

English

2023
2024

Schiphol Nederland B.V. Terms and Conditions of Employment package

Valid from
1 April 2023

Welcome to Amsterdam Airport

Schiphol

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Parties involved

The following parties have been involved in the provisions described in this Schiphol Nederland B.V. Terms and Conditions of Employment package (hereinafter: **Employment Conditions Package**):

1. Schiphol Nederland B.V., based in Schiphol, Haarlemmermeer municipality (hereinafter: the employer).
2. Employee organisations (hereinafter: the trade unions):
 - a. Vereniging Personeel Schiphol, based in Schiphol Airport, Municipality of Haarlemmermeer;
 - b. CNV Publieke Diensten, based in Utrecht;
 - c. FNV, based in Zoetermeer
3. The Works Council (hereinafter: WC) of Schiphol Nederland B.V., based in Schiphol, Haarlemmermeer municipality.

The employer shall enter into agreements with the trade unions on all the provisions and arrangements listed in [Annex B, section 1 → 1](#) of this Employment Conditions Package. These provisions and arrangements constitute the Collective Bargaining Agreement (hereinafter: CBA) of Schiphol Nederland B.V.

The employer requests the WC's consent on all the provisions and arrangements listed in [Annex B, section 2 →](#) of this Employment Conditions Package, insofar as they fall under the WC's right of consent.

Introduction

This Collective Bargaining Agreement is the result of agreements made by the employer with both trade unions involved in the CBA process and with the Works Council on matters not covered by the CBA.

Schiphol and its consultation partners attach great importance to timely and constructive consultation and to reaching clear agreements on employment conditions and arrangements in the broad sense of the word. This involves not only looking at what the parties consider desirable, but also at developments around us, both in terms of employment conditions and in terms of the design and alignment of work & organisation. The trade unions and the Works Council are given ample opportunity to contribute ideas and make proposals.

The result should make Schiphol an appealing, inspiring employer, where employees are motivated to help achieve our short-term and long-term objectives, where they have ample opportunity for personal and professional development and where they can look forward to an attractive package of employment conditions.

Finally, the most up-to-date and valid version of this Employment Conditions Package can be found on the intranet. The contents of this package are subject to change. We also regularly refer in this package to official government websites for more information. These references are expressly provided as a service, and as a result, the employee cannot derive any rights from them.

1 General



Art. 1.1 Definitions

The following are definitions of some of the key terms used in this Employment Conditions Package:

- a. **ABP**: Stichting Pensioenfonds ABP.
- b. **Position**: the work to be performed by the employee in accordance with his employment contract.
- c. **Child**: natural, step, foster or adopted child of the employee or of the employee's partner.
- d. **Wage**: the salary plus any fixed allowances.
- e. **Company**: Schiphol Nederland B.V.
- f. **Parent**: natural, step, foster or adoptive parent of the employee or of the employee's partner.
- g. **Partner**: the person with whom the employee has a partner relationship based on marriage, registered partnership, a signed written declaration (cohabitation agreement) or the person with whom the employee lives unmarried.
- h. **Fixed allowances**: the allowances referred to in Articles 5.5 to 5.8, with the exception of the allowance for deputising.
- i. **Working day**: the day or days on which the employee works according to his roster.
- j. **Employer**: the party with whom the employee has entered into an employment contract, represented by the management or its designated manager.
- k. **Employee**: the party with whom the employer has an employment relationship, excluding trainees. A person is a continuous shift employee if he works in (semi-) continuous shifts. Other employees are called day shift employees. For the sake of readability, we have chosen to only use the pronouns 'he' and 'his'. These terms also refer to female and other employees.
- l. **Employee organisations**: the trade unions involved in the provisions described in the Employment Conditions Package, namely FNV, CNV Publieke Diensten and Vereniging Personeel Schiphol.
- m. **Roster**: the schedule indicating the hours and days the employee has to work in a given period. This period covers one or more weeks. A continuous shift is one in which the employee's roster contains at least one shift (other than an availability shift) that starts or ends outside the period from 6 AM to 7 PM on Monday to Friday.

Art. 1.2 Duration of the CBA

1. This CBA will enter into force on 1 April 2023 and end on 30 September 2024.
2. With the agreement of the parties, the CBA may be amended in the interim.
3. The CBA shall be tacitly renewed one year at a time, unless one of the parties notifies the other party by registered letter at least two months before the CBA expires that he does not wish to renew.

Art. 1.3 Settlement of disputes between employer and employee organisations

1. The parties involved in the CBA will, as far as possible, settle any disputes arising from the CBA between themselves.
2. If the parties are unable to resolve a dispute between themselves within two months, either party has the right to submit the dispute to arbitration court.

Art. 1.4 Facilities for employee organisations and employee participation

1. The facilities for trade unions are described in the [Trade Union Activities Facilities provision \(E.2\) →](#)
2. Works Council facilities are described in the provision for [Facilities for WC activities \(E.3\) →](#)

Art. 1.5 Designation

1. Schiphol Nederland B.V. Terms and Conditions of Employment package: this package.
2. Schiphol Nederland B.V. CBA: the texts and subjects listed in [Annex B, section 1 →](#)
3. Other Agreements Schiphol Nederland B.V.: the texts and subjects designated in [Annex B, section 2 →](#)

Art. 1.6 Application of the Employment Conditions Package

1. This Employment Conditions Package is part of the employment contract.
2. The CBA does not apply to employees with whom the employer agrees in the individual employment contract that the CBA does not apply.

Art. 1.7 Hardship clause

The employer may make the necessary arrangements in situations that are not covered by the agreements in this Employment Conditions Package, or where these agreements have an unforeseen unfair effect.

2 Rights and obligations



1 General

Art. 2.1 General

1. The parties shall in good faith comply with and enforce the provisions and arrangements contained in this Employment Conditions Package.
2. The employee shall receive a digital copy of this Employment Conditions Package.
3. The employee shall receive written confirmation of any decision affecting him. General decisions will be conveyed through the usual communication channels.

2 Employer's rights and obligations

Art. 2.2 Suitable employment

1. Suitable employment exists when the work (internal or external) to be performed corresponds with the employee's knowledge, experience and skills.
2. If an employee is transferred internally within the organisation, his salary is guaranteed. Therefore, an employee cannot refuse another (suitable) position because of the pay grade. More information on this can be found in the provision for [Internal mobility \(D.3\) →](#)

Art. 2.3 Camera surveillance

If there is a suspicion of unlawful conduct by the employee, the employer may decide to install a camera and/or use camera footage. This can only be done if camera surveillance is the only way to prove the unlawful conduct.

Art. 2.4 Suspension

1. The employer may suspend an employee with full pay if this is necessary in the interest of the company.
2. This suspension may not exceed two months. The employer may, if necessary, extend this suspension for periods not exceeding two months each.
3. Wherever possible, the employer shall first inform the employee of the suspension in a personal meeting. The employer shall confirm the suspension by registered letter, stating the reason.

4. The employer may prohibit the employee from entering the employer's non-publicly accessible premises and buildings during the suspension period.

Art. 2.5 Disciplinary measures

1. The employer may dismiss an employee without notice for an urgent reason ([Article 7:677 →](#) and [Article 7:678 →](#) of the Dutch Civil Code). In addition, the employer may take the following disciplinary action(s) against employee misconduct:
 - a. a written warning.
 - b. a suspension for at least half a day, with or without deduction of wages.
 - c. a temporary suspension. The employer applies this disciplinary action during the period of investigation of the employee's alleged misconduct. Wages are (partially) withheld in such cases. In principle, the temporary suspension may not exceed two months, unless there are compelling reasons to extend this period. The employer may prohibit the employee from entering the employer's non-publicly accessible premises and buildings during his suspension.
 - d. not granting a pay raise at the next appraisal.
 - e. a reduction in salary.
 - f. demotion to a lower position with a salary reduction, possibly for a fixed period of time, after which the employee returns to his original or equivalent work.
 - g. an alternative disciplinary action if there are special circumstances and the above disciplinary measures are not appropriate.
2. To the extent possible, the employee shall be heard before the employer takes any disciplinary action or dismisses him without notice due to an urgent reason ([Article 7:677 →](#) and [Article 7:678 →](#) of the Dutch Civil Code).
3. To the extent possible, the employer shall first inform the employee in a personal meeting that disciplinary action has been taken. The employer shall confirm the disciplinary action by registered letter, stating the reason.

4. With the exception of a (temporary) suspension, filing an appeal against a disciplinary action as mentioned in this article will temporarily halt its enforcement. The disciplinary action will not be enforced until the appeal window closes or the employee's appeal has been rejected or deemed invalid.

Art. 2.6 Use of temporary employees

1. The employer shall only use temporary employment agencies affiliated with the [Dutch Federation of Private Employment Agencies \(ABU\)](#) → or the [Dutch Association of Intermediary and Temporary Employment Agencies \(NBBU\)](#). →.
2. In principle, the employer does not hire temporary workers if it expects to need them for more than a year. In this case, the employer will offer a fixed-term or permanent contract.
3. The employer shall ensure that the temporary employment agencies supplying temporary workers to the employer pay their employees in accordance with the applicable remuneration agreements.

Art. 2.7 Employee development

1. Employees can make use of various training facilities during their employment. The provisions concerning training facilities are described in the provisions for [Training \(C.1\)](#) →.
2. The employer encourages the internal mobility of employees. Internal mobility enables the employer to respond better to changes and developments and enables employees to further develop their knowledge and experience with the employer. The provisions on [Internal Mobility \(D.3\)](#) → detail how the employer implements this.
3. The employer promotes the employability of its staff, including by providing a sustainable employability budget (SEB). More information on this is available in the provisions for [Training \(C.1\)](#) →.

Art. 2.8 Clothing consultation

Details regarding clothing consultation are described in the provision for [Clothing consultation \(E.4\)](#) →.

Art. 2.9 Funds

The employer shall facilitate the existence of a Social Provision Fund and an Employee Fund.

3 Employee's rights and obligations

Art. 2.10 Entitlements in the event of alternative working hours

Employees are entitled pro rata to the claims that apply to a 36-hour working week, unless otherwise specified in this Employment Conditions Package.

Art. 2.11 Confidentiality

Employees shall keep confidential all information of which they become aware in the course of their work and of which they know or may know that the information is confidential. This does not apply if there is a legal obligation to disclose. The duty of confidentiality shall survive the termination of employment.

Art 2.12 Gedragscode

1. At Schiphol, we work in accordance with the [Code of Conduct \(Annex C\)](#) →. The Code of Conduct contains provisions on:
 - Inappropriate conduct;
 - Use of the Schiphol Pass;
 - Safety and sustainability;
 - Dealing with external relations;
 - The use of provided (IT) facilities;
 - Fraud and other misconduct;
 - The internal system for reporting (suspected) misconduct.
2. The employer shall monitor compliance with the Code of Conduct. In the event of a violation, the employer may take (disciplinary) measures ([see Articles 2.4](#) → and [2.5](#) →).

Art. 2.13 Obligations

Employees are obliged to carry out the agreed work to the best of their ability and in accordance with the employer's instructions.

Art. 2.14 Transfers

1. If necessary for proper business operations, the employer may require the employee to transfer to

another business unit or work at another limited company. The employer shall consult the employee beforehand about the intended transfer and shall, as far as possible, take into account the employee's current level of work and personal circumstances.

- Initially, an employee will be transferred for a maximum period of 12 months. After this period, the employer will decide, in consultation with the employee, whether the transfer will be permanent or not.

Art. 2.15 Transfer of work

In the case of continuous shifts, an employee's work does not stop until it is taken over by his replacement or designated deputy.

Art. 2.16 Availability requirement

- The employer may require employees to be available at certain times to carry out their assigned work immediately.
- In special cases, employees may be obliged to spend their break at or near the workplace. This obligation shall be imposed by the head of the business unit. The Human Resources director may subsequently review whether this obligation was rightly and properly imposed.
- See the provisions for [Availability outside working hours \(A.4\)](#) → for more information on availability requirements.

Art. 2.17 Company emergency response

The employer may or may not appoint the employee as a company first-aid officer following voluntary notification. For more information, see the provisions for [Company emergency response \(A.6\)](#) →.

Art. 2.18 Continuous shift and overtime

- Employees aged 18 and above may be required to work continuous shifts.
- Employees aged 18 to 55 may be required to work overtime, but only if strictly necessary.
- All other provisions on working continuous shifts are described in the provisions for [Work on continuous shifts \(A.2\)](#) →.
- All other provisions on overtime are in the section on [Overtime \(A.5\)](#) →.

Art. 2.19 Side activities

Employees must always report in advance (in writing) to their manager any side activities they may undertake or any changes in the scope and duration of these activities. Employees are prohibited from engaging in side activities that may be expected to adversely affect their job performance. If there is any doubt, the manager should consult the HR business advisor.

Art. 2.20 Intellectual property

The employer has the exclusive intellectual property right to all results achieved by employees under their employment contract. Such results specifically include inventions, obtained outcomes, models, devised methods, drawings, software, databases, written and/or produced works.

All documents and/or copies thereof, whether obtained from the company of the employer or its clients or created by employees in the context of their employment contract, are and shall remain the property of the employer. Employees are prohibited from retaining, copying or providing third-party access to such documents without the employer's written consent. At the employer's request or at the end of the employment contract, employees must promptly hand over all such documents and copies to the employer.

Art. 2.21 Liability for financial resources

Employees are fully responsible for the financial resources entrusted to them. They must compensate for any deficits unless it is proven that they are not to blame for this deficit.

Art. 2.22 Tools, materials, goods and aids

- Employees are responsible for the materials, tools and aids provided to them for their work. Employees may only use these resources for work purposes and must treat them with care. Employees must [compensate for the damage or loss \(B.4\)](#) → caused by their negligence, carelessness or mishandling.

2. If deemed necessary by the employer, employees shall sign a receipt when receiving materials, tools or aids. They shall also receive a written acknowledgement when returning these resources.
3. Employees must return tools immediately after completing the task for which the tools were provided, or if they are being replaced by other tools.

Art. 2.23 Body search

Employees must cooperate if the employer sees a reason to search them. Employees must also cooperate with a search of their (digital) workplace.

Art. 2.24 Personal data

Employees must immediately update any changes in their personal circumstances in MyHR. These include details such as residential address, marriage, birth, family deaths, divorce, legal separation and so on. At the employer's request, employees must be able to provide documentary evidence of these changes.

Art. 2.25 Identification

1. All employees must be able to identify themselves with a Schiphol Pass. This pass must be visibly worn throughout the airport premises at all times. In addition, employees must be able to identify themselves according to the Compulsory Identification Act.
2. All employees must ensure that unauthorised individuals do not access restricted areas without supervision. If noticed, this should be reported immediately to a security officer or caretaker.
3. The applicant or person who requested a visitor pass is responsible for the individuals for whom he has requested a pass. As an authorised representative under the Schiphol Access Affairs procedures, he must ensure that:
 - visitors visibly wear the pass;
 - visitors are always accompanied in designated protected areas;
 - visitor passes are returned to the issue point within 24 hours.Employees will receive a written warning if they fail to fulfil their responsibilities as an authorised representative.
4. Applicants for a Schiphol Pass must undergo a security check. The use of the Schiphol Pass is subject to the applicable terms and conditions of use.

Art. 2.26 Parking on staff parking areas

Employees may park their motor vehicles in the designated staff parking areas.

Art. 2.27 Use of alcohol, drugs and medication

1. Employees may not use alcohol or drugs or be under the influence of them while carrying out their work.
2. Employees who use or intend to use medications that may affect their physical and/or mental condition in such a way that it jeopardises safety is not allowed to work in the aviation area. If this provision hinders employees from carrying out their required tasks, they should discuss this with their manager.
3. In the event of a suspected violation of this article, the employer is entitled to take such measures as it deems necessary, including those referred to in [Articles 2.4 →](#) and [2.5 →](#).

3 Employment progression

Vertrek
Departures 2



Art. 3.1 Employment contract

1. Both the employer and the employee shall determine the employment for a fixed or permanent period in a written employment contract.
2. The employer may decide to offer a fixed-term employment contract in the following cases:
 - a. for temporary replacement;
 - b. when the work is of a temporary nature;
 - c. for work related to training;
 - d. to assess whether the employee qualifies for a permanent employment contract.
3. A probationary period may be agreed upon when entering into the employment contract.
This probationary period lasts:
 - a maximum of one month for employment contracts longer than six months but shorter than one year;
 - a maximum of two months for all other employment contracts, whether fixed-term or permanent.

Art. 3.2 Termination of permanent employment contract

1. The employment contract may be terminated by either the employer or the employee. The notice must be given in writing. The notice period starts from the first day of the month following the termination date.
2. The notice period is two calendar months for both the employee and the employer.
3. The employment contract can be terminated with immediate effect without a notice period due to an urgent reason ([Article 7:677](#) and [Article 7:678 of the Dutch Civil Code](#)) →.

Art. 3.3 Termination of fixed-term employment contract

1. A fixed-term employment contract shall end by operation of law upon its expiry.
2. A fixed-term employment contract may be terminated prematurely by either the employer or the employee, observing the period of notice mentioned in [Article 3.2, paragraph 2](#).
3. [Article 3.1, paragraph 2](#) refers to a fixed-term contract designed to assess whether the employee qualifies for a permanent employment contract. In principle, in such a case, the employer will inform the employee two months before the end of the agreed period if he will be offered a permanent employment contract.

4. A fixed-term employment contract will automatically convert into a permanent employment contract if:
 - a. the employer and the employee have already been in consecutive fixed-term employment contracts for a period of more than 36 months, without intervals of more than six months.
 - b. this is the fourth consecutive employment contract between employer and employee, without intervals of more than six months.

Art. 3.4 Termination of employment contract upon reaching state retirement age

1. The employment ends by operation of law on the first day of the calendar month following the day employees reach their state retirement age.
2. Repressive firefighters for the airport fire brigade who are entitled to a Flex-VUB benefit shall leave their position by the age of 60 at the latest. In principle, employees will start receiving the Flex-VUB at this point. Deviating from this, the employer may offer employees who wish to work after the age of 60 another suitable position. If employees wish to be considered for this, they must apply for a suitable vacancy in good time. The employer then decides whether or not the employee will be considered for the vacancy in question. Employees who wish to continue working increase their chances by expressing their interest in other positions early on and investing in his sustainable employability.

Art. 3.5 Supplemental unemployment benefits

1. The Supplementary Unemployment Benefits scheme was discontinued on 1 April 2010. Employees who joined the company on or after 1 April 2010, therefore, cannot claim supplementary unemployment benefits upon dismissal.
2. For employees who joined the company before 1 April 2010, the Supplementary Unemployment Benefits scheme remains applicable as it stood on 31 March 2010.

4 Working hours and shifts



Art. 4.1 General working hours

The working and rest hours are based on the Working Hours Act, with the addition that the employee is entitled to at least 17 free weekends annually. A free weekend lasts at least from Friday 6 PM to Monday 6 AM, with the understanding that no more than 6 of these 17 free weekends may start on Friday at midnight. After a consecutive series of at least 3 night shifts, a minimum rest period of 48 hours is required.

1. A standard employment agreement is for 36 hours a week.
2. The employer may determine shorter working hours for the employee or groups of employees without changing the salary.
3. The addition from section 1, that the employee is entitled to a minimum of 17 free weekends annually, does not apply to employees in a team that has chosen to work in a 6/4 (2-2-2) shift schedule (or a variant thereof).

Art. 4.2 Working hours and shifts

The employer identifies three groups of employees regarding working hours. For each group, the working hours and duration are detailed in the corresponding provision:

- [employees working in dayshifts \(A.1\); →](#)
- [employees working in continuous shifts \(A.2\); →](#)
- [employees of the airport fire brigade \(A.3\); →](#)

Art. 4.3 Breaks

1. Employees are entitled to a break if they work more than 5.5 hours per shift. The duration of the break depends on the number of hours worked. Employees are entitled to:
 - a. a break of at least 30 minutes, if they work 8 hours or less per shift;
 - b. breaks totalling at least 45 minutes if they work between 8 and 10 hours per shift;
 - c. breaks totalling at least 1 hour if they work more than 10 hours per shift. Employees shall take at least a 30-minute break once in the period between two hours after the start and two hours before the end of the shift.
2. The employer may, in consultation with the employees concerned, deviate from sections 1b and 1c by determining that the respective employees are only entitled to a 30-minute break. However, this may only be done with the approval of the relevant Works Council.

3. The entire break counts as working time if the employee is called to work during an [availability shifts \(article 2.16\) →](#) during his break.

Art. 4.4 Availability shifts

More information about availability shifts can be found in the [Availability outside working hours\(A.4\) →](#) provision.

5 Wages



1 General

Art. 5.1 Wages

1. Wages consist of the following components:
 - base salary
 - holiday pay
 - individual allowances
 - irregularity allowances
 - standby shift allowance
 - public holiday allowance.
2. The mentioned components count towards pension accrual.
3. All employment conditions, unless explicitly stated otherwise, are calculated using the part-time percentage of the employee.
The part-time percentage is detailed in a [table \(A.1 Article.1\)](#) →.

2 Salary and holiday pay

Art. 5.2 Base salary

1. Employees are scaled based on their position into one of the [salary scales \(Annex A\)](#) →. To determine the level of the position, the employer uses a [job evaluation system\(E.1\)](#) →.
2. The employer may classify an employee in an entry-level scale for a maximum of two years if the employee does not yet have the required knowledge and skills for the full exercise of the job upon hiring or position change. The entry-level scale is at most two salary scales below the scale at which the position is valued.

Art. 5.3 Salary increase

1. The employer evaluates employees' performances annually. Depending on the outcome of the assessment, the employer grants the employee an increase percentage. The salary can be increased annually in this way until the employee reaches the maximum level of his scale.
2. After a poor evaluation, employees are given six months to improve their performance. After this, the employer re-evaluates their performance and decides whether to still grant the employee in question a salary increase.

- Any salary increase will apply from the time of the new evaluation and not retroactively.
3. Employees who have already reached the maximum of their salary scale may receive a bonus of 5% of their annual salary. This is subject to the condition that after reaching this maximum, they achieve an evaluation result of 'excellent' twice in two consecutive years, or 'excellent' once and 'very good' once. After the bonus payout, a new two-year measurement period starts.

Evaluation outcome	Increase rate
Excellent	7
Very good	5
Good	3
Moderate	1
Bad	0

Art. 5.4 Promotion

When employees are promoted to a position scaled in a higher salary scale, they receive a salary increase of up to 4%. This additional increase does not apply if an employee is in an entry-level salary scale and progresses to the salary scale in which his own position is valued.

Art. 5.5 Holiday pay

1. Employees receive holiday pay annually in the month of May. The year for which the holiday pay is disbursed runs from 1 June to 31 May.
2. Each month, employees accrue 8% holiday pay based on the following wage components:
 - a. Base salary ([Article 5.2](#));
 - b. Individual allowance(s) ([Article 5.7](#) →);
 - c. Irregularity allowance(s) ([Articles 5.8](#) → and [5.9](#)) →, excluding the availability allowance;
 - d. Standby shift allowance ([Article 5.10](#)) →.
3. Upon termination, employees receive the accrued holiday pay up to that point.

3 Allowances and compensations

Art. 5.6 Thirteenth month

Employees receive a thirteenth-month payout with the December salary payment. This amount is 8.33% of the actual (annual) salary received that year, including holiday pay and any guarantee allowance ([Article 5.7, paragraph 1a](#)). If an employee leaves the company earlier, he shall receive a prorated thirteenth month with the final settlement.

Art. 5.7 Individual allowances

1. In certain case, employees are entitled to an individual allowance.

This may be a guarantee allowance or a job allowance.

a. *Guarantee allowance*

Employees may receive a guarantee allowance, either temporarily or permanently, to maintain their original salary after a lower revaluation of their position or if the employer places them in a lower salary scale or position. The guarantee allowance is not indexed unless other individual agreements have been made.

b. *Job allowance*

In the following special situations, an employee may temporarily receive a job allowance:

- if the salary of the position relative to the labour market is demonstrably too low, making it impossible to fill a potential vacancy. The HR director must give written approval for this job allowance. This job allowance is indexed annually with the contractual wage increases. The allowance is temporary and will be reviewed annually, potentially adjusting its amount. The allowance will be discontinued when there is no longer a scarcity.
- if an employee has continuously assumed a higher position for two months, he shall receive a job allowance for that period. The allowance is equivalent to the additional 3% salary increase upon promotion. If it is part of an employee's role to replace colleagues in higher positions, he is not eligible for this allowance since this has already been taken into account in the job's valuation.
- the HR director sees another reason to grant a job allowance.

2. Individual allowances count towards the [purchase and sale \(Article 6.10\)](#) → of hours and overtime ([Article 5.12](#)).

Art. 5.8 Irregularity allowances

If work conditions necessitate it, the employer shall grant an irregularity allowance. The allowance increases with contractual wage increases.

The following irregularity allowances are possible:

- [roster allowance \(A.2, Article 4\)](#); →
- [phased roster allowance or compensation allowance \(A.2, Articles 10, 11 en 12\)](#); →
- [availability allowance \(A.4, Article 1\)](#). →

Art. 5.9 Repressive firefighting allowance

Employees involved in repressive firefighting for the airport fire brigade receive a repressive firefighting allowance equivalent to 8% of their gross salary.

Art. 5.10 Standby shift allowance

A continuous duty employee may be entitled to a [standby shift allowance \(A.2, Article 5\)](#) →.

Art. 5.11 Public holiday allowance

Continuous shift employees receive a [holiday allowance \(A.2, Article 6\)](#) → for hours worked on public holidays ([Article 6.12](#)) → and on New Year's Eve from 6 PM to midnight.

Art. 5.12 Overtime

If an employee works overtime, he may be eligible for [overtime compensation \(A.5\)](#) →.

Art. 5.13 Allowances and compensations

The employer offers employees the following allowances and compensations:

- [Expense reimbursement provision \(B.1\)](#) →
- [Travel Expense Reimbursement provision\(B.2\)](#) →
- [Business \(B.3\)](#) →

4 Allowances in special situations

Art. 5.14 Bonuses

The employer has the discretion to award bonuses if it deems special circumstances warrant it. This can only be enacted if the Employment Conditions Package does not already have provisions for the specific situation at hand.

Art. 5.15 Anniversary allowance

1. Employees are entitled to a bonus on specific service anniversaries. They then receive a percentage of their gross annual salary from the month prior to the anniversary.
The percentages based on the years of service are as follows:
 - 10 years: 2%
 - 20 years: 4%
 - 30 years: 8%
 - 40 years: 8%
2. If the employee's working hours fluctuated in the 10 years leading up to the anniversary, the benefit will be calculated based on the average working hours over those 10 years.
3. If there was an interruption in employment, the duration of this interruption will not count when calculating the duration of employment.
4. Years in which an employee worked as a temporary employee are not counted.
5. Employees opting for early retirement before reaching state retirement age with the ABP pension scheme are entitled to a portion of the anniversary allowance they would have received if they had continued working until the state retirement age. This portion is determined by dividing the total employment duration until early retirement, rounded up to whole years, by the total duration of employment has the employees worked until reaching the state eligibility age. This allowance is calculated on the basis of the highest salary of the applicable scale.

Art. 5.16 Death allowance

1. In the unfortunate event of an employee's death, the deceased's beneficiaries receive a payment equivalent to three months' salary plus holiday pay and any allowances. The salary for the month in which the employee died is paid in its entirety.
2. The allowance is distributed to any surviving dependents as followings:
 - a. only to the [partner →](#);
 - b. only to the [legitimate children →](#) (collectively), if there is no surviving [partner →](#);
 - c. only to blood relatives or relatives by marriage up to and including the second degree (collectively), who were financially dependent on the deceased, if there is no [surviving partner or children →](#) .
3. If the deceased has no next of kind and his estate is not sufficient to cover the costs of deceased's final illness or funeral, the employer can use the allowance for that purpose.

6 Holiday and other leave



1 Holiday leave

Art. 6.1 Basic holiday leave

1. Every calendar year, employees are entitled to five times their weekly working hours of paid holiday. Thus, for a 36-hour working week, the basic holiday leave is $5 \times 36 = 180$ hours per year.
2. The basic holiday leave consists of a statutory part and a non-statutory part. The statutory part amounts to four times the working hours per week. The non-statutory part amounts to one time the working hours per week.

Art. 6.2 Diversity hours

1. In addition to basic holiday leave, every employee is entitled to diversity hours. These hours are intended to contribute to an inclusive culture, in which differences among employees are recognised, respected and facilitated. For example, diversity hours can be used on a public holiday for which there is no paid leave arrangement under the Employment Conditions Package, but also at any other random time or occasion.
2. The number of diversity hours is 8% of the basic holiday hours per year. This means an employee working 36-hour a week is entitled to 14.4 diversity hours a year.

Art. 6.3 Transitional provision for extended basic holiday leave based on age

1. Employees who were in service with the employer on 1 July 2022 and (have) reached the age of 40 in 2022 are entitled to an extension of the basic holiday hours based on age according to the table below:
 - 45 years to 49 years:
4% of basic holiday hours;
 - 50 years to 54 years:
8% of basic holiday hours;
 - 55 years to 59 years:
12% of basic holiday hours;
 - 60 years and over:
16% of basic holiday hours.
2. When applying section 1 above, holiday time is rounded up to whole hours.

Art. 6.4 Continuous holidays

1. Every year, employees may take one holiday of at least 21 consecutive calendar days.
2. Employees must submit their wishes for consecutive holidays in writing. If the work schedule permits, the employer will approve the holiday request. The employer must respond in writing to the employee's request within two weeks. If the employer does not do so, employees may assume their holiday request has been approved.
3. The employer may grant up to 24 additional holiday hours per year if:
 - the employee agrees not to take consecutive holidays between 1 June and 30 September, and;
 - the manager believes it serves the company's interests.

Art. 6.5 Partial holiday accrual

1. Employees entering or leaving service during a calendar year shall accrue pro rata holiday rights, rounded up to whole hours.
2. If an employee is suspended for more than 31 calendar days, either with full or partial withholding of wages, he will not accrue any holiday rights during the suspension.

Art. 6.6 Holiday hours at the beginning and end of employment

In principle, employees must use all of their unspent holiday hours before leaving employment. However, if it serves the company's interest, the employer may choose to pay out the holiday hours instead of granting leave.

Art. 6.7 Taking holiday hours

1. If an employee takes a day off, the number of hours scheduled for that day will be deducted.
2. Employees must take their holiday hours in the year in which they accrued them.
3. If the employee has not yet taken his holiday hours by the end of the calendar year, the employer shall determine, after timely consultation, when the employee can still take his holiday hours. The statutory holiday hours expire six months after the last day of the calendar year in which they were accrued, unless the employee has not reasonably been able to take a holiday until that time.

Art. 6.8 Illness during holidays

Employees who fall ill at the start of or during their holiday may still take these holiday hours after they recover. They must then comply with all [provisions related to sick leave \(Article 7.1\)](#) →.

Art. 6.9 Cancelling holiday leave

1. The employer may cancel an approved holiday if this is deemed urgently necessary in the interest of the company. If possible, this decision is made after consulting the employee. The employee will then be credited the holiday he still has to work (partly) as a full holiday later.
2. Employees who suffer a financial loss due to the cancellation of their holiday shall receive appropriate compensation, to be determined by the employer.

Art. 6.10 Purchase and sale of leave hours

1. Every year, employees can purchase or sell leave hours in April and October. These are adjusted against the salary in May or November, respectively.
2. Employees can purchase or sell up to 144 hours a year.
3. The number of hours mentioned in this article is based on a 36-hour working week. There are ceilings for part-time employees based on the number of hours they work.
4. The employee can sell all types of leave hours except the statutory part of the [basic holiday \(Article 6.1\)](#) →, [purchased leave hours \(Article 6.10\)](#) →, the [compensation for public holidays \(Article 6.12\)](#) → and [continuous shift compensation hours \(provision A.2, Article 2\)](#) →. Overtime hours do not count as leave hours.
5. The purchase price or sale value of a leave hour is equal to the hourly wage including holiday pay and [individual allowances](#) →, applicable in the month of March of the relevant calendar year.

Art. 6.11 Sustainable Employability Budget (SEB)

1. Employees may save hours annually to increase their SEB. They may use all types of leave hours for this purpose, except for statutory holiday hours, purchased hours, days-off compensation and holiday compensation. Overtime hours do not count as leave hours.
2. The saved hours are recorded separately and deducted from the other leave balances. The total SEB is capped at 50% of the annual salary. Employees may not have their saved balance paid out except upon termination of employment ([see D.1](#)) →.
3. Employees may use (part of) their SEB to take a sabbatical of up to four consecutive calendar months once every four years. This may be deviated from in consultation with the manager; ([see provision D.1](#)) → for more information.

2 Leave of absence

Art. 6.12 Public holidays

1. As far as business operations allow, every employee is entitled to paid leave on the following days:
 - New Year's Day;
 - Easter Sunday and Easter Monday;
 - Ascension Day;
 - Whit Sunday and Whit Monday;
 - King's Day;
 - Liberation Day in the anniversary year; Christmas Day and Boxing Day;
 - Any day that is fully or partially designated by the employer.
2. Continuous shift employees are **compensated annually for public holidays (A.2, Article 3) →**, except when they fall on a Saturday or Sunday.

Art. 6.13 Special leave

1. Upon request, the employee may be eligible for special leave with pay. The table on the next page shows in which cases the employee is entitled to how many days off.
2. The employee is only entitled to special leave if the employer has approved it in advance. This does not apply in emergencies or unforeseen circumstances. In the event of an emergency, the employee must report this to the employer as soon as possible.

Art. 6.14 Caregiver leave

1. *Short-term care leave*
Employees are entitled to up to nine working days of short-term caregiver leave per year with pay if their **child →** living at home their **partner →**, or **parent →** suddenly falls ill and the employee's presence at home is urgently needed.
2. *Long-term caregiver leave*
If the caregiving requires more time, employees are entitled to (unpaid) long-term caregiver leave after the short-term caregiver leave. Employees may take up to 12 times their working hours a week or six times all their working hours a week as long-term caregiver leave.

Art. 6.15 Parental leave

1. Employees may take paid and unpaid parental leave, as described by law. Parental leave amounts to a maximum of 26 times the weekly working hours.
2. Employees may receive a benefit amounting to 70% of the salary capped at 70% of the maximum daily wage for up to 9 weeks of parental leave provided they take this leave during the child's first year of life.
3. For the hours employees take paid parental leave, they also accrue:
 - a. statutory and non-statutory holiday leave,
 - b. holiday pay, and
 - c. the thirteenth month.This does not apply to unpaid parental leave.
4. Continuous shift employees do not accrue compensation days (**A.2, Article 2) → during the hours they take parental leave**
5. Contrary to the law, employees accrue the same amount of pension during parental leave as before. This is because during the period of unpaid parental leave, the employer:
 - continues to pay the employer's share of pension contributions based on the working hours the employee worked before the leave and;
 - supplements the employee share of the pension contribution up to the working hours the employee worked before the leave.The employer will reclaim the additionally paid pension contributions if the employee terminates the employment contract during or within six months of the end of the leave. The same applies if the employee is dismissed during that period for an urgent reason (**Article 7:677 →** and **Article 7:678 →** of the Dutch Civil Code). If the employee works fewer hours than before within a period of six months after the end of the parental leave period, he must repay the pension contributions supplemented by the employer on a pro rata basis based on the old working hours.

Art. 6.16 Pregnancy and childbirth

1. Female employees are entitled to full salary payment during pregnancy and childbirth for the period stated in the **Work and Care Act →**.
2. The employer is not obliged to continue paying salary during leave if:
 - the employee refuses to apply for the **WAZO benefit →** or cooperate with the application;
 - disciplinary action provisions of the employer or of the **WAZO →** apply.

Art. 6.17 Emergency leave

Employees are entitled to one day of paid leave to make the necessary arrangements in case of unforeseen circumstances.

Art. 6.18 Adoption leave

1. Employees who adopt a child or takes a foster child permanently into their family are entitled to six weeks of **adoption leave** → as stated in the law.
2. Employees are entitled to leave from four weeks before and up to 22 weeks after the adoption. Employees may, in consultation with their manager, spread the leave part-time over a period of 26 weeks.
3. During adoption leave, employees are entitled to the continued payment of their wages up to the maximum daily wage.

Art. 6.19 Paternity leave and additional paternity leave

1. The partner of a woman who has just given birth can take **paternity leave and additional paternity leave** → as stated in the law.
2. The duration of the paternity leave is the equivalent of the working hours per week. The employee may take this leave within four weeks after the birth.
3. The duration of the additional paternity leave is five times the working hours per week and must be taken within six months after the birth. The employee will consult with his manager on how the leave will be taken (consecutively or spread over a longer period). During the additional paternity leave, the employee will receive a benefit equal to 70% of the salary up to maximum daily wage.

Special leave:

- a. To celebrate his 20th, 30th, 40th and 50th work anniversary.
One working day (to be taken freely).
- b. To celebrate his 25th and 40th wedding anniversary.
One working day (to be taken freely).
- c. To celebrate the 25th, 40th and every subsequent ten-year wedding anniversary of direct relatives.
The day on which it takes place.
- d. At the day of his civil marriage registration.
The day of his civil marriage registration.
- e. On his wedding or its church confirmation or his partnership registration.
Four consecutive calendar days (to be taken freely).
- f. To attend the wedding, church confirmation or partnership registration of a relative up to the second degree.
The day on which it takes place.
- g. To accompany his **partner → , parent → , child → or housemate →** when they are admitted to a hospital or nursing facility. If the employee is the designated person for this purpose, the leave enables him to bring or pick up the sick person, complete the formalities and provide the necessary information.
Half a working day.
- h. To visit his **partner → , parent → or child →** in a hospital or nursing facility if this is not possible in his free time.
Half a working day.
- i. To visit the attending or examining doctor if this is not possible in his free time.
For as long as the employer deems necessary.
The employee must provide the employer with relevant information.
- j. To undergo treatment on medical advice.
For as long as the employer deems necessary.
The employee must provide the employer with relevant information.
- k. In the event of the death of a partner, parent or child.
Four working days.
- l. In the event of the death of other relatives, up to the third degree.
One working day.
If the employee is in charge of organising the funeral, cremation and/or estate.
Maximum four working days.
- m. In the event of a move.
Two working days every 24 months (the term of 24 months starts on the date of the move).
- n. To conduct a job interview. This only applies during the notice period after the employer has terminated the employment contract with the employee.
For as long as the employer deems necessary.
The employee must provide the employer with relevant information.
- o. When the employee carries out union or Works Council activities.
For as long as the employer deems necessary.
- p. When the employee has a legal obligation not caused by his own fault or negligence and the employee cannot meet this obligation in his free time.
For as long as the employer deems necessary.
The employee must provide the employer with relevant information.
- q. For volunteer work.
Volunteer Work Provision (E.5) →

7 Illness and work incapacity



1 Rights and obligations during illness

Art. 7.1 Reporting sick

1. Employees who become unfit for work due to illness or any other cause must report sick to their manager as soon as possible but at least before 9:30 AM on the first day of their incapacity for work. Employees who work continuous shifts must report no later than one hour before they are scheduled to work.
2. Employees who fall ill during working hours must report sick in person to the manager on duty.

Art. 7.2 Absence management

1. Employees must inform their manager of their incapacity for work in such a way that he can assess whether and to what extent the employee can perform tasks. The employee does not have to give information about the nature of the incapacity. However, he must broadly explain what is wrong and which tasks are still possible to perform. If the employee's incapacity resulted from a workplace accident, he must also report this, insofar as this can be reasonably expected.
2. If the employee stays at a nursing address other than the one known to the employer during his incapacity for work, the employee must ensure that this nursing address is known to the employer and the company doctor. If the nursing address changes, the employee must also inform them.
3. During the first two days of his incapacity, the employee must be reachable at all times. Thereafter, for the first three weeks, he must be reachable at the nursing address until 10 AM and between 1 PM and 4 PM for his manager and the company doctor. He may make other (written) arrangements with the company doctor or the manager about his accessibility.
4. The company doctor may summon the employee for a consultation at the company doctor's office or for a medical examination. The company doctor or an employee of the occupational health and safety service may also carry out a home visit or emergency check at the nursing address. The employee is obliged to cooperate with these checks and calls. If the employee cannot attend, he must notify the company doctor within 24 hours.

- In deviation of section 3, the employee must be available at all times for the manager and company doctor for the first two days after such a notification.
5. The employee must provide the company doctor with all relevant information regarding the nature and cause of the illness and on the progress of any medical treatment. The employee is also obliged to comply with the medical prescriptions given to him and return to work when instructed to do so by the company doctor.

Art. 7.3 Absence management when staying abroad

1. Employees who become unfit for work during a stay abroad must report sick to their immediate superior as soon as possible. They must also state their full residential address.
2. Employees who report sick from abroad must contact a local general practitioner as soon as possible for a medical certificate intended for the company doctor. The certificate should indicate the nature of the illness and the expected period of recovery. If applicable, the statement should also indicate that the employee is unable to travel.
3. If the employer wishes, the employee must also report to an institution affiliated with the UWV or a comparable institution abroad.

Art. 7.4 Holiday leave during incapacity

1. Employees who wish to go on holiday must request permission in advance from the employer and the company doctor. They must use holiday hours for this purpose.
2. The company doctor may request a declaration from the treating physician as a condition for granting permission. This declaration should include information about the employee's illness, his incapacity for work and the expected duration.

Art. 7.5 Recovery notification

1. The employee shall resume work as soon as he believes it is possible. The employee must promptly inform his manager and the company doctor of his recovery. Continuous shift employees who have recovered on a rostered day off should report they are better no later than 9:30 AM on that day.
2. Employees declared fit for work by the company doctor shall resume work starting from the date set by that doctor.

2 Health policy and sick leave support

Art. 7.6 General health policy

The protection of the health, safety and welfare of employees is the starting point for the organisation of work, the design of the workplaces and the determination of working methods. The employer implements several measures to prevent or minimise employee incapacity for work. The employer:

- keeps a record of absences, analyses the results and discusses them at least once a year with the Works Council of the business units;
- commissions research on the quality of work and working conditions;
- focuses, in training courses for managers, on how to prevent work-related illness and incapacity to work.
- supports workers who are unable to work due to incapacity.

Art. 7.7 Responsibilities

1. The manager is responsible for implementing the health policy: he must prevent and minimise illness and incapacity for work as much as possible. The manager must actively support employees who cannot work due to illness so they can recover and reintegrate as soon as possible.
2. In implementing the health policy, the manager is assisted by:
 - the occupational health and safety service, which is responsible for professional medical and occupational counselling of the incapacitated employee;
 - the HR business advisor, who has all the organisational and substantive knowledge to support the manager. The HR business advisor recommends resources that the manager can use to increase the employability of incapacitated employees. The advisor also informs the manager about the rules and procedures regarding illness and incapacity;
 - the company social worker, who provides psycho-social advice and support to the (incapacitated) employee;
 - the case manager, who oversees the agreements made in the action plan (AP), adjusts it, if necessary, monitors the quality of the reintegration process and supports the sick employee.
3. Employees also have responsibilities. They should report any factors contributing to their absence and help to resolve these issues. In addition, they must fulfil their obligations during sick leave.

3 Sick pay

Art. 7.8 Continued salary payment

1. Employees who are unfit for work as per [Article 7:629](#) → of the Dutch Civil Code, are entitled to receive 100% of their salary for 52 weeks from the day on which the incapacity for work began. In the following 52 weeks, employees are entitled to 85% of their wages but at least the [statutory minimum wage](#) →. This reduction does not affect pension accrual during this period.
2. If the employee is partially incapacitated, the 85% rate may increase in the second year of illness depending on the salary value of the work he performs.
3. If the employer and the company doctor believe that the employee's incapacity for work was largely caused by the nature of the work or the special circumstances in which the work had to be carried out, and was not due to his own fault or carelessness, the employer shall make additional arrangements in accordance with [Article 7.14](#) →. In such a case, the employer shall compensate for medical costs necessary that are deemed necessary and not paid by a third party.

Art. 7.9 Overlap with other income during employment

As long as the employee is partially disabled, his total earnings related to his employment contract with the employer can never exceed his salary. Any additional income is therefore set off against the salary.

4 Reintegration

Art. 7.10 Temporary suitable employment

1. In principle, employees shall reintegrate into their own position, with work adjusted if necessary. However, the employer may instruct the incapacitated employee to take on another suitable role.
2. During the first 52 weeks of incapacity, the employee must accept a job offer if it is considered suitable work. As the period of incapacity extends, more work becomes 'suitable'. Accepting suitable work does not change the employee's legal position.

Art. 7.11 Reinstatement

1. If it is determined that the employee is permanently incapacitated for his own work and other suitable work is available within the employer's organisation, the employee and employer may mutually agree on a change of position. The employee must cooperate in activities aimed at recovery and resumption of work. These could involve retraining, refresher courses, partial work resumption, work adjustment or occupational therapy.
2. If the parties agree on a change of job and that job is rated in a lower scale, the employee will receive a supplement to his salary for a period of 24 months after the calendar month in which the incapacity for work began. For the first 12 months, this supplement is equivalent to the full difference between his salary before and after the job change. In the subsequent 12 months, the supplement amounts to 70% of this difference. The payment is indexed in line with the salaries.

5 Claims and insurances

Art. 7.12 Transfer of a right to compensation

1. The employee will not receive his salary if the incapacity results from an incident in which he is entitled to compensation from a third party.
2. However, the employee's wages will continue to be paid if he transfers this right to compensation to the employer.
3. The employer shall provide the employee with an advance on the amounts from section 2 until the transfer is finalised.
4. If the incapacity for work results from an incident as described in section 1, the employee must notify the employer

Art. 7.13 Additional insurance

Employees are insured against the risks of a wage reduction due to (partial) disability with Loyalis with a group disability insurance scheme, or [IPAP insurance](#) →. The employer pays the premium for this insurance.

6 Supplementary benefit in the event of work incapacity or death due to work

Art. 7.14 Entitlement

1. Former employees whose incapacity for work has been confirmed will receive a supplementary periodic allowance after the termination of their employment contract until their state retirement age.

Work incapacity	% From income prior to resignation
80% or more	95%
65-80%	69%
55-65%	57%
45-55%	48%
35-45%	38%

2. This periodic benefit is equal to the amount needed to supplement the statutory incapacity for work benefit (WIA) and/or disability pension (AAOP) awarded to the employee, up to a certain percentage of his annual income for the year prior to dismissal. This percentage depends on the degree of incapacity:
3. The (former) employee will only receive this periodic benefit if his WIA/AAOP benefit becomes lower than his last earned salary.
4. If an employee dies due to his work, the person entitled to a survivor's pension under the pension regulations will immediately receive a supplementary payment of 18% of this pension until the deceased would have reached the state retirement age.
5. If this benefit coincides with other benefits and/or income related to the (former) employee's employment, that income will be offset against the benefit of the employer.

8 Pension



Art. 8.1 ABP pension regulations

The provisions of the ABP pension → regulations apply to employees.

According to these regulations, employees build up an ABP pension scheme on their salary, which allows them to stop working between the ages of 60 and 70. The longer the employee works, the higher their pension benefit becomes. The employee's employment contract ends by operation of law on the first day of the month following the day on which the employee reaches the state retirement age.

More information about this and other pension provisions can be found at www.abp.nl →.

A Work, availability and overtime

A.1 Provisions for day shift work

Art. 1 Number of contract hours per week

1. For day shift employees, the standard number of contract hours per week (the standard working week) is 36 hours. However, by mutual agreement, the weekly number of contract hours can range between a maximum of 40 and a minimum of 16 hours per week.
2. The actual working week for a day shift employee is expressed as a percentage of the number of contract hours per week according to the table below:

Number hours per week	Part-time percentage
40	111%
38	106%
36	100%
34	95%
32	89%
30	83%
28	78%
26	72%
24	67%
22	61%
20	56%
18	50%
16	44%

3. Employees cannot increase their number of contractual hours per week during an extended non-working period (e.g. due to incapacity).
4. All employment conditions are calculated using the part-time percentage from the table, unless other arrangements have been made.

Art. 2 Work patterns and hours

1. All day shift employees have flexible working hours. When deciding on work patterns and working hours, a balance is always sought between the interests of the employee, Schiphol and the team. Therefore, day shift employees:
 - a. work between a minimum of 3 to a maximum of 10 hours a day on weekdays. The number of hours per day may vary, but employees must work the average number of hours per year that is stated in their employment contract.
 - b. divide their working hours over a minimum number of days, as follows:

Number of working hours	To be divided between at least
> 36 hours	5 days
28 - 36 hours	4 days
19 - 27 hours	3 days
16 - 18 hours	2 days

2. The manager and the employee determine the work pattern together. The work pattern includes the start and end times of the working days.
3. Any deviations from the agreed work pattern must be settled with the manager.
4. The employee will not be compensated for overtime hours. Only in exceptional cases may the manager grant compensation time. The use of compensation time is agreed upon between the employee and the manager.

A.2 Provisions for shift work

1 General provisions for shift work

1. Employees who regularly work night shifts are employed in what is referred to as 'continuous shift work'. Employees who do not regularly work night shifts are employed in what is referred to as 'semi-continuous shift work'.
2. The company doctor examines employees before they reach the age of 55 to determine their ability to continue working night shifts. Employees aged 55 and above who are deemed medically unfit for night shifts by the company doctor can be internally reassigned. In such cases, employees retain any entitlement to a phased roster allowance or compensation allowance, considering that the reassignment allowance from ABP/UWV, as compensation for the partial or complete loss of the night shift component in the roster allowance, will be deducted from the phased roster allowance or compensation allowance.
3. Employees doing continuous shift work who reach (or have already reached) the age of 60 are no longer required to work night shifts. Alternative work patterns (semi-continuous shift work) or suitable alternative work will be considered individually at the appropriate time.
4. On a voluntary basis, employees who have reached the age of 60 may choose to continue to do, partially or not, continuous shift work. Employees may choose to continue working all night shifts or continue to work 75%, 50% or 25% of the night shifts in the basic schedule for continuous shift work. Based on this article, employees may adjust their choice annually in September for the upcoming calendar year. The employer shall consider the general policy principles ([see A.2 Article 13](#)) → when determining the employee's new schedule

2 Working hours and leave

Art. 1 Working hours and working time for continuous shift employees

1. The working time per shift for continuous shift employees is a minimum of 6 and a maximum of 9 hours. This may be deviated from up to 52 times a year, but no more than twice a week. In such cases, working hours are a minimum of 4 and a maximum of 10 hours.
2. Employees may not work more than 7 consecutive shifts and not more than 5 night shifts. Over 13 consecutive weeks, employee may not have more than 25 night shifts.
3. The working day runs from 00:00 to 24:00 for day shift employees, and for continuous shift employees it is from the start of the night shift to the end of the late shift.
4. The first 15 minutes of a shift transfer do not count when determining the maximum working time. The time after that is included when determining the maximum working time according to the provision for [Availability outside working hours \(A.4\)](#) → and minimum [rest time](#) →. Employees are paid the entire transfer time.
5. No restrictions on the Working Hours Act apply to employees involved in snow and ice control.

Art. 2 Compensation for continuous shift work

1. Continuous shift employees cannot use the flexibility of the work schedule model as it applies to day shift employees. Therefore, they receive an additional 24 hours of leave annually.
2. These hours must be taken in the calendar year in which they are awarded. At the end of the calendar year, unused compensation time expire.

Art. 3 Compensation holidays

1. Each year, continuous shift employees receive compensation for public holidays that fall on a weekday. This compensation amounts to eight hours a day. The amount of compensation time is added to their holiday leave balance.
2. The compensation does not apply to groups of employees who are collectively free on public holidays.
3. The employer can determine on which (public holiday) days employees take their compensation days. This will be communicated by the employer at least 24 hours in advance. Employees may only use compensation days on their own initiative if they have permission from their manager.
4. Selling compensation time is prohibited.
5. Unused compensation time will lapse at the end of the calendar year in which it was awarded, unless the employer has not given the employee an opportunity to use it.
6. If an employee starts or stops working in a continuous shift during the calendar year, the annual compensation time is awarded based on upcoming public holidays or adjusted based on past public holidays.

3 Specific allowances

Art. 4 Roster allowance

1. Continuous shift employees receive **roster allowances** → for work outside regular working hours. The table below shows what percentage of their hourly wages employees receive additionally for each hour they work during specific times of the day:

	Midnight to 7AM	7AM to 7PM	7PM to midnight
Mon to Fri	60%	0%	30%
Sat and Sun	90%	30%	60%

2. For each roster, the average percentage is determined based on the table above, but the final roster allowance has a maximum. The employee receives the applicable percentage of the maximum hourly wage of salary group 4.
3. The roster allowance is recalculated when the employee receives a new roster. If the new roster allowance is lower, the employee may be entitled to a temporary **phase-out roster allowance (Article 11) →** or **compensatory allowance (Article 12) →**.

Art. 5 Standby shift allowance

1. Standby shifts are included in the roster to cover holidays, leave and illness of colleagues and short-term vacancy problems lasting up to three months.
2. The standby shift allowance is 7% of the paid roster allowance.
3. The standby shift allowance does not apply to employees working for the airport fire brigade.

Art. 6 Public holiday allowance

1. Employees scheduled to work on a **public holiday →** and/or New Year's Eve shall receive an allowance of 100% of their hourly wage for each hour worked.
2. Public holidays last from midnight to midnight and on New Year's Eve from 6 PM to midnight.
3. Employees who, due to a roster shift as referred to in **Article 8, paragraphs 5 and 6 →**, have to work on a public holiday, shall only receive the public holiday allowance and not the **phased roster allowance (Article 8) →**.
4. Employees who are not entitled to **overtime pay (A.5, Article 2) →** and yet work overtime on a holiday and/or on New Year's Eve are only entitled to a holiday allowance.

4 Temporary work outside one's work roster or transition to new roster

Art. 7 Standby shifts

1. For each employee, a roster consists of up to 15% standby shifts and the rest fixed shifts.
2. Standby shifts are scheduled for times when they are realistically expected to be needed.
3. Standby shifts can be moved within a 24-hour window, starting with the start time of the night shift.
4. Employees must accept this shift change if it is announced in time, namely at least 24 hours before the start of the originally scheduled shift and before the start of the actual standby shift.
5. Employees who know they will be unreachable or difficult to reach in the period leading up to a standby shift must contact the manager 24 hours before the standby shift starts to inquire about a possible schedule change.
6. A standby shift can only be moved to a free day with the employee's consent.
7. The roster allowance is only recalculated positively if a standby shift is rescheduled.

Art. 8 Temporary work outside one's roster or phase (moved roster)

1. Temporary work outside one's own roster occurs when the employee temporarily takes over the work of a colleague in different roster or of a colleague in different phase of their own roster.
2. Regular shifts are only moved in close consultation between the employer and employee.
3. If an employee changes shifts at his own request, he is not entitled to a roster shift allowance.

4. Employees are only entitled to a roster shift allowance for the hours they work outside their regular roster. Whether they receive the allowance, and the amount of any roster shift allowance, also depends on when employees were informed of the shift change of their regular shift. The roster shift allowance is equal to (a portion of) the [overtime allowance \(A.5, Article 1\)](#) →, depending on when the shift was announced (see table below) and also applies to employees in salary group 9 or above.
5. During the first seven days when employees temporarily work outside of their own roster, they remain in their own roster and also receives the [roster allowance \(Article 4\)](#) → associated with it.
6. As soon as employees temporarily work outside their own roster for more than seven days, this roster temporarily counts as their own. From that point on, they receive their [roster allowance \(Article 4\)](#) → for the new roster, but it is never lower than the allowance of their own roster.
7. Employees returning to their own roster will receive their original roster allowance again, without any further reward or compensation.
8. Employees who have worked outside their own roster for more than 30 calendar days return to their own roster through a transitional schedule.

Art. 9 Meal consumption during working hours

Employees may still eat during working hours if they have not been given the opportunity to do so during their break.

a. Three months or longer in advance	→	no overtime pay;
b. Between 120 hours and 3 months in advance	→	half of the overtime allowance;
c. Less than 120 hours in advance	→	full overtime allowance.

5 Compensation for reduced roster allowance

Art. 10 Conditions

1. The right to a phased roster allowance or compensation allowance only applies if the employee's wages decrease by at least 3% by stopping the continuous shift or switching to another roster. This does not take into account other factors affecting wage levels, such as contractual wage increases and positive performance appraisals.
2. Employees who started working continuous shifts on or after 1 April 2003 and have done so for an uninterrupted period of at least five years may be eligible for a phased roster allowance. Employees who were already working continuous shifts on 1 April 2003 and have done so continuously since then may be eligible for compensation allowance.
3. The right to a phased roster allowance or compensation allowance only applies if the employee stops the continuous shift or transfers to another roster for one of the following reasons:
 - a. it is in the interest of the employer;
 - b. the employee is transferred after an internal application;
 - c. for medical reasons, unless the employee is eligible for a reassignment allowance from the ABP;
 - d. the employee has been exempted from night shifts due to his age (only eligible for compensation allowance).
4. If possible, the employer shall offer a suitable position when the employee aged 55 or older has requested to be exempt from working night shifts and can no longer perform his original job as a result (section 3 d). Employees who start working in continuous shifts only from their 45th birthday or later will be informed by the employer when they are hired about their rights from their 55th year.
5. The phased roster allowance or compensation allowance will be proportionally reduced or even terminated if the employee is promoted to a higher salary scale, resumes working in a continuous shift or switches to a different roster with a higher roster allowance. For an employee receiving a guarantee allowance, a promotion is only considered when they move to a higher salary scale than where they are effectively paid based on their salary **plus the guaranteed allowance (Article 5.7) →**

6. If an employee, after becoming eligible for a phased reduction of the roster allowance or compensatory allowance, again becomes eligible due to a further intensification of the roster, the employer has the right to deduct the previous phased roster allowance or compensation allowance from the new allowance.

Art. 11 Amount and duration of phased roster allowance

1. The basis of calculation for the phased roster allowance is the average **roster allowance (Article 4) →** in the 12 months before the entitlement to the phased roster allowance arises.
2. Unless the parties agree otherwise, the allowance will be phased out over a period of three years, as follows: for the first nine months, the employee
 - receives: 90% of the phased roster allowance base;
 - in the following 12 months: 60% of the phased roster allowance base;
 - in the following 15 months: 30% of the phased roster allowance base.

Art. 12 Amount and duration of compensation allowance

1. The basis of calculation for the compensation allowance is the **roster allowance (Article 4) →** in the 12 months before the entitlement to the compensation allowance arises.
2. For every six months during which the employee received an uninterrupted roster allowance for working the continuous shift, the employee is entitled to two months of compensation allowance. A part of half a year is counted as a full half year.
3. During the term in which he is entitled to compensation allowance, the allowance is phased out in four steps. The last term may be shorter as the quarters are rounded to whole months and the total term may not be exceeded.
Employees will receive the following percentages of their compensation allowance during the four terms:
 - 1st quarter: 100%
 - 2nd quarter: 75%
 - 3rd quarter: 50%
 - 4th quarter: 25%.

4. Special rules apply to employees who have worked continuous shifts on an uninterrupted basis for at least 30 years. These depend on the age at which the employee stops working continuous shifts or switches to a different roster (see A.2, Article 12, paragraph 1.) →:

1. under 55 years of age
The employee is entitled to compensation allowance until the state retirement age or until he opts for the ABP pension scheme. From the age of 55, the compensation allowance will not be further reduced.
2. over 55 years of age
The employee is entitled to 100% compensation allowance up to the state retirement age or until the time he opts for the ABP pension scheme.

6 Policy framework for new annual rosters

Art. 13 General policy principles

When developing rosters, the aim is for:

- a balance between company and employee interests;
- the sustainability of rosters, allowing the employee to reconcile work and private life;
- a large group of employees with the same roster, providing many opportunities to cover absences and minimise staffing problems, overtime and roster changes;
- predictable schedule patterns: consistency in the duration of shifts and in their starting and ending times, an average working time of eight hours, logically chosen starting and ending times (starting and ending on multiples of five minutes) and cyclical scheduling. Exceptions can be made if necessary.

Art. 14 Procedures

1. If a manager intends to introduce or change a continuous shift roster within his business unit, the relevant Works Council shall be notified at least eight weeks before the desired start date.
2. The manager will subsequently prepare the roster proposal in close consultation with the employees concerned.
3. Every roster must comply with the Working Hours Act, the Occupational Health and Safety Act and the provisions in this Employment Conditions Package. The manager is responsible for this.
4. The manager will then submit the roster to the HR business advisor for review. If approved, the manager presents his proposal to the Works Council at least five weeks before the roster takes effect. If the Works Council agrees, it will be jointly responsible for the adopted annual roster.
5. Continuous shift rosters are established for one year. They generally start on 1 January, but a roster always starts on the first day of a month. Seasonal influences are built into a roster by creating a roster for each period and combining them into an annual roster. Employees can opt (by majority) for a continuous quarterly roster, provided the manager agrees.

Art. 15 Approval

The Works Council comprehensively tests each new roster to see if:

- a. the minimum required staffing per shift is indicated, with a brief explanation;
- b. the calculation of the standby factor is correct;
- c. the calculation of the required capacity is correct;
- d. the annual roster complies with the [Working Hours Act](#) →, the [Occupational Health and Safety Act](#) → and the provisions in this Employment Conditions Package. The responsible manager and an HR committee, led by an external expert, discuss the extent to which the working conditions comply with the Occupational Health and Safety Act. A report is drawn up of these meetings
- e. it states how the employees were consulted and what the outcome of these consultations is. The result itself is not a criterion for testing;
- f. a maximum of 15% of the shifts per employee are designated as standby shifts and whether they are scheduled at the times when they are realistically expected to be needed.

Art. 16 Administrative provisions

Any roster submitted to the Works Council must include at least:

- an explanation of why the roster was changed from the existing one;
- a clear visual representation of the roster in which each shift is represented by a symbol for each calendar day (e.g. V/L/N). In this visual representation, each week starts on a Monday;
- a legend showing the start, end and break times represented by each symbol;
- an explanation of how the employer will ensure that the employee still receives his minimum quota of weekends off if the number of scheduled weekends off is below the legal requirement;
- any other information required by the Works Council to test for the points in [Article 15](#) →.

A.3 Provisions for operations of the airport fire brigade

Art. 1 Work schedule model for the airport fire brigade

1. Employees who work in 24-hour shifts at the airport fire brigade have a rostered working time of, on average, 48 hours a week.
2. A 24-hour shift is equivalent to 18 paid working hours. **Overtime (A.5, Article 1)** → is fully compensated.
3. The roster allowance for full-time employment is €868.44 a month (as of 1 January 2024: € 896.66).
4. Commanders of the airport fire brigade receive a fixed allowance amounting to 3.5% of their salary one year after they have reached the maximum of their scale. For the role of crew member B at the airport fire brigade, upon completing 17 years of service and provided he has functioned well, the rank of crew member B is functionally granted. These employees receive a fixed allowance amounting to 5% of the maximum of their salary group.

Art. 2 Meal consumption during working hours

Employees at the airport fire brigade are compensated for their meal costs during 24-hour shifts through a meal allowance.

The allowance is set at €3.86 net per meal (as of 1 January 2024: €3.99). This amount is indexed annually.

A.4 Provisions for availability outside working hours

Art. 1 Availability allowance

1. Employees receive an availability allowance if they have to remain available outside working hours. Employees receive 20% of their hourly salary (including individual allowances) for a maximum of 8 hours a day and 36 hours a week, divided by the number of employees with whom availability is shared. If employees must always be available during their breaks, they receive 0.82% of their salary with a minimum of €24.51 (as of 1 January 2024: €25.31).
2. The availability allowances ceases if employees are unfit for work for more than 5 weeks. The availability allowance is resumed once the employee starts their availability shifts again.

Art. 2 Work outside individual work roster

1. If the continuous shift employee is called to work during an availability shift, this work will be paid as overtime ([A.5, Articles 1 and 2](#)) → provided the employee qualifies for overtime compensation.
2. In addition to the provisions in [A.5, Article 1](#) → continuous shift employees in salary scales 9 and higher who are called during an availability shift also have the right to overtime compensation.
3. Day shift employees who are called to work during an availability shift will be compensated for their worked hours in time. The value of the overtime compensation can be reasonably compensated in time. Time compensation is coordinated with the employee's manager. If compensation time is not feasible, the parties may agree on a job allowance. The employer determines the amount of the job allowance. The job allowance is evaluated annually by the manager in consultation with HR.

Art. 3 Restrictions on availability

1. The basic principle is that only one person is available per 24-hour period.
2. Exceptions to this rule are:
 - For continuous shifts, availability may also be scheduled per shift. However, over 24 hours, a total of no more than 8 hours a day and 36 hours a week of availability allowance will be paid to all employees who follow this availability schedule. In this case, the availability allowance is proportionally divided among the employees in question.
 - For the fire brigade, availability may also be scheduled per 24 hours. However, a total of no more than 20% over 36 hours of availability per week will be paid to all employees who follow this availability schedule. In this case, the availability allowance is proportionally divided among the employees in question.
3. The implementation of the provisions on availability is subject to legal restrictions under the Working Hours Act.
4. The above restrictions do not apply if the employee must remain [available \(Article 2.16\)](#) → during breaks.

A.5 Overtime regulation

Art. 1 Overtime and additional hours

1. Continuous shift employees in salary group 8 or lower qualify for overtime compensation. The manager determines whether employees get paid for their overtime hours or whether they should be compensated for them with free time. In the latter case, they still retain the right to overtime compensation.
2. Continuous shift employees in salary group 9 or higher are not compensated for their overtime hours. Only in very special cases may the employer grant them compensation time.
3. For full-time continuous shift employees, overtime occurs when a manager asks employees to work beyond their scheduled hours.
4. For part-time continuous shift employees, overtime is only considered when they work more than 36 hours a week or if they work more than 8 hours or the number of contract hours on that day, if it exceeds 8 hours, consecutively.
5. Additional hours occur when part-time continuous shift employees work more than their contract hours but this does not yet qualify as overtime. For airport fire brigade employees, the hours during which they perform non-standard tasks during wake and sleep hours count as additional hours.

Table 1 Overtime allowance

Time	6AM to 10PM	10PM to midnight	Midnight to 6AM	6AM to 6PM	6PM to midnight
Mon	25% / 50%*	50%	75%		
Tue to Fri	25% / 50%*	50%	50%		
Sat			50%	50%	75%
Sun and public holidays			100%	100%	100%
New Year's Eve					100%

* for the first two hours of overtime, the allowance is 25% and for subsequent hours 50%.

Art. 2 Overtime compensation

1. For each hour of overtime worked, employees receive their hourly wage plus overtime compensation.
2. In calculating overtime compensation, the hourly wage is understood to mean the hourly wage including any **individual allowances (Article 5.7)** →. When overtime is paid, each additional hour of work counts as 100%, supplemented by the compensation percentage mentioned in **section 3, 4 or 5**.
3. Table 1 shows the overtime compensation to which employees are entitled for each part of the day when they work overtime.
4. For overtime hours on a scheduled day off, which is not a Sunday, a public holiday or New Year's Eve between 6 PM and midnight, the employee receives the compensation according to Table 2.

Table 2 Compensation for overtime work on a scheduled day off

Mon-Sat		
Midnight to 6PM	6AM to 6PM	6PM to midnight
75%	50%	75%

5. If the employee starts working before 6 AM and continues working until after 6 PM, the hourly wage for overtime after 6 PM is increased by 50%, unless according to section 3 the employee is entitled to a higher compensation for these hours.
6. For overtime compensated with rest hours, the employee only receives the overtime compensation.
7. The employer may replace the overtime compensation referred to in the first section with a fixed compensation for specific employees.

Art. 3 Rest time after prolonged night-time overtime

Employees who are instructed to work overtime within 24 hours of the end of their regular working hours are entitled to rest time immediately after the overtime. They may rest for eight hours if they have worked overtime continuously for at least five hours and at least three hours were between midnight and 6 AM. The employee will then receive full overtime compensation, even if his rest time falls partly during working hours.

Art. 4 Special provisions on the duration of overtime

1. If employees perform overtime at Schiphol that does not immediately follow their regular working hours and starts or ends more than two hours before or after their working time, they shall be compensated for at least two hours.
2. For various overtime hours worked at the Schiphol, if an employee is called up more than once within 12 hours during an availability shift, those hours are considered consecutive.
3. If the employee does the overtime from home, only the actual time worked, with a minimum of half an hour per call, will be compensated as overtime.
4. If the employee working overtime from home is called again within half an hour after finishing a previous call, the intervening time also counts as working time.

Art. 5 Meal consumption when working overtime

1. Mealtime is not considered overtime, even if the employee has to work overtime right after his regular working hours and then has the opportunity to eat. However, the employee will still be paid for this time.
2. The employer shall also provide a hot meal or a packed lunch if the employee has to work overtime for at least three hours immediately following his regular working hours.

Art. 6 Compensation for extra travel time in case of unexpected call-up

1. The employee receives compensation for one and a half hours of travel time if the employer calls him unexpectedly to perform immediate unforeseen work at the airport outside working hours that cannot be postponed.
2. This does not apply if employees are called up:
 - a. during an availability shift;
 - b. immediately before or after their regular working hours;
 - c. to take over an entire shift.

A.6 Company emergency response provision

Art. 1 Company emergency response

1. The employee may be **designated** → by the employer **as a company first aid officer (Article 2.17)** → as referred to in Article 15 of the **Occupational Health and Safety Act** →, either following a voluntary application or not.
2. The designated employee is not only obliged to carry out all emergency response work but also to attend all classes and participate in all exercises related to his duties as a company first aid officer.
3. The lessons and exercises for the company emergency response take place during working hours whenever possible. If they fall outside of the employee's work schedule, the employee will be compensated for the time spent. The employer will determine, in consultation with the employee, when he may compensate these hours.
4. Work related to emergency response that falls outside the employee's working hours does not count as overtime.
5. The employer shall take the employee's personal circumstances into account as far as possible when applying sections 1 and 2.

Art. 2 Emergency response bonus

The employee designated by the employer as emergency response officer based on **Article 2.17** → will receive an annual bonus of €280 gross in January for the previous calendar year. The bonus is only granted if the employee has properly performed the emergency response tasks in addition to his regular duties.

B Allowances

B.1 Expenses allowance

Art. 1 Amount of the allowance

1. All employees covered by the CBA, regardless of the number of contract hours, receive a monthly expenses allowance of €30 net. Declarations are subject to a declarations policy (see intranet).

B.2 Travel expense provision

Schiphol offers employees maximum flexibility in how they travel between home and work. Schiphol does this by offering the Schiphol Go app, a multimodal mobility service that provides tailor-made travel options with information to employees, including payment and transaction handling. In addition to the maximum flexibility this offers the employee in making the best personal choice, it also helps to achieve Schiphol's climate goals and improve accessibility.

Art. 1 Commuting allowance and business travel expenses

1. Commuting is registered daily in the Schiphol Go app. The amount of the commuting allowance depends on the chosen mode of transport:
Car: €0.21 net per kilometre, with a maximum one-way distance of 50 kilometres (from 1 January 2024: €0.22 net per kilometre).
Bicycle: €0.30 per kilometre; no maximum travel distance applies. Of this, as long as it is fiscally possible, €0.21 (from 1 January 2024: €0.22) net per kilometre is paid out. Employees who use a lease bicycle will receive a bicycle allowance of €0.30 per kilometre gross.
Public transport: cost based on second class.
A combination of several means of transport mentioned above is also possible.

2. For business travel expenses (a journey made on behalf of the employer, excluding regular commuting, outside the Schiphol grounds) the same allowances apply; no maximum travel distance applies. In addition, for business travel, parking expenses up to a maximum of €5 can be claimed via the Schiphol Go app.

Art. 2 Lease

Employees have the option of leasing a bike or e-bike. The costs for this are offset against the monthly salary, just like the monthly addition. The other lease conditions are stated in the applicable lease provisions.

Art. 3 Not travelling (work-from-home allowance)

On working days when employees work from home, they are eligible for a work-from-home allowance of €3.00 net per day. This allowance serves as compensation for the (additional) costs employees incur on days that they work from home.

The work-from-home allowance must be claimed through the Schiphol Go app. On days when employees work from home, they are not entitled to compensation for commuting between home and work.

Art. 4 Using the Schiphol Go app

1. Employees use the Schiphol Go app for commuting. In this app, employees can indicate per day whether and how they travelled to Schiphol. If the employee works from home, this can also be indicated in the app. The various modes of transport are displayed in the transport app. If no transport data are registered within three months after being made, the right to an allowance expires.
2. To use public transport, all employees receive an NS Business Card. The check-in and check-out data from completed journeys are automatically loaded into the transport app. Only journeys on the employee's known commuting route are reimbursed.
3. If the employee uses public transport for business trips, this should be indicated in the transport app. The employee can travel 1st class for business trips. Any private travel will be deducted from the net monthly salary.

4. Travel expenses recorded in the transport app will be paid out every month with the salary payment.
5. It is not permitted to enter incorrect data - such as an incorrect mode of transport or a journey that has not been made - into the Schiphol Go app. This is considered fraud.

B.3 Business travel allowance

Art. 1 General

1. Business travel means any travel undertaken by the employee on behalf of the employer, excluding commuting.
2. When travelling on business by public and/or private transport in the Netherlands, employee must use the Schiphol Go app; [see regulations B.2](#) → for allowances, conditions and how to use the app.
3. Every foreign business trip is arranged by the travel agency Schiphol Travel International (hereinafter: 'the travel agency'). In any case, the travel agency handles the travel itinerary, tickets, hotel reservations and local car rental. The agency also advises on travel documents and local conditions to the extent it can. The employer has taken out collective business travel insurance for employees.
To raise employee awareness, the travel agency indicates the environmental impact of all proposed trips in terms of CO₂. For destinations up to 700¹ kilometres, a public transport option is always considered. Brussels is always reached by train. The preference at the destination is to travel by public transport.
4. The starting point is that the employee has consulted with the employer to determine whether the trip is necessary and cannot be done in another way, for example digitally. If so, the business trip is carried out in the most efficient way – meaning that a trade-off is made between environmental impact, travel time and cost. If taxi transport is necessary, this cost will also be reimbursed.
5. Employees may not combine their business trip with a holiday. Third parties (e.g. a partner or family members) are not allowed to travel with employees through the travel agency either.

Art. 2 Expenses eligible for a business trip allowance

1. The employer will only reimburse costs for business trips if the employee has submitted supporting documents.
2. Public transport costs are reimbursed at the going rates. The employee may travel first-class by train.
3. For air travel, costs are reimbursed as follows:
 - a. For a flight of less than four hours: the cost based on economy class;
 - b. For a flight of four hours or more: the cost of business class based on an itinerary deal made by the agency or a reduced business class fare.
4. For business trips where employees use their own transport, compensation is provided in accordance with the Schiphol Go mobility scheme, [see regulation B.2](#) →.
5. The allowance provision also applies to additional commuting and commuting outside regular working hours or roster times. An employee may declare a business trip from his place of residence if he is called up urgently to perform work when he is not on availability duty and is not at home at that time. It is only considered urgent if the work is unforeseen and cannot be postponed.

¹ 700 kilometres is based on the Dutch aviation industry's joint action agenda: "Smart and Sustainable".

Art. 3 Budgeting for a business trip

1. For an international business trip, the travel agency will provide a cost estimate before the trip starts based on a business trip request approved and signed by the authorised person.
2. A business trip request will not be processed if it does not meet the required criteria.
3. The expenses must be approved in writing in advance by the employee's manager and a senior executive.

Art. 4 Declaring a business trip

For expenses that cannot be declared in the Schiphol Go app, [see regulation B.2 →](#). Employees must use an itemised declaration for each business trip, including supporting documents, a receipt in the employee's name and the necessary signature(s). The employer may reject the declaration if supporting documents or signatures are missing.

Art. 5 Other expense allowances

The following business expenses are eligible for reimbursement:

1. Accommodation and breakfast: the cost of accommodation and breakfast based on a standard mid-range hotel.
2. Small expenses: the cost of meals and minor expenses.
3. Representaton expenses: the costs incurred to represent the company appropriately.
4. Amounts (per item) of €20.00 or less may not be claimed, with the exception of travel expenses.

B.4 Damages provision

Art. 1 Compensation by the employee

The employer can claim damages from the employee if the employee has intentionally, through gross negligence or carelessness, caused damage to the employer's business property. The employer can also offset these damages (monthly) against the employee's salary. However, in the case of offsetting, the employer will not withhold more than 5% of the gross monthly salary. The amount of compensation is determined only after the employee has had the opportunity to justify himself.

Art. 2 Compensation by the employer

The employer shall award what it considers to be reasonable compensation to the employee if the employee's clothing or other belongings have been damaged during work, and this damage is not the result of fault, carelessness or negligence on the part of the employee.

Art. 3 Amount of compensation

In determining the amount of compensation in this provision, the following factors shall be considered:

- the replacement value;
- the usage time up to the moment of damage;
- the standard usage time;
- the residual value after the standard usage period has passed;
- the residual value after the damage has occurred.

C Services

C.1 Training provisions

Art. 1 Principles of training

1. The employer shall provide employees with the opportunity to attend training courses to (further) develop their potential. Training means anything that contributes to the employee's professional development, such as training, coaching or studying.
2. Employees are expected to take initiative in shaping their own development and regularly discuss their training needs with their manager.
3. The manager decides whether to approve the training request. The chosen training activity must align with the organisation's mission, vision and strategy, and the employer should expect the employee to successfully complete it.
4. Employees may undergo training for any of the following reasons, or a combination thereof:
 - a. they need the training to properly perform their current job, making it job-related training;
 - b. the training supports their career development within the company, making it career-related;

Art. 2 Job-related training

If the employee needs training to properly perform his current job, the employer will cover the entire cost of this training.

Art. 3 Career-related training

If the employee wishes to undergo training to develop towards another position within the company, the employer will fully cover the cost of this career-related training.

This provision does not apply to employees with fixed-term contracts or those still in their probation period.

Art. 4 Reimbursement of necessary training costs

1. The employer shall pay the invoice for the training activity directly to the supplier. The invoice must be addressed to the employer.
2. Employees can declare the mandatory literature and other required materials from the employer. Their travel expenses can be **declared as a business trip (B.3, Article 4) →**.

Art. 5 Training leave

The following rules apply for training leave:

1. Employees are entitled to training leave if it is the only way they can attend the training either partially or entirely during working hours. In this case, the manager and the employee make additional agreements on how the work will be scheduled.
2. Employees undergoing training entirely outside working hours may also be entitled to training leave. This can be for up to half of the study hours determined by the educational institution, with a maximum of four hours a week.

Art. 6 Reimbursement of training costs

1. The employer may reclaim all or part of the training costs if the training costs for the relevant course exceed €1,000 and:
 - a. the employee prematurely terminates the training, unless it is in the company's interest or there are special circumstances beyond the employee's control;
 - b. the employee fails to abide by the agreements to inform the manager orally or in writing and does not show evidence of progress or completion of the training;
 - c. the employee terminates the employment contract during the training;
 - d. the employment contract is terminated due to an urgent reason (**Article 7:677 →** and **Article 7:678 →** of the Dutch Civil Code) before the training is completed;

- e. the employee terminates the employment contract within three years after completing the training, other than as a result of (early) retirement. In that case, the amount to be repaid will be calculated based on the scale:
 - termination in the first year after completing the training: 100% of the total training costs.
 - termination in the second year after completing the training: 67% of the total training costs.
 - termination in the third year after completing the training 33% of the total training costs.
2. For training courses costing more than €5,000, individual agreements are made with the employee on the conditions under which the training costs will be reimbursed.
3. The repayment provision does not apply to training courses paid from the Sustainable Employability Budget.
4. If the way the provision is applied leads to an unacceptable outcome in the employer's opinion, the employer may deviate from this article. The HR director will be informed about this in a timely way.

D Life-phase-aware HR policy and internal mobility

D.1 Sustainable Employability Provision

Art. 1 Sustainable Employability Budget

1. Every employee is provided with an individually determined Sustainable Employability Budget (SEB).
2. The Sustainable Employability Budget consists of an employer contribution ([Article 2, paragraph 1](#)) and amounts deposited by employees ([Article 2, paragraph 2](#)). The budget is recorded in terms of working hours.
3. The Sustainable Employability Budget has five spending goals, which are further detailed in [Article 3](#) of this provision. The budget can only be used for the purposes specified in [Article 3](#).
4. Costs to be declared under the Sustainable Employability Budget can only be charged to this budget in the calendar year in which the costs are incurred.
5. The Sustainable Employability Budget is capped at 50% of the contract hours on an annual basis. If an employee starts to work fewer hours, the balance as accumulated until then will be maintained, but any further growth of the balance will be limited to 50% of the contract hours based on the new working hours.

Art. 2 Sources

1. Employer contributions
 - a. Every year in January, the employer makes a deposit in the Sustainable Employability Budget amounting to two per cent of twelve times the gross salary the employee received in the previous month, with a minimum of €500. The gross monthly salary is equal to the monthly wage plus the individual allowances and the holiday allowance. Employees who start work on 1 January of a given year receive a pro rata deposit in their SEB for that year.

2. Employee contributions
 - a. Every year in April and October, employees can deposit free hours into their Sustainable Employability Budget. After depositing these free hours, employees must retain at least four times the agreed working hours a week left in holiday hours for the calendar year.
 - b. The employee can deposit all types of free hours except statutory holiday hours, purchased hours, compensatory time and compensation public holidays. Overtime hours do not count as free hours.
 - c. Deposits based on this article are only possible if the maximum of [Article 1, paragraph 5](#) has not yet been reached. The employee may not sell the hours once deposited.

Art. 3 Goals

1. Pension deposit
 - a. The employee can spend the Sustainable Employability Budget once a year in May, within the fiscal pension limits, to make an additional gross pension premium deposit with the ABP.
2. Pension or financial advice
 - a. The employee can also use the Sustainable Employability Budget to seek pension or financial advice from an independent pension or budget adviser.
 - b. The employer will reimburse the expenses incurred to the employee on a declaration basis, provided the employee has a copy of the original invoice from the pension or budget adviser issued in his name.

3. Paid leave
 - a. Employees may use their Sustainable Employability Budget to take paid leave, either in part or in full, in consultation with their manager.
 - b. Employees can transfer their SEB to SEB-leave in MyHR. Unused SEB-leave expires on 1 July of the following calendar year in which it was transferred.
 - c. Paid leave can be taken either full-time (consecutively) or part-time.
 - d. If the full-time leave or part-time leave spans a period of over two months, it must be requested at least six months in advance. Once approved, neither party can, in principle, retract the agreement.
 - e. Every four years, employees may use (part of) their SEB to take a sabbatical of up to four consecutive calendar months. This may be modified in consultation with the manager.
 - f. During the paid leave, all employment conditions for the employee remain fully applicable. However, if the employee takes full-time paid leave for a period of two months or more, the following employment conditions will expire at the start of the leave:
 - the granting of special leave;
 - the granting of public holiday leave ([Article 6.12 paragraph 2](#)) → ;
 - the reimbursement of travel expenses for commuting;
 - g. In case of incapacity for work during the paid leave, a refund of the paid leave in the Sustainable Employability Budget is made as follows:
 - sick for 5 or fewer consecutive working days: no refund;
 - sick for 5 to 30 consecutive days: refund of half the number of hours from the first day of illness;
 - sick for more than 30 consecutive days: full refund of hours from the first day of illness.
 - h. After the paid leave, the employee returns to the employee's own job or to a position agreed between the employer and employee.
4. Training, education and (career) coaching
 - a. The employee can use the Sustainable Employability Budget for training, educational purposes and (career) coaching, as seen in the learning and development activities offered in the Schiphol Learning Hub, for example.
 - b. The employer pays the costs for the training, education and coaching directly, with the employer paying 20% of the costs and 80% of the costs being deducted from the Sustainable Employability Budget.
 - c. Should the accrued budget be insufficient for the desired training, education or coaching, a negative balance of up to €5,000 is permitted.
 - d. If the employee fails to attend a training, education or coaching session without a valid reason, any associated costs will be deducted from the Sustainable Employability Budget.
5. Vitality
 - a. Employees may use the Sustainable Employability Budget for any purpose that genuinely contributes to their personal vitality. This includes obtaining nutritional advice, joining a sports club or taking sports lessons. However, sports equipment cannot be declared under this provision.
 - b. The employer shall reimburse 50% of the incurred expenses on a declaration basis via the HR Service Centre to the employee, provided the employee submits a scan of the original invoice in his name in MyHR. If no invoice is provided, a scan of a contract/ registration form showing his name and the corresponding expenses is required, along with a bank statement showing the expenses.
6. Declarations against the SEB should be submitted no later than 31 January of the year following the date of the invoice to the HR Service Centre. Declarations submitted after this date will not be considered.

Art. 4 Termination of employment

1. If the employment contract is terminated due to (1) resignation by the employee, (2) non-renewal of a fixed-term contract, (3) reaching the state retirement age, or (4) if the employer terminates the employment contract for economic reasons or incapacity for work, the outstanding and unused SEB will be paid out in the final settlement. The employer's contribution made in January of the year of termination ([Article 2, paragraph 1](#)) → will be calculated and corrected pro rata. Any negative balance after correction will be reflected in the final settlement.
2. In all other cases, the SEB expires at the end of employment, with the exception of contributions made by the employee ([Article 2, paragraph 2](#)) →. These employee contributions will be paid out to the employee in the final settlement.

D.2 Generation provision

Art. 1 Generation provision*

1. The generation scheme allows employees aged 60 and above to gradually work less with a partial wage reduction while maintaining their pension accrual. The provision aims to help employees make a healthy transition to retirement.
2. Employees who are 60 years or older and have been employed by Schiphol Nederland B.V. for at least five years can choose to participate in the generation provision.
3. Employees may reduce their working hours by up to eight hours a week, which applies to both full-time and part-time employees. This maximum also applies if working hours are reduced in phases.
4. The salary is reduced by half the number of hours a week that the employee will work less.
5. Employees continue to accrue pension on 100% of their original salary.
6. The remaining working hours must be rounded to whole hours and be at least 24 hours per week.

Art. 2 Employment conditions during participation

1. Employees shall make arrangements with their manager about their working hours, taking into account a good balance between the interests of the employee, the organisation and the team.
2. For every hour the employee works less, a reduction in pay of 50% of the gross hourly wage is applied. The employee's gross hourly wage remains unchanged.
3. The following allowances shall be paid over the salary after the reduction referred to in section 2 has been deducted: holiday allowance, thirteenth month, individual allowances, irregularity allowances and standby shift allowance.
4. Leave and holiday are accrued based on the new actual working hours.
5. The distribution between employer and employee of the pension contribution to be paid remains the same.
6. The employee continues to build up a pension on the pensionable income based on the original working hours.
7. Any increases in working hours in the three years prior to participation in the provision will not be included in the calculations when participating in the provision.

Art. 3 Application for participation

1. At least three months before the desired start date, employees will notify their manager that they want to participate in the generation provision.
2. If participation in the provision causes staffing problems, the manager may postpone the start date in the interest of the company, in consultation with the employee, up to two months after receiving the application.

Art. 4 Extension of working hours

1. If employees wish to extend their working hours during participation in the generation provision and if there is space for it, they must discuss this with their manager. In case of an extension, the salary reduction is recalculated based on the difference between the working hours they had before participation and the new working hours.
2. Employees may wish to extend their working hours to their original working hours. In this case, employees must terminate their participation in the generation provision. When ending participation, all conditions of the generation provision expire, and the employment conditions are adjusted based on the original working hours.

Art. 5 Taking leave

1. The generation provision is subject to fiscal requirements, which means that employees are only allowed to take annual regular holiday hours while participating in the provision (see [Article 6.1 to 6.3](#) → and [A.2, Article 2](#) →).
2. Employees may not take purchased free hours or holiday hours from their Sustainable Employability Budget while participating in the provision. Employees should reduce any leave backlog before participating in the provision.

* CBA parties will evaluate the provision in 2024. Parties will examine in 2024 whether adjustments or improvements are desirable. If the legal framework within which this provision was created changes, the CBA parties will consult with each other to align the generation provision with this. The basic principle is that the change does not lead to an increase in costs.

3. If the regular holiday hours are not taken by 31 December of the calendar year in which they are awarded, they will be paid out (with the exception of statutory holiday hours).

Art 6. Start date and state of retirement age

If the state retirement age increases, then the minimum age to participate in the generation provision also increases. The starting point is that participation in the generation scheme is possible from seven years directly before reaching the state retirement age.

D.3 Internal mobility provision

Art. 1 Principles

1. Employees hold their positions for a maximum period of 5-7 years. After that, it is assumed that employees will take on another position.
2. As part of the maximum job duration, the employer has a policy of encouraging internal mobility.

Art. 2 Announcement of vacancies and priority for internal candidates

1. When a position becomes vacant, the employer decides whether this vacancy will be opened to applicants.
2. As a matter of principle, all vacancies are first open to internal applicants and then external applicants. However, the Human Resources director may deviate from this if it is in the interest of good business management, by appointing a candidate without an application procedure.
3. If a vacancy is open, it will in any case be published on the intranet.
4. In equally suitable, internal candidates have priority over external candidates. Internal candidates are defined as employees of Schiphol Nederland B.V. and its wholly-owned subsidiaries.

Art. 3 Key roles

1. A predetermined succession policy applies for positions at Work Levels I, II, and III, where a potential successor is designated for each key position. This succession policy is adopted annually and revised as necessary by the Human Resources director.
2. If the intended internal successor is not appointed for a key position vacancy, the Human Resources director may choose to fill the vacancy in another way (internally or externally).

Art. 4 Internal appointment and consequences of unsuccessful transfer

During the first year of an internal appointment, the employee and his manager shall have an evaluation meeting at least halfway through that year. If the evaluation discussions reveal that the employee does not (entirely) meet expectations, the employer shall ensure adequate support in the employee's development to enable him to perform his job adequately as soon as possible. In the unlikely event that this does not succeed, or if the parties decide in advance that a process as referred to above will not be useful, the parties will discuss a potential solution.

Such a solution could include (among others): placement in new positions;

- A (temporary) reassignment to the previous position (to the extent that this is still possible);
- placement in a temporary (internal or external) position as a provisional solution;
- (in the extreme case) termination of the employment contract, if the above options do not lead to a solution.

Art. 5 Effects of internal mobility on work conditions

1. If an employee takes on another position internally, it may mean that the employment conditions change. The table on the following page outlines the precise consequences for the employment conditions.

Employment conditions	To a position on a higher salary scale	To a position on a lower salary scale at request of employee (e.g. job application, proven unsuitability or culpable reason by employee)	To suitable position on a lower salary scale at employer's request or after job revaluation
Salary	New salary scale, possibly preliminary scale first.	New salary scale based on last salary, with the maximum being the scale maximum of the new scale.	New salary scale, possibly increased by a non-indexed guarantee allowance* to guarantee the last salary.
Salary prospects	Of the new salary scale.	Of the new salary scale.	Of the new pay scale.
Variable remuneration	Adjust or grant if applicable.	Adjust or withdraw if applicable.	Adjust or redeem if applicable.
Lease car / Lease car allowance	Adjust or grant if applicable.	Adjust or withdraw if applicable.	Adjust compensation to new position or use existing lease car for another 2 years if not applicable in new position.
(Phased) roster allowance	Adjust, grant or revoke if applicable.	Adjust, grant or revoke if applicable.	Adjust, grant or revoke if applicable.
Availability allowance	Adjust, grant or revoke if applicable.	Adjust, grant or revoke if applicable.	Adjust, grant or revoke if applicable.
Existing guarantee allowance(s)	(Partially) maintain if the new scale cap is insufficient to cover the last salary; this becomes a non-indexed allowance. A previously obtained indexed guarantee allowance will be converted to a non-indexed guarantee allowance*	Maintain, will be converted to a non-indexed guarantee allowance* (if it was not already).	Maintain, will be converted to a non-indexed guarantee allowance* (if it was not already).
Job allowance	Termination	Termination	Termination

* An unindexed guarantee allowance is a fixed allowance; it does not move with salary or contractual wage increases.

D.4 Transitional provisions

Age-conscious HR policy

Art. 1 Transitional law

1. The Age-conscious HR policy was discontinued on 1 April 2013.
2. Employees who used of the Age-conscious HR policy provision before 1 April 2013, and therefore started working less while retaining their salary, continue to have a right to the (lower) working hours applicable as of 1 April 2013 and the corresponding salary. However, any prospects that these employees would have based on the (old) Age-conscious HR policy scheme have been discontinued. Therefore, no acquisition of new entitlements will take place.
3. Notwithstanding the provisions in section 2, employees who are 55 years of age or older on 1 April 2013 and working in continuous shift work for a maximum period of five years retain all entitlements they had based on the (old) Age-conscious HR policy scheme, including future entitlements arising from it.

E Other provisions

E.1 Job classification provision under the collective bargaining agreement

Art. 1 Introduction

1. Each job is linked to a **reference job** → in the job structure.
2. The job structure consists of different job families. A job family contains reference jobs that are closely related. The individual reference jobs are, in turn, divided into levels that represent the weight of the reference job. The Hay methodology is used to link this to a salary scale.

Art. 2 Job description and classification

The manager is responsible, with the support of the HR business advisor, for providing clear and relevant information about the job. He has insight into:

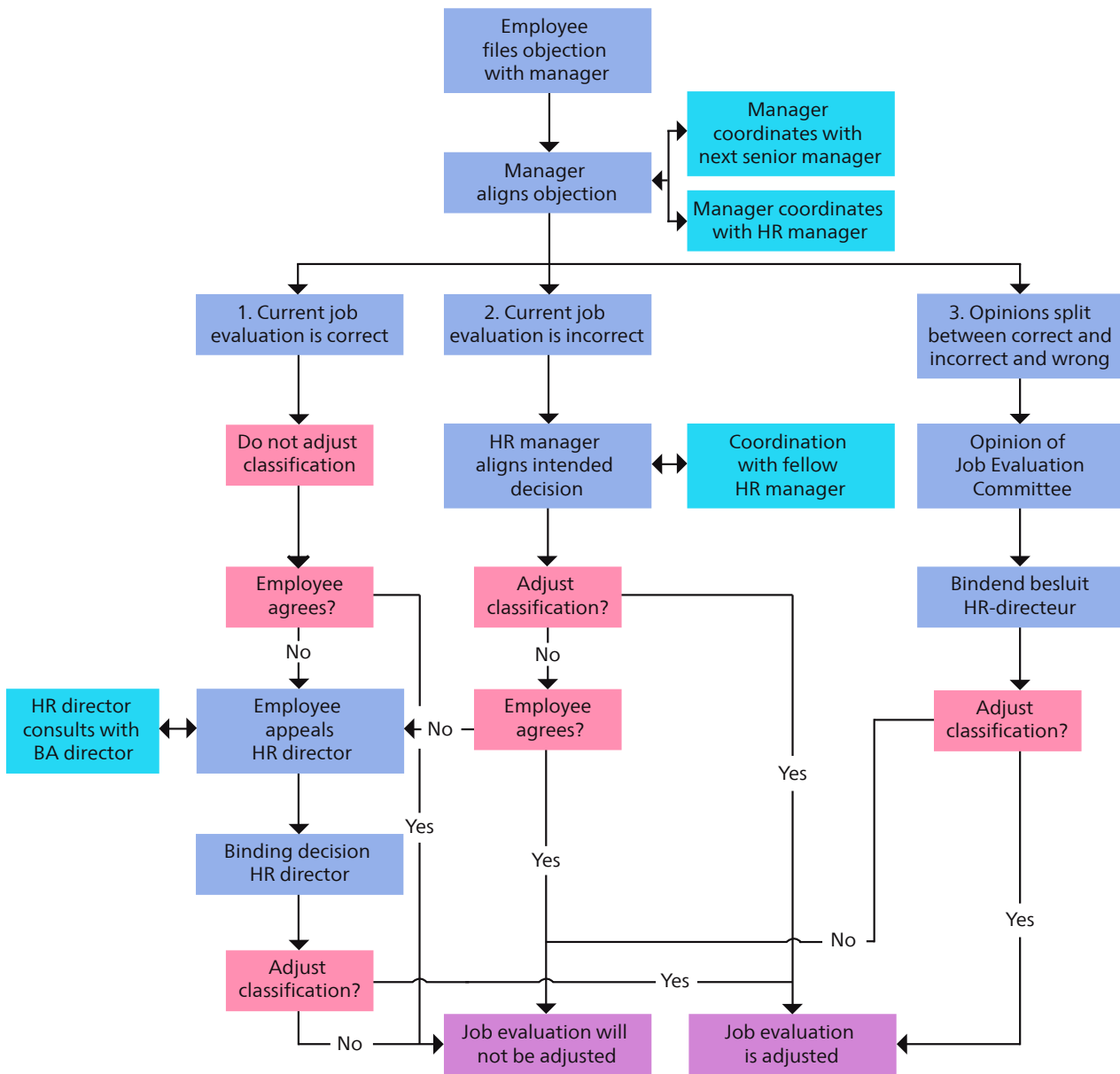
1. the purpose of the job;
2. the context, including the position of the job in the organisation;
3. the job's result areas;
4. how employees should fulfil these result areas;
5. the competencies needed to perform the job successfully.

Based on the points mentioned above, the manager, together with the HR business advisor, determines the most suitable reference job and its corresponding level from the job structure.

Art. 3 Appeals process

1. Employees can initiate an appeals process if they believe their job aligns better with a different reference job level. They cannot object to the classification of reference jobs themselves or the content of the job, as reference jobs are fixed and the manager ultimately determines the content of a job.

2. The appeals process begins with conveying the objection to the manager. The manager then responds in consultation with the next senior manager and the HR business advisor to this objection. They can make one of the following three decisions:
 - a. inform the employee with arguments about this decision. If the employee still believes that the job classification is incorrect, he can appeal to the HR director. The HR director will make a decision in consultation with the relevant Business Area director. The HR director's decision on the appeal is binding. The employee can, of course, have the decision reviewed by a court.
 - b. the current classification is not/no longer correct, e.g. due to changed circumstances or an organisational change. The manager, in consultation with the HR business advisor and the next senior manager, establishes a new classification. Before giving final approval to a proposed change, the HR business advisor discusses it with other HR business advisors to assess the impact of the change on internal relations as well as on the integrity of the entire job structure.
 - c. the manager, the HR business advisor and the next senior manager do not unanimously agree on a classification. The manager prepares a classification request in which he also conveys the differing opinion of the HR business advisor and/or the next senior manager. He sends this classification request to the Job Evaluation Committee (JEC) and the HR director. The JEC only advises on the request after consulting with both the manager and the HR business advisor. The JEC may additionally seek advice from a job evaluation specialist from the Hay Group. The JEC directs its advice to the HR director. The HR director may deviate from the advice but must provide justification. The decision of the HR director on the appeal is binding. The employee can, of course, have a decision reviewed by the court.



Art. 4 Composition of JEC

The JEC consists of a chairman, a secretary, a member from employee participation and two members from line management.

Art. 5 Job structure and JEC

In addition to its role in the appeals process, the JEC also has a role in safeguarding a coherent and balanced job structure. Therefore, once a year, the JEC discusses whether the classification of the various jobs still corresponds with the principles of the job structure.

E.2 Provision for facilities for trade union activities

Art. 1 Contribution to trade unions

Trade unions receive 30% of the membership fee annually with a maximum of €50.00 per employee who is a member.

Art. 2 Facilities for trade union activities

Employees who are members of a union involved in the CBA will be given the opportunity to carry out their union activities as follows:

1. An executive may interrupt his work for union work a reasonable number of days per year in consultation with his manager. This includes an exemption of up to four hours a week.
2. In some cases, non-executives called upon to help with union activities are also allowed to interrupt their work for a reasonable number of days per year for union work.

E.3 Provision for facilities for Works Council activities

Art. 1 Meetings outside working hours Central Works Council and Works Council

1. For the exercise of participation tasks by employees who are members of the Central Works Council, the Works Council or a committee of these councils, as referred to in [Article 15, paragraph 1 and 2](#) →, of the Works Councils Act, the following exemption guidelines apply:

	Guideline
member of the WCV	
member of the WC	0,2 FTE
member of the WC, and member of a committee within the meaning of Article 15 of the Works Council Act Additional exemption per committee	0,3 FTE + 0,1 FTE
member of the WC, and CWC member (annual average)	0,3 FTE
member of the WC, and member of the management board WC/CWC	0,5 FTE

In total, employees may not spend more than half of their work time on union work and WC activities.

2. The employer must provide employees with the opportunity to carry out their WC duties. A potential staffing problem is not a valid reason to deny the employee this.

Art. 2 Implementation

1. Employees may compensate the time during which they attend meetings of the said councils and committees outside their regular working hours. This also applies to consultation meetings of these councils and committees with employer representatives.
2. Employees will be paid the hours based on their hourly salary if compensation in time is not in the company's interest.
3. The employer will compensate any additional travel time for a meeting with one hour round trip.
4. Employees do not receive a [roster change allowance \(A.2, Article 8\)](#) → if their schedule has been changed due to an activity of a council or committee from Article 1.

E.4 Clothing consultation provision

A clothing consultation has been established to involve employees in the choice of company clothing. This consultation is hosted by the HR & O Committee of the Works Council. Interested parties can view the provisions of this clothing consultation at the HR Service Centre.

E.5 Voluntary work provision

Art. 1 Agreements on volunteer work

1. The employer shall give employees the opportunity to do voluntary work (non-mandatory and unpaid) for purposes approved by the employer. The following rules apply:
 - the volunteer organisation is registered with the Chamber of Commerce and acts in line with the employer's Corporate Responsibility Policy; the
 - the volunteer organisation is neither political nor religious and is not a sports or hobby association;
 - the volunteer organisation provides safe and healthy work conditions.
2. The volunteer may spend up to 10 working days on volunteer work. He deducts half of the volunteer hours from his leave balance.
The employer covers the other half as special leave.
3. The volunteer makes agreements with the volunteer organisation regarding his legal status, insurance, supervision and training.
4. The volunteer receives an expense allowance from the volunteer organisation. The maximum monthly allowance is €150.

Art. 2 Agreements between employer and volunteer

1. Employees must submit a request to the HR Service Centre well before the planned start date of their volunteer work after consulting with their manager. They will make arrangements with the manager about their commitment to volunteer.
2. The manager may recall a volunteer immediately on serious grounds.
3. Volunteer work ceases if the volunteer is ill. After his recovery, the employee consults again with his manager.
4. The volunteer must follow all instructions from the volunteer organisation related to safe and healthy work conditions.

Annex A

Salary scale from 1 April 2023

Salary scale from 1 January 2024

Scale		Hourly wage	Monthly salary at 36 hours	Hourly wage	Monthly salary at 36 hours
1	Start	€ 14.00	€ 2,184.00	€ 14.46	€ 2,255.76
	End	€ 17.92	€ 2,795.52	€ 18.50	€ 2,886.00
2	Start	€ 14.90	€ 2,324.40	€ 15.38	€ 2,399.28
	End	€ 19.04	€ 2,970.24	€ 19.66	€ 3,066.96
3	Start	€ 15.60	€ 2,433.60	€ 16.11	€ 2,513.16
	End	€ 20.08	€ 3,132.48	€ 20.73	€ 3,233.88
4	Start	€ 16.36	€ 2,552.16	€ 16.89	€ 2,634.84
	End	€ 21.20	€ 3,307.20	€ 21.89	€ 3,414.84
5	Start	€ 17.38	€ 2,711.28	€ 17.94	€ 2,798.64
	End	€ 22.84	€ 3,563.04	€ 23.58	€ 3,678.48
6	Start	€ 18.72	€ 2,920.32	€ 19.33	€ 3,015.48
	End	€ 24.40	€ 3,806.40	€ 25.19	€ 3,929.64
7	Start	€ 20.12	€ 3,138.72	€ 20.77	€ 3,240.12
	End	€ 26.07	€ 4,066.92	€ 26.92	€ 4,199.52
8	Start	€ 21.90	€ 3,416.40	€ 22.61	€ 3,527.16
	End	€ 28.25	€ 4,407.00	€ 29.17	€ 4,550.52
9	Start	€ 24.59	€ 3,836.04	€ 25.39	€ 3,960.84
	End	€ 31.88	€ 4,973.28	€ 32.92	€ 5,135.52
10	Start	€ 26.73	€ 4,169.88	€ 27.60	€ 4,305.60
	End	€ 35.36	€ 5,516.16	€ 36.51	€ 5,695.56
11	Start	€ 27.32	€ 4,261.92	€ 28.21	€ 4,400.76
	End	€ 38.04	€ 5,934.24	€ 39.28	€ 6,127.68
12	Start	€ 29.45	€ 4,594.20	€ 30.41	€ 4,743.96
	End	€ 40.86	€ 6,374.16	€ 42.19	€ 6,581.64
13	Start	€ 32.12	€ 5,010.72	€ 33.16	€ 5,172.96
	End	€ 44.55	€ 6,949.80	€ 46.00	€ 7,176.00
14	Start	€ 34.47	€ 5,377.32	€ 35.59	€ 5,552.04
	End	€ 48.45	€ 7,558.20	€ 50.02	€ 7,803.12
15	Start	€ 39.43	€ 6,151.08	€ 40.71	€ 6,350.76
	End	€ 53.92	€ 8,411.52	€ 55.67	€ 8,684.52

Annex B

Overview of consultation topics

Overview of consultation topics between:

1. the employer and employee organisations and
2. the employer and the Works Council

1 The employer and employee organisations

Chapters

Parties involved

Introduction

Chapter 1	General except Article 1.4 paragraph 2 Facilities for WC activities
Chapter 2	Rights and obligations except Article 2.3 Camera surveillance Article 2.4 Suspension Article 2.5 Disciplinary measures Article 2.7 Employee development sections 1 and 2 Article 2.8 Clothing consultation Article 2.9 Funds Article 2.11 Confidentiality Article 2.12 Code of conduct Article 2.21 Liability for financial resources Article 2.22 Tools, materials, goods and aids Article 2.23 Body search Article 2.24 Personal data Article 2.25 Identification Article 2.26 Parking in staff parking areas
Chapter 3	Employment progression
Chapter 4	Working hours and working time
Chapter 5	Wages except Article 5.13 Allowances and compensations - Business travel reimbursement (B.3) Article 5.15 Anniversary allowance
Chapter 6	Vakantie en verlof
Chapter 7	Illness and work incapacity except 1. Rights and obligations during illness 2. Health policy and sick leave management
Chapter 8	Pension

Provisions

Provisions A	Work, availability and overtime
A.1	Day shift work provision except Article 2 Work patterns and hours
A.2	Provisions for shift work except Article 6 Public holiday allowance
A.3	Provisions for operations of the airport fire brigade
A.4	Availability outside working hours
A.5	Overtime except Article 3 Rest time after prolonged night-time overtime Article 4 Special provisions on the duration of overtime Article 5 Meal consumption when working overtime Article 6 Compensation for extra travel time in case of unexpected call-up
A.6	Company emergency response provision
Provisions B	Allowances
B.1	Expense allowances
B.2	Travel expense provision except Article 1(2) Business travel expenses
Provisions D	Life-phase aware HR policy and internal mobility
D.1	Sustainable Employability Provision
D.2	Generation provision
D.3	Internal mobility provision
D.4	Transitional provisions Age-conscious HR policy provision
Provisions E	Other provisions
E.1	Job classification provision under the collective bargaining agreement
E.2	Provision for facilities for trade union activities
E.5	Voluntary work provision

2 The employer and the WC

Chapters

Parties involved

Introduction

Chapter 1	General It concerns: Art. 1.4(2) Facilities for employee organisations and employee participation
Chapter 2	Rights and obligations It concerns: Article 2.3 Camera surveillance Article 2.4 Suspension Article 2.5 Disciplinary measures Article 2.7 Employee development sections 1 and 2 Article 2.8 Clothing consultation Article 2.9 Funds Article 2.11 Confidentiality Article 2.12 Code of conduct Article 2.21 Liability for financial resources Article 2.22 Tools, materials, goods and aids Article 2.23 Body search Article 2.24 Personal data Article 2.25 Identification Article 2.26 Parking in staff parking areas
Chapter 5	Wages It concerns: Article 5.13 Allowances and compensations - Business travel reimbursement (B.3) Article 5.15 Anniversary allowance
Chapter 7	Illness and work incapacity It concerns: 1. Rights and obligations during illness 2. Health policy and sick leave management

Provisions

Provisions A	Work, availability and overtime
A.1	Day shift work provision It concerns: Article 2 Work patterns and hours
A.2	Provisions for shift work It concerns: Article 6 Public holiday allowance
A.5	Overtime It concerns: Article 3 Rest time after prolonged night-time overtime Article 4 Special provisions on the duration of overtime Article 5 Meal consumption when working overtime Article 6 Compensation for extra travel time in case of unexpected call-up
Provisions B	Allowances
B.2	Travel expense provision It concerns Article 1(2) Business travel expenses
B.3	Business travel allowance
B.4	Damages provision
Provisions C	Services
C.1	Principles of Training
Provisions E	Other provisions
E.3	Provision for facilities for WC activities
E.4	Clothing consultation

Annex C

Code of Conduct

Code of Conduct



July 2023 | version 1.1

Foreword

Schiphol connects your world. We have been connecting your world for over 100 years through our airports Amsterdam Airport Schiphol, Eindhoven Airport, Rotterdam The Hague Airport and Lelystad Airport. To continue connecting worlds in the coming century, we have set ourselves a challenge. Our ambition is to create the most sustainable and high-quality airports in the world.

You are an important link in this. As the way you do your work for Schiphol, the way you behave and the way you cooperate with others is crucial to our success.

But what do we actually expect from you: what behaviour is desired and what fits Schiphol? What is integrity and how do we deal with this? And also very important: what do we do and what do we not do? This is the reason why the Code of Conduct has been drawn up. It is a guide for your actions when working at Schiphol.

The Code of Conduct applies to everyone, also to us. It goes without saying that we are to be aware of our behaviour and that we are to comply with this code to the best of our ability. We all have an exemplary role. Passengers, colleagues, customers, neighbours and partners, they all have to be able to trust our integrity and be able to rely on us. This is the way for us to continue to connect worlds and to improve ourselves.

Please therefore, read the Code of Conduct carefully and bear it in mind in your day-to-day work, because whatever you are working on, you have an important role to play and you make the difference. It's content should be logical and self-evident to you. We also encourage you to remind your colleagues of the Code of Conduct and to address their behaviour.

Use the reporting procedure for any deviations from the Code of Conduct. Make dilemmas a subject of discussion amongst each other or with your manager. From personal experiences, we know that it helps to talk about topics and to thus find a solution together.

We firmly believe that together, we are capable of ensuring that we comply with our Code of Conduct.

Thank you for your cooperation.

The Management Board of Royal Schiphol Group

Inhoudsopgave

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Who is the Code of Conduct for?

This Code of Conduct applies to everyone working for Schiphol Nederland B.V and Royal Schiphol Group N.V. (hereinafter jointly referred to as Schiphol). The Code of Conduct therefore applies to you if:

- you have an employment contract with Schiphol;
- you carry out work for Schiphol as a contracting party;
- you have access to Schiphol's (computer) network, (as commissioned by Schiphol);
- you are a user of Schiphol's computer network
(by means of an @schiphol.nl email address or an @st.nl email address).

The Code of Conduct also applies to persons whose employment contract or contract for services has been terminated or are yet to begin (including job applicants).

The Code of Conduct is also applicable to N.V. Luchthaven Lelystad, Rotterdam Airport B.V. and Eindhoven Airport N.V. These organisations have included the Code of Conduct in their own regulations.

We also require our supply chain partners to act in line with this Code of Conduct, included in the [Supplier Code](#) and Human Rights Policy.

Introduction

The Code of Conduct describes how we do our work and how we cooperate with other parties. Critical is that whatever you are working on, you have an important role to play and you can make a difference. The Code of Conduct serves as a guide.

Please act not only yourself in accordance with the Code of Conduct, but also help others to do so.

An essential basic principle is to **Speak Up**: ask questions and make dilemmas a subject of discussion. Hold each other accountable for behaviour inconsistent with the Code of Conduct. In doing so, you help to prevent misconduct, integrity violations and incidents as much as possible. This is how we ultimately contribute to achieving our Destination: Creating the world's most sustainable and high-quality airports.

If you suspect anyone of acting in violation with the Code of Conduct, you are obliged to report it. You can report it to your manager or a senior manager.

You can also use one of the following avenues to report:

- to [the Compliance & Ethics team](#),
- directly to the [Integrity Committee](#),
- whether or not anonymously via the [Integrity Reporting Line](#),
- or to the [trusted persons](#).

Besides filing a report through the internal channels mentioned above, you can also report (potential) misconduct directly to an authorised external authority (also anonymously via 'Meld Misdaad Anoniem', 0800-7000).

You can always consult an advisor (e.g. a trusted person) in confidence about how to act if you suspect misconduct (e.g. file a report).

Creating the world's most sustainable and high quality airports

1

General principles

Our reputation depends to a large extent on the professional conduct and actions of our internal and external employees. Please keep that in mind. As an employee of Schiphol, we expect you to always act in the best interests of Schiphol.

Destination

Whether or not on behalf of Schiphol, it is crucial that you always comply with all relevant laws and regulations. Consider national and international legislation in the field of safety, security, the environment, anti-discrimination, human rights, competition, public procurement, privacy, fraud and corruption. You are also required to adhere to the internal regulations and procedures, such as the [Schiphol Regulations](#) and the rules set out in the [Safety & Security Pocket Guide](#).

Confidentiality and ancillary activities

Schiphol imposes a duty of confidentiality. We have also established a policy for paid or unpaid ancillary activities. You cannot simply carry out ancillary activities. This is subject to terms and conditions set out in the collective labour agreement. If you are not covered by the collective labour agreement, you will find the arrangements relating to ancillary activities set out in your employment contract.

Preventing conflicts of interest among employees

We pursue a cautious policy on hiring employees' direct family members, on the basis of an employment contract or otherwise. Of course, being cautious does not mean an absolute prohibition. It means that we try to avoid even a theoretical possibility of family members ending up in a conflict of interest. This is also important when considering internal job moves: if there is a family relationship between the candidate and other employees, we take this into our considerations.

Communicating on behalf of Schiphol

There are only two departments that are allowed to communicate about Schiphol, for example in the media. These are the Management Board and the Media Relations Department of Corporate Affairs (D/CA). Employees from other departments are only allowed to comment on Schiphol after consultation and authorisation from the Management Board and/or the Media Relations Department of Corporate Affairs (D/CA).

Adhere to the Code of Conduct

We assume that you comply with the Code of Conduct. We encourage this and are eager to help you with this, for example with our Onboarding, an E-learning training course and various other training courses. We also supervise compliance with the Code of Conduct. If the Code of Conduct is breached, (disciplinary) measures may be imposed.

What do we expect from you?

Below we explain what the above principles mean in practical terms.

- Always act in the interests of Schiphol.
- Act respectfully and cooperatively towards colleagues.
- Whether or not on behalf of Schiphol, please comply with all relevant national and international laws and regulations.
- Adhere to the relevant internal regulations and procedures.
- Address your colleagues if you notice that they are not adhering to rules and arrangements.
- Maintain confidentiality about all information on Schiphol of which you know or ought to know that it is confidential.
- Make sure that you have prior written consent from your manager if you intend to carry out paid or unpaid ancillary activities.
- Ask for consent in advance from the Corporate Affairs Department ([Media Relations](#)) and/or the Management Board if you want to provide a journalist with information or if you have been invited to speak or present for or on behalf of the company.
- Report any suspicion of breach of the Code of Conduct to your manager or a senior manager or through the Integrity Reporting Line ([see Chapter 13](#)).

2

Responsibilities of managers

Optimal leadership

Managers lead by example. Therefore, you not only act in accordance with the Code of Conduct, but you also fulfil a supportive, monitoring and corrective role.

What do we expect from you?

- Always set a good example.
- Make sure that new colleagues in your team become familiar with the Code of Conduct.
- Be alert to any breaches of the Code of Conduct and report them.
- Make dilemmas a subject of discussion.
- Encourage colleagues to always report (possible) breaches of the Code of Conduct.

**Make dilemmas
a subject of discussion**

3

Interaction

Include

We can only work together in a positive way and achieve our results in the proper way in a socially safe working environment.

Respect for one another is our basic principle. Therefore, refrain from all unwanted behaviour.

Unwanted behaviour in any event means: approaching someone in such a way that this person experiences, or may experience, the approach to be threatening, humiliating, discriminating or intimidating. This in any case refers to the following situations:

- A. Sexual harassment: behaviour of a sexual nature that the employee finds unwelcome or threatening and which could damage the working relationship.
- B. Aggression and violence: harassing someone psychologically or physically, threatening or assaulting a person at work or in connection with work.
- C. Discrimination: making unlawful distinctions between groups or individuals on the basis of age, sexual orientation, religion and belief, race, gender, nationality, disability or chronic illness, political opinion, marital status, working hours, employment contract or on any other grounds whatsoever.
- D. Bullying: one or more employees systematically inflicting hurt on and/or harassing an employee.

What do we expect from you?

- You must refrain from any type of behaviour that may be interpreted as unwanted.
- Act respectfully and cooperatively towards colleagues and third parties, such as passengers.
- Report any unwanted behaviour that you come across. You can report it to your manager or a senior manager. If you cannot or do not want to, you may also contact the trusted person.

Another option is to report (whether or not anonymously) to the Integrity Committee. More information is available in the [Internal reporting procedure in Chapter 13](#).

4

Access to Schiphol

I feel welcome

To be able to work at Schiphol, you have been given a **Schiphol Pass**. The Schiphol Pass is a personal identity document and provides access to the security-restricted areas. It is therefore important to be very mindful when using the Schiphol Pass.

Applying for a Certificate of No Objection first

You do not automatically get a Schiphol Pass. First, before you start your work, you need to have a Certificate of No Objection (Verklaring van Geen Bezwaar, VGB). You may apply for a Schiphol Pass as soon as you have received the Certificate of No Objection. More information on the Schiphol Pass and the screening is available in the [screening policy](#). More information on the conditions and use of the Schiphol Pass is available in the [Schiphol Regulations](#) and the [Schiphol Admission Regulations](#).

What do we expect from you?

- Have a Certificate of No Objection before you start your work at Schiphol.
- Use the Schiphol Pass responsibly.
- Never lend your pass to another person or allow another person access with your pass.
- Always wear the Schiphol Pass visibly when working.
- If you have lost your Schiphol Pass, make sure to report this as soon as possible to the Badge Centre by calling +31 (0)20 601 2626, or, if outside office hours, to Schiphol's Security Control Centre via +31 (0)20 601 3000).

5

Safety & sustainability

Safety comes first

Safety

Safety comes first is essential for both achieving the Destination and Schiphol's Vision 2050. This means that we always first consider whether safety is sufficiently assured in everything we do as an organisation, not only in realising our strategic objectives, but also in the day-to-day activities. The long-term ambition is zero safety incidents. Indeed, if zero incidents in one day is possible, it is also possible in a week, in a month and in a whole year.

What do we expect from you?

- Take responsibility by working safely and by complying with laws and regulations. You have an exemplary role for your internal and external colleagues. See the [Safety Leadership Principles](#).
- Follow the rules that apply on the airport grounds, including the [Schiphol Regulations](#), the [Safety & Security Pocket Guide](#), the [Golden Rules of Safety](#), the [HSE Standard](#) for construction, maintenance and technical areas or premises.
- **Address** internal and external colleagues, including managers, when (potentially) unsafe work situations occur.
- **Report** (potentially) dangerous situations, incidents and accidents, and take action.

Reporting incidents

Unsafe situations

Situation in which there is a high risk of an incident or accident.

For example, unsafe situations that have already been corrected.

Report using MOS form at:

schiphol.nl/veiligheid

Airside:

020 601 2116

landside / terminal:

020 601 2555

Incidents

Events that under slightly different conditions are very likely to have resulted in an accident.

For example slippery road surface due to ice, moving walkways at excessive speed, missing fire extinguisher.

Call telephone number:

Airside:

020 601 2116

landside / terminal:

020 601 2555

Accidents (emergency)

Event requiring emergency services.

For example road traffic accident with injury, oil spill, fire.

Call emergency number:

020 601 2222

Sustainability

Schiphol aims to create the world's most sustainable and high-quality airports. As an employee, you contribute to this in the performance of your work. Key sustainability goals for 2030 are: emission-free and waste-free airports. Together with sector partners, Schiphol is making the civil aviation industry more sustainable. This is how Schiphol also contributes to achieving the UN Sustainable Development Goals.

What do we expect from you?

- Incorporate sustainability in your work.
- Put the topic of sustainability regularly on the agendas of the MT meetings or team meetings.
- Commute to work by bike and public transport as often as possible.
- Lock your screen or log out when you are not using your computer and separate your waste and use refillable bottles.

6

Business relations

Connect

If you maintain business relations, the interests of Schiphol will then always be your starting point. Always act correctly and transparently in contacts with business relations.

Always make sure that you do not end up in a (seemingly) dependent position by mixing business and private interests. By private interests we mean your personal interests, but also the interests of partners, blood relatives and relatives by marriage up to the fourth degree. It is critical to avoid being susceptible to influence.

It is not permitted to request or accept money or other means of payment from current or potential business relations. Furthermore, you may not accept any gifts, entertainment, favours or services, if they are not in line with this Code of Conduct.

Business gifts

Are you being offered a personal business gift? If so, you may only accept one gift a year per supplier, and only if this gift does not exceed a market value of €100. It goes without saying that you may only accept a gift if you have a clear business relationship with the supplier. If you have been offered a gift that contravenes this policy, you immediately have to inform your manager.

If Schiphol is offered a gift, through you as an employee, which falls outside the scope of this regulation, it may nevertheless be decided to accept this gift for Schiphol. This can only be done in very exceptional circumstances where accepting a gift is in the interests of Schiphol and after due consideration and written permission from the Management Board.

Employees of the Corporate Procurement Department (D/CP) may not accept business gifts under any circumstances, in order to avoid any conflict of interest or the appearance thereof. All employees must at all times avoid conflicts of interest or the appearance thereof.

Events

Did you receive an invitation from a customer or supplier to attend an event, for example, a football match, golf event, company anniversary, theatre visit or exhibition? If so, the following rules apply:

- You immediately notify your manager that you have been invited to an event by a party.
- Your manager then decides in consultation with you whether you may reasonably accept the invitation, under which conditions, if any, and how the party issuing the invitation will be notified accordingly.
- Any travel and accommodation expenses related to the event will in principle be borne by you. You may be able to claim these expenses based on the [expense claims policy](#).

Business visits

If you visit the companies of customers or suppliers as part of your work for Schiphol, you first pay for the expenses of these company visits and then claim these expenses from Schiphol. Always bear in mind that you are representing Schiphol during such company visits and therefore act in accordance to what can be expected of you.

Business travel

If you are going to travel for business purposes, please adhere to the [policy for business travel](#).

Sponsorship and donations

We apply a stringent policy on sponsorship and donations in the name of Schiphol. All requests for sponsoring or donations are to be submitted to the Corporate Affairs Department (D/CA). Such requests are approved only after the Management Board's consent. Sponsorships and donations at departmental level or from the departmental budget are not allowed.

If external parties such as suppliers request or receive sponsoring or donations from Schiphol, please bear in mind the Schiphol Code of Conduct. Never lose sight of the business relationship.

If you are making a personal sponsorship or donation request yourself, for example through LinkedIn, be sure to always mention that the sponsorship or donation request is done in a personal capacity with no relation to Schiphol, and that acquisition on the basis of the sponsorship request is not appreciated.

Interest stake in an external party

If you have or if are you about to have, either directly or indirectly, a substantial interest stake in a (potential) contractor of Schiphol or an entity affiliated with it, you are obliged to first notify your manager in writing.

What do we expect from you?

- Act in line with the policy described above when dealing with external relations. When in doubt on how to act in a particular situation, always immediately consult your manager.
- Always act according to the [Insider Dealing Policy](#). This policy explains how you should deal with inside information (confidential and/or sensitive information).

Do you work in the Commercial department and/or do you deal with property-related issues?

- You may not conduct any property transactions for your own account without the permission of the Commercial Director. Examples include the acquisition, development, sale or participation in real estate or real estate securities. Of course, this prohibition does not apply to standard transactions, such as buying a house. This provision also applies to employees not working in the Commercial department, but who do, on the basis of their position, have knowledge of or are involved in specific Schiphol property-related issues.

7

Responsible business conduct

Collaborating

Business with external parties is done in a responsible and professional manner. That is why we always observe the following principles in contacts with third parties:

- Choose reliable partners (business relations, suppliers and service providers).
- Do not grant these partners any private orders.
- Set out material arrangements, agreements and contracts in writing.
- Freeze relations temporarily if a partner intentionally violates the law or a substantial provision of Schiphol's Code of Conduct. Then consult your manager on possible termination of the relationship.
- Pay close attention to all payments that Schiphol makes, either directly or indirectly, now or at a later date, which are related to a supplier's order. Ensure that those payments only benefit that supplier's company and no one else.
- Ensure that you do not conduct business in or with countries against which international sanctions have been proclaimed.

Fair competition and the fair treatment of business relations and suppliers

At Schiphol we believe that it is important to interact with our business partners and potential contract partners in a business-like and professional manner. Therefore, always act according to the following policy:

- Relevant business relations and suppliers have an equal opportunity to compete for contracts.
- Potential contract partners receive the same information.
- The information provided to business relations and suppliers is correct, neutral and not misleading.
- Involve the responsible procurement officer and/or lawyer timely (ie: upfront in the preparation phase).
- Treat internal and external information with care by following the instructions given in the area of information security policy, among others.
- Take steps to ensure we do not become dependent on a company, unless it can be justified.
- Treat information from a contract partner as confidential and do not share it with other contract partners.
- Do not make any prohibited price agreements.
- Do not abuse Schiphol's economic dominant position.

For questions on the subject of economic dominant position, please contact the Corporate Legal Department (D/CL). The [do's and don'ts relating to competition law](#) document outlines what we expect from you.

You can also find more information in the [Supplier Code](#). This code helps us to do business responsibly and ensures that suppliers are also bound by values that Schiphol considers important.

Tendering procedure

Under certain circumstances, Schiphol is subject to the tendering process: tenders will have to be invited for certain contracts. The aim is to give parties equal opportunities and to promote a level playing field. If you are involved in a tendering process, do not engage in meetings or discussions with any of the interested or participating parties outside of the tendering process framework.

[The tendering rules are available here](#). If you have any questions on the tendering process, please contact the Corporate Procurement Department (D/CP).

Lobbying

If you are involved in lobbying, you must act according to the Public Affairs and Lobbying Policy. This policy defines the meaning of lobbying and the associated rules. You must also act in accordance with the Public Affairs and Lobbying Policy if you maintain contacts with civil servants and politicians.

What do we expect from you?

- Act in line with the policy described above to ensure fair competition and the fair treatment of business relations and suppliers.
- When in doubt on how to act in a particular situation, always immediately discuss this with your manager.

Equal opportunities and a level playing field

8

Use of Schiphol's IT and other facilities

Taking ownership

Does Schiphol make certain property or facilities available for your work, such as IT facilities, equipment, software or connections? If so, these are then intended for business use. Careful use is key. The same applies to the use of a business telephone, company clothing and the Schiphol Pass, for example. If your employment or contract for services terminates, such assets are to be returned.

IT facilities

IT facilities include all the facilities required for electronical and digital exchange of information and storage that is made available by or on behalf of Schiphol. These facilities include the intranet, the internet, email, an email address, mobile equipment, (wireless) local loop facilities, such as Wi-Fi, and all other facilities that have been made available, whether or not provided with a username/password.

The [Digital conditions](#) of use provide detailed rules on the following subjects:

- A use of ICT facilities
- B use of your Digital Identity (i.e. username/name)
- C email use
- D use of the internet
- E use of social media
- F use of smartphone, laptop or tablet
- G storage of information
- H copyrights
- I private use
- J inspection

The above conditions of use form an integral part of the Code of Conduct.

What do we expect from you?

- Handle the belongings that have been made available to you with care.
- Read the Digital conditions of use and act in line with these conditions. Be aware that private statements on social media can be linked to Schiphol. Therefore, be sure to exercise restraint.
- In case of loss of a belonging, such as a mobile phone or Schiphol Pass, please immediately report this to the appropriate department: IT Service Desk (+31 (0)20-601 4445), Badge Centre (+31 (0)20-601 2626).
- You have to hand in your items upon termination of your employment. More information on this can be found [here](#).

9

Privacy, cybersecurity, records management

Taking ownership

Schiphol processes many different data that we receive and share with various parties. The basic principle is that passengers, customers, business partners and Schiphol employees may rely on us when we process their data, personal or otherwise. Non-compliance with privacy laws or any incidents involving personal data can have adverse effects. Moreover, this may seriously affect Schiphol's reputation and result in substantial penalties and claims.

If you store and archive information, you are responsible for ensuring that this is done properly. Make sure that documents are easy to find or retrieve. Apply the privacy and information classification policy and keep the applicable retention periods in mind. Please make sure to grant the correct authorisations. We always keep business-sensitive information and competition-sensitive information in a safe place, both physically and digitally.

What do we expect from you?

- Commit to a high level of personal data protection.
- Know what needs to be done to protect personal data and Schiphol data, to avoid any data leaks.
- Report potential or actual data leaks to the IT Service Desk (+31 (0)20-601 4445).
- Make sure you are up-to-date on the [Privacy policy](#) and the [SCSC Information security policy](#) of the Schiphol Cyber Security Centre (SCSC).
- When processing personal data, act according to the [ten basic principles](#) in processing personal data which are listed in the privacy policy.
- Know which Privacy Champion or Privacy Officer to turn to for questions and advice.
- Classify information, store information with the proper authorisation and, at all times, share this information in accordance with the [Information classification policy](#).
- Be aware of the risks involved in sharing information.
- Always keep business-sensitive information and competition-sensitive information in a safe place, both physically and digitally.
- Act according to the [Digital conditions](#) of use. Do not share any passwords with anyone. Never click on unknown links or download/open unknown attachments.

10

Fraud and corruption

Taking ownership

Schiphol operates a zero tolerance policy in terms of fraud and corruption. In addition, Schiphol expects its employees to act in a financially transparent manner.

Fraud is defined as all unauthorised irregularities caused intentionally with material or immaterial gains in mind on the part of the fraudster or parties known to the fraudster, due to which Schiphol and/or the employees concerned suffer or may suffer damage or a loss.

Corruption includes all acts of offering and promising unlawful or undue financial benefits or other benefits to staff members of business relations or potential business relations, government officials, candidates for public office and political organisations as well as accepting and demanding unlawful or undue financial benefits or other benefits. It does not matter whether this staff member personally engages in corruption or does so via an intermediary. Corruption also includes all forms of extortion, embezzlement and facilitating payments.

What do we expect from you?

- Report any suspicion of fraud and corruption whatsoever, to your manager, a senior manager or the Compliance & Ethics team. You may also report (whether or not anonymously) to the Integrity Committee. More information about this is available in the [Internal reporting procedure in Chapter 13](#).

**Report any
suspicion of fraud
and corruption**

Undermining and other criminal activities

Care

Criminals may attempt to abuse our infrastructure, our operations and the businesses at Schiphol. Unfortunately, being a logistical hub and gateway to the Netherlands and Europe also attracts criminals. At Schiphol we are watchful, and it helps if you are watchful too.

In maintaining a safe airport, you are expected to report any suspicion and/or indicators of undermining, such as drug trafficking or arms trafficking and other criminal activities, as well as (possible) radicalisation and other forms of insider threat.

Undermining is defined as criminals from the underworld trying to abuse the processes and infrastructure of the upper world. Undermining is understood to mean crimes involving a Schiphol Pass holder and/or a Schiphol Pass holder misusing their position or authorities. Insider threat, 'a threat from within the organisation', is understood to mean the risk of crime involving Schiphol Pass holders.

What do we expect from you?

- Report any suspicion and/or indicators of undermining, such as drug trafficking or arms trafficking and other criminal activities to your manager, a senior manager or the [company detective](#).
- You can always consult an advisor (e.g. a trusted person) in confidence about how to act if you suspect misconduct (e.g. file a report).
- Report signs of (possible) radicalisation and other forms of insider threat to your manager, a senior manager or the [company detectives](#).
- For non-urgent reports you may also make use of the Integrity Reporting Line as described in [Chapter 13](#) to make a report, whether or not anonymously. The trusted person could act as a sounding board if you intend to make a report.
- Report imminent danger immediately by calling the emergency number: +31 (0)20 601 2222.

12

Reporting misconduct

Care

Working (together) in an honest, respectful and ethical manner is a matter of great importance for Schiphol. This goes beyond our internal cooperation: we also refer to our cooperation with third parties. We make sure that we act in the best interests of Schiphol, according to all relevant laws and regulations, and in line with our Code of Conduct.

What do we expect from you?

- Report any careless, unethical or dishonest actions or any (other) suspicion of misconduct at Schiphol (or another organisation with which we cooperate for example). For example, if you have any reasonable grounds to suspect:
 - a. an actual or impending criminal act;
 - b. an actual or impending violation of (European) laws and regulations;
 - c. a risk to public health, security or the environment;
 - d. actually informing or threatening to deliberately inform public bodies incorrectly;
 - e. a violation of the company Code of Conduct, or
 - f. actually or threatening to deliberately withhold, destroy or manipulate information about such facts.
- In the event of an integrity dilemma, use the questions listed in the diagram below to find an answer. Of course, you may also always discuss the matter with your manager or the Compliance & Ethics team.
If your answer to one or more questions in the diagram is no, this is an indication to not do anything yet but to first seek additional advice.
If in doubt, always ask for advice.



13

Internal reporting procedure

Care

The internal reporting procedure is set up to report integrity violations or other misconduct or the suspicion thereof. At Schiphol, we believe it is important for everyone to feel at liberty to speak up and to address one another on behaviour that may not be in line with legislation (i.e. fraud), internal policies or this Code of Conduct (the Speak Up and Feedback principles). It is important to be able to openly talk about these subjects as this is how we can help each other avoid making mistakes or to learn from them. This will make us better at our jobs and we continue to have a great place to work.

What do we expect from you?

- Do not turn a blind eye to (possible) misconduct. Address this and report it. Below sets out how to report. It also provides information on confidentiality, how your protection is ensured if you are the reporter or the person involved, as well as the different processes, depending on your role in the reporting.

Reporting incidents

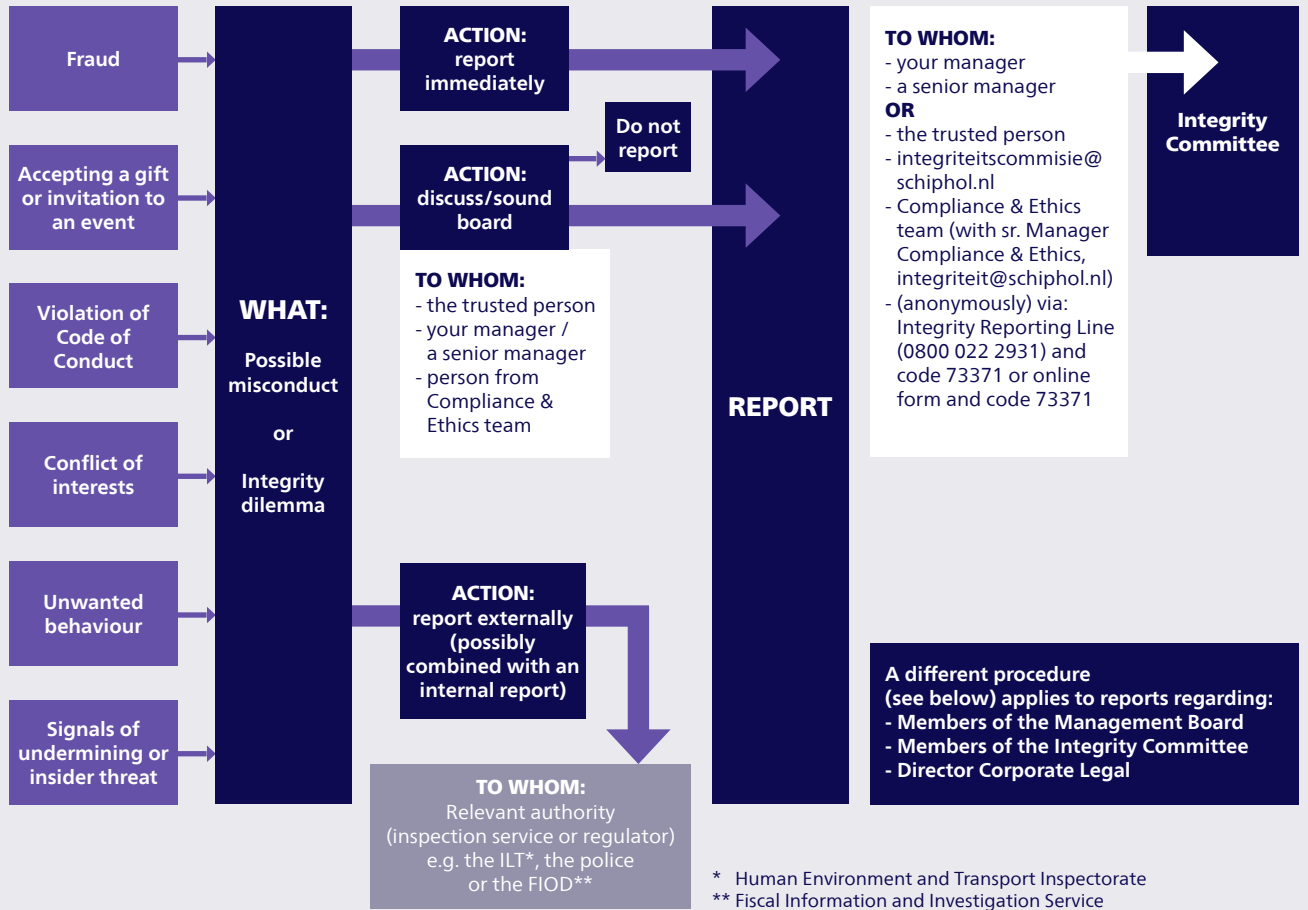
- If you suspect misconduct or actions that conflict with the Code of Conduct, you should notify your manager or a senior manager. Additionally, it is always possible to report (in writing or orally) to the Compliance & Ethics team, directly to the Integrity Committee, via the Integrity Reporting Line (whether or not anonymously), or to the trusted person.
- You may also request the Integrity Committee to schedule a meeting, within a reasonable time, to file a report.
- If you are considering making a report, the [trusted person](#) can act as a sounding board.
- You can also make an anonymous report. You then make use of a special access code for the Integrity Reporting Line (+31(0)800 022 2931 with code 73371). Further details of how the Integrity Reporting Line works can be found on the [intranet](#). Also see the [flowcharts](#) below.
- We want to keep ambiguous and false reports to a minimum, which is why reports are only processed if they have been made via one of the abovementioned structured reporting processes. Other anonymous reports are therefore not processed. There is no tolerance for false reports (ie: bad faith). Making a false report is regarded as a serious violation of the Code of Conduct.

- If you file a report, in any case do so within one year from the time at which the alleged breach of the Code of Conduct occurred. In principle, a report will not be processed after the beformentioned one-year period unless, in the opinion of the Integrity Committee, there is a justifiable reason for the late report and/ or the content of the report still appears to be relevant.
- Besides filing a report through one of the ways set out above, you can also report misconduct or a violation of (European) laws and regulations directly to a relevant authority (such as the police, FIOD, or ILT). This can be done, for example, in the event of an imminent threat of acute danger.
- When reporting internally, the misconduct or violation can be addressed most quickly and, if necessary, Schiphol can take immediate actions to stop the misconduct or violation.

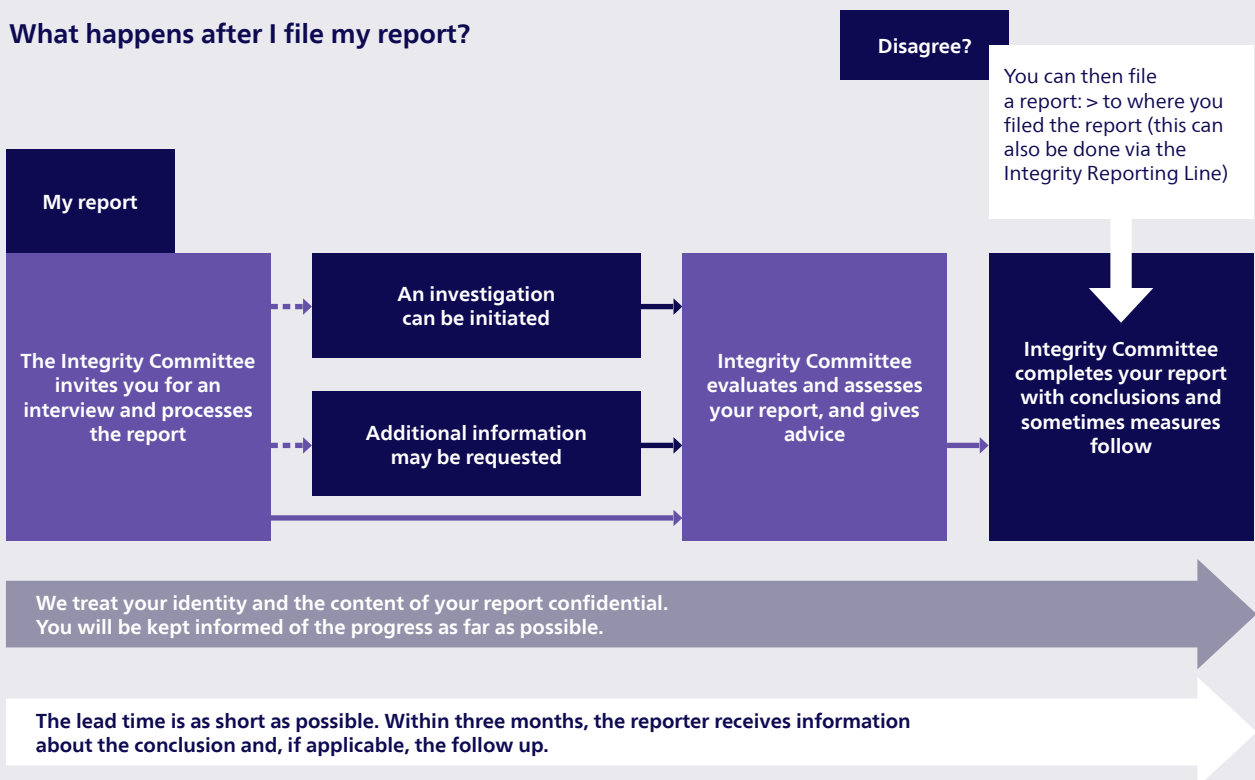
Steps taken after the receipt of a report.

- If a manager or trusted person receives a report about a suspected breach of this Code of Conduct or a violation of the (European) law, it will be passed on to the secretary of the Integrity Committee. Reports received through the Integrity Reporting Line are also forwarded to the Integrity Committee anonymously. The present composition of the Integrity Committee can be found on the **intranet**.
- Once a report is received, the Integrity Committee assesses the report and determines the action to be taken. If required, the Integrity Committee may seek more information from the reporter, whether or not via the Integrity Reporting Line and whether or not anonymously, and/or hear other parties involved.
More information on how the Integrity Committee works can be found in the Committee's task description on the intranet.
- The reporter will receive a confirmation within seven days after the Integrity Committee has received the report in question. Where reasonably possible, the reporter will regularly be kept informed of the progress.
- Within three months, after the Integrity Committee shared the confirmation of receipt of the report, the reporter receives information about the conclusion and, if applicable, the follow up to the report.
- All reports are handled confidentially. This protects the reporter's identity and the purpose of the report.
- If you are involved in an investigation, we ask that you will be cooperative. If you are involved in an investigation as a third party, we also expect you to be truthful and provide all information you have.
- Being a person involved, you will receive feedback on your report to the extent possible.
- All those involved in the investigation have a duty of confidentiality both before, during and after said investigation.

What can I report and how do I do this?



What happens after I file my report?



Alternative procedure

The report may involve a member of the Management Board or a member of the Integrity Committee, or the report may relate directly to a member of the Management Board or a member of the Integrity Committee. There may also be other compelling reasons not to make a report through the Integrity Committee. In those cases, there is an alternative procedure:

- If the report involves a member of the Management Board, the manager or the trusted person forwards the report to the Director Corporate Legal who will then discuss the report with the CEO. If the report involves the CEO, the Director Corporate Legal will discuss the report with the Supervisory Board.
- If you report through the Integrity Reporting Line, you can see to it that your report is sent directly to the Director Corporate Legal. You then need to make use of a special access code: 27654. Further information about the alternative reporting procedure is available on the [intranet](#).
- If your report involves a member of the **Integrity Committee**, not being the Director Corporate Legal, the manager or the trusted persons forwards the report to the Director Corporate Legal. The Director Corporate Director handles this report with those members of the Integrity Committee not involved in the report.
- If your report involves the Director Corporate Legal, the manager or the trusted person forwards the report to the CFO. If you report through the Integrity Reporting Line, you can see to it that the report is sent directly to the CFO. You then need to make use of a different access code: 98328. Further information about the alternative reporting procedure is available on the [intranet](#).
The CFO will handle the report appropriately. The procedure followed is similar to that set out above.

Protection of the reporter

- The reporter's identity will be protected. Schiphol takes no action against the reporter as a result of filing a report, unless one of the following three cases presents itself:
 - a. the reporter does not abide by the reporting procedure.
 - b. the report concerns malicious intent.
 - c. the report concerns a serious violation or a crime implicating the actual reporter.
- If the reporter is dissatisfied with the way the report was handled or with the outcome, feels threatened or is having to contend with retaliatory measures, they may submit a report directly to the person or committee who initially was notified of the report. The report can of course also be reported through the Integrity Reporting Line.

Protecting those persons involved

- If a formal investigation is initiated into a person, the Integrity Committee will notify the person under investigation. In principle, this will be done within three days. This period may be extended if there is a risk that the suspect will destroy evidence or obstruct the investigation.
- As a reporter or as an other person involved in the report, you may be assisted by a third party for support (e.g. by a trusted person).
- Anyone being investigated has the right to lodge an appeal to the independent 'Beroepscommissie Integriteit'. The scope of the appeal is limited to being the subject of the investigation and/or against the manner in which the investigation was conducted. Please consult intranet for more information on the 'Beroepscommissie Integriteit'.
- Also, Schiphol takes no action against persons because they assist the reporter.

Report about me ... what next?



Involvement in a report?... What next...?



Data protection and privacy

The Integrity Committee and the designated officers treat all the information received as strictly confidential. The privacy of both the reporter and the parties involved will be **protected**.

14

Offboarding

Collaborating

If your work for Schiphol ends, we expect that you complete your work properly. This means that you leave behind your work place in a tidy condition and that you hand over your work. You must also hand in your Schiphol belongings. Your manager will inform you of ways to stay in touch with Schiphol after you have finished working for Schiphol, for example through the alumni network.

What do we expect from you?

- Timely hand in your Schiphol Pass to the Badge Centre in the prescribed manner.
- Also timely hand in Schiphol belongings in the prescribed manner, such as your telephone, laptop, uniform and keys.
- Ensure a full transfer of your work to colleagues.
- Timely adjust your social media, i.e. LinkedIn, Facebook, to make clear that you are no longer carrying out work for Schiphol.
- Be aware that, even after your work for Schiphol has ended, certain provisions from the employment contract\contract for services continue to apply, such as the duty of confidentiality.

