

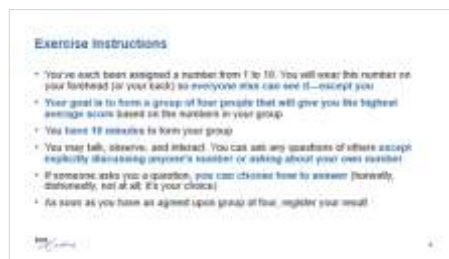
Contents

(Click slide to quickly jump to sections in the presentation)

Introduction



Warming-up exercise



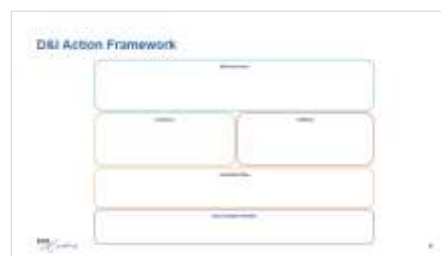
Key insights survey



D&I: what can you do?



D&I Action plan



Working towards an inclusive maritime sector

Welcome!

Before we start

- English & Dutch language
- Please switch off your phones
- Toilets, emergency exits, coffee break
- Exit cards for parking
- Open for questions & suggestions



Before we start

- How diverse is today's audience?



Thanks to:

Inclusivity Workinggroup

- Riekus Hatzman (KM)
- Kathelijne Voorhaar (MARIN)
- Noa Vork (KVNR)
- Verena Ohms (NML)
- Erwin de Korte (NML)

Co-host & speaker

- Sofya Isaakyan (RSM)

Speaker & panelists

- Lisa Molenaar (AWVN)
- Inge Vergouwen (IHC)
- Bertha Ooms (HZ)



Agenda

**Introduction and
panel discussion**

Warming-up
exercise

Lessons from a
survey with 2400
maritime
professionals

Practical experience
from other sectors

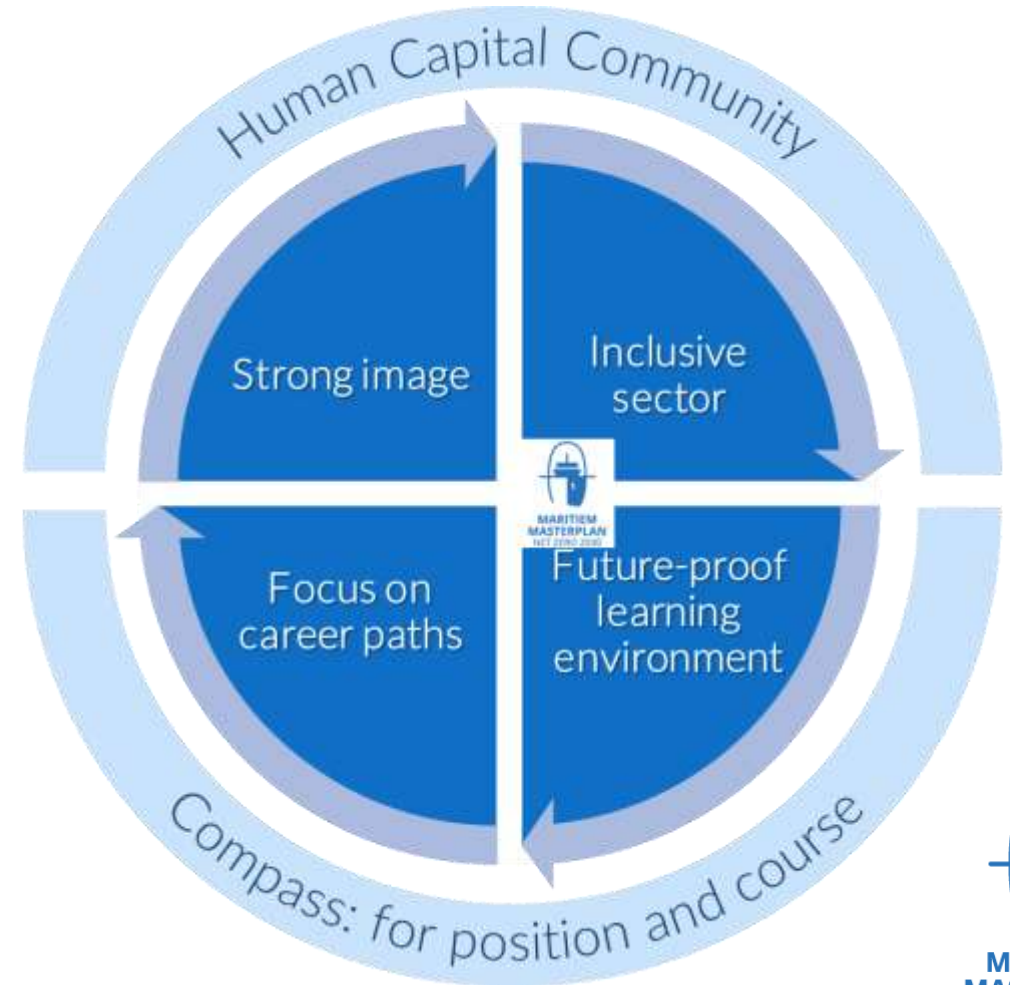
Drafting your
personal action
plan!

Key challenge: attracting and retaining the right people

- Sector struggles with insufficiently attractive image
- Working conditions have not developed sufficiently with the changing needs of young people and lateral entrants
- The learning environment within the sector is not sufficiently future-proof
- There is insufficient attention to careers-paths within the sector

Maritime Human Capital Program

Four program lines with strong interdependence



Maritime Master Plan

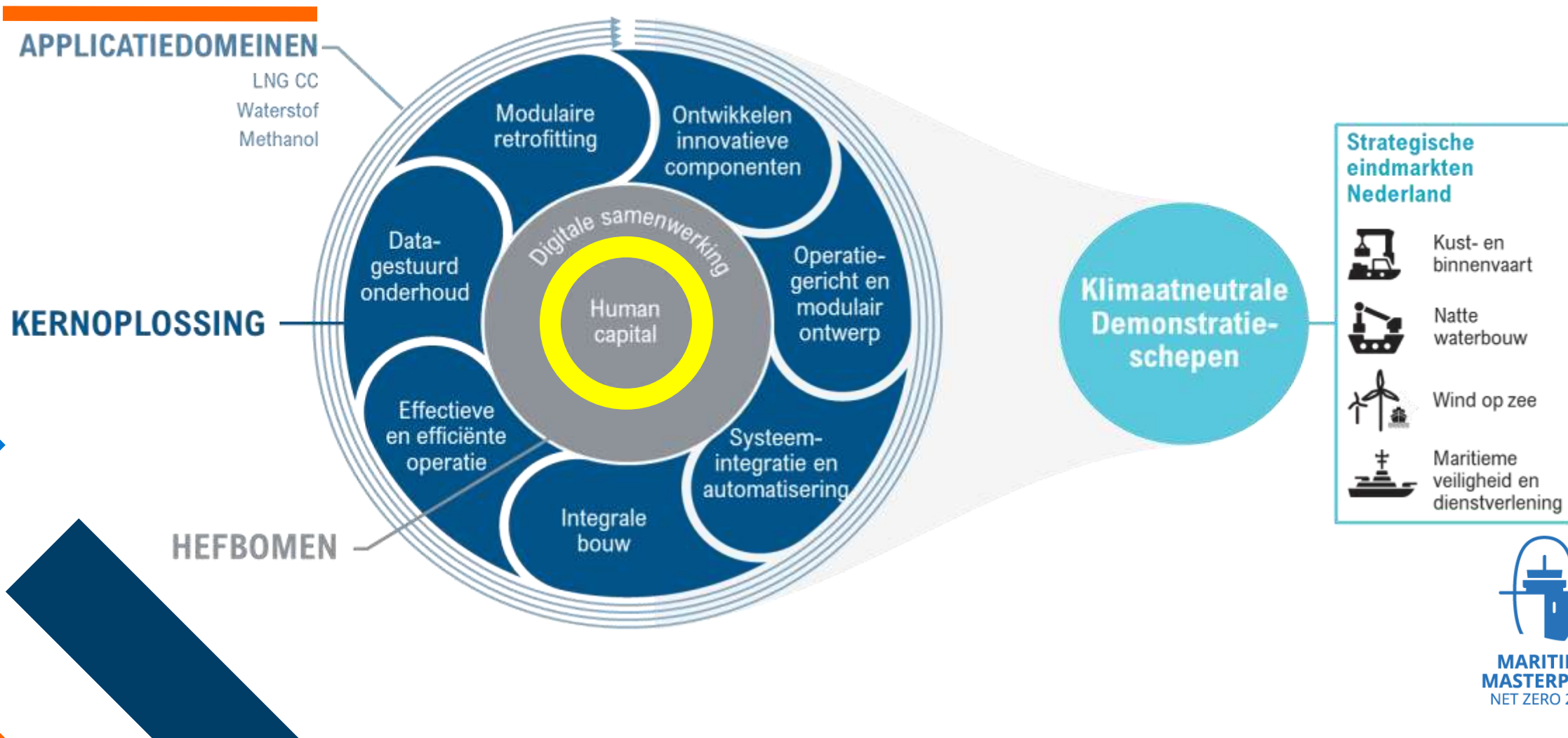
A strong maritime sector is crucial for the prosperity, safety and energy needs of the Netherlands. The Maritime Masterplan is a great opportunity to give the Netherlands a leading position in the global maritime energy transition.

The aim is to expand and strengthen the international competitive position

By building climate neutral demonstration vessels

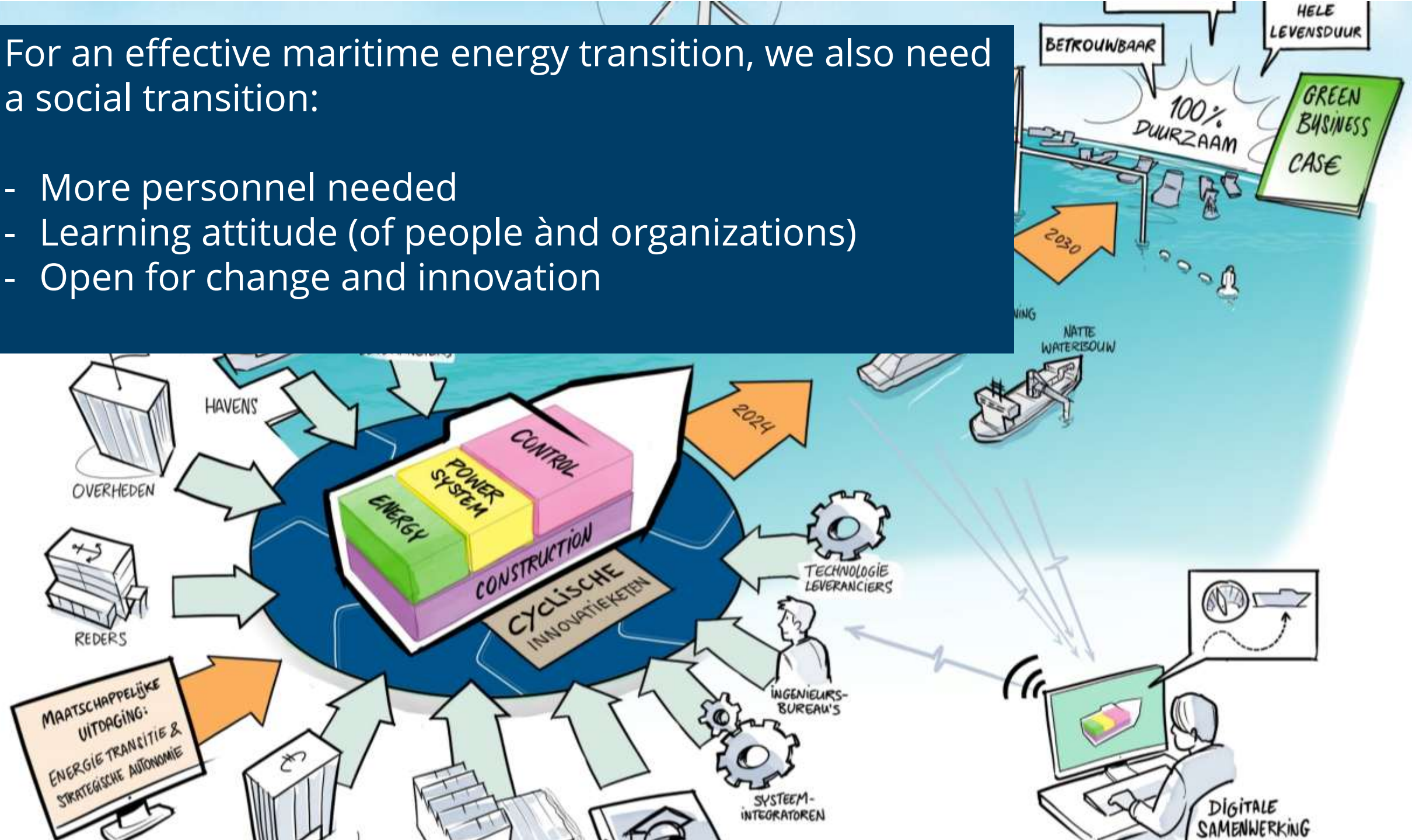


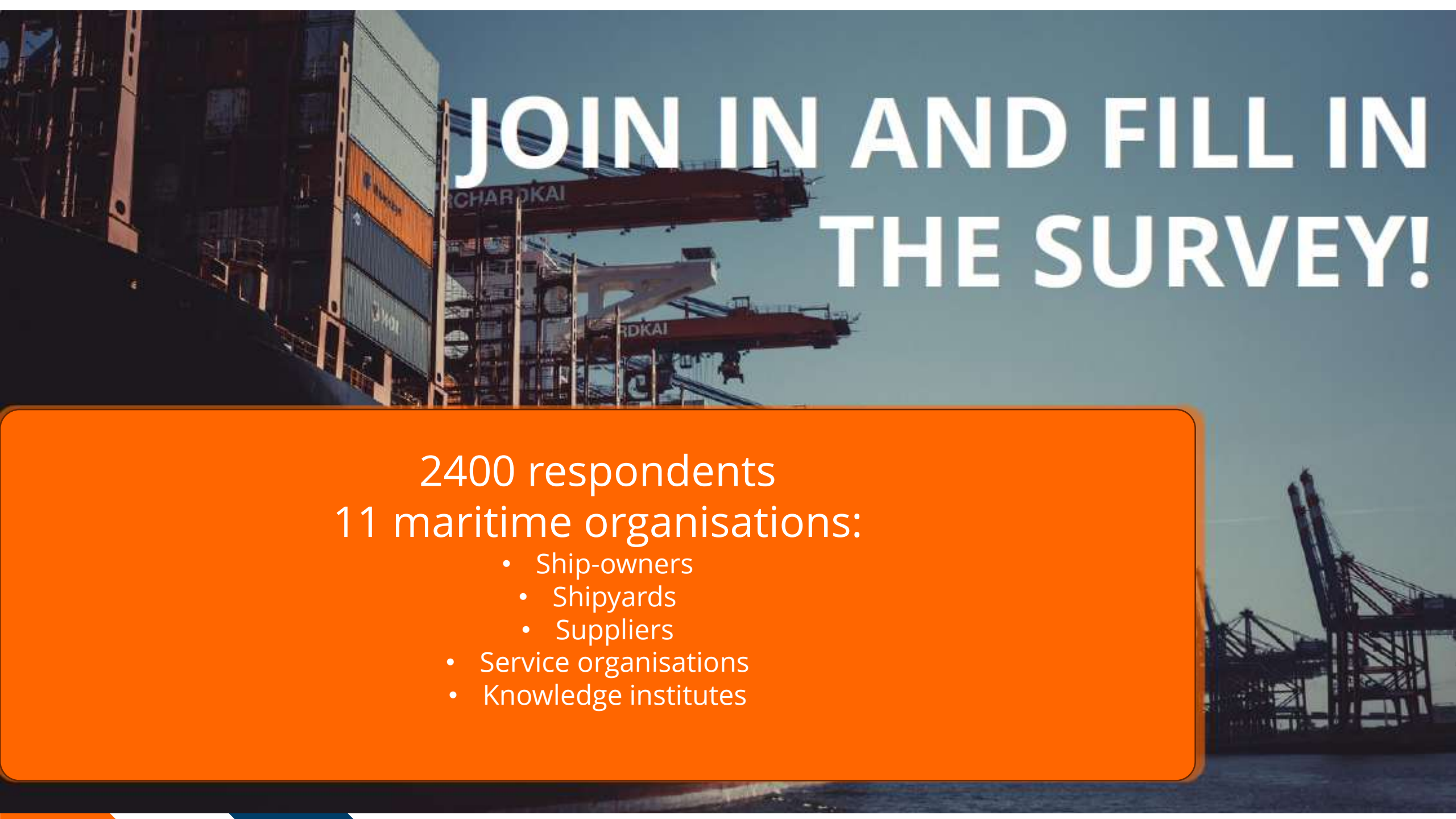
Approach



For an effective maritime energy transition, we also need a social transition:

- More personnel needed
- Learning attitude (of people and organizations)
- Open for change and innovation



The background of the slide is a photograph of a busy port. On the left, a large container ship is docked, with several colorful containers (blue, orange, and white) visible. The ship's hull has the word 'CHARDKAI' partially visible. In the center and right, large gantry cranes are positioned over the water. The sky is a clear, pale blue. The overall scene is industrial and maritime.

JOIN IN AND FILL IN THE SURVEY!

2400 respondents
11 maritime organisations:

- Ship-owners
- Shipyards
- Suppliers
- Service organisations
- Knowledge institutes

Real-life experience

Bertha Ooms - de Waal

- Education manager 'Maritime Officer' (HZ)
- On-board career as chief engineer



Inge Vergouwen

- Manager HR Service & Expertise (Royal IHC)
- Vast experience as HR professional in logistics and maritime sector



Agenda

Introduction and
panel discussion

Lessons from a
survey with 2400
maritime
professionals

**Warming-up
exercise:**
**Dr. Sofya
Isaakyan**
(Associated Professor
Organizational
Behavior, RSM)

Practical experience
from other sectors

Drafting your
personal action
plan!



**MARITIEM
MASTERPLAN**
NET ZERO 2030

Warm Up Exercise

Exercise Instructions

- You've each been assigned a number from 1 to 10. You will wear this number on your forehead (or your back) so **everyone else can see it—except you**
- **Your goal is to form a group of four people that will give you the highest average score** based on the numbers in your group
- You **have 10 minutes** to form your group
- You may talk, observe, and interact. You can ask any questions of others **except explicitly discussing anyone's number or asking about your own number**
- If someone asks you a question, **you can choose how to answer** (honestly, dishonestly, not at all; it's your choice)
- As soon as you have an agreed upon group of four, register your result

Example

Chris	5
Sofya	3
Anne	10
Joost	4
22	

Take a minute to strategize on your own...



START

Results (1)

Annelinde	10
Daan	9
Martha	9
Ingo	10
38	

Verena	6
Karin	8
Joni	8
Fenna	7
29	

Sander	2
Bas	5
Bjorn	1
Lizly	3
11	

Martha	3
Bas	6
Bertha	4
Ytje	5
18	

Nick	2
Nicole	9
Jeanine	6
Dolf	5
22	

Marga	4
Roos	7
Riekus	10
Lies	1
22	

Results (2)

Astrid	8
Yvette	8
Frank	4
Bart	3
23	

Ronny	1
Lisa	10
John	3
Joep en renee	2 en 9
25	

Inge	2
Thomas	7
Hennie	4
Janneke	1
14	

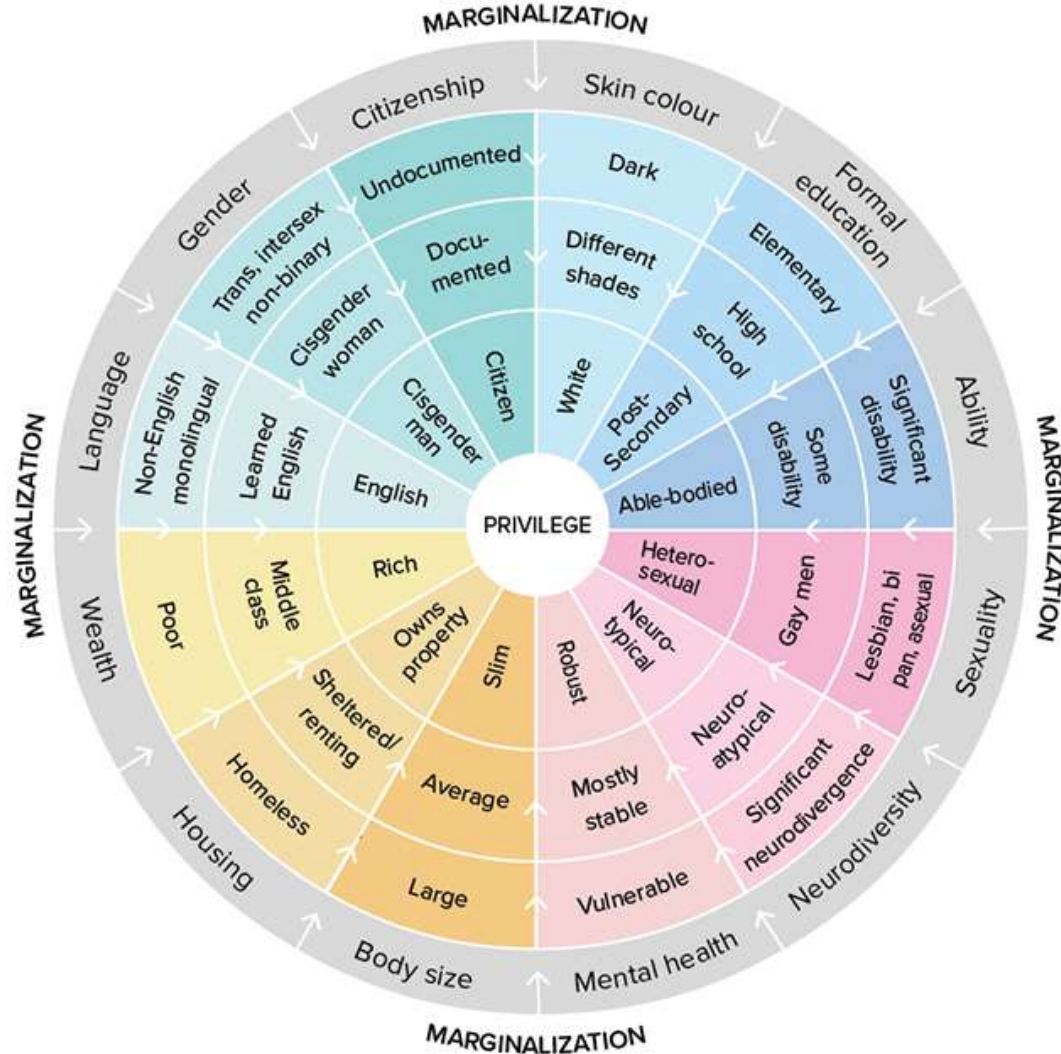
Share Your Experience...

The Numbers Represent...

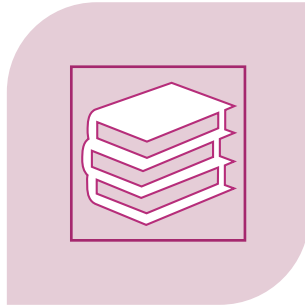
- Age
- Ethnicity
- Gender
- Attractiveness
- Relationship status
- Personality
- Industry background
- Social class
- Many other characteristics...

The Numbers Represent...

Wheel of Power



High Numbers Can Give You...



RESOURCES



FAVORABLE
APPRAISALS



OPPORTUNITIES

Diversity & Inclusion

- **Diversity** is being invited to the party
- **Inclusion** reflects whether people dance with you at the party



Agenda

Introduction and
panel discussion

Warming-up
exercise

**Lessons from a
survey with 2400
maritime
professionals**

Practical experience
from other sectors

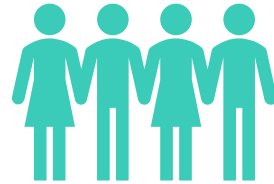
Drafting your
personal action
plan!

Key Insights from the Inclusivity Scan

While employees feel individually included, the broader organizational culture is not widely perceived as inclusive



Fair implementation of
employment practices



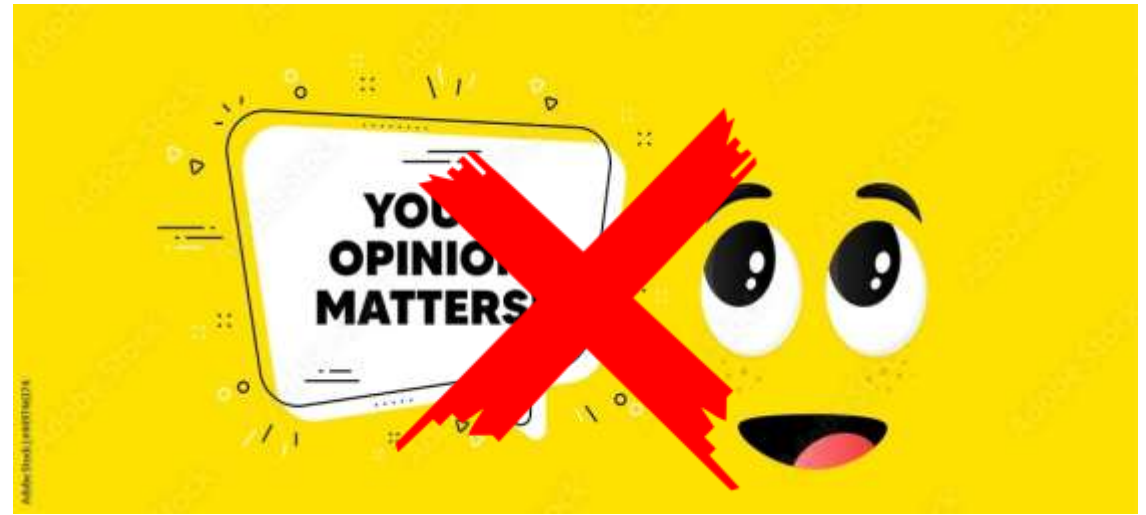
Integration of diverse
employees



Inclusion in decision-
making



Employees generally feel psychologically safe, but report a lower sense of impact



Employees neither speak up much nor withhold concerns



Managers seek limited input from employees



Managers are perceived as very fair



Employees report low levels of burnout and low levels of negative affect, indicating a generally positive emotional state



Most considerable differences in perceptions were revealed based on the following parameters:

Gender

Age

Cultural
background

Employee vs.
supervisor
role

Impairment
status

“

Time for coffee!



Agenda

Introduction and
panel discussion

Warming-up
exercise

Lessons from a
survey with 2400
maritime
professionals

**Practical
experience from
other sectors –
Lisa Molenaar**
(Advisor Inclusive
Labormarket, AWWN)

Drafting your
personal action
plan!



Diversity, equity and inclusion – what can you do?

27th of March 2025

Hi there!



Lisa Molenaar

Adviseur Inclusieve
Arbeidsmarkt

Who are we?

AWVN - General Employers' association of the Netherlands

De Normaalste Zaak – “The leading network for employers who want to build an inclusive organization — that is, organizations that embrace diversity and actively work to create equal opportunities.”

What do we do?

We aim to share as much of the knowledge and experience we've gained over the past ten years as possible, so that employers don't have to reinvent the wheel. On our knowledge platform, you'll find a range of publications, including practical guides and inspiring stories from employers.



Toolbox for equal opportunities



Setting goals



Making the recruitment process more objective



Gaining support



Organizing work differently



Open hiring



Work on an inclusive culture



Employee guidance



Equal opportunities for promotion



Inclusive leadership



Using technology



Sustainable employability



Inclusive employment conditions



Improve accessibility



Creating awareness

Making the recruitment process more objective

Making the recruitment process more objective

Awareness

Two practical guides with a focus on:

1. Rewriting vacancy texts to appeal to a larger and more diverse audience
2. Making the first selection more objective
3. Conducting a structured interview

We bring organizations together in communities of practice so they can practice and learn from each other

What do organizations think?

“It made our recruitment process much more professional”

“We see different candidates who apply for vacancies”

“We have hired surprising new talent”

[The story by Dactari](#)

Equal opportunities for promotion



Equal opportunities for promotion

Awareness

Pilot looking at several interventions:

Defining objective criteria: Measurable and relevant criteria are established based on job analyses.

Transparent communication: Candidates are informed in advance about evaluation criteria and internal procedures.

Standardized assessment methods: Efforts are made to ensure fair and consistent evaluations.

Individual development plans: Employees receive support for their personal growth.

Promoting inclusive leadership: Managers are engaged to help improve the internal mobility process.

[Read the story by the NS](#)
who is currently involved
in the pilot.

Work on an inclusive culture

Work on an inclusive culture

Awareness

“diversity means everyone is invited to the party, and an inclusive culture means you get to help choose the music and the snacks”

3 tips for a more
inclusive work culture

Examples:

1. Inclusive communication – Handbook
2. Develop a vision on DEI (and embedd within processes throughtout the organization)
3. Ensure that time and budget are allocated for effective implementation
4. Establish employee resource groups

Want to know more?

Check out our [website](#)

Read the [stories](#)

[Sign up!](#)

Keep in touch:

l.molenaar@awvn.nl

06 38 77 35 38





Vooruitgang door vernieuwend werkgeven

Mogelijkheid om contactgegevens in te vullen...

Agenda

Introduction and
panel discussion

Warming-up
exercise

Lessons from a
survey with 2400
maritime
professionals

Practical experience
from other sectors

**Drafting your
personal action
plan!**



**MARITIEM
MASTERPLAN**
NET ZERO 2030

Moving Forward

Diversity & Inclusion in Your Organization

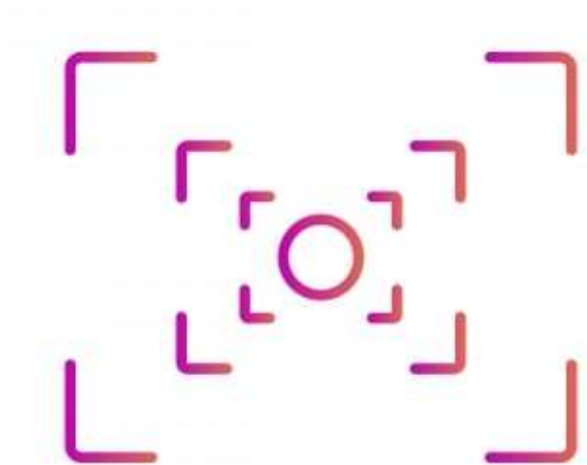
- What does **diversity and inclusion (D&I) mean** in the context of your organization?
- What recent **D&I initiative** are you proud of?

D&I Action Framework

D&I Focus Areas	
Facilitators	Inhibitors
Immediate Steps	
External Support Needed	

D&I Focus Areas

- What are **the most pressing D&I challenges** you want to address? Which specific areas of D&I should be prioritized?
- What **initiatives** would you propose to drive progress in these areas?



D&I Focus Areas

D&I Focus Areas 	
Facilitators	Inhibitors
Immediate Steps	
External Support Needed	

Facilitators & Inhibitors

- What internal **strengths** can enable and support this D&I initiative?
(e.g., leadership commitment, strong case for change, allocated budget)
- What internal **weaknesses, challenges or gaps** could hinder the success of this D&I initiative?
(e.g., limited resources, resistance to change, lack of clear accountability)

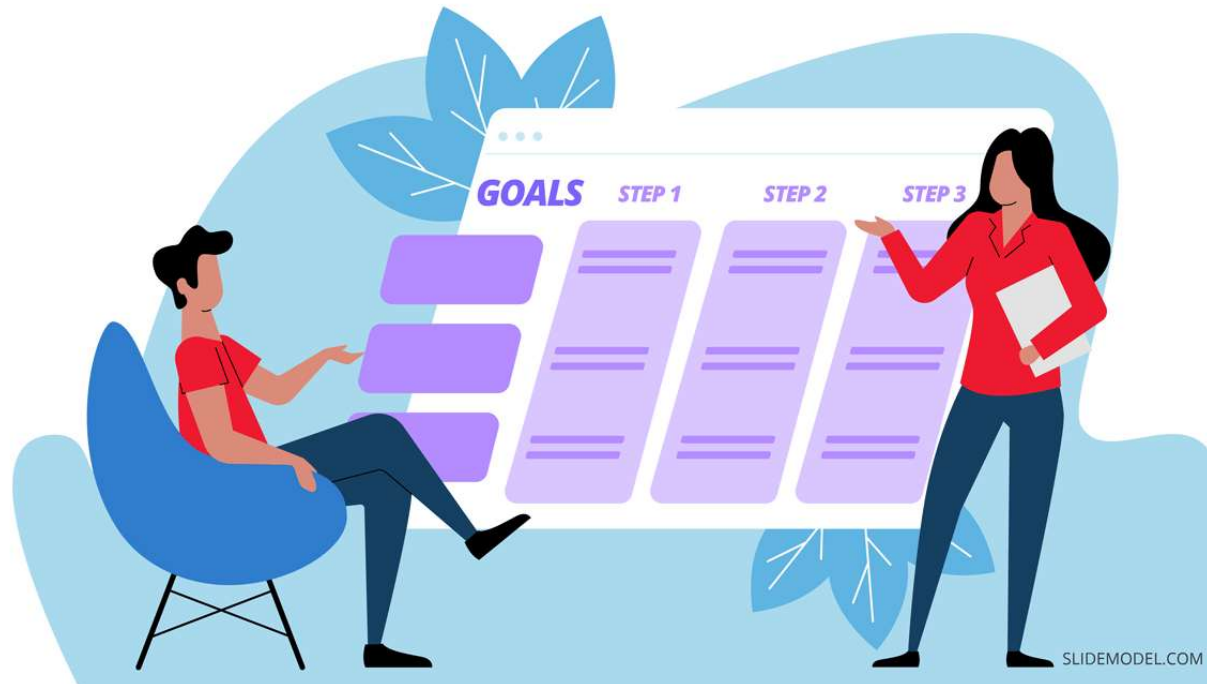


Facilitators & Inhibitors

D&I Focus Areas	
Facilitators 	Inhibitors 
Immediate Steps	
External Support Needed	

Immediate Steps

- What **concrete immediate steps or actions** will you take to start turning this D&I initiative into reality?



Immediate Steps

D&I Focus Areas	
Facilitators	Inhibitors
Immediate Steps 	
External Support Needed	

External Support Needed

- What type of **external support you need** to take the immediate steps?
- How can **NML support** you?



External Support Needed

D&I Focus Areas	
Facilitators	Inhibitors
Immediate Steps	
External Support Needed	



Reflections & Key Learnings

Reflections & Key Learnings

- What are **your observations** from this exercise?
- What **learnings or insights** did it provide to you?
- How can **NML support** you?