# CLA FOR EXHIBITION COMPANIES

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## Introduction

This is the 2026–2027 Collective Labour Agreement (CLA) for Exhibition Companies. This CLA is the result of constructive discussions between employers and employees' organisations. In a sector that is constantly evolving, we have worked together to reach agreements that reflect the interests of both employees and employers. This agreement represents tangible recognition of the day-to-day commitment and expertise of employees in the workplace.

The exhibition sector faces significant challenges. The labour market remains tight, requiring a high level of commitment and flexibility from employees. In addition, costs are rising for both companies and employees, while developments in sustainability, technology and legislation continually call for adaptation and innovation. At the same time, we see the strengths of our sector every day: expertise, creativity, flexibility and the dedication of people working together to deliver exceptional projects.

With this CLA, the social partners have chosen continuity, stability and clarity. Agreements have been reached on terms of employment that contribute to fair pay and a healthy working environment. At the same time, this CLA gives companies the flexibility they need to adapt to a rapidly changing market.

However, a CLA is about more than terms of employment alone. The social partners will continue to work together in the coming period to further improve the quality and development of the sector. Topics such as sustainable employability, education and training, labour productivity, keeping workloads manageable, employee health and well-being, and making the sector attractive to new talent will remain firmly on the agenda. Only by looking ahead together can we ensure a strong and future-proof sector.

This CLA is therefore not only a collection of agreements for today, but also a foundation for tomorrow. A foundation on which employees and employers can build together, ensuring that our sector remains an attractive and healthy working environment for both current and future skilled professionals.

Do you have any questions, comments or ideas about the CLA? Please let us know. Together, we will continue working towards a strong sector and good terms of employment for everyone.

On behalf of the social partners,

CLC-VECTA FNV (Construction & Housing Sector) CNV

# 1. Entering and leaving employment

1.1 Employment contract
1.2 Job classification
1.3 Introduction of a new employee
1.4 Rights and obligations of employer and employee

## 1.1 Employment contract

1.1.1 Dutch Civil Code and CLA

- Unless this CLA stipulates otherwise, the rules of the Dutch Civil Code apply to entering into and ending an employment contract.

1.1.2 Permanent or temporary contract

- The employer and the employee enter into an open-ended employment contract (the employee enters 'permanent employment').
- They may also agree to enter into a fixed-term employment contract (a 'temporary contract'). They record that agreement in writing.

1.1.3 End of the employment contract

- The employment contract ends on the day before the employee reaches state pension age. The employer and the employee may also agree another end date. They record that agreement in a new employment contract.
- If the employer dismisses the employee for urgent cause, it must follow these rules:
  - the employer must dismiss the employee immediately after discovering the reason;
  - the employer must tell the employee the reason for the dismissal immediately;
  - the employer must confirm this in a registered letter;
  - the employer must send this letter within 24 hours of the end of the employment contract.
- If the employee still has holiday entitlements left at the end of the employment contract, the remaining days are taken by agreement or paid out.

## 1.2 Job classification

1.2.1. Job classification

- The employer decides which job family applies to the employee's job based on the content of the role. There are five job families: Commerce, Production, Planning, Staff and Design.
- The employer does this using the reference jobs in the job matrix (Table 1.2.1). There are 19 reference jobs.
- The employer then determines the job group by comparing the role with the reference role and using the Level-Distinguishing Characteristics. There are 12 job groups: 1–12.
- You can find more information on job classification in the Job Manual at www.clcvecta.nl/werk-opleiding/caotentoonstellingsbedrijven

**Table 1.2.1: Job matrix**

| Job group | Commerce | Production | Planning | Staff | Design |
|---|---|---|---|---|---|
| 1 | | Cleaner | | | |
| 2 | | Production/Logistics Worker I | Warehouse Worker I | | |
| 3 | | Production/Logistics Worker II | Warehouse Worker II | | |
| 4 | | Skilled Worker (stand builder) I | Warehouse Worker III | Financial Assistant I | |
| 5 | Commercial Assistant I | Skilled Worker (stand builder) II<br>Foreman I | | Financial Assistant II | Graphic Assistant I |
| 6 | Commercial Assistant II | Foreman II | Planner/Work Preparer I | Financial Assistant III<br>HR Officer | Graphic Assistant II |
| 7 | Commercial Assistant III | Project Leader I | Planner/Work Preparer II | ICT Assistant<br>Office Manager I<br>Team Leader I | Designer I |
| 8 | Account Manager I | Project Leader II | Planner/Work Preparer III | Office Manager II<br>Team Leader II | Designer II |
| 9 | Account Manager II | Project Manager I | | Team Leader III<br>Buyer | |
| 10 | Account Manager III | Project Manager II | | | |
| 11 | | | | Business Unit Manager | |
| 12 | | | | | |

*Key*

| |
|---|
| *Reference jobs* |
| *Jobs included in the matrix with Level-Distinguishing Characteristics* |

1.2.2 Objecting to the job classification

- If the employee disagrees with the job classification, they may object to the employer. They must do this in writing. The employer gives a written decision within four weeks.
- If the employee disagrees with that decision, they may appeal to the Standing Committee. See 9.8.2.

1.2.3 Link with salary

- Each of the twelve job groups corresponds to a salary group. The employer determines the employee's salary using the relevant salary group. See 4.1.

## 1.3 Introduction of a new employee

1.3.1 What this involves

- The employer introduces the employee to their new working environment. The employer does this in the first working week.
- The introduction covers:
  - meeting immediate colleagues and the staff involved in the work;
  - information about the sector, the company and the project or projects the employee will work on;
  - the content and application of this CLA;
  - safe working practices;
  - all other matters that help the employee to perform well.

## 1.4 Rights and obligations of employer and employee

1.4.1 Employer: company regulations

- The employer may establish company regulations.
- The employer establishes or amends company regulations in consultation with the participation body or – if there is none – the employees.
- The company regulations and the accompanying instructions must be at least equivalent to the law or the CLA.

1.4.2 Employer: social report

- The employer issues a social report once a year on developments and the state of affairs within the company.

1.4.3 Employee: other duties

- The employee must also carry out duties that are not part of their daily work or trade.
- This obligation applies only if all the following conditions are met:
  - the employer must instruct the employee to do the work;
  - it must be limited to exceptional cases;
  - the duties must relate to the work of the company;
  - it must be likely that the employee can perform those duties.
- If the duties fall within the same or a lower salary group than the employee's own group, the employee's salary does not change. If they fall within a higher salary group, the employer pays the corresponding higher salary for the hours in which the employee performs those duties.
- Exceptions:
  - If the employee replaces their line manager, they keep their normal salary for the first two consecutive months. From that point until the end of the replacement period, the employer pays the salary that matches the line manager's salary scale.
  - The employee who performs other duties that form part of their development pathway as set out in their Personal Development Plan (PDP).

# 2. Length of the working week and working hours

2.1 Length of the working week
2.2 Working hours
2.3 Time off in lieu
2.4 Overtime
2.5 Shift work
2.6 Night duty
2.7 Additional rules for working time and rest periods

## 2.1 Length of the working week

2.1.1 Normal length of the working week and normal working week

- The normal length of the working week is 38 hours on average, calculated over a year.
- The normal working week runs from Monday to Friday. Saturdays, Sundays and public holidays are not normal working days.

2.1.2 Length of the working week for each company

- The employer may set a longer working week for the company. The employer does this in consultation with the participation body or – if there is none – the employees.
- The maximum is an average of 40 hours per week.
- If the length of the working week in the company exceeds an average of 38 hours, the employee is entitled to a number of scheduled days off. See section 3.3.

2.1.3 Part-time work

- The employee works part-time if the length of the working week in their employment contract is less than 38 hours on average.
- The Flexible Working Act [*Wet flexibel werken*] sets out the right to work part-time, for example in connection with informal care. See www.overheid.nl.

2.1.4 Shorter working week for older employees ('80-90-100 scheme')

- If the older employee has a five-day working week, they may – for reasons of sustainable employability – convert it into a four-day working week (80%). The employer adjusts the employee's terms of employment in proportion to the new length of their working week. This does not apply to salary or pension accrual: salary is adjusted to a 90% contract, while pension accrual continues on the basis of a full-time (100%) contract.
- Older employees with a part-time contract may also adjust their working hours under the '80-90-100 scheme'. The new length of their working week may not be less than 50% of a full-time contract.
- The scheme is only available from ten years before the standard retirement age and after at least three years of employment. Employees who use the scheme are not entitled to exemption days or non-statutory holiday days based on years of service.
- Another option is for the employee to work four days per week for part of the year without any change to their terms of employment. This can be arranged by using overtime, scheduled days off, exemption days and/or non-statutory holiday days. Compensation hours under 2.2.3 may not be used for this purpose.
- A combination of the schemes in the first and fourth paragraphs is also possible. The employer and the employee decide together whether to apply such a combination.

## 2.2 Working hours

2.2.1 Standard company working hours

- The employer sets the standard company working hours . This schedule shows the hours of the week in which employees normally work.
- The employer stays within the limits of:
  - the length of the working week for the company;
  - the normal working week: Monday to Friday; and
  - the normal working day: 6 a.m. to 8 p.m.
- The employer sets the standard company working hours in consultation with the participation body or – if there is none – the employees.

2.2.2 Work schedule

- The employer sets a work schedule within the limits of the standard company working hours. The work schedule applies for at least two weeks. Before this period starts, the employer informs the employee of the work schedule.
- The employer may depart from the established work schedule occasionally.
- If the change is significant, the employer informs the employee at least three working days in advance. The change only takes effect if the employee agrees.
- If the change requires the employee to work on a Saturday, Sunday or public holiday, the conditions in 2.2.3 or 2.2.4 also apply.

2.2.3 Working on Saturdays

- The employer may require the employee to work on a number of Saturdays each year.
- The maximum is fourteen Saturdays per calendar year, provided that all the following conditions are met:
  - the employer must consider the work necessary;
  - a 50% allowance on the hourly salary must be paid for each hour worked on a Saturday;
  - the hours worked on a Saturday are compensated with time off; these are compensation hours; the employer and the employee jointly determine when these hours are taken, and this is always done as soon as possible;
  - compensation hours may not be used for the time-off-in-lieu scheme in 2.3; the employer and the employee jointly decide how to use the Saturday allowance: it may be used to accrue time-off-in-lieu hours or it may be paid out. Payment is made with the salary for the next pay period.
- If the employer wants the employee to work more than fourteen Saturdays per calendar year, the following additional conditions apply:
  - the employer must reach prior written agreement with the participation body or – if there is none – the employees concerned;
  - the employer must notify the employee of the extra Saturdays at least two weeks in advance.
- At company level, the employer and the participation body may agree to deviate from the rules in 2.2.3, provided they reach agreement on a workable alternative.

2.2.4 Working on a Sunday or public holiday

- The employee may occasionally work on a Sunday or a public holiday.
- Working on a Sunday is compulsory if the employer considers it necessary. The following conditions apply:
  - no different arrangements in this respect must be set out in the employee's employment contract;
  - the employer must limit Sunday work as far as possible;
  - the employer must ensure that the Sunday work is spread fairly across employees;
  - the employer must set out the rules on Sunday work in company regulations;
  - each hour worked on a Sunday must count as overtime; the employee is entitled to the corresponding 100% allowance on their hourly salary (see 2.4).

- The employer and the employee may agree that the employee works on a public holiday. Each hour worked on a public holiday counts as overtime. The employee is entitled to the corresponding 150% allowance on their hourly salary (see 2.4).
- If a public holiday falls on a Sunday, only the highest allowance applies, i.e. the public holiday allowance.

## 2.3 Time off in lieu

2.3.1 What this involves

- The time-off-in-lieu scheme allows the employer to adjust working hours to fluctuations in the amount of work. The scheme is temporary and applies for the duration of this CLA.
- The employee accrues time-off-in-lieu hours through overtime (see 2.4). There is a choice between using the overtime allowance to accrue time-off-in-lieu hours, having it paid out, or a combination of both (see 2.4). The employer makes this choice in consultation with the participation body or – if there is none – the employee concerned.
- If a scheme other than the compensation scheme (see 2.2.3) is chosen, time-off-in-lieu hours may also be accrued through Saturday work.
- The employer may use time-off-in-lieu hours if there is less work than normal. In that case the employee works fewer hours per week than set out in their employment contract.
- The employer determines the jobs to which this scheme applies in consultation with the participation body. If there is none, the employer decides itself. The employer informs the employees of the decision in writing in all cases.
- The employer documents everything arranged under 2.3 in its records carefully and in a verifiable manner.

2.3.2 Accruing and taking time-off-in-lieu hours

- The employee may accrue a maximum of 120 time-off-in-lieu hours. If the employee has accrued more than 120 hours, the employer either pays out the excess hours or allows them to be taken as time off.
- Payment of extra hours above the maximum of 120 is made with the salary for the next pay period.
- The employer may require the employee to take both accrued and yet-to-be-accrued time-off-in-lieu hours, up to a maximum of 120 hours per year. These may be taken as full days or as hours, provided that this does not result in split shifts.
- The employee may ask the employer to take or be paid for accrued time-off-in-lieu hours.

2.3.3 Carrying over time-off-in-lieu hours

- If the employee still has time-off-in-lieu hours left at the end of the calendar year, the employer pays these hours out with the salary for January of the following year. Alternatively, the remaining hours (or part of them) may be used in the time-off-in-lieu scheme in the following year, but only at the employee's request.
- If a company with a time-off-in-lieu scheme is liquidated and the employee still has outstanding time-off-in-lieu hours, they may submit a claim to the Social Fund. Further information is available at www.sociaalfondsttb.nl.

## 2.4 Overtime

2.4.1 General rules

- Overtime hours are all hours worked by the employee at the employer's request:
  - above the normal length of the working week in the company, or
  - on Sundays and public holidays.
- Hours worked on a Saturday are not overtime; they are compensation hours (see 2.2.3).
- Additional hours are all hours the employee works at the employer's request above the length of the working week in the employee's employment contract, up to the normal length of the working week in the company.
- Each overtime hour and each additional hour is subject to an overtime allowance, which is provided in time or pay. See table 2.4.1.
- Exceptions:
  - The rules in 2.4 do not apply to employees in job group 9 or higher.
  - Employees in job group 8 are only entitled to an overtime allowance for working on public holidays.

**Table 2.4.1: Overtime allowance**

| Type of overtime | Hourly allowance |
|---|---|
| - Monday to Friday: first three overtime hours on a day | 25% |
| - Monday to Friday: each additional overtime hour | 50% |
| - Sunday: each hour worked | 100% |
| - Public holiday: each hour worked | 150% |

2.4.2 Taking overtime as time or pay

- The employee takes their overtime hours and any overtime allowance as time off (see 2.3). The employer must facilitate this.
- Alternatively, the overtime hours and overtime allowance may be paid out. The employer and the employee decide this together. Payment is made with the salary in the next payment period.

2.4.3 Additional rules for overtime

- The employee must work overtime if the employer considers it necessary. This obligation does not apply to employees within ten years of the projected retirement age.
- The employer must ensure that overtime is scheduled, as far as possible, at the beginning or end of the employee's normal working day.
- If the employee arrives late during the salary period in which overtime is worked, and/or has unauthorised absence during that period, the employer may offset the hours not worked against the overtime hours worked.

## 2.5 Shift work

2.5.1 Shift allowance

- For each hour the employee works shift work, they are entitled to an allowance. This is an allowance on their hourly salary. See table 2.5.1.

**Table 2.5.1: Shift allowance**

| Type of shift | Hourly allowance |
|---|---|
| **Two-shift work:** | |
| - morning shift + afternoon shift between 5 a.m. and 11 p.m.: for both shifts | 13% |
| - day shift + night shift: for the night shift only* | 25% |
| **Three-shift work** | |
| - morning and afternoon shifts: for both shifts | 13% |
| - night shift | 25% |

* For this purpose, a night shift is a shift that starts after 8 p.m.

2.5.2 Length of the working week

- For employees who work in shifts, the normal length of the working week applies. See 2.1.1.
- If one or more public holidays in a given week fall on a working day, and the employee works in a night shift, the employee works the same number of nights fewer as the number of public holidays that fall on working days.

## 2.6 Night duty

2.6.1 Allowance

- If work can only be carried out at night (between 10 p.m. and 6 a.m.) due to exceptional circumstances, and the work does not form part of shift work, the employee is working night duty.
- For each hour worked on night duty, the employee is entitled to an allowance of 50% of their hourly salary.

2.6.2 Additional rules for night duty

- The employee is not required to work night duty from ten years before the standard retirement age.
- After the employee has worked a night duty, the employer must not require them to work during the daytime on the following day.
- Exception: The rules in 2.6 do not apply to employees in job group 8 or higher.

## 2.7 Additional rules for working time and rest periods

2.7.1 Working Hours Act

- For aspects of working time and rest periods not covered in 2.1 to 2.6, the Working Hours Act [*Arbeidstijdenwet*] applies. See 10.2.

# 3. Days off, leave and short-term absence

3.1 Holiday and holiday allowance
3.2 Public holidays
3.3 Scheduled days off
3.4 Exemption days
3.5 Short-term absence
3.6 Leave relating to a death
3.7 Unpaid leave
3.8 Other forms of leave

## 3.1 Holiday and holiday allowance

3.1.1 Number of holiday days

- The employee is entitled each year to the number of holiday days shown in Table 3.1.1. The employer continues to pay the employee's salary for these days.
- Holiday days accrue per holiday year. The holiday year runs from 1 July to 30 June.
- During long-term sickness (from six months), the employee accrues statutory holiday days only.
- If the employee works part-time, they are entitled to a proportionate number of holiday days.
- If the employee has not worked for the employer throughout the entire holiday year, they are entitled to a proportionate number of holiday days, based on the number of months that the employment contract has lasted. The accrual per month is 1/12 of the number of days shown in the table.

**Table 3.1.1: Number of holiday days per year**

| **Standard number of days** | | | Extra days (non-statutory) | |
|---|---|---|---|---|
| Statutory | Non-statutory | Total | Years of service** | Days* |
| 20 | 4 | 24 | 10–20 years | 1 |
| | | | 20–25 years | 2 |
| | | | 25–30 years | 3 |
| | | | 30–35 years | 4 |
| | | | 35 or more | 5 |

* Totals per year.
** Employees who use the shorter working week for older employees ('80-90-100 scheme') are not entitled to extra days based on years of service.

3.1.2 Taking holiday days

- Holiday days are taken by agreement between the employer and the employee. The rules in Section 7:638(2) of the Dutch Civil Code apply.
- Holiday days (statutory and non-statutory) that are not taken expire five years after the calendar year in which they were accrued.
- If the employee falls ill during a continuous period of holiday, they may take the remaining holiday at another time. The illness must be medically established and confirmed by the company doctor.

3.1.3 Collective holiday/holiday days

- The employer may set a collective holiday period and collective holiday days.
- The following conditions apply:
  - the employer sets a collective holiday/holiday day in consultation with the participation body or – if there is none – the employees;
  - this must be done at least six months before the holiday/holiday day;
  - a collective holiday/holiday day applies to all employees in the company unless agreed otherwise;

- the employer may not set collective reduction of working hour days ('ATV days') (the employer may set either collective ATV days or collective holiday days, but not both).

- If the employee has not been employed for the entire holiday year and therefore does not have enough holiday days for a collective holiday/holiday day, the employer continues to pay their salary for those days. This obligation does not apply insofar as the employee has received sufficient holiday entitlement from their previous employer to be able to take the collective holiday/holiday day. The employer may offset collective holiday days against holiday days that are still to be accrued.

3.1.4 Holiday allowance

- Holiday allowance accrues per holiday year. The holiday year runs from 1 July to 30 June. The employer pays the allowance no later than the final month of the holiday year.
- The employee is entitled to a holiday allowance of 8.33% of their salary.
- Exception: The employee does not receive holiday allowance on overtime. This rule applies only if the sum of salary and holiday allowance for all hours worked in that holiday year is at least 108% of the statutory minimum wage. This deviates from Section 15 of the Minimum Wage and Minimum Holiday Allowance Act.

## 3.2 Public holidays

3.2.1 What this involves

- 'Public holidays' in this CLA mean New Year's Day, Easter Sunday, Easter Monday, Ascension Day, Whit Sunday, Whit Monday, Christmas Day, Boxing Day, King's Day, and the day on which 5 May is a national public holiday (once every five years: in 2025, 2030, etc.).
- As a rule, no work is carried out on public holidays.

3.2.2 Pay

- If a public holiday falls on a working day, the employer continues to pay the employee's salary, even if they do not work.
- If the employee works on a public holiday, the employer pays an allowance of 150% of the hourly salary for each hour worked.

## 3.3 Scheduled days off

3.3.1 What this involves

- If the company has an average working week of more than 38 hours, the employee is entitled to a number of scheduled days off per year. See table 3.3.1.
- If the average working week is not rounded to full hours or is above 38 hours for only part of the year, the employee is entitled to a proportionate number of scheduled days off.
- The employer continues to pay the employee's salary for scheduled days off.
- No scheduled days off accrue during illness lasting longer than six months.
- Scheduled days off that are not taken expire at the end of the calendar year in which they were accrued.
- The employer may set scheduled days off collectively.
- The following conditions apply:
  - this must be done in consultation with the participation body or – if there is none – the employees;
  - this must be done at least six months before that scheduled day off;
  - a collective scheduled day off applies to all employees in the company unless agreed otherwise;
  - the employer may not set collective holiday days (the employer may set either collective scheduled days off or collective holiday days, but not both).

**Table 3.3.1: Number of scheduled days off in relation to the length of the working week**

| Length of the working week in the company | Number of scheduled days off |
|---|---|
| 38 hours | 0 |
| 39 hours | 6 |
| 40 hours | 12 |

## 3.4 Exemption days

3.4.1 What this involves

- From the moment the employee reaches the relevant age threshold, they are entitled each year (pro rata) to the number of exemption days in table 3.4.1. The employer continues to pay the employee's salary for these days.
- If the employee works part-time, they are entitled to a proportionate number of exemption days.
- Exemption days are taken by agreement between the employer and employee, based on an annual plan and spread over the year.
- Unused exemption days expire at the end of the calendar year; they may not be paid out.
- Employees who make use of the '80-90-100 scheme' (shorter working week for older employees) are not entitled to exemption days.

**Table 3.4.1: Exemption days**

| Age ** | Number of days* |
|---|---|
| 58–60 years | 6 |
| 61 years | 7 |
| 62 years | 8 |
| 63 years | 9 |
| 64 years | 10 |
| 65 years | 11 |
| 66 years | 12 |

* Totals per year

** The employee is entitled to these days (pro rata) from the moment they reach the relevant age threshold.

## 3.5 Short-term absence

3.5.1 What this involves

- If the employee cannot work for a short period due to exceptional circumstances, the employer grants short-term absence.
- Table 3.5.1 sets out the circumstances in which the employer continues to pay the employee's salary, the length of that payment and the applicable conditions.
- The table takes into account the employee's statutory rights to paid leave under the Work and Care Act [*Wet arbeid en zorg*]. These are non-statutory rights only where this CLA grants longer leave or a higher level of continued pay.

**Table 3.5.1: Short-term absence***

| Exceptional circumstances | Continued payment of salary | Conditions |
|---|---|---|
| **Marriage and wedding anniversaries** | | |
| - employee's notice of intended marriage | 1 day | |
| - employee's marriage | 2 days | |
| - employee's 25th or 40th wedding anniversary | 1 day | |
| - wedding of a parent, parent-in-law, child, grandchild, sister, sister-in-law, brother or brother-in-law | 1 day | only if the employee attends the ceremony |
| - 25th, 40th or 50th wedding anniversary of parents or parents-in-law | 1 day | |

| **Birth** | | |
|---|---|---|
| - childbirth of the employee's life partner or of a person whose child the employee acknowledges (post-birth leave) | one working week | to be taken within 4 weeks of the birth |
| - additional post-birth leave for partners | five times the length of the working week | the employee does not receive salary, but receives a benefit from the Employee Insurance Agency (UWV) (70%); to be taken within 6 months of the birth |
| - parental leave | up to 26 times the length of the working week | the employee does not receive salary, but receives a UWV benefit for up to 9 weeks; to be taken within 1 year of the birth |
| **Death** | | |
| - of the life partner or a cohabiting parent, parent-in-law, child, brother or sister | from the day of death up to and including the day of the funeral | |
| - of a non-cohabiting parent, parent-in-law or child of the employee or their life partner | the day of death and the day of the funeral | only if the employee attends the ceremony |
| - of a grandparent, sister, sister-in-law, brother, brother-in-law or grandchild | 1 day | only if the employee attends the ceremony |
| **Medical reasons** | | |
| - visit to a doctor or dentist for personal treatment | the required time | only if the employee can show that the visit cannot take place outside working hours |
| - life partner's hospital admission or discharge | up to 1 day | this day may be split into two half-days |
| **Other circumstances** | | |
| - elections: exercising the right to vote | the required time | only if this cannot take place outside working hours |
| - job interviews | 1 day | - only for employees with at least three months' service and<br>- who are being made redundant due to a reduction in work in the company |
| - employee moving house | up to 1 day a year | in consultation with the employer |
| - fulfilling civic duties for which the government gives no allowance | the required time | only if this cannot take place outside working hours |

* In this context, 'child' also includes a stepchild, foster child or adopted child. A registered partnership is legally equivalent to marriage.

## 3.6 Informal care

3.6.1 Informal care

- If the employee provides informal care, they may ask the employer for a meeting. During the meeting, they discuss and make arrangements on how best to combine work and informal care.
- The employer will adopt a flexible approach to this, in addition to their statutory obligations.

## 3.7 Leave relating to a death

3.7.1 End-of-life care

- If the employee cannot work because they are caring for a dying parent, partner or child, the employer will supplement the statutory salary payment of 70% to 100% for a period of ten days.

3.7.2 Bereavement leave

- The employee may request bereavement leave after the death of a loved one.
- If the employee makes use of this arrangement, the employer will deal with the request flexibly, in addition to their statutory obligations.

## 3.8 Unpaid leave

3.8.1 Trade union leave

- If the employee is a member of an employees' organisation, and is invited to attend a meeting, congress and/or course of that organisation, the employer will grant unpaid leave.
- The employees' organisation must use this provision responsibly.
- If applying this provision leads to operational problems, the employer and the employees' organisation must resolve the issue in close consultation.

## 3.9 Other forms of leave

3.9.1 Work and Care Act

- Under the Work and Care Act, the employee is also entitled to leave in circumstances other than those listed in 3.5 to 3.7.
- More information is available at www.overheid.nl.

# 4. Income

4.1 Salary
4.2 Application of the salary tables
4.3 Allowances, reimbursements and provisions

## 4.1 Salary

4.1.1 How is the salary determined?

- The employee is assigned to a job group (see 1.2.3). The job group determines the salary group that applies to the employee.
- Based on the salary group, the employer sets the employee's salary using the tables in 4.1.2.
- How these tables are used is explained in 4.2.

4.1.2 Salary tables

- The monthly amounts in the salary tables are calculated on the basis of a normal working week of 38 hours and, in 2026, 261 workable days.

**The following salary structure applies up to 1 July 2026:**

| Salary group / Step | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **€2,399.92** | **€2,404.23** | **€2,437.33** | **€2,526.13** | **€2,673.37** | **€2,832.65** | **€3,003.35** | **€3,172.81** | **€3,367.43** | **€3,575.93** | **€3,798.37** | **€4,037.02** |
| 2 | **€2,402.73** | **€2,450.38** | **€2,487.81** | **€2,578.82** | **€2,729.79** | **€2,893.66** | **€3,068.68** | **€3,242.38** | **€3,441.84** | **€3,655.59** | **€3,883.57** | **€4,128.16** |
| 3 | **€2,452.37** | **€2,501.12** | **€2,539.52** | **€2,632.83** | **€2,788.25** | **€2,956.22** | **€3,135.46** | **€3,313.66** | **€3,518.10** | **€3,737.18** | **€3,970.90** | **€4,221.58** |
| 4 | **€2,503.20** | **€2,542.71** | **€2,592.57** | **€2,688.18** | **€2,848.21** | **€3,020.38** | **€3,204.22** | **€3,386.72** | **€3,596.31** | **€3,820.85** | **€4,060.35** | **€4,317.37** |
| 5 | **€2,547.44** | **€2,595.84** | **€2,646.88** | **€2,745.14** | **€2,909.60** | **€3,072.90** | **€3,260.41** | **€3,461.59** | **€3,676.44** | **€3,906.57** | **€4,152.10** | **€4,415.51** |
| 6 | € - | **€2,650.27** | **€2,691.40** | **€2,803.96** | **€2,972.58** | **€3,139.92** | **€3,332.15** | **€3,538.34** | **€3,758.57** | **€3,994.49** | **€4,246.10** | **€4,516.11** |
| 7 | € - | €2,695.64 | **€2,748.51** | **€2,852.18** | **€3,024.17** | **€3,208.65** | **€3,405.70** | **€3,617.04** | **€3,842.73** | **€4,084.55** | **€4,342.53** | **€4,619.23** |
| 8 | € - | € - | €2,807.42 | €2,913.77 | €3,090.01 | €3,279.09 | **€3,481.03** | **€3,697.70** | **€3,929.03** | **€4,176.88** | **€4,441.29** | **€4,724.94** |
| 9 | € - | € - | €2,867.83 | €2,976.78 | €3,157.45 | €3,351.31 | €3,558.31 | €3,780.38 | €4,017.50 | **€4,271.58** | **€4,542.54** | **€4,833.32** |
| 10 | € - | € - | € - | €3,041.44 | €3,226.63 | €3,425.29 | €3,637.47 | €3,865.12 | €4,108.13 | **€4,368.60** | **€4,646.34** | **€4,944.37** |
| 11 | € - | € - | € - | € - | €3,297.48 | €3,501.10 | €3,718.65 | €3,951.95 | €4,201.10 | €4,467.99 | €4,752.70 | **€5,058.18** |
| 12 | € - | € - | € - | € - | € - | € - | €3,801.85 | €4,040.98 | €4,296.33 | €4,569.94 | €4,861.74 | **€5,174.84** |
| 13 | € - | € - | € - | € - | € - | € - | € - | €4,132.24 | €4,393.94 | €4,674.41 | €4,973.51 | €5,294.46 |
| 14 | € - | € - | € - | € - | € - | € - | € - | € - | €4,494.05 | €4,781.51 | €5,088.06 | €5,414.90 |
| 15 | € - | € - | € - | € - | € - | € - | € - | € - | € - | € - | €5,226.95 | €5,538.22 |
| 16 | € - | € - | € - | € - | € - | € - | € - | € - | € - | € - | € - | €5,706.33 |

*Employees are entitled to at least the statutory minimum hourly wage per hour worked. As a result, the monthly salary may differ in individual cases. Employers must therefore always compare the monthly amounts in the salary tables with the statutory minimum hourly wage and use the higher amount. The government adjusts the statutory minimum hourly wage twice a year to follow the development of average CLA wages in the Netherlands. This happens on 1 January and 1 July each year.*

**The following salary structure applies from 1 July 2026:**

| Salary group / Step | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **€ 2.477,85** | **€ 2.477,85** | **€ 2.486,07** | **€ 2.576,65** | **€ 2.726,84** | **€ 2.889,30** | **€ 3.063,41** | **€ 3.236,27** | **€ 3.434,78** | **€ 3.647,45** | **€ 3.874,34** | **€ 4.117,76** |
| 2 | **€ 2.501,42** | **€ 2.499,39** | **€ 2.537,56** | **€ 2.630,39** | **€ 2.784,39** | **€ 2.951,54** | **€ 3.130,06** | **€ 3.307,23** | **€ 3.510,68** | **€ 3.728,70** | **€ 3.961,24** | **€ 4.210,72** |
| 3 | **€ 2.553,26** | **€ 2.551,14** | **€ 2.590,31** | **€ 2.685,48** | **€ 2.844,01** | **€ 3.015,34** | **€ 3.198,17** | **€ 3.379,93** | **€ 3.588,46** | **€ 3.811,93** | **€ 4.050,32** | **€ 4.306,01** |
| 4 | **€ 2.598,39** | **€ 2.593,56** | **€ 2.644,42** | **€ 2.741,94** | **€ 2.905,18** | **€ 3.080,79** | **€ 3.268,30** | **€ 3.454,46** | **€ 3.668,23** | **€ 3.897,27** | **€ 4.141,56** | **€ 4.403,72** |
| 5 | € 0,00 | **€ 2.647,76** | **€ 2.699,81** | **€ 2.800,04** | **€ 2.967,79** | **€ 3.134,36** | **€ 3.325,62** | **€ 3.530,82** | **€ 3.749,96** | **€ 3.984,70** | **€ 4.235,14** | **€ 4.503,82** |
| 6 | € 0,00 | **€ 2.703,28** | **€ 2.745,23** | **€ 2.860,03** | **€ 3.032,03** | **€ 3.202,72** | **€ 3.398,79** | **€ 3.609,11** | **€ 3.833,74** | **€ 4.074,37** | **€ 4.331,02** | **€ 4.606,43** |
| 7 | € 0,00 | € 2.749,55 | **€ 2.803,48** | **€ 2.909,22** | **€ 3.084,65** | **€ 3.272,82** | **€ 3.473,81** | **€ 3.689,38** | **€ 3.919,58** | **€ 4.166,24** | **€ 4.429,38** | **€ 4.711,62** |
| 8 | € 0,00 | € 0,00 | € 2.863,56 | € 2.972,04 | € 3.151,81 | € 3.344,68 | **€ 3.550,65** | **€ 3.771,65** | **€ 4.007,61** | **€ 4.260,42** | **€ 4.530,11** | **€ 4.819,44** |
| 9 | € 0,00 | € 0,00 | € 2.925,19 | € 3.036,32 | € 3.220,60 | € 3.418,34 | € 3.629,48 | € 3.855,99 | € 4.097,85 | **€ 4.357,01** | **€ 4.633,39** | **€ 4.929,98** |
| 10 | € 0,00 | € 0,00 | € 0,00 | € 3.102,27 | € 3.291,17 | € 3.493,80 | € 3.710,22 | € 3.942,42 | € 4.190,30 | **€ 4.455,97** | **€ 4.739,27** | **€ 5.043,25** |
| 11 | € 0,00 | € 0,00 | € 0,00 | € 0,00 | € 3.363,43 | € 3.571,13 | € 3.793,02 | € 4.030,99 | € 4.285,12 | € 4.557,35 | € 4.847,76 | **€ 5.159,34** |
| 12 | € 0,00 | € 0,00 | € 0,00 | € 0,00 | € 0,00 | € 0,00 | € 3.877,88 | € 4.121,80 | € 4.382,26 | € 4.661,34 | € 4.958,98 | **€ 5.278,33** |
| 13 | € - | € - | € - | € - | € - | € - | € - | € 4.214,88 | € 4.481,82 | € 4.767,90 | € 5.072,98 | € 5.400,35 |
| 14 | € - | € - | € - | € - | € - | € - | € - | € - | € 4.583,93 | € 4.877,14 | € 5.189,82 | € 5.523,20 |
| 15 | € - | € - | € - | € - | € - | € - | € - | € - | € - | € - | € 5.331,49 | € 5.648,98 |
| 16 | € - | € - | € - | € - | € - | € - | € - | € - | € - | € - | € - | € 5.820,45 |

*Employees are entitled to at least the statutory minimum hourly wage per hour worked. As a result, the monthly salary may differ in individual cases. Employers must therefore always compare the monthly amounts in the salary tables with the statutory minimum hourly wage and use the higher amount. The government adjusts the statutory minimum hourly wage twice a year to follow the development of average CLA wages in the Netherlands. This happens on 1 January and 1 July each year.*

**The following salary structure applies from 1 January 2027:**

| Salary group / Step | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **€ 2.555** | **€ 2.601** | **€ 2.679** | **€ 2.773** | **€ 2.884** | **€ 3.028** | **€ 3.194** | **€ 3.402** | **€ 3.657** | **€ 3.986** | **€ 4.385** | **€ 4.845** |
| 2 | **€ 2.593** | **€ 2.641** | **€ 2.721** | **€ 2.817** | **€ 2.931** | **€ 3.079** | **€ 3.250** | **€ 3.463** | **€ 3.725** | **€ 4.062** | **€ 4.471** | **€ 4.942** |
| 3 | **€ 2.632** | **€ 2.681** | **€ 2.763** | **€ 2.862** | **€ 2.980** | **€ 3.132** | **€ 3.307** | **€ 3.526** | **€ 3.794** | **€ 4.139** | **€ 4.558** | **€ 5.041** |
| 4 | **€ 2.672** | **€ 2.722** | **€ 2.806** | **€ 2.908** | **€ 3.029** | **€ 3.185** | **€ 3.365** | **€ 3.589** | **€ 3.864** | **€ 4.218** | **€ 4.647** | **€ 5.142** |
| 5 | **€ 2.712** | **€ 2.763** | **€ 2.849** | **€ 2.955** | **€ 3.079** | **€ 3.239** | **€ 3.424** | **€ 3.654** | **€ 3.935** | **€ 4.298** | **€ 4.737** | **€ 5.245** |
| 6 | *€ 2.752* | **€ 2.805** | **€ 2.893** | **€ 3.002** | **€ 3.130** | **€ 3.294** | **€ 3.484** | **€ 3.719** | **€ 4.008** | **€ 4.380** | **€ 4.830** | **€ 5.350** |
| 7 | | *€ 2.848* | *€ 2.938* | **€ 3.050** | **€ 3.181** | **€ 3.350** | **€ 3.545** | **€ 3.786** | **€ 4.082** | **€ 4.463** | **€ 4.924** | **€ 5.457** |
| 8 | | *€ 2.892* | *€ 2.984* | *€ 3.099* | **€ 3.234** | **€ 3.407** | **€ 3.607** | **€ 3.855** | **€ 4.158** | **€ 4.548** | **€ 5.020** | **€ 5.566** |
| 9 | | | *€ 3.030* | *€ 3.148* | *€ 3.287* | **€ 3.465** | **€ 3.670** | **€ 3.924** | **€ 4.235** | **€ 4.634** | **€ 5.118** | **€ 5.677** |
| 10 | | | | *€ 3.199* | *€ 3.341* | *€ 3.524* | **€ 3.734** | **€ 3.995** | **€ 4.313** | **€ 4.722** | **€ 5.217** | **€ 5.791** |
| 11 | | | | | *€ 3.396* | *€ 3.584* | *€ 3.800* | **€ 4.066** | **€ 4.393** | **€ 4.812** | **€ 5.319** | **€ 5.907** |
| 12 | | | | | *€ 3.452* | *€ 3.645* | *€ 3.866* | *€ 4.140* | **€ 4.474** | **€ 4.903** | **€ 5.423** | **€ 6.025** |
| 13 | | | | | | *€ 3.707* | *€ 3.934* | *€ 4.214* | *€ 4.557* | **€ 4.997** | **€ 5.529** | **€ 6.145** |
| *14* | | | | | | | *€ 4.003* | *€ 4.290* | *€ 4.641* | *€ 5.091* | *€ 5.636* | *€ 6.268* |
| *15* | | | | | | | | *€ 4.367* | *€ 4.727* | *€ 5.188* | *€ 5.746* | *€ 6.393* |
| *16* | | | | | | | | | *€ 4.815* | *€ 5.287* | *€ 5.858* | *€ 6.521* |
| *17* | | | | | | | | | | *€ 5.387* | *€ 5.973* | *€ 6.652* |
| *18* | | | | | | | | | | | | *€ 6.785* |

*Employees are entitled to at least the statutory minimum hourly wage per hour worked. As a result, the monthly salary may differ in individual cases. Employers must therefore always compare the monthly amounts in the salary tables with the statutory minimum hourly wage and use the higher amount. The government adjusts the statutory minimum hourly wage twice a year to follow the development of average CLA wages in the Netherlands. This happens on 1 January and 1 July each year.*

## 4.2 Application of the salary tables

4.2.1 General

- The tables in 4.1.2 show monthly salaries for each salary group. Each salary group contains several salary steps, which together form a salary scale.
- Each salary scale has:
  - a starting salary: the lowest amount in the scale (step 1);
  - increments: salary increases (the amounts shown in bold);
  - a benchmark salary: the maximum job salary after applying the preceding increments (the highest amount shown in bold);
  - progression increments: additional salary increases for employees whose performance is assessed as very good (the highest non-bolded amounts in the scale).
- The salary is determined within this structure in accordance with 4.1.1.

4.2.2 Employee aged 18 or older

- The amounts in the salary tables in 4.1.2 apply to:
  - employees aged 18 or older,
  - who work a standard working week (full-time).
- For a shorter working week (part-time), a proportionate amount applies. A longer working week is compensated with extra scheduled days off (see 3.3).

4.2.3 Employee aged 15 to 17

- Table 4.2.3 shows how the salary of an employee aged 15 to 17 is derived from the salary of an employee aged 18 or older as described in 4.2.2.

**Table 4.2.3: Salary of an employee aged 15 to 17**

| Employee's age | Percentage of the monthly salary for employees aged 21 and older |
|---|---|
| | As from 1 January 2026 |
| 15 | 80% |
| 16 | 80% |
| 17 | 90% |
| 18 | 100% |
| 19 | 100% |
| 20 | 100% |

4.2.4 Employees with an occupational disability

- If the employee falls under the Participation Act [*Participatiewet*], they receive the statutory minimum wage.

4.2.5 Converting a monthly salary to a weekly or hourly salary

- From monthly salary to weekly salary: multiply the monthly salary by 3 (a quarter) and divide the result by 13 (the number of weeks in a quarter).
- From weekly salary to hourly salary: divide the weekly salary by 38 (the normal length of the working week), even if the company uses a different length of the working week.

4.2.6 Increments

- The employer may make increments dependent on the employee's performance assessment. In that case:
  - the employer assesses the employee annually in January;
  - the employer uses an assessment system for this purpose.
- The employer may choose between:
  - an assessment system established in consultation with the participation body or – if none exists – the employees;
  - the system described in 10.4.

- If the employer assesses the employee's performance as insufficient, they do not have to grant a periodic salary increase. Two conditions apply:
  - the employer must apply the assessment system used to all employees;
  - the employer provides the employee with a written explanation of the assessment.
- If the employer does not use an assessment system, they grant the employee one increment each year until the benchmark salary for the job is reached.

4.2.7 Salary increases agreed in the CLA
- During the term of this CLA, salaries increase. See table 4.2.7.
- In addition, a new salary structure applies from the 1st of January 2027.
- The salary increases in the table are incorporated into the tables in 4.1.2.

**Table 4.2.7: Salary increases (full-time employment)**

| Start date | Percentage or amount | What it concerns |
|---|---|---|
| 1 July 2026 | 2% | Structural increase |
| 1 January 2027 | 1% | Structural increase |

4.2.8 Salary during waiting time
- If the employee is present at the agreed time and place to work but cannot start work through no fault of their own, the employer continues to pay the employee's salary for the waiting hours, up to a maximum of eight hours per day.
- Overtime allowances do not apply to waiting hours.
- Exception: this arrangement does not apply to employees in job group 9 or higher if the situation occurs only occasionally and the hours have no fixed scope.

4.2.9 Payslip and annual statement
- The employer sends the employee a salary specification (payslip) for each salary payment. This contains at least:
  - the gross salary;
  - the reimbursements and allowances to which the employee is entitled;
  - the deductions the employer makes from the employee's gross salary;
  - the number of hours per week in the employee's employment contract;
  - whether the employee has a fixed-term or open-ended employment contract, or an on-call contract;
  - the period to which the salary relates;
  - the statutory minimum wage that applies to the employee;
  - the employee's name;
  - the employer's name.
- Each year before 1 March, the employer sends the employee an annual statement for the previous calendar year. This shows the employee's gross annual salary and the wage tax and social insurance contributions withheld.
- If the employment contract ends before the end of the year, the employer issues the annual statement with the final salary payment.

## 4.3 Allowances, reimbursements and provisions

4.3.1 Indexation
- The following allowances and reimbursements are adjusted annually for price increases:
  - company emergency response allowance (4.3.3);
  - tools (4.3.4);
  - work clothing (4.3.11).
- This takes place as follows: on 1 July these amounts increase by the percentage rise in the derived consumer price index figure (CPI) for all households for April of the current year compared with April of the previous year.

4.3.2 BBL level 2

- If an employee aged 15 to 17 follows a work-based learning pathway (BBL) at level 2 that is relevant to the exhibition sector, they are entitled to the salary of an employee one year older.
- If this employee has obtained the qualification for that programme, they are entitled to the salary of an employee two years older.

4.3.3 Company emergency response

- If the employee holds a valid company emergency response (BHV) certificate and the employer has designated them as an emergency response officer (BHV officer), they receive a BHV allowance. As at 1 July 2025, the allowance is €5.81 per week. This allowance increases annually on 1 July. As at 1 July 2026, the allowance is €5.97. See 4.3.1.

4.3.4 Tools

- If the employee needs tools to do their work, the employer provides them. The employee must handle the tools with care. If the tools are lost or damaged through the employee's fault, the employer replaces them at the employee's expense. If the tools are lost or damaged through no fault of the employee, the employer replaces them at its own expense.
- If the employer does not provide the necessary tools, it reimburses the employee for using their own tools. See table 4.3.4. If the employee's own tools are lost or damaged through no fault of the employee, the employer reimburses the replacement.

**Table 4.3.4: Tool reimbursement**

| **Department where the employee works** | **Reimbursement per week** (1 July 2025 – 30 June 2026)* | Reimbursement per week (1 July 2026 – 30 June 2027) |
|---|---|---|
| Carpentry | €6.40 | €6.58 |
| Painting | €2.85 | €2.93 |
| Studio | €2.85 | €2.93 |

* This reimbursement increases annually on 1 July. See 4.3.1.

4.3.5 Travel expenses for commuting

- The employer reimburses travel expenses for commuting, for both the outward and return journey.
- The reimbursement is calculated on the basis of the one-way travel distance using the most common route.
- The employer reimburses €0.23 per kilometre travelled, up to a maximum of 30 kilometres per one-way journey.

4.3.6 Travel expenses for business travel

- The employer reimburses travel expenses for business travel.
- If the employer requires the employee to use their own car for this purpose, it reimburses the employee at €0.32 per kilometre.

4.3.7 Travel time for business travel

- If the employee has to travel for work, and this is not commuting, the employer reimburses their travel time.
- The employer reimburses the employee in accordance with table 4.3.7 for travel time in connection with:
  - work activities in the Netherlands; and
  - work activities abroad where the employee needs to travel no more than nine hours per day.
- Exceptions:

- Table 4.3.7 does not apply to an employee who must travel more than nine hours per day for work abroad. The employer reimburses them a maximum of twelve travel hours per day. The reimbursement per travel hour equals one hour's salary.
- Employees assigned to job group 9 or higher are not entitled to a travel time reimbursement.

**Table 4.3.7: Travel time reimbursement**

| Hours concerned | Salary reimbursement per hour |
|---|---|
| **Within the standard company working schedule:** | |
| - all travel hours | 100% |
| **Outside the standard company working schedule:** | |
| *Monday to Friday* | |
| - the first 1.5 travel hours | 100% |
| - the next 1.5 travel hours | 125% |
| - all subsequent travel hours | 150% |
| *Saturday, Sunday, public holiday:* | |
| - the first 1.5 travel hours | 100% |
| - all subsequent hours on a Saturday | 150% |
| - all subsequent hours on a Sunday | 200% |
| - all subsequent hours on a public holiday | 250% |
| **driver and substitute driver only*** * | |
| - all travel time within and outside the standard company working schedule | 100% + applicable overtime allowance (see table 2.4.1) |

* Or, instead of the substitute driver, the person who relieves the driver.

4.3.8 Trade union contributions

- The employee may pay their trade union contributions via the employer. If the employer agrees, it deducts the contribution from the employee's gross salary. This gives the employee a tax advantage.
- The employee can achieve the same advantage by paying the trade union contribution themselves. The employee provides the employer with proof of payment. The employer then offsets the contribution against the employee's gross salary and reimburses the full amount, whether or not via the work-related expenses scheme. The employer reimburses the employee once a year.
- In both cases, the tax advantage for the employee is the same as if the contribution were deducted in their income tax return.

4.3.9 Working far from home

- If the employee has to work so far from home that it would be unreasonable to expect them to travel back and forth daily, the employer provides food, accommodation and other necessary living facilities within reason. These costs are payable by the employer.
- The employer records this in the company regulations or agrees it with the participation body.

4.3.10 Subsistence expenses

- The employer reimburses subsistence expenses (for example, parking costs) that the employee must incur for their work.

4.3.11 Work clothing

- The employer provides the employee with the necessary work clothing.
- If the employer does not do so, it reimburses the employee for using their own work clothing. As at 1 July 2025, the reimbursement is €4.29 per week. This reimbursement increases annually on 1 July. As at 1 July 2026, the reimbursement is €4.41. See 4.3.1.

4.3.12 Health insurance

- The employer reimburses the employee for the cost of supplementary health insurance. Physiotherapy must be included in that insurance.
- The reimbursement is €9 per month.

4.3.13 Other allowances and reimbursements

- Night shift: see 2.6;
- Severance pay: see 8.4.1;
- Overtime: see 2.4;
- Shift work: see 2.5;
- Holiday allowance: see 3.1.4.

# 5. Career and personal development

5.1 Career development
5.2 Education and training

## 5.1 Career development

5.1.1 Sustainable employability

- Sustainable employability is an important aim of this CLA. Exhibition work requires employees to develop in their trade while staying healthy and motivated. Employees must keep up with new techniques, technologies and ways of working, so that they can continue to practise their trade safely and with enjoyment for longer.
- Sustainable employability is a shared responsibility. The employer facilitates and supports; the employee uses the facilities and makes an active effort to maintain their employability. The following principles apply under this CLA.

5.1.2 Employee's rights

- To support sustainable employability, the employee is entitled to:
  - independent career advice;
  - an annual performance review;
  - a personal development plan (PDP)
- The employer pays the cost of the career advice. It also reimburses the associated travel expenses under 4.3.6.
- In the annual performance review, the employee and their manager discuss the employee's career. Together they assess:
  - how the employee can continue to work in their role;
  - whether the workplace needs to be adjusted;
  - what further career opportunities the employee has;
  - how education and training can support this; agreements in this regard are recorded in the employee's personal training plan.

  The employer aligns the career discussion with the employee's abilities, wishes, ambitions and expectations.

5.1.3 Accreditation of prior learning (APL)

- If the employee has extensive practical experience but no formal qualification, they may obtain a certificate of experience through an APL process. This certificate demonstrates their knowledge and skills. Every employee is entitled to an APL process. The certificate can be converted into a secondary vocational education (MBO) diploma; Additional education may sometimes be required.
- The employer pays the costs of obtaining a certificate of experience. It also reimburses the associated travel expenses under section 4.3.6.
- The employer may ask the Social Fund to reimburse part of the costs. The reimbursement is 50%, up to a maximum of €1,000 per APL process. The number of reimbursable processes per company depends on the number of employees. See table 5.1.3. The Social Fund has an annual budget of van €5,000 for this purpose. If this budget is exhausted, there is no further entitlement to reimbursement. Applications are processed in order of receipt.

**Table 5.1.3: Maximum number of reimbursable APL processes per company**

| Number of employees | Maximum number of reimbursable APL processes |
|---|---|
| Fewer than 50 employees | 1 |
| 50 to 100 employees | 2 |
| 100 to 150 employees | 3 |
| 150 to 200 employees | 4 |
| 200 or more employees | 5 |

## 5.2 Education and training

5.2.1 Training

- If the employee needs training to perform their role properly, the employer pays the training costs and continues to pay the employee's salary during the training.
- If the employee follows a work-based learning programme (BBL) and is under 19, they receive one paid day per week to attend that education.
- If the employee is 17 and follows a level 2 BBL programme relevant to the exhibition sector – or has obtained a qualification for such a programme – they are entitled to extra salary. See 4.3.2.

5.2.2 Education and training based on a PDP

- If the employee attends education or training from their personal development plan that is not necessary for their current role, the employer pays half the related costs. The employee pays the other half. The employer continues to pay the employee's salary during the education/training.
- If the employee is made redundant, the employer does not deduct their contribution to the training costs from the employee's transition payment.

5.2.3 Mandatory educational day

- The employee attends one professional educational day each year. The employer provides this educational day, pays the related costs and continues to pay the employee's salary for that day.

5.2.4 Educational leave

- In addition to legally required training, the employee may take up to three days of paid educational leave per year.
- This leave is intended for education other than that described in 5.2.1–5.2.3. The employee chooses the course themselves. If the course is for work outside the exhibition sector, the employee and employer decide together.
- The employer reimburses travel expenses under 4.3.6.

5.2.5 Additional educational leave 58+

- If the employee is 58 or older, they are entitled to extra educational leave. The employer continues to pay the employee's salary during this leave.
- The leave applies to attending:
  - a course preparing for retirement, or
  - an 'open school' project
- The leave equals the duration of the course or project, up to a maximum of fifteen days.

# 6. Working conditions and health

6.1 Working conditions and absenteeism policy
6.2 Health
6.3 Accidents
6.4 Death

## 6.1 Working conditions and absenteeism policy

6.1.1 Prevention officer

- The employer appoints the legally required prevention officer(s). The employer does this in consultation with the participation body or – if there is none – the employees.
- A prevention officer performs their statutory duties and also gives instructions and guidance to employees in the company.

6.1.2 Health and Safety Catalogue and RI&E

- The parties to this CLA endorse the content of the Health and Safety Catalogue and the Risk Assessment and Evaluation (RI&E) for exhibition companies.
- Companies that apply these instruments properly comply with statutory requirements on safe and healthy working.
- The Health and Safety Catalogue is available at www.arbocatalogus-ttb.nl. The RI&E is available at www.clcvecta.nl/werk-opleiding/caotentoonstellingsbedrijven/risicoinventarisatie-en-evaluatie-voor-tentoonste.

## 6.2 Health

6.2.1 Periodic medical examination

- The employer offers the employee a medical examination at least once every three years. In consultation with the occupational physician, the employer may decide to do this more often.
- The examination is carried out only with the employee's consent and takes place during working hours. The employer continues to pay the employee's salary and also pays the examination costs.
- The purpose of the periodic medical examination is to identify the employee's health risks and problems in good time. The results are important for supporting the employee's sustainable employability.

## 6.3 Accidents

6.3.1 Insurance

- The employer participates in the Social Fund's group accident insurance.
- This insurance guarantees the employee a one-off payment for an accident, whether in or outside working hours, that results in:
  - permanent disability (€65,000 for full disability; a lower amount for partial disability), or
  - death (€32,500).
- More information on the group accident insurance is available at www.clcvecta.nl/werk-opleiding/caotentoonstellingsbedrijven.
- If the employer prefers to take out accident insurance for its employees itself, it must first apply to the Social Fund for an exemption from participation in the group scheme. The employer's own insurance must be at least equivalent to the group insurance. The employer then receives reimbursement from the Social Fund as described in Article 10 of the CLA for the Social Fund.

- If the employee asks for a copy of the policy and general terms of the applicable accident insurance, the employer must provide it.
- In the event of death, there is also an entitlement to the payment under 6.4.

## 6.4 Death

6.4.1 Death benefit from the employer

- If the employee dies, the employer pays the surviving dependants a one-off death benefit.
- This benefit equals the employee's salary from the date of death until the end of that month, plus the following two months. This deviates from Section 7:674 of the Dutch Civil Code. Payment is made as a lump sum as far as possible.
- 'Surviving dependants' means:
  - the life partner from whom the employee was not permanently separated at the time of death;
  - if there is no such life partner: the employee's minor legitimate or legally recognised natural children.
- If the employee died due to an accident, there is also an entitlement under 6.3.

6.4.2 Transport of the body

- If the employee dies while commuting or at work, the employer pays the cost of transporting the body to the place of residence.
- This does not apply if these costs are covered by the employee's own death insurance.

6.4.3 ANW shortfall insurance

- After a death, the partner may claim benefit under the Surviving Dependants Act [*Algemene nabestaandenwet*; ANW]. This Act provides temporary and limited financial support.
- To limit loss of income in such cases, the employee may take out ANW shortfall insurance. This is a voluntary insurance offered by the Oak Pensioenfonds Sectoral Pension Fund.
- See www.oakpensioenfonds.nl.

# 7. Employee participation

7.1 Trade union activities in the company
7.2. Participation body
7.3 Merger and closure

## 7.1 Trade union activities in the company

7.1.1 Access

- The employer grants the trade union official access to the company.
- The trade union official agrees the visit with the employer in advance.
- This concerns those trade union officials who have been designated for this purpose by their organisation.

7.1.2 Trade union contact person

- The employees' organisations FNV (Building & Housing Sector) and CNV may each appoint a trade union contact person within the company.
- The trade union contact person is an employee of the company and a member of the organisation that appoints them. They protect the interests of the members of their organisation within the company.
- The employees' organisation informs the employer who has been appointed as the trade union contact person.

7.1.3 Rights and obligations

- The employer enables the trade union contact person to spend up to one hour per month during working time on representing members' interests. The employer continues to pay their salary for this hour.
- The employer ensures that the employee who acts as a trade union contact person is not disadvantaged in their position within the company as a result, for example, in relation to promotion or remuneration.
- If the trade union contact person has complaints about how these rights are applied, they may ask the Standing Committee for a decision.

## 7.2 Participation body

7.2.1 What this involves

- The employee participation body ensures that employees are involved in decisions within the company.
- The rules for this are set out in the Works Councils Act [*Wet op de Ondernemingsraden*; WOR].
- A template for the employee representative body regulations for the exhibition sector is included in 10.5.

## 7.3 Merger and closure

7.3.1 Employer's obligations

- If the employer is considering a merger, or considering closing all or part of the company, it takes the social consequences of this into account when making decisions. It complies with the relevant SER codes of conduct.
- The employer must consult with FNV (Building & Housing Sector) and CNV about its plans, the measures under consideration and the consequences for employees. This is done in a joint meeting. The consultation takes place as soon as possible and in any event before final decisions are made.
- If it is expected that the merger or closure will have consequences for employees, the employer draws up a social plan. This is done together with FNV (Building & Housing Sector) and CNV. The social plan sets out which interests of the affected employees must be taken into particular account and how this will be done.

# 8. Illness, unemployment, pension

8.1 Illness: rules for the employee
8.2 Illness and income
8.3. Incapacity for work
8.4 Unemployment
8.5 Pension

## 8.1 Illness: rules for the employee

8.1.1 Reporting sick

- If the employee is unable to work due to illness, they must report:
  - they are ill
  - how long they expect to be ill
  - the telephone number on which they can be reached
  - the address where they will be staying during their illness
  - any ongoing tasks and appointments
  - when they can be reached
  - whether the illness is the result of a workplace accident or traffic accident
  - Whether the employee falls under one of the safety-net provisions of the Sickness Benefits Act [*Ziektewet*]. They need not specify which provision applies.
- The employee must first report sick by phone to their direct manager (or the employer's designated substitute) and then confirm this by email.
- The employee must preferably report sick before the start of their working day, or if that is not possible, no later than two hours after they would normally have started work.

8.1.2 Staying at home

- During illness, the employee is expected to be present at their stated address. If this address changes, they must inform their direct manager immediately.
- The employee may ask the employer for permission to deviate from this rule.

8.1.3 Attending consultations

- The occupational health and safety service or the employer may require the employee to attend a consultation with the occupational physician.
- The employee must comply with this request unless they have already returned to full duties or have a valid reason, such as a hospital admission.
- If the consultation is not scheduled on a working day, the employee must inform the employer or the occupational health and safety service and make a new appointment.

8.1.4 Staying abroad

- If the employee falls ill while abroad, they must report this immediately to their direct manager (or the employer's designated substitute).
- They must confirm their sickness report by email to their direct manager.
- To substantiate their illness, the employee must provide a written statement from a foreign doctor or medical assessment authority (at least in English).
- The employee must:
  - be reachable by phone for the employer, the Dutch occupational physician and the medical assessment authority abroad
  - undergo a medical check by an assessment authority abroad within three days
  - return to the Netherlands as soon as possible, once:
    - the holiday period has ended, and
    - the doctor of the medical assessment authority considers returning possible

- If the employee does not return while able to do so, the employer may stop paying their salary and ultimately proceed to dismissal, possibly summary dismissal.

- After returning to the Netherlands, the employee must be available for assessment by the Dutch occupational physician. See 8.1.3.
- If the employee wishes to travel abroad on holiday during illness, they must seek prior approval from both the occupational physician and the employer.

8.1.5 Reporting fit for work

- As soon as the employee has recovered, they report this to their direct manager (or the employer's designated substitute) as soon as possible, and in any event before 9 a.m. on the next working day.
- The employer informs the occupational health and safety service that the employee is fit for work again.

8.1.6 Second opinion/expert opinion

- If the employee disagrees with the occupational physician's opinion, they may:
  - obtain a second opinion from another occupational physician at the employer's expense;
  - request an expert opinion from the Employee Insurance Agency (UWV).
- If the employer disagrees with the occupational physician's opinion, it may also request an expert opinion from the UWV.
- Until another occupational physician or the UWV reaches a different conclusion, the employee must perform their work. If they do not, they are not entitled to salary until they resume work, unless the second opinion or expert opinion shows they were in fact ill.

8.1.7 Authorisation

- The employee authorises the occupational physician to obtain information about their health from the physician treating them. This is not a legal obligation but assists the occupational physician in forming a judgement about the employee's illness and capacity.

8.1.8 Illness caused by a third party

- If the illness is caused by a third party, the employee provides the employer with all relevant information about that party.

## 8.2 Illness and income

8.2.1 Continued payment of salary and supplements

- Income during illness consists of the statutory continued salary payment and a non-statutory supplementary payment under this CLA.
- By law, the employer must continue to pay 70% of the salary for 104 weeks, with salary during the first 52 weeks being at least the statutory minimum wage.
- In addition, the employer pays the following supplements under this CLA:
  - the first 26 weeks: supplement to 100%;
  - the next 78 weeks: supplement to 80%.
- The salary and non-statutory supplementary payment never exceeds the maximum salary under the Social Insurance (Funding) Act [*Wet financiering sociale verzekeringen*].

8.2.2 Exceptions to 8.2.1

- Return-to-work: If the employee is actively returning to work or working some hours on an occupational therapy basis, the employer pays 100% of salary for hours worked.
- Waiting days: If the employee has reported sick more than twice in a calendar year, a waiting day applies for each subsequent sickness report. The employer does not have to pay salary for a waiting day. Two sickness reports within four weeks count as one. Waiting days do not apply to illness caused by a workplace accident.

- Suspending salary: If the employee does not cooperate with checks by the occupational physician, the employer may suspend payment of their salary until the employee undergoes the check. This measure may be applied, for example, if the employee:
  - is not at home (8.1.2);
  - does not attend the consultation (8.1.3);
  - does not undergo checks abroad or is unreachable (8.1.4).
- No entitlement to salary: Under Section 7:629 of the Dutch Civil Code, the employee has no entitlement to salary if they:
  - have caused their illness intentionally;
  - have provided false information during a pre-employment medical examination;
  - hinder or delay recovery, for example by going on holiday without approval (8.1.4) (for the period they hinder or delay);
  - fail without good reason to perform suitable work for the employer or a third party (for the period they fail to do so);
  - refuse to comply with reasonable instructions from the employer (for the period they refuse);
  - refuse to cooperate in drawing up, assessing or revising an action plan (for the period they refuse);
  - submit an application for a possible benefit under the Work and Income (Capacity for Work) Act [*Wet werk en inkomen naar arbeidsvermogen*; WIA] late without good reason (for the period it is late).
- Stopping or suspending salary: The employer may stop paying salary only after:
  - announcing the suspension or stoppage of salary payments in writing immediately after the breach of the rules/statutory breach;
  - allowing the employee a reasonable period to still fulfil their obligations.
- Dismissal (including summary dismissal): If the employee remains abroad after a warning or travels abroad despite refusal of permission to go on holiday, the employer may dismiss them, possibly summarily.

8.2.3 Engaging a return-to-work service provider

- If the employer has not engaged their return-to-work service provider within thirteen weeks of illness, the employee may do so themselves. The employer must pay the costs.

## 8.3 Incapacity for work

8.3.1 Pension fund supplements

- The pension fund has several schemes in the event of incapacity for work. WIA, exemption from pension contributions: If the employee receives a WIA benefit and is at least 35% incapacitated for work, they may request the pension fund to:
  - continue their pension accrual in full; and
  - grant full or partial exemption from contributions.
- IVA benefit: If the employee receives a benefit under the Fully Disabled Persons Income Scheme [*Regeling inkomensvoorziening volledig arbeidsongeschikten*; IVA], they may receive a supplement to this benefit from the pension fund.
- Further information about these schemes is available at www.oakpensioenfonds.nl.

## 8.4 Unemployment

8.4.1 Severance pay

- If the employer makes an employee with an open-ended employment contract redundant or does not renew a fixed-term employment contract, it pays the employees the statutory transition payment.
- Exceptions: the employee is not entitled to this payment if:
  - the UWV classifies the unemployment as voluntary;
  - the employee receives a higher amount under a social plan, a subdistrict court ruling or a settlement agreement with the employer.

8.4.2 Unemployment and pension accrual

- If the employee has an open-ended employment contract, and becomes unemployed, they may opt to continue their pension accrual voluntarily.

8.4.3 Supplement to WW or WGA benefit

- In the event of unemployment, the employee may qualify for a benefit under the Unemployment Insurance Act [*Werkloosheidswet*; WW] or a wage-related benefit under the Return to Work (Partially Disabled Persons) Regulations [*Werkhervattingsregeling gedeeltelijk arbeidsgeschikten,* WGA] lasting up to 24 months.
- They may subsequently qualify for a benefit under the Private Supplement WW (Unemployment Benefit Scheme) and WGA (Return to Work [Partially Disabled Persons] Scheme) (PAWW), lasting up to 14 months at the same level as the preceding statutory benefit. The employee may submit an application for a PAWW benefit one month before their statutory benefit ends.
- This scheme is set out in a PAWW 'collective CLA', to which the exhibition sector's CLA parties are affiliated. It is administered by the PAWW Foundation.
- More information is available at www.spaww.nl.

## 8.5 Pension

8.5.1 The scheme

- Employees aged 18 or over must participate in the Oak Pensioenfonds Sectoral Pension Fund ('the pension fund').
- The scheme provides entitlement to a retirement pension and a survivor's pension.
- The pension fund's board determines the pension accrual annually. The employer and employee each pay half of the required contribution.

8.5.2 Retirement pension

- The standard retirement age is 68, though the pension fund's board may set another age.
- The employee may retire early; the start date and benefit level depend on the number of years that the employee has participated in the pension fund.
- The employee may make use of the part-time pension scheme. The employer may refuse only if compelling business interests prevent it.

8.5.3 Information about the pension scheme

- See www.oakpensioenfonds.nl.

# 9. About this CLA


9.1 Characteristics of this CLA
9.2 Definitions and terms
9.3 Who does this CLA apply to?
9.4 Hiring temporary agency workers
9.5 Self-employed person
9.6 Working abroad
9.7 Complying with and deviating from this CLA
9.8 Sectoral bodies
9.9 Working arrangements between CLA parties


## 9.1 Characteristics of this CLA

9.1.1 CLA parties

- This CLA is a collective labour agreement between the employer's organisation
  - CLC-VECTA Centre for Live Communication ('CLC-VECTA')

  and the employees' organisations
  - FNV (Building & Housing Sector) and
  - CNV.

9.1.2 Term

- This CLA applies for the period from 1 January 2026 to 30 June 2027 and replaces all previous CLAs.

9.1.3 Terminology and principles

- Employer/employee: This CLA uses gender-neutral language (the singular 'they'), referring to both men and women unless stated otherwise.
- Monetary amounts: All amounts in this CLA are gross amounts unless it is expressly stated that the amount is a net amount.
- Full-time and part-time: This CLA is a based on an employee whose normal working week is 38 hours (full-time). If the employee works fewer hours per week under their employment contract (part-time), the CLA provisions, where expressly stated, apply in proportion to the length of their working week.
- Schedules: The schedules form part of this CLA.

9.1.4 Renegotiating the CLA

- The CLA can be renegotiated in the following cases:
  - if a CLA provision is not declared generally binding and concerns a primary condition of employment;
  - in the event of changes in laws, regulations or court rulings that affect a primary condition of employment.
- In those cases, the parties to the CLA renegotiate the provisions relating to that matter.

9.1.5 Strikes and lock-outs

- FNV (Building & Housing Sector) and CNV will not call or support a strike against CLC-VECTA during the term of this CLA .
- CLC-VECTA will not impose or support a lock-out of members of FNV (Building & Housing Sector) and/or CNV during the term of this CLA.

## 9.2 Definitions and terms

- **BBL**: A work-based learning programme [*beroepsbegeleidende leerweg*] This is a pathway in secondary vocational education governed by the Adult and Vocational Education Act [*Wet educatie en beroepsonderwijs*; WEB], in which the participant has both an employment contract and a learning agreement.
- **Payment period**: The usual frequency in the company by which the employer pays the salary.
- **DDC**: Dutch Civil Code.
- **CLA**: 'The CLA' or 'this CLA' refers to the applicable Collective Labour Agreement for Exhibition Companies.
- **CLA parties** (Exhibition Companies): The employer's organisation CLC-VECTA Centre for Live Communication and the employees' organisations FNV (Building & Housing Sector) and CNV.
- **Compliance Committee**: Committee that promotes compliance with the CLA. See 9.8.3.
- **Part-time work**: A working week shorter than 38 hours on average under the individual employment contract.
- **Life partner**: The person with whom the employee:
  a. is married; or
  b. has a registered partnership; or
  c. has a notarised cohabitation contract that regulates property matters; and
  d. from whom they are not permanently separated;
  e. or – if a, b or c do not apply – the person with whom they have demonstrably run a joint household for five years or longer.

  For c and e, the employee and the life partner must not be blood relatives or relatives by marriage in the direct line.
- **Participation body:** The works council or – if there is none – the employee representative body within the meaning of the Works Councils Act [*Wet op de ondernemingsraden*];
- **Statutory minimum wage**: The wage as referred to in the Minimum Wage and Minimum Holiday Allowance Act [*Wet minimumloon en minimumvakantiebijslag*; WML].
- **Salary**: the gross hourly or periodic remuneration agreed between the employer and employee, plus structural allowances.
- **Social Fund**: Stichting Sociaal Fonds Tentoonstellingsbedrijven. See 9.8.1.
- **Temporary agency worker**: The employee as defined in Section 7:690 DDC.
- **Temporary employment agency**: The employer as defined in Section 7:690 DDC.
- **Standing Committee**: see 9.8.2.
- **Employer**: A company operating within the exhibition sector as described in 9.3.
- **Employee**: A person working for the employer under an employment contract governed by civil law, excluding temporary agency workers, trainees, holiday workers, management board members and employees who have reached state pension age.
- **WML**: Minimum Wage and Minimum Holiday Allowance Act.
- **Ill/illness**: Being unable to perform the agreed work due to a physical or mental condition.

## 9.3 Who does the CLA apply to?

9.3.1 Scope

- The provisions of this CLA apply to the employment contract between the employer and the employee in the exhibition sector.
- The core provisions* of this CLA also apply to foreign employees who work temporarily in the Netherlands.
- 'Exhibition sector' means companies or company departments that spend more than 50% of their total wage bill on employees involved in completing stand construction/exhibition projects.

- This CLA also applies to companies or company departments that spend at least 20% but no more than 50% of their wage bill on such employees involved in completing stand construction/exhibition projects, insofar as these companies or company departments do not fall under another CLA registered or declared generally binding by the Ministry of Social Affairs and Employment.
- This CLA also applies to companies:
  - whose actual activities support the companies referred to in the above paragraphs; and
  - which belong to the same group of companies within the meaning of tax legislation, pension legislation or the Works Councils Act.

** Articles 1.2 (except 1.2.2), 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 4.1, 4.2 (except 4.2.5 and 4.2.8), 4.3 (except 4.3.2, 4.3.3, 4.3.8 and 4.3.12), 9.1.3, 9.2, 9.3, 9.4 and 9.7.*

9.3.2 Who does the CLA not apply to?

- The temporary employment agency does not fall under this CLA if it meets all the following conditions:
  - the temporary employment agency's entire business consists of supplying workers within the meaning of Section 7:690 DCC;
  - the temporary employment agency assigns at least 25% of its workers outside the scope of this CLA;
  - the temporary employment agency works, for 15% or more of its total annual wage bill subject to social insurance contributions, with employees assigned to third parties under temporary agency contracts with a temporary employment clause as referred to in Section 7:691(2) DCC; the temporary employment agency meets this criterion if and insofar as this has been established by the Dutch Customs and Tax Administration;
  - the ABU or NBBU CLA for Temporary Agency Workers applies directly to the temporary employment agency;
  - the temporary employment agency is not part of a group that is directly or by generally binding declaration subject to the CLA for Exhibition Companies, and
  - the temporary employment agency is not a jointly agreed employment pool.
- This CLA does not apply to an employer that applies the provisions declared generally binding of the CLA for the Technical Installation Sector.

## 9.4 Hiring temporary agency workers

9.4.1 Hiring

- Temporary agency workers may only be hired for peak workloads, sickness cover and temporary replacement, for example due to vacancies.

9.4.2 Compliance with CLA provisions

- The employer hiring the temporary agency worker (the hirer) must ensure that the temporary work agency complies with the following provisions of this CLA: 1.2, 2.1 (except 2.1.4), 2.2, 2.4 to 2.7, 3.1, 3.2, 3.3, 4.1, 4.2, 4.3, 5.1 and 5.2.
- The hirer gives both the temporary agency worker and the temporary employment agency a 'hirer's statement' specifying all employment conditions the worker is entitled to, including job classification.
- If the hirer uses a temporary employment agency bound by the ABU or NBBU CLA (directly or by generally binding declaration), and that CLA provides for the application of one or more of the above provisions, the hirer is deemed to have fulfilled its obligations for those provisions.

9.4.3 Skilled worker

- A skilled worker is a temporary agency worker who has performed work within the meaning of this CLA for at least twelve months within a two-year period.

9.4.4 Foreign temporary agency worker

- In addition to 9.4.1 and 9.4.2, the hirer who engages a foreign temporary agency worker must ensure that:
  - Dutch laws and regulations on minimum employment conditions and the notification and documentation obligations are applied to this temporary agency worker;
  - the temporary agency worker knows and applies the relevant requirements on working conditions, health and safety.

## 9.5 Self-employed person

9.5.1 Laws and regulations

- If the company hires a self-employed person, it must comply with the applicable laws and regulations.

9.5.2 Foreign self-employed person

- If the company hires a foreign self-employed person to carry out work in the Netherlands, the employer must also:
  - comply with Dutch laws and regulations on notification and documentation obligations;
  - ensure that the self-employed person knows and applies the relevant requirements on working conditions, health and safety.

## 9.6 Working abroad

9.6.1 Employer's obligations

- If the employee works abroad on the employer's instructions, the employer must follow these rules:
  - the host country's laws and regulations on minimum employment conditions and notification and documentation obligations apply; the CLA serves as a minimum in this regard.
  - the employer must ensure that the employee's working conditions at least meet the standards of Dutch laws and regulations in this area.

9.6.2 Other CLA rules on working abroad

- Also see 2.3.2 (Time off in lieu), 4.3.7 (Travel time) and 4.3.9 (Working far from home).

## 9.7 Complying with and deviating from the CLA

9.7.1 Applying and deviating

- The employer must apply at least the provisions of this CLA.
- The employer may deviate from the CLA insofar as:
  - this is favourable to the employee; or
  - a specific CLA provision expressly allows deviation; in such cases, this may only be done in consultation with the participation body or – if none exists – the employees; or
  - the Standing Committee has granted the employer dispensation from one or more provisions of this CLA; this happens on the employer's request only. See Schedule 10.6, Article 7.

9.7.2 Demonstrating compliance

- The employer must at all times demonstrate to the Compliance Committee that it faithfully complies with this CLA.
- This includes keeping proper salary and working-time records and providing the employee with a payslip for each salary payment.

## 9.8 Sectoral bodies

9.8.1 Social Fund

- In addition to this CLA, the CLA parties have concluded a CLA for the Social Fund for Exhibition Companies.
- The articles of the Social Fund are available at www.sociaalfondsttb.nl. These allow any interested party to verify that the fund's budget is being used properly. The financing regulations show which activities the Social Fund subsidises and how to apply.
- The employer must pay an annual contribution to the Social Fund. This is a percentage of its previous year's wage bill for social insurance purposes, up to the maximum daily wage assessable for unemployment benefits. The contribution rate is 0.40%. CLA parties may raise this contribution for the Social Fund early if necessary.

9.8.2 Standing Committee

- The Standing Committee is established by the CLA parties. Its main tasks are:
  - resolving differences of interpretation regarding the CLA between an employer and an employee or participation body;
  - assessing appeals lodged against a job classification;
  - deciding on requests for dispensation from the CLA or its specific provisions.
- The Standing Committee consists of representatives of CLC-VECTA, FNV (Building & Housing Sector) and CNV. CLC-VECTA runs the secretariat.
- The Standing Committee's regulations are set out in 10.6.

9.8.3 Compliance Committee

- The Compliance Committee is established by the CLA parties.
- Its main task is monitoring compliance with the CLA, to promote fair competition (no competition on employment conditions).
- The Compliance Committee's regulations are set out in 10.7. The instructions issued by the committee for applying CLA provisions also form part of this CLA.

## 9.9 Working arrangements between CLA parties

- The social partners wish to amend the time-off-in-lieu scheme.

- The social partners will examine the possibility of an Early Retirement Scheme.

- The social partners will examine the desirability of introducing a working-from-home allowance.

- The social partners wish to improve the regulations of the Standing Committee and the Compliance Committee.

# 10. Schedules

10.1 Reference jobs
10.2 Working Hours Act: working and rest periods
10.3 Personal Development Plan: template
10.4 Personnel appraisal: template
10.5 Employee representative body: model regulations
10.6 Standing Committee Regulations
10.7 Compliance Committee Regulations

# 10.1 Reference jobs

## General

Reference jobs

A reference job is an example of a role as it may occur in practice, stripped of company-specific characteristics. A reference job serves as a marker for drafting and/or classifying company roles. The description of the reference job outlines the context, the position within the company, the key results/contributions, the added value of the role including result indicators, the demanding working conditions, and the required knowledge and experience.

LDC

The abbreviation for Level-Distinguishing Characteristics. An LDC matrix shows the differences between roles in a series that lead to another level/job group. The level differences are made clear on the basis of specific characteristics and summarise the differences between the underlying reference job descriptions.

## Terms used in the reference job descriptions

Context

Explanation to provide an understanding of the situation in which the reference job operates. This includes a description of the company and/or department/subdepartment, specific frameworks (such as legislation and regulations, policies from another discipline), contacts/cooperation (internal/external), the role's contribution, scope, complicating or simplifying factors (tools), specification of responsibility, etc.

Line manager

This states whether the reference job has a technical or a non-technical line manager.

- Technical line manager: the jobholder can rely on the manager for non-routine substantive questions. This limits the jobholder's independence and required expertise.
- Non-technical line manager: the jobholder cannot, or only to a limited extent, rely on the manager for substantive matters. This places demands on the jobholder's independence and expertise.

Added value

A logical grouping of results to be achieved, often based on the workflow within a role (i.e. the sequence of tasks such as preparing, carrying out and administering). It concerns a defined part of a role for which a specific result (added value) can/must be set and achieved.

Result indicator

Indicates which aspects are important in achieving a particular result. These are also the criteria used to substantiate an assessment of performance in that result area. Concrete targets can be formulated on the basis of result indicators.

Demanding conditions

Conditions in roles that are physically or psychologically demanding, or present certain hazards for the jobholder. Demanding conditions are included only if they are a substantial factor when performing the role.

## Overview of reference jobs and corresponding LDCs

C.01 Commercial Assistant II - Job profile
C.01 Commercial Assistant II - Job requirements and competency profile
C.01 Commercial Assistant - Level-Distinguishing Characteristics
C.02 Account Manager II - Job profile
C.02 Account Manager II - Job requirements and competency profile
C.02 Account Manager - Level-Distinguishing Characteristics
P.01 Cleaner - Job profile
P.01 Cleaner - Job requirements and competency profile
P.02 Production/Logistics Worker (Stand Builder) II - Job profile
P.02 Production/Logistics Worker (Stand Builder) II - Job requirements and competency profile
P.02 Production/Logistics Worker (Stand Builder) -Level-Distinguishing Characteristics
P.03 Skilled Worker (Stand Builder) II - Job profile
P.03 Skilled Worker (Stand Builder) II - Job requirements and competency profile
P.03 Skilled Worker (Stand Builder) - Level-Distinguishing Characteristics
P.04 Foreman I - Job profile
P.04 Foreman I - Job requirements and competency profile
P.04 Foreman - Level-Distinguishing Characteristics
P.05 Project Leader I - Job profile
P.05 Project Leader I - Functie-eisen en competenties
P.05 Project Leader - Level-Distinguishing Characteristics
P.06 Project Manager I - Job profile
P.06 Project Manager I - Functie-eisen en competenties
06 Project Manager - Level-Distinguishing Characteristics
PL.01 Warehouse Employee II - Job profile
PL.01 Warehouse Employee II - Job requirements and competency profile
PL.01 Warehouse Employee - Level-Distinguishing Characteristics
PL.02 Planner/Work Preparer II - Job profile
PL.02 Planner/Work Preparer II - Job requirements and competency profile
PL.02 Planner/Work Preparer - Level-Distinguishing Characteristics
S.01 HR Officer - Job profile
S.01 HR Officer - Job requirements and competency profile
S.02 Financial Assistant II - Job profile
S.02 Financial Assistant II - Job requirements and competency profile
S.02 Financial Assistant - Level-Distinguishing Characteristics
S.03 ICT Assistant - Job profile
S.03 ICT Assistant - Job requirements and competency profile
S.04 Office Manager I - Job profile
S.04 Office Manager I - Job requirements and competency profile
S.04 Office Manager - Level-Distinguishing Characteristics
S.05 Buyer - Job profile
S.05 Buyer - Job requirements and competency profile
S.06 Business Unit Manager - Job profile
S.06 Business Unit Manager - Job requirements and competency profile
S.07 Team Leader II - Job profile
S.07 Team Leader II - Job requirements and competency profile
S.07 Team Leader - Level-Distinguishing Characteristics
V.01 Graphic Assistant I - Job profile
V.01 Graphic Assistant I - Job requirements and competency profile
V.01 Graphic Assistant - Level-Distinguishing Characteristics
V.02 Designer I - Job profile
V.02 Designer I - Job requirements and competency profile
V.02 Designer - Level-Distinguishing Characteristics

# C.01 Commercial Assistant II – Job profile

Job family: Commerce

| COMMERCIAL ASSISTANT II | |
|---|---|
| **Context**<br>The Commercial Assistant II works in stand design, stand construction, interior construction, rental and national/international event organisations and their suppliers. The Commercial Assistant II provides commercial and administrative support to those responsible for commercial activities in the organisation, enabling them to achieve commercial objectives.<br><br>There are three levels of commercial assistant. The differences between Commercial Assistant I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br><br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Administrative and other support for account management**<br>Appointments, plans and/or ideas with existing or potential customers made by the account manager/commercial director are drafted as quotations, sent after approval and recorded in the designated systems. | - accuracy, completeness and current status of the CRM system;<br>- quality of the support provided;<br>- stakeholder satisfaction;<br>- accuracy and completeness of files, records and contracts. |
| **2. Order processing**<br>Incoming orders/accepted quotations are independently attended to, initiated internally and processed, so that the customer receives the requested order/confirmed cooperation as quickly as possible. | - accuracy and completeness of data entry;<br>- customer satisfaction. |
| **3. Acquisition**<br>Existing and potential customers are proactively informed of the portfolio, campaigns, offers, etc., to promote achievement of commercial objectives. | - in accordance with assignment and instruction;<br>- achieved conversion/sales. |
| **4. Customer management**<br>Customer relationships are maintained from the back office by contacting customers periodically and discussing the current status (including complaint handling). Particulars are communicated to the account manager/commercial director for follow-up. | - contact frequency in accordance with agreements;<br>- insight into customers' current status;<br>- degree of sales promotion;<br>- timely and accurate signalling to the account manager;<br>- customer satisfaction. |
| **DEMANDING WORKING CONDITIONS** | |
| Not applicable | |
| **SALARY GROUP 6** | |

# C.01 Commercial Assistant II – Job requirements and competency profile

Job family: Commerce

| COMMERCIAL ASSISTANT II |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level or equivalent ability (preferably in a commercial discipline);<br>- knowledge of the exhibition sector;<br>- experience with and knowledge of automated systems (MS Office, ERP etc.);<br>- knowledge of occupational health and safety instructions and regulations;<br>- knowledge of privacy laws and regulations;<br>- knowledge of Dutch and English, spoken and written. |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Accuracy**<br>Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work.<br>- works accurately when completing tasks;<br>- notices things that others overlook;<br>- has an eye for detail and guards against errors in their own work. |
| **Reliability**<br>Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible.<br>- commits to the agreed goals, accounts for these and is accountable for them;<br>- knows what needs to be done and how it must be done;<br>- acts in accordance with assignments and instructions. |
| **Customer focus**<br>Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation.<br>- puts the customer's interest first while also remaining efficient and goal-oriented;<br>- probes for the customer's wishes and needs;<br>- checks whether expectations, wishes or needs have been met, opens the possibility for correction or asks for suggestions for improvement. |
| **Result orientation**<br>Directing actions and decisions towards the actual achievement of the intended results.<br>- makes an effective plan and adheres to it;<br>- identifies opportunities to achieve the set goal and acts on them proactively;<br>- translates goals into concrete, measurable or visible results. |
| **Cooperation**<br>Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose.<br>- shares information and experiences with others and promotes mutual communication;<br>- actively asks the internal customer for feedback and exchanges experiences;<br>- is a connecting force and central coordinating point who monitors joint actions. |

*This document (job requirements and competency profile) does not affect the job level.*

## C.01 Commercial Assistant – Level-Distinguishing Characteristics

Job family: Commerce

| REFERENCE | - | COMMERCIAL ASSISTANT I | COMMERCIAL ASSISTANT II | COMMERCIAL ASSISTANT III | + |
|---|---|---|---|---|---|
| **Focus** | No reference job available | - carrying out supporting administrative and other tasks from the back office (visitor appointments, drafting minutes, etc.);<br>- drafting quotations;<br>- recording agreed orders (incoming by telephone, fax, email etc.) in terms of price, delivery time and delivery conditions. | - drafting and recording quotations from the back office;<br>- handling order intake (requesting/specifying customer requests) and monitoring/follow-up of orders. | - in addition to II:<br>. drafting quotations outside the standard templates;<br>. checking and improving existing support templates/processes. | See the reference job and the LDC schedule for account manager. |
| **Complexity** | | - quotations are drafted using an existing template and defined parameters;<br>- orders have already been agreed. | - quotations are drafted based on the outline of the agreements, plans and/or ideas of the account manager/commercial director;<br>- order intake is handled independently. | - in addition to II:<br>· quotations are also drafted based on own judgement and substantive knowledge;<br>· acting as point of contact and coordinator for the order (between customers, field staff and the internal organisation);<br>· monitoring debtor position/credit terms. | |
| **Customer contact** | | – giving general information about the organisation, products and services;<br>– answering customer questions (reactive/inbound) and promoting upselling activities. | - in addition to I:<br>· promoting and stimulating sales by proactively informing customers about the portfolio, campaigns, offers etc.;<br>· handling complaints and monitoring follow-up. | - in addition to II: independently maintaining customer contacts with existing relationships. | |
| **Administration and recording** | | - recording customer information and data. | - in addition to I: timely identification and reporting of particularities regarding existing relationships. | - in addition to II: advising on opportunities/possibilities arising from one's own field and developing improvement proposals. | |
| **SALARY GROUP** | | 5 | 6 | 7 | |
| **Indicative professional and intellectual ability level*** | | - senior secondary vocational education | - senior secondary vocational education | - senior secondary vocational education/higher professional education | |

** part of the competency profile; does not affect the job level*

# C.02 Account Manager II – Job profile

Job family: Commerce

| ACCOUNT MANAGER II | |
|---|---|
| **Context**<br>The Account Manager II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Account Manager II focuses primarily on analysing, establishing new and maintaining existing customer relationships. They agree tailored contracts on cooperation, delivery and service levels, and coordinate the internal quotation process to achieve the organisation's commercial objectives.<br><br>There are three levels of account manager. The differences between Account Manager I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Account plan**<br>Based on insight into market/customer needs and into the planning of trade fairs and events, an account plan has been developed with concrete commercial goals, as well as an estimate of the associated activities, revenues and costs. | - substantiated detail at the level of individual customers up to market level;<br>- aligned with the objective of availability of resources (people, materials etc.);<br>- support/acceptance of the account plan;<br>- timely and accurate registration in the CRM system. |
| **2. Account/market approach**<br>Existing and potential accounts: the market has been analysed, approached and advised proactively, resulting in specific quotation processes and increased name recognition in the market. | - active approach to existing and potential accounts;<br>- number of requests for quotations from existing and new accounts;<br>- name recognition/reputation. |
| **3. Quotation processes**<br>In cooperation with the customer, existing and potential cooperation has been coordinated. Insight has been provided into possible designs/services, and the agreements (in cooperation with the back-office employee) have been recorded in a quotation with clear agreements on delivery of the tailored design and services. | - correct tailored solutions/cost prices;<br>- timely and accurate follow-up of commitments;<br>- achieved sales. |
| **4. Relationship management**<br>Relationship management with existing and potential customers has been shaped effectively to consolidate the relationship and retain customers, thereby safeguarding the customer relationship (at least at two levels) in the short and long term. | - more stable customer relationship with fixed customer contacts at several levels in the customer's organisation;<br>- effective response to and handling of actual and imminent issues;<br>- degree to which the customer is willing to accept advice;<br>- customer satisfaction. |
| **5. Market information**<br>Relevant market information (developments, particulars) has been identified and shared internally as input for adjusting the market approach, product composition, commercial activities, etc. | - usefulness and relevance of market information;<br>- timely sharing of market knowledge;<br>- basis for adjustment and substantiation of policy. |
| **DEMANDING WORKING CONDITIONS** | |
| - risk of injury due to traffic accidents as a result of being in traffic. | |
| **SALARY GROUP 9** | |

# C.02 Account Manager II – Job requirements and competency profile

Job family: Commerce

| ACCOUNT MANAGER II |
|---|
| **Knowledge and experience**<br>- higher professional education level or equivalent ability (preferably in a commercial discipline);<br>- experience in a commercial role in the exhibitions sector;<br>- knowledge of privacy laws and regulations;<br>- knowledge of occupational health and safety instructions and regulations;<br>- knowledge of Dutch and English, spoken and written. |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Customer focus**<br>Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation.<br>- comes up with proposals that respond to the customer's wishes and needs and delivers tailored solutions;<br>- is able to think with the customer about their expressed and latent wishes and needs and anticipate them;<br>- makes clear agreements with the customer about the services and performance to be delivered and then adheres to those agreements. |
| **Networking**<br>Establishing and maintaining contacts with others smoothly and effectively in support of the work. Moving easily in various types of groups.<br>- attends events where they see opportunities to network;<br>- initiates meetings with contacts who may be useful in achieving objectives;<br>- knows the key players/parties who have influence in the field/policy area. |
| **Entrepreneurship**<br>Identifying business opportunities, influencing these proactively, and being willing to take responsible risks.<br>- knows developments in the market and the strengths and weaknesses of competitors;<br>- determines which direction to pursue independently, based on their own insight and imagination;<br>- combines vision with a strong drive for action. |
| **Powers of persuasion**<br>Presenting ideas, positions and plans convincingly enough that others, even after initial hesitation, agree with them.<br>- enthuses others about their views (cooperation/design) to the extent that they adopt and advocate those views;<br>- knows how to convince others of their arguments;<br>- can convey their insights to colleagues from other disciplines. |
| **Result orientation**<br>Directing actions and decisions towards the actual achievement of the intended results.<br>- identifies opportunities to achieve the set goal and acts on them proactively;<br>- arrives at a proposal or idea for a solution based on the information and data collected;<br>- makes a visible effort to achieve the commercial objectives set. |

*This document (job requirements and competency profile) does not affect the job level.*

## C.02 Account Manager - Level-Distinguishing Characteristics

Job family: Commerce

| REFERENCE | - | ACCOUNT MANAGER I | ACCOUNT MANAGER II | ACCOUNT MANAGER III | + |
|---|---|---|---|---|---|
| **Focus** | See the reference job and LDC schedule for commercial assistant | - focus on maintaining direct customer contact, based on customer assignments from an existing customer portfolio. | - focus on achieving commercial objectives within own customer portfolio and new leads. | - focus on achieving commercial objectives within own large customer portfolio and existing and potential key accounts. | No reference job available |
| **Customer focus** | | - focused on the existing customer portfolio with emphasis on consolidating the customer relationship;<br>- focus on upselling (more extensive), cross-selling (additional/different), deep-selling (more);<br>- maintaining/consolidating the customer relationship at least at one level;<br>- identifying actual and potential leads in practice and drawing colleagues' attention to them. | - in addition to I: focus on generating leads based on competitor analysis, market exploration and brand/organisation profiling for name recognition;<br>- maintaining/consolidating the customer relationship at least at two levels;<br>- regarded by customers as an expert in knowledge and experience. | in addition to II:<br>- existing and potential key-accounts;<br>- maintaining/consolidating the customer relationship also at executive level and with stakeholders in the chain. | |
| **Project potential** | | - relatively limited in nature, size and price. | - regular in nature, size and price. | - also substantial in nature, size and price. | |
| **Portfolio** | | - focused on existing product portfolio, with tailoring variables such as price, delivery conditions, quantities, types. | - in addition to I: tailoring that requires design/engineering activities based on known solution directions. | - in addition to II: tailoring that also requires design/engineering activities based on new insights/product innovations. | |
| **Negotiation scope** | | - limited scope based on price lists, tiers, product portfolio and delivery conditions;<br>- substantial deviations in consultation with line manager. | - as a result of tailoring and cost prices/calculations, the jobholder has relatively wide freedom regarding margins. | - as a result of tailored work, especially when innovative, there is relatively great uncertainty requiring thorough analysis and substantiation regarding pricing and margin. | |
| **Market information** | | - timely identification and reporting of particulars. | - recognising and leveraging opportunities, including based on own analysis. | - in addition to II: translating market information into commercial and other policy (positioning, profiling, pricing, portfolio etc.). | |
| **SALARY GROUP** | | **8** | **9** | **10** | |
| **Indicative professional and intellectual ability level*** | | - higher professional education | - higher professional education | - higher professional education/university education | |

** part of the competency profile; does not affect the job level*

# P.01 Cleaner – Job Profile

Job family: Production

| CLEANER | |
|---|---|
| **Context**<br>The cleaner works in stand design, stand construction, interior construction, rental and event organisations and their suppliers, where the general cleaning activities and the cleaning of equipment, modular elements and systems from the primary process are not outsourced to third parties.<br>The cleaner performs cleaning work in the office building (general areas, workspaces, canteens, sanitary facilities, etc.) and in the production area(s). In addition, the cleaner performs cleaning activities on materials, modular elements and/or systems returned from live events to be stored for reuse. Work is performed together with direct colleagues under the direction of a working line manager. Within these parameters, employees perform the cleaning activities and are responsible for achieving the required standards for quality and time. Regular cleaning agents and materials/equipment are used (cloths, mops, vacuum cleaner, etc.). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Cleaning of building/rooms**<br>General areas, workspaces, canteens/kitchens and sanitary facilities are cleaned in accordance with recurring standard work methods, using regular cleaning agents and materials/equipment. | - compliance with time and quality standards;<br>- application of correct working methods;<br>- internal customer satisfaction. |
| **2. Cleaning of equipment**<br>Materials, elements and/or systems returned for storage/reuse are cleaned in accordance with recurring standard work methods, using regular cleaning agents and materials/equipment, with irreparable damage/defects being reported to the warehouse supervisor. | - compliance with time and quality standards;<br>- application of correct working methods;<br>- timely reporting of damage/defects. |
| **3. Cleaning products**<br>Materials, agents and equipment used in cleaning are used correctly, and requests for restocking and reports of defects are passed on to the line manager. | - correct use of materials and equipment;<br>- timely reporting of restocking needs;<br>- timely escalation/reporting to the line manager. |
| **DEMANDING WORKING CONDITIONS** | |
| - physical exertion when performing cleaning tasks, handling tools, disposing of waste, etc.;<br>- walking and standing, sometimes working bent/stooped or reaching, involving unilateral muscle strain during certain cleaning movements;<br>- unpleasant tasks when cleaning sanitary facilities. | |
| **SALARY GROUP 1** | |

# P.01 Cleaner – Job requirements and competency profile

Job family: Production

| CLEANER |
|---|
| **Knowledge and experience**<br>- prevocational education at secondary level or equivalent ability;<br>- knowledge of and experience with the applied work methods;<br>- knowledge of applicable (organisation-specific) hygiene and other protocols;<br>- knowledge of occupational health and safety instructions and regulations. |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Accuracy**<br>Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work.<br>- notices things that others overlook;<br>- uses a checklist to support the performance of work;<br>- works in accordance with agreed procedures. |
| **Reliability**<br>Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible.<br>- acts in accordance with assignments and instructions.<br>- knows what needs to be done and how it must be done;<br>- handles tools and materials with care. |
| **Planning and organising**<br>Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals.<br>- distributes the workload effectively over time, considering internal and external customer priorities;<br>- plans and organises work so that agreed arrangements are met;<br>- arranges what is needed to perform own work as well as possible. |
| **Monitoring progress**<br>Effectively checking the progress of own work and that of others, within the available time and resources.<br>- monitors the work to be carried out and work procedures in accordance with planning;<br>- checks own work;<br>- reports deviations promptly. |

*This document (job requirements and competency profile) does not affect the job level.*

# P.02 Production/Logistics Worker (Stand Builder) II – Job Profile

Job family: Production

| PRODUCTION/LOGISTICS WORKER (STAND BUILDER) II | |
|---|---|
| **Context**<br>The production/logistics worker (stand builder) II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers, and works mainly on projects in the field. The jobholder works as part of a project team in execution and focuses on carrying out technical assembly activities for stand construction and/or independently moving and placing components (e.g., furniture, upholstery).<br><br>There are two levels of production/logistics worker (stand builder). The differences between Production/Logistics Worker (Stand Builder) I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Preparing work**<br>Collection, loading and unloading activities are carried out in accordance with assignment/instruction, with or without a forklift, within the set safety and other requirements. | - in accordance with assignment and instruction;<br>- in accordance with safety criteria;<br>- in accordance with speed requirements. |
| **2a.Stand construction**<br>Routine (including technical) stand construction work is carried out and checked in accordance with the assignment/instruction, with small imperfections resolved independently and larger issues reported to the line manager (foreman or project leader). | - in accordance with assignment and instruction;<br>- in accordance with safety criteria;<br>- in accordance with speed requirements;<br>- execution quality |
| **2b Movement and placement**<br>Components (including furniture, upholstery) are moved and placed within the specified locations and in accordance with agreed conditions. | - in accordance with assignment and instruction;<br>- in accordance with safety criteria;<br>- in accordance with speed requirements;<br>- execution quality |
| **3. Dismantling**<br>Materials and equipment used for the stand are collected in accordance with assignment/instruction, checked for user damage and prepared for transport within the set safety and other requirements. | - in accordance with assignment and instruction;<br>- in accordance with safety criteria;<br>- in accordance with speed requirements. |
| **DEMANDING WORKING CONDITIONS** | |
| - physical exertion when moving or stacking components and modular elements;<br>- working under time pressure and to tight deadlines;<br>- risk of injury due to traffic accidents as a result of being in traffic. | |
| **SALARY GROUP 3** | |

# P.02 Production/Logistics Worker (Stand Builder) II – Job Requirements and Competency Profile

Job family: Production

| PRODUCTION/LOGISTICS WORKER (STAND BUILDER) II |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level or equivalent ability;<br>- knowledge of and experience with the applied work methods;<br>- knowledge of occupational health and safety instructions and regulations; |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Adaptability**<br>Easily adjusting to changing circumstances (environment, methods or people).<br>- is open to other ways of working when there are signs these may increase efficiency;<br>- maintains the required work tempo even if there has been a change;<br>- switches easily between activities. |
| **Reliability**<br>Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible.<br>- acts in accordance with assignments and instructions.<br>- knows what needs to be done and how it must be done;<br>- handles tools and materials with care. |
| **Cooperation**<br>Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose.<br>- shares information and experience with others;<br>- adapts to the group when a joint result is required;<br>- acts collegially and cooperatively. |
| **Stress tolerance**<br>Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work.<br>- remains calm and effective during setbacks and acts in the interest of the work;<br>- continues working in a structured way when several people require service at the same time;<br>- keeps a cool head in stressful situations and is able to reflect and put matters into perspective. |

*This document (job requirements and competency profile) does not affect the job level.*

## P.02 Production/Logistics Worker (Stand Builder) – Level-Distinguishing Characteristics

Job family: Production

| REFERENCE | - | PRODUCTION/LOGISTICS WORKER (STAND BUILDER) I | PRODUCTION/LOGISTICS WORKER (STAND BUILDER) II | + |
|---|---|---|---|---|
| **Focus** | No reference job available | - focus of the role lies in carrying out simple, routine, often preparatory stand-building tasks (e.g. loading/unloading, movement of parts/materials), possibly using a forklift. | - in addition:<br>. focus of the role lies in carrying out routine (including technical) stand-building tasks. | See reference job and LDC schedule for skilled worker |
| **Independence** | | - work activities based on instructions from the line manager (foreman or project leader). | - in addition:<br>. work activities and checks based on assignment/instructions;<br>. minor irregularities are resolved independently. | |
| **Risk of disruption** | | - to safeguard progress and timely delivery of stand and/or interior construction, requirements apply to:<br>. accuracy in the performance of the work;<br>. handling time pressure;<br>. anticipating changing circumstances. | - in addition: product knowledge (placement and assembly of stand construction). | |
| **SALARY GROUP** | | 2 | 3 | |
| **Indicative professional and intellectual ability level*** | | - prevocational secondary education | - senior secondary vocational education | |

* part of the competency profile; does not affect the job level.

# P.03 Skilled Worker (Stand Builder) II – Job Profile

Job family: Production

| SKILLED WORKER (STAND BUILDER) II | |
|---|---|
| **Context**<br>The Skilled Worker (Stand Builder) II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Skilled Worker (Stand Builder) II works both in the workshop and on field-service projects. Based on a basic design/customer specifications, the Skilled Worker (Stand Builder) II produces detailed design work and carries out technical tasks for stand and/or interior construction, from a technical specialism (e.g. carpentry, painting, electrical, milling and/or upholstery work).<br><br>There are two levels of skilled worker (stand builder). The differences between Skilled Worker (Stand Builder) I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Preparing work**<br>Based on the information obtained (basic design, customer specifications), additional required information is gathered, measurements carried out, drawings prepared and necessary materials recorded. | - in accordance with basic design/customer specifications;<br>- in accordance with safety criteria;<br>- timely and complete reporting of irregularities;<br>- independence and quality of solutions for material/dimensional issues. |
| **2. Technical execution**<br>All-round/generic technical repair and manufacturing work required for stand construction (e.g. specialisms such as carpentry constructions, welding, machining techniques, installation, setting/adjusting electronics or programmable automated production equipment) is carried out independently, based on technical knowledge, own judgement and broad guidelines, checked and reported ready to the foreman or project leader. | - in accordance with basic design/customer specifications;<br>- in accordance with safety criteria;<br>- in accordance with planning/speed requirements;<br>- execution quality |
| **3. Work environment**<br>Auxiliary constructions/protective materials used for the stand and/or interior construction are removed, and waste and residual materials are cleared so the work environment is ready for further stand and/or interior-construction activities. | - in accordance with safety criteria;<br>- in accordance with speed requirements. |
| **DEMANDING WORKING CONDITIONS** | |
| - physical exertion when carrying out specialist technical activities;<br>- physical exertion when moving or stacking components and modular elements;<br>- exposure to dirt, dust or paint fumes;<br>- risk of injury due to traffic accidents as a result of being in traffic. | |
| **SALARY GROUP 5** | |

# P.03 Skilled Worker (Stand Builder) II – Job requirements and competency profile

Job family: Production

| SKILLED WORKER (STAND BUILDER) II |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level or equivalent ability (technical discipline);<br>- knowledge of and experience with the applied work methods;<br>- knowledge of occupational health and safety instructions and regulations; |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Accuracy**<br>Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work.<br>- works accurately when completing tasks;<br>- has an eye for detail and guards against errors in their own work;<br>- works according to agreed procedures and is driven to deliver optimal quality. |
| **Reliability**<br>Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible.<br>- acts in accordance with assignments and instructions.<br>- knows what needs to be done and how it must be done;<br>- handles tools and materials with care. |
| **Quality orientation**<br>Setting high standards for the quality of own and others' work. Continuously striving for improvements.<br>- proposes improvements;<br>- continues to deliver consistent performance despite time pressure;<br>- identifies opportunities to enhance quality. |

*This document (job requirements and competency profile) does not affect the job level.*

## P.03 Skilled Worker (Stand Builder) – Level-Distinguishing Characteristics

Job family: Production

| REFERENCE | - | SKILLED WORKER (STAND BUILDER) I | SKILLED WORKER (STAND BUILDER) II | + |
|---|---|---|---|---|
| **Focus** | See the reference job and LDC schedule for production/logistics worker | - focus of the job lies in carrying out all-round/generic technical repair and manufacturing work. | - focus of the job lies in carrying out specialist technical work requiring thorough craft-based, equipment and material knowledge (e.g. carpentry constructions, welding, installation, setting/adjusting electronics, application of machining techniques). | See the reference job and the LDC schedule for foreman. |
| **Independence** | | - work activities based on clear assignments and work instructions (detailed drawings and materials/resources are provided). | - work activities based on technical knowledge/own judgement and broad guidelines. | |
| **Risk of disruption** | | - to safeguard progress and timely delivery of stand and/or interior construction, requirements apply to:<br>. technical and product knowledge;<br>. accuracy in the performance of technical/structural work;<br>. handling time pressure;<br>. anticipating changing circumstances. | - in addition to I:<br>. craft-based technical specialism;<br>*Or*<br>. knowledge of programmable (automated) machining equipment. | |
| **SALARY GROUP** | | 4 | 5 | |
| **Indicative professional and intellectual ability level*** | | - senior secondary vocational education | - senior secondary vocational education | |

** part of the competency profile; does not affect the job level*

# P.04 Foreman I – Job profile

Job family: Production

| FOREMAN I | |
|---|---|
| **Context**<br>The Foreman I works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Foreman I works mainly on projects in the field, supervises an entire project team or part of it and works hands-on in execution, focusing on performing technical and other assembly tasks for stand construction and/or the movement and placement of components (e.g. furniture, upholstery). The Foreman I is responsible for directing and jointly completing entire projects or parts of them on site, normally under the remote coordination of a project leader/project manager.<br><br>There are two levels of foreman. The differences between Foreman I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: functionally up to approx. 10 production/logistics workers/skilled workers (stand builders) | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Preparing work**<br>The required collection, loading, unloading and construction activities are prepared based on the staffing, materials and time planning. | - in accordance with the operational plan;<br>- in accordance with schedules. |
| **2a.Execution of stand and/or interior construction**<br>Stand building and/or interior construction tasks are effectively directed and jointly carried out so that agreements with, and expectations of, the customer are achieved, and disruptions are recognised in time and resolved in consultation with the project leader/project manager. | - in accordance with safety criteria, deliverables, schedule;<br>- nature/extent of disruptions;<br>- timely escalation to the project leader/project manager. |
| **2b Movement and placement**<br>The movement and placement of components (including furniture, upholstery) are effectively directed and jointly carried out so that agreements with, and expectations of, the customer are achieved, and disruptions are recognised in time and resolved in consultation with the project leader/project manager. | - in accordance with safety criteria, deliverables, schedule;<br>- nature/extent of disruptions;<br>- timely escalation to the project leader/project manager. |
| **3. Functional management**<br>Internal and external staff working in the execution phase are effectively directed and guided in changing circumstances, and also motivated and addressed on performance, contribution, behaviour, compliance with safety rules, etc. | - performance/contribution in accordance with agreements;<br>- cooperation/working atmosphere during execution. |
| **DEMANDING WORKING CONDITIONS** | |
| - physical exertion when moving or stacking components and modular elements;<br>- risk of injury due to traffic accidents as a result of being in traffic. | |
| **SALARY GROUP 5** | |

# P.04 Foreman I – Job requirements and competency profile

Job family: Production

| FOREMAN I |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level or equivalent ability;<br>- knowledge of and experience with the applied work methods;<br>- knowledge of occupational health and safety instructions and regulations; |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Decisiveness**<br>Taking decisions and adopting positions at the right moment and committing to them by expressing them and/or acting accordingly, even when matters are uncertain or involve risks.<br>- takes decisions even when not all desired information is available and knows when information is sufficient to take a responsible decision;<br>- takes actions to implement the decision taken;<br>- thinks quickly and recognises cause and effect of decisions. |
| **Customer focus**<br>Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation.<br>- puts the customer's interest first while also remaining efficient and goal-oriented;<br>- comes up with proposals that respond to the customer's wishes and needs and delivers tailored solutions;<br>- checks whether expectations, wishes or needs have been met, opens the possibility for correction or asks for suggestions for improvement. |
| **Planning and organising**<br>Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals.<br>- plans and organises a large diversity of work with a high volume in such a way that current and urgent matters can be addressed promptly;<br>- creates the preconditions to function effectively and efficiently;<br>- sets clear objectives for tasks of others and states what is expected in terms of the result to be achieved. |
| **Cooperation**<br>Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose.<br>- shares information and experiences with others and promotes mutual communication;<br>- takes account of the consequences of decisions for others;<br>- responds actively and constructively to others' ideas. |
| **Stress tolerance**<br>Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work.<br>- enables others to intervene quickly and effectively in case of emergencies;<br>- remains calm and effective during setbacks and acts in the interest of the work;<br>- can manage deadlines and prioritises work so that they are met. |

*This document (job requirements and competency profile) does not affect the job level.*

## P.04 Foreman - Level-Distinguishing Characteristics

Job family: Production

| REFERENCE | - | FOREMAN I | FOREMAN II | + |
|---|---|---|---|---|
| **Focus** | See reference job and LDC schedule for skilled worker | - the role focuses on delivering one or more assignments (on site);<br>- the focus is on directing and monitoring, pitching in where needed. | - the role focuses on delivering several assignments at the same time, or one more complex assignment. | See the reference job and the LDC schedule for project leader. |
| **Nature of assignments/ projects** | | - assignments are specified and carried out on the basis of agreements with the customer (made by the line manager), frameworks (people, resources and planning) and procedures;<br>- assignments/projects/subprojects are relatively small and straightforward, allowing the jobholder to rely on earlier comparable assignments/projects. | - assignments are specified and carried out on the basis of agreements with the customer (made by the line manager or additionally by the jobholder), frameworks (people, resources and planning) and procedures;<br>- assignments/projects/subprojects are substantial in size and/or complex in terms of composition (cooperation with third parties, multidisciplinary), leadership, innovation. | |
| **Management** | | - functional direction of the work of up to approx. 10 employees; including distributing work, giving instructions, monitoring the quality and progress of execution and ensuring compliance with safety rules;<br>- identifying and correcting deviations or shortcomings. | - same as I, but functional direction of 10 or more employees. | |
| **Risk of disruption** | | - to safeguard progress and timely completion of stand- and/or interior construction, requirements apply to delivering within the schedule. | - in addition to I: anticipating the customer's wishes/changing wishes and/or unforeseen circumstances on site. | |
| **SALARY GROUP** | | **5** | **6** | |
| **Indicative professional and intellectual ability level*** | | - senior secondary vocational education | - senior secondary vocational education | |

** part of the competency profile; does not affect the job level*

# P.05 Project Leader I – Job profile

Job family: Production

| PROJECT LEADER I | |
|---|---|
| **Context**<br>The Project Leader I works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Project Leader I mainly works in the office (project preparation) and on projects in the field. The Project Leader I leads a project team to complete project activities and attend to the preconditions. Assignments/projects have already been acquired and customer specifications are broadly known. The Project Leader I is responsible for completing projects. The role focuses on completing projects/subprojects with relatively limited complexity in terms of size, multidisciplinarity, leadership and innovation. To achieve this, the Project Leader directs the team (possibly through a foreman) and anticipates and resolves existing or potential issues with stakeholders (authorities, customers, subcontractors etc.). These are projects of a type/size the organisation has previously developed and completed.<br>There are two levels of project leader. The differences between Project Leader I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: 20-30 project employees | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Project preparation**<br>The project plan is translated into a staffing, materials and time schedule for the operational project activities, and the preconditions (hiring, finance) have been arranged. | - up-to-date, accurate operational project plan;<br>- feasibility of the plan/schedules. |
| **2. Coordination with the customer**<br>On-site coordination has taken place with the customer (if required) in case of changing circumstances/customer wishes so that quality requirements and customer specifications are met. | - understanding of the customer's wishes;<br>- customer satisfaction. |
| **3. Project delivery**<br>Operational and preconditional project activities have been directed and adjusted effectively, so that project plans are completed and potential disruptions have been addressed and resolved in time. | - in accordance with customer agreements and project plan;<br>- timely, effective corrective action;<br>- customer satisfaction;<br>- financial and other project results. |
| **4. Management**<br>Internal and external employees are effectively directed and guided (possibly through a foreman), so that their contributions, development, engagement and motivation are optimally used. | - actual contributions and development of employees relative to agreements;<br>- employee motivation and engagement. |
| **5. Project reporting**<br>There is continuous insight into operational and financial progress and into the customer's perception of project progress and quality, enabling timely corrective action. | - completeness of project documentation;<br>- insight into costs incurred;<br>- basis for invoicing;<br>- timeliness and quality of progress reports. |
| **DEMANDING WORKING CONDITIONS** | |
| - risk of injury due to traffic accidents as a result of being in traffic. | |
| **SALARY GROUP 7** | |

# P.05 Project Leader I – Job requirements and competency profile

Job family: Production

| PROJECT LEADER I |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level/higher professional education or equivalent ability;<br>- knowledge of and experience in the exhibition sector;<br>- experience in leading projects;<br>- knowledge of occupational health and safety instructions and regulations; |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Decisiveness**<br>Taking decisions and adopting positions at the right moment and committing to them by expressing them and/or acting accordingly, even when matters are uncertain or involve risks.<br>- takes decisions even when not all desired information is available and knows when information is sufficient to take a responsible decision;<br>- takes actions to implement the decision taken;<br>- thinks quickly and recognises cause and effect of decisions. |
| **Customer focus**<br>Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation.<br>- puts the customer's interest first while also remaining efficient and goal-oriented;<br>- comes up with proposals that respond to the customer's wishes and needs and delivers tailored solutions;<br>- checks whether expectations, wishes or needs have been met, opens the possibility for correction or asks for suggestions for improvement. |
| **Management**<br>Providing direction and guidance to employees. Stimulating, establishing and maintaining cooperation to achieve a desired goal.<br>- maintains an overview, provides effective direction through performance agreements and support with work and competence development where needed;<br>- organises effective cooperation within the team and with other departments;<br>- arranges decision-making so that everyone can/must contribute, creating sufficient support. |
| **Planning and organising**<br>Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals.<br>- plans and organises a large diversity of work with a high volume in such a way that current and urgent matters can be addressed promptly;<br>- creates the preconditions to function effectively and efficiently;<br>- sets clear objectives for tasks of others and states what is expected in terms of the result to be achieved. |
| **Stress tolerance**<br>Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work.<br>- enables others to intervene quickly and effectively in case of emergencies;<br>- remains calm and effective during setbacks and acts in the interest of the work;<br>- can manage deadlines and prioritises work so that they are met. |

*This document (job requirements and competency profile) does not affect the job level.*

## P.05 Project Leader - Level-Distinguishing Characteristics

Job family: Production

| REFERENCE | - | PROJECT LEADER I | PROJECT LEADER II | + |
|---|---|---|---|---|
| **Focus** | See the reference job and the LDC schedule for foreman. | - the role focuses on delivering projects/subprojects with relatively limited complexity in terms of size, composition, multidisciplinarity, leadership and innovation;<br>- directing, anticipating and resolving existing and potential issues with stakeholders (authorities, customers, subcontractors etc.). | - in addition, the role involves completing large/complex projects/subprojects with a relatively high degree of complexity in terms of size, composition, multidisciplinarity, leadership and innovation. | See the reference job and the LDC schedule for project manager. |
| **Nature of assignments/projects** | | - assignments/projects have already been acquired and customer specifications are broadly known;<br>- these are projects of a type/size the organisation has previously developed and completed. | - in addition: projects may also be of a type/size the organisation has not developed or completed before, requiring a high degree of creativity and inventiveness from the Project Leader. | |
| **Management** | | - leading internal and external employees/parties (20 to 30 project employees), monitoring quality and progress of various project activities and directing and adjusting project activities on site. | - same as I, with 30 to 40 project employees. | |
| **Risk of disruption** | | - limited damage (financial/reputational) due to incorrect use of materials, deployment of people or late delivery. | - damage due to missed planning or inefficient use of people and resources can be considerable (claims, reputational damage). | |
| **SALARY GROUP** | | 7 | 8 | |
| **Indicative professional and intellectual ability level*** | | - senior secondary vocational education/higher professional education | - higher professional education | |

** part of the competency profile; does not affect the job level*

# P.06 Project Manager I – Job profile

Job family: Production

| PROJECT MANAGER I | |
|---|---|
| **Context**<br>The Project Manager I works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Project Manager I mainly works in the office (project preparation). The Project Manager I focuses on acquiring projects and then aligning and coordinating internal and external parties/employees. The Project Manager I is responsible for managing (possibly through a foreman) and completing projects of a type/size the organisation has previously developed, as well as the associated preconditions (financial, legal-contractual, material, staffing, external parties).<br><br>There are two levels of project manager. The differences between Project Manager I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: non-technical line manager<br>Manages: up to approx. 50 project employees | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Acquisition/design**<br>Targeted and proactive coordination with existing and potential customers has led to clear substantive and financial agreements on the project, setting out timelines, forms of cooperation etc., and incorporating foreseeable design issues based on earlier project experience. | - quality of contributions;<br>- number of proposals adopted by the customer;<br>- nature/extent of commercial opportunities used;<br>- nature and extent of issues resulting from unclear agreements. |
| **2. Project preparation**<br>The project has been translated into a project plan, including the required capacity (materials, staffing), planning, budgets, necessary permits and potential risks. | - up-to-date, accurate project plan;<br>- feasibility of the plan/schedules. |
| **3. Project delivery**<br>Projects have been delivered in accordance with the quality and planning agreed with the customer, and the established budget and cost structure. | - project result (financial, substantive, qualitative);<br>- degree to which project agreements are met;<br>- satisfaction of project participants;<br>- customer satisfaction. |
| **4. Personnel management**<br>Projects have the right staffing in terms of quality and quantity. The contributions, development, engagement and motivation of internal and external employees have been effectively directed (possibly through a foreman on site). | - availability of adequate staffing (quality and quantity);<br>- actual contributions and development of employees relative to agreements;<br>- experience/engagement of individual employees. |
| **5. Project accountability**<br>Completed projects have been finalised organisationally and financially, providing insight into the financial and other project results. | - availability of project file/documentation;<br>- insight into costs incurred and margin;<br>- basis for invoicing. |
| **6. Stakeholder management**<br>Through relationship management, the organisation's commercial and other interests have been effectively represented and safeguarded, and actual and potential disruptions in the commercial cooperation have been handled effectively. | - extent to which interests have been safeguarded;<br>- extent to which actual and potential relationship issues have been resolved;<br>- quality and effectiveness of relationship network;<br>- effectiveness of consolidating the relationship. |
| **7. Project evaluation**<br>Completed projects have been evaluated with the customer. Insights gained (results, particulars etc.) serve as input for the preparation and completion of future projects. | - insight into results and particulars;<br>- basis for preparation and delivery of future projects. |
| **DEMANDING WORKING CONDITIONS** | |
| - risk of injury due to traffic accidents as a result of being in traffic. | |
| **SALARY GROUP 9** | |

# P.06 Project Manager I – Job requirements and competency profile

Job family: Production

| PROJECT MANAGER I |
|---|
| **Knowledge and experience**<br>- higher professional education or equivalent ability;<br>- understanding of developments in the exhibition and/or live events sector;<br>- experience in managing projects;<br>- knowledge of occupational health and safety instructions and regulations; |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Decisiveness**<br>Taking decisions and adopting positions at the right moment and committing to them by expressing them and/or acting accordingly, even when matters are uncertain or involve risks.<br>- takes decisions even when not all desired information is available and knows when information is sufficient to take a responsible decision;<br>- takes actions to implement the decision taken;<br>- thinks quickly and recognises cause and effect of decisions. |
| **Management**<br>Providing direction and guidance to employees. Stimulating, establishing and maintaining cooperation to achieve a desired goal.<br>- maintains an overview, provides effective direction through performance agreements and support with work and competence development where needed;<br>- organises effective cooperation within the team and with other departments;<br>- arranges decision-making so that everyone can/must contribute, creating sufficient support. |
| **Entrepreneurship**<br>Identifying business opportunities, influencing these proactively, and being willing to take responsible risks.<br>- translates developments in the environment (market, competitors etc.) into new opportunities for the organisation;<br>- considers both costs and benefits and monitors budgets and work processes;<br>- determines which direction to pursue independently, based on their own insight and imagination. |
| **Planning and organising**<br>Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals.<br>- plans and organises a large diversity of work with a high volume in such a way that current and urgent matters can be addressed promptly;<br>- creates the preconditions to function effectively and efficiently;<br>- sets clear objectives for tasks of others and states what is expected in terms of the result to be achieved. |
| **Stress tolerance**<br>Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work.<br>- enables others to intervene quickly and effectively in case of emergencies;<br>- remains calm and effective during setbacks and acts in the interest of the work;<br>- can manage deadlines and prioritises work so that they are met. |

*This document (job requirements and competency profile) does not affect the job level.*

## P.06 Project Manager - Level-Distinguishing Characteristics

Job family: Production

| REFERENCE | - | PROJECT MANAGER I | PROJECT MANAGER II | + |
|---|---|---|---|---|
| **Focus** | See the reference job and the LDC schedule for project leader. | - the role focuses on acquiring, agreeing and completing projects;<br>- defining legal-contractual and other conditions with the customer and translating these into a project plan, in cooperation with internal colleagues. | - in addition:<br>. devising and participating in new concepts and service formats;<br>. playing a prominent role in the commercial process to convince the customer with innovative concepts. | No reference job available |
| **Nature of projects** | | - these are projects of a type/size the organisation has previously developed. | - in addition:<br>. also/especially projects of a type/size the organisation has not previously developed;<br>. above-average/greater project complexity (e.g. hybrid projects);<br>. requires creativity and inventiveness. | |
| **Management** | | - managing internal and external employees/parties (up to 50 project employees) in various disciplines, monitoring quality and progress of various project activities and adjusting activities (mainly remotely). | - in addition: stakeholder management (event venue, cooperation partners etc.) in the context of requesting and completing required sub-designs, coordinating planning etc. | |
| **Risk of disruption** | | - damage due to missed planning or inefficient use of people and resources can be considerable (claims, reputational damage). | - damage due to missed planning, inefficient use of people and resources and reputational damage can be significant (major financial impact, reputational damage with key stakeholders). | |
| **SALARY GROUP** | | **9** | **10** | |
| **Indicative professional and intellectual ability level*** | | - higher professional education | - higher professional education/university education | |

** part of the competency profile; does not affect the job level*

# PL.01 Warehouse Employee II – Job Profile

Job family: Planning and logistics

| WAREHOUSE EMPLOYEE II | |
|---|---|
| **Context**<br>The Warehouse Employee II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers, in the warehouse and on loading docks. They work in a clearly laid-out warehouse with fixed storage locations. The Warehouse Employee II focuses on the correct and timely processing, receipt, storage and/or issue of goods. They receive specific work assignments and can seek guidance from a technical line manager (remotely). The work includes administrative and visual quality checks, preparing transport with the most efficient loading possible while safeguarding the quality of goods. They are authorised to independently adjust (and administratively process) storage locations based on experience and turnover rates.<br><br>There are three levels of warehouse employees. The differences between Warehouse Employee I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Receipt and storage**<br>Incoming goods have been checked (physically and administratively) in accordance with instructions and available documents, stored and/or prepared for transport, with any shortcomings identified and recorded. | - noticed/unnoticed shortages;<br>- correct storage/processing (location, conditions etc.);<br>- number of damage claims;<br>- compliance with occupational health and safety rules. |
| **2. Collection and issue**<br>Items have been collected, packed and prepared for transport in accordance with the assignment (such as pick list, loading plan). | - correctness and completeness of collection;<br>- correct preparation location and order;<br>- timely availability for transport. |
| **3. Warehouse management**<br>Performing various support tasks (including periodic stock counts, moving products, straightforward repairs) contributes towards an effective warehouse and materials management process. | - in accordance with procedures and processes;<br>- effective use of warehouse space;<br>- retrievability of items;<br>- tidiness and cleanliness of the warehouse. |
| **4. Administration and recording**<br>Relevant data have been recorded in the system, with deviations and particulars noted, ensuring insight into the current condition of items. | - correct, complete administration and records;<br>- correct, timely processing. |
| **DEMANDING WORKING CONDITIONS** | |
| - working in physically demanding postures when carrying out receipt or other checks and retrieving items from shelving (bending, stooping and reaching);<br>- physical exertion when moving or stacking components and modular elements;<br>- risk of injury from crushing and collisions. | |
| **SALARY GROUP 3** | |

# PL.01 Warehouse Employee II – Job requirements and competency profile

Job family: Planning and logistics

| WAREHOUSE EMPLOYEE II |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level or equivalent ability (logistics discipline);<br>- knowledge of the processes, procedures and administrative systems used for various logistics subprocesses;<br>- holds a forklift certificate;<br>- knowledge of occupational health and safety instructions and regulations;. |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Accuracy**<br>Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work.<br>- works accurately when completing tasks;<br>- uses a checklist to support the performance of work;<br>- makes few mistakes. |
| **Reliability**<br>Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible.<br>- acts in accordance with assignments and instructions.<br>- knows what needs to be done and how it must be done;<br>- handles tools and materials with care. |
| **Cooperation**<br>Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose.<br>- actively exchanges experiences with colleagues;<br>- pursues a common goal without prioritising self-interest;<br>- acts collegially and cooperatively. |
| **Monitoring progress**<br>Effectively checking the progress of one's own work within the available time and resources.<br>- plans and organises work so that agreed arrangements are met;<br>- checks own work;<br>- reports deviations promptly. |
| **Stress tolerance**<br>Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work.<br>- remains calm and effective during setbacks and acts in the interest of the work;<br>- continues to work in a structured way when several people require service at the same time;<br>- continues to function well under rapidly changing or demanding circumstances. |

*This document (job requirements and competency profile) does not affect the job level.*

## PL.01 Warehouse Employee - Level-Distinguishing Characteristics

Job family: Planning and logistics

| REFERENCE | - | WAREHOUSE EMPLOYEE I | WAREHOUSE EMPLOYEE II | WAREHOUSE EMPLOYEE III | + |
|---|---|---|---|---|---|
| **Nature of the work** | No reference job available | - work focuses on moving goods;<br>- routine tasks based on fixed procedures;<br>- administrative checks (matching to consignment notes) on incoming and outgoing goods. | - work focuses on the receipt, storage and/or issue of the warehouse assortment (furniture, assembly goods etc.);<br>- administrative checks on incoming and outgoing goods;<br>- work takes place in a clearly laid-out warehouse with fixed storage locations;<br>- holds an additional specialist responsibility, such as managing/maintaining tools, stock administration etc. | - responsible for the entire physical goods flow;<br>- administrative checks on incoming and outgoing goods;<br>- warehouse is spread across several spaces throughout the site/building. | No reference job available |
| **Degree of autonomy** | | - receives tasks/activities sequentially (based on lists or system notifications);<br>- can continuously seek guidance from a more experienced (managerial) warehouse employee. | - receives specific work assignments;<br>- can seek guidance from a technical line manager (remotely). | - has no technical line manager;<br>- directs all technical warehouse activities (from receipt to issue);<br>- sets priorities, gives instructions and follows 'production' planning. | |
| **Quality and optimisation** | | - limited to reporting clear shortcomings in work methods or procedures. | - administrative and visual quality checks;<br>- prepares transport for the most efficient loading possible, safeguarding the quality of goods;<br>- independently adjusts (and administratively processes) storage locations based on experience and turnover rates. | - in addition: focuses on optimising the logistics process (returns, storage and issue, and the management system), not only identifying issues but also proposing improvements. | |
| **SALARY GROUP** | | 2 | 3 | 4 | |
| **Indicative professional and intellectual ability level*** | | - prevocational secondary education | - senior secondary vocational education | - senior secondary vocational education | |

** part of the competency profile; does not affect the job level*

# PL.02 Planner/Work Preparer II – Job profile

Job family: Planning and logistics

| PLANNER/WORK PREPARER II | |
|---|---|
| **Context**<br>The Planner/Work Preparer II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. On behalf of the Project Leader/Manager or commercial lead, the Planner/Work Preparer II is responsible for providing financially optimal support to the quotation process (costings). They are then responsible for the administrative, and organisational planning and work preparation for specific projects, taking into account customer agreements, critical moments in the work, lead times, required and available resources and resolving disruptions (incidents) during an event, all within the applicable framework agreements and available resources.<br><br>There are three levels of planner/work preparer. The differences between Planner/Work Preparer I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Costing and partial design**<br>Costings have been prepared based on input from the account manager, including substantiated substantive solutions (partial designs using technical drawings), aligned to the customer's request, specific circumstances and using known technical solutions and pricing tiers. | - aligned to customer request, specifications and specific circumstances, including location;<br>- use of known substantive frameworks and standards;<br>- reliable cost price. |
| **2. Planning**<br>Project activities have been scheduled, taking into account agreements and/or customer wishes/needs, lead times and critical delivery moments, available capacity relative to needs and the priorities set by the project owners. | - effective scheduling of project activities;<br>- internal and external support/acceptance of planning. |
| **3. Work preparation**<br>The execution of the project has been prepared, such that:<br>- substantive details of the work (manufacturing, assembly, loading plan etc.) have been defined;<br>- required people, resources, equipment and materials have been defined, allocated/reserved internally and/or ordered from suppliers within contract agreements;<br>- stakeholders have been informed. | - aligned to the assignment agreed with the customer;<br>- correct application of norms, standards, procedures and work methods;<br>- within the given planning (time, deadlines) and allocated budget;<br>- effective cooperation and communication with internal and external stakeholders;<br>- issues identified and handled effectively. |
| **4. Incidents**<br>During execution (set-up, during, dismantling), actual and potential disruptions regarding timing, availability of people and resources have been identified and followed up with appropriate actions to resolve further disruptions, in consultation/cooperation with internal stakeholders and suppliers. | - actual availability of resources during execution;<br>- effectiveness of actions to prevent/resolve disruptions;<br>- effective communication and cooperation with internal and external stakeholders;<br>- timely escalation of issues. |
| **5. Evaluation and recording**<br>Relevant information and documentation related to preparation, execution and aftercare of projects is available and accessible to all stakeholders. Contract variations (more/less work) have been defined and input, based on evaluation, has been provided for future improvements. | - required information/documentation available in time;<br>- number of adopted improvement suggestions;<br>- accessibility of information/documentation at project/property level. |
| **DEMANDING WORKING CONDITIONS** | |
| Not applicable | |
| **SALARY GROUP 7** | |

# PL.02 Planner/Work Preparer II – Job requirements and competency profile

Job family: Planning and logistics

| PLANNER/WORK PREPARER II |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level/higher professional education or equivalent ability;<br>- knowledge of and experience with work methods, tools and materials for exhibition construction;<br>- understanding of factors influencing effective planning of live events;<br>- knowledge of occupational health and safety instructions and regulations; |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Accuracy**<br>Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work.<br>- works in an orderly and structured way and checks own work;<br>- is punctual in supplying, updating and creating data;<br>- ensures stakeholders have the right and complete information in time and prepares in advance where required. |
| **Reliability**<br>Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible.<br>- keeps to agreements and ensures system availability;<br>- commits to the agreed goals, accounts for these and is accountable for them;<br>- knows what needs to be done and how it must be done. |
| **Planning and organising**<br>Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals.<br>- distributes the workload effectively over time, considering internal and external customer priorities;<br>- plans and organises work so that agreed arrangements are met;<br>- arranges what is needed to perform own work as well as possible. |
| **Monitoring progress**<br>Effectively checking the progress of own work and that of others, within the available time and resources. Actively setting and applying related procedures and anticipating future developments.<br>- stays informed of progress at critical moments in execution over the timeline;<br>- responds in time with adequate measures when planning deviates;<br>- proactively seeks input from others. |
| **Stress tolerance**<br>Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work.<br>- can manage deadlines and prioritises work so that they are met;<br>- continues to function well under rapidly changing or demanding circumstances;<br>- remains effective despite the dynamics of the work, multiple contacts and diverse points of contact. |

*This document (job requirements and competency profile) does not affect the job level.*

## PL.02 Planner/Work Preparer – Level-Distinguishing Characteristics

Job family: Planning and logistics

| REFERENCE | - | PLANNER/WORK PREPARER I | PLANNER/WORK PREPARER II | PLANNER/WORK PREPARER III | + |
|---|---|---|---|---|---|
| **Focus** | | - the role focuses on planning/preparing work in the quotation process and the preparatory phase of a project. | - in addition to I: developing visualisations into partial designs;<br>- translating the global planning into specific agreements/delivery moments. | - in addition to II: developing structurally/technically more complex and larger constructions. | |
| **Costing** | | - Not applicable | - based on relative standards (variation in quantities using tiered or other prices, products to be assembled, logistics costs). | - bespoke quotations requiring a high degree of technical and other insight and market/supplier knowledge. | |
| **Complexity** | No reference job available | - the work to be planned/prepared is characterised by:<br>. sufficient 'space/capacity' in terms of resources, equipment and people to adjust planning without major consequences/detriment;<br>. limited fluctuations in demand for resources, equipment and people based on the planning (stable demand pattern);<br>. 'critical delivery moments' are truly critical, deviations lead to substantial detriment (loss of customer and reputation). | - in addition to I:<br>. diversity of factors that create uncertainty in planning and can cause disruptions (strong dependencies on weather, suppliers, etc.);<br>. significant fluctuations in demand for resources, equipment and people based on the planning due to seasons, among other factors;<br>. developing partial designs (technical drawings) based on sketches and specifications from the account manager. | - in addition to II:<br>. coordinating complex/integral project schedules;<br>. technical direction of fellow planners/work preparers in large-scale projects. | No reference job available |
| **Incidents** | | - not under the responsibility of the jobholder. | - timely identification and resolution of changes/disruptions requires considerable creativity and inventiveness. | - same as II | |
| **Evaluation and recording** | | - recording all information used for planning;<br>- recording price agreements, costs and benefits;<br>- recording projects/contracts. | - in addition to I: identifying opportunities and contributing to improvements for a more effective process. | - in addition to II: based on insights and experience, structural improvements or optimisations (systems, methods) for the process are identified, developed and implemented in ongoing operations. | |
| **SALARY GROUP** | | 6 | 7 | 8 | |
| **Indicative professional and intellectual ability level*** | | - senior secondary vocational education | - senior secondary vocational education/higher professional education | - higher professional education | |

** part of the competency profile; does not affect the job level*

# S.01 HR Officer – Job profile

Job family: Staff/management

| HR Officer | |
|---|---|
| **Context**<br>The HR Officer works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The organisation has its own sectoral collective labour agreement, plus additional internal HR regulations. The HR Officer is part of a small-scale HR team. They focus on performing informational and administrative HR tasks to ensure optimal support for HR colleagues, line managers and employees. | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. HR information provision**<br>Through targeted information provision, line managers and employees are informed about general HR regulations and changes to them, aligned to the specific individual situation of the employee. | - quality of information, aligned to questions, situation;<br>- in accordance with applicable regulations, ensuring consistency;<br>- timely escalation to HR Adviser/manager;<br>- management and employee satisfaction. |
| **2. Administrative support for operational HR processes**<br>Operational HR processes (recruitment, progression and exit) have been supported administratively, substantively (within given frameworks) and/or organisationally in an effective, efficient way in accordance with applicable procedures and aligned to the desired support from line management, individual employees and/or HR colleagues. | - substantively correct, in accordance with frameworks and regulations;<br>- correct follow-up of process steps;<br>- timely involvement/escalation of stakeholders;<br>- correct, timely information provision to internal and external stakeholders;<br>- correctness, completeness and current status of records. |
| **3. Operational process optimisation**<br>Operational HR processes are modified based on user wishes and needs and aligned to effective and efficient business operations. | - insight into recurring disruptions;<br>- substantiated and widely supported improvement proposals;<br>- correct and timely implementation in ongoing operations. |
| **4. Availability of HR management information**<br>Through periodic management information, prepared based on frameworks/work instructions, advisers and line management have insight into HR results, enabling them to take substantiated decisions to adjust HR plans and processes. | - availability within the applicable timeframe;<br>- aligned to information needs;<br>- basis for adjustments. |
| **DEMANDING WORKING CONDITIONS** | |
| Not applicable | |
| **SALARY GROUP 6** | |

# S.01 HR Officer – Job requirements and competency profile

Job family: Staff/management

| HR Officer |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level or equivalent ability (administrative discipline);<br>- experience with and knowledge of automated systems (MS Office, ERP etc.);<br>- knowledge of and experience with various HR administrations (including time and/or payroll administration);<br>- basic knowledge of employment law and payroll taxation;<br>- knowledge of occupational health and safety instructions and regulations;<br>- knowledge of privacy laws and regulations. |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Accuracy**<br>Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work.<br>- works in accordance with agreed procedures.<br>- answers questions as precisely as possible and ensures the message has been understood;<br>- works in an orderly and structured way and checks own work. |
| **Integrity**<br>Upholding social and ethical norms in the job, even when there is temptation or pressure to be less strict. Inspiring trust in one's own professionalism and integrity.<br>- handles confidential information carefully;<br>- indicates when expectations conflict with personal and/or professional or organisational standards;<br>- takes responsibility for own actions. |
| **Environmental awareness**<br>Showing awareness of developments and other environmental factors. Recognising internal relationships within an organisation and using this knowledge effectively.<br>- understands the consequences of decisions and/or changes in work methods for their own department and others;<br>- looks beyond their own team and location;<br>- understands how work is conducted across different locations and applies best practices. |
| **Result orientation**<br>Directing actions and decisions towards the actual achievement of the intended results.<br>- indicates in due time when bottlenecks occur in the work;<br>- works to agreed timelines for reporting and accountability;<br>- is productive in performing their work. |
| **Cooperation**<br>Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose.<br>- proactively asks for and gives feedback to internal customers and exchanges experiences;<br>- works very systematically and monitors joint actions;<br>- is able to listen well to the internal customer. |

*This document (job requirements and competency profile) does not affect the job level.*

# S.02 Financial Assistant II – Job profile

Job family: Staff/management

| FINANCIAL ASSISTANT II | |
|---|---|
| **Context**<br>The Financial Assistant II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers, where the financial administration is carried out by several people, allowing the work to be divided across multiple specialised roles (such as accounts payable, accounts receivable, payroll, general ledger, etc.). The department provides financial information and overviews/reports to support true and fair financial records. The Financial Assistant II is responsible for handling various subsidiary accounts, for which they process, check and interpret data. The Financial Assistant II also prepares the periodic closings and financial reports.<br><br>There are three levels of financial assistant. The differences between Financial Assistant I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Maintaining various specific subsidiary accounts**<br>Various subsidiary accounts (accounts receivable, accounts payable, project, inventory, VAT, fixed assets) are maintained by collecting, checking, editing and processing relevant financial data, with ambiguities and shortcomings agreed with internal and external stakeholders to ensure correct interpretation and correct processing. | - timely processing (no backlog);<br>- compliance with rules and guidelines;<br>- correct follow-up of ambiguities and shortcomings internally and externally;<br>- number of corrections afterwards. |
| **2. Periodic closing**<br>Various subsidiary accounts and the general ledger account have been closed, with discrepancies identified during checks investigated and resolved. | - discrepancies identified and resolved;<br>- by the specified deadline. |
| **3. Preparing parts of the periodic reports**<br>Parts of the periodic financial reports have been produced from the system, including numerical explanations (identified differences between budgeted and actual figures). | - reliability of reports;<br>- by the specified deadline. |
| **DEMANDING WORKING CONDITIONS** | |
| - monotonous posture and strain on the eyes and back when working with the computer. | |
| **SALARY GROUP 5** | |

# S.02 Financial Assistant II – Job requirements and competency profile

Job family: Staff/management

| FINANCIAL ASSISTANT II |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level or equivalent ability (preferably in a financial-administrative discipline);<br>- knowledge of and experience with the bookkeeping system and applications, as well as applicable rules, procedures and work methods;<br>- understanding of the financial aspects of business operations;<br>- knowledge of occupational health and safety instructions and regulations;<br>- knowledge of privacy laws and regulations. |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Reliability**<br>Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible.<br>- handles confidential information carefully;<br>- keeps promises and agreements, stands by what they say;<br>- acts consistently. |
| **Attention to detail**<br>Showing attention to detail and handling detail-rich information effectively for extended periods.<br>- checks their own work carefully, remaining critical and alert;<br>- identifies errors in their own work that others have overlooked;<br>- carries out routine work with sufficient attention and care. |
| **Cooperation**<br>Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose.<br>- proactively asks for and gives feedback to internal customers and exchanges experiences;<br>- works very systematically and monitors joint actions;<br>- is able to listen well to the internal customer. |
| **Stress tolerance**<br>Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work.<br>- remains calm and effective during setbacks and acts in the interest of the work;<br>- continues to work in a structured way when several people require service at the same time;<br>- continues to function well under rapidly changing or demanding circumstances. |
| **Monitoring progress**<br>Effectively checking the progress of own work and that of others, within the available time and resources. Actively setting and applying related procedures and anticipating future developments.<br>- maintains oversight of all required actions and monitors progress;<br>- adjusts goals, priorities and work planning when the situation requires;<br>- checks their own work and/or the work of others. |

*This document (job requirements and competency profile) does not affect the job level.*

## S.02 Financial Assistant – Level-Distinguishing Characteristics

Job family: Staff/management

| REFERENCE | - | FINANCIAL ASSISTANT I | FINANCIAL ASSISTANT II | FINANCIAL ASSISTANT III | + |
|---|---|---|---|---|---|
| **Maintaining subsidiary accounts** | No reference job available | - maintaining one or several straightforward subsidiary accounts, including processing and checking data. | - same as I but involving interpretation of data for various subsidiary accounts. | - same as II, including following up reminders and initiating collection procedures (accounts receivable). | No reference job available |
| **Periodic closing and reports** | | - closing the assigned subsidiary account(s), checking reconciliations;<br>- generating periodic overviews from the system and identifying/reporting deviations from forecasts/budgets. | - same as I, but for various subsidiary accounts and investigating/following up identified discrepancies (internal/external enquiries). | - same as II, involving data analysis (e.g. project accounts) and assessing plausibility and explaining outcomes. | |
| **Degree of autonomy** | | - ambiguities/shortcomings are discussed with internal and external stakeholders and followed up after instruction. | - same as I and independently identifying and investigating reconciliation differences and correcting them. | - same as II, involving a complex chart of accounts (e.g. various revenue and cost categories for different entities and international cash flows). | |
| **SALARY GROUP** | | 4 | 5 | 6 | |
| **Indicative professional and intellectual ability level*** | | - senior secondary vocational education | - senior secondary vocational education | - senior secondary vocational education/higher professional education | |

** part of the competency profile; does not affect the job level*

# S.03 ICT Assistant – Job profile

Job family: Staff/management

| ICT | |
|---|---|
| **Context**<br>The ICT Assistant works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The ICT Assistant focuses on managing and maintaining the ICT infrastructure and/or systems and/or applications to ensure their availability and adequate performance. The ICT Assistant supports users in resolving problems and handles the installation and configuration of ICT facilities. For complex issues, they can seek guidance from ICT colleagues and/or external service providers. | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Performance of ICT infrastructure and applications**<br>The ICT infrastructure and applications operate at a level that allows the internal processes that use them to run without interruption. | - frequency and extent of disruptions (downtime);<br>- availability of applications;<br>- functioning of the infrastructure (data availability, connectivity). |
| **2. Incident management**<br>Incidents reported by employees have been handled and resolved correctly. More complex incidents have been escalated to suppliers in accordance with procedures and agreements, monitored for progress, and employees have been informed of the status. | - percentage of incidents resolved independently;<br>- timely escalation of more complex incidents;<br>- insight into the status of incident handling;<br>- user satisfaction with the help desk. |
| **3. Availability of ICT facilities**<br>At the request of employees, ICT facilities (desktop, smartphone, laptop etc.) have been provided, installed and configured in accordance with applicable rules and agreements. | - timely and accurate follow-up of requests;<br>- availability of ICT facilities in accordance with agreements;<br>- compliance with rules and agreements. |
| **4. Recording and documentation**<br>Data required for the work have been recorded in the systems intended for this purpose. System documentation is adequately maintained and available. | - accuracy and completeness of recording and documentation;<br>- up-to-date status and availability of documentation. |
| **DEMANDING WORKING CONDITIONS** | |
| - monotonous posture and strain on the eyes and back when working at a screen. | |
| **SALARY GROUP 7** | |

# S.03 ICT Assistant – Job requirements and competency profile

Job family: Staff/management

| ICT |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level/higher professional education or equivalent ability (ICT discipline);<br>- knowledge of and experience with managing the organisation's hardware and software, databases, systems and networks;<br>- understanding of the contributions of external service providers and the related agreements concerning deployment, contributions, etc.;<br>- knowledge of occupational health and safety instructions and regulations;<br>- knowledge of privacy laws and regulations. |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Analysing**<br>Breaking down problems and systematically examining their components.<br>- distinguishes appropriately between main and secondary issues, between important and urgent, and between symptoms and causes;<br>- actively uses the information sources necessary for effective performance. |
| **Integrity**<br>Upholding social and ethical norms in the job, even when there is temptation or pressure to be less strict. Inspiring trust in one's own professionalism and integrity.<br>- handles confidential information carefully;<br>- indicates when expectations conflict with personal and/or professional or organisational standards;<br>- takes responsibility for own actions. |
| **Quality orientation**<br>Setting high standards for the quality of own and others' work. Continuously striving for improvements.<br>- evaluates hardware and software and their performance against quality standards and norms;<br>- identifies opportunities to enhance quality;<br>- presents well-developed improvement proposals. |
| **Cooperation**<br>Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose.<br>- shares information and experience with others;<br>- takes account of the consequences of decisions for others;<br>- works with a team mindset and helps and supports colleagues. |

*This document (job requirements and competency profile) does not affect the job level.*

# S.04 Office Manager II – Job profile

Job family: Staff/management

| OFFICE MANAGER I | |
|---|---|
| **Context**<br>The Office Manager I works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Office Manager I focuses on ensuring that the organisation's activities run efficiently and carefully, facilitates and supports various internal customers, and serves as a point of contact for external relations. The 'what' is given. The 'how' is determined independently for the individual field of expertise after consultation/alignment with the internal customer.<br><br>There are two levels of office manager. The differences between Office Manager I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Operational secretarial support and services**<br>The various operational and secretarial activities have been performed effectively and efficiently, contributing to an efficient and effective business operation. | - quality of the support in terms of:<br>. correct assessment of priorities;<br>. correct consideration of interests;<br>. timely alerting to relevant matters;<br>. following up agreements. |
| **2. Planning and organisation**<br>Project and other activities have been effectively planned and organised, agreements have been communicated, and actions followed up, while monitoring and supporting contributions required from others. | - accessibility/retrievability of agreements;<br>- efficiency of travel and accommodation arrangements;<br>- satisfaction of customer contacts |
| **3. Internal and external information provision**<br>Internal and external information provision has been performed effectively, ensuring that all internal and external stakeholders have timely access to the project and other information relevant to them (including preparation of required actions, preparing quotations, designs, plans for efficient project completion). | - quality of information provision in terms of:<br>. accuracy (meeting needs);<br>. completeness (content, correct recipients);<br>. timeliness;<br>- correct judgement regarding whether to handle matters independently and weighing priorities and interests. |
| **4. Project assistance**<br>Project meetings are planned and prepared, minutes of discussions are kept and distributed, and the project administration has been kept up to date and is complete, enabling the responsible project leader/project manager to focus on their own contribution. | - customer satisfaction;<br>- timely, complete and correct project administration;<br>- delivery in accordance with the planning;<br>- quality of the contribution delivered. |
| **DEMANDING WORKING CONDITIONS** | |
| Not applicable | |
| **SALARY GROUP 7** | |

# S.04 Office Manager I – Job requirements and competency profile

Job family: Staff/management

| OFFICE MANAGER I |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level/higher professional education or equivalent ability (secretarial discipline);<br>- experience with and knowledge of automated systems (MS Office, ERP etc.);<br>- knowledge of occupational health and safety instructions and regulations;<br>- knowledge of privacy laws and regulations;<br>- knowledge of Dutch and English, spoken and written. |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Accuracy**<br>Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work.<br>- works in an orderly and structured way and checks own work;<br>- ensures stakeholders have the right and complete information in time and prepares in advance where required;<br>- answers questions as precisely as possible and ensures the message has been understood. |
| **Communication**<br>Communicating ideas and information in clear, specific language so that the essence is conveyed and understood by others.<br>- listens effectively and identifies the question behind the question;<br>- adapts communication to the language and level of the conversation partner;<br>- is correct, clear and polite towards various internal and external customers/relations. |
| **Integrity**<br>Upholding social and ethical norms in the job, even when there is temptation or pressure to be less strict. Inspiring trust in one's own professionalism and integrity.<br>- handles confidential information carefully;<br>- indicates when expectations conflict with personal and/or professional or organisational standards;<br>- takes responsibility for own actions. |
| **Planning and organising**<br>Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals.<br>- plans and organises work in such a way that urgent matters can be addressed promptly;<br>- distinguishes main and secondary issues, as well as important and urgent matters;<br>- takes appropriate action on their own initiative in unexpected situations. |
| **Environmental awareness**<br>Showing awareness of developments and other environmental factors. Recognising internal relationships within an organisation and using this knowledge effectively.<br>- stays informed about important developments in the organisation;<br>- demonstrates awareness of different interests within the organisation;<br>- understands and uses the informal organisation, knowing who to approach, on what, and how. |

*This document (job requirements and competency profile) does not affect the job level.*

## S.04 Office Manager - Level-Distinguishing Characteristics

Job family: Staff/management

| REFERENCE | - | OFFICE MANAGER I | OFFICE MANAGER II | + |
|---|---|---|---|---|
| **Operational secretarial support and services** | No reference job available | - facilitating and supporting management/the business owner administratively and secretarially in support of operations and project leaders/project managers. | - in addition: coordinating various activities for an efficient and effective office organisation (e.g. building management, facilities, fleet, ICT). | No reference job available |
| **Planning and organisation** | | - anticipating processes and support needs;<br>- internal steering, external cooperation. | - taking initiative ahead of activities and anticipating developments and issues;<br>- informal steering of internal and external processes and stakeholders. | |
| **Frameworks** | | - the 'what' is given. The 'how' is determined independently for the individual field of expertise after consultation/alignment with the internal customer. | - in addition: strongly focused on adapting/improving working methods to increase efficiency and effectiveness. | |
| **Project assistance** | | - planning, organising and administering activities and related matters around projects;<br>- taking minutes and distributing the minutes of project meetings. | - coordinating project-leading and other activities to support internal and external cooperation and smooth alignment. | |
| **SALARY GROUP** | | 7 | 8 | |
| **Indicative professional and intellectual ability level*** | | - senior secondary vocational education/higher professional education | - higher professional education | |

** part of the competency profile; does not affect the job level*

# S.05 Buyer – Job Profile

Job family: Staff/management

| Buyer | |
|---|---|
| **Context**<br>The Buyer works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. Framework agreements for procurement may be prepared but are negotiated by the line manager. Product availability is safeguarded by sourcing from various suppliers; however, continuous compliance with high quality requirements remains a priority. The Buyer therefore closely monitors supplier performance and processes procurement data into management reports. The Buyer supports the project leader/project manager with the procurement of various product groups (materials, equipment, services and subcontracting), all tailored to the needs, under optimal procurement conditions and within the framework of the strategic procurement policy and existing framework agreements. | |
| **Organisation**<br>Direct line manager: non-technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Supplier and product range review**<br>Through a proactive review of the national and international market and by identifying and interpreting developments, opportunities, risks and threats, substantiated input has been provided for:<br>- adjusting and tightening agreements and conditions with suppliers;<br>- using alternative suppliers;<br>- adjusting the range. | - degree of insight into suppliers and competitors;<br>- availability of an information network. |
| **2. Preparation for concluding contracts**<br>The line manager is optimally supported in concluding procurement contracts with existing and new suppliers under optimal procurement conditions (availability, quality, reliability, price, legal framework, risks etc.) through market orientation, requesting and assessing quotations, substantiating the selection, conducting negotiations and reviewing contracts. | - financial contribution: savings on procurement, price competitiveness, contribution to promotions;<br>- procurement conditions: assured quality, delivery reliability;<br>- timely identification of risks and legal contractual consequences;<br>- supplier diversification: reduced dependency, risk control. |
| **3. Contract compliance**<br>The relationship with suppliers is managed in such a way that operational performance is safeguarded and issues concerning delivery reliability, quality etc. are identified and resolved in a timely and effective manner. | - supplier performance (% SLA compliance);<br>- timely identification of actual and potential disruptions;<br>- effective handling of issues, timely escalation to the line manager. |
| **4. Reporting and information processing**<br>The up-to-date status of relevant supplier information is safeguarded in the systems. Supplier procurement performance has been reported and accounted for, providing insight into the causes of deviations from agreements and identifying and substantiating relevant developments and trends. | - up-to-date supplier data;<br>- availability, accuracy and completeness of reports;<br>- insight into causes of deviations and developments. |
| **DEMANDING WORKING CONDITIONS** | |
| Not applicable | |
| **SALARY GROUP 9** | |

# S.05 Buyer – Job requirements and competency profile

Job family: Staff/management

| Buyer |
|---|
| **Knowledge and experience**<br>- higher professional education or equivalent ability;<br>- knowledge of and experience with purchasing processes;<br>- extensive market knowledge and the associated purchasing conditions and developments;<br>- knowledge of contract and liability law;<br>- knowledge of occupational health and safety instructions and regulations;<br>- knowledge of privacy laws and regulations. |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Integrity**<br>Upholding social and ethical standards in the work. Inspiring trust in one's own professionalism and integrity.<br>- takes responsibility for own actions.<br>- is regarded as acting with integrity, both internally and externally;<br>- indicates when expectations conflict with personal and/or professional or organisational standards. |
| **Judgement**<br>Weighing up possible courses of action – and the information about them – against relevant criteria. Based on that, reaching realistic assessments and choices.<br>- identifies the consequences of different alternatives;<br>- indicates which alternative offers the best outcome for the organisation while minimising any risks;<br>- expresses a clear, well-reasoned preference after thorough analysis. |
| **Powers of persuasion**<br>Presenting ideas, positions and plans convincingly enough that others, even after initial hesitation, agree with them.<br>- presents logical and relevant arguments at the right moment (including in negotiations);<br>- is clear and decisive in their assessments;<br>- expresses their views with force and impact. |
| **Cooperation**<br>Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose.<br>- takes account of the consequences of actions, initiatives and decisions for others;<br>- responds actively and constructively to others' ideas and actions;<br>- establishes effective working relationships, both internally and externally. |
| **Monitoring progress**<br>Effectively checking the progress of own work and that of others, within the available time and resources. Actively setting and applying related procedures and anticipating future developments.<br>- monitors a process or project and designs verifiable work procedures for this purpose;<br>- checks their own work and/or the work of others;<br>- proactively seeks input or reports from others. |

*This document (job requirements and competency profile) does not affect the job level.*

# S.06 Business Unit Manager – Job Profile

Job family: Staff/management

| BUSINESS UNIT MANAGER | |
|---|---|
| **Context**<br>The Business Unit Manager works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Business Unit Manager directs all activities within the relevant business unit and is part of the management team, participating in planning and coordinating ongoing business with commercial, logistics and financial stakeholders. The role also focuses on optimisation. | |
| **Organisation**<br>Direct line manager: non-technical line manager<br>Manages: 40–70 employees in the business unit | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Strategy and BU planning**<br>Input is provided for the strategy based on insight into relevant internal and external developments.<br>A BU plan has been developed based on the strategy, including results, budget, staffing, resources and optimisation. | - aligned with developments and organisational objectives.<br>- input forms the basis for consultation and decision-making;<br>- BU plan aligns with objectives and frameworks. |
| **2. BU management**<br>The various processes within the BU are effectively managed and adjusted so that intended results regarding productivity, service, quality and budget are actually achieved. | - achievement of BU process KPIs;<br>- effective adjustment in case of actual or potential deviations. |
| **3. Relationship management**<br>For key accounts and acquisition processes, the organisation's full-service capacity has been optimally promoted. Actual and impending disruptions in commercial cooperation with existing and potential customers and partners are effectively handled. | - effective contribution to acquisition processes;<br>- degree of expanded services for key accounts;<br>- degree to which existing and potential relationship issues are resolved. |
| **4. Personnel management**<br>Employee performance, development, engagement and motivation are effectively managed, possibly through operational or functional line managers within the BU. | - actual employee contribution relative to agreements;<br>- actual use/development of skills relative to agreements;<br>- experience/engagement of individual employees;<br>- compliance with core values and BU culture. |
| **5. Preconditions**<br>The BU has the preconditions (processes, procedures, resources, systems, staffing etc.) needed for effective and efficient operations within the BU and to contribute to organisational goals. | - nature/extent of process disruptions, inefficiency etc. due to missing preconditions;<br>- timely adjustment or escalation of existing or impending issues. |
| **6. Optimisation**<br>Project-based and other optimisation projects (substantive and organisational) aligned with the BU plan and intended changes are designed and effectively managed with the involvement of internal and external stakeholders. | - project and other plans form the basis for consultation and decision-making;<br>- achievement of plans compared with the objective, intended result, schedule, budget, etc. |
| **7. Reporting and accountability**<br>BU results are reported internally, providing insight into the causes of deviations from plans, objectives, KPIs and budget. | - availability of reports;<br>- insight into results and causes of deviations;<br>- basis for operational adjustments. |
| **DEMANDING WORKING CONDITIONS** | |
| Not applicable | |
| **SALARY GROUP 11** | |

# S.06 Business Unit Manager – Job requirements and competency profile

Job family: Staff/management

| BUSINESS UNIT MANAGER |
|---|
| **Knowledge and experience**<br>- university education or equivalent ability;<br>- knowledge of and insight into the interrelationship and interdependence of their own field with other fields/disciplines;<br>- knowledge of their own field for planning and policy development;<br>- experience in managing a large group of employees working in various processes;<br>- knowledge of occupational health and safety instructions and regulations; |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Management**<br>Providing direction and guidance to employees. Stimulating, establishing and maintaining cooperation to achieve a desired goal.<br>- organises effective cooperation within the department;<br>- gives clear and constructive feedback at the right moment;<br>- aligns individual results so that shared objectives are achieved. |
| **Entrepreneurship**<br>Identifying business opportunities, influencing these proactively, and being willing to take responsible risks.<br>- translates developments in the environment (market, competitors etc.) into new opportunities for the organisation;<br>- considers both costs and benefits and monitors budgets and work processes;<br>- combines strategic insight and a helicopter view with strong action orientation. |
| **Environmental awareness**<br>Showing good awareness of developments and other environmental factors. Recognising internal relationships within an organisation and using this knowledge effectively.<br>- stays informed about important developments in their field;<br>- translates developments into application within the organisation;<br>- looks beyond the boundaries of their own department(s). |
| **Powers of persuasion**<br>Presenting ideas, positions and plans convincingly enough that others, even after initial hesitation, agree with them.<br>- deals effectively with resistance and objections and approaches them positively where possible;<br>- demonstrates a high level of knowledge and preparation;<br>- expresses their views with force and impact. |
| **Result orientation**<br>Directing actions and decisions towards the actual achievement of the intended results.<br>- prepares thoroughly for expected outputs;<br>- makes a visible effort to achieve the objectives set.<br>- maximises results and makes optimal use of opportunities. |

*This document (job requirements and competency profile) does not affect the job level.*

# S.07 Team Leader II – Job profile

Job family: Staff/management

| TEAM LEADER II | |
|---|---|
| **Context**<br>The Team Leader II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The organisation distinguishes three 'management layers'. Direction is organised from the executive board (strategic level), and management is responsible for the tactical level. Team leadership delivers the operational execution of homogeneous/clearly defined processes. The Team Leader II focuses on coordinating and directing operational processes and achieving operational results with the involvement and engagement of employees. The work is linked to adjacent subprocesses and affects primary services (including interaction with external parties). The likelihood of disruption requires rapid action and response because of the impact on other subprocesses and/or external services. Solutions are generally known, standardised or manageable with some flexibility.<br><br>There are three levels of team leader. The differences between Team Leader I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages approx. 5–10 project employees | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Input for planning**<br>Input is provided for departmental planning based on insight into developments and the performance of the team. | - input forms the basis for consultation and decision-making;<br>- support and acceptance for the team plan. |
| **2. Operational results**<br>Operational processes within the team are effectively managed and adjusted so that intended results for productivity, service, quality and budget are actually achieved. | - achievement of operational KPIs for the process;<br>- effective adjustment in case of actual or potential deviations. |
| **3. Operational preconditions**<br>Operational preconditions (processes, procedures, resources, systems, instructions, staffing etc.) required for uninterrupted progress and effective operational execution are available, including for specifically assigned and clearly defined areas of focus. | - minimising the nature and extent of process disruptions by optimising operational preconditions. |
| **4. Improvement and optimisation**<br>Based on insight into developments and structural disruptions, there is substantive and organisational contribution to developing and implementing improvements in the operational process/subprocess, including for specifically assigned areas of focus. | - input forms the basis for consultation and decision-making;<br>- substantive contributions to the development of improvements aligned with the issue or question;<br>- effective implementation in the operational process. |
| **5. Management**<br>Internal and external employees are effectively directed and guided, so that their contributions, development, engagement and motivation are optimally used. | - actual contributions and development of employees relative to agreements;<br>- employee motivation and engagement. |
| **6. Reporting and accountability**<br>The operational results of the team are reported internally, providing insight into the causes of deviations from KPIs, standards and budget. | - availability of reports;<br>- insight into results and causes of deviations. |
| **DEMANDING WORKING CONDITIONS** | |
| Not applicable | |
| **SALARY GROUP 8** | |

# S.07 Team Leader II – Job requirements and competency profile

Job family: Staff/management

| TEAM LEADER II |
|---|
| **Knowledge and experience**<br>- higher professional education or equivalent ability;<br>- knowledge of the operational process and insight into factors influencing the effectiveness of the operational process;<br>- experience with operational leadership;<br>- several years of relevant work experience in a similar role;<br>- knowledge of occupational health and safety instructions and regulations; |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Communication**<br>Communicating ideas and information in clear, specific language so that the essence is conveyed and understood by others.<br>- uses language that matches the target group and adapts appropriately;<br>- responds constructively to what is said or asked;<br>- checks that received and provided information is correct and understood. |
| **Customer focus**<br>Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation.<br>- puts the customer's interest first while also remaining efficient and goal-oriented;<br>- comes up with proposals that respond to the customer's wishes and needs and delivers tailored solutions;<br>- checks whether expectations, wishes or needs have been met, opens the possibility for correction or asks for suggestions for improvement. |
| **Management**<br>Providing direction and guidance to employees. Stimulating, establishing and maintaining cooperation to achieve a desired goal.<br>- aligns individual results so that shared objectives are achieved;<br>- uses available resources (money, time, people) effectively and efficiently;<br>- oversees project flows and objectives and defines derived objectives for the team. |
| **Planning and organising**<br>Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals.<br>- creates the preconditions to function effectively and efficiently;<br>- sets clear objectives for tasks of others and states what is expected in terms of the result to be achieved;<br>- meets agreed deadlines, delivery times and responds to questions in good time. |
| **Result orientation**<br>Directing actions and decisions towards the actual achievement of the intended results.<br>- arrives at a proposal or idea for a solution based on the information and data collected;<br>- prepares thoroughly for expected outputs;<br>- sees opportunities and challenges rather than problems. |

*This document (job requirements and competency profile) does not affect the job level.*

## S.07 Team Leader - Level-Distinguishing Characteristics

Job family: Staff/management

| REFERENCE | - | TEAM LEADER I | TEAM LEADER II | TEAM LEADER III | + |
|---|---|---|---|---|---|
| **Complexity of area of focus / process** | No reference job available | Process characterised by:<br>- a clearly defined area of focus/process with delineated activities;<br>- regular, stable processes;<br>- the effect of disruptions is noticeable fairly quickly and can be resolved using known solutions;<br>- coordinates on decisions with the line manager, where necessary. | Process characterised by:<br>- a clearly defined (homogeneous) area of focus/process;<br>- interrelationship with adjacent subprocesses and the impact on primary services (including in interaction with external parties) creates a dynamic environment with a risk of disruptions<br>- the likelihood of disruption requires rapid action and response because of the impact on other subprocesses and/or external services;<br>- solutions are generally known, standardised or manageable with some flexibility. | Process characterised by:<br>- multiple (heterogeneous) areas of focus;<br>- strong interrelationship with other subprocesses in the organisation and impact on direct external services;<br>- risk of disruptions with greater impact, requiring constant anticipation of changing conditions and situations;<br>- choice of solutions requires interpreting circumstances and weighing up the specific situation, often with conflicting interests;<br>- makes decisions largely independently and proposes independent solutions. | No reference job available |
| **Degree of autonomy** | | - follows established plans, objectives and policy, with preconditions (people, resources, materials) largely given. | - provides input for plans, considering the impact on preconditions. | - contributes to and develops/co-develops plans and policy, substantiating their impact on preconditions. | |
| **SALARY GROUP** | | **7** | **8** | **9** | |
| **Indicative professional and intellectual ability level*** | | - senior secondary vocational education/higher professional education | - higher professional education | - higher professional education | |
| | | | | | |

** part of the competency profile; does not affect the job level*

# V.01 Graphic Assistant I – Job profile

Job family: Graphic and technical design

| GRAPHIC ASSISTANT I | |
|---|---|
| **Context**<br>The Graphic Assistant I works in stand design, stand construction, interior construction, rental and events organisations and their suppliers, where graphic design is not fully or partially outsourced. The Graphic Assistant I focuses on the quality of supplied graphic files (checking, editing and arranging printing) and provides support with graphic design, ensuring that everything is fully documented.<br><br>There are two levels of graphic assistant. The differences between Graphic Assistant I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. File checks**<br>After delivery, the graphic files required for the project are checked for file type and layout and corrected where necessary (layout, size, resolution etc.) so that they meet the quality requirements for further processing. | - quality of graphic files;<br>- number of corrections. |
| **2. Design and related support**<br>On request, support is provided with graphic design. Based on knowledge of materials, systems and/or equipment, the required materials for the project are designed within the set format, appropriate to the material and intended appearance. | - quality of the graphic files;<br>- quality of material and other specifications;<br>- timely availability of graphic materials. |
| **3. Documentation**<br>Files delivered for/by various customers and used for production are stored and retrievable. | - availability of files;<br>- retrievability of files;<br>- correct file format. |
| **DEMANDING WORKING CONDITIONS** | |
| - nuisance from printing odour and noise. | |
| **SALARY GROUP 5** | |

# V.01 Graphic Assistant I – Job requirements and competency profile

Job family: Graphic and technical design

| GRAPHIC ASSISTANT I |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level or equivalent ability (graphic discipline);<br>- experience with Adobe Photoshop, Adobe Illustrator and similar programs;<br>- knowledge of and experience with design;<br>- knowledge of occupational health and safety instructions and regulations; |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Adaptability**<br>Easily adjusting to changing circumstances (environment, methods or people).<br>- switches easily to another style or approach to achieve an objective;<br>- anticipates the required contribution and provides customised support;<br>- is open to alternative ways of working if these may increase customer satisfaction. |
| **Reliability**<br>Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible.<br>- acts in accordance with assignments and instructions.<br>- knows what needs to be done and how it must be done;<br>- handles tools and materials with care. |
| **Customer focus**<br>Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation.<br>- shows interest in issues raised by external and internal customers;<br>- avoids unsubstantiated statements such as 'no, that's not possible' or 'it's busy';<br>- explores how to support customers properly and effectively. |
| **Attention to detail**<br>Showing attention to detail and handling detail-rich information effectively for extended periods.<br>- carries out routine work with sufficient attention and care;<br>- is precise in execution regarding dimensions, workflow, work method, following instructions, etc.;<br>- interprets, checks details and is alert to discrepancies. |
| **Stress tolerance**<br>Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work.<br>- can manage deadlines and prioritises work so that they are met;<br>- continues to function well under rapidly changing or demanding circumstances;<br>- remains effective despite the dynamics of the work, multiple contacts and diverse points of contact. |

*This document (job requirements and competency profile) does not affect the job level.*

## V.01 Graphic Assistant – Level-Distinguishing Characteristics

Job family: Graphic and technical design

| REFERENCE | - | GRAPHIC ASSISTANT I | GRAPHIC ASSISTANT II | + |
|---|---|---|---|---|
| **File checks/printing** | No reference job available | - checking and correcting supplied graphic documents;<br>- printing graphic documents or arranging to have this done. | - in addition:<br>. directing/coordinating the required graphic documentation for the project;<br>. ensuring timely delivery of graphic documentation within the project schedule. | See the reference job and the LDC schedule for designer. |
| **Design and related support** | | - supporting graphic design on request, based on knowledge of materials, systems and/or equipment, under the responsibility of an internal/external graphic designer. | - independently producing graphic design (colour palette, typography, supporting visuals) for required graphic documentation based on the given design. | |
| **SALARY GROUP** | | 5 | 6 | |
| **Indicative professional and intellectual ability level*** | | - senior secondary vocational education | - senior secondary vocational education | |

** part of the competency profile; does not affect the job level*

# V.02 Designer I – Job profile

Job family: Graphic and technical design

| DESIGNER I | |
|---|---|
| **Context**<br>The Designer I works in stand design, stand construction, interior construction, rental and event organisations and their suppliers.<br>The Designer I focuses on developing designs/subdesigns based on supplied specifications and/or modifying existing designs using known materials and/or systems.<br><br>There are two levels of designer. The differences between Designer I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC). | |
| **Organisation**<br>Direct line manager: non-technical line manager<br>Manages: not applicable | |
| **RESULT AREAS** | **RESULT INDICATORS** |
| **1. Preparation**<br>The information needed to develop/modify the design is checked for currency and completeness, and any missing detailed or other information is requested internally or externally. | - completeness of required information;<br>- number of corrections;<br>- effective cooperation with commerce and project management. |
| **2. Design**<br>Supplied information (quotation, base design, data, system specifications, etc.) is elaborated into a new or updated design/subdesign, or existing designs are modified, using known materials/systems (including by technical drawings). | - aligned with the defined content of the design;<br>- correct application of applicable standards, norms and methods;<br>- degree of feasibility;<br>- timely identification of deficiencies in design, data etc. |
| **3. Information and documentation**<br>Information and drawings delivered for/by various customers and used for production are up to date, available and accessible to all involved. | - availability of information and drawings used;<br>- retrievability of information and drawings used;<br>- correct file formats. |
| **DEMANDING WORKING CONDITIONS** | |
| Not applicable | |
| **SALARY GROUP 7** | |

# V.02 Designer I – Job requirements and competency profile

Job family: Graphic and technical design

| DESIGNER I |
|---|
| **Knowledge and experience**<br>- vocational education at senior secondary level/higher professional education or equivalent ability (graphic discipline);<br>- experience with Adobe Photoshop, Adobe Illustrator and similar programs;<br>- knowledge of and experience with design;<br>- knowledge of occupational health and safety instructions and regulations; |
| **COMPETENCIES AND BEHAVIOURAL EXAMPLES** |
| **Adaptability**<br>Easily adjusting to changing circumstances (environment, methods or people).<br>- switches easily to another style or approach to achieve an objective;<br>- anticipates the required contribution and provides customised support;<br>- is open to alternative ways of working if these may increase customer satisfaction. |
| **Communication**<br>Communicating ideas and information in clear, specific language so that the essence is conveyed and understood by others.<br>- listens effectively and identifies the question behind the question;<br>- checks that received and provided information is correct and understood;<br>- knows how to present a message and tailors the content of the presentation to the target group and expectations. |
| **Innovative capacity**<br>Coming up with original solutions to job-related problems. Developing new ways of working. Being independent of mind and having the courage to propose new ideas.<br>- recognises good ideas (from others) and builds on them;<br>- identifies new applications for existing constructions;<br>- identifies new development opportunities for existing products and translates these into specific proposals. |
| **Customer focus**<br>Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation.<br>- comes up with proposals that respond to the customer's wishes and needs and delivers tailored solutions;<br>- is able to think with the customer about their expressed and latent wishes and needs and anticipate them;<br>- probes for the customer's wishes and needs;. |
| **Attention to detail**<br>Showing attention to detail and handling detail-rich information effectively for extended periods.<br>- carries out routine work with sufficient attention and care;<br>- is precise in execution regarding dimensions, workflow, work method, following instructions, etc.;<br>- interprets, checks details and is alert to discrepancies. |

*This document (job requirements and competency profile) does not affect the job level.*

## V.02 Designer - Level-Distinguishing Characteristics

Job family: Graphic and technical design

| REFERENCE | - | DESIGNER I | DESIGNER II | + |
|---|---|---|---|---|
| **Customer relationship and commerce** | See the reference job and LDC schedule for graphic assistant | - focused on developing a design based on a quotation prepared by a colleague and the defined objectives/frameworks. | - focused on identifying customer wishes/needs and developing options accordingly, including the associated pricing, where relevant;<br>- maintaining the customer relationship from within their own discipline. | No reference job available |
| **Design** | | - developing designs/subdesigns based on supplied specifications and/or modifying existing designs;<br>- design of materials/systems, etc. already known to the designer/organisation. | - developing new concepts/designs based on trends aligned with customer wishes, possibly using new materials/systems;<br>- modelling designs (2D/3D) from which automated calculations are generated. | |
| **SALARY GROUP** | | 7 | 8 | |
| **Indicative professional and intellectual ability level*** | | - senior secondary vocational education/higher professional education | - higher professional education | |

** part of the competency profile; does not affect the job level*

# 10.2 Working Hours Act: working and rest periods

| | | Standard | Exhibition sector (if different) |
|---|---|---|---|
| **Working hours** | Per shift | 12 hours | |
| | Per week | 60 hours | 72 hours |
| | Average per week over 4 weeks | 55 hours | |
| | Average per week over 16 weeks | 48 hours | |
| | Average per week over 1 year | | 45 hours |
| **Rest periods** | Daily rest | 11 hours (consecutive)<br>8 hours once a week, if necessary | 11 hours (consecutive)<br>8 hours 4 times every 4 weeks, if necessary |
| | Weekly rest | 36 hours (consecutive) or 72 hours every 14 days (can be split into periods of at least 32 hours) | 36 hours (consecutive)<br>Can be replaced 8 times per year by an uninterrupted rest period of 60 hours within two weeks |
| **Break** | if > 5.5 hours work per shift | 30 minutes (can be split into 2 x 15 minutes)<br>or 15 minutes under a collective arrangement | |
| | if > 10 hours work per shift | 45 minutes (can be split into 3 x 15 minutes) | |
| **Sunday rest** | Sunday work | no work on Sunday, unless:<br>- consistent with the nature of the work and agreed<br>- necessary because of the nature of the work or business circumstances<br>- agreed with the Works Council (or, in its absence, with the employees concerned)<br>- individual consent | |
| | Sundays off | 13 (per 52 weeks)<br>or fewer than 13 Sundays off a year under a collective arrangement with consent | |
| **Night work**<br>*Night shift = > 1 hour of work between midnight and 6 a.m.* | Working hours per shift | 10 hours<br>12 hours, provided that:<br>- rest after a 12-hour shift<br>- 5x over 2 weeks<br>- maximum 22x over 52 weeks | |
| | Working hours per week | 40 hours (over 16 weeks) | |

| | | | |
|---|---|---|---|
| | | if > 16x over 16 weeks of night-shift work | |
| | Rest time after night shift (for night shifts ending after 2 a.m.) | 14 hours<br>(1x per week: 8 hours if necessary) | |
| | Rest time after > 3 night shifts | 46 hours | |
| | Maximum length of a series<br>(if at least one of the shifts in the series is a night shift) | 7<br>or 8 under a collective arrangement | |
| | Maximum number (for night shifts ending after 2 a.m.) | - 36 night shifts over 16 weeks or<br>- 140 night shifts over 52 weeks (under a collective arrangement) or<br>- 38 hours between midnight and 6 a.m. over 2 consecutive weeks (under a collective arrangement) | |
| **On-call service** | Prohibition on on-call service | - 14 on-call free days every 4 weeks<br>- 2 x 2 days every 4 weeks of no on-call service and no work<br>- no on-call service 11 hours before and 14 hours after a night shift | |
| | Working hours per 24 hours | 13 hours | |
| | Working hours per week if on-call service is at night | - average of 40 hours (over 16 weeks) or<br>- average of 45 hours (over 16 weeks), provided that:<br>• 8 hours of uninterrupted rest before the start of a new shift (if last call is between midnight and 6 a.m.) or<br>• 8 hours of uninterrupted rest in the 18 hours following 6 a.m. (if last call is between midnight and 6 a.m. and followed directly by a new shift) | |

# 10.3 Personal Development Plan: template

A Personal Development Plan (PDP) should preferably be a concise document of no more than three pages. The form below can be used as an example. You can decide which topics are relevant using the sections in this form.

**Personal Development Plan**
Employee: _____
Position: _____
Line manager: _____

1. Future developments and long-term objectives of the organisation

2. Employee's long-term objectives

3. Action plan
   - Employee's current situation (job description, competencies, assessment of working level)
   - Employee's short-term objectives (approx. one year)
   - Activities and training needed to achieve the short-term objectives (activities per objective, indicating when they should take place)
   - Required support and guidance
   - Mentor(s)
   - Dates by which objectives or interim objectives must be achieved
   - Date of next career review

4. Interim evaluation
   - Method of evaluation
   - Frequency of evaluation
   - Who evaluates?

5. Budget and time spent
   - Budget for activities
   - Time the employee can spend on development

6. Reward on achieving the objectives

Date:

Employee's signature: Line Manager's signature:

# 10.4 Personnel appraisal: template

Use this form throughout the full cycle of planning, performance and appraisal. During the appraisal interview, record the final result under 'Result'. In this example form, the result is accompanied by a score under 'Appraisal'.

**Appraisal form**

Employee's name:

Job title:

Department:

Line Manager's name:

Date of performance review:

Date of second performance review (optional):

Date of appraisal interview:

- **Performance agreements**

(Which specific and measurable results must be achieved by the end of the year?)

| Objective 1 (including target and indicator) | Result | Appraisal |
|---|---|---|
| | | |

| Objective 2 (including target and indicator) | Result | Appraisal |
|---|---|---|
| | | |

| Objective 3 (including target and indicator) | Result | Appraisal |
|---|---|---|
| | | |

| Objective 4 (including target and indicator) | Result | Appraisal |
|---|---|---|
| | | |

| Objective 5 (including target and indicator) | Result | Appraisal |
|---|---|---|
| | | |

| Objective 6 (including target and indicator) | Result | Appraisal |
|---|---|---|
| | | |

Appraisal: 0 = not achieved, 1 = achieved, 2 = significantly exceeded

- **Competencies**

(Which competencies are necessary to achieve the agreed results?)

| Competency (specify level where relevant) | Appraisal |
|---|---|
| | |
| | |
| | |
| | |

| | |
|---|---|
| | |
| | |

Appraisal: 0 = competency not yet mastered, must be developed; 1 = appropriate for the role, normal/good; 2 = above required level, strength

- **Development agreements**

(Which competencies, knowledge or skills will be developed? How will these be developed and when?)

| Agreement | Result |
|---|---|
| | |
| | |
| | |

- **Other agreements**

| Agreement | Action owner | Completion date |
|---|---|---|
| | | |
| | | |
| | | |

- **Appraiser's conclusion**

| Explanation | Final appraisal |
|---|---|
| | |

D = has not yet performed satisfactorily; significant improvement required

C = has performed satisfactorily as expected

B = has performed above expectations in several areas

A = has made an exceptional contribution and performed at a very high level

- **Employee's comments**

**Signed on**

**Employee** **Appraiser**

# 10.5 Employee representative body: model regulations

**Definitions**
**Article 1.**
For the purpose of these regulations:
a. 'the employer' means: ……;
b. 'the company' means: ……;
c. 'the Act' means: the Works Councils Act [*Wet op de ondernemingsraden*; WOR];
d. 'the joint sectoral committee' means: ……;

**Composition and term of office**
**Article 2.**
1. The employee representative body consists of … members, who appoint a chairperson and a deputy chairperson from among themselves.
2. The members of the employee representative body step down simultaneously every … years. They may be re-elected immediately.

**Preparation of the election; the right to vote and the right to stand for election; nomination of candidates**
**Article 3.**
1. The employee representative body is responsible for organising the election of its members.
2. The employee representative body sets and announces the election date in good time before the end of its term of office.
3. The employee representative body may assign the organisation of the election to a committee.

**Article 4.**
1. Every person working in the company is entitled to vote and is eligible for election to the employee representative body.
2. The employee representative body determines the opening and closing dates for nominations and announces these in good time within the company.
3. Nomination for membership takes place by registering with the employee representative body.
4. The employee representative body publishes the list of candidates in good time before the election date.
5. If no more candidates are nominated than there are seats to be filled in the employee representative body, no election is held and the nominated candidates are deemed elected.

**Voting procedure; determination and announcement of the result**
**Article 5.**
1. The election takes place by secret written ballot.
2. The employee representative body ensures that every person entitled to vote receives an authenticated ballot paper listing the candidates. Immediately after completing it, the eligible voter places the ballot paper in the ballot box provided, unless it is sent by internal post.
3. Each eligible voter may complete a ballot paper for no more than two other eligible voters, provided they have written authorisation from those persons.

**Article 6.**
1. Each eligible voter casts … votes, provided that no more than one vote may be cast for each candidate.
2. After voting closes, the employee representative body determines the number of valid votes cast for each candidate.
3. Invalid ballot papers are those:
   a. that are not authenticated by or on behalf of the employee representative body;
   b. from which the eligible voter's choice is not clear;
   c. on which the eligible voter has not cast the required number of votes referred to in paragraph 1;
   d. on which markings appear other than the votes cast.

**Article 7.**
1. The candidates who have successively obtained the highest number of votes are elected. If more candidates have an equal number of votes for the last available seat, the result is determined by drawing lots.
2. The employee representative body determines the election result and publishes it in full within

the company. The employer receives a copy of the announcement.
3. The used ballot papers are kept in a sealed envelope by the employee representative body's secretary for at least three months.

**Filling interim vacancies**
**Article 8.**
1. If there is an interim vacancy, the employee representative body appoints the candidate who, according to the most recent election result, is next in line as the successor.
2. The appointment applies for the remainder of the employee representative body's current term of office and is made within one month of the vacancy arising. Article 7(2) of these regulations apply by analogy.
3. If no successor as referred to in paragraph 1 is available, the vacancy is filled by holding an interim election unless a general election will be held within six months.

**Objection procedure**
**Article 9.**
1. Any interested party may, within one week of its announcement, lodge an objection with the employee representative body against a decision of the employee representative body concerning:
   a. the organisation of the election;
   b. the nomination of candidates;
   c. the determination of the election result;
   d. the filling of an interim vacancy.
2. The employee representative body decides on the objection as soon as possible and takes any measures required.

**Working method of the employee representative body; secretarial duties**
**Article 10.**
1. The employee representative body meets on the proposal of the chairperson. Any member may ask the chairperson to convene a meeting.
2. A majority of members must be present for a meeting of the employee representative body to be valid.
3. The employee representative body adopts resolutions by majority vote. Blank votes are disregarded for the purpose of determining whether this requirement is met.

**Article 11.**
1. The employee representative body prepares an agenda and minutes of its meetings.
2. The employee representative body prepares an annual report of its activities during the past year.
3. The employee representative body ensures that the documents referred to in paragraphs 1 and 2 are sent to the members and to the employer, and makes them known to the employees in the company.

**Final provision**
**Article 12.**
1. These regulations may be amended or supplemented by a resolution adopted by a majority of the employee representative body.

2. Before adopting an amendment or supplement, the employee representative body gives the employer the opportunity to express its views.
3. The employee representative body informs the employees working in the company of any amendment to or supplement of the regulations and provides the employer with a copy.

# 10.6 Standing Committee Regulations

**Duties and powers**
**Article 1.**
Article 9.8.2 of the CLA for Exhibition Companies provides that a Standing Committee has been established with duties and powers relating to:

- resolving differences of interpretation regarding the CLA between an employer and an employee or employee representative body;
- assessing appeals against a job classification;
- deciding on requests for dispensation from the CLA or its specific provisions.
- providing explanations of CLA provisions, where necessary, in the form of general rules or binding decisions;
- making proposals to the parties to this CLA in all cases that are not provided for in the CLA;
- dealing with matters delegated to the Standing Committee by the contracting parties;
- establishing one or more subcommittees from among its members and, on conditions it determines, delegating one or more of its duties to such subcommittees;
- performing all other tasks assigned to it under the CLA.

**Composition**
**Article 2.**

1. The Standing Committee consists of three members. They are appointed as follows:
   a) one member and one deputy member by the employer's organisation that is party to this CLA;
   b) one member and one deputy member by the employees' organisations that are party to this CLA;
   c) one independent chairperson appointed jointly by the employer's organisation and the employees' organisations that are party to this CLA.
2. The employer's organisation runs the secretariat.
3. Membership or deputy membership of the Standing Committee ends:
   a. if the organisation that appointed the member or deputy member withdraws the appointment;
   b. through resignation;
   c. if the member is no longer employed by an employer affiliated to the employer's organisation (for employer's organisation representatives);
   d. if the member is no longer represented in membership by the employees' organisation (for employees' organisation representatives);
   e. if the independent member no longer has the support of both the employer's and employees' organisations;
   f. upon death.

**Meetings of the Standing Committee**
**Article 3.**

1. The Standing Committee meets whenever one or more of its members consider this desirable or necessary.
2. The secretariat determines the time and date of the meeting.

3. The notice of meeting includes an agenda drawn up by the secretariat stating the matters to be dealt with.

**Required quorum**
**Article 4.**
The Standing Committee may deliberate and adopt resolutions only if all members or their deputy members are present at the meeting, whether in person or through video or other remote connection. Voting by proxy is permitted in exceptional cases.

**Invitations to meetings**
**Article 5.**
A member who is unable to attend must inform the secretary immediately and arrange for replacement by the deputy member appointed by the same organisation.

**Handling disputes/competence**
**Article 6.**
The Standing Committee has the right to determine its own competence. If it declares itself incompetent to hear a dispute, or if it does not reach a unanimous decision, the parties may submit the dispute to the civil court.

**Dispensation from the CLA or deviation from CLA provisions**
**Article 7.**

1. Requests for dispensation from the CLA or for deviation from its provisions must be submitted in writing by or on behalf of the employer or employee concerned ('the applicant') to the secretariat (c/o CLC-VECTA).
2. The request must at least state:
    a. the applicant's name and address;
    b. the applicant's signature;
    c. a precise description of the nature and scope of the request;
    d. a summary of the facts and arguments supporting the request for dispensation;
    e. the date.
3. The secretariat sends the applicant an acknowledgement of receipt stating when the Standing Committee will consider the request.
4. The Standing Committee considers the request at its next meeting. If the request is urgent, the secretariat may ask the Standing Committee to deal with it (possibly by written procedure).
5. If the Standing Committee considers the request insufficiently defined, reasoned or documented, it will notify the applicant within two weeks of the aspects and documents that must be supplemented. The applicant will be given two weeks to submit the additional information to the Standing Committee.
6. The request will not be considered if the additional information is not provided (or not sufficiently provided). The applicant will be informed of this in writing.
7. In assessing whether dispensation may be granted, the Standing Committee will apply the following criteria:
    a. whether there are temporary or permanent exceptional circumstances differing from normal practice in the sector such that it would not be reasonable to require the applicant to apply the CLA (or its provisions) in full; and

b. whether there is another arrangement that is at least equivalent to this CLA (or its provisions) and has been established in consultation with an employees' organisation that is independent of the employer; and

c. whether the employees' terms of employment will be sufficiently safeguarded after dispensation and will not conflict with statutory provisions.

8. The Standing Committee issues a decision within eight weeks after the request has been submitted to the secretariat. If further written information is requested or a hearing is scheduled, the Standing Committee may extend the decision period by up to four weeks (for two weeks at a time).

9. No later than two weeks after considering the request, the Standing Committee informs the applicant and any other parties concerned of the decision. This is done in writing. The decision states the reasons for the ruling.

10. The same provisions apply to requests for dispensation from the CLA (or its provisions) as apply to submitting a dispute (Articles 8 to 21).

**Submitting disputes**
**Article 8.**

1. A dispute exists when one of the parties involved considers that a dispute exists.

2. Disputes are submitted by sending a written request to the secretariat of the Standing Committee asking it to rule on the dispute. The request must contain a proper explanation stating the name and address of the other party, the facts and circumstances giving rise to the dispute, the conclusions the complainant believes should be drawn, and the advice requested from the Committee on that basis.

3. Disputes must be submitted to the Standing Committee as soon as possible and no later than one year after they have arisen or been identified.

**Challenge**
**Article 9.**

1. A member or deputy member of the Standing Committee may be challenged if there is justified doubt about their impartiality.

2. The challenging party must notify the Standing Committee of the challenge, stating reasons, no later than at the start of the oral hearing or consideration of the dispute. The Standing Committee decides immediately whether the challenge is justified.

3. A ground for challenge automatically exists if a member of the Committee is directly involved in the dispute.

**Method of handling disputes**
**Article 10.**

1. When a dispute is submitted, the secretariat immediately informs the other party by sending them a copy of the complainant's letter.

2. The other party may respond in writing within 14 days of the secretariat's dispatch of the letter referred to in the previous paragraph, setting out their position and the grounds on which they disagree with the opinion requested from the Committee.

3. The secretariat immediately sends a copy of the written response referred to in the previous paragraph to the party that submitted the dispute.

4. After the exchange of these documents, each party to the dispute may respond once more in writing to the secretariat within a 14-day period. After this, the written exchange of the parties' views closes in all cases.

5. After the written exchange of the different positions has closed, the Committee takes the dispute under consideration unless a party involved in the dispute informs the Committee in writing, within seven days of the end of the exchange of written documents, that they wish to give a further oral explanation of their position. In that case, the Committee determines the time, date and place for the hearing. The secretariat informs both parties and the members of the committee at least one week in advance of the chosen date.

6. Each party to the dispute may bring one or more witnesses and/or experts to the oral hearing so that they may be heard by the Committee.

7. The names, places of residence and job title of the witnesses or experts must be submitted to the secretariat together with the written request for an oral explanation (Article 8(2)).

8. Before deciding, the Committee may obtain further information from the parties to the dispute or third parties. It may also summon parties, witnesses and experts on its own initiative to provide a further explanation or to appear at its meeting. A notice period of one week must be observed for such a summons.

9. If circumstances give cause, the Committee may deviate from the time limits referred to in Article 10.

10. The Standing Committee itself chooses how it wishes to handle the dispute, provided the provisions of these rules are observed.

**Evidence**
**Article 11.**
The Standing Committee may, at any point in the procedure concerning the dispute, request evidence from the parties. The parties are obliged to provide such evidence.

**Rules on evidence**
**Article 12.**
The Standing Committee determines how it applies the rules of evidence and how it assesses the evidence submitted.

**Default and failure to act**
**Article 13.**

1. If the party to the dispute submitting the request fails to substantiate that request properly, despite having been given sufficient opportunity to do so and without putting forward valid reasons, the Standing Committee may declare the complaint set out in the request manifestly unfounded.

2. If the respondent fails to submit a defence, despite having been given sufficient opportunity to do so and without putting forward valid reasons, the Standing Committee may give its opinion without holding an oral hearing.

3. In the opinion referred to in paragraph 2 of this Article, the complaint described in the request will be upheld unless it appears unlawful or unfounded to the Standing Committee. Before deciding, the Standing Committee may require the claimant to provide evidence of one or more of the assertions.

**Decision-making**
**Article 14.**

1. The Standing Committee takes a decision on the dispute submitted to it as soon as possible. The Standing Committee reserves the right to determine when its decision on the merits of the dispute will be taken.

2. If a majority of the members of the Standing Committee consider that the facts or circumstances of the dispute are not sufficiently clear, or that there is insufficient time for deliberation, consideration of the dispute will be adjourned until the next meeting.

3. The decision of the Standing Committee is binding.

**Confidentiality**
**Article 15.**

1. The members and deputy members of the Standing Committee are required to keep the facts and details that become known to them as a result of their membership of the Standing Committee confidential, even after they have left the Committee.

2. No oral or written disclosure may ever be made of what was discussed during meetings of the Standing Committee or of the votes cast during deliberations, unless the Standing Committee gives its approval.

**Costs of considering a dispute**
**Article 16.**
The Standing Committee is authorised to charge the costs of considering a dispute (in whole or in part) to one or both parties to the dispute, if and insofar as such costs were caused by intent, unwillingness or negligence on the part of the party or parties to the dispute.

**Voting**
**Article 17.**

1. All members of the Standing Committee have one vote.

2. The Standing Committee decides unanimously.

3. Voting is oral, both regarding persons and matters, unless a member requests a written vote.

4. If the votes are tied when a decision is taken, a further vote is held, preferably after dealing with other matters. If the votes are tied again, the matter is deemed to remain undecided.

**Written decision**
**Article 18.**

1. The opinion is put in writing by the secretariat and signed by the chairperson.

2. In addition to the decision on the dispute, the opinion includes:

    a. the grounds for the decision;
    b. the names and permanent or temporary address of the parties to the dispute;
    c. the date on which the written decision is sent to the parties;
    d. the date of the meeting in which the dispute was considered.

3. The Standing Committee ensures that the written opinion, signed by the chairperson, is sent to the parties to the dispute, or to their authorised representatives, as soon as possible and no later than thirty days after the decision has been taken.

**Enforcement**
**Article 19.**

4. The opinion given by the Standing Committee becomes final as soon as it has been sent to the parties to the dispute.

5. The opinion given by the Standing Committee must be complied with immediately.

6. The Standing Committee may set a longer period within which the opinion must be complied with.

**Correction of the opinion**
**Article 20.**

1. Within thirty days after the opinion has been sent to them, a party to the dispute may request the Standing Committee to correct an obvious calculation or clerical error in the opinion.
2. A copy of the request referred to in the previous paragraph is sent to the other party.
3. If the Standing Committee proceeds with a correction, the correction is recorded in a separate document which, after being signed by the chairperson and secretary, is sent to the parties to the dispute. This document forms part of the opinion.
4. If the Standing Committee rejects the request for correction, it informs the parties to the dispute.
5. If requested, the Standing Committee may decide that handling the request referred to in this article suspends the period within which the opinion must be complied with.

**Special provisions**
**Article 21.**
Opinions issued by the Standing Committee are sent by its secretariat to the employer's and employees' organisations that are party to the CLA.

# 10.7 Compliance Committee Regulations

**Article 1**
Purpose
The purpose of the Compliance Committee ('the Committee') is to promote compliance with the provisions of the Collective Labour Agreement for Exhibition Companies ('the CLA').

**Article 2.**
Duties and powers
1. The Committee is authorised to check compliance or arrange checks on compliance with the CLA. The Committee may instruct an independent party for this purpose. In that case, any reference in these regulations to the Committee also includes the party instructed to conduct the investigation.
2. The Committee is authorised to impose sanctions if the CLA and these regulations are not complied with.
3. The parties to the CLA have transferred their power to bring claims (as referred to in Section 15 of the Collective Labour Agreements Act [*Wet op de collectieve arbeidsovereenkomst*] and Section 3(4) of the Collective Agreements (Declaration of Universally Binding and Non-Binding Status) Act [*Wet op het algemeen verbindend en het onverbindend verklaren van bepalingen van collectieve arbeidsovereenkomsten*] to the Social Fund for Exhibition Companies, insofar as the claims relate to damage suffered by the parties themselves.

**Article 3.**
Investigation on own initiative
1. Investigations initiated by the Committee to ensure proper application and compliance with the CLA may be conducted either in writing or on site at the employer's premises. On-site investigations may only be conducted if there is a well-founded suspicion of non-compliance with the CLA and the employer agrees.
2. The start of any new investigation is announced in writing at least two weeks in advance, after which a telephone appointment is arranged in consultation with the employer to agree the date and place of the investigation.
3. The Committee confirms this telephone appointment to the employer in writing.
4. For a written investigation, the Committee will clearly inform the employer which information must be provided and within what period.
5. For any subsequent phases of an investigation, the Committee and the employer will agree the arrangements at the end of each phase. These arrangements are confirmed in writing.

**Article 4.**
Submission of a complaint by an interested party
1. An interested party may submit a complaint to the Committee about non-compliance with the CLA.
2. A complaint must relate to systematic and structural non-compliance with the CLA.
3. The complaint must be submitted in writing to the Committee's secretariat.
4. A complaint must contain the following information:
   - the name and address of the employee;
   - the name and address of the employer;
   - a substantiated description of the breach of the CLA.
5. After receiving the complaint, the Committee sends an acknowledgement of receipt to the employee.
6. If the requirements of paragraphs 2, 3 and 4 of this article are not met, the Committee may decide not to handle the complaint, provided that the employer has been given an opportunity to remedy the defect within a period set by the Committee.

**Article 5.**
Defence
1. The Committee informs the employer of the complaint submitted against it.
2. The employer has three weeks to submit a written defence.
3. The employee receives a copy of the employer's defence as soon as possible.

**Article 6.**
Complaint inadmissible or clearly unfounded
1. The Committee decides whether the complaint is admissible.
2. If the complaint is inadmissible, the Committee will not handle it.
3. The Committee will also not handle the complaint if it is clearly unfounded.
4. The Committee informs the employee in writing, giving reasons, if the complaint is deemed inadmissible or clearly unfounded.

**Article 7.**
Investigation following a complaint
1. After accepting the complaint, the Committee may decide to conduct an investigation.
2. The Committee may request the employee and the employer to provide written information and documents within a period set by the Committee. Prior telephone contact may take place.
3. The Committee may conduct a factual investigation at the employer's premises.
4. The Committee may appoint one or more experts to carry out a factual investigation on its behalf and to submit a report within a period that it determines.

**Article 8.**
Cooperation with the investigation
1. The employer must assist the Committee as much as possible during the investigation.
2. The employer must provide all information and documents requested by the Committee that may be necessary for the investigation.
3. The employer must grant the Committee access to all information the Committee considers necessary for the investigation.
4. If the employer does not comply with this article, Article 13(2) applies.

**Article 9.**
Request for postponement
Requests for postponement submitted by the employer will be assessed by the Committee on a case-by-case basis and may be granted or refused, with or without conditions.

**Article 10.**
Preparation for the hearing
1. After completing the investigation, the Committee gives the employee and the employer an opportunity to explain their position orally during a hearing before the Committee's board, and to respond to the investigation's findings.
2. The Committee sets the place, date and time of the hearing at least three weeks in advance.
3. The employee and the employer are notified at least three weeks in advance.
4. The Committee sends copies of all documents relevant to the case to the employee and the employer before the hearing.
5. If it is not possible to send them copies, all documents relevant to the case will be made available for inspection for at least one week at the Committee's secretariat.
6. If the employee or the employer wishes to be assisted or represented, they must inform the other party and the Committee at least seven days before the hearing.

**Article 11.**
Hearing
1. The hearing is chaired by the Committee's chairperson.

2. A member or substitute member of the Committee who is or has been directly involved in the complaint may not take part in its handling or the decision relating to it.
3. The Committee may decide to summon witnesses or experts.
4. The Committee may, on its own initiative or at the request of the employee or employer, decide for compelling reasons to hear parties separately or to hear witnesses outside the presence of the parties.
5. The secretary prepares a written record of the hearing.
6. The Committee's board decides, based on the hearing and/or the investigation, whether the employer is to be held in default.
7. The employee and the employer receive a decision within six weeks of the hearing stating whether the employer is held in default.

**Article 12.**
Notice of default
1. If the Committee concludes based on the hearing and/or the established facts that the employer has systematically failed to comply with the CLA, the employer will be held in default, subject to Article 14(1).
2. Before sending a notice of default to the employer for non-compliance with the CLA, the Committee informs the parties of its intention.

**Article 13.**
Sanctions
1. If the Committee holds the employer in default, it imposes one or more of the following sanctions:
   a. a warning with a deadline for remedy; this warning is not made public.
   b. a reprimand, which is made public;
   c. payment of the investigation costs, subject to a minimum of €113.45;
   d. payment of compensation as referred to in Section 15 of the Collective Labour Agreements Act and Section 3(4) of the Collective Agreements (Declaration of Universally Binding and Non-Binding Status) Act;
   e. payment of fixed compensation as referred to in Article 15 of these regulations;
   f. publication of the decision by the employer.
2. If the employer fails to comply with the obligations in Article 8, the Committee may impose one or more of the sanctions listed in paragraph 1.
3. The Committee informs the employer in writing of the grounds for the sanction and the extent of the sanction.
4. The Committee may decide not to impose all or part of a sanction if special circumstances justify this.
5. Amounts received by the Committee under paragraph 1(c) to (e) are added to the resources of the Social Fund for Exhibition Companies.

**Article 14.**
Claims by the CLA parties
1. Within 15 working days after being notified of the notice of default, each CLA party may state that it wishes to bring its own claim for compensation against the employer. In that case, the delegation referred to in Article 2(3) lapses for that claim, provided the Committee has not yet initiated action itself.
2. If one or more parties decide to bring their own claim, they must inform the Committee.

**Article 15.**
Calculation of compensation
The fixed compensation (FC), as referred to in Article 13(1)(e) of these regulations, is calculated as follows:

$$FC = A \times W \times €0.45$$

Where A = the most recently determined annual contribution to the Social Fund for Exhibition Companies for the employer concerned (converted into euros), or failing that, 0.6% of the employer's annual wage bill (converted into euros), or failing that, a fixed amount determined by the Committee based on an estimate of the employer's presumed annual contribution to the Social Fund for Exhibition Companies (converted into euros), subject to a minimum of €111.75.

W = the number of weeks the employer remains in default, up to a maximum of 104 weeks.

**Article 16.**
Follow-up inspection after sanction
If a sanction is imposed on an employer, a follow-up inspection may take place in the year after that in which the non-compliance was established.

**Article 17.**
Legal action
1. The Committee may decide to take legal action to compel the employer, through legal proceedings, to comply with the CLA and/or to pay compensation.
2. The Committee may file a report of fraud.

**Article 18.**
Composition
1. The Committee consists of three members. They are appointed as follows:
a. one member and one deputy member by the employer's organisation that is party to this CLA;
b. one member and one deputy member by the employees' organisations that are party to this CLA;
c. one independent chairperson appointed jointly by the employer's organisation and the employees' organisations that are party to this CLA.
2. The secretariat is provided by the Social Fund for Exhibition Companies.
3. Membership or deputy membership of the Committee ends:
a. if the organisation that appointed the member or deputy member withdraws the appointment;
b. through resignation;
c. if the member is no longer employed by an employer affiliated to the employer's organisation (for employer's organisation representatives);
d. if the member is no longer represented in membership by the employees' organisation (for employees' organisation representatives);
e. if the independent member no longer has the support of both the employer's and employees' organisations;
f. upon death.

**Article 19.**
Meetings
1. The Committee meets whenever one or more of its members consider this desirable or necessary.
2. The secretariat determines the time and date of the meeting.
3. The notice of meeting includes an agenda drawn up by the secretariat stating the matters to be dealt with.

4. A member who is unable to attend must report this immediately and arrange for replacement by the deputy member appointed by the same organisation.

**Article 20.**

Voting

1. All members of the Committee have one vote.
2. The Committee decides unanimously.
3. Voting is oral, both regarding persons and matters, unless a member requests a written vote.
4. If the votes are tied when a decision is taken, a further vote is held, preferably after dealing with other matters. If the votes are tied again, the matter is deemed to remain undecided.

**Article 21.**

Challenge

1. A member or deputy member of the Committee may be challenged if there is justified doubt about their impartiality.
2. The challenging party must notify the Committee of the challenge, stating reasons, no later than at the start of the oral hearing. The Committee decides immediately whether the challenge is justified.
3. A ground for challenge automatically exists if a member of the Committee is directly involved in the dispute.

**Article 22.**

Confidentiality

1. The members and deputy members of the Committee are required to keep the facts and details that become known to them as a result of their membership of the Committee confidential, even after they have left the Committee.
2. No oral or written disclosure may ever be made of what was discussed during meetings of the Committee or of the votes cast during deliberations, unless the Committee gives its approval.

**Article 23.**

Entry into force

These regulations enter into force on 1 March 2024.

# Addresses

**Secretariat for the CLA parties**
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Bisonspoor 3002-B509
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**Employer's organisation**
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**Employees' organisations**

- FNV (Building & Housing Sector)
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  Telephone: +31 (0)88-3680368
  Email: bouw@fnv.nl
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- CNV.nl
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  3500 GM Utrecht
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  Website: www.cnvvakmensen.nl

**Social Fund:**
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