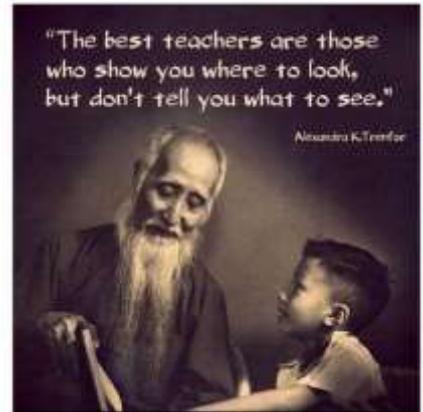


CWI Diversity Plan 2021-2025



Department P&O, Angelique Schilder
6 April 2021



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Signature

We believe that a diverse and inclusive organization contributes to a healthy work climate at CWI. A good mix of different backgrounds stimulates innovation and creativity. We strive for a good balance within teams in terms of gender, sexual orientation, age, cultural background, people with disabilities and people from non-Western backgrounds. We provide a safe working environment where everyone can be themselves with respect for others.

Committed to the implementation of this plan,

A'dam 6 April 2021

Ton de Kok, Director CWI

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1. Introduction

1.1. *The outside world*

"An inclusive, diverse and safe learning and working environment where everyone can thrive ensures the highest possible quality of education and research. If diversity in persons and of the content of research is ensured, this will enhance the quality of education and research." These are the first sentences of the National Action Plan for More Diversity and Inclusion in Higher Education and Research. The action plan was officially signed on September 1 by the following parties: OCW, NWO, VSNU, KNAW, LNVH, LanDO, ECHO, PNN and PostdocNL and presented to the Parliament by Minister van Engelshoven. It was drafted after the European Gender Summit in October 2019 in Amsterdam. The national action plan has 5 objectives:

- 1) Better embed diversity in existing instruments;
- 2) Broader monitoring of diversity;
- 3) Establish an awards system to provide frameworks and direction for policies;
- 4) Bundle and support institutional diversity plans;
- 5) Establish a national knowledge center.

Four actions will be taken in the short term, namely:

- a. New university targets for 2025;
- b. KNAW is going to write an advice on prevention of undesirable behavior;
- c. There will be a new NWO instrument for increasing the proportion of researchers with non-Western background;
- d. Establishment of an advisory committee that will advise the Minister of Education, Culture and Science on the promoting D&I and social safety in the sector, with Prof. Dr. Vinod Subramanian, Rector Magnificus of the VU for the first 3 years.

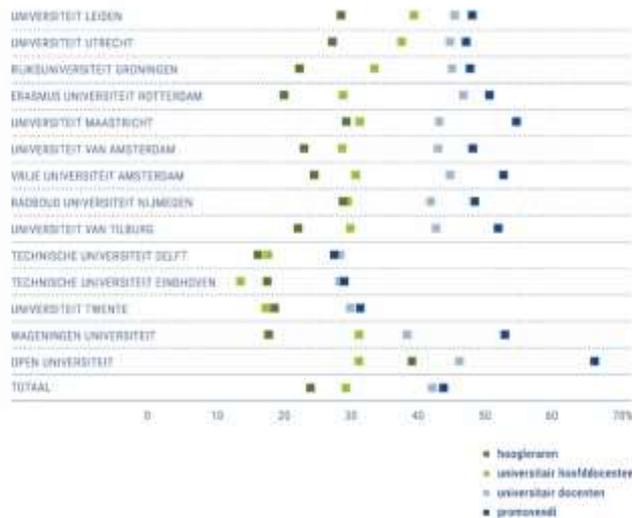
Discrimination and exclusion are topics that are high on the social agenda, e.g. the MeToo movement and Black Lives Matter (inter)nationally.

There are still people in the Netherlands who are excluded daily because of their cultural background, gender, orientation or other personal characteristics. Inequality and unconscious prejudice are still present in the structure, methods and culture of educational and research institutions. See the earlier report released in May 2019 by National Network for Women Professors (LNVH) on "harassment in Dutch academia".

LNVH recently released its new Monitor report of the advancement of women in science on 9 December, 2020. In the overview below you can see at a glance per university how both inflow and through-flow of women are doing. Then you can see that for example the technical universities have a harder time with the inflow and through-flow of women. CWI scores even lower than the technical universities with the 2019 figures (see section 2.2.1).

- PhD's lowest percentage is 28% at TUD, 17% at CWI.
- UD lowest percentage is 28% at TUD and TU/e, 18% at CWI (scale 11 and 12).

- UHD lowest percentage is 12% at TU/e and 8% at CWI (scale 13 and 14).
- Professor lowest percentage is 15% at TUD and 14% at CWI (scale 15 and above)



1.2. The Inner World

Diversity and Inclusion, but also social safety are high on the agenda of the NWO Board of Directors and the NWO-I Foundation Board. In the semi-annual meetings it is a fixed agenda item and also in the latest Standard Evaluation Protocol (SEP) it has become a fixed evaluation item.

1.2.1. The Charter Talent to the Top

In March 2010, CWI signed the Charter Talent to the Top, in which CWI committed itself to taking concrete measures to get and keep more female scientific and non-scientific talent 'on board', or to have them move on. Clear measurable objectives were set at the time. This was the start of the diversity policy within CWI, which at the time was still limited to the target group women.

The Charter Talent to the Top expired for CWI in 2016 and it was decided NWO-wide not to enter into a new period with the Charter, but to set up its own NWO-wide diversity policy that was also much broader than just women.

In May 2018, NWO signed the Charter Diversity together with ZonMw as a follow-up to the Charter Talent to the Top. The Charter Diversity has a broader scope to all underrepresented target groups

1.2.2. Adoption of NWO Diversity & Inclusion Implementation Plan.

In August 2018, the NWO Board of Directors adopted the Diversity and Inclusion (D&I) Implementation Plan. This has become the cornerstone document for all institutes, including CWI, regarding the goals we want to achieve in relation to D&I for the next 5 years (2021-2025).

Angelique Schilder, manager P&O of CWI has been coordinator D&I NWO for the employer part during the period from April 2018 to May 2020 and is project leader Gender within the working group Employer part D&I from May 2020. Léon Ouwerkerk has become project leader of the

LGBTI target group since the start of the working group. In this way CWI is well represented within the D&I policy of NWO.

Within this implementation plan NWO-I has appointed three spearheads on which it wants to focus in the coming period. These are:

- more inflow and advancement of women within science and engineering.
- more inflow of people with a disability in accordance with the Participation Act.
- shaping activities around the target group LGBTI (lesbian, gay, bisexual, transgender and intersex people).

These are also the three spearheads on which CWI will focus in the coming years. Black Lives Matter has increased the urgency to focus on the target group of Dutch people with a non-western background and people with a low socio-economic status.

1.2.3. SEP evaluation

Diversity has become a regular theme in the SEP evaluations and thus also a theme that is critically examined by the evaluation committee.

In 2017, CWI was evaluated and the committee indicated that CWI should develop more initiatives to attract more female researchers and CWI has been encouraged to let female researchers grow into leadership positions.

1.2.4. The CWI diversity plan 2021-2025

CWI also recognizes the importance of diversity and inclusion and has an eye for the social safety of employees.

Among other things, CWI is the initiator of setting up activities around the LGBTI target group within NWO. We already have 5.3 workplaces (was even 7.3 before) for people with disabilities. Because of our international character, there are many different cultures and nationalities present at CWI. We also have a mix of different ages, especially due to the younger PhDs and recent large influx of Tenure Trackers. Because we focus on the three spearheads within NWO-I as mentioned in the previous paragraph, nationalities and age are discussed very briefly in this plan. We also want to see if we can do something for people with a low socio-economic status.

Although we have been taking targeted actions to attract more women to CWI for some time, the number of new female researchers is still lagging behind. This remains a major challenge and we need to get our teeth into it even more.

The diversity plan CWI 2021-2025 aims to formulate policy and actions aimed at promoting diversity and inclusion within CWI with respect to the target groups Gender/LHBTI and people with disabilities in accordance with the spearheads established within NWO-I. In the first two years (2021 and 2022), the actions will be mainly focused on this. After that (2023-2024) we will also look more specifically at the other two target groups: Dutch people with non-Western background and with low socio-economic status.

For a detailed overview of all activities we have done so far related to diversity, please refer to Appendix 1.

The plan is structured as follows.

Chapter 1 presents a framework for diversity and inclusion in the outside world and in the inside world of CWI. Chapter 2 contains the Gender Equality Plan (GEP). Chapter 3 deals with Dutch nationals from non-Western backgrounds and chapter 4 discusses ways in which we can attract people with a low socio-economic status to CWI. Chapter 5 briefly discusses age and chapter 6 talks about the activities we do NWO-wide for LGBTI people from the CWI and finally we outline how we give substance to the Participation Law in chapter 7.

2. More women in science and their progression through the labour market

In November 2019 VSNU, NFU, KNAW, NWO and ZonMw published the report 'Room for everyone's talent'. The report outlines how we want to recognize and value the work of scientific staff more broadly. Less emphasis on numbers of publications and more emphasis on the other domains in which the scientist is active, such as education and impact. This broader form of recognition and appreciation fits better with the current core tasks of the knowledge and educational institutions and with what society demands of them. It also creates an inclusive definition of academic success, with more room for diversity, so that implicit biases have less impact on the selection and promotion of both women and men in science. We will take this insight into account when looking at the composition of our groups and when hiring academic staff.

2.1. Objectives % women in science NWO-I

In the Directors' Consultation of 29 May 2019 targets were set with regard to the percentage of women in science, namely 25% at all levels. And agreements were made with each other about targeted action points. These action points are as follows:

- 1) Each institute makes its own Gender Equality Plan (GEP).
- 2) Improvements in the recruitment and selection process.
- 3) Diversity is top of mind at management level.
- 4) Discuss current vacancies within the DO and IM and ask each other how the scouting of women is going.
- 5) Regularly recurring item on DO agenda of institutes to discuss progress of gender objectives by NWO Diversity Coordinator for Personnel Policy, in which progress is made visible.
- 6) Continue to explore European programs that can provide support for diversity policy.
- 7) Set up a working group to gain insight into the bottlenecks facing women in engineering.

Agreements 1, 2 and 3 are further elaborated in section 2.3 specifically for CWI.

First, the figures on the number of women within CWI are presented, with a specific focus on women in the field of science. In addition to the general agreements we make to increase the percentage of women in science, the job groups we have differentiated are also discussed. As CWI we have set the percentage even higher than the 25% NWO-I wide target for certain job groups.

2.2. The CWI figures

2.2.1. Total figures

Before looking specifically at the scientific positions, there is a total overview of all CWI employees, i.e. scientific (WP) and non-scientific (NWP); this percentage of women has remained the same at 24% over the last three years.

| Target group % women | 2017 | 2018 | 2019 |
|--------------------------------------|---|---|---|
| Number on scales 10, 11 en 12 | 25% (19:77) scale10:22% scale11 en 12 :28% | 25% (20:80) scale10:27% scale11 en 12: 22% | 25% (18:72) scale10:24% scale11 en 12: 27% |
| Number in scales 13 en 14 | 14% (3:21) | 16% (4:25) | 17% (5:29) |
| Number in scales 15 tot 18 | 14% (3:21) | 13% (3:23) | 14% (3:22) |
| Total number of women CWI | 24% (52:215) | 24% (54:227) | 24% (52:216) |

Table 1. Percentage women total CWI

The percentage in scales 10, 11 and 12 has remained stable at 25%. Within the NWP, a number of policy positions have been filled by women in recent years, resulting in a slight increase in the number of women. This also applies to scales 13 and 14, where a slight increase can be seen in the last three years. This is also due to two policy positions that are held by women and a female tenure tracker who has been given a permanent appointment.

2.2.2. Distribution of men and women in managerial positions

When looking at the gender distribution in leadership positions within CWI, there is a clear difference between science and support. The male/female ratio in the support sector is equal, but in the academic sector there is only one female MT member and one female group leader. This also struck the evaluation committee in 2017. Because within science the scientific function is leading and group leadership is seen as a temporary role, this offers opportunities to aim more specifically at more women in a group leader role. This has high priority and means that the current female talent must be prepared to take on leadership roles. A condition for this is that there are enough female candidates to take on that role. The number must come from the female tenure trackers.

| | Number of men | Number of women |
|--------------------------------|---------------|-----------------|
| Director and Institute manager | 2 | - |
| Members MT | 3 | 1 |
| Groupsleaders | 14 | 1 |
| Management support staf | 3 | 3 |
| Total number management | 22 | 5 |

Table 2 Gender distribution in leadership positions

2.2.3. Percentage of women in science

A number of target groups have been formulated in Table 3, namely:

- 1) number of PhD's
- 2) number of scientists in scales 10, 11 and 12
- 3) number of scientists in scales 13 and 14 (Researchers D and E)
- 4) number of scientists in scales 15 to 18 (Top researchers and Director)

The target groups chosen are roughly the career steps within science. You start as an PhD, then you are a postdoc for a few years and enter into a tenure track. Once in permanent employment, which at CWI is at scale 13, you set out your own line of work and can eventually grow into a top researcher. It also corresponds to the positions at the universities. Assistant Professor (UD) is in scale 11 and 12, associate Professor (UHD) in scale 13 and 14 and Professor in scale 15 and above.

Below we discuss the figures and points for attention for each target group. Specific actions are formulated in section 2.3.

2.2.3.1. Number of PhD's

Approximately seventy PhD's are employed within CWI. In recent years, there has been a decline in the number of female PhD's. A percentage of 17 is low. In the years 2011 to 2014, the percentage was high in the 20s, peaking at 29 in 2012. There is no clearly identifiable reason for this decline. A possible cause could be that there are fewer female mathematics and computer science students, but that is not the case. The table in Appendix 2 shows that there is sufficient inflow in both subject areas in terms of the number of women. This table is from A New Foundation: Image of the Science Sector (2018).

The table also shows that there are still enough women choosing science; in 2018 the percentage of women in temporary science positions was 22 in mathematics and 21 in computer science and this is expected to increase to 28 and 29 respectively by 2024.

When we look at our recruitment of PhD's, this is largely done through our scientists' own network or by placing an advertisement. Our PhD's come partly from abroad and partly from the

Netherlands itself. The entrance to attract more female PhD's is mainly in the hands of the scientist who is looking for an PhD. In addition, CWI's (international) reputation among universities in the Netherlands and abroad plays an important role.

| Target group % women | 2017 | 2018 | 2019 |
|--|--|--|---|
| Number of PhD's | 19% (13:69) | 17% (12:71) | 17% (11:65) |
| Scale 10, 11 en 12 | 24% (15:65) postdocs: 27% (12:45) TT: 21% (3:14) OWP*: 0% (0:6) <small>*support scientific staff</small> | 22% (15:68) postdocs: 26% (10:39) TT: 29% (4:14) OWP: 14% (1:7) | 22% (13:59) postdocs: 23% (10:44) TT: 27% (3:11) OWP: 0% (0:4) |
| Scale 13 en 14 | 5% (1:19) | 5% (1:22) | 8% (2:25) |
| Scale 15 tot 18 | 14% (3:21) | 14% (3:22) | 14% (3:21) |
| Total number women within science | 18% (32:175) | 17% (31:184) | 17% (29:172) |

Table 3: Percentage of women by target group within scientific staff of CWI:

Our goal is to bring the percentage of female PhDs back to 30%.

To make it attractive for girls to study mathematics and computer science, it is interesting to investigate whether we can set up a summer school. Onze doelstelling is het percentage vrouwelijke PhD's weer terug te brengen naar 30%.

2.2.3.2. Scales 10, 11 and 12

The breakdown of the types of posts in table 3 is as follows:

- 1) Postdocs: the majority is in salary scale 10, a few in salary scale 11.
- 2) Tenure Trackers: these scientists are in salary scales 11 and 12 and have prospects of obtaining a permanent job, moving up to salary scale 13 once the Tenure Track has been completed.
- 3) Support Staff: this includes programmers and scientific software developers (WSOs). The scales vary from 10 to 12.

CWI is on track for the number of female postdocs, fluctuating around 25%. The percentage of women among the Tenure Trackers is, if you set it against the 25% goal, good, but because this is the group you want to let flow through to the next layer (scale 13 and 14), it is necessary that the number of women increases.

That is why we want to raise our target to 35% women within the tenure trackers.

So far, CWI has given three female tenure trackers a permanent position, of which one has moved on to the university.

At the moment, there are 11 tenure trackers, three of whom are women. Two of them are starting and one is at the end of her tenure track. Of the three female tenure trackers, we have recruited two through the Women In Science Excel (WISE) program.

For all subsequent tenure track vacancies, it remains important to attract women. Because the filling of tenure track vacancies is always organized broadly with the tenure track committee as an advisory body, this will focus on improving the recruitment and selection process.

The supportive scientific staff consists mainly of men. We are now working within NWO-I to better coordinate types of positions. This is also in connection with the diversity figures. Other institutes define Technical Personnel (TP) as well as Scientific Personnel (WP), with the TP supporting the WP. It is not yet clear whether this group could fall under the TP.

2.2.3.3. Scales 13 and 14

The researchers in scales 13 and 14 are the starting permanent researchers within CWI. A permanent appointment starts at salary scale 13. This is also the starting scale for group leadership. The percentage of women in this group is very low (8) and deserves extra attention in order to reach a percentage of 25. Occasionally, a researcher is hired who immediately receives a permanent appointment. This has happened four times in the past few years and no woman was appointed. Because this group is the pipeline to the top of CWI, it is important to increase this pool with more women. In the search for female talent, it was not possible to find a woman on several occasions because the partner could not find a job in the Netherlands, the so-called 2-body problem. The P&O manager is investigating whether this can be carried out by the NWO-I agency.

2.2.3.4. Scales 15 and above

Scales 15 and above are for CWI's top researchers and the level for group leaders with large, multidisciplinary groups. In addition, a Management Team member is remunerated from scale 15. Three women work at the top of CWI, one of whom is a member of the Management Team. To reach 25% at the top, three more women are needed: that is double the number we have now. This requires a fuller pipeline in scales 13 and 14 so that female researchers can grow. Another possibility is to choose a woman as the next permanent researcher.

2.3. Approach and activities

The approach and activities to realize 25% women in science at all levels is subdivided into actions focusing on general issues, recruitment & selection, awareness and communication & visibility. They are explained per section below.

2.3.1. General

The following actions are taken or continued:

- 1) A diversity team will be established consisting of: Director and Management Team (MT) member (Ton de Kok), Institute Manager and MT member (Dick Broekhuis), project coordinator

and Work council member (Doutzen Abma), PhD and Work council member (Sophie Huiberts), senior scientist (Nikhil Bansal) and HR Manager (Angelique Schilder).

The diversity team's role is to advise the MT on all matters related to diversity and inclusion and it also has an initiating role in this. This is not only about the number of women within CWI, but also about the other target groups within diversity.

Tasks of the diversity team are:

- Monitoring CWI's policy on diversity and inclusion;
- Implementing the diversity plan;
- Initiating ideas;
- Ensuring that D&I is addressed in personnel instruments, communication and policy and strategy documents.

The team will meet on a regular basis, expected to be once per quarter. In addition, diversity and inclusion will be a recurring topic on the MT agenda.

2) Every six months (in February and July), the diversity team compiles a report and an analysis of the figures and the report is discussed in the MT/Group Leadership Consultation (GLO) and the Works Council.

3) Diversity and Inclusion is a fixed point of discussion during the annual group interviews. In May/June of each year, consultation takes place between the Director/Institute manager/HR-manager/ MT member and group leader.

4) In the performance interviews that are held annually between the manager and the employee, diversity and inclusion are discussed as a fixed item, as is undesirable behavior.

5) Investigate which aspects women find important in their academic (CWI) career.

2.3.2. A toolkit for diverse and inclusive recruitment & selection

The recruitment and selection process offers many opportunities for improvement to achieve a more diverse and inclusive CWI. To this end, the following practical tips for the recruitment and selection of female talent have been compiled. It is a compilation of best practices from various Dutch universities and it is also the basis of a NWO-wide toolkit that is yet to be developed. This may mean that the toolkit will be modified at a later date. This will be the new guideline for how we deal with recruitment and selection within CWI.

A subdivision is made into the preparation of recruitment, recruitment itself and selection. The recruitment and selection of PhDs and Postdocs is done by the scientists themselves, so not all tips will be applicable there. A separate toolkit will be made for the recruitment and selection of PhDs and Postdocs.

Scouting female talent

Female applicants generally judge a job vacancy text differently from men. They are more likely to consider not applying if they think they do not meet all the criteria. It can help to actively scout prior to opening the vacancy:

- ✚ All senior scientists are asked to make a list of at least 10 female researchers who are talented in their field. The group leader keeps a list of these. This is possible at all levels, from OIO to senior researcher. When there is a vacancy, these women can be actively approached. And if they themselves are not interested, they may have a network of talented female scientists that we can approach.
- ✚ Approach potential candidates personally. The candidate feels confirmed in the requested qualities and has a clearer picture of the work situation;
- ✚ While scouting, approach women's networks (e.g. LNVH, RISE, Athena's Angels) to draw attention to the future vacancy.

Formation of nomination committee

- ✚ Identifying and attracting diverse talent requires a broader view from the nomination committee. It is advisable to consciously consider the composition and diversity of the team;
- ✚ Diversity can be brought in by composing the committee on the basis of different expertise, competences or a different career stage (e.g. more junior);
- ✚ If the emphasis is on female talent, for example, it works well if at least 30% of the committee members are women. This creates the possibility for a so-called critical mass for a good distribution of impact within a committee. This will not always be feasible, because we do not have enough women in our employ at CWI to participate in a committee. If the critical mass is not achieved, it is more likely that a man will be chosen;
- ✚ The committee must be alert to possible adverse effects due to the so-called "Queen bee effect". Women sometimes judge female candidates more heavily than male candidates;
- ✚ Make one member responsible for exclusively supervising gender-neutral recruitment;
- ✚ Raise awareness by giving all members of the committee a short explanation of the bias effect. This could lower the threshold for discussing bias among themselves on a regular basis (see section 2.3.3).

Drafting the vacancy text

- ✚ Draw up a broad profile by limiting the number of job requirements and not formulating them too specifically. This gives the applicant more room to judge for themselves whether the requirements can be met;
- ✚ Include competencies in the vacancy text. This can ensure that the applicant identifies more personally with the profile;
- ✚ Make the vacancy text more inclusive so that women also feel more attracted to the vacancy. Within NWO we are looking for an appropriate course for HR staff on inclusive writing of (vacancy) texts;
- ✚ Describe the working environment and other facilities offered. For example: working from home, childcare, career development, mentors, reference to the diversity policy, etc.;
- ✚ To test a vacancy text for gender-neutral wording, go to: <http://gender-decoder.katmatfield.com/>. Also think about gender-neutral images if they are used in the vacancy text.

Start recruiting after the vacancy text has been published

- + Formulate an ambition level with regard to a minimum number of female candidates that actually apply. For the CWI, the rule of 25%-30% as a number of women can be applied so that a substantial part of the candidates actually represents the requested target group. If this number is not reached, it can be agreed to extend the recruitment;*
- + Invite scouted candidates personally to apply;*
- + The vacancy is advertised as widely as possible, through as many digital channels as possible, including women's networks. If there is a special recruitment site for a discipline, the vacancy is also posted there.*

The letter selection

When a broad profile has been recruited, it also means that the scope of the letter selection has to match this. Here are a few points of attention that can be included in the consideration of the letter selection:

- + In addition to experience and the number of publications, select on, for example, teaching capacities, demonstrable independence, teamwork, knowledge transfer, public awareness or other careers outside academia but which do contribute to the performance of the position;*
- + Establish these criteria in advance so that all candidates (men and women) are assessed against the same yardstick but that there is room for differences between the candidates;*
- + Collectively select a shortlist in which at least 25% is female and among the invited candidates there is at least one talented woman and preferably two.*
- + Weigh career interruptions due to all forms of childbirth, maternity, and parental leave or caring responsibilities in the research production;*
- + Rejected candidates will be given a reason why they did not pass.*

Conducting selection interviews

- + Make a member of the selection committee responsible for ensuring gender neutrality when asking the questions;*
- + Use the profile as a starting point and ask all candidates as many of the same questions as possible and formulate these questions as much as possible in advance. P&O will make a list of example questions*
- + When there is doubt whether a certain question is appropriate, consult the questionnaire (see appendix 3);*
- + Remain factual and therefore ask questions about actual results achieved in the past using the STARR method (Situation, Task, Action, Result and Reflection, appendix 4). This gives a better prediction of success in the job;*
- + The quality of selection interviews is highest with face to face interviews (preferably live and not by Skype or Zoom);*
- + Limit the use of a case study. Women are generally more inclined to answer too modestly compared to the average male candidate. It can therefore create a distorted image*
- + Compare the rejected candidates with each other. Are there any similarities? This is a check on whether sufficient gender-neutral questions were asked during the interviews.*
- + Reimburse travel expenses and childcare costs.*

Finally, for reflection

Successful women are often used as role models and asked to participate in recruitment and selection processes. There is a risk that this will leave less time for research, which will have an undesirable counter-effect. Alleviating tasks such as administration, teaching and other non-scientific tasks should therefore be considered. Tot slot ter overdenking

2.3.3. Constance van Eeden PhD Fellowship

To give an extra boost to the recruitment of female PhDs, a PhD fellowship for talented female PhDs is organized every two years. The fellowship will be named after our first female researcher who obtained her PhD, namely: Constance van Eeden.

She came to work at the 'Mathematisch Centrum' in 1954 and obtained her PhD at the UvA in 1958. The conditions of the fellowship will be further elaborated.

2.3.4. Awareness

To make CWI more diverse and inclusive, it is important to be aware of our unconscious biases in decision-making. We unconsciously prefer people who look like us. Knowing where our own bias lies can help us make the right decisions. Being aware of this, that everyone has a bias, is a first step towards inclusive leadership.

If we postpone our decisions and do not react immediately, but check what we think by challenging each other, we can point out our bias to each other. We see it from others rather than from ourselves. Being aware of our bias results in better decisions.

In the past, we once discussed Harvard Implicit Bias within the GLO. It was non-binding and not all employees who make decisions in recruitment and selection procedures were present. For 2021 it is proposed to make this a tailor-made workshop through Esther Mollema who is an expert in this field. She has successfully and to full satisfaction given a workshop for other colleagues. It has contributed greatly to the awareness that we do not always think we are choosing the best, but go for the one who most resembles us.

To get an impression of how you can assess candidates as objectively as possible being a member of a selection committee, this 8-minute film is very informative:

<https://www.youtube.com/watch?v=g978T58gELo>.

Besides the theme of unconscious bias, inclusive leadership is also an important theme within this plan. And especially now, when working more online and having to deal with digital teams, this becomes even more important. Sticky points and irritations must now be addressed online, for example. How do you discuss difficult issues and keep the atmosphere good from a distance? How do you nurture connection and trust within digital teams? It is important that the inclusive skills of managers can be improved through training. This is also included in the training courses we want to organize.

2.3.5. Communication and visibility

We have started to improve our labour market communication in close cooperation with the communication department. It appears to be difficult to find good (female) candidates for the vacancies that are open at CWI. Especially recruiting candidates for PhD positions is difficult. We therefore want to profile CWI more as an employer who is there for everyone and has diversity

and inclusion high on the agenda. This way, we want the younger generation of PhDs will also feel attracted to CWI.

The aim of improving labour market communication is:

- A. To recruit (more) good and diverse candidates mainly for PhD positions. Certain groups have extra difficulty in finding the right candidate.
- B. Recruiting more female candidates (especially for PhD positions). The aim is to increase the proportion of female colleagues to 25% in all layers of staff.

The proposed actions are as follows:

- Creating a clear message about working at CWI: why should researchers come and work here? What are CWI's Unique Selling Points? (P&O)
- Adjusting the content on the webpage 'working at CWI' by, for instance, using more images, highlighting certain parts such as 'vacancies', shortening texts (and possibly having visitors click through to a longer text). (COM)
- Updating the content on LinkedIn, the full profile of CWI has not yet been filled in for example. (COM)
- More active use of social media for recruitment. Consider placing professionally designed advertisements and content on the CWI Instagram account (COM). As far as social media are concerned, tenure-track vacancies can be advertised more on LinkedIn and PhD's can be advertised more on Facebook because these are different target groups.
- Promote and improve the web pages on cwi.nl about diversity and sustainability. (P&O)
- Group leaders share vacancies via LinkedIn (if they are not already doing so). (P&O)
- Investigate possibilities to advertise at study associations in the field of mathematics and computer science. (P&O)
- Use testimonials from CWI PhDs (as diverse as possible) about working at CWI on 'working at CWI' and via social media. For this, we can use the content that is already on Academic Stories and supplement this with a number of new stories/quotes (COM).
- Make the texts of vacancies more attractive/improve them by offering a workshop in this area. This workshop can also pay attention to gender-neutral writing (see previous action in paragraph 2.3.2 in connection with developing a toolkit. (P&O)
- More active promotion of the YouTube video 'working at CWI' (COM).
- At a later stage, possibly optimizing search words in Google (such as 'PhD mathematics Amsterdam') so that the CWI website is ranked higher in the results. First make an inventory of whether this is useful because Academic Transfer already recruits in this way.
- There will be an advertisement in the field of labour market communication in the New Scientist CWI anniversary issue, this edition will be widely distributed.
- In the longer term, the development of a 'landing page' for 'Working at CWI', as at NIOZ <https://www.workingatnioz.com/>.

We continue to pay attention to diversity and inclusion in all communications and communication tools. We are looking for an NWO-wide course on inclusive writing.

We are currently building up an alumni database that also includes our former female PhDs. This will give us more insight into the outflow of our PhDs. This is very useful both for scouting for a vacancy and for inviting them as a possible speaker for events.

3. Dutch nationals with a non-western background

Our current workforce is made up of roughly 40% expats and 60% Dutch nationals. The ratio of Dutch nationals to foreigners has remained virtually unchanged in recent years. As of December 2020, there are 32 nationalities within CWI, including the Dutch. Germany and India are the two largest groups of non-Dutch nationals, with 14 employees each. China and Italy are next with nine employees each.

Although CWI has 32 nationalities, few Dutch nationals with a migration background are employed. In order to increase the size of this target group within CWI, insight is required into how we can best reach this target group and what barriers they experience, for instance with regard to admission.

For the first two years the emphasis in NWO's D&I implementation plan will be on increasing the number of women in science. From 2023 onwards, we will pursue a more focused policy on getting Dutch people with a non-Western background into science.

The year 2023 will be used to gather insight and knowledge on how we can make a plan of approach for this target group that is as well tuned as possible.

The plan of approach will be ready before 1 December 2023, after which we will implement activities in 2024 and 2025. Cooperation will also be sought with NWO-D.

In 2018, the Ministry of Social Affairs and Employment published a very extensive report on Further Integration in the Labour Market (VIA). It is an analysis of scientific insights on the labour market position of Dutch citizens with a non-western background.

This report contains a lot of information that can be used to make an action plan for this target group. To name a few points:

1. The prejudices and discrimination that exist about certain groups with a non-western background, e.g. 'that group is always late'. The picture is that prejudice quickly spreads to (labour market) discrimination.
2. The role of prejudice and discrimination in selection processes is shown, for instance, by a study which shows that people with a Dutch name have about a 60 percent higher chance of being invited to the first selection phase than people with an Arabic sounding name, despite an equally good CV.
3. The group with a migrant background does not have sufficient networks among employers and recruiters, while a large proportion of mainly 'white collar' vacancies are filled 'via via'.

4. Low socio-economic status

People with a low socio-economic status also receive attention in the D&I plan. Activities for this target group will be picked up in 2023, including making a plan of action that will also be

ready before 1 December 2023. This process runs parallel with the target group of Dutch citizens with a non-Western background. As an example, we will zoom in on refugees below.

Refugees are people with valuable knowledge and qualities, from real doers to highly educated thinkers. Valuable expertise that can also be valuable to the CWI.

However, many do not succeed in finding a job in the Netherlands at their own level.

In Amsterdam, there is a collaboration between 24 companies, the municipality of Amsterdam and the UAF. The UAF is a foundation for refugee students. This cooperation makes it possible for refugees to study on benefit if this increases their chances of getting a paid job. The UAF does the following:

- They advise, guide and support students and professionals financially, with their study (choice) and finding a job.
- They inform, motivate and connect the student or professional and everyone involved in his or her career, such as educational institutions, (local) governments and employers. By working together smartly, they achieve the fastest results.

For the CWI, it is also interesting to get in touch with this cooperation. The creation of work experience places, for example, can be very useful.

With the program Hestia - Impuls voor Vluchtelingen in de Wetenschap (Impulse for Refugees in Science) NWO has made it possible to fund an appointment for academics who have fled their country and want to develop or continue their academic career in the Netherlands. Through this program project leaders or principal applicants of a research project already funded by NWO can apply for funding to have a refugee work on that project. A condition is that the refugee scientist must have an academic background (Master's or PhD level) and be appointed for a maximum of 18 months full-time or 24 months part-time.

5. Age

The table below provides an overview of the age distribution within CWI. These are the figures for 2019. It shows that half of our employees have an age below 35 years. This is due to our OIOs. The other categories are about the same in number. Currently, the average age of CWI employees is 39 years.

| Number | Gender | | Total |
|---------------|--------|----|-------|
| | M | F | |
| Age categorie | | | |
| < 35 | 93 | 20 | 113 |
| > 55 | 23 | 11 | 34 |
| 35 - 44 | 31 | 8 | 39 |
| 45 - 54 | 25 | 15 | 40 |
| Total | 172 | 54 | 226 |

Table 4 overview age CWI 2019

The various ages are represented in our workforce.

6. Shaping activities around the LHBTI target group

Léon Ouwerkerk, senior P&O advisor at CWI is NWO's project leader for the LHBTI community. He coordinates and is the point of contact for LHBTI. CWI is also involved in this.

As of 1 January 2019 NWO is a member of Workplace Pride (WPP). WPP advises on our LHBTI activities, facilitates in the benchmark, contributes with events to knowledge gathering, brings us into contact with other relevant organizations such as Leiden University, Dutch Government Pride, ASML, etc. It also offers employees access to other LHBTI events. We have joined the new platform academia@wpp.

Within NWO three events were organized in 2019, with speakers mostly from the LHBTI community, with scientific and LHBTI related subjects. The kick-off took place at CWI.

Recently, a start was made with an LHBTI contact persons consultation, which should provide food for thought about the barriers and opportunities in the LHBTI area. Partly due to Corona, no new events could be organized in the first half of 2020, but WPP did offer webinars in the second half.

The LHBTI coordination has asked to test if the terms of employment are diversity proof. Agreements were subsequently made within WVOI to investigate this in the broad sense of diversity. Furthermore, the rainbow flag was hoisted for the first time on Coming Out Day in 2019 on every NWO building. This is now an established annual event.

For the coming years, the following things are in the pipeline:

1) New "NWO Pride network meetings" will be organized.

In November 2021 NWO will organize the Tech@WorkplacePride conference.

2) In order to get the LHBTI activities off the ground, it is important that there is an LHBTI contact person for each organizational unit, to think along with and promote this subject. In 2021, we will work on expanding this internal network.

3) Workplace Pride provides a tool to benchmark the LHBTI activities to their ideal standard. In 2021 this benchmark will be filled in for the first time. The results of this benchmark will be used to determine actions that can be taken in the following years.

The ideal standard is tested in the following areas:

- Policy and communication
- Employee networks
- Awareness on the shop floor
- Secondary employment conditions
- Inclusion & Engagement
- Expertise & Monitoring
- Engaging companies and suppliers
- Social impact

4) Also from an LHBTI perspective, there is a need for organization-wide attention to the theme of undesirable behavior, with a desire to create a culture of approach. Attention will be drawn to this at all times within the diversity consultation.

7. Participation Law

On 1 April 2015, the Jobs Match and Workplace Limitations Act came into effect nationally. Employers must provide a certain percentage of jobs to people with a disease or disability. If the number of jobs for people with a labour disability lags behind nationally, the employer can be fined: the quota levy. The Ministry of Social Affairs and Employment (SZW) announces this annually in the jobs monitor.

NWO-I/CWI falls under the sector research institutions and the secretary WVOI is project leader for the jobs agreement for the employers KB, NWO and NWO-I.

Based on the quota calculator, at the end of 2019 NWO-I should have filled 59.4 jobs of 25.5 hours. The current state of 2019 is 30.82 jobs at NWO-I (see table below) Of these, 10.7 jobs are realized through hiring/ secondment and 3.8 through work experience positions. With this, the quota is half met.

In 2022 NWO-I must realize 80.7 jobs. There is still a long way to go. We will have to intensify the efforts of the NWO-I to employ people with a labour disability.

Within the WVOI an internal network participation act has been set up to try to create and fill even more jobs. Within this network, the information that the WVOI secretary receives as project leader from the project leader's consultation and the Ministries of SZW, BZK and OCW can be shared and knowledge, best practices and practical questions can also be shared. In addition, this network is the contact point for (regular) requests for figures and actions that must be submitted for justification.

| Location | Numer of persons | explanation | Numer hour/week | Number of jobs 25,5 hour |
|---------------------|------------------|------------------------------------|-----------------|--------------------------|
| AMOLF/ARCNL | 3 | Including 3 contract staff | 105 | 4,12 |
| ASTRON | 6 | Including 4 work experience places | 149 | 5,84 |
| Bureau | 0 | | 0 | 0,00 |
| CWI | 6 | Including 4 contract staff | 187 | 7,33 |
| DIFFER | 2 | | 64 | 2,51 |
| NIOZ | 5 | Including 1 secondment | 123 | 4,82 |
| Nikhef | 3 | | 90 | 3,53 |
| NSCR | 0 | | 0 | 0,00 |
| SRON | 4 | | 68 | 2,67 |
| Totaal NWO-I | 29 | | 786 | 30,82 |

Tabel 5 - employees with disabilities 2019

Until recently, CWI had 7.33 workstations divided between cleaning (144 hours), reception (24 hours) and science/library (19 hours). Due to European tendering, there has been a change in the company that does the cleaning for us. This includes fewer employees with occupational disabilities. In total, we now have 5.3 workplaces.

Léon Ouwerkerk is the contact person within CWI for the Participation Law and is constantly

exploring new possibilities to create even more workplaces at CWI. Practical matters such as available facilities will also be examined.

The proposal is to create 1 participation work place every calendar year for the coming years.

8. Final word

Although the focus of this plan is on gender, in practice, we will strive as much as possible for an inclusive approach for all target groups discussed in this plan. All target groups will be included as much as possible in all activities we take up concerning training, communication, recruitment and selection, desired behavior, etc. For the LGBT target group, a separate plan will be made for the whole of NWO as a result of the benchmark. In addition, we will also look at how we can give substance to this within CWI.

Appendix 1 to the CWI Diversity Plan 2020-2025: Overview of all activities from signing the Charter Talent to the Top in March 2010 until now within CWI related to D&I

General:

- 1) The annual reports of the Charter Talent to the Top in which the quantitative data were listed, mention the activities during the reporting year, and the final conclusion was drawn with the conclusion that the Charter Talent to the Top was a success. ended with a final conclusion of this period and a preview of the coming year.
- 2) In the Strategy Memorandum 2013-2018 'Strength in Unity', gender diversity is explicitly mentioned and it is also mentioned in the subsequent strategy document 2019-2024.
- 3) The composition of the group is discussed with the managers during the annual interviews. The management encourages the recruitment of more female PhDs and postdocs. The atmosphere and safety are also included in the talks.
- 4) The internal sounding board group that was established in 2011 in connection with the signing of the Charter met a number of times. At the end of 2017, it was decided to rename this group to a broader D&I group. This has not yet happened, but will be included in the new CWI diversity plan. This will also include what exactly the task and role of this group will be. In the past, the focus group has provided feedback on annual plans and helped to think about actions to be taken.
- 5) In both the last Risk Inventory and Evaluation (RIE) and in the last PMO (Periodic Medical Examination), attention was paid to D&I by investigating whether there are any barriers or other issues surrounding D&I. Points of attention have been included in the plan of approach.
- 6) During performance interviews, people are asked whether they experience any barriers or pick up signals of undesirable statements in relation to D&I. This has been discussed during GLO but will not happen in every performance appraisal because not every manager agreed to discuss this at such a moment.
- 7) As a fixed question at exit interviews, we ask: how inclusive is our culture and have there been any barriers for you?
- 8) At NWO, CWI was urged to start up an LGBTI policy, such as becoming a member of Workplace Pride on 1 January 2019 and forming its own network. Because the initiative was very much ours, Léon Ouwerkerk also became project leader of LHBTI. The actions that were are not specific to CWI but to NWO as a whole, but are accounted as achievements of CWI as NWO does not make any staff available for this.
- 9) In the context of the Participation Act, we have generated 7.3 workplaces within CWI.

Recruitment and selection:

10) For each Tenure Track position, the group leader is asked to put extra effort into scouting female talent. The group leader is questioned on this by the director. The aim is to have at least one woman on the shortlist. Recently, due to a lack of female candidates, it was decided to postpone the vacancy longer in order to bring in female talent. In the annual reports of the Charter, figures were presented on the percentage of female applicants, the number of women invited and the number of women appointed.

11) When drawing up the vacancy text, an attempt is made to write as open and general a profile as possible (not always successful), whereby soft skills are also mentioned. And the response time has been extended and the text checked for gender neutrality.

The vacancy text now includes the passage as standard:

CWI strives for a diverse workforce: we want to develop talent and creativity by bringing together people with different backgrounds and cultures. We recruit and select on the basis of competencies and talents. Therefore, we encourage everyone who recognizes themselves in the vacancy, regardless of age, gender, origin, orientation or disability, to apply.

12) In the composition of the nomination committee, a balance of men and women is sought as much as possible.

13) Specific attention is paid to the promotion of women to the (sub)top of the organization. In three cases, this has been done proactively.

14) Diversity has been given a clear place in the new film Working at CWI.

15) CWI participates in WISE and has twice received a positive advice about a candidate. One WISE candidate was hired, the other candidate withdrew at the last minute.

16) In the internship program of ERCIM we have given preference to women for a number of years.

17) Gender diversity is highlighted in labour market communication by storytelling of two recent interviews of female researchers by Academic Positions. These stories will be included in our vacancies.

Training and Development

18) For awareness of unconscious bias regarding D&I, group leaders took the Harvard Implicit bias test and the results and experiences were discussed at a GLO meeting 8 May 2017.

19) The Executive Board makes two spots available for female PhDs who want to participate in ACM womenEncourage event. In concrete terms, this means that the participation-, the travel

and accommodation costs are reimbursed. This year this took place in Sweden and two PhDs were interested and participated.

20) We have started a mentoring program for tenure trackers for both men and women. We will evaluate this program again. It works best for us not to make any difference between men and women when it comes to this kind of program.

21) Media training was given over several years especially for female researchers.

Communication and visibility

22) An intranet page about Women in Science has been set up and maintained for our staff, with useful links to networking groups, scholarships and specific grants for women:
<https://www.cwi.nl/intranet/social/women-in-science>

23) An internet page on diversity has been set up and still needs to be further developed.

24) Our director publicly expresses his support for diversity on various occasions, e.g. during the NWO transition days, during update meetings, foreword in personnel magazine WE@CWI.

25) Attention has been paid to the birth anniversary of Ada Lovelace, who was born two hundred years ago on 10 December 2015. Her portrait of her has been hung in the meeting room named 'Ada room'. She was the first programmer.

26) The other meeting rooms also have names of famous scientific women. A start was made in 2015 to find the portraits and make a matching text.

27) A CWI mailing list of all female scientists has been created so that this target group can be reached quickly internally.

28) In we@cwI, attention is regularly paid to subjects that lie within D&I. This could be given even more form, for example, by creating a permanent section.

29) Agreements have been made about image policy that images/movies properly reflect the diversity within CWI.

30) Every year, the rainbow flag is now hoisted on 11 October for Coming Out Day, and in 2018 CWI even treated participants to 'rainbow cake'.

31) CWI is listed with best practices regarding the Jobs Match (Participation Act) in a published booklet of the government and education sector.

Appendix 2 Intake of students in Mathematics and Computer Science

| | Mathematics | | | |
|--------------------|--------------------|------------------|------------------|------------------|
| | 2016 (%F) | 2017 (%F) | 2018 (%F) | 2024 (%F) |
| Inflow Bsc | 1.057 (30) | 1.066 (31) | 1.038 (33) | 1.384 (37) |
| Total Bsc | 2.544 (32) | 2.802 (31) | 2.873 (32) | 3.902 (35) |
| Inflow Msc | 407 (32) | 421 (31) | 438 (28) | 712 (36) |
| Total Msc | 1.079 (31) | 1.137 (31) | 1.206 (29) | 1.753 (35) |
| WP fixed (fte) | 248 (12) | 250 (13) | 261 (13) | 314 (22) |
| WP temporary (fte) | 364 (20) | 344 (23) | 349 (22) | 471 (28) |

| | Computer Science | | | |
|--------------------|-------------------------|------------------|------------------|------------------|
| | | | | |
| | 2016 (%F) | 2017 (%F) | 2018 (%F) | 2024 (%F) |
| Inflow Bsc | 2.372 (17) | 2.797 (18) | 3.321 (21) | 3.913 (27) |
| Total Bsc | 6.158 (15) | 7.091 (17) | 8.279 (19) | 10.796 (27) |
| Inflow Msc | 1.667 (21) | 1.846 (20) | 2.194 (23) | 2.955 (30) |
| Total Msc | 3.650 (18) | 4.308 (19) | 4.999 (20) | 6.554 (27) |
| WP fixed(fte) | 318 (16) | 334 (16) | 379 (18) | 541 (24) |
| WP temporary (fte) | 682 (21) | 697 (21) | 704 (21) | 1.052 (29) |

Appendix 3: Questions during a selection interview; do's and don'ts

| Questions during a selection interview; do's and don'ts | | |
|---|---|---|
| Important rules of thumb when asking questions: - Only ask questions that are important for the performance of the job. So no questions that arise out of broader interest (need to know vs. like to know) - If in doubt whether it is an appropriate question, do not ask the question at all - All applicants should be asked the same questions | | |
| Subject | Appropriate | Inappropriate |
| <i>wordexperience</i> | Previous work experience | Questions about medical history Questions about participation in groups that further reinforce stereotypes (e.g. gay advocacy group). The applicant can tell about it himself/herself. |
| <i>Education</i> | Questions about education and experience that are relevant to the performance of the job | Questions about education or experience that are not related to the performance of the job |
| <i>References</i> | Obtaining references (with the applicant's consent) from organizations in the CV that are related to the performance of the job. | Asking questions about: race, sexual orientation, religion, illness or other matters not related to the performance of the job |
| <i>Marital status and private circumstances</i> | Asking whether the applicant can meet the set working hours and dividing those hours. n.b. -> it must be clear to the applicant that everyone is asked this question. If applicants themselves have questions about childcare, stop-the-clock options, etc., information may only be provided. | Questions about marital status, children, desire for children, pregnancy or work-life balance. |
| <i>Age</i> | No question at all | x |
| <i>Colour or personal appearance</i> | No question at all | Comments on e.g. colour, height, weight or personal appearance. |

STARR METHOD

Situation

1

Describe the situation, such as location, other people, context, etc

Task

2

Explain what your task or role was. What responsibility did you have? Who gave you the task? What was your relationship with this person?

Action

3

What did you do? What methods, techniques, skills or principles did you use? And most important which competence did you rely on?

Results

4

What was the result? Was it expected or unexpected? What feedback did you get? How were the results welcomed? Describe the before and the after situation.

Reflection

5

What did you learn about this experience? What would you repeat and what would you do differently next time.

CWI