AMOLF Diversity and Inclusion Plan 2022 – 2026

Version August 2022

Contents

Foreword

AMOLF is convinced that an inclusive and diverse work environment contributes to the optimal development of talents. Therefore, AMOLF strives for a work environment that is experienced as pleasant and inclusive by all employees and that offers equal opportunities to all employees, irrespective of their background. This is promoted by a diverse workforce in terms of gender, sexual orientation, skin color, cultural background, religion, etcetera, and by fostering a working culture that is socially safe and inclusive.

To achieve this, the Inclusion and Diversity Plan 2022 - 2026 has been established. In this plan, you can read what objectives AMOLF has set for this period, what instruments we will use for this, what time frame we choose, and how we will measure the results. This plan provides us with a guide for the period 2022 - 2026 but leaves open the possibility of adjusting and adding actions, appropriate to a developing inclusive and diverse community.

Prof. dr. H.J. Bakker

Director AMOLF

1. Context, history, and status quo

In 2018, AMOLF established a Gender Equality Plan, intending to improve the gender balance among scientific personnel in particular. Based on this plan, instruments were implemented to improve gender balance. This plan has raised awareness of particularly the position of women in science among the staff and both junior and senior scientific personnel through the organization of training and events and has resulted in changes in our hiring procedures. During this period we have hired 4 tenure track group leaders, with a 50:50 female/male representation, supported by the NWO WISE program. Not-withstanding these steps to improve the gender representation among staff, there are still many steps to take in terms of gender balance at all career levels, as well as more broadly the diversity and inclusivity of AMOLF culture. By 2022, the scope of AMOLF's gender equality plan is therefore broadened to incorporate inclusion and diversity, and, as a successor to the Gender Equality Team, the Inclusion, and Diversity Team (ID Team) was founded. The composition of the ID Team is diverse and may change over the years.

The tasks of the ID Team are:

- Evaluating gender equality and more generally, diversity, equality, and inclusion at AMOLF.

- Suggesting and implementing strategies to create a fair and socially safe environment for all (diverse) personnel.

- Suggesting and evaluating recruitment strategies to enhance AMOLFs diversity.

- Suggesting and implementing strategies to support under-represented employees in their careers.

- Acting as a contact point for personnel to confidentially share their experience with discrimination and harassment of any kind. This is geared to systemic issues, not individual solutions, for which there is a confidential advisor.

- Consultation with personnel about future strategies.

2. Target groups and objectives

This plan is aimed at all employees at AMOLF, as inclusiveness and diversity are for the benefit of all. We do note, however, that certain action items are envisioned for specific under-represented target groups, may be at risk of discrimination, or have an uneven playing field in their professional development. Specific target groups are thus detailed under each action item.

Our goals for the coming period are:

a) An improved inclusive work culture that ensures all employees feel part of the same team.

b) To establish additional measures against undesirable behavior.

c) Improved recruitment of under-represented groups.

d) An improved career progression of under-represented groups.

For (d), we aim to achieve at least the following female representation percentages by 2026:

- Tenure-track group leaders: 50% in new hires. In the previous period (2018-2021) AMOLF reached a 50% female representation in new tenure track hires (4 hires in total). AMOLF strives to maintain this balanced track record of a 50/50 gender distribution in new hires on average.

- Postdocs: 33% (currently at 19%). This target is set at the gender balance in the current (2021) outflow of delivered PhDs. Reaching it indicates at least stemming the leaky pipeline wherein at each subsequent career step women leave science.

- PhD-students: 35-40% (currently at 33%). To set our target we inventoried the gender representation in Dutch university BSc/MSc programs for disciplines relevant to AMOLF. Available statistics (NTvN, annual physics enrollment, ChemistryNL annual survey, and VHTO) report:

Discipline	The reported percentage of females in BSc/MSc enrollment, NL.(2021)	Fraction of AMOLF research in this discipline
Physics	26%	50%
Chemistry	48%	25%
Biology	45%	25%
Molecular biosciences	75%	
Mechanical engineering	11%	

The rightmost column reports approximately how much these disciplines are approximately represented in AMOLF research. In future surveys we will monitor the disciplinary backgrounds of the PhD student. Taking the weighted average as indicative of the gender ratio that is to be expected in the applicant pool, and hence as indicative of no gender bias in selection, leads to a 35-40% target. The large variation in gender representation over disciplines means that this target is dependent on strategic changes in our research program.

- Technical support: 10% (currently at 7%)

- Administrative support: Towards 50% (currently at 67%)

We note that in Dutch law (AVG) it is undesirable, and sometimes prohibited, to record personal information beyond gender. Therefore, AMOLF will investigate what is desirable and legally possible to monitor relevant developments.

Further quantitative targets are:

- All group leaders (scientific, support) participate in training on inclusion and diversity.

- From year 2023 onwards all new employees in the first year of their employment are exposed to training on inclusion and diversity in AMOLF culture.

- Annually the institute organizes a diversity awareness event.

3. Instruments

3a. Recruitment

Target group: All under-represented groups, recruited for any role in the institute.

We will implement the following measures for the recruitment process for any role in the institute:

- Gender-neutral advertisement texts, screened also for general diversity. We offer an online tool for screening advertisement texts. We will explore if this tool can be expanded to cover a wider spectrum than gender, considering, e.g., cultural diversity and Dutch nationals with immigration backgrounds, who are at risk of discrimination, and being underrepresented at our institute, and in academia.

- Active scouting, in which the job `owner' sends ads to at least 5 female PIs/colleagues in the network. This is mandatory for all scientific positions and is strongly recommended where possible for other positions. This will be discussed during the P&C yearly meetings. For some function groups, e.g., administrative support with a low representation of male co-workers, we will explore active scouting to promote applications from male applicants.

- Highlight diversity philosophy and actions on the AMOLF external website and social media. The AMOLF external website features a "diversity" subpage.

- The diversity subpage and "working at AMOLF" subpage on the AMOLF external website will highlight that we are a member of Workplace Pride.

- Check for inclusive language on the entire website.

Tenure-track group leader recruitment, in addition, follows the following measures:

a. Concrete gender diversity targets for the short-list invitation phase. Shifting of advertisement closing date and renewed scouting if the target is not met.
   Diversity beyond gender will be explicitly reviewed.

b. Apply standardized questions for tenure track interviews to avoid bias.

c. NWO WISE Program participation.

3b. Onboarding

With "onboarding" we mean the process of introducing new employees to AMOLF. We deem the quality of onboarding of large important for an inclusive culture since onboarding is the moment at which AMOLF employees are introduced to the organizational structure, people, and culture of AMOLF. We note that the onboarding process is of further relevance beyond the diversity aspects, and for instance has also been identified as point of improvement for the AMOLF PhD and Postdoc training program. Naturally, the proposed actions outlined below will be implemented in full alignment with the actions identified by the team tasked to improve the AMOLF PhD and Postdoc training program.

Target groups: All new employees and guests.

The following instruments will be used:

- A defined orientation package (e.g., a booklet, or electronic equivalent) including all relevant formation about AMOLF (e.g., what to do if …… occurs, where to find which machines, who to ask for what, help with disabilities) will be given upon the start of the employment or internship.

- The information package will be reviewed and improved to include more specific information for new (non-Dutch) employees arriving from abroad (e.g. how to register, how the health care system works).

- The onboarding process will be periodically reviewed and improved (e.g. who shows the new person what).

- Buddy system. AMOLF has a `buddy system', pairing a new Ph.D. student, postdoc, or intern with a more experienced partner. This is to help the person settle in the new work and living environment. The assignment of a buddy for a Ph.D. student will be done at the Ph.D. Training & Supervision plan stage and verified at the introduction stage. Buddies will have clear instructions on their role that is defined on the institute intranet. Moreover, we want to extend the buddy system to new support employees.

3c. Training

Target group: For leaders of scientific and technical groups
Training: practical strategies to overcome unconscious bias in recruitment, supervision, and culture

Training will be mandatory in the form of courses and workshops about unconscious bias in recruitment and culture, as well as for recognizing non-inclusive behaviors and inclusivity dilemmas in supervision situations and collaborations. This training will not only focus on how to recognize bias but also on practically implementable strategies/behavior.

Target group: For everybody new at AMOLF
Training: Introduction to AMOLF's diverse, inclusive, and socially safe culture

AMOLF has training in place regarding crucial behavioral expectations in the framework of labor safety, which combines training material and tests (LabServant system). We will further add similar training material dealing with awareness of cultural differences, gender and cultural bias, and undesirable be-havior. This will define desirable and undesirable behavior (e.g., sexism, racism) and working culture at AMOLF (what is discrimination, bullying, harassment, wherein does bias express), and material on how to recognize, deal with and avoid undesirable behavior. A key value is further that ethics is about the 'grey zones', and hence illustration by example and dialogue are important, as is promoting a culture in which giving constructive feedback is stimulated. Mandating that all employees (permanent and tran-sient) are exposed to this training, in preparation for the annual AMOLF Diversity Awareness Event (DAE), raises awareness and highlights the importance we attach to our working culture. The training will also point to the policies that apply in case of reported (sexual) harassment (policies posted on the intranet, and NWO-I-wide policies that describe the process of reporting, investigating, support, and sanctioning).

3d. Role-models

Target group: For the time being scientific personnel. We will explore how this can also be done for technical and administrative personnel.

The current policy regarding diversity in role models for AMOLF includes the following implemented measures:

- A target ratio in gender diversity for the bi-weekly Groot Colloquium is set as at least 35% female speakers.

- A target female speaker ratio of 30 to 50% for workshops (e.g. annual LMPV, NP summer school)

Similar targets for gender diversity will now be made for:

- Speakers in the new bi-weekly theme meetings.

- Visiting and guest scientist. This is an instrument that is already available and that is also an active tool to bring diverse role models to AMOLF. Therefore, it is important to ask/remind scientific group leaders about diversity when proposing to guests.

Additionally, the following measures will be taken:

- Group leaders are stimulated to consider diversity when identifying possible collaborators, co-organizers of symposia, thesis committee members, etc., or when joining a roster of invited speakers at an event. To raise awareness, this could be a topic for discussion at e.g., P & C meetings, or similar interactions of group leaders and the director.

- A further discussion will be stimulated on how to expand these initiatives to diversity viewed more broadly than gender, and how to then measure success (e.g., country of origin is easy to review, but some other parameters are not).

- Aside from role models, the institute (IDT, MT) will also exchange best practices with national and international peer institutes (also links to 6, Diversity awareness events). These include the NWO-I institutes in the Netherlands, university institutes in our discipline (e.g., identified through the Dutch Physics Council initiative for diversity) as well as international peer institutes, such as ICFO, which just won the OSA diversity award.

- In determining whom to nominate for academic prizes the institute explicitly reflects on diversity. This includes both nominations of candidates for prizes that are diversity-specific and the nomination of candidates for general academic prizes.

- We will pilot the provision of childcare when organizing major events at AMOLF, such as national or international workshops for speakers and attendees. We envision that attendees can indicate their needs at registration time so that childcare is not an obstacle to attending.

3e. Diversity awareness events

Target group: Everyone

Similar to the Women In Science Day at AMOLF and ARCNL that has been hosted in the past (2019), a bi-annual Diversity Day will be held, alternating with the Women In Science Day. Parts of the day might be exclusively for people of certain minority groups, parts open to everyone to spark conversation and enhance awareness. These special events are to focus on a single or several different themes (e.g., bias training, types of discrimination, benefits of diversity, experience exchange, respectful curiosity, workshops on skill development) and might include guest speakers and/or mini-workshops. Examples of guest speakers are (but are not limited to):

- Role models with an important diversity narrative sharing their experience (ideally from the pool of scientific speakers we had or will have, so they are valued for their actual work as well)

- Representatives from peer institutes presenting experience on how to effectively organize diversity & inclusion policies at scientific institutes

- Researchers of the leaky pipeline effect (can be connected to our surveys of the reasons for career choices within, or stepping out of, academia).

3f. Leaky pipeline

The entirety of the measures above should help against the leaky pipeline (LP) effect. In addition, we will implement the following:

Target group: Women, non-binary people, and any person at risk of discrimination, at crucial career choices.

- The targeted mentoring program at a year or even earlier from contract end. Mentors should not be from the direct work environment (e.g., group leader or collaborator) and focus on broader than subject-specific advice. This could, for instance, be offered to (female) senior Ph.D. students and Postdocs, who are in the phase where career choices are made.

- Actively track where such employees go.

- Survey people on their career choices within or outside of academia to better understand the (gender-specific) factors (e.g., associated lifestyle, impostor syndrome, pressure, work-life balance). These outcomes would ideally enable us to adjust our measures better for the most common reasons to reduce the LP effect.

- AMOLF also wishes to stimulate the influx and upward mobility of Dutch nationals with an immigration background. We are exploring the possibility of offering a scholarship/traineeship (e.g., internships for HBO and WO curriculum), and are currently making an inventory of best practices for such a program at the Hubrecht laboratory. We will also raise awareness of the NWO Ph.D. scholarship program (NWO Mozaiek 2.0, aimed at the underrepresented group of graduates with a migration background from Africa, Asia, the Caribbean, Central, and South America, and Turkey in the Netherlands).

Target group: general public

- Outreach, i.e., organizing events highlighting women in STEM through (student) Girls day. We also stimulate that our female scientists and technicians at all levels volunteer as role models for VHTO activities, such as their outreach program in which female role models from science and technology visit high schools and speak to female students about careers in technical domains.
- AMOLF will explicitly consider diversity when decisions are made about AMOLF wide recognitions (e.g. the 'zonnetjes' at Christmas)
- AMOLF staff participating in committees of, e.g. NWO, will actively promote policies to stem the leaky pipeline in the Dutch academic system

3g. Personnel consultation

Target group: Everyone.

Collecting input from staff as diversity team
The diversity of the staff will be harnessed as valuable input on diversity matters. This will be done both passively and actively: Employees will be encouraged to share suggestions with the diversity team. Additionally, the diversity team will host periodic (e.g., quarterly) informal focus sessions, where new ideas can be discussed or developed.

Anonymous input
For direct and anonymous communication with the diversity team, a web form exists on the intranet, which can also be filled in anonymously. This offers a channel for easy, fast, direct, and remote communication. The information will be treated confidentially, also in this case a name is added for further inquiries. Input for the diversity team shall be focused on systemic issues, not on individual cases, for which the confidential advisor is the go-to person.

3h. Diversity-friendly working agreements, culture, and building

Target group: Everyone.

NWO-I strives to provide for working conditions across the institutes that are aligned with the NWO-I central diversity policy. AMOLF implements these jointly with all NWO-I institutes. Provisions include:

- Policies for employees regarding fertility treatments, parental leave, and childcare policies for everyone, special leave policies for societal, care, or legal duties (NWO-I CAO and UVR).

- Possibility for employees to declare childcare cost if childcare is required to enable business trips (e.g., conferences) (NWO-I CAO and UVR).

- Providing work experience for people with a disadvantage in / distance to the labor market (In Dutch, "Participatiewet").

- Policies for celebration of special days beyond Christmas and Easter.

- Membership in all NWO-I institutes of Workplace Pride

- Joint organization of LGBTQ+ social events

- Procedures and sanctions in case of reported (sexual) harassment.

These central provisions are not always easy to find, since they are listed in the CAO/UVR. We will improve our intranet to optimize findability.

Target group: Everyone.
AMOLF in addition strives for the following working arrangements:

- Parenting-friendly planning of meetings, adjusting the start and end times of meetings such that there are 'family friendly', e.g., ensuring that by default no institute meetings end after 16:30, that evening/dinner meetings are a rare exception, and that meeting schedules avoid school holidays.

- An AMOLF hybrid working/working from home policy that is well-calibrated to work, studies, and family life. AMOLF has started this policy in Spring 2022, and it will be evaluated in Fall 2022.

- For postdoctoral scholar positions, principal investigators will determine on a case-by-case basis if the project allows employment on a part-time basis (at least 32 hours) basis and will indicate that possibility in the job advertisement. This is not possible for all positions, given that grant durations/conditions often impose limitations.

- AMOLF provides two confidential advisors, one internal to AMOLF, and one external. The institute assigns the AMOLF confidential advisor as an LGBTQ+ contact person.

Target group: people with physical disabilities.

- We will improve and accredit the AMOLF website regarding accessibility for the disabled.

- We will improve and accredit the AMOLF building regarding accessibility.

Target group: non-binary people, transitioning people

- We will signpost all gender-neutral sanitary facilities.
- HR facilitates processes wherein a person's chosen name at AMOLF (ALIDA database) differs from that on official documents and the changing of name.

4 Evaluations (how and frequency)

<u>4a. Indicators (work satisfaction indexing, demographic background/nationality)</u>

Target group: everyone.

Work satisfaction
An employee survey will be used to evaluate how AMOLF as the workplace is perceived in terms of diversity, inclusivity, equality, and fairness. For people working at AMOLF only briefly, such as MSc students, an exit survey or interview will be explored.

Statistics and quota
Currently, the percentage of male and female employees within different groups of personnel (separated into MT / permanent scientific staff/tenure track staff / PhDs / PDs / MScs / support) is tracked to evaluate the success of the recruitment measures and the creation of a gender-equal environment. It will be explored if it is possible to collect additional data (e.g., non-binary gender identification, ethnicity, country of origin, scientific disciplinary backgorund) to expand the statistics to a more comprehensive view of diversity.
As regards target quota, in the past GEP for some measures target gender quotas were introduced for instance for representation of women in the "Groot colloquium", and gender diversity in tenure track candidate shortlists. These have proven useful quantitative instruments. We observe that with the broadening of scope to more general diversity and inclusion, the broadened ambition should not come at the *expense* of gender representation targets.

<u>4b. Data collection and monitoring</u>

Target group: everyone.

Employee surveys
A work satisfaction survey will be sent out annually. This will help to track progress, keep alive the diversity and equality discussion, and highlight the importance attached by the institute to a socially safe work environment for everyone. Questions in such a survey will address the physical and cultural environment and include questions about if and how personnel experienced, discussed (and hopefully resolved) various forms of discrimination and undesired behavior. From the implementation point of view, we note that NWO-I will organize a work satisfaction survey bi-annually which covers a variety of topics, including diversity and working culture. To avoid unnecessarily replicating efforts, AMOLF will participate in this bi-annual cycle, and in the other years use its diversity survey. Additionally, an exit questionnaire will be established to reflect on the overall employee experience and ensure the future tracking of the alumni.

Assessment
The diversity team will evaluate the survey results to assess whether targets are met. If not, the plan will be adjusted accordingly.

<u>4c. Interaction with Management Team</u>

The AMOLF Management Team meets with representatives of the diversity team at least twice a year, in order to monitor progress and timeline of the initiatives (timeline see Chapter 5), to discuss the implementation of upcoming actions points, and to discuss new initiatives, e.g. in light of the collected input of points 4a, b, or in light of developments at AMOLF and NWO-I.

5   Planning/timeline

The timeline is shown in the Gantt chart below:

	2022	2023	2024	2025
New Recruitment Tools				
Highlight diversity philosophy and actions on the AMOLF website and social media.	Implement	Review	Review	Review
Screen the website and vacancy advertisements for gender-neutral texts	Implement	Review	Review	Review
Ask PIs for active scouting (send ads for TTs/PhDs/PDs to at least 5 female PIs in the network)	Review	Review		Review
Add part time option in job ad, when project allows		Implement	Review	
Onboarding				
Review and improve the orientation package	Implement			
Include the buddy system in the Training & Supervision document	Implement			
Training				
Practical bias & inclusivity training for leadership		Implement		
Create new online training for all employees		Implement		
Role models				
Consider/revise general diversity in visiting role models	Review	Review	Review	Review
Find an assessment parameter for role-model diversity		Implement		
Exchange best practices with other institutes		Implement		Review
Include diversity agenda item in prize nominations	Implement			
Pilot provision childcare	Implement			
Sub-team formation and meeting organization		implement	implement	implement
Leaky pipeline				
Targeted mentoring		Implement		
Tracking high potentials		Implement		
Piloting internship scholarship		Implement		
parenting friendly meeting times the norm	Implement			
Consultation and Assessment				
Establish an anonymous consultation form	Implement			
Satisfaction survey	NWO-I	AMOLF	NWO-I	AMOLF
Establish exit interview		Implement		
LGBTQ+ contact person	Implement			

Self-reflect on plan/targets		Implement		Review
Culture				
Signposting	Implement		Review	
Change of chosen name in ALIDA database	Implement			
Accredit building		Implement		Review
Accredit website			Implement	Review

6 Resources (e.g. time, budget)

6a. ID team

The ID team is currently formed by a diverse group of highly motivated (permanent and non-permanent) employees at different scientific and technical career stages. At the moment, a core team has been established to coordinate the actions described above. However, some of the actions will be delegated through the formation of specifically designated sub-teams, which will include at least one core team member.

The number of members in the core team (i.e. 6) is an ideal balance between having enough diversity and remaining decisive. However, to prevent any systemic bias, the team composition will be refreshed over the years. The expected long-term dedication of the team members is between 2-5% of their work time, although it may be higher in the first months of the foundation of the team.

6b. Diversity Awareness Events sub-team

Sub-teams will be formed yearly to organize the yearly Diversity Awareness Event (DAE), which also includes the Women in Science Day. The sub-team will be formed by 3-4 employees, which will organize these yearly events in consultation with the Institute Manager and could use the support from the Secretarial and Communication departments at AMOLF.

The available budget will be discussed yearly with the Institute Manager and will be used for the mini-workshops, rental of the venue (if necessary), or social activities.

6c. Unconscious bias training sub-team

Related to the annual Diversity Awareness Event (DAE), we would like all employees to take an unconscious bias training. This training could consist of taking an online test beforehand and attending a workshop during the DAE, delivered by a professional agency. This will require a sub-team, other than the DAE sub-team, to conduct exploration.

6d. Onboarding package sub-team

As described in Section 3b, a new information package (e.g. booklet, or electronic equivalent thereof) for new employees will be created. Since this topic was also identified from the perspective of improving the PhD and postdoc training program, we recommend that a team will be formed in which both the diversity perspective, and the academic training perspective are represented. This team should also include representatives from HR and Communications.

7 Annexes

7.1: Annex - Male/female ratio in recent years

	31-12-'18			31-12-'19		
	M	V	V	M	V	V
	People	People	%	People	People	%
Administrative support	10	21	68	10	20	67
Technical support	52	4	7	49	3	6
Interns	27	16	37	17	12	41
PhD-student	38	22	37	38	21	36
Postdoc	17	4	19	16	3	16
Tenure-track group l.	4	2	33	2	2	50
Tenured group leader	11	1	8	13	0	0

	30-09-'20			01-10-'21		
	M	V	V	M	V	V
	People	People	%	People	People	%
Administrative support	9	22	71	8	19	70
Technical support	51	4	7	51	4	7
Interns	20	3	13	16	10	38
PhD-student	39	19	33	42	18	30
Postdoc	15	2	12	12	4	25
Tenure-track group l.	2	2	50	1	2	67
Tenured group leader	13	0	0	14	1	7