

**Aanvraagformulier voor een financiële bijdrage uit het
Europees Fonds voor aanpassing aan de globalisering (EFG)**

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Economische sector(en)	
Regio('s)	
Opmerkingen	

A.1 EU-LIDSTAAT: NEDERLAND	4
A.2 AUTORITEIT DIE VERANTWOORDELIJK IS VOOR HET BEHEER EN DE FINANCIËLE CONTROLE VAN DE GEVRAAGDE FINANCIËLE BIJDRAGE UIT HET EFG.....	4
A.3 CONTACTGEGEVENS VAN DE PERSO(O)N(EN) DIE VERANTWOORDELIJK IS(ZIJN) VOOR DE UITVOERING VAN DE VOORGESTELDE ACTIES.....	4
B. ACHTERGROND VAN DE GEDWONGEN ONTSLAGEN.....	5
C. CRITERIA VOOR STEUNVERLENING.....	12
D. BEGUNSTIGDEN DIE IN AANMERKING KOMEN	13
D.1 AANTAL BEGUNSTIGDEN DAT IN AANMERKING KOMT.....	13
E. BEGUNSTIGDEN IN DE DOELGROEP.....	14
F. GELIJKHEID VAN MANNEN EN VROUWEN EN NON-DISCRIMINATIE	16
G. VOORGESTELDE ACTIES	17
G.1 BESCHRIJVING VAN HET VOORGESTELDE GECOÖRDINEERDE PAKKET VAN INDIVIDUELE DIENSTVERLENING EN DE DAARMEE VERBAND HOUDENDE UITGAVEN, WAARONDER MET NAME MAATREGELEN TER ONDERSTEUNING VAN WERKGELEGENHEIDSINITIATIEVEN VOOR KANSARME, OUDERE EN JONGERE BEGUNSTIGDEN	17
G.1.1 a) geschatte begroting van de afzonderlijke onderdelen van het voorgestelde gecoördineerde pakket van individuele dienstverlening ter ondersteuning van de werknemers voor wie steun wordt aangevraagd	20
G.1.2 Datum waarop de individuele dienstverlening aan de begunstigten voor wie steun wordt aangevraagd, is begonnen of zal beginnen	20
G.1.3. Bevestiging van de actieve betrokkenheid van de begunstigten	20
G.2 KORTE BESCHRIJVING VAN DE ACTIVITEITEN OP HET GEBIED VAN VOORBEREIDING, BEHEER, INFORMATIE EN PUBLICITEIT, EN CONTROLE EN RAPPORTAGE WAARVOOR EEN FINANCIËLE BIJDRAGE UIT HET EFG WORDT AANGEVRAAGD.....	20
G.2.1. Geraamde begroting voor de afzonderlijke onderdelen van de activiteiten op het gebied van voorbereiding, beheer, voorlichting en publiciteit en controle en verslaglegging	21
G.2.2. Datum waarop de activiteiten op het gebied van voorbereiding, beheer, informatie en publiciteit, en controle en rapportage zijn of worden begonnen	21
G.3 OVERZICHT VAN DE TOTALE BEGROTING	22
G.3.1 Totale kosten van maatregelen	22
G.3.2 Totale kosten van activiteiten ter uitvoering van het EFG	22
G.3.3 Totale kosten.....	22
G.3.4 Totale EFG-bijdrage aan deze aanvraag.....	22
G.3.6 Kosten van speciale tijdelijke maatregelen (bv. sollicitatietoelagen, premies bij indiensttreding voor werkgevers enz.) als percentage van de totale kosten voor individuele diensten (voor werknemers en NEET's).....	22
G.3.6.1 Kosten van speciale tijdelijke maatregelen (bv. sollicitatietoelagen, premies bij indiensttreding voor werkgevers enz.) als percentage van de totale kosten voor individuele diensten (alleen voor werknemers)	22
G.3.6.2 Kosten van speciale tijdelijke maatregelen (bv. sollicitatietoelagen, premies bij indiensttreding voor werkgevers enz.) als percentage van de totale kosten voor individuele diensten (alleen voor NEET's).....	22
G.3.7 Kosten van activiteiten ter uitvoering van het EFG, als percentage van de geraamde totale begroting (maatregelen en activiteiten)	22
H. OVERLEG MET BEGUNSTIGDEN IN DE DOELGROEP.....	23
I. COMPLEMENTARITEIT, NALEVING EN COÖRDINATIE.....	24
I.1 BEVESTIGING VAN NIET-VERVANGING VAN DE VERANTWOORDELIJKHEID VAN ONDERNEMINGEN	24

I.2 VERKLARING WAAROM DE INDIVIDUELE DIENSTVERLENING GEEN VERVANGING IS VAN DE MAATREGELEN DIE BEDRIJVEN KRACHTENS HET NATIONALE RECHT OF COLLECTIEVE ARBEIDSOVEREENKOMSTEN MOETEN NEMEN	24
I.3 INFORMATIE OVER ACTIES DIE VOOR DE BETROKKEN ONDERNEMING(EN) KRACHTENS HET NATIONALE RECHT OF COLLECTIEVE ARBEIDSOVEREENKOMSTEN VERPLICHT ZIJN	24
I.4 ALLEEN INDIEN DE AANVRAAG GEBASEERD IS OP DE CRITERIA VAN ARTIKEL 4, LID 1, ONDER A) OF ARTIKEL 4, LID 2 IN DE GEVALLEN WAARIN ER NIET GEHEEL AAN DE IN ARTIKEL 4, LID 1, ONDER A) GENOEMDE CRITERIA IS VOLDAAN: INDIEN DE ONDERNEMING WAAR DE GEDWONGEN ONTSLAGEN ZIJN GEVALLEN (DE HOOFDONDERNEMING) HAAR ACTIVITEITEN NA DIE ONTSLAGEN HEEFT VOORTGEZET, BEVESTIG DAN DAT DE ONDERNEMING AAN HAAR WETTELIJKE VERPLICHTINGEN TEN AANZIEN VAN DE GEDWONGEN ONTSLAGEN HEEFT VOLDAAN EN PASSENDE VOORZIENINGEN HEEFT GETROFFEN VOOR HAAR WERKNEMERS	25
I.5 BRONNEN VAN NATIONALE VOORFINANCIERING OF MEDEFINANCIERING EN ANDERE MEDEFINANCIERING, INDIEN VAN TOEPASSING	25
I.6 BESCHRIJVING VAN DE MECHANISMEN WAARMEE DE AANVRAGENDE LIDSTAAT GARANDEERT DAT VOOR DE SPECIFIEKE ACTIES WAARVOOR UIT HET EFG EEN FINANCIËLE BIJDRAGE WORDT ONTVANGEN, GEEN STEUN UIT ANDERE FINANCIERINGSINSTRUMENTEN VAN DE UNIE TER BESCHIKKING WORDT GESTELD	25
I.7 VERKLARING OVER HOE HET PAKKET MAATREGELEN AANSLUIT OP DOOR ANDERE NATIONALE FONDSSEN OF FONDSSEN VAN DE UNIE GEFINANCIERDE ACTIES (IN HET BIJZONDER HET EUROPEES SOCIAAL FONDS)	26
I.8 BEVESTIGING VAN DE NALEVING VAN STAATSTEUN	26
J. INFORMATIE, COMMUNICATIE EN PUBLICITEIT	27
K. BEHEER EN FINANCIËLE CONTROLE	28
K.1 BESCHRIJVING VAN DE DOOR DE LIDSTAAT AANGEWEEZEN INSTANTIES DIE BEVOEGD ZIJN OM DE DOOR HET EFG ONDERSTEUNDE ACTIES TE BEHEREN EN TE CONTROLEREN, ALSMEDE VAN DE BEHEER- EN CONTROLESYSTEMEN BIJ DIE INSTANTIES	28
K.2 BESCHRIJVING VAN DE SYSTEMEN VOOR HET VOORKOMEN, OPSPOREN EN CORRIGEREN VAN ONREGELMATIGHEDEN ZOALS GEDEFINIEERD IN ARTIKEL 122 VAN VERORDENING (EU, EURATOM) NR. 1303/2013 VAN HET EUROPEES PARLEMENT EN DE RAAD EN VOOR HET MAKEN VAN DE BENODIGDE FINANCIËLE CORRECTIES INDIEN ER EEN ONREGELMATIGHEID IS VASTGESTELD	29
K.3 FOLLOW-UP VAN AUDITAANBEVELINGEN	29
DOCUMENTEN	30
RECENTSTE VALIDATIERESULTATEN	31

A. Aanvrager

A.1 EU-lidstaat: Nederland

A.2 Autoriteit die verantwoordelijk is voor het beheer en de financiële controle van de gevraagde financiële bijdrage uit het EFG

Naam	Ministry of Social Affairs and Employment
Adres	Parnassusplein 5, 2511 VX The Hague
Functie van de autoriteit	Ministry

A.3 Contactgegevens van de perso(o)n(en) die verantwoordelijk is(zijn) voor de uitvoering van de voorgestelde acties

Naam	Martin Vosjan
Adres	Rijnstraat 50, 2515XP Den Haag
Functie	Consultant European and National subsidy schemes
Telefoonnummer	+31-(0)70-3152171
E-mail	mvosjan@minszw.nl

B. ACHTERGROND VAN DE GEDWONGEN ONTSLAGEN

B.1 Toelichting van de gebeurtenissen die tot de gedwongen ontslagen hebben geleid

2019 was a record-breaking year for the global aviation sector. With a record breaking 4.5 billion passengers carried by the world's airlines and nearly 88 million jobs were supported worldwide in aviation and related tourism of which 11.3 million jobs directly employed in the aviation industry (source ATAG: <https://www.atag.org/facts-figures.html>).

Since the spread of COVID-19 around the world, the aviation sector faced almost a complete drop in demand mid-March 2020. International passenger traffic dropped in April 2020 by 98.9% compared to April 2019 and 64% of global aircraft was in storage. The total jobs supported by air transport halved to approximately 42 million. Globally 4.8 million aviation jobs may be lost due to COVID-19 impact (source ATAG: Aviation Benefits Beyond Borders 2020).

COVID-19 caused an unforeseen and unprecedented crisis for the airlines, its suppliers and the aeronautical industry. Initial forecasts that traffic would recover in September 2020 proofed to be wrong. The COVID-19 virus is still spreading and various hit economies face a second wave of infections. A vaccine is not available yet and experts say that this might take another year before it becomes available for non-targets groups. Initial use of any approved vaccine would only be exclusively for vulnerable target groups and those working in vital sectors (i.e. medical care).

In October 2020 intercontinental travel from Europe is still mostly restricted. Within the European Union, traveling became possible during the summer, but given the regional development of the COVID-19 spread travel advices change frequently. The erratic behaviour of the COVID-19 virus and the patchwork of national travel advises and/or quarantine requirements makes the recovery of international travel uncertain. Many countries are facing a third wave of infections and take measures to mitigate the spread of the virus, affecting the ability and willingness to travel. IATA published in July 2020 a global recovery forecast showing full recovery to pre-COVID-19 levels not before 2024, with the recovery in short haul travel is still expected to happen faster than for long haul travel, but the new recent outbreaks will hamper the short haul recovery.

The passenger number forecast published by IATA in July indicate an expected decline by 55% compared to 2019. In addition is the recovery outlook more pessimistic based on a number of recent trends:

1. Slow virus containment in the US and developing countries (ie. China):
The US represents about 40% of the global air travel market and is the most important market for KLM. China is another important part of the global network KLM operates; with about 30 daily flights into Greater China we connect Europe to all main economic regions in China.
2. Reduced corporate travel:
Many companies are hit by the COVID-19 crisis and will put them under financial pressure even as the economy improves. As a consequence corporate travel budgets will be constrained. The need to travel is in many cases reduced due to the swift adaptation of video conferencing and virtual meetings.
3. Weak consumer confidence:
Consumer confidence is weak in the face of concerns over job security and rising unemployment, as well as risks of catching COVID-19. This will affect the travel behavior of leisure travel in the

coming years.

KLM's situation does not differ much from the global situation. Operating a global hub and spoke network, we faced almost a complete cease of our operation mid-March 2020. Besides some specific long haul destinations, repatriation flights and cargo flights with medical supplies, all other flights were cancelled and aircrafts grounded.

Since July 2020 we have seen a some recovery of services European cities, but recovery of intercontinental travel is still far below initial expectations and is not expected to recover before the end of this year. Recovery of services means connecting Amsterdam Schiphol Airport with other destinations, but it needs to be explicitly mentioned that this is not the same as recovery of our network or passenger numbers. Intra-European destinations are normally served with multiple flights per day, but in this case we resume operation, but at significant lower frequencies then pre-COVID-19.

KLM issued a press release with its expectations until the end of 2020 (<https://nieuws.klm.com/klm-maakt-zich-op-voor-winterdienstregeling/>). This shows that we intent to recover almost our entire network by the end of 2020, however our expectation back then was that capacity would remain below 60% of the pre-COVID-19 situation. Given the uncertainties about containment of the COVID-19 virus, the availability of a proven vaccine and the economic recovery, KLM adjusts its plans constantly to adapt to the new insights, governmental restrictions and market needs. Because of this it is impossible to give reliable forecasts how KLM's operation and passenger load will develop in the short term and over the coming years. We try to remain as agile as possible to seize opportunities we get, but we have to accept that COVID-19 will not be gone soon. Once the situation is contained, we expect it will take years before we reach pre-COVID-19 levels (flights and passenger numbers).

KLM's recovery forecast is based on the assumption that in Summer 2021 we operate at least 20% pre-COVID-19 schedules. This assumption is subject to change if recovery is hampered due to new outbreaks and governmental travel bans.

B.2 Volgens de in artikel 2 van de EFG-verordening genoemde factor zijn de gedwongen ontslagen die in deze aanvraag worden vermeld het gevolg van

☐ Globalisering (uit de globalisering voortvloeiende grote structurele veranderingen in de wereldhandelspatronen)

☒ Crisis (voortduren van de wereldwijde financiële en economische crisis in Verordening (EG) nr. 546/2009, of nieuwe financiële en economische crisis)

B.2b Een beredeneerde analyse van het verband tussen de voorgenomen of werkelijke gedwongen ontslagen of de beëindiging van de activiteit en het voortduren van de in Verordening (EG) nr. 546/2009 behandelde wereldwijde financiële en economische crisis of een nieuwe wereldwijde financiële en economische crisis.

When aircrafts are grounded, many of the financial commitments made by airlines continue. At KLM we run our entire operation with █ █ █ █ own staff, the remaining █ █ is hired temporary staff. Wages of permanently contracted staff are to be paid also in situations if there is no work to be done. Staff costs equal about █ █ of our cost base.

In addition to our staff costs, we have future fuel off-take contracts, aircraft lease costs, office rentals and other binding obligations leading to a daily loss of about € █ █ million a day (mid- March 2020).

The situation has improved a bit since the height of the crisis, but Air France-KLM published October 30,

2020 its third quarter and nine months results showing for Q3 2020 revenues at € 2.524 million, down 67% compared to last year and a negative operating result of €1.046 million, down € 1.955 million. KLM Group's share in these Q3 results show a total revenue of € 1.144 million, down by 1.988 million compared to last year and a negative operating result of € 234 million. Accumulating the financial results of the first nine months of 2020 KLM Group's revenues are down by € 4.400 million and reported an operating loss of € 1.003 million (source: https://www.airfranceklm.com/en/system/files/q3_2020_press_release_en_final.pdf and KLM internal reports).

Initially a V-shaped recovery was expected with a return to reasonable traffic numbers in September 2020. However, it is evident that recovery curve is not the case and the road to recovery will be long. KLM Management expects a return to pre-COVID operations in 2024. As far as possible, KLM uses the in September published production forecast for its internal resource planning, however if the COVID-19 crisis is not properly contained globally and the recovery curve changes, this forecast will be adjusted.

As a result of the future production, acknowledging that the recovery period is much longer than initially foreseen, the KLM Group has to restructure top bring down its costs of operations. This includes a significant reduction of employees.

Without this restructuring, the fixed costs will significantly exceed the income of operations. Rapid adaptation of the company's scope is necessary in order to restore its competitiveness and regain its investment and development capacities; otherwise the company may run into bankruptcy in time.

With a restructuring plan announced, KLM has been granted a European Commission approved loan, guaranteed by the Dutch Government and a consortium of banks, which has been registered under SA.57116 (2020/N) and approved by the EC on July 13, 2020. The Dutch Government made the submission of a restructuring plan prior October 1, 2020 conditional to grant the approved loan package approved by the EC. This restructuring plan should deliver an overall 15% lower cost base on controllable costs – including cost of staff.

The Dutch government launched a generic wage support grant for all companies in the Netherlands whose turnover is affected by more than 20% by the COVID-19 crisis. KLM Group applied for this so called NOW-grant (Noodmaatregel Overbrugging voor Werkgelegenheid - literally translated: Emergency Bridging Measure for Employment) and committed itself to the conditions bound within this regulation. This support gave KLM the opportunity to organise a proper restructuring plan without having to lay-off staff immediately.

The NOW grant covers the period from March 2020 until Jun 2021 and KLM applied for the entire period. For NOW 1 and NOW2 KLM Group received in total advance payments equalling € [REDACTED] million. For NOW 3 this is estimated at € [REDACTED] Million. Given the limited availability of this grant, it does not give sufficient long term perspective to overcome the entire recovery period of 3 to 4 years without reducing the workforce.

KLM's restructuring approach: Van Meer naar Beter (From More to Better)

Early 2020 KLM has adopted an agile approach to manage the effects of the COVID-19 crisis in an efficient and effective manner. Daily crisis management to minimize cash out, adapt network operations, utilize staff in the best possible manner, where possible support passengers to return home and maximize our assets in the global distribution of medical supplies and other goods needed to fight the COVID-19 pandemic. In parallel, the discussions with banks and governments took place to ensure sufficient cash to continue operations and be able to fulfil our financial commitments.

In April 2020 it became clear that this crisis was not going to be a short and vicious one, KLM initiated its

initial plan to restructure. Below a graphic of the four quarters used by KLM management to explain its approach.

Now: Managing the current crisis

Crisis management; finance, Network & operations, Customer, Communication, People

Banks and Government; Guarantees & loans, Conditions, AFKL context

2020-2022: Rebuilding the new normal

Recovery trajectory; short term focus on Q3-Q4 2020, Production, Product

Restructuring Plan; focus on summer 2021 season onwards, financial recovery based on zero-based design and focused action plans, taking network, fleet & slots as starting point. Design & Execution by workstreams with sustainability embedded.

Part of the Crisis Management was managing the cash position, which included actions to minimize the staff costs. Staff cost was immediately reduced through discontinuation of agency hired operational staff, not hiring new staff on existing vacancies and no automatic contract extensions for staff on fixed-term contracts. This led, in combination with regular departures (ie. retirement, moving to other jobs outside KLM) to a reduction of workforce of approximately [REDACTED] FTE in total in the period February – May 2020 (KLM NV ± [REDACTED] FTE and KLM subsidiaries ± [REDACTED] FTE).

In May, the initial restructuring plan more mature and KLM started to work out details of the restructuring plan. KLM identified 10 key areas of focus during the development of the 'Better KLM'. Without ranking them in order of importance, these areas are:

1. Sustainability & Societal role, 2. Customer proposition & portfolio choices, 3. Capex & cash management, 4. Demand & production scenarios, 5. Fleet adjustment & renewal, 6. Direct workforce, management & support, 7. Suppliers & expenses, 8. Data & technology, 9. Revenue initiatives, 10. Group transformation.

With the recovery scenario used (Summer 2021 (S21) production is 20% below pre-COVID-19 volume), KLM Management announced July 31, 2020 that 4.500 to 5.000 FTE's jobs would cease (<https://nieuws.klm.com/klm-past-organisatie-verder-aan-als-gevolg-van-de-covid-19-crisis/>) to become a more efficient and agile company while also complying with the target to reduce cost levels by 15%. A smaller and better KLM is envisioned with maximum 28.000 full time employees.

Restructuring – the starting point:

KLM Group's workforce equalled in total 30,572 FTE in 2019, 33,026 including hired agency staff (source KLM Annual Report 2019, Page 176 and page 213; https://www.klm.com/travel/nl_en/images/KLM-Jaarverslag-2019_tcm542-1063986.pdf).

[REDACTED]

To adapt the organization to the new situation with significantly lower production in the coming years, KLM Management initiated a restructuring plan, which was based on the principles used for the 2013/2014 organizational optimization program 'High Performing Organisation' (HPO), combined with the new production forecasts. [REDACTED] Where possible we describe the outcome in line with the structure used to detail the effect of the VDA, but in in some cases this 'one-to-one relation cannot be made due to shifts of activities and/or stopping activities. In these cases we sketch the situation consolidated.

Total overview of all cases: Please check appendix Full analysis KLM for detailed scheme

Actions taken to avoid forced resignations:

KLM faced several economic crisis that required adaptation of its workforce in the last 25 years. Given the KLM culture, management did its utmost to avoid forced resignation as much as possible. With the COVID-19 crisis management applied this approach again to minimize the number of KLM staff becoming redundant.

As indicated were agency hired staff and employees with a fixed-term informed that their assignments would stop. [REDACTED]

[REDACTED] By far not enough to reach the maximum 28.000 FTE.

With KLM's experience from previous restructuring projects, a companywide Voluntary Departure Arrangement (VDA) was launched to enable staff to leave the company with a favourable package. Staff was invited to sign-up between during summer before the final restructuring plan was completed. In total [REDACTED] made use of this offer.

In the negotiations with the unions, it was agreed to take include measures to mitigate forced resignations in the social plan/redundancy scheme. The outcome is a three-phase approach applied, with some minor differences, in all domains.

Full KLM analysis and information is attached as appendix "Other member state document

B.3. Beschrijving van het verwachte effect van de gedwongen ontslagen op de plaatselijke, regionale of nationale economie en de werkgelegenheid

KLM's network of world-wide destinations is an important asset for the Dutch economy. Direct connections for persons and goods to mayor economic regions centres around the world, makes The Netherlands a good location for the European Global headquarters.

Besides the direct employment (68.000 jobs – source: Decisio 'Actualisatie economische betekenis Schiphol' dated 7 October 2019). The economic contribution of Schiphol, with KLM as key airline, to the Dutch economy is €10.38 billion.

This Decision report also states the special role the airport plays with regard to the level of work done. The regions around Schiphol have an above average level of high-educated people living and working in the area. Schiphol however has a relative high share of lower educated jobs and this group is also affected by this restructuring plan.

KLM's importance for the Dutch economy is clearly mentioned in a letter addressed to Dutch parliament issued by the Minister of Finance and the Minister of Infrastructure & Water Management (dated 26 June 2020, ref 2020-0000108071).

All actions taken are targeted to maintain KLM's intercontinental network in place to support Dutch economy and safeguard aviation jobs in the Netherlands, including all jobs cascading into sectors indirectly benefitting from the aviation sector and the indirect and catalytic economic effects.

KLM operates from Schiphol Airport and having its headquarters in Amstelveen near Amsterdam automatically means that many of the employees live in the nearby cities and villages, which automatically means that many of the redundancies live in this area as well. A paper issued by the Dutch Employee Insurance Agency UWV (an autonomous administrative authority commissioned by the Ministry of Social Affairs and Employment) in July 2020 describes the COVID-19 effects on employment in several sectors and regions (Source: <https://www.uwv.nl/overuwv/Images/regionale-verschillen-impact-corona-werkgelegenheid.pdf>)

The labour market region 'Greater Amsterdam' located in NUTS level 2 code 32 is one of the most affected area's. With a in total 34% of all employees living in 'Greater Amsterdam' (cities: Amsterdam, Amstelveen, Aalsmeer, Diemen, Ronde Venen, Ouder-Amstel, Haarlemmermeer and Uithoorn) work in sectors facing significant reduction of jobs.

Loss of jobs mainly in Southeast Netherlands and Greater Amsterdam area

In the Greater Amsterdam area 34% of the employees work in sectors with a large or very large reduction in employment (182,000 employees). Nationwide this is 32%. The sectors which are most severely hit I the Greater Amsterdam area are the aviation sector, the cultural sector, sport & recreation sector and the hospitality and catering sector. The aviation was completely shut down for a short period of time. Hotels, restaurant and bars had to close almost completely. Sports and cultural activities were cancelled. All the sectors will start up again gradually in 2021 but certainly not in their old volumes.

The temporary employment sector is also affected. In the Greater Amsterdam area 9% of the employees work through temporary contracts.

In the Greater Amsterdam area 18% of the employees work in a sectors with a growth perspective.

Nationwide this is 23%.

Noord-Holland and the Greater Amsterdam area are key tourist destinations in the Netherlands. Entrepreneurs in areas which are dependent on foreign visitors are severely hit by travelling bans. They were hit by a drop in the number of guests amounting to 83 percent and 92 percent respectively due to the coronavirus crisis. Recreational accommodations in the cities were hit more severely than those in rural areas.

Many important theater, exhibition and concert venues are situated in the Greater Amsterdam area. The impact of the pandemic is huge. Almost all of the cultural and sport events have been cancelled during the lockdowns. The forecasts are grim as this sector will not easily operate profitably with limited visitor numbers because of COVID-19 restrictions.

Sources: UWV and CBS

We have attached a report of the Dutch Employee Insurance Agency (UWV) as an appendix concerning the impact of the COVID-19 pandemic of all Labour Market Areas in the Netherlands.

C. CRITERIA VOOR STEUNVERLENING

Op welke van de drie criteria voor steunverlening uiteengezet in artikel 4 van de EFG-verordening is deze aanvraag gebaseerd?	Criterium 4, lid 1, onder a) ☒ Criterium 4, lid 1, onder b) ☐ Criterium 4, lid 2 ☐
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Aanvraag is gebaseerd op criterium 4, lid 1, onder a)					
Referentieperiode van vier maanden		15-aug-2020 - 15-dec-2020			
Onderneming waarvan de werknemers worden ontslagen	Primaire onderneming	Aantal werknemers dat wordt ontslagen	Gebruikte methode voor het berekenen van het aantal werknemers dat wordt ontslagen	Datum van kennisgeving	Aanvullende info
KLM	✓	650	Methode 2 - Datum van individuele kennisgeving		Dates of notice are between the 15-8-2020 and 15-12-2020, for the reference period 650 people, and from 1-2-2021 onwards 1201 people
Aantal zelfstandigen van wie de werkzaamheden zijn beëindigd			Gebruikte methode voor het berekenen van het aantal zelfstandigen van wie de werkzaamheden zijn beëindigd		Aanvullende info
Aantal ontslagen werknemers en aantal zelfstandigen van wie de activiteiten tijdens de referentieperiode van vier maanden zijn beëindigd		650			

D. BEGUNSTIGDEN DIE IN AANMERKING KOMEN

D.1 Aantal begunstigten dat in aanmerking komt

D.1.1 Aantal werknemers die gedwongen zijn ontslagen en zelfstandigen die hun werkzaamheden hebben beëindigd in de referentieperiode genoemd in artikel 4, lid 1, onder a) of b), van de EFG-verordening

650

D.1.2 Aantal werknemers die gedwongen zijn ontslagen en zelfstandigen die hun werkzaamheden hebben beëindigd voor of na de toepasselijke referentieperiode (alleen indien de aanvraag gebaseerd is op artikel 4, lid 1, onder a), van de EFG-verordening of op artikel 4, lid 2, van de EFG-verordening en afwijkt van de in artikel 4, lid 1, onder a), genoemde criteria)

1.201

D.1.2 (a) (i) Voor zulke ontslagen die voor of na de referentieperiode van toepassing vallen, de datum van de algemene bekendmaking van de geplande ontslagen

21-mei-2020

D.1.2 (a) (ii) Voor zulke ontslagen die voor of na de referentieperiode van toepassing vallen, de datums van de ontslagen of de beëindiging van activiteiten

1-2-2021

D.1.2 (a) (iii) Voor zulke ontslagen die voor of na de referentieperiode vallen, een uitleg van het causale verband met de gebeurtenis die voor de ontslagen heeft gezorgd tijdens de referentieperiode

Employees that became redundant in Phase 2 get the right to apply to vacant positions within KLM within 2 years after termination of their contract. Through this clause staff gets priority over other people to return to KLM.

With the VDA-1 departures being executed in the period October 1 – December 31 2020 and additional actions to mitigate forced resignations, we estimate a maximum of 1.201 redundancies with KLM NV as a result of this restructuring plan. Employees effected will leave the company starting in January 2020 and this might take up to Q2 2022 based on the development of not yet completed requests for advice and the formal notification periods to take in consideration.

D.1.2 a) iv) Geef voor dergelijke ontslagen vóór de referentieperiode de datum van de ontslagen of beëindigingen van werkzaamheden aan en voeg de bron(nen) voor bewijsstuk(ken) toe (bv. kennisgeving aan het bevoegde ministerie, persbericht, ander document enz.)

No people were fired before the reference period

D.1.3 Totaal aantal begunstigten dat in aanmerking komt

1.851

E. BEGUNSTIGDEN IN DE DOELGROEP

E.1 Aantal begunstigden voor wie steun wordt aangevraagd: werknemers + jongeren die niet werken en geen onderwijs of opleiding volgen (in aanmerking komende begunstigden van wie verwacht wordt dat zij deelnemen aan de voorgestelde maatregelen) en uitsplitsing van het aantal begunstigden voor wie steun wordt aangevraagd naar geslacht, nationaliteit en leeftijdsgroep

Geslacht	Mannen	933	77,69%
	Vrouwen	268	22,31%
Nationaliteit	Onderdanen van een EU-lidstaat	1.180	98,25%
	Onderdanen van een niet-EU-lidstaat	21	1,75%
Leeftijdsgroep	15-24	35	2,91%
	25-29	92	7,66%
	30-54	697	58,03%
	55-64	353	29,39%
	ouder dan 65	24	2,00%
Totaal	Begunstigden voor wie steun wordt aangevraagd	1.201	

E.2 Jongeren voor wie steun wordt aangevraagd die niet werken en geen onderwijs of opleiding volgen (NEET's)

Is de aanvrager voornemens om bijstand te verlenen aan NEET's, alsook aan ontslagen werknemers en zelfstandigen die hun werkzaamheden hebben beëindigd?

- ☐ Ja
- ☒ Nee

F. GELIJKHEID VAN MANNEN EN VROUWEN EN NON-DISCRIMINATIE

F.1. Bevestiging van non-discriminatie

De aanvrager verklaart hierbij te zullen waarborgen dat de gelijkheid van mannen en vrouwen en de integratie van het genderperspectief een wezenlijk deel uitmaken van en bevorderd worden in de verschillende stadia van de uitvoering van de financiële bijdrage uit het EFG, en alle nodige maatregelen te nemen ter voorkoming van elke discriminatie op grond van geslacht, ras of etnische afkomst, godsdienst of overtuiging, handicap, leeftijd of seksuele geaardheid bij de toegang tot het EFG en in de verschillende stadia van de uitvoering van de financiële bijdrage



G. VOORGESTELDE ACTIES

G.1 Beschrijving van het voorgestelde gecoördineerde pakket van individuele dienstverlening en de daarmee verband houdende uitgaven, waaronder met name maatregelen ter ondersteuning van werkgelegenheidsinitiatieven voor kansarme, oudere en jongere begunstigden

Employees becoming redundant get an offer with options to leave the company. Employees deciding to leave the company with mutual consent gets various choices, including use of external outplacement support. Below the measures offered on top of the KLM Management decided to make use of external expertise to facilitate this process.

1. **Professional support to move from KLM to new work:**

KLM defined 4 stages in the support to redundant staff, which in every case will be a tailor made project focussing on the specific need of the individual redundant employee.

1. Processing of the situation:

KLM employees are generally committed and proud to work for KLM. Given KLM's ability to avoid forced resignations for a long time, makes this situation for the affected employees very bitter. This phase deals with emotions related to the situation, which is a precondition to move on successfully to new work. During this phase the employee will get all relevant information about the support process and how this will help them to move to another job.

2. Getting in action:

Based on a personalised roadmap will the employee build confidence that a successful outcome is realistic. Basic questions will be answered: who am I, what do I want, what are my skills and what makes me unique? Based on this profile the employee is capable to enter phase 3

3. Discover new opportunities:

With the knowledge gained in Phase 2 starts the orientation and search for new job opportunities. A definition of skill needs is part of this phase.

4. Create and capitalize changes:

The employee is ready to kick-start a new professional career. Aware of his/her skills/capabilities and interests, the relevant network is accessible to reach out to companies in (growth) sectors where a fitting job can be found.

The above-mentioned program takes in total ■ months, however employees with an age of 55 or higher may take up-to ■ months for this program. This differentiation is made as many KLM employees have a long employment history with KLM and their adaptation to the new reality and orientation might take longer.

KLM contracted two suppliers to support redundant employees. Both follow the general principles but their approach is different. One supplier puts the employee in the 'driver seat' and facilitates the process as much as possible while ensuring that all relevant elements of the various phases are completed. The other supplier uses a much more directive approach, which might appeal to other employees. The individual employee makes the choice between suppliers.

In case training or education is needed, this will be complementary to the outplacement project. Costs for training and education is budgeted separately under iii).

The budget is based on an average fee. Actual costs depend on the supplier selected by the redundant employee and the duration of the program.

1. Professional support to move from KLM to work in dedicated sectors:

KLM and individual employees launched initiatives to support sectors with shortages of staff since the beginning. Initially through volunteer work, but later on with the support of a specific foundation. This foundation focuses its activities in logical transition paths. So people with a technical background (i.e. KLM Engineering & Maintenance) could relative easily be reskilled to a job in a technology related sector. Cabin Crew proofed in the early stages of the COVID-19 crisis to be very useful in the health and elderly care. In line with these examples, the following sectors have been identified as targeted sectors with a very high change to find a new job:



During this support action, the same stages as explained under Action I are covered. However the forward looking actions are targeted at one or several specific sectors having or facing shortages in workforce. Based on the individual skills, education and ambition a specific plan is developed. Redundant staff with relevant experience and education can start relatively quick; others might need more time to make a choice which sector fits her/his ambition best. This process might take up to a year, depending on the choices made during the transition trajectory and the training needed. In case training or education is needed, this will be complementary to the outplacement project. Costs for training and education is budgeted separately under iii).

The budget is based on an average fee. Given the significant differences in support methodologies between suppliers and the duration of the support process, prices between suppliers differ significantly.

1. Budget for training, coaching and/or education:

All redundant employees get the ability to get training, coaching or education to develop the skills needed to transfer into new work. The mechanism how this is offered differs to the choices made by the redundant employee:

1. Those employees who use the professional support program will determine in concert with their individual job coach the exact needs. KLM will bear these costs directly and make arrangement with the training companies. (in accordance with Article 7.1.a.)

2. Employees participating in the targeted transition will get the necessary training as an integral part of the support process. KLM will bear these costs for training and/or education possibly organized by the external supplier. (in accordance with Article 7.1.a.)
3. Employees that do not want to make use of the supported process, get a [REDACTED] budget in their payment. This enables the employee to make their own choices on training institute and skills they want to develop. (in accordance with Article 7.1.b.)

The budget per training differs and at this stage KLM decided to cap the training cost per employee under iii) a) and iii) b) to a maximum of [REDACTED]. However in cases where training can be done at lower costs, this option will be selected. Only in extraordinary circumstances, might KLM management divert from the general guidelines and exceed the maximum training fee of [REDACTED]. For budgetary reasons we averaged the costs at [REDACTED] per employee.

Financial support:

KLM deals with three collective labour agreements (ground, cockpit and cabin). Where the ground staff is relatively straight forward with regards to retirement age (majority retires at 67) and pension conditions (40 year built up). However within these straight forward ground staff collective labour agreements there are some specific arrangements for staff who are close to retirement or those who already worked 40 years at KLM but did not reach the formal retirement age. For cockpit and cabin staff retirement ages differ between 56 and year years and the way they want to use their build-up retirement budget is very flexible. Here the individual employee can make specific arrangements fitting their individual needs (which will differ given the fact that each employee has a different personal/family situation).

To make proper well thought through decisions without taking the risk to get into unexpected financial problems, KLM and the labour unions agreed that a individual assessment and financial advice was added to the 'Social plan' (or redundancy scheme). This enables each affected employee, if they consider this necessary to get an assessment of it individual financial situation. In this assessment the financial service expert will incorporate personal circumstances (i.e. family composition – married, divorced, widow(er), kids, etc.), effect of income due to changing jobs (change in individual income through part-time work or different labour conditions, changed secondary benefits, partner income, etc.), effects on housing situation (ability to fulfil mortgage obligations, rental fee's, effect off possible relocation), effects of specific measures from collective labour agreements or possibilities to apply retirement budget and effects of changing national fiscal regulations.

Given the large number of factors and the complexity of interaction of several factors, KLM offers this financial advice to ensure that the affected employee has a clear independent view on its financial situation and the outlook to make the right decision.”

Redundant staff has been given the option to get financial advice how to best use the financial package to be paid as part of the obligations from the redundancy Scheme of termination and Dutch law. A redundant employee gets only one financial advice covered by KLM.

G.1.1 a) geschatte begroting van de afzonderlijke onderdelen van het voorgestelde gecoördineerde pakket van individuele dienstverlening ter ondersteuning van de werknemers voor wie steun wordt aangevraagd

Identificatiecode	Maatregel	Categorie van de maatregel	Aantal werknemers voor wie steun wordt aangevraagd	Geraamde kosten per werknemers voor wie steun wordt aangevraagd	Totale kosten (EFG en nationale medefinanciering)
1	Professional support to move from KLM to new work	Hulp bij het zoeken van een baan en casemanagement (met inbegrip van algemene informatiediensten, loopbaanbegeleiding, adviesverlening, begeleiding door een mentor, outplacementbegeleiding) – artikel 7, lid 1, onder a)	901	3.750,00	3.378.750,00
2	Support to find work in dedicated sectors	Hulp bij het zoeken van een baan en casemanagement (met inbegrip van algemene informatiediensten, loopbaanbegeleiding, adviesverlening, begeleiding door een mentor, outplacementbegeleiding) – artikel 7, lid 1, onder a)	300	5.000,00	1.500.000,00
3	Training, coaching and/or education	Scholing en omscholing – artikel 7, lid 1, onder a)	1.201	2.000,00	2.402.000,00
4	Financial advice	Scholing en omscholing – artikel 7, lid 1, onder a)	600	1.250,00	750.000,00
Totaal			1.201	6.686,72	8.030.750,00

G.1.2 Datum waarop de individuele dienstverlening aan de begunstigten voor wie steun wordt aangevraagd, is begonnen of zal beginnen

1-feb-2021

G.1.3. Bevestiging van de actieve betrokkenheid van de begunstigten

☒ De aanvrager verklaart hierbij dat de acties overeenkomstig artikel 7, lid 1, onder b), inbegrepen in de begroting, afhangen van de actieve deelname van de beoogde begunstigten aan opleidingsactiviteiten en activiteiten in verband met het zoeken van een baan

G.2 Korte beschrijving van de activiteiten op het gebied van voorbereiding, beheer, informatie en publiciteit, en controle en rapportage waarvoor een financiële bijdrage uit het EFG wordt aangevraagd

In the Netherlands, the Minister of Social Affairs and Employment ('SZW') is responsible for submitting applications and all preparatory, management, information and publicity, and control activities. Costs that are made by the Ministry of SZW (including the Agency) will be included in the budget for Technical Assistance. Applications are initiated by a company or sector and submitted by the Minister of SZW. For this application, the project proposal was initiated by the Koninklijke Luchtvaart Maatschappij NV (KLM).

The Member State of the Netherlands is responsible for the management of the financial audit of the actions financed by the EGF (Article 18). In order to comply with this, the Minister of Social Affairs and Employment ('SZW') will take care of giving guidance to KLM in organizing the accounts and will audit this on a regular basis. There will in any event be an audit before the final report is submitted.

G.2.1. Geraamde begroting voor de afzonderlijke onderdelen van de activiteiten op het gebied van voorbereiding, beheer, voorlichting en publiciteit en controle en verslaglegging

Identificatiecode	Activiteit	Totale kosten (EFG en nationale medefinanciering)
1	Voorbehandeling	
2	Beheer	83.654,00
3	Informatie en publiciteit	83.654,00
4	Controleactiviteiten	167.306,00
Totaal		334.614,00

G.2.2. Datum waarop de activiteiten op het gebied van voorbereiding, beheer, informatie en publiciteit, en controle en rapportage zijn of worden begonnen

1-feb-2021

G.3 Overzicht van de totale begroting

G.3.1 Totale kosten van maatregelen

8.030.750

G.3.2 Totale kosten van activiteiten ter uitvoering van het EFG

334.614

G.3.3 Totale kosten

8.365.364

G.3.4 Totale EFG-bijdrage aan deze aanvraag

5.019.218

G.3.6 Kosten van speciale tijdelijke maatregelen (bv. sollicitatietoelagen, premies bij indiensttreding voor werkgevers enz.) als percentage van de totale kosten voor individuele diensten (voor werknemers en NEET's)

0,00%

G.3.6.1 Kosten van speciale tijdelijke maatregelen (bv. sollicitatietoelagen, premies bij indiensttreding voor werkgevers enz.) als percentage van de totale kosten voor individuele diensten (alleen voor werknemers)

0,00%

G.3.6.2 Kosten van speciale tijdelijke maatregelen (bv. sollicitatietoelagen, premies bij indiensttreding voor werkgevers enz.) als percentage van de totale kosten voor individuele diensten (alleen voor NEET's)

%

G.3.7 Kosten van activiteiten ter uitvoering van het EFG, als percentage van de geraamde totale begroting (maatregelen en activiteiten)

4,00%

H. Overleg met begunstigten in de doelgroep

H.1 Beschrijving van de procedures aan de hand waarvan de begunstigten in de doelgroep of hun vertegenwoordigers, of de sociale partners alsmede lokale en regionale overheden of andere belanghebbende organisaties zijn geraadpleegd, voor zover van toepassing

Employees and KLM Management have two separate consultation lines in place. All organisational aspects are dealt with by the Works Council, with a central council and decentral representation per division or even department. Unions – eight in total trade unions CNV (Christelijk Nationaal Vakverbond), De Unie, NVLT (Nederlandse Vereniging voor Luchtvaart), VNC (Vereniging Nederlands Cabinepersoneel), VKP (Vereniging van KLM Professionals), FNV (Federatie Nederlandse vakbeweging for Cabin and Ground) negotiate and agree-up with KLM Management the remuneration package including secondary benefits.

As indicated before is the works council from day one involved and informed about the need to change, the objectives to be reached, the process to come to a smaller and better KLM and the timelines for this entire operation.

In May 2020 KLM also contacted informally the Ministry of Social Affairs and Employment to verify the possibilities and needs to apply for a European Globalisation Fund grant. Since this initial contact, several other exchanges were organised to better understand the needs and requirements to apply.

I. COMPLEMENTARITEIT, NALEIVING EN COÖRDINATIE

I.1 Bevestiging van niet-vervanging van de verantwoordelijkheid van ondernemingen

De aanvrager verklaart hierbij dat de individuele dienstverlening niet in de plaats komt van acties waarvoor bedrijven krachtens het nationale recht of collectieve arbeidsovereenkomsten verantwoordelijk zijn



I.2 Verklaring waarom de individuele dienstverlening geen vervanging is van de maatregelen die bedrijven krachtens het nationale recht of collectieve arbeidsovereenkomsten moeten nemen

The measures are additional to regular/obligated services under Dutch labour laws.

The Dutch law contains a financial settlement in case of forced resignation (Transitievergoeding), but does not force employers to organise or pay for outplacement and/or training/education costs. Normally costs to be made by the affected employee are covered by the Transitievergoeding.

The standard arrangements agreed upon with the unions are superseded by a set of crisis specific arrangements – so called ‘Social plan’ (equals a redundancy scheme).

I.3 Informatie over acties die voor de betrokken onderneming(en) krachtens het nationale recht of collectieve arbeidsovereenkomsten verplicht zijn

If you run a company in the Netherlands and plan to dismiss for business economic reasons at least 20 employees within one geographical work area within 3 months, this is called collective redundancy. Whether it concerns compulsory dismissal or dismissal with mutual approval is irrelevant. The rules that apply here are laid down in the Dutch Notification of Collective Redundancies Act (*WMCO*).

Employer's obligations

The intention to proceed with collective redundancies means you have the following obligations:

- You must report the intention to the trade unions and the Employee Insurance Agency (*UWV*)
- You consult the trade unions.

If you do not comply with the duty to report this can lead to the annulment of the dismissals.

Your consultation with the trade unions must cover:

- ways to avoid redundancies
- how to keep number of dismissals to a minimum
- how to limit the effects for the employees involved, e.g. by drawing up a social plan

Method of selection for redundancy

In a collective redundancy the last in first out principle determines the order of dismissal. You divide your employees with similar functions into age categories. Employees with the shortest length of service per category are selected to be dismissed first.

Terminating or dissolving employment agreements

The UWV only accepts your request when you have complied with the duty to report and consulted the trade unions and possibly your own works council. You can only terminate or dissolve the employment agreements a month after reporting the intention. This is not required if the trade unions have declared in writing that they have been consulted and that they are in agreement with the collective redundancies. KLM shall adhere to the formal notification term which depends on the type and duration of the contract. In this period salary must be paid by KLM. At the end of the formal notification term a Transitievergoeding must be paid to the employee, the height depends on the duration of the employees contract and salary

I.4 Alleen indien de aanvraag gebaseerd is op de criteria van artikel 4, lid 1, onder a) of artikel 4, lid 2 in de gevallen waarin er niet geheel aan de in artikel 4, lid 1, onder a) genoemde criteria is voldaan: Indien de onderneming waar de gedwongen ontslagen zijn gevallen (de hoofdontderneming) haar activiteiten na die ontslagen heeft voortgezet, bevestig dan dat de onderneming aan haar wettelijke verplichtingen ten aanzien van de gedwongen ontslagen heeft voldaan en passende voorzieningen heeft getroffen voor haar werknemers

Ja, de onderneming heeft aan dergelijke wettelijke verplichtingen voldaan	☒
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Nee, de onderneming heeft niet aan dergelijke wettelijke verplichtingen voldaan	☐
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Zo nee, licht toe

I.5 Bronnen van nationale voorfinanciering of medefinanciering en andere medefinanciering, indien van toepassing

KLM will co-finance 40% of the costs of the actions under this EGF application.

I.6 Beschrijving van de mechanismen waarmee de aanvragende lidstaat garandeert dat voor de specifieke acties waarvoor uit het EFG een financiële bijdrage wordt ontvangen, geen steun uit andere financieringsinstrumenten van de Unie ter beschikking wordt gesteld

The Ministry of SZW verifies whether the measures included in the application are complementary to the measures that would in any event already have been taken. This verification is included in the file. If subsidies have been applied for (national or European) they must be reduced as income from the costs.

I.7 Verklaring over hoe het pakket maatregelen aansluit op door andere nationale fondsen of fondsen van de Unie gefinancierde acties (in het bijzonder het Europees Sociaal Fonds)

At the EGF the risk of ESF funds being hoarded is highest. Other funds from the Community such as ERDF clearly have a different objective and are spent on other types of projects. Luckily, this risk of double funding can be excluded relatively simply because the management authority for ESF also implements the EGF programme. This makes it possible to carry out a cross check and to verify whether or not the same activities are included in an ESF project.

I.8 Bevestiging van de naleving van staatssteun
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De aanvrager verklaart hierbij dat de aangevraagde financiële bijdrage uit het EFG in overeenstemming is met de procedurele en materiële voorschriften van de Unie inzake staatssteun



J. INFORMATIE, COMMUNICATIE EN PUBLICITEIT

J.1 Beschrijving van de activiteiten die zullen worden ondernomen om informatie te geven over de voorgestelde acties en bekendheid te geven aan de financiële bijdrage uit het EFG en de rol van de Europese Unie

National level:

As a Member State of the European Union, the Netherlands wants to clearly express the assistance received from the European Globalisation Fund. To this end, publicity will be given to the project and its results at suitable moments in the implementation of the activities. Means to this end are the website of the Ministry of SZW and of the direction UVB , presentations to interested organisations, press releases and articles in newspapers and magazines.

Sectoral (implementation) level:

In order to inform employees and third parties about the EGF support in this project, the following communication activities will be initiated:

- Publicity about the project is taken care of through the regular channels of all parties involved (newsletters, website).
- Information on the project will be published on the internet sites of KLM
- There will be regular reports in the regional media at the start of and during the project.
- Communication to the persons who became unemployed, by KLM

K. BEHEER EN FINANCIËLE CONTROLE

K.1 Beschrijving van de door de lidstaat aangewezen instanties die bevoegd zijn om de door het EFG ondersteunde acties te beheren en te controleren, alsmede van de beheer- en controlesystemen bij die instanties

(a) De door elk van deze instanties uitgevoerde taken met betrekking tot het beheer en de controle van de financiële bijdrage uit het EFG

The Netherlands will adhere to the control structure as applicable to the management and implementation of the ESF 2014-2020 programme. This means that not all the procedures are described here in detail.

The Certifying body and the audit authority do not defer from the ESF regulation, please see the referrals below:

- Managing authority: Implementation of Policy part of the Service, Collaboration and Implementation Department. (Ministry of Social Affairs and Employment)
- Certifying authority: Netherlands Enterprise Agency; (Ministry of Economic Affairs and Climate Policy)
- Audit authority: Central Government Audit Service (Ministry of finance)

(b) De procedures volgens welke aanvragen om vergoeding van uitgaven worden ontvangen, geverifieerd en gevalideerd en volgens welke betalingen aan begunstigden worden goedgekeurd, uitgevoerd en geboekt

What is worthy of mention is that with regard to the procedures for the ESF programme, the EGF differs from this in that the final statement of expenditure is submitted to the EC and not to the national management authority. This means that no separate application for payment is submitted to the EC. Obviously the amounts included in the final statement of expenditure are audited by the control authority as indicated before

(c) De interne controlesystemen en boekhoudsystemen

Furthermore, the Netherlands has designed an administration guidance including the major conditions from the EGF Regulation.

Next, in a agreement (covenant) drawn up between KLM and the Minister of SZW on the basis of this Regulation it will be clearly provided that KLM is obliged to keep clearly organised and verifiable administrative records. These will therefore be audited by the Ministry of Sociale Zaken en Werkgelegenheid – Uitvoering van Beleid SZW

d) De gegevens van de entiteit die verantwoordelijk is voor het optekenen van de verklaring die de uitgaven

Certificeringsautoriteit: the general director of the Rijksdienst voor Ondernemend Nederland.

motiveert, zoals genoemd in artikel 18, lid 1, onder e). van de EFG-verordening	
K.2 Beschrijving van de systemen voor het voorkomen, opsporen en corrigeren van onregelmatigheden zoals gedefinieerd in artikel 122 van Verordening (EU, Euratom) nr. 1303/2013 van het Europees Parlement en de Raad en voor het maken van de benodigde financiële correcties indien er een onregelmatigheid is vastgesteld	
The Netherlands will adhere to the control structure as applicable to the management and implementation of the ESF 2014-2020 programme. This means that not all the procedures are described here in detail.	
K.3 Follow-up van auditaanbevelingen	
Indien van toepassing, verklaart de aanvrager hierbij dat er een passende follow-up heeft plaatsgevonden voor alle relevante aanbevelingen van de audits die zijn uitgevoerd door de Europese Commissie met betrekking tot acties die worden ondersteund door het EFG	☒

DOCUMENTEN

Documenttitel	Documenttype	Datum van het document	Lokale verwijzing	Verwijzing van de Commissie	Bestanden	Verzenddatum	Verzonden door
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RECENTSTE VALIDATIERESULTATEN

Ernst	Code	Bericht
Info		Programmaversie is gevalideerd.