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Colorful theme:
Looking through the lens. It reflects the frontpage as well as the study topics of our scientists.
Dear RISE members, dear members of the Faculty of Science,

The past two years, September 2017-September 2019, are emphasizing the establishment of diversity of members of the scientific society. This was seen also in mainstream publications, e.g. history was rewritten by Els Kloek within “1001 vrouwen in de 20ste eeuw” in which the absolutely amazing discoveries of strong women were described that were not highlighted in current history books. Also within our faculty huge international prizes were awarded to women. Think of Ewine van Dishoeck receiving the Kavli award and Laura Heitman receiving the EFMC Young Medicinal Chemist in Academia prize. Additionally, 25 new female professors were appointed at Leiden University during the Westerdijk year 2017. The visibility of female scientists at top positions is increasing. We as RISE (Researchers in Science for Equality) are happy to be part of such amazing equality moves, and feel that we have reached a tipping point in which the value of women at top positions no longer needs to be discussed. Nevertheless, important points of attention remain. We are still far from equality in the number of top positions held by women at our faculty and a culture change is required to tackle unconscious biases towards women in science. The past period we have amongst others focused on inequality in payment, gender differences in the results of the personnel monitor, and trainings to stimulate the personal and professional development of our members.

Where the first two years, September 2015-September 2017, of RISE very successfully laid the foundations for the network, these second two years have confirmed that RISE has grown into a valuable community of female researchers and into an appreciated partner providing solicited and unsolicited advice to the Faculty Board based on the views of RISE members. Over the past two years the network has matured, which is evident from the increase in the number of active members and the extension of the Board of RISE. Hereby we present you, with great pleasure, the second biennial report of RISE, the Researchers in Science for Equality network. The mission and aims of the network, as well as an overview of the events and activities we (co-)organized for RISE members, other employees of the Leiden Faculty of Science, and the general public are described.

We are proud of our members and hope that RISE and gender equality will rise even more with your help. Please do not hesitate to contact us if you have any questions.

Miranda van Eck  
Professor of CardioVascular and Metabolic Therapeutics  
Leiden Academic Centre for Drug Research

Martina Vijver  
Professor of Ecotoxicology  
Institute of Environmental Sciences

Irene Groot  
Associate Professor of Operando Heterogeneous Catalysis  
Leiden Institute of Chemistry
Researchers in Science for Equality (RISE) is the network for female scientists of the Faculty of Science, Leiden University.
The mission of RISE is to build an inspiring work environment for female scientists, to stimulate their personal and professional development and advance their careers to top positions in science. Additionally, we aim to enhance the visibility of female top researchers at the Faculty of Science and raise awareness of the importance of gender equality in the scientific staff by providing solicited and unsolicited advice to the Faculty Board and Selection and Appointment Committees.

Target group: female scientists at junior postdoctoral level and beyond at the Faculty of Science, Leiden University.

Aims of the network:

• To create an inspiring community in which female scientists can exchange ideas, innovations and expertise related to sciences
• To enhance the visibility of female top researchers at the Faculty of Science
• To organize activities focused on personal and professional development
• To facilitate mentoring activities
• To advise the Faculty Board on their diversity policy
• To initiate strategic partnerships with other local, national, and international female networks

The RISE network is run on a voluntary basis by female scientists of the Faculty of Science.

The board (2019) exists of three members: Prof. dr. Miranda van Eck, Prof. dr. Martina Vijver, and Dr. Irene Groot.

Van Eck and Vijver are the founders of RISE (2015). Dr. Irene Groot has been an active RISE member since the start of RISE and officially joined the board as of January 2019.

The Board
The members of RISE are key to us; their commitment and dedication to the network make it possible to accomplish the objectives of the network.

To become a member of RISE, women are asked to complete an online subscription form. Membership is free of charge. Members receive our newsletter several times a year, get informed about events that are organized, and are consulted on a regular basis for input in discussions at Faculty or University level.

Since the launch of RISE in September 2015, 92 women from the eight institutes of the Faculty of Science, Leiden University have joined RISE of which currently 75 are active members.
The distribution of the members over the different institutes is as follows:

<table>
<thead>
<tr>
<th>Institute</th>
<th>% members of targeted group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mathematical Institute (MI)</td>
<td>14</td>
</tr>
<tr>
<td>Leiden Institute of Advanced Computer Science (LIACS)</td>
<td>38</td>
</tr>
<tr>
<td>Leiden Observatory</td>
<td>60</td>
</tr>
<tr>
<td>Leiden Institute of Physics (LION)</td>
<td>71</td>
</tr>
<tr>
<td>Leiden Institute of Chemistry (LIC)</td>
<td>38</td>
</tr>
<tr>
<td>Leiden Academic Centre for Drug Research (LACDR)</td>
<td>48</td>
</tr>
<tr>
<td>Institute of Biology Leiden (IBL)</td>
<td>60</td>
</tr>
<tr>
<td>Institute of Environmental Sciences (CML)</td>
<td>78</td>
</tr>
<tr>
<td>Guests</td>
<td>=13</td>
</tr>
</tbody>
</table>
ALESSANDRA CANDIAN STUDIES
THE CHEMICAL EVOLUTION OF
AROMATIC MOLECULES
IN THE INTERSTELLAR MEDIUM.
Strategic partnerships

RISE embraces the collaboration with other women’s networks, both inside and outside Leiden University to aid in the achievement of our goals and to increase impact.

At Faculty level, we are in close connection with LIACS and LION that are very active in promoting amongst other the Ada Lovelace Lecture series, the Ladies Physics Day and the Ladies Informatics Day for prospective students, and the Girls&Women in Science Day at the Faculty.

At University level, the founders of RISE, Prof.dr. Martina Vijver and Prof.dr. Miranda van Eck and RISE member Prof. dr. Annemarie Meijer were part of the core group of prominent female scientists of the seven faculties of Leiden University (including representatives of the women’s Network Vitaal of the Leiden University Medical Center) that took the initiative to erect Leiden University’s Women’s Network SOPHIA. The network is named after the first female professor at Leiden University, SOPHIA Antoniadis (1895 - 1972). From 10 July 1929 to 1955 she was a professor of medieval and modern Greek.

On November 22, 2017 SOPHIA was officially launched during the Leiden University Diversity Symposium “How inclusion makes diversity work”.

As part of the core group that took the initiative to erect a women’s Network for Leiden University as a whole, Prof. dr. Miranda van Eck represented RISE during the launch of SOPHIA by vice-rector Prof. dr. Hester Bijl. At the symposium, our women’s network RISE was mentioned by our Dean Geert de Snoo as a best practice within the university.

Annemarie Meijer uses zebrafish to study infections caused by intracellular pathogens.
The mission of SOPHIA is to promote a better work environment and better opportunities for women through structural changes in the system and culture of Leiden University. The network is formally recognized as discussion partner by the executive board of Leiden University and supported by the Diversity Office and Human Resources Management (HRM). It acts as an umbrella network used by academic women (networks) of the faculties (see figure).

The University Women's Network has a meeting with the Executive Board twice a year and is supported by HRM and the Diversity Office. Meetings with Prof. dr. Hester Bijl were held at 23 February, 2017, June 8, 2017, June 6, 2018, and November 2018.

Moreover, several other meetings were organized by SOPHIA, including a meeting on October 12, 2017, focusing on which issues women at Leiden University want to have addressed by the Executive Board. A brainstorm was held around the questions:

* What needs to be done?
* What barriers do you encounter?
* How can we remove these barriers?
* What should the network do?

On March 15, 2018 a SOPHIA lunch meeting was organized with presentations by Dr. Inge van der Weijden and Dr. Thed van Leeuwen, senior researchers at the Centre for Science and Technology Studies (CWTS).

At the national level, we are in contact with several female networks on issues of common interest, including the Dutch Network of Female Professors (LNVH) and DEWIS, the platform for gender and diversity policy at TU Delft. Our members are also active in European networks, such as the European Women in Mathematic (EWM) network and the European Platform for Women Scientists (EPWS).
ARIANE BRIEGEL IS INVESTIGATING HOW MICROBES USE MOLECULAR MACHINES TO THRIVE IN CHANGING ENVIRONMENTS.
Gender aspects in career progression of postdocs who obtained a VENI grant

Inge presented the results of a mixed method study on gender aspects in career paths of postdocs in the life sciences. She focuses on postdocs who obtained a prestigious personal (VENI) grant from the Netherlands Organization for Scientific Research (NWO). These grants are directed at excellent individual researchers at the start of their career who ‘display a striking talent for scientific research’. Upon analysis of 25 interviews, four clusters or typologies of careers could be discerned: 1) Dedicated tenured researchers with teaching tasks; 2) Dedicated tenured researchers with clinical tasks; 3) Primarily other tenured jobs in academia or healthcare with limited research tasks, or even without any remaining research tasks; 4) Postdoc hoppers, of whom currently one is unemployed. The empirical findings suggest that policies aiming for excellence, like the VENI, do not change the current gendered system and discourse of meritocracy in academia. Interestingly, in the classic cluster, the women do benefit from specific programmes for women in science (Aspasia), advancing their careers towards associate professor relatively faster than their male counterparts. However, what you ‘gain’ in strengthening the gender balance in the classic cluster, you ‘loose’ to the mixed group on the other hand. In the mixed cluster, women explained that they reduced their research effort because they aimed for a more diverse job that tapped into a wider set of skills and capacities, stating that: “research turned into a monoculture of publications and grant applications”.

Strategic partnerships
Visibility

Our websites www.rise.nu and www.rise.science.leidenuniv.nl are the main portals to our activities and mission. The website also presents relevant scientific and media news items, and lists important achievements of our top female scientists.
All newly appointed people at the Faculty are informed about the RISE network using dedicated PowerPoint slides during the obligatory introduction meeting for new personnel (organized on a regular basis by the Human Resources office).

A printed RISE banner is placed clearly visible near the entrance of the administrative wing of the Gorlaeus Laboratories and is used on various public occasions.

We also have business cards and invested in RISE promotion material for distribution at events and special occasions, including RISE pens and socks.

RISE founder Prof. dr. Martina Vijver and prof. dr. Ariane Briegel proudly wear their RISE socks under their gowns.

Also de dean Prof. dr. Geert de Snoo received our colorful RISE pens.

**RISE award**
To recognize outstanding commitment to increasing gender equality at the Faculty of Science, we have implemented the RISE award.

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**Our network is featured on several websites:**
- Bioscience Park community
  https://leidenbiosciencepark.nl/community/networking-community
- LNVH
  http://www.lnvh.nl/site/Networking/Academic-Networks
- Website listing all women networks in the Netherlands
  http://allevrouwennetwerken.nl/project/ri-se-researchers-science-for-equality/

**We have had several mentions in news items and local media, including:**
- A news item on Female Talent at the Faculty (March 2018)
- An opinion article in Mare, Leiden University’s weekly newspaper
  (November 2018, see below)
  https://www.mareonline.nl/assets/Uploads/Documenten/23ed6fc472/Mare-9-42.pdf

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**Mare article published (Nov 15th 2018)**
Laura Heitman focuses on novel chemical and pharmacological concepts to modulate drug targets (more) efficaciously and safely.
Prof. dr. Eric Eliel received the 1st RISE award during his farewell reception as scientific director of the Physics Institute on April 18, 2018.

Prof. Eliel has been a supporter of RISE since the very start of the network. His dedication to increasing gender equality is illustrated clearly by himself in an interview on his term as scientific director:

**In the end, what are you most proud of?**

'I think I contributed a lot to making the institute more diverse and inclusive. It is my job to take away any obstacles that people encounter from their personal situation. If you have young kids, it can be a challenge to attend conferences. For both men and women. I then look for ways for the institute to help. Extra time at the daycare? Fly-in the grandparents? These costs are peanuts compared to what a research group costs, while we let our scientists flourish to the best of their abilities.'

An important aspect of diversity is the ratio men/women. You have proven yourself a champion of gender equality. What was your main contribution to the cause?

'When I just started as director, the Sectorplan Physics and Chemistry was presented, saying that we could hire five new staff members, of which at least one had to be female. At the time, some considered that unwanted positive discrimination. I realized that it doesn’t work if you have to, and that it does work if you want to. So I turned it around: I don’t have to hire a female staff member, I want to hire as many women as possible. I set it as a goal to make LION the most female-friendly physics institute in The Netherlands. Of course this is not measurable, but it gives you a spot on the horizon. And it’s not even about the events you organize, like a women’s lunch or a day for women in science, but what matters is the message you keep conveying as director. I’ve heard from many people that this gives them the feeling that gender issues are taken seriously by the management, and that they find this reassuring.'

RISE members actively participate in public events on gender diversity organized at Faculty and University level.

On February 11, 2018 RISE participated in discussions during a public event at the International Day of Women & Girls in Science organized in the Kamerling Onnes Building by LION.

Since 2015 the United Nations have declared 11 February the International Day of Women and Girls in Science. In 2018 Leiden University organized a public event for over a hundred visitors. At this event multi-laureat (amongst all Spinoza Prize winner and Kavli) Prof. dr. Ewine van Dishoeck provided a lecture on the building blocks of life, high school students presented their ‘profielwerkstukken’, and RISE members Dr. Irene Groot, Dr. Daniela Kraft, and Prof. dr. Miranda van Eck participated in a talkshow on the impact of science on society, hosted by Margriet van der Heijden, physicist and science journalist at NRC.

IONICA SMEETS IS STUDYING THE VARIABILITY IN THE INTERPRETATION OF PROBABILITY PHRASES.
On 9 febr 2019, the International Day Women and Girls in Science was celebrated with a big public event.

About 250 women and girls, but also male visitors, attended the festive program at the Gorlaeus building. The program started and ended with plenary sessions with Kavli Prize winner Ewine van Dishoeck and brand-new Leiden honorary doctor Robbert Dijkgraaf, but also with presentations by Jacqueline Prins, Director Emancipation at the Ministry of Education, Culture and Science, and computer science researcher Félienne Hermans. In between these sessions, visitors got to experience science themselves in workshops and DIY activities. RISE was also there with a stand. At the RISE stand we wanted to hear the visitors opinion about women in the exact sciences. From young children to famous scientists as Robbert Dijkgraaf wrote down their thoughts and opinions on RISE posters. Moreover, Karin van den Boogaert, known presenter of “De Kennis van Nu” and “Science on Air”, was invited at our stand to record visitors opinions. The quotes and interviews recorded that day will be incorporated within a pod cast session that Van den Boogaert currently is developing focused on “The partner behind a strong researcher ... The career of a woman”.

The RISE-board provides solicited and un-solicited advice to the Faculty board on diversity policy and issues identified by the members. Hereto, we meet 2 to 3 times a year with the dean and the policy officer of the Faculty.
Important aims of the Faculty of Science are “improving gender balance and providing an inclusive working and study climate for employees and students”. Hereto, in May 2017 the Faculty launched an action plan with specific actions for the period 2017-2018 (see below the announcement of the action plan). RISE monitors the progress of the action plan during the yearly meetings and requested an evaluation of the achievements in the period 2017-2018.

News item on the aims of the Diversity and Inclusiveness plan 2017-2018 of the Faculty, May 2017
Diversity and Inclusiveness plan 2017-2018 of the Faculty of Science
Improving gender balance and providing an inclusive working and study climate for employees and students are important aims of the Faculty of Science. Therefore the Faculty of Science launches a plan describing actions that will be run in 2017-2018 to promote diversity and inclusiveness at the Faculty.

The objectives of the D&I plan - employees
The Faculty of Science aims to be one of the top three Beta Faculties of the Netherlands when it comes to a good gender balance at the top level of the scientific staff. At the end of 2018 the percentage of women (in FTE) among full professors should be more than 11% and for Tenure track 25%. Although progress has been made during the last years, we think the challenge is to optimize recruitment and scouting procedures for hiring new staff members. The Faculty will adapt the recruitment-and selection processes and will use external funding to appoint Female professors.

The objectives of the D&I plan - students
With respect to the students the Diversity and Inclusiveness plan focuses on two aspects:
- improving the gender balance, especially in the field of computer science and physics;
- creating an inclusive student community in which all students feel at home and receive the support they need.

Therefore, actions with respect to (prospective) female students, international students, bi-cultural students, and students with autism spectrum disorder are included in the plan 2017-2018.

In the period 2015-2017 the percentage of female professors at the Leiden Faculty of Science had risen from only 9% in 2015 to 12.8% January 2017. In 2017, the Westerdijk year, Leiden University as a whole appointed 25 female professors of which 3 at the Faculty of Science. The Westerdijk year was named after Johanna Westerdijk, the first women who became professor at a University in the Netherlands in 1917. The 100-year anniversary of her appointment was celebrated with a year of festivities. Moreover, the Ministry of Education, Culture and Science made 5 million euros available for the appointment of 100 female professors as an incentive to stimulate diversity in the top of Dutch Universities.
IRENE GROOT AIMS TO UNDERSTAND THE RELATIONSHIP BETWEEN CATALYST STRUCTURE AND PERFORMANCE AT THE ATOMIC SCALE.
Diversity policy advice to the Faculty

March 8th 2019
International Women’s day

Role models are key to inspiring the next generation. Fifteen female professors therefore celebrated International Women’s Day with girls aged between 12 and 16. Although the number of women at the (academic) top is increasing, we’re not there yet.

All of the Leiden professors who were appointed with a Westerdijk grant last year were invited to a celebration to mark International Women’s Day on Friday March 8th. They were asked to bring along a girl aged between 12 and 16. Daughters, neighbors, daughters’ friends, friends’ daughters… alongside the 15 professors, 12 girls joined in the celebration at the Academy Building.

An important other achievement at the Faculty is that staff members involved in the recruitment of new employees for staff positions are requested to follow a workshop on Implicit Bias. Workshops are planned in the period April – October 2019 (see box). This is expected to reduce unconscious, inaccurate judgement of female talent in the recruitment processes, but also in the recognition of in-house talent at our Faculty.

Announcement of the Implicit Bias Workshop

Implicit Bias Workshop
We feel more familiar with people who look like us than people who differ from us. Research shows that those who are ‘different’ are judged differently. Our brain is simply built like that, but sometimes it does obstruct us. David Brock (neuro scientist 2015) puts it this way: ‘If you have a brain you are biased’. Bias is about unconscious behavior. It is important to create awareness about the own bias so that it is possible to act consciously yourself.

The Faculty of Mathematics and Natural Sciences strives for a good gender balance and therefore requires extra attention for the prevention of bias during the recruitment and selection process. In order to support the institutes, Van Iren Consultancy was asked to develop a practical workshop.

Each institute is offered a workshop to work with its own cases and questions. The workshop is for everyone who’s regularly involved in the recruitment and selection of new colleagues. The following focal points are central:
- What is bias, how do our brains work?
- How is bias influenced and how does it influence the group dynamics
- What is gender diversity and cultural diversity
- What is the role of bias in discussions, decision making and assessment
- And how are we going to work on this in practice
JETTY KLEIJN INVESTIGATES CONCURRENT HISTORIES OF DISTRIBUTED SYSTEMS AND THEIR UNDERLYING CAUSAL ORDER STRUCTURES, FROM DIFFERENT POINTS OF VIEW.
Diversity policy advice to the Faculty

Upon invitation by the Executive Board, on July 13 2018 Prof.dr. Miranda van Eck participated in a meeting with an independent committee for the review of Diversity and Inclusivity (D&I) Policy at Leiden University.

This committee was appointed by the Executive Board with the request for advice on the future approach to policy based on the discussions held with administrators, employees and students. The committee greatly appreciated the achievements of the Diversity Office and Diversity and Inclusivity Policy, but also formulated some clear advices, including amongst others (see original source for the review and full list of recommendations: Review Diversiteits- en inclusiviteitsbeleid Universiteit Leiden, July 6 and 13 2018):

- to investigate whether the institutes are a logical starting point for implementation and evaluation of the D&I policy.
- to make management agreements on D&I with the faculties and institutes so that the Board of Governance has a means to deploy more administrative power.
- to transform the Diversity Office into a central expertise center that is supported by the centers of expertise and policy departments of the University’s administrative office.
- to conduct more research into various D&I issues and possible solutions for this (evidence-based instruments).

The RISE-board also provided unsolicited advice to the Faculty board. An important topic in the period 2017-2019 was equal payment of male and female scientists at our Faculty (see dedicated section below for more details).

Examples of other points that were addressed:

- How to achieve a further rise in the number of women in the scientific staff. We inquired whether the Faculty could look into the possibilities for scholarships specifically for women to attract female top talent and also discussed the ambition to fill 50% of the Sectorplan positions with women.
- Results of the personnel monitor. RISE requested to add a gender dimension to the analysis of the results of the personnel monitor (see page 29 for details).
- How to deal with PhD students and/or postdocs entitled to a pregnancy leave. RISE indicated that this should be accounted for in the “output agreements” of a tenure tracker or by providing an extension of the output deadline of the tenure tracker (for women and men!).
- Report of the Dutch Network of Women Professors (Landelijk Netwerk Vrouwelijke Hoogleraren - LNVH) on harassment at universities (May 2019) and the recommendations in the report, and specifically the importance of Confidential Counsellors.
- Adjustment of several regulations, including the Faculty regulations, in which the scientific director is addressed with “he”. We requested for a switch to he/she.
- Recruitment procedure for the new Dean of the Faculty of Science. We requested a board member of RISE to be added to the selection committee. Prof. dr. Miranda van Eck was included in the committee and discussed in the committee the importance of a diversity expert to prevent implicit bias and will address inclusion and importance of diversity policy at the Faculty in the interviews with the candidates.
- Points that the Faculty wants to bring to the attention of the Board of Leiden University via SOPHIA, the women Network of Leiden University in which also RISE is represented. Specifically, it was discussed how the Leiden University diversity office can be of help to the Faculty for diversity-related issues.
JOKE BOUWSTRA’S RESEARCH FOCUSES ON THE SKIN BARRIER FUNCTION IN INFLAMMATORY SKIN DISEASES, IN WHICH SHE COMBINES IN VITRO SYSTEMS WITH THE OUTCOME OF CLINICAL STUDIES.
Payment gap or not at the Faculty of Science?

In August 2016 the report of the LNVH Financial Reward of Men and Women in Science was published (see LNVH report). At universities women only work 1 hour less a week as compared to men. Nevertheless they receive on average a lower salary as compared to male colleagues of the same age with the same job level. At the assistant professor level no deviation between genders is seen. At the associate professor level slight deviations are seen. Among professors this difference is a shocking 438 euro per month and many reasons can be underlying this difference. Although we did not know the exact numbers for Leiden University at that time, we expected that a similar problem holds for women at our Faculty of Science.

Therefore, on March 15th 2018, during a RISE breakfast meeting we discussed the Gender Pay Gap as well as RISE activities for 2018. In a meeting with the Faculty Board RISE was informed that, based on the results of the LNVH report and analysis of the overall results at Leiden University, an independent investigation was performed at our Faculty of Science to find out if a similar problem holds for female scientists at our Faculty (see box on page 27 for the results). RISE and its members highly appreciate that this independent research into the numbers at our Faculty was performed. It clearly shows that the Faculty board acknowledges the importance that women at our Faculty are rewarded equally. During the breakfast the underlying causes and possibilities to close the Gender Pay Gap were discussed. A possible reason that came across was that female scientists do not (or are not very good) at negotiating a raise. It appeared that several of the participants of the meeting never considered that they could actually ask for a raise when e.g. a very important research grant was obtained. Moreover, it was discussed that it is currently unclear if there are any gender differences in the “dowry” that scientists receive upon appointment as tenure tracker or professor. The general idea was that women might be satisfied earlier. So, as women at the Faculty of Science we really need to stand up more! RISE therefore encourages everybody to discuss their pay in relation to the Gender Pay Gap at yearly Performance & Development interviews.

March 15th 2018 annual meeting on closing the pay gap

The breakfast was held in De Stal to celebrate International Women’s Day. The theme of this year was Press4Progress.*

Mail send to faculty at Nov 5th 2018, Equal Pay Day

LIESBETH DE LANGE DEVELOPS ADVANCED MATHEMATICAL MODELS THAT ARE ABLE TO ADEQUATELY PREDICT DRUG CONCENTRATIONS AND EFFECTS IN HUMAN BRAIN
Official announcement of the results of the Pay Gap analysis at the Faculty of Science, June 18 2018

Analysis of salary differences male/female UL FWN
From: Faculty Board
Date: 06/18/2018

Reason:
In June 2017 a report was published by Prof. dr. Dr Belle Derks on the financial reward of male and female scientists at Leiden University. Derks states that the pay gap at the Faculty of Sciences is relatively large. This pay gap can be found in particular in the job category Professor 2.

The Faculty Board has had an additional analysis carried out to get a insight in the results of the Belle Derks report. The raw data from 2016 used as input for the Derks study was used for the additional analysis.

The following questions were addressed:
• Are the same salary differences found as in the Derks report?
• What are the differences between function (levels) UD, UHD, and professor?
• What are possible explanations for the salary difference?

The following variables have been included in the analysis:
• Age (in 2016)
• Sex
• Position (assistant professor, assistant professor, professor)
• Function level (1 or 2)
• Salary scale (directly related to job level)
• Step in salary scale
• Gross salary in full-time employment (to be calculated from salary scale and step)
• Scope of the appointment in FTE
• Total amount of allowances received

Conclusions:
1. Are the same salary differences found as in the Derks report?
   Apart from minor differences, the same salary differences were found that are described in the Derks report. Not all differences are statistically significant, but in that case there is a strong trend.

2. What are the differences between function (levels)?
   The pay gap can be seen most clearly in the positions of associate professor and professor. There, the difference between individuals is strikingly large, both among men and among women. A difference in salary can also be observed among assistant professors, but that difference is much smaller. Analyses at the professor level are difficult given the low number of women in that position.

3. What are possible explanations for the salary difference?
   Since all employees in principle go up one step each year in terms of salary, it is a logical explanation that many women are promoted at a later age and are therefore in a lower step than their male colleagues of the same age.

Points for attention for the Faculty board and Scientific Directors:
• Do men and women receive a salary increase just as often in addition to the periodic increase (for example as a result of a special performance)?
• Is it decisive when the career path is followed internally or that the employee is recruited externally? A switch from employer is an excellent opportunity for good salary negotiation. For example, a brief inventory showed that only 25% of female professors were recruited externally, compared to 43% of male professors.
• Is the salary always negotiated in the same way with men and women?

Follow-up approach:
• All individual cases that deviated from the average group were examined. This did not show a disadvantage for women who were rated lower. Therefore, no correction has been made for those cases.
• From now on Human Resources will always advise the Faculty Board on the salary scale classification in case of promotions to associate professors and professors. Specific consideration is given to the previously completed salary steps. It may be advised to correct this.
• The analysis on the Belle Derks report has ensured that awareness has again been raised for equal pay between men and women. The Faculty Board will include this as a fixed topic of discussion during the annual fleet review interviews with the Scientific Directors of all institutes.
MARTINA VJIVER IS SEARCHING FOR THE BIODISTRIBUTION OF NANOPARTICLES WITHIN ALIVE ORGANISMS.
Gender differences in results personnel monitor

Upon request of RISE the Faculty Board has investigated gender differences in the results of the latest personnel monitor. We noticed that on some topics women have rated the situation at our Faculty considerably lower than men. Standing out is the fact that women do not advise Leiden University as an employer to others.

<table>
<thead>
<tr>
<th>Leiden University as employer</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am satisfied with Leiden University</td>
<td>7.3</td>
<td>7.3</td>
<td>7.2</td>
</tr>
<tr>
<td>I feel at home at Leiden University</td>
<td>7.5</td>
<td>7.5</td>
<td>7.5</td>
</tr>
<tr>
<td>I support the objectives of Leiden University</td>
<td>7.5</td>
<td>7.6</td>
<td>7.4</td>
</tr>
<tr>
<td>I am proud of Leiden University</td>
<td>7.2</td>
<td>7.2</td>
<td>7.3</td>
</tr>
<tr>
<td>I would recommend Leiden University as employer with others</td>
<td>5.1</td>
<td>6.0</td>
<td>3.6</td>
</tr>
</tbody>
</table>

Source: Gender analysis (April 2019) of Personnel Monitor Leiden University, Effectory, April 2018

The Faculty Board has taken this result very seriously and asked RISE to discuss the outcome with the members of RISE.

On Monday July 15 2019, a RISE meeting was organized dedicated to this topic in collaboration with Eveline Castermans (HR adviser) and Nienke Sneevliet (HR adviser and diversity officer of the Faculty of Science). The aim of the meeting was to learn more about the reasons behind the low score and what can be improved at Faculty level. During lunch, this important topic was discussed in small groups.

Conclusions of the meeting were:
- RISE members were positive about the fact that the Faculty has diversity as a focus point and that the board is willing to listen to employees and make a change.
- In general the members conclude that practical matters are well provided for by the Leiden University Labour Agreement and Policies, from getting started at work to help with housing for international staff, as well as introductions to spouse policy. The general opinion is that you need to be proactive and specific if you want to obtain employee benefits. Cultural differences may then obstruct access to these benefits.
- During the introduction weeks for new staff members, University rules/employee benefits are explained. This is extremely useful. After 3 to 4 years of employment at the Faculty many career aspects will have changed. A refreshment and update on employee benefits for the new stage of the career would be helpful to acquire a good insight in career supportive benefits.
- Scientists feel attached to an institute. The Science institutes have strong local environments, it is difficult to tell apart if a policy is institute bound or general practice within the university. This can lead to a variation in scores amongst institutes or individual research groups. Within some research groups the convenient practice to "never change a winning team" brings in challenges. Why change the modus operandi that has proven itself successful in the past? Members noticed that this is mostly unintended, but female scientists are overwhelmed by it and are discouraged to speak out in a male dominated group.
- Promotion of an active bystander workshop for employees at all levels, men and women, is recommended to change the general work culture.
- It is advisable for group leaders as well as management staff to follow workshops like on the imposter syndrome or gender bias (top down enforced, as opposed to on a voluntary basis).
- The RISE meetings are perceived as very helpful in advising peers, as well as sharing responsibilities. Organisation of intervision sessions in small groups, either via RISE or via the human resources department, is considered useful.

- It is recommended that the involvement of men in gender diversity actions is enhanced, e.g. by actively rewarding this in the yearly assessments. Moreover, in recruitment processes attention should be paid explicitly to the attitude of candidates towards diversity policy. To improve diversity at the workplace it is essential that not only diverse candidates are attracted, but also scientists with a positive attitude towards promoting diversity.

After the meeting, an anonymized report was written on the outcome of the meeting, which will be discussed with the Faculty Board. This will help the board in policy making and implementation of changes to improve how women at the our Faculty rate Leiden University as employer.
RISE aims to stimulate the personal and professional development of its members. Therefore, activities focused on personal and professional development to help them to achieve their goals in science are organized.

In the period September 2017-September 2019 several workshops were organized for our members, free of charge. In addition, we bring workshops organized by e.g. the Diversity Office of Leiden University or other Women’s Networks to the attention of our members. Below a selection of the workshops is presented.
**November 23 2017 - RISE Workshop “Academic Leadership”**

Organizer: RISE
Trainers: Angelique Reijntjes and Franciska Dekker, Eva Wiltingh B.V.
Number of participants: 10; members of RISE

Academic Leadership asks for a thorough analysis of your specific situation and a defined plan as where the priorities lie. Goals of the workshop were to define and explore academic leadership, explore the crucial factors for your own effective academic leadership, and explore and define your vision on and goals for your specific circumstances in academia. The workshop was received well by all the participants, in particular the discussions amongst participants and feedback by the trainer.

In the period Jan-feb 2018, Eva Wiltingh also provided individual coaching on effective personalities for members of RISE.

**About the trainers**

Eva Wiltingh B.V. is an expertise center for Academic Leadership, Training and Coaching. “Academics often acquire a leadership position based on professional knowledge and not based on leadership skills. In practice, academic leaders, professors and associate professors often encounter problems with leadership. The leadership training courses of Eva Wiltingh B.V. offer academics the opportunity to gain insight into their leadership style and improve their leadership skills. Tailor-made leadership training and cross-pollination takes place and our professional trainers and actors work exclusively with their own case studies, so that the learning objectives of the participants are 100% achieved.”

[https://evawiltinghbv.nl/](https://evawiltinghbv.nl/)
MIRANDA VAN ECK AIMS TO IDENTIFY NOVEL TARGETS FOR INTERVENTION IN CARDIOVASCULAR AND METABOLIC DISEASE AND TO DEVELOP THERAPEUTIC STRATEGIES.
Personal development

**June 18 and October 1 2018 - RISE Workshop “Bluff without a blush”**

Organiser: RISE  
Trainer: Emile Mazerant  
Participants: 16 (June 2018), 17 (October 2018); members of RISE

Men don’t seem to be bothered showing their qualities, and just as easily they add that extra bit. Women tend to be more modest, finding it difficult to claim just who they are and to show their worth, risking being overruled. But hey, if you don’t show it, how should they know what you are worth? That’s for you to do! Be it during salary negotiations or at the meeting table: we feel the need to be truly seen and heard. Now, how do you claim that position you deserve?

During this short, interactive and energetic workshop, participants experienced how to take the stage in a way that suits them best.

**Less buts, more guts!**

When we talk bluff, we don’t mean pretending to be who we’re not. We do mean presenting yourself in a way that shows your worth, without hesitation and unnecessary modesty. You will experience to take the stage with confidence and being powerful in words and body-language. That’s what we call bluff without a blush. A small step for men, often a giant step for women.

**About the trainer**

Emile Mazerant trains people to improve: using applied improvisation techniques, humor and creativity to help you take that extra step. In the way Emile works, he unlocks the potential of people and facilitates them to apply it with full confidence.

Emile combines his year-long experience in business, creativity, innovation and improvisational theatre in his work as lecturer Innovative Thinking (Nyenrode Business University) and with his own company (Idee en Praktijk) in all sorts of interventions, to stimulate, facilitate, coach and train people to feel equipped, safe and confident to take the (next) stage, step into the unknown and unlock their full (creative) potential.  
[https://www.ideeenpraktijk.nl/](https://www.ideeenpraktijk.nl/)

**November 27 and December 6 2018 (different times) LU Workshop “Active bystander”**

Organiser: Diversity Office Leiden University  
Trainer: Scott Solder  
Participants: people employed at LU

This award-winning ‘Active Bystander’ workshop provides staff and students the skills to challenge unacceptable behaviours, including those which may have become normalized over time. This one-hour workshop focused on:

- Overcoming fear and paralysis in challenging situations  
- Using the right words and expressions when challenging behaviors  
- How to tackle ‘micro-inequities’, including eye-rolling, sighing, constant interruptions and unconscious bias

**About the trainer**

Scott Solder, executive coach, trainer and facilitator – developed this groundbreaking workshop on how to challenge inappropriate behavior, bullying and harassment in the workplace (used successfully at for example Imperial College London).
VIVI ROTTSCÄFER DEVELOPS MODELS FOR DRUG BINDING AND TRANSPORT AND ANALYSES THESE.
Today's researcher is expected to do much more than just excellent research. You're also expected to let the world know about the great work you are doing. Whether that is through publishing your work in high-impact journals and presenting at conferences or through writing for the general public, appearing on television or radio, or interacting with the public online. All of it is meant to create visibility for your work and for you in order to gain the funds, scholarly recognition and public backing needed to make your career as a scientist successful. In this workshop participants explored ways to increase their visibility through both scholarly and science communication.

Topics covered included publication methods, collaboration partners, researcher identifiers, social media, and more.

Using their own laptops, participants were introduced to the use of the VOSviewer to visualize bibliometric networks, Open access publishing, ORCID, and the use of Social Media to improve your visibility.

VOSviewer: Useful to 1) identify influences (for collaborations/ to follow influential experts), 2) know what journals to submit to (not only based on impact factors), and 3) learn about the latest trends and groundbreaking articles.

Open Access publishing: Leiden University asks all researchers to place their articles in the repository (2017). Leiden University pays for 8000 journals the open access publication costs. NWO – requires immediate Open Access H2020 allows an embargo of 6 – 12 months, but after that Open Access is asked.

We advise you to create an ORCID number – unique linkage to your publications. See further https://www.bibliotheek.universiteitleiden.nl/onderzoek-en-publiceren/wetenschappelijk-publiceren/altijd-herkenbaar-doi-en-orcid When you connect your research output to your ORCID, your work can always be attributed to you correctly.

The main advantages:
• Using ORCID enhances the findability and the visibility of your publications and your research data. Systems such as Web of Science and Scopus offer their users the possibility to search on the basis of ORCID identifiers. Research results which are associated with an ORCID can be found more effectively in such bibliographic databases.
• As a global system, ORCID is not linked to one university in particular, and this means that you can easily take all the information associated with ORCID with you when you accept a position at a different university. Information about your new publications can be added automatically to your ORCID record, by making use of the auto-update functionality.
• Additionally, ORCID makes it easier for you to keep your list of publications in LUCRIS up-to-date, since it is also possible to import data from your ORCID profile.
• You have complete control over the visibility settings of all of your information, as explained in the ORCID.

Social Media
- Movies, videos always catch the eye
- Take care what you want to post: so think and then post
- Social media requires time, as it takes time to build an audience
- Fit the medium to your message.
RISE has the ambition to facilitate community building and mentoring to help our members to achieve their career ambitions in science. Building a community equals meeting each other to get to know one another and to strengthen bonds.
“Alone, we can do so little; together, we can do so much”
Helen Keller

“If you want to go quickly, go alone. If you want to go far, go together.”
African Proverb

Therefore, in the period September 2017-September 2019, RISE organized several meetings to facilitate community building and also brought meetings organized by Leiden University to the attention of our members. Below a selection is presented.

March 15 2018 – RISE breakfast meeting “Closing the Pay Gap”
Organiser: RISE
Participants: 6; members of RISE

Topics discussed during this breakfast meeting include:
• Closing the Pay Gap: At universities women only work 1 hour less a week as compared to men. Nevertheless they receive on average a lower salary as compared to male colleagues of the same age with the same job level. Among professors this difference is a shocking 438 euro per month (see LNVH report). Although we do not know the exact numbers (yet) for Leiden University, probably a similar problem holds for women at our Faculty of Science.
• We discussed the possible underlying causes and more importantly how we can Press4Progress to close the pay gap.
• Activities for 2018, such as helping each other with grant proposal writing, professional and personal skills training such as practicing interviews for VENI/VIDI/VICI, and scientific collaboration.
• Collaboration with SOPHIA and the topic we want bring to the attention of the Executive board of Leiden University.
YULIYA SHAKALISAVA IS DEVELOPING MICROFLUIDIC DEVICES FOR THE ANALYSIS OF EXTRACELLULAR VESICLES.
Community building and mentoring

November 13 2018 – Meeting “Why community is key”
Organiser: Leiden University

Leiden University believes it is important that all staff and students feel welcome and at home in the academic community. Only then can everyone work to their full capacity and get the best out of themselves. Diversity has many facets: ethnicity, gender, sexual orientation, health, religion, age and socio-economic background are just some of them. Leiden University wants to offer an environment in which everyone feels at home and is accepted, and with which they can identify. Each year, with the help of many people, our university is getting closer to being a place where all experiences can be shared, and where open-mindedness and innovation thrive. This raises a number of questions: Are we in fact on the right path? How do you together create an academic community in which diversity and inclusiveness are safeguarded? What should such a community look like, how can you as a member of staff or a student contribute to this community, and what obstacles might you come across? These are the themes of the annual diversity symposium to be held this year.

November 29 2018 – RISE network lunch “Get connected”
Organiser: RISE
Participants: 14; members of RISE

This lunch was organized without a dedicated agenda, just to have lunch in an informal setting and allow our member to make new contacts and get deeper connected with the other female scientists working at our Science faculty. We discussed science and diversity over an excellent free lunch from Dames Dietz!

An important topic that came across was the outcome of the additional analysis that the Faculty Board has had carried out on the results of the Belle Derks report on the Pay Gap at Dutch Universities.

March 29 2019 – RISE network lunch
Organiser: RISE
Participants: 13; members of RISE

Topics discussed during this lunch meeting include:
- The effect of “life-changing events” (e.g. having a baby, becoming ill, having to take care of family members) on your work, contract, tenure track schedule. In Groningen, they recently increased the period of a tenure track position to seven years, in case of “life-changing events”. What is our opinion on this; would this also be good to have at our Faculty, and should that not also be the case for PhD students and Postdocs? We would like to hear the opinion of our members and examples of cases (women AND men) and possible solutions for the persons involved.
- The official reaction from the Faculty Board to the pay-gap analysis at our Faculty between men and women. We had a meeting with the Dean, Geert de Snoo, about this, and we have asked him for an official reaction that we can share and discuss with the members.
- New roles in RISE: as of January 2019 Irene Groot has joined the board of RISE. Annemarie Meijer and Miranda van Eck are representing RISE at the university network SOPHIA.
Activities organized by RISE are supported by grants from the NWO funding program ASPASIA, awarded to Prof. dr. Martina Vijver (2014), Prof. dr. Miranda van Eck (2014), and Dr. Irene Groot (2018).

In 2018, Dr. Irene Groot obtained an ASPASIA grant from NWO. In consultation with the board of RISE, she has decided to spend the diversity part of the grant in the framework of the RISE network. The ASPASIA diversity proposal of Irene Groot focuses on the organization of a faculty-wide (scientific) symposium (the first one will be held on November 21, 2019) and on an extension of the personal effectiveness courses for tenure-trackers with a module focusing on the specific concerns of female tenure-trackers. The latter will be scheduled within the coming months.

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Annually 60 euros is paid for the website domain.
For further information please contact:
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