

Gender & Inclusivity Plan

2025-2026



CONTENT

Foreword.....	2
Introduction	3
Governance and accountability	4
Work life balance and organisational culture.....	6
Diversity in leadership and decision-making	8
Inclusive design of programmes and projects	10
Integration of inclusivity into capacity development content.....	13
Public accessibility	14
Long term vision.....	14
Endorsement	15

Foreword

At Climate KIC, we work at the intersection of urgency and possibility. The climate crisis is not only an environmental challenge - it is a social, cultural, and economic one, reshaping who holds power, who bears risk, and who benefits from the solutions we design. If our mission is to help create just, climate-resilient, and beautiful futures, then equity and inclusion cannot sit at the margins of our work. They must be *fundamental* to how we innovate, partner, make decisions, and lead.

This Gender & Inclusivity Plan reflects our ambition to do exactly that. While this report emphasises the gender dimensions aligned with our reporting cycle, our aspiration is broader and more systemic. We recognise that gender equity matters deeply, and also that people's lived experiences of inequality are shaped by many intersecting identities - age, race, disability, geography, sexuality, socio-economic background, migration status, and more. We acknowledge that the negative effects of climate change fall unevenly and unjustly, and that innovation too often excludes those closest to the problem or furthest from traditional centres of influence.

Being an inclusive designer, partner, and employer is not a static achievement. It is a continual practice: listening more deeply; examining who is missing; shifting power; designing with, *not for*; and widening the circle of leadership and voice. This plan helps us operationalise those principles, embedding them into our daily practices, our decision-making structures, our portfolio design, our collaborations, and the way we measure impact. It offers practical commitments and accountability mechanisms, supported by the creativity and dedication of colleagues across our organisation.

But most importantly, this plan speaks to who we are *becoming*. We are building an organisation capable of enabling impact and transformation at scale. That requires us to design systems that distribute agency, honour difference, and allow many kinds of knowledge to lead. Inclusion is not just a moral imperative; it is a strategic one. It makes our innovation smarter, our partnerships stronger, and our impact more sustainable.

Together, we will continue to build an organisation that reflects the futures we are trying to create: fair, participatory, regenerative, and profoundly human.

Introduction

Climate KIC's vision is to help create climate-resilient societies, fight climate breakdown and build better futures for local communities on a global scale. We use innovation to mobilise systems change at every level and bridge the gap between climate commitments and current reality.

One of the biggest inequalities we see is that those who bear the worst consequences of the climate crisis are often underrepresented and undervalued in the innovations and decisions made in transitioning to a just, resilient, and beautiful future. To change this, we need to enable innovative solutions that support those groups most at risk from the impacts of climate change, not just the few. By targeting and engaging diverse actors, Climate KIC aims to not only increase inclusivity and reach, but in turn, benefit from diverse forms of knowledge that promote tailored and impactful climate innovations.

Our vision is to embed inclusive climate innovation across the entirety of our portfolio, ensuring that solutions address the needs of those most affected by climate change, such as women in informal economies, youth, and displaced communities. This way, innovation is not only equitable in outcome but also in who leads, shapes, and benefits from it. This commitment is reflected both in the diversity of the people who shape our organisation and the communities and ecosystems we partner with to drive systemic change. Climate KIC recognises that addressing the climate crisis requires the full participation, inclusion, and leadership of people across all nations, genders, backgrounds, and identities. In alignment with Horizon Europe and EIT requirements, we are committed to proactively embedding gender equality and inclusivity as foundational principles across all areas of our work.

Since 2019, Climate KIC has taken active steps to transform both its internal culture and external programming. Internally, we have refreshed our People policies to better support and attract colleagues from diverse backgrounds, established a Justice, Equity, Diversity and Inclusion (JEDI) working group, and launched our first internal staff survey to ensure all voices are heard and valued. Externally, we have developed practical toolkits on gender mainstreaming and inclusive programme design, and initiated experimental projects aimed at shifting power dynamics in grant making. These efforts are collectively helping to build a more inclusive, responsive, and equitable climate innovation ecosystem.

Our work in this area has been inspired by the growing resources in innovation space aiming to target issues related to inequity. For example, the [European Commission's Gender Equality Strategy 2020-2025](#) & EIT's Gender Equality Action Plan 2025-2027, as well as many Climate KIC funders, such as [Irish Aid](#), the [IKEA Foundation](#) and the [Swedish International Development Agency](#), helping us to support more diverse communities.

Although much of this plan will focus on mechanisms that support gender equity, we want to go beyond just supporting women and gender minorities to those who are most at-risk from the compounding impacts of climate change. We also recognise that the experiences of inequality vary greatly by context. For example, a woman entrepreneur in an urban informal settlement may face different structural barriers than an indigenous woman in a rural area, highlighting the need for locally informed, culturally responsive approaches across our portfolio. We define 'at-risk' as groups or individuals who already experience inequality, which is exacerbated by climate-related risks, and this includes women, gender minorities, children and young people, elderly people, people with disabilities, LGBTQIA+ people, members of minority groups, indigenous peoples, refugees, migrants, and people living in extreme poverty. Our definition is adapted and inspired by resources from [the UN](#), [the EU](#) and the [WHO](#).

Furthermore, we acknowledge the disproportionate impact and burden of the climate crisis by countries in the Global South/Global Majority, in comparison with the Global North.

Our approach is structured around systemic integration and measurable impact, with a focus on:

- **Institutional transformation:** Advancing equity in governance, leadership, recruitment, promotion, and compensation through clear targets and transparency.
- **Inclusive innovation:** Ensuring that our programmes and partnerships reflect and address the needs of diverse communities, particularly those most vulnerable to climate change.
- **Representation and voice:** Actively working to increase representation of under-represented groups across all levels of our organisation and the communities we work with.
- **Gender mainstreaming:** Applying gender analysis and intersectional frameworks to programme design, impact measurement, and portfolio development.

We commit to annually reviewing and publicly reporting progress against our gender and inclusivity objectives, in line with the Horizon Europe Gender Equality Plan (GEP) requirements. These efforts will be guided by data, lived experience, and continuous improvement, with the aim of fostering a more just, equitable, and effective climate innovation ecosystem.

Governance and accountability

This plan will be integrated and owned throughout the organisation. However, there are some key personnel and mechanisms that Climate KIC will draw on to ensure the successful implementation and monitoring of the plan.

Role	Responsibilities
Chief Operating Officer (Briana van Strijp)	Plan owner; responsible for delegating actions to relevant colleagues, as well as responsible for driving forward area on diversity in leadership and decision-making.
JEDI working group	Ambassadors are responsible for supporting Clusters to implement actions related to their area of work.
Inclusive Innovation & Social Impact Advisory (Aimee Apel; Wallis van Oorschot Grant)	Provide strategic advice and thought leadership on inclusive innovation, gender mainstreaming, and social impact approaches. Serve as a reference point to ensure alignment with Climate KIC's wider inclusive innovation strategy.
People team lead /HR Business Partner (Lea Hanzelova)	Responsible for driving forward area on work-life balance and organisational culture.
Hub Lead (Beau Scott)	Responsible for driving forward areas related to inclusive programme and project design and capacity development.
Cluster Leads	Responsible for integrating as many elements of the plan as possible in their own cluster and encouraging Point People to support individuals to do the same.

The support roles below are critical to ensuring that progress on the plan is effectively tracked, that insights are used to adapt and strengthen implementation, and that robust systems are in place to embed gender and inclusivity across all operations and programmes.

Support Roles	Responsibilities
Measurement, evaluation and learning leads (Alexander van Vliet)	Together with the leads above, develop and maintain a framework for monitoring progress on gender and inclusivity objectives; support the collection and analysis of data to assess the effectiveness of actions; help come up with recommendations to strengthen delivery; push to ensure learning is fed back into organisational processes and decision-making.
Digital Enablement leads (Marcus Chiri and Deniz Arsov)	Work with the leads above to support the integration of digital tools and systems to track progress on the plan and support in developing dashboards and reporting mechanisms to improve transparency and accountability.
Communications leads (Anne-Sophie Garrigou and Aida Khalilova)	Provides guidance and support in managing and updating online publication of the Gender and Inclusivity Plan and its periodic reports. They ensure that both the plan and the reporting is accessible, visible and effectively communicated to all staff and the wider public.

Consequent management

If progress on KPIs is not demonstrated within the outlined timelines without valid justification or reasoning, a review with the Plan owner or colleague responsible for overseeing the area or will be triggered.

Dedicated resources

Climate KIC has committed to dedicated resources to ensure the effective implementation of this Gender and Inclusivity Plan. These include:

Financial allocation: A dedicated annual budget line of up to 45,000 EUR for implementation, covering training, monitoring, capacity building, and inclusive recruitment efforts.

Human resources: At least 1.5-2 FTE across various team members within the Hub, People Team, MEL, Communications and JEDI working group to operationalise this plan and monitor progress. This translates into 116,000 EUR staff costs. These resources will be reviewed annually by the COO and People Team to ensure alignment with organisational needs and Horizon Europe compliance requirements.

Work life balance and organisational culture

At Climate KIC, we aim to create an enabling environment where people can work collaboratively, inclusively, and effectively, while embracing a diversity of needs, working styles, and perspectives. We recognise that meaningful, impactful work happens when people feel empowered, trusted, and supported to contribute in ways that align with their strengths, circumstances, and ambitions.

Wellbeing is our top priority. We believe that when our people feel supported, healthy, and balanced, they can do their best work and thrive both personally and professionally. Wellbeing sits at the heart of how we design our people practices, because we know it is essential for building a sustainable and inclusive organisation.

Our policies and ways of working are built on the foundation of mutual trust and shared responsibility – between the organisation and each individual. We believe that people are best placed to make decisions about how, when, and where they work when guided by trust, clear expectations, and accountability. That is why the fundamental principle shaping our ways of working is to act in good intelligence: to ‘do what makes sense for you, for your environment, and for the circumstances.’ This principle ensures that while we work towards our collective goals, we do so in a way that remains human, adaptable, and responsible. It encourages people to be mindful of their own needs and those of their colleagues, to stay connected, to contribute proactively, and to make decisions that uphold the integrity of our mission, values, and communities.

Plans to accelerate this area in 2025 & 2026

Work life balance and organisational culture			
Area of focus	Strategies	Measurements of success	Responsibility & timeline
Staff composition	Produce report on gender and diversity breakdown at all levels (entry-level, management, senior leadership, supervisory board).	We collect and analyse this data annually for gender already; we aim to introduce a more structured approach in 2025 and broaden this to diversity in 2026.	People Team, compose and share gender breakdown report in 2025, broaden to gender and diversity in 2026.
Pay equity	Set annual progress KPIs for easy tracking and transparency.	Establish a progress dashboard in 2025, full rollout in 2026.	People Team
Working conditions that are considerate of diverse caring responsibilities	Ensuring all colleagues are aware of the new gender-neutral New Parents Leave Policy, which allows for 16 weeks off at full pay.	<p>2025: Taking a baseline survey to understand the uptake of this policy and also speaking to new parents/carers who did not take it up to understand the barriers.</p> <p>2026 target: Having 80% of all new parents taking up this policy, regardless of gender.</p>	People Team

	Ensuring that colleagues can take time off for personal emergencies and unforeseen circumstances (beyond that already established policy on leave in case of bereavement, moving house, marriage/divorce).	2025: Integrating this measure into new starters onboarding process and presenting this at one SUFC. 2026: Target to have 100% of employees who are aware of their entitlement to special and emergency leave.	People Team, with support from Cluster leads to disseminate information.
	Ensuring that colleagues have autonomy to manage their schedules, with the expectation of being available only during core hours (10:00–16:00 CET). Outside this window, working hours can be flexibly arranged, enabling carers to accommodate personal responsibilities like school drop-offs, medical appointments, or elder care.	2025 & 2026 target: 100% of colleagues who agree that flexible working hours enable them to balance work and personal responsibilities effectively- measure through Annual Engagement Survey.	People Team
Inclusive opportunities and frameworks for colleagues to grow and flourish in Climate KIC	Increasing awareness of the five-day development and learning day policies, ensuring there are clear guidelines around what learning activities can be taken.	2025 target: Taking a baseline measure to understand percentage of colleagues taking up this offer. In addition, sharing the policy at 2 different SUFCs. 2026 target: Having a 30% increase in colleagues taking up this offer and tracking the barriers to implementation.	People Team, supported by JEDI working group.
	All new roles are published internally first and internal candidates have preference.	2025 target: 100% of roles being published internally first.	People Team
	Inclusion of people with disabilities through a safe disclosure process (hiring, onboarding and annual survey) with access to support mechanisms.	2025: Taking baseline of managers who have completed training to understand uptake across organisation. 2026 target: 90% of managers complete training on disability inclusion as part of JEDI	People Team

		and People Manager training.	
	Ensuring all new colleagues are aware and have access to our anti-harassment policy.	2025: 100% of all new joiners will receive a copy of our anti-harassment policy as part of the onboarding.	People Team, reviewed annually to ensure it is up to date.
	Having a wide range of colleagues represented in the annual anonymous engagement and inclusion survey.	2025 target: 70% of colleagues responding to survey. 2026: 75% of colleagues responding to survey.	People Team, with support from Climate KIC COO.

Diversity in leadership and decision-making

We believe that who holds power shapes what is possible. At Climate KIC, we are committed to ensuring that leadership at every level is reflective of the diversity of the societies we serve. Representation is not only a matter of fairness - it is a strategic imperative for effective, inclusive climate innovation. We aim to build a leadership structure and the capabilities within it that reflects the diversity of our workforce, our communities, and the climate challenge - ensuring equity, inclusion, and justice are embedded in who leads and how decisions are made.

While our dynamic structure provides multiple avenues for leadership, we focus on four high-impact decision-making bodies where inclusivity must be actively cultivated:

- The Leadership Team
- The Foundation Supervisory Board
- Climate KIC Group Advisory Council
- The Point People Network

In each of these, we aim for both gender parity and broader representation of lived experiences, cultural backgrounds, geographies, and perspectives.

Plans to accelerate this area in 2025 & 2026

Diversity in leadership and decision-making			
Area of Focus	Strategies	Measure of Success	Responsibility & Timeline
Leadership Team	Proactively identify and support talent from at-risk groups into leadership roles.	Increase in the number and proportion of leadership team members from diverse backgrounds (gender ethnicity, geographical, socio-economic, disability, age, etc.) (As at the time of this plan, the composition	CEO & HRBP; Ongoing review with Q4 2025 benchmark

		includes: 64% women, 36% men, ethnicity 91% white, 9% Black American (self-reported).	
	Embed JEDI principles in leadership development and cluster (thematic/functional) accountability.	All Leadership Team (LT) members sign and commit to a JEDI Code of Conduct and undertake unconscious bias training.	Code of conduct: 100% LT sign-on by December 2025; Review April 2026 Unconscious bias training: 100% of LT team undertaken unconscious bias training by Q3 2026.
Supervisory Board	Prioritise broadening diversity in recruitment for open seats.	Increase representation of women on Supervisory Board by next appointment cycle (current representation: 33% women, 67% men) Increase representation of nominees for the board from the Global South/Global Majority.	Supervisory Board Chair; Tracked annually
Advisory Council	Prioritise diversity in recruitment for newly established Council.	Have one space on our Advisory Council that is dedicated to someone under 30.	Advisory Council Chair
Point People Network	Support succession and internal mobility for underrepresented staff into Point Person roles.	At least 5 colleagues from underrepresented backgrounds mentored by June 2026.	People Team; Progress review Q1 2026
	Introduce structured rotation and succession in Point Person roles to broaden access by review and reflection and setting up mentoring process for current point people and mentees from underrepresented backgrounds.	Review and reflection of point people roles at 2-year mark of being a point person. Set up at least 4 Point People to mentee relationships by December 2025.	COO & Cluster Leads; Policy confirmed by Q4 2025

Inclusive design of programmes and projects

We know that the impacts of the climate crisis will not be borne equally and therefore, our projects and programmes need to be targeting underrepresented and at-risk groups to ensure they are not left behind. While our work covers a broad geographical base - 119 cities, 100 regions, and 70 countries - we often lack representation of underrepresented groups – something that is quite common in the innovation sector.

As Climate KIC, we want to see as many diverse communities as possible reflected in our portfolio of work as possible. To do this, we need to embed inclusivity into the way we set up, run and measure the impact of our projects to meet the diverse needs of those that are often marginalised by traditional programme design. In embedding inclusive design principles across all our portfolio, we hope to support more effective, equitable and enduring climate innovations.

While our projects reach diverse geographies, we continue to see underrepresentation of grassroots organisations, persons with disabilities, and minority-led initiatives, particularly in circular economy, and adaptation and resilience. Our approach moving forward aims to close these gaps through intentional outreach, capacity building, and inclusive programme design.

To date, we've taken three main approaches to diversifying the communities we work with:

- **Targeted funding related to this area:** We have run several targeted programmes focused on funding underrepresented groups in climate innovation. These have included Gender Mainstreaming for Climate Entrepreneurship & Inclusive Climate Entrepreneurship programmes funded through Irish Aid; our Systems Innovation Learning Partnership (SILP) funded by Sida; and the New European Bauhaus projects funded through EIT and Horizon Europe.
- **Capacity development of programme managers:** Supporting the upskilling of those working on programmes and projects to embed principles of diversity, equity and inclusion into their work. This includes training on the Equity Sequence technique given by external consultants, the development of easy-to-use toolkits on programme, event and communications development, and creating opportunities to receive mentoring on the topic.
- **Strengthening our monitoring and evaluation:** Our organisational Evaluation Frame, developed in 2024, is being rolled out in 2025 and places greater emphasis on inclusive measurement practices. Guidance for project-level monitoring and evaluation is linked to our toolkit of inclusive innovation, promotes participatory evaluation methodologies and requires key performance indicators to be disambiguated by gender.

Plans to accelerate this area in 2025 & 2026

Inclusive design of programmes and projects			
Overall Goal	Acceleration Strategies	Measurements of success	Responsibility & timeline
Having diverse representation of at-risk groups in our portfolio of work.	Topline organisational OKRs advising projects to target at least 2 'at-risk' communities in the activities they run as part of a project.	2025 target: Collect clear baseline of which projects are meeting this target and barriers to doing so.	Cluster leads to disperse to project leads.

	Support teams to understand what 'at-risk groups are' and pilot a measurement effort across 5 projects in Entrepreneurship Solutions & Ventures.	DEI captured across 5 ESV projects in 2025. 2026 target: Have a 20% increase based on the 2025 baseline.	Social Impact Technical Lead facilitates pilot in 2025. Targets to be met by the end of each year and tracked cyclically in Leapsome.
	Most projects setting targets to reach between 33% to 50% women participants as main project leads of their programmes.	Tracking the percentage of projects with at least one woman identified as the primary or co-lead in delivery or design leadership roles. 2025 target: 60% of all projects setting and achieving target of having between 33% to 50% women participants in their projects. 2026 target: 65% of all projects setting and achieving target of having between 33% to 50% women participants in their projects.	Delivery Cluster Leads supported by Hub Lead
Having more projects designed and executed in an inclusive manner.	Supporting projects to use either the Inclusive Programme Design Guide or the inclusive programme design checklist.	2025 target: 40% CKIC programmes apply either the inclusive programme design handbook or inclusive programme design checklist when designing the project. To be self-reported by teams. 2026 target: 50% CKIC programmes apply either the inclusive programme design handbook or inclusive programme design checklist when designing the project.	Cluster (Programmatic delivery) leads to dispense to project leads. Target to be met by end of year.
	Showcasing how teams have successfully used the templates above and how it supported them to reach the desired groups.	Two case studies on climate entrepreneurship highlighted; two case studies from EIT Business Plan activities.	Social Impact Circle, with support from communications managers. By end of 2025.
	Having JEDI ambassadors for each	2025: All clusters to have at least one JEDI	JEDI working group facilitator

	cluster as part of the JEDI working group approach for 2025, who will support clusters to implement templates and to share best practices in mainstreaming diversity, equity and inclusion principles.	working group member assigned to them (by Q3).	
	Building the capacity of programme managers to upskill in this area through sharing training opportunities already ongoing, i.e. already being shared through the ESV gender/DEI trainings calendar.	2025: Measure the number of colleagues who attend trainings/workshops/upskilling on the area of gender and DEI. 2026: Based on the 2025 number, see a 10% increase in this.	Hub lead
Improving the quality of data, we collect on gender and other areas of diversity.	Rolling out organisation-wide gender aggregated indicators related to individuals, i.e. those trained, jobs created, community members.	Draft and share report detailing gender aggregated data from across the entire EIT project portfolio.	MEL lead End of year 2025
Increasing the pipeline of funding opportunities in inclusive climate innovation.	Having more targeted communications and storytelling to build the pipeline of opportunities related to gender and inclusivity.	1 outcome story that includes gender and/or inclusivity in 2025. 3 outcomes stories in 2026.	All Clusters, with support from the Communications Team. End of 2025.
	Have a dedicated inclusive climate innovation landing page on Climate KIC's website adapted to include strategy, approach, case studies and this Plan.	Update gender mainstreaming website to align with broader inclusivity plan and consistently update to showcase the development of this area.	Social Impact Circle with support from Communications Team. End of 2025.
	Increase diversity of organisations and ventures we partner with that are working on solutions for a just transition.	Engage 10+ diverse ventures or grassroots organisations to propose breakthrough solutions for just transition; secure at least 2 projects.	Entrepreneurship Solutions & Ventures on diverse climate ventures and strategic partnerships for other organisations. End of 2025.

Integration of inclusivity into capacity development content

Under our Climate KIC Academy, we offer various forms of capacity development and building to support our partners to grow the skills needed to transition into a climate resilient future. One key area we want to develop is our partners' understanding of how the climate crisis impacts issues of inequality at a local level and to also learn from them the best ways to tackle issues of inequity in the climate innovation sector. To ensure relevance and impact, capacity development content is adapted to the specific needs of different audiences, whether grassroots ventures in the Global South, municipal actors in Europe, or innovation intermediaries in emerging economies, while considering regional policy landscapes, socio-cultural dynamics, and varying capacities for implementation.

To date, we have done this through two main approaches:

- **Capacity development and content development:** Delivering workshops and mentoring in our programmes on topics related to gender and DEI, as well as creating resources that can be used by our wider community. Examples of this have included our WeClim Equally Gender Mainstreaming Handbooks for Climate Entrepreneurs and Programmes and our Inclusive Programme Design Guide
- **Increased colleagues' knowledge in this area** through training and increasing the number of team members that can run capacity development workshops and mentoring on the topic of gender/DEI, as well as how to better embed issues of inclusivity into their existing capability building activities.

Plans to accelerate this area in 2025 & 2026

Integration of inclusivity into capacity development content			
Overall Goal	Strategies	Measurements of success	Responsibility and timeline
Increasing colleagues' capacity to deliver content on gender and inclusivity.	Through Tidal Equity offering, run coaching sessions and individual trainings for colleagues to feel more comfortable in techniques for equitable innovation.	2025 target: 5 projects coached on the topic of Equity sequence, using their real-life projects; 10 colleagues upskilled in the self-paced learning of Equity Sequence, with the opportunity to upscale more in 2026.	People lead, with support from the JEDI working group. End of 2025.
Increasing our partners' knowledge on topics related to gender and diversity, equity and inclusion.	Having more partners trained on topics related to diversity, equity and inclusion across all of our programmes.	2025 Target: At least 20 external workshops, trainings and mentoring sessions given to external partners on the topics related to gender and/or DEI. 2026 Target: At least 40 external workshops, trainings and mentoring sessions given to external partners on the	All Cluster leads to report on this as part of OKR processes.

		topics related to gender and/or DEI.	
	Hosting community events that directly target this topic.	4 events across 2025/2026.	Led by Community team with input from wider Clusters.
Embedding more issues related to gender and/or DEI into in our capacity development work more generally.	Developing DEI content for our Climate KIC Academy that builds on existing thematic areas and broadens to wider audiences.	2025 target: Hold at least 3 workshops on topics related to gender and DEI outside of Entrepreneurship Solutions & Ventures Cluster.	Delivering Cluster Leads, with support from those working on the Climate KIC Academy.

Public accessibility

This Gender and Inclusivity Plan will be published on Climate KIC's website, prominently linked and accessible to all staff and external stakeholders.

Long term vision

Embedding diversity, equity and inclusion principles into climate innovation requires ambitious, intentional, and adaptive strategies. This plan serves as a catalyst, accelerating both existing and new initiatives to advance these goals. Yet we recognise that shifting political, social and funding landscapes will continue to present challenges along the way. To overcome these barriers and achieve lasting impact, we must go beyond delivering tasks: we must foster transformative mindset shifts within our organisation and across the communities we engage. Only by doing so can we drive a just, climate-resilient future that works for everyone and leaves no one behind.

We commit to reviewing the plan every two years and to publishing key achievements on our Climate KIC website for accountability and awareness building.

Endorsement

This Gender and Inclusivity Plan has been endorsed by the leadership of Climate KIC as a living document that guides our collective efforts towards embedding diversity, equity, and inclusion across the organisation and various layers our climate innovation work. By signing below, we affirm our commitment to its vision, principles and implementation.

Signed on behalf of Climate KIC:

Signature: Briana van Strijp

Full Name: Briana van Strijp

Title: Chief Operating Officer

Date Signed: 26/11/2025

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