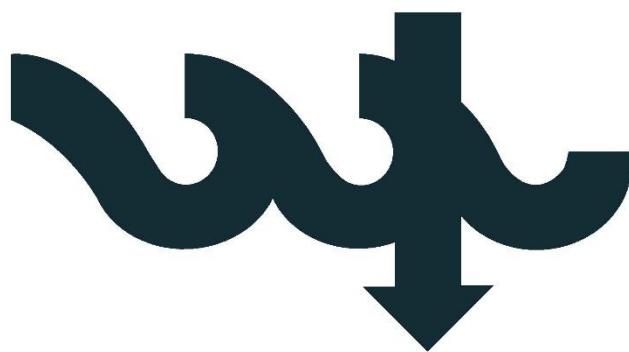


GENDER EQUALITY PLAN
ISRAEL OCEANOGRAPHIC &
LIMNOLOGICAL RESEARCH
2024-2026



חקר ימים ואגמים לישראל
ISRAEL OCEANOGRAPHIC & LIMNOLOGICAL RESEARCH

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1. Introduction

1.1. IOLR gender equality mission statement

Israel Oceanographic and Limnological Research (IOLR) was established in 1967 to generate knowledge for the sustainable use and protection of Israel's marine, coastal and freshwater resource. As such, it aims to create and implement a scientific and technological research base of the seas and lakes of Israel for the benefit of the national economy and society. Among other things, IOLR recognizes that without establishing a diverse and inclusive working environment and culture, its research objectives cannot be fully achieved.

In this first Gender Equality Program (GEP) of IOLR, we suggest a plan that aims to create an environment that is sensitive to the principle of equal treatment and opportunities in all areas: science, technology and administration, as well as establishing a family-friendly work culture. The plan is setting guidelines for future activities in order to enhance gender equality and monitor applications of the GEP. This is not only restricted to the scientific personnel, but fair access and equity is also ensured for the managerial, technical, administrative and support staff.

1.2. [Institutional Commitment towards Gender Equality] Alon Zask (Director general)

IOLR has decided to take important steps regarding gender equality in the institute, however there is still a long road ahead. For the first time, we have compiled a plan to execute such an important mission. We have evaluated the status of men and women in IOLR to assess the reality of our working force regarding equal opportunities. Additionally, we have reviewed the most up to date governmental laws and instructions regarding laws of sexual harassment and gender equality programs and how they are or should be applied in our institute. Following the evaluation, we identified several gender gaps and inequalities. The current gender equality plan is a guide to address the existing biases. We have a responsibility as a governmental institute to take action to promote structural change to encourage gender equality. It is also a new approach to our scientific activity achieving scientific excellence while promoting an inclusive and diverse community in our institutes. Beyond the plan, IOLR is aware that it is important to promote these issues on all levels and create task force and

representatives that will ensure the involvement of our working force and students as a community.

1.3. Dr Tamar Guy Haim (commissioner for gender equality and female empowerment in IOLR)

I am research scientist (head of Zooplankton Ecology Lab) at the National Institute of Oceanography, IOLR, since October 2018, and since August 2022, I have served as the head of the Marine Biology department. As the commissioner for gender equality and female empowerment in IOLR, I am committed to fostering an inclusive and equitable work environment, promoting gender equality and empowering women at all levels in the institute and largely, in marine research. I recognize the importance of diversity and inclusion in driving innovation and excellence in scientific endeavours, strive to eliminate gender-based discrimination, and cultivate a culture of respect, diversity, and empowerment that benefits our institution and the broader community. The Gender Equality Programme of IOLR is a crucial first step in setting and achieving these goals over the next few years.

1.4. Status report – gender balance in the organization

At the end of 2023, the total number of staff in IOLR is 161 employees with 58% of which were men and 42% were women (Fig. 1). This analysis shows an almost balanced representation of women and men in the total staff in IOLR. In the management the men-to-women balance is improved, since until 2022 it was 100% male dominated (Fig. 2). It should be noted that as the highest managerial staff in IOLR includes only 3 people, any change of one personnel will shift drastically the balance either way. The analysis also shows a balanced image when looking at the data of research assistance staff (Fig. 3). However, higher in the career ladder, women in the researchers' staff (ranked or not) are much less represented (~20%) whether it is per department, institute, or in total (Fig. 4 and Table 1). IOLR has three research centres in different locations: the National Institute of Oceanography (NIO) that serves as IOLR Headquarters in Haifa, the Yigal Alon Kinneret Limnological Lab (KLL), and the National Center for Mariculture in Eilat (NCM). In NIO, there is the lowest percentage of ranked women scientists (Table 1), and male dominance in the different departments is preset. In the departments of Marine Chemistry and Marine Geology and Geophysics there is 100% male dominance (Table 1). There is only one ranked woman researcher in the other departments

(Marine Biology and Marine Physics), and the balance changes to 10-33% women of ranked scientists. In the two other research centers (KLL and NCM), there are 2 ranked women scientists each, which brings the overall balance to ~30% of ranked women in all institutes. Nonetheless, the 3 main laboratory managers are all females with a PhD degree and hold independent research (Table 1).

Finally, an analysis of the internal scholarship (Yochai Ben-Nun scholarship), given to graduate students every other year, shows that more women students have been awarded with scholarship than men over the past 4 years (Table 2).

- **General gender distribution of IOLR employees (2019-2024)**

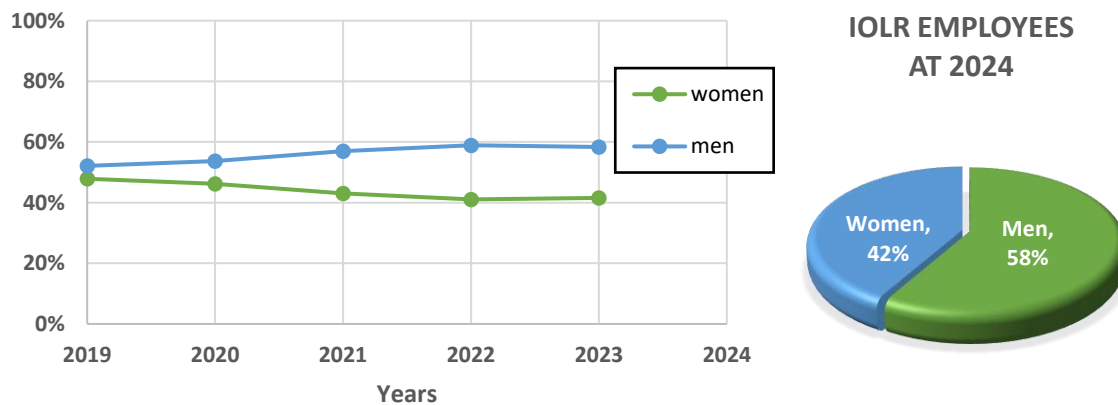


Figure 1: IOLR % employees between 2019 to 2023 by gender.

- **IOLR management**

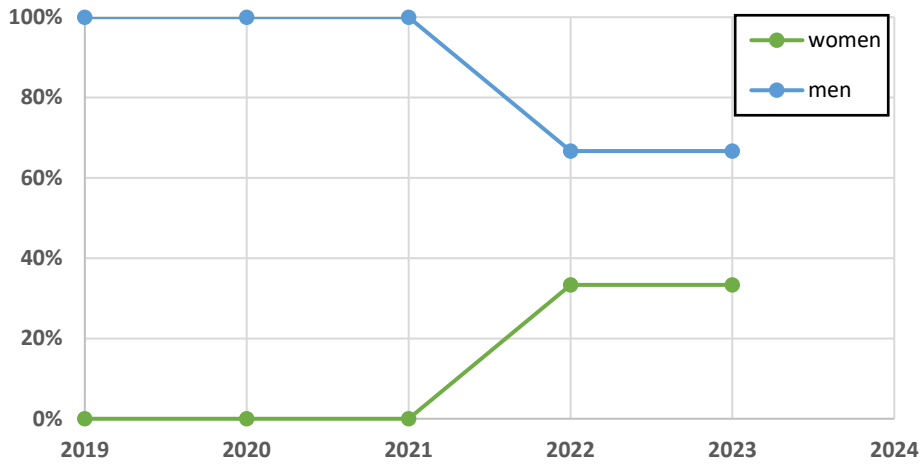


Figure 2: IOLR management between 2019-2023 by gender. (Note that there are 3 people in managerial positions and any change results in high fluctuations in percentage)

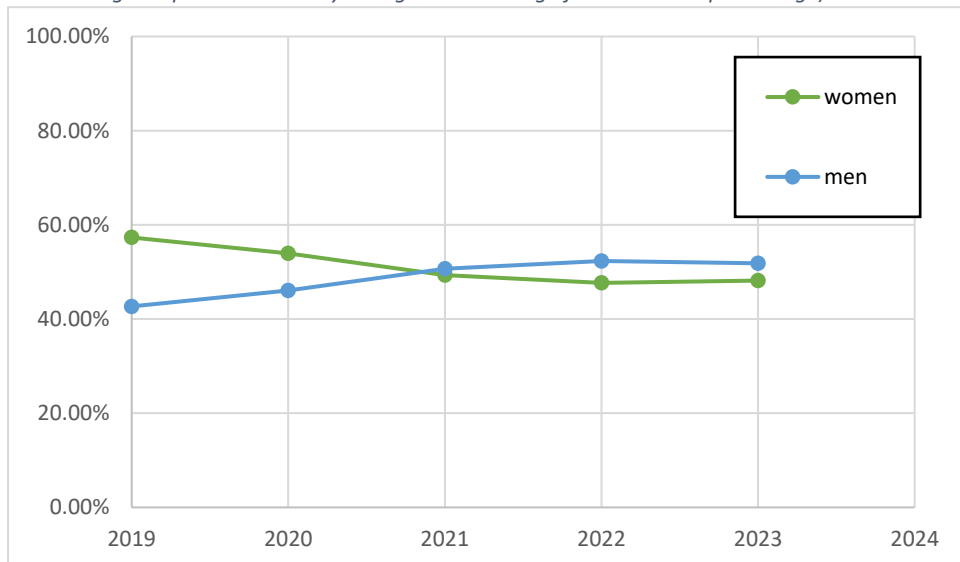


Figure 3: % of IOLR research assistance staff by gender.

- **Research assistance staff**

- **Scientists with rank**

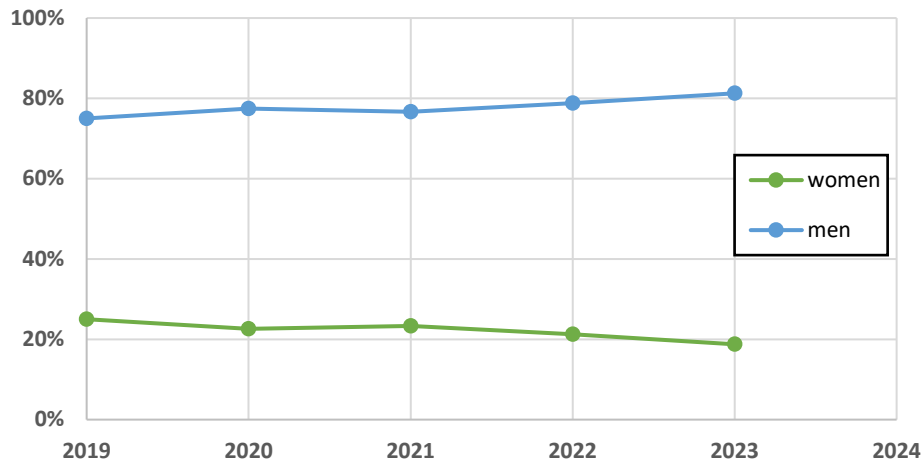


Figure 4: IOLR % ranked researchers between 2019-2023 by gender.

- **Researchers by department / research centres (2024)**

Table 1: % Women researchers (in rank) by department/research centre.

	Total researchers	Researchers (Women)	% of total researchers	With research rank*	% of total researchers
National oceanographic centre	20	4	20%	2	10%
• Physical oceanography	3	1	33%	1	33%
• Marine biology	10	3	30%	1	10%
• Geophysics & marine geology	3	-	0%	-	0%
• Marine Chemistry	4	1	25%	-	0%
The Kinneret Limnological Laboratory	13	3	23%	2	23%
The national centre for mariculture	7	2	29%	2	29%
Total	40	9	23%	7	18%

*Research rank of the Scientific Civil Service, akin to academic PhD and professorial degrees

Table 2: Women % among IOLR internal scholarship (Yochai Ben-Nun scholarship) recipients

	2020	2021	2022	2023
% Women among scholarships winners	60% (3/5)	*	100% (2/2)	*

* Years scholarships not given

Legislation and policies in Israel and IOLR regulations

As an affiliated unit within Ministry of Energy and Infrastructures, IOLR is required by law to meet a variety of conditions assuring gender equality and women empowerment.

1. Israeli legislation and law

- The Israeli law guarantees equal opportunity in employment for all genders (The Equal Opportunity Act, 1988). This includes the right to equality in hiring and pay.
- The Law for the Prevention of Sexual Harassment (1998) defines sexual harassment in broad terms. The law details the rights of harassed persons and the duties of employers to prevent harassment, imposing personal responsibilities upon business owners and managers.
- Since IOLR is a government-owned corporation, it is also subject to the directives of the Government Companies Authority. A directive dedicated to the promotion of equal rights for women in government-owned corporations requires all such companies to actively promote equality in management.
- IOLR is subject to The Mandatory Tenders Law (1992), which imposes affirmative action in acceptance of qualifying tenders offered by women-owned businesses.

2. Government decisions to promote women.

- Governmental decision no. 1697 (2014) was set to promote women in the public service regarding the improvement of human capital management mechanisms in the public service and maximizing the potential of human capital in the public service.
- Governmental decision no. 454 (2020) further determined the need for adequate representation of women in senior positions at a rate of at least 50%, through various measures such as: mandatory reporting on the proportion of women in senior-leading staff positions and about the implementation of the guidelines regarding appropriate balance of representation of women in the

examining committees, designating positions for women in all ranks and continuing to operate a database for the promotion of women candidates for senior positions.

- According to the Citizens Empowerment Centre and the Israel's Women's Network Reports¹, the major gaps in the application of governmental decisions no. 1697 (2014) and no. 454 (2020) are mainly (1) Adequate representation of women in senior positions (2) Report on the representation of women in Examining Committees and Recruiting Committees; and (3) Narrowing of wage gaps.
- Governmental decision no. 1563 (2010) set the appointment of commissioners to promote the status of women in government companies. According to the Civil Service Commission² the commissioner is jointly responsible with management to implement a practical policy in four core issues: promoting women and their adequate representation; balancing the two foci of human power - employee well-being and career integration; training and professional accompaniment for supervisors on gender equality; ensuring a safe work environment and promoting awareness of the prevention of sexual harassment, with emphasis on zero tolerance.

3. Institutional culture

As the national oceanography research institution (a non-profit government corporation, and PBC -public benefit corporation), IOLR is obligated and acts according to the above-mentioned governmental decisions:

- Since 2017, IOLR is required to have an adequate representation in management positions in government companies (Art. 13 §a & §b)
- In all IOLR research centres there is a commissioner appointed to ensure a safe work environment for women and promoting awareness of the prevention of sexual harassment.

¹ March 2022 report <https://www.ceci.org.il/wp-content/uploads/2023/10/Women.pdf>

² 2022- דו"ח שוויון מגדרי בשירות המדינה <https://www.gov.il/he/departments/publications/reports/gender-equality-report-csc-2022>

Objectives

The overarching objective to achieve gender equality in IOLR is to promote structural and sustainable changes that would be visible in the institutional regulations, processes, and practices. To achieve this objective, IOLR's GEP is concentrating on 5 goals:

Women's equality in research: career progression and development

Institutional governance: gender balance in decision-making processes and bodies

Gender supportive and well-being in workplace (work-life balance)

Gender dimensions in research

Inclusive communication

Working plan

Goal 1: Women's equality in research: career progression and development

Although in the general distribution, women in IOLR constitute more than 50% of the employees, the detailed level distribution shows that the representation of women among ranked researchers in the institute is notably low.

Following this initial GEP, it is suggested to promote the following objectives in IOLR:

- Balance gender representation, particularly regarding researchers
- Maintain gender balance in job applications.
- Equality in career progression
- Equality in salary levels
- Promote work-life balance.

Responsible bodies: Management, HR, Department Managers

Actions:

1. Proactively identifying women in under-represented fields, including active scouting of women through research networks, for example.
2. Designing a framework promoting pay equity.
3. Monitor and evaluate gender balance in promotion boards.

Targets:

1. Increase women representation in scientists' applications.
2. Advocate gender-neutral job advertisements and applications
3. Annual event presenting corrective measures for work-life balance within the institute.

Goal 2: Institutional governance: gender balance in decision-making processes and bodies

- Proportional gender representation in key leading positions and governance bodies.
- Proportional gender representation in decision-making committees.

Responsible bodies: management and researchers

Actions:

1. Monitor and publish gender balance in key positions.
2. Promote balanced gender representation, information campaign and proactive nominations.

Targets:

1. Yearly events presenting role models and providing information of positions profile.
2. Balance or increase in women representation in decision making positions and boards.

Goal 3: Strengthening policies for preventing sexual harassment and unethical behaviour.

- Yearly review of guidelines for inclusive and non-sexist communications
- Workshops and training on gender equity and equality
- Training of gender-wise unethical behaviour.

Responsible bodies: Management and HR

Actions:

1. Provide individual training for new recruits (staff or students).
2. Organize events to discuss sexual harassment protocol, rights and guidelines for each of the different interactions between staff in the institute (i.e. administration, students, scientists, etc).

Targets:

1. New employee tutorial package worded in inclusive and sex-neutral language.
2. Written and updated guidelines.
3. At least yearly event per year in each of IOLR's branches to review rights and protocols.

Goal 4: Gender dimensions in research

1. Establishing a support network and mentoring programs
2. Encouraging formation of heterogeneous research groups to enhance research quality in IOLR.
3. Ensure nonbiased gender budgeting per researcher or laboratory.

Responsible bodies: Management, Scientists and HR

Actions:

1. Holding events to deliver the progress of the ongoing gender equality program.
2. Removing biased language from job adverts; encouraging job seekers of all genders to apply; wording adverts with more qualifications categorized as “desirable qualifications” rather than “requirements”.
3. Review budget per researcher or laboratory for the previous years.

Targets:

1. Once a year, a gender equality review gathering and collecting evaluations.
2. Gender-neutral templates for recruitment on all staff levels.
3. Measures for funding evaluation in the next GEP reviewing gender distribution resources by lab or researcher.
4. Collect feedback from women staff members to assess the effectiveness of implemented initiatives and identify areas for improvement.

Goal 5: Inclusive communication

- Develop gender equality support services and infrastructure.
- Develop gender equality know-how and best practices.
- Enable inclusive language (as the Hebrew language is gender biased)

Responsible bodies: Management and HR

Actions:

1. Providing unconscious bias training for recruiters, reviewing the language used in advertisements and promoting awareness of language biases in recommendation letters / emails / job posts.
2. Providing unconscious bias training for scientists regarding biases in student evaluation and training.

Targets

1. A yearly training event for scientists and students
2. A digital tutorial for new recruitments.

Evaluation and outlook

As this is the first working plan gender equality in IOLR, there are various internal procedures and measures that require further development. It should be noted though, some procedures or legislation cannot be changed as they require governmental decisions (e.g. salary ranks of directorate positions). Nevertheless, the GEP measures were developed based on an internal review of the current procedures in IOLR, review and the methodology included in GEAR toolkit (Gender Equality in Academia and Research) of the EIGE. Therefore, IOLR aims to continually develop the current plan and to monitor and report annually on the progress of GEP implementation.

- It is recommended to set a board of gender equality with representatives across and outside of IOLR that will evaluate the plan's progress and offer improvements.
- It is suggested to include additional set of data for the next GEP version that will evaluate the salaries and the rate of promotion as well address the issues that are presented in the working planned evaluate the progress following e 2-year time frame of the current plan.