

Return address: P.O. Box 96800, 2509 JE The Hague, The Netherlands

European Commission

Subject
Gender Equality Plan

Dear European Commission,

The Executive Board of TNO supports the importance the European Union gives to gender equality and the aim of gender equality in research, development and innovation. TNO acknowledges the value of a diverse workforce and its vital role in TNO's innovative strength. TNO expresses its commitment to ensuring the creation of an inclusive working environment where all TNO employees, regardless of origin, gender, sexual orientation, nationality etc., must have the same opportunities, be able to develop themselves as much as possible and – of course – be themselves within the TNO organisation. This is underlined in the TNO code.

Within TNO, support for gender equality is part of a broader ambition to strengthen diversity and inclusion (D&I), which is also stressed in the TNO Strategy for 2022–2025 that we presented to the Dutch Ministry of Economic Affairs and Climate Policy. Below you will find an outline of the diversity and inclusion measures, policies and activities developed at TNO. These will be elaborated upon in the years to come.

GENDER BALANCE IN LEADERSHIP AND DECISION-MAKING

The Executive Board has supported and will keep on supporting gender balance. To underline and demonstrate the Executive Board's commitment, half of the top TNO positions (including on the Supervisory Board, on the Executive Board and among the Managing Directors) are already filled by women. Moreover, four out of nine of TNO's EU managers are women. Of TNO's 3,500 employees, 31% are women and this percentage is growing. Its support staff currently consists of 55% women.

Human Resources

Anna van Buerenplein 1
2595 DA Den Haag
P.O. Box 96800
2509 JE The Hague
The Netherlands

www.tno.nl

T +31 88 866 00 00

Date

29 September 2021

Our reference

2021 HR 070

E-mail

helma.vandenberg@tno.nl

Direct dialling

+31888662888

The General Terms and Conditions for commissions to TNO, as filed with the Registry of the District Court in the Hague and with the Chamber of Commerce and Industry in The Hague, shall apply to all commissions to TNO. Our General Terms and Conditions are also available on our website www.tno.nl. A copy will be sent upon request.

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GOVERNANCE AND DEDICATED RESOURCES

The Executive Board of TNO assures that TNO has dedicated resources and gender policy expertise to develop and implement gender equality measures further. The D&I board – chaired by the Chairman of the Executive Board – has appointed a D&I Officer, Helma van den Berg (helma.vandenberg@tno.nl), who is supported by a D&I team and support staff. The D&I Officer has a budget of more than €100,000 per year to raise awareness, create a diverse and inclusive culture and ingrain D&I in the organisation further.

The D&I team facilitates employee engagement and dialogue; equal opportunities in processes, monitoring and research; and networks and events, such as round-table discussions focused on specific topics (e.g. gender, cultural diversity, having a work-related disability). The aim of the round-table discussions is to facilitate the disclosure of D&I wishes and needs within the organisation. The HR Innovations and People Analytics department is investigating gender-related pay gaps and the origins thereof. Employees have created their own online communities for women, cultural diversity and LGBTQ+ at TNO, which are financially supported by the D&I Officer.

Additionally, we organise celebrations such as flying the rainbow flag and changing our logo for the LGBTQ+ community during Amsterdam Pride, and the D&I Week in October, dedicated to increasing D&I awareness and having open discussions on this topic.

TRAINING AND CAPACITY-BUILDING

TNO offers training opportunities to raise awareness of D&I issues; facilitates leadership training and mentor activities for women, such as the twice-yearly Women in Leadership courses; and regularly organises courses on dealing with unconscious bias for managers and employees.

DATA COLLECTION AND MONITORING

TNO monitors employee satisfaction, including assessments of experienced inclusion; monitors the genders and nationalities of its employees; and regularly hires external parties to assess and benchmark progress in terms of gender equality and D&I. TNO publishes a yearly D&I factsheet for all employees that summarises relevant D&I data within and outside TNO. The D&I Board uses these data in its meetings to set goals, make agreements and monitor targets, such as an increase in the proportion of women at all levels of the organisation. Data are disaggregated where possible, in keeping with the stipulations of the GDPR.

GENDER EQUALITY IN RECRUITMENT AND CAREER PROGRESSION

TNO promotes [D&I-focused recruitment and career progression](#) and has recently investigated the potential of using AI to reduce bias during recruitment processes. D&I is integrated in the TNO onboarding app. TNO closely monitors the proportion of female professors and will lay out a plan to increase the proportion of female professors through mentoring and other measures in early 2022.

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WORK-LIFE BALANCE AND ORGANISATIONAL CULTURE

TNO promotes a healthy work-life balance. In 2019, it launched the 'Fit for your Future' programme to create a vital organisation in which all employees enjoy their work and are in a good mental and physical condition. TNO offers various preventative training courses to employees on topics such as work-life balance, stress and time management, and being a parent.

MEASURES AGAINST GENDER-BASED VIOLENCE

TNO has an integrity advisory board, an integrity reporting centre, a central complaints advisory committee, and an online integrity platform that – among other things – provides information on complaint processes. In addition, TNO has a network of in-house, trained confidential counsellors and offers the possibility to reach out to external confidential counsellors, who can be consulted by employees about problems relating to social behaviour, bullying and/or sexual harassment.

INTEGRATION OF THE GENDER DIMENSION INTO RESEARCH AND TEACHING CONTENT

TNO greatly supports the uptake of the gender dimension in our research activities and external representation. TNO aims to integrate D&I into its research by stimulating diversity in grant applications and recommendations for awards (specifically regarding the male/female ratio). When preparing proposals for EU calls, researchers are reminded of the importance of the gender dimension and diversity in their research and their team. Moreover, TNO organised an external webinar in September 2021 on the gender dimension in European RD&I, addressing aspects of gender vis-à-vis the European Research Area, Horizon Europe, and Gendered Innovations. At the start of Horizon Europe, the gender dimension in RD&I will also be addressed during internal webinars that are regularly organised by the [TNO EU Office](#).

Considering our past efforts and our commitment towards the future, we trust our diversity and inclusion strategy, including the focus on gender equality, will contribute to creating an open, inclusive TNO work environment, resulting in excellent, impactful collaborative research in the European context.

TNO Executive Board,



P. de Krom, MSc
CEO/Chairman of the Executive Board