New action plan for 2025-2028						
Pillar 1 **Ethics, Integrity, Gender en Open Science**	**Gap principle**	**Timing**	**Department**	**Indicator /target**	**New, in progress, completed, extended**	**Remarks**
ACTION 1 Diversity and Inclusion (https://www.rug.nl/about-ug/policy-and-strategy/diversity-and-inclusion/diversiteit-en-inclusie-bij-de-rug/beleid-en-informatie) Short-term and long-term goals The UG aims to be a university where students and staff members feel respected and at home, regardless of any visible and invisible differences in	Pillar 1 Ethics, integrity, gender and open science 27. Gender balance 10. Non-discrimination	2021-2025	D&I office (in cooperation with the academic community)	Indicators: Progress reports	Extended	Focus points for 2025-2030: Priorities for 2025-2030: The D&I programme was evaluated in 2024, and recommendations have been made for the future embedding of this theme within the organization. In 2025, the implementation and strengthening of this theme is planned, based on the realization of a network and the results that have been achieved thus far. This implementation process will also include a plan containing actions and goals for the coming years. Beginning in 2025, D&I will also encompass Equity, as well as Accessibility and '*Afspraakbanen*' (positions filled with people with occupational disabilities).

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background, experiences, perspectives, characteristics and identity. Together, we create a stimulating study and work environment that respects diversity in the broadest sense of the word, and where students and staff members feel connected to the UG community. We are striving to achieve a cultural shift towards greater inclusion by raising awareness of the added value of diversity.						
ACTION 2 Gender Equality Plan (GEP) https://www.rug.nl/about-ug/policy-and-strategy/diversity-and-inclusion/diversiteit-en-inclusie-bij-de-rug/beleid-en-informatie	Pillar 1 Ethics, integrity, gender and open science 27. Gender balance 10. Non-	2021-2025	D&I office (in cooperation with the academic community)	Indicators/ targets: Pilot Aletta Jacob chairs/RFF community for three years (till the end of 2027).	Extended	Priorities for 2025 An update of the Recruitment Guide and a new Applicant Tracking System that includes D&I. (in progress) Annual reports about equal pay at the end of 2026 (in progress) New indicator: @% female professors in 2030. At the end of 2024, this was 31.4%. With the new round of Aletta Jacobs chairs, prognoses are that we will have reached the goal of 33% by the end of 2025. An update of the GEP will be prepared at the end of 2025.

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Our goal is to actively promote gender equality within the University, in the understanding that gender is always linked to other social categories, such as ethnicity, ability, age, sexual orientation and social class. The Gender Equality Plan is part of the UG's D&I policy.	discrimination			Use of dashboards for monitoring data completed. - New indicator: @% female professors in 2030 (to be determined) in combination with an indicator for female associate professor.		
ACTION 3 Open Science website	Pillar 1 Ethics, integrity, gender	Oct 2024 - Sep 2027	OSP Steering	Indicator: Progress report	In progress	The UG's Open Science Programme 2.0 builds on the successes of the initial phase of the programme, shifting from

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OS Programme Phase 2: Make Open Science and Open Education the norm in the culture of research and teaching.	and open science 3. Professional responsibility 7. Good practice in research 9. Public engagement		Committe e			encouraging Open Science and Open Education to embedding them as the norm. Launched in October 2024 and running until September 2027, this phase focuses on sustainable integration across the entire range of research and teaching. Key initiatives include establishing innovative infrastructures for open scholarly publication (e.g. the University of Groningen Press), enhancing interoperability in FAIR data and software, and launching a Citizen Science Hub to support researchers in meaningful collaborations with societal actors. In addition, the programme is driving policy development for Open Education and ensuring that the principles of Open Science are embedded in the UG rewards and recognition system. These efforts will allow the UG to continue its leadership in fostering a truly open and transparent academic culture.
ACTION 4. National Open Science festival Groningen has been selected to host the 2025 edition of the largest annual gathering of more than 500 academics, policymakers, and research support professionals from the Netherlands and beyond. Chaired by Casper Albers and Ana Ranitovic, the event	Pillar I Ethics, integrity, gender and open science 3. Professional responsibility 7. Good practice	Feb 2025 - Oct 2025	Open Science Program me	Indicator: Evaluation report	In progress	

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will take place on October 23–24 at the UMCG, organized in collaboration with NWO. This prestigious conference highlights the University of Groningen's commitment to open science and underscores its importance for all UG employees.	in research 9. Public engagement					
ACTION 5 Embedding Open Science in Rewards and Recognition The UG was awarded a grant by the NWO as part of the Open Science NL Recognition and Rewards (hereafter R&R) programme. The grant will be used to hire a project manager to accelerate the embedding of Open Science practices into hiring and promotion policies.	Pillar I Ethics, integrity, gender and open science 3. Professional responsibility 7. Good practice in research 9. Public engagement	May 2025 - April 2026 (expected)	Open Science Programme	Tbd once the project kicks-off	New	The project focuses on piloting the implementation of FAIR data and software principles into the hiring and promotion policy at the Faculty of Science and Engineering (FSE), and Open Education at the University College Groningen (UCG). These **pilot initiatives** will be **implemented in a loop**. Stakeholders will be engaged through workshops, meetings, and feedback sessions to conceptualize, test, revise, and refine hiring and promotion practices throughout the length of the project. As part of a national €1.2 million funding programme, the UG and the other 23 participating institutions will share their results with the coordinating contact point, which is situated at the Centre for Science and Technology Studies (CWTS) in Leiden for this project. This coordinated national effort will help make Open Science a norm in academic culture.

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Pillar 2- Researchers assessment, recruitment and progression						
ACTION 6 Recognition and Rewards career paths In 2019, the UG joined the national Recognition and Rewards programme initiated by Dutch universities, university medical centers (UMCs), the Dutch Research Council (NWO), the Royal Netherlands Academy of Arts and Sciences (KNAW) and the Netherlands Organisation for Health Research and Development (ZonMw). The aims of the programme are set out in the position paper 'Room for everyone's talent',	Pillar 2 Researchers assessment, recruitment and progression 11. Evaluation/appraisal systems 28. Career development 38. Continuing professional development	until Q4-2026	UG's Recognition and Rewards committee in cooperation with the faculties	Indicators: Academic career policy documents (for each faculty) Number of academics in various career paths/profiles Target: satisfaction rates of academic staff members (staff survey)	Extended	In principle, an academic career comprises a combination of teaching, research, impact, leadership, and (for some) patient care. The emphasis of a career varies according to its progress through various phases. To increase diversity, the faculties have initiated discussions about the usefulness and necessity of a teaching career (an academic career with a stronger emphasis on teaching). Faculties that have already published a document containing several career tracks: Science and Engineering: Research, Education, Impact. Economics and Business: Research, Education (see for an overview). The Faculty of Law and the Faculty of Behavioural and Social Sciences have published career policies on the intranet. A survey (Culture Barometer) was conducted in January 2024 to establish a baseline measurement for assessing future progress. In addition to highlighting the broad support for the programme, the Culture Barometer has also revealed several areas of concern. For example, most respondents noted that they have not yet

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which encourages greater diversity in the career paths and profiles of academics. The programme ends as a national initiative in December 2026.				Results of the final culture barometer (2026)		seen much, if any change since the programme was launched. Most of the changes experienced are policy changes, with systemic and culture changes less commonly experienced. A national e-magazine was published to raise awareness about the programme.
ACTION 7 Focus on quality- societal impact	Pillar 2 Researchers assessment, recruitment and progression 11. Evaluation/appraisal systems 28. Career development 38. Continuing professional development	Until Q4-2026	The UG Recognition and Rewards Committee in cooperation with the faculties	Indicator: UG policy document about the methods for assessing research performance	Extended	In addition to the policy document on recognizing and rewarding quality in research, there is a need for consideration and discussion about recognizing and rewarding quality in terms of the societal impact of research and teaching.
ACTION 8 Recognition and Rewards	Pillar 2 Researchers	until Q4-2026	The UG Recogniti	Indicators: Compilation of an	Extended	When assessing academics, the emphasis has always been on individual

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Strike a balance between individual and collective interests	assessment, recruitment and progression 11. Evaluation/appraisal system 28. Career development 38. Continuing professional development		on and Rewards committee in cooperation with the faculties	inventory of sources and tools/instruments Formulation of a vision document setting out the University's ambitions in terms of recognition and rewards with regard to working in teams		performance. To date, relatively little attention has been paid to the assessment of contributions to collective interests and the development of academics in this respect. Several consultation meetings with representatives from faculties have been organized. A document containing the results was shared with several groups of stakeholders. The deans of the faculties and the deans of the University have expressed a desire to formulate a vision and ambition in terms of recognizing and rewarding contributions to teams. This vision could culminate in an implementation plan with concrete steps towards the realization of this vision.
ACTION 9 Improved onboarding procedures for staff members		Q42025	HR & Health	Number of users of the onboarding portal Number of participants in the introductory programme	New	In addition to comprehensive information for new staff members (national and international) a new onboarding portal for UG staff was launched in July 2024. The onboarding portal contains information for new staff members on the entire hiring process: from the time of being invited for a job interview to the first 100 days of employment. In addition, an introductory programme

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						for new executives is being developed. The first pilot project was launched in February 2025, and it will run through April. The programme will be developed further throughout the year.
Pillar 3 Working Conditions and practices						
ACTION 10 Support for entrepreneurship on the part of researchers should be improved. This calls for more cooperation with the UMCG and the establishment of a 'one-stop shop'. In order to support entrepreneurship, a policy concerning the use of facilities and spaces of the UG should be formulated.	Pillar 3 Working conditions and practices 8. Dissemination, exploitation of results 31. Intellectual property rights	Q4 2025	R&I. Legal department and Real Estate organization	The establishment of a 'one stop shop' for researchers of the UG and UMCG. A university-wide policy for supporting start-ups in their use of UG facilities spaces.	New	The UG and the University Medical Center Groningen would like to establish a joint 'one stop shop' to promote entrepreneurship and economic valorization. In 2025, in collaboration with the Real Estate department, a policy on supporting start-ups by allowing them to use UG spaces and facilities will be formulated.
ACTION 11 Provide more information on existing UG units to which	Pillar 3 Working conditions and practices	Q1 2026	Office Management	Reposition the UG's Knowledge	Extended	The UG KTO is now positioned in the Research & Impact cluster, and the Research Support Portal has been launched.

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researchers can address their questions about the dissemination and exploitation (e.g. commercial) of research results. This can also be realized through newsletters and by involving staff who work in positions closer to researchers (e.g. funding officers). The valorization (outreach, impact) of scientific results is an important task of the University, and it therefore deserves more attention.	8. Dissemination, exploitation of results 31. Intellectual property rights			Transfer Office (KTO) and communicate the support it can offer researchers.		More business developers have been employed at KTO, and the Faculty of Science & Engineering has its own business developer, who plays an important role in informing researchers about opportunities for valorizing intellectual property. Innokite https://www.innokite.nl/ was founded to promote entrepreneurship amongst researchers. Innokite provides support to researchers in their efforts to establish start-ups. It is expected to play a key role in communicating the available support and opportunities to researchers interested in launching their own ventures.
ACTION 12 Start-ups Improve facilitation for researchers in establishing start-ups by making it	Pillar 3 Working conditions and practices 8. Dissemination,	Q2 2022 regarding the amendment of the regulatio	General Administrative and Legal Affairs/HR/Northe	New regulations regarding shareholding and communica	Extended	Regulations on additional activities with regard to shareholding were amended as of 1 July 2022. These Regulations encourage researchers to participate in start-ups. The Regulations are being evaluated and will probably be tempered in 2025, thereby making it easier for researchers to obtain shares.

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possible to obtain more shares in a start-up.	exploitation of results 31. Intellectual property rights	ns on additional activities. Q4 2023 vision: to realize more start-ups.	rn Knowledge	tion and overarching vision for realising more start-ups.		An overarching vision on the realization of more start-ups is still lacking, due in part to the new embedding of the KTO. The UG investor UG Ventures is taking a more active role in supporting start-ups by making more investments, which will lead to more start-ups.
ACTION 13 Reduce workload Reorganize academic calendar (recommendation of University Committee)	Pillar 3 Working conditions and practices 24. Working conditions	2024/25	Board of the University / Faculty boards	A new academic calendar - Five faculties have started a smarter academic year (pilot). - Monitoring and	In progress	A different approach and timing for teaching, examinations, and administrative tasks is creating additional dedicated space for research and leisure time Highly strategic/political issue at the national level. The pilot projects at the UG are not yet finished. The outcomes of these projects will be evaluated in the second half of 2025 and shared with the academic community. A new monitoring survey will be conducted in early 2026. In addition, several projects aimed at improving task load have been implemented within various faculties. These projects will be extended in the coming year. It is an ongoing subject that requires continuous attention

				improving the task load of staff members, especially for those who combine research and teaching.		
Action 14 Reduce work load	Pillar 3- Working conditions and practices	until Q4 2027	HR Faculty Boards	Improvement in the staff survey outcome on work-life balance relative to the previous staff survey Monitoring by means of an updated risk inventory and assessment	In progress	

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ACTION 15 Social safety dialogues	Pillar 3-Working conditions and practices	Until Q4 2027	HR Faculty Boards	Improvement in the staff survey outcome on social safety has improved relative to the previous staff survey	In progress	The Social Safety programme was launched in January 2024 with the goal of achieving culture change. One component entails conducting dialogues. The social-safety dialogues started with the Social Safety working conference in May 2024. Based on the output of that conference, five topics were initially distilled for which in-depth dialogues were/or will be organized. Work is also underway on a series of monthly dialogues based on specific questions. In these sessions, the dialogue is combined with an activity (e.g. a walk). In addition, conversations will be held with specific target groups ('focus groups') on the theme of Social Safety within their specific contexts (e.g. LGBTQ+, international women, PhD candidates).
ACTION 16 Social safety (pilot project) Set up a central reporting and information point for Social Safety	Pillar 3-Working conditions and practices	Until Q3 2026	HR University Services	Semi-annual progress updates	In progress	In September 2024, a working group began elaborating the form, content, and method of a central reporting and information point. The goal is to set up an information desk with a referral function for signals, reports, and questions related to Social Safety, as expressed in the CLA agreements. The national manual of the government commissioner for sexual harassment will be used as a guideline for setting up the hotline. Given the difficulty of determining in advance what will work best for the institution, it was decided to start the hotline as a pilot project (Hotline 1.0) for one year, during which the hotline

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						will be optimized for the UG by means of 'learning by doing'. In the meantime, evaluation moments will be organized with users and the employee participation.
Pillar 4- Research careers and talent development						
ACTION 17 Career development The deadlines for completing a PhD thesis are rarely met. This poses a considerable organizational problem with no simple solution. The first step is to raise awareness amongst supervisors of the importance of ensuring that PhD students complete their doctoral projects on time.	Pillar 4 Research Careers and Talent Development. 37. Supervision and managerial duties 40. Supervision	Q4-2027	Graduate Schools	Duration of the PhD programme	Extended	This is an ongoing effort, and progress is slow – not only at the UG, but also nationally and internationally. The UG has set up compulsory (and optional) courses for PhD supervisors (Action 20), with the goal of making them aware of the problem and equipping them with the necessary tools to keep the duration of PhD projects within limits. The learning outcomes of the PhD programme have been reviewed (a PhD programme is a training programme, not a life's work; for example, research results should not necessarily be published). It is stressed that a four-year PhD programme should include only three years of research (thus leaving time for starting up, following courses, teaching, group support tasks, writing, and other tasks).

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						New efforts focusing on improving the organization of the first year, with clear agreements about the skills to be demonstrated after six months and clear criteria for the go/no-go moment at nine months. These improvements should lead to proper consideration for deciding whether a PhD candidate can continue the programme, thereby reducing problems relating to the wellbeing of PhD candidates and supervisors. A new programme –PhD/i – was established to support and train PhD candidates and their supervisors in interdisciplinary research programmes, which are often particularly complicated in many respects.
ACTION 18 Support for the successful completion of long-term PhD programmes	Pilar 4 Research Careers and Talent Development. 37. Supervision and managerial duties	Q4-2026	Graduate Schools	Number of PhD candidates in the support programme.	New	Only 80–85% of UG PhD candidates complete their programmes with a PhD degree. Many of those who do not complete their programmes successfully within a reasonable time have jobs (new or existing) that do not leave them enough time and energy for this additional task. Private obligations (e.g. to family and

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	40. Supervision			Percentage of successful completions among PhD students participating in the programme.		friends) can also play a role in this regard. The UG has set up a programme of bootcamps that bring PhD candidates together over a few weekends and offer them supervised quality time to finish writing their manuscripts.
Action 19 Career Perspectives for scientific staff	Pillar 4 - Research Careers and Talent Development.	Q4-2027	Talent Development and Graduate Schools	Numbers of staff members participating. Satisfaction amongst participating staff.	New	Following the successful Career Perspectives Series for PhD candidates, a broader programme aimed at all academic staff is now being developed, with dedicated training for staff in the various phases of their academic careers (PhD candidates, postdocs, and beginning, intermediate, and advanced staff). Training will be offered on the following themes: career progress, doing research, obtaining funding, publishing, being visible, leadership/organization, and building professional networks.
ACTION 20	Pillar 4 Research	Q4-2025	Graduate Schools	Portal is live.	Extended	A UG Career and Alumni Platform is currently being set up. Bachelor's,

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Set up a career portal for PhD candidates	Careers and Talent Development. 30. Access to career guidance			Number of mentors in the database		Master's and PhD candidates can use this portal to contact potential employers, mentors, and organizations offering internships. As soon as this portal is in place (expected 2025), the plans for the mentoring system for PhD candidates will be implemented (see Action 10).
ACTION 21 Strategic Plan and Recognition and Rewards Stimulating leadership	Pilar 4 Research Careers and Talent Development. 28. Career development 38. Continuing professional development	until Q2-2025	The UG Recognition and Rewards committee in cooperation with the faculties	Indicators: Document: The UG vision on leadership Document: UG competencies and a development line for leadership at various levels	In progress	The Board of the University established the UG leadership vision in January 2023. After the vision pathway was undertaken in 2022, the vision was formulated and adopted. The vision describes what leadership entails, why it is important, and what can be expected of it. It distinguishes four leadership roles. The implementation programme for the vision will be completed in Q2-2025, including a development line for the various leadership roles. The development line will contain all activities involved in the development of leadership for the various roles.

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