

NRG | PALLAS Statement on Inclusion, Diversity, and Gender Equality



At NRG | PALLAS, we are working towards an inclusive and diverse organisation because we are convinced of the value of inclusion and diversity for employees and for NRG | PALLAS. We recognise each other's potential, we harness and develop it. We offer equal opportunities to and value the contributions of employees regardless of religion, culture, ethnicity, gender, age, and sexual orientation. If we can improve in this, we address each other and we want to be addressed in order to actually improve. This is how we optimise our organisation and create an environment in which employees can enjoy working and perform to the best of their ability.

INTRODUCTION

Gender equality is an important part of the broader theme of 'inclusion and diversity' and thus of NRG | PALLAS's ambition to strengthen our culture. NRG | PALLAS's concrete ambitions for gender equality are outlined in this Gender Equality Plan (GEP) and have been translated as far as possible into concrete objectives.

Our GEP also fulfils the expectations of the European Commission's Gender Equality Strategy 2020-2025. The European Commission is committed to promoting gender equality, including within the framework of the Horizon Europe programme for research and innovation. The goal is a European Union where "*women and men, girls and boys, in all their diversity*" are free to follow their own life paths, have equal opportunities to develop, and can participate and lead our European society on an equal footing. This effort also contributes to sustainable development objectives.

The following sections describe NRG | PALLAS's ambitions and approach to gender equality. In this plan, we include the elements recommended by the European Commission:

1. Work-life balance and organisational culture
2. Education
3. Gender balance in leadership and decision-making
4. Gender equality in recruitment and career development
5. Measures against gender-related violence, including sexual harassment
6. Data collection and monitoring
7. Specific means and responsibilities

The plan will be reviewed annually and adjusted if necessary.

1 WORK-LIFE BALANCE AND ORGANISATIONAL CULTURE

The right work-life balance is key to creating a stimulating and performance-oriented organisational culture.

NRG | PALLAS is committed to creating a culture that all employees – regardless of education, religion, culture, ethnicity, gender, age, and sexual orientation – need in order to contribute to the organisational objectives.

Our working conditions contribute to a healthy work-life balance for our employees. Thus, we make it possible to:

- work part-time in any job and at any level if this is possible for the execution of the function;
- offer maximum flexibility with regard to working hours and work location if the work that needs to be done allows for it;
- buy additional leave in addition to regular days off and flextime;
- take a sabbatical for a certain period of time if desired by the employee concerned;
- take leave to care for family members who are ill or in need of assistance and to make use of various types of maternity and spousal benefits (in accordance with statutory provisions).

Quantitative analyses in the areas of remuneration, performance appraisal, and promotion show that the indicators for men and women at NRG | PALLAS are similar. At the same time, it is recognised that there is room for improvement in some areas, such as the percentage of women in senior management and executive positions and development opportunities for women.

We take this very seriously and work towards an inclusive and diverse organisational culture and strive for gender equality in our executive and senior management positions.

Measures and objectives

For 2023-2025, we do not define specific objectives for working conditions related to gender equality. We will monitor current indicators and make adjustments if necessary.

Regarding the organisational culture, we aim to improve the awareness, knowledge, and skills of all managers (decision-makers) and employees, not only with regard to gender equality but also with regard to other diversity and inclusion themes.

From 2023-2025, we will

- continue to use our employee satisfaction surveys to enable us to respond to signals and potential differences with regard to gender equality;
- invest in an inclusive organisational culture. We will support this through:
 - a. Dialogue: this is a productive approach to encourage empathy for and interaction with different groups, exchange perspectives, and create awareness. Managers are encouraged and supported to initiate dialogue in their units and departments..
 - b. Awareness: in 2023, we will share information on inclusion, diversity, and gender equality, such as interviews and experience stories, through internal communication channels (intranet, internal presentations, etc.) among others. Where possible and useful, we will join national and international campaigns on this topic.

2 EDUCATION

NRG | PALLAS offers its employees numerous training and development activities. Continuous development is crucial for personal and professional growth and for a knowledge-oriented company like NRG | PALLAS.

NRG | PALLAS offers self-leadership and work-life balance courses to all employees. We encourage everyone to draw up a personal and professional development programme. Every year, we offer a select group of incoming talent a two-year trainee programme.

All programmes focus on personal and professional growth, interpersonal skills, and team development.

Measures and objectives

From 2023-2025, we will pay specific attention to gender and cultural inclusion in our educational activities by adding new training modules to the internal programme and by including the topic of gender diversity and inclusion in our relevant courses.

3 GENDER BALANCE IN LEADERSHIP AND DECISION-MAKING

Gender balance in NRG | PALLAS's management (leadership, decision-makers) represents a clear added value for the quality of decision-making. NRG | PALLAS considers it essential to set a good example (for young, female staff, among others).

Function / function level	NRG			PALLAS	
	% men	% women		% men	% women
Supervisory Board	75	25		75	25
Board of Directors/Management	85	15		100	0
(Programme) Management Teams	n.v.t.	n.v.t.		85	15
Department heads	89	11		69	31
Other managers				100	0

Measures and objectives

Our ambition for 2023-2025 is to:

- further improve the gender balance in our leadership. We will consider a combination of who is needed for the job and who is needed in the team and organisational context;
- be mindful of the impact of unwanted gender bias in our regular evaluation of the performance of the organisation's leadership;
- strengthen the knowledge and skills of leadership and HR regarding unbiased selection and recruitment processes.

4 GENDER EQUALITY IN RECRUITMENT AND CAREER DEVELOPMENT

For the employees, NRG | PALLAS is committed to a gender-balanced representation that at least matches the outflow of graduating students from university, college, and ROC with degrees relevant to NRG | PALLAS. According to Statistics Netherlands (CBS), in 2020, 55% of graduates in mathematics and natural sciences were male and 45% female. Among engineering graduates, it was 67% men and 33% women.

In terms of career development, we found that the gender balance is less equal.

The NRG | PALLAS gender balance among:

Function / function level	NRG			PALLAS	
	% men	% women		% men	% women
Engineering specialists	94	6		78	22
Senior engineering specialists	n.v.t.	n.v.t.		100	0
Operational functions	90	10		0	0
Staff functions	59	41		36	64
Consultancy	76	24		n.v.t.	n.v.t.
Total workforce	79	21		67	33

Measures and objectives

Actions 2023-2025:

- strengthening the recruitment process so that it promotes inclusion and diversity. This will be achieved by paying more attention to the composition of selection committees (with members of different ages, knowledge levels, gender, etc.) and by using gender-neutral language in job advertisements;
- encouraging selection committees during the recruitment process to explicitly consider team diversity and offer an awareness-raising video on subconscious bias in recruitment and selection procedures;
- addressing gender equality in imagery used during employer branding efforts on social media;
- increasing the percentage of women at medior and senior level and above. NRG | PALLAS will
 - a. look closely at the outflow of women and respond to possible signals related to gender (dis)equality;
 - b. strengthen the knowledge and skills of HR and leadership regarding unbiased selection, recruitment, and promotion processes.

5 MEASURES AGAINST GENDER-RELATED VIOLENCE, INCLUDING SEXUAL HARASSMENT

NRG | PALLAS considers it important to provide all employees with a pleasant and safe working environment. NRG | PALLAS therefore takes action in the event of undesirable behaviour, which is understood to mean all behaviour by an instigator that causes social, psychological, and/or physical harm to a particular employee and that can also be experienced socially and objectively as inappropriate, offensive, hurtful, and/or threatening. Such behaviour is unacceptable.

Measures and objectives

Actions 2023-2025:

- updating and incorporating existing codes of conduct;
- identifying and discussing the different types and levels of undesirable behaviour in our organisation in the best possible way;
- as management, discussing the annual report of the confidential advisor and sharing and discussing it with our works council(s);
- making information available to all employees on how to act when they encounter undesirable behaviour, whom they can turn to for help, and how to consult confidential advisors.

6 DATA COLLECTION AND MONITORING

The following gender-disaggregated data and indicators relating to staff are reported annually:

- gender balance in the organisation and specifically in management;
- promotions of all employees, including gender-specific disaggregation;
- performance evaluation (scores) for all staff, including gender-disaggregated data;
- absenteeism, including gender-specific disaggregation where possible.

7 SPECIFIC MEANS AND RESPONSIBILITIES

The responsibilities for implementing inclusion and diversity, and specifically gender equality, are linked to our operational processes. The Human Resources department facilitates HR processes (such as recruitment, selection, onboarding, education and development, career planning and training, the performance cycle, HR legal affairs & policy). NRG | PALLAS does this in joint responsibility with the strategic management team.