



# Diversity & Inclusion Policy

## Including Gender Equality Plan

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# Diversity & Inclusion Policy, Including Gender Equality Plan

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# 1 OUR COMMITMENT

VITO has long been committed to creating a fair and inclusive work environment with a diverse workforce. Thus, over the years VITO has endorsed several initiatives that pay attention to fair and equal treatment, such as the Sustainable Development Goals (SDGs). Furthermore, we also achieved the 'HR Excellence in Research' label.



VITO's commitment was included in the 2019-2023 management agreement, whereby VITO is actively committed to creating and implementing a diversity policy. This policy further explains our commitments. VITO wants to continue to build a fair and inclusive work environment with a diverse workforce.

Within this diversity and inclusion (D&I) framework, VITO integrates the Gender Equality Plan (GEP). With this integration, VITO explicitly supports the European Commission's Gender Equality Strategy 2020-2025. VITO sees gender as an important part of diversity and inclusion and places it under its integral focus on diversity and inclusion. As a research organization, this means that we also integrate a gender-sensitive approach into our research.

Diversity and inclusion also include integrity. In addition to a gender-sensitive approach in its research, VITO highly values scientific ethics and integrity (cf. [scientific integrity](#)).

## 2 OUR VISION ON DIVERSITY & INCLUSION

VITO is eager to continue building a fair and inclusive work environment with a diverse workforce. We believe that (the power of) diversity will help us make a real difference in the future and provide innovative solutions that impact society. In addition, a diverse and inclusive workforce also makes it easier to respond to the changes and needs of society.

This policy reinforces our commitment to promote the diversity of our workforce by fostering a culture based on respect and substantive equality, and by ensuring equality, equity and inclusion throughout the 'Employment Lifecycle' (see Figure 1) for all employees, regardless of background, characteristics or preferences.

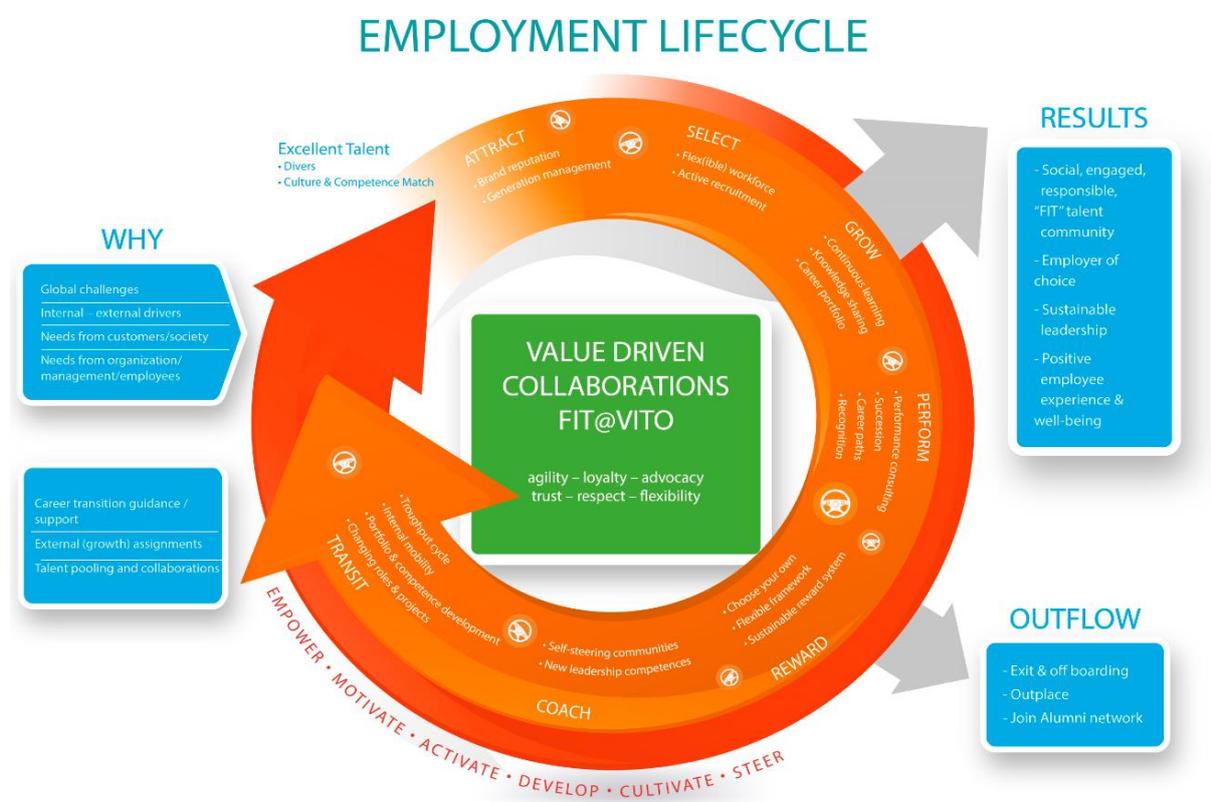


Figure 1. Overview of the different stages in VITO's 'Employment Lifecycle'.

When selecting for employment, promotion, training or any other business practices, VITO will solely base this decision on the individual's own merits (= their aptitude and ability). Besides, VITO will ensure equal opportunities and access for all groups both in employment and to goods and services.

The commitments of VITO and all our employees:

- To further build on a fair and inclusive work environment with a diverse workforce.
- To enhance our positive attitude towards diversity through our company culture, values, and leadership.
- To embrace diversity as an asset for innovation and an enrichment in our multi-skilled work environment.
- To support positive actions in all employment activities and areas (e.g. recruitment & selection, learning & development, compensation & benefits and access to facilities) to provide equal opportunities and a fair treatment for all (= supporting underrepresented groups, not favoring them).
- To be receptive to the needs of those with unique characteristics, combat discrimination in the workplace and create an inclusive work environment.
- To value all our employees (current, former and future) and to collaborate respectfully by building on each other's strengths.

This policy applies to all conduct in the workplace and to conduct outside of the workplace related to work (e.g., at meetings, social events and social interactions with colleagues). The rights and obligations set forth in this policy apply equally to the entire 'VITO community' (and this is not limited to employees on payroll). This policy is also of particular relevance to directors, line managers and other employees concerned with recruitment, training and promotion procedures and employment decisions which affect others.

As a research organization, VITO also integrates its integral focus on diversity and inclusion into its research. Our gender-sensitive approach in research deals on the one hand with equal opportunities for men and women in research projects and on the other hand with the integration of sex and gender variables in the content of research.

## **3 CULTURE AND VALUES AS LEVER**

The culture at VITO is defined in part by our values. These values are more than words on paper: a corporate culture based on these values ensures that VITO's strategy delivers results. Employees truly make a difference in our organization when their actions and behaviors start from these values:

### **3.1 Sustainability**

We help to build a sustainable community. We pursue a socioeconomic development that will allow human existence also in the long term. We use the power of economic dynamics and technology as leverage. We choose activities and areas of research where the challenges to achieve a sustainable situation are substantial. This requires a fundamental transformation of the social system, or as we say, a transition.

### **3.2 Fair cooperation**

We display integrity in our collaboration with all our stakeholders. In all our relationships, we try to create a solution where everyone benefits. As a reliable professional partner, we create value. As colleagues, we act in the interest of the organization and build on each other's strengths. Together we can achieve our targets.

### **3.3 Excellence**

In our services and in our strategic research, we pursue excellence. We use the 'best in class' as a reference point for the quality of our services. To achieve excellence, we make choices, and we implement them consistently. For our services, we compare ourselves to the market leader. For our strategic research, we focus on technological developments with a social impact. Excellence can only be achieved with excellent people.

### **3.4 Innovation**

Through solution-oriented creative thinking we contribute to new applications and systems that provide an answer to social challenges. Innovating means questioning existing thinking patterns, leaving the existing paths, performing pioneering work and taking calculated risks. We use excellent technological expertise as our asset to be a forerunner. Our research should lead to valorization and spin-offs.

### 3.5 Customer focus

We listen to our customers. We understand our customers and their strategic challenges, supporting them with anticipating future needs and developments. In this way, we co-facilitate sustainable growth. This customer focus also applies within the organization. This is required to constantly improve the efficiency of our processes and our services.

The above values help color VITO as an organization and describe the importance of an integer, diverse and innovative organization (cf. [VITO code of conduct](#)).



Figure 2. [Rainbow crosswalk](#) on VITO's site in Mol.

## 4 D&I ACTION AREAS

VITO has already taken several initiatives regarding diversity and inclusion in recent years, including the five different themes put forward within a Gender Equality Plan (GEP) by the European Commission (specifically work-life balance and organizational culture, leadership and decision-making bodies, recruitment & selection and careers, research and teaching content, gender-based violence).

An overview of the action areas:

### 4.1 Work-life balance and organizational culture

VITO has been placing additional emphasis on well-being with its 'FIT@VITO' strategic program since 2014. 'FIT' is essential for employee well-being and this can be interpreted very broadly, including fit with the job (competent and sustainable employability), being physically and mentally fit and fit with the team (see Figure 3). Several initiatives are taken within this framework, such as well-being surveys, workshops & trainings, individual coaching, team activities, purchase of sports equipment and supporting measures related to ergonomics.



Figure 3. FIT@VITO framework.

In addition, VITO has been organizing a cultural values survey periodically, i.e., every 4 years, since 2001. Organizational culture forms the DNA of the organization. Such a survey

investigates various aspects: (1) personal values, (2) the values in the ideal organization and the values effectively present in VITO, each from the personal perspective of the employee. Consequently, the result of the survey provides a good picture of our common culture and how it relates to VITO values (see Figure 4), allowing us to take targeted actions for a healthy, supported and successful organizational culture. For example, the 2020 survey showed that the five VITO values all emerged in the current organizational culture, with 'innovation' and 'sustainability' becoming strong values.



Figure 4. VITO values.

Finally, as an employee within VITO, you have various forms of flexibility to balance your work-life balance. For example, VITO has introduced 'activity-based working' as a format to provide additional flexibility. In addition, there are several other initiatives apart from the aforementioned. These include flexible working hours, the possibility to telecommute and the possibility of converting your 13th month into extra vacation days, in addition to extra vacation days (reduced working time days).

## 4.2 Leadership and decision-making bodies

As part of the Flemish government, VITO is subject to the 'governance decree'. One of the articles in this decree deals with the balanced participation of people in the board of directors: "To promote a more balanced participation of men and women, a maximum of two-thirds of the voting members of the board of directors of the public bodies mentioned in Article III.36 may be of the same sex."

Managers are pivotal in creating a fair and inclusive work environment with a diverse workforce. As manager, it is crucial to lead by example. Consequently, as an organization, we put extra effort into creating awareness among this population. An example concerns the training 'objective selection', in which all managers are trained in recognizing potential pitfalls/biases during a selection process and, in addition, managers practice implementing a structured interview using the STARR methodology with the goal of objectifying the process.

Finally, employee participation is provided in various decision-making bodies within VITO.

### 4.3 Recruitment & selection

VITO takes several initiatives to make the recruitment process and career evolution of its personnel as objective and transparent as possible. For example, VITO has endorsed the 'HR Excellence in Research' label, whereby we commit to organizing an 'open, transparent, merit-based recruitment' (OTM-R). In addition, we have a training course on 'objective selection,' as mentioned above. This is not only for managers; the (online) learning module is also offered to other employees involved in the selection process.

In recent years we have put extra effort into the onboarding of new staff members. Using an app, we optimized our employees' onboarding experience to facilitate their start-up.

VITO also actively focuses on her employer brand, in which we actively put our own employees in the spotlight and also pay attention to a fair representation of 'working at VITO' and our diverse population.

### 4.4 Career and training

Within VITO, we use the Hay methodology as our job evaluation system. This involves an analytical, transparent and fair process in determining the job grades of the various generic and gender-neutral job descriptions, indicating corresponding responsibilities.

Furthermore, vacancies are advertised internally in the context of career advancement and 'activated' internal mobility. In other words, any employee can apply for a vacancy.

Finally, VITO has a wide range of open training opportunities for employees. With this training offer, we are strongly committed to the sustainable employability of each of our employees. It is essential to continuously learn, develop and grow. VITO offers these opportunities to its employees and supports them in their growth. Our development offer contributes to this and is accessible to the entire 'VITO community', or in other words, to everyone active within VITO.

### 4.5 Gender in the content of research

A gender-sensitive approach to research consists of two aspects: (1) equal opportunities for people in a research project and (2) integration of sex and gender variables in the content of research.

Many think of a gender-sensitive approach to research mainly in terms of the first aspect mentioned, i.e., equal participation of people in scientific work. However, the European Commission strives to pay equal attention to both pillars; one of the ways the EC does this is by providing a Gender Equality Plan (GEP) as a new eligibility criterion for participation in Horizon Europe (HEU) calls as of January 1, 2022.

Since January 2022, the topic 'gender in the content of research' has been an integral part of the research office's (RO) responsibilities within VITO. The goal is to make both researchers and management aware of the two aforementioned aspects of gender in research and to support them with questions regarding gender (equality) and GEP. In addition, RO will monitor several figures (see below).

Gender-sensitive research takes gender differences into account in all parts of the research, from the initial idea, the formulation of research questions, objectives and methodologies to the results and their presentation.

The RO team informs the VITO population about gender in research through news releases, organizing learning networks and training sessions.

#### **4.6 Gender-neutral procedures psychosocial support**

As mentioned earlier, VITO's diversity and inclusion policy applies to all behavior in the workplace itself as well as to behavior outside the workplace related to work (e.g., during meetings, social events and social interactions with colleagues). Violations of this policy may result in disciplinary action (as stated in the company rules). The policy's intent is to continually promote equality, diversity and inclusion in the workplace.

In addition, there are several confidential advisors regarding psychosocial aspects within VITO, both male and female, whom employees can call on. The contact details of the various confidential advisors can be found online and are listed in the company rules.

#### **4.7 Gender-neutral communication**

VITO has a diverse workforce and we are proud of it. We believe that the power of diversity will help us make a genuine difference in the future and will help us produce innovative solutions that will have an impact on society. Communication is a key component in creating a fair and inclusive work environment. Gender-neutral communication is therefore essential. Our Communications Department consciously pays attention to gender neutrality when writing texts. In addition, the used footage is deliberately chosen to break 'classic', more stereotypical patterns and women are put in the spotlight.

## 5 D&I SCAN

As mentioned earlier, VITO is committed to promote the diversity of our workforce by fostering a culture conducive to respect and substantive equality and providing equality, fairness and inclusion for everyone in the workforce, no matter their background, characteristics or preferences.

When selecting for employment, promotion, training or any other business practices, VITO will solely base this decision on the individual's own merits (= their aptitude and ability). Besides, VITO will ensure equal opportunities and access for all groups both in employment and to goods and services. To this end, in preparation for the drafting of the diversity and inclusion policy, VITO conducted a scan of the various stages in the 'Employment Lifecycle' (see Figure 1), in addition to the themes of 'Infrastructure' and 'Communication'.

This scan's purpose was twofold: to arrive at a first determination of indicators and to identify some concrete actions and/or action areas.

From this scan, the following overarching themes emerged as relevant to monitor:

- gender: the male/female ratio is roughly 60/40 in the total VITO population. In management positions, the male/female ratio is lower, i.e. 70/30;
- nationality: the ratio of international employees in the payroll population increases from 14% to 18% over the period 2017-2019;
- age: roughly 45% of the VITO payroll population is 45 years or older; the average age is roughly 43 years;
- payroll & non-payroll: within VITO, roughly 20% of the total population are non-payroll employees.

Based on this initial scan, concrete actions were set up to increase our inclusiveness. One of these actions was a check that all HR documents are available in both English and Dutch. A second action was monitoring this data and feedback of this data to Agnes Bosmans, the Director HR & General Services. Another action is to add specific socio-demographic factors in the 'FIT@VITO' survey, this allows other relevant parameters to be reported (and in line with the results, actions can be linked to this).

## 6 D&I KPI'S & DASHBOARDS

VITO has built on the D&I (Diversity & Inclusion) scan mentioned above, with the intention of embedding diversity and inclusion in its day-to-day operations. One way to track our status is to monitor various KPIs.

'Measuring is knowing' and such monitoring is crucial to set up targeted actions. Consequently, VITO has developed a more comprehensive diversity and inclusion dashboard, in which various indicators are monitored and continuously available to the managers and D,E&I Officer (Diversity, Equity & Inclusion Officer).

The various indicators are related to the four overarching themes (and a residual category), as mentioned earlier: gender, nationality, age and payroll & non-payroll (see APPENDIX A). The figures for 2021, as shown in APPENDIX B, serve as a baseline measurement, where the evolution of these data will be monitored in the coming years and then serve as input for new actions related to diversity and inclusion within VITO.

Some remarkable points regarding the figures of 2021 (see APPENDIX B):

- The proportion of women at VITO is 36.6%; this proportion is roughly the same for both in- and outflow (37.6% and 38% respectively).
- In the mentoring population, considering the male/female ratio, women are overrepresented (57.6%); the percentage of international employees serving as mentors roughly matches the proportion of international employees in the VITO population (15.3% vs. 15.9%).
- In terms of training, we see that international employees proportionally attend more training than their proportion in the VITO population (19.9% vs. 15.9%).
- The share of international employees in inflow is slightly increased compared to their proportion in outflow (17.6% vs. 16.6%).

A section is added to the above figures that specifically zooms in on KPIs related to gender in research, such as gender balance in the number of doctoral students (PhDs), patents, scientific articles and research proposals/projects. An overview of all defined KPIs for gender in research is included in APPENDIX A.

Figure 5 shows the gender balance at VITO for four KPIs for the year 2021. Considering the share of women employed at VITO in the same year (36.6%, see APPENDIX B), it is noticeable that only for the KPI 'filing of patents' women are strongly underrepresented. The proportion of women in PhDs is much higher than in the overall VITO population. For the KPIs 'first author scientific publication' and 'VITO ambassador engaged on social media', the proportion of women is close to that in the global VITO population.

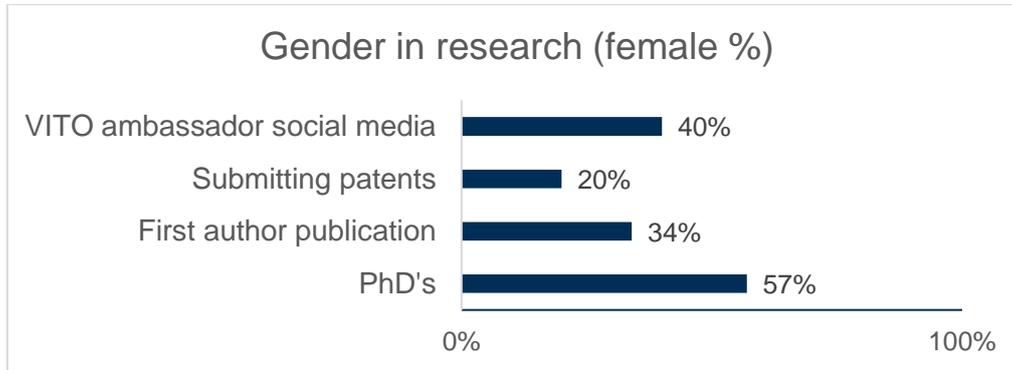


Figure 5. KPI's related to gender in research (expressed as percentage of women).

An initial analysis regarding these KPIs over time reveals the following:

- In 2020, the proportion of women in the total number of VITO PhDs was 43%. Although this is a lot lower than in 2021 (57%), this is a (very) good representation of women for this KPI.
- In 2020, the proportion of women who are first authors of an SCI publication was 42%, which is slightly higher than in 2021, and is also around the proportion of women in the overall VITO population.
- An analysis of the proportion of women in patent applications for the period 2016-2021 shows that the proportion of women is always below their proportion in the global VITO population except for one year. 2018 is an exception with a proportion of women of 44%. For the other years, the percentage is between 14% and 25%.
- The KPI 'VITO ambassador engaged on social media' was monitored for the first time in 2021.

## 7 D&I ACTION PLAN

To continue building an inclusive work environment with a diverse workforce, we have defined a generic multi-year action plan and focus themes on an annual basis (see APPENDIX C): in 2022 we are focusing on awareness, 2023 is dedicated to data; knowledge sharing is the overarching theme for 2024.

### 7.1 Awareness

2022 is all about awareness. Unconscious biases are human. Awareness of this is essential. Regular (neutral) communications on the topic of diversity and possible prejudices about it will be provided. Furthermore, we integrate as many actions as possible into our day-to-day activities, such as our extensive training offer. In addition, as mentioned above, a diversity and inclusion dashboard has been set up and a section on gender in research is being developed.

Furthermore, VITO's research office puts 'gender in research' in the spotlight. This is done through news items on Channel V (VITO's intranet) and knowledge-sharing events throughout the year.

Finally, a brainstorm session is organized periodically, in which the organization is asked bottom-up for input regarding diversity and inclusion. This brainstorm includes gender equality in research as a topic.

### 7.2 Data collection and monitoring

VITO wants a data-driven policy regarding diversity and inclusion. To monitor VITO's diversity and inclusion policy, KPIs and associated targets were defined (see APPENDIX A). As mentioned earlier, these KPIs were defined based on a previous analysis of the various HR processes. In addition, new indicators were explicitly defined to adequately highlight the component 'gender in research'. A first important step in the collection of this data is the automatization, so that the focus can be on the further processing and analysis of this data.

Consequently, 2023 will be marked by both the further automation of the predefined KPIs relating to research and the accompanying analysis of the evolution of the various KPIs.

Finally, the intention is to collect relevant benchmarks so that we can broaden our view to other organizations.

### 7.3 Knowledge sharing and cultivation

Knowledge sharing is the overarching theme for 2024. We want to achieve further depth through knowledge sharing, both internally within VITO and externally with other institutions and organizations. We put diversity and inclusion on the agenda within our existing networks and look for new opportunities to exchange knowledge and expertise with the aim to further integrate diversity in our VITO culture.

PRACHTIG  
DIFFERENTIEEL  
DAT IS VITO HELEMAAL  
ZONDER AL TE VEEL WOORDEN  
SPREKEN WIJ DEZELFDE TAAL

BEAUTIFULLY DIVERSE  
DEFINES VITO TO ITS CORE  
WITHOUT TOO MANY WORDS  
WE ALL SPEAK THE SAME  
LANGUAGE EVERMORE

WEG MET VOORORDELEN  
KIJK EENS DOOR EEN ANDERE BRIL  
VROUWEN IN DE WETENSCHAP  
MAKEN VOOR ONS ECHT  
HET VERSCHIL

LET GO OF PREJUDICE  
LOOK WITH A DIFFERENT VIEW  
WOMEN AND SCIENCE  
FOR US MAKE THE  
DIFFERENCE TRUE

ZE ZORGEN  
MEE VOOR INNOVATIE  
ZIJN KRACHTIG EN ZACHTAARDIG  
TALENT HEEFT GEEN GESLACHT  
IEDEREEN IS EVENWAARDIG

THEY CREATE  
AND INNOVATE  
ARE STRONG AND KIND  
TALENT IS NOT BOUND BY GENDER  
ALL ARE OF EQUAL MIND

WE ZIJN HIER  
ALLEMAAL GELIJK  
DAAR IS IEDEREEN BIJ GEBAAIT  
WANT SAMEN KOMEN WE ALTIJD  
TOT HET MOOISTE  
RESULTAAT

HERE WE  
ARE ALL ALIKE  
TO EVERYBODY'S GAIN  
AS ONE WE ALWAYS REACH  
THE BEST RESULT  
REMAIN



SMOOJ

Figure 6. Poem that SMOOJ (a female entrepreneur from Belgium) created for VITO for International Women's Day 2022.

## 8 GOVERNANCE

Diversity and inclusion within VITO is about an integral approach to diversity and inclusion, not just gender. The policy involves an overall participatory policy, helping to shape this bottom-up.

VITO's diversity and inclusion policy is fully supported by the directors and line managers and has been agreed with employee representatives.

There are two D&I sponsors from the management within VITO: Walter Eevers, Research Director, and Agnes Bosmans, Director HR & General Services.

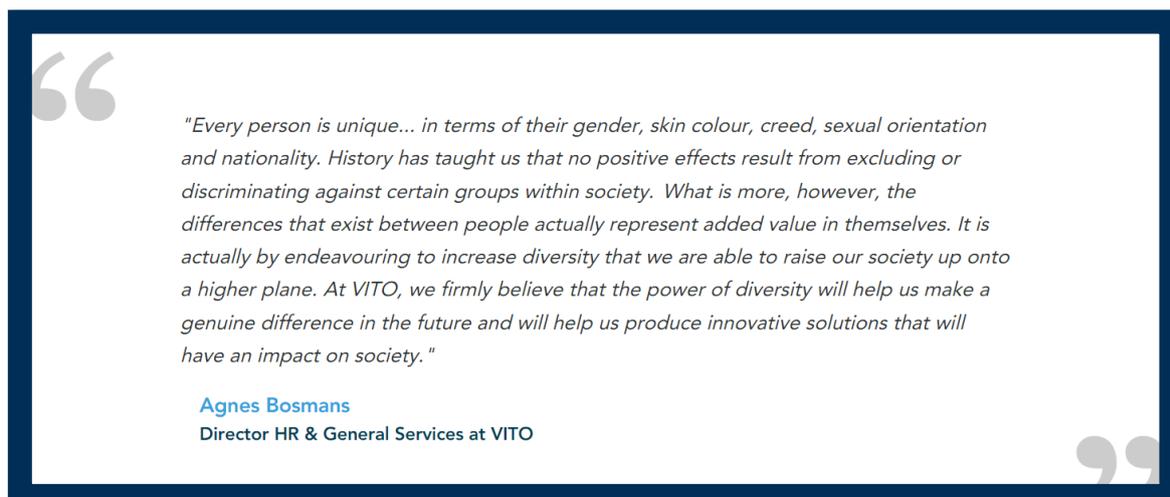
VITO chooses to represent both the business and HR component in the internal working group:

- Elien Bogaerts: HR Business Partner; Diversity, Equity & Inclusion Officer
- Ina De Vlioger: EU Liaison Officer, Research Office Team
- Karen Vercammen: Scientific Relations Coordinator
- Marianne Wens: HR Manager
- Ben Juez-Ponce: Communication Business Partner

The diversity and inclusion policy is monitored and reviewed by the internal working group, on a regular basis to ensure that equality, diversity and inclusion are continuously promoted in the workplace, and gender becomes mainstream in research content.

The defined KPIs are monitored on an annual basis and reviewed against the set objectives. The results are included in an annual evaluation which will be published in the first quarter of each year. Partly on the basis of this evaluation, the policy is adjusted and targeted actions are set up.

For questions, remarks or to report any conduct that affects inclusion and diversity, please contact VITO's Diversity, Equity & Inclusion Officer: [elien.bogaerts@vito.be](mailto:elien.bogaerts@vito.be) or 014/33.58.08.



## 9 IN CONCLUSION

The present document gives an insight into how VITO as an organization integrates diversity and inclusion, of which gender is a partial aspect, into its culture and daily practice in particular. Upon request, VITO would like to share additional information giving more details on specific measures and/or actions.

*We need to give each other the space to grow, to be ourselves, to exercise our diversity. We need to give each other space so that we may both give and receive such beautiful things as ideas, openness, dignity, joy, healing, and inclusion.*

© Max De Pree

## APPENDIX A: KPI'S WITH CORRESPONDING GOALS AND EXTERNAL PUBLICATION

	KPI	Target	Publication
Gender	% F/M/X on total population	Status quo % F/X	Yes
	% F/M/X per grouped function class (CLA job-based remuneration system)	Monitoring	No
	% F/M/X in management positions	At least 30% F/X of new positions (further scale up to 50%)	Yes
	% inflow F/M/X (on total inflow)	Equal ratio % F/X mentors as % F/X in total population	Yes
	% outflow F/M/X (on total outflow)	Monitoring	Yes
	scores well-being (FIT@VITO) - gender	FIT@VITO + barometers work-life balance: similar to VITO-result and benchmark	No
	% F/M/X in mentorrol (on total mentors)	Equal ratio % F/X mentors as % F/X in total population	Yes
	participation rate training courses F/M/X	Evolution similar as evolution participation rate (payroll population)	Yes
	average DPM-score F/M/X	In first instance monitoring, reconsider in function of evolution	No
	% promotions F/M/X	In first instance monitoring, aim: ratio in line with ratio F/M/X in total payroll population (with permanent contract)	No
	(salary benchmark)	(2-yearly follow-up, first review with Korn-Ferry in function of relevant benchmarks)	No
	number F/M/X research leaders	at least 30% F/X of <b>new</b> positions (further scale up to 50%)	Yes
	% F/M/X in function family 'R&D'	monitoring	No
	PhD's VITO (% F/M/X)	Ratio R&D employed	Yes
	Authoring publications (yearly % F/M/X)	Ratio R&D employed	Yes
	First author publication (yearly % F/M/X)	Ratio R&D employed	Yes
	Submitting patents (yearly % F/M/X)	Ratio women R&D employed in hard tech	Yes
	VITO ambassador engagement in social media (% F/M/X)	Ratio R&D employed	Yes
	Project coordinator of <b>running</b> Horizon Europe Projects - number related (% F/M/X)	Ratio R&D employed	No
	Project coordinator of <b>running</b> Horizon Europe Projects - budget related (% F/M/X)	Ratio R&D employed	No
	Project leaders of H2020/HE projects - number related (% F/M/X)	Ratio R&D employed	No
	Project leaders of H2020/HE projects - budget related (% F/M/X)	Ratio R&D employed	No
	Project leaders of H2020/HE projects - number related per unit (% F/M/X)	Monitoring	No
	Project leaders of H2020/HE projects - budget related per unit (% F/M/X)	Monitoring	No
	Project leaders of SBR projects - number related (% F/M/X)	Ratio R&D employed	No
	Project leaders of SBR projects - budget related (% F/M/X)	Ratio R&D employed	No
	Project leaders of SBR projects - number related per unit (% F/M/X)	Monitoring	No
Project leaders of SBR projects - budget related per unit (% F/M/X)	Monitoring	No	

APPENDIX A: KPI's with corresponding goals and external publication

	KPI	Target	Publication
<b>International</b>	Number of nationalities	Monitoring (action if less than 30)	Yes
	% internationals on total population (= payroll + niet-payroll)	Status quo % internationals	Yes
	% international inflow (on total inflow)	Equal ratio of % international inflow as % internationals in total (payroll)population	Yes
	% international outflow (on total outflow)	Monitoring (action if less than 30)	Yes
	(scores well-being FIT@VITO - internationals)	Monitoring - first determine new socio-demo's FIT@VITO-survey, as nationality was not included in the past	No
	% internationals in mentorrol (on total mentors)	Equal ratio of % international mentors as % internationals in total (payroll)population	Yes
	Participation rate training courses internationals	Evolution participation rate internationals similar as evolution participation rate (payroll population)	Yes
	Average DPM-score internationals	In first instance monitoring, reconsider in function of evolution	No
% promotions internationals	In first instance monitoring, aim: ratio in line with ratio of internationals in total payroll population (with permanent contract)	No	
<b>Age</b>	Age distribution: % employees by age group	Monitoring	Yes
	% inflow per age group (on total inflow)	Monitoring	Yes
	% outflow per age group (on total outflow)	Monitoring	Yes
<b>Payroll</b>	% payroll vs non-payroll population	Monitoring	Yes
	% inflow payroll/non-payroll (on total inflow)	Monitoring	Yes
	% outflow payroll/non-payroll (on total outflow)	Monitoring	Yes
<b>Other</b>	Number trained mentors (distribution age/gender/internationals)	Status quo or increase - depending on automatisisation	No
	Number trained managers/employees in 'bias'	Status quo or increase - depending on automatisisation	No
	% F/M/X in decision-making bodies (f.e. DC, COM & OR)	Monitoring - depending on automatisisation	Yes for DC, COM & OR

## APPENDIX B: D&I DASHBOARD 2021 (EXCLUDING GENDER IN RESEARCH)

### VITO Diversity dashboard 2021 (All)

<b>Number of employees in 2021:</b> In = new to VITO Out = left VITO	<b># Employees</b>	<b>#In</b>	<b># Out</b>
	<b>1,154</b>	<b>257</b>	<b>221</b>

<b>payroll / not payroll:</b>		<b># Employees</b>		<b>#In</b>		<b># Out</b>	
Payroll	Not Payroll	Payroll	Not Payroll	Payroll	Not Payroll	Payroll	Not Payroll
<b>842</b>	<b>327</b>	<b>90</b>	<b>167</b>	<b>54</b>	<b>167</b>	<b>54</b>	<b>167</b>
(73.0%)	(28.3%)	(35.0%)	(65.0%)	(24.4%)	(75.6%)	(24.4%)	(75.6%)



Figure A. Total population

## VITO Diversity dashboard 2021 (New to VITO)



Figure B. Inflow

## VITO Diversity dashboard 2021 (Left VITO)

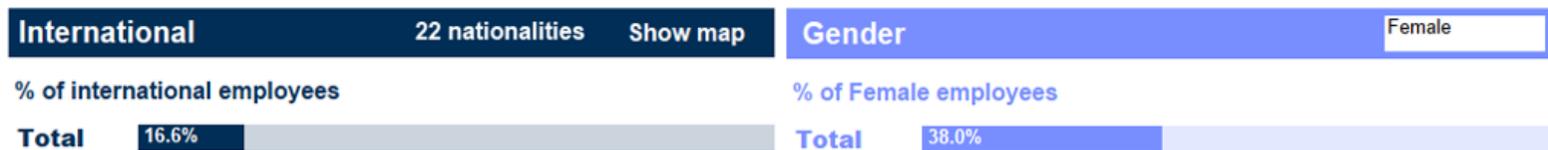
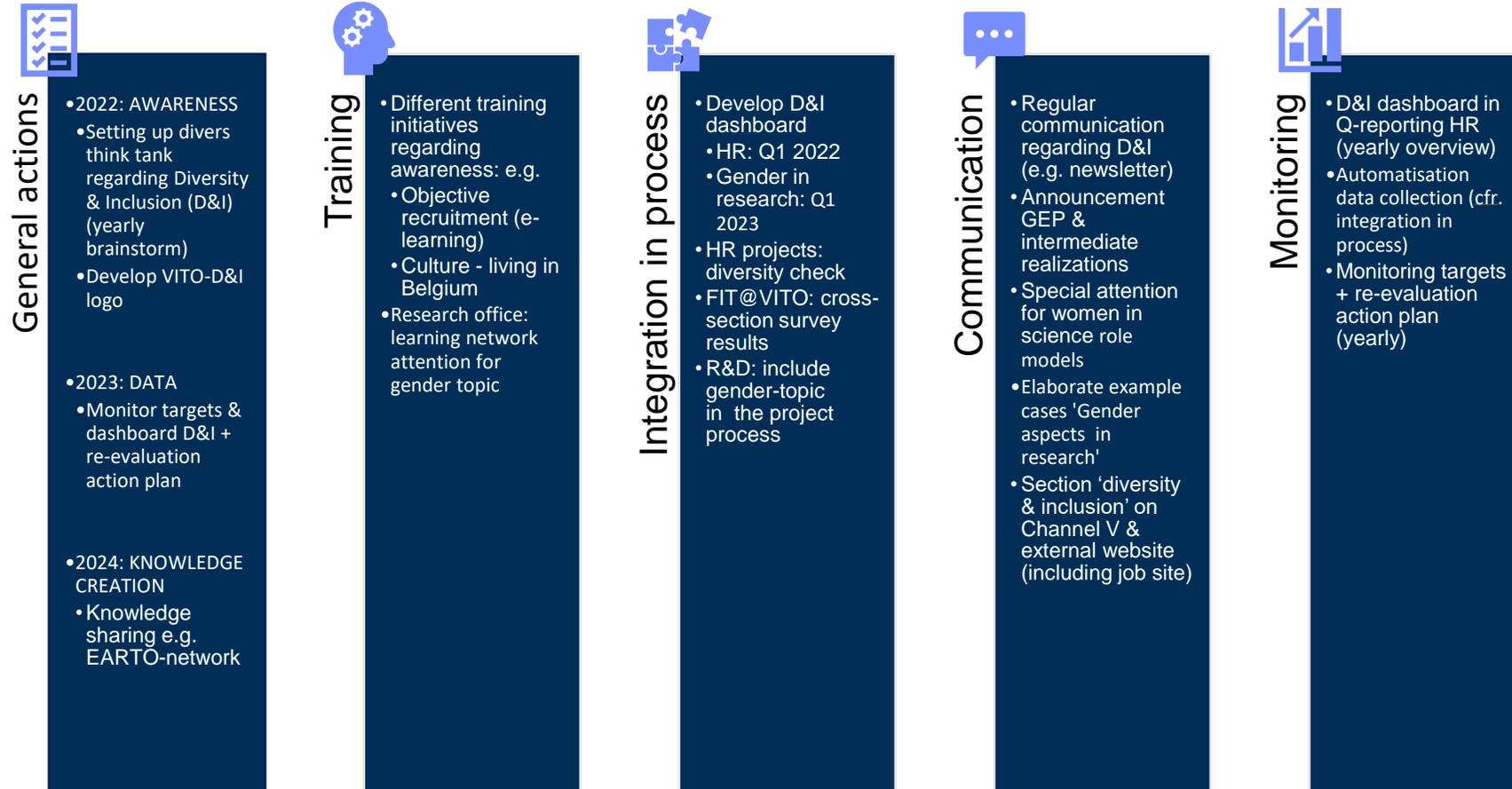


Figure C. Outflow

## APPENDIX C: ACTION PLAN D&I 2022-2024



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for a better world**

