

# DMEC

DUTCH MARINE ENERGY CENTRE

Dutch Marine Energy  
Centre (DMEC)

# Code of Conduct

2023

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# MESSAGE FROM MANAGEMENT

This Code of Conduct is an opportunity to show what we stand for and the standards you can expect us to enforce.

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Over the years, DMEC grew from a tidal test centre to an accelerator and knowledge institute for offshore renewable energy solutions. In this role, we collaborate with a broad set of stakeholders. For governments, we are a first point of contact on the state-of-the-science for offshore renewable energy and its translation into suitable policies. For innovators, we help them advance their business case, technology and projects while giving them access to our extensive network. For market players, we provide unique insights into the offshore renewable energy market and trends to integrate the most suitable and sustainable innovations in their business cases. For research institutes and test sites, we partner in groundbreaking research and stay up-to-date with latest findings.

The common denominator in all these different roles are the values our team upholds.



**expect us to  
uphold both our  
values and the  
highest  
standards of the  
industry**

# Our reason for this code

**This Code of Conduct (hereafter: Code) establishes what DMEC stands for and serves as a guide for employees, managers and partners. The Code is found on our website to ensure full transparency on how we operate.**

It is a document that has legal consequences. People may be held accountable for their actions, based on the contents of this document. It also aims to show that there are standards that we aspire to meet and on which, where reasonable, we may be called to account. Because our field of work and therefore our organization is changing rapidly, the various components of this corporate Code are also constantly developing. For this reason, each year DMEC employees are asked to endorse this Code. At this time, any amendments made to the code are drawn to their attention so that they are acquainted with them. The resulting Code must reflect and should be read in conjunction with our Statutes.

## **Partners & Compliance**

Externally, this Code covers a wide range of practices and procedures and is used to guide all our relations with partners, including suppliers, contractors, agents, subcontractors and any other partners engaged with DMEC. All partners must conduct themselves accordingly and avoid improper behaviour. If a law conflicts with a policy in this Code, you must comply with the law; please inform us immediately should you become aware of such a conflict.

If you are in a situation which you believe may violate or lead to a violation of this Code, please follow the guidelines. If there are any questions about the Code or how to handle a conflict, you should ask DMEC's management or board. Anyone outside DMEC is expected to put forth their questions with their contact at DMEC.

## **Summary**

What can you expect to be included in this Code? We start with a brief review of our organization's mission and how this relates to the Code. From there, it's important to take note of the following core values that shape our organization:

- Integrity
- Sustainability
- Transparency
- Innovation
- Collaboration

# Our story

## Our Mission

The Dutch Marine Energy Centre (DMEC), is an internationally operating accelerator and knowledge centre for offshore renewable energy (ORE) solutions across their value chain. Our mission is to advance the development, deployment and operation of innovative offshore renewable energy solutions promoting a sustainable energy future for all. This explicitly includes combatting climate change.\*

In all our activities we commit to our core values. By upholding the highest standards of **integrity**, we stay a professional and reliable partner. **Sustainability** is one of the major motivators of our employees and drives the projects we select. **Transparency** is not only a prerequisite for sound research, but the basis of a credible organization. To stay ahead in our field, our operational culture embraces science-driven progress and **innovation**. Finally, our team is aptly aware of the value of others. Only through **collaboration** with our stellar partners can we achieve the positive impact we aim for.

## Our Code

Our mission and values should determine how we conduct ourselves. We therefore always take responsibility for our conduct. This Code and the **core values, standards** and **safeguards** it includes provide guidance for our conduct, but do not take away our own responsibility for making a balanced decision or reaching a carefully-considered strategy for dealing with a situation. This often starts by asking ourselves a **set of simple questions** when facing a dilemma.

Consensus on  
anthropogenic  
climate  
change\*

Myers et al. (2021)

98,7%

# Our core values

## 1

**Integrity**, in every step of how we operate.

By upholding the highest scientific standards, we remain true to our values and handle any information we receive and disseminate with absolute care and precision.

## 2

**Sustainability**, for a lasting positive impact on the world.

All our employees join DMEC to make a positive impact in the world. This requires us to contribute to a resilient society, tackle climate change and strengthen ecosystems.

## 3

**Transparency**, towards colleagues, partners & society.

We foster an environment in which we can talk honestly to each other and our partners with nothing to hide as long as it does not conflict with our integrity.

## 4

**Innovation**, enabling change for a better world.

We stay curious, future-proof, data driven and think in new flexible ways to achieve and maintain thought leadership.

## 5

**Collaboration**, finding strength in networks & partners.

We are open to share and collaborate with organizations around us in an enthusiastic and supportive way fostering diversity and achieving win-win situations.

# Integrity

## Value-driven

DMEC has built a strong reputation on the basis of integrity. For us, this means being a reliable, respectful and transparent partner. Integrity is strongly dependent on our other **values**. Any wrongdoing requires an effective response and honest individuals who report it to be protected. The Code provides safeguards to deal with circumstances wherein wrongdoings can be addressed and dealt with accordingly.

Some safeguards are required by Dutch law as DMEC is registered and operates as a non-profit foundation. While our organization pursues a social goal without commercial intentions, DMEC is allowed to generate income and make a profit as long as it is reinvested in the goal of the organization. In case DMEC makes profit we can reinvest it in further research or support for SMEs. For us, the absence of commercial intentions also means DMEC is not in the pursuit of ownership of Intellectual Property and physical assets.

Our team is aware that the legal status of DMEC does not fully protect the organization from the outside world and its pressure. However, with the right safeguards DMEC can maintain its scientific independence. These safeguards do not make DMEC neutral as honest evaluative decisions are still made by employees. Also, the Code recognizes that DMEC is not fully impartial as our team is partial to the acceleration of science-driven offshore innovations that can combat climate change, protect our ecosystems and support societies at large.

## Safeguards

With all the other values described in this Code, safeguards are used for specific occasions wherein additional attention to conduct is required. Some safeguards apply to multiple values. The list is therefore non-exhaustive and requires continuous updating.

### **Attitude to business**

Employees take account of the wishes and preferences of clients with regard to handling the work, without undermining the objectivity and prudence of the required reporting.

### **Confidentiality**

Information that we obtain directly or indirectly from our work is never used for personal purposes. We are aware that certain information is confidential and we therefore handle it with due care.

### **Conflict of interest**

Maximum efforts must be made to prevent any conflict of interest or the impression thereof. We achieve this by applying strict separation between private interests and those of our organization, partners or clients. In the event of a conflict of interest, or the risk thereof, the employee must immediately report it to management or the board.

### **Corruption & fraud**

We have zero tolerance for any form of direct or indirect corruption and/or fraud.

## Science-driven

Our success is based on our scientific independence. Only the highest standards of integrity are therefore satisfactory. This Code conforms to international academic practices and the scope and provisions of the **Netherlands Code of Conduct for Research Integrity**. This Code is based on the European Code of Conduct for Research Integrity, which serves the European research community as a framework for self-regulation across all scientific and scholarly disciplines and for all research settings. This includes underlying principles and standards for good research practices, institutions' duties of care and the outlined measures and sanctions of non-compliance with standards.

For employees, upholding the Code means that they should conduct good research practices. Employees conducting research are expected to have successfully completed the NWO training on research integrity or an equivalent education. This training, and the Code in general, can guide individual researchers as well as other parties involved in research, such as publishers, scientific editors, funding bodies and scientific and scholarly societies – all of which, given their role and interest in responsible research practices, may be expected to foster integrity.

## Standards

General standards for good research practices that DMEC employees are expected to uphold when conducting research include (split by research phase):

**Design** e.g. do not make unsubstantiated claims about potential results.

**Conduct** e.g. use scientific research methods.

**Reporting results** e.g. present sources, data, arguments and authors in a scrupulous way.

**Assessment and peer review** e.g. do not cooperate with inadequate journals.

**Communication** e.g. be honest and open about potential conflicts of interest.

**Standards that are applicable to all phases of research** e.g. do not make improper use of research funds.



# Sustainability

## Value-driven

DMEC wants to make a substantial positive impact by doing business responsibly and pursuing opportunities to solve societal challenges through business innovation and collaboration. Possessing DMEC's level of expertise, and handling queries relating to important societal challenges, can pose real dilemmas for the organization. In these types of dilemmas, DMEC bases its position on (widely-supported) facts and circumstances, while preserving scientific independence in line with the obligations set for it by this Code.

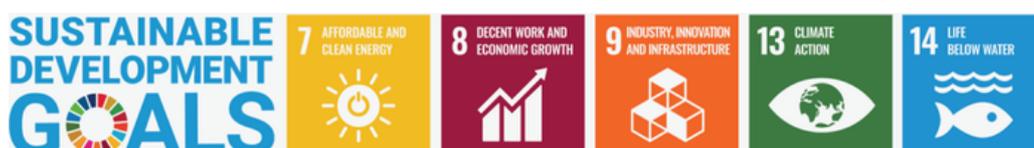
DMEC and its employees make ethical choices as carefully as possible, doing justice to relevant social interests. DMEC communicates and discusses these ethical choices internally on a proactive basis and provides accountability for them in the outside world on request, while always remaining in dialogue with its relevant community partners.

DMEC employees take account of the societal and ethical consequences of their work and act accordingly.

Employees contribute to sustainability by publishing about it, contributing to new standards, moving the discussion forward, demonstrating exemplary conduct and in their choice of collaborative partners.

## Commitments

Acknowledging the importance of international collaboration, DMEC codifies its commitment to the **Sustainable Development Goals (SDG)** (i.e. 7, 8, 9, 13 and 14). Progress updates on the SDGs are discussed during strategy meetings and in the annual statements. Moreover, DMEC will continue to align with relevant guidelines to improve and collaborate on international standards.



# Transparency

## Definition

For us, transparency means that our stakeholders know what we stand for. The Code of Conduct itself is a good example of this continuous effort. By upholding the highest standards of scientific integrity, we also conduct our work on the basis of honesty and transparency. Our employees understand that transparency is key to maintain the high level of credibility that DMEC enjoys.

For certain circumstances, the Code can specify necessary safeguards. In terms of transparency, we see that DMEC's work on state-of-the-art solutions sometimes requires us to uphold an appropriate level of confidentiality. This should not hinder our work in providing our partners with a fair evaluation, reflection, openness with regard to legal, safety and environmental risks and calling each other to account in the event of inappropriate conduct. In accordance to our core values, we therefore discuss the appropriate level of confidentiality as best and candidly as we can beforehand and update it when necessary.

This Code is thereby also transparent about the limits of our transparency.

## Safeguards

Professional conduct is ensured with clearly assigned and described responsibilities. Specific instances wherein additional attention to professional conduct is required include:

### **Ancillary positions & contributing to political organizations and people**

These must be discussed with management.

### **Confidentiality**

Information that we obtain directly or indirectly from our work is never used for personal purposes. We are aware that certain information is confidential and we therefore handle it with due care.

### **External events**

Employees will be transparent about the organization they represent.

### **Lobbying**

We keep in mind our core values in any lobbying activity and are transparent about the interests we represent.

### **Marketing & Communication**

Potential media contacts or activities must be cleared by management.

# Innovation

## People driven

Our team consists of an interdisciplinary mix of talents. To capitalize and further build upon their expertise, we work hard to maintain professional competencies, certifications, and licenses to advance innovation and to practice as a professional innovation leader. Employees are expected to give proper credit for the work of others and accept and give professional criticism.

The right operational culture is essential for innovation to thrive. Employees are expected to contribute to a safe environment that accelerates growth, captures insights, challenges convention, pioneers practices and cultivates leaders.

## Our definition

**ORE\*** is a collective name for technologies that generate or store renewable energy from & on our oceans and seas. The energy that these technologies aim to capture can be traced back to the moon, sun or differences in aquatic or atmospheric characteristics.

By innovating we maintain thought leadership on the topics we operate, which makes it imperative to continuously challenge our strategic assumptions on how we **drive change**. This is done every day and formalized on the yearly strategy day. The Code will reflect these latest insights.

## Drivers of change

To streamline our capability to drive change, we focus our activities on the basis of three categories:

### Source focus

Our origin and core DNA are novel ORE\* sources with a particular focus on wave, tidal, offshore solar and floating offshore wind.

### Sustainability focus

We are applying technologies in the most nature inclusive design possible and are looking at innovations across the supply chain focusing on sustainable industrialization and circularity.

### System integration focus

For a reliable energy system, we explore the combination of ORE with offshore storage or power-to-X applications and electrical infrastructure developments.

# Collaboration

## Win-win

DMEC was founded on the belief that the hardest problems can only be solved by the open collaboration of the scientific community, public, private and social sector. Today, our organization is part of a strong open academic and industry community.

At DMEC, our values shape the way we treat others, with the corresponding goal of cultivating a diverse, inclusive, healthy and safe environment. This means that respect is paramount in all communications, expressed by the style and tone of our e-mails, in formal meetings and in informal conversations.

In our work we explicitly seek to share and collaborate with people outside of our organization. Sharing insights and expertise often creates win-win situations. This is done with careful consideration of our reputation and core values. We are especially mindful of the necessary safeguards regarding confidentiality and the high standards we set for not only ourselves, but also those we work with.

These standards shape our collaborative activities and respecting the **safeguards** is needed to ensure that DMEC employees can independently operate according to the values from this Code.

Ryunosuke Satoro - writer

“Individually, we are one drop. Together, we are an ocean.”

## Safeguards

### Conflict of interest

Maximum efforts must be made to prevent any conflict of interest or the impression thereof. We achieve this by applying as strict as possible a separation between private interests and those of our organisation, partners or clients. In the event of a conflict of interest, or the risk thereof, the employee must immediately report it to management or the board.

### Reliable partners

DMEC will not work with parties that do not meet our requirements with regard to reliability.

### Events & gifts

We consider the importance and nature of the relationship and whether there is a possibility of reciprocity. Both are dealt with in all openness. We cannot accept gifts exceeding € 50, large favours or additional payment.

# Questions we ask ourselves

**Whenever our employees face a dilemma, we ask ourselves the following questions:**

- Do I have sufficient information in order to make a balanced judgement or on which to base my conduct and actions?
- Can I face myself in view of this conduct?
- Would I consider it acceptable if a colleague were to do this?
- Have I discussed this sufficiently with others and/or involved the right people in my decision?
- Is it justified in the light of the confidence entrusted in me and DMEC and our reputation?

We make our choices based on the best long-term impact. If there is any doubt about the right course of action for oneself or someone else, we consult someone from the management or board.

# Questions we ask to prevent greenwashing

**We aim to work with partners that sincerely pursue similar goals and uphold the same values. The following questions help us to detect deceptive claims on the environmental performance of our partners, aka “greenwashing”:**

- Do the claims rely on recognised scientific evidence and state of the art technical knowledge?
- Do the claims demonstrate the significance of impacts, aspects and performance from a life-cycle perspective?
- Do the claims take into account all significant aspects and impacts to assess the performance?
- Does the claim demonstrate that the claim is not equivalent to requirements imposed by law?
- Do the claims provide information on whether the product performs environmentally significantly better than what is common practice?
- Do the claims identify whether a positive achievement leads to significant worsening of another impact?
- Do the claims require greenhouse gas offsets to be reported in a transparent manner?
- Do the claims include accurate primary or secondary information?

These questions are based on the requirements set forth by the Green Claims Directive (COM/2023/166 final/§6.2).

> **200**

Amount of partners  
that DMEC worked  
with thus far

> **€150.000.000,-**

Mobilized investments for science-driven innovations to combat  
climate change



# Our goal is to combat climate change by accelerating science-driven offshore innovations

## Acknowledgements

Instead of reinventing the wheel, we have made grateful use of a selection of existing Codes. Some of these Codes have been fully adopted (i.e. NWO ), while others served as an inspiration. We are thankful for the work put into these documents, including:

Netherlands Code of Conduct for Research Integrity, NWO (2018)

This is how we work towards a better future, TNO (2018)

Code of Conduct: The ethical framework to guide our decisions, DNV (Version: 2023)

Global Code of Conduct, EY (2022)

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