THE AOG - PART 3

GENERAL STAFF HANDBOOK

30 April 2026

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1 Introduction

The General Staff Handbook is applicable to all staff members and interns of Wittenborg irrespective of their staff roles and/or type of contract with Wittenborg. As part of the AOG it outlines what you, as a Wittenborg staff member, can expect from Wittenborg and what Wittenborg in turn expects from you.

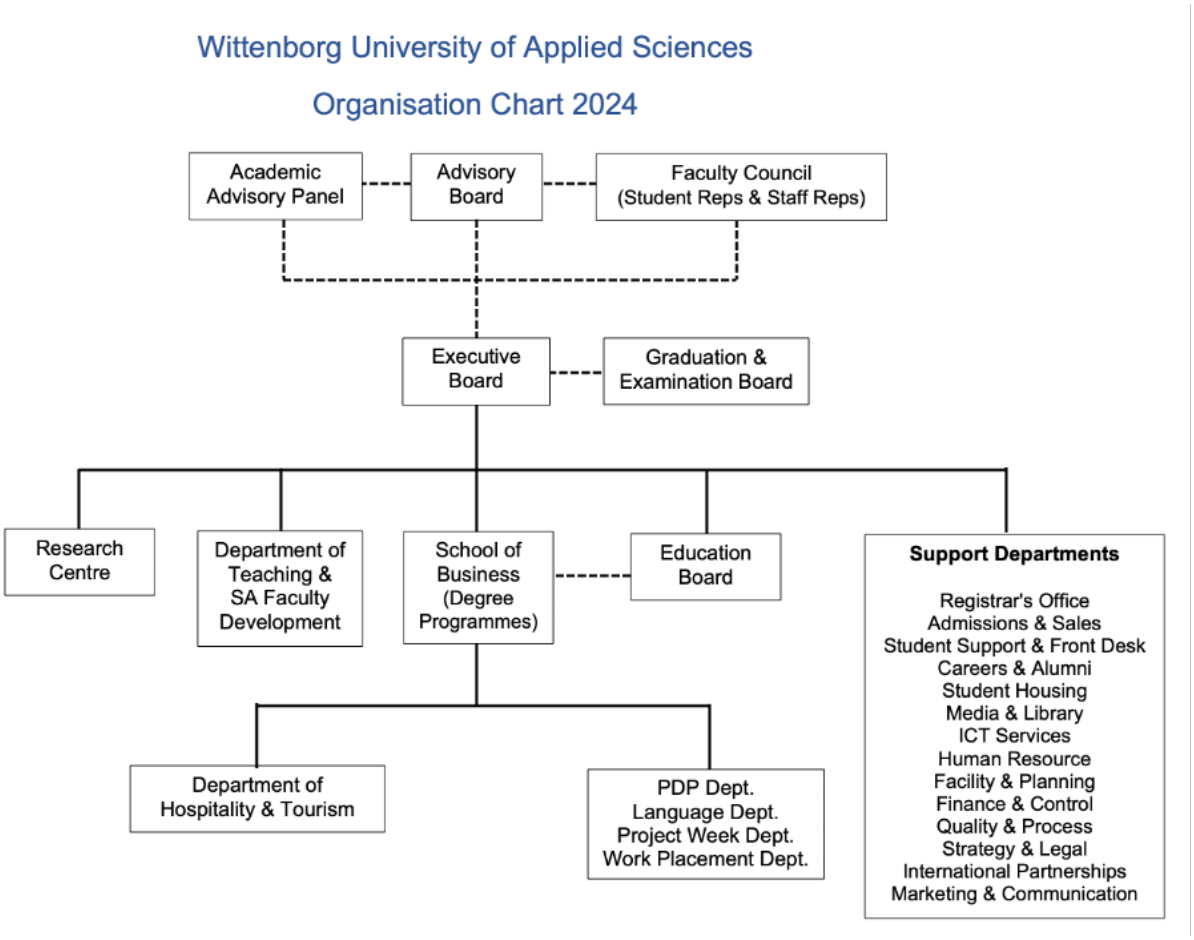
The General Staff Handbook forms the basis of a guide to working at Wittenborg and is complemented by the Faculty Handbook (AOG-Part 4) and the Professional and Support Staff Handbook (AOG-Part 5), depending on the individual role of Wittenborg staff members, as well as the different policies of the AOG. Please make sure that you consult the Faculty Handbook (AOG-Part 4) and the Professional Staff Handbook (AOG-Part 5) respectively for regulations applicable to you based on your role at Wittenborg. Especially in the Education department, there exists overlap between faculty and professional and support staff. Depending on their type of employment contract with Wittenborg, participating faculty are included in regulations outlined in the Professional and Support Staff Handbook (AOG-Part 5).

If you have any doubts as to which regulations are applicable to you, please feel free to contact your manager or the HRM department for clarification.

In addition to this handbook, please refer to Staff Resources and Teacher Resources on Wittenborg-Online for the most important information that you need as a staff member of Wittenborg. Those online areas go hand in hand with our policies and are continuously updated and added to.

2 Employment and Assignment Essentials

Wittenborg's organisational chart (2024) gives an overview of the departments at which our staff members work throughout the organisation.



Wittenborg distinguishes between the following staff roles:

1. Faculty
    a. Participating Faculty
    b. Supporting Faculty
2. Professional Staff

Wittenborg engages both full-time and part-time faculty, defined as 'participating faculty' (teaching staff who are also involved in the development of programmes, the support of students, Wittenborg research projects, such as Erasmus+, and other tasks that lead to Wittenborg fulfilling its mission) and 'supporting faculty' (teachers who are primarily engaged to teach only) (see AOG-Part 9 for further information). Faculty members can also have support tasks that overlap with professional staff.

Professional staff work across various departments at Wittenborg and support students and faculty. Professional staff do not have teaching roles.

In principle, the defined staff roles at Wittenborg are irrespective of the type of contract that a staff member has with Wittenborg. However, certain types of contract are only applicable to certain staff roles.

2.1 Types of Contract

Wittenborg staff members can work on an employment or assignment basis. The type of contract that a staff member has affects the conditions related to:

- Payment
- Benefits
- Working hours
- Relationship of authority

Wittenborg recognises the following types of contract for staff members and interns:

2.1.1 2080 Employment Contract/Hours per Week Contract

This type of contract, known as the 2080 contract at Wittenborg, is applicable only to professional staff and faculty with support tasks. It is not applicable to supporting faculty members who do not have tasks within Wittenborg next to their teaching responsibilities.

2080 contracts are usually given for a period of at least 1 year. Within a 2080 contract, staff members have a fixed number of hours per week and a fixed monthly salary. Full-time employment under a 2080 contract consists of 1,880 working hours per year, i.e. 40 hours per week. These staff members work throughout the year, either on a full-time or part-time basis, they have holiday entitlement and are part of the Wittenborg pension scheme.

After a maximum of 3 consecutive temporary contracts, or a maximum of 3 years of temporary employment, depending on which occurs first, Wittenborg must give a permanent contract if the employment is continued. Exceptions may apply to staff members who have already reached the retirement age.

2.1.2 1786 Employment Contract/Hours per Year Contract

In principle, this type of contract, known as the 1786 contract at Wittenborg, is applicable to supporting faculty, i.e. staff members that do not have tasks within Wittenborg next to their teaching responsibilities. It can, however, also be given to participating faculty. In this case, the teaching tasks should outweigh the non-teaching tasks. A 1786 contract is not applicable to professional staff members that do not have teaching tasks.

1786 contracts are usually given for a period of 1 year. However, they can also be given for a shorter period. This type of contract is based on a number of hours per year and the monthly salary is calculated based on the assigned hours per year, spread over the duration of the contract. Staff members working on a 1786 contract have to work their assigned hours during the timetabled weeks of the Wittenborg year planning and

cannot take holidays outside the official holidays/study weeks of Wittenborg. They are not included in the pension scheme.

After a maximum of 3 consecutive temporary contracts, or a maximum of 3 years of temporary employment, depending on which occurs first, Wittenborg must give a permanent contract if the employment is continued. Exceptions may apply to staff members who have already reached the retirement age.

2.1.3 Zero-Hour Employment Contract

This type of contract can be applicable to both professional/support staff and faculty. A zero-hour contract is used for work that is scheduled per hour, and on a need basis. Work is scheduled in consultation between Wittenborg and the staff member. Wittenborg is not obliged to allocate hours under this type of employment. Employees that are called for work based on the zero-hour contract are entitled to at least 3 working hours per call. Staff members working on this type of employment contract are paid an agreed hourly rate and are not included in Wittenborg benefit schemes.

For employees working on zero-hour contracts, holiday hours are built up depending on the hours worked. The holiday entitlement is 9.6% per hour worked. Holiday entitlement that was built up is at any time convenient on request. Alternatively, and based on the individual agreement, holiday entitlement is paid out directly with the salary payments.

Zero-hour contracts are given for the period of one year. If the contract is to be renewed after one year, the employee is entitled to the average amount of worked hours per month. For example, an employee has worked for 200 hours over 12 months, this employee would be entitled to 16,66 (200/12) hours per month. Wittenborg is obliged to offer this to the employee, the employee does not have to accept this offer. If the offer is accepted the employee needs to be available for these hours to work and/or to reintegrate in case of sickness. The employee can also decide to continue working based on a zero-hour contract, in this case the employee does not have to be available for work and will not be paid during sickness. After a maximum of 3 consecutive temporary contracts, or a maximum of 3 years of temporary employment, depending on which occurs first, Wittenborg must give a permanent contract if the employment is continued. Exceptions may apply to staff members who have already reached the retirement age.

2.1.4 Assignment Contract

Staff members work on assignment freelance or on assignment with their company for Wittenborg. This type of contract is only applicable to part-time engagements and is not given for full-time positions. It is applicable to both professional/support staff and faculty. Such a contract can be chosen if both Wittenborg and the staff member would like to enter into an agreement but have no intention of signing an employment contract. The agreement under this type of contract is an “agreement of assignment” in the sense of article 7:4000 e.v. BW. Staff members are independent in the execution of the agreed activities and there is no direct supervision of Wittenborg. The quality of the activities has to meet Wittenborg’s requirements and terms as set out in the AOG (and EEG). In a letter of assignment, i.e. the contract, Wittenborg and the staff member agree on the required activities and the applicable rates. Staff members working on assignment are only paid after successful and satisfactory completion of the agreed activities.

2.1.5 Internship Agreement

Interns do not have an employment contract, but sign an internship agreement with Wittenborg, and are not seen as employees. An intern is not entitled to minimum wage and only receives an internship compensation. Under Dutch law this is seen as fictitious employment (*fictief dienstverband*). While wage taxes are calculated, they do not pay any employer premiums. Interns have holiday entitlement. Only under the Labour Law (*Arbowet/Arbeidstijdenwet*) is the intern considered to be an employee.

The focus of an internship is learning, not work. The purpose of an internship is to enable a student to gain practical experience that complements their theoretical knowledge, or to obtain new knowledge and skills.

The standard duration for a work placement is 6 months, but can be shorter or longer depending on the circumstances and situation of the intern.

2.2 Equal and Fair Opportunities

As an employer, we commit to equal opportunity. With our key values of internationalisation, diversity and ethics guiding our work, we are committed to going further and to support fair opportunity, i.e. providing support to those who need it most.

Our Diversity and Inclusion policy (AOG-Part 11) outlines our commitment further.

2.3 Working Hours

Wittenborg's standard office and working hours are Monday-Friday between 08:00-18:00. A standard working week consists of 40 hours.

For professional staff, working hours are specified in the employment contracts. For faculty members, working hours depend on the agreed timetable.

Depending on the position and tasks, it can occur that other working times outside of standard office hours are agreed on. For faculty members this can be within 08:00-22:00, and on all days of the week if needed, including weekends.

2.3.1 Rest Periods and Breaks

Wittenborg expects its employees to actively pursue a good work-life balance. We expect you to adhere to normal working hours, to avoid over hours and to take sufficient breaks during your working day to ensure your health and safety.

For professional staff, rest periods and breaks are specified in the employment contracts with Wittenborg. For faculty, work and rest periods are specified as part of the timetabling and lesson plan. Staff members who work on assignment and are not faculty are expected to independently plan their working days to ensure appropriate rest periods and breaks.

Unless specifically agreed on after appropriate consultation, Wittenborg does not expect you to work overtime or outside of working hours.

By law, breaks are interruptions of your work and, therefore, cannot be taken at the beginning or at the end of your working day to shorten the day.

Further information, tips, as well as special regulations for pregnant staff members are provided as part of the Health and Safety Policy (AOG-Part 12).

2.4 Attendance, Tardiness and Absenteeism

Wittenborg expects regular and punctual attendance of its staff members in line with agreed working hours, depending either on the terms and conditions specified in the contract and/or on the agreed timetable.

If you anticipate that you will be absent or late for work, you are expected to notify Wittenborg as soon as possible. Please contact your supervisor, the HRM department and/or the Front Office, depending on the hour of the day and availability, and notify them of your expected absence or late arrival.

Importantly, Wittenborg does not expect staff members to attend work when they are unwell or in case of calamity. In these cases, the regulations outlined under 'Sickness and Reintegration' and 'Leave of Absence' apply.

2.5 Wittenborg Online Resources

Every Wittenborg staff member receives a unique s-number and login credentials for our online resources and communication environments (see Onboarding and Orientation). This includes a personalised Wittenborg e-mail account and access to our online work and communication environments:

- Outlook
- Microsoft Teams
- Office 365
- Wittenborg-Online

Your Wittenborg login credentials consist of an s-number (s-number@wittenborg.eu, for example, s00999@wittenborg.eu) and a password, and give you access to all online resources.

All communication at Wittenborg should always be conducted through your official Wittenborg account. Your Wittenborg account is not meant for private use, and should be used strictly for professional communication.

To stay informed at Wittenborg, students and staff are kept up to date of all news, events and study information through Wittenborg's own online information system. All new news posts are automatically e-mailed to all students and staff members, you will receive calendar events, deadlines and reminders.

2.5.1 Wittenborg-Online

At Wittenborg, students, professional staff and faculty can access course information, modules, webmail, their account information and many other utilities through the Moodle online environment at www.wittenborg-online.com.

The Moodle online area accessible through Wittenborg-Online:

- is part of a comprehensive online package, which includes tele-working/studying, webmail, online groupware, as well as a fully comprehensive, online educational learning centre.
- is integrated into its intranet, and the entry page provides minute-to-minute news about activities and events in and around the university of applied sciences.
- is the Student Administration system, Content Management system (for curriculum) and the grading platform/system (Osiris) and timetable system (Publisher).
- allows chat, testing, exams, assignments, news groups, forums, course enrolment, instant marking, progress reports, and much more.
- supports all types of multimedia and document formats to be uploaded.

On the homepage, Wittenborg-Online features FAQ, which functions as the go-to source for general information at Wittenborg that is relevant to both students and staff.

Wittenborg-Online is also home to critical resources and information specifically related to working at Wittenborg that you need as a staff member at Wittenborg: Teacher Resources and Staff Resources, featuring FAQ which are only relevant for staff.

2.5.2 Staff Resources

The Staff Resources online area on Wittenborg-Online hosts all general information that you need as a staff member of Wittenborg, whether you are a professional staff member or a faculty member. The information published there is updated regularly, and we advise you to consult Staff Resources for the most up-to-date information related to:

- Policies
- Procedures
- Declaration and request forms
- How To's
- FAQ (staff only)
- Templates

Should you be unable to find the information that you are looking for in the online area, please contact the HRM department.

2.5.3 Teacher Resources

Certain information specifically for faculty members, related to teaching at Wittenborg, is published separately under Teacher Resources on Wittenborg-Online. This includes guides, information on timetable, relevant forms, etc.

2.5.4 Helpdesk

Help and support related to all online environments is provided through our helpdesk function. Navigate to the helpdesk through Wittenborg-Online or contact helpdesk@wittenborg.eu with any technical problems, questions or difficulties. Our team is always happy to help.

2.6 Professional Communication

Communication at Wittenborg is governed by Wittenborg's values of ethics, internationalisation and diversity. Our communication guidelines are aimed at making those values actionable as part of our professional communication. They are meant to foster transparency, enable record-keeping, and facilitate data security. Moreover, our guidelines are aimed at setting the premises and clear expectations for a healthy work-life-balance.

2.6.1 General Communication Principles

The following general communication principles should be adhered to by all staff members in all forms of professional communication at Wittenborg:

- Clarity and Accuracy: Ensure that all information communicated is clear, accurate, and well-structured to avoid misunderstandings.
- Professionalism: Maintain a professional and respectful tone in all forms of communication, whether verbal, written, or digital.
- Respect and Inclusivity: Communications should be respectful, inclusive, and free from discriminatory or offensive language
- Confidentiality: Sensitive or confidential information regarding student, employee and institutional matters, should be handled with care and must comply with privacy regulations such as GDPR.
- Brand Consistency: All communications should align with the school's brand identity, including the use of approved wording, tone, and visual elements. More practical communications guidelines related to brand identity, such as tone, name usage, font and typography, colours and logos, as well as templates are available via Staff Resources.

Staff members are required to check official Wittenborg communication channels regularly during working hours and should adhere to reasonable response times. Broad guidelines for this are max. 1 day for Teams messages (during working hours) and max. 1-3 days for e-mails (during working hours) (exceptions may apply).

2.6.2 Communication Mediums

Wittenborg encourages the use of digital communication instead of paper-based communication wherever possible to reduce its environmental impact.

Crucially, all professional communication at Wittenborg should be conducted through official Wittenborg communication channels linked to your Wittenborg staff account, such as Outlook and MS Teams. This applies to professional, work-related communication with staff members, as well as with students and external partners. It is not allowed to use personal communication mediums, such as personal e-mail, WhatsApp, WeChat, and private social media accounts, etc.

The only exceptions where the use of personal communication mediums for work purposes is acceptable (without sharing privacy-sensitive or confidential information) are the following:

- Wittenborg News group on WhatsApp: this is to share pictures and news input with a large team that may include externals who are affiliated with Wittenborg but do not hold any Wittenborg staff accounts, making official communication mediums unsuitable.
- Crisis situations: In the case of life or death events, or disasters, a crisis team can be put together and communication mediums such as WhatsApp may be used. This type of communication outside of the officially approved professional communication channels at Wittenborg always has to be approved by all members of the Executive, and the management team has to be informed of the existence of the group and use of the channel.
- In some cases: Contact with externals without official Wittenborg account: this is only acceptable for immediate communication, to arrange practical logistics for meetings with externals, and ad hoc practical information, for example. Any communication concerning real professional content still has to be conducted via official Wittenborg e-mail.

2.6.3 The Right to Disconnect

Wittenborg recognises and supports the right of all staff members to disconnect. As such, all staff members are encouraged to stick to Wittenborg office hours for any professional communication. Crucially, Wittenborg staff members are not expected to check their work accounts, or work messages, outside of working hours. Wittenborg therefore advises all staff members to turn off work-related notifications, such as for Outlook and Teams outside of working hours. In case of exceptional emergencies or very urgent matters that cannot wait until office hours resume, staff members can be called on their mobile phones directly.

2.6.4 Language

All professional communication at Wittenborg, unless strictly required by law or external parties, is done in the English language, allowing all our staff members and students to understand and participate, when needed. UK English grammar and spelling are standard for all professional communication at Wittenborg. As part of our commitment towards diversity and inclusion (AOG-Part 11), whenever possible and appropriate gender-neutral language should be used in all communication. For more details on this and a comprehensive guide, please see AOG-Part 11, Appendix 1.8.1.

2.6.5 Transparency

As part of ethics, transparency is a guiding principle for communication at Wittenborg, practised in including multiple people/teams in communication whenever possible and appropriate.

For example, sending an invoice to the finance team (finance@wittenborg.eu), instead of the personal account of one member of the finance team.

To further formalise and improve additional communication standards, Wittenborg is continuously working on making guidelines for staff members more complete, actionable and clearer. Next to periodically updating the policy, we make regular announcements of relevant updates and notices, such as the use of particular wording, for example, and make guidelines, templates and communication material, such as logos, available via Staff Resources.

2.7 Dress Code

All staff members are generally expected to dress in smart casual attire. For formal presentations, oral defence days, graduation ceremonies, or while representing Wittenborg at an event they should be dressed in business professional attire.

Wittenborg is proud of the cultural and international diversity of its students and staff. In view of this, students and staff are allowed and invited to express their own cultural and religious identification as long as they adhere to and keep within the boundaries of the descriptions of smart casual and business professional attire respectively.

Especially as a faculty member, please remember that you are a role model to our students and dress smart accordingly.

Most importantly, Wittenborg expects you to maintain an attire that is in good order, clean, and that fits. In addition, you are expected to ensure that your personal hygiene and grooming are tended to.

If you have any questions about what is appropriate, you are welcome to ask HRM or your supervisor for guidance.

2.8 Non-Smoking Policy

Smoking on school premises is prohibited by law in the Netherlands. School premises, including outside areas must be smoke-free 24/7. Therefore, smoking is prohibited at all Wittenborg premises, including the outside areas belonging to Wittenborg buildings, such as the entrance steps, yards or car parks. The ban on smoking applies to all tobacco products, including e-cigarettes. People who wish to smoke or vape are requested to do so off the school premises.

2.9 Clean Desk Policy

All staff members are expected to keep their workspace tidy, clean, and presentable at all times. While employees (with 2080 contracts) have dedicated workspaces and are welcome to personalise their desks with appropriate personal items, such as family photos or small decorations, desks should remain professional and representative of the organisation.

Workspaces should be free from unnecessary clutter, food waste, and untidy materials. At the end of each working day, desks should be left in a clean and organised condition so they can be used by others if needed and to maintain a pleasant working environment for colleagues and visitors.

2.10 Insurance

2.10.1 Liability Insurance

Wittenborg has an employer and business liability insurance with Interpolis. This insurance is applicable to everyone who is working in our buildings, including contractors and students. This insurance covers:

- Damage caused during the execution of tasks for Wittenborg
- Personal injury to others and damage to other people's belongings
- Damage caused by products imported, created, or sold
- Damage to items of another person that were rented or used
- Damage that a staff member incurs due to a company accident, an occupational disease or damage to belongings
- The costs of defence and legal assistance if one is held responsible (rightly or wrongly) for damages

2.10.2 Travel Insurance

Wittenborg has a continuous company travel insurance with Interpolis. This means that everyone travelling abroad on behalf of Wittenborg is covered by this insurance.

The insurance covers (under certain conditions):

- Cancellation
- Damaged or lost luggage
- Medical/dental costs due to an accident
- Accidents with death or remaining disability

Wittenborg policy number is 00155195093. Wittenborg has the obligation to count the total number of travelling days for staff members, so please always inform hrm@wittenborg.eu of your travelling plans and you will receive a scanned version of the policy, so you can read the terms and conditions and take it with you.

2.10.3 Participating in Traffic Insurance

Wittenborg has a WEGAS XL – Prima insurance with Turien. This insurance covers the damage that an employer must compensate its staff members according to the law if they suffer damage while participating in traffic, regardless of how they participate. The accident must happen when they are carrying out work. The employer is usually not liable for damage they incur during commuting. Nevertheless, with this insurance damage that occurs during commuting is also covered.

Damage is not covered by this insurance if:

- Another (private) insurance covers this
- The driver of the vehicle does not have the appropriate licences to do so
- The driver of the vehicle is under influence of alcohol/drugs

See the policy conditions for more information.

In the case of damage, please contact the HRM department immediately.

2.11 Purchasing Authority and Process

All purchasing for Wittenborg is done based on the following principles:

- Expenses that support the mission of Wittenborg are deemed valid and therefore permissible, such as food, beverage and gifts for events, office supplies, stamps, etc. All business expenses always need to be approved by your manager, the Head of School, or Executive in advance, unless part of keeping a standard inventory of a certain item, assigned to you as a task.
- Arrangements to declare travel costs, accommodation and board are laid down in AOG-Part 4 and AOG-5 under Business Travel.
- All purchases will, as much as possible, be executed at Wittenborg centralised either by the Front Desk or Facility and Student Housing department.
- No staff member is allowed to sign any financial agreement with suppliers, advertisers or others on behalf of Wittenborg, except for the members of the Executive Board or when permission is explicitly received from the Executive Board.
- All purchases require a purchase order or a written agreement, except for purchases of € 250 or less.
- For purchases over € 1,000, a minimum of 3 quotations needs to be requested for comparison.
    - Note that any amounts in this policy include taxes and refer to the total value of the package/group/bundle of goods being purchased. It is NOT acceptable to split the purchase into small parcels in order to avoid obtaining quotations.
- The “Sustainable Procurement and Purchasing Policy” that Wittenborg has adopted is applicable. This is outlined in the Code of Ethical Behaviour (AOG-Part 10) in detail.

2.11.1 Types of Purchases

- Online purchases (iDEAL/credit card): books, office supplies, IT hardware, etc.
- Cash (pin/chip) purchases: lunches, small housing inventory, etc.

- Orders: by signing purchase agreements with advertisers, suppliers, etc.

2.11.2 Declarations

There are different types of declaration that may be applicable to you at a certain point. Those include but are not limited to:

- Home-to-work travel cost declaration (outlined in Home-to-Work Travel)
- Business travel declaration (outlined in Business Travel)
- General cost declaration (for example for purchases)

Declaration forms for easy submission are available under Staff Resources.

All submitted declarations need to be approved by management and/or the HRM department, depending on the type of declaration:

- Home-to-work travel cost declarations have to be sent to hrm@wittenborg.eu for approval and processing.
- General cost declarations and business travel declarations, have to be sent to finance@wittenborg.eu with the approving manager and department in cc. Your manager will be asked whether the costs made were agreed on and can be approved.

Once approved, the Finance department will process the declaration, as those declarations are paid independently of salaries. We aim to pay out declarations within 2 weeks.

3 360° Work at Wittenborg

This section provides an overview into the policies for different stages of working at Wittenborg, from the hiring process and starting your job to saying goodbye and moving on. Where applicable we indicate differences between faculty and professional staff and refer you to the Faculty Handbook (AOG-Part 4) and the Professional Staff Handbook (AOG-Part 5) respectively.

3.1 Hiring

Wittenborg prides itself on having a collegial work environment, promoting inclusion and equality, in line with its values of diversity and internationalisation. Wittenborg employs and engages people from diverse backgrounds and is committed to good employership and long-term perspectives for employees.

Our hiring is inextricably linked to our commitment to diversity and inclusion (AOG-Part 11). Our hiring efforts are designed in a systematic, transparent and fair manner to find and select the most qualified person for each position, thereby ensuring adherence to our core values and fair opportunities.

Wittenborg aims to provide a professional, positive and meaningful experience to all candidates, irrespective of the outcome of the selection process. All applicants will be treated in a fair, respectful and kind manner.

This policy is governed by the principles of our Diversity and Inclusion Policy (AOG-Part 11), and is applicable to all vacancies and all stages of the recruitment and selection process within Wittenborg.

3.1.1 Qualifications

As a knowledge organisation, Wittenborg places high value on formal education and training of its staff.

Qualifications for Professional Staff

New hires for professional staff positions should hold at least a bachelor's degree or possess equivalent training, education, or relevant experience. Exceptions may apply to roles primarily involving operational or facilities-related tasks, such as cleaning and maintenance.

Qualifications for Faculty

The qualifications that all new teachers should have are:

- At least a master’s degree, but preferably a doctorate (PhD, DBA) in a discipline relevant to their area of teaching.
- Teaching experience equivalent to BKO qualification (see AOG-Part 4), or be prepared to become trained in pedagogy and didactics and obtain certification in the coming years.
- Practical teaching and research experience in the area of interest.

In line with its strategic plan, Wittenborg particularly focuses on the recruitment of scholarly active academic staff, i.e. persons who qualify as Scholarly Academic (SA) based on Wittenborg’s criteria for its classification of qualifications (see AOG-Part 9 for detailed criteria).

3.1.2 Recruitment

The recruitment process is prepared and conducted in close cooperation between the department manager and the HRM department.

Personnel requisitions must be initiated by the department manager and be approved by the management team before being forwarded to HRM.

Requisitions should include:

- Department
- Position title
- Work hours
- Job descriptions/tasks
- Essential qualifications needed
- Key qualities needed
- Required starting date
- Offered compensation based on Wittenborg scales

Based on the personnel requisition HRM creates a job vacancy:

- Specifications outlined in the vacancy should be those objectively required for the position. This is important to ensure that valuable candidates are not excluded, as not all groups of people are equally inclined to apply if they do not meet all criteria.
- Inclusive language should be used when writing vacancies, i.e. gender neutral and non-discriminatory language, to appeal to a larger and more diverse group of people. Various people should be asked for feedback on the vacancy text to ensure that it appeals to a large audience.

The vacancy will be discussed and potentially refined in conjunction with the department, also considering complementarity of candidates to the existing team composition. In consultation with the department manager, HRM develops a plan for the recruitment process, including deadlines and duration of the recruitment, as well as methods of application along with required documentation and information.

Job vacancies are posted on the Wittenborg website, as well as on social media and general recruitment platforms (if applicable). Specialised recruitment channels can be considered in addition to general ones to improve the reach of the target group for the vacancy.

We make a reasonable effort to distribute vacancies in such a manner as to reach a wide variety of possible applicants, regardless of skin colour, nationality, ethnic origin, marital or civil partnership status, disability, religion, belief, age, sexual orientation, gender identity or expression (LGBTQ+), sex, or socio-economic status (non-exhaustive).

The applicant pool should be closely monitored based on diversity and inclusion criteria and the recruitment should be adjusted to reach candidates of underrepresented groups in the applicant pool, if applicable. For

example, if women are underrepresented in the applicant pool, recruitment channels specifically targeted at female talent should be added to the recruitment strategy.

In addition, job vacancies are shared with existing personnel through staff announcements.

Internal Applicants

Current Wittenborg personnel may apply for internal job openings. The standard recruitment and selection process has to be adhered to for internal candidates in the same manner as for external candidates. In cases where internal applicants will be given preference over external applicants with equal qualifications, this will be explicitly mentioned in the job posting.

3.1.3 Selection

In consultation with the department manager, HRM develops a protocol outlining the selection process, including deadlines, interview questions, evaluation protocols, etc.

All applicants are welcome at Wittenborg. Selection is always made based on merit and decisions are made based on pre-determined criteria. Objective criteria should always be used over subjective criteria to the maximum extent possible. Objective criteria are hard requirements, such as number of years of teaching experience, while subjective criteria are soft requirements and competences, such as creativity and leadership skills.

To ensure a diverse staff body, applicants with certain characteristics, such as country of origin, sexual orientations and gender identities may be favoured depending on the vacancy, to ensure the continued diversity of the staff body and/or specific teams (positive discrimination). If this is the case, it will be communicated in the vacancy.

The methods used in the selection process will always relate to the requirements of the job and as such may vary depending on the requirements of the individual vacancy. In principle, the standard components of selection at Wittenborg are:

- One or more panel interviews (structured).
    - Depending on the situation, for faculty, this can on occasion be substituted by an interview with the Head of School. In this case, the selection panel should still be involved and consulted in the shortlisting, as well in the evaluation and decision-making.
- Work simulation, such as a written test or presentation. For faculty, this is done by means of a try-out lecture and is a fixed part of the selection process.

The interviews and/or work simulation may be recorded with the explicit permission of the candidate for training and quality assurance purposes, as well as to facilitate the selection panel if the selection is conducted in a hybrid manner (physical and online/remote). With permission from the candidate this can be kept for a maximum period of one year after the recruitment procedure has finished. More information on the storage of personal data of applicants and staff members is mentioned in the Data Protection Policy (AOG-Part 14).

In addition, reference checks may be part of the selection process. If this is the case, candidates will be asked for references and their permission to contact them.

Selection Panel

Selection decisions are always made by a panel on the basis of consensus. For all hiring, a selection panel is created consisting of at least three members. The panel consists of members of the department(s) for which the candidate is selected, as well as the HRM department. The panel should be as diverse as possible, and needs to at least represent both female and male staff members, in order to reduce the risk of unconscious biases and blind spots. Members of other (unrelated) departments can be asked to be part of the panel if this enhances the diversity of the panel and/or this is seen to increase the objectivity of the selection process.

Shortlisting

To reduce the risk of bias during the selection process, only objective criteria should be used for the shortlisting of candidates, such as educational level, years of work experience, specific skills, such as languages, Adobe, etc. This enables the initial selection to be carried out in a fair and objective way, aligned with the requirements of the vacancy.

Interview Questions

Interview questions should focus on the requirements of the position in question with the intention to assess how well the candidate is equipped to perform the job effectively. In line with our Diversity and Inclusion Policy (AOG-Part 11), interview questions should never be discriminatory. Questions are developed before the start of the selection process in consultation between the department and HRM and set as part of a selection protocol. Questions should be the same for all candidates, with the possible exception of follow-up questions. Questions set in the selection protocol need to be aligned with the requirements and key qualities needed for the position. If questions relate to subjective criteria, soft requirements and competences, they should be designed to ask the candidate for specific examples illustrating the quality at hand.

Evaluation of Candidates

The key qualifications and qualities for the position form the basis for the evaluation of candidates. As part of the selection protocol, a 'Candidate Evaluation Form' is created for the position at hand. This form is filled in by all members of the selection panel for each individual candidate after the interviews and/or work simulation. With the help of the evaluation form, members of the selection panel are asked to assess how closely each individual candidate matches the key qualities and requirement of the position in question, by ranking this for the selection criteria and competences on a scale from 1-5 (5 being the highest score). This allows for a transparent and objective selection decision to be made based on comparing the candidates' scores.

Decision and Appointment

Following the selection decision, the selection panel and/or HRM informs the selected candidate and makes an employment or assignment offer. The offer is conditional to employment and assignment checks, outlined under 'Employment and Assignment Checks'.

Feedback

The selection panel also informs all candidates that were not selected in the outcome of the selection process. Feedback as to why a candidate was not selected should be provided to ensure transparency.

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After every recruitment and selection process, the selection panel and HRM should reflect on the process and discuss the extent to which they were able to be objective. Reflection should also consider whether the panel was able to select a candidate that adds to the diversity of the team. Lessons learned should be shared with HRM and across departments and be used to further improve hiring at Wittenborg.

3.2 Starting at Wittenborg

In line with our Diversity and Inclusion Policy (AOG-Part 11), our terms and conditions of employment are designed in such a manner to avoid putting potential employees at a disadvantage based on skin colour, nationality, ethnic origin, marital or civil partnership status, disability, religion, belief, age, sexual orientation, gender identity or expression (LGBTQ+), sex, or socio-economic status (non-exhaustive). Following your selection, you receive a contract offer from Wittenborg based on one of the types of contract outlined in 'Types of Contract'.

3.2.1 Terms and Conditions

Your agreement with Wittenborg contains information regarding the terms and conditions of your work and engagement at Wittenborg, including:

- Type of engagement: employment/freelance
- Duration: temporary, including start and end date, or permanent
- Salary or compensation
- Work hours
- Holiday entitlement (employment only)
- Benefits (employment only)
- Place of work
- Your function and department
- Line of reporting
- Information about your tasks
- Probationary period (employment only)
    - All new staff members are subject to a probationary period of 1 month.
- Possibility and notice of termination
- Relevant appendices, such as documents governing your engagement and outlining your and Wittenborg's rights and obligations

Wittenborg reserves the right to change its terms and conditions and employment policies from time to time. You will be notified at the earliest opportunity of these changes by way of general notice to all employees affected by the change. Where a contractual change in your terms and conditions of employment results in a

change to your written statement of particulars of employment, we will give you a written statement of the change at the earliest opportunity.

Wittenborg holds itself to the standard of being a fair employer. That means that everyone who is hired, probably starting on a temporary contract, can in principle expect to be continued in their position if their performance is satisfactory, with the exception of employees hired to replace a staff member during sickness or maternity leave, or when a onetime project/assignment is agreed on.

By signing your agreement, you also state that you will comply with the rules and regulations as set out in the AOG and EEG (if applicable).

Internship Agreements

If you are an intern, you will not sign an employment contract with Wittenborg, instead, a letter of internship, along with a NUFFIC internship agreement, and a confidentiality agreement.

3.2.2 Employment and Assignment Checks

In order to enter into an agreement with Wittenborg and start your engagement, Wittenborg needs to collect a number of documents and information from you. The information needed differs between employment and assignment agreements:

Required Documentation Employment	**Required Documentation Assignment**	**Required Documentation Internship**
• ID/passport • Work/residence permit for the Netherlands (if applicable) • Personal information form, including confirmation of registered address • Payroll tax form (*opgaaf gegevens voor de loonheffingen*) • Diplomas • CV	• ID/passport (limited copy) • Personal information form • Registration at chamber of commerce • Diplomas • CV	• ID/passport • Residence permit for the Netherlands (if applicable) • Personal information form, including confirmation of registered address • Payroll tax form (*opgaaf gegevens voor de loonheffingen*)

You cannot start your work for Wittenborg until these employment and engagement checks have been undertaken and all required documentation and information has been submitted and approved. This also applies to internships.

Please note that you are required to be able to identify yourself at any time when working at Wittenborg. Therefore, you must keep a valid identification card/passport with you.

In addition to those documents required to enter into employment or freelance agreement with Wittenborg, you are asked to provide us with the following upon starting your engagement at Wittenborg:

- Staff profile (published on Wittenborg website in agreement with you)
- ACADEM profile (faculty members only)

Criminal Background Checks

As part of the employment and assignment checks, Wittenborg has the right to ask you for a Declaration of Good Conduct (VOG, *verklaring omtrent gedrag*) which constitutes a criminal background check. If this is needed, the HRM department will give you instructions on how to obtain a VOG and provide you with the necessary paperwork. Usually, this is done before entering into an agreement, as working for Wittenborg can be conditional to being able to provide a VOG. If the agreement is signed and the work is started prior to receiving the VOG, it needs to be agreed in the contract by when the VOG should be presented for the employment or assignment to be continued.

Sponsored Residence Permit

In certain instances, Wittenborg can apply for the residence permit of a prospective employee, as we are a recognised sponsor at the Immigration and Naturalisation Service (IND). This can only be done in cases where the residence permit is for a highly skilled migrant subsequent to graduation or orientation year in the Netherlands. We do this on a regular basis when employing international graduates from our programmes.

If Wittenborg applies for the residence permit for you, the following documents are needed from you:

- Passport
- Antecedent certificate

In addition, please indicate your preference for the IND location at which you would like to plan potential follow-up appointments, for example, for taking your photo, biometrics, and providing your digital signature, as well as at which IND location you would like to collect the residence permit card once finalised.

After applying, we will keep you updated about the progress of the application. You will be notified when IND makes a decision and when you can collect your residence permit card. Please do not forget to share a copy of your residence permit card after receiving it with the HRM department. This is needed for your personal file. You are obliged to keep your place and address of residence updated in the local municipality register (BRP Basisregistratie Personen).

Wittenborg pays the fees for the application of the residence permit. If your employment status changes, Wittenborg is obliged to and will inform the immigration services of the change.

3.2.3 Onboarding and Orientation

Upon having signed your letter of employment or letter of assignment with Wittenborg, your onboarding and orientation process will start.

Along with instructions, you will receive:

- Wittenborg staff account, including a personalised Wittenborg e-mail account and access to online resources.
    - Your Wittenborg login credentials consist of an s-number (s-number@wittenborg.eu, for example s00999@wittenborg.eu) and a password, and give you access to all online resources.
- Login to e-HRM portal (NMBRS/Visser&Visser) (employment only)
- Information and login from our pension provider, Allianz Premie Pensioen Instelling BV (professional staff on 2080 contract only)

To ensure a smooth start at Wittenborg and acclimatisation to our work environment, you will be assigned a 'buddy'. This can be your supervisor, or a direct team member, who will support you in learning your new tasks and teaching you what there is to know about Wittenborg.

During the first days in your new job at Wittenborg, you will receive orientation about:

- Wittenborg work environment and culture
- Policies, standards, codes of behaviour, etc.
- Access – premises, equipment and online resources
- Your workspace
- Your team and colleagues at Wittenborg
- How to use Wittenborg online resources
- Where to find existing information

Wittenborg's working environment is characterised by transparency and cooperation. We aim to provide you with all the necessary information and tools in a transparent way to make your orientation successful. Key documents, such as the EEG, the AOG, as well as our online resources, such as FAQ and How Tos are meant to guide you. Next to explicit information, standards, policies and procedures, we aim to make working instructions accessible to foster best practices within Wittenborg aligned with our core values. All Wittenborg employees are encouraged to help each other's development through collaboration and peer feedback. Orientation, therefore, is an ongoing process at Wittenborg that is built on collaboration and transparency. We are proud to have an open-door policy throughout Wittenborg, where questions and concerns can be discussed in an accessible and collegial manner.

For faculty, an additional orientation session with one of Wittenborg's Teaching Quality coordinators will be planned. This orientation focuses on the areas of:

- Acclimatisation to Wittenborg Teaching Environment
- Exams
- Teaching Quality

Wittenborg's Teaching Quality Coordinators offers regular Q&A hours, and continue functioning as mentors after the official orientation session to ensure that faculty members become proficient in professional practices and quality standards.

3.2.4 Wittenborg Signature

All staff members automatically receive an official Wittenborg signature along with their Wittenborg staff accounts. This signature will be visible to recipients of your e-mails. Please note that the signature is added to your e-mails automatically after you have sent them. Therefore, you are not able to see your signature prior to sending out e-mails.

Signatures are standardised and relate to our corporate branding. You should not create or add your own signature as part of your Wittenborg account.

In certain cases, such as for visiting lecturers who do not deliver modules on a regular basis, the signature is not automatically provided by Wittenborg. In those cases, we will provide detailed and clear instructions to you on adding a signature according to predetermined standards.

When there is a change in your job title, you can use the 'Title Change and Business Card Request Form' available under Staff Resources to request the adjustment of your signature.

3.2.5 Wittenborg Business Cards

Wittenborg business cards can be requested through the 'Title Change and Business Card Request Form' available under Staff Resources.

3.3 Appraisal and Development

Appraisal and development processes and procedures differ for faculty members and professional staff. Therefore, these are outlined separately in the Faculty Handbook (AOG-Part 4) and the Professional Staff Handbook (AOG-Part 5) respectively.

Wittenborg's commitment and procedure for personal development and training of its staff members is outlined in Personal Development-Education and Training (AOG-Part 7).

3.3.1 Contract Renewal

As part of appraisal and development, policies and procedures for contract renewal differ for faculty members and professional staff. Therefore, these are outlined separately in the Faculty Handbook (AOG-Part 4) and the Professional Staff Handbook (AOG-Part 5) respectively.

3.4 Leaving Wittenborg

There are different situations that can result in your engagement with Wittenborg ending. You may make a career switch, you might be retiring, you might be long-term sick and unable to work, or Wittenborg may choose to terminate your contract due to disciplinary actions, etc.

In principle, notification periods are mentioned in the letter of employment or letter of assignment for both the staff member and for Wittenborg. An exception to this can be temporary employment contracts, where early termination during the course of the contract might not be possible. By law the notification period for

employees is one month (when in employment between 1-5 years), 2 months (when in employment between 5-10 years), three months (when in employment between 10-15 years), four months (when in employment over 15 years). However, other notification periods can be agreed on in the letter of employment. In cases where the notification period is longer than necessary according to law for the employee, the notification period for the employer is twice as long. For staff members working on assignment, no additional regulations apply.

Exit procedures following a resignation, termination or retirement apply to all personnel engaged by Wittenborg, irrespective of type of contract. Internships can only be ended prior to the agreed end date in mutual agreement between the intern and Wittenborg or if the termination clauses in the internship agreement apply.

For staff members working in employment, the following applies. Exceptions may apply for staff members who have already reached the retirement age.

3.4.1 Temporary Contract Not Extended

If your temporary contract is not extended, Wittenborg will inform you of this at least one month before the end date of your contract. This notification period is regulated by Dutch law (*aanzegtermijn*). If you are a staff member for whom Wittenborg sponsors a residence permit in the Netherlands, we aim to inform you 2-3 months before expiration of your contract if it will not be renewed.

With your last salary payment, you might receive a transition compensation. Transition compensation is always paid when Wittenborg does not extend an employment contract, unless:

- You have reached retirement age
- You are not 18 yet and have not worked for more than 12 hours per week on average
- Wittenborg is bankrupt, there is temporary postponement (suspension of payments) or Wittenborg is undergoing debt restructuring

3.4.2 Contract Termination

Wittenborg can terminate your (permanent) employment contract only if you agree to the termination, or if there is a good reason to terminate the contract. Those reasons are regulated by Dutch law and include:

- In case of business economic reasons, for example in the event of a reorganisation, a company relocation or bankruptcy.
- If you have been incapacitated for work for 2 years or more, see ‘Sickness and Reintegration’.
- If you are often ill and this has serious consequences for Wittenborg. Condition is that any other function or custom work is not possible.
- If you are not functioning sufficiently. However, Wittenborg then has the obligation to prove that this has been pointed out and discussed with you repeatedly. In addition, this is conditional to Wittenborg having given you ample opportunity to improve your performance.

- If you exhibit culpable conduct or negligence. For example, stealing, appearing drunk at work, falsifying diplomas or refusing to work for no good reason. In these cases, Wittenborg may even be entitled to dismiss you effective immediately.
- If you have serious conscientious objection to the work and Wittenborg cannot offer any other work.
- In the event of a disturbed employment relationship that can no longer be repaired.
- Other circumstances. For example, if you are in the Netherlands illegally or in prison.
- A combination of any of the above.

Termination for most of those reasons is subject to approval by court, and sometimes by the Employee Insurance Agency UWV. Wittenborg is obliged to gauge the possibility of giving you another function within Wittenborg first. In addition, Wittenborg must adhere to the notification period set out by law. There are also situations in which termination of an employment contract is prohibited, such as during pregnancy or sickness (less than 2 years).

When Wittenborg terminates your contract, you will receive a transition compensation, unless:

- The termination is agreed with mutual consent (see below).
- The termination is due to culpable conduct or negligence.
- Wittenborg and you sign a new temporary contract while your old contract is still valid.

There are cases in which you and Wittenborg want to end the working relationship with mutual understanding. If you agree to the termination of your employment contract, the termination can happen in two different ways and is not subject to court approval:

- Dismissal by mutual consent: you agree with Wittenborg to terminate the employment contract. Together with you, Wittenborg makes agreements as part of a settlement agreement (termination agreement). In this case, Wittenborg does not have to pay you a transition payment (severance pay). The notification period has to be considered. In principle you will be entitled to unemployment benefits in this case.
- Termination with consent: Wittenborg terminates the employment contract and you agree to this in writing. In this case, Wittenborg must pay you a transition compensation.

You are entitled to a right of reflection of 2 weeks. Within those 2 weeks, you can retract your decision to agree with your termination.

Wittenborg can terminate the employment contract without reasons or your consent, if you have reached the retirement age, or if it falls within the probationary period.

Wittenborg reserves the right to enforce your full notification period in case of termination. In certain cases of contract termination, you might be exempted from work earlier than the end date of your employment.

Your full remaining annual leave entitlement should be taken during your notice period in agreement with your manager and the HRM department. Exceptionally, if this is not possible, Wittenborg will reimburse your holidays in lieu of this.

Following the notification of your termination, you are expected to cooperate in the handover of your tasks and to follow the exit procedure agreed upon.

Dismissal Effective Immediately

As aforementioned, in certain cases, Wittenborg may have the right to dismiss you with immediate effect (*op staande voet ontslaan*). This is the case if there are urgent reasons for termination, such as but not exclusive to falsifying application documents, theft, fraud, being drunk at work, abuse, gross insult or threat, and endangering colleagues. If there is proven cause and Wittenborg decides to dismiss you effective immediately, Wittenborg will directly inform you of the immediate termination, stating the reason for taking this decision.

In case of dismissal with immediate effect, there is no notification period and you are not entitled to a transition compensation.

3.4.3 Resignation

You can resign from your position at Wittenborg by handing in a written resignation to the HRM department. Your resignation should include the date from which you would like to end your employment at Wittenborg, and the reason for your resignation.

We encourage you to inform us of your decision to resign from your job at Wittenborg as soon as possible. You must give Wittenborg notice of your resignation and to adhere to the notification period agreed in your contract. Wittenborg reserves the right to enforce your full notification period.

Your full remaining annual leave entitlement should be taken during your notice period in agreement with your manager and the HRM department. Exceptionally, if this is not possible, Wittenborg will reimburse your holidays in lieu of this.

Following the notification of your resignation, you are expected to cooperate in the handover of your tasks and to follow the exit procedure agreed upon.

In case of resignation, you are not entitled to a transition compensation.

3.4.4 Retirement

When you have reached retirement age, your employment contract ends according to the law. Both you and Wittenborg are entitled to make a new agreement. You are encouraged to discuss your retirement planning with the HRM department and/or your manager as early as possible.

You are expected to cooperate in the handover of your tasks and to follow the exit procedure agreed upon prior to the start of your retirement.

Your full remaining annual leave entitlement should be taken before you retire in agreement with your manager and the HRM department. Exceptionally, if this is not possible, Wittenborg will reimburse your holidays in lieu of this.

In case of your employment ending due to the start of your retirement, you are not entitled to a transition compensation.

3.4.5 Exit Procedure

Whenever someone leaves Wittenborg due to resignation, termination or retirement, a standard exit procedure is implemented to ensure that there is a smooth transition for both sides.

When you are leaving Wittenborg, you will be asked to fill in an 'Exit Form' as part of the exit procedure that informs Wittenborg of your preferences for different aspects of your exit, such as whether you would like to publish a personal goodbye message to staff and students, whether you would like to stay connected after your exit, etc.

Your manager will discuss the handover of your tasks and potential training of your replacement with you. You are expected to cooperate and aid in the handover of your tasks and transition.

In addition, you must handover all items belonging to Wittenborg as part of your exit. These include but are not limited to:

- Any hardware or equipment provided to you by Wittenborg, such as phones, computers, etc.
- Business cards
- ID badges/access cards
- Library books
- Any documents or software of Wittenborg
    - Documents and software include (but are not limited to) correspondence, diaries, address books, databases, files, reports, plans, records or any other medium for storing information. You should not retain any copies, drafts, reproductions, extracts or summaries of documents and software.

Unless otherwise agreed, those items need to be returned to Wittenborg latest on the last day of your employment or assignment.

Your access to your Wittenborg accounts and online resources will be removed on the last day of your employment or assignment, unless otherwise agreed.

As part of your exit, Wittenborg will deduct any money that you may owe Wittenborg, such as any loans, research and study funding, payments made for holidays taken in excess of entitlement, etc. (non-exhaustive), from any salary or compensation payment left as part of your engagement. You may be required to pay back any outstanding sums of debt to Wittenborg if those exceed the payments that Wittenborg still owes you.

Providing References

As part of the exit procedure, you will normally be asked if you would like to receive a letter of recommendation from Wittenborg and whom you would like to write it for you. This can be your manager, but depending on the situation it can also be a member of the executive, your team or the HRM department.

In cases of dismissal with immediate effect, no recommendation letters will be provided. This may also apply to cases in which termination is due to a damaged working relationship, or disciplinary procedure.

A certificate of the employment, certifying the facts related to the employment, such as start/end date and position, will always be given.

3.5 Your Personal Information

Please note that at all stages of your engagement with Wittenborg it is an absolute requirement to keep Wittenborg informed of any changes related to your personal information concerning:

- Name
- Address
- Contact details, including telephone and e-mail
- Legal status
- Nationality
- BSN
- Bank account information
- Emergency contact

Please inform us of changes in your personal information through NMBRS, or send an e-mail to hrm@wittenborg.eu.

Please note that faculty and professional staff nationalities are always listed as the country of origin in our stats and reports, even if staff members have naturalised.

4 Leave of Absence

There are different types of leave that can be taken in different situations. It is important to Wittenborg to provide its employees with adequate leave opportunities for vacation, as well as various personal circumstances, such as care needs.

Unless stated otherwise in your contract, these regulations apply to all staff members with an employment contract at Wittenborg University of Applied Sciences B.V. Certain regulations also apply to interns and are indicated accordingly in the relevant sections.

Colleagues working on a freelance basis are not entitled to any type of leave. They are expected to work their hours as agreed in the contract and according to timetabling.

In addition to this policy, please check the information available in FAQ and Staff Resources related to 'Leave'. You can also find relevant templates there.

Should you have any questions about this policy and the regulations outlined, please feel free to contact hrm@wittenborg.eu.

4.1 Annual Leave and Holidays

Holiday rights and regulations depend on the type of employment contract an employee has with Wittenborg. Wittenborg distinguishes between three types of employment contract, as outlined under 'Types of Contract':

- 2080 contracts
- 1786 contracts
- Zero-hour contracts

The annual leave regulations are different for these types of staff members, as outlined below.

Wittenborg's business year runs from 1 January – 31 December. Based on the type of contract, the following regulations apply:

4.1.1 Employees with a 2080 Contract

Entitlement

Holiday rights are relative to the full-time equivalent (FTE) an employee is employed for at Wittenborg. Based on full-time employment (1 FTE), employees are entitled to 5 weeks of paid holidays per year, that is equal to 25 working days or 200 hours. This is comprised of 4 weeks (160 hours) of statutory holidays + 1 week (40 hours) of non-statutory holidays (based on 1 FTE). Holiday rights for part-time employees are adjusted accordingly.

The 25 days are all meant for annual leave. In addition to the 25 days of paid leave, all employees have extra free days on the following public holidays:

- Christmas Day and St Stephen's Day (25 and 26 December)
- New Year's Day (1 January)
- Good Friday
- Easter Monday
- King's Day (27 April)
- Liberation Day (5 May)
- Ascension Day
- Pentecost Monday

**No days off will be given in return if these days fall on Saturdays or Sundays.*

A maximum of 5 vacation days (based on 1 FTE), i.e. the non-statutory holidays, can be brought from the previous year into the next year. All other vacation days which have not been used by the 31 December, lapse after 6 months.

> *For example: You are employed for 1 FTE. You have 7 vacation days, i.e. 56 holiday hours, left on 31 December. This means you will start the new year with 56 holiday hours from the previous year + 200 holiday hours from the new year = 256 hours. If you have not used any holiday hours by 1 July, all hours from the previous year, with the exception of 5 vacation days, will lapse. This will leave you with 240 hours by 1 July.*

Non-statutory vacation days can be accumulated for up to 5 years.

Exceptions to this can be made only if vacation days are outstanding because you could not take them due to sickness, or due to the fact that Wittenborg's workload was so high that you could not be spared. In this case, extra days can be taken to the new year for a maximum of 1 year. This has to be agreed upon in writing with the HRM department beforehand.

Within the course of a contract or in a series of continuous contracts, it is not normal practice to pay for outstanding leave not taken. By law, statutory vacation days cannot be paid out, except at the end of employment.

If an employment contract starts, ends, or changes in the course of a year, and/or if the working hours in the employment contract are changed, the vacation entitlement is adjusted accordingly.

Taking Annual Leave

Annual leave must be taken at times convenient to Wittenborg and always in good consultation with team members and management.

Principally, staff members with a 2080 contract cannot take holidays during the 42 educational weeks (including catch up week and introduction week). Annual leave that will result in a full week of absence will normally only be permitted outside the 42 timetabled weeks and has to be taken within the scheduled summer vacation at Wittenborg. This is especially critical for faculty members with teaching tasks. This rule does not apply to members of the Admissions, Registry, Timetable, Finance, and Housing teams.

Principally, members of the Admissions and Timetable team have to take their holidays outside the 6 weeks of summer vacation (as per year planning), in good consultation with team members and management.

In addition, exceptions can be made under special circumstances for international employees to enable them to visit their family members abroad, if the situation cannot be planned otherwise.

Annual leave may be taken in consecutive days, or in any other mutually convenient and agreed manner, but not less than the equivalent of 2 standard working weeks will normally be taken during the summer vacation.

Professional staff members can take leave of 3 weeks in a row during summer vacation. Every 3 years, Wittenborg allows professional staff members to take extra days off in the summer (maximum 5 working days per full FTE employment contract). This means that every 3 years, a full-time professional staff member can take 4 weeks off in the summer.

Faculty members with teaching tasks during the timetabled weeks can take leave of 4 weeks during summer vacation in consecutive years.

A vacation request for annual leave must be handed in 3 months before the requested vacation. Tasks have to be taken over by one or multiple colleagues during the employee's absence.

The vacation request must be approved by the direct team leader/supervisor and the HRM department. The direct team leader/supervisor has to assure the consistency of the quality of the tasks carried out during the absence of the team member.

All Wittenborg staff members are required to take holidays during the Christmas holiday period, in the week between Christmas and New Year, and most Wittenborg locations will be closed. You are responsible for ensuring that you have enough holiday hours to take holidays during that period. This rule does not apply to members of the Admissions, Registry, Finance and Housing teams.

Short Absence Procedure for Leave Max. 2 Days

- Check your available balance of holiday hours.
- Make an inventory of your tasks that need to be taken over by colleagues.
- Discuss your planning with your supervisor and get approval.
- (If needed) Handover to colleagues that will take over your tasks.
- Send a leave request via e-mail to hrm@wittenborg.eu, cc to your supervisor.
- If successful, your leave request will be processed in the Central Agenda and registered in NMBRS. Please check if the registered leave is accurate.

Long Absence Procedure for Leave Longer than 2 Days

For leave resulting in absence longer than 2 days, the request should be handed in 3 months before the starting date of leave.

- Check your available balance of holiday hours.

- Make an inventory of your tasks and list which colleagues can take over which tasks from you.
- Check team members' vacation planning so you know that colleague(s) who are covering for you are available during your leave.
- Discuss your planning during team meeting and seek approval from your team leader/supervisor.
- Send a leave request through the official 'Vacation/Annual Leave Request Form' available under Staff Resources.
- If successful, your leave request will be processed in the Central Agenda and registered in NMBRS. Please check if the registered leave is accurate.

Your leave request will be checked and is subject to approval by your supervisor, as well as the HRM department. If successful, your holiday application will be registered in NMBRS and in the Central Agenda. In principle, Wittenborg approves vacation requests within the guidelines and in adherence to procedure, unless there are good reasons not to. If this is the case, Wittenborg will inform you within two weeks in writing and motivate the decision. You can always hand in another request after adjusting a previous request. Examples of good reasons to refuse vacation requests include but are not limited to important events, like accreditations, timetabled or busy periods, or the absence of other colleagues.

You are responsible for checking the official travel advice from the Dutch authorities (Reisadviezen | NederlandWereldwijd) before making travel arrangements. If you choose to travel to a country with a negative travel advisory and are unable to return to the Netherlands on time to resume work after your vacation, this will be considered your responsibility. In such cases, Wittenborg will apply unpaid leave for any missed working hours.

Special Rules – Closing of Buildings

In case the Wittenborg location or building from which you work is closed during normal Wittenborg working days, you can be required to take leave. Closing dates of our buildings are noted in the Central Agenda.

You are responsible for ensuring that you have enough holiday hours left to take holidays on days on which the building from which you work is closed.

4.1.2 Employees with a 1786 Contract

Solely academic staff members with a 1786/'hours per year' contract receive an all-in salary. Vacation rights are not paid out separately. They are expected to work their hours as agreed in the contract and according to timetabling. All other hours are free days. All timetabled study weeks are holidays.

Academic staff members cannot take vacation days during the 42 timetabled weeks of the academic year. A well-motivated request for an exception to this rule can be handed in at the HRM department. The request is subject to approval from management and the HRM department.

4.1.3 Employees with a Zero-Hour Contract

For employees working on zero-hour contracts, holiday hours are built up depending on the hours worked. The holiday entitlement is 9.6% per hour worked. Holiday entitlement that was built up can be taken at any

time convenient on request. Alternatively, and based on the individual agreement, holiday entitlement is paid out directly with the salary payments.

4.1.4 Interns

For interns, the holiday regulations of staff members with a 2080 contract apply with the exception of their entitlement. Interns are only entitled to 4 weeks of statutory holidays on a yearly basis. The holiday entitlement applicable to the individual intern, based on the duration and FTE, is mentioned in the internship agreement.

4.2 Calamity Leave

On certain occasions, employees might be entitled to one or more days off without loss of pay (or vacation rights), qualifying as calamity leave. Calamity leave is meant for unexpected situations which require immediate leave due to special personal circumstances.

Examples of situations that qualify as calamity leave are:

- A pipe in your house burst and you have to arrange repairs immediately
- Your child is sick and needs to be picked up from school
- A family member passes away
- You have to go to the doctor, and this can only be done during working hours

Calamity leave lasts as long as is needed to solve an important personal problem, depending on the situation. This can range from a couple of hours to a couple of days.

Calamity leave without loss of pay has to be confirmed in consultation with Wittenborg. Wittenborg has a right to ask for proof that the leave was necessary after the fact. If there are special circumstances which differ from the above-mentioned rules, this will be discussed with Wittenborg management and a solution agreed upon.

You are responsible for informing Wittenborg as soon as possible if you need to take calamity leave and your expectation of how long the leave will last. You should inform your supervisor and HRM, and coordinate with your supervisor and/or team to ensure that all urgent tasks can be taken over by someone else.

Please note that you cannot take calamity leave during your annual leave or any free days. Calamity leave can only be taken in instances where a calamity makes it impossible for you to perform your work.

Calamity leave regulations also apply to interns.

4.3 Care Leave

If someone close to you gets sick or is in need of care, you can apply for short-term and/or long-term care leave.

This applies to:

- Children, partners, parents, grandparents, grandchildren, brothers and sisters.
- People who are part of your household, such as an aunt who might live with you or the child of your partner with whom you live together.
- Friends and people with whom you have a social relationship, such as parents-in-law, a friend or neighbour. It must be plausible that you are the one who has to take care of the person.
- Close relative abroad.

In principle, Wittenborg cannot reject your request to take short-term or long-term care leave, except if this would cause serious problems for Wittenborg.

4.3.1 Short-Term Care Leave

Short-term care leave is paid leave.

You have a right to short-term care leave to take care of someone close to you who is sick. The condition to taking care leave is that you are the only one who can take care of the person in need of care. That means that if the person is admitted to the hospital, for example, you are not entitled to short-term care leave, since the person is already being cared for. For the first day of sickness, you can take calamity leave (see 'Calamity Leave'), as it applies to suddenly occurring situations that require immediate attention.

You need to inform Wittenborg as soon as possible of the need to take short-term care leave. Please contact HRM and/or your supervisor to notify them of the need to take short-term care leave. Afterwards, Wittenborg is entitled to ask you for evidence of the need to take leave, for example a doctor's note.

Short-term care leave goes into effect from the moment you request this from Wittenborg. If you are not able to request short-term care leave beforehand due to the circumstances, you have to notify Wittenborg as soon as possible after the fact. If your leave causes serious problems for Wittenborg, Wittenborg is entitled to reject or retract your leave once notified. If Wittenborg does not object upon being notified, Wittenborg cannot retract your short-term care leave at a later point.

4.3.2 Long-Term Care Leave

Long-term care leave is unpaid leave.

You have a right to long-term care leave to take care of someone close to you who has a life-threatening disease. You can also request long-term care leave if someone close to you is long-term sick or in need of aid. The condition is that the care is necessary and that you are the only one who can provide the needed care.

Requesting Long-Term Care Leave

Please send an e-mail to HRM to request long-term care leave. You have to request long-term care leave from Wittenborg at least 2 weeks before you would like to take leave. Wittenborg is entitled to ask you for information to be able to assess whether or not you are eligible to take long-term care leave, such as a doctor's note.

Once you have started your long-term care leave, Wittenborg cannot retract this.

4.4 Pregnancy and Maternity Leave

If you are pregnant, you have a right to 6 weeks of pregnancy leave and a minimum of 10 weeks of maternity leave.

The start date of the leave is dependent on the expected due date and subject to a level of choice by you, as pregnancy leave prior to the due date can be between 6 and 4 weeks long. In total, you have a right to a minimum of 16 weeks of leave.

> *For example: Your due date is May 30th. The next day is May 31st. Your leave will then start between 6 and 4 weeks before May 31st. So between April 19th and May 3rd.*

Statutory holidays have no effect on the duration of the leave.

Out of these 16 weeks, you have to take a minimum of 4 weeks as pregnancy leave prior to the day after the expected due date. If you take less than 6 weeks of pregnancy leave, the remaining weeks/days are added to the maternity leave, so that the total leave remains 16 weeks.

> *For example: Taking only 4 weeks of pregnancy leave prior to the due date, would leave 12 weeks of maternity leave after giving birth.*

If you fall sick due to pregnancy between the sixth and the fourth week prior to the due date ('flexibilisieringsperiode'), your sick days will be deducted from the total duration of your maternity leave.

> *For example: Your due date is on July 1st. You planned to start your leave 4 weeks before July 2nd: on June 4th. In the last week before your leave, you are sick for 3 days. After that, you work until June 4th, the start date of your leave. The 3 sick days during the flexibility period will be subtracted from your total leave. Consequently, your leave will end 3 days earlier than you had planned.*

What happens if your baby is born too early?

The total leave remains 16 weeks. The days by which the pregnancy leave was cut short are added to the maternity leave period.

What happens if your baby is born too late?

If your baby is born later than the due date, the leave will automatically be extended. The maternity leave goes into effect on the day after giving birth and is a minimum of 10 weeks. The days between the expected due date and the actual date of birth are added to the leave of 16 weeks.

4.4.1 Salary, Vacation and Sickness

Wittenborg applies for allowance payments from the UWV and continues to pay your salary as normal. You receive your full salary during pregnancy and maternity leave.

You continue to build up vacation days during pregnancy and maternity leave. You cannot be asked to use these hours for the maternity/pregnancy leave.

If you get sick before your pregnancy leave starts, you will receive the normal salary. However, if the sickness is between the sixth and the fourth week prior to the expected delivery date ('flexibilisieringsperiode'), your sick days will be deducted from the total duration of the maternity leave (see above).

Before you start your pregnancy leave, appointments for pregnancy checks with your midwife or gynaecologist are paid leave and do not affect your holiday hours.

4.4.2 Taking Maternity Leave in Parts

It is possible to take the last period of the maternity leave in parts. This concerns the leave remaining 6 weeks after the birth of the child (minimum 4 weeks of remaining leave). You can opt to take the remaining leave spread over a period of maximum 30 weeks in consultation with Wittenborg. This does not have an effect on the total duration of the leave or the payment.

Taking the last period of maternity leave in parts has to be requested from Wittenborg at the latest 3 weeks after the start of the maternity leave. Wittenborg will approve this request within 2 weeks and can only reject it if this would cause serious problems for the organisation.

4.4.3 Extra Maternity Leave if the Child is Admitted to Hospital

If your child was admitted to hospital for a period longer than 1 week, as a mother you may be entitled to extended leave to take care of your child. The first week of hospitalisation does not count, meaning that if your child was in hospital for 2 weeks, the leave can only be extended by 1 week. The maximum extended leave is for a duration of 10 weeks

4.4.4 Application of Pregnancy and Maternity Leave

If you are pregnant, you can request pregnancy/maternity leave with Wittenborg. Please use the "Pregnancy and Maternity Leave Request Form" for that purpose. Through the form, you will be asked to make a planning of your leave.

The points that need to be considered in the planning are:

- Expected due date.
- Preferred start date of your pregnancy leave and last day of work before your leave.
- Expected end date of your maternity leave and start of work.
- Would you like to take extra holidays before or at the end of your leave?
- What if your pregnancy leave has to start earlier? Will you perhaps take extra holidays to still have 12 weeks at home after the birth of your child?
- What is the plan for working conditions after your maternity leave – do you plan to come back working the same number of hours as per the contract?
    - If you would like to reduce working hours after your maternity leave, an adjustment of your contract has to be discussed and/or the option of taking parental leave.
- Replacement during leave.

We hope that you will inform Wittenborg as soon as possible about your pregnancy, so that we can share in your happiness and support you in the best possible way through this journey, as well as so that we can plan for your absence. We encourage you to inform us a minimum of 3 months prior to the start of the leave. You should hand in the pregnancy statement from your family doctor or midwife to the HRM department. Wittenborg cannot refuse your right to take pregnancy and maternity leave.

The HRM department will discuss your planning with you upon receiving your request.

You are responsible for communicating about your absence and replacement with your team and the management, and aid in the training of your replacement, and in the handover of your tasks.

4.5 Partner Leave

As the partner of a mother of a newborn, you are entitled to paid partner leave for the number of working hours in one working week (5 days for 1 FTE) without loss of pay or vacation days. You are free to decide when to take this leave. However, it must fall within the first 4 weeks after the birth of the child.

You are responsible for informing Wittenborg as soon as possible when you plan to take partner leave. Wittenborg cannot refuse your request. However, you are responsible for communicating about your absence with your team and management, and to ensure the handover of tasks.

4.5.1 Extended Partner Leave

Partners have a right to a maximum of 5 weeks (5 x the number of working hours in a week), i.e. 25 days, of extended partner leave. Extended partner leave has to be taken within 6 months after the birth of the child and can be spread at your discretion, ranging in duration from a minimum of 1 week to a maximum of 5 weeks. Taking the first week of standard partner leave is a requirement to be able to take extended partner leave.

4.5.2 Salary, Vacation and Sickness

During the leave, you receive 70% of your salary, if your daily wage is not higher than the maximum daily wage set out by UWV. If your day wage is higher than the maximum day wage set out by UWV, you receive a maximum of 70% of the maximum day wage. Wittenborg applies for an allowance at UWV for this. In order to be able to do this Wittenborg needs to be informed of the date of birth of the child.

Taking extended partner leave does not influence the holiday pay and the build-up of holiday rights.

Taking extended partner leave does not affect the pension arrangement. Pension will be built up as normal during the period of extended partner leave.

If you get sick during the time in which you are taking partner leave, the leave registered at UWV continues as normal. In consultation with Wittenborg, your extended partner leave can be extended with the days you have been unable to take the leave due to your sickness. The leave cannot be extended after 6 months after the birth of the child. You are obliged to inform Wittenborg as per the standard procedure for reporting sickness absence.

If you get sick before taking the extended partner leave, the leave can only start after you are (partially) recovered. After 6 months after the birth of the child, there is no possibility to take extended leave, irrespective of previous sickness.

Applying For Extended Partner Leave

Employees may request extended partner leave from Wittenborg a minimum of 4 weeks prior to the desired start of the leave. Exceptions can only be made for cases in which you were unable to request leave on time, for example if the child is born too early.

You should hand in a request with the expected planning of the leave to the HRM department. Please use the "Extended Partner Leave Request Form" for that purpose. The request should include:

- Preferred start date of your leave and last day of work before your leave
- Duration and spread of your leave
    - You can take between 1-5 weeks of extended partner leave (not less than 1 week)
    - You can take the leave in one go, or spread it, for example by taking 1 week (5 days) and spreading those 5 days over 5 weeks
- Expected end date of your leave and start of work
- Would you like to take extra holidays before or at the end of your leave?
- Replacement during leave

You are responsible for communicating about your absence and replacement with your team and the management, and aid in the training of your replacement, and in the handover of your tasks.

Wittenborg cannot refuse your right to take extended partner leave. However, Wittenborg has the right to change your leave, for example the days during which it will be taken, but only if there are considerable business or service interests. This always must happen in consultation with you.

4.6 Parental Leave

Working parents are entitled to parental leave. Parental leave is a maximum of 26 x the number of hours that you work in a week and can be taken until your child is 8 years old.

> *For example: You are employed for 1 FTE, i.e. you work 40 hours per week. You are entitled to 1,040 hours of parental leave and can spread those hours over a maximum of 8 years in consultation with Wittenborg.*

Out of this entitlement, 9 weeks are partially paid parental leave. The remaining 17 weeks of parental leave are unpaid leave. Parental leave can be spread at your discretion, with some exceptions for the partially paid parental leave as outlined below.

The following rules set out by the Dutch government apply:

- Parental leave can be taken for children until they are 8 years old.
- You have a right to parental leave for each of your children.

- If you have multiple children, you can take parental leave for several children at the same time.
- Both parents have a right to parental leave.
- For twins, you are entitled to 2 x parental leave.
- Parental leave can be requested from Wittenborg as soon as you start your employment.
- Parental leave applies to biological children, adopted children and recognised children.
- Parental leave can also be taken for foster children, stepchildren and potential adoptive children if the child lives with you (as per the BRP).

If you choose to take parental leave, there is no adjustment of your contract. You can return to your original working hours after having taken parental leave.

4.6.1 Salary, Vacation and Sickness

Partially paid parental leave

To make use of the 9 weeks of partially paid parental leave, you have to take those 9 weeks in the first year of your child's life, or the first year after adoption/inclusion of the child in the family (if the child is not 8 years old yet). You can take a minimum of 1 week and a maximum of 9 weeks of partially paid parental leave.

Any unused weeks of partially paid parental leave after 1 year can be taken as unpaid leave later on.

During the 9 weeks of partially paid parental leave, you receive 70% of your salary, if your daily wage is not higher than the maximum daily wage set out by UWV. If your day wage is higher than the maximum day wage set out by UWV, you receive a maximum of 70% of the maximum day wage. Wittenborg applies for an allowance at UWV for this. In order to be able to do this Wittenborg needs to be informed of the date of birth of the child and /or the date from when the child was adopted/included in your family.

You continue to build up vacation days during partially paid parental leave.

Taking partially paid parental leave does not affect the pension arrangement. Pension will be built up as normal during the period of partially paid parental leave.

Should you get sick during the already agreed period of partially paid parental leave, principally, the leave continues. You can hand in an official request to pause or stop your parental leave.

Should you be fully sick and unable to work, it is not possible to apply for and take partially paid parental leave. The leave can only be taken once you are (partially) back to work, and if it does not hinder your reintegration. The partially paid parental leave still needs to be taken within the first year of your child's life, or within the first year after adoption/inclusion of the child in the family.

Unpaid parental leave

You do not receive any salary for the hours you did not work as part of your unpaid parental leave rights.

Vacation days only build up based on the actual hours worked.

Taking unpaid parental leave does affect the pension arrangement. No pension will be built up during the period of unpaid parental leave.

Should you get sick during parental leave, Wittenborg will only pay for the hours that you are supposed to come to work. Principally, the parental leave will continue during your sick leave. You can hand in an official request to pause or stop your parental leave.

4.6.2 Applying For Parental Leave

You request parental leave with Wittenborg. This has to be done a minimum of 2 months prior to the desired start of your leave.

You should hand in a request with the expected planning of your leave to the HRM department. Please use the "Parental Leave Request Form" for that purpose. The request should include:

- Preferred start date of your leave and last day of work before your leave
- Duration and spread of your leave
    - You can take between 1-9 weeks of partially paid parental leave (you can only take full weeks, not less than 1 week)
    - You can take the leave in one go, or spread it, for example by taking 1 week (5 days) and spreading those 5 days over 5 weeks (each period has to be at least 1 month)
- Expected end date of your leave and start of work
- Replacement during leave (if applicable)

You are responsible for communicating about your absence and replacement with your team and the management, and aid in the training of your replacement, and in the handover of your tasks, if applicable.

Wittenborg cannot refuse your right to parental leave. However, Wittenborg has the right to reject the spread of the working hours resulting from taking parental leave until 4 weeks before your leave. This can only be done if this causes serious problems for the company. In this case, Wittenborg will consult with you about a different planning and spread of your working hours during your parental leave.

4.6.3 Pausing or Stopping Parental Leave

You may request to stop or pause your parental leave under certain circumstances. This must be done in writing, and Wittenborg can respond within 4 weeks to such a request. Wittenborg is not required to stop the parental leave earlier than 4 weeks after the request. Until a response is received, the leave will continue as initially agreed upon.

Situations in Which Parental Leave Can Be Interrupted or Stopped:

Parental leave may be paused or ended in the following cases:

- You start maternity leave, childbirth leave, adoption leave, or foster care leave. In such cases, Wittenborg cannot refuse your request to stop or pause the parental leave.
- Unforeseen circumstances arise, such as:

- A significant decrease in your household income (e.g., due to a partner's job loss).
- A childcare placement becomes available for your child.
- Additional financial burdens arise, such as relocation costs.
- You become (long-term) ill.

Wittenborg can only refuse your request to stop your parental leave if there are considerable business or service interests.

If your parental leave is stopped or paused during periods of sickness, you are required to reintegrate to the level of your normal contractual working hours.

4.7 Adoption and Foster Leave

If you adopt or foster a child, you are entitled to a leave of 6 weeks. This applies to both parents. If you adopt or foster multiple children, adoption/foster leave is only granted for one child.

Taking adoption leave is conditional to the court formally approving the adoption. Taking foster leave is conditional to the child being registered at the foster parent's home address. Wittenborg can ask you to prove that those conditions are met prior to approving your leave request.

The leave can be spread over 26 weeks and can start earliest 4 weeks before the child moves into your home.

4.7.1 Applying for Adoption and Foster Leave

Employees may request adoption/foster leave from Wittenborg a minimum of 3 weeks prior to the start of the leave. Exceptions can only be made for cases in which you were unable to request leave on time, for example if the adoption is finalised late.

You should hand in a request with the expected planning of your leave to the HRM department. Please use the "Adoption and Foster Leave Request Form" for that purpose. The request should include:

- Proof of adoption/proof of registration at foster parent's home address
- Spread of your leave
- Preferred start date of the leave and last day of work before your leave
- Expected end date of your leave and start of work
- Would you like to take extra holidays before or at the end of your leave?
- Replacement during leave

Wittenborg cannot refuse your right to adoption/foster leave. However, Wittenborg has the right to reject the spread of your leave. This can only be done if it causes serious problems for the company. In this case, Wittenborg will consult with you about a different planning and spread of your working hours during your leave.

You are responsible for communicating about your absence and replacement with your team and the management, and aiding in the training of your replacement, and in the handover of your tasks.

4.7.2 Salary, Vacation and Sickness

Wittenborg applies for allowance payments from UWV and continues to pay your salary as normal. You receive your full salary during adoption and foster leave.

You continue to build up vacation days during adoption and foster leave. You cannot be asked to use these hours for the adoption/foster leave.

4.8 Special Leave

Besides the different types of leave described above, there are some other types of leave that can be taken. These mostly qualify as special leave.

Special leave requests will be accepted in instances when:

- a family member dies.
- you move to a new home (1 day).
- you are getting married/registered partnership (1 day). If a family member is getting married you will have to request for a vacation day.
- you need to see a doctor, and it is not possible to make an appointment outside of working hours (actual hours needed).
    - Staff members are expected to plan a doctor's appointment as far as possible outside of working hours.

You cannot request paid leave for job interviews. This must be taken from your holiday hours.

A death in your immediate family starts as calamity leave and continues as special leave. If a death occurs in your immediate family, you will be granted a maximum of 7 days of leave without loss of pay or vacation rights during the period, starting on the date of death and ending on the second calendar day after the funeral. The actual length of paid leave depends on the grade of the relationship with the deceased person.

Family and relations can be divided into 4 groups:

- First grade: partner, parents, children: You will be granted a maximum leave of 7 days during the period starting on the date of death and ending on the second calendar day after the funeral.
- Second grade: brothers, sisters, grandparents: You will be granted a maximum leave of 2 days, i.e. the date of death and the date of the funeral. If you need to arrange the funeral, you can send a written request to the HRM department to apply for the maximum leave of 7 days.
- Third and fourth grade: great grandparents, uncles, aunts, cousins, nieces and nephews, grand nephews, grand nieces. You will be granted a maximum leave of one day, i.e. the date of funeral. The condition is that you will actually attend the funeral.

Special leave will be decided on occurrence and in consultation between you and Wittenborg. Please send an e-mail to HRM to request special leave.

Special leave may also apply to interns. This is always the case for special leave due to a death in the family and doctor's appointments. Other special leave may be agreed in consultation with HRM and the department of the intern.

4.9 Special Regulations for Staff Members on Sponsored Residence Permits

Please note that during legally regulated types of leave that a staff member is legally entitled to, such as pregnancy and maternity leave, partner leave, parental leave, etc. requested by the staff member, the staff member's salary can be below the IND salary criterion without having an impact on the residence permit of the staff member. In such cases, Wittenborg has to notify IND at least 4 weeks after the start of the leave of this (temporary) change.

4.10 Important: Marking Your Absence

You are responsible for always making sure that colleagues are aware of your absence and that your work is being covered (telephone, appointments, etc.). Absence should always be marked in your calendar and an automatic reply to e-mail should be set in Outlook (templates are available in Staff Resources). If you are unable to do that yourself, colleagues can be asked to arrange this for you.

5 Sickness and Reintegration

Wittenborg places a high value on the health and wellbeing of its entire staff. Wittenborg is keen to ensure that appropriate arrangements are in place to maximise the wellbeing of staff, limit the consequences for employees and Wittenborg when absences due to illness occur, and to support employees through such periods with the aim of securing their return to work and ensuring appropriate support after that return.

These regulations apply to all staff members with an employment contract at Wittenborg University of Applied Sciences B.V. The regulations are the same for professional staff and faculty staff members. Certain regulations also apply to interns and are indicated accordingly in the relevant sections.

Exceptions may apply for staff members who have already reached the retirement age. For those staff members, the requirements for reintegration differ and Wittenborg is only required to continue paying the staff member's salary for maximum 6 weeks in cases of sickness.

Colleagues working on a freelance basis are excluded from the policy. Only the regulations related to reporting absence due to sickness equally apply to those working on a freelance contract.

In addition to this policy, please check the information available in FAQ and Staff Resources related to 'Sickness & Health'. You can also find relevant templates there.

Should you have any questions about this policy and the regulations outlined, please feel free to contact hrm@wittenborg.eu.

5.1 Absence Due to Sickness

Should you be unable to work due to sickness, the following procedure applies:

What is required from your side?

- You should contact HRM, as well as your supervisor, by phone as soon as possible to inform them of your absence.
    - You do not have to disclose the reason for being sick, your symptoms or diagnosis.
- HRM or your supervisor will ask you:
    - When you expect to be able to return to work, so that alternative arrangements within Wittenborg can be made if needed.
        - If you cannot give an indication of your estimated date of return to work initially, you should update HRM and/or your manager daily to inform them of your continuing absence or to provide a probable return date when you have a clearer view of when this might be.
    - Whether your sickness is related to any of the following safety nets: adoption leave, organ donation, foster leave, pregnancy, pregnancy leave.
        - This information is needed to apply for allowances when applicable.
    - Whether your sickness is caused by an accident (at work), caused by a third party, or work related.

    - If you have had an accident at work, this must be reported to HRM as soon as possible afterwards. HRM will record the accident and, in certain cases, it may need to be reported to the Labour Inspectorate.
- You are requested to discuss ongoing tasks that need to be taken over during your absence and provide instructions on how to give those over to your team, if needed. It may be required to arrange access to your Wittenborg account, so that tasks can be taken over.
- You should mark yourself absent in your calendar and set an auto reply in Outlook, informing people of your absence (templates available in Staff Resources).
    - If your absence is expected to be long-term, make sure that your auto reply is open-ended and that it is clearly stated that your e-mails will not be forwarded or read. Always provide the contact of the department(s) taking over incoming requests.
- If you are not staying at your home address that is known to HRM during your absence (e.g. because you have to stay at the hospital), you are required to inform HRM of your alternative, temporary address.
- HRM must be able to reach you during your absence, so keep all communication lines open throughout the duration of your sickness. If you are unable to communicate due to your sickness, your emergency contact or any other designated person can maintain communication with Wittenborg on your behalf.
- You must comply with requests from Perspectief.
    - As our occupational health and safety service, Perspectief will contact you in case of long-term sickness (outlined below under 'Long-term sickness'). For most communication, they use their portal, called "Camas".
    - In any case of sickness (both short- and long-term), Perspectief will send you a request to fill in a short questionnaire related to your condition. You are kindly asked to fill in this questionnaire also for short-term sickness (non-compulsory).
    - In addition, you will be asked to create an employee account in Perspectief's portal. This enables you to see your sickness dossier and any documents and reports that might be uploaded there related to your sickness and/or reintegration.
- You must inform HRM when you are (partially) recovered and able to (partially) resume work.

*Please note that communication and documentation sent out by Perspectief is in Dutch. Wittenborg trusts that you are able to translate this for yourself. Should you have any problems with this, please contact HRM and we will assist you with this matter.

What does Wittenborg do?

- HRM informs colleagues of your absence by sending an e-mail to Wittenborg managers and some core team members.
- HRM registers your sickness in two portals:
    - Occupational health and safety service, i.e. Perspectief/Camas
    - Insurance, i.e. Interpolis
- Wittenborg can ask the occupational health and safety service for advice. The occupational health service can make an appointment for the employee with a consultant and/or the company doctor to

advise on how to handle the sickness and recovery. After 6 weeks of sickness, this becomes a legal requirement (see below under 'Long-term sickness').

- In case of sickness of longer than one week, or in case of inability to set your auto reply and mark yourself absent, Wittenborg ICT can provide access to your account to a designated team member and/or HRM if needed. The sole purpose of this is to ensure that tasks can be continued to be performed and no important information is missed. Access to your account will never be used to monitor your activity or evaluate and appraise your performance.
- Wittenborg can ask you to return hardware, such as computers or phones provided by Wittenborg, during the period of your absence.
- HRM and/or your supervisor will maintain contact with you throughout your sickness.

5.1.1 Sickness Absence Data

Data related to sickness is recorded by HRM to facilitate re-integration, comply with legal requirements and be able to support management with data related to:

- Frequency, patterns and causes for sickness on an organisational level.
- Planning of staffing, workload and task assignment.
- Identifying needs for preventive measures to avoid sickness of employees.

The only data that Wittenborg will register (in the portals of Perspectief and Interpolis) related to your sickness is:

- The start and end date of your sickness.
- The extent to which you are unable to work, e.g. 100% unable to work, or 50% unable to work.
- The safety net that your sickness falls under, if any, e.g. pregnancy.
- Whether your sickness is caused by an accident, by a third party, or whether it is work-related.
- An alternative address and alternative contact details if you are not staying at your normal address.
- Wittenborg will never register, record or share any details related to your sickness, such as your symptoms or the diagnosis. If you choose to disclose this information to HRM and/or your supervisor this is seen as confidential information.

5.2 Frequent and Long-Term Sickness

In cases of sickness absence of more than three times per year, HRM can plan a talk with you to discuss reasons and prevention of sickness. Perspectief can be involved in talks about prevention on Wittenborg's and/or your request.

If you are sick for a longer period of time, additional actions to those outlined above will take place based on the Eligibility for Permanent Incapacity Benefit Act (Wet Verbetering Poortwachter). Long-term sickness occurs when an employee is sick for 6 weeks. Additionally, if an employee is recovered between instances of sickness for a period shorter than 4 weeks, this is seen as continuous sickness and sick days are added up. Even though the employee was not continuously absent, due to the frequency of sickness, this is still regarded as long-term sickness.

In any case, Wittenborg will maintain frequent contact with you to make sure that there is open communication, and the progress can be monitored, as well as negative developments can be addressed. The process will be supported by Perspectief.

- If you are sick for 6 weeks, the company doctor/occupational health service will make a problem analysis. This is done based on an appointment with you and the company doctor. The problem analysis includes the reasons for the inability to work, the possibilities for recovery and the expected timeline of when you might be expected to be able to return to work. The problem analysis will be shared with Wittenborg.
    - The appointment with the company doctor will be planned latest in week 4 of your sickness if the expectation is that you will remain sick for more than 6 weeks.
    - You are entitled to ask for a second opinion if you are not in agreement with the assessment of the company doctor.
- Within 8 weeks of reporting the sickness and no more than 2 weeks after the problem analysis, Wittenborg will create a plan of action in consultation with you. This plan details what both Wittenborg and you will do to support you in returning to work, either at Wittenborg or at another company. The plan of action is part of your re-integration dossier.
    - If required for reintegration, Wittenborg must adjust your tasks, workspace and or work equipment.
    - Wittenborg is legally required to maintain a re-integration dossier if sickness of more than 1 year is regarded as a possibility. This dossier includes the developments of the sickness, as well as all activities that Wittenborg and the employee have undertaken to make a return to work possible.
- At least every 6 weeks, Wittenborg must legally discuss the progress with you.
- At least every 6 weeks you will be in contact with the company doctor/Perspectief.
- Together with you, Wittenborg selects a case manager that supports and controls the implementation of the plan of action. This can be someone from HRM or a supervisor/manager.
- In week 42, Wittenborg must report you sick to UWV.

After one year of sickness, the following actions apply:

- Between week 46-52, a first-year evaluation must take place during which Wittenborg and you evaluate the first year of sickness and decide on the re-integration objectives of the second year.
    - After one year of sickness, starting a so-called second-track trajectory (Tweedespoor traject) is legally required, even if you have already started reintegration into your own position. A second track trajectory can consist of reintegration within Wittenborg in a different position or outplacement and integration in a different company. This may require external support from a labour expert or reintegration coach.
- If you are not 100% back at work after 20 months, Wittenborg will draw up a re-integration report in consultation with you. The report should contain agreements and results related to the planned return to work.
- If required, Wittenborg will adjust your tasks, workspace and/or work equipment.

- If you remain sick, you will receive a capacity for work (WIA) request form in week 87. This form has to be returned to UWV within 3 weeks. UWV will consequently evaluate the re-integration report and conduct a WIA assessment. If legal requirements are met, UWV will then start a WIA allowance for you.
- If the WIA is approved and reintegration is not possible, the employment can end at this point. After 2 years of sickness, there is no legal protection of your employment contract due to sickness anymore and Wittenborg can request a termination of your contract or reach an agreement with you.

If you are on a temporary contract, please note that Wittenborg is not obliged to renew employment contracts during sickness. If your contract expires during your sickness and is not renewed, Wittenborg will report you as sick and out of employment at UWV on the last day of your employment. You can apply for sickness benefits from UWV.

5.3 Sick Pay

During the first 12 months of your sickness, you are entitled to sick leave in accordance with the terms and conditions governing your employment.

- During the first 12 months of your sickness, you will be paid 100% of your current salary.
- During the second year of your sickness, you will be paid 70% of your current salary.

Your entitlement to sick pay is subject to your compliance with the procedures set out in this policy, as well as your cooperation with Wittenborg's Occupational Health Service. Failure to follow the correct procedures or refusal to cooperate with Wittenborg's Occupational Health Service can have consequences for your pay and employment.

5.4 Sickness and Holidays

5.4.1 Sickness During Annual Leave

If you get sick during your annual leave, this does not count as holiday but as sick leave. This applies to all annual leave, even if the leave is just for 1 day.

You are obliged to inform Wittenborg of your sickness as per the standard procedure for reporting sickness absence. In cases where you get sick on vacation abroad, you may be asked to provide a medical certificate to our company doctor. Any days of annual leave coinciding with your reported sickness will be reinstated to your annual leave rights.

5.4.2 Annual Leave Rights during Sickness Absence

In case of long-term absence due to sickness, your statutory holiday rights remain unchanged. This means that you continue to have a right to the statutory holidays of 4 weeks per year (based on 1 FTE) during your sickness. The non-statutory 5th week offered by Wittenborg lapses in case of long-term sickness absence. We

will adjust your holiday rights over the year retroactively once you are either fully recovered, or at the end of the calendar year in the case that your sickness is ongoing.

If you are long-term sick, you still have a right to take annual leave. During your annual leave, since you are unavailable for work and/or reintegration duties, annual leave rights will be deducted as normal. You have to request holidays as per the standard procedure. Moreover, you are obliged to inform Perspectief of your absence and unavailability for reintegration and appointments.

5.5 Reintegration

After recovering from sickness, Wittenborg supports its employees in their return to work. Wherever needed, Wittenborg facilitates the reintegration of the employee by making adjustments to their work. A re-integration plan can be used to aid in this process.

A reintegration plan encompasses actions and changes needed in the areas of:

- Tasks
- Work environment
- Working conditions
- Work relations

In case of long-term sickness, a reintegration plan is a legal requirement and will be drawn up based on the problem analysis by the company doctor. This is called a plan of action ('Plan van aanpak').

There are also instances in which a reintegration plan might be necessary or helpful in cases of short-term sickness, without being a legal requirement.

Whenever an employee returns to work after a period of sickness, an assessment will be made by HRM as to whether a reintegration plan is needed to ensure a smooth transition back into work.

In order to assess whether a reintegration plan is needed for your return to work, HRM will discuss and agree on the following with you:

- Are you fully recovered?
- Can you return to work normally, meaning will you be able to work the standard working hours and perform your tasks normally?
- Are any adjustments in terms of working times, work environment and/or tasks needed to help your reintegration to work? What are they, to what extent and expected duration?
- Is there a need for a case manager at Wittenborg to help you reintegrate?

Once agreed, your team and the management team will be updated on your plan for reintegration.

5.5.1 Wittenborg Case Manager for Reintegration

Appointing a case manager to assist the reintegration of an employee after a period of sickness is seen as helpful in ensuring that the reintegration plan is adhered to and the reintegration is not jeopardised by

interferences. In case of reintegration after long-term sickness, this becomes a strict requirement. In case of reintegration after short-term sickness, it is dependent on the assessment of the employee and HRM.

While HRM plays a role in the case management of the employee, it is seen as beneficial to appoint someone from an operational level, who works closely with the employee, as an additional case manager. Normally, this would be the employee's supervisor.

Role of the Case Manager

The case manager helps to ensure the adherence to the reintegration plan of the employee. The employee's team and the management team will be informed of the appointment of the case manager and if applicable communication with the employee can be directed through the case manager.

The following examples illustrate the role of the case manager:

- *Often, employees reintegrate by coming back to work gradually through steadily increasing their working hours. The case manager can help the employee to set the expectations right within the team. In the phase of reintegration, being back at work does not mean that the employee can pick up the same workload as before the sickness. The case manager helps to control this and to manage that urgent tasks are being delegated within the team.*
- *As part of reintegration, the tasks of the employee might need to be adjusted. This can, for example, mean that all tasks need to be clearly defined and agreed upon beforehand, and that the employee needs to be able to work on those independently, without a lot of cooperation with others. The case manager assists in ensuring that tasks given to the employee fulfil the requirements set out in the reintegration plan. The case manager is the only person that assigns new tasks to the employee.*

5.6 Sickness and Reintegration for Interns

In principle, interns should follow the same procedure as employees for reporting sickness at Wittenborg, as is applicable to employees. However, interns are not covered by the occupational health and safety service, and as such will not be contacted or supported by them.

Interns, like employees, are covered under the Dutch Sickness Benefits Act (Ziektewet). If an intern is sick for a longer period, they may be eligible for sickness benefit (Ziektewet-uitkering) from UWV. Wittenborg may apply for this benefit, no later than the fourth day of sickness. In such cases, Wittenborg will not continue paying the internship allowance. If the sickness is short-term, Wittenborg may decide either to continue paying the internship allowance or to apply for the benefit from UWV.