



European Commission

MARIN
2, Haagsteeg
P.O. Box 28
6700 AA Wageningen
The Netherlands
T +31 317 49 39 11
E info@marin.nl
I www.marin.nl

Subject: Gender Equality Plan 2022
Date: July 2022

Dear European Commission,

The board and management of MARIN support the importance the European Commission gives to gender equality and cultural diversity and the aim of gender equality and cultural diversity in applied research and innovation. MARIN believes that a wide range of employees, with knowledge in different areas of expertise, a variety of backgrounds and thus with different viewpoints are important to achieve our aim to innovate and be a learning organisation.

Diversity and Inclusion, especially aimed at female technical talent, is part of one of the nine strategic perspectives in our organisation strategy 2022-2025 'Beyond the Horizon'.

We continue to build an organisation in which we actively promote and practice gender equality as an important element of the broader theme of Diversity and Inclusion. We foster our open work environment and take further steps to be inclusive. We believe that all people in our organisation thrive in a culture in which every person feels safe to speak his or her mind and openly discuss ideas.

To this end, we are developing a Gender Equality Plan, in which the following initiatives will be addressed:

1. We will collect and analyse sex-disaggregated data on personnel and compare this to market standards. We will use this as input for our Gender Equality Plan. We will monitor the progress of our organisation every year.
2. MARIN offers training and development opportunities to all our employees. As part of our Gender Equality Plan, we will include the development of awareness training in our leadership training and start training activities on gender equality and/or gender-bias.

3. We have policies that enable a healthy work-life balance: part-time work, flexible work hours, extra 'vitality-leave' and an individual budget to pay for extra days holiday. These are part of our standard C&B package for all our employees. In the aftermath of the Corona lockdowns, we also implemented hybrid working. Employees can choose to work part of their working week from home. To facilitate this, we have IT-tools and a budget available.

We continue to monitor the work-life balance and adapt when needed. Our organisational culture is well perceived by our employees in our two-yearly employee satisfaction survey. For the next survey (2023) we will include specific gender-based questions related to Diversity and Inclusion. In some parts of our organisation we need to pay extra attention to work-life balance. Being aware of a healthy work-life balance will be promoted as part of our Gender Equality Plan.

4. In our recruitment and career progression efforts, we will benefit from the initiatives mentioned in the previous paragraph. We promote gender equality in our recruitment and career progression. As part of our recruitment plan we showcase our culturally and gender diverse staff, so people of different backgrounds and gender are able to recognise that they are welcome in our organisation. Career opportunities are the same for both sexes. However, we will need to investigate whether there is unconscious bias in our organisation and how we value different behaviours that lead to promotions and management positions.

In order to create a larger springboard for the longer term, we need to pay special attention to raising the interest of school girls in Maritime Technology together with the maritime sector in The Netherlands. We will participate in programs aimed to inviting girls at secondary schools to visit technical institutions like MARIN and continue to participate in activities targeting female technical students.

5. The Board and Management Team of MARIN support gender balance in leadership, as this improves the quality of decision making. Improving the balance in our leadership need to be achieved step by step. First of all, we will need to strengthen our leadership potential, build internal networks, support growth with training programmes for potentials and hiring future potentials. We will create opportunities for a wide range of talent to interact with the Management Team to become part of preparations and decision making on a number of management topics.

MARIN actively encourages our female project managers to take an active role in projects with external exposure. They are setting the example that women have an equal role in our Research Projects. We are creating role models for new generations.


6. MARIN's research focuses on hydrodynamics, physics and mathematics. These fields of research are gender-neutral. However, in our research projects in human-machine interface we will integrate the gender dimension into the research content where relevant.

7. MARIN has policies in place against gender-based violence, including sexual harassment. We have internal and external support readily available in case an employee feels the need to discuss an issue or make a complaint. These options for support will be communicated to all staff members from time to time, so our employees can find the relevant channels should an issue arise. Every year, our independent confidential counselor reports on how many employees have contacted these confidential counselors. Fortunately, this is zero to none in our organisation. We also actively communicate that we do not tolerate bullying and violence in our organisation as part of our communication. With our open-door policy and management that is clearly visible within the organisation, we practice that we are open to feedback and to discuss issues. We practice what we preach.

Led by the HR department, and fully supported by the board and the Management Team, we dedicate budget and time to implement measures along these seven lines, that will grow our gender equality. In the second half of 2022 MARIN will develop a detailed plan and start with the implementation of this plan.

With our intentions and the development of our plan, we underline our commitment and are convinced that we will contribute to gender equality in research.

Yours sincerely,
MARITIEM RESEARCH INSTITUUT NEDERLAND

A handwritten signature in blue ink, appearing to be "dr. ir. B. Buchner".

dr. ir. B. Buchner
President