

NIOZ

GENDER EQUALITY PLAN

GEP NIOZ 2022-2027

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1. GEP STATEMENT

The Royal NIOZ prioritizes the fostering of a culture of gender awareness, and addresses unconscious biases in decision-making processes to ensure that gender diversity and equality are increased in all ranks among all appointments (research, management and support). This is also manifested through the co-signing by NIOZ of the infra-NWO institutes-declaration to the same effect.

NWO-I strives to realize excellent science that flourishes and has a maximum impact on society. One aspect is encouraging an inclusive science culture with an eye for diversity in the broadest sense of the word. In other words, diversity in cultural, ethnic and/or religious background, in gender, sexual orientation, health/ ability to work and in age. Diversity results in inspiration, creativity and innovation. The added value of the joint effort of people with various areas of expertise and with diverse backgrounds and perspectives is highly recognized. An inclusive organization maximizes the use of its employees' various talents and abilities, and actively seeks to increase its diversity when hiring new people.

Each year, the figures of the institutes' gender ratios are reported and evaluated. The promotion of female talent is encouraged; for example, by means of the so-called WISE grant. It is encouraging to see that female membership of the NIOZ scientific staff, as a whole, is around 50% of the total. However, we need to make progress in the more senior roles and the department head roles. In addition, we implemented a change in our management team structure in June 2022 to become more inclusive in our decision-making process. Our specific plans for gender equality are embedded within the NWO-I Human Resources Strategy and the NWO-I Diversity and Inclusion Strategy and Action plan and are closely followed by the NIOZ Diversity and Inclusion Team, which is a broad representation of the diverse NIOZ population as a whole.

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2. Overview of data collection in recent years (*Quantitative*)

The Royal NIOZ has been collecting sex-disaggregated data to examine gender equality at different levels of employment with emphasis on both permanent and fixed-term positions. Within the four scientific departments, this includes the five types of positions: PhD students, post-doctoral researchers, technical assistants, principal investigators, and department heads, and professorships and the levels of employment within facilities and support (National Marine Facilities and General Support). Analyses of these employment data are made bi-annually. Please find the analyses attached.

Table A in section 7 below shows that the gender balance has improved in recent years, but the figures still differ within the departments. Last year NIOZ reached an overall gender equilibrium in science departments. In the broader NIOZ organization, including the National Marine Facilities department and supporting departments, the Gender Equality percentage is 43%. In fact, this increase is mostly due to the large diversity in currently appointed PhDs and post-docs.

The challenge is to reach higher Gender Equality in the senior roles within the organization, especially for the more senior roles such as the Department Head and Professorships. This imbalance is also reflected in the salary ranges. Therefore, to become more inclusive in our decision-making, we implemented a new structure of the Management Team in June 2022. This new structure leads to the following goals for the GEP 2022-2027:

1. An overall Gender Equilibrium for the broader NIOZ organization in 2027
2. A Gender Equilibrium in the decision-making roles in 2027
3. A reduced pay-gap going towards an equilibrium in the senior roles in 2027

Please find more information on Gender distributions in the tables in section 7 at the end of this document:

- A. Distribution of male/female employees at NIOZ, 2021 average, in numbers
- B. NIOZ Scientific departments
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- D. Professor positions senior PIs
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- J. Diversity and inclusion Team
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- L. NIOZ publications, last author
- M. NIOZ publications, first author

3. NIOZ Strategy for Diversity and Inclusion (*Qualitative*)

NIOZ works in line with the Implementation plan for Diversity and Inclusion 2022-2027 of its parent organization's overall NWO-I HR Strategy. Gender Equality is a key part of this strategy.

- Awareness and behavior
- Language and communication
- An inclusive culture
- Creating a safe and inclusive culture for specific groups
- Role models

3.1 Awareness and behavior

Aim: Everyone is aware of their own behavior and both conscious and unconscious prejudices. We aim to create a contact culture where everyone feels safe.

As also described in the NWO-I Desired Behavior action plan, awareness of one's own (pre)judgments is the first step to making an organization more inclusive and diverse. It is important that everyone has an open attitude towards each other and accepts open dialog by giving feedback to and receiving feedback from their co-workers. What feels like normal to some, can be a sensitive subject for others. Therefore, it is important for everyone to feel safe enough to address and bring their discomfort on the table, even if this may regularly lead to difficult conversations.

Actions

- Establish inclusive management by offering training in inclusive leadership.
- Encourage teams/departments to follow a training course and enter into a discussion with each other about what they like/dislike in interactions and about the ways people communicate.
- Organize feedback and intervision sessions where behavior is reflected upon and awareness of each other's behavior is discussed.
- Ensure that directors and MT visibly reflect on their behavior and adjust it where necessary.
- Require all employees involved in recruitment and selection to do an unconscious bias workshop. Create awareness for diversity among the group leaders, so that this awareness is taken into account when hiring PhD candidates and postdocs.
- Set up and inform about measures against gender-based violence, including sexual harassment.

3.2 Language and communication

Aim:

As an employer, NIOZ is alert to the use of inclusive communication. Non-verbal and visual language are also an important part of this communication: in personal meetings within the organization; on the intranet and the website; in reports, e-mail traffic, and vacancy texts; during meetings and both

formal and informal conversations. In order to achieve diverse (verbal and non-verbal) language use, the following elements are important:

- *awareness of language;*
- *adaptation of language;*
- *an open attitude to be able to address each other on the use of language.*

Actions:

- Ensure that NIOZ websites are inclusive and 'Digi accessible'.
- Set up a diversity page with information about D&I policy and activities.
- Organize all workshops and training courses that are offered throughout NIOZ and NWO bilingually. Make them accessible to all NIOZ employees in this way.
- Adopt guidelines for inclusive recruiting (see section 4).
- Develop/purchase and offer writing training for HR, communication and general NIOZ staff on the use of gender-neutral and inclusive language and visuals.
- Have each (support) department formulate in their annual plans what they are going to do to increase diversity in the implementation of their duties.

3.3 An inclusive culture

Aim

There are no obstacles to being part of or being employed by NIOZ, nor is there conscious or unconscious exclusion of (or by) employees. Everyone in NIOZ feels like they are a valued part of the whole.

A culturally inclusive work climate results in every employee feeling comfortable and valued regardless of race, ethnicity, color, nationality, sex, sexual orientation, gender identity and expression, religious beliefs, disability, age, neurodiversity and personal appearance. An inclusive organization is made together by its members. This starts with the people who work there and the ways they interact with each other. There should be room for everyone, regardless of identity, background, stages of life, religion or lifestyle. That means that there should not be a dominant culture – which is often the western, white, heteronormative male culture – but an inclusive culture. Creating this environment requires an effort from everyone and inclusive facilities, such as paying attention to culture-specific holidays, creating space for alternative career paths and having physical accessibility of the workplace for people with disabilities.

Actions

- Develop and use a toolkit for diverse and inclusive recruitment and selection as every applicant should have equal opportunities. Make the members of application committees aware of unconscious biases (implicit bias) and train them on inclusive behavior/implicit bias. Develop a toolkit for diverse and inclusive work.
- Make sure that the new employee feels at home in the organization after signing the contract of employment.

- Inform all NIOZ employees upon entrance about our intentions around inclusivity and ask them to sign a NIOZ Code of Conduct. Upon commencement of employment, inform the employee who is available to them if they have questions or complaints.
- Ensure an inclusive culture by having an NIOZ Diversity and Inclusion team in which all target groups feel represented.
- Pay attention to diversity on the NIOZ website, in line with the NWO-wide vision, and the role that everyone plays in this system.
- Include questions about an inclusive culture in the bi-annual employee surveys.

3.4 Creating a safe and inclusive culture for specific groups

Several categories are included in this subject, such as gender, LGBTI+, ethnic diversity and neurodiversity and people at a distance from the labor market. Although we focus only on gender in this Gender Equality plan, our Diversity and Inclusion group is developing plans to also include the other groups.

Aim

NIOZ strives for equal representation throughout the organization and actively seeks equal opportunities for promotion, participation in projects, meriting appreciation, career opportunities, etc

Gender:

The general diversity and inclusion policy focuses on language and communication and attitude and behavior, particularly on providing a positive and stimulating work environment and a safe, inclusive culture for these target groups.

Actions:

- Ensure that the D&I plan is in place and monitored by the D&I team that also focuses on gender.
- Establish and monitor target figures annually by means of reporting in the Social Annual Report.
- Make recruitment problems a topic for discussion within the MT.
- Consider a possible follow-up towards the end of the WISE program.
- Set up a leadership program aimed at women, including mentors and mentees, and exchange experiences.
- Make sure all employees are able to do their work in a motivated manner throughout their careers and thus in different phases of their lives. A good work-life balance is a precondition for achieving this. NIOZ ensures that all employees feel free to address personal issues and that all employees are informed about the possibilities in the Collective Labor Agreement concerning options around a sustainable career.

4. Measures against gender-based violence, including sexual harassment

NIOZ intends to be an inclusive and diverse organization and that is only possible if we work together to create an open, safe and positive work environment. In the case of undesirable behavior, an escalation ladder is used. Therefore, immediate feedback is given as much as possible; in ascending order, conversations take place with supervisors, department heads, HR advisors, or an independent confidential adviser. Submitting a formal complaint is always possible (see NWO implementation regulation 12). Confidential counselors have annual reports of undesirable behavior. In the employee survey, attention will also be paid to identifying undesirable behavior in various forms.

5. Capacity and training plan (also part of D&I pan) NIOZ

	Status	Actions	Timing
Awareness and Behavior			Status
Training in Inclusive leadership including neurodiversity	Completed in 2020, but needs to be repeated.	HR makes proposal for MT	Q4 2022
Inclusivity training in the organization for all departments and employees - feedback and intervision	Planned in 2020 and 2021, but postponed due to Covid- 19. Discuss whether it can be resumed or redefined.	HR makes proposal for MT	Q4 2022/Q12023
Language and communication			
Training in inclusive recruitment and selections for all hiring managers	NWO-I toolkit has arrived.	HR makes proposal	Q3 2022
Inclusive writing training for HR, communication staff and general staff to use gender-neutral language and to connect word and image use	Completed in 2020, but needs to be repeated.	HR and communication make proposal	Q1 2023
An inclusive Culture			
Induction training in inclusivity	Induction and onboarding	HR makes proposal	Q4 2022/Q1 2023

6. Gender equality (part of Diversity & Inclusion) Plan NIOZ

	Status	Actions	Timing
Targets for Gender Equality			
An overall Gender Equilibrium for the broader NIOZ organization in 2027	Currently 43%	Action plan by Diversity Team	Q1 2023
A Gender Equilibrium in the decision-making roles in 2027	Currently 0%	Action plan by MT/Director	Q2/2022
An improved pay-gap indicator in 2027 working towards an equilibrium in the senior roles	New parameters need to be defined.	HR makes proposal	Q1 2023
Awareness and Behavior			Status
Establish inclusive leadership: Leaders are offered training in inclusive leadership focusing on all the aforementioned groups.	Current leadership has been offered and has followed by GE training.		Done
Ensure that teams/departments follow a training course and enter into a discussion with each other about what they like/dislike in dealings, interactions and communication.	Planned in 2020 and 2021, but postponed due to Covid-19.	HR included in training plan	Q4 2022/Q12023
Organize feedback and intervision sessions where behavior is reflected upon and awareness of each other's behavior is discussed.		HR included in training plan	Q 2022/Q12023
Make sure directors and MT visibly reflect on their behavior and adjust it where necessary.	Needs to be part of cycle of MT meetings and R&O.	To be included in agenda MT	Ongoing
Set up measures against gender-based violence, including sexual harassment.	Completed.	To be included in onboarding training	Ongoing
Language and communication			

Ensure that NIOZ websites are inclusive and 'Digi accessible'.	'audit' by external bureau (Accessibility) completed; online statement in place Accessibility - NIOZ ; improvement ongoing	Communication department	Ongoing
Set up a diversity page for internal website (intranet) with information about D&I policy and activities.	In place on the new intranet.	Communication department	Ongoing
Prepare a guideline for inclusive language and image use with the help/advice of an external party.	To be installed	Communication department	Q1 2023
Organize all workshops and training courses that are offered throughout NIOZ and NWO bilingually. Make them accessible to all NWO employees in this way.	Is in place at NIOZ	Nevertheless, NWO trainings need attention	In place
Adopt guidelines for inclusive recruiting.	Toolkit has arrived	HR needs to make a plan to adopt toolkit; include in training plan	Q3 2022
Ensure that random tests carried out annually or referred to above communications are inclusive and give advice if needed.	Yearly self-assessment	To be included in MT agenda	Starting Q3 2022
Have each (support) department formulate in their annual plans what they are doing to increase diversity in the implementation of their duties.	Needs to be addressed in half- yearly department meetings	Director and MT	Starting Q3 2022
An inclusive Culture			
Develop and use a toolkit for diverse and inclusive recruitment and selection as every applicant should have equal opportunities.	Toolkit is ready.	See above	
At the start of employment , inform the employee where they can go if they	Induction and onboarding needs to be consolidated	Induction and onboarding included in training plan	Q4 2022

Updated GEP NIOZ 2022-2027 – October 2022

have questions or complaints.			
Ensure an NIOZ Diversity and Inclusion team is in place by mid 2022.	Installed in January 2022		In place
Pay attention to diversity on NIOZ website, in line with the NWO-wide vision.	To be checked and improved in the updated website	Communication Department	Q1 2023
Include questions about an inclusive culture in the bi-annual employee surveys.	Will be completed in the survey of 2023	At NWO-I level survey to be conducted Q1 2023	Q1 2023
Pay attention to the annual diversity day with a focus on diversity in the NIOZ organization and the role that everyone plays in it.	Action D&I team and Communication?	To be assessed and maybe broadened	
Secure information on sustainable career support.	Action HRM	To be included in onboarding program	Ongoing

7. Tables with gender distributions at NIOZ

A. Distribution of male/female employees at NIOZ, 2021 average, in numbers

Department	Male	%	Female	%	Total
Coastal Systems (COS)	35	54%	30	46%	65
Estuarine & Delta Systems (EDS)	35	56%	28	44%	63
Microbiology & Biogeochemistry (MMB)	29	37%	49	63%	78
Ocean Systems (OCS)	24	55%	20	45%	44
National Marine Facilities (NMF)	46	92%	4	8%	50
General Support (GES)	33	60%	22	40%	55
Total NIOZ	202	57%	153	43%	355

B. NIOZ Scientific departments

Department	Male	%	Female	%	Total
COS	35	54%	30	46%	65
EDS	35	56%	28	44%	63
MMB	29	37%	49	63%	78
OCS	24	55%	20	45%	44
Total NIOZ	123	49%	127	51%	250

C. NIOZ Scientific staff

Group	Male	%	Female	%	Total
TT Scientist	6	60%	4	40%	10
PhD Students	22	31%	49	69%	71
Postdoc	29	53%	26	47%	55
Total NIOZ	57	42%	79	58%	136

D. Professor positions senior PI's per October 2022

		University	Male	Female
EDS				
Klaas Timmermans	m	Groningen	1	
Tjeerd Bouma	m	Utrecht	1	
Johan van de Koppel	m	Groningen	1	
Karline Soetart	f	Utrecht		1
Bert Vermeersen	m	Delft	1	
Daphne van der Wal	f	Twente		1
COS				
Jan van Gils	m	Groningen	1	
Tjisse van der Heide	m	Groningen	1	
Katja Philippart	f	Utrecht		1
Theunis Piersma	m	Groningen	1	
David Thieltges	m	Groningen	1	
Myron Peck	m	Wageningen	1	
OCS				
Gert Jan Reichart	m	Utrecht	1	
Henk Brinkhuis	m	Utrecht	1	
Geert Jan Brummer	m	VU	1	
Rob Middag	m	Groningen	1	
Jan Berend Stuut	m	VU	1	
MMB				
Anja Spang	f	UvA		1
Linda Amaral Zettler	f	UvA		1
Corina Brussaard	f	UvA		1
Helge Niemann	m	Utrecht	1	
Jaap Sinnighe				
Damste	m	Utrecht	1	
GES				
Han Dolman	m	VU	1	
			18	6

E. NIOZ MT

Department	Male	Female	
Director	1		
COS	2		
EDS	1	1	
OCS	1	1	
MMB	1	2	
NMF	1		
GES	1	1	
Total	8	5	13

F. Gender Pay gap indicator of scientific departments per April 2022

Scale	male	%	female	%	total
6	2	33%	4	67%	6
7	5	38%	8	62%	13
8	10	45%	12	55%	22
9	22	76%	7	24%	29
10	0		0		0
11	5	50%	5	50%	10
12	7	70%	3	30%	10
13	14	70%	6	30%	20
14	6	55%	5	45%	11
15	1	50%	1	50%	2
16	5	100%	0	0%	5
Researchers in training	27	31%	59	69%	86
Total	104	49%	110	51%	214

G. Scientific Advisory Committee (SAC)

			Male	Female	
Prof. dr.	H	Olf	1		
Prof. Ir.	H.A.	Dijkstra	1		
Prof. dr.	K.	Freeman		1	
Prof. dr.	J.	Huisman	1		
Prof. dr.	S.J.M.H.	Hulscher		1	
Prof.	C	Jansen	1		
Prof. dr.	A.J.	Kopf	1		
Prof. dr.	C	Schrum		1	
Prof. dr.	K.H.	Wiltshire		1	
Vacancy					
			5	4	9

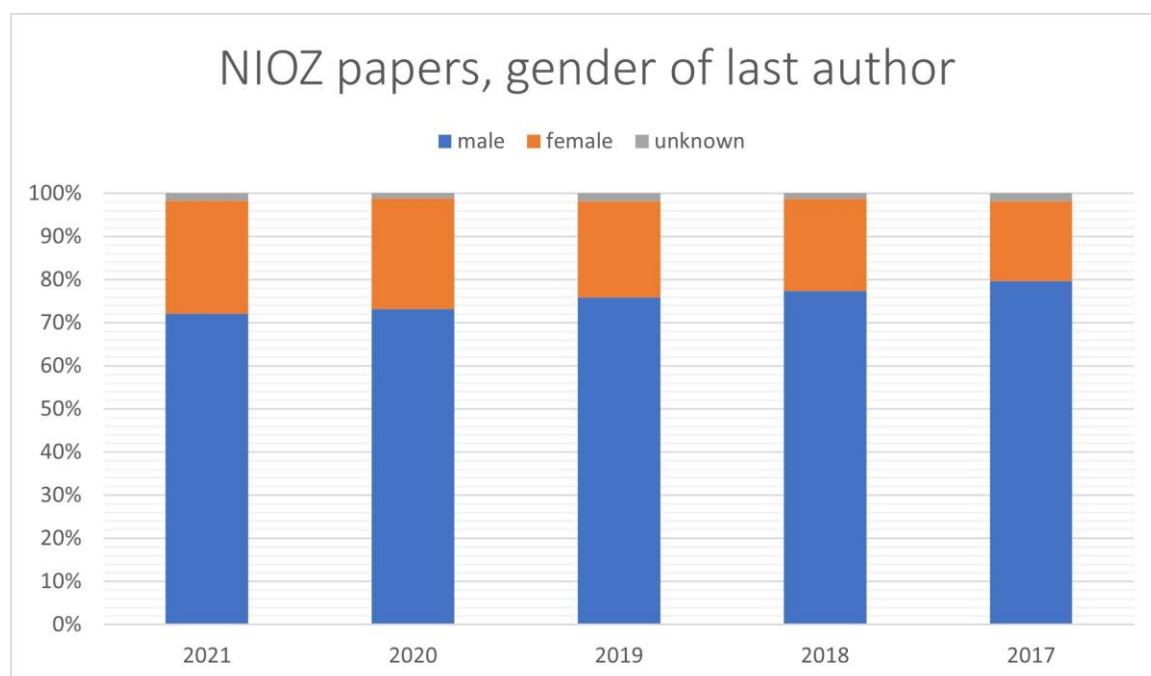
H. NIOZ Institute Advisory Committee (IAC)	Male	Female
Ir. A.J. (Harry) Baayen Chair of the IAR	1	
Dr. ir. B. (Bas) Buchner President of MARIN	1	
Mr. ing. J.H. (Jan Hendrik) Dronkers Director General Air and Shipping, Ministry of Infrastructure and Water Management	1	
Prof. dr. J.B.M. (Jack) Middelburg Professor of Geochemistry, Director of Research Department of Earth Sciences, Utrecht University	1	
Dr. K.D. (Kirsten) Schuijt CEO WWF-NL/Wereld Natuur Fonds		1
Ir. M. C. (Michiel) Uitdehaag Mayor of Texel	1	
Ir. H. (Henk) van Muijen Managing Director at MTI Holland (IHC Merwede)	1	
Prof. dr. G. (Gerard) van der Steenhoven General Director and Chief Science Officer, Royal Netherlands Meteorological Institute (KNMI)	1	
	7	1

I. NIOZ Works Council	Male	Female
Ellen Hopmans Scientific staff Chair		1
Milou Arts Temporary employees Secretary		1
Daan van Loon General support GOR / COR NWO	1	
Rob Middag Scientific staff	1	
Loran Kleine Schaars Scientific support staff	1	
Robert Twijnstra Scientific support staff	1	
Sander Asjes Support staff	1	
Bram Fey Seagoing and Port staff	1	
Niek Kusters Temporary staff	1	
	7	2

J. NIOZ D&I Team			
		Male	Female
Anja Spang	MMB		1
Femke de Jong	OCS		1
Scott Maxson	MMB	1	
Kim Sauter	Comm		1
Myron Peck	COS	1	
Yvo Witte	NMF	1	
Sandra Liefhebber	HRM		1
		3	4

K. Chief Science Official (CSO) on NIOZ cruises			
	Male	Female	Mix
2017	6	11	5
2018	11	20	9
2019	9	15	6
2020	4	10	6
2021	4	9	5
	34	65	31

L. NIOZ papers, gender of last author



M. NIOZ papers, gender of first author

