



Employee Handbook

NOURISHING LIFE & GROWTH

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1. Introduction

This Employee Handbook outlines the terms and conditions of employment applicable within Ausnutria B.V. The Employee receives this Handbook (digitally) because they are employed by Ausnutria B.V. or one of its affiliated companies. The Employee Handbook forms an integral part of the employment contract.

This Handbook applies to both employees covered by the collective labor agreement (CLA) and those in positions above the CLA level (HAY personnel). The contents of the Handbook are submitted to the Central Works Council for advice and/or approval. Any amendments will be submitted and implemented in the same manner following consultation.

The employer reserves the right to deviate from the provisions in this Handbook under exceptional circumstances, following consultation with the Central Works Council.

This Handbook includes various types of documents and/or references to documents that are considered part of the Handbook. If references are made to documents not described within this Handbook, they can be found on Manual Master or AFAS InSite.

2. Definitions

For the sake of simplicity, the masculine form is used throughout this Employee Handbook. However, it should be understood that all gender identities are included.

2.1 Ausnutria and its affiliated companies

The following companies, all based in the Netherlands, are collectively referred to as *Ausnutria* in this Handbook and are subject to its provisions:

Company name	Location
Ausnutria B.V.	Zwolle
Ausnutria Dairy Ingredients B.V.	Zwolle
Ausnutria Heerenveen Hector B.V.	Heerenveen
Ausnutria Heerenveen Pallas B.V.	Heerenveen
Ausnutria Heerenveen Pluto B.V.	Heerenveen
Ausnutria Kampen B.V.	Kampen
Ausnutria Nutrition B.V.	Zwolle
Ausnutria Nutrition Europe B.V.	Zwolle
Ausnutria Operations B.V.	Zwolle
Ausnutria Private Label B.V.	Zwolle
Ausnutria Shared Services B.V.	Heerenveen
Holland Goat Milk B.V.	Zwolle
Lypack Leeuwarden B.V.	Leeuwarden

2.2 Other definitions

Term	Description
Working Hours	The average number of hours an Employee works per week, based on the total annual working hours.
CLA	Collective Labor Agreement for the Dairy Industry.
CWC	Central Works Council. Several members from each local Works Council are represented in the CWC.
WC	Works Council.
ManualMaster	Ausnutria's internal system containing work instructions, procedures, and regulations. It is managed by the Internal Control department.
Partner	The person to whom the Employee is married, has a registered partnership with, has a cohabitation agreement with, or has been living together with in a shared household for at least six months and is not a direct relative. If a different definition is provided in a specific article, that definition prevails.
Work Location	The location where the Employee is assigned at the start of employment.
Salary	The wage agreed upon between Employer and Employee in return for the Employee's personal labor. If a different definition is provided in a specific article, that definition prevails.
Employer	The legal entity of the company where the Employee is employed.
Employee	Any individual employed under a civil law employment contract, either permanent or temporary, by one of Ausnutria's affiliated companies, excluding interns.
CLA Employee	An Employee whose position is classified under the CLA for the Dairy Industry, as agreed in the employment contract. For these Employees, employment conditions such as salary, job classification, allowances, and leave are governed by the CLA and followed by the Employer.
HAY Employee	An Employee whose position is classified under the HAY job classification system, as agreed in the employment contract. For these Employees, employment conditions such as salary, job classification, allowances, and leave are governed by this Employee Handbook and other applicable regulations.

3. Principles

The following principles were applied in the development of this Employee Handbook:

1. The implementation date of this Employee Handbook is October 1, 2025.
2. This Employee Handbook applies to Employees employed by Ausnutria. The content of the Handbook takes precedence over any applicable laws, the applicable CLA, and the employment contract. In cases where other regulations still refer to a personnel regulations manual or personnel policy manual, the content of this Employee Handbook prevails. This also applies to references to procedures.
3. If an article explicitly applies to HAY Employees, the article will be divided into sections for "HAY Employees" and "CLA Employees," with the latter being referred to the CLA for the Dairy Industry.
4. This Employee Handbook applies to anyone employed under a civil law employment contract by Ausnutria or one of its affiliated companies.
5. In employment contracts that refer to the personnel regulations manual, this Employee Handbook shall apply.
6. This Employee Handbook is governed exclusively by Dutch law.

4. CLA

Employees employed by Ausnutria or one of its affiliated companies, whose position is classified under the Collective Labor Agreement for the Dairy Industry (CLA). If an Employee falls under the CLA for the Dairy Industry, this is stated in the employment contract signed by both the Employee and the Employer.

The Employee Handbook also applies to Employees covered by the CLA for the Dairy Industry.

The current [CLA for the Dairy Industry](#) is available on AFAS InSite.

5. HAY

Employees who are not covered by the CLA for the Dairy Industry are classified in a HAY position. If an Employee is classified in a HAY position, this is stated in the employment contract signed by both the Employee and the Employer.

HAY is an international job description and evaluation methodology managed by KornFerry. Based on this system, Ausnutria is able to offer Employees who are not covered by the CLA for the Dairy Industry a transparent and market-based job evaluation and compensation policy, as described in this Employee Handbook. Employees classified in a HAY job group typically hold (Senior) Management or (Senior) Professional positions.

A separate salary and compensation model has been developed for the HAY group, which forms part of this Employee Handbook.

The Employee Handbook applies to all Employees classified in a HAY position.

6. Employment Start

6.1 Employment start of a new employee

Employment begins under either a fixed-term or permanent contract, preferably starting on the first day of the month. The employment contract is documented in writing in accordance with legal requirements. The Employee receives written confirmation of their appointment and a digital copy of the Employee Handbook.

Prior to the start date of the new Employee, the Manager ensures that all necessary resources are arranged to allow the Employee to begin work. For this purpose, the Manager uses the form titled "*Checklist Prior to the First Working Day.*"

During the first month, the Manager and the Employee review the *New Employee Introduction Form* together. This includes information about the location, department, absence procedures, expense claims, workstation, time registration, and vacation.

The [New Employee Introduction Procedure \(C.100.1.001\)](#), the [New Employee Introduction Form \(C.100.3.017\)](#) and the [Checklist \(C.100.3.002\)](#) are available on ManualMaster.

6.2 Hiring of temporary agency workers

In the case of an Employee hired through a Temporary Employment Agency, the provisions under "*Employment start of a new employee*" apply. In addition, periodic evaluations are conducted regarding the performance of the Employee and the extent to which they function as a colleague.

The purpose of these periodic evaluations is that Temporary Agency Workers often eventually transition into employment with Ausnutria. To monitor their performance during this extended temporary period, evaluations are conducted regularly, thereby supporting a smooth and positive transition into permanent employment.

The forms [Evaluation Form for Temporary Production Workers \(C.100.3.014\)](#) and [Temporary Office Workers in CLA Positions \(C.100.3.013\)](#) are available on ManualMaster.

6.3 Internships

Ausnutria regularly works with interns. A clear internship policy has been established, based on three pillars:

- good employer practices;
- motivating interns to choose our organization for their internship;
- retaining interns within our organization after the internship ends.

The [Internship Regulations](#) are available on AFAS InSite.

7. Termination of Employment

7.1 Termination and settlement

Termination of employment must be done in writing, in accordance with legal requirements and the notice period as stated in the individually agreed Employment Contract.

Upon termination of employment (unless otherwise agreed in a Settlement Agreement), the Employee will receive:

- Salary for the final month up to the termination date;
- Payment for unused vacation days, provided they have not expired, calculated up to the termination date. If the Employee leaves before the last working day of the month, vacation days for that month will be calculated pro rata. Any excess vacation days taken will be deducted accordingly;
- Payment of the Holiday Allowance;
- Payment of the Year-End Bonus for CLA Employees, if applicable;
- Payment of the Variable Bonus for the previous year if the HAY Employee is employed on the reference date as stated in the Variable Bonus Regulation for HAY Positions;
- Payment of the Transition Compensation, if applicable.

The final settlement will be completed no later than one month after the termination date.

7.2 Procedure for resignation by the employee

If an Employee decides to resign, the following procedure applies:

- The Employee discusses the resignation with their Manager;
- The Employee submits a letter of resignation to the Manager, either digitally or in writing, including the date and the Employee's signature;
- The Manager initiates the offboarding process via AFAS InSite;

- The Employee receives a written confirmation of the resignation before the termination date;
- The HR department ensures proper processing of the termination;
- The HR Officer or HR Business Partner schedules an exit interview with the Employee.

7.3 Procedure for termination by the employer

7.3.1 Termination

If the Employer decides to terminate the employment, the following procedure applies:

- The Manager discusses the termination with the Employee, together with HR;
- The Employee receives a written confirmation of the termination before the termination date;
- The HR department ensures proper final processing of the employment.

7.3.2 Employment reference letter

Upon termination of employment, the Employee may request an employment reference letter. This letter is prepared by the HR department. The Manager may add comments regarding the Employee's performance. The letter includes accurate information about:

- The start and end date of the employment;
- The nature of the work performed and the number of working hours per week;
- The manner in which the Employee fulfilled their duties;
- The reason for termination of the employment.

7.4 Return of equipment and documentation

All equipment, correspondence, notes, drawings, and similar materials related to the Employer's business and/or its business relations are the property of the Employer and must be returned upon termination of employment. The Employee is not permitted to make or retain copies in any form.

7.5 Exit interview

Exit interviews are conducted with all Employees who resign. These interviews aim to gain insight into the reasons for leaving from the Employee's perspective. The HR Officer and HR Business Partner conduct these one-on-one interviews to understand the underlying motivation for leaving and to help prevent the loss of talented Employees. The goal is to gather feedback to support organizational development.

The HR Business Partner uses the designated form "*Exit Interview upon Termination*" for this process. With the Employee's consent, the HR Officer or HR Business Partner shares the findings with the Manager to:

- Provide the Manager with insight into the reasons Employees leave and their experience of the offboarding process;
- Reflect together on the feedback from departing Employees to take action that helps Ausnutria attract and retain talent;
- Jointly prevent the loss of talented Employees.

The information from the form is recorded in the personnel system. This enables reporting on the reasons why Employees leave the organization and allows tracking of whether the departure is considered a *regretted loss* or *non-regretted loss*.

8. Terms of Employment

8.1 Salaries

8.1.1 Salary determination upon hiring

Ausnutria B.V. distinguishes between two groups of Employees:

- Employees covered by the CLA for the Dairy Industry;
- Employees classified in HAY positions.

For the latter group, the primary and secondary employment conditions are laid down in the individually agreed Employment Contract. The Employee Handbook, including all related documents, fully applies to these Employees.

For Employees appointed to a HAY position, salary is determined based on the job classification system described in the Employee Handbook and the corresponding salary structure.

For Employees covered by the CLA for the Dairy Industry, salary is determined based on the job classification and salary structure outlined in the CLA. Both the CLA and the Employee Handbook, including related documents, apply to this group.

For both groups, the general remuneration policy aims to offer salaries that are market-based and aligned with the value the Employee brings to the organization. Education acquired knowledge and skills, and experience play a key role in this assessment.

8.1.2 Salary development during employment

8.1.2.1 Employees covered by the CLA for the Dairy Industry

The CLA includes a salary table with job groups and annual salary steps. From the start of employment, Ausnutria follows the salary development agreements as outlined in the CLA.

This salary development consists of:

- Periodic salary increases through indexation;
- Annual salary increases through progression in job group steps.

Once the Employee reaches the maximum step within their job group, further salary growth is only possible through periodic indexation or promotion to a higher job group.

For more information, refer to the applicable [CLA for the Dairy Industry](#).

8.1.2.2 Employees appointed to a HAY position

Ausnutria applies a job evaluation and remuneration policy based on the HAY methodology for part of its workforce.

Based on this methodology, a company-specific salary table has been developed for HAY job classifications. This table is published annually up to HAY level 20. Policies for levels above 20 (Director and Executive level) are not published.

Salary development during employment is based on:

- Annual salary increases through indexation;
- Annual salary increases based on performance evaluation.

The main principle for salary development is the Employee's performance and their salary positioning within the salary scale of the Job Group.

Salary growth is determined by several parameters:

- Classification in the HAY Job Group;
- Relative Salary Position (RSP) within the HAY group compared to the median salary of that group;
- The maximum achievable salary within the scale;
- Possible extension beyond the maximum salary in case of outstanding performance.

Through the annual performance review and the corresponding reward matrix, the Employee receives a performance-based salary increase until the maximum salary within the scale is reached.

Once the maximum salary is reached, further growth is only possible through annual indexation or promotion to a higher HAY classification. In exceptional cases, Management may decide to grant a salary increase beyond the maximum scale (Extension).

General salary indexation is based on benchmark data within the Netherlands and the annual evaluation conducted by KornFerry, the administrator of the HAY methodology.

8.1.3 Salary payment

Salary is paid monthly, no later than the 25th of each month, and transferred to the bank account provided by the Employee. If the 25th falls on a weekend or public holiday, payment will be made on the preceding working day. An annual [overview of payment dates](#) is published and can be found on AFAS InSite.

8.1.4 Payslip and annual statement

The Employee receives a digital payslip each month via AFAS InSite. Ausnutria aims to provide all salary-related information and personnel administration updates digitally as much as possible.

Each January, the Employee receives an annual statement for the previous year via AFAS InSite.

8.2 Holiday allowance

Employees employed by Ausnutria are entitled to a holiday allowance of 8% of their gross monthly income for each month of employment. In this context, *income* refers to all income components arising from the CLA for the Dairy Industry (if applicable) and social security legislation.

Excluded from this calculation are the Year-End Bonus, the Variable Bonus Scheme, the Vitality Contribution, the Holiday Allowance itself, and any reimbursements for expenses incurred by the Employee in connection with their employment.

The Holiday Allowance is paid once a year in May and covers the period from June through May of the previous year.

8.3 Year-end bonus

For Employees covered by the CLA for the Dairy Industry, the Year-End Bonus is paid in December. The Employment Contract explicitly states whether this bonus applies.

More information about the Year-End Bonus can be found in the applicable CLA for the Dairy Industry.

8.4 Variable bonus

For Employees classified in a HAY position, the Variable Bonus Regulation applies. The Variable Bonus is paid annually in April, based on performance in the previous year.

Payment of the Variable Bonus is made only if the HAY Employee is employed on the reference date as stated in the Variable Bonus Regulation.

The [Variable Bonus Regulation for HAY Positions \(C.100.0.011\)](#) is available on ManualMaster.

8.5 Personal allowance

In certain cases, an Employee may be granted a personal allowance on top of their gross salary. This occurs when an Employee is reclassified into a lower job grade than previously held. The personal allowance is partially or fully discontinued once the new gross salary equals or exceeds the previous gross salary including the allowance.

For Employees in CLA positions, the applicable CLA for the Dairy Industry determines whether Personal Allowance applies.

For Employees in HAY positions who are demoted, individual agreements are made regarding the amount and phasing out of Personal Allowance. These agreements are confirmed in writing to the Employee.

9. Pension and Insurance

9.1 Pension

Ausnutria currently offers a pension scheme through Nationale Nederlanden. This is a defined contribution scheme.

9.1.1 Retirement pension

The scheme uses an age-based contribution to build pension capital for retirement (currently at age 68). Ausnutria pays contributions to Nationale Nederlanden, which are then invested in investment funds.

9.1.2 Partner and orphan pension

The scheme also includes risk-based coverage in the event of death, providing a lifelong partner's pension for the partner and an orphan's pension for the child(ren). *Risk-based* means that coverage only applies if the Employee passes away during employment.

9.1.3 Premium waiver in case of disability

In the event of (partial or full) disability, the scheme includes a premium waiver. This means that pension accrual and risk coverages for the partner and orphan pension, and any Surviving Dependants Gap Insurance, will continue as if the employment had not ended. Nationale Nederlanden will cover the premiums for this continuation.

More information can be found in the [document 'Pension and Insurance'](#) on AFAS InSite.

9.2 Insurance

9.2.1 Surviving of relatives Dependants Gap Insurance (Anw-hiaatverzekering)

The voluntary Surviving Dependants Gap Insurance is a supplement to the partner and orphan pension provided by Nationale Nederlanden. The purpose of this scheme is to provide additional income to the partner in the event of the Employee's death.

9.2.2 WGA Gap Insurance (WGA-hiaatverzekering)

After 104 weeks of illness (during which salary is paid) and assessment by the UWV for a WIA application, the *Work Resumption Scheme for Partially Disabled Persons* (WGA) may apply in cases of partial disability.

Partial disability may result in a significant loss of income (the WGA gap) if less than 50% of the remaining earning capacity is utilized. The UWV determines the Employee's remaining earning capacity. To avoid a WGA gap, at least 50% of this capacity must be used.

The voluntary WGA Gap Insurance with ASR ensures a benefit of 70% of the salary, regardless of the actual utilization of the remaining earning capacity.

9.2.3 WIA Excedent

In the event of disability, this insurance provides supplementary income on top of the government benefits under the WIA. This scheme is insured separately from ASR.

The aim is to supplement WIA government benefits up to 80% of the Employee's salary.

9.2.4 PAWW Insurance

In the event of unemployment or disability, the Employee may receive WW or WIA benefits from the government. Since January 1, 2016, the maximum duration of WW and WGA benefits has been reduced from 38 to 24 months. CLA parties have agreed to compensate for this reduction, meaning every Employee covered by the CLA for the Dairy Industry is required to participate in this insurance.

More information can be found in the [document 'Pension and Insurance'](#) on AFAS InSite.

9.2.5 Group Insurance benefits for personal insurance

9.2.5.1 Group Health Insurance discount

Ausnutria has entered into collective agreements with Zilveren Kruis and De Friesland for health insurance, allowing Employees to benefit from group discounts.

This information is updated annually and can be found in the [document 'Group Discount'](#) on AFAS InSite.

9.2.5.2 Group discount Other personal insurance

Ausnutria has a collective agreement with Univé for various types of insurance, excluding health insurance.

More information is available in the document [document 'Group Discount'](#) on AFAS InSite.

9.2.6 Accident and liability insurance

Ausnutria has taken out collective accident and liability insurance for its Employees through Raetsheren van Orden.

Under the collective accident insurance, an Employee (or their next of kin) may receive a one-time financial benefit in the event of death or permanent disability due to an accident. This insurance also covers temporary workers such as on-call staff, agency workers, holiday workers, and interns.

Two risks are covered:

- Death of the Employee as a result of an accident
- Permanent disability of the Employee as a result of an accident

If one of these risks occurs, it must be reported to the HR department as soon as possible via hr@ausnutria.nl. Late reporting may negatively affect the payout.

The insurer determines whether a benefit is granted. In some cases, no benefit is paid, even if the Employee has died or become permanently disabled due to an accident. This is usually related to the cause of the incident, such as intentional acts or participation in dangerous sports or speed competitions. The insurance policy outlines what is covered and what exclusions apply.

If an Employee becomes permanently disabled, a medical specialist will assess the degree of disability. This assessment follows the guidelines of the Dutch Medical Specialist Associations.

The insured amounts for Employees in service of Ausnutria or its affiliated companies are:

- **1x the annual salary** in the event of death due to an accident
- **2x the annual salary** in the event of permanent total disability due to an accident

In the case of partial disability, a portion of the annual salary is paid. The maximum insurable annual salary per person is **€175,000.00**. Different benefit amounts apply to temporary workers.

10. Reimbursements and Provisions

All expense claims must be submitted within three calendar months after the costs were incurred. Toward the end of the calendar year, Employees will be informed of the final submission deadline for that year due to year-end closing. Claims submitted after this deadline will not be reimbursed.

10.1 Travel expenses

Employees who are not provided with a lease car are entitled to a travel allowance. This may be mileage reimbursement or reimbursement for public transportation costs. These reimbursements are paid together with the salary.

In the case of long-term absence, travel expense payments will be suspended after one month and resumed on the first day the Employee returns to work. In the event of suspension or administrative leave, the reimbursement is stopped immediately.

For fixed monthly reimbursements, the amount is calculated pro rata in the event of employment starting or ending during the month.

Commuting time is not considered working time.

The [Travel Expense Policy](#) is available on AFAS InSite.

10.2 Travel Policy

The Travel Policy outlines the general rules and guidelines for business travel. Ausnutria has arranged travel and luggage insurance for Employees who travel for business purposes.

The [Travel Policy \(C.010.0.002\)](#) is available on ManualMaster.

10.3 Lease policy

The Lease Policy outlines the principles and guidelines for providing a lease car to Employees whose roles require one. If the Employee's role changes, the Employer may revoke the lease car without the Employee being entitled to any compensation.

The policy applies to all Employees who have been provided with a lease car due to their job responsibilities and/or who drive a vehicle, regardless of whether the vehicle is owned by Ausnutria, leased, or used for business or personal purposes.

The [Lease Policy](#) available on AFAS InSite.

10.4 Special occasion benefits policy

This policy outlines the gifts and protocols for special occasions such as retirement, work anniversaries, births, weddings, and bereavement.

The [Special Occasion Benefits Policy \(C.100.0.001\)](#) is available on ManualMaster.

10.5 Recruitment bonus

This policy provides clear guidelines regarding the recruitment bonus for Ausnutria Employees.

The [Recruitment Bonus Policy \(C.100.0.002\)](#) and the [Terms and conditions \(C.100.3.019\)](#) are available on ManualMaster.

10.6 Emergency response (BHV) and First aid (EHBO) allowances

Safety in the workplace is a key priority. A well-organized emergency response (BHV) structure is an essential part of this. At the Employer's request, an Employee may be asked to take on tasks within the BHV organization.

Key responsibilities include:

- providing first aid in case of accidents
- containing and extinguishing fires
- preventing and limiting accidents
- alerting and evacuating all Employees and other individuals in the building in emergency situations

Allowance

Emergency response

If the Employee is designated as a company emergency responder and holds a valid emergency response (BHV) certificate, they will receive a gross monthly allowance. This allowance is based on the percentage specified in the current CLA for the Dairy Industry. This allowance is not granted if the Employee already receives a first aid (EHBO) allowance.

First aid

If the Employee is designated as a first aider and holds a valid first aid certificate, they will receive a gross monthly allowance based on the percentage specified in the current CLA for the Dairy Industry.

Training

Courses to obtain or maintain an emergency response certificate or first aid diploma are mandatory, preferably during working hours (with continued salary payment), and are reimbursed by Ausnutria. If the Employee is unable to attend the training, they can no longer serve as a company emergency responder, and the emergency response allowance will be discontinued.

If the Employee must attend the training outside working hours, they will be compensated at their hourly wage. Travel expenses incurred for obtaining an emergency response certificate or first aid diploma will also be reimbursed by Ausnutria and should be submitted as business mileage.

Resignation from role

An Employee may choose to resign from their role as a company emergency responder. This must be communicated at least three months in advance to allow time to find a replacement.

Liability

The Employer indemnifies the company emergency responder against any claims resulting from their actions or omissions in this role, unless there is evidence of gross negligence or intent.

10.7 Custom personal protective equipment

The *Custom PPE Policy* outlines the principles and guidelines for requesting personal protective equipment that must be custom-made and is not part of the standard PPE provisions.

The [Custom Personal Protective Equipment Policy \(C.100.1.003\)](#) is available on ManualMaster.

10.8 Departmental outings

Ausnutria provides a budget for departmental outings (including food and drinks). The current budget amount can be requested from the Finance department. This budget cannot be carried over to the next calendar year.

10.9 On-call allowance

On-call duty means that an Employee must be available to work during a specific period between shifts in case of unforeseen circumstances.

For CLA Employees, the provisions in the CLA for the Dairy Industry apply.

For HAY Employees, the [On-Call Policy for HAY Employees](#) applies and is available on AFAS InSite.

11. Holiday and Leave

11.1 Holiday

Employees accrue holiday hours annually:

- Employees classified in a CLA position accrue holiday hours in accordance with the CLA for the Dairy Industry.
- Employees classified in a HAY position accrue 200 holiday hours per year based on a full-time employment contract with a 40-hour workweek.

It is possible to buy or sell additional non-statutory holiday hours. The Employee may submit a request to their manager to buy or sell up to 40 non-statutory holiday hours per calendar year, in addition to the regular holiday accrual for full-time employment.

11.2 Leave

In certain situations, Employees are entitled to take leave with continued salary payment upon request. Ausnutria follows the provisions outlined in the applicable CLA for the Dairy Industry and the Dutch *Work and Care Act*. This also applies to Employees classified in a HAY position.

Types of leave include:

- Special leave
- Unpaid leave
- Emergency and short-term leave
- Care leave
- Maternity and childbirth leave
- Birth leave
- Parental leave
- Adoption and foster care leave

The [Holiday and Leave Policy](#) is available on AFAS InSite.

12. Training and Development

At Ausnutria, we believe in healthy growth for our consumers, our organization, and our Employees. Sustainable growth, driven from within, contributes to a strong future. Learning is considered a natural part of working at Ausnutria. We invest in people and create space to learn, encourage the discovery of talent, and offer opportunities to build new skills. From practical e-learnings to in-depth training programs: if it contributes to growth, we're open to it. You've got what it takes!

12.1 Learning pillars

Ausnutria distinguishes three learning pillars:

Personal development

Includes all mandatory training required for the Employee's role, such as hygiene and food safety training, forklift certification, or NEN3140 VP. It also includes training based on personal development needs identified during conversations between the Employee and their Manager.

Leadership development

Ausnutria offers various opportunities for developing leadership skills.

Team development

If a team expresses or identifies a need for training or a course, it falls under team development. This may focus on soft skills or professional knowledge.

12.2 Ausnutria Academy– starting point for learning

Once a learning need is identified, the Ausnutria Academy is the first source to be consulted. The Academy offers learning activities that support personal development, leadership growth, and

various other topics. Employees receive login credentials upon joining and can access the platform via the intranet or AFAS InSite.

12.3 Types of training in the Ausnutria Academy

Mandatory training

Training required due to job requirements, safety, or compliance.

Voluntary training

Training that Employees choose to follow on their own initiative or in consultation with their manager for additional knowledge or personal development.

The Ausnutria Academy offers various e-learnings that can be used immediately. If the learning need is not fully met, the platform provides access to external training or complete learning programs. The Academy is the central starting point for learning and development within the organization.

12.4 Following e-learnings at work

Ausnutria promotes continuous learning and development. Employees are encouraged to actively develop their knowledge and skills — both for their current role and future growth.

Category	Description	Time allocation
Mandatory e-learnings	Training required by law or organization-wide, such as safety and compliance.	During working hours
E-learnings from the PDP	Training included in the Personal Development Plan (PDP), agreed with Manager.	During working hours
Self-initiated e-learnings	Training chosen by the Employee, e.g. personal interest or broader development.	Outside working hours (unless agreed otherwise with manager)

Before participation, the Employee discusses the training with their Manager to ensure a good balance between learning and work processes.

12.5 Learning within the organization – from learning need to result

A learning need may arise from the Employee (e.g. personal development) or the manager (e.g. deepening professional knowledge). The Employee owns their development and actively considers growth opportunities. This learning need can be discussed during performance or development conversations and included in the Personal Development Plan (PDP). The manager supports this process within policy and budget, encourages learning discussions, and helps maximize learning outcomes before, during, and after training. If needed, the HR Business Partner and Learning & Development Specialist can assist in refining and translating the learning need into suitable solutions.

12.6 Requesting group training

Group training requests are submitted using a designated form. The [Group Training Request Form \(C.100.3.006\)](#) is available on ManualMaster.

12.7 Training request procedure

When training is included in the Employee's Personal Development Plan (PDP), the Employee can submit the request via InSite. See the procedure below.

There are two possible procedures:

- Without a reimbursement agreement
- With a reimbursement agreement

If a reimbursement agreement applies, the following repayment schedule is used (valid for 4 years):

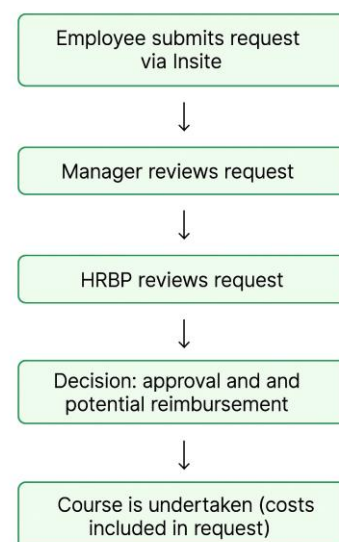
- Within 1 year after completion: 100% of total costs
- Within 2 years: 75% of total costs
- Within 3 years: 50% of total costs
- Within 4 years: 25% of total costs

Once approved by the Manager and HR Business Partner, the following steps apply:

Only applicable when a reimbursement agreement is in place:

- The HR Administrative Assistant prepares the reimbursement agreement.
- The agreement is sent to the Employee by email, and the HR Administrative Assistant ensures the signed document is returned.
- The Employee registers for the training activity (or the Team Leader may do so if preferred).

* If a reimbursement agreement applies, the Employee may not be registered for the training until the signed agreement has been returned.



13. Organization and Culture

13.1 Ethics Standards

The foundation of our success in recent years lies in the pride, loyalty, and dedication of all our Employees, who go the extra mile every day and prioritize quality in everything we do. Our house stands firmly on its foundation, and we aim to continuously strengthen it to enable healthy growth. This is only possible through collaboration and connection — fostering interaction, cohesion, and engagement. The basis for collaboration and interaction is the human factor and the behavior we value, reminding us of our origins and keeping us focused on our shared mission.

Ausnutria places great trust in its Employees. Nevertheless, as an organization, we must establish certain rules to guide our behavior.

The Ethics Standards apply to Ausnutria B.V. and its affiliated subsidiaries and form part of the Employee Handbook. These standards apply to every Employee working for Ausnutria B.V. or its affiliated subsidiaries.

The documents listed below under Ethics Standards are based on the *Professional Ethics Standards of Ausnutria Dairy Corporation Ltd.* The translated version of the international document has been used as a foundation and reviewed against Dutch legislation, including GDPR and other legal obligations.

This Code of Conduct serves as a fundamental guide for commercial communications, business operations, and behavior within Ausnutria Dairy Corporation Ltd and its affiliated companies. It also aims to ensure standardization in compliance with the required norms for a company listed on the Hong Kong Stock Exchange.

13.1.1 Code of conduct

The purpose of the Code of Conduct is to condemn unacceptable behavior and promote the following:

- Compliance with laws, regulations, and relevant requirements;
- Honesty and integrity: including the ability to comply with the Code of Conduct and properly manage conflicting personal and business interests;
- Fulfillment of contracts: strict adherence to contracts entered into by the Employee or Ausnutria;
- Adequate and fair disclosure: accurate, fair, timely, and understandable disclosure in reports and documents submitted to the Hong Kong Stock Exchange and other publications by Ausnutria;
- Timely internal reporting of violations of the Code of Conduct.

The [Code of Conduct \(C.000.0.003\)](#) is available on ManualMaster.

13.1.2 Anti-fraud & Whistleblower policy

The purpose of the Anti-fraud & Whistleblower policy is to prevent fraud, proactively manage risks, and strengthen internal controls where necessary. The goal is to protect Ausnutria's interests, ensure business objectives are met, support stable and healthy development, and safeguard the legal interests of its shareholders.

This policy also outlines how suspected misconduct can be reported.

The [Anti-Fraud & Whistleblower Policy \(C.000.0.007\)](#) is available on ManualMaster.

13.1.3 Procedure for reporting and complaints

This procedure describes the process, method, and scope for:

- Formally submitted complaints and reports related to the following policy documents:
 - Code of Conduct
 - Anti-Fraud & Whistleblower Policy
- How Ausnutria B.V. handles submitted complaints and reports.

The [Procedure for Reporting and Complaints \(C.000.0.010\)](#) is available on ManualMaster.

13.1.4 Confidential advisor procedure

The purpose of the Confidential advisor procedure is to describe the process, method, and scope regarding the tasks and responsibilities of the confidential advisor.

If you experience undesirable behavior at work, such as aggression, violence, (sexual) harassment, bullying, or discrimination, you can contact a confidential advisor. If you wish to speak to someone independently about these matters, the confidential advisor is there for you. Whether you need advice, want to share something in confidence, or simply need someone to talk to, the confidential advisor is available.

Ausnutria has appointed confidential advisors who are ready to support you. They provide guidance, support, analyze incidents, offer advice, and refer to professional help if needed. Your issue or complaint will be treated confidentially, and action will only be taken with your consent.

If you need someone to talk to, feel free to contact one of the confidential advisors. They offer a listening ear, advice, and help with next steps. You may also contact a confidential advisor based at a different location. Contact details are published on Ausnutria's intranet.

The [Confidential Advisor Procedure \(C.000.0.008\)](#) is available on ManualMaster.

13.1.5 Employee code for trading company securities

Ausnutria Hong Kong Ltd is a publicly listed company. Employees working for a listed company are subject to rules regarding trading in company securities, as defined by Ausnutria Hong Kong Ltd and the Hong Kong Stock Exchange. The Employee Code outlines the rules and procedures to follow when an Employee wishes to trade shares of Ausnutria Hong Kong Ltd.

The [Employee Code for Trading Company Securities \(C.000.0.009\)](#) is available on ManualMaster.

13.1.6 Power of representation arrangement

In any company, financial obligations are continuously entered into. To mitigate the associated business risks, the Management Board has established a *Power of Representation Arrangement*. The purpose of this arrangement is to provide clear guidelines on who is authorized to sign agreements and up to what financial impact. Authorizations are granted personally via the formal power of attorney documents.

The [Power of Representation Arrangement \(C.000.1.001\)](#) is available on ManualMaster.

13.2 Hybride working

13.2.1 Policy

Based on the vision "*Working at Ausnutria*", the Hybrid Working Policy was developed to provide clarity and ensure a healthy balance in collaboration, whether at the office, production site, remotely, or from home.

The policy outlines clear principles and guidelines for both Employees and Managers regarding hybrid working. It also provides insight into the reimbursement structure, IT provisions, and the requirements for a home workspace as defined by occupational health and safety legislation.

The [Hybrid Working Policy \(C.100.0.010\)](#) and the [Risk Assessment and Evaluation From for Home Workspaces \(C.100.3.034\)](#) are available on ManualMaster.

13.2.2 Work instructions

AFAS InSite provides instructions for submitting claims related to hybrid working. These instructions cover how to report travel days, home working days, and how to claim office furniture for the home workspace.

13.3 Working hours and time registrations

The *Time Registration Policy* describes the procedure, method, and scope of time registration within Ausnutria and its affiliated companies. Time registration includes:

- Recording working hours
- Recording presence and absence
- Requesting leave and special leave
- Procedure for overtime and additional hours
- Responsibilities of Managers and Employees regarding time registration

Ausnutria uses the Kelio time registration system. The purpose of this system is:

- To accurately record hours and any overtime/additional hours for Employees covered by the CLA for the Dairy Industry, ensuring correct processing and payment
- To provide an automated system for time registration and holiday balance tracking and requests
- To offer an automated system for project hour registration, relevant for subsidy eligibility under legislation
- To track which Employees are present at a location, ensuring safety in case of emergencies such as building evacuations

The [Time Registration Policy and related instructions](#) are available on AFAS InSite.

13.4 Employee associations

The purpose of the *Employee Associations Policy* is to establish principles and create unity across the various employee associations active within Ausnutria.

The [Employee Associations Policy \(C.100.0.003\)](#) and the [Registration Form \(C.100.3.027\)](#) are available on ManualMaster.

13.5 Works Council

Ausnutria has a long-standing history of Works Councils and employee participation. Over time, this structure has evolved and been formalized. Based on this, and the existence of both central and local representation, a foundational document has been created to guide the Works Councils, management, and leadership in shaping the participation structure and defining associated (local) tasks, responsibilities, and authorities.

The [Works Council Structure Policy \(C.100.0.006\)](#) is available on ManualMaster.

13.6 International exchange and projects

The *International Exchange and Projects Procedure* was developed for the Ausnutria Group by Ausnutria Hong Kong Ltd. Its purpose is to establish general rules and guidelines for international exchanges involving temporary job assignments and/or long-term participation in international projects at one of Ausnutria's subsidiaries, requiring the Employee to temporarily relocate abroad.

If the procedure does not cover a specific situation, local HR will determine the appropriate approach based on actual circumstances and needs.

All reimbursements and amounts mentioned in this procedure are gross amounts, unless net payment is permitted under tax law.

This procedure is available to HR and management and applies when a request is submitted for international exchange involving an Employee working in the Netherlands at one of Ausnutria's subsidiaries. The procedure can be requested from HR.

13.7 Procedure for (collective) actions during CLA negotiations

The purpose of this procedure is to outline the approach in case of stagnation in CLA negotiations, which may lead to unions initiating actions through member meetings. This procedure describes how Ausnutria intends to handle such situations.

The [Procedure for \(Collective\) Actions During CLA Negotiations \(C.100.1.007\)](#) is available on ManualMaster.

14. Job Classification

14.1 CLA job classification

In the Collective Labour Agreement (CLA) for the Dairy Industry, it has been agreed that the ORBA® job evaluation system will be used to classify jobs into job groups. The ORBA system is managed by AWWN, which is the system owner of the ORBA methodology.

The CLA includes a table with the most common job descriptions and job rankings (grading) from the ORBA Job Manual for the Dairy Industry. The full job manual has been declared generally binding for the Dairy Industry.

In specific cases, it may be necessary to describe and evaluate Ausnutria-specific roles in collaboration with the AWWN job evaluation committee (system owner of the ORBA methodology). This process is initiated by the Manager and the HR department. Jobs that fall under the CLA and are described and evaluated in this way are communicated individually to the Employees.

The ORBA Job Manual is a tool for classifying jobs into job groups. It does not concern the personal performance of employees, but rather the content of the job. Since job groups correspond to the salary scales also included in the CLA, classification of a job into a job group (job evaluation) also means classification into a specific salary scale (compensation). The job group classification and salary scale assignment can be found in the CLA.

The current [CLA for the Dairy Industry](#) is available on AFAS InSite.

14.2 HAY job classification and compensation policy

14.2.1 HAY job classification

Ausnutria uses the HAY job evaluation methodology for Employees who are not covered by the CLA for the Dairy Industry. This methodology is managed by KornFerry.

Job evaluation is the systematic weighing of jobs using an evaluation or measurement tool—the job evaluation method. The purpose of such a method is to rank jobs within the organization based on their level of responsibility.

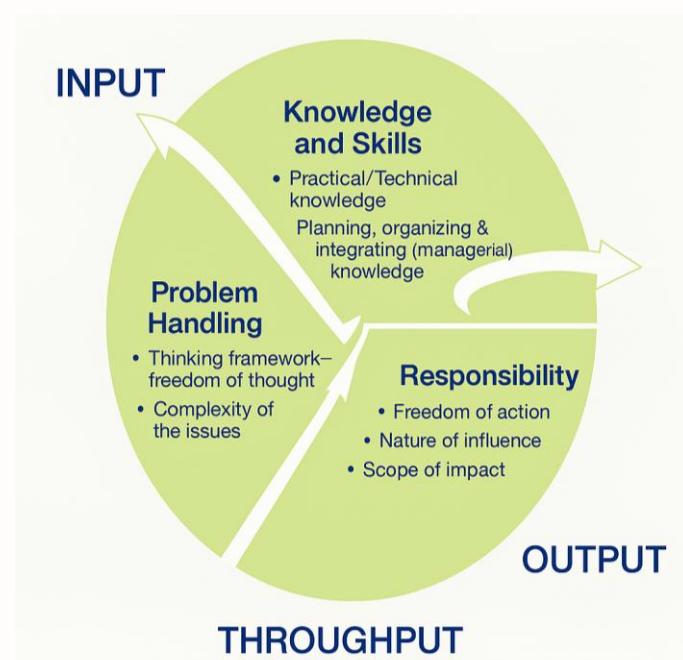
The core of job evaluation is a uniform approach to assessing jobs and their relationships within and between organizations. The goal is to jointly analyze differences through a shared process of job description. It is not a mathematical process.

Key guidelines for job evaluation and description include describing the job itself—not what the individual does. The performance level should be described accurately, reflecting the expected outcomes of the role. The job is described as it currently exists, and current salary or status associated with the role are disregarded.

The HAY method is output-oriented, meaning the system determines job weight based on the contribution to achieving the organization's objectives (in terms of goals and results).

The main characteristics used to evaluate a job according to the HAY methodology are focused on Knowledge & Skills (Input), Problem Solving (Throughput) and Accountability (Output).

- Knowledge & Skills (Input):
 - Practical/Technical knowledge
 - Planning, organizing & integrating (managerial) knowledge
 - Communication & influencing skills
- Problem Solving (Throughput):
 - Thinking framework – freedom of thought
 - Complexity of the issues
- Accountability (Output):
 - Freedom of action
 - Nature of influence
 - Scope of impact



Each characteristic and its subcomponents are assigned points. The total number of points determines the classification into a HAY job group. Every Employee is assigned to a job whose weight is determined using the HAY method. The job weight leads to classification into one of the job groups 14 through 20. Jobs classified in HAY 21 or higher are Director or Executive positions. These are evaluated separately, with organizational growth and development and the associated responsibilities being key aspects of the classification.

As the organization evolves, the job evaluation process remains ongoing, with new roles emerging, requiring rewriting or re-evaluation. The initiative for job descriptions lies with the Manager and the HR Business Partner. Job evaluation is carried out by the Compensation & Benefits Expert.

Classification into HAY job scales ultimately forms the basis of the compensation policy.

14.2.2 Compensation policy

Ausnutria's compensation policy is based on job weight, performance, and market value. The compensation policy for Employees classified in a HAY job group is described in the Performance Management process (see paragraph 0 "Performance Management").

As stated in paragraph 0, HAY jobs are classified into a job scale. The job matrix (consisting of job titles and classifications) is linked to a salary table. In this salary table, a Median Salary is determined for each HAY scale based on benchmark data.

The Median Salary represents the average salary an Employee can earn when they are fully proficient (100%) in the role.

Each year, the salary table is reviewed based on KornFerry benchmark data, and adjustments are made accordingly. This takes into account the available budget for salary increases.

The [HAY salary table](#) is available on AFAS InSite.

15. Rewarding and Evaluation

The Human Resource Management policy is aimed at encouraging talent. We do this by promoting the performance of our employees, with the goal of optimizing collaboration and achieving results in the development of our people.

As an organization, we aim to grow in such a way that we possess the knowledge, skills, attitude, and behavior needed to achieve our objectives. The more effectively our organization operates, the more reliable we can offer our high-quality products. For this organizational development, the development of our employees is essential: after all, together we *are* the organization.

15.1 Performance reviews

For Employees covered by the CLA for the Dairy Industry, the tool "Performance Reviews" has been developed. This tool is only effective when applied correctly. The procedure "Performance Reviews" explains the working method and provides guidance for conducting conversations and recording information. The performance review form is part of this procedure.

The content of this document is intended for managers and employees and outlines the key process steps of the procedure to be followed.

The [Performance Review Procedure \(C.100.1.006\)](#) and the [Form \(C.100.3.009\)](#) are available on ManualMaster.

15.2 Performance management

Ausnutria views Performance Management as a tool for steering, achieving results, developing its employees (those classified in a HAY job group), and rewarding based on performance. A tool like Performance Management is only effective when applied correctly. The document "Performance Management – Guidelines" explains the concept of Performance Management and provides guidance

for conducting conversations and recording information. A performance management form is linked to these guidelines.

Each year, both the Performance Management Guidelines and the Form are updated and published.

The documents '[Performance Management Guidelines](#)' and the '[Performance Management Form](#)' are available on AFAS InSite.

16. Health and Vitality

16.1 Absenteeism procedure

Work-related absence is unpleasant for both you as an Employee and for Ausnutria as an employer. Everyone experiences differently when they do or do not feel well enough to work. In many cases of absence, there is a choice: "Do I request sick leave for this complaint or not?" and "How long do I stay home with this complaint?" Both employer and Employee have obligations under the Dutch Gatekeeper Improvement Act (*Wet Verbetering Poortwachter*).

Under this law, both parties are required to make every effort to do what is possible during absence. The employer and Employee must do everything they can to prevent absence and promote return to work.

Personal responsibility

It is everyone's own responsibility to identify and discuss (potential) absence at an early stage with the employer. Together, measures can be considered to maintain employability.

This absence procedure is based on previously established procedures and on legislation and regulations, such as the Gatekeeper Improvement Act, the Working Conditions Act (*Arbowet*), guidelines from the Dutch Data Protection Authority, company regulations, principles of good employer and employee conduct, and the CLA for the Dairy Industry.

In this procedure and in our absence policy, we refer to "sick leave" instead of "illness" or "absence."

The [Absenteeism Procedure \(C.100.1.004\)](#) and the [Form 'Frequent Work Absence' \(C.100.3.016\)](#) are available on ManualMaster.

16.2 Vitality contribution

The Vitality contribution regulation outlines the principles and guidelines for requesting the vitality contribution. A vital Employee feels physically, mentally, and socially fit. They enjoy their work, have enough energy to invest in the organization, and gain energy from their work.

Ausnutria aims to contribute to the lasting vitality and health of all Employees. The vitality plan is a company-wide program designed to support this goal. Vitality contribution is part of this plan.

The [Vitality Contribution Regulation \(C.100.0.005\)](#) is available on ManualMaster.

16.3 Bicycle lease

The Bicycle Scheme outlines the principles and guidelines for requesting a leased bicycle. This scheme contributes to the Employee's vitality and supports a more sustainable world.

The [Bicycle Scheme](#) is available on AFAS InSite.

16.4 Pregnancy policy

The Pregnancy Policy is intended to provide practical guidance to female employees and managers dealing with pregnancy and breastfeeding. The aim of this policy is to prevent negative effects on the (unborn) child and the pregnant or breastfeeding employee, in accordance with occupational health legislation.

The [Pregnancy Policy \(C.100.1.012\)](#) is available on ManualMaster.

17. General Data Protection Regulation (GDPR)

17.1 Camera surveillance

The purpose of the Camera Surveillance Regulation is to promote and comply with:

- applicable laws and regulations regarding the protection of personal data;
- informing Employees about how Ausnutria handles camera surveillance and how it is implemented;
- the ethical use of camera surveillance.

The [Camera Surveillance Regulation \(C.040.0.001\)](#) is available on ManualMaster.

17.2 Allocation and use of electronic communication devices

The policy for the allocation and use of electronic communication devices covers the security and usage of Ausnutria's internal information and IT equipment. This includes the use of email, internet, and mobile phones.

The [Regulation for Allocation and Use of Electronic Communication Devices \(C.100.0.009\)](#) is available on ManualMaster.

17.3 Privacy statement

The employer is responsible for the careful and proper processing of personal data in accordance with privacy legislation, including the GDPR. In the Privacy Statement, we inform you about how we handle your personal data. Ausnutria processes personal data of its Employees, for which Ausnutria is the so-called "data controller" within the meaning of the General Data Protection Regulation (GDPR).

The [Privacy Statement](#) is available on AFAS InSite.

18. Document References

Document number (if applicable)	Document name	Available on
	Collective Labour Agreement for the Dairy Industry (CLA)	AFAS InSite
C.100.1.001	Onboarding Procedure for New Employee	ManualMaster
C.100.3.017	Onboarding Form for New Employee	ManualMaster
C.100.3.002	Form: "Checklist Prior to First Working Day"	ManualMaster
C.100.3.014	Evaluation Form for Temporary Production Worker	ManualMaster
C.100.3.013	Evaluation Form for Temporary Office Worker (CLA roles)	ManualMaster
	Internship Regulations	InSite
	Salary Payment Overview	AFAS InSite
	Monthly Payslip and Annual Statement	AFAS InSite
C.100.0.011	Variable Compensation Regulation for HAY Roles	ManualMaster
	Document "Pension and Insurances"	AFAS InSite
	Group Discount	AFAS InSite
	Travel Expense Regulation	AFAS InSite
C.010.0.002	Travel Policy	ManualMaster
	Lease Policy	InSite
C.100.1.001	Regulation for Special Occasion Payments	ManualMaster
C.100.0.002	Recruitment Bonus Regulation	ManualMaster
C.100.3.019	Recruitment Bonus Conditions	ManualMaster
C.100.1.003	Customized Personal Protective Equipment	ManualMaster
	On-call Regulation for HAY Employees	AFAS InSite
	Holiday and Leave Policy	AFAS InSite
C.100.3.006	Application Form "Group Training"	ManualMaster
C.100.9.001	Template Proof of Participation	ManualMaster
C.000.0.003	Code of Conduct	ManualMaster
C.000.0.007	Policy on Fraud Prevention & Whistleblowers	ManualMaster
C.000.0.010	Procedure for Reporting and Complaints	ManualMaster
C.000.0.008	Confidential Advisor Regulation	ManualMaster
C.000.0.009	Employee Code for Trading Company Securities	ManualMaster
C.100.0.010	Hybrid Working Policy	ManualMaster
C.100.3.034	Risk Assessment & Evaluation Form for Home Workstation	ManualMaster
	Work Instructions for Hybrid Working	AFAS InSite
	Time Registration Policy	AFAS InSite
	Work Instructions for MijnKelio	AFAS InSite
C.100.0.003	Ausnutria Staff Associations Policy	ManualMaster
C.100.3.027	Registration Form for Staff Association	ManualMaster
C.100.0.006	Works Council Structure	ManualMaster
C.100.1.007	Procedure for (Collective) Actions during CLA Negotiations	ManualMaster
C.100.1.006	Performance Review Procedure	ManualMaster
C.100.3.009	Performance Review Form	ManualMaster
	HAY Salary Table	AFAS InSite
	Performance Management Guidelines	AFAS InSite
	Performance Management Form	AFAS InSite
C.100.1.004	Absenteeism Procedure	ManualMaster
C.100.3.016	Interview Form "Frequent Work Absence"	ManualMaster

Document number (if applicable)	Document name	Available on
C.100.0.005	Vitality Contribution Regulation	ManualMaster
	Bicycle Scheme	AFAS InSite
C.100.1.012	Ausnutria Pregnancy Policy	ManualMaster
C.040.0.001	Camera Surveillance Regulation	ManualMaster
C.100.0.009	Allocation and Use of Electronic Communication Devices	ManualMaster
	Privacy Statement	AFAS InSite