

ELC Annual Report 2025



Erasmus Labour Council

FOREWORD

In front of you is the annual report of the Erasmus Labour Council 2025. It was a year of considerable turbulence in higher education. There was a lot coming at us as a university: geopolitical developments, severe budget cuts, but also a new EUR Strategy 2030. In this period of major changes, we have worked closely together to safeguard the interests of employees and to keep the organization agile. We as the Executive Board greatly appreciate the ELC's efforts to ensure a healthy, safe and future-proof organization together.

Work pressure and social safety were also a structural point of attention this year. The results of the E&E scan and the report of the Labour Inspectorate underlined the need for a robust source approach. In the consultations, the emphasis was on leadership, reducing overtime, a balanced division of tasks and unambiguous follow-up within faculties and services. These themes will continue to guide in 2026.

In addition, the reorganisation at RSM was high on the agenda. In close consultation with the trade unions, a careful redundancy plan has been worked on, with attention to guidance, redeployment and clear communication towards all employees involved

In the field of HR, we have taken important steps towards the unambiguous application of the collective labour agreement and future-proof policy. Regulations such as the sale of leave, the annual agreement on leave and the reorganisation procedures have been updated, with an eye for legal assurance, the impact on employees and transparency in communication.

The further development of Recognition & Rewards also received a lot of attention. We worked on an academic career policy that is transparent, consistently applied and widely supported within the faculties. This remains a crucial building block for a sustainable academic community.

Diversity, inclusion and participation were another important theme. The progress on the IDEA policy and the implementation of the Participation Act went hand in hand with attention to financial assurance and the realisation of the jobs agreement. It remains our ambition to be an organization where everyone can participate fully.

In the light of financial and demographic developments, we held discussions about organizational agility and strategic direction. The Erasmus Perspectives, the redesign of ISS and the mobility policy, among other things, were central to this. These processes require careful coordination and a joint view of the future.

Finally, cooperation and participation was a common thread throughout the year. The timely involvement of the ELC, the participation of employees and transparency in decision-making formed the basis for constructive consultation and mutual trust.

Thanks to everyone who has committed themselves to a strong, safe and inclusive organization in 2025, we look forward to a year in which we further deepen this collaboration.

Annelien Bredenoord

Chair of the Executive Board

Erasmus University Rotterdam

GENERAL

The collective labor agreement stipulates that the employer consults with the employee on matters that are of general interest to the employment conditions and legal position of the employees. At the local level, this is done in the local consultation, called the Erasmus Labour Council (ELC) within EUR. In addition, the collective labor agreement gives the ELC a number of specific powers, including policy aimed at managing work pressure, promoting women in higher positions, commuting expenses and the selection model for employment conditions.

Staff representation in the ELC also plays an important role in reorganisations. In the event of reorganisations, additional agreements are made about social measures if necessary, the starting point being that the negative consequences for individual employees must be as limited as possible.

Further information about the local consultation at EUR can be found on the website <https://www.eur.nl/over-de-eur/organisatie-en-bestuur/medezeggenschap/lokaal-overleg-elc>

The staff representation of the ELC consists of representatives of the four trade unions involved in the collective bargaining, namely:

- Mrs. M. Vreeswijk (chairman, member FNV Overheid)
- Mrs. M.J. Gorgievski (member FNV Overheid)
- Mrs. A.C. Uribe Sandoval (member AOb)
- Mrs. Ann-Sophie Vandenberghe (member AOb)
- Ms. Marieke de Quant-van Lenten (member AOb)

The employee representation is assisted by the following advisors

- Mr G. Kooistra (FNV)
- Mr. A. Charifi (AOB)
- Mrs A. Khattabi (AOB)
- Mr. R. van Hoogdalem-Braam (CNV, from 18 February 2025 to 1 August 2025)
- Ms. F. Toufik (CNV, from 1 August 2025)

The staff representation of the ELC is supported by Mrs. R.S.C. Austin (secretary).

In 2025, the ELC was chaired by:

- Mrs. A.L. Bredenoord, President of the Executive Board.

The chairman was advised by:

- Mr. J.W.D. van Dijk, HR Director

The ELC is officially supported by the General Administration Service by Mrs. R.S.C. Austin.

The ELC met eight times in 2025.
The following matters were discussed:

January 14, 2025

Reorganisation scheme

During the meeting, the revised reorganisation scheme (ROR) was discussed. The ELC emphasized that the old regulation was difficult to interpret and that previous proposals to split between central and decentralized participation did not receive support. The old scheme will therefore remain in place for the time being, but consultations on the distribution of participation rights will follow later. The ELC requested a number of textual adjustments, including replacing 'manager' with 'Executive Board' and clarifying the voluntary nature of the settlement agreement (VSO). In addition, it was discussed that the provision of information about VSOs should be better guaranteed, and that the link with the social plan could be formulated more carefully.

Action plan in response to the Labour Inspectorate report

The ELC discussed the progress made in response to the Labour Inspectorate's report, with specific attention to stress, work pressure and the source approach. It was pointed out that the decommitted funds mainly benefit academic staff, while no clear improvement measures have yet been identified for support staff. There was a plea for a more integrated approach, in which the support staff is also included. In addition, the importance of clear performance agreements, leadership and social safety was emphasized.

Developments RSM

The reorganisation within RSM, which falls under the old reorganisation code, was discussed. The existing social policy framework, which acts as an ongoing social plan, will remain in place for the time being. The ELC will study this framework in more detail.

February 11, 2025

Developments RSM

The Faculty Council has approved the intention to reorganise RSM. This intention has been shared with the ELC and the University Council; The latter has now issued a positive advice. The Faculty Council will assess the reorganisation plan as soon as it is available. The reorganisation is still covered by the existing reorganisation code and the social framework from 2013. The ELC emphasizes that, despite the existing scheme, there is still a need for a new social plan. The ELC has been asked to indicate which topics should be included.

17 March 2025

Relay strike Rotterdam

On April 8, a strike day took place in Rotterdam against the cabinet cuts. The Executive Board endorsed the message of the strikes and was prepared to support it publicly, but emphasized that education and business operations should not be disrupted for a long time. The unions pointed out that striking employees do not have to arrange a

replacement. It was suggested that a distinction should be made between vital processes, such as promotions, and other educational activities that could be temporarily suspended.

New Reorganisation Regulation (ROR)

Agreement has been reached on the new ROR, after discussing a number of textual adjustments. The principle that participation in a VSO is voluntary is explicitly included, as is a generic description of the dismissal procedure.

EUR Inclusion Policy

The EUR Inclusion Policy was discussed for information. EUR has an integrated IDEA policy that focuses on system change and inclusivity within all layers of the organisation. Work is being done on structural improvements in student onboarding, including employment practices and HR policy.

However, research shows that certain groups, such as LGBTQI+ employees and employees with a disability, still experience obstacles. The limited data collection on small groups also requires revision.

During the discussion, examples emerged of areas for improvement, such as the registration of pronouns and the lack of a policy for rainbow families and surrogacy. At the same time, it was noted that EUR's commitment in this area is also recognised externally, including through various awards and nominations for inclusive initiatives.

April 1, 2025

Organisation of security

Physical security will be transferred to Administrative Affairs and will henceforth fall under the framework of integral security. After the contract with Securitas expires, the intention is to train security staff internally, with a focus on sensitivity and inclusive security training in collaboration with IDEA.

Collective leave days

The collective leave days have been determined.

Annual report ELC

The annual report has been approved.

E&E scan 2025

The first results of the E&E scan were discussed. The response rate varies between faculties and services. The ELC expressed concerns about the low response rate and possible fear of traceability of answers. It was also mentioned that some employees do not know what the purpose of the scan is. The ELC called for more transparency about the follow-up of results and clear feedback to employees.

Housing policy ESE

The ELC was informed about the new housing plans within ESE. Working groups have been set up to actively involve employees in the redesign of the workplaces.

The members appreciated this participatory approach, but also expressed concerns about the loss of fixed workplaces and the occupational health and safety suitability of the new spaces. The ELC asked for a careful evaluation after implementation, so that adjustments remain possible.

Recognition and Rewards

Further progress has been made within EUR in the field of Recognition and Rewards. New career paths and development cycles are being developed in several faculties.

The ELC found that there is broad support for the principles, but that confidence in the actual impact is still limited. The unions called for consistent application of policy and sufficient guidance towards faculties that are lagging behind. It was also emphasized that the movement only has a chance of success if it is supported by the academic community itself. The ELC appreciated initiatives from PhD students and assistant arts networks and called for active support for these bottom-up movements.

May 13, 2025

End-of-year gift and event

The end-of-year event will once again take place in Trompenburg. The ELC members emphasized the importance of shared moments in financially uncertain times. There was a call to encourage academic staff to attend as well, in the context of One Connected EUR. Communication on mandatory registration on arrival will be improved. In addition, it is being explored whether trade unions can set up an information stand during the event. The ELC agrees with the plans, within the reserved budget of €300,000.

Framework Social Plan "Future-Proof RSM"

The ELC was informed about the provisional framework for the social plan "Future-Proof RSM", which was part of the reorganisation at RSM. The plan builds on previous technical consultations and served to replace the old social framework.

The ELC expressed appreciation for working on a renewed social plan, but mentioned points of attention regarding the legal safeguarding, the scope of certain provisions and the balance between procedural and social components. The unions provided additions and text proposals, including on redeployment, reimbursements and aftercare for employees. The importance of careful communication towards employees and the timely completion of the redundancy plan before discussions about redundancy took place were also pointed out. Further elaboration and coordination would take place in the following weeks, with the aim of arriving at a final version before the summer.

Self-management and language policy

The self-management and language policy plan established by the government states that international staff must learn and master the Dutch language. This raised questions about the exact interpretation of this requirement, the consequences of insufficient compliance and the extent to which employees were facilitated in this.

The ELC emphasized that employees will only remain employable if they are actively supported in language development. Reference was made to the Predictable Employment Conditions Act: compulsory training must be offered free of charge and including travel allowance. The ELC called for this to be emphatically brought to the attention of managers and middle management. The ELC emphasized the importance of flexibility, support and transparency towards employees in this period of change.

16 June 2025

RSM Social Plan

During the consultation, two remaining points were discussed: the inclusion of the BWNU

and the further interpretation of the concept of 'suitable position'. Both topics were the subject of a constructive exchange of views, but no formal agreement was reached yet. The unions have promised to give their final response in the short term, after which a decision can follow.

Erasmus Perspectives 2026–2030

The decline in student numbers and uncertainties in funding are putting pressure on the budget for 2026. The university therefore wants to become more agile and less dependent on the first flow of funds, with more focus on the second and third flow of funds, such as European grants and consultancy. Lifelong learning is also being promoted. The ELC emphasized the importance of financial agility and realistic scenarios, given the unpredictability of policy and funding.

Social Annual Report 2024

The Social Annual Report 2024 clearly showed the relationship between workload, social safety and transparency within the organization. High work pressure often turned out to go hand in hand with signals of social unsafety. In addition, attention was drawn to the method of communication, transparency around appointments and the position of HR, which is not always perceived as independent.

Steps have been taken to strengthen the network of confidential counsellors and to better collect signals, but translating them into concrete policy remains a challenge. The ELC emphasized the importance of structural attention to social safety, clear communication and transparent work processes, so that employees can work well informed and safely.

Key figures for staff

The key figures showed that there is a structural need for teachers in scale 4 in particular. This group is crucial for the continuity of education, but has a high outflow. The ELC emphasized the importance of focused attention to the retention and sustainable employability of these employees. In addition, the relationship between staffing and workload, which requires attention within the organization, was pointed out.

September 11, 2025

Results E&E Scan 2025

The E&E Scan showed that work pressure and social safety remain persistent points of attention. The ELC emphasized the importance of concrete follow-up and monitoring by the employer.

There was now an action plan in response to the labour inspectorate, but the implementation differed per faculty. The unions asked for more unambiguous guidance and measures that are actually noticeable for employees. The mismatch between job profiles and tasks, which contributes to the perceived workload, was also pointed out. The ELC expressed concerns about the reach of leadership training and advocated for mandatory participation of managers. Attention was also drawn to power relations within the academic culture and the effectiveness of the current escalation procedures.

ISS organisational change

ISS undertook an internal restructuring to make the organisation more agile and efficient. The existing layout with many small teams led to an unbalanced workload and limited development opportunities. By increasing the size of teams, ISS aims to stimulate entrepreneurship, broaden career prospects and improve the division of labour.

The change had no consequences for employment conditions or employment.

Approximately 30–40 employees fell within the scope of the process. The appointment of department heads took place through an open internal procedure.

The decentralised participation bodies were positive about the plans. The ELC appreciated the efforts to reduce workload and drew attention to the consequences of the new structure for tasks and responsibilities.

RSM Social Plan

The Social Plan was completed in the summer and signed by two trade unions and the employer. The interpretation of the concept of *suitable position* was clarified between the employer and the trade unions. EUR emphasised its obligation to offer employees a position as much as possible while maintaining the number of hours. Both parties confirmed that this is the common starting point.

In addition, an ad hoc committee will be set up, based on the social plan of the VU and the regulations of the Employee Disputes Committee.

Annual Agreement on Leave

Since 1 January 2024, the Annual Agreement on Leave has no longer been in line with the Collective Labour Agreement NU. The scheme will therefore be adjusted to comply with the Collective Labour Agreement NU again, probably as of a new calendar year.

The ELC emphasizes the importance of clear communication, especially towards employees who already have a multi-year agreement. It is also asked whether the annual agreement is still desirable, or whether it would be better to switch to function-based contracts, which are legally clearer.

In addition, the ELC points out the importance of structural leave registration, both for transparency and to limit financial risks due to leave reservoirs. The broader consideration remains whether the annual agreement is future-proof or should be replaced by another system.

Sales leave

Since 2005, employees have been able to sell up to 80 holiday hours per year within EUR, but this is not in line with the CAO NU, which applies to a maximum of 38 hours. According to HR Legal, the scheme must be adjusted to comply with the collective labour agreement again. Financial considerations also play a role: the current deviation is unfavorable for the organization and may limit employees from taking leave, which is especially important with the high workload.

Within the ELC, there is the question of whether an adjustment is strictly necessary, because it can be detrimental to employees who cannot take their leave and are used to selling hours. The possible financial impact for this group was also pointed out. The ELC emphasizes that, if the scheme is changed, the employer also has the responsibility to give employees sufficient opportunity to take leave. In addition, careful, timely communication is important, possibly with a phased introduction.

Finally, it was noted that requests to carry over leave to the next year may not simply be refused. HR will look into this in more detail.

Dies bonus 2025

The ELC emphasized that the Dies bonus was seen as an important gesture towards employees. They were open to a follow-up meeting, but thought it was important that this subject would be put back on the agenda earlier than in the second quarter, so that the details and future of the bonus could be discussed in good time.

The Dies bonus 2025 was agreed. The ELC proposed to enter into discussions again in January or February 2026, so that the role and value of the Dies bonus in the coming years can be determined at an early stage.

Attachment to bicycle scheme

Questions were asked about the distinction between electric and regular bicycles, and why the policy seems to favour the electric variant. The current scheme also covers the purchase of a fat bike, while there is no check on the type of bicycle in declarations. The employer explained that this distinction arose from tax rules on commuting. No structural random checks are carried out, but it was proposed that Legal Affairs look into the scheme, including with regard to the kilometre distances used.

The proposal was to adopt the scheme in its current form and to re-evaluate it in January. However, the unions indicated that the current differentiation was perceived as unfair. They proposed to equalize the amount for all bicycles, so that there is no longer a distinction between electric and regular bicycles.

October 7, 2025

Update on the implementation of the RSM Social Plan

Five employees were made redundant and were personally informed in June. All five agreed to a quick termination of employment; The settlement has been completed. One found a new position internally, one externally, one retired and two are out of the picture. The unions found it undesirable that employees were informed before the formal adoption of the social plan by the ELC. The employer did this to prevent rumours. In addition, the Social Plan had already been adopted by the Executive Board. Information sessions on employment law have now been organised within RSM. Phase 2 of the reorganisation focuses on educational support. New systems are expected to reduce approximately 25 functions, through natural attrition.

Progress of the Labour Inspectorate and Inspectorate action plan autumn 2025

The Labour Inspectorate will start its visit in December 2025, with discussions with policymakers, confidential counsellors and the University Council. This is followed by visits to two faculties and two services. The action plan is being implemented and the first quarterly report has been shared. The ELC indicates that it also wants to talk to the Labor Inspectorate and emphasizes that work pressure is not only "busy", but also unauthorized pressure or psychosocial strain.

Work pressure is more broadly defined as "work stress": not only too much work, but also lack of support or appropriate tasks. Leadership is a key theme in the action plan. Standard hours, overtime and differentiation per position are examined. The employer has a duty of care, but employees also bear responsibility by guarding their boundaries.

Social safety EUR

Social safety was discussed as a result of the E&E scan.

The ELC asked who addresses managers in the event of transgressive behaviour. This can be done through the manager's manager or through a confidential advisor. Accused persons can also call in a confidential advisor.

The ELC also emphasized the importance of accessibility, trust and independence within the reporting structure. Attention was also drawn to clarity about the central reporting point and to communication with employees, since students know Safe@EUR better than staff.

December 8, 2025

Bicycle scheme

The bicycle scheme has been formally adopted. The ELC emphasized the importance of an evaluation to test whether the scheme actually contributes to sustainable travel behavior. This also includes the mileage allowance, the increased parking rate for employees with irregular shifts and the pressure on public transport. The employer indicated that it had limited influence on the public transport offer, but that it would continue to discuss this with external parties. It has been agreed that the evaluation will be put on the agenda again at a later date with a clear timeline.

Meeting schedule 2026–2027

The meeting overview has been adopted. From now on, the preliminary consultation will take place one week prior to the ELC meeting.

Sale of leave hours

The employer explained that the scheme for the sale of leave hours will be adjusted to be in line with the CLA NU. The unions expressed concerns about the legal interpretation, the impact on employees and the risk of increasing leave reservoirs. In addition, the broader problem of high workload and limited leave was pointed out. The ELC indicated that it could not agree at this time. It has been agreed to discuss the subject again in January, that the unions will carry out a legal check and that applications for the sale of the remaining 42 hours will be postponed until the end of February.

Review of career policy for academic staff

The employer presented the review of the career policy, aimed at joining the Engaged

University and developments in the field of Recognition & Rewards. The ELC emphasized the importance of transparent criteria, career paths and recruitment procedures. It has been agreed that the ELC will be informed via quarterly updates and that the subject will be put on the agenda again at the end of Q1.

Central budget Participation Act

The employer informed the ELC about the increasing deficit in the central budget for the jobs agreement and the financial scenarios towards 2026 and 2027. The ELC emphasized the importance of continuing to realize the jobs agreement and the structural safeguarding of inclusion policy.

Quarterly report Labour Inspectorate

The report shows that work stress manifests itself in different ways within the organisation. Both the ELC and the employer underlined the importance of targeted interventions, attention to overtime and improving the identification of work pressure and social unsafety.

AFTERWORD

In the year 2025, the meetings of the ELC were in the light of the report and the visit of the Labour Inspectorate. The PV has been kept informed of the reports and the development of the action plan for the labour inspectorate. During the visit, a delegation from the ELC's PV also spoke with the Labour Inspectorate and we are curious about their findings that will be shared in the course of 2026.

The PV would like to stay informed of the organisational changes within EUR and we will continue to provide solicited and unsolicited advice on this. In addition to the ongoing reorganisation of RSM, the PV also likes to keep its finger on the pulse with regard to future reorganisations and organisational developments as a result of budget cuts and other government policies whose impact is not yet known. In the context of the reorganisation of RSM under the outdated scheme, the Reorganisation Scheme has also been amended in good consultation. With the cutbacks on the horizon, it is not inconceivable that there may be more reorganizations.

Finally, the PV will continue to monitor developments with regard to workload and, in that context, the Recognition and Rewards system for academics in particular. By keeping a finger on the pulse of this file, the PV tries to keep the actual task (and therefore workload) of employees in check. The results of the report of the Labour Inspectorate and the response to it will be closely monitored.

I look forward to facing future challenges together in good consultation and with fruitful outcomes as a result. The cooperation and exchange of views on the various topics that came up at the ELC has been experienced by the PV as very pleasant and constructive. The PV hopes to be able to continue this for 2026.

M. Vreeswijk
Chair of the ELC Employee Representation

