

Collective Labor Agreement

1 January 2025 to 31 December 2025

Collectieve arbeidsovereenkomst

1 januari 2025 tot en met 31 december 2025



CONTENTS

PREAMBLE TO THE COLLECTIVE LABOR AGREEMENT FOR 1 JANUARY 2025 TO 31 DECEMBER 2025	5
SECTION 1 GENERAL PROVISIONS	6
ARTICLE 1.1 DEFINITIONS	6
ARTICLE 1.2 TERM AND AMENDMENT OF THE COLLECTIVE LABOR AGREEMENT AND THE RESOLUTION OF DISPUTES BETWEEN THE PARTIES TO THE COLLECTIVE LABOR AGREEMENT	7
ARTICLE 1.3 GENERAL OBLIGATIONS OF THE PARTIES TO THE COLLECTIVE LABOR AGREEMENT.....	7
ARTICLE 1.4 GENERAL OBLIGATIONS OF THE EMPLOYER AND EMPLOYEE	7
ARTICLE 1.5 GENERAL OBLIGATIONS OF PGGM.....	7
ARTICLE 1.6 GENERAL OBLIGATIONS OF THE EMPLOYEE	8
ARTICLE 1.7 TRADE UNION FACILITIES	9
ARTICLE 1.8 DISPUTE RESOLUTION	10
SECTION 2 STARTING EMPLOYMENT AND DISMISSAL	12
ARTICLE 2.1 STARTING EMPLOYMENT	12
ARTICLE 2.2 TERMINATION OF THE EMPLOYMENT CONTRACT	12
SECTION 3 WORKING HOURS	14
ARTICLE 3.1 WORKING HOURS AND WORKING TIMES IN THE CONTEXT OF WORKING@PGGM.....	14
ARTICLE 3.2 PART-TIME EMPLOYEE	14
ARTICLE 3.3 FLEXIBLE HOURS	15
ARTICLE 3.4 ALLOWANCE FOR INCONVENIENT HOURS.....	15
ARTICLE 3.5 OVERTIME PAY	16
ARTICLE 3.6 ALLOWANCE FOR STAND-BY DUTY	16
CHAPTER 4 PAY AT PGGM.....	17
ARTICLE 4.1 JOB CATEGORIES AND SALARY PGGM ALGEMEEN.....	17
ARTICLE 4.2 PGGM INVESTMENT MANAGEMENT BACK & MID OFFICE JOB CATEGORIES AND SALARY	20
ARTICLE 4.3 PGGM INVESTMENT MANAGEMENT FRONT OFFICE JOB CATEGORIES AND SALARY	22
ARTICLE 4.4 HOLIDAY ALLOWANCE	25
ARTICLE 4.5 YEAR-END BONUS.....	27
ARTICLE 4.6 ONE-OFF GROSS PAYMENT	28
SECTION 5 HOLIDAY AND OTHER LEAVE	29
ARTICLE 5.1 PUBLIC HOLIDAYS	29
ARTICLE 5.2 HOLIDAY	29
ARTICLE 5.3 STATUTORY LEAVE	30
ARTICLE 5.4 INFORMAL CARE	32
ARTICLE 5.5 PURCHASING EXTRA LEAVE.....	32
SECTION 6 INCAPACITY FOR WORK	33
ARTICLE 6.1 OBLIGATIONS OF PGGM.....	33
ARTICLE 6.2 OBLIGATIONS OF THE EMPLOYEE	33
ARTICLE 6.3 CONTINUED PAYMENT OF SALARY AND TOPPING UP DURING THE FIRST 104 WEEKS OF INCAPACITY FOR WORK.....	33
ARTICLE 6.4 TOPPING UP AFTER THE FIRST 104 WEEKS OF INCAPACITY FOR WORK.....	34
ARTICLE 6.5 REFUSING PAYMENT OF SALARY AND/OR TOP-UPS.....	34
ARTICLE 6.6 BREACHING OF MONITORING REGULATIONS	35
ARTICLE 6.7 FAILURE TO COOPERATE WITH EXPERT OPINION/BREACHING OF SAFETY REGULATIONS.....	35
ARTICLE 6.8 LAPSING OF RIGHT TO HOLIDAY ALLOWANCE AND YEAR-END BONUS.....	35
ARTICLE 6.9 RECOURSE	35
SECTION 7 CHOICE OF TERMS OF EMPLOYMENT	36
ARTICLE 7.1 CAFETERIA PLAN.....	36
SECTION 8 PENSION	37
ARTICLE 8.1 MANDATORY PARTICIPATION	37
ARTICLE 8.2 CHARACTERISTICS	37
ARTICLE 8.3 VOLUNTARY CONTINUATION OF PENSION ACCRUAL	37

CHAPTER 9 OTHER ALLOWANCES AND FINANCIAL ARRANGEMENTS	38
ARTICLE 9.1 'WHERE YOU WORK' BUDGET	38
ARTICLE 9.2 INTERNET ALLOWANCE	39
ARTICLE 9.3 BUSINESS KILOMETERS	39
ARTICLE 9.4 LEASED COMPANY CAR SCHEME	40
ARTICLE 9.5 EXPENSE ALLOWANCE	40
ARTICLE 9.6 MOBILE TELEPHONY	40
ARTICLE 9.7 ACCIDENT INSURANCE/TRAVEL INSURANCE	40
ARTICLE 9.8 REMOVAL EXPENSES	40
ARTICLE 9.9 MEDICAL EXPENSES	41
ARTICLE 9.10 MORTGAGE INTEREST CONTRIBUTION SCHEME	42
ARTICLE 9.11 DEATH BENEFIT	42
ARTICLE 9.12 SUPPLEMENTARY INCAPACITY FOR WORK BENEFIT	42
SECTION 10 EMPLOYABILITY	43
ARTICLE 10.1 FIT FOR THE FUTURE	43
ARTICLE 10.2 PERSONAL BUDGET (P BUDGET)	43
ARTICLE 10.3 SENIOR P BUDGET OR GENERATION SCHEME	44
ARTICLE 10.4 VITALITY LEAVE SCHEME	45
ARTICLE 10.5 EARLY RETIREMENT SCHEME 2021 - 2025 (ERS)	45
ARTICLE 10.6 DEVELOPMENT AND TRAINING	46
ARTICLE 10.7 HOMEWORKING	46
SECTION 11 DIVERSITY, EQUITY & INCLUSION	47
ARTICLE 11.1 EXCHANGING CHRISTIAN HOLIDAYS	47
ARTICLE 11.2 LIBERATION DAY	47
ARTICLE 11.3 MAKE IT POSSIBLE	47
SECTION 12 LABOR MARKET AND REORGANIZATION	48
ARTICLE 12.1 REORGANIZATION	48
ANNEX 1. SCALE CONVERSION TABLE	49
ANNEX 2. JOB FAMILY AND/OR LEVEL CLASSIFICATION OBJECTION AND APPEAL PROCEDURE	50
ANNEX 3. STUDY EXPENSES PLAN	52
ANNEX 4. DISPUTES COMMITTEE REGULATIONS	54

Collective Labor Agreement finalized on 31 January 2025 between the undersigned

PGGM NV
With its registered office in
Utrecht, Netherlands
Having a place of business in
Zeist, Netherlands

ir. Edwin Velzel
Executive Committee Chairman

CNV
Having a place of business in
Utrecht, Netherlands

Klazina Tulner, Director

Piet Fortuin, Chairman

De Unie
Having a place of business in
Culemborg, Netherlands

Joop Voesten, Representative

Reinier Castelein, Chairman

FNV
Having a place of business in
Utrecht, Netherlands

Ger Klinkenberg, Director

Preamble to the Collective Labor Agreement for 1 January 2025 to 31 December 2025

Why are PGGM and you a good match?

Talent? Experience? Or your favorite hobbies? The things that make you special are valuable in our work. Whoever you are and whatever you do, you contribute to a better life in retirement for our participants and a better world, in line with PGGM's 100% philosophy.

PGGM as employer

As a company, PGGM focuses on job satisfaction and being an attractive employer. We do this by being an employer where you can ensure you are “Fit for the Future”, by providing plenty of opportunity for development and growth in an inspiring work environment.

We want to be an employer with a great diversity of employees who feel listened to and at home. We are also committed to an appropriate work/life balance.

We want to be an inclusive employer where all employees feel heard and at home. We believe that everyone contributes to diversity. Everyone is welcome at PGGM and has the same opportunities. Every colleague contributes to PGGM's success. Everybody counts.

Make it possible

During the term of this collective labor agreement PGGM will be looking to offer 20 permanent work experience places to MIP programme participants. PGGM will also be looking to place MIP program participants and other people at a disadvantage in the labor market, as defined in the Dutch Participation Act, in regular jobs.

Modern and gender-neutral collective labor agreement text

In 2025, PGGM and the trade unions agreed to modernize the Collective Labor Agreement text and make it more gender-neutral.

Regeling Vervroegde Uittreding (RVU) (Early Retirement Scheme)

The Collective Labor Agreement includes a temporary early retirement scheme (RvU). This scheme stems from the 2019 pension agreement and ends on 1 January 2026. During the course of 2025, PGGM and the trade unions will discuss the RVU scheme in the light of the (legal) frameworks in force at that time.

SECTION 1 GENERAL PROVISIONS

Article 1.1 Definitions

In this collective labor agreement the terms below have the following meanings:

Term	Definition
Employer	PGGM NV
Trade Union	CNV, De Unie and FNV
Employee	The natural person who is employed by the employer on the basis of an employment contract within the meaning of Section 610 of Book 7 of the Dutch Civil Code and whose job is classified in one of the Korn Ferry job scales. A trainee is not regarded as an employee within the meaning of this agreement
	Wherever 'he' is mentioned in this Collective Labor Agreement, it also means 'she' or 'non-binary'
Month	A calendar month
Week	A calendar week
Day	A calendar day
Monthly salary	The gross salary per month resulting from application of the salary scales
Annual salary	12 times the monthly salary
Hourly pay	1/156 times the monthly salary, including any allowances
Public holidays	<p>The public holidays are:</p> <ul style="list-style-type: none"> ▪ New Year's Day; ▪ Easter Sunday and Easter Monday; ▪ Ascension Day; ▪ Whit Sunday and Whit Monday; ▪ Christmas Day and Boxing Day; and ▪ the day designated by the government for the celebration of King's Day. <p>In addition, 5 May is deemed to be an annual public holiday</p>
Flexible hours	A flexible interpretation of the contractually agreed working hours with periods of more and less working during the calendar year
Partner	<p>The employee's spouse or the person with whom the employee lives and runs a joint household, provided that such cohabitation is intended as permanent.</p> <p>Any employee who derives rights from the collective labor agreement on account of permanent cohabitation must submit the following with the request concerned:</p> <ul style="list-style-type: none"> ▪ a declaration of permanent cohabitation; ▪ the partner's name and date of birth.
Dependants	<ul style="list-style-type: none"> ▪ the partner or, if there is no partner; ▪ the minor children or, if there are none; ▪ the person with whom the employee lives in one house and therefore runs a joint household. This person must be registered in the Municipal Personal Records database as living at the employee's address
Scales	The term 'scales' in this collective labor agreement refers to the Korn Ferry job scales, which underpin PGGM's salary scales. A conversion table is included in Annex 1 of this Collective Labor Agreement.
In writing	Where there is mention of 'in writing' in this Collective Labor Agreement, it also means 'by email message' or 'in My HR'.

Article 1.2 Term and amendment of the Collective Labor Agreement and the resolution of disputes between the parties to the Collective Labor Agreement

1.2.1. Term and amendment of the collective labor agreement

- a. This collective labor agreement comes into force on 1 January 2025 and ends on 31 December 2025. Rights arising from provisions of previous collective labor agreements expire when this collective labor agreement comes into force.
- b. The parties can agree an amendment to this collective labor agreement during its term.
- c. The interpretation of the collective labor agreement rests with the parties. If the parties to this collective labor agreement believe that a dispute exists with regard to the application of this agreement, the parties will consult to resolve the dispute amicably. If this consultation fails to lead to a solution acceptable to both parties, the parties will submit their dispute to a joint interpretation committee to be set up for the purpose to issue advice to the parties. This advice is important. If this fails to lead to a solution, the dispute can be brought before the courts as a last resort.

Article 1.3 General obligations of the parties to the Collective Labor Agreement

PGGM and the trade unions will comply with this Collective Labor Agreement in accordance with the standards of reasonableness and fairness.

Article 1.4 General obligations of the employer and employee

The employer and the employee share responsibility for a good relationship within PGGM's business and at the place of work.

Article 1.5 General obligations of PGGM

- 1.5.1 PGGM will conclude an individual employment contract in writing with each employee, which will state that this Collective Labor Agreement and subsequent Collective Labor Agreements will be applicable.
- 1.5.2. PGGM will ensure that the wording of this Collective Labor Agreement can be examined via PGGM Plaza and that immediate notice is given of changes in the wording.
- 1.5.3 PGGM is responsible for good working conditions in the company and will take to heart the interests of the employee in this regard, all this as is becoming of a good employer. PGGM will give the necessary instructions to this end, make safety equipment available if necessary and make provision for medical assistance.
- 1.5.4 PGGM will devote attention to the sickness absence policy and in conjunction with the occupational health and safety service will pursue a policy aimed at prevention.
- 1.5.5 PGGM will comply with this Collective Labor Agreement and all other rules in force in the business.

Article 1.6 General obligations of the employee

- 1.6.1 The employee will look after the interests of PGGM's business as a good employee, even if no express instruction to this effect has been given.
The employee will comply with this collective labor agreement and all other rules in force in the business.
- 1.6.2 The employee will perform all the duties assigned to him by or on behalf of PGGM, in so far as they can reasonably be required of him, to the best of his ability and will comply with all instructions and regulations issued in this regard.
- 1.6.3 The employee is obliged to observe the regulations in force and/or the instructions given to him with regard to the safekeeping, use and maintenance of the devices provided to him by or on behalf of the employer. If the employee damages or loses property belonging to the employer or third parties through a deliberate act or wilful recklessness, he will be liable for the damage. Once the employee has been interviewed, PGGM will decide whether the damage referred to in the previous paragraph should be compensated by the employee. The compensation will be withheld from the employee's salary in monthly instalments of not more than 4% of monthly salary. PGGM's substantiated decision will be communicated to the employee in writing.
- 1.6.4 To promote transparency and clarity with regard to rules of conduct, PGGM applies the 'PGGM Code of Conduct'. The PGGM Code of Conduct sets out the underlying principles for the behavior of the employee. The PGGM Code of Conduct is an elaboration of PGGM's values and provides guidance for the way in which PGGM acts towards its customers, partners, associated persons and society in general. It is the responsibility of the employee himself to ensure proper compliance with and implementation of the PGGM Code of Conduct. The PGGM Code of Conduct sets out the rules and sanctions for employees on the basis of the legal framework regarding the prevention of a conflict between PGGM's interests and the employee's private interests. The employee will sign the PGGM Code of Conduct alongside his employment contract, declaring that he has read and understood the Code, and will make an annual declaration that he will act in accordance with the Articles of the PGGM Code of Conduct that apply to him.
- 1.6.5 If PGGM considers this necessary in the interest of the work, in special cases, the employee is obliged to perform duties other than his normal duties on a temporary basis. When assigning these duties, PGGM will take as much account as possible of the job performed by the employee.
- 1.6.6 In terms of working hours and rest periods, the employee will adhere to the working hours scheme applicable to him.
- 1.6.7 The employee is not permitted to perform paid or unpaid duties for third parties or as an independent contractor without the prior written consent of PGGM.
- 1.6.8 The employee is obliged, both during and after termination of the employment contract, to maintain full confidentiality regarding everything about PGGM's business or its clients that has come to his attention and in respect of which confidentiality has been imposed on him or the confidential nature of which he can reasonably suppose.
- 1.6.9 Subject to the provisions of the Dutch Working Conditions Act, the employee will comply with the instructions given and regulations, use the safety equipment

provided and cooperate with medical assistance according to the monitoring requirements in force.

1.6.10 The employee must notify PGGM (HR department) of:

- a change of address;
- a change in his marital status;
- a change in the composition of his family;
- all other facts and changes with regard to which it can reasonably be assumed that notification is important.

1.6.11 Intellectual property rights for employees from scale 13:

- a. All intellectual property rights resulting from or connected with the duties the employee performs under or in connection with the performance of the individual employment contract (hereinafter: 'IP rights') belong to PGGM, irrespective of where or when, during or outside working hours, these IP rights arise. To the extent necessary and possible the employee hereby states that he will transfer these IP rights to PGGM if the situation arises.
- b. The employee is obliged to notify PGGM immediately of the occurrence of all IP rights. In so far as particular IP rights do not already belong to PGGM under paragraph 11a of this Article, the employee will cooperate immediately with the provision of a deed for the transfer of the IP rights concerned to PGGM and also do everything necessary for the transfer of IP rights to PGGM on request and without setting further conditions.
- c. The employee is obliged to do everything necessary for the best possible protection of the IP rights. The employee will give every assistance to registration of the IP rights in PGGM's name in the appropriate public registers.
- d. The employee has no identification right, with the exception of the case provided for in Section 14 of the Dutch Patents Act 1995. Where permitted by law, the employee hereby waives all possible personality rights belonging to him as referred to in Section 25 of the Dutch Copyright Act.
- e. The employee recognizes that his salary includes a payment for loss of IP rights.
- f. The term IP rights within the meaning of this Article means patent rights, trademark rights (including service marks), trade name rights, domain names (registered and unregistered), design rights, database rights, copyright, neighboring rights, rights to know-how and performances on a par with patentable inventions, claims or applications with regard to the above rights and all other similar rights in whatever jurisdiction.

Article 1.7 Trade union facilities

1.7.1 For the purposes of effective communication and consultation by the trade unions with their members working for the employer's organization, the trade unions are permitted to:

- a. use the means of communication at PGGM for:
 - make announcements of a business-related and informative nature;
 - publish the names of representatives or contacts of the employee organizations;
 - announce meetings of the employee organizations;

- publish brief reports of these meetings;
- nominate candidates from the members of the employee organizations for the elections of the Works Council.

A copy of the messages and notices to be published will be brought to PGGM's notice beforehand.

- b. to use the employer's meeting rooms.
The use of these meeting rooms will in principle be outside or following on from normal office hours, subject to an application submitted to PGGM in good time.
 - c. to use the employer's internal postal service to distribute addressed documents to representatives or contacts of the employee organizations.
- 1.7.2 The use of the facilities referred to in paragraph 1 may not disturb the smooth running of the organization.
- 1.7.3 If the interests of the company so require, in the judgment of PGGM, the provision of the facilities referred to in paragraph 1 may be wholly or partially suspended. PGGM will inform the trade unions of this at the earliest opportunity.
- 1.7.4 If a difference of opinion arises about the method of allocation and use of the facilities referred to in paragraph 1 in general terms, or as a result of the suspension referred to in paragraph 3, consultation will take place between the employer and the trade unions. If this consultation fails to lead to a satisfactory result for all concerned, any of the concerned parties can refer this difference of opinion to the judgment of the Disputes Committee in accordance with the provisions of Article 8, where 'trade unions' must be read for 'employee' in respect of this Article and the Regulations pertaining to it.
- 1.7.5 *Employer's contribution*
Each year during the term of the Collective Labor Agreement PGGM will pay the trade unions an employer's contribution. For the level of the amount per (full-time) employee PGGM is committed to the statement in this regard of the General Employers' Association (reference date for number of (full-time) employees: 31 December of the previous calendar year). For 2025 this contribution has been set at €24.10.
- 1.7.6 PGGM will pay the 2025 union dues of the members of the trade unions with which this Collective Labor Agreement has been concluded. The members of these trade unions can claim the amounts for 2025 from the employer in not later than December 2025.

Article 1.8 Dispute resolution

- 1.8.1 Notwithstanding the possibility of an appeal to the court, the employee can request that a Disputes Committee be set up with regard to a decision taken about him by PGGM.
- 1.8.2 A request to set up a Disputes Committee must be addressed to the secretary of the employer's Executive Committee giving reasons.
- 1.8.3 Both parties will give all requested assistance to the Disputes Committee.

- 1.8.4 The composition and way of working of the Disputes Committee is regulated in separate regulations. The regulations can be found in Annex 1 of this collective labor agreement.

SECTION 2 STARTING EMPLOYMENT AND DISMISSAL

Article 2.1 Starting employment

2.1.1 The employment contract will be drawn up in duplicate in writing and will be signed by the employer and the employee digitally or otherwise. The employment contract will cover at least the following elements:

- nature and term of the contract;
- the employment start date;
- name of the employee and name and address of the employer;
- the employee's place of work;
- the job or job description;
- the monthly salary, with an indication of the salary scale applicable to the job;
- any training that will be offered;
- the applicability of this Collective Labor Agreement.

On starting employment the employee will receive a digital or hard copy of the employment contract and the wording of this collective labor agreement signed by the employer and the employee.

2.1.2 The employment contract will be concluded as a permanent or fixed-term contract in accordance with the rules of Book 7 of the Dutch Civil Code.

2.1.3 The individual employment contract will state which type of employment contract is applicable. In the absence of this information, the employment contract will be regarded as having been concluded on a permanent basis.

2.1.4 There is no probationary period when concluding an employment contract for a period of up to six months. There is a mutual probationary period of two months when concluding any other employment contract - on a permanent or fixed-term basis. A shorter period may be agreed in the individual employment contract.

Article 2.2 Termination of the employment contract

2.2.1 In the event of dismissal for a compelling reason within the meaning of Sections 678 and 679 of Book 7 of the Dutch Civil Code and during or at the end of the probationary period referred to in Article 1 of this section, the employment contract can be terminated with immediate effect by either party. In all other cases:

- a. a permanent employment contract will end by written notice, subject to the notice period referred to in paragraph 2.
- b. a fixed-term employment contract will end automatically through the expiry of the term or the termination of the duties for which it has been concluded or - when an early termination clause has been agreed - by written notice, subject to the notice period referred to in paragraph 2.

2.2.2 In the case of notice as referred to in paragraph 1(a) and (b), notwithstanding Section 672 of Book 7 of the Dutch Civil Code, a notice period of two months applies to both the employee and PGGM. In this case notice to terminate the employment contract can only be given with effect from the end of the month.

- 2.2.3 The employment contract between the employer and the employee ends automatically, with no notice being required, on the day before the date on which the employee reaches state pension age.
Well before the employee reaches state pension age the employee and the employer will discuss whether it is desirable to conclude a new employment contract.
- 2.2.4 To be eligible for a full flexible pension before the age of 60, the employee must terminate the employment contract. In the case of partial commencement of the flexible pension before the age of 60, the employment contract will be adjusted pro rata.

SECTION 3 WORKING HOURS

Article 3.1 Working hours and working times in the context of Working@PGGM

- 3.1.1 The key concepts of Working@PGGM are independence, responsibility and flexibility. PGGM wants its terms of employment to be in keeping with these key concepts.

Flexibility is partly a matter of the freedom of location and the time for working. A second form of flexibility associated with Working@PGGM is the freedom for the employee and manager to vary the working hours in each period. Both the employee and the manager can decide on the form and degree of flexibility by mutual agreement. Thinking in fixed working hours is not in keeping with the Working@PGGM concept. The parties to the collective labor agreement have made agreements in this regard to ensure the definition of overtime ties in with the flexibility of working hours.

- 3.1.2 The working hours of an employee with a full-time employment contract are 36 hours per week on average. The employee's contractually agreed working hours are the starting point for Working@PGGM. The employee works his agreed contractual working hours on average during the year. The contractually agreed weekly working hours are converted into an annual hours standard to this end and can, in consultation with the manager, be applied flexibly.
- 3.1.3 A daily window applies in which the start and finish times of a shift on Monday to Friday are between 7 a.m. and 9 p.m. and on Saturday between 9 a.m. and 1 p.m., unless the nature of the work or the operating conditions make other times necessary.
- 3.1.4 Work is only done on Sundays and public holidays if the nature of the work or the operating conditions make it necessary, in the estimation of PGGM, and the employee does not in principle have any objection to it.
- 3.1.5 Under the Dutch Flexible Working Act, the employee can make a structural reduction to his working hours. To do so the employee must submit a request to PGGM in writing at least two months before the envisaged start date. The desired start date will be at least six months after the start of the employment contract. PGGM will respond in writing and give reasons within four weeks. PGGM can only reject the request for reasons of compelling interests of the company.
If a request is rejected, the employee can seek the advice of an advisory committee. This advisory committee consists of the Director of HR, one representative of management (not involved in any dispute) and one representative of the Works Council. The committee advises PGGM.

Article 3.2 Part-time employee

If the stipulated working hours under the individual employment contract are less than the working hours of a full-time employee, the provisions of this collective labor agreement apply correspondingly in proportion to the individual working hours, unless otherwise stated in the Articles concerned.

Article 3.3 Flexible hours

- 3.3.1 'Flexible hours' means a flexible interpretation of the agreed contractual working hours with periods when the employee works longer or shorter hours during the calendar year.
- 3.3.2 The initiative for flexible hours can come from either the employee or the manager.
- 3.3.3 The employee and the manager set the usual work pattern by mutual agreement and in so doing, to the extent reasonably possible, take account of the employee's personal circumstances.
- 3.3.4 If the employee leaves employment during the calendar year and as a result has no opportunity to compensate extra hours worked with fewer hours worked, the extra hours worked will not be regarded as overtime hours. The extra hours worked will be paid in lieu at 100% of hourly pay.

Article 3.4 Allowance for inconvenient hours

- 3.4.1 If the employee works outside the applicable daily window, as referred to in Article 3.1.3, at the request of the manager and these hours can be compensated at some other time in the calendar year (flexible hours), the employee will receive an inconvenience allowance.
- 3.4.2
 - a. The inconvenience allowance is 50% of hourly pay (this is a 50% allowance) for hours outside the daily window on Monday to Saturday.
 - b. The inconvenience allowance is 100% of hourly pay (this is a 100% allowance) for hours outside the daily window on Sundays and public holidays.
 - c. The inconvenience allowance applies exclusively to employees up to and including Korn Ferry scale 14.
- 3.4.3 If the employee works outside the applicable daily window at the request of the manager and these hours cannot be compensated at some other time in the calendar year (i.e. not flexible hours), this is regarded as overtime and the employee will receive overtime pay, as provided for in Article 3.5.
- 3.4.4 There can be no question of cumulation of the inconvenience and overtime allowances. In the event of coincidence of activities that are both overtime and taking place outside the daily window, only the allowance for overtime will be paid.
- 3.4.5 The allowance referred to in paragraph 2 will be paid monthly on the basis of the inconvenient hours worked in the previous month.

Article 3.5 Overtime pay

- 3.5.1 The flexible hours methodology is used within Working@PGGM to determine overtime.
- 3.5.2 It is overtime if the employee works additional hours on PGGM's behalf outside the working hours contractually agreed with him and these hours cannot be compensated in the current calendar year.
- 3.5.3 Overtime pay is 150% of hourly pay (100% pay for additional hours worked plus 50% allowance) for overtime on Monday to Saturday. Overtime pay on a Sunday is 200% of hourly pay (100% pay for additional hours worked plus 100% allowance).
- 3.5.4 Pay at a rate of 200% of hourly pay also applies for work on public holidays (hours worked will be paid plus 100% overtime allowance), regardless of whether the public holiday falls on a weekday. The rate of 200% of hourly pay for a worked public holiday therefore comes on top of the regular monthly salary in this latter case.
- 3.5.5 Overtime pay applies exclusively to employees up to scale 15.
- 3.5.6 The overtime pay referred to in paragraphs 3 and 4 will be paid monthly on the basis of the overtime hours worked in the previous month.

Article 3.6 Allowance for stand-by duty

- 3.6.1 If PGGM considers it necessary, the employee can be obliged to keep himself available to, for example, troubleshoot faults or to do extra work that suddenly arises. The employee must be contactable by telephone and ensure that the travel time to his place of work is no longer than that from his home address. In the event of a call-out during stand-by duty by the designated jobholder, the employee must be available to do the work that proves necessary.
- 3.6.2 If the employee is rostered to have stand-by duty on PGGM's behalf outside his established working hours, he will receive €35.28 per day for each period of a week of stand-by duty. This amount will be adjusted to the structural salary increases agreed in the collective labor agreement.
- 3.6.3 If the employee has stand-by duty on PGGM's behalf outside his established working hours on an incidental basis, he will receive an allowance in the amount of 25% of the overtime pay referred to in Article 3.5.3 or 3.5.4, which is applicable at that time for each hour or part of an hour.
- 3.6.4 If the employee is called out to do work during the stand-by duty on PGGM's behalf, he will receive the allowance in accordance with Article 3.5.3 or 3.5.4, which is applicable at that time for these hours. Twice half an hour travel time will also be counted as working hours.
- 3.6.5 In the event of a call-out, the travel to and from the place of residence and the workplace will be regarded as business kilometers. It will be paid on the basis of the scheme applying for business kilometers, on the understanding that the allowance will be subject to tax and social insurances.
- 3.6.6 A period of stand-by duty cannot be rostered in on days on which holiday has already been set.

CHAPTER 4 PAY AT PGGM

PGGM has three different pay lines in its remuneration system: PGGM Algemeen, PGGM Investment Management Back & Mid Office and PGGM Investment Management Front Office. This section sets out the provisions for job categories and salary for each of the three pay lines.

Article 4.1 Job categories and salary PGGM Algemeen

4.1.1 General

- a. The jobs of the employees have been or will be classified in 13 salary scales on the basis of a job evaluation system.
- b. There is a salary scale for each job category.¹ The salary scales have a minimum and maximum salary, with a bandwidth of 70%-100% RSP (relative salary position).

The salary scales can be adjusted by a collective labor agreement pay rise to be determined by the parties to the agreement on the basis of consultation between these parties. With effect from 1 January 2025, the salaries and the salary scales in force on 31 December 2024 will be increased by 3%. With effect from 1 July 2025, the salaries and the salary scales in force will be increased by 1.5%.

- c. The employee will receive notice in writing of the job category in which his job has been classified, the salary scale in which he has been classified and his monthly salary. Any changes will also be notified in writing.
- d. If an employee objects to his job description or the classification of his job, he can use the objection and appeal procedure. This procedure is attached as Annex 2 and can be found on PGGM Plaza.

4.1.2 Salary review

In principle a salary review takes place once a year on 1 January. The annual increase is equal to 4% of the maximum salary of the scale in which the employee has been classified. The increase will be applied to the employee's monthly salary, but cannot lead to a higher salary than the maximum salary of his scale.

If the employee joins the company after 1 July of any given year, he does not qualify for this increase on 1 January of the following calendar year. This does not apply to trainees: they start the trainee program in September and do receive the increase as of 1 January of the following calendar year.

4.1.3 Promotion

- a. Any employee who is promoted to a higher classified job will be classified in the corresponding higher salary scale with effect from the promotion.
- b. In the event of promotion, the employee's monthly salary will be increased by 4% of the maximum salary in the next pay scale/scales. The new monthly salary will be not less than the starting salary (70%) of the higher salary scale and not more than the maximum of the higher salary scale (100%).

¹ The salary scales referred to here are Korn Ferry scales. Annex 3 includes a conversion table (PGGM scales - Korn Ferry scales).

- c. In the event of promotion, any nominal supplement or indexation supplement, as referred to in Article 4.1.9 or Article 4.1.10, will be included in the fixed salary up to the scale maximum. Any remaining portion above the scale maximum of the new scale is included as a nominal supplement if it was also previously a nominal supplement, or as an indexation supplement if it was previously an indexation supplement.

4.1.4 *Additional recompense*

PGGM is entitled to grant the employee a one-off recompense for exceptional dedication and/or performance. It can do so at any time of the year. The recompense can consist of a bonus or a non-monetary reward, depending on what PGGM feels is most suitable.

4.1.5 *Temporary stand-in duty*

- a. Any employee who temporarily acts as a full-time stand-in in another, more highly classified job at the instruction of PGGM will remain classified in the job category and the salary scale of his own job.

- b. If the temporary stand-in period has been at least a month and is not as a result of holiday, the employee will receive an allowance for it. This allowance will be granted for the stand-in period.

The allowance will be 4% of the maximum salary of the scale (plus possible intermediate scales) in which the job in which the employee is acting as a stand-in has been classified. The total of salary and allowance under this paragraph will be not less than the starting salary (70%) of the job in which the employee is acting as a stand-in.

4.1.6 *Payment*

The monthly salary will be paid monthly at the end of each month.

4.1.7 *PGGM Algemeen pay line salary scales*

PGGM Algemeen pay line effective from 1 January 2025 including the 3% CLA increase

KF Scale	9	10	11	12	13	14	15	16	17	18	19
Minimum (70%)	2,199*	2,255*	2,416*	2,666	2,987	3,525	3,895	4,418	5,337	6,622	8,687
Maximum (100%)	3,142	3,222	3,452	3,808	4,267	5,035	5,564	6,312	7,624	9,460	12,410
Promotion-related increase/annual increase	126	129	139	153	171	202	223	253	305	379	497

**When they enter employment, employees in KF 9, 10 and 11 are paid at least a gross hourly wage of €16 (€2,496 gross per month based on an employment contract for 36 hours a week)*

PGGM Algemeen pay line effective from 1 July 2025 including the 1.5% CLA increase

KF Scale	9	10	11	12	13	14	15	16	17	18	19
Minimum (70%)	2,232*	2,289*	2,453*	2,706	3,032	3,578	3,953	4,485	5,417	6,721	8,817
Maximum (100%)	3,189	3,270	3,504	3,865	4,331	5,111	5,647	6,407	7,738	9,602	12,596
Promotion-related increase/annual increase	128	131	141	155	174	205	226	257	310	385	504

**When they enter employment, employees in KF 9, 10 and 11 are paid at least a gross hourly wage of €16 (€2,496 gross per month based on an employment contract for 36 hours a week)*

4.1.8 *Lump-sum payment*

a. *PGGM employees based in Zeist*

Employees who received a one-time payment in January 2024 in the amount of 20% of the index-linked annual supplement (including holiday allowance and year-end bonus) will receive additional compensation of 10% of the annual allowance in April 2025.

b. *PGGM employees based in The Hague*

PGGM employees based in the Hague (former MN employees) with an index-linked supplement will receive a (one-time) offer in March 2025 for voluntary commutation of indexation of the supplements, amounting to 30% of the annual supplement (including holiday allowance and year-end bonus) as it exists on 31 March 2025. If the employee elects to receive this compensation, it will be paid in April 2025. Indexation of the supplement will stop on 1 April 2025. If the offer is not accepted, the indexation remains unchanged.

4.1.9 *Nominal supplement*

The following agreements apply to employees entitled to a nominal supplement.

- a. The nominal supplement is not index-linked and will – together with the fixed salary – be paid in monthly instalments.
- b. The nominal supplement counts for determination of the holiday allowance and the year-end bonus and provides part of the basis for calculating the pension contribution.
- c. The nominal supplement is applicable until the employment contract, fixed-term or otherwise, is terminated. However, if a fixed-term employment contract is renewed or a fixed-term employment contract is converted into a permanent contract, the nominal supplement will not be terminated.
- d. In the event of reinstatement, the nominal supplement will not be revived.

4.1.10 *Indexation supplement*

The following agreements apply to employees entitled to an indexation supplement.

- a. The indexation supplement is indexed in line with CLA increases and will – together with the fixed salary – be paid in monthly instalments.
- b. The indexation supplement counts for determination of the holiday allowance and the year-end bonus and provides part of the basis for calculating the pension contribution.
- c. The indexation supplement is applicable until the employment contract, fixed-term or otherwise, is ended. However, if a fixed-term employment contract is renewed or a fixed-term employment contract is converted into a permanent contract, the indexation supplement will not be terminated.
- d. In the event of re-employment, the supplement will not be reinstated.

Article 4.2 PGGM Investment Management Back & Mid Office job categories and salary

4.2.1 *Algemeen*

- a. The employees' jobs are or will be classified in 13 salary scales on the basis of a job evaluation system.
- b. There is a salary scale for each job category.

The salary scales can be adjusted by a collective labor agreement pay rise to be determined by the parties to the agreement on the basis of consultation between these parties. With effect from 1 January 2025, the salaries and the salary scales in force on 31 December 2024 will be increased by 3%. With effect from 1 July 2025, the salaries and the salary scales in force will be increased by 1.5%.

- c. The employee will receive written notice of the job category in which his job has been classified, the salary scale in which he has been classified and his monthly salary. Any changes will also be notified in writing.
- d. If an employee objects to his job description or the classification of his job, he can use the objection and appeal procedure. This can be found on PGGM Plaza.

4.2.2 *Salary review*

In principle a salary review takes place once a year on 1 January. The annual increase is equal to 4% of the maximum salary of the scale in which the employee has been classified. The increase will be applied to the employee's monthly salary, but cannot lead to a higher salary than the maximum salary of his scale.

If the employee joins the company after 1 July of any given year, he does not qualify for this increase on 1 January of the following calendar year.

4.2.3 *Promotion*

- a. Any employee who is promoted to a higher classified job will be classified in the corresponding higher salary scale with effect from the promotion.
- b. In the event of promotion, the employee's monthly salary will be increased by 4% of the maximum salary in the next pay scale/scales. The new monthly salary will be not less than the starting salary (70%) of the higher salary scale and not more than the maximum of the higher salary scale (100%).
- d. In the event of promotion, any nominal supplement, as referred to in Article 2, paragraph 9, will be included in the fixed salary up to the scale maximum. Any remaining part above the scale maximum of the new scale will be included as a nominal supplement.

4.2.4 *Additional recompense*

PGGM is entitled to grant the employee a one-off recompense for exceptional dedication and/or performance. It can do so at any time of the year. The recompense can consist of a bonus or a non-monetary reward, depending on what PGGM feels is most suitable.

4.2.5 Temporary stand-in duty

- a. Any employee who temporarily acts as a full-time stand-in in another, more highly classified job at the instruction of PGGM will remain classified in the job category and the salary scale of his own job.
- b. If the temporary stand-in period has been at least a month and is not as a result of holiday, the employee will receive an allowance for it. This allowance will be granted for the stand-in period.
The allowance will be 4% of the maximum salary of the scale (plus possible intermediate scales) in which the job in which the employee is acting as a stand-in has been classified. The total of salary and allowance under this paragraph will be not less than the starting salary (70%) of the job in which the employee is acting as a stand-in.

4.2.6 Payment

The monthly salary will be paid monthly at the end of each month.

4.2.7 PGGM Back & Mid Office salary scales

PGGM Back & Mid Office pay line effective from 1 January 2025 including the 3% CLA increase

KF Scale	9	10	11	12	13	14	15	16	17	18	19
Minimum (70%)	2,199*	2,255*	2,416*	2,666	2,987	4,110	4,435	4,859	5,786	7,169	9,094
Maximum (100%)	3,142	3,222	3,452	3,808	4,267	5,871	6,335	6,942	8,266	10,241	12,991
Promotion-related increase/annual increase	126	129	139	153	171	235	254	278	331	410	520

*When they enter employment, employees in KF 9, 10 and 11 are paid at least a gross hourly wage of €16 (€2,496 gross per month based on an employment contract for 36 hours a week)

PGGM Back & Mid Office pay line effective from 1 July 2025 including the 1.5% CLA increase

KF Scale	9	10	11	12	13	14	15	16	17	18	19
Minimum (70%)	2,232*	2,289*	2,453*	2,706	3,032	4,171	4,501	4,932	5,873	7,277	9,650
Maximum (100%)	3,189	3,270	3,504	3,865	4,331	5,959	6,430	7,046	8,390	10,395	13,786
Promotion-related increase/annual increase	128	131	141	155	174	239	258	282	336	416	552

*When they enter employment, employees in KF 9, 10 and 11 are paid at least a gross hourly wage of €16 (€2,496 gross per month based on an employment contract for 36 hours a week)

4.2.8 Lump-sum payment

- a. *PGGM employees based in Zeist*
Employees who received a one-time payment in January 2024 in the amount of 20% of the index-linked annual supplement (including holiday allowance and year-end bonus) will receive additional compensation of 10% of the annual allowance in April 2025.
- b. *PGGM employees based in The Hague*
PGGM employees based in the Hague (former MN employees) with an index-linked supplement will receive a (one-time) offer in March 2025 for voluntary commutation of indexation of the supplements, amounting to 30% of the annual supplement (including holiday allowance and year-end bonus) as it exists on 31 March 2025. If the

employee elects to receive this compensation, it will be paid in April 2025. Indexation of the supplement will stop on 1 April 2025. If the offer is not accepted, the indexation remains unchanged.

4.2.9 *Nominal supplement*

The following agreements apply to employees entitled to a nominal supplement.

- a. The nominal supplement counts for determination of the holiday allowance and the year-end bonus and provides part of the basis for calculating the pension contribution.
- b. The nominal supplement is not index-linked and will – together with the fixed monthly salary – be paid in monthly instalments.
- c. The nominal supplement is applicable until the employment contract, fixed-term or otherwise, is terminated. However, if a fixed-term employment contract is renewed or a fixed-term employment contract is converted into a permanent contract, the nominal supplement will not be terminated.
- d. In the event of reinstatement, the nominal supplement will not be revived.

Article 4.3 PGGM Investment Management Front Office job categories and salary

PGGM Investment Management Front Office covers employees who work in Front Office jobs in the Investment Management unit and employees who work in the Investment Management Advice department of the Institutional Business unit. There are three different groups within the Front Office :

- Group 1: employees whose remuneration is based on the benchmark for the Dutch Asset Management Market with variable remuneration.
- Group 2: employees whose remuneration is based on the benchmark for the Dutch Asset Management Market without variable remuneration.
- Group 3: employees whose remuneration is based on a combination of the benchmark for the Dutch Asset Management Market and the Continental Europe Market with variable remuneration.

4.3.1 *General*

- a. The jobs of the employees have been or will be classified in Korn Ferry salary scales 14 to 19 inclusive on the basis of a job evaluation system.
- b. There is a salary scale for each job category. The salary scales can be adjusted by a collective labor agreement pay rise to be determined by the parties to the agreement on the basis of consultation between these parties. The Executive Committee can decide on a higher increase percentage if developments in the Investment Management market so give rise.
- c. The salary scales have a minimum and maximum salary, with a bandwidth of 70%-100% RSP (relative salary position).
- d. When he starts employment the employee will receive notice in writing of the job category in which his job has been classified, the salary scale in which he has been classified and his monthly salary. The employee will be informed in the event of changes to this. The employee can see what his current job category, salary scale and monthly salary are in My HR.

- e. If an employee objects to his job description or the classification of his job, he can use the objection and appeal procedure. This can be found on PGGM Plaza.

4.3.2 *Salary review*

The employee's salary rises annually on the basis of the individual development in competences and knowledge and the result delivered. The assessment decision leads to a salary increase in so far as the maximum of the scale has not yet been reached. The degree of salary increase that follows under this arrangement with retroactive effect from 1 January is determined by PGGM and depends on the assessment result and the employee's RSP (relative salary position) at the time of the assessment. The RSP is equal to the full-time monthly salary divided by the 100% maximum of the scale, expressed as a percentage.

The degree of salary increase fits within the bandwidth shown in the table below and cannot lead to a greater RSP than

- 100% for an assessment score of 1, 2 or 3;
- 110% for an assessment score of 4; or
- 120% for an assessment score of 5.

Assessment score	RSP 70 - <90	RSP 90 - <100	RSP 100 - <110	RSP 110 - 120
5	4-16	4-14	4-12	4-10
4	3-14	3-12	3-10	-
3	2-10	2-8	-	-
2	0-4	-	-	-
1	-	-	-	-

If the employee joins the company after 1 July of any given year, there is no assessment of that year and the employee's salary is not increased from 1 January of the following calendar year.

4.3.3 *Promotion*

- a. Any employee who is promoted to a higher classified job will be classified in the corresponding higher salary scale with effect from the promotion.
- b. On promotion the employee's monthly salary will be increased by 4% of the 100% salary in the next pay scale/scales that is/are applicable. The new monthly salary will be not less than the starting salary (70%) of the higher salary scale and not more than the maximum of the higher salary scale (120%).
- c. In the event of promotion, the nominal supplement referred to in paragraph 7 will be included in the fixed salary up to the scale maximum. Any remaining part above the scale maximum of the new scale will be included as a nominal supplement.

4.3.4 *Acting as a temporary stand-in*

- a. Any employee who temporarily acts as a full-time stand-in in another, more highly classified job at the instruction of PGGM will remain classified in the job category and the salary scale of his own job.
- b. If the temporary stand-in period has been at least a month and is not as a result of holiday, the employee will receive an allowance for it. This allowance will be granted for the stand-in period. The allowance will be 4% of the 100% salary of

the scale in which the job in which the employee is acting as a stand-in has been classified. The total of salary and allowance under this paragraph will be not less than the starting salary (70%) of the job in which the employee is acting as a stand-in.

4.3.5 *Payment*

The monthly salary will be paid monthly at the end of each month.

4.3.6 *Variable pay*

Employees with a Front Office job in the Investment Management services unit in group 1 and group 3 are entitled to variable remuneration. This is laid down in the Asset Management market variable pay scheme. This scheme can be found in the general 'Verantwoord belonen' policy document on responsible remuneration, which is published on PGGM Plaza.

4.3.7 *Nominal supplement*

The following agreements apply to employees entitled to a nominal supplement.

- a. The nominal supplement is not index-linked and will – together with the fixed salary – be paid in monthly instalments.
- b. The nominal supplement counts for determination of the holiday allowance and the year-end bonus and provides part of the basis for calculating the pension contribution.
- c. The nominal supplement is applicable until the employment contract, fixed-term or otherwise, is terminated. However, if a fixed-term employment contract is renewed or a fixed-term employment contract is converted into a permanent contract, the nominal supplement will not be terminated.
- d. In the event of reinstatement, the nominal supplement will not be revived.

4.3.8 *PGGM Investment Management Front Office salary scales*

PGGM Investment Management Front Office pay line – with variable remuneration (group 1) effective from 1 January 2025 including the 3% CLA increase

Scale	14	15	16	17	18	19
Minimum (70%)	4,110	4,435	4,859	5,786	7,346	9,287
Max 3 (100%)	5,871	6,335	6,942	8,266	10,494	13,267
Max 4 (110%)	6,458	6,969	7,636	9,093	11,543	14,594
Max 5 (120%)	7,045	7,602	8,330	9,919	12,593	15,920
Promotion-related increase	235	254	278	331	420	531

PGGM Investment Management Front Office pay line – with variable remuneration (group 1) effective from 1 July 2025 including the 1.5% CLA increase

Scale	14	15	16	17	18	19
Minimum (70%)	4,171	4,501	4,932	5,873	7,456	9,426
Max 3 (100%)	5,959	6,430	7,046	8,390	10,651	13,466
Max 4 (110%)	6,555	7,073	7,751	9,229	11,716	14,813
Max 5 (120%)	7,151	7,716	8,455	10,068	12,781	16,159

PGGM Investment Management Front Office pay line – without variable remuneration (group 2) effective from 1 January 2025 including the 3% CLA increase

Scale	14	15	16	17	18	19
Minimum (70%)	4,767	5,144	5,637	6,712	8,521	10,773
Max 3 (100%)	6,810	7,348	8,053	9,588	12,173	15,390
Max 4 (110%)	7,491	8,083	8,858	10,547	13,390	16,929
Max 5 (120%)	8172	8,818	9,664	11,506	14,608	18,468
Promotion-related increase	273	294	323	384	487	616

PGGM Investment Management Front Office pay line – Dutch Asset Management Market - without variable remuneration (group 2) effective from 1 July 2025 including the 1.5% CLA increase

Scale	14	15	16	17	18	19
Minimum (70%)	4,838	5,221	5,722	6,812	8,649	10,935
Max 3 (100%)	6,912	7,458	8,174	9,732	12,356	15,621
Max 4 (110%)	7,603	8,204	8,991	10,705	13,592	17,183
Max 5 (120%)	8,294	8,950	9,809	11,678	14,827	18,745
Promotion-related increase	277	299	327	390	495	625

PGGM Investment Management Front Office pay line - Dutch Asset Management Market/Cont. EU – with variable remuneration (group 3) effective from 1 January 2025 including the 3% CLA increase

Scale	17	18	19
Minimum (70%)	6,654	9,917	12,538
Max 3 (100%)	9,506	14,167	17,911
Max 4 (110%)	10,457	15,584	19,702
Max 5 (120%)	11,407	17,000	21,493
Promotion-related increase	381	567	717

PGGM Investment Management Front Office pay line - Dutch Asset Management Market/Cont. EU – with variable remuneration (group 3) effective from 1 July 2025 including the 1.5% CLA increase

Scale	17	18	19
Minimum (70%)	6,754	10,066	12,726
Max 3 (100%)	9,649	14,380	18,180
Max 4 (110%)	10,614	15,818	19,998
Max 5 (120%)	11,579	17,256	21,816
Promotion-related increase	386	576	728

The following Articles apply to the PGGM Algemeen, PGGM Investment Management Back & Mid Office and PGGM Investment Management Front Office groups.

Article 4.4 Holiday allowance

Starting on 1 January 2025, employees can choose to receive the holiday allowance monthly (option A) or as a one-time advance payment in the month of May (option B). This choice must

be registered at the time of starting employment or in December prior to the next calendar year. In both cases, the employee receives the same amount of holiday allowance in the calendar year in question.

Option A: Monthly payments:

- The holiday allowance year is the same as the calendar year.
- The holiday allowance amounts to 8% of the monthly salary for the month in question.
- The term monthly salary in this Article means the monthly salary plus any supplements in the event of incapacity for work. The holiday allowance includes any holiday benefits under the WAO, the Dutch Fully Disabled Persons Income Scheme (IVA), the Dutch Return to Work (Partially Disabled Persons) Regulations (WGA) and the Dutch Unemployment Insurance Act (WW).

Option B: Annual payment:

- The holiday allowance year is the same as the calendar year.
- The holiday allowance is equal to 8% of the salary earned in the period up to and including the month of May and an advance for the remaining months, calculated based on the May salary. If an employee has worked part-time in the period for which holiday allowance is calculated, he has a pro rata entitlement to holiday allowance.
- The holiday allowance is paid in May, including an advance for the calendar months that have not yet elapsed. Recalculation takes place as necessary in December of the holiday allowance year.
- If an employee leaves employment after 1 January but before payment of the holiday allowance, the holiday allowance will be settled with the last salary payment.
- If an employee leaves employment after 31 May and before 31 December of that calendar year, the excess holiday allowance paid will be set off against the last salary payment.
- If an employee starts employment after payment of the holiday allowance but before the start of the next holiday allowance year, the holiday allowance will be paid in December of the holiday allowance year.
- An employee who has not been employed for the entire holiday allowance year is entitled to holiday allowance in proportion.
- For the purposes of this article, the monthly salary is deemed to be the monthly salary including any benefits for incapacity for work. The holiday allowance includes any holiday benefits under the Dutch Invalidity Insurance Act (WAO), the Dutch Fully Disabled Persons Income Scheme (IVA), the Dutch Return to Work (Partially Disabled Persons) Regulations (WGA) and the Dutch Unemployment Insurance Act (WW).

Characteristic	Holiday allowance from 1 January 2025 (Option A: Monthly payment)	Holiday allowance from 1 January 2025 (Option B: Annual payment)
Holiday allowance year	Same as the calendar year	Same as the calendar year
Holiday allowance calculation	8% of the monthly salary for the month in question	8% of the salary earned in the period up to and including May, and an advance for the remaining months based on the monthly salary paid in May
Part-time work	Entitlement to prorated holiday allowance	Entitlement to prorated holiday allowance
Month in which the allowance is paid	Monthly	May (advance payment) and a recalculation in December

Characteristic	Holiday allowance from 1 January 2025 (Option A: Monthly payment)	Holiday allowance from 1 January 2025 (Option B: Annual payment)
End of employment before payment of holiday allowance	No offsetting, monthly payment of holiday allowance	Offsetting against the last salary payment
End of employment after 1 May and before 31 December	No offsetting, monthly payment of holiday allowance	Excess holiday allowance paid will be offset
Start of employment after payment of holiday allowance	No offsetting, monthly payment of holiday allowance	Payment in December of the holiday allowance year
Employee not employed for a full year	No offsetting, monthly payment of holiday allowance.	Entitlement to prorated holiday allowance
Holiday benefits in relation to monthly salary	Including (WAO, IVA, WGA, WW)	Including (WAO, IVA, WGA, WW)

Comment: The table shows the characteristics of the holiday allowance schemes from 1 January 2025, both in relation to payment per month and a single annual payment.

Article 4.5 Year-end bonus

Starting on 1 January 2025, employees can choose to receive the year-end bonus monthly (option A) or as a one-time payment in the month of December (option B). This choice must be registered at the time of starting employment or on 31 December at the latest prior to the next calendar year. In both cases, the employee receives the same amount of year-end bonus in the calendar year in question. The term monthly salary in this Article means the monthly salary plus any supplements in the event of incapacity for work. At employee level payment will only be made to the extent that this does not breach the applicable legislation and regulations.

Option A: Monthly payments:

- The year-end bonus year is the same as the calendar year.
- The year-end bonus amounts to 8.33% of the monthly salary for the month in question.

Option B: Annual payment:

- The year-end bonus year is the same as the calendar year.
- The year-end bonus amounts to 8.33% of the salary earned. If an employee has worked part-time in the period for which the year-end bonus is calculated, he has a pro rata entitlement to the year-end bonus.
- The year-end bonus is paid in December.
- If an employee leaves employment after 1 January but before payment of the year-end bonus, the year-end bonus will be settled with the last salary payment.
- An employee who has not been employed for the entire year is entitled to year-end bonus on a pro rata basis.

Characteristic	Year-end bonus from 1 January 2025 (Option A: Monthly payment)	Year-end bonus from 1 January 2025 (Option B: Annual payment)
Year-end bonus	Same as the calendar year	Same as the calendar year
Calculation of year-end bonus	8.33% of the monthly salary for the month in question	8.33% of salary earned up to and including December
Part-time work	Entitlement to prorated year-end bonus	Entitlement to prorated year-end bonus
Month in which the allowance is paid	Monthly	December
Employee leaves employment before payment of the year-end bonus	No offsetting, monthly payment of the year-end bonus	Offsetting against the last salary payment
Employee not employed for a full year	No offsetting, monthly payment of the year-end bonus.	Entitlement to prorated year-end bonus

Comment: The table shows the characteristics of the year-end bonus schemes from 1 January 2025, both in relation to payment per month and a single annual payment.

Article 4.6 One-off gross payment

In April 2025, all employees employed by PGGM in April 2025 will receive a one-time payment of €1,500 gross, regardless of how long they have been employed.

SECTION 5 HOLIDAY AND OTHER LEAVE

Article 5.1 Public holidays

- 5.1.1 As a rule no work is done on public holidays, unless it is necessary in the opinion of PGGM, given the nature of the work or the operating conditions. For the definition of public holidays, see Section 1, Article 1.
- 5.1.2 If an employee has been assigned to work on a public holiday under the relevant working hours scheme, but no work is done in accordance with paragraph 1, then a proportionate part of his monthly salary will be paid for that public holiday on the basis of the working hours scheme.
- 5.1.3 Notwithstanding paragraph 1, if an employee does have to work on a public holiday, then by way of compensation he will be granted as many hours of leave as he has actually worked on that public holiday in addition to payment of the hourly rate.
- 5.1.4 PGGM values Diversity, Equity & Inclusion. With this in mind, employees may choose to exchange a maximum of two national Christian holidays per calendar year with a day or holiday that is important to them personally. For further details, see Article 11.1. If the employee chooses to do so and as a result of that choice works on a holiday as defined in Section 1, Article 1, the provisions of paragraphs 2 and 3 of this article do not apply.

Article 5.2 Holiday

- 5.2.1 The holiday year is the same as the calendar year.
- 5.2.2 The employee has 144 hours of leave per holiday year, being paid a proportionate part of his monthly salary, plus the fixed allowances the employee receives for these 144 hours.
- 5.2.3 An employee who is only in PGGM's service for part of the holiday year is entitled to a proportionate part of the holiday referred to in the previous paragraph.
- 5.2.4 If no pay is owed for a period of time, no holiday entitlement is accrued for this period of time, unless one of the situations referred to in Section 635 of Book 7 of the Dutch Civil Code occurs.
- 5.2.5 The date(s) of the holiday will be decided by PGGM in accordance with the wishes of the employee, unless compelling reasons dictate otherwise. The following provisions must be taken into account in this regard:
 - a. As a rule two consecutive weeks of the holiday referred to in this section in Article 2, paragraph 2 will be allowed.
 - b. If the employee wishes to take holiday, he must submit a request to PGGM to this effect well in advance.
 - c. As a rule the employee can take up to 1.5 times the total number of holiday hours referred to in paragraph 2 of this Article as holiday per holiday year. An exception to this can be made in consultation with PGGM.

- 5.2.6 Accrued holiday entitlement must be taken and will not in principle be paid in lieu, except in the situations referred to in paragraph 7 of this Article.
- 5.2.7 On termination of the employment contract the employee - to the extent that operating conditions allow - will be given the opportunity to take the holiday still owing to him. This holiday may not however be arranged unilaterally in the notice period. Any holiday entitlement shortfall or surplus at the end of the employment contract will be settled in the final settlement.
- 5.2.8 The entitlement to holiday leave referred to in paragraph 2 expires 12 months after the end of the calendar year in which the entitlement to this holiday leave has been acquired.

Article 5.3 Statutory leave

- 5.3.1 Under the Dutch Work and Care Act the employee is entitled to the following forms of leave if a situation described in law in relation to the applicable form of leave occurs:
- pregnancy and delivery leave;
 - parental leave;
 - adoption leave;
 - post-birth leave;
 - short-term care leave;
 - long-term care leave;
 - emergency leave and other short-term leave.
- 5.3.2 PGGM will follow statutory provisions when applying the forms of leave referred to under 1.
- 5.3.3 The following has been agreed with regard to parental leave:
- a. Parents are entitled to parental leave until the child is eight years old.
 - b. This leave shall not exceed 26 times the working hours per week.
 - c. Employees can take 9 working weeks of the 26 working weeks referred to under b. as paid parental leave. To this end PGGM will supplement the payment by the Employee Insurance Agency to 100% of the employee's monthly salary, incl. any fixed supplements. This is subject to the following conditions:
 - Paid parental leave will last for not less than one and not more than nine 9 working weeks;
 - The leave can be taken flexibly;
 - The leave must be taken within one year of the child's birth. Or within one year of admission into the family if the child is adopted or fostered and the child is not yet eight years old;
 - In the case of a multiple birth, the employee is entitled to paid or unpaid parental leave for each child.

5.3.4 The following has been agreed with regard to short-term leave of absence in the event of death:

- a. At PGGM, we believe it is important that employees dealing with loss are supported and have adequate time for grieving. So employees are entitled to paid bereavement leave for a reasonable period of time. This requires flexibility and personalization. The days listed below are indicative. In consultation with the manager, these guidelines can be deviated from when desired and personalized arrangements can be made.
- b. On the death of children, partners, parents or parents-in-law, and in other cases where the employee arranges the funeral or cremation, exceptional leave will be granted from the date of death to the date of the funeral or cremation.
- c. On the death of grandparents, grandchildren, brothers, sisters, brothers-in-law or sisters-in-law and the blood relatives and relatives by marriage living with the employee, a day's leave will be granted and a day for attending the funeral or cremation.

5.3.5 The following has been agreed with regard to post-birth leave for the partner:

- a. As the partner of a woman who has recently given birth, the employee is entitled to one week's fully paid statutory post-birth leave. The employee must take this leave in the first month after the birth. The day of the delivery is regarded as emergency leave and does not count as post-birth leave.
- b. Partners can take up to five weeks' additional post-birth leave. PGGM will continue paying the employee's salary and so supplement the statutory benefit to a maximum of 70% of maximum daily pay up to 100% of the employee's salary. The Employee Insurance Agency (UWV) will pay PGGM the statutory benefit for the additional post-birth leave.
- c. The employee must take these weeks of leave within six months of the birth of the child. This is however conditional on an employee first taking the post-birth leave amounting to the number of working hours per week times 1. The employee must also request the leave in whole weeks. In consultation with PGGM, the employee can spread the additional leave over a longer period than five weeks. Less than five weeks' additional post-birth leave can also be taken.

5.3.6 The following has been agreed with regard to adoption and foster care leave:

- a. An employee who adopts or fosters a child is entitled to adoption leave or foster care leave. The leave applies to both adoption/foster care parents.
- b. Adoption and foster care parents can take six weeks' adoption and foster care leave. PGGM will continue paying the employee's salary and so supplement the statutory benefit to a maximum of 100% of maximum daily pay up to 100% of the employee's salary. The Employee Insurance Agency (UWV) will pay PGGM the statutory benefit for the adoption or foster care leave.
- c. The entitlement exists from four weeks before the first day of the actual adoption/fostering until 22 weeks thereafter. Employees can spread the leave. Less leave can also be taken.

Article 5.4 Informal care

- 5.4.1 Informal care is the long-term, unpaid care for a partner, parent, child or other family member, friend or acquaintance who is chronically sick, disabled or in need of help. An informal caregiver is not a professional carer, but gives care because he has a personal connection with the person for whom he is caring. The employer will look favourably on the provision of informal care. If the employee has a need for it, individual agreements can be made in this regard, enabling the employee to ensure his work/life balance is not excessively disturbed by the provision of informal care.
- 5.4.2 Where applicable, PGGM's company counselor will fulfil the intermediary role in matters of informal care. This role allows him to support employees who provide informal care with the applicable regulations and the requests and registrations that have to be made.
- 5.4.3 During the term of the Collective Labor Agreement PGGM will be an informal care-friendly company recognized by the Dutch Work & Informal Care Foundation and meets the relevant requirements.

Article 5.5 Purchasing extra leave

- 5.5.1 In the interest of a good work/life balance and self-management at work, employees can purchase a maximum of 72 additional hours of leave each year on the basis of hourly pay plus holiday allowance and year-end bonus (1.1633 times hourly pay). These days must be taken in the calendar year in which they are purchased.
- 5.5.2 Holidays not taken will be paid in lieu on the basis of the same level at which they were purchased in that calendar year.
- 5.5.3 The employee can submit a request to purchase additional holiday not more than twice per calendar year, with a minimum of eight hours and a maximum of 72 hours' additional leave.

SECTION 6 INCAPACITY FOR WORK

Article 6.1 Obligations of PGGM

In the event of the employee's incapacity for work, PGGM is obliged to make an effort to enable the employee concerned (allowing for his limitations) to resume his own job, if necessary with technical adaptations in the workplace or an adjustment in the organization (different division of duties). Maximum use will be made of the statutory rehabilitation tools in this regard.

If redeployment in the employee's own job is impossible, PGGM will make an effort to redeploy the employee elsewhere in the company. If redeployment and a suitable job within the company are impossible, PGGM will make every effort to redeploy the employee in suitable work outside the employer's company.

Article 6.2 Obligations of the employee

- 6.2.1 In the event of incapacity for work, the employee is obliged to cooperate actively with efforts aimed at internal or external reintegration.
- 6.2.2 The employee must comply with the sickness monitoring requirements set out in the sickness absence protocol. This sickness absence protocol can be found on PGGM Plaza.

Article 6.3 Continued payment of salary and topping up during the first 104 weeks of incapacity for work

6.3.1 *Legislation*

If an employee is unable to do the stipulated work as a consequence of sickness, pregnancy or childbirth, he is subject to the provisions of Section 629 of Book 7 of the Dutch Civil Code, the Dutch Sickness Benefits Act, the Dutch Work and Care Act and the Dutch Work and Income (Capacity for Work) Act, unless otherwise stated below.

6.3.2 *Continued payment of salary for the first period of 52 weeks*

In the event of incapacity for work, the employee will continue to be paid 100% of his monthly salary for the first 52 weeks of the statutory period referred to in Section 629 of Book 7 of the Dutch Civil Code. This period is reduced to 13 weeks for employees who have reached state pension age at the beginning of this statutory period.

6.3.3 *Continued payment of salary for the second period of 52 weeks*

The employee will continue to be paid 70% of his monthly salary for the second 52 weeks of the statutory period referred to in Section 629 of Book 7 of the Dutch Civil Code. A hardship clause applies for exceptional situations. In this case 100% of the employee's monthly salary will continue to be paid. A second period of continued payment of salary does not apply to employees who have reached state pension age, as referred to in the previous paragraph.

6.3.4 *Monthly salary*

Notwithstanding the provisions of Article 1.1, for the purpose of applying the provisions of this section, the term monthly salary means the monthly salary that the employee would have received had he been fit for work, plus the fixed allowances that the employee receives.

The following will be deducted from the monthly salaries and top-ups payable by PGGM under this article:

- a. the amount of a cash benefit due to an employee under an insurance pursuant to the law or on other grounds or from any (social) fund;
- b. the amount of income from work that the employee has done despite his sickness, instead of his own job or during his normal working hours, somewhere other than at the employer and with the consent of the employer, both within and outside the employment relationship.

6.3.5 *Incapacity for work and working*

An employee who is partially incapacitated for work and performs (suitable) duties during the second period of 52 weeks as referred to in Section 629 of Book 7 of the Dutch Civil Code will receive 100% of the proportionate part of his monthly salary per hour worked. In so far as the employee is incapacitated for work during the second period of 52 weeks, he will receive 70% continued payment of the proportionate part of his monthly salary.

An employee working for the purposes of occupational therapy-based rehabilitation is regarded as fully incapacitated for work.

Article 6.4 Topping up after the first 104 weeks of incapacity for work

- 6.4.1 An employee who is less than 35% incapacitated for work after the first 104 weeks of incapacity for work will receive salary for his hours worked. The employee will also receive a top-up for a period of 18 months from the first day after the first 104 weeks of incapacity for work. This top-up is 70% of the difference between the salary he earned immediately before the start of the incapacity for work and the salary earned on resuming work.
- 6.4.2 During the period of 18 months referred to in paragraph 1, PGGM has an obligation to take action to redeploy the employee internally or externally.
- 6.4.3 An employee who is at least 35% incapacitated for work after the first 104 weeks of incapacity for work will receive salary for his hours worked.

Article 6.5 Refusing payment of salary and/or top-ups

PGGM has the right to refuse to continue paying the salary and top-ups referred to in this section in respect of any employee who:

- a. has deliberately become incapacitated for work or has become incapacitated for work as a consequence of a defect about which he has provided false information as part of a pre-employment medical examination and as a result of which the testing against the resilience requirements laid down for the job could not be carried out properly;
- b. has impeded or delayed his recovery;
- c. fails without good reason to do any suitable work;
- d. fails without good reason to cooperate with reasonable instructions for or measures enabling the performance of suitable work given by PGGM or an expert;
- e. fails without good reason to cooperate with the drafting, evaluation or revision of a rehabilitation action plan;

- f. without good reason submits his application for a WIA benefit later than laid down by law.

Article 6.6 Breaching of monitoring regulations

PGGM has the right to suspend the continued payment of both salary and the top-ups referred to in this section or to refuse a top-up in respect of any employee who fails to comply with the rules and instructions to which he is subject in the event of sickness.

Article 6.7 Failure to cooperate with expert opinion/breaching of safety regulations

PGGM has the right to refuse to pay the top-ups referred to in article 6.3 in respect of any employee who:

- a. refuses to cooperate with an expert opinion (second opinion) that PGGM has requested the Employee Insurance Agency to provide;
- b. has been warned repeatedly about the risks of failing to use the safety equipment available or breaches health and safety regulations and has become incapacitated for work as a consequence.

Article 6.8 Lapsing of right to holiday allowance and year-end bonus

If the employee has no right to payment of salary and/or top-up under the provisions of the articles above, the employee is not entitled to a proportionate part of the holiday allowance as set out in article 4.4 and the year-end bonus as set out in article 4.5.

Article 6.9 Recourse

If PGGM can make a claim for compensation in respect of the employee's incapacity for work against one or more third parties, the employee will provide the information necessary for this. If the employee refuses to do this, he has no right to the top-ups referred to in article 3 of this section.

SECTION 7 CHOICE OF TERMS OF EMPLOYMENT

Article 7.1 Cafeteria plan

PGGM operates a cafeteria scheme. Employees can use this scheme to swap leave (exceeding the statutory minimum) and/or pay (time or monetary source) tax-efficiently for a purpose defined in the cafeteria scheme.

The scheme is published on PGGM Plaza. Changes to the scheme will be agreed with the PGGM works council.

SECTION 8 PENSION

Article 8.1 Mandatory participation

There is a pension scheme in employer's company, membership of which is compulsory, subject to the provisions of the pension scheme.

Article 8.2 Characteristics

- 8.2.1 The pension scheme has been set up according to the provisions of the pension rules of the pension fund for the healthcare and social welfare sectors (PFZW). The pension scheme is administered by PGGM. For further information and the rules, see the website of Pensioenfondszorg en Welzijn: www.pfzw.nl.
- 8.2.2 The PFZW sets the pension contribution each year. 37% of the OP part of the pension contribution is for the employee's account. The whole of the AP part of the pension contribution is for PGGM's account. There is a contribution discount of two percentage points on the percentage for the employee's account. The result of this calculation is rounded to one decimal place.

Article 8.3 Voluntary continuation of pension accrual

If the employee has chosen to continue the pension scheme voluntarily during parental leave (see Section 5), when using the generation scheme or for the unpaid part of vitality leave (see Section 10), PGGM will reimburse part of the pension contribution. To calculate the part of the pension contribution to be reimbursed, the same method of calculation will be used as that for determining the employer's share of the pension contribution for the collective scheme (see art. 2, paragraph 2 of this section). The employee's share will be deducted from the employee's gross monthly salary.

CHAPTER 9 OTHER ALLOWANCES AND FINANCIAL ARRANGEMENTS

Article 9.1 'Where you work' budget

- 9.1.1 With the 'where you work' budget employees receive a location-dependent allowance that contributes to PGGM's sustainability ambitions.
- 9.1.2 The 'where you work' budget consists of a flexible travelling expenses and home working allowance.
- 9.1.3 'Where-you-work' budget
- For employees who have no entitlement to a leased car the 'where you work' budget is based on the table below. For employees with a lease budget (see article 4b) the home working allowance in accordance with the table below applies to the days they work at home. The amounts given in the table will be paid untaxed if and in so far as they are in line with relevant tax legislation and regulations for untaxed travelling expense allowances.

One-way	Contents	Amounts
0 to 10 km	Bicycle/on foot Motor vehicles	€0.23/km No kilometer allowance *
More than 10 km	Bicycle/on foot Motor vehicles	€0.23/km, no cap €0.23/km (up to max. 35 km for a single journey)
	Public transport	Full refund based on 2nd class
	Working from home	€2.40 net per day**

* This is subject to an exception for employees who live up to 10 km away, but who for physical reasons rely on transport by car.

** Agreed maximum untaxed home work allowance in 2025

- If the employee chooses public transport, PGGM will - in the interest of carbon reduction - reimburse the full costs of second class public transport, instead of the amount given under a.
- The allowance for travel by motorized vehicles for one-way trips up to a maximum of 35 km is continued in this CLA as a pilot arrangement for the duration of this CLA.
- The employee can, if applicable, arrange for his non-reimbursed commuting kilometers to be paid out tax-efficiently each month through the cafeteria scheme.
- If the employee does not work on account of sickness or incapacity for work, the 'where you work' budget will not be paid.
- For the days on which the employee works from home, he will receive an allowance equal to the maximum payroll tax-free amount per homeworking day set by the legislator.

9.1.4 *Lease budget*

- a. For employees entitled to a leased car the standard lease amount is decisive for the level of the lease budget. This standard lease amount can be found in the lease scheme on PGGM Plaza.
- b. Where an employee does not make full use of his lease budget as a result of his choice of leased car, PGGM will pay out the remaining amount, if any, gross.
- c. When an employee becomes eligible for a higher standard lease amount during the term of the lease, because of promotion to a higher salary scale, but chooses to continue the current lease, the difference between the higher standard lease amount and the current standard lease amount will be paid out gross.
- d. If an employee does not use his lease budget to choose a leased car, this budget will be paid out net, in so far as it lies within the limits for travelling expense allowance that can be provided tax-free. Any remaining amount will be paid out gross. In the case of an employment contract of 50% or less, this budget will be calculated pro rata to the employment contract percentage.
- d. The use of the lease budget serves to cover all the business travel expenses to be incurred domestically.

Article 9.2 Internet allowance

Effective from 1 January 2025, in addition to the 'where you work' budget, employees who meet the fiscal requirements will receive an untaxed Internet allowance of €45.00 per month.

Article 9.3 Business kilometers

- 9.3.1 An employee who is not eligible for the lease scheme will receive €0.23 per km for every business kilometer he drives in his own car. The employee referred to in the previous sentence who drives more than 2,500 business kilometers in his own car will receive €0.28 per km for every business kilometer in excess of 2,500 kilometers per year. €0.23 of this will be untaxed.
- 9.3.2 The employee must himself inform the employer when he exceeds 2,500 business kilometers during the year in question, with a clear statement of the business journeys he has made.
- 9.3.3 Commuting kilometers are not business kilometers and will be reimbursed in accordance with Article 9.1.

Article 9.4 Leased company car scheme

- 9.4.1 The provision of a leased car to an employee is subject to the PGGM Leased Car Scheme. The leased car scheme is published on PGGM Plaza. Changes to the leased car scheme will be agreed with the PGGM works council.
- 9.4.2 If the allocation of leased cars is intended as a structural labor market tool, this intention is a matter for consultation with the Works Council.

Article 9.5 Expense allowance

- 9.5.1 The fixed expense allowance is subject to regulations. These regulations are published on PGGM Plaza. Expenses that the employee incurs in connection with the performance of his duties will be reimbursed on the basis of these regulations, in so far as these expenses are not reimbursed on other grounds.
- 9.5.2 PGGM will decide which individual employees or categories of employees are eligible for a fixed expense allowance.
- 9.5.3 At the request of the employee, PGGM can pay an advance on the expenses to be claimed. This advance will be calculated on the basis of standards to be determined by PGGM.

Article 9.6 Mobile telephony

Each employee is entitled to a mobile telephone. The manager will decide for which type of mobile telephone the employee is eligible. The contract costs and call charges of this mobile telephone will be for PGGM's account, all subject to the additional tax liability rules in connection with private use according to the Implementing Regulations for the Dutch Wages and Salaries Tax Act. PGGM retains the right to perform random checks on compliance with these rules.

Article 9.7 Accident insurance/Travel insurance

- 9.7.1 PGGM will take out accident insurance for employees who regularly work away from their office in the performance of their duties, the policy conditions of which in any event provide for a lump-sum benefit in the event of death.
- 9.7.2 In the event of foreign travel, PGGM can also take out travel insurance for the reimbursement of any travel losses or damage.

Article 9.8 Removal expenses

- 9.8.1 This removal allowance scheme is only applicable once PGGM has given consent in writing.
- 9.8.2 PGGM will only give consent if the following conditions are met:
- The employee moves house within two years of accepting a new employment relationship or after a transfer.
 - The employee lives more than 25 kilometers from work and moves house so that the distance between his new home and his work is at least 60% less.

- 9.8.3 In addition to paragraph 2, PGGM can also give consent if the removal is for business reasons.
- 9.8.4 The allowance to be granted under this scheme for the term of this Collective Labor Agreement is the maximum tax-free amount that may be reimbursed (€7,750 for 2025).
- 9.8.5 Where the house move involves a family with several members who are employees of the employer, the allowance will only be granted to one of the employees.
- 9.8.6 Any employee who has received an allowance under paragraph 4 and whose employment contract ends within 24 months of receipt of this allowance at the employee's request, or on compelling grounds caused by the employee and attributable to him, is obliged to repay this allowance. The amount to be repaid will be reduced by 1/24 for each month that the employment relationship continues in the period from receipt of the allowance up to 24 months thereafter.
- 9.8.7 In exceptional cases, PGGM at its own discretion, may decide not to apply the repayment scheme, to the employee's benefit.

Article 9.9 Medical expenses

- 9.9.1 The employee can join a group health insurance scheme taken out by PGGM.
- 9.9.2 PGGM will reimburse any employee who joins the group health insurance scheme, and has thereby taken out additional insurance for himself and any of his family members, 60% of the premium for this additional insurance cover. This is a gross allowance. The 60% allowance also applies to part-time employees.
- 9.9.3 The provisions of paragraph 1 of this article do not apply in respect of those family members who are eligible under a different scheme for a contribution towards the premium payable by them for the additional medical expenses insurance. The employee has an obligation to notify PGGM in this regard. PGGM is entitled to offset any reimbursement paid in error monthly against the employee's monthly salary.
- 9.9.4 The employee referred to in paragraph 2 can submit a substantiated request to PGGM for an allowance for special medical expenses incurred for the employee himself or his family members. This will be in so far as these expenses are not covered by additional medical expenses insurance with the most extensive cover according to PGGM's group medical expenses insurance. This scheme is intended for distressing situations, at the discretion of the parties to the collective labor agreement, on the basis of the following criteria:
- family situation;
 - family income;
 - extent of the expenses incurred;
 - reasonableness of the expenses.

PGGM has a budget of up to €15,000 per year available for allowances pursuant to this paragraph.

9.9.5 For the application of this article the term family members means the following:

- the employee's partner;
- the children and foster children for whom the employee receives child benefit or whose living expenses are largely paid by the employee.

Article 9.10 Mortgage interest contribution scheme

Any employee who has taken out a mortgage loan with a mortgage provider designated by PGGM can take advantage of an interest contribution scheme. This scheme does not apply to mortgages concluded from 1 February 2018. The conditions under which an interest contribution will be provided are set out in the scheme. The scheme is published on PGGM Plaza.

Article 9.11 Death benefit

9.11.1 If the employee dies, his monthly salary will be paid up to and including the month of death.

9.11.2 In addition to the monthly salary referred to in paragraph 1, a death benefit equal to three times the monthly salary applying at the time of death will be paid to the employee's dependents as referred to in Section 674 of Book 7 of the Dutch Civil Code, less one-off benefits in connection with the employee's death under a medical expenses or incapacity for work insurance laid down by law. The employer will decide to which of the dependants the benefit will be paid.

9.11.3 In so far as the benefits under the Dutch Surviving Dependents Act and the pension scheme referred to in section 8 together are less than the net monthly salary applying at the time of death, including the fixed allowances, the employee's partner will, following the latter's death, in addition to the benefit referred to in paragraph 2, receive an amount equal to that difference monthly for a year after the month of death.

Article 9.12 Supplementary incapacity for work benefit

PGGM has renewed its participation in the PAWW scheme in 2022. The PAWW foundation arranges a supplementary benefit on expiry of a period of unemployment benefit or WGA benefit. The costs of participation in this private top-up of unemployment benefit or WGA benefit are for the employee's account. The contribution percentage will be 0.1% for 2025 and is reviewed annually by the PAWW foundation. The contribution percentage will be deducted from the employee's monthly salary.

SECTION 10 EMPLOYABILITY

Article 10.1 Fit for the Future

- 10.1.1 The 'world of work' is changing radically and these changes may also affect employees. This is why PGGM is keen to encourage employees to reflect on their future: *Fit for the Future*. Fit for the Future means that what the employee can and wants to do matches what the work offers and requires of him. That the employee is physically and mentally fit enough to continue to perform his duties. And that the employee is able to monitor and maintain his own 'fitness'. To ensure he is able to continue to enjoy his job in good health for a long time to come. Within or outside PGGM. Nu en in de toekomst.
- 10.1.2 PGGM considers it important for employees in all age categories to take control of their own career. We want employees to be able to find a balance between work and private life that suits them, to develop into the best they can be and to maintain vitality. This is why PGGM has a Generation Scheme or Senior P Budget and a Vitality Leave Scheme. See also articles 3 and 4 of this section.
- 10.1.3 Every employee is offered the opportunity to use the funds in his Fit for the Future budget, amounting to €300 net each year, to improve his mental, physical or financial fitness. The employee is free to spend the funds on purposes that contribute to the aforementioned fitness.

Article 10.2 Personal budget (P budget)

- 10.2.1 The employee is entitled to a personal budget amounting to 70 hours of leave per calendar year with a view to enhancing his employability.
- 10.2.2 The personal budget hours may be used as additional hours off for holiday, study leave or be used as a source in the cafeteria scheme referred to in Section 7. On request the unspent personal budget hours can be paid out in lieu during the employment contract.
- 10.2.3 In so far as the employee chooses to use his personal budget for additional free time, he is free to choose the time at which he takes this free time, unless the departmental staffing level does not allow this. In this latter case a suitable solution will be sought in consultation between employee and manager, with the starting point that the free time will be taken at a later date in the calendar year concerned.
- 10.2.4 The employee will make his choice for spending his personal budget hours known each year at the planning interview. PGGM will agree to this choice, unless compelling reasons dictate otherwise. In this case a suitable solution will be sought in consultation with the employee. The agreements with regard to the choice will be set down in writing.
- 10.2.5 If the employee starts employment in the course of the calendar year, the personal budget will be calculated pro rata. Any surplus or shortfall in personal budget leave hours at the end of the employment contract will be offset pro rata. Where an employee is exempted from work before the termination of the employment contract, no personal budget will be granted for the period of exemption.
- 10.2.6 Personal budget hours do not expire at the end of the calendar year concerned if and in so far as the employee has designated a purpose for use of these hours in

consultation with PGGM.

Article 10.3 Senior P Budget or Generation Scheme

- 10.3.1 PGGM considers it important for employees in all age categories to take control of their own career. We want employees to be able to find a balance between work and private life that suits them, to develop into the best they can be and to maintain vitality. This is why PGGM offers employees the opportunity of an 80-90-100 generation scheme or a senior P budget. If you choose to join the Generation Scheme, your entitlement to senior P budget will lapse.
- 10.3.2 Any employee born in 1963 or before is entitled to a senior P budget in the amount of 80 leave hours per calendar year with effect from the calendar year in which he turns 58. A senior P budget of 160 leave hours per calendar year applies with effect from the calendar year in which the employee turns 61.
- 10.3.3 Any employee born in 1964 or 1965 is entitled to a senior P budget, starting seven years before state* pension age, amounting to 80 leave hours per calendar year for three years and then 160 leave hours per calendar year for four years.
- 10.3.4 Any employee born in 1966 or after is entitled to a senior P budget starting five years before state pension age of 80 leave hours per calendar year for two years and then 160 leave hours per calendar year for three years.
- 10.3.5 The personal budget provisions under article 2 apply in full to the senior P budget on the understanding that the senior P budget is intended as an impact-cushioning measure and therefore unspent senior P budget hours cannot be paid in lieu or be deposited in the cafeteria scheme. This is otherwise only where the employee has not been able to take the budget because of long-term sickness and at the end of the employment contract.
- 10.3.6 Older employees can also choose to work less structurally as part of what is known as a Generation Scheme. This means that where an employee chooses to start working 20% less five years before his state pension age, his salary is only reduced by 10%. In addition, PGGM facilitates retirement pension accrual up to 100%. See also section 8, article 3.
- 10.3.7 The 80-90-100 scheme applies to all forms of working hours, on the understanding that if the working hours have been increased for the application of 80-90-100 less than one year before taking advantage of the generation scheme, the working hours from before the increase apply. Tax legislation requires that the employee continues to work at least half of the original working hours.

**For the one-time determination of the effective date of the senior P budget for employees born in 1964 and later, at the time of allocating this P budget for the new calendar year, we use information provided by the SVB regarding the expected date of eligibility for state pension of these employees for the new calendar year.*

Article 10.4 Vitality Leave Scheme

- 10.4.1 Employees may take Vitality Leave twice during their career with PGGM, subject to the following conditions:
- there is a period of at least five years between the first and second Vitality Leave;
 - the employee has been employed by PGGM for at least three consecutive years;
 - the requested leave cannot begin before January of the succeeding calendar year;
 - the duration of the Vitality Leave shall be not less than two and not more than three consecutive months.
- 10.4.2 PGGM reviews applications annually in September:
- Applications relating to the following calendar year must be submitted by 1 September of the current calendar year;
 - Employees who have applied (on time) for vitality leave will receive a final decision no later than 1 October of the same year in which the application was made.
- 10.4.3 When assessing whether or not to approve the request, PGGM takes into account the maximum participation rate in the Vitality Leave scheme, which is 7% of all employees, split proportionally across the units. The application may be rejected if continuity in the team cannot be guaranteed. This is a discretionary power of PGGM. In that case, the manager and employee will jointly determine another appropriate period for the desired leave.
- 10.4.4 The Executive Committee is authorized, at its own discretion, to adjust the maximum participation percentage, as explained in paragraph 2, upward each year. The Executive Committee is also authorized, at its own discretion, to change the duration of the leave each year, as stipulated in paragraph 1(d). When doing so, the Executive Committee takes into account the challenges and level of staffing in the organization.
- 10.4.5 During an employee's Vitality Leave, PGGM continues to pay 50% of salary. The other 50% is for the employee's account by for example taking leave, P budget, flexible hours, unpaid leave or purchasing additional leave. In the case of unpaid leave PGGM facilitates 100% pension accrual. See also Article 8.3 in this respect.
- 10.4.6 For employees who have a senior P budget or use the Generation Scheme the Vitality Leave Scheme is fully (100%) for their own account.

Article 10.5 Early Retirement Scheme 2021 - 2025 (ERS)

- 10.5.1 During the term of this CLA, the temporary ERS agreed from 1 January 2022 to 31 December 2025 will apply. This allows employees to retire early. The benefit is free from the so-called ERS levy. Conditions of this scheme are:
- Applicable exclusively to employees born in the period 1955 to 1961.
 - The benefit under the ERS scheme will be granted (no more than) 36 months immediately before the employee reaches state pension age. If the benefit starts less than 36 months before state pension age, the exemption only applies for the remaining months.
 - The amount of the threshold exemption will be calculated per month (for 2025: €2,273.00 gross per month)

- d. The scheme may be agreed until not later than 31 December 2025.
- e. There is double voluntariness. PGGM is not obliged to grant the scheme when the employee asks for it. The employee is not obliged to take part in the scheme.
- f. The exemption is not linked to any part-time factor.
- g. The ERS threshold exemption does not exceed an amount that, after reduction of payroll tax and national insurance contributions, is equal to the net amount of the state pension for single persons applying on 1 January of the year in which the payment takes place.

10.5.2 Employees have the choice of receiving the benefit amounting to a maximum of 36 times the exempted amount all at once or having it paid monthly.

10.5.3 If the employee dies, the ERS benefit payment stops. The surviving dependents receive a death benefit of (at most) three times the monthly ERS benefit.

10.5.4 This scheme is intended for stopping working altogether. For this reason part-time participation is not permitted.

Article 10.6 Development and training

10.6.1 PGGM has set up an education reimbursement scheme in support of the development of employees. This scheme provides facilities to:

- enable employees to retain and to develop the expertise that the organization requires of them;
- offer employees the best possible development opportunities to enhance their current and future employability within the company.

10.6.2 The nature and scope of the facilities will be determined in consultation between the manager and the employee, as a result of progress and/or appraisal interviews or as part of a personal development plan, or otherwise. If the training is necessary or desirable for the current or future job within the company, the employer will reimburse the training costs.

10.6.3 The wording of the education reimbursement scheme can be found in Annex 3.

10.6.4 It is possible for employees to build up a portable training budget tax-efficiently, which can be financed from (senior) P budget and/or transition allowances. If the employee makes this choice, these budgets will be placed with an organization nominated by PGGM and approved for this purpose by the tax authorities.

Article 10.7 Homeworking

The option to work at home is open to all employees. For further information, see the Homeworking Scheme. Section 9 provides for a per diem allowance in the form of the 'where you work' budget (Section 9, Article 1) and an Internet allowance (Section 9, Article 2) for employees who work from home.

SECTION 11 Diversity, Equity & Inclusion

Article 11.1 Exchanging Christian holidays

- 11.1.1 Employees are allowed, in consultation with their manager, to exchange up to two national Christian holidays per year with a day or holiday that is important to them personally, provided that business operations permit this, that the work on this national Christian holiday can be performed from home and that the manager agrees.
- 11.1.2 Employees may exchange the following public holidays, provided they fall on a normal working day:
- a. Christmas Day and Boxing Day;
 - b. Ascension Day;
 - c. Easter Monday;
 - d. Whit Monday.
- 11.1.3 The office remains closed on these national holidays.

Article 11.2 Liberation Day

PGGM feels it important to reflect on the importance of being able to live one's life as a free person. So all PGGM employees have a day off on May 5 each year.

Article 11.3 Make It Possible

The Make It Possible program (MIP) is a program for people with an intermediate (MBO 4+) or higher education certificate who have poor prospects on the labor market due to a physical disability. During the term of this CLA, PGGM aims to offer 20 permanent work experience positions for participants in the MIP program. PGGM is also committed to placing MIP program participants and other people at a disadvantage in the labor market, as defined in the Dutch Participation Act, in regular jobs.

SECTION 12 LABOR MARKET AND REORGANIZATION

Article 12.1 Reorganization

12.1.1 The employer will aim to ensure that the adverse consequences of a reorganization are limited as far as possible for the employees concerned. The parties can agree to provide for its consequences in a Redundancy Plan. When such a Redundancy Plan has been agreed, similar provisions in the Redundancy Plan will prevail over this collective labor agreement.

12.1.2 The trade unions will be informed about PGGM's plans with regard to:

- new investments (not being investments in financial products);
- major changes to the organization;
- mergers;
- liquidation;

where there will be compulsory redundancies or adverse consequences for the terms of employment, at such a time that the trade unions can be involved in these plans.

12.1.3 In the case of a merger and reorganization, the Social and Economic Council's Merger Code will apply.

12.1.4 The employees concerned will, taking account of the prescribed consultative structures, be informed as fully and as early as possible about any intention to reorganize and the further decision-making in this regard.

12.1.5 Such forms of consultation will be chosen that the employees concerned have concrete opportunities to contribute ideas towards and influence their own work situation.

12.1.6 Once it is certain that an employee's job will become redundant or change in nature such that it can no longer be filled by him because of the reorganization, he will be notified of this. He will at the same time be notified that an effort will be made to find him another suitable job elsewhere in PGGM's business. He will also be alerted to the option that he may perhaps acquire suitability for another job within the company or for a job outside the company through further training or retraining, and also to the facilities available for this.

ANNEX 1. SCALE CONVERSION TABLE

Korn Ferry scale	KF 9	KF 10	KF 11	KF 12	KF 13	KF 14	KF 15	KF 16	KF 17	KF 18	KF 19
PGGM scale	4	5	6	7	8	9	-	10	11	12	13

ANNEX 2. JOB FAMILY AND/OR LEVEL CLASSIFICATION OBJECTION AND APPEAL PROCEDURE

If an employee disagrees with the Job Family and/or Job Level classification, there are four possible courses of action.

1. Discuss the matter with the immediate manager;
2. Objection procedure to contest the Job Family classification;
3. Objection procedure for a ruling by the EC;
4. External (ad hoc) appeals committee.

1. Discussion with the manager

- The employee asks his immediate manager to explain his Job Family and/or Job Level classification. This interview takes place within 2 weeks of the classification decision;
- The manager explains the reasoning and answers questions, or suggests a review of the classification decision. HR can support the manager and employee in this process if required;
- If the employee still does not agree with the classification, the employee may submit an objection according to procedure for obtaining a ruling from the Job Family Classification Appeals Committee, as stated in 2.

2. Objection procedure to contest the Job Family classification

- The appeals committee consists of at least one member of the Works Council, a Compensation & Benefits specialist and the HR Business partner of the relevant Unit where the employee works;
- Within two weeks of the meeting with the manager, the employee may submit a written objection and state his reasons by completing the "job classification objection" form and submitting it to HRS&A;
- On receipt of the objection with reasons by HRS&A, Strategy & Reward will form the appeals committee;
- HRS&A sends the objection to the employee's immediate manager and the appeals committee, with a copy to the employee;
- The Classification Committee will meet with both the employee and the immediate manager, preferably at the same time;
- The employee may be assisted by a competent person to represent his interests;
- The appeals committee may, if it deems it necessary, involve an (external) advisor and/or manager from the business;
- After the appeals committee has spoken to both the employee and the immediate manager, the appeals committee will make a reasoned decision on the employee's Job Family and/or Job Level classification;
- The reasoned decision of the appeals committee will be communicated in writing to the employee, the immediate manager and the director with final responsibility within a period of four weeks after submission of the objection;
- Submitting an objection does not suspend the effective date of classification in a Job Family and/or Job Level;
- If the employee disagrees with the decision of the appeals committee regarding the Job Family and/or Job Level classification, the employee may submit an objection to PGGM's Executive Committee (the "EC"), as stated in 3.

3. Objection procedure for a ruling by the EC

- No later than two weeks after the appeals committee has come to a decision, the employee may appeal to the EC by submitting a written objection stating his reasons to HRS&A.
- HRS&A sends the objection to the appropriate EC member of the unit where the employee works (the "EC member"), with copies to the Classification Committee, the Director of HR, the manager, the director with final responsibility and the employee.
- The EC member of the relevant unit and the Director of HR will meet with both the employee and the immediate manager, preferably simultaneously;
- The employee may be assisted by a competent person to represent his interests;
- The EC may, if it deems it necessary, involve an (external) advisor and/or manager from the business;
- After the EC member and the Director of HR have spoken to both the employee and the immediate manager, the EC will make a reasoned decision on the employee's Job Family and/or Job Level classification;
- The reasoned decision of the EC will be communicated in writing to the employee, the immediate manager, the director with final responsibility and the Classification Committee within a period of six weeks after submission of the objection;
- Submitting an objection does not suspend the effective date of classification in a Job Family and/or Job Level;
- If the employee disagrees with the decision of the EC regarding the Job Family and/or Job Level classification, the employee may start a procedure for obtaining a binding opinion from an external (ad hoc) appeals committee, as stated in 4.

4. External (ad hoc) appeals committee

- Within two weeks after the EC makes the decision, the employee may initiate the procedure for obtaining a binding opinion from an external (ad hoc) appeals committee by notifying the EC member accordingly in writing and stating reasons.
- If the employee initiating an external appeals procedure is a member of one of the trade unions involved in PGGM's collective labor agreement, the job evaluation specialist of the trade union in question shall be part of the external (ad hoc) appeals committee.
- The external advisor is a consultant of the organization that maintains the job system (system owner) who was not involved in the earlier decision-making regarding the employee's classification in the job family and/or the job level.
- The EC member shall send the employee's notification and the instruction requesting a binding opinion to the external appeals committee, with copies to the Director of HR, the manager, the director with final responsibility and the employee.
- Firm deadlines for submission, the hearing and the opinion are agreed with the external appeals committee.
- The external appeals committee will meet with both the employee and the immediate manager, in which the employee may be assisted by a competent person to represent his interests. In addition, the external appeals committee may gather information that it deems necessary for its opinion by other means.
- The external appeals committee shall issue a binding opinion to the EC in writing regarding the employee's classification in the Job Family and/or Job Level.
- The costs of the external advisor handling the appeal shall be borne by PGGM. The costs of a trade union job evaluation specialist are covered by the job holder's membership of the trade union in question.

ANNEX 3. STUDY EXPENSES PLAN

1. The employee may be eligible for whole or partial reimbursement of the costs associated with attending training/study, subject to the provisions below. The training need and options for each employee will be determined individually.

All agreements concerning study/reimbursement or repayment of study costs will be set down in writing before attending the training.

The term study costs means the direct costs associated with the study/training.

In addition to the direct study costs, the term costs necessary for the study also means the costs incurred to attend the study, such as travel and subsistence expenses, literature, etc.

2. *Categories*

Category A: all the training necessary to perform and continue performing the employee's current duties and/or training necessary for a subsequent career step within PGGM and/or training that PGGM is required to provide by law. The employee's need for training can be demonstrated by a career and development plan that has been drawn up and substantiated. Category A does not in principle cover the training necessary to obtain a diploma or certificate that the employee must have when first taking up the duties in order to hold a position in accordance with a legal provision.²

Category B: all the training that is desirable but not necessary to perform the current duties better and/or all the training that is desirable but not necessary for a possible subsequent career step within or outside PGGM. This can be demonstrated through a career and development plan that has been drawn up and substantiated.

Category C: other training that clearly has no added value for the employee's performance at PGGM.

The study time for category A will be regarded as work time and will as far as possible take place during working hours. Participation in the study is mandatory. PGGM will reimburse all the costs necessary for the study. The repayment scheme is not applicable.

Agreements can be made between the employee and employer about attending category B study during working hours. Studies given outside work time will not be compensated with free time. PGGM will reimburse all the costs necessary for the study.

In the case of Category C, PGGM does not provide any reimbursement. The employee can use the P budget or some other source from the cafeteria scheme to finance the study.

For categories A and B the employee will be given study leave in consultation with the manager.

² To clarify: the mandatory category A training includes training for employees in a job that is expected to end in the short or medium term (within 12 months), in so far as the specific training envisaged increases the prospect of transfer to another suitable job within PGGM. The training envisaged must be consistent with the development agreements made with the employee and in this respect be a logical next step for the employee. The HR Managing Director has the discretionary power to make a binding decision about this.

3. *Repayment scheme*

Any employee attending a course of study in category B and ending it early is obliged to repay all the reimbursed study costs.

Any employee attending a course of study in category B whose employment contract ends within 24 months of completing that study or who leaves employment during the study is obliged to repay the reimbursed study costs. The amount to be repaid will be reduced by 1/24 for each month that employment continues in the period from completion of the study up to 24 months thereafter.

In exceptional cases, PGGM at its own discretion, may decide not to apply the repayment scheme, to the employee's benefit.

4. *Training time outside normal working hours*

The time spent on category B and C training outside normal working hours will not be compensated.

5. *Part-time employees*

Part-time employees are eligible for the same study costs allowance as full-time employees.

6. *Personalized agreements*

The Parties can depart from the above in the case of training necessary to obtain a diploma or certificate the employee must have when first taking up the duties in order to hold a position in accordance with a legal provision. In this case custom agreements can be made.

ANNEX 4. DISPUTES COMMITTEE REGULATIONS

1. A Disputes Committee will consist of three members, who may not be members of the Executive Committee, nor employees of PGGM.
2. The employer and the employee must each appoint one member of the Disputes Committee within six weeks of the submission of the petition referred to in section 1, article 8, paragraph 2 of this collective labor agreement. The members appointed by the employer and the employee will together appoint one member, who will also act as chairman. The employer will add a secretary to the committee.
3. If the members appointed by the employer and the employee fail to reach agreement on the appointment of the third member, the employer and/or the employee will ask the subdistrict court of Utrecht to appoint the third member.
4. Before hearing a dispute the Disputes Committee can conduct a preliminary examination, at which the parties are heard separately and also all those the committee believes are entitled to be heard.
5. The parties will be invited to the hearing of a dispute at least 14 days in advance. The parties will be given the opportunity to read the documents submitted by the other party in the dispute in advance.
6. During the hearing of the dispute the parties will be heard in each other's presence. The parties may be assisted at the hearing by a legal adviser.
7. The Disputes Committee will deliberate at a meeting with all members present. It is not public. The statements made during this meeting are confidential.
8. The Disputes Committee will make its decision by a majority of votes. The voting will be oral. None of the members may abstain.
9. The decision of the Disputes Committee will be supported by reasons and will be communicated to the parties by registered letter.
10. The decision of the Disputes Committee will also include a ruling regarding the apportionment of the costs of hearing the dispute, such on the understanding that the administration and meeting costs will be borne by the employer in each case.