

DIVERSITY AND INCLUSION PLAN (D&I)

Introduction	2
Pillars for the policy.....	3
1. <i>Organisational culture and awareness</i>	4
2. <i>Leadership</i>	4
3. <i>Recruitment and selection</i>	5
4. <i>Career development</i>	6
5. <i>Specific measures for various groups with specific problems</i>	7
6. <i>Work-life balance</i>	8
7. <i>Training and development</i>	9
8. <i>Gender in training and science</i>	10
9. <i>Measures against violence</i>	11

Introduction

SCK CEN aims to base its activities on a responsible organisational culture, as stated in the ethical charter and in our corporate values. This responsible organisational culture also includes consideration and respect for diversity. We treat each other with respect and dignity, regardless of differences in gender, ethnicity, political beliefs, religion, sexual orientation, age, health status or background.

We recognise that diversity encompasses a broad set of characteristics. The focus in our actions and reporting is primarily on LGBTQIA+/gender, ethnicity, health status and age. Our organisation strives to achieve a diverse and inclusive workplace where all employees feel valued, respected and supported. We believe that diversity makes us stronger and more innovative, and we strive to create a culture where everyone and their unique perspectives are heard, valued and included.

A diversity policy is also intended to include specific target groups in the workplace:

- Persons of foreign nationality and/or origin
- People with disabilities
- Young people
- Experienced people
- Persons of one gender who are underrepresented in relation to the other gender in (a specific segment of) the organisation
- Persons without a *DHSO* (a diploma or document recognised as equivalent to higher secondary education)

How we apply and elaborate the policy can be read in the following chapters. We should of course point out that SCK CEN has always been a knowledge institution and that (at least an A2) degree is still an important requirement for access to a first position at SCK CEN, even if it becomes less important during an individual's career.

We recognise that creating a diverse and inclusive workplace requires dedication and accountability at all levels of the organisation. We will regularly review and assess our progress towards our diversity and inclusion goals, and make adjustments as needed. It is our responsibility to actively tackle discrimination and exclusion, and to strive for an organisational culture that embraces and celebrates diversity.

The following plan for promoting diversity and inclusion (D&I) has therefore been conceived, on the one hand, to raise awareness of our good practices and, on the other, as a call to vigilance to continue to invest actively in them.

By taking concrete actions and living up to our promises and responsibilities, we as an organisation can have a positive impact on the engagement and satisfaction of employees, while contributing to a more inclusive society as a whole.

Pillars for the policy

As a research institution with a passion for science, SCK CEN aims to focus on factual reporting and accompanying analysis. Factual figures on diversity therefore form the basis for this plan. This factual and neutral approach is also followed by SCK CEN in its approach to its personnel: the unique professional qualities of each individual, regardless of gender, age, nationality, ethnicity, political or religious beliefs, etc., are the guiding principle for our decisions.

The report below is based on criteria for which we have data. For example, we currently only have data on whether a person is male or female as regards gender, and data on nationality for ethnicity. If employees have another nationality in addition to their Belgian nationality, they are reported as "with Belgian nationality."

These data on SCK CEN staff are shown below.

Table 1: Evolution of the percentages of male and female employees

	Men	Women
2013	77.97%	22.03%
2020	75.23%	24.77%
2022	75.03%	24.97%

Table 2: Evolution of the percentages of employees with Belgian or other nationality

	Employees with a different nationality	Employees with Belgian nationality
2013	9%	91%
2020	13%	87%
2022	11%	89%

Table 3: Age distribution

	2013	2020	2022
< 26	2.7%	1.7%	1.9%
26-29	5.9%	4.7%	4.4%
30-39	29.5%	30.4%	27.6%
40-49	31.4%	30.2%	31.9%
50-59	24.3%	25.8%	27.0%
60 +	6.2%	7.2%	7.2%

SCK CEN wants to flesh out its D&I policy in the following pillars:

1. Organisational culture and awareness

SCK CEN aims to consciously focus on diversity in its corporate image. For example, the company website and intranet take into account a balance in imagery and topics posted. We also regularly participate in externally organised theme days, such as International Women's Day, Women in Science, etc.

In addition, we try to communicate in a gender-neutral way to all employees, so that everyone feels addressed by the message as well as involved in the organisation. In the personnel data system, for example, it is now possible to indicate "X" for gender in addition to male/female.

We are aware that continued consideration for, and awareness-raising of diversity are (still) needed in our organisation. That is why we want to underline the importance we attach to this through certain initiatives such as reporting the figures, as well as punctual but regular messages or training sessions on diversity.

2. Leadership

SCK CEN strives for a sufficiently diverse representation in management positions and boards, without setting any quotas in advance. Priority is given to the competencies of the person.

The management team is committed to diversity and inclusion by supporting and promoting policies that promote equal opportunities and respect.

Table 4: Evolution of the complement of managerial positions (split by gender and nationality)

	2021	2023
Men	63 (72%)	72 (77%)
Women	24 (28%)	21 (23%)
Non-Belgian nationality	8 (11%)	16 (17%)
Belgian nationality	79 (89%)	77 (83%)
Total number of managers	87 (100%)	93 (100%)

The complement of managerial positions held by women at SCK CEN itself is in line with the gender distribution across the total employee population (table 1: 75% men and 25% women) and between Belgians and non-Belgians (table 2: 89% versus 11%).

Table 5: male and female members of the management team

	2021	2023
Men	6 (75%)	9 (90%)
Women	2 (25%)	1 (10%)
Total	8 (100%)	10 (100%)

Table 6: Male and female members of the Scientific Advisory Committee

	2021	2023
Men	9 (75%)	9 (75%)
Women	3 (25%)	3 (25%)
Total	12 (100%)	12 (100%)

Table 7: male and female members of the Board of Directors as appointed by the government

	2021	2023
Men	8 (58%)	6 (50%)
Women	5 (42%)	6 (50%)
Total	13 (100%)	12 (100%)

The Scientific Advisory Committee and Management team are predominantly male; the Board of Directors has an equal gender balance. The total populations in these bodies are small and 1 person more or less therefore has a large effect on the percentage.

3. Recruitment and selection

Vacancies at SCK CEN are open to all. We make every effort to promote diversity in all our recruitment and selection processes, and strive to attract and retain a diversity of talent. By publishing virtually all job postings in three languages, we encourage applicants with different backgrounds and experience to apply to us. All recruitments are subject to FANC approval and instructions given by the Federal Government.

Vacancies are posted on various platforms that are widely accessible. There is a permanent focus on the gender-neutral wording of vacancy descriptions.

The application process is based on facts and joint support. We ensure that our recruitment and selection processes are objective and inclusive in the following ways:

An initial interview takes place in the form of a jury interview. This jury is composed of several members who assess the candidacy from different points of view: someone from line management, employees with similar expertise, internal customers, HR. We look for the best mix of jury members in terms of gender, management level, expertise, (nationality if necessary), etc. per vacancy. We make sure that the jury does not consist exclusively of members of the same sex. The best candidate is chosen in consensus, based on competencies, motivation and potential.

Table 8: new recruits (gender and nationality)

	2018	2019	2020	2023
Men	47 (72%)	95 (80%)	49 (80%)	32 (73%)
Women	18 (28%)	24 (20%)	12 (20%)	12 (27%)
Belgian nationality	56 (86%)	90 (75%)	45 (74%)	34 (77%)
Non-Belgian nationality	9 (14%)	29 (25%)	16 (26%)	10 (23%)
Total number of new recruits	65 (100%)	119 (100%)	61 (100%)	44 (100%)

Table 9: Age distribution of new recruits

	2023
< 26	6 (14%)
26-29	4 (9%)
30-39	16 (37%)
40-49	12 (27%)
50-59	5 (11%)
60 +	1 (2%)
	44 (100%)

Belgian males were primarily recruited. Most of the new colleagues were between 30 and 49 years old. Of course, this should also be considered in light of these characteristics among the total number of applicants. When applying, however, a candidate does not have to disclose their gender or age, meaning that we cannot report on it. As regards nationality, we have the following data:

Table 10: evolution of number of applicants (nationality)

	2020	2023
Belgian nationality	882 (67%)	595 (66%)
Non-Belgian nationality	441 (33%)	308 (34%)
Total number of applicants	1323 (100%)	903 (100%)

4. Career development

We believe in equal career opportunities for all employees, regardless of background. We assess and promote individuals based on their qualifications, skills and contributions to the organisation.

The starting salary is determined on the basis of factual criteria. Any breaks due to maternity leave or career breaks will not be counted when calculating seniority. That way, SCK CEN ensures gender equality in the area of salaries.

Career development is anchored in two collective labour agreements with rules to avoid arbitrariness and subjectivity. Everyone is encouraged to strive for self-development and pursue their own ambitions. This personal development, in addition to experience and seniority, is the basis for any pay progression.

Moreover, every employee has the opportunity to raise a career progression issue with a committee. This committee will judge whether there has been any unfair treatment during the person's career.

The Works Council (WC) also submits a report on equality in pay more frequently than is required pursuant to the Pay Gap Act 2012. Although it is only mandatory to publish a report every 2 years, we publish a report every year.

Table 11: Pay progression for women and men in relative figures (how many men and women were able to get a pay rise in percentage terms)

	Men	Women
2014	14.83%	15.78%
2021	14.92%	13.99%
2023	14.36%	16.35%

The vast majority of foreign employees have executive status. Looking at the above table for this population we get the following picture:

Table 12: Pay progression by nationality (executives)

	Employees with a different nationality	Employees with Belgian nationality
2023	9.3%	90.7%

This distribution more or less matches the ratio in the general SCK CEN population. The total number of people involved in this table is low in any case.

5. Specific measures for various groups with specific problems

As part of our diversity and inclusion policy, we strive to take care of employees who may be struggling at some point in their lives. Specifically, this includes individuals with health and/or financial concerns on the one hand, and employees from abroad who want to integrate. We take various measures in this regard, or make provisions that ensure these individuals get the support and help they need.

- For example, among other things, an attendance policy and a reintegration policy has been devised, to keep employees at work as much as possible, or lower the barriers to returning.
- Even more specifically, we also ensure that employees who are sick for more than a month do not face a significant drop in their income, by paying them a supplement to their sick pay.
- SCK CEN does not have any labourer statuses either, which means that employees are already better protected in the event of illness, and can also only become temporarily economically unemployed in very exceptional situations.
- In the event of serious financial difficulties, employees can also contact the Social Committee of SCK CEN.
- SCK CEN has a 'residential area' at its disposal, where both singles (students or employees) and families can stay for extended periods of time in a close-knit community.

6. Work-life balance

We understand the importance of a good work-life balance for all employees and offer flexible work arrangements that undoubtedly help employees with care responsibilities or other personal obligations feel supported.

The following measures are therefore taken within SCK CEN:

- An extensive leave system with a contractual 36-hour week
- Flexible working hours schedule
- Possibility to convert the end-of-year bonus into extra leave days
- All possibilities for time credit and thematic leave are supported
- Contractual part-time work is possible
- Possibility to work from home (up to 2 days a week) where possible
- Family-friendly initiatives organised by the social committee
- The 'right to disconnect' has been fleshed out

On working days, we endeavour to make working conditions as family-friendly as possible, for managerial positions as well. One example of this is trying to avoid scheduling meetings after 5.00 pm.

Table 13: Structural part-time work: evolution of part-time employees (gender and nationality)

	2020	2023
Men	9 (27%)	11 (27%)
Women	24 (73%)	29 (73%)
Belgian nationality	30 (91%)	36 (90%)
Non-Belgian nationality	3 (9%)	4 (10%)
Total part-time employees	33 (100%)	40 (100%)

Table 14: Temporary part-time work: evolution of employees on time credit / thematic leave (gender and nationality)

	2020	2023
Men	26 (53%)	68 (64%)
Women	23 (47%)	38 (36%)
Belgian nationality	48 (98%)	103 (97%)
Non-Belgian nationality	1 (2%)	3 (3%)
Total number of employees	49 (100%)	106 (100%)

Table 15: Temporary part-time work: evolution of employees who convert part of a 13th month into additional leave (gender and nationality)

	2020	2023
Men	60 (66%)	98 (67%)
Women	31 (34%)	48 (33%)
Belgian nationality	86 (95%)	134 (92%)
Non-Belgian nationality	5 (5%)	12 (8%)
Total number of employees	91 (100%)	146 (100%)

The number of "less than full-time" employees is growing, both for **structural** and **temporary** part-time work. The total has grown from 173 to 292 employees (+ 69%). Although female employees in particular work part-time on a structural basis (considerably more than their share in the absolute number of employees), this picture becomes more nuanced if we look at the temporary part-time regimes (tables 14 and 15). Whereas 95 male and 78 female employees were employed in some form of part-time work (whether very limited or not) in 2020, in 2023 there were 177 men (+86%) and 115 women (+47%), respectively. Although relatively more women than men still work part-time on a structural or temporary basis, a stronger increase can therefore be observed among the male population.

7. Training and development

Training and education are an essential part of a successful diversity and inclusion policy. We want to ensure that SCK CEN staff have the necessary knowledge, skills and attitudes to work effectively together in a diverse and inclusive environment. By learning to appreciate and embrace all differences (generational, ethnicity, gender, etc.), together we make better and stronger teams and a more powerful organisation.

Training is offered to managers to help them become more aware of cultural differences, diversity, stereotypes and discrimination in the workplace, and how to properly handle this in their teams. By making them aware of their own biases and teaching them how to overcome them, they can contribute to an open and respectful work culture.

In addition, training plays a crucial role in the development of all individual employees themselves within an organisation. It is important that all employees have the opportunity to participate in different education and training programmes, as this can further enhance their knowledge and skills. Training allows employees to learn new skills, stay up-to-date with the latest developments in their field and continue to develop themselves.

We want everyone to have equal opportunities to develop further and therefore have every opportunity for further self-development. To realise this to the full extent possible, our training courses are organised in Dutch and English, and often in French. Offering a variety of learning formats increases the likelihood of matching personal learning preferences, as well as translating to the workplace. The training courses that are organised virtually can also be incorporated into the homeworking policy in this way.

Table 16: Participation in formal training (gender and nationality)

	2023
Men	660 (74.8%)
Women	222 (25.2%)
Belgian nationality	779 (88.3%)
Non-Belgian nationality	103 (11.7%)
Total number of employees involved	882 (100%)

Table 17: Participation in formal training (age)

	2023
< 26	19 (2.2%)
26-29	28 (3.2%)
30-39	250 (28.3%)
40-49	279 (31.6%)
50-59	241 (27.3%)
60 +	65 (7.4%)
	882 (100%)

Given the generally high rate of participation in training courses, the distribution across different groups (gender, nationality, age) reflects the make-up of the general population

8. Gender in training and science

Through SCK CEN Academy, we guarantee the transfer of nuclear knowledge, skills and attitudes of both students and professionals in nuclear fields. For example, SCK CEN Academy has an extensive PhD programme, an internship programme for bachelor and master theses, and organises numerous activities for teachers and students. SCK CEN is aware that investing in knowledge and training is crucial for the future generation, and that sharing knowledge supports new, innovative applications that society as a whole can benefit from.

The programme of the SCK CEN Academy is open to all. Students are carefully supervised by experienced staff.

A PhD student is chosen by the scientific advisory committee so that the most suitable student is selected.

In this way, SCK CEN actively contributes to the future of all scientists.

Table 18: evolution % PhD students (gender and nationality)

	2021	2023
Men	29 (32%)	63 (61%)
Women	61 (68%)	40 (39%)
Belgian nationality	24 (27%)	29 (28%)
Non-Belgian nationality	66 (73%)	74 (72%)
Total number of students	90 (100%)	103 (100%)

SCK CEN supports and encourages women to consider a scientific career. The male-female ratio among PhD students has shifted somewhat in recent times. The majority of PhD students have a non-Belgian nationality.

Table 19: evolution % female and male mentors

	2021	2023
Men	60 (67%)	47 (70%)
Women	30 (23%)	20 (30%)
Belgian nationality	68 (75%)	47 (70%)
Non-Belgian nationality	22 (25%)	20 (30%)
Total number of mentors	90 (100%)	67 (100%)

SCK CEN also has consideration for diversity and gender in its research activities. In social science research, a balanced gender representation among respondents is ensured. Gender is also a factor considered in biomedical research, radiological protection research and modelling.

9. Measures against violence

We are committed to creating a work culture that is inclusive, respectful and free from discrimination. We do not tolerate any form of harassment and will tackle any problems quickly and effectively.

In the work regulations, a separate chapter is dedicated to the prevention of psychosocial risks at work, including, in particular, violence, harassment and unwanted sexual conduct at work.

This document describes, among other things, how SCK CEN aims to prevent this by appointing and training several employee confidants in the organisation and by giving everyone the opportunity to approach them, as well as to speak to the occupational physicians, HR employees or external prevention advisor for psychosocial aspects. The confidants consist of both women (3) and men (3). One of them has non-Belgian nationality.

Moreover, every 3 to 4 years, a staff survey is organised in order to enquire as to general well-being and respect for individuality in particular, as is also described in the ethical charter