Pride International Conference, participating in talks on allyship and reinforcing QuEUR's dedication to advancing LGBTQIA+ inclusion.

In addition, QuEUR's chair participated in several Erasmus (LDE) Pride meetings to ensure that EUR domains and priorities were reflected at a strategic level and to strengthen ties with the broader LGBTQIA+ professional academic network.

Together, all of these initiatives contributed toward building a more inclusive and supportive workplace for EUR's LGBTQIA+ employees. QuEUR looks forward to continuing its work in 2026!"

**-Masuma Shahid, on behalf of QuEUR**

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### Young@EUR

"The staff network Young@EUR continues to grow as a community where young professionals feel recognised and supported. Aligned with our strategy's focus on professional and personal development, community building, EUR awareness and wellbeing, we offered activities that helped our community learn new skills, gain new perspectives and connect across the university.

Highlights included a personal leadership workshop, a yoga and mindfulness session and the bike assembly for impact workshop, which combined teamwork and hands-on learning with social responsibility. We also addressed important topics, from understanding the collective labour agreement to learning how to be an active bystander in creating a safe and inclusive workplace. Social connection was also key, with a boardgame afternoon, wine-tasting workshop and the LDE summer event bringing colleagues together across departments and universities.

Additionally, our collaboration with Rot.Jong further expanded networks beyond campus, allowing young professionals to engage with peers across Rotterdam, share insights and participate in city-wide initiatives."

**-Ou Lin, on behalf of Young@EUR**



### Creating a staff network for employees with a disability

This year, we as IDEA Center facilitated the start of a new staff network for employees with a disability, and allies. Over the last year, several roundtable meetings and brainstorm meetings have taken place to examine the needs of our staff, and to outline the goals of the network.

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# 2026 and onwards

In 2026 and onwards, we will stay strongly committed to creating an inclusive, diverse, equitable and accessible university, and to building an academic environment in which everyone can feel at home and where everyone can develop to their full potential. And this is a joint effort. We are really proud of our collaborations and connections with stakeholders within our university community, and with local, regional, national and international partners.

The commitment and active participation of our Executive Board, deans, faculties, directors, departments, teachers, students, and colleagues throughout our organisation is impressive, and highly valued. We look forward to continuing to work together in making our university more inclusive, and more enjoyable for all.

Looking ahead to 2026, we are proud to highlight some exciting examples of what is still to come.

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# More to come in 2026

Creating and presenting a guide for managers on supporting employees through life transitions. This includes tips for empathic leadership and an overview of resources and policies that may be useful for a manager to know.

Launching an Inclusive Soft Landing infographic and guidebook for EUR faculty use - created together with students, and continuing to develop formats for proposed inclusive soft landing initiatives, such as sessions with student role models.

Creating a document with recommendations for LGBTQIA+ employees when they work abroad.

The advice committee on Diversity and Inclusion in Higher Education and Research commissioned EUR's Data Protection Officer, Marlon Domingus, to lead a working group that creates a guideline on how to collect diversity data in line with privacy regulations. Our IDEA Center research colleagues collaborate with Marlon Domingus on this guideline.

We will evaluate the structure and embedding of Faculty Diversity Officers, and (their) collaborations with IDEA Center and EUR as a whole. The report will be shared and discussed with deans in 2026.

Even though the new cabinet has announced that the education budget cuts in the Netherlands will be reversed and additional investments will be made, political insecurity remains with regard to the minority coalition. This casts doubts on whether these plans will be realized. Our Project Lead Monitoring and Research is in the process of publishing an article on how budget cuts affect diversity and inclusion within our universities.

Launching the board game Kansenbord. This game introduces pupils aged 10 and above to the Dutch education system, helps them prepare for key educational choices, and supports equal opportunities long before they consider university. We developed it in collaboration with Rotterdam primary school pupils, educators, EUR students and staff, and the game developer Identity Games - a strong example of meaningful external engagement.

Presenting a Podcast Series on Social & Sexual Safety. As part of our continued efforts for social and sexual safety and in alignment with our commitment to Amnesty International's Let's Talk About Yes manifesto, IDEA Center is collaborating with Education & Student Affairs to develop a new podcast series within the EUR Unfiltered podcast. Featuring student hosts and experts from diverse fields, the series explores consent, boundaries, power dynamics in reporting, and upstander behavior from student perspectives. The podcast helps raising awareness, addressing misconceptions, and building a campus culture where students feel informed, empowered, and safe to speak up.

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# More to come in 2026

Developing a Step-by-Step Guide for Inclusive and Engaged Outreach, aimed at universities seeking to make their outreach programmes more inclusive. This is not only about reaching more people, but also about helping universities themselves become more open, relatable and equitable.

In collaboration with RE&F, M&C, Executive Board and University Council, we are updating and expanding the flag protocol for EUR. The purpose of this flag protocol is to provide clarity about which flags are to be hoisted (half-mast), and on which moment(s), so that this is done as consistently as possible at all EUR locations, in line with official guidelines and in accordance with the university's broader (communication) policy. This document also outlines the criteria and process for submitting new requests and sets out the responsibilities of those involved.

Together with HR and Erasmus Research Services, IDEA Center will lead the process of developing a new Gender Equality Plan for EUR.

We're continuing our art/photo project Professors Represented: showing female excellence in academia. We will expand the portrait series at Erasmus Building with portraits of professors who were unable to join the project before, and newly appointed professors.

On June 30th and July 1st we will be commemorating and respectively celebrating Keti Koti. We will be at the official commemoration at the Rotterdam slavery monument on June 30th, and are planning an event in context of Keti Koti as well.

Organising an International Women's Day event. In 2026 we will present an event with the theme 'Exploring health, gender and intersectionality'.

In collaboration with QuEUR and HR, we are drafting a plan to address opportunities for improvement when it comes to LGBTQIA+ inclusion, based on a Workplace Pride Benchmark report EUR participated in.

**Dedication,  
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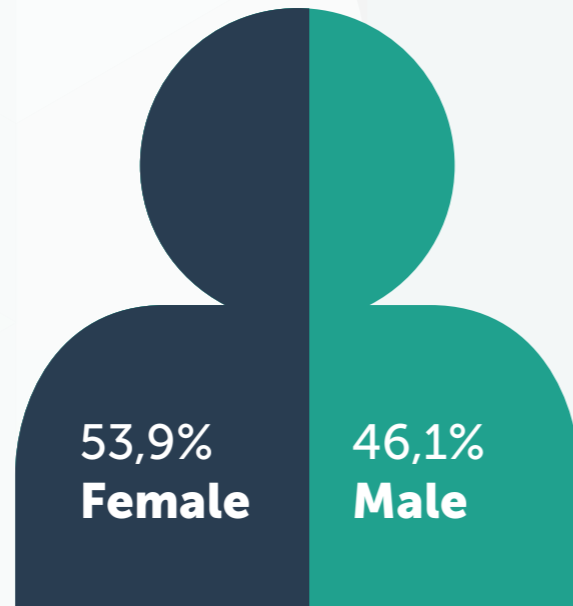
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# Student Data

## 31.852 students

Ratio sex bachelor students

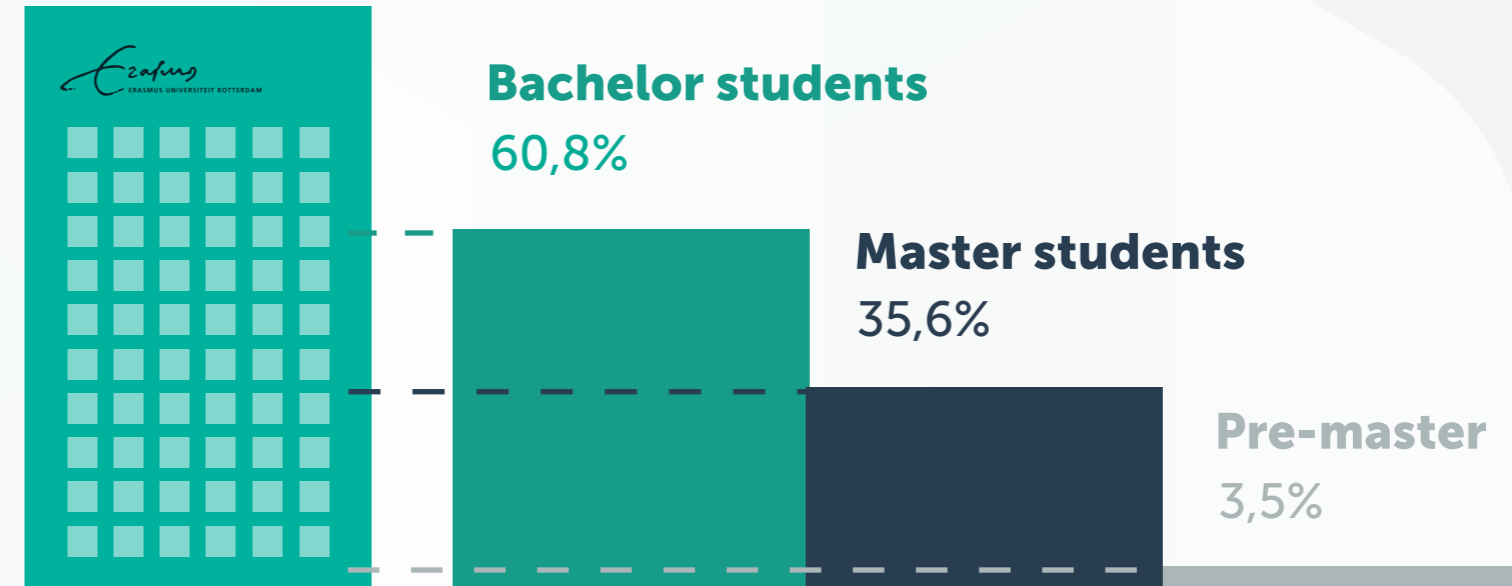


Ratio sex master students

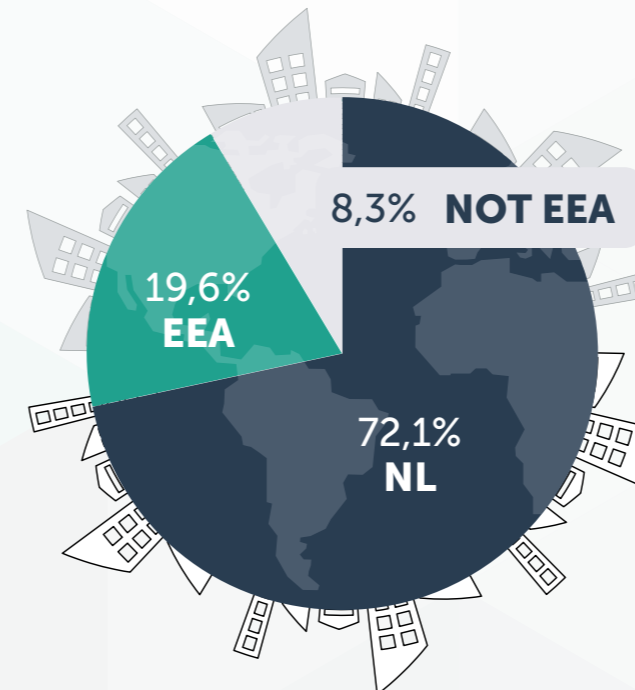
55,2% Female

44,8% Male

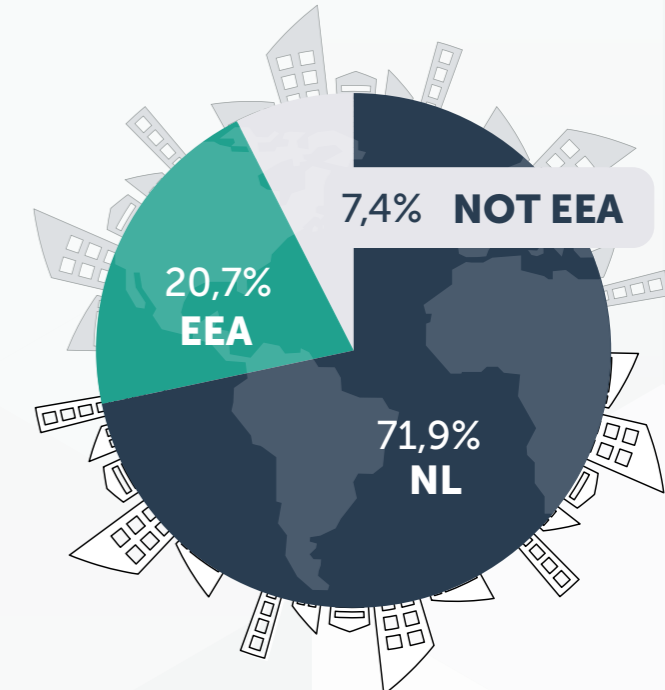
Ratio bachelor/master/pre-master



Ratio nationality bachelor students



Ratio nationality master students



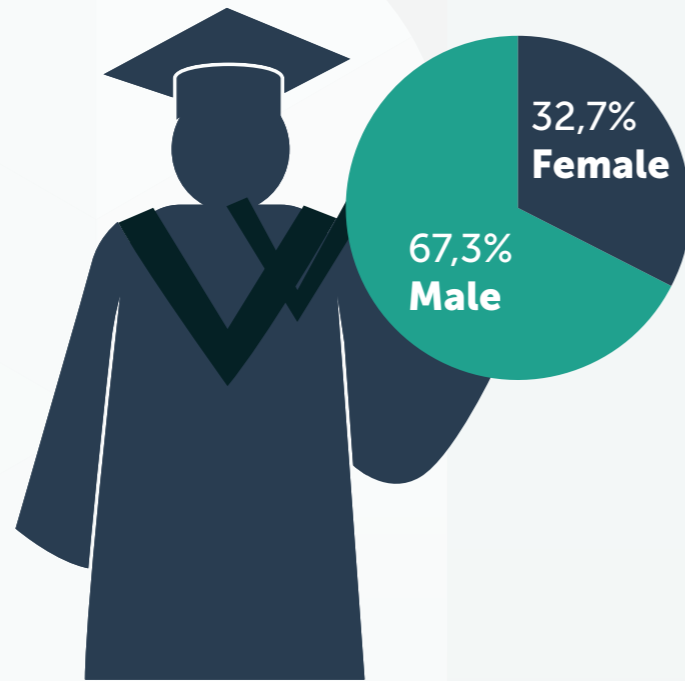
These data were obtained from the Education Monitor on January 8, 2026 (using the reference date of October 1, 2025, as is usual practice within EUR). The number of students reflects the actual number of students enrolled at EUR. The figures are based on the number of enrolments. A student may be enrolled in more than one programme. Groups smaller than 10 people are not included for privacy reasons. EEA = European Economic Area



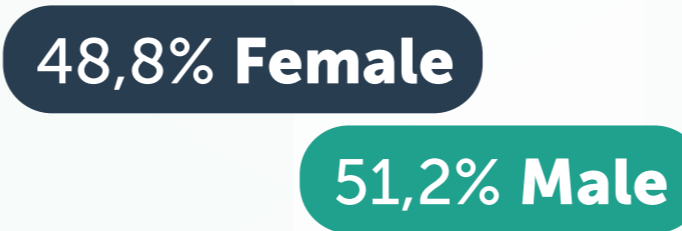
# Employee Data

FTE for academic staff (excl. PhD students) by sex, age and nationality

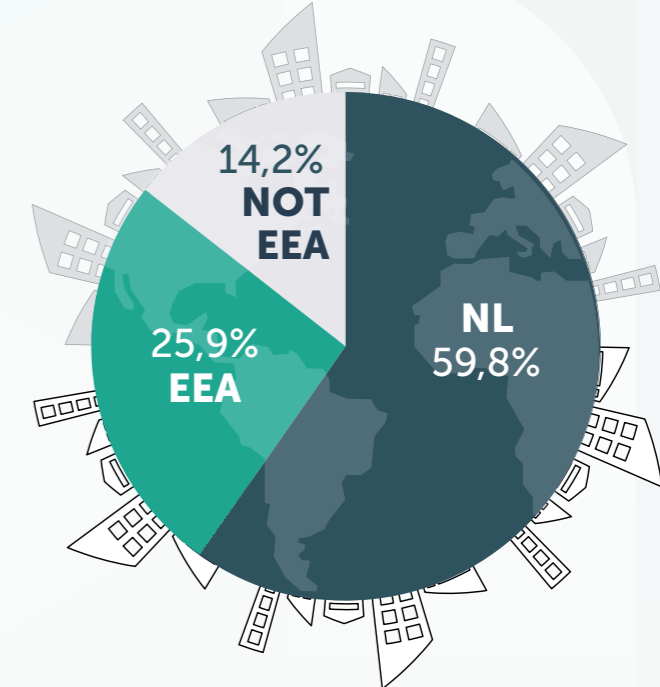
Ratio sex full professors



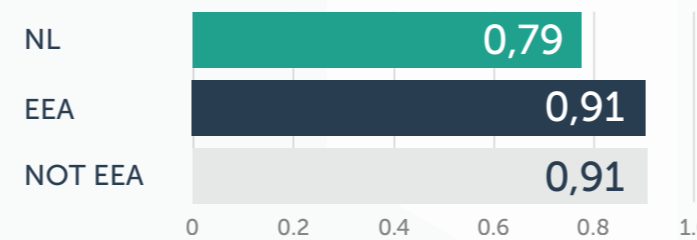
Ratio sex academic staff



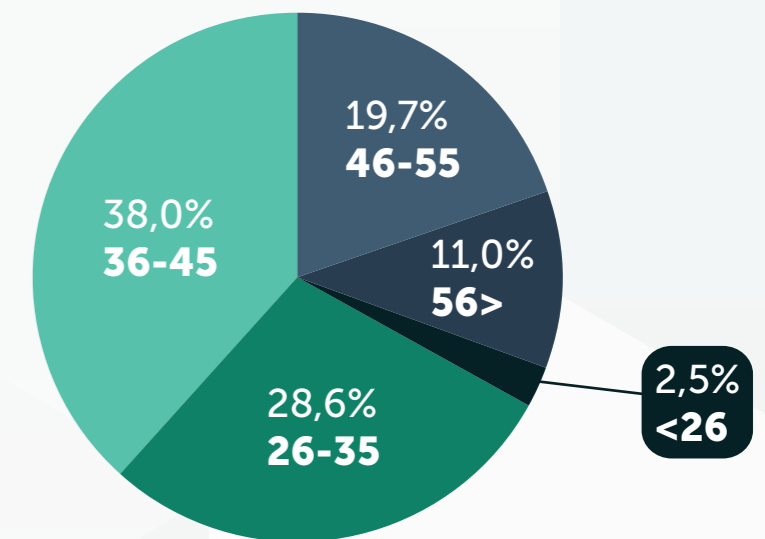
Ratio nationality



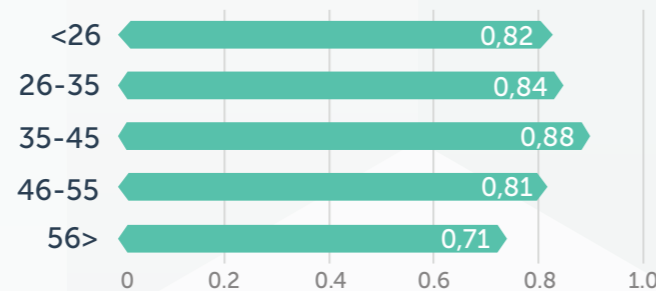
Average FTE by nationality



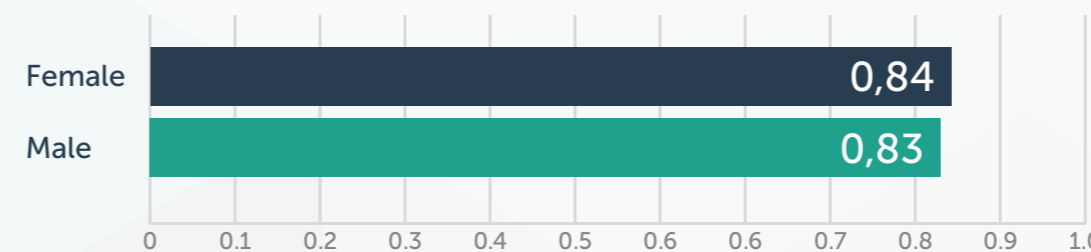
Ratio age categories



Average FTE by age category



Average FTE by sex



These data concern people employed by EUR and have been retrieved from the HR Monitor on January 19, 2026, using the reference date of December 31, 2025. Groups smaller than 10 persons are not included for privacy reasons. Sex is only recorded in binary form. That is why we present it here in this way.

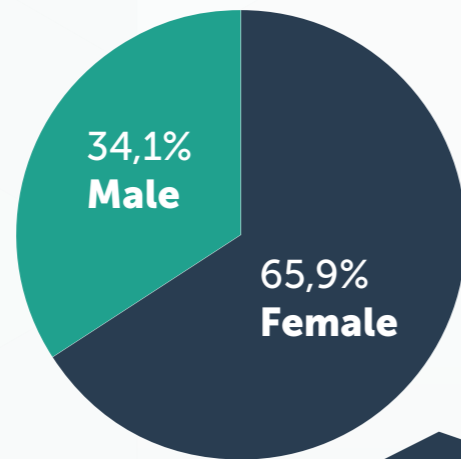
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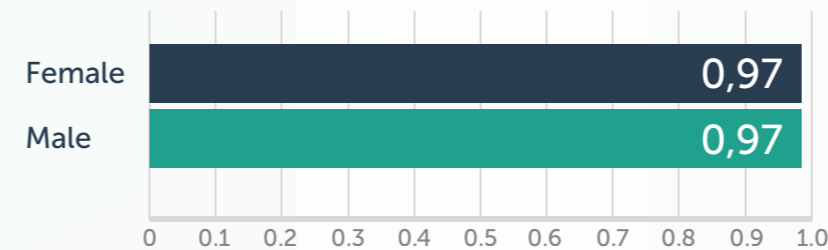
# Employee Data

## FTE of PhD students by sex, age and nationality

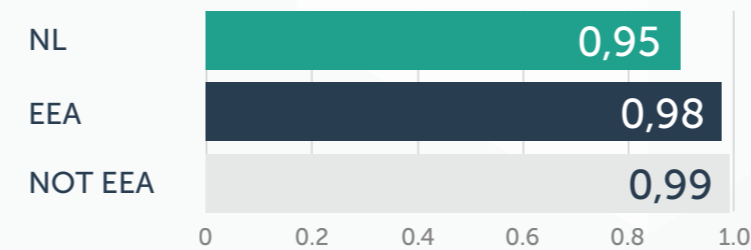
Ratio sex



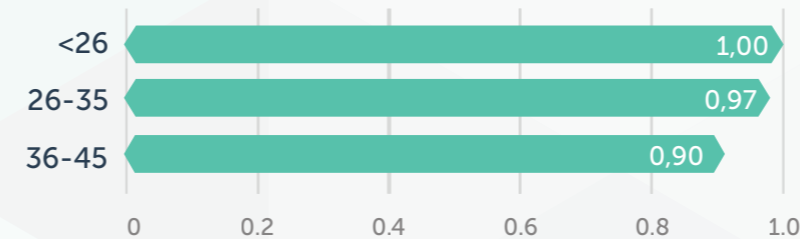
Average FTE by sex



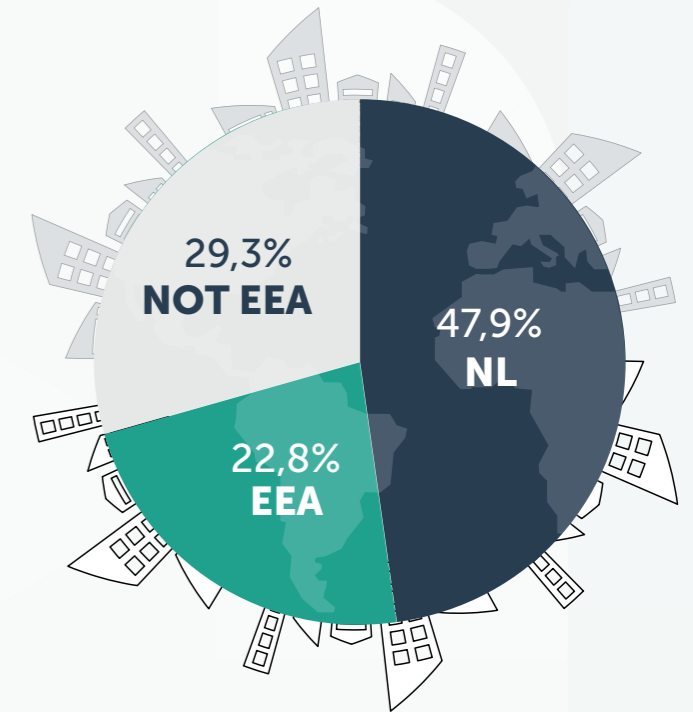
Average FTE by nationality



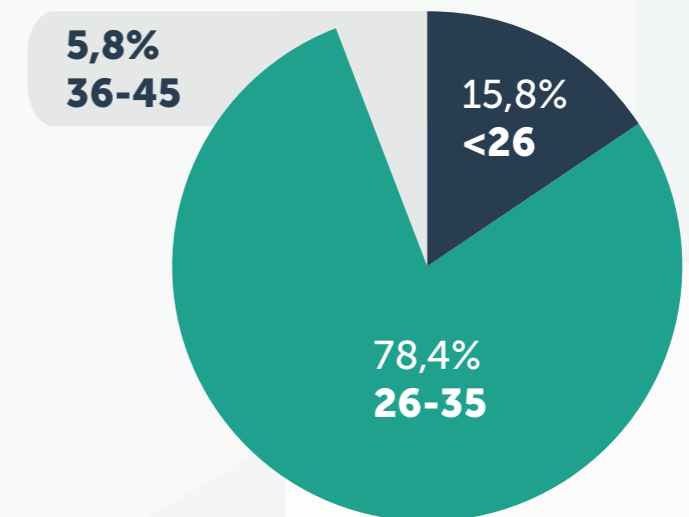
Average FTE by age category



Ratio nationality



Ratio age categories



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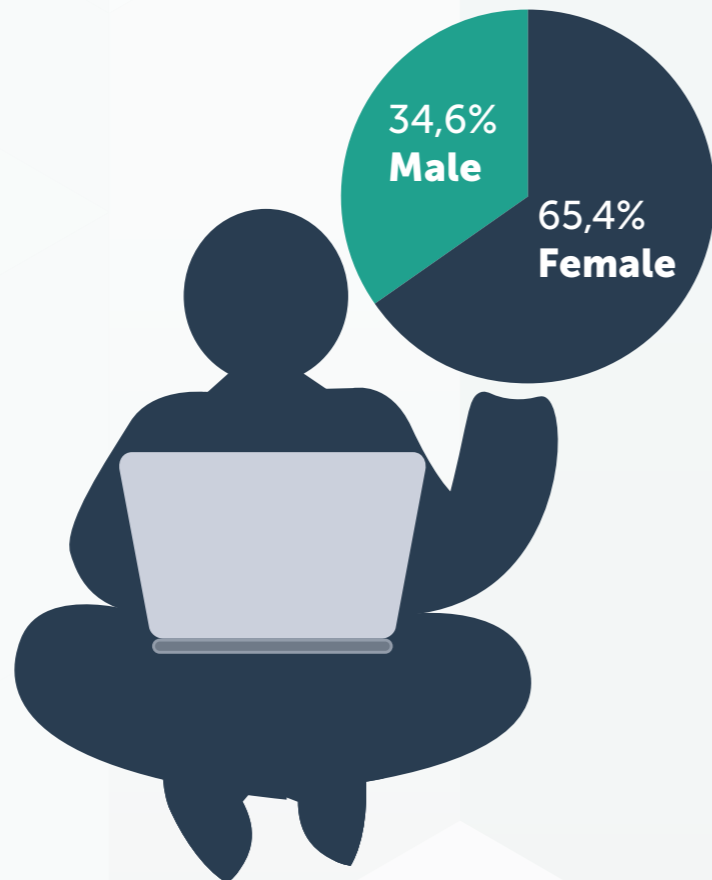
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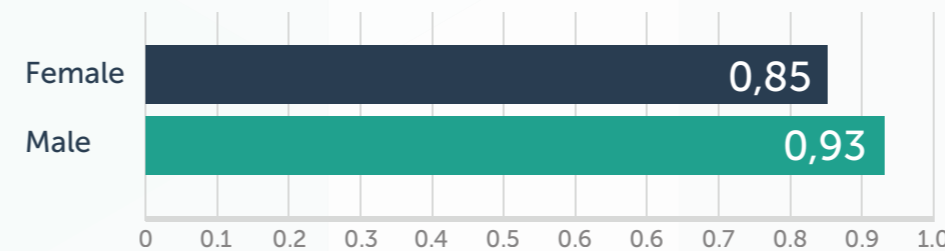
# Employee Data

## FTE of professional services staff by sex, age and nationality

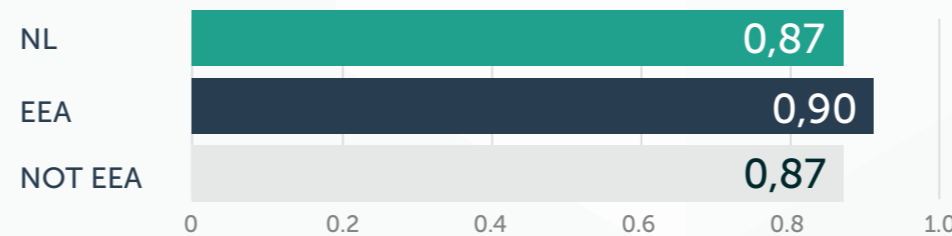
Ratio sex



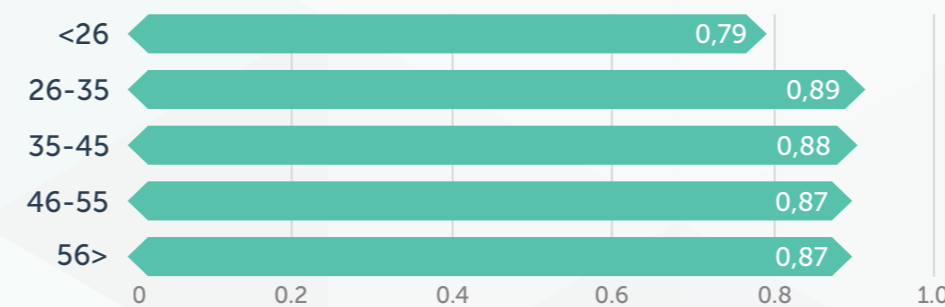
Average FTE by sex



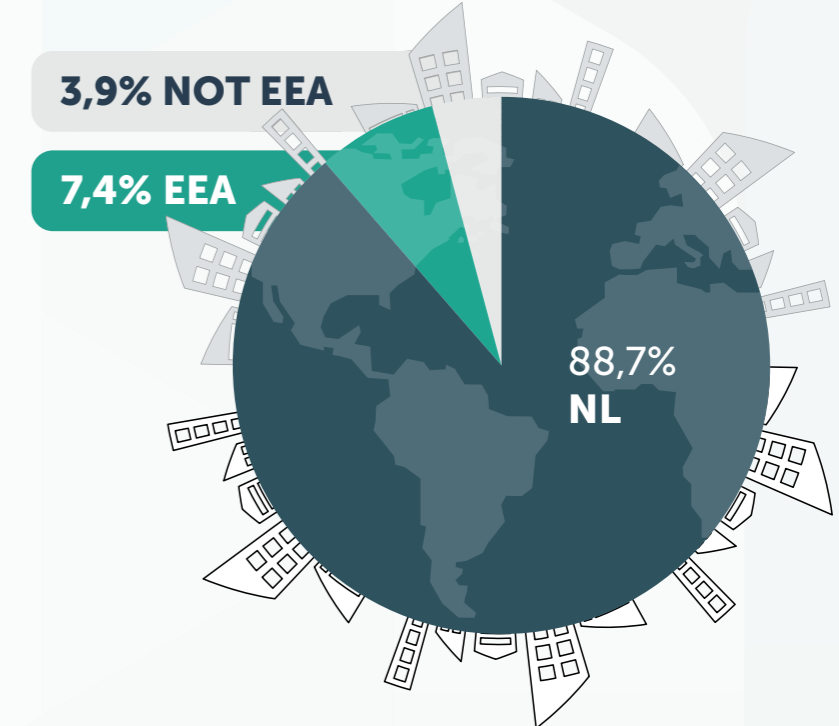
Average FTE by nationality



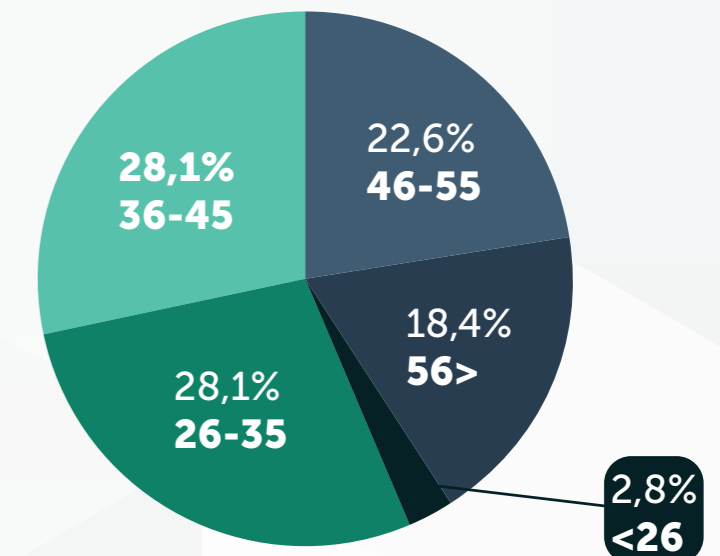
Average FTE by age category



Ratio nationality



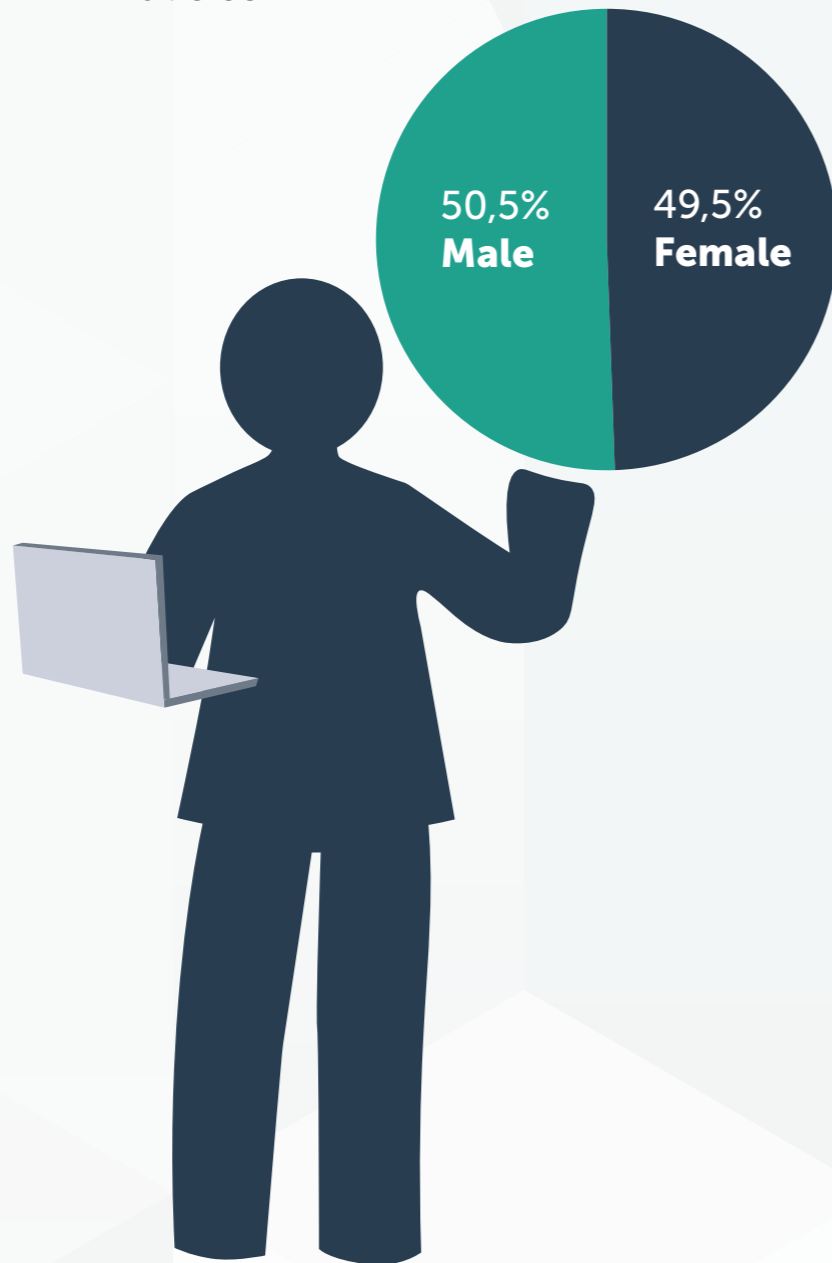
Ratio age categories



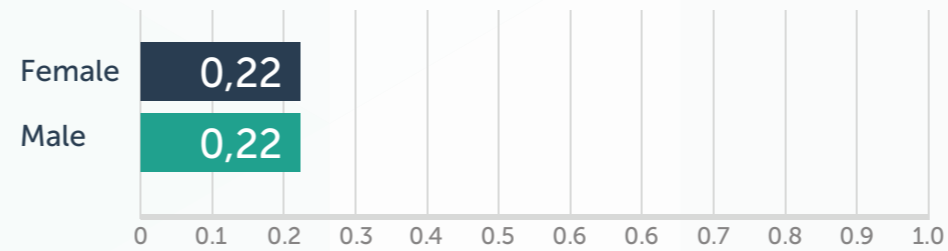
# Employee Data

## FTE of student assistants by sex, age and nationality

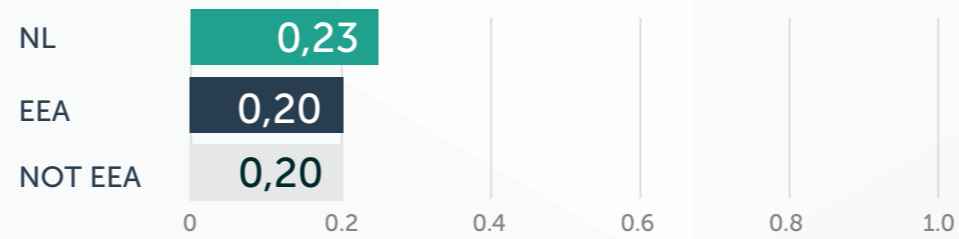
Ratio sex



Average FTE by sex



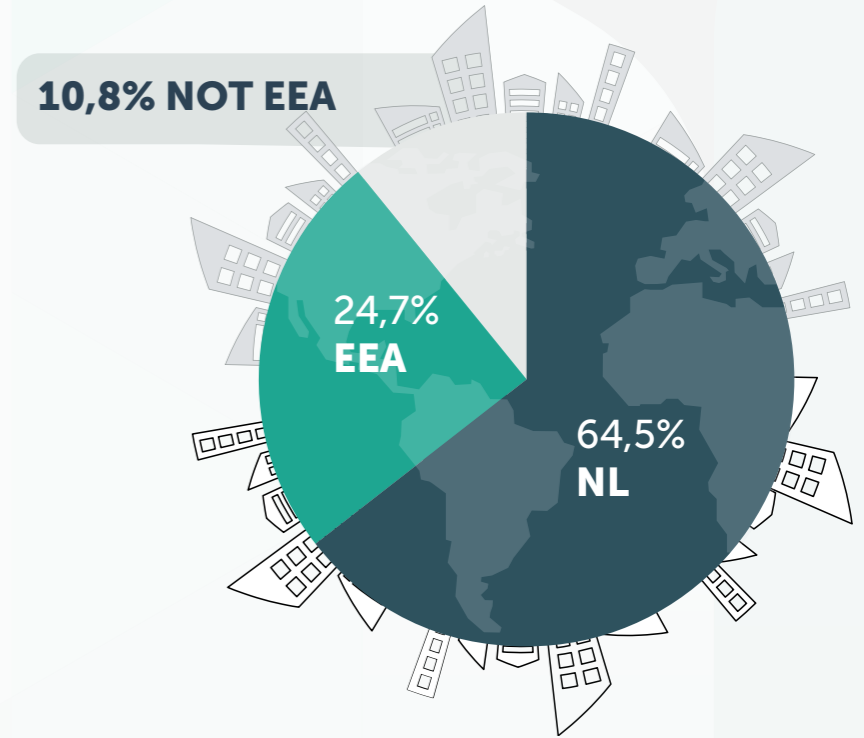
Average FTE by nationality



Average FTE by age category



Ratio nationality



Ratio age categories

