

## **Coronavirus advice for employees and employers**

### **Protecting the health and safety of employees**

Advice for people working in the Netherlands concerning the new coronavirus (COVID-19)



**Human**  **Capital Care**

## Colophon

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### Compilation

This advice has been compiled with the help of HumanTotalCare's Corona outbreak management team. This team consists of the director of Medical Affairs, (company) doctors, senior employment & organisation advisors, managers of organisational advice, occupational hygienists, ergonomists, company social workers, (company) psychologists and the prevention officers associated with HumanTotalCare or one of its brands: ArboNed, HumanCapitalCare, Mensely or Focus. From these brands, HumanTotalCare works on the sustainable employability of people working in the Netherlands. In this advice for employers and employees, you will find the knowledge of experts and references to websites of the different brands. This way, you can take full advantage of the knowledge of our experts. The Corona outbreak management team can be reached via [info@humancapitalcare.nl](mailto:info@humancapitalcare.nl).

### More information

- For general questions about the coronavirus, please contact the RIVM. The RIVM can be reached by telephone through the special telephone number 0800-1351.
- [HumanCapitalCare website](#)
- [www.government.nl](http://www.government.nl)
- [www.thuisarts.nl](http://www.thuisarts.nl)
- [www.who.int](http://www.who.int)

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# Part 1: Information for everybody

## Justification

This year, we have learned to live and work in the presence of (the consequences of) the coronavirus. Nevertheless, it is important that our society, including your organisation, continues to function optimally and that that we unburden healthcare wherever possible. Being a good employer and a good employee means that it is up to both parties to do their utmost to prevent infection and to make decisions in good consultation. As [occupational health and safety service](#), we can support you in this. More information about this can be found in this Coronavirus Advice for Employees and Employers, or you can contact your own contact person and/or account manager.

For this Coronavirus Advice for Employees and Employers, the guidelines and information provided by [RIVM](#) and other reliable sources are leading in these matters. In addition to these, this Advice provides advice focused on the work situation. This will help you prevent your organisation from being confronted with an unexpectedly large number of sickness reports at the same time.

You will notice that this Coronavirus Advice for Employees and Employers sometimes goes further than the measures taken by the government. This is because we pay extra attention to safety on the work floor and business continuity. Our additional advice is in line with that of the [World Health Organization](#) (WHO). Moreover, in contrast to the advice given by the government, it is non-binding.

## About the new coronavirus (COVID-19<sup>1</sup>)

It is still of the utmost importance to slow down the spread of the coronavirus as much as possible. Every day that the virus is slowed down saves time for healthcare. It is conceivable that most Dutch people will eventually come into contact with this coronavirus, but it is important that these are not too many people at the same time. Slowing down the spread of the virus improves the (survival) chances of all patients. Together, we must prevent a second wave and continue to work on 'flattening the curve.'

We are now entering a phase where we can pay more attention to source and contact research. Now that the testing capacity in the Netherlands is being utilised further, we are one step closer to source detection and stopping the spread. New outbreaks will occur, but if they are nipped in the bud, they will remain small outbreaks. If we succeed in this together, we can prevent another (intelligent) lockdown.

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<sup>1</sup> The scientific name for the new coronavirus is SARS-CoV-2. This document uses the name as it is also used by the RIVM, namely: COVID-19.

## Hands and contact surfaces

How long the virus can be transmitted via contact surfaces (e.g. taps, door handles, and counters) depends on the type of material and the circumstances. According to initial estimates, this can occur between four hours and nine days. Disinfection or washing away with regular cleaning agents is sufficient to make a contact surface safe again. The best way to protect yourself against contamination via contact surfaces is to wash your hands before you touch your face (eyes, nose or mouth). Washing your hands with liquid soap for 20 seconds rinses away all soiling (including virus particles) from your hands.

## Asking check questions

Recently, the Dutch Data Protection Authority (A.P.) has nuanced its position on asking check questions. You can ask employees, customers, and suppliers check questions, for example whether someone has symptoms of the coronavirus. If you do not register or otherwise process the answers given, the General Data Protection Regulation (GDPR) does not apply. In that case, the A.P. cannot impose sanctions. However, it may be the case that, depending on the situation, other privacy laws do not allow you to ask check questions.

However, you must comply with the GDPR when conducting questionnaires involving the processing of personal data. If you choose to submit a standard questionnaire to your visitors prior to a customer visit, you may only register these answers if the visitor has given explicit permission to do so. See [appendix 1](#) for a coronavirus questionnaire example.

An employer should communicate clear instructions to employees and third parties, e.g. that they are expected not to enter the workplace with complaints matching the coronavirus. The A.P. makes an exception for healthcare employers. Only they are allowed to check their employees for the coronavirus.

## Temperature measurements

Temperature measurements at the door are not reliable nor desirable. It is frequently used internationally with infrared thermometers where no touch is required. However, this temperature measurement is only reliable after the person in question has been acclimatised for half an hour. Also, the employee who takes the measurements is unnecessarily exposed to frequent contact.

When offering temperature measurements of employees, you as an employer must always balance these two:

1. The privacy interests of the employee. The A.P.'s position is that temperature measurements are only permitted if only the temperature is read and no data is stored or processed in any other way. In that case, the GDPR does not apply.
2. Your duty as an employer to ensure a safe workplace. As far as the safety of the workplace is concerned, a temperature measurement does not contribute to this in the case of the coronavirus.

If you intend to perform temperature measurements, it is wise to discuss this with your Works Council or employee representative body. It is also wise to inform your employees about your policy concerning temperature measurements so that there is no ambiguity about this among your staff.

## Group immunity

The coronavirus can no longer spread if there is group immunity among the world population. Some people are naturally insensitive to this virus and will never get sick of it. And some people have already had the disease COVID-19 and have produced antibodies. For both groups, it is still unclear whether this form of immunity is complete and permanent. They are protected (temporarily) and will probably not become seriously ill (anymore). People who (continue to) carry the virus, may still be able to spread the virus. In science, we call this 'carriers.' Until more is known about this, we cannot assume that people are entirely immune to the coronavirus. The best way to become entirely immune is to be vaccinated, but that development might take one to one and a half years.

## Long recovery

The majority of people have few or no symptoms after infection, but a small part develops severe symptoms that require treatment in a hospital. The risk of dying from the virus increases with age, but serious complications can also occur in young people with health problems. People who have been admitted to a hospital, especially if they have had artificial respiration, often have a long recovery; think of several weeks to months.

## Diagnosis

The disease COVID-19 has different manifestations. The period between infection and the onset of the first symptoms is called the incubation period. Most people develop symptoms on day five or six after infection, rarely after twelve days or later. The RIVM considers a quarantine period of fourteen days to be safe.

A significant proportion of people experience no complaints at all and thus do not detect any infection. Some only have mild respiratory complaints, and others suffer from fever, shortness of breath, extreme fatigue and/or abdominal complaints.

Anyone with one or more of the following complaints should stay at home:

Mild complaints:

- cold complaints (rhinitis, runny nose, sneezing, sore throat)
- sudden loss of smell and/or taste (without nasal congestion)
- coughing

Severe complaints (housemates also have to stay at home):

- shortness of breath
- temperature or fever (38.0 degrees Celsius or higher)

## Corona test of the GGD: detection of active disease

The testing policy of the GGD has been expanded so that from 1 June, any person with complaints that fit the coronavirus may be tested. The aim here is to ensure that the time between infection and detection of that infection is as short as possible. In other words, in the event of complaints, you may report to the GGD immediately via the central telephone number **+31 (0) 800-1202**.

The GGD performs the so-called PCR test, using mucus from the nose and/or throat. This PCR test is used to detect active disease. If there are no symptoms, or the symptoms have been present for more than two weeks, this test is less reliable. You can find more information



about how the test works through [thuisarts.nl](https://thuisarts.nl) (Dutch), the [RIVM](#) or the [Rijksoverheid](#). In case of serious or increasing complaints, always contact your G.P.

After a negative test result, you will usually be advised to recover at home anyways and to contact your G.P. if your symptoms get worse. In case of a positive result, a source and contact research from the GGD will follow, and everyone in the household must stay at home. This source and contact research aims to slow down new outbreaks and, if possible, to stop them completely.

The GGD and the Dutch laboratories make enormous efforts to conduct and process each test as quickly as possible. The aim is to announce the results within 48 hours, but this can take up to several days. You will have to stay at home while waiting for the test result. The [RIVM has drawn up letters](#) (Dutch) with the precepts for patients, their housemates and (close) contacts. These letters are also available in Arabic, German, English, Polish, Romanian, and Turkish. The advice of the GGD must be followed.

Testing by the GGD is carried out on a voluntary basis and is free of charge. The more people with complaints get themselves tested, the better the GGD can paint a picture of the situation in our country. However, [behavioural research by the RIVM](#) shows that only one in three people with respiratory complaints now get tested by the GGD. In other words, two out of three people with (respiratory) complaints do not get tested. A frequently mentioned reason for not testing is that these people think that the coronavirus does not cause their complaints. People with complaints that fit the coronavirus, who choose not to get tested, still have to stay at home until they are symptom-free again for 24 hours.

If you want a coronate test even though you have no complaints, please read the chapter '[Corona testing through your health and safety service](#)' for more information.

### **Antibody test: when the infection is over**

It is possible to search the blood for antibodies against the coronavirus. We call this a serology test. With such an antibody test, it can be determined whether the tested person has already had the coronavirus. This can only be taken from fourteen days after the first day of illness. Before that, there is no use. It is even better to test for antibodies after one month after the first day of illness. These tests are currently not offered by the GGD.

However, these tests are done by, for example, Sanquin blood bank to estimate how many people in the Netherlands have already had the coronavirus. It is currently estimated (by Sanquin blood bank) that approximately 5.5% of the Dutch population has already had the virus. Blood donors do not receive any personal results whether they have produced antibodies. However, from the beginning of July, it will be possible to request a personal antibody test through us. Please read the chapter '[Corona testing through your health and safety service](#)' for more information.

An antibody test is less accurate than a PCR test. To make an antibody test meaningful, more information is needed than just the blood being tested. Several questions need to be asked. What complaints were there? How severe were they? What was the first day of illness? On which day was the test taken? What type of antibody test was used?

The currently low reliability of this antibody test has to do, among other things, with the background risk: the percentage of people that have already had the virus and how severely ill they were. People who were severely ill produced more antibodies than people who were not or hardly ill. The higher that percentage becomes, the more meaningful antibody tests offered will be.

Having antibodies does not automatically mean that you are immune to this coronavirus. Airway viruses are known to return more easily, and the immunity that develops is often temporary. Immunity against this virus (SARS-CoV-2) is expected to last for about one year. Because this virus is still so new, it can actually be somewhere between six months and ten years.

On 16 June 2020, the RIVM Serology Task Force identified several problems that can occur with antibody test results:

- False-negative result: You have had the virus, but the antibodies cannot be detected in the blood (yet), or they have already disappeared.
- False-positive result: The test is positive, but not because of the coronavirus, but because the test reacts to another (corona)virus or, for example, medicine. If a test reacts to something else in the blood, we call it a cross-reaction.
- Positive predictive value is low: If the result is positive, how big is the chance that you have actually had the coronavirus? In many antibody tests, the positive predictive value is only 60%. In other words, the chance that the positive result is correct is almost as high as when you flip a coin.
- Negative predictive value: If the result is negative, how big is the chance that you really have not had the virus? There are big differences in this as well.

### **Commercial (rapid) testing**

There are a lot of different providers of coronate testing, mostly with a commercial purpose. The reliability of these tests is very variable, usually low. Currently, the Serology Taskforce conducts a great deal of research into the various tests and their reliability. The use of these commercial tests is currently still discouraged.

### **Occupational health and safety service**

Your occupational health and safety service and company doctor can advise you on measures to limit health damage and associated complications and to continue the work within your organisation as much as possible. This with attention to the welfare of employees, the welfare of third parties, and business continuity. In addition to this Coronavirus Advice for Employees and Employers, you will find an overview of frequently asked questions for employees and employers on our [website](#).

It is now well known that smoking, overweight, and obesity are risk factors for the development of serious coronavirus infection. Lifestyle advice is, therefore, more important than ever. Your health and safety service can do a lot for you by helping you with tailor-made advice on lifestyle and sustainable employability. As an employer, you can contribute to keeping your employees as healthy as possible with this.

## Corona testing through your occupational health and safety service

The criteria for eligibility for a corona test have been expanded increasingly more in recent months. As of 1 June, 2020, anyone in the Netherlands with typical complaints may be tested free of charge at the GGD. There may be situations in which the GGD is not allowed to perform a test following the applicable guidelines.

Due to the great need for corona tests and traveller health declaration forms, we will start a new service at the beginning of July: the COVID-19 priority tests. We are doing this in collaboration with HetHuisartsenlab: a recognised and trusted laboratory accredited by the RIVM that performs independent coronary diagnostics. In collaboration with HetHuisartsenlab, we will be offering the following corona tests from the beginning of July:

1. PCR test: detection of active disease.
2. PCR test: exclusion of active disease plus a traveller health declaration form.
3. Antibody test: when the infection is over.

For a description of the characteristics of the various tests and their application, we refer you to the previous chapters '[Corona test of the GGD](#)' and '[Antibody test: when the infection is over.](#)'

Your employee can go to one of the many test lanes in the Netherlands for one of these tests. The employee will receive the test result by telephone call, seven days a week, no later than the day after the test was taken. The test result is communicated to the GGD. If necessary, the GGD will contact your employee for source and contact research.

The company doctor can immediately advise your employee about when to resume work. Both the employee and the employer can use our accelerated corona consultation through this route, where you will receive tailor-made advice. This allows you to intervene earlier to prevent the simultaneous contamination of many employees within your company. You can also offer a large-scale sample to your employees, which will give you insight into how many employees may already be or have been infected. We offer you the opportunity to paint a picture of what is going on within your organisation.

There are costs associated with the tests we offer, and, of course, a company doctor does not disclose individual results within the framework of medical confidentiality. Experience shows that the employee is often willing to share their test results with their manager. You can find more information on our website.

## Additional coronavirus services

As an employer, you can call on our occupational health and safety service. Specialists can assist you with/at:

- Advice on working in the new reality – a start-up check under the guidance of our experts.
- Update of your Risk Inventory and Evaluation (RI&E) based on the corona measures.
- Participation in your crisis team and drawing up a business continuity plan.
- Advice on preventive measures.

- Assessment of health risks and measures of your (individual) employees, among other things to protect vulnerable employees (sick and/or pregnant) and employees with an increased risk.
- Advice on measures to be taken in the event of (suspected) infection with the coronavirus in an employee.
- Advice on [dealing with the mental strain](#) of your employees (loneliness, trauma, and mourning) and tensions on the work floor.
- Advice on managing employees working from home.
- [Remote workplace research](#): online (home) workplace check.

### **Absenteeism guidance and reintegration processes**

A company doctor determines whether an employee is capacitated or incapacitated for work due to a medical cause. This assessment is the same if there is contamination with - or disease by - the coronavirus. A company doctor has medical confidentiality and may not inform you of the nature of the health complaints.

Your company doctor continues to provide analyses and advice, and as an employer or employee, you have an obligation to carry these out to the best of your ability. Due to (the measures surrounding) the coronavirus, the employer may not be able to carry out a (reintegration) project for individual employees. Make a clear note of this in your records, such as the Plan of Action. What measures have you been unable to implement, and why not? For more information, you can consult the [Addendum: Wet verbetering poortwachter i.v.m. COVID-19](#) (Dutch) on the UWV website.

The NVAB (The Netherlands Society of Occupational Medicine) has advised doing all consultations by telephone if possible. We follow this advice of the NVAB.

### **Absenteeism and sickness reports**

As an employer, you must respect the (medical) privacy of employees. If you consider registering your employee as sick, you ask yourself the question: is my employee too sick to work? If so, register them as sick. However, if your employee is unable to work due to government measures or other circumstances, it depends on the situation. The table below may provide a definite answer. If you have any doubts about this, it is a good idea to consult with your occupational health and safety service.

If there is no reason to register your employee as sick, you can facilitate work(ing from home) or use normal leave arrangements such as holidays, emergency leave, (short-term) care leave, and parental leave. If there is no more work for employee(s), the employer is obliged to continue to pay their salary. The Government has implemented aid measures for this purpose. Employers may apply for a substantial contribution towards the wage costs per the requirements set and receive an advance payment for this from the UWV. This way, employers can continue to pay employees with a fixed and flexible contract.

Situation. Your employee is:	Register as sick?*	What can you do?
Unable to work due to health problems.	Yes	Call in the company doctor in good time for advice and consultation
Unable to work due to health problems caused by the coronavirus.	Yes	Call in the company doctor in good time for advice and consultation
Able to work, but not allowed to perform their work due to illness or disability.	Yes	Facilitate work(ing from home). Consult with the company doctor about suitable work.
Able to work, but not allowed to come to work because of government measures.	No	Facilitate work(ing from home).
Able to work, but put in isolation/quarantine by the GGD.	No	Facilitate work(ing from home).
Able to work, but does not want to come out of fear of contamination.	No	Use normal leave schemes, such as holidays.
Able to work, but needs to take care of a sick person.	No	Use normal leave schemes, such as short-term care leave.
Planning to report sick to prevent financial damage to my organisation.	No	Use the aid measures.

If your employee is unable to work due to illness, please let us know. We treat this sickness report according to the regular working method in which we, as an occupational health and safety service, are bound by professional guidelines and the Dutch Gatekeeper Improvement Act (Wet verbetering poortwachter). It will often be a short absence, and a consultation with the company doctor will not be necessary.

## Special groups of employees

The risk of infection with the new coronavirus is basically the same for everyone. However, there are particular groups of employees for whom infection with the coronavirus can lead to greater consequences. You can think of employees with vulnerable health. But also of employees with an increased risk based on their work or personal situation, such as having a vulnerable family member. It is a good idea to discuss the concerns of employees.

Your employee does not need to share medical information with you, as this is considered confidential information. If it concerns employees who themselves think they are at risk because of a medical problem, you can ask them to contact the occupational health and safety service. The company doctor has medical confidentiality and can assess the health

condition and risk of your employees. The company doctor can then advise you in weighing all the various factors concerning work. The decision of the company doctor is of an advisory nature (Working Conditions Act).

### **Employees with fragile health**

Employees with vulnerable health (vulnerable employees according to the RIVM definition) have an increased risk of a severe disease course if they become infected with the coronavirus. This means that they are more likely to suffer serious complications, have longer recovery time, and a higher risk of death. Therefore, these vulnerable employees need extra protection against infection with the coronavirus: at home and work. Your occupational health and safety service can help you assess the risks of the workplace and the (individual) employees. This group includes, in any case:

- (Chronically) ill employees: the risk must be assessed on an individual basis.
- Pregnant employees: all pregnant women have fragile health that you should take into account (precautionary principle). From the third trimester (28 weeks), pregnant women are exempt from work involving direct contact with persons or materials contaminated by the coronavirus. During an outbreak of the coronavirus at your workplace, we advise you to ban all your pregnant employees temporarily from that workplace.

### **Employees at increased risk**

We divide high-risk employees into two groups.

1. Employees who have an increased risk of infection based on their position.  
This relates to the working conditions (the workload). This may be due to the content of the work or to a large number of (close) contacts, such as in childcare and elementary education. Also think of employees who may perform patient-related work, employees with frequent physical customer contact or employees in the cleaning industry.
2. Employees with a vulnerable person in their personal environment.  
Special consideration must be made if an employee has a vulnerable family member. Think of informal carers or people with a child in vulnerable health. In that situation, there is an increased personal risk. After all, if this employee becomes infected, it can have severe consequences for the home situation.

### **Employees who pose a risk**

If you are dealing with patients or customers with fragile health, your employee may pose a risk in the workplace. You must realise this. If this is the case within your organisation, we advise you to contact your occupational health and safety service.

### **Laws and regulations for vulnerable workers**

The following articles of law apply to vulnerable workers in general.

- Working Conditions Act article 3.1: an employer must ensure a safe and healthy working environment. Vulnerable groups are entitled to extra protection.
- Article 7:629 of the Dutch Civil Code: the right to continued payment in the event of incapacity for work due to illness or disability.
- Article 7:628 of the Civil Code: the right to continued payment if an employee, without being ill, is unable to perform the agreed work due to a cause that should reasonably be borne by the employer.

A vulnerable employee **can** be reported sick if they are unable to work due to illness. This is independent of whether there is an increased risk of a corona infection or not. A vulnerable worker **cannot** be reported sick if they are not ill.

From a legal point of view, it cannot be defended that there is a case of illness or disability if the employee could have worked had there been a safe workplace and no increased risk of coronavirus infection. After all, if the workplace is safe, without an increased risk of infection with the coronavirus, the vulnerable employee can, in principle, work.

However, if the employer is unable to provide a safe working environment, the employer should, if possible, offer this employee suitable replacement work.

If this is not available either, this employee must be exempted from work based on the Working Conditions Act, and DCC 7:628 comes into effect. So, no incapacity for work due to illness, but the employee cannot work due to another cause reasonably borne by the employer. In other words, no sickness report.

In individual cases of doubt, it is at the discretion of the company doctor whether there are additional circumstances that make it impossible for the employee to be burdened with work and justify a sickness report.

## Part 2: Information for organisations

### Government measures

The employer has an obligation to ensure the safety and health of its employees, but also of third parties (visitors, customers, pupils, patients). To ensure public health, the government regularly updates the package of [government measures](#). You must follow the urgent advice of the government. This will require great flexibility from you. If you want tailored advice for your organisation, you can call in our experts.

How your organisation deals with the concerns of employees during this crisis will make a deep impression. This impression can play a long-term role in the mutual relationship, both positively and negatively. Be aware of this when making choices for your organisation and your employees.

### Working from home is still the norm

The government has appealed to all Dutch people to work from home as much as possible. As an employer, you must respond to this call and facilitate it as much as possible. Because the current measures apply for a longer period of time, it is important that your employees (can) work at home healthily and sustainably. It is wise to draw up a home working policy for the long term during this period. For further information, see [‘Part 4: Working from home’](#).

By now, more and more workplaces are being used again. It is important to make this transition gradually. For example, you could start to let employees who formerly worked from home come to the workplace one or two fixed days a week, instead of immediately welcoming everyone on all days. It may be the case that working from home is impossible for (part of) your organisation. You can read more about this in [‘Part 3: On the job.’](#)

Please keep in mind that if the healthcare system becomes overloaded, an intelligent lockdown can again be announced.

### Working parents

Primary schools, daycare, out-of-school care, and special education have opened again on 11 May. That does not mean that the problems of working parents are completely solved. How these organisations implement RIVM guidelines varies, and parents still have to deal with exceptional situations. This is challenging because care by grandparents is not self-evident, because they may belong to the vulnerable group of people.

Children of 6 years or younger are allowed to go to daycare or school with a runny nose, but older children are not. Children of all ages, who have temperature/fever or have had contact with a corona patient, are not welcome at daycare or school for 14 days. After all, if there has been contact with a corona patient, the whole family must stay at home.

The Netherlands Youth Institute offers parents advice on how to deal with the ‘new’ home situation. Make an inventory, now and in the future, of the employees who may be affected



by the lack of out-of-school care. Provide appropriate policies and solutions, such as granting emergency leave or parental leave, and inform your employees about this.

### **International travels**

In the coming months, increasingly more countries will lift restrictions on travellers. This will result in an increasing demand for health and safety services for international travel. The responsibility for safe travel lies with the traveller. A traveller must prepare oneself, know the rules, and stay informed. Travelling is done at one's own risk. The [Government's travel advice](#) is available online, as is the website [www.netherlandsworldwide.nl](http://www.netherlandsworldwide.nl). In addition, the Ministry of Foreign Affairs has made available the Reisapp. Please note: Premier Rutte indicates that there will be no more repatriation due to corona measures and several travel insurances have adjusted their coverage.

The measures announced by governments often have far-reaching consequences for travellers. Bear in mind that circumstances can currently change very quickly in a country, such as the ad hoc closing of national borders. Keep in touch with employees who are going abroad or have gone abroad or who are staying abroad for you as an expat. Let travellers take extra care of good hygiene and realise that hygiene products are not readily available everywhere in the world. Take into account insufficient availability of medical facilities, due to the expected overload of (possibly underdeveloped) healthcare.

### **Countries and colour codes**

For countries with an orange colour code, all non-essential travel is advised against, and it is urgently recommended to observe a 14-day quarantine upon (re)entry into the Netherlands. A corona test cannot shorten this recommended quarantine period. For countries with a yellow colour code, this quarantine request does not apply. However, please note that yellow can turn orange during the stay.

If an employee wishes to travel to an area that is subject to safety risks, this cannot be prohibited in principle. If an employee wishes to travel to an area at risk to which negative travel advice applies (the red colour code according to the Ministry of Foreign Affairs), this may have consequences for the employee's right to salary.

### **Traveller health declaration form with a corona test (PCR test)**

Each country has its own rules when it comes to travel to/from that country. Always check before departure what rules apply in the country of your destination/departure. In short, there are three possibilities:

1. Traveller health declaration form  
A traveller health declaration form is a form to be filled out by the traveller about whether one has corona-related complaints. Travellers can download and fill out the RIVM traveller health declaration form themselves.
2. Traveller health declaration form based on a PCR test  
The GGD currently only offers testing facilities to people who have complaints that may be associated with a coronavirus infection. With a traveller health declaration form, the traveller demonstrates that one is not infected with the coronavirus at the time of the test. From the beginning of July, in collaboration with HetHuisartsenlab, you can request

a PCR test with a traveller health declaration form from us, for an additional charge. This traveller health declaration form endorses the reliability of the results of the PCR test.

### 3. Doctor's certificate

In general, a separate doctor's certificate is not necessary. Should a country request this, the specifications vary from country to country.

The traveller health declaration form and the traveller health declaration form based on a PCR test are generally sufficient for free travel.

## **An updated Risk Inventory and Evaluation (RI&E)**

The Risk Inventory & Evaluation (RI&E) is mandatory for all organisations with personnel. From the Working Conditions Act, the Plan of Action is a compulsory part of the RI&E. The RI&E must always be up to date. Consequently, you must adjust your RI&E in the event of organisational changes as a result of the measures in place concerning the coronavirus. The Inspectorate SZW checks whether the RI&E is up to date, complete, and tested, including a Plan of Action.

Leading up to the easing of the coronavirus measures, your organisation is preparing to return to the work floor. Our additional RI&E module enables you to make an inventory of all COVID-19-related occupational risks and determine which measures you should and can take for a healthy and safe company, even in times of corona.

## **The resilience of your organisation**

### **Easing and lifting measures**

In the period ahead, the government will ease the measures or make them more stringent in response to the current situation in the Netherlands. If the measures are eased, there will probably be more room for customisation, because there is less time pressure. The expectation is that there will be a one-and-a-half-metre society for a longer time. The easing, lifting or tightening again of the measures is strongly related to the number of hospital admissions. Therefore, this period, too, requires continuous flexibility and adaptability on the part of employers and employees.

### **Communication**

Now that meeting each other occurs less, good communication is essential. Make sure you can inform at short notice your employees and, if necessary, your customers, suppliers, and visitors. In any case, share information about the following:

- Inform about measures taken in the context of the coronavirus.
- Inform about presence at the workplace (make a fixed schedule for when one should work from home or at the workplace).
- Inform about guidelines for sick leave and special leave.
- Inform about any reduction in working hours (if applicable).
- Consider setting up a central communication point for the various target groups.
- Guarantee that employees are easy to reach:
  - Write down private numbers in consultation (if necessary).

- Consider starting up app groups for short communication lines.

### **Business continuity plan**

Your business continuity plan helps you to be prepared for the internal and external consequences of lifting, easing or tightening (again) government measures:

- Evaluate your business continuity plan and adjust it where necessary.
- Focus on your core business. How can you continue work with the now known and expected measures?
- How can you flexibly deal with the circumstances?
- Establish criteria and procedures to determine when and how your organisation will return to normal business operations. Take into account any measures that may still apply (at home and abroad).

### **Keeping employees employed**

The coronavirus and government measures have major financial consequences for many organisations. That is why the government has set up economic support measures to help employers, employees, and self-employed people. Hopefully, this will make it possible to keep employees employed for as long as possible. After all, employees, their craftsmanship, and high-quality knowledge are precious to an organisation. Especially when your organisation will be able to restart or scale-up again, and peak pressure may arise. A good relationship of trust between employer and employee ensures that you can come to good agreements together; even if this means that an employee cannot remain employed (temporarily). Employees who have a good relationship of trust with their employer will also be more inclined to return to employment when this is possible again.

### **Resilient organisation**

Besides trust, other values also play an essential role in the resilience of your organisation. By working on values such as teamwork, accountability, and adaptability, you increase the resilience of your organisation. Reinforce your vision, mission, and values to build internal cohesion. Values such as control, internal competition, hierarchy, and bureaucracy are counterproductive. It is important to continue to reward initiatives in this day and age and to see what initiatives you can continue after the corona crisis.

Actively communicate with employees and customers. By keeping them informed about the position of your organisation, fears can be suppressed. By listening carefully to them, the organisation can also come up with ideas for new services, strategic alliances, and cost reduction, for example. Share your practical experiences internally and with other organisations. Try to maintain the right lines of communication agreed upon in official communication. This provides overview and predictability, and thus peace of mind.

### **Leadership**

Many managers will recognise that their role in this period is different. Custom measures apply at the (home) workplace, colleagues are working remotely or in adapted shifts, and there may be concerns among employees. Managers are there to create the frameworks within which employees can work healthily and productively, including from home.

This means, among other things, that you must also provide clarity about when not to work and when the work is done. To prevent the blurring of the boundary between private and work, show that employees are seen despite the distance. Keep in touch with the team members and organise moments of consultation.

It is important to be able to steer on results and to feel trust. For this, it is crucial to communicate clearly about goals and to agree on output as measurably as possible. This way, employees know that they have met the expectations and can end the day with peace of mind. As a manager, you do not have to doubt the productivity or effectiveness of your employees. After all, you have visible results. This increases trust on both sides.

The following tips help managers to promote employee motivation and resilience:

- Trust the strength of the team and radiate that confidence. Set a good example. A difficult period like this can also create an enormous connection and loyalty between employees and your organisation.
- Take the time to send positive messages to your team and employees:
  - You do what you can with the best intentions.
  - You do important work.
  - We do our work as well as we can.
  - We do not know what will come, but we are well prepared.
  - We take care of ourselves and have an eye for each other.
  - Taking care of yourself means taking responsibility, such as resting on time, sleeping, eating healthily, and seeking positive distractions.
- Practice expectation management. It is good to create realistic expectations among employees and to state that you do not have all the answers. Recognise that fewer resources/opportunities/people are available to do the job. Also, do not be afraid to name and discuss the worst-case scenario.
- Give room for the emotions of your employees. Each person finds themselves in a unique situation and is confronted each with their own difficult moments. It is perfectly legitimate that this should lead to feelings of fear, sadness, insecurity, powerlessness, frustration, and anger. Negative emotions are a normal reaction to an abnormal situation. Do not come up with solutions immediately and do not downplay the situation. Acknowledge the feelings and experience.
- If you receive signals of psychological complaints, it is good to take quick action. In the initial phase, valuable help can be provided by the healthcare system and your occupational health and safety service. Pay attention to irritability, depressive feelings, and sleeping problems, among other things.
- If you have new employees, it is good to set up a buddy system between the new and the more experienced employees. In a normal situation, a new employee can follow the closest colleague's example. Now that the distance has literally increased, this is more difficult. By assigning a buddy per person, the threshold is lower to ask for advice.
- Ask your employees what they need and, where possible, let them direct themselves. Especially in a situation of force majeure or feelings of powerlessness, directing oneself can bring back peace and self-confidence.
- Be careful not to forget anyone. In the current situation, it is easy to lose sight of people. Realise that underload, sitting still, and having to wait can also be stressful.

## Mental well-being: sadness and mourning

As a result of the coronavirus, our society is confronted with a large number of sick people and, unfortunately, also deaths in a relatively short period. Because of the coronavirus measures, many things are different from what people are used to.

For example, a person can normally take care of their loved ones, but now, this is often not possible due to isolation measures and visitor restrictions. This can also mean that in the event of death, there is or has been no opportunity to say goodbye in person. Sometimes, family members and friends will not be able to attend a funeral or memorial service. This has an extraordinarily large impact on all those involved. It is good to understand this and to be prepared.

### Emotional strain

Employees can be (emotionally) affected by the consequences of the coronavirus in different ways. You can think of employees:

- who are affected by a lack of healthcare capacity, because of which they are helped with their ailments less quickly.
- who are unable to continue caring for their loved ones because of the ban on visiting vulnerable people.
- of whom (one of the) loved ones are suffering from disease, but who they are unable to visit because of the risk of infection.
- of whom (one of the) loved ones have passed away.
- who are confronted with financial uncertainty, excessive sickness, and death in their surroundings via other routes.

Each person processes frustration, grief, and mourning in their own way. There may be a great need for contact and being together, for which there is now less opportunity. But the employee in question may also feel the need to withdraw for a certain period. In any case, a grieving employee temporarily cannot be fully burdened with work. It is good to keep in touch with your employees and let each one follow their own path in this. Some will want to resume work soon; others will need more time to do so. You can get advice from your occupational health and safety service: company social work, company doctor or psychologist.

### Mourning protocol

Your organisation may be affected by a death directly or indirectly. Drawing up a mourning protocol ensures that everyone knows what to do in this challenging period. In a mourning protocol, you include every possible action: from sending flowers/mourning card and informing colleagues appropriately to opening an online book of condolence and ensuring the continuity of the work.

In [appendix 2](#), you will find an example of a mourning protocol.

## Part 3: On the job

### Working on location

Approximately forty per cent of the Dutch went to work every day during the intelligent lockdown because it was tied to a location. By now, many employees who used to work from home also return to the workplace. It is good to make this transition gradual and on a voluntary basis; for example, by making a fixed schedule so that people know when to work from home and when on location. The employer must ensure that appropriate measures are in place at the workplace. The advice below helps to keep the workplace safe.

Additional government measures apply to various industries. Consult your trade association or professional federation and the website of the Government and RIVM. The Dutch Occupational Hygiene Society (NVvA) has published an [overview of branch information](#) (Dutch). The RIVM has written an [advice for contact professions](#).

You can also use the document 'The coronavirus — Healthy and safe working' as a tool, which you can find on our website. We can also provide you with tailored advice on working in the new reality.

### Keeping away from the workplace: suspicion is enough

Suspicion of the coronavirus in an employee or one's family members is sufficient reason to keep the employee away from the workplace. You may report directly and repeatedly that people who meet one of the following criteria are temporarily not welcome and are requested not to enter the workplace. Repeat this at every initial contact and request to turn any meetings into meetings by telephone. Please refer to [Appendix 1](#) for a coronavirus questionnaire example.

Keep away from the workplace any person who:

- has mild respiratory symptoms (nose cold, coughing, sore throat, loss of smell or taste) and/or fever.
- has had close contact with a person with respiratory symptoms and/or fever (a sick person). Close contact means:
  - Being within two metres of a sick person for fifteen minutes.
  - Sharing a living space with a sick person (such as family members).
  - Physical contact with a sick person (such as shaking hands).
- has returned from an orange region abroad in the past fourteen days.
- in whom coronavirus infection has been detected within the last 14 days. They must be completely complaint-free for at least 48 hours.

### Crucial professions and vital processes

[Crucial professional groups](#) and/or vital processes have been identified by the government. However, everything possible must be done for these professional groups and processes too to follow the government measures. It remains important in every industry to have as many employees working from home as possible and to keep employees with health complaints away from the workplace. The fact that employees belong to a crucial professional group

and/or work in vital processes does not mean that these employees are irreplaceable by definition. See how the vital process can continue without this employee. For example, through temporary replacement from a permanent pool of trained temporary employees.

Keep away all employees with respiratory complaints and/or fever until they are complaint-free for 24 hours and fever-free for 48 hours, and, if necessary, point them in the direction of a corona test. If the employee cannot go to the GGD and you are a customer of ours, you can have a corona test carried out by your health and safety service from the beginning of July. After all, the employee can be a carrier of the coronavirus and infect colleagues or third parties in the workplace. It is precisely at these workplaces that we must keep the spread of the coronavirus to a minimum to guarantee the continuity of the vital process and the organisation. A separate policy has been drawn up [specifically for healthcare workers](#) (Dutch).

If the corona test is negative, recovering at home is preferred. If a healthcare worker is essential and irreplaceable, they may return to work with mild complaints (but no fever). Observe general hygiene measures and wear a mouth/nose mask if desired. In that case, arrange for an individual workstation and have this employee avoid contact with others. Clean the workplace with regular cleaning products after use by the employee in question.

If the test is positive, source and contact research will be performed by the GGD. Everyone in the household of the tested employee remains at home until fourteen days after the last contact. The employee with a positive test remains at home until at least 7 or 14 days after the start of the complaints, and until they are fever-free for 48 hours and symptom-free for at least 24 hours.

### **A sick person at work**

If a person unexpectedly appears to have respiratory symptoms and/or fever at the workplace, we recommend the following measures:

- Send the employee in question home immediately; the employee may return if they and their family members are completely symptom-free for 24 hours.
- Ventilate the room(s) where the employee has been for half an hour.
- Clean and disinfect all contact surfaces (e.g. tools, keyboard, stair railings, lift buttons) with regular cleaning products.

### **Coronavirus at work: source and contact research**

If there is a confirmed corona infection in the workplace, [source and contact research will be conducted by the GGD](#) (Dutch). In addition, we recommend the following:

- If the person had complaints during attendance at the workplace, take the actions listed under 'Sick person at work.'
- Handle the privacy of all those involved with care.
- Ask the GGD for advice and inform your occupational health and safety service.
- Make an anonymised announcement to all employees with:
  - An extra call to be alert for respiratory complaints.
  - Information about the measures taken/to be taken by you.
- Pay special attention to concerns among vulnerable employees and high-risk employees.



- If there is an outbreak of the coronavirus through your workplace, keep your pregnant employees away from the workplace, if possible, until the situation is fully under control.
- If you wish to have employees tested through your health and safety service and you are a customer of ours, this will be possible from the beginning of July. See the chapter '[Corona testing through your occupational health and safety service.](#)'
- The [RIVM has drawn up letters](#) (Dutch) with the precepts for patients, their housemates and (close) contacts. These letters are also available in German, English, and Turkish.

It is important that your workplace is safe for all those present and that a possible contamination of several colleagues (simultaneously) is prevented. You can choose to conduct your own version of source and contact research and create a logbook of employees who have been at risk of infection. In doing so, treat the privacy of all those involved carefully. You look for the persons with whom the corona patient has had contact through your workplace during their contagious period. That contagious period starts two days before the first day of illness (the first day on which symptoms arose) and ends when the patient is symptom-free for 24 hours and at least seven days after the first day of illness. There is a risk of infection if, within the contagious period, there was:

- physical contact (or coughing/sneezing closeby).
- being in a confined space with that person for 15 minutes.
- being within two metres of that person for 15 minutes.

We advise you to keep away from the workplace preventively for fourteen days employees to whom one of the criteria above applies.

Within a household, the chance of infection with the virus is almost 100%. In other words, if the coronavirus has been diagnosed in one housemate, the chances that the other housemates are infected are very high. This is why they also have to stay at home, even if they have no complaints.

### **Returning to work after illness**

Employees who have taken a voluntary corona test at the GGD do not have to share their results with you, but in most cases, they will. If no test has been performed or there is a negative test result, it is recommended to recover at home until the sick person is symptom-free for 24 hours. In case of severe or increasing complaints, always contact the G.P.

How long it takes for a former COVID-19 patient to return to work depends on the severity and type of symptoms. The employee who tested positive remains at home until at least 7 or 14 days after the start of the complaints, and until they are fever-free for 48 hours and complaint-free for at least 24 hours. Please note: COVID-19 is a disease that has a slow recovery with complaints like extreme fatigue and concentration problems. An employee may overestimate themselves and want to do more than is medically wise. Here too, the company doctor can advise you.

Should these employees return to work, however, their colleagues may experience anxiety. Please pay attention to this by informing employees beforehand and comforting them. If necessary, call in the help of external professionals, such as a company doctor or company social worker.



## Safety of the premises

The virus cannot enter through the normal skin, but it can enter the mucous membranes of the eyes, nose, mouth, and respiratory tract through droplets. These droplets can only bridge a limited distance. There are indications that providing good ventilation can reduce the risk of infection. It is especially important to add fresh outside air; an open window works wonders.

We recommend the following:

- If you have mechanical ventilation, set the ventilation position higher under normal occupancy. At minimum occupancy, the normal ventilation setting will suffice.
- Let your ventilation system start earlier and end later than normal (e.g. two hours before and after working hours).
- For indoor climate systems in which air is recirculated, we advise you to contact your installer. They can see whether additional measures are necessary to prevent any virus droplets from entering via recirculation.
- Should you ventilate your building in a natural way, we advise you to ventilate more frequently than normal.

To be on the safe side, we would also like to draw attention to toilet use, so that the spread of the coronavirus in faeces particles via the air is also prevented. Tell your employees to close the toilet lid before flushing. Ventilation of the toilet area is also important.

Many business premises are (partly) used less due to government measures. When hot water is stopped for a long time because taps are no longer flushed, there is a risk of legionella contamination. Make sure your workplace remains safe by applying [preventive measures against legionella](#).

## Safety and stress

The NVAB (The Netherlands Society of Occupational Medicine) warns that work-related stress factors lead to a reduction in concentration and the ability to make decisions. Under stress, employees are more easily distracted, have reduced memory, and an increase in doubt. The increased stress of the corona crisis can affect safety behaviour on the work floor and lead to unsafe actions there. Particularly for high-risk tasks, such as working at heights, maintenance work, driving a forklift or operating machinery, it is known that increased work-related stress leads to an increase in the number of accidents.

## Personal protective equipment, public transport, and disinfection tunnels

In general, wearing [personal protective equipment](#) has no added value in situations where they were not used before the coronavirus either. However, we see that policy changes occur under the influence of social pressure. Wearing mouth masks or gloves by staff that is not trained in this does not have a protective effect. Without careful instruction and training, these means lead to a bigger spread because they are often not used properly. Wearing gloves for prolonged periods is also harmful to the skin.

As of 1 June 2020, the government makes non-medical mouth masks compulsory in public transport, explicitly because it has no other choice there. It is not possible to keep a distance of 1.5 metres, there is prolonged contact in an enclosed space, and a screening questionnaire cannot be used. The medical, scientific basis for wearing non-medical mouth masks is thin. The government has given [instructions on non-medical mouth masks](#) (Dutch), such as how to

make them, that they should only be worn for three hours, a clean mouth mask before each trip, and washing them at 60 degrees Celsius after use. These mouth masks only protect the transfer from you to others and not the other way around.

Disinfection tunnels or cabins where people are sprayed with disinfectants or have to walk through a fog ('fogging') of disinfectants are not useful in situations where they were not used for the coronavirus either. They are not effective in preventing the spread of the coronavirus. In fact, the disinfectants used can lead to irritation of the skin and respiratory tract, and their use in this way is generally not recommended.

### Hygiene measures

Inform employees about personal hygiene measures:

- Touch the eyes, nose, and mouth as little as possible.
- Cough and sneeze on the inside of the elbow and use paper tissues only. Discard them immediately after use.
- Provide resources for good hand hygiene:
  - Regularly wash hands with water and soap and dry with disposable paper towels. Call attention to the [washing instructions](#) (Dutch) of the RIVM.
  - Use hand alcohol with moisturiser if there is no possibility to wash your hands.
- Post reminder notices at the entrance, lunchrooms, and toilets.
- Clean contact surfaces with regular cleaning products several times a day: handles, handrails, light switches, lift buttons, counters, tools, keyboards, computer mice, telephones, taps, soap holders, sinks, toilets, etc.
- Be mindful when washing tableware and cutlery with water and soap; preferably use high temperature in the dishwasher.

### Social distancing

You have to reduce the number of contacts and increase the distance between people (social distancing). You can find measures to apply social distancing below.

- Create a fixed work schedule where there is less overlap between colleagues.
- Avoid touching if possible, and do not shake hands.
- Limit meetings in time, frequency, and numbers.
- Work in different rooms of an available building.
- Spread your opening hours and the hours that people work and take breaks.
- Limit travel movements.
- Use the lift with no more than two people at the same time and encourage stair climbing.
- Schedule meetings as online, video conferencing or by phone.
- Cancel all events or allow them to continue without an audience.
- Talk to employees in non-critical positions, such as interns, about their presence.

## Part 4: Working from home

### Working from home

The government has clearly proclaimed that working from home is still the norm for the whole of the Netherlands. Working from home must be possible for (the function of) the employee and the support from ICT. This concerns software and ICT, but also psychological strain and healthy working from home. Meanwhile, increasingly more workplaces are being put back into use. It is important to make this a gradual transition. In other words, not everyone can come back to work every day all at once. Because the current measures apply for a longer period, it is important that your employees (can) work from home healthily and sustainably. In this period, it is wise to draw up a 'working from home' policy for the longer term.

In the new reality, the office has also been given a different role. More than before, it has become a place for meeting and social contact, where employees even like to go to see each other again. You can read about how to make your work environment safe in '[Part 3: On the job](#)' in this advice. We can also provide you with tailor-made advice on working in the new reality.

### Software and IT

Set up manuals for accessing the digital work environment from various devices. If necessary, make additional software available for consultation/collaboration. Make sure your data is safe. This period is very attractive for cybercriminals, so make sure you protect the data of your organisation, employees, and customers. Investigate the possibilities for digital work/education, for example, by using the temporarily free software of Microsoft Teams or Google Meet.

### Science about working from home

There are several uncertainties and misunderstandings about working from home. We know this from research into working from home before the coronavirus appeared:

- The number of people working from home increased from 2.8 million in 2013 to 3.3 million in 2018.
- Employees say they are more productive at home than at work: 70%.
- Employees think that their colleagues are also more productive at home: 54%.
- Employees say they take fewer breaks at home and work longer: 82%.
- Employees who have more autonomy are happier in their work and less often sick.

## Psychological strain when working from home

### Lack of social contacts

One of the most frequently heard complaints of people who work from home for a longer period or for whom working from home is not their own choice is the lack of social contacts and a loss of connection. Some people even experience a considerable degree of social isolation. They can feel lonely and even experience emotional complaints, such as gloominess or depression.

Social support (from colleagues and the manager) is an important source of energy at work. Social support involves several things. It is the appreciation you get from your manager, but also the help a colleague offers when you are struggling with a problem. It is the sociability that people experience in the workplace. This source of energy is largely lost when social interaction in the workplace is lost. The new technology can make up for a lot. Stay connected by using alternative means of communication, such as video calls for meetings and WhatsApp groups.

### Blurring: the boundary between home and work blurs

If the work domain invades the private domain, this can lead to 'blurring.' The boundary between one's private life and work becomes blurred. No psychological distance can be taken from work, and private life loses its function of rest and recovery. Being 'on' continuously ensures that employees do not get a distance from (the worries about) work. The head remains alert, and the body continues to produce stress hormones, and both head and body can then disturb the night's rest. Blurring can be prevented by sharply drawing the line when and where you work. For example, do not take work to where you relax. Eventually, you will make the link between this place and the stress you can experience from work.

### Overcompensation

Working from home reduces the visibility of the work. Employees are no longer physically present for 8 hours. This can feel liberating because employees can arrange their own time, but it also has a downside. If an employee closes their laptop at home at 5 p.m., no one has seen that they have actually worked a full day. Nobody wants to be seen as someone who cuts corners, so people tend to work more hours. This can sometimes take on extreme forms, when employees call and email each other until late in the evening, putting further pressure on the work-life balance. Managers have an essential role to play here.

### Ergonomics: setting up a home office

Not everyone has a furnished office workplace at home. For example, employees work with their laptops at the kitchen dining table for a long time. This might go well for a while, but it can cause neck and shoulder complaints. The foundation of a good working posture is: the upper legs are supported, and the feet are well on the floor (or an elevation), the back is straight, the forearms are leaning on good armrests or the worktop, and the top of the monitor is slightly below eye level. Download [our tips \(pdf\)](#) or let an expert look at the settings of the (home) workplace of employees via our [online \(home\) workplace check](#). You can find more practical tips on healthy working from home with limited resources in our flyer '[Working from home in a healthy and sustainable way](#).'

If necessary, make an inventory of whether your employee has the right means to work from home. If your employees need their own materials to set up the home office, consider moving them (or having them moved) to the employee's home. You could think of an office chair, footstool, separate keyboard, etc.

### **The legislation on working from home**

Under the Working Conditions Act, the employer must include every workplace in its working conditions policy. Including the home workplace. As an employer, you must check whether the home workplace is, for example, ergonomically set up. However, in this case, it is a special situation. Working from home is advised by the government to contain the coronavirus, and it is not the choice of employer or employee. You must comply with this as an employer. Every organisation needs to find the right equipment for everyone, and check whether all employees have good workplaces. The employer's duty of care still applies. So, [share tips for setting up a good home workplace](#) or use [our online \(home\) workplace check](#).

### **Exercise**

On average, seventy per cent of the Dutch do not meet the movement standard in normal times (before the corona measures). Now that people cannot go to the gym/sports club and work from home more than ever, it is important to encourage employees to keep exercising. By exercising more, people feel fitter, more productive, more relaxed, less stressed, and less tired. This also has a positive effect on the immune system.

Continuing to exercise while working from home can be done in different ways. Alternate between sitting and moving every half hour. Get a glass of water, a cup of coffee, make a phone call while walking around, do a few stretching exercises. Anything to loosen up the muscles. Use the break to take a walk (keep a distance of one and a half meters from other people).

### **Daily rhythm**

Working from home can be an attack on normal work rhythm and social life. Treat the days as normal working days. So, shower and get dressed, set boundaries for family members or housemates, take a breath of fresh air during breaks, and follow the working day as much as possible. The latter means that you should also take time for breaks and preferably mark a moment as the end of the working day. Do not work in the evenings, but deliberately make time for relaxation, so that you also get a good night's sleep. If desired, do a relaxation/mindfulness exercise before bedtime. It is important to be able to recover from the day.

## Appendix 1      Questionnaire example: coronavirus

You have an appointment with us. Because of the coronavirus pandemic, we would like to ask you some questions. These questions are meant for **you but also for your housemates**:

1. Do **you and/or one of your housemates** currently suffer from:
  - a. Fever (above 38.0 degrees Celsius) Yes/No
  - b. Sneezing and/or rhinitis Yes/No
  - c. Coughing and/or shortness of breath Yes/No
  - d. Loss of smell and/or taste Yes/No
  - e. Sore throat Yes/No
  - f. Newly developed nausea and/or diarrhoea Yes/No
  
2. Are you in home isolation now? Yes/No
  
3. Have you had the coronavirus/COVID-19 in the last 3 weeks? Yes/No  
And are you free of complaints for less than 3 days? Yes/No

If you answer one of these questions with **'yes'**, we would like to ask you to schedule your appointment at another time.

If you have any doubts about your health, please contact us in advance.

## Appendix 2 Mourning protocol example

Focus area	Actions	Who
Notification of death	<ul style="list-style-type: none"> <li>Check if the message is correct.</li> </ul>	Manager
Inform	<ul style="list-style-type: none"> <li>Decide how, where, and when the news is brought.</li> <li>Inform and care for managers and close colleagues.</li> <li>Instruct department how to act if someone calls for the deceased employee.</li> <li>Draft letter of condolence and obituary.</li> <li>Inform the H.R. department concerning registration, communication, payroll administration, occupational health and safety service, etc.</li> </ul>	Manager Supervisor
Contact with next of kin	<ul style="list-style-type: none"> <li>Contact next of kin.</li> <li>Send flowers and cards</li> </ul>	Supervisor
Organisational adjustments	<ul style="list-style-type: none"> <li>Cancel the deceased's appointments.</li> <li>Review current affairs for priority.</li> <li>Arrange for work to be taken over.</li> <li>Communicate to customers.</li> <li>Delete account, authorisations, and e-mail address.</li> <li>Hand over personal belongings to the family.</li> </ul>	Supervisor
Between death and funeral	<ul style="list-style-type: none"> <li>Organise the possibility of condolence in the form of an (online) register.</li> <li>Inform staff about the date of the funeral.</li> <li>Deliver a flower arrangement.</li> <li>Set up a memorial place.</li> </ul>	Supervisor
Funeral	<ul style="list-style-type: none"> <li>Attend the funeral remotely (if possible) or look back at the funeral together at a later moment.</li> <li>Care for colleagues.</li> </ul>	Supervisor
Practical matters	<ul style="list-style-type: none"> <li>If applicable, pay out financial plans/apply shortfall scheme (ANW-hiaatverzekering).</li> <li>Formal termination of employment.</li> <li>Administrative completion.</li> </ul>	H.R.
Aftercare	<ul style="list-style-type: none"> <li>Provide aftercare to employees if necessary.</li> </ul>	Company social work
Recruitment and selection upon resulting vacancy	<ul style="list-style-type: none"> <li>Attention to the position of the new employee who fills the vacant position.</li> </ul>	Supervisor
Attention for special days	<ul style="list-style-type: none"> <li>Date of death one year later: Send card or flowers to next of kin.</li> </ul>	Supervisor