



NLR code



Voorwoord

At NLR, we work on innovative and concrete solutions for the aerospace sector. We do that together, working with colleagues, external professionals and various partners. We want everyone who works for us and with us to feel welcome, safe and respected. We also want to work together pleasantly, professionally and with awareness.

This NLR Code – our Code of Conduct – sets out how we want to interact with each other in our daily work. This document gives us the tools to create a culture that is inclusive and equal. We use this code to make sure everyone is accountable for their behaviour, the conduct we expect from one another.

The NLR Code is an overview of our responsibilities, rights and obligations. It tells you what behaviours are and are not appropriate for our organisation. You will also find information here explaining what you can do if you feel that boundaries are being crossed.

Who is it for?

The NLR Code applies to everyone who works at or within NLR: employees, interns and hired professionals. We are a single community, so we apply the same rules to everyone who works here.

This Code and other agreements

Our code of conduct provides guidance for our daily activities at NLR. It complements other agreements that we have with the world around us, not only legislation but also agreements like the General Security Requirements relating to Defence Orders (ABDO), the UN Global Compact, the Dutch Code of Conduct for Scientific Integrity (NGWI), ISO 9001 and the Gender Equity Plan.

We adhere to these agreements together, as well as to the rules and the NLR Code. All staff, including the directors, have a responsibility to act in line with these agreements.

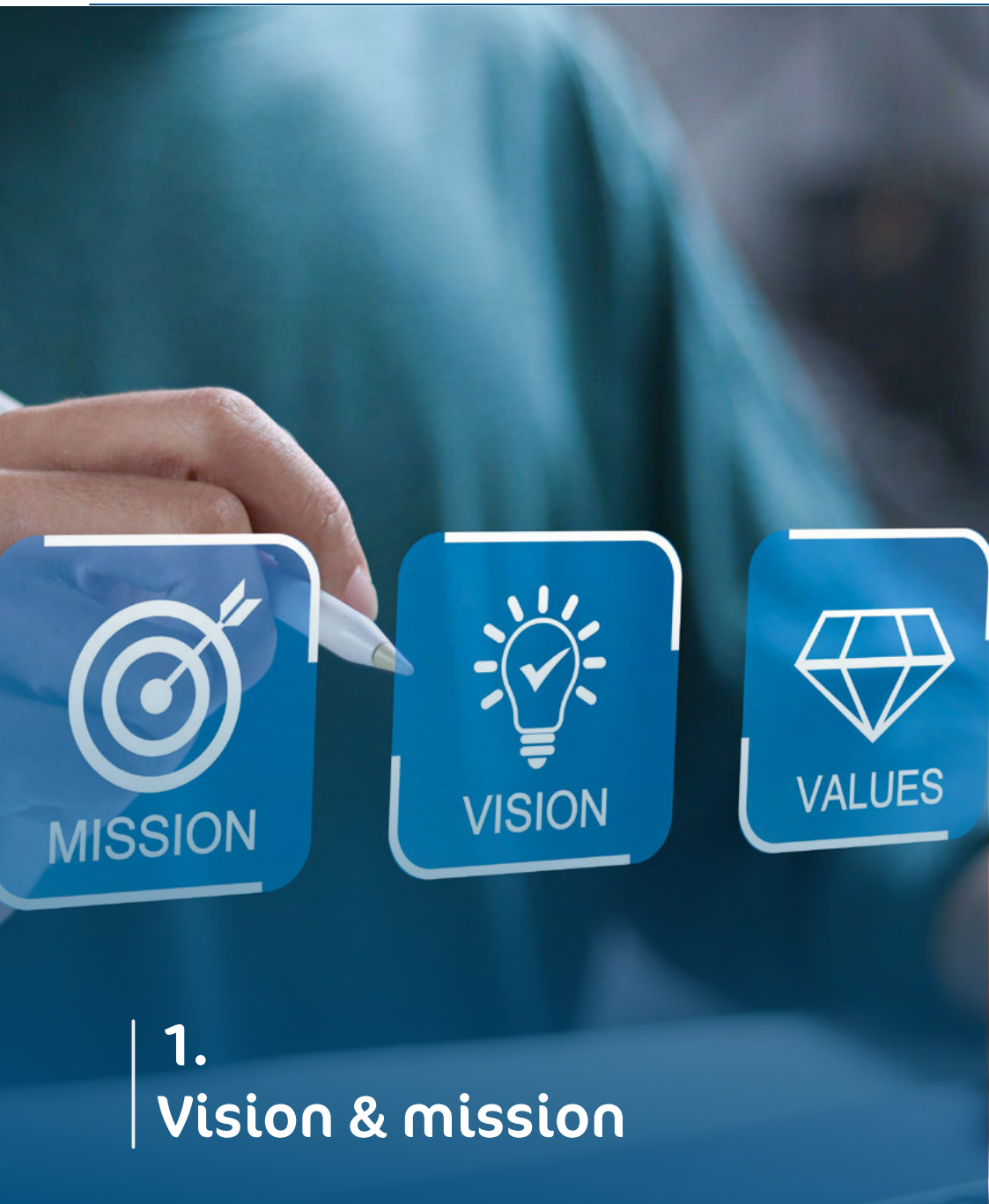
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For over 105 years now, NLR has been a leading aerospace research organisation. We carry out our research objectively and independently, both for and with the national and international commercial sector, governmental bodies and research organisations.

Our innovative and practical solutions and technical expertise benefit the security of our society, increase the effectiveness of the Dutch Defence department and reinforce the Dutch and European industry's competitive position. We also help find solutions for social issues, such as safety and sustainability in the aerospace sector.

Our vision

We want to accelerate high-impact innovations to build a safe, resilient and economically strong society in the Netherlands and Europe, climate-neutral aviation and sustainable and safe use of the space domain. We believe that this is possible if we work together to accelerate innovations that will have genuine impact.

Our mission

Our mission is to improve the effectiveness, safety, sustainability and efficiency of aerospace.

1. Vision & mission



2. These are our core values

Our core values guide the way we interact with each other and with our stakeholders, helping us to make choices. Thanks to these values that we share, we have a common baseline for all our actions.

Freedom

Room to push boundaries

We have the scope to progress – to take initiative and responsibility, to try new things, to make mistakes and learn from them. We have confidence in each other's knowledge and skills. And we respect each other: everyone is free to be themselves here.

Together

We can achieve more together

We seek out opportunities to collaborate. We are curious about each other's expertise, opinions and perspectives. That's how we inspire one another. We tackle complex challenges together, because we can achieve more together. We do that both within our organisation and with various external partners.

Driven

We are passionate about our work

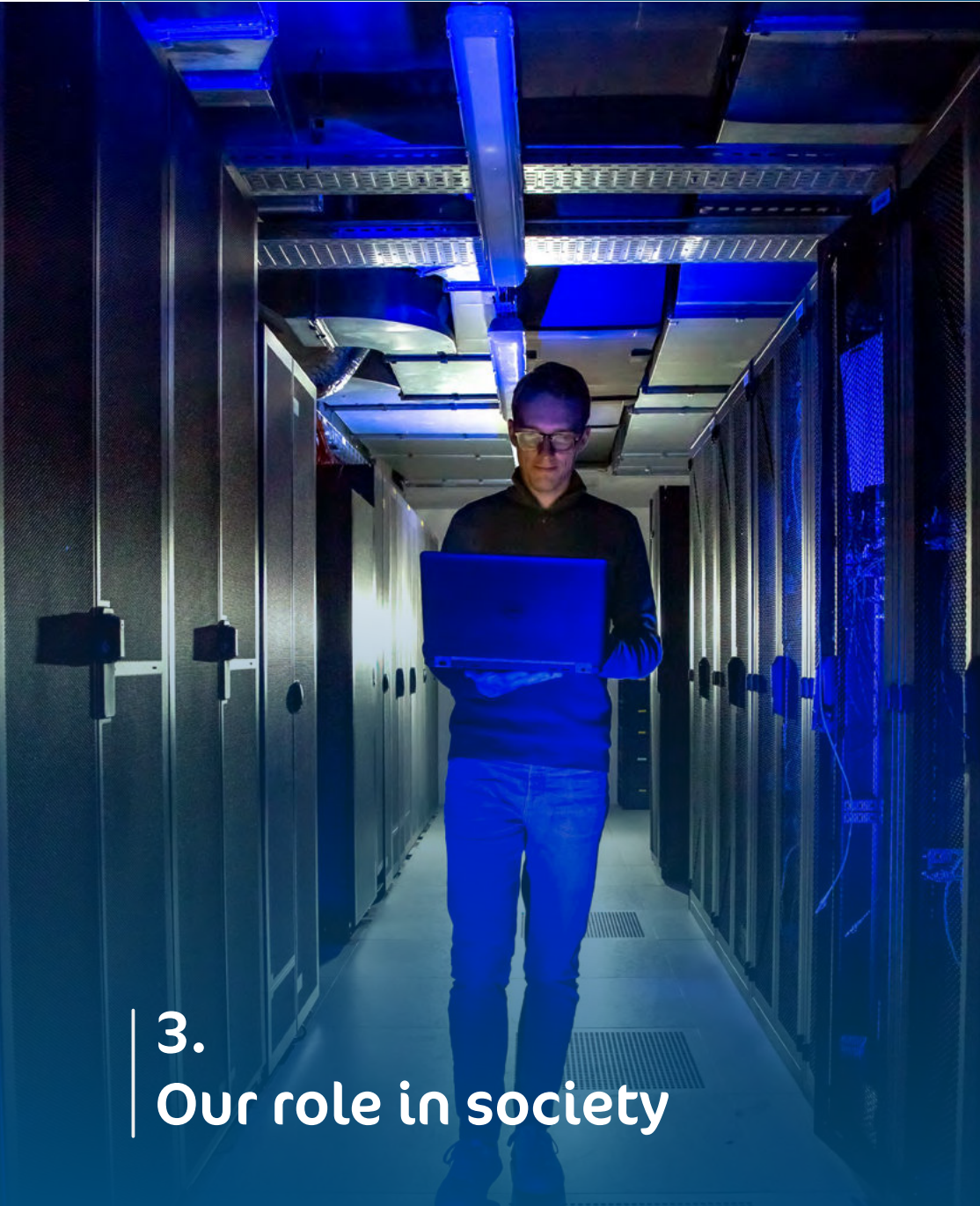
Our work is close to our hearts. We are passionate about our profession, each with their own specialisms. We are driven to improve every day and keep pushing our boundaries. We do that with passion, courage and determination. Our positive energy is infectious for everyone working on the aerospace industry of tomorrow.

Expertise

Leading professionals

Knowledge and skills are the foundation of our work. Our expertise is leading-edge. We work on this every day, seeking out new insights and taking on challenges in our field. We are inquisitive and continue to develop and improve ourselves. This enables us to resolve complex problems.





3. Our role in society

We play a key role in the aerospace sector. Both in the Netherlands and abroad, NLR brings science, the commercial sector and government together, bridging the gap between fundamental research and practical applications. In our work, we are aware of our social responsibility. This is how we actively address ethical dilemmas, sustainability and responsible business practices.

We are one of the knowledge institutions that belong to the TO2 federation (Deltares, WUR, Marin, TNO and NLR), a group of institutions that all have applied research as their core activity. As regards research and the use and development of facilities, we will further intensify our collaboration with other applied research organisations (hereinafter “TO2”), our European sister organisations, universities and applied science and vocational colleges and the Netherlands Organisation for Scientific Research (NWO).

A partner for Defence, the government and the commercial sector

We are a strategic knowledge partner of the Ministry of Defence and we collaborate on aerospace with national government, the business community and civil society organisations. NLR is an independent non-profit foundation. We are funded in part by the government because our innovations help to make the Netherlands economically strong, resilient, sustainable and future-proof.

Ethical dilemmas

The NLR Code is our moral compass. We also comply with laws and regulations, although there are sometimes grey areas between the two, often resulting from multiple interests being in play. As a strategic knowledge partner for the Ministry of Defence, we work closely with the defence industry, other TO2 organisations and universities to develop innovative solutions that play direct roles in benefiting the security and resilience of the Netherlands and our NATO allies. We are well aware that our work, in particular our contributions to defence, may fall into grey areas and thus raise ethical questions. An internal ethics committee called CARE (Create Awareness of Responsibility through Ethics) monitors the collective moral compass for all NLR employees. This committee advises on ethical questions or dilemmas, as well as supplementing the existing internal procedures and regulations that have arisen from legislation and the resolutions, conventions and treaties signed by the Netherlands. This is how we safeguard our moral choices as a social institution.

For a sustainable future

We are helping to create a sustainable future. With that in mind, we want to make our own organisation more sustainable, as well as aerospace in general. In addition to the Sustainable Development Goals (SDGs), we also endorse the principles of the UN's Global Compact. This means that we are actively and positively working to improve the environment and climate, and that we conduct our business operations responsibly. We have adopted the UN principles that aim to promote human rights and workers' rights, protect the environment and climate, combat corruption and fraud and bribery, and foster inclusivity and equality.



4. Our role as a scientific institute

As a scientific institute, we always aim to generate high-quality results. Our independent position gives us the freedom to work objectively and weigh up the moral considerations carefully. Our decision-making is transparent and we engage in dialogue as the situation requires.

Confidentiality

To carry out our tasks properly, we obtain information from our clients, partners and other stakeholders. This information may be about security and defence issues, competitive positions or other sensitive and confidential information. We always treat such information confidentially unless the stakeholder has stated that it may be shared.

Scientific integrity

Everyone must be able to trust that our results are fact-based and that the innovations are based on our own work, even where we are building on what others have done (fundamental research, for instance). It is only logical that we use information from third parties to make progress, but we are open and transparent about it. We always state the provenance of such information. Transparency and integrity are paramount, and we adhere to the rules of conduct as laid down in the Nederlandse Gedragscode Wetenschappelijke Integriteit (Dutch Code of Conduct for Scientific Integrity, NGWI).

The principles of integrity in research

This NGWI code of conduct guides individual researchers, as well as guiding us as a research institution. The NGWI lists five principles that underpin ethical research:



Honesty



Meticulousness



Transparency



Independence



Responsibility

This means that staff must act with integrity and impartiality in the following situations:

- when research is requested, carried out and reported upon;
- when acting as subject matter experts;
- in our communications, both internal and external



5. Important legislation and regulations

Being an independent knowledge institution gives us a unique role in society. This comes with both rights and obligations. We observe the legislation, regulations and treaties to make sure that we act with integrity and responsibility in our role in the world around us.

NLR complies with all the treaties, legislation and regulations, directives, codes and rules of conduct that apply to us. We respect fundamental rights, such as human rights, and we act accordingly. In our role as an employer, we also make sure that our employees can work and act in accordance with the applicable legislation and standards.

Responsibility in the value chain

Rules and responsibilities apply not only to NLR itself but also to our suppliers, customers and other stakeholders. We therefore assess their actions in terms of compliance with legislation, conventions and treaties. We do this in particular in human rights, workers' rights, climate and environmental offences, fraud, bribery and blackmail.

If we believe that partners are infringing rules or standards, we consider it our responsibility to discuss this seriously with them. We may even exclude parties from further cooperation.

Risk en export control

Within NLR, we handle sensitive technology, software, goods and services with great care wherever export controls or sanctions legislation and regulations are involved. This legislative and regulatory framework is intended to prevent sensitive technology, software or goods from inadvertently falling into the wrong hands.

To ensure compliance with this::

1. We assess in advance whether any legal restrictions apply to our partners and what the classification of the technology, software, goods and services is.
2. If there are any doubts or questions about export control, we always consult our Export Control Officer.

International cooperation is important in our work, but if and only if it remains within the confines of the law. Handling this carefully lets us protect our research integrity and play our part in safe and responsible science. Infringements of NLR's policy on export controls and sanctions legislation are subject to our sanctions policy.



6. How we treat one another

At NLR, we care about each other. We are all human beings – people with diverse interests, backgrounds, opinions and perspectives. We respect those differences. In fact, we believe that working together in diversity makes us stronger. That is why we are open to each other and always there for each other.

It is all about the people. We are working to create a culture of trust, safety and appreciation. This lets us provide scope for initiative and both professional and personal development. We learn more by working together, staying connected and celebrating successes as well as embracing setbacks. After all, that is precisely what makes us grow together. We want to keep improving, supporting each other, learning from each other, and giving each other constructive feedback.

An inclusive culture

We are working to create a safe working environment: an inclusive culture where employees feel valued, seen, heard and treated equally. We recognise the differences in needs and respond deliberately to them, because an inclusive and equitable culture is a prerequisite for our organisation being successful.

An inclusive culture is our starting point for greater diversity. Diversity is about our differences. This is evident not only in the visible characteristics but just as much in the various ways of thinking, experiences, disciplines and ways of working together. We want to increase the level of diversity within our organisation and make that diversity visible. We do this by consciously recruiting inclusively and by creating equal opportunities.

What we do as colleagues

At NLR, we think it is important that everyone can be themselves. Authenticity encourages individuality, creativity and enjoyment in the work. Being yourself also requires taking responsibility. We work together here in a professional framework that creates clarity and safety. We are also responsible for our conduct and the wording we choose, and we are aware of the impact they can have on others.

We are jointly responsible for how we treat each other, so we treat each other respectfully, are curious about the other's perspectives and are open to differences in working methods or approaches.

Together, we work every day on creating a working environment where trust, development and cooperation are a matter of course. We do this by listening to each other and by talking to each other in a professional and respectful manner.. We share knowledge, celebrate the successes and learn from the mistakes and challenges. We assist each other too where necessary, of course.

Focus on well-being

Good mental and physical health is essential for optimum performance and enjoyable collaboration, which is why NLR pays a great deal of attention to vitality and well-being. This is how we promote the lasting employability of our staff. As colleagues, we also look out for each other's well-being and provide support where necessary.

Managers play a crucial role in the well-being of our people by listening actively, discussing workloads and cooperating to find solutions that take account of everyone's individual situation. This is how we create an open and safe culture where everyone feels supported and valued.



7. The relationship between professional and personal activities

Working and private lives cannot always be kept completely separate. Choices you make in and for your personal time can affect your work activities, and vice versa. That is why we have agreements about issues that may come up where home and office overlap. Our guiding principles in this regard are always openness and awareness of the situation.

Ancillary activities

You can be active in your private life as a volunteer, have a part-time job or hold an administrative or political post. That is fine as long as such activities do not conflict with the interests of NLR or negatively affect your performance at work. Always report ancillary activities to your manager in advance.

Social media

When you post messages on your own social media account, be aware of whether you are doing so as an employee or as a private individual. On a business-oriented platform such as LinkedIn, you can link yourself clearly to NLR as a professional. Even when you are communicating your personal opinions as an individual, this can affect the public image of NLR. Bear this in mind when expressing a personal opinion or responding to anything in a personal capacity.

Company property and resources

At NLR, we work with valuable knowledge, technology and information. That is why we protect our intellectual and other property and rights, and treat everything entrusted to us with due respect. We also take appropriate measures to prevent loss, theft or unauthorised access.

You may only use NLR's resources, facilities and information for work-related purposes. Misuse or improper use of e.g. IT resources, vehicles, budgets or confidential data damages the trust placed in NLR and is inappropriate for our integrity standards. If you would like to use NLR resources (such as your laptop) for private purposes – to a limited extent – that is only allowed if it fits within existing agreements or after obtaining permission from your manager.

If anything goes wrong, for instance a data loss or data breach, report it immediately to the security officer so that we can take appropriate action in good time.

Alcohol and drugs

We want everyone to feel good, alert and safe at work. Using alcohol or drugs is therefore not permitted during working hours. Neither may you be under the influence of alcohol or narcotics during working hours, meetings, training sessions or other activities that take place under the organisation's responsibility.

Alcohol is only to be consumed responsibly during work-related activities such as company outings, drinks parties, business trips or business dinners. Using narcotics or being under the influence thereof is not permitted.

If you are taking medication that could affect your alertness, concentration or responsiveness, discuss it with your manager or the company doctor. You can then make appropriate arrangements about it together.

We encourage employees with alcohol or drug problems to seek help. NLR can help you in this.

Relationships at work

It may happen that employees have a romantic relationship with each other in addition to a working relationship. This is essentially a private matter, but it must not have a negative impact on work.

If you get into a romantic relationship within a hierarchical line (e.g. a manager with a team member), or if you already have a relationship within NLR and subsequently move into a hierarchical line, this creates a vulnerable situation and may affect performance. To protect all those involved, we want to avoid such hierarchical lines. It is therefore important to report any such relationship to the HR adviser so that we can work together to find an appropriate solution.



8. Acting with integrity and openness

Both as an organisation and as individuals, we believe that reliability is extremely important. This is how we can always carry out our research and other activities independently and ethically. Interests from outside NLR should never influence our own choices. If there are any doubts, questions or dilemmas about integrity, we are open about them with each other and feel free to discuss them with each other.

Accepting gifts and presents

At NLR, we are careful about gifts, invitations and other forms of appreciation from or to external parties. Small gestures can help maintain a positive working relationship. However, they should never influence our independence or decision-making. We therefore only accept or give gifts that clearly are of symbolic value (up to a maximum of € 50) and are appropriate for the occasion.

If larger gifts, sums of money or invitations that offer personal benefits are involved, you should decline them. You should only accept invitations to dinners, events or trips offered by third parties if they have a clear business purpose.

If you are unsure whether an offer or gift is appropriate, consult your manager. This transparency avoids misunderstandings and reinforces our trust in each other and in our organisation.

Conflicts of interest

We want to avoid conflicts of interest. This also applies to apparent conflicts of interest. If NLR's interests are not kept paramount, it may lead to decisions that undermine integrity. Personal financial gain (other than salary) is prohibited in your role or position at NLR. Placing the interests of third parties above those of NLR is also not permitted.

Conflicts of interest (real or apparent) may also arise when ancillary activities are being carried out (see also Section 7). This is why you must always tell your manager about any ancillary activities.

Pressure from outside

You may feel that a party outside NLR is actively pressuring you. This could for instance be pressure from state actors: countries that want to influence our work, either directly or indirectly. To safeguard our position as an independent institution, as well as to keep our employees safe, it is essential that you report any such occurrences to your manager immediately. NLR acts promptly in response to these notifications.



9. What is not appropriate at NLR

We provide scope for questions, doubts and discussions. But there are also clear limits: behaviour that negatively affects the safety, dignity or integrity of others is not acceptable at NLR.

This includes:



- bullying, exclusion or discrimination on any grounds whatsoever;
- gossiping;
- harassment (including sexual) or other forms of inappropriate behaviour;
- aggression, threats or verbal abuse;
- abuse of position or power;
- improper use of company assets or information;
- accepting gifts or donations without reporting them internally;
- real or apparent conflicts of interest.

If we observe or suspect this type of activity, we will address it and act in accordance with our procedures.



10. What to do in the event of doubt and infractions

Anyone can come across situations that are uncomfortable, unclear or inappropriate. How you handle these situations depends on your feelings, the context or the severity of the incident. Many situations can be resolved through an informal conversation. However, you also have the option of making an official report.

What can you do if you find yourself in an uncomfortable situation? The options often begin with reflection: what am I seeing, what am I experiencing? How does the incident fit with our values?

Then think about whether you can discuss it with a colleague, your manager or a confidential adviser. Many situations can be resolved by discussing the issue together, without a formal report.

There is always the option of reporting the matter to the confidential adviser or discussing it with them. In the event of an infringement of the rules, NLR will take appropriate measures.

Leadership roles

The people in leadership positions play a big role in helping create a safe working environment, by setting an example, communicating openly and responding carefully to signs of social insecurity. They create space for discussion and make sure that questions, tensions or misunderstandings are addressed in good time, so that situations do not escalate unnecessarily.

In most cases, you should first discuss an uncomfortable or unsafe situation with your manager.

If the incident or situation concerns the behaviour of your manager, or if you do not feel safe discussing it with your manager, you can contact your manager's manager or a confidential adviser.

The role of the confidential adviser

The confidential adviser is an impartial point of contact and you can consult them in full confidence. They offer a sympathetic ear, support employees in discussing situations and can help find the right route or procedure.

Formal notification – internal route

If informal consultation is insufficient, or if the situation is so serious that consultation is not an option, you can make a formal report. You can do this through the internal procedure for undesirable conduct. In the event of social misconduct (actual or suspected), you can make use of the whistle-blowers' scheme.

Formal notification – external route

If handling the issue internally has no effect, or insufficient effect, you can submit a report through the complaints procedure for undesirable behaviour. If you suspect such social wrongdoings, you can also report them externally, for example to the whistle-blowers' body, the Huis voor Klokkenuiders. NLR respects this right and will support employees in this process wherever possible.

The above can also be found on the social safety page and in our social roadmap. A social roadmap is an overview of all the help and support that is available.

The NLR code: always room for improvement

This NLR code explains how we should aim to interact with each other. Pleasantly. Professionally. With respect and consideration for one another. A shared culture like this is not a static fact. This code of conduct is therefore never complete; there is always room for improvement.