

TU Delft

Quarterly report social safety and integrity

Q3 2024

1-10-2024

Introduction

On July 1st, the Inspectorate shared its response to the Plan for Change: *towards a socially safe TU Delft*, which TU Delft submitted on May 15th. The Inspectorate shared its findings in three areas: the role of staff (and students), the plan itself and the role of the Executive Board. The Inspectorate has also asked TU Delft to further specify the Plan for Change into an action plan, to set about its implementation and to report in writing on progress every three months.

The purpose of this report is to follow up on this request. As well as to inform all staff, students, other stakeholders and interested parties about the Project for Social Safety and Integrity and the implementation plan that underpins it. This plan provides detailed insight into all of the actions, who is responsible for their implementation, who will carry/is carrying them out, with which instruments, the timeline and intended results.

Over the past months, the university, together with the help of the TU Delft community, mapped out a route on how to jointly achieve a socially safer university. In order to arrive at a widely supported plan – a plan by and for the community – input and feedback has also been collected widely in the organisation. We have made every effort to give the best and most careful interpretation possible to an honest and transparent process, in which everyone – employees, students and alumni, but also the participation bodies (Works Council and Student Council), deans and directors, internal and external experts – have been given the opportunity to consider, discuss and participate in the improvement process. Anonymously or otherwise.

This has led to a lot of valuable input.

Our goal is make a sustainable improvement to social safety and integrity within TU Delft. This is only achievable if we involve the entire TU Delft community in this change task and focus on our own intrinsic motivation. The report of the Inspectorate February 16th states that most of the employees interviewed are proud of TU Delft, but that employees also experience a lot of social unsafety within the institution. That's why we are taking a positive, encouraging approach. We strive for a university that everyone can be proud of, that is socially safe for everyone and that acts with integrity and decisiveness. We consider this to be an absolute prerequisite and a fundamental right of all of us

The Project for Social Safety and Integrity is in full development and implementation mode. A lot has already been set in motion, which is generating positive energy. We also see that there is mistrust and skepticism: Are we really changing? Is enough happening? And are we moving fast enough? Although not everything can be achieved at once, this report shows that we are on the right way. Some actions have already commenced and are at an advanced stage, while others have yet to start or are in development. We are learning from the experiences we gain and the feedback we receive, and will adjust our approach where necessary.

We are not only open to further feedback, but will also actively collect it from the various sections within and outside the university. We will do this by entering into conversation with staff, students and other stakeholders.

Our quarterly reports are prepared in Dutch and English and will be published publicly on <https://www.tudelft.nl/socialeveiligheid>.

We are determined to work together to create a socially safe and honest university where everyone feels heard and respected. And where everyone feels fearless to be able to speak out and be themselves. While recognising that there is still a way to go, with this project we are taking important steps towards sustainable improvement. We are building on the initiatives that have already been set in motion and continue to learn and improve. With the commitment and involvement of the entire TU Delft community, we are confident that together we will achieve the necessary changes.

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1. Quarterly report

Vision

At TU Delft, we strive to make an essential contribution to solving complex and urgent social issues. We do this by delivering highly trained engineers who are able to act creatively, innovatively and responsibly. Pushing boundaries within the technical sciences and developing innovative applications are at the heart of their work. However, in order to achieve this goal, **social safety and integrity at TU Delft** is an indispensable prerequisite. We consider a socially safe and ethical work and study environment to be a fundamental right for everyone involved at our university.

Social safety and integrity are closely linked. At TU Delft, integrity encompasses several dimensions, namely **social integrity**, **organisational integrity** and **research integrity**. Social integrity focuses on creating a socially safe and respectful environment for everyone involved, where everyone feels heard and valued. Within this, two concepts are important, namely the pursuit of **psychological and social safety**. We adhere to Amy Edmondson's definition of psychological safety, which is that psychological safety is when members of the community feel free to share their ideas, concerns, and mistakes without fear of negative consequences. This fosters open communication, collaboration, and innovation, as people aren't afraid to be vulnerable or admit mistakes. Part of psychological safety is social safety, which refers to the certainty that the members of the community feel protected from social sanctions or exclusion.¹

The emphasis on social and psychological safety is only one dimension of integrity. Also important are organisational and research integrity, which together ensure a fair, transparent and ethically responsible environment, both in the day-to-day functioning of the organisation and in its research and academic work. Together, social, organisational and research integrity form the core of a socially safe, ethical TU Delft.

In practice, we work along three lines to create a socially safer, more ethical TU Delft, namely by (1) increasing awareness and strengthening preventive measures, (2) improving signalling and enforcement, and (3) providing aftercare and learning from - positive and negative - experiences. In this way, we want to take responsibility for and learn from our past, do the right thing today and build a future in which social safety and integrity are guaranteed.

In its February report, the Inspectorate states that the increasing attention within TU Delft on diversity and inclusivity is commendable, but not yet effective. It is also indicated that we do not yet have a culture in which everyone dares to express their opinion and feels sufficiently free to address behaviour or responsibilities. This emphasises the need for a **clear vision** of social safety and integrity, **concrete actions** and an **adaptive and participatory approach**.

Our vision will continue to develop, but a number of important principles have already been formulated. These principles will guide the further fine-tuning of the vision and will help us to ensure a safe and inclusive environment for everyone.

¹ Edmondson, A. *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth* (2018).
Edmondson, A. *Psychological Safety and Learning Behavior in Work Teams* (1999). In: *Administrative Science Quarterly*.

Leadership and exemplary behaviour

Social safety and integrity starts with setting a good example. Everyone at TU Delft, in particular the academic top, the board and other management, bears the responsibility for creating and maintaining a socially safe and ethical environment. It also means: knowing what your role is as a manager or supervisor in creating and safeguarding social safety and integrity in your team. Thereby following the recommendation of the Inspectorate, namely that training courses should be mandatory for managers, especially regarding leadership and giving feedback, but also, for example, on supervising PhD candidates.

Collaboration and participation

We embrace a bottom-up approach in which the entire TU Delft community is involved in formulating solutions. Our leading principle is '*nothing about us without us*', because we believe that effective change can only happen when experiences and perspectives of all involved are heard and integrated. At the same time, a top-down approach is crucial to create clear frameworks and direction. By combining clear guidelines from the top with input from the entire community, we can achieve sustainable and widely supported change.

Reflection and learning

Change requires constant reflection. We are making room for feedback, self-evaluation and learning from mistakes, as well as from successes, to promote a culture of social safety.

Harnessing knowledge

As a knowledge institution, we are using our available knowledge and brainpower to reshape and change processes, as well as to provide reflection and feedback.

The above-mentioned principles are already serving as a starting point for the formulation of concrete actions and their implementation. In addition, they are leading to ensure that our approach is effective and sustainable.

Elaboration of vision

Problem analysis and vision

In its letter on July 1st 2024, the Inspectorate ruled that a full-fledged problem analysis had not been carried out. TU Delft has initiated an analysis, but wants to finalise this analysis in the fourth quarter of 2024. This problem analysis serves as a foundation for the further development of the vision on social safety and integrity, but also, for example, for the adjustments of the code of conduct.

We will further develop and deepen our problem analysis and vision in the coming period. In some cases, it is already clear which measures are needed to improve social safety and integrity, but there is still a lot to research and learn. We are aware that this is an iterative process, in which we are constantly learning, evaluating and adjusting in order to further refine and optimise the analysis, vision and associated measures. In the coming period, we will be working together with the TU Delft community - for example through work conferences (see 4.3) - further shaping this vision.

Implementation plan

Goals, Actions, Outcomes, and Planning

On July 1st 2024, the Inspectorate wrote in their letter that the delivered Plan for Change contains many goals alongside a small number of concrete actions. For many of these goals and actions in the Plan, it is not clear what the result should be, what the plan is to achieve it, who is responsible for the implementation, by whom the actions will be carried out, with which instruments and what the timeline is.

We have been working hard to develop the goals and directions included in the Plan For Change and the other relevant reports further into concrete actions. The Implementation Plan contains concrete descriptions of the actions and, where possible, describes who is responsible for the implementation, by whom the actions will be carried out, what the result should be, with which instruments and what the timeline is. In this way, we aim to ensure that the plan is concrete, feasible and easy to follow.

We remain aware of the need to remain realistic in our approach. It is important that we carry out the activities - approximately 120 - from the Implementation Plan carefully and in phases, focusing on quality over speed. Although not all activities for the Follow-up Investigation by the Inspectorate will have started or been completed by February 2025, we do not see this as a shortcoming rather as a conscious choice to achieve a sustainable change. The goal is not simply to complete the planned activities, but to create a lasting impact that goes beyond the implementation of these actions.

Relationship with other plans

In its letter of July 2024, the Inspectorate indicated that TU Delft could have used more elements from internal and external plans and recommendations in drawing up the *Plan for Change*.

Internal reports contributed to the development of the *Plan for Change* into the Implementation Plan, namely the Employee Monitor, the D&I Survey of TU Delft, the Annual Reports of the Confidential Advisors and Ombuds Officers of TU Delft, but also external reports such as the Integrity System Analysis by consultancy firm Berenschot, the report from the Labour Inspectorate and the KNAW report on social safety in Dutch academia. Various other reports and guidelines were also consulted, namely 'Advice on tackling sexually transgressive behaviour and sexual violence in higher education and science' and 'Culture change in the workplace' by government commissioner Mariëtte Hamer and the Rathenau report 'An uncertain start'.

These reports have been incorporated into the Implementation Plan in various ways. Concrete recommendations were directly translated into action points, such as improving the infrastructure for complaints and reporting. In the development of the central reporting point, special attention is paid to clearly informing the reporting person about the further handling of their report. These action points form the basis for targeted measures to improve social safety and integrity within TU Delft.

Reading guide

The classification of the Implementation Plan and this quarterly report consists of four categories that are in line with the Inspectorate's assessment methodology, namely (1) Culture and Dialogue, (2) Structure, (3) System and (4) Governance. This classification was chosen to ensure an integrated approach to social safety and integrity within TU Delft.

Culture and Dialogue focuses on fostering an open and inclusive work and study environment where people can speak freely and feel heard. **Structure** provides the right organisational set-up and tools to support social safety and integrity, while **System** encompasses the systems and processes. **Governance** is essential to ensure clear leadership, responsibilities and oversight, so that all aspects of social safety and integrity are continuously monitored and improved. This classification ensures that both the human and the organisational dimensions of social safety and integrity are properly taken into account.

- *Chapter 2.* describes how the project organisation is set up. In it, we explain in more detail the steps we have taken to arrive at a widely supported and feasible plan, and how we have assigned responsibility for the implementation of the activities within the organisation.
- *Chapter 3. Communication.* This section explains the communication approach.
- In *chapters 4 to 7* the main categories of the Implementation Plan are further elaborated. Each category contains an overview of the activities that have been started and are being carried out in the short term, but also in the long term.
 - *Chapter 4. Culture and Dialogue.* We describe the actions aimed at fostering an inclusive culture and strengthening the continuous dialogue within the organization. The aim is to encourage those involved to continue to talk to each other.
 - *Chapter 5. Structure.* We describe which adjustments to the organisational structure are needed to better guarantee social safety and integrity. Particular attention is paid to evaluating and adjusting shortcomings in the existing structures.
 - *Chapter 6. System.* The Inspection Report states that *there are good people at TU Delft, but not good systems*. It is important that the safeguarding mechanisms for a socially safe, ethical environment are not only in place, but also function well. In this chapter, we will therefore discuss the systems and processes that we are adapting or implementing to improve and safeguard social safety and integrity in our daily work. Special attention is paid to the familiarity and accessibility of tools.
 - *Chapter 7. Governance.* We explain how supervision and responsibilities regarding social safety and integrity are structured, and what steps we are taking to implement further improvements.
- In *chapter 8. Signals and complaints.* This chapter describes the number of and, where available, nature of the signals, reports and complaints to the various reporting and complaint bodies. This provides insight into the types of complaints and reports that have been filed, as well as the frequency with which they occur.

Evaluations in quarterly reporting

Evaluation

On July 1st 2024, the Inspectorate wrote in their letter that it is unclear when evaluation moments are planned and who will be involved in these.

Evaluation moments are planned throughout the project, at the level of activities and (sub)projects, but also regarding the project as a whole: are we doing the right things, are we doing them the right way, are we achieving the set goals? When can activities be deemed to be part of management responsibility (and thus removed from the project's list of ongoing activities)? When will the project be finished?

All relevant actors are involved in this, such as the project group, the coordination meeting, the sounding board, the Executive Board, the Supervisory Board, the Student Council, the Works Council and the entire TU Delft community.

The results of the evaluations will be reported in the quarterly reports.

2. Social Safety & Integrity Project Organisation

We set up a project structure before the summer to ensure the implementation of the Project for Social Safety and Integrity. This structure consists of three parts, namely the project group, the sounding board and the coordination meeting (afstemmingsoverleg). This project organisation provides a clear structure, in which coordination, representation of the TU Delft community and strategic alignment are central.

Project group

The project group meets weekly, is responsible for drawing up the Implementation Plan and it coordinates and supports the implementation of the various activities. This group is also responsible for drawing up the progress reports. The project group members - who work full-time on this project - actively participate in the implementation of the activities where possible and required. The project group is made up of staff from the Integrity Office, Communication, Human Resources (hereafter: HR), Safety & Security (hereafter: IV for the Dutch Integrale Veiligheid) and Legal Affairs (hereafter: LA). The members of the project group make use of a broad network within the university.

Sounding board

In addition, there is a sounding board, which acts as a broad reflection of the TU Delft community. A critical sounding board is relevant because it serves as an advisory group that offers different perspectives and feedback. This allows the project group to identify blind spots, provides a reality check and contributes to improving the quality of the plans and decisions. By asking critical questions and providing constructive feedback, the sounding board helps to ensure transparency, support and effectiveness in the process. The sounding board is composed of a diverse group of participants to ensure a wide range of perspectives and experiences, rather than just a formal representation of entities such as directorates and faculties. This group meets monthly in an informal and interactive setting and consists of approximately 20 participants. The sounding board represents a broad range of groups from within the organisation, including students, namely:

- Communication.
- Delft Women in Science. A network for female scientists at TU Delft. Previously, the members were female PhD students, postdocs, lecturers, assistant professors, associate professors and full professors. The network is now open to and acts on behalf of all female employees.
- Delft Young Academy. A platform for the development of academic leadership and collaboration among young scientists.
- DiversAbility. Employee network for everyone with a chronic illness, physical or mental disability or neurodiversity.
- Diversity Office.
- Education and Student Affairs (ESA).
- Human Resources.

- Safety & Security.
- Integrity Office.
- Legal Affairs.
- TU Delft Graduate School. The TU Delft Graduate School is responsible for the organisation of doctoral education and supervision of PhD candidates within the university.
- Post Doc Network. A network that strives to improve the position and policy for postdocs.
- True U. The LGBTIQ+ network for employees of TU Delft that contributes to a work culture in which every employee can be themselves.
- University PhD Council (UPC). This committee includes the representatives of the PhD councils of each faculty at TU Delft.
- Former member of the Works Council.
- Former member of the Student Council.
- ZieSO. The network for and by management assistants at TU Delft.

In consultation with the members of the Sounding Board, it will be determined if relevant other actors should be added to the group.

Coordination meeting

Finally, there is the coordination meeting, a weekly meeting with the chair of the Executive Board, the directors of HR, Legal Services and Communications and the manager of the Integrity Office. This meeting monitors progress, helps to identify any bottlenecks and ensures that TU Delft-wide developments are mapped out. This meeting also offers the opportunity to change gears quickly where necessary.

Consultation bodies and the right of approval

The project group is in close contact with both the Works Council and the Student Council in order to involve them in a timely and frequent manner, to test our approach, to collect feedback and to ensure that their role in the decision-making process is properly safeguarded. In doing so, careful account is taken of the right of approval and/or advice and the associated obligation to provide information. It goes without saying that even without a formal obligation, the consultation bodies will be proactively informed as much as possible,. Good working agreements have been made regarding this.

Formal and informal consultation also takes place with the trade unions on social safety and integrity and the implementation of this plan. We attach great importance to closely involving the unions, collecting feedback and discussing the present plans with each other in a timely manner.

3. Communication

In this section, we provide an overview of our communication strategy and our ongoing communication activities.

Open, accessible and easy to find

We want to be a socially safe university for all our staff and students. To this end, it is essential that all information about this is easily available, accessible and easy to find. Both in terms of prevention, as well as of sign-posting and about how we ensure good and careful aftercare. This information is shared, among other things, through monthly updates that can also be read on the updated website about social safety from October 4th.

Inform, involve and participate

Because we are building a socially safe university together, in addition to informing, our communication also focuses on involvement and on participation. Starting with (more) awareness. That's why we are facilitating the conversation about this. We also always ask for feedback. After all, we are a learning organisation.

Boosting trust

At the heart of our communication is the importance of trust. This requires creating a safe environment in which people can speak out freely and fearlessly and where they can feel safe and secure in asking for help. Also anonymously. We also feel a great responsibility in our communication and work carefully. Our communication is aimed at improving trust.

Open and transparent to everyone

In addition, we strive for openness and transparency in our communication. Not only for our staff and students, but also for other stakeholders and interested parties, including the consultation bodies, the trade unions and the media. Our communication is aimed at approaching all these parties openly, involving them and informing them in a timely manner.

Support and urgency

Finally, the aim of our communication is to create support and a sense of urgency. By demonstrating the need for change and how we are acting accordingly. That is why we will continuously communicate clearly about the new culture that the organisation has in mind. Including through clear rules and protocols. What transgressive behaviour is, and when it does occur and how does the university take action against it.

Recognisable examples – sharing

In addition to all the information and theory, staff and students often also appreciate recognisable examples. That's why we also focus on 'stories'. We offer a space for stories. Also anonymously. We are doing this, among other things, through a new website, but also in conversations.

NEW: social safety website

On October 4th, we will launch a new social safety website, where all information is available and accessible to staff and students, as well as to other external interested parties. In the very near

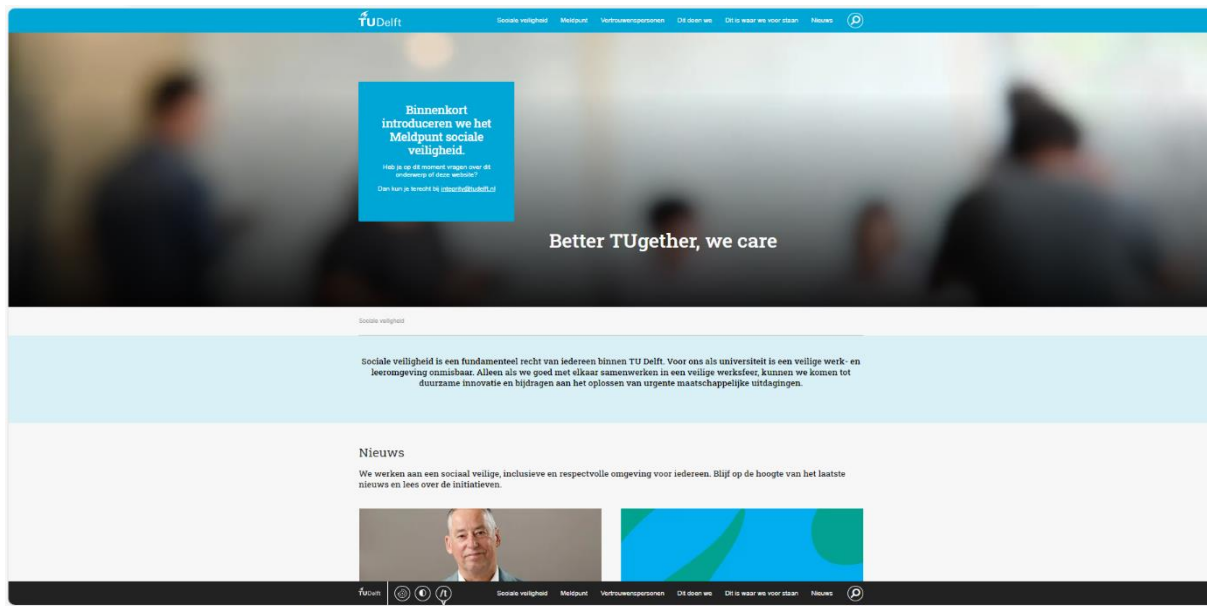
future, we will also be presenting a new central and independent reporting point for both our staff and students. However, the reporting point will not be opened to these groups at the same time. This will happen in phases.

We provide a space for the stories that people within our university want to share with each other and present an schedule that provides an overview of all upcoming training courses, sessions and other events related to social safety. Examples of this are 'share & care' and the theatre performance 'Mindlab'.

The website has the following subpages:

- Reporting point (very soon)
- Confidential advisors and ombuds officers
- News and current affairs
- This is what we are doing (monthly update, initiatives and agenda)
- This is what we stand for
- Human interest stories - Our stories

Homepage website



4. Culture & Dialogue

4.1 Share & Care in Nazorg

Purpose

Share & Care is an initiative created by the D&I Office and Integrity Office. It is an approach with which TU Delft has already had positive experiences in the recent past. The aim of the initiative is to provide space for connection and healing to all those who have been affected by the developments in the field of social (un)safety at TU Delft. Share & Care focuses on the need to restore trust that has been put forward in Chapter 4 of the Plan for Change - see Plan for Change, paragraph 4.1, page 14 - with this we offer space for connection and healing. This is important to us, we want everyone to feel heard and acknowledged.

Share & Care is also important because it gives TU Delft a deeper understanding of its vulnerabilities and their causes. The interventions can therefore also lead to points of learning and recommendations for the organisation, so that we can learn from mistakes made. It goes without saying that the privacy of the participants and the confidentiality of the interventions are fully guaranteed.

Share & Care is open to all students and staff who feel affected by the developments of social safety at TU Delft.

Share & Care has been set up as a pilot. This pilot will take place from October 2024 to January 2025. The aim of the pilot is to assess whether Share & Care can be further developed into a long-term offering.

Implementation

In July, in an exploratory phase, the D&I Office and the Integrity Office worked together on the signals that came from the organisation from, among others, the D&I board, company social worker and confidential advisors. The offices conducted research into various possibilities in form and approach to achieve the goal of Share & Care. We investigated what might be appropriate, such as *non-violent communication*, *pastoral care*, and *safe and brave spaces*. In addition, a delegation from TU Delft visited the NPO in August to learn from their experience in listening to those affected and providing aftercare. Insights from this have been incorporated into the TU Delft approach.

In a co-creation workshop on September 3rd, with a diverse group of people who themselves are in need of share & care, know people's stories well (including Delft Women In Science, Delft Young Academy, X and study advisors) or can think creatively, we further investigated what the needs are and which interventions fit them. We ensured the group consisted of a mix of scientific and support staff and students, good spread across the faculties and directorates, job types and backgrounds. There were 16 participants in total. The workshop was facilitated by the Integrity Office and D&I Office. This co-creation workshop is in line with our guiding principles, namely to work together and participation, but also *nothing about us without us*.

The pilot has been formally approved and will start at the end of October 2024 and run until January 2025. Two types of interventions are offered:

- **Healing conversations** in which people with similar experiences can share their story so that they feel heard and acknowledged;
- **Learning dialogues** in which different perspectives and experiences can be shared and explored in order to connect and learn from each other.

The existing range of aftercare, such as counselling, coaching, medical and psychological help, will be offered according to the needs of the participants of Share & Care.

Result

Share & Care focuses on the need to restore trust that has been put forward in Chapter 4 of the Plan for Change but also to complement to the existing (after) care provisions such as counseling, coaching, medical and psychological help.

The first Share & Care sessions will take place at the end of October. An evaluation of the Share & Care pilot will take place in Q1 of 2025. Based on this evaluation, it will be determined whether Share & Care will continue to exist in the long term and, if so, in what form.

In the upcoming quarterly reports, information will be shared, such as the number of sessions held, insights obtained, recommendations made, participant feedback, etc.

4.2 Mindlab

Purpose

Mindlab is a theatre performance – originally developed at Utrecht University – that touches at the heart of science. It is about truth-finding, values and truthfulness within the institution 'the university'. Mindlab inspires and challenges you to think and talk about what is important in your daily work, your career and your life – inside and outside the university. It wants to make a positive contribution to the working and living climate of our university, namely to an open and safe climate in which everyone feels at home. Mindlab is accessible, catchy and unique. It encourages rethinking and reorientation.

A series of performances has been planned for the autumn at TU Delft with an additional series planned for the spring of 2025. The purpose of these performances is to serve as an organisation-wide intervention. The theatre performance appeals to our gut instinct, intuition and deepest values, and to enter into and continue to have a conversation with each other about what a safer and more inspiring climate within the university entails. After the performances, attendees are encouraged to participate in small group conversations. Here they can share their impressions, reflect on their own experiences and discuss questions such as: "Am I the colleague or manager I want to be?" "Can I be that at this university?" "Do I dare to stand up for my colleague?" "How do I deal with uncomfortable situations?" "What do we need for this?"

Implementation

On April 8th, Mindlab's first theatrical performance took place at TU Delft for the Executive Board, the deans, directors, department chairs, managers within the University Service and faculty secretaries. As a result of this performance, the decision to organise more performances and to invite all employees of the university was made. There are 12 performances scheduled between 11

and 22 November. Additionally, 25 performances are scheduled between January 20 and February 7. Some of these performances are for a specific faculty or department, in order to respond to what is going on at the various parts of TU Delft.

Employees will be invited by the dean of their faculty. Additionally, Mindlab is being promoted both centrally via an announcement by the Executive Board, as well as internally through faculties and various groups, such as the PhD Council, the Postdoc Network and the Young Academy.

Members of TU Delft's Integrity Office, D&I Office, HR, Communication and Events are working closely with the Mindlab organisation to organise the theatre performances. Each performance will be followed by a discussion in small groups of 5 to 6 people. In these conversations, questions are presented every 15 minutes for the groups to discuss. Facilitators- employees of TU Delft - will guide these discussions. The facilitators are employees from the D&I Office, Integrity Office and the university's internal confidential advisors, as well as other interested colleagues. Prior to the theatre performances, potential facilitators will receive training from Mindlab to fulfil their role as well as possible.

Result

With these theater performances, we are striving for a number of different results. First of all, we want the performances and the follow-up discussions to function as an intervention moment for the organisation and to help the audience process their own experiences. Secondly, we want the scenarios in the performances to serve as reference points to make it easier to recognise similar situations in the future. The situations outlined can act as conversation starters, allowing participants to link the fictional scenarios to real-life situations in their own working environment. Thirdly, training the facilitators is of added value. The facilitators can continue to apply the skills they acquire during the training and follow-up discussions in the future to keep the conversation about social safety and integrity going.

Mindlab acts as a connecting link between the various initiatives and the different sections of the university. This is due to the collective experience, making space for and listening to each other's personal experiences and creating a common language with which to talk about a safe and inspiring working environment.

4.3 Work Conferences

Purpose

A concrete and meaningful step in promoting social safety is the organisation of work conferences on this theme, with the aim of further fleshing out the change process. See Plan for Change, page 9. These conferences are aimed at fine-tuning the vision of social safety and to discuss and develop further measures that contribute to a socially safer environment.

Implementation

The work conferences will be prepared in the fourth quarter of 2024. A maximum of five conferences will take place, which will be held mainly in the second and third quarters of 2025. The preparation includes both the practical aspects, such as determining the topics, dates, stakeholders, locations, and drawing up a financial and communication plan, as well as actively collecting input

from relevant groups, such as the sounding board. Their feedback will play an important role in the further content and success of these conferences.

A possible topic for a work conference that has been mentioned by the community concerns the adjustments to the code of conduct.

Result

The desired result is to arrive at a joint and widely supported set of concrete action points and measures that contribute to a safer and more inclusive culture within TU Delft. These working conferences should not only result in measures that contribute to strengthening social safety in the short term, but also lay the foundation for sustainable change in the long term. The conferences will provide practical tools for managers, policymakers and employees to embed the vision of social safety in daily actions and the organisational culture.

4.4 Courses in Integrity and Ethics for members of the Executive Board

Purpose

Reflection sessions for the members of the Executive Board provide them the opportunity for deep reflection on their own role in creating and ensuring a safe and inclusive working environment. Their responsibility for social safety and integrity within the entire university, as well as within their immediate working environment, is explicitly part of this. Through these reflection sessions, they are able to gain a better understanding of their own behaviour and employees' concerns and to formulate concrete actions that contribute to restoring and safeguarding trust and improving social safety. In addition, attention is paid to developing leadership behaviors that promote inclusivity and safety.

Implementation

Over the past months, several sessions have taken place with the Executive Board, led by various external experts. These sessions have been about the role and importance of integrity (and social safety within that) within a university, moral judgement and ethical leadership. Follow-up sessions will be scheduled.

The Executive Board had an extensive session with the Executive Council (deans and directors) on organising social safety and integrity within TU Delft. This session was facilitated by an external expert.

Result

Result for the Executive Board

The result of these sessions is a heightened awareness, sense of responsibility and increased level of knowledge. The members of the Executive Board will be better able to recognise and tackle social unsafety at an early stage, both within their own environment and more broadly within the university. The members of the Executive Board are further developing skills to proactively

contribute to a culture of safety and inclusivity, which better supports them in managing the organisation effectively.

Result for the TU Delft community

The result for the TU Delft community is a visible step towards restoring trust and strengthening social safety. Employees will notice that the Executive Board is taking real steps to - continue to - take their concerns seriously and that they are actively working towards a safer working environment. Through the reflection and improved leadership from the Executive Board, decisions and actions of the board will be more focused on creating an inclusive, respectful and safe working environment for the entire university. Finally, the aim is to accelerate improvements. The result of the sessions will lead to a faster and more efficient implementation of measures that contribute to the well-being of all staff and students, which will benefit social safety at the university as a whole.

4.5 University-wide moral deliberations

Purpose

The purpose of a moral deliberation is to jointly investigate a difficult (moral) issue in a structured way and to determine what the right course of action is for TU Delft in a specific situation. In addition, we strive to increase the professional moral competencies of the participants with the moral deliberations and to stimulate a learning process within the organisation by connecting the conversation about moral issues with policy and implementation.

Implementation

In Q1 and Q2 of 2024, a moral deliberation took place with regard to TU Delft's collaboration with the fossil fuel industry. The sessions of the so-called Moral Deliberation Chamber were supervised by professionals from Governance & Integrity (G&I). The moral deliberation led to the formulation of ten moral principles that were deemed relevant to decisions about cooperation with the fossil fuel industry. These ten principles have become guiding principles in determining within TU Delft whether a collaboration within the fossil fuel industry can be entered into or whether it should be abandoned.

Previously, in 2023, a moral deliberation took place as a pilot on knowledge security for the entire TU Delft.

We intend to organise the moral deliberations on a regular basis, in the event that there is a moral or ethical issue that needs to be tackled university-wide.

Result

The result of a moral deliberation is a joint conclusion on how to act morally right in the situation discussed. This contributes to improving the quality of decision-making and tackling moral issues within TU Delft. In addition, it increases the moral competence of the participants by making them aware of the different perspectives and considerations and by providing them with the necessary knowledge and skills. By stimulating a joint learning process and connecting the results with policy development, moral deliberations can contribute to the implementation of morally responsible practices throughout the organisation.

5 Structure

5.1 Multi-year policy agenda

Purpose

The aim of a multi-year policy agenda is to promote social safety and integrity within TU Delft by setting up a clear, measurable structure for achieving objectives. See TU Delft Integrity System Analysis, page 43.

This agenda serves as a guideline for the coming years and contains concrete objectives, activities and a clear planning, so that social safety and integrity are and remain a visible priority in daily practice within the university, after the Project for Social Safety and Integrity has been completed. Through a clear allocation of responsibilities and involvement of various services and faculties, it is structurally anchored in the organization.

Implementation

The implementation of the multi-year policy agenda will take place in several phases. The Integrity Office is responsible for drawing up and coordinating the agenda, in close collaboration with the relevant departments and faculties. This action will start as soon as there is sufficient clarity about the new integrity infrastructure, see under 7.1 (expected by Q2 2025).

For each objective and activity within the agenda, it will be clearly indicated who owns the task in question and which other departments or stakeholders are involved.

The Executive Board plays an active role in the management and monitoring of the implementation, with periodic reports on progress by the Integrity Office.

Result

The intended result of the multi-year policy agenda is clear and measurable progress in the field of social safety and integrity within TU Delft. The Agenda provides a solid framework that ensures clear objectives, a transparent division of responsibilities and a structured approach to promote integrity in the long term. Periodic evaluations and continuous involvement of the Executive Board will aim to guarantee not only compliance with the policy agenda, but also a sustainable culture change in which integrity and social safety are central to the university's actions and policy.

5.2 Plan-do-check-act

Purpose

For a well-functioning policy, it is important to have insight into the activities that are undertaken in the field of integrity and social safety and to measure their effects. The purpose of the PDCA cycle is to ensure a continuous improvement process.

We have found that there is limited mention of **Plan**, and that there is often **Do**, without this being done on the basis of an (integrated) multi-year policy agenda. **Check** and **Act** have not always been

reached in recent years. There are, however, a few exceptions, such as the cycle in the work of the confidential advisors, the organisation of moral deliberations and the drafting of a new implementation scheme for ancillary activities.

Implementation

The design and implementation of the PDCA cycle will start once the multi-annual policy agenda has been adopted, see section 5.1 (expected in Q2 2025). At that time, concrete (follow-up) plans will be developed for the implementation of the PDCA cycle, carefully looking at how policy and measures can be structurally improved. The implementation of this cycle will then form a central part of the approach to continuously safeguard and strengthen integrity and social safety within TU Delft.

Result

Through this cycle, policies and measures can be systematically planned, implemented, monitored and adapted in order to create and maintain a socially safe environment. This process enables TU Delft to continuously learn based on evaluation and feedback, identify risks and, where necessary, take timely corrective actions.

5.3 Prevention policy social safety for students

In the past year, we have focused strongly on improving the social safety for students. We have launched several initiatives to promote a safe and inclusive environment. These efforts range from awareness campaigns to training and support for students. Given the importance of these measures, we intend to continue and where necessary strengthen this prevention policy in the coming years, so that all students feel heard, seen and protected within our community.

OWee and 'Are You Okay?' campaign

Every year in August, the OWee takes place, the introduction week for all prospective students of TU Delft, The Hague University of Applied Sciences and Inholland University of Applied Sciences in Delft. In the context of social safety, the 'Are you OK?' campaign is important. The OWee works closely with the student association of the Association Council and has joined the 'Are you Okay?' campaign of Rutgers. This campaign is aimed at making transgressive behaviour a topic of discussion and offering accessible points of contact for new students to reach out to with problems or if they feel uncomfortable. During the OWee, fellow students wear recognisable 'Are you Okay?' captain's armbands, so that new students can easily approach someone in case of problems or if they feel uncomfortable. These points of contact are trained to refer students to relevant resources, such as student psychologists or confidential advisors. In addition, posters and flyers of the campaign were present during all events of the OWee and the associations to inform students on how to report transgressive behaviour.

OWee and mentors

Another important part of the OWee is the role of the mentors. Participants are divided into groups of approximately 10 students, each supervised by two senior mentors. These mentors act as the first point of contact for the new students, guiding them through the first weeks of their time as a student. The mentors are compensated by TU Delft and sign an agreement in which their responsibilities are laid down. Before fulfilling their role, they must participate in the 'Mentor Days', where they receive

training on how to set an example and how to deal with difficult situations. As a result, the mentors are well prepared to support their groups and contribute to a safe and inclusive start to student life.

The BINAS

All prospective students will receive an information booklet prior to the OWee, called the "BINAS", Important Information For New Students (Belangrijke Informatie Naar Aankomende Studenten). This booklet provides essential information about well-being, studying and life as a student in Delft. The BINAS acts as a reference in which new students can find tips and guidelines on how to start their student life in a healthy and safe way. Topics such as study skills, finding support for mental health, and guidelines regarding behaviour and conduct within TU Delft and the city of Delft are discussed in detail.

Introduction weekends

In addition to the general introduction week (OWee), the study associations organise their own introduction weekends for new students every year in August. These weekends offer new students the opportunity to get to know their study association and fellow students, and are an important addition to the general introduction activities. A crucial part of these weekends is the workshop provided by 'Stichting GELIJKSPEL'. The DRAW program offers an interactive workshop in which situations from student life are discussed, with special attention to themes such as sexual pleasure, pressure to score or not to score, and the importance of checking and setting boundaries. By means of practice-oriented cases, the students engage in a conversation about these topics, with an emphasis on awareness and reflection on their own role in sexual play. The cases are concluded with the DRAW rules, which serve as guidelines for respectful and healthy interaction in sexual situations.

5.4 License to Lead

Purpose

In the *Plan for Change*, the *License to Lead* has been proposed to tackle social (un)safety by creating clarity about the actions and responsibilities of managers. It is crucial that both managers and employees understand what TU Delft expects from a manager. In addition, they must have the right knowledge and skills to properly guide their teams with regard to social safety and integrity. The *License to Lead* recognises being a leader as a professional position that requires specific knowledge and skills and ensures consistency in leadership qualities throughout the university.

Implementation

License to Lead is intended to be an ongoing program that supports managers throughout their careers with reflection and training. From the end of Q3 2024, HR will evaluate the current curriculum, identify gaps and improve where necessary. This will lead to an integrated overview of existing training courses to develop a coherent curriculum for social safety and integrity. In Q4 2024, *License to Lead* will be rolled out to all managers new to a management roll at TU Delft, along with the introduction of generic management profiles.

Result

At the end of Q1 2025, we want to present a leadership vision, including an overview of training courses, a first version of the recruitment procedure for managers, and interview guidelines for their selection. From Q1 to Q2, *License to Lead* will be rolled out further, so that both new and existing managers can participate.

The result is a consistent leadership policy in which all managers are equipped with the right skills and knowledge to promote social safety and integrity.

5.5 Feedback Training

Purpose

We are working on new feedback training courses for employees. Giving and receiving feedback effectively is essential for better collaboration between people and within teams. The goal is to strengthen the communication skills of employees, which contributes to an open and strong communicative culture.

Implementation

Prior to the inspection report, HR had already implemented a successful leadership game for executives, focusing on communication skills. This game is now being developed into a dialogue game for work teams, with a focus on team communication. A broader rollout strategy is being set up so that the game is available to all departments. Work teams will soon be invited to sessions, after which the effectiveness will be evaluated.

The feedback training serves as an example for future leadership training, such as the training on conflict management and intercultural sensitivity. This prevents too many initiatives from being rolled out at the same time. Particular attention is paid to integrating these training courses into the onboarding process. HR and the project group have agreed that coordination and phasing of training courses are crucial for a sustainable implementation.

Result

At the end of Q3 2024, HR will take stock of existing initiatives and *best practices* for the new feedback training program. In Q4 2024, the leadership game will be adapted with an extra set of cards designed for social safety, so that it can be used as a university-wide dialogue game. There will also be active communication about these new activities in Q4.

In Q1 2025, the specification for the feedback training courses will be drawn up and the tendering process will begin. To ensure progress, a short-term plan will be drawn up in Q4 2024, including the new 360-degree feedback tool for the R&D system. By the end of Q2 2025, a long-term plan will follow for continued commitment and future actions.

The result is a consistent and sustainable feedback training program with clear short- and long-term plans to promote social safety and effective communication within the university.

5.6 Review of the R&D process

Purpose

The Inspectorate's report explicitly states that TU Delft has not sufficiently evaluated and adjusted for shortcomings in the existing HR policy and that the existing HR process is designed to preserve the organisation and the existing power structures. An example that has been mentioned is the R&D (Results and Development) conversations. In addition, the Inspectorate indicated that social safety is not sufficiently discussed during the interviews and that giving feedback to managers is experienced as difficult. The goal is to improve the R&D process in the short term, so that it contributes better to the care of employees. This is done by increasing the consistency of the R&D process and facilitating the conversation about social safety and giving and receiving feedback.

Implementation

To improve the quality and consistency of the R&D process, several actions are being taken in preparation for the 2025 R&D cycle. These include:

- Making an informative video explaining what a good R&D interview is, how it is conducted and why this is important;
- Developing conversation cards to discuss integrity and social safety during the R&D conversation;
- The implementation of a new 360-degree feedback tool via HR software SuccessFactors;
- Registration and transparent reporting of the number of R&D conversations conducted with the help of Talent Services.

The development and communication of the renewed R&D process will take place in Q4 of 2024. In Q1 and Q2 of 2025, a long-term plan will be developed for the further standardization of the process. The effects of these developments will be evaluated in Q3 and Q4 2025. This will be done, among other things, by looking at the engagement with the new R&D video (e.g. view count), the number of R&D conversations conducted using this new method and the extent to which the 360-degree feedback tool has been used during the R&D cycle of 2025. A report will be delivered by the end of Q4 of 2025 with an overall evaluation of the 2025 cycle.

Result

The result is a standardised and improved R&D process with a focus on social safety and integrity and with insight into the effectiveness of the new method and tools, underpinned by an extensive evaluation of the 2025 cycle.

5.7 Improving the framework conditions for NGWI compliance

Purpose

It is essential that scientific research is conducted according to the guiding principles of research integrity: honesty, diligence, transparency, independence and responsibility. Research with no regard for integrity can cause direct damage and undermine trust between scientists. Researchers

at TU Delft must feel responsible and approachable, be able to deal openly with dilemmas, and be able to discuss mistakes without fear of consequences ('*blame-free reporting*'). There should be a safe, inclusive and open environment in which good research practices are promoted and safeguarded. Although this often goes well, mistakes have also been made in the past. We must learn from this and take the necessary steps to prevent a recurrence.

Implementation

The Executive Board has asked the Integrity Board to learn lessons from the so-called 'Majorana case'. The Executive Board has specifically asked the Integrity Board to identify possible improvements in the following three areas:

- Prevention of (alleged) violations of (standards for) research integrity;
- Method of communicating with the outside world about (alleged) violations of research integrity;
- Existing procedures that apply to the Committee for Research integrity (CWI), as well as other relevant procedures, with regard to the handling of (alleged) violations of research integrity.

In Q3 2024, the Integrity Board presented its advice and a corresponding plan of action to the Executive Board. The actions are assigned to specific organisational units and focus on (1) more attention to good research practices on a daily basis, (2) clear and transparent communication, and (3) revision of CWI procedures. For an overview of the actions and timeline, please refer to the Action Plan for Research Integrity.

Result

The implementation of the recommendations and associated actions is expected to be completed within one year (Q3 2025). Actions that remain relevant thereafter become part of the '*going concern*'. At the end of Q1 2025 and in Q3 2025, the organisational units will send an update to the Integrity Office, which monitors progress on behalf of the Executive Board and reports on this to the Executive Board.

The result is a concrete and targeted action plan, in which specific organisational units are responsible for promoting good research practices, improving transparent communication and revising CWI procedures. This contributes to a stronger system for research integrity within TU Delft and ensures better safeguards and compliance with the integrity principles in the future.

6 System

6.1 Central reporting point

Purpose

The Social Safety and Integrity reporting point is an accessible, confidential and independent point where reporters can go with experiences of transgressive behaviour or other suspicions of integrity violations. The reporting point thus covers the domains of social, scientific and organisational integrity. If people don't know where to report, the reporting point will refer them so that uncertainty is not an obstacle to action. Students, employees or other parties involved with work or study-related activities (such as (former) external PhD candidates, former employees, self-employed contractors and job applicants) can make a report. The reporting point may not be open to all these groups from the outset.

The Reporting point:

- Contributes to consistent and careful enforcement for all involved;
- Keeps management in position by providing advice from the relevant parties and diverse expertise;
- Provides anonymised management information on social safety and integrity within TU Delft;
- Makes structural problems visible and thus promotes both enforcement and prevention;
- Strengthens the learning capacity of the organization at different levels;
- Does not replace the existing integrity structure, such as the Confidential Advisors and Ombuds Officers.

Implementation

Development of the central reporting point will take place in two phases. In September 2024, the Executive Board approved the proposal for the reporting point and the development of version 1.0 began. This basic reporting point includes a Front Office with a telephone line, e-mail address, registration system and a Triage and Advisory Group (TAG), which handles received reports and advises on these. Both the Front Office and the Triage and Advisory Group consist of employees from various TU Delft departments. The aim is to have the basic reporting point operational by mid-November 2024. Until then, people can of course still go to the existing reporting points, such as their own manager, the confidential advisors or their ombuds officer.

After the launch of version 1.0, the second phase will start in which the reporting point will be expanded with software and technological integrations. At the end of Q3 2024, companies were approached to explore software options. The transition to version 2.0, scheduled for Q1 of 2025, will be based on the experiences with version 1.0. Feedback sessions and a six-month evaluation will determine whether further development is needed.

In the further design of the reporting point, formal and informal consultations will take place with the consultation bodies and the trade unions, including about possible phasing of the opening of the reporting point to different groups in the university and a possible link between the reporting point and the Triage and Advisory Group.

Result

The intended result is an accessible, confidential, independent and expert central point, where people can report experiences of transgressive behaviour, suspicions of integrity violations, or can contact if they otherwise do not know where to turn to with concerns.

The Front Office will conduct an intake, write a report and, if necessary, ensure the report reaches the right place. The Triage and Advisory Group then advises the organisation and/or person who reported on further follow-up. The reporting point does not replace other existing reporting points, but forms a link in TU Delft's integrity system to ensure due diligence and proportionality in receiving and handling reports. The reporting point promotes due diligence in the follow-up of reports, makes structural problems visible and thus contributes to a safer working and study environment within the university.

6.2 Code of conduct and vision for social safety and integrity

Purpose

Without a good foundation, TU Delft's policy on social safety and integrity will not function. In order to put this foundation in order, the code of conduct needs to be reviewed. The aim of the Code of Conduct is to establish clear standards and expectations for behaviour within TU Delft, so that a safe, respectful and ethical environment is promoted. The code provides guidance for tackling undesirable behaviour and ensuring integrity within the community.

The review of the Code of Conduct will take place in consultation with the TU Delft community, during one of the work conferences (see 4.3), for example. The code of conduct will contain, among other things, a further specification of the rules of conduct (what is desirable and transgressive behaviour), an overview of all provisions and procedures related to social safety and integrity and possible sanctions in the event of a violation of the code of conduct.

Implementation

In Q4 of 2024, TU Delft will start preparations for the development of a new code of conduct. This involves organising a work conference in which the TU Delft community is invited to contribute ideas about both the form and the content of the code of conduct. During the conference, what desirable and transgressive behaviour is will be discussed. As well as how staff and students can contribute to the further drafting of the new code of conduct. The work conference is scheduled for Q2 of 2025.

After this conference, steps will be taken to draw up a draft code of conduct. This draft version will then be presented to the TU Delft community in a separate session for feedback and input. The aim is to present a final code of conduct by the end of Q3 2025 - at the latest at the start of Q4 2025.

Result

The intended result of the revised code of conduct is to provide clear guidelines for acting respectfully and with integrity and for a culture of responsibility and mutual trust within our university. This will reduce the risk of undesirable behaviour and make it possible to act quickly and effectively when transgressions are made.

6.3 Complaints committees, regulations and investigation protocol

Purpose

An important precondition for a socially safe TU Delft is that the complaints committees are easy to find and effective and diligent in handling complaints, in order for people to have confidence in approaching them. To support this, internal regulations must be up-to-date and of a high standard. Communication must be accessible and easy to use, and when fact-finding takes place, it must be clear to those involved what to expect and their rights to due process guaranteed.

Implementation

In Q1 to Q3 of 2024, the handling of complaints by TU Delft's Complaints Committee for Undesirable Behaviour (KOG) was evaluated. In addition to the recommendations from system analysis by Berenschot and the findings of the Inspectorate, feedback was collected from the chairman, the secretaries and other stakeholders of the KOG. In Q4 of 2024, *best practices* will be collected from other universities, including the composition of the group and organisation of the committee (with an external chair, internal and sometimes external members and an internal secretariat), to determine whether it provides sufficient confidence. Various stakeholders will be involved in this.

In Q1 to Q3 of 2025, the Complaints Procedure for Research Integrity will be evaluated and revised, implementing the national model regulation and the recommendations from the Majorana case. The aim is for the new scheme to come into force in Q4 of 2025.

In Q4 of 2024, evaluations of other regulations - such as the Whistleblower regulations and the Student Complaints Regulations - are also planned. If necessary, they will also be revised. A new investigation protocol - which describes the steps involved in fact-finding - will be drawn up with internal stakeholders in Q4 of 2024 and Q1 of 2025.

Furthermore, an overarching reporting procedure is being developed in line with the new central reporting point and triage system (see 6.1). All complaint procedures will be reviewed in Q4 of 2024 and Q1 of 2025 at the latest to ensure clear, accessible communication and improve the security of procedures.

When committees, regulations and protocols are amended, formal and informal consultations will take place with the consultation bodies and the trade unions.

Result

The result of the review of the committees, regulations and protocols is that a careful process is followed each time a report, complaint is made and/or investigation takes place. This process

safeguards the rights of all involved and provides the necessary transparency at a process level. This diligence is essential for trust in the TU Delft's integrity system. It ensures consistency and contributes to a safe environment for everyone involved.

7 Governance

7.1 Integrity infrastructure

Purpose

Several reports in the past period have shown that the infrastructure for promoting and monitoring integrity and social safety within TU Delft is inadequate. A variety of activities happen in different places, but they are incomplete and incoherent. The responsibilities are not sufficiently clear and there is inadequate support for those involved in the integrity system. The aim is to further clarify the tasks, roles and responsibilities of all those involved in the system and to increase the coherence between them. The important stakeholders here are the Executive Board, the Supervisory Board, Integrity Office, D&I, ESA, LA, HR, Communication, Confidential Advisors, Ombuds Officers and Internal Audit.

Implementation

We want to start working on the new integrity infrastructure by Q1 2025 at the latest. During this time, we will evaluate the responsibilities and support mechanisms and clarify them in Q2 of 2025 at the latest to make the system more effective.

Result

The result of a well-developed integrity infrastructure is a clear and transparent framework in which roles, responsibilities and decision-making processes are clearly defined. This promotes effective implementation and compliance with integrity policies, provides better support for those involved, and creates a coherent approach to promoting and monitoring integrity and social safety within TU Delft.

7.2 In the spotlight: Integrity Office

In June 2024, an external manager was appointed to the Integrity Office on an interim basis. This manager has the task of drawing up the integrated action plan for the changes to social safety and integrity, setting up a project structure and coordinating the implementation of the action plan. In addition, two temporary external advisors have been hired to add extra capacity to the Integrity Office.

Moreover, the capacity of the Integrity Office has been permanently increased with four new employees. Three started on September 1, 2024, and the fourth employee will start on November 1, 2024. These new colleagues are essential to carrying out the many tasks that arise from *Plan for Change* and the activities that need to be implemented in the coming months, as well as in the long term.

7.3 Evaluation of the role of HR

Purpose

The aim of this evaluation is to clearly define the role of HR within TU Delft, so that employees, managers and other stakeholders know what to expect from HR. This includes standardising the HR role across the organisation and ensuring continuous reflection and adjustment, with an emphasis on social safety and integrity.

Implementation

A Code for HR will be drawn up that will set out the responsibilities of HR uniformly across all faculties and departments. The code will pay special attention to the handling of integrity reports, confidentiality and transparency and will be in line with the other codes and regulations (see also 6.1 – 6.3). There will also be a programme for self-reflection and peer-learning within HR. A draft version of the code and a vision document will be ready by the end of Q4 of 2024. In Q1 of 2025, the new code will be tested with relevant stakeholders, after which an implementation plan will be drawn up. The final versions of the documents are expected to be ready at the end of Q1 of 2025, with implementation taking place in Q2 and evaluation in Q3 and Q4 of 2025.

Result

The new HR Code is introduced, clarifying and defining the role of HR within TU Delft. Effectiveness will be evaluated based on stakeholder feedback in the second half of 2025.

7.4 Structural budget for integrity and social safety

Resources

In the letter on July 1st, the Inspectorate states that it is not clear with what resources, both financial and in terms of capacity, that the Project for Social Safety and Integrity is being implemented. To financially support integrity and social safety, a structural budget of €1,300,000 has been set aside in the 2025 university budget.

This budget is intended not only to support planned actions, but also to reduce the time between idea and implementation. As a result, new initiatives can start faster, since there are fewer obstacles in the way. The project group can apply for funding from the Executive Board, and once approved, projects can start in a more flexible timeframe. This structural budget will be essential in the coming years to make projects in the field of integrity and social safety sustainable.

With regard to capacity, 7.2 above mentions the increase of capacity at the Integrity Office. In addition, various other directorates and departments, such as Communications and Legal Affairs, have also increased capacity through hiring or freed up extra capacity by (re)prioritising activities.

7.5 Preconditions, risks and mitigation measures

Preconditions and risks

The letter from July 1st also states that the Inspectorate wants more insight into the preconditions and the risks for the implementation of the project. The *Plan for Change* did not describe any preconditions and risks, so no measures were formulated to mitigate the risks.

Preconditions to realise the change assignment

Involvement of the TU Delft community

The change we are initiating with the Project for Social Safety and Integrity affects us all. This change can only succeed if employees, including managers and students are willing to participate. There must be have a basic level of confidence that we as TU Delft can do this together. And there must be enough people who want to play a part in this.

We are working on this in the following ways:

- Staff and students are being informed about the why, what and how of the change assignment by means of monthly updates, TU News, presentations, discussions in team meetings, etc. From the beginning of October, this will also be done via TU Delft's new website on social safety and integrity.
- Staff and students are actively involved, e.g. through formal and informal consultations with consultation bodies and trade unions, the sounding board (recently started), co-creation workshops, discussions with faculty committees, with networks within TU Delft, and with individual employees, incl. PhD candidates and students. In the near future, this will also be done through Mindlab, Share & Care and work conferences.

Building on intrinsic motivation

We want to strengthen social safety and integrity based on our own ambition and intrinsic motivation. Then we can feel fully responsible for the process and the result. If the emphasis is too much on the external pressure to change, our intrinsic motivation will be affected which in turn will have a negative effect on the sustainability of the change.

We are working on this in the following ways:

- In conversations and presentations, we demonstrate that we can only be an excellent university if we offer a safe working and study environment for everyone.
- We consider social safety and integrity to be a fundamental right for everyone. We are weaving that into the entire project.
- We ask for feedback on the things we are doing and are using the input from the community so that we meet the needs of staff and students through the project.

Sufficient resources

For this project to succeed, a lot of people and financial resources are required. We need to carry out the deferred maintenance and build improved structures, systems and a new culture. And even after the project, sufficient attention, time and resources will still be needed.

We are working on this in the following ways:

- The Executive Board, deans and directors are giving this topic the highest priority; This is visible in formal consultations, internal meetings, informal conversations, meetings with staff and students, interviews and newsletters.
- A large number of employees have been freed up to work on parts of the social safety and integrity project. External advisors and experts have also been hired, see also under 7.2 and 7.4
- The Integrity Office has been expanded with 4 FTEs and 3 specialists have been hired.
- The team of Confidential Advisors has been expanded with 3 employees.
- Social safety is a major item in the 2025 budget. We have €1.3 million in the budget for this (see 7.4).
- The Executive Board has indicated that despite the financial pressure on TU Delft, there will be no cuts in social safety and integrity.

Embedding in the regular processes and ways of working

To ensure the sustainability of the change that has been initiated, change must be embedded in the governance, structures, systems and processes. In this way, it becomes an irreversible part of the way of working. We are working on this in the following ways:

- The entire integrity infrastructure will be sharpened and improved, in accordance with Berenschot's recommendations (see also 7.1). This includes, among other things: clarifying the roles and responsibilities of all parties involved (including managers, directors, reporting point(s), complaints committees, confidential advisors, ombuds officers, Integrity Office) with regard to integrity and social safety and reviewing the code of conduct, reporting procedures, complaints procedures, investigation protocol and sanctions protocol. Part of that system is also the regular execution of risk analyses to identify vulnerabilities in a timely manner and the holding of moral deliberations to address difficult issues in a structured manner.
- HR processes that have a direct impact on the role of managers with regard to social safety and integrity will be reviewed: license-to-lead, learning to give and receive feedback and the execution of the R&D process. The role of HR itself in the context of social safety and integrity is also clarified (see 5.4 – 5.7 and 7.3).
- The subject of social safety and integrity has and will continue to have a permanent place on the agendas of the Executive Board, Supervisory Board, faculties and directorates.
- In consultation with the community, it will be determined whether it is useful to set up 'Communities of Practice' for certain themes that continue after the project and that ensure a lasting dialogue on topics that the community considers relevant.

Risks

Failure to meet the above-mentioned preconditions poses the greatest risk to the success of our task for change. That is why we are taking measures to safeguard the preconditions and mitigate the risks.

Other risks include:

Insufficient reckoning with our past

If there is too much pain and mistrust among people in the organisation, it can have a negative effect on the change we want to achieve. First, this can be a signal that we have not yet sufficiently acknowledged the suffering that individual members of the community experience or have experienced as a result of social unsafety. Furthermore, it may mean that we have yet succeeded in making the change and its authenticity visible to the community. The mitigation measures for this risk are discussed in detail in the implementation plan and concern:

- Listening to staff and students who have been affected by social unsafety and acknowledging their experience (Share & Care), offering the possibility of aftercare, setting up a reporting point and improving the complaints procedure for transgressive behaviour (see 4.1, 6.1 and 6.3).
- On the other hand, it is about open communication regarding what we are doing in this area, what we encounter in the process, what that means for us – as an organisation and as individuals – and what consequences we attach to it (see also under 3).

Developing, attracting and retaining insufficient expertise and experience in the field of social safety and integrity

The expertise and experience in the field of social safety and integrity was minimal at TU Delft at the start of this year. Since then, this has improved somewhat, partly due to external support. In order to bring about and secure the necessary sustainable change, it is necessary to further build up relevant expertise within the organization by (further) developing relevant employees and attracting and retaining specialists. Mitigation measures include:

- That the Executive Board offers space to recruit employees with the required expertise and experience and that this space is used.
- That the Integrity Office works with the faculties, directorates and other stakeholders in the reviewing the integrity infrastructure and the multi-year policy agenda (see 5.1 and 7.1) to identify the qualitative and quantitative capacity needed to structurally have sufficient relevant expertise and experience within TU Delft.

8 Signals and complaints TU Delft at year-end Q3 2024

8.1 Nature and number of signals/complaints

There are various sources that provide insight into social safety and integrity within TU Delft, such as the Employee Monitor, D&I Survey and the annual reports of confidential advisors and ombuds officers. These sources are important indicators for measuring social safety at TU Delft.

Ombuds officers

[The 2023 annual report of the Ombuds Officer for students](#) - presented in April 2024 - reported 17 filed complaints, a decrease from the 32 reports in the previous year. Most student reports relate to problems with the implementation of legal rules, guidelines, and policies. For example, the student does not agree with a certain decision or believes that an exception should be made in their case. In 2023, 3 reports of undesirable behaviour were made to the ombuds officer for students. These complaints concerned interactions between a student and a teacher or between a student and other staff members. It is mainly about social interactions that were perceived as rude, unfriendly or intimidating. In 2023, the ombuds officer for students did not receive any reports of sexually transgressive behaviour.

[The 2023 annual report of the Ombuds Officer for employees](#) - also presented in April 2024 - registered 101 reports in 2023, an increase from 91 reports in the previous year. In 2023, the reports to the ombuds officer for employees were mostly about an unsafe working climate, ranging from perceived undesirable behaviour, unfair treatment to perceived insufficient leadership and situations between PhD candidates and their supervisor(s).

To date, in the period from January to September 2024, 29 reports were made to the ombuds officer for students. In the same period, 112 reports were made to the ombuds officer for employees.

Confidential advisors

[The 2023 annual report of the confidential advisors](#) registered 340 reports about possible transgressive behaviour, 199 of which were related to psychosocial workload. In comparison, the 2022 annual report registered 194 reports, 95 of which were related to psychosocial workload. The data for the 2024 annual report of the confidential advisors will be analysed at the end of this year and presented in April 2025.

At the moment, there is no concrete information available about the number and nature of the reports to the confidential advisors for 2024.

Complaints committees

From January to September 2024, 14 complaints were submitted to the Complaints Committee for Undesirable Behaviour (KOG), of which 2 were pending, 1 inadmissible, 1 withdrawn and 10 not dealt with as a result of a cease-and-desist letter from the Executive Board.

For comparison. In 2023, the KOG received 24 complaints, 1 of which were partially founded, 12 unfounded, 8 inadmissible and 3 not dealt with as a result of a cease-and-desist letter from the Executive Board. The KOG received 4 complaints in 2022, 2 of which were withdrawn and 2 unfounded.

When interpreting the number of complaints to the KOG, it is important to note that an individual complainant can submit multiple complaints. The number of complaints does not necessarily therefore represent the number of complainants, but rather the number of individual complaints submitted. Some complaints are about more than one person. It is then up to the committee to decide whether the complaint will be dealt with in one or more proceedings.

To date, the **Committee for Research integrity (CWI)** has received 5 complaints, of which 1 was declared partially well-founded, 1 was declared inadmissible and the remaining 3 reports are still being processed.

To date, the **Promotion Disputes Commission (CGP)** has registered 2 complaints. One is still ongoing and the other has been withdrawn.

For comparison. In 2023, the CGP did not receive any complaints. In 2022, one complaint was received that was declared unfounded.

8.2 Follow-up

Preliminary signals show that there is little change in the number and nature of reports.

It remains important to understand the factors behind the reporting figures. That is why close cooperation with confidential advisors, ombuds officers and other reporting bodies such as KOG, CWI and CGP remains crucial to get a complete picture of the situation and the effectiveness of the measures taken. The new reporting point is also expected to contribute to the availability of data related to reports.