

Diversity & Impact in the ENHANCE ALLIANCE

2024 ANNUAL REPORT

Written and edited by ENHANCE Diversity Office & Work Package Diversity, Impact and Dissemination

2024 Annual Report on Diversity & Impact in the ENHANCE Alliance

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Note From the Ombudsperson:

*In our efforts to promote inclusion, diversity, equity and gender equality within our University Alliance, we recognise the importance of **being inclusive of all gender identities, including non-binary**. As data protection, among other reasons, precludes the systematic collection of data on the representation of non-binary people, the (partial) absence of such data in this report should not be understood as an exclusion of non-binary people. Rather, it is our aim to fully represent the richness of all gender identities in our reports and activities within the given framework.*

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Foreword From the Chair of ENHANCE Board of Directors



Prof. Dr. Hab. Inż. Krzysztof Wilde
Chair of Board of Directors at ENHANCE Alliance &
Rector of Gdańsk University of Technology

As we present the **ENHANCE Diversity and Impact Report 2024**, we emphasise our commitment to **inclusion, diversity, and equity (IDE)** as fundamental pillars of our Alliance to make a real impact. Furthermore, these principles inherently respect and promote human rights as the cornerstone of our collective mission. These values are not just guiding principles; they shape our governance structure, daily work, and long-term vision, ensuring that ENHANCE remains a driver of positive impact in European higher education.

The ENHANCE Charter sets a clear expectation: our institutions must foster an environment where everyone—regardless of background, gender, ethnicity, age, or ability, socio-economic status, cultural beliefs, religious orientation, and other personal attributes — feels valued and empowered. Guided by the ENHANCE IDE Road Map, we turn this commitment into action. With the support of the ENHANCE Diversity Office (DO) and the dedication of all ten work packages, we integrate diversity and impact orientation into our policies and daily work. As a consortium of ten leading technical universities committed to excellence in higher education and research, our collective efforts further reinforce the importance of educational innovation and scholarly inquiry in driving societal progress.

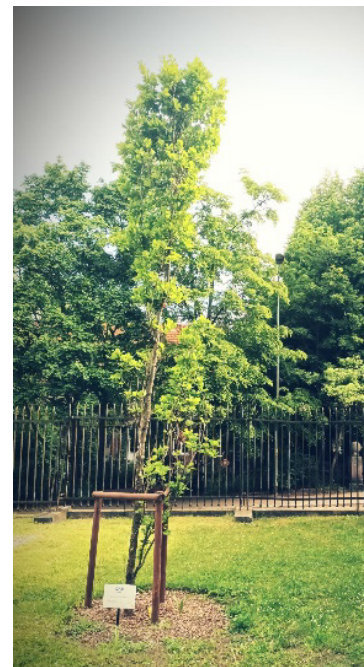
Real progress requires not only structural change but also personal responsibility. At ENHANCE, we

want to foster allyship and critical thinking as essentials of a resilient academic community that does not remain silent in the face of inequalities. Solidarity is in our DNA. We stand against discrimination, power misuse, gender-based violence, and all forms of exclusion. Diversity and impact are a continuous process. To create a lasting impact, we must collaborate. It is our collective responsibility to foster innovation that benefits society and empowers individuals across all communities. Through collaboration, we can ensure that ENHANCE not only reflects the values we stand for but also sets a standard for transformation across academia and society in Europe and beyond.

I am grateful to the previous Chairs of the Board of Directors for their leadership in advancing inclusion, diversity, and equity within ENHANCE. Their efforts have shown that true excellence is built on inclusivity and that a real impact comes from empowering all voices. I am committed to continuing this work, ensuring these values remain central to our Alliance's mission.

Let us lead by example. Let us build a future where diversity is a strength, inclusion is a given, and equity is the foundation of innovation. This report reflects our progress, challenges, and commitment to these values. May it inspire us all to act and make our shared vision a reality.

As a living symbol of our commitment, the ENHANCE tree on our campus continues to grow, just as our dedication to diversity, inclusion, and impact.



ENHANCE Tree at Gdańsk University of Technology

Foreword from Work Package Leads and all members of ENHANCE Diversity Office



Members of [ENHANCE Diversity Office](#) (partly photoshopped to represent everyone)

We are proud to present the first report on diversity and impact in ENHANCE+ following one year of ENHANCE+. This report marks a significant milestone of mainstreaming inclusion, diversity, and equity (IDE) into every level of our Alliance.

Our work in 2024 has been guided by the ENHANCE Road Map for IDE, which provides a shared vision for diversity and impact orientation in our alliance. The Road Map supports ENHANCE's mission of driving responsible transformation in higher education, research, and innovation. Without this foundational framework, the pursuit of a truly inclusive European university would be impossible.

In 2024, we celebrated key milestones, such as the Berlin Kick-Off, the inauguration of the ENHANCE Diversity Office, the call for ENHANCE Ambassador Programme *ENHANCE Buddies*, the call for Diversity Seed Fund. These initiatives set the stage for a year of meaningful collaboration across work packages and governance structures, fostering a culture of inclusivity and bottom-up engagement. The cross-connected nature of our work has strengthened our efforts, fostering a culture of inclusivity throughout the Alliance. The insights and initiatives shared in this report reflect the progress we have made, while also highlighting areas where further action is needed.

As we focus on empowering underrepresented groups, we also challenge ourselves to address privilege and power dynamics. How can we foster allyship, tolerance, and power-sharing? How can we remove barriers and create opportunities for those facing challenges? These are questions we ask ourselves—and invite you to explore with us.

Diversity enriches our Alliance. By integrating impact into all aspects of our work and fostering inclusive, peer-to-peer approaches, we aim to inspire transformation within and beyond the ENHANCE community. Together, we are building an inclusive European university that truly reflects the values of inclusivity, diversity, equity, and excellence.

Executive summary

The **2024 Annual Report on Diversity and Impact** highlights the ENHANCE Alliance's commitment to **inclusion, diversity, and equity (IDE)**, highlighting key initiatives and progress. This year saw the launch of the **ENHANCE Diversity Office**, the **Ambassador Programme ("ENHANCE Buddies")**, and the **Diversity Seed Fund**. A **second Diversity and Inclusion Survey** provided insights into the perception of diversity. Notably, gender representation within ENHANCE governance structures shows progress toward balance, with 53% female and 47% male members. The **Impact Orientation Event** in Brussels and the introduction of the **Monitoring Matrix** reinforced ENHANCE's commitment to tracking and enhancing societal impact. ENHANCE strengthened **peer-to-peer support** by appointing **10 Gender and Diversity Representatives (GDRs)** and continued its **Task Force Ukraine** to support affected students and staff. The alliance also advanced **impact-driven strategies** through partnerships like the **FOREU Impact Subgroup** and **Diversity and Inclusion Hub**.

What Is the Idea Behind This Report?

This report outlines diversity and impact related activities in the ENHANCE Alliance and shows how we disseminate them. Past reports are downloadable on our [resources page](#). The annual report captures ENHANCE results, showing progress, documents impact in inclusion, diversity, and gender equality. This report is relevant for everyone involved in ENHANCE on all strategic and operational levels. Together, we make ENHANCE an inclusive and impactful Alliance where everyone feels welcome.

Diversity and Impact

Diversity and impact are the most cross-cutting topic of our alliance. Our university alliance strives to create a lasting, meaningful impact on society. True impact can only be achieved when the diversity of society is acknowledged and embraced. At the same time, diversity-related initiatives can only succeed if they are designed with impact. Diversity and impact are inseparable—they complement and reinforce each other. The Work Package [explainer video](#) highlights our efforts to promote inclusivity and increase our impact. In 2024, the February kick-off event in Berlin served as the platform for publishing the [ENHANCE IDE Road Map](#) and [inaugurating the ENHANCE Diversity Office](#)

Our impact

Through collaborations like the FOREU Impact Subgroup and major conferences, ENHANCE advances impact assessment and inclusivity. Tools such as the [Monitoring Matrix](#) and [Diversity and Inclusion Survey](#) support our progress, while initiatives like the [Anti-Bias Lunch Breaks](#) adopted by [Université de Neuchâtel](#) demonstrate our broader influence.

Impact was also on the agenda of **Board of Directors meeting (BoD)**. The rectors emphasised a powerful desire to enhance mobility opportunities through initiatives like mobility windows and expanded course offerings for students and staff. The ENHANCE Alliance aims to contribute to quality education and skills training for learners while creating an attractive environment for study and research. The rectors also mentioned the importance of increasing the Alliance's visibility within the university communities to enhance community engagement.

Diversity at ENHANCE members:

[CHALMERS](#), [TU Delft](#), [ETH](#), [GDAŃSK TECH](#), [NTNU](#), [POLIMI](#), [RWTH](#), [TUB](#), [UPV](#), [WUT](#)

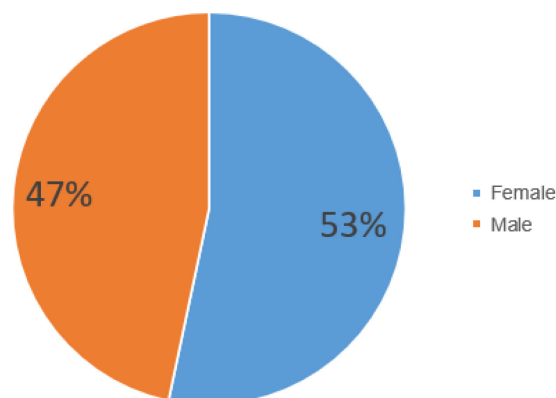
ENHANCE is highly appreciated as an established network where trust and open communication are fostered on all levels. The input from the rectors was complemented by the first edition of the **Impact Orientation Survey** which mapped the approaches to impact at ENHANCE partner universities. Both, the survey as well as the BoD input was a crucial part of the preparation for the Impact Orientation Event in October 2024.

A major milestone for our Work Package was the **first ENHANCE Impact Orientation Event** hosted by the NTNU Brussels Office. The participants from ENHANCE universities and the European Commission explored impact dimensions. Highlights included integrating the [New European Bauhaus Impact Model](#) into the ENHANCE. Special thanks go to the student team from **Zuyd University of Applied Sciences**, whose support exemplified the Work Package's commitment to fostering impact orientation and supporting personal and professional growth in an inclusive environment.

Relevant Key indicators in ENHANCE

The motto 'You cannot manage it if you cannot measure it' serves as the guiding principle for our commitment to promoting, integrating, and monitoring diversity and impact within ENHANCE.

Gender Balance in ENHANCE Governance Structures



Gender Representation in Governance Structures

The ENHANCE alliance continues its commitment to diversity, as shown by the gender representation across its management and governance bodies. Of the **339** individuals engaged in these structures, **185 identify as female (53%)**, and **162 as male (47%)**, showing an overall balanced approach to representation of both genders.

The **Advisory Assembly** and **Work Packages (WPs)** display notable gender diversity. *WP2 Human Dimension* and *WP3 Future Learning* show a strong presence of female participants. *WP9 IT Infrastructure* shows a strong presence of male participants. The **Student Forum** achieves gender parity. **Steering Committee** and **Board of Directors** reflect areas where gender diversity can be improved. *WP7 European Education Pathways* stands out as the largest and most gender-balanced team, with **42 women and 48 men** contributing actively. These insights underscore our alliance's progress to achieve even greater gender equity in leadership and decision-making roles. In conclusion, there is a slight **increase in women representation (53%) in 2024** compared to the overall result from 2023.

Clarification on Gender Statistics

*Gender identity is personal and cannot always be inferred from appearance; someone who may appear male could identify as female or non-binary. Thus, we approach these statistics as a **soft indicator** of gender representation. Much like steam signals that water is boiling, these numbers provide insights into gender equality trends but do not fully capture the complexity of gender diversity within our community.*

IMPACT REFLECTION

*Launched in 2024, the **Monitoring Matrix** collects data on ENHANCE+ learning activities. The tool aims to create a dashboard for monitoring mobilities, participant stats, diversity, and impact, providing insights for ongoing evaluation. Data-driven monitoring is key to implementing the ENHANCE mission, helping assess impact, guide decisions, and identify trends.*

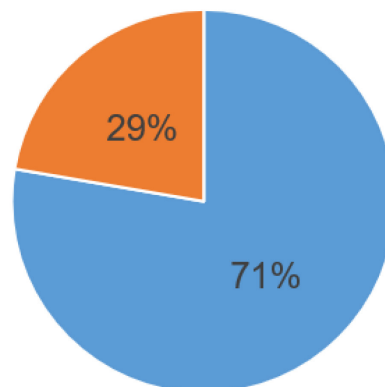
Monitoring Gender Balance in activities

This section summarises the documented gender balance in the ENHANCE+ activities that took place in 2024. We documented 3,259 **registrations to 40 joint ENHANCE activities** (online, on-site, and hybrid short-term learning offers are documented. Long term Erasmus+ mobilities are not counted in this statistic). The documented activities were mainly summer and winter schools, staff weeks, events, conferences, public lectures, webinars, online short-term learning offers, and workshops. We documented **62% female**, **37% male** and **1% non-binary** participants.

Erasmus+ Mobility in ENHANCE

A total of **1.297** students took part in an Erasmus+ mobility programme in the **2023/2024** academic year among ENHANCE partners. The female population is **37%**. The documented proportion of students receiving additional inclusion funding is **29%**. Additional funding of Erasmus+ and national programs are considered. Several student groups have received additional financial support, including those with disabilities and chronic illnesses, students with social support, first-generation academics, students with children, working students within specific income ranges or a refugee status. The additional funding increases the inclusivity for a diverse range of student needs and circumstances.

Inclusive Mobility in ENHANCE



- Students who did not receive any additional funding
- Students who received additional funding

Holistic Approach: Active Outreach, Bottom-up Involvement, Peer-to-peer & Empowerment for Impact

Through a comprehensive approach, ENHANCE aims to create a transformative environment that ensures the engagement and participation of all its members. This is essential for fostering diversity and creating a more inclusive alliance.

Active Outreach

Active Outreach involves proactively reaching out to [underserved](#) groups facing barriers to ensure their inclusion and participation. In ENHANCE, we prioritise going to these groups rather than waiting for them to engage. We want to talk with them, instead of about them. Our communication and networking strategies are tailored to reach and attract underserved groups, ensuring our messages consider their perspectives.

We keep talking with groups facing individual and structural barriers and consider their perspectives in our work as well as possible. After organising a networking between LGBTQ+ students associations in 2023, this time we organised in 2024 our **first networking meeting with African student associations in ENHANCE**, including [3e4Africa](#) (RWTH), [ASAZ](#) (ETH), and [TUDASA](#) (TU Delft). The meeting fostered cross-border connections, explored shared challenges (“Visibility” of their networks among university community was named by all!) and opportunities.

READING RECOMMENDATION
Read the [interview about engagement of African student associations in ENHANCE](#)

The **Diversity in Mobility** workshop (October 2024) brought together mobility officers from all ENHANCE universities to explore strategies for inclusive mobility opportunities. The discussions focused on several key areas, including **active outreach** to underserved student groups, and the creation of inclusive information pages. Participants also agreed to set up regular exchange meetings and collaborative evaluations to track progress, share best practices, and continuously improve the inclusivity of mobility programmes across the alliance. This workshop was aligned with the **Memorandum of Understanding (MoU)**, which emphasises the integration of inclusivity measures in the development of study abroad offers within the European Education Pathway (**EEP Ecosystem**).

Bottom-Up Involvement

Bottom-Up Involvement is crucial for our approach. Mainstreaming Diversity and Inclusivity in ENHANCE is a critical and multi-levelled process. By engaging everyone, including those with privileges, we ensure diverse voices contribute to a positive change. To empower grassroots initiatives, we launched the [ENHANCE Diversity Seed Fund](#) in 2024. The fund aims to support student-led projects related to diversity and inclusion. Following the call for applications, we organised two information events that attracted participants from ENHANCE universities. Additionally, we offered personalised consultations to help refine early-stage ideas. **19 proposals** were submitted and **13 selected for funding**. To further enhance our approach, we also organised a meeting with other European Alliances with similar seed fund programmes to exchange good practices.

Peer-to-Peer Approach

Peer-to-Peer Approach is employed in ENHANCE to use the positive influence of individuals within the community with a focus on promoting diversity and inclusivity. Based on the [ESN SIEM study](#), we emphasise the effectiveness of the peer-to-peer approach in empowering underserved groups and ensuring diversity and inclusivity. In 2024, ENHANCE appointed **10 Gender and Diversity Representatives (GDRs)**, one in each Work Package, to advocate for inclusion and equity across the alliance. These representatives were trained to function as role models and awareness persons, ensuring diversity considerations are integrated into WP activities and outputs. We organised a catch-up meeting in December 2024 with a strong wish to gain more intercultural skills. Besides that, we also launched the [ENHANCE Mobility Ambassador Programme](#) to inspire students to explore international mobility opportunities. Starting in early 2025, these ambassadors share their stories through [social media](#) and events, empowering their

peers and fostering a more inclusive mobility culture. We also organised a good practice sharing meeting with other European Alliances with similar student ambassador programmes.

Peer-to-Peer Learning in ENHANCE Diversity Office

The ENHANCE Diversity Office held its **Annual Network Meeting (ANM)** at TU Delft alongside the ENHANCE Board of Directors, fostering collaboration, mutual learning. Highlights included a [Future Skills for Engineers workshop](#), where participants explored key competencies of engineers. ENHANCE is dedicated to building a learning alliance where expertise and good practices are shared openly. By using each other's strengths and fostering dialogue, we continue to create a more inclusive and collaborative European Higher Education Area.

EXPLORE OUR PUBLIC PADLETS CREATING IMPACT

- ✓ [ENHANCE Learning Resources](#)
- ✓ [D&I Hub Resources](#)

As part of our commitment to fostering collaboration and shared learning, ENHANCE conducted multiple mappings across partner universities in 2024. These mappings served as benchmarks to identify and share good practices, fostering mutual learning and improving inclusivity and diversity initiatives across the alliance. This approach reflects ENHANCE's identity as more than just an Erasmus+-funded project; we are a true alliance committed to sharing expertise, fostering innovation, and advancing collective goals. Here is a selection of mapped topics with good practices:

Integration of Incoming Students: ENHANCE universities help international students adapt. Chalmers University organises year-round events through a volunteer group ([Chalmers International Reception Committee](#)), while RWTH Aachen pairs international students with local mentors in the [BeBuddy Programme](#). ETH Zurich provides structured support with [online Check-in Events](#) and [on-campus Welcome Days](#).

Transgender Student and Staff Policies: ENHANCE universities implement inclusive policies for transgender students. ETH Zurich, RWTH Aachen, and PoliMi allow students to [change their name and gender in records](#), and UPV offers a [protocol](#) to support transgender students' right to modify university records. TU Berlin has dedicated policies to support [gender diversity](#)

Support for Academic Refugees: ENHANCE universities offer various programmes for academic refugees. NTNU's [Star Initiative](#) supports refugees pursuing education, while TU Berlin has a [Refugee Officer](#) for integration support. RWTH Aachen provides the [Academic Assistance for Refugees programmes](#), and GdańskTech offers [scholarships](#) and initiatives for Ukrainian students. ETH Zurich and RWTH Aachen support displaced academics through [Scholars at Risk](#).

Empowerment

Empowerment within ENHANCE focuses on fostering inclusivity and equity by supporting underserved students and staff, in alignment with the [Erasmus+ Inclusion and Diversity Strategy](#). Our initiatives aim to empower individuals to overcome barriers. Central to this mission are the **learning opportunities at the ENHANCE Innovative Learning Campus (ILC)**. One flagship initiative in 2024 was the **ENHANCE Micro Programme on Gender and Diversity in Science, Technology, and Society**, which included a hybrid format of online modules and an onsite summer school in Berlin to learn gender and diversity perspectives in STEM Studies. The programme was presented as a good practice at the [Amsterdam EASST Conference](#), demonstrated ENHANCE's commitment to embedding diversity education within technical disciplines. We offered several offers at ILC, including the **Anti-Bias Lunchbreaks** and **Training on Inclusive Communication**, both of which were fully booked each time. Melih,

KEY INDICATORS HOW WE EMPOWERED OUR COMMUNITY WITH LEARNING OFFERS

- ✓ **Total registrations in 2024:** 1072+
- ✓ **Anti-Bias Lunchbreaks & Inclusive Communication:** 400+ registrations
- ✓ **ENHANCE Micro Programme:** 104 applications!
- ✓ **Pre-departure seminars:** 85 registrations

representing ENHANCE Diversity Office also led a **workshop on diversity and inclusion in academia** during the [GREEN-BEING Staff Week](#) at Gdańsk University of Technology.

Task Force Ukraine in 2024

Task Force Ukraine (led by WUT) undertook a variety of impactful initiatives to empower Ukrainian students, staff, and university communities. **Task Force Ukraine** organised several initiatives to support Ukrainian communities at ENHANCE and foster collaboration. The [Ukraine Day](#) was organised in partnership with Ukrainian universities. [Innovative Didactics Conference](#) hosted workshops on topics such as the **social impact of modern technologies** and **cooperation with Ukraine**. During the [ENHANCE Local Launch Event](#), we presented the task force's activities. [WUT for Ukraine – Insights from NAWA Projects Conference](#) highlighted the outcomes of ongoing collaborations with Ukrainian universities. Additionally, we held **online meetings with the Ukrainian Student Association in Zurich**.

Diversity & Inclusion Hub

In 2024, we intensified our efforts to network with other European alliances and continued the dialogue about diversity and inclusion in European higher education. The [Diversity & Inclusion Hub](#) increased to 39 alliances, connecting more than 150 experts in our field. Good practice sharing and learning from each other are the main pillars of our exchange. The D&I Hub meetings focused on a wide range of topics related to diversity, inclusion, and gender equality in European universities.

Second Diversity and Inclusion Survey


In Autumn 2024, we conducted the second ENHANCE Diversity and Inclusion [Survey](#). Monitoring our diversity is an essential step in creating more inclusive and impactful ENHANCE activities that empowers our community. We invited the ENHANCE community including students and staff who had joined an ENHANCE activity and/or who are actively involved in the Alliance. We received 95 responses. The results of the survey offer valuable insights into the composition of the ENHANCE community and highlight key areas for reflection and improvement.


Who were the survey participants?


Diversity is not always visible. We wanted to get to know our community in our Alliance.


IMPACT INFO

ENHANCE is represented in the **FOREU Impact Subgroup**, led by the ENLIGHT Alliance, which exchanges good practices and discuss approaches to impact. The subgroup views impact as a crucial cross-cutting theme, addressing teaching, research, science, society, and policy. Thanks to the engagement of D&I Hub, all topical groups consider diversity and inclusion in their topical work.

 **7% of the survey attendees were actively involved in ENHANCE (e.g., core officer, work package member).** 82% were only participants in an educational ENHANCE activity.

 **The survey participants have an average age of 39.**

 **Rich cultural and linguistic diversity**, with 62% speaking two or more languages at home and a total of 150 languages represented. Celebrating and using this diversity is crucial.

 **A considerable proportion (39%) of international participants** highlighting the importance of cultural sensitivity in programme offerings.

 **16% identifying as part of the queer community**

 **29% are first-generation students**

 **19% have chronic illnesses and/or disabilities**

Understanding the idea behind the Diversity & Inclusion Survey

The **Diversity and Inclusion Survey** takes a comprehensive approach to measuring progress and driving change. By capturing perceptions and experiences, it goes beyond simple metrics like gender balance to deepen understanding of diversity and inclusion within ENHANCE. The survey identifies challenges and opportunities, revealing gaps between intentions and practices, and highlighting areas for improvement. Positive feedback shows successful efforts, while negative feedback points to areas needing attention.

What is participants' perception of diversity, inclusivity, and representation?

The ENHANCE Diversity and Inclusion Survey offered valuable insights into the perception of diversity, inclusivity, and representation within the ENHANCE community. Here is a summary and analysis of the survey results:

🌐 Awareness of Diversity and Inclusion: 38% (-1% compared to 2023*) of respondents are slightly or moderately familiar with the concept of diversity and inclusion. There are opportunities to increase awareness and education on these topics within the ENHANCE community (e.g., via workshops, training sessions, and awareness campaigns to enhance understanding.)

** The comparison between 2024 and 2023 holds no statistical significance yet. The differences highlight potential trends for future analyses when we conduct this annual survey again. They can be merely seen as an invitation for reflection.*

🌐👥 Perception of Diversity and Inclusivity: 76% (-2%) of respondents believe they are part of a diverse and inclusive community at ENHANCE. This is a positive perception, suggesting that members feel included. This is -2% compared to 2023. It stays essential to continue fostering an inclusive environment and celebrating and allowing diversity openly. 2% disagree.

🏠👥 Equal Opportunities: 87% (+6% compared to 2023) of respondents believe they are given the same opportunities as their fellow participants regardless of their background. This is a positive indicator, suggesting a fair and inclusive approach within ENHANCE. However, efforts should be kept to further improve this perception. 6% disagree.

🚀👥 Role of Inclusion in Organisation: 79% (+11% compared to 2023) of respondents believe that inclusion plays a significant role in the organisation of ENHANCE activities and events. There is still room for improvement in making the efforts related to inclusion more visible to the community. Communication and transparency can help achieve this. 4% disagree.

🏢👥 Representation in Structures: More than half of respondents (52%; -8% compared to 2023) believe that ENHANCE actively seeks to represent diverse groups in its structures, such as governmental bodies. Strategies to further increase representation efforts include targeted recruitment, diversity training, and clear diversity goals in leadership roles. 2% disagree.

ENHANCE facilitates international opportunities.

ENHANCE has shown to provide a unique platform and benefit for fostering international engagement and learning opportunities among its participants. **64% of survey respondents agree or strongly agree** that being part of ENHANCE has provided them with international opportunities they would not have found elsewhere.

🌐👥 Involvement of Disadvantaged Groups: 34% (-20% compared to 2023) of respondents feel that ENHANCE actively involves disadvantaged groups in its activities, while 29% (+4%) are neutral, and 27% (+13%) do not know. Monitoring of effective involvement, communication and transparency can help increase this number.

🏠👥 Awareness of Opportunities: 41% (-10%) of respondents believe that ENHANCE has increased their awareness of opportunities available for students and staff with special needs to study or work abroad. It could mean that more efforts should be made to enhance awareness through targeted communication and information dissemination.

In summary, the first ENHANCE Diversity and Inclusion Survey shows that the positive perception of diversity and inclusion within the community remains. Successful initiatives should be kept, while there are areas for improvement, such as increasing awareness, representation, and visibility of inclusion efforts.

ENHANCE AS OBJECT OF SCIENTIFIC RESEARCH

Liliya Kukuruz (student at University of Strasbourg and Passau) published her master thesis on Equity, Diversity, and Inclusion in Higher Education: a comparative analysis of four European Universities alliances. She studied ENHANCE's diversity approach for the first time. Her thesis compares ENHANCE with other alliances such as CHARM-EU, FORTHEM, and YUFE.

Dissemination

Dissemination plays a critical role in amplifying the impact of our diversity and impact activities. By sharing insights, resources, and good practices across the ENHANCE community and beyond, we contribute to creating a more inclusive and fair European Higher Education Area. In 2024, ENHANCE implemented a diverse range of dissemination activities. The year began with an [interactive Kick-Off Community Workshop](#), where participants engaged in discussions on diversity, impact, and dissemination. ENHANCE also published a [Dissemination Checklist](#) as a public resource in the [D&I Hub Padlet](#) for wider use.

The [ENHANCE+ Kick-Off Event](#) in Berlin marked a milestone, featuring discussions on inclusion, future skills, and ENHANCE's roadmap. The event also included the RWTH [Discrimination Awareness Exhibition](#), [Erasmus Generation Meeting Seville](#) highlighted ENHANCE's co-creation approach in European University initiatives, with Ombudsperson Melih joining the discussion. Keynotes at the [Niederrhein University](#) in Krefeld and the [EUniWell Workshop](#) in Florence emphasised ENHANCE's approach to inclusion, diversity, and equity.

Additionally, ENHANCE presented its diversity initiatives at the RWTH [Equality and Excellence Conference](#) and consulted the [UNIVERSEH Alliance](#) on how to create ombudsperson structure.

The ENHANCE Diversity Office further expanded its [Resource Centre](#), offering new tools and materials for the community. Meanwhile, the [IDE Webinar in ENHANCERIA](#) provided actionable strategies to enhance inclusivity in research.

Other highlights included ENHANCE's contributions to the [TU Delft D&I Month](#), featuring Anti-Bias Lunch Breaks and Inclusive Communication training and the RWTH "[Realize Diversity!](#)" Campaign. The **ENHANCE Newsletter** grew significantly in 2024, reaching almost 1000 recipients across member universities ([archive here](#)). Lastly, ENHANCE member NTNU showcased its **Pre-Departure Seminars for outgoing students** at the [Erasmus Seminar for Higher Education in Norway](#), demonstrating its commitment to fostering mobility. This array of activities reflects ENHANCE's dedication to sharing knowledge, increasing impact, fostering collaboration, and

advancing diversity, inclusion, and equity across the European Higher Education Area.

IMPACT EVENTS

*ENHANCE joined the [EARMA Conference](#) in Odense (Denmark) where Hannah presented the **Monitoring Framework** for the European Universities Initiative, developed with NEHEM during ENHANCE's External Evaluation.*

*In June 2024, the **University of the Basque Country** hosted an [Impact Workshop](#), where Hannah represented ENHANCE as an invited expert for a pitch session and award ceremony for early-stage researchers. The event marked the subgroup's first physical meeting and strengthened ENHANCE's network with other alliances.*

Selected IDE-Highlights

Chalmers started the year by appointing a [deputy president for equality and leadership](#), followed by hiring a DEI coordinator after the summer to establish the DEI office. The office, [inaugurated](#) in January 2025, connects ongoing DEI initiatives and played a key role in organising [Academic Pride](#) with University of Gothenburg.

TU Berlin reorganised the [Anti-Discrimination Office](#), including the establishment of a central counselling and complaints office for discrimination of any kind, a central commission for diversity and anti-discrimination and decentralised contact points throughout the university.

ETH Zurich organised a [Respect Programme](#) that builds on the previous Respect campaigns and offers information, tutorials and dialogues on different topics. They range from collaboration and team culture to conflict management and diversity, equality, and inclusion.

RWTH Aachen organised two large-scale campaigns "[Realize Diversity](#)" and "[Not a Token Woman](#)". The last campaign shines a Spotlight on Women in Research and Teaching. RWTH did mid-term evaluations for the Inclusion Action Plan, Gender Equality Plan and Diversity Strategy. RWTH appointed a [Rector's Delegate for Antisemitism Prevention](#).

Delft university of Technology organised [Equity, Diversity and Inclusion Month](#) with the theme: United for Change, Together We Grow.

Gdańsk University of Technology has made significant strategic improvements in promoting equality and diversity. The [Gender Equality Plan \(GEP\)](#) successfully reached its goals by enhancing gender balance, inclusive policies, and supportive infrastructure. The new [Equity and Diversity Plan \(2025–2028\)](#) expands these efforts with a focus on accessibility, neurodivergence support, equitable representation, and flexible work policies.

NTNU co-organised the [National Network Conference 2024 – Values of Diversity – How to Succeed with Inclusion in Research and Innovation](#), in Trondheim. Development of networks for diversity and inclusion for staff by staff at NTNU is still ongoing. NTNU established a [working group](#) for Sami, including SAMI knowledge, language and culture within the curricula and in organisation. [NTNU international Researcher Support](#) offered more than 30 events for social inclusion, culture, and Mental Fitness for the international staff I 2024.

Warsaw University of Technology (WUT) implemented [special assistant support](#) for students with autism spectrum and ADHD. WUT also equipped several faculties with stationary and mobile induction loops and sound-amplifying equipment that enables better communication with people with hearing impairments. In addition, WUT secured funding for several investment projects that make number of faculties more accessible for individuals with mobility limitations.

Polimi released the MOOC "[Gender-based violence: how to become an active bystander](#)". It presents scenarios in study and work environments where we can see forms of gender-based violence.

UPV established an [AI and Diversity Observatory](#) and Think Tank to promote ethical AI development, focusing on diversity, inclusive mobility, and bias reduction. It will unite experts to study AI's societal impact and enhance equity in its use. In 2024, the [UPV Equality and Diversity Unit](#) conducted 13 training activities, certifying 945 students, and published resources on [LGTBIQ+ workplace rights](#) and [anti-xenophobia](#). Additionally, the [UPV Permanent Training Centre](#) offered courses on [consent](#) and [respectful coexistence](#).

Outlook for 2025: Advancing Diversity and Impact Orientation

In 2025, ENHANCE will continue its mission to foster Inclusion, Diversity, and Equity (IDE) through meaningful actions and collaboration. Our focus will be on **creating a narrative** that promotes **dialogue, awareness, and impact** across all activities, from new learning offers to community engagement.

Key milestones include expanding our **Learning Offers** through initiatives like new **Lunchinars** on pressing topics such as anti-racism and gender-based violence. We will also launch a **Community of Practice** to further develop the **Diversity & Inclusion Hub and the subgroup on Impact**, creating a unified platform for sharing knowledge and best practices across alliances. ENHANCE will be involved at the [ENLIGHT Impact Conference](#). The **ENHANCE Impact Manifesto** and **Awareness Toolbox**, informed by insights from our Brussels Impact event, will guide our work in increasing the global reach of ENHANCE. We will open **pre-departure training** to all outgoing students, encouraging global engagement and nurturing a diverse international community.

Collaborations with **WP2** will set up cross-border **mentoring** opportunities for female researchers, while the **STEM Competition** will spark innovation and inclusivity among the next generation of scientists. Together, these initiatives will push us closer to our goal: creating an impact-driven, inclusive academic environment where everyone thrives. Through these initiatives, ENHANCE continues to expand its active outreach efforts. We are currently preparing two new networking events for 2025: one focused on women in science and another dedicated to people with disabilities within ENHANCE. Additionally, we are making the first steps of the preparation of the 2nd edition of the STE(A)M competition aimed at inspiring more young women across Europe to pursue studies in STEM fields.



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