



Diversity, Inclusion, and Gender Equality Plan (D&I/GEP)

Amsterdam, 2023

Diversity, Inclusion, and Gender Equality Plan (D&I/GEP) NSCR

Contents

Reason	4
Staff composition m/f and nationality	4
Hierarchical layers	6
Recruitment and selection of personnel	7
Inclusive organizational culture	8



Preview

The NSCR's mission is to conduct excellent and fundamental science that flourishes and at the same time has an impact on society. Part of this is promoting an inclusive scientific culture with an eye for diversity. Diversity in the composition of the staff promotes a variety of arguments and leads to inspiration, creativity, and innovation. The added value is seen in the joint efforts of people with different areas of expertise and with a diversity of backgrounds and perspectives.

As an organization, the NSCR strives to structurally create and guarantee the conditions for an inclusive culture so that employees can develop and utilize their different talents.

The management and MT endorse the objectives of this plan and will commit to its successful implementation.

Amsterdam, March 2023

Reason

Since January 1, 2018, the NSCR has been part of NWO-I, the institute organization of NWO. At the NWO-I Directors' Meeting on May 29, 2019, targets were set for the percentage of women in science, namely 25% at all levels. Agreements were made on specific action points, including the drafting of a Gender Equality Plan (GEP) at each institute.

Since this objective had already been amply achieved within the NSCR, the drafting of a GEP was not implemented until 2023. However, the present plan should be viewed in a broader context, namely as the intention to have a diverse team of employees as an organization and to promote and guarantee an inclusive climate. The NSCR wants every employee, regardless of background or personal characteristics (gender, sexual orientation, ethnicity, religion, etc.), to be supported in their career ambitions, to be able to develop to their full potential, and to be adequately valued for their work. This is also in line with the guidelines for drawing up a gender equality plan, published by OCW⁽¹⁾ which states that gender issues are related to other social categories, such as ethnicity, disability, age, sexual orientation, and social class.

Although the NSCR amply achieves its gender equality target in terms of the percentage of women, it is important to create and safeguard structural conditions for inclusivity and diversity with regard to all characteristics. At the NSCR, there is a risk that men will become underrepresented in the various layers of the organization. This is also an undesirable effect. In addition, this plan will help to monitor and ensure that inequalities of opportunity are changed or prevented at all levels of the institute.

Staff composition by gender and nationality

The staff composition of NSCR employees shown below indicates that there is currently a male/female ratio of approximately 40:60 among permanent and temporary positions in both research and operations. In many positions, more women than men are employed. This overview also includes employees who are employed elsewhere, such as seconded PhDs who are employed by VU University Amsterdam. Our fellows and guest researchers have been excluded due to the more informal nature of their presence at the institute.

Employee	M	M	M	M
WP/F	9	7	59	41
WP/T	14	12	55	45
OIO	19	3	88%	12
OP/V	3	3	57	43
OP/T	3	2	60	40
Total	48	27	64	36

Reference date: March 1, 2023

The following 12 nationalities are currently represented among the workforce (persons employed by the NSCR). Nationality is understood here to mean the nationality stated in the passport. This does not always correspond to the country of birth. Nor does it include second-generation migrants.

In absolute numbers, this concerns 57 employees with Dutch nationality and 18 employees with non-Dutch nationality.

- Dutch
- Citizen of the Dominican Republic
- Danish
- Italian
- Spanish
- Czech
- Norwegian
- British citizen
- German
- Turkish
- Vietnamese
- Bosnia and Herzegovina

In addition, there are four employees who are not employed by NSCR but who work for NSCR and have the following nationalities:

- India
- Mexico
- China
- Belarus



Hierarchical layers

Currently, there are five research groups at the NSCR that, together with the operations department, fall under the responsibility of the director and are led by an institute manager. The Privacy and Security Officer also reports to the director.

The MT consists of the director (V), an institute manager (vacant) and seven research group leaders for the five research groups (five V and two M) and, as of March 1, 2023, will comprise four nationalities. In terms of gender, it could be said that men are currently underrepresented at the top of the organization.

Recruitment and selection of personnel

The NSCR has a protocol for the recruitment and selection of personnel in terms of steps and procedure. This protocol can be requested from the NSCR's HR Advisor.

Given the gender distribution at the NSCR across all hierarchical levels, there is currently no need for measures to recruit more women for vacant positions. However, we must ensure that there is no imbalance in gender ratios in favor of women. In order to strengthen diversity and inclusion within the organization, it is important to carefully prepare recruitment and selection processes and to be alert to, among other things, the choice of words and wording in the job advertisement, as well as the manner in which it is distributed. Such actions are required right from the start of the recruitment and selection process. The vacancy holder and the selection committee are also made aware of (often) unintentional biases that can influence the selection of candidates.

- **BIAS awareness:** In decision-making processes, including the selection of candidates in a recruitment round, it is important that we become aware of (unconscious) biases. This can be done through special training courses, but also through an open discussion prior to the procedure.
- The committee is also made aware of the potentially adverse effects of minority members distancing themselves from their own group when they work in a team where they are the exception and, rather than encouraging each other, tend to hinder each other when they are placed in certain positions. Clear procedures and heterogeneous committees can prevent these tendencies. Please note: such biases in the judgments made by committees can occur for all types of characteristics, not just gender ratios. And even though the research on these biases is not conclusive, it is important to be alert to possible inappropriate characteristics in the decision-making process.
- When filling vacancies in an unbalanced team, candidates from underrepresented backgrounds will be given preference over other candidates if they are equally suitable.
- In order to offer candidates from backgrounds other than those dominant in the NSCR or the team more opportunities, the following agreements have been made regarding the selection of candidates:
 - The application letters for support staff are anonymized by the secretariat so that selection is based solely on content. Name and address details, gender, age, and passport photo are removed in the first selection round. We realize that it is not realistic to guarantee anonymity for academic staff, as their identity can be deduced from their publications.
 - Each selection committee agrees in advance that, in principle, (largely) suitable candidates from underrepresented groups will be given priority for interviews. HR advises on the underrepresented groups in this regard.

- In application committees, we ensure a good balance between men and women and guarantee cultural and ethnic diversity. If necessary, we make every effort to add external members to the committee.
- Where possible, we standardize the general questions asked during job interviews so that men and women from all backgrounds are asked the same questions.

Inclusive organizational culture

Exclusion of colleagues based on background characteristics is not tolerated within the NSCR. Managers are expected to set a good example in this regard. To support this, *training courses* are provided in the areas of unconscious bias and leadership, accessible to all NSCR employees, in line with the training that will be organized at NWO-I level.

During *performance reviews*, managers give employees the opportunity to express their views on the culture. There is a manual for these reviews, which is updated annually by HR and distributed to all managers.

If social insecurity is mentioned, the organization will take action. The NSCR has an *internal and an external confidential advisor* who can advise the management to take action, either on request or on their own initiative.

The NSCR offers employees the opportunity to work *flexible* hours and locations. We focus on results rather than attendance. This means, for example, that parents who have to take young children to school, or informal caregivers, are given flexibility and that this is taken into account when planning meetings.

Requests for *parental leave or care leave* are, in principle, always granted within the limits of the conditions set by NWO-I with regard to the length and duration of the leave.

Leadership training, coaching in certain stages of life, etc. are offered if there is a need for them. If it appears that there are underlying factors related to underestimating one's own abilities or fear of asking, an action plan will be drawn up with the person concerned, focused on their development. This could include training, coaching, or agreements about a career path.

Sources:

¹ <https://open.overheid.nl/repository/ronl-82268360-215a-423c-9edf-c2dc000d1f8f/1/pdf/handreiking-voor-het-opstellen-van-een-gendergelijkheidsplan.pdf>, dated 02/03/2022