

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 addressing unconscious biases in decision-making processes, to ensure that gender diversity and equality is increased in all ranks among research appointments and management positions. 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, gender, sexual orientation, health/ ability to work and age. Diversity results in inspiration, creativity and innovation. The added value of the joint effort of people with different areas of expertise and with a diversity of backgrounds and perspectives is increasingly 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, figures about 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. We need to make progress in the more senior roles and the department head roles. To move forward, we have implemented a change in our management team structure in June 2022 to become more inclusive in our decision making. 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.

Han Dolman

2. Overview of data-collection over the last years (*Quantitative*)

The Royal NIOZ has been collecting sex-disaggregated data used to examine gender equality at different levels of employment with emphasis on both permanent and fixed-term positions. Across the four scientific departments, this includes the five types of positions (PhD students, Post-doctoral researchers, Technical Assistants, Principal Investigators, 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.

As can be seen from the table with the gender balance for academic staff at NOZ, the gender balance has improved. We can report that last year we have reached an overall gender equilibrium in the science departments. However figures still differ within in the departments. In the broader NIOZ organization, including the National Marine Facilities department and supporting departments, we can report an Gender Equality percentage of 43%. However, the increase of diversity is mostly due to the large diversity in PhD's and post-docs currently appointed.

The challenge is to reach higher Gender Equality in the senior roles in the organization, especially for the more senior roles as the Department Head and professorships. This imbalance is also reflected in the salary ranges. To move forward and become more inclusive in our decision making we have implemented a new structure of the Management Team in June 2022.

This 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 in 2027 going towards an equilibrium in the senior roles

Attachments with information on the Gender Equality:

- A. NIOZ broad organization incl. NMF
- B. Scientific departments
- C. Scientific staff
- D. Professor positions senior PI's
- E. Management Committee
- F. Gender Pay gap indicator
- G. Supervisory Committee
- H. Scientific Committee
- I. Works Council
- J. Diversity and inclusion Team
- K. Chief Science Officer on NIOZ cruises

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

NIOZ works along the lines in 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 behaviour (Bewustwording en gedrag)
- Language and communication (Taal en communicatie)
- An inclusive culture (Inclusieve cultuur)
- Creating a safe and inclusive culture for specific groups
- Role models

3.1 Awareness and behaviour (Bewustwording en gedrag)

Aim: Everyone is aware of their own behavior and (unconscious) prejudices. Creating a (safe) contact culture.

As also described in the NWO-I Desired Behavior action plan, awareness of one's own (pre)judgements are the first step to making the organization more inclusive and diverse. It's important that everyone has an open attitude towards each other and towards giving and receiving feedback. What feels like normal use of language, can be hurtful to another person. It is important that people feel safe enough to address and bring discomfort to the table. That will regularly lead to difficult conversations.

Actions

- Inclusive leadership: Leaders are offered training inclusive leadership
- Teams/departments (follow a training course and) enter into a discussion with each other about what they like/dislike about dealings and the ways in which people communicate.
- Feedback and intervision is organized in which behavior is reflected upon and awareness is created of each other's behavior and what that feels like for others.
- Directors and MT visibly reflect on their behavior and adjust it where necessary.
- All employees involved in recruitment and selection do an unconscious bias workshop. Create awareness for diversity among the group leaders, so that they take this 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. Also non-verbal and visual communication are an important part of this: both in personal meetings within the organization, on the intranet, the website, in reports and reports, e-mail traffic, vacancy texts and during meetings and (formal) 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*

- Ensure that NIOZ websites are inclusive and 'Digi accessible';
- Set up a diversity page with information about D&I policy and activities;
- All workshops and training courses that are offered throughout the NIOZ and NWO are offered bilingually. This makes them accessible to all NIOZ employees;
- Guidelines inclusive recruiting (see section 4) are adopted;
- Developing/purchasing and offering writing training for HR, communication staff and general NIOZ staff for gender-neutral and inclusive word and image use;
- Have each (support) department formulate in their annual plans what they are doing to increase diversity in the implementation of their duties.

3.3 An inclusive culture

Aim

There are no obstacles to be part of or employed by NIOZ, there is no conscious or unconscious exclusion of employees and everyone feels a valued part of the whole.

A culturally inclusive work climate results in every employee feeling comfortable and valued regardless of gender, age, sexual orientation, ethnic background, culture or religion and neurodiversity. An inclusive organization is made together by its members. This starts with the people who work there and the way they interact. There should be room for everyone, regardless of identity, background, stage of life, religion or lifestyle. That means that there should not be a dominant culture – now often the western white, heteronormative male culture – but of an inclusive culture. This requires an effort from everyone and inclusive facilities, such as attention to culture-specific holidays, space for alternative career paths and 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. Members of application committees must become aware of unconscious biases (implicit bias) and follow a training about inclusive behavior/implicit bias. Development of a toolkit for diverse and inclusive work is also necessary.
- After signing the contract of employment, the work is not done. The next step is to make the new employee feel at home in the organization.
- All NIOZ employees are informed upon entrance about our intentions around inclusivity and are asked to sign a NIOZ Code of Conduct. Upon commencement of employment the employee is also informed where people can go with questions or complaints.
- To guarantee an inclusive culture, NIOZ has a Diversity and Inclusion team in which all target groups feel represented.

- NIOZ pays attention to diversity in the organization on its own website, in line with the NWO-wide vision, and the role that everyone plays in this;
- Questions about an inclusive culture are included in the biennial employee surveys;

3.4 Creating a safe and inclusive culture for specific groups

There are several categories to be included in this subject; gender, LGBTI+ ,ethnic diversity and neurodiversity and people at a distance from the labor market. Nevertheless, in this plan only Gender is specified. For this Gender Equality Plan we focus only on the first, but our Diversity and Inclusion group is developing plans to also include the other groups.

Aim

Equal representation of men and women at NIOZ. Equal opportunities for promotion, interesting projects, appreciation, career opportunities, etc.

Gender:

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

- D&I plan is in place and will be monitored by D&I team that also focuses on gender.
- Target figures are established and monitored annually by means of reporting in the Social Annual Report;
- Making recruitment problems a topic for discussion within the MT
- Towards the end of the WISE program, think about a possible follow-up;
- Set up a leadership program aimed at women, with mentor-mentee part and experiences to exchange.
- 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 this. NIOZ will make sure that all employees feel free to address personal issues and that all employees are informed about the possibilities in the Collective Labour Agreement about 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 behaviour, an escalation ladder is used: as much as possible immediate feedback is given, otherwise conversations take place with supervisors, department heads, HR advisors, or an independent confidential adviser. There is always the possibility to submit a formal complaint, see NWO implementation regulation 12. There are annual reports of the confidential counselors on reports of undesirable behaviour Finally, in the aforementioned employee survey, attention will also be paid to identifying undesirable behaviour in various forms.

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

| | Status | Actions | Timing |
|---|--|------------------------------------|-----------------|
| Awareness and Behaviour | | | Status |
| Training Inclusive leadership including neurodiversity | Done in 2020, 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 Postponed due to Covid. Discuss whether should be resumed or redefined | HR makes proposal for MT | Q4 2022/Q12023 |
| Language and communication | | | |
| Training inclusive recruitment and selections for all hiring managers are trained | NWO-I toolkit has arrived | HR makes proposal | Q3 2022 |
| Inclusive Writing course writing training for HR, communication staff and general staff for gender-neutral and connecting word and image use; | Done in 2020. Needs to be repeated | HR and communication make proposal | Q1 2023 |
| An inclusive Culture | | | |
| Induction training on inclusivity | Induction and onboarding | HR makes proposal | Q4 2022/Q1 2023 |
| | | | |

6. GENDER EQUALITY (PART OF DIVERSITY AND 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 Behaviour | | | Status |
| Inclusive leadership Leaders are offered training inclusive leadership, with attention to all the aforementioned groups. | Current leadership has been offered and has followed GE training | | Done |
| Teams/departments (follow a training course and) enter into a discussion with each other about what they like/dislike about dealings, interactions and communication. | Planned in 2020 and 2021 Postponed due to Covid | HR included in training plan | Q4 2022/Q12023 |
| Feedback and intervision is organized in which behavior is reflected upon and awareness is created one's own and what that is like for others. | | HR included in training plan | Q 2022/Q12023 |
| 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 cycli | To be included in agenda MT | Ongoing |
| Measures against gender-based violence, including sexual harassment are in place | Done | To be included in onboarding training | Ongoing |
| Language and communication | | | |
| Ensure that NIOZ websites are inclusive and 'Digi accessible': | 'audit' by external bureau (Accessibility) | Communication department | Ongoing |
| Set up a diversity page for internal website (intranet) with information about D&I policy and activities. | In place and is being reassessed for the new intranet. | Communication department | Ongoing |
| With the help/advice of an external party, a guideline is | To be installed | Communication department | Q1 2023 |

| | | | |
|--|---|--|------------------|
| drawn up for inclusive language and image use | | | |
| All workshops and training courses that are offered throughout the organisation are offered bilingually. This makes them accessible to all NWO employees. | Is in place at NIOZ | Nevertheless NWO trainings need attention | In place |
| Guidelines inclusive recruiting are adopted. | Toolkit has arrived | HR needs to make a plan to adopt toolkit; include in training plan | Q3 2022 |
| Developing/purchasing and offering writing training for HR, communication staff and general NWO staff for gender-neutral and inclusive word and image use; | Done in 2020. Needs to be repeated | To be included in training plan | Q1 2023 |
| Random tests are carried out annually or referred to above communications are indeed inclusive and advice is given. | 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 about 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 will be decided on this coming P-Meeting | See above | |
| Upon commencement of employment the employee is also informed where people can go with questions or complaints. | Induction and onboarding needs to be consolidated | Induction and onboarding included in training plan | Q4 2022 |
| NIOZ Diversity and Inclusion team in place by mid 2022 | Installed in January 2022 | | In place |
| NIOZ pays attention to diversity in the organization on its own website, in line with the NWO-wide vision | To be checked and improved in update website | Communication Department | Q1 2023 |
| Questions about an inclusive culture are included in the biannual employee surveys; | Will be done in survey 2023 | At NWO-I level survey to be conducted Q1 2023 | Q1 2023 |
| NIOZ pays attention to the annual diversity day with a focus on diversity in the | Action D&I team and Communication? | To be assessed and maybe broadened | |

| | | | |
|--|------------|--------------------------------------|---------|
| organization and the role that everyone plays in it | | | |
| Information on sustainable career support is being secured | Action HRM | To be included in onboarding program | Ongoing |
| | | | |

A. Verdeling man/vrouw NIOZ, gemiddeld 2021 op aantallen

NIOZ Totaal

| Afdeling | man | % | vrouw | % | Totaal |
|--------------------|------------|------------|------------|------------|------------|
| COS | 35 | 54% | 30 | 46% | 65 |
| EDS | 35 | 56% | 28 | 44% | 63 |
| MMB | 29 | 37% | 49 | 63% | 78 |
| OCS | 24 | 55% | 20 | 45% | 44 |
| NMF | 46 | 92% | 4 | 8% | 50 |
| GES | 33 | 60% | 22 | 40% | 55 |
| Totaal NIOZ | 202 | 57% | 153 | 43% | 355 |

B. NIOZ Wetenschappelijke afdelingen

| Afdeling | man | % | vrouw | % | Totaal |
|--------------------|------------|------------|------------|------------|------------|
| COS | 35 | 54% | 30 | 46% | 65 |
| EDS | 35 | 56% | 28 | 44% | 63 |
| MMB | 29 | 37% | 49 | 63% | 78 |
| OCS | 24 | 55% | 20 | 45% | 44 |
| Totaal NIOZ | 123 | 49% | 127 | 51% | 250 |

C. NIOZ Scientific staff

| Groep | man | % | vrouw | % | Totaal |
|--------------------|-----------|------------|-----------|------------|------------|
| TT Scientist | 6 | 60% | 4 | 40% | 10 |
| Phd Students | 22 | 31% | 49 | 69% | 71 |
| Postdoc | 29 | 53% | 26 | 47% | 55 |
| Totaal NIOZ | 57 | 42% | 79 | 58% | 136 |

D. Professorships

| | | | M | F |
|-------------------------|---|-----------|----|---|
| EDS | | | | |
| Klaas Timmermans | m | Groningen | 1 | |
| Tjeerd Bouma | m | Utrecht | 1 | |
| Johan van de Koppel | m | Groningen | 1 | |
| Karline Soetart | v | Utrecht | | 1 |
| Bert Vermeersen | m | Delft | 1 | |
| Daphne van der Wal | v | Twente | | 1 |
| COS | | | | |
| Jan van Gils | m | Groningen | 1 | |
| Tjisse van der Heide | m | Groningen | 1 | |
| Katja Philippart | v | Utrecht | | 1 |
| Theunis Piersma | m | Groningen | 1 | |
| David Thieltges | m | Groningen | 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 Stuu | m | VU | 1 | |
| MMB | | | | |
| Stefan Schouten | m | Utrecht | 1 | |
| Linda Amaral Zettler | v | UvA | | 1 |
| Corina Brussaard | v | UvA | | 1 |
| Helge Niemann | m | Utrecht | 1 | |
| Jaap Sinnighe Damste | m | Utrecht | 1 | |
| GES | | | | |
| Han Dolman | m | VU | 1 | |
| | | | 17 | 5 |

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. Loonschaal verdeling m/v wetenschappelijke afdelingen stand april 2022

| Schaal | man | % | vrouw | % | totaal |
|---------------|------------|-------------|------------|------------|------------|
| 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 |
| OIO | 27 | 31% | 59 | 69% | 86 |
| Totaal | 104 | 49% | 110 | 51% | 214 |

G. NIOZ 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 | 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 Workscouncil

Under construction because of elections

| J. NIOZ D&I Team | | | |
|-----------------------------|------|------|--------|
| | | Male | Female |
| Anja Spang | MMB | | 1 |
| Scott Maxson | MMB | 1 | |
| Kim Sauter | Comm | | 1 |
| Myron Peck | COS | 1 | |
| Ivo Witte | NMF | 1 | |
| Sandra Liefhebber | HRM | | 1 |
| | | 3 | 3 |

K. NIOZ Cruises NL Science

| CSO on cruise | | F | M | Mixed |
|---------------|----|----|----|-------|
| 2017 | 11 | 6 | 5 | |
| 2018 | 20 | 11 | 9 | |
| 2019 | 15 | 9 | 6 | |
| 202 | 10 | 4 | 6 | |
| 2021 | 9 | 4 | 5 | |
| | | 34 | 31 | 65 |