



Accelerating  
the future  
of aerospace

# NLR Code of Conduct



Royal NLR – Netherlands Aerospace Centre





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## NLR's mission

Royal NLR is making aerospace more sustainable, safer, more efficient and more effective.

Innovative solutions and practical recommendations reinforce the commercial sector's competitiveness and help find solutions for social issues. NLR works objectively both for and with national and international companies and governmental bodies.

# Foreword

For over a century now, Royal NLR has been an ambitious centre of expertise for aviation in the Netherlands, expanding that since the launch of the first satellite in 1957 to include aerospace technology. Our knowledge and expertise have made us one of the driving forces in the aerospace sector, both in our own country and elsewhere. Our staff search tirelessly for new technology and have the courage to look into the future, translating trends and developments into actual solutions for the market. That drive is helping us make the world of transport safer, greener, more efficient and more effective.

We're what the Dutch like to call the 'spider in the web' – an essential central figure, controlling and linking together elements such as science, governmental authorities and the commercial sector. We do that for instance at state-of-the-art research facilities. In aerospace, we are the Dutch government's strategic partner, and we put just as much effort into every project, whether we're working for SMEs or major international corporations.

This document, the Code of Conduct, gives a clear explanation of the responsibilities, rights and obligations that you have as an NLR employee. It is designed to help both newcomers and old hands function optimally. It helps create the correct basic attitudes and respectful behaviour, improving the quality of our products and services and of our public image.

As an Applied Research Institute (TO2), NLR subscribes to the Code of Conduct for Dutch Scientific Integrity. This means, among other things, that employees must act with integrity and in an impartial manner. On the basis of this document, the board and employees can be addressed and assessed on their actions.

During the next hundred years, we also want to be aerospace innovators working with our partners to create a sustainable world for tomorrow, with no impending threats and a high standard of living.

This Code of Conduct is one of the building blocks that will let NLR retain that unique position.

Michel Peters – CEO  
Royal NLR

July 2021

# NLR's Vision

The challenges facing the world of aviation forever seem to outweigh current technology solutions. Only the ongoing linking of in-depth insights into customer needs with state-of-the-art knowledge and research facilities allows for the quick-paced development of innovations.

In this sense, the NLR acts as the connecting link between science, the world of trade and industry and government.



## NLR's values

### Involvement

- We have a positive attitude
- We are proactive
- We shine with pride
- We take our responsibility
- We promote improvements
- We act honestly



### Cooperation

- Our work is multi-disciplinary (within and between divisions)
- We assume we can all trust each other

### Results-oriented

- We are decisive
- We take a businesslike approach



### Openness

- We are open in our communications
- We are ready to speak to each other
- We keep decision-making transparent



### External focus

- We are customer-focused
- We are aware of our environment
- We are entrepreneurial





# 1. Introduction

While respecting the values and principles of NLR, our employees contribute to NLR's strategy and fulfill to NLR's mission. In this way we show who we are, how we work and how we want to be seen by our clients and other stakeholders.

The aerospace sector is international and growing – a sector in which numerous social, geopolitical and economic factors play a role and technological developments can proceed apace. Because it is a knowledge organisation, NLR follows these trends and developments, translates them into specific questions that are relevant to the market for which practical solutions can then be developed.

## 2. The NLR brand and our profile

We are an organisation with a really long history and a challenging future ahead of it, and we value the NLR brand, our brand identity and our core message highly.

The NLR house style is the most tangible element of the NLR brand. It reinforces our image and at the same time provides the foundation for all other expressions of the brand. The other cornerstone of brand management is the brand identity, NLR's underlying *raison d'être*. It is the leitmotif in the substantive messages, in both visual and audio terms, and it is enhanced in visual media by using the house style. Consistency, continuity and professionalism for a brand demand that those values should also appear in the design and outward appearance, i.e. the use of the house style. Only then can a brand be positioned successfully and anchored firmly in the consciousness and the perceptions of the target group.

*The NLR brand underpins our future.*

## NLR's core message

To allow a consistent image of NLR to be communicated to our current and existing clients, other stakeholders, press and other media, NLR uses a core message in its external communications. This message essentially states what NLR stands for, where NLR has a major role and what people can expect of NLR. Up-to-date core figures are also stated in it. This corporate message or boilerplate is used in presentations, press releases and other corporate communications.

### *Royal NLR – Netherlands Aerospace Centre*

Royal NLR operates as an objective and independent research centre, working with its partners towards a better world tomorrow. As part of that, NLR offers innovative solutions and technical expertise, creating a strong competitive position for the commercial sector.

NLR has been a centre of expertise for over a century now, with a deep-seated desire to keep innovating. It is an organisation that works to achieve sustainable, safe, efficient and effective aerospace operations. The combination of in-depth insights into customers' needs, multidisciplinary expertise and state-of-the-art research facilities makes rapid innovation possible. Both domestically and abroad, NLR plays a pivotal role between science, the commercial sector and governmental authorities, bridging the gap between fundamental research and practical applications. Additionally, NLR is one of the large technological institutes (GTIs) that have been collaborating over a decade in the Netherlands on applied research united in the TO2 federation.

From its main offices in Amsterdam and Marknesse plus two satellite offices, NLR helps to create a safe and sustainable society. It works with partners on numerous programmes in both civil aviation and defence, including work on complex composite structures for commercial aircraft and on goal-oriented use of the F-35 fighter. Additionally, NLR helps to achieve both Dutch and European goals and climate objectives in line with the Luchtvaartnota (Aviation Policy Document), the European Green Deal and Flightpath 2050, and by participating in programs such as Luchtvaart in Transitie, Clean Aviation, Clean Hydrogen, and SESAR.

## NLR's brand identity



### Brand values:

Innovative,  
Involved,  
Practical



### Brand attributes

#### Innovative

- Competent (knows the subject, expert)
- Modern/dynamic
- Forward-looking
- Perfection



#### Involved

- Commitment (a can-do mentality)
- Partnership
- Empathy
- Unbiased
- Service-oriented



#### Practical

- Solutions supplier (TO)
- Practically useful products
- One-stop shop
- Flexible



**The brand promise:**  
Accelerating the future of aerospace

## Communication guidelines

The external communications focus on relevant information for the environment (stakeholders and potential clients). This should preferably be done through proactive announcements based on strategic ground and communications plans, as well as in the case of news items. Based on providing accessible insights, NLR wants to offer those involved the opportunity to make good, well-considered decisions. Ultimately, all staff play a part, directly or indirectly, in profiling and the positioning of NLR.

## Communicating about NLR as a TO2 institution

NLR works on applied research with other centres of expertise in the Netherlands in a federated structure (TO2). As a TO2 institution, NLR endorses the Dutch Code of Conduct on Scientific Integrity. That means that we act with integrity, including when communicating about our research. For a complete explanation of the meaning and the five principles of the Dutch Code of Conduct on Scientific Integrity, see the [diagram on page 15](#).



De samenwerkende organisaties  
in toegepast onderzoek

## 3. Acting ethically and responsibly

### Socially responsible business practices

Socially responsible business practices mean that we do not only aim for a positive bottom line (**Profit**) but also take account of the effects of our activities on the environment (**Planet**) and that we are aware of the social and human aspects within the company and elsewhere (**People**). A good PPP balance yields better results for both the company and society.

In addition to solutions for improving clients' sustainability, NLR is also working on making its own organisation greener. To that end, NLR keeps track of its CO<sub>2</sub>-emissions and all kinds of actions are taken to reduce these emissions and other environmentally burdensome aspects. For instance, we pursue an active policy for reducing paper and energy consumption and we print publications on high-quality, FSC-certified paper that comes from sustainably managed forests. For business air travel, NLR participates in KLM's Corporate Biofuel Programme. The NLR vehicle fleet will be replaced as far as possible by electric or hybrid vehicles in the coming years. In addition, NLR uses electricity generated by European wind energy. This electricity is generated sustainably or is CO<sub>2</sub>-neutral. To minimise the number of trips and the associated fuel consumption, we have the option of working from home and we use video conferencing. Other measures for CO<sub>2</sub>-reduction from transport include providing NS business cards and participating in a bicycle scheme.

## Corporate social responsibility (CSR)

Corporate social responsibility means that we use our knowledge, resources and networks for idealistic or charitable goals and that we make it possible to make our knowledge and experience available to social organisations. NLR uses its own test plane and volunteers to support Stichting Hoogvliegers, a foundation that makes dreams of flying come true for severely ill and disabled children.

## Legislation and regulations

Our policy focuses on complying with and enforcing all legislation and regulations that apply to our activities. We may face a wide range of legal questions during our work for NLR. For questions about specific laws or regulations, please send a message to [info@nlr.nl](mailto:info@nlr.nl)

## Free enterprise

NLR endorses free enterprise, fair competition and ethical business practices. These principles have been detailed in the Common Industry Standards (CIS) of the European Aerospace and Defence Industry, which states that any form of bribery is to be condemned and must be avoided in all circumstances.

NLR endorses the CIS integrity programme and makes sure that it is observed.

Agents, consultants and intermediaries can also harm NLR's reputation if they do not comply with the CIS. When contracts are to be signed, we stipulate that these individuals must be deemed to be aware of the CIS and to have endorsed it.

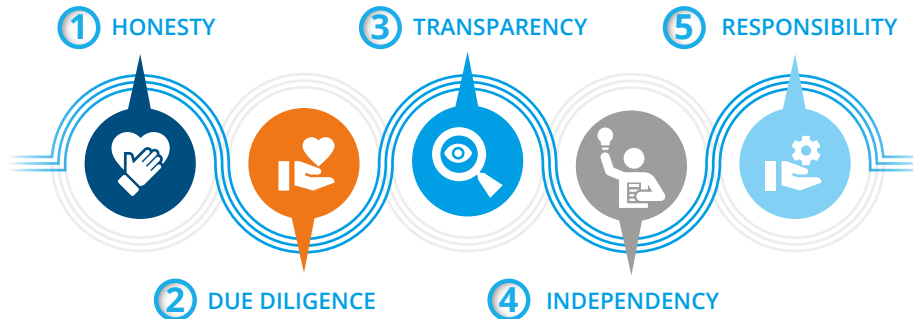
## Dutch Code of Conduct for Scientific Integrity

Within NLR, there is a great need to understand the world we live in better. We want to share the knowledge we gain doing this. It is a role for employees of an applied research organisation that is indispensable in our modern, knowledge-based society. Scientific research provides insights into aspects of reality in a neutral way. This serves to support administrative decision-making and provides stimuli for social development and economic growth.

As a TO2 institution, NLR endorses the Dutch Code of Conduct on Scientific Integrity\*. This means that staff should act with integrity and impartiality in the following situations:

- when research is requested, performed and reported upon;
- when acting as a content expert;
- in our communications, both internal and external.

We have adopted the following five principles for this:



*\* the complete code of conduct can be found on Cockpit*



# Netherlands Aerospace Centre





# 4. Responsibilities

## Responsibilities of NLR

Openness, transparent decision-making and mutual trust all benefit the working atmosphere and ultimately benefit the process and quality of products or services. An open dialogue between employee and manager helps this significantly. This not only concerns matters directly related to work but also matters relating to health and safety at work or in the personal sphere.

### Health & Safety and a healthy working environment

We aim for high-quality business processes, healthy and safe working practices and optimum care for the environment as an integral part of NLR's operations (QHSE policy = Quality, Health, Safety & the Environment). In that context, we are a social role model and must practice what we preach. As NLR employees, we have a duty to make every effort to the best of our ability to ensure quality, create healthy and safe working conditions and care for the environment. The QHSE policy is structurally present as a discussion topic both in consultations with the Works Council and in other regular forms of consultation within NLR. NLR aims for continuous improvements in efficiency and effectiveness.

### Specific QHSE objectives:

- The quality policy aims to realise, maintain and improve effective and efficient business processes in order to provide customers and stakeholders with the desired result. NLR is compliant with ISO 9001 (Quality Management);
- The Occupational Health and Safety (OHS) policy aims to create the highest possible level of safety and the best possible protection of health and to promote the well-being of employees and third parties by eliminating hazards and reducing OHS risks in collaboration with the staff. NLR complies with ISO 45001 (OHS management systems);
- The environmental policy aims to minimise any negative impacts of activities as far as possible. This primarily covers emissions into the ground, water and air, the production of waste and the consumption of energy, water and raw materials. NLR complies with ISO 14001, including CO2 reduction management (Environmental Management).
- The policy regarding risks is based on an integrated approach. Risks are analysed systematically and preventively and then tackled by integrated risk management. Risk management focuses equally on technology, organisation and behaviour. NLR prefers to use measures at the source instead of measures to tackle the effects

## **Career opportunities**

NLR is a signatory to the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. Signing it means we have adopted the European Commission's recommendations for improving career opportunities and exchanges between research institutions, thereby making careers in research more attractive. This is because individual researchers all have the same rights and obligations within the EU.

Specifically, the European Charter sets out the roles, responsibilities and rights of researchers and employers. It aims to ensure that the relationships between these parties help the successful accumulation, transfer and sharing of knowledge, as well as researchers' career development.

Through the Code of Conduct for the Recruitment of Researchers, we aim to achieve optimum recruitment with fair and transparent selection procedures and to determine the quality of researchers not only by the numbers of their publications but also using criteria such as didactic and supervisory skills, being able to work with a

project-oriented approach, knowledge transfer skills, management capabilities and social involvement.

## **Personal data protection/privacy NLR**

NLR attaches great importance to the protection of personal data and complies in full with General Data Protection Regulation 2016/679 (the GDPR), which was implemented on 25 May 2018.

NLR has a data processing register that describes all automated processing of personal data of people on the payroll or working for NLR, or who are clients of NLR. We only process this data to the extent that is necessary, relevant and reasonable. We only use the data for the intended purposes. We do not retain this data longer than necessary for the purpose for which it was collected.

Every interested party has the right to information about their personal data as held on our systems and the right to inspect it, as well as the right of rectification and the right to object.

We take the security of all the data we have very seriously. Our information security system relating to

customer confidential data has been independently certified in accordance with the requirements of ISO 27001. We have a framework of policies, procedures and training on data protection, confidentiality and security; we regularly review the appropriateness of the data and the measures we have in place to keep the data we hold secure.

### **Right to organise and employee participation**

Both the management board and the Works Council believe that a properly functioning Works Council is important for the correct functioning of NLR as a whole. NLR employees who are members of the Works Council or of a committee have the opportunity to set time aside to carry out their Works Council activities properly. Moreover, we see Works Council membership as a good development opportunity for staff.

NLR (as the administrator), the Works Council and its members and committee members are expected to observe the Works Councils Act and other relevant legislation and to acknowledge and understand other people's responsibilities in that regard.

Agreements about this have been set out in the Works Council Facilities Arrangements.

### **Developing and utilising talents**

NLR sees its employees as very important stakeholders. We want to offer our staff the most challenging working environment for socially relevant technological developments and applications. That challenging environment is mainly to be found in the assignments and research that our staff carry out in combination with the opportunities offered by NLR for personal development.

We aim to continue to stand out for the technologically advanced nature of our work and the opportunities for development.

In addition to technological expertise (natural sciences), we also invest in the development of social science skills. We offer specialists the opportunity to develop and use soft skills in addition to their knowledge of the subject matter. A natural process of knowledge exchange is promoted by letting employees work together in multidisciplinary research teams. The concept of the 'learning organisation' helps here too.

NLR's HR policy focuses on creating development opportunities for employees and allowing employees to take the initiative themselves for developing and utilising their talents.



## Responsibilities of staff

### NLR security stipulations

NLR carries out work commissioned by the Ministry of Defence (or parts of that ministry) that involves dealing with classified information. This classified information may also come from countries other than the Netherlands, via the Ministry of Defence as the intermediary or by other channels.

If unauthorised parties acquire this information, it could harm the interests of the State or the Ministry of Defence. To prevent this, the latest version of the General Security Requirements relating to Defence Orders (ABDO) applies.

Furthermore, we have our own NLR Security Policy in which we document how we protect military and non-military information. An example would be confidential information from civilian clients or from NLR itself.

### Protecting the intellectual property rights on research results

A significant proportion of our work is contract work. The results may be the property of the client or of NLR, depending on the contractual agreements. In either case, NLR always reserves the right to use the results for the purposes of further research.

The results of our own research, whether funded directly by the government (including the EU) or not, are always the property of NLR. We protect NLR's intellectual property by patents, by registering trademarks and other marks and by registering copyrights.

We must protect our know-how and deal with it confidentially. If it becomes necessary to share certain information with third parties, we will sign an NDA (non-disclosure agreement) for this purpose. For further information on the protection of know-how and research results, please contact our legal department.

### **Social safety**

As an integral part of NLR's business operations, NLR pursues an active policy aimed at preventing and combating inappropriate behaviour and offensive conduct. Within NLR, we do not accept aggression, violence, sexual harassment, bullying, discrimination and other forms of inappropriate behaviour. Inappropriate behaviour sours the atmosphere within our organisation, is hurtful for everyone who is a victim of such behaviour and negatively affects performance at work.

### **Personal relationships at work**

It is of course possible that employees at NLR have or develop personal relationships with one another in addition to their working relationship. While NLR believes this to be a private matter, NLR wants to make clear that employees who are in a private relationship with one another are individually responsible for ensuring that this has no negative effects on their work and for taking action to achieve this where necessary. If employees in the hierarchical line develop a relationship with one another, that line should be broken.

### **Use of alcohol, medicines and drugs**

The use of alcohol, medicines and drugs can have devastating consequences, both on your private life and at work. Using illegal drugs on NLR premises is strictly forbidden. The term 'illegal drugs' should be taken to mean all drugs and medicines that have not been prescribed, are restricted and are not legally available or that are being used for a purpose other than their intended purpose.

NLR encourages a working environment without alcohol. We permit moderate alcohol consumption at internal and external events where this is customary or normal locally and on festive occasions.

We help employees with drugs-related problems. The nature and form of this help can vary and will require the cooperation of the employee in question.

## **Compliance with the Code of Conduct**

NLR expects its employees to be aware of the Code of Conduct, to comply with it and to avoid the need for corrective or disciplinary action.



## Useful links

Working at NLR:

<https://www.nlr.org/about-us/working-at-nlr/>

NLR in general:

<https://www.nlr.org/about-us/>

#### **NLR Amsterdam**

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*This publication has been prepared for external use for informational purposes by our NLR business contacts.*