



## Diversity and Inclusion Policy

### Introduction

Diversity and Inclusion (D&I) has been an important and broad social theme for a long time. From the way in which private and public sector employers have a diverse workforce, the extent to which all employees truly feel at home and valued, combating demonstrable employment discrimination in recruitment and selection or even promotions: this theme is rightly alive.

We also see attention for the way in which Clingendael would commit to this in the tender applications. It also plays a role in job interviews where applicants ask us about our policy on this.

Most important is this topic for our employees. Awareness of this subject has increased in recent years and we want to continue this awareness. Although diversity, feeling at home and feeling socially safe are only really experienced in daily work and our work culture, established policy and a shared written narrative are important in this regard. The above-mentioned components together form our D&I policy. The Personnel Regulations Guide also refers to our policy on D&I and this document is an elaboration thereof.

Clingendael is not starting from scratch. In recent years, steps have been taken to embed D&I in the organization. The general impression is that Clingendael offers a diverse and inclusive working environment. We actively look for diversity where we have a gender balance in our staff, at all levels of the organization up to and including management. Our staff with 15 nationalities and a wide diversity of backgrounds contributes to a rich understanding of the Netherlands in the world. But D&I is always developing. Therefore, there is always space for improvement and change.

Input for and tightening of Clingendael's D&I policy also comes from the annual D&I employment survey. We also expect this policy to be evaluated periodically so that it continues to fit with how D&I is experienced among all employees. It is therefore a living document. This policy contains many principles and descriptions of work that in practice will feel a lot more detailed and complete than can be summarized in a written document. Always feel open to inquire further about this from colleagues, the MT or the working group.

### The Policy

*Organizations with a diverse workforce, where employees feel safe, seen and heard, perform better than organizations where this is not the case. They are often more innovative, more attractive to customers and have more satisfied and loyal employees. In addition to these strategic reasons, diversity and inclusion fits within corporate social responsibility.*  
- Sociaal Economische Raad (SER)

Diversity and Inclusion (D&I) is of great importance to Clingendael. Our employees work in a diverse and international environment, train people from cultures around the world and research international developments for decades. They conduct research in project teams of different compositions and organize events with a substantial national and international impact. Our employees have a diversity of backgrounds and benefit from an inclusive working environment. This diversity is a source of strength. The different ways in which employees bring diversity (gender, ethnicity, socio-cultural background, sexual orientation, age and ability to work) all contribute in their own way to strengthening and improving our mission.

Our D&I policy relates to a safe and appropriate working environment, our own internal and external communication, the composition of our training courses and meetings, selection of external speakers, trainers and participants, but also personnel matters such as recruitment, selection, advancement and internship guidance. This also concerns practical matters such as the facilities at our locations. D&I is part of our employee survey and is an important talking point for the Works Council's (OR) related to the well-being and performance of the organization.

For Diversity and Inclusion we like to use the same definition as the SER<sup>1</sup>:

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<sup>1</sup> <https://diversityday.nl/kennispagina/#1623745810171-1007b9c3-4fab> (op 2/4/2024)

*Diversity indicates whether different groups are represented in the workforce. There are visible and invisible differences that affect your position at work. Inclusion is the next step. It is a company's ability to create a culture where every employee feels safe and valued. Job seekers and employees are given the same opportunities, regardless of cultural background, sexual orientation, age, gender or ability to work.<sup>2</sup>*

It is important for Clingendael's working environment to emphasize that freedom of thought and diversity of perspectives are a core part of Clingendael's strength. Diversity and inclusion also apply here.

### Measures for a diverse and inclusive working environment for employees

Within teams and in the various working relationships (between departments, but also between managers and employees), diversity, equality and inclusion are fundamental to job satisfaction and work performance.

Within the organization, monitoring and reporting on D&I takes place through annual employee surveys. This measures the extent to which employees feel equal in how they are treated, whether employees experience a safe working environment and whether they can express themselves in a safe working environment and whether sufficient diversity is sought and monitored in our working environment. A recurring (short) questionnaire about D&I makes it possible to identify changes or wishes in a timely manner. It is also a way to keep the Institute-wide conversation going. In addition, the works council, management and the Board of Directors have an important role as points of contact for an inclusive working environment.

It is essential for Clingendael that we have a safe working environment. To this end, we have appointed an external confidential counsellor and the importance of a safe working environment in Institute-wide Town Halls is discussed. These Town Halls are supervised by the Management, which makes it clear that the importance of an inclusive working climate is broadly supported. In addition, Clingendael-wide working group has been set up to keep the conversation going, which can also respond to developments more quickly and, if appropriate, more informally. This group is composed of representatives from different departments and levels and its composition rotates. If appropriate, the MT can ask the working group to take certain actions and vice versa. All this depends on the situation and in the spirit of good consultation. If necessary, we will seek additional advice.

At the physical location of Huys Clingendael we are faced with certain structural limitations due to the monumental character of the building. In the past we have specially built in a pumping room and a disabled toilet. We have an elevator for those who need it. The entrance to the Huys has been made suitable for the disabled. In the basement we have a quiet room that also functions as a prayer room. In addition, our kitchen is set up to accommodate various groups with different eating and drinking habits.

There is explicitly no strict 'Western' cultural dress code within the building and colleagues, speakers and guests are invited to wear national or cultural clothing that expresses respect for others. Where possible within the laws and regulations surrounding monumental buildings, we continue to make adjustments to make all Clingendael buildings as accessible as possible for staff and external guests.

D&I is a part of an organization that is constantly changing, and new social developments also influence the workplace. Clingendael thrives on a combination of respect for the expertise and experience of older colleagues and the new insights and perspectives that colleagues from younger generations bring. To keep the change inclusive, it is important that all employees continue to maintain an open attitude towards the changes that are sometimes required and that colleagues maintain a level of collegial patience with each other. Inclusion is also reciprocal in a sense. An individual will have to adapt to a certain extent to Clingendael's corporate norms and values, within which we look for ways to allow the individual to be himself as much as possible. A continuous open conversation about this is crucial.

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<sup>2</sup> Neurodivergence is not mentioned here. Clingendael embraces this as an important addition.

## Recruitment and selection

Clingendael benefits from a diverse employee base. Different perspectives among colleagues sharpen the analytical view and different backgrounds contribute to the connection with other (sub)cultures. To ensure that our recruitment and selection is and remains diverse, we consider our vacancy texts and the composition of application committees. Clingendael also monitors the workforce, looking at the gender balance and the origin of employees.

We don't look exclusively at employees with a university background if the position does not explicitly require this. In order to provide the best possible reflection of society, it is a consideration to record the number of employees with, for example, a migration background. The representation of different backgrounds at all levels of the organization also plays a role. Clingendael seeks advice from external advisors on how we can navigate difficult issues of identity and its measurement. We maintain the latest insights into objective recruitment and selection and implement them in our own application procedures. D&I is also part of the onboarding cycle.

## Social responsibilities

Clingendael works with municipalities to provide workplaces for people with a distance from the labour market and with social organizations to offer apprenticeships.

Clingendael purchases services from other companies, such as our maintenance, garden and catering. In these contracts, we prefer social buying, which means that we purchase as much as possible from companies that have a social return certificate. In this way, we try to contribute to sustainability and to create diverse opportunities through our purchasing.

## Guidelines for diverse and inclusive interactions with our guests, speakers and participants

### Academy

Attention to individual learning needs and the individual characteristics of the participants ensures equal access to the learning path and the group. It is important for us to also be as accessible as possible for neurodivergence participants. If there is a need for an adjustment to complete the course, we will ensure that this is made as much as possible, so that all participants can complete the course equally. We achieve this by, for example, organizing a room set-up differently, explaining an assignment differently, by offering more moments of rest, or by taking into account group compositions that do not vary too much. When creating the learning contract, we provide a place in which people dare to experiment, show themselves, step out of their comfort zone, but also express different perspectives to each other in an environment where respect and self-reflection are central and where there is room for criticism and 'not knowing'. Attention is also paid to looking out for each other by creating a group feeling where diversity is self-evident.

We also pay attention to our selection of trainers and speakers who work with our groups. We ensure a gender balance between the speakers (the aim is 50:50), and also actively look for diversity in background such as Western/non-Western, different professional backgrounds, different regions of the Netherlands, but also worldwide. The aim is to ensure that the speakers and trainers reflect society and the participants as much as possible. Clingendael supervisors discuss each session with speakers and trainers. Prior to their session, speakers and trainers receive a sheet with (didactic) tips, and a request for inclusive and accessible language so that all participants have as equal access as possible to the knowledge and insights that the speakers or trainers bring with them.

Finally, we pay serious attention to inclusive language in our exercises, in all our programs we welcome many different cultures with openness and respect where we ensure equality and inclusion and we actively seek to include perspectives of different backgrounds.

### Research

Our selection of speakers for round tables, conferences and meetings strives for a diverse selection of experts and speakers within a field. Diversity can be achieved in various ways, with gender balance being an important, but not the only, criterion. Diversity of political, regional or cultural



perspectives is also important. We also strive for a diverse selection of commentators on developments in the region.

We also take a critical look at the composition of panels and the audience present when accepting external invitations. If a panel or audience is not sufficiently diverse, Clingendael can expressly thank you for the invitation. As far as possible, media policy consciously seeks a gender balance.

Within our research methodologies, attention is paid to diversity and inclusion. We ensure that we have various contacts who provide input into our policy analysis and recommendations. In this way we ensure that we do not talk about but with our target groups, and we attach value to periodic representative surveys among the population.

#### Staff department

The Staff department is an important face to the outside world. They welcome our guests, speakers and participants and therefore work in an intercultural and dynamic environment. It is important for them that, like all employees, they can do their work in a socially safe manner within the dynamics of all events, training and movements. The respect for our guests and colleagues deserves a reciprocal response so that a joint pleasant reception and working climate is created.

#### Data

In our annual report <https://www.clingendael.org/annual-reports> sex/gender disaggregated data on personnel are published.

Signature

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