

## **Meeting Report**

Presentation slides can be found on the restricted pages of the website.

### **1. Opening and adoption of the agenda**

The EuroGOOS Chair, Holger Brix, opened the meeting by presenting the agenda and the purpose of the Extraordinary General Assembly: to discuss and vote on the new candidate for the EuroGOOS Secretary General position.

The meeting secretary and scrutineers were agreed and appointed:

- Scrutineers: Ghada El Serafy and Sébastien Legrand (required to be present in person);
- Secretary: Alicia Blanco.

### **2. Presentation of the recruitment process to select Secretary General**

Holger Brix informed members about the procedure and timeline for the selection of the new Secretary General. The call was announced on 7 May 2025. A total of 21 applications were received and reviewed by the Board. Five candidates were shortlisted for the first round of interviews, and three candidates for the second round. The delegates received a set of preparatory documents for the EGA, including the Chair's note, the meeting agenda, a power of attorney template, a description of the selection and hiring procedures, and a letter from the candidate to the General Assembly. The deadline for member input was 2 September.

Selection criteria included: marine sciences, operational oceanography, project and office management, knowledge of EuroGOOS and European institutions, experience in international collaboration, project leadership, and intercultural teamwork.

Following recommendations from the last Extraordinary General Assembly, the Board hired an HR consultant to refine the interview process, point out intrinsic motivations, and provide evaluation support. An evaluation matrix was used to assess candidates across strategy, collaboration, technical expertise, management, and personal style.

After two interview rounds, the Board unanimously recommended Dr. Renuka Badhe as the new Secretary General. She met the broad requirements and demonstrated extremely valuable experience and capabilities, with some areas for further development identified. Holger Brix expressed the Board's readiness to provide mentoring and support, and he highlighted the positive feedback received from the members after several conversations in the lead up to the EGA. The compensation proposed is aligned with EuroGOOS's capacity.

### **3. Presentation from the proposed Secretary General candidate**

Holger Brix invited Renuka Badhe to give a presentation on her profile and background. She presented the following:

*“Dear Members, EuroGOOS General Assembly, it is a profound honour to stand before you today as the candidate for Secretary General recommended by the EuroGOOS Executive Board - Thank you for this opportunity. I am grateful for the rigorous recruitment process, which has allowed for a deep and transparent dialogue. I now submit my candidacy for your consideration and confirmation at this Extraordinary General Assembly.*

*With over 15 years of senior leadership at the nexus of international science and policy, my career began with a PhD in oceanography with fieldwork in the Southern Ocean. This led to leadership roles at the international (SCAR) and European (European Polar Board) levels in organisations administratively similar to EuroGOOS, and where the focus is fundamentally marine. My experience is further grounded in the marine domain through my leadership in major ocean-focused EU projects like SO-CHIC and OCEAN:ICE. You have already been provided with materials detailing my professional background, including my CV, cover letter and my statement to Members. Therefore, I will not repeat any further information, but will share my initial vision for EuroGOOS, outlining how we can collectively enhance its role as a driver of innovation and a vital channel of information to the EU policy world.*

#### **Alignment with the Core Responsibilities of the Secretary General**

*The job description outlines a role requiring a blend of strategic implementation, community support, financial stewardship, and external representation – qualities that I provide ample examples from my career in my CV and other supporting material. My professional life has been dedicated to serving international membership based organisations, with my academics and career firmly rooted in the marine world. More importantly, the core leadership challenges at these organisations are universal: securing long-term funding for observing systems, integrating a diverse community of experts, and ensuring science effectively informs policy.*

#### **My Commitment to EuroGOOS Members**

*The heart of any Membership based organisation, like EuroGOOS are its members. The true expertise, data, and innovative capacity of the organisation reside within its members, forming the bedrock of any collective work done by EuroGOOS. This structure is the very source of EuroGOOS's influence, as its voice represents a powerful coalition of scientific interests. Consequently, the primary role of its secretariat and the Secretary General is to*

*listen to, facilitate, and empower the membership, translating their collective will into effective action.*

*I also want to be transparent about the areas where I have much to learn. As I discussed openly during the selection process, I have knowledge of but not the deep, personal day to day familiarity with the operational oceanography landscape. However, I have an extremely valuable resource - all of you, the experts in this field. My first priority will be to embark on a comprehensive 'listening tour' – allowing me to build knowledge of both the field, and the organisations, to understand your priorities and your vision for EuroGOOS. This will be the beginning of a continuous dialogue, establishing regular and transparent feedback mechanisms to ensure all your voices are consistently heard.*

### ***My Approach to Leadership and Management***

*My approach to management is grounded in the experience I bring from leading international Secretariats for more than 15 years, overseeing budgets, reporting, and staffing. My goal for the EuroGOOS Secretariat's work is to provide sustainable excellence, operating with absolute transparency and efficiency. It is also important to be clear about my role. While I may not be classed as a technical expert in ocean observing systems – I have used many of the products during my education, work and or projects I've been involved with. My role is to be the facilitator, to ensure that the Members' technical knowledge and excellence is supported, promoted, and translated into impactful policy and societal benefit.*

### ***Our Shared Future***

*My vision is for a EuroGOOS that fully embraces its role as a dynamic ecosystem where innovative ideas are born and nurtured. This creative energy originates from all of you – diverse and specialised members, including within the specialized discussions of the Working Groups, Task Teams, and Regional Operational Oceanographic Systems (ROOSes). Through the support provided, these initial concepts can be developed from visions into concrete and actionable projects. Based on my experience and our shared goals, I believe we can achieve this by providing a solid base for discussions - showcasing the existing work, and actively creating the conditions for new ideas to flourish. Further, I will ensure EuroGOOS's complex work is synthesised into actionable advice, ensuring your collective voice is heard early and often, shaping both the European and international operational oceanography agenda rather than just reacting to it.*

*In closing, my commitment is simple. It is to work with transparency, directness, and calm support. I will listen, and pursue our shared objectives for EuroGOOS with confidence and energy.*

*Thank you very much for your consideration, I remain available for further questions.”*

The CV of Renuka Badhe and her letter can be found on the restricted pages of the EuroGOOS website.

#### **4. Discussion and questions from Member Delegates**

Holger Brix opened the floor for comments and questions to Renuka Badhe. Henning Wehde, Joaquín Tintoré, and Manfred Zeiler thanked Renuka Badhe for her presentation. Annette Zijderveld asked about the starting date, and Holger Brix indicated that is expected in November, with full employment from December, as a work permit has to be secured. Laurent Delauney asked about her arrangements in Brussels, and Renuka Badhe explained that she is applying for a work permit to be fully based in Brussels and intends to live in Brussels starting the new year. Since the work permit process takes about four months, the initial plan is to start with a cross-border arrangement, whereby she remains a resident of the Netherlands while working in Brussels. She noted that she expects to be present in the office at least two to three days from the first months and will be full-time in Brussels once the work permit is obtained.

After the Q&A, Renuka Badhe was asked to step out to the waiting room to allow internal discussions among the members.

Henning Wehde expressed his appreciation for the Board’s efforts to select an excellent candidate, which was echoed by Joaquín Tintoré. Manuel Ruiz also thanked the Board, noting the candidate’s strong profile and technical background, and asked about financial compensation. Holger Brix explained that the financial requirements are approximately €7,000 per annum above those of the previous Secretary General, which is within the EuroGOOS budget, with the SG employed directly by EuroGOOS, unlike previous SGs who were employed as consultants.

#### **5. Introduction of the voting procedure, tallying the votes and communication of the voting results**

Holger Brix noted that according to the Articles of Association and the Internal Rules, the procedure for the voting can be agreed. Following the discussion and member’s feedback, the Board suggests having an open vote. He added that an anonymous vote via Zoom was available if preferred. No objections were raised, and an open vote procedure was agreed. Holger Brix asked those against to raise their hands. With no hands raised, the candidate was approved through a unanimous open vote.

As a result, Renuka Badhe was approved as a new EuroGOOS Secretary General unanimously, with a total of 40 votes cast.

- Total number of members: 48 members
- Number of voters: 40 voters
- Quorum: 83.3%
- Votes against: no votes against

The list of participants is provided in the annex and the restricted pages.

Following the vote, Renuka Badhe rejoined the meeting and received congratulations from all. She thanked everyone with appreciation.

#### **6. Any other business and concluding remarks**

Renuka Badhe was invited by Annette Zijderveld to participate in the upcoming NOOS Annual Meeting, which will take place from 6-8 October in Dublin, Ireland.

Holger Brix informed the delegates that the Board had been invited to meet with DG MARE and DG RTD. He also invited members to join the new EuroGOOS Strategic Task Force, if they are interested, to help strengthen the role of EuroGOOS in the European landscape. An email will be sent to the delegates soon with further information.

Holger Brix concluded the meeting by thanking all the delegates for their participation in the swift and constructive process. The Board expressed its delight in welcoming Dr. Badhe, who will be in touch with all members once in service.

Signed on 2 October 2025



Holger Brix, EuroGOOS AISBL Chair

Signed on 7 October 2025



Ghada El Serafy, EuroGOOS AISBL Chair

**7. Annex (List of participants)**

## List of Participants

### EuroGOOS Board

| Name                                            | Organisation                                                    | Country     | Online/Signature      |
|-------------------------------------------------|-----------------------------------------------------------------|-------------|-----------------------|
| Holger Brix                                     | Helmholtz-Zentrum hereon GmbH / EuroGOOS Chair                  | Germany     | IP (2 votes)          |
| Ghada El Serafy                                 | Deltares / Exec. Board member / EuroGOOS Vice-Chair             | Netherlands | IP                    |
| Sébastien Legrand                               | Royal Belgian Institute of Natural Sciences (RBINS)             | Belgium     | IP (2 extra votes)    |
| Laurent Delauney, alternate of Lucie Cocquempot | French Research Institute for Exploitation of the Sea (Ifremer) | France      | PoA / Online          |
| Giovanni Coppini                                | Euro-Mediterranean Centre on Climate Change (CMCC)              | Italy       | Online                |
| Branko Čermelj                                  | National Institute of Biology (NIB)                             | Slovenia    | Online (1 extra vote) |
| Julien Mader                                    | AZTI                                                            | Spain       | Online                |

IP = in person

### EuroGOOS Member Delegates

| Name                                             | Organisation                                            | Country | Online/Signature |
|--------------------------------------------------|---------------------------------------------------------|---------|------------------|
| Sebastien Legrand, alternate of Pieter Gurdebeke | Agency for Maritime and Coastal Services (MDK)          | Belgium | PoA              |
| Hrvoje Mihanovic                                 | Croatian Institute of Oceanography and Fisheries (IOR)  | Croatia | Online           |
| Dijana Klaric                                    | Croatian Meteorological and Hydrological Service (DHMZ) | Croatia | Online           |
| Daniel Hayes                                     | Cyprus Marine and Maritime Institute (CMMI)             | Cyprus  | Online           |
| Steffen M. Olsen                                 | Danish Meteorological Institute (DMI)                   | Denmark | Online           |

|                                                        |                                                                                                     |                |                                                                                         |
|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------------|
| Niels Holt                                             | Defence Centre for Operational Oceanography (FCOO)                                                  | Denmark        | -----                                                                                   |
| Urmaz Lips                                             | Tallinn University of Technology, Department of Marine Systems (MSI)                                | Estonia        | Online                                                                                  |
| <b>Name</b>                                            | <b>Organisation</b>                                                                                 | <b>Country</b> | <b>Online/Signature</b>                                                                 |
| Jari Haapala, alternate of<br>Laura Tuomi              | Finnish Meteorological Institute (FMI)                                                              | Finland        | Online                                                                                  |
| Sebastien Legrand, alternate<br>of D'Ortenzio Fabrizio | French National Centre for Scientific Research (CNRS)                                               | France         | PoA    |
| Adeline Souf                                           | French Hydrographic and Oceanographic Service of the Navy (SHOM)                                    | France         | Online                                                                                  |
| Pierre Bahurel                                         | Mercator Ocean International (MOI)                                                                  | France         | -----                                                                                   |
| Manfred Zeiler                                         | Federal Maritime and Hydrographic Agency (BSH)                                                      | Germany        | Online                                                                                  |
| Emil Stanev                                            | Helmholtz-Zentrum hereon GmbH                                                                       | Germany        | Online                                                                                  |
| George Petihakis                                       | Hellenic Centre for Marine Research (HCMR)                                                          | Greece         | Online                                                                                  |
| Caroline Cusack                                        | Marine Institute (MI)                                                                               | Ireland        | Online                                                                                  |
| Rosemarie Lawlor                                       | Irish Meteorological Service (Met Éireann)                                                          | Ireland        | -----                                                                                   |
| Vanessa Cardin                                         | National Institute of Oceanography and Experimental Geophysics (OGS)                                | Italy          | Online                                                                                  |
| Sara Morucci                                           | Italian National Institute for Environmental Protection and Research (ISPRA)                        | Italy          | Online                                                                                  |
| Simona Simoncelli                                      | National Institute of Geophysics and Volcanology (INGV)                                             | Italy          | Online                                                                                  |
| Rosalina Santoleri                                     | National Research Council (CNR)                                                                     | Italy          | Online                                                                                  |
| Gianmaria Sannino                                      | Italian National Agency for new technologies, energy and sustainable economic<br>development (ENEA) | Italy          | Online                                                                                  |
| Jitze P. van der Meulen                                | Royal Netherlands Meteorological Institute (KNMI)                                                   | Netherlands    | -----                                                                                   |
| Annette Zijderveld                                     | Rijkswaterstaat                                                                                     | Netherlands    | Online                                                                                  |
| Holger Brix, alternate of<br>Andrew King               | Norwegian Institute for Water Research (NIVA)                                                       | Norway         | PoA  |
| Holger Brix, alternate of<br>Henning Wehde             | Institute of Marine Research (IMR)                                                                  | Norway         | PoA  |
| Øyvind Sætra                                           | Norwegian Meteorological Institute (MET Norway)                                                     | Norway         | -----                                                                                   |
| Stein Sandven                                          | Nansen Environmental and Remote Sensing Centre (NERSC)                                              | Norway         | -----                                                                                   |
| Agnieszka Beszczynska-Möller                           | Institute of Oceanology, Polish Academy of Sciences (IO-PAN)                                        | Poland         | Online                                                                                  |
| Juliusz Gajewski                                       | Gdynia Maritime University, Maritime Institute (IM-UMG)                                             | Poland         | Online                                                                                  |

|                                                 |                                                                         |                |                         |
|-------------------------------------------------|-------------------------------------------------------------------------|----------------|-------------------------|
| Tamara Zalewska                                 | The Institute of Meteorology and Water Management (IMWM-PIB)            | Poland         | -----                   |
| Francisco Campuzano                             | +ATLANTIC CoLAB                                                         | Portugal       | Online                  |
| <b>Name</b>                                     | <b>Organisation</b>                                                     | <b>Country</b> | <b>Online/Signature</b> |
| Inês Martins, alternate of Teotónio Barroqueiro | Hydrographic Institute (IH)                                             | Portugal       | PoA / Online            |
| Miguel Santos                                   | Portuguese Institute for the Sea and the Atmosphere (IPMA)              | Portugal       | Online                  |
| Branko Čermelj, alternate of Matjaz Licer       | Slovenian Environment Agency (SEA)                                      | Slovenia       | PoA / Online            |
| Joaquin Tintoré                                 | Balearic Islands Coastal Ocean Observing and Forecasting System (SOCIB) | Spain          | Online                  |
| Manuel Ruiz Villarreal                          | Spanish Institute of Oceanography (IEO)                                 | Spain          | Online                  |
| Eric Delory                                     | Oceanic Platform of the Canary Islands (PLOCAN)                         | Spain          | -----                   |
| Susana Pérez Rubio                              | Puertos del Estado                                                      | Spain          | Online                  |
| Patrick Gorringe                                | Swedish Meteorological and Hydrographical Institute (SMHI)              | Sweden         | Online                  |
| Angela Hibbert, alternate of Veronique Creach   | Centre for Environment, Fisheries and Aquaculture Science (CEFAS)       | UK             | PoA / Online            |
| Angela Hibbert                                  | National Oceanography Centre (NOC)                                      | UK             | Online (2 extra votes)  |
| Angela Hibbert, alternate of Andrew Saulter     | UK Met Office                                                           | UK             | PoA / Online            |

#### Secretary General candidate

| Name         | Organisation |
|--------------|--------------|
| Renuka Badhe | Online       |

#### Power of Attorney

| Name             | Organisation                                                    | Power of Attorney |
|------------------|-----------------------------------------------------------------|-------------------|
| Andrew Saulter   | UK Met Office                                                   | Angela Hibbert    |
| Lucie Cocquempot | French Research Institute for Exploitation of the Sea (Ifremer) | Laurent Delauney  |
| Laura Tuomi      | Finnish Meteorological Institute (FMI)                          | Jari Haapala      |

|                      |                                                                   |                   |
|----------------------|-------------------------------------------------------------------|-------------------|
| Matjaz Licer         | Slovenian Environment Agency (SEA)                                | Branko Čermelj    |
| Andrew King          | Norwegian Institute for Water Research (NIVA)                     | Holger Brix       |
| D'Ortenzio Fabrizio  | French National Centre for Scientific Research (CNRS)             | Sebastien Legrand |
| Veronique Creach     | Centre for Environment, Fisheries and Aquaculture Science (CEFAS) | Angela Hibbert    |
| Henning Wehde        | Institute of Marine Research (IMR)                                | Holger Brix       |
| Teotónio Barroqueiro | Hydrographic Institute (IH)                                       | Inês Martins      |

#### EuroGOOS Office

| Name              | Position                                 | Online/signature                                                                     |
|-------------------|------------------------------------------|--------------------------------------------------------------------------------------|
| Alicia Blanco     | Communications Officer                   | IP  |
| Deniz Karaca      | Science Officer                          | -----                                                                                |
| Dina Eparkhina    | Senior Policy and Communications Officer | IP  |
| Kathleen Hermans  | Office and Financial Administrator       | -----                                                                                |
| Manuel Sala Perez | Policy Officer                           | -----                                                                                |