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Guido Croonen new DPS Director:

**‘The complete
service package is
our key strength’**

The pension journey
of Joyce Hendriks

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Change is the only constant. In the world, in organisations, in yourself. And that's a good thing too. Because if everything always stayed the same, we'd come to a standstill. We'd not take any steps, wouldn't develop ourselves and wouldn't progress.

CHANGE TAKES YOU FURTHER

Once we'd got all the articles ready for this edition of PDN Magazine, we realised that change was the common theme of the magazine. It's a topic that features in many articles. Take the story about DPS, for example, which has both a new building and a new director. Or the item about dsm-firmenich, with the relocation of its head office from Heerlen to a stunning new place in the centre of Maastricht. A new era also dawned for former secretary Joyce Hendriks: she talks about her pension journey, her love of exercise and her passion for theatre festival Oerol.

As well as these stories, this magazine also provides an update of the new pension system status, we inform you about sustainable investing, you can read about the consequences that working part-time has on your pension and Irene van den Berg's new column appears on the back cover.

And talking about change: always seek out new things. Go beyond the beaten track. That's what makes life fun.

Have a great summer and happy reading,

Babette, Karin, Monique & Mark

Scan the QR code to visit the Pensioenfonds PDN website.





Working part-time, whether permanently or temporarily, and the consequences for your pension

Taking time out for that long-distance trip, caring for a sick relative, renovating your house or being home more for your children. These are all reasons why you'd want to work less for a period, or permanently. Of course, more spare time and an improved work-life balance are great, but you don't earn as much money. Now and in the future. Because what consequences does working part-time have on your pension?

People who make the choice to work less, whether permanently or temporarily, immediately notice the effect on their wallet. After all, you get less salary paid into your account. They usually only make such a choice if it's possible financially. But what people don't always reflect on are the longer term consequences, for their pension. And this is actually important. Because if you stop working temporarily or decide to work fewer hours permanently, you'll accrue less pension.

Work less, accrue less

The less you work, the less pension you accrue for later. Let's look at an example of you working for 40 years and accruing pension over that period. For 12 of those 40 years, you work 60% instead of 100% so you have more time for your family. You'll then end up receiving 12% less in pension later on.

The Netherlands working part-time

In the Netherlands, almost half of the working population works part-time, up to 35 hours per week. The most important reason that a third of women start working fewer hours is to take care of children or grandchildren. This is also the decisive factor for one in five men. In the Netherlands, 62% of women and 18% of men work part-time.

Partner's pension and disability

And if you die when you're working fewer hours, this will also have consequences for your partner's pension. The partner's pension or temporary partner's pension is derived from the retirement pension or accrued retirement pension. You also insure supplementary partner's pension. This fixed amount, which in 2024 for full-time employment amounted to € 19,081 gross per year, halves (reduces by 50%) if you work part-time. There are also consequences for your pension if you become partially or fully disabled and you work part-time. You'll then actually receive less disability pension if you end up receiving a WIA benefit (via the Dutch Work and Income (Capacity for Work) Act).

Pension accrual during care leave and parental leave

Care leave and parental leave are usually partly or entirely unpaid. If you take care or parental leave this could mean that you accrue less or no pension. Fortunately, many employers make good agreements about this in their CLAs. That's why most

Pensioenfond PDN members still accrue 100% pension when they take care or parental leave.

Women versus men

Women account for some 25% of active Pensioenfond PDN members. At Pensioenfond PDN, these women accrue on average 32% less pension than men (nationally this is 40%). This is because women often work fewer paid hours than men and don't work as many years during the course of their lives. Becoming a mother is women's most vulnerable life event financially. They see their incomes fall on average by some 46%.

Do you know where you stand?

Choosing what you want and what is right for you is, of course, important. But also check what this will mean for your future financial position, now and after your

retirement. You can find your personal summary on mijnpensioenoverzicht.nl. If you're uncertain as to whether your current pension accrual will be enough for later, you could consider top-up options.

Besides your Pensioenfond PDN pension, in the Netherlands you also receive a state pension (AOW). If you worked continuously in the Netherlands between your 15th and 67th birthdays, you'll receive a full state pension. If you lived abroad for some of that time, 2% will be deducted from your state pension for each year you lived abroad. The same applies the other way around. If you started living in the Netherlands after your fortieth birthday, when you reach 67 you'll receive 26 x 2% = 52% of the full state pension. You can check the Sociale Verzekeringsbank website to see whether your state pension accrual is complete.

You can find the 'Reducing your hours (or working more hours instead)' brochure on the Pensioenfond PDN website. Our employees can also always help you if you have any questions about this topic.

Guido Croonen new DPS Director

‘The complete service package is our key strength’

On 1 April this year, Guido Croonen started as new General Director of DPS, Pensioenfonds PDN’s administrator. Who is Guido? How does he see DPS, now and in the future? And what’s in the pipeline for the coming period?

The 65 DPS employees provide all the services you receive as member of Pensioenfonds PDN. This includes administration, asset management, advice and contact with members. They also support the fund’s Board. DPS also works for the SABIC pension fund.

Full steam ahead

Pensioenfonds PDN purchased the DPS shares from dsm-firmenich at the end of last year, enabling DPS to move forward independently, but with their trusted knowledge, experience and services. The employees were given a new base, and relocated from Heerlen to PITground in Sittard. And now there’s also a new director at the DPS helm. Following a period full of changes, DPS is moving full steam ahead towards the implementation of the new pension system. Guido is looking forward to his brand-new job.

Known in the pension world

‘This job is made for me’, explained enthusiastic 52-year-old Guido, who lives with his wife Evelyn and two sons in Cadier en Keer. ‘I’m very familiar with the pension world. I was on the Board of the SABIC pension fund for twelve years as Vice Chairman and Board Member. So I had a lot of experience with DPS from the client side. Now I’ll be working from a completely different perspective: the administrator side. My job means

working every day with people’s income provision, now and in the future. I think that’s a great social task.’

At home in PITground

Guido took his first step at PITground, the DPS new head office in Sittard on 2 April. ‘That was also the first day that all the other employees came to work following the relocation. Everyone was enthusiastic to see each other again and to see where we’ll be working. PITground is a fantastic location for this. It’s a stunning office that truly combines design and functionality. The furnishings are a great reflection of the mining past; our own roots. It’s a super new workplace where a fresh wind is blowing and where we can work towards the future.’

The new pension system

It’s clear that there’s a lot still to be done. DPS aims to be ready to implement the new pension system as of 1 January 2026. A lot has been going on behind the scenes for quite some time. Because, according to Guido, you can’t start early enough with the preparations. ‘DPS is a fantastic organisation. Relatively small, but a service provider that offers a full, integrated service package. It’s often the case that an organisation only offers some services. We do it all. From administration to asset management and communication with members. That’s

our huge strength.’

Offering perspective

What future does Guido envisage for DPS? ‘It’s my ambition to offer DPS and its employees perspective by safeguarding high-quality services now and in the future. I want the organisation to continue to have sustainable value. To that end, we’ll finish decoupling the dsm-firmenich processes and systems in the coming period. We’ll also ensure that Pensioenfonds PDN and SABIC members have a smooth transition to the new system. And that we design our systems in such a way that we will be able to carefully monitor the pension agreements and payments within the new system. That’s why we’re keeping a good eye on our data and its quality. External auditors are monitoring us on this. At the same time, we need to keep the organisation stable with all the work we need to do and ensure that our staff can continue to enjoy doing their jobs well. I have every confidence that things will go smoothly, certainly since we already started with preparations some years ago.’

‘In my job I’m working every day with people’s income provision, now and in the future. I think that’s a great social task.’





Joyce Hendriks' pension journey

Starting your career as a beautician and ending it as a business support officer (or in plain Dutch: secretary) at DSM. That, in a nutshell, is the Joyce Hendriks' story. The first two years of retirement of this enthusiastic woman from The Hague have 'simply flown by', she explained. And there's still loads in the pipeline.

She'll be back on Terschelling this summer, working as a volunteer during the Oerol theatre festival. And she's training for an 1/8th triathlon. She also finds time to look after her grandchildren each week, the odd museum visit and a tennis match. Bored? Not Joyce. 'No, not at all. I always enjoyed my work and I did miss it, certainly in the beginning, but I've now found my rhythm. I don't like loafing around and always want to have a goal and to have a bit of structure to the day. Exercise, voluntary work and looking after my family give me that structure.'

A varied career

First, let's go back to the beginning. Joyce didn't start her career at DSM or at one of the affiliated Pensioenfondsen PDN companies. Her interests lay in cosmetics and skincare. 'I worked as a beautician in beauty salons between the ages of eighteen and my early forties. At some point I started working in the Bijenkorf, selling major cosmetic brands including Lancaster and Clinique. That was simply fantastic. I love dealing with people.'

From expensive creams to paper

When Joyce divorced and suddenly became a breadwinner, she made a conscious choice for a different path, and ended up in an office. First as receptionist and later as secretary, after studying at the Randstad secretary academy. 'My first assignment was at Cosmoferm, a DSM subsidiary. After that I went to Unilever and TU Delft. In 2008, I came back to DSM through a former colleague, at DSM Food Specialties. So my path went from expensive creams and delicious fragrances to a world full of paper. Although I was actually 'forced' to work in an office, I always really enjoyed it. And I've mainly got my colleagues to

thank for that. They made my work so great. We really enjoyed each other's company.'

Never boring

The huge, international company Joyce worked for and of which DSM was part, proved to be an environment in which Joyce felt at home. 'You meet so many different people. No day is the same and your work is never boring. I worked full-time for 25 years so I kind of 'lived' at my work. That's why it's important that you have nice people around you, and fortunately that's what I had. I still sometimes think back to the glory days at Unilever, where there was always champagne in the fridge to celebrate successes. Or the Christmas breakfast we organised at DSM where so many people huddled together in the corridor. It was fantastic.'

'My path went from expensive creams and delicious fragrances to a world full of paper'

Soft landing

As the two years prior to her retirement were Covid years, the transition from work to retirement was 'soft', explained Joyce. 'All colleagues were working at home so it was very quiet in the corridors. The hustle and bustle we used to have didn't return. That's a real pity. But as I worked at home so much, I could get used to retirement. It is quite a transition, after all.'

Loves exercise

Joyce now has enough activities in her life to keep herself busy. Such as training for the triathlon. She 'loves exercise' and prefers doing that outdoors. 'There's a tennis association around the corner and I'm there a lot. And I've always done steps, aerobics and jogging. I still do a lot and I'm doing quite well in my age category. Although things do catch up with you when you get older. My strength is deteriorating, for example. But I keep on doing it as well as I can.' >>





Life story: Joyce Hendriks

Born: 4 May 1956

Town/city: The Hague

A son aged 42 and a daughter aged 38 and 2 grandchildren

Career:

- Worked as a beautician in salons and sold major cosmetics brands in the Bijenkorf from her 18th to early 40s.
- Joined DSM (Cosmoferm) briefly as a secretary in 1999 via Randstad's secretarial academy.
- Then worked at Unilever and TU Delft for over ten years.
- Re-joined DSM Food Specialties in Delft in 2008 in the sales department, followed by the Enzyme Solutions and Operations business unit. She worked there until she retired.

Joyce retired on 1 May 2022, aged 66.

Great passion for Oerol

Joyce has been single for sixteen years now ('it would be great to meet someone I can do fun things with'). But, in addition to her children and grandchildren, she has a great passion: Oerol. She once visited the famous annual theatre festival on Terschelling with a colleague and has been a volunteer for some ten years now. 'The performances in the dunes or in a farmer's shed, the people and the volunteers that return to the island every year: it's simply fantastic. I'll be grabbing my little caravan and heading to my favourite campsite in Formerum this year too. It's amazing and so much fun. I hope I'll be able to keep doing this for many years to come.'

Your pension: fact and fiction

Individual pension pots. Will they run out?

New pension regulations are being introduced. The introduction of these new regulations is taking place step by step. It will take some time before you notice the consequences of this and not everything is clear right now. There will first be a transition phase to ensure that we organise everything properly. The employer and the unions aim to have the new pension scheme at Pensioenfond's PDN come into effect on January 1, 2026.

What we already know, is that we will switch from one large joint pension pot to individual pension pots. This means you'll have your own pension pot, which will make it clearer for you how much money you and the employer contribute to your pension pot and how fast the amount is growing.

The new regulations do not determine in advance how much pension you will receive from your pension pot when you retire. Your pension amount changes: it increases if things go well with the economy but can also decrease if there's a downturn in the economy.

What won't change:

You will receive a pension for as long as you live.

We'll keep you updated on developments via personal letters, newsletters, PDN Magazine and Pension Wise. You can also always find all the latest information on the Pensioenfond's PDN website under 'New pension system'.

Good to know

You don't need to arrange anything yourself regarding the changes to your pension. As soon as it's clear how and when your pension will change, you'll receive a message from us, which is why you should make sure we can contact you. To check whether we have your correct contact details, visit My PDN Pension and check under 'My details'.

Be sure to check your email address, too. If it's missing, please enter it. If your email address is shown, check that it's correct. Tip: send us your personal email address.





Ask Kim

Are my personal data safe with you?



Kim Vroomen, senior pensions officer at DPS Pensions and Communication:

'As employees and as an organisation we respect all our members' privacy. We also have a duty of confidentiality. We always ensure that we treat all your personal data in the strictest confidence. We process these data in accordance with the requirements set by privacy legislation.'

Pensioenfond's PDN is required by law to take appropriate measures to prevent the loss or misuse of personal data. 'Sometimes people ask me whether they can have the address or telephone number of a former colleague so they can contact him or her. However nice their intention, of course we simply can't do that. Protecting your personal data always comes first.'

Are all the data needed?

'We need personal data to administer the pension agreement properly. We need, for example, information about where you live and whether you cohabit with someone, your salary, and your bank account number. We don't only receive these data from you but also from various bodies and organisations, including your current and former employer, the Tax and Customs Administration (Belastingdienst) or the UWV.'

How can I change my personal data?

'Unfortunately, you can't simply do that by telephone. You need to send us your changes in writing or by email and you need to include a copy of your ID. Although it's a bit trickier, it ensures that others don't run off with your data or pension.'

'Changing your data will become easier in the near future, though. We're working on a new pension portal. As a member you can then change your bank details and personal data yourself in a secure, digital environment. You can also upload any items that we have asked you for, such as a copy of your passport or your bank card. As well as being faster, it's an even more secure way to share data with us.'

Conclusion

'Pensioenfond's PDN always takes appropriate technical and organisational measures to protect personal data against loss or unlawful processing. These measures guarantee an appropriate level of security, taking account of the risks associated with the processing and the nature of the data that are to be protected. It is our responsibility to process all your personal data properly and carefully.'

Would you like more information?

You can find the full privacy regulations on the Pensioenfond's PDN website.



Five questions and answers

New pension status

It's summer 2024. This also brings us several months closer to the introduction of the new pension system. What is going on behind the scenes at Pensioenfonds PDN? Can the new cabinet still reverse the new law? And where can you find more information? In this article, we're delighted to answer various frequently asked questions.

Why is there a new pensions act?

The Future Pensions Act has three goals: a pension that can increase earlier, more personal and clear pension accrual and a pension that's a better match for people who no longer work for forty years for one boss. The premise of the new act is the same as the current one. Employers and employees make pension contributions, Pensioenfonds PDN invests those contributions for the employees jointly and ensures that they share the risks together. This doesn't only include financial risks, but also the risks of disability and death. Pensioenfonds PDN will then pay out the pension for as long as a pensioner lives.

How is Pensioenfonds PDN preparing for introducing the new pension system?

Employers and labour unions have been consulting on the new pension scheme for some time. They expect that they will be able to present the results of that consultation to the supporters of the trade unions and to VDP, the Association of DSM Pensioners, at the end of the summer. The employers and trade unions will then formally record the agreements on the new pension scheme. They do this by drawing up and signing a transition plan. The intention is that they will present this transition plan to Pensioenfonds PDN at the end of September with the request to implement this plan.

The choices employers and unions make regarding a new pension scheme will affect pensioners and deferred

members (former employees but not yet retired), which is why they consider all these interests in their decision-making. When the employers and unions make choices, the starting point is always a fair balancing of interests. Pensioenfonds PDN then tests this before implementing the scheme.

Pensioenfonds PDN has been asked to be ready to implement the new pension scheme on 1 January 2026. Employees at DPS, the Pensioenfonds PDN administrator, have been working hard on this behind the scenes for some time. This is how we'll ensure that Pensioenfonds PDN members have a smooth transition to the new pension system. You can read more about DPS and the preparations in the Guido Croonen article on page 6 of this magazine.

What will you notice about the new pension system?

Our pensions hardly increased, if at all, since 2009. This meant that your pension's purchasing power fell. Pensions have only been able to increase with inflation in the past two years. In the new pension scheme, Pensioenfonds PDN can better tailor its investment policy to the fund's various members. It allows us to use the proceeds from investments earlier to increase pensions. It also works the other way round: pensions can also go down if there's a downturn in the economy. Our investment policy and the retention of a buffer means we have several options to avoid this as much as possible.

Can the new cabinet still ensure that the new pension system doesn't arrive after all?

We can well imagine this question, especially with the new coalition and the fact that the new Future Pensions Act has been a hot topic at times in recent months. The law was approved by the House of Representatives and the Senate and will take effect from 1 July 2023. So we're not expecting the new cabinet to reverse this law. However, it is possible that the act is improved or refined on various points. All pension funds, including Pensioenfonds PDN, are assuming that the new pension system will be introduced.

Where can I find more information regarding the new pension system?

We will keep you informed as best we can about what is happening around the new pension system in the coming period. For example on our website pdnpensioen.nl (under the heading 'New pension system') and in our newsletters. We'll also produce the Pension Wise information bulletin especially for our members. You can also find all kinds of information about the new pension system in simple, honest language on the pensioenduidelijkheid.nl website.



David van der Velden and Kees van Helden

Pensioenfonds PDN takes you to... dsm-firmenich in Maastricht

Did you know that there are more than fifteen different companies affiliated with Pensioenfonds PDN? This column takes you to one of the affiliated companies. This time we chose dsm-firmenich in Maastricht. We met with Kees van Helden, Project Director of the new dsm-firmenich head office, and David van der Velden, talent acquisition lead for the Netherlands, Central Europe and the Middle East.

section next to it. The former school is our meeting centre and the workplaces are mainly in the new section. The two sections are connected via an atrium in which employees can meet each other, enjoy coffee in the coffee corner, lunch in the restaurant and they can welcome visitors.'

Connection is key

That meeting and connection, really connecting with each other, is the key to this fantastic office in the centre of Maastricht. Everything is open here in Maastricht, in contrast to the previous headquarters in Heerlen where departments each had their own corridor with many separate, small offices and people hardly met anyone outside their own department. Literally and figuratively. Departments do have their own 'homebase', but nobody has a fixed workplace. It's an open office.

'There are 313 workplaces for around 600 employees. There are desks you can work at, separate spaces for meetings or for making calls that need quiet and privacy: you match the space to your activity. The office determines your behaviour', stated Kees. David added: 'Although some people need time to adjust to this, we've received many positive reactions. The building ensures that people see each other much more than previously. As it's so open, you bump into people easily and you can discuss things together without necessarily having to book an appointment. You inspire each other and you're much more connected. I remember the first day when I came across several colleagues and said: "Well, we've got used to this quickly". It's a fantastic building where you quickly feel at home.' >>

Queen Máxima officially opened the new dsm-firmenich head office in Maastricht on 30 May. Employees have been meeting each other in the special building that unites old and new since 25 March. A new chapter, a new headquarters: that's how you could view the bigger picture with regards to the new office. Because the old DSM no longer exists. The company evolved and merged with the Swiss Firmenich in 2023. dsm-firmenich is now sailing a reinvigorated course. Health, food and beauty are its main priorities. And the building now exudes who and what dsm-firmenich is.

Former technical school

'We found this place in Maastricht in our search for a new head office that is a good match for our company', explained Kees. 'A technical school dating back to 1912, with the option to build a new

Kees introduces himself:

Employer:

I've worked at dsm-firmenich since 1987 and have a lot of experience as a project manager. In preparing and constructing factories, for example, but also in rebranding and reorganisations. I've been working as project director at the new head office since end 2020. From determining the vision, to the design, implementation and final delivery.'

Pride:

I'm so proud of the responses we've received from employees at the new head office. I can be proud myself of what I helped create, but ultimately I want people to love coming here. And that this is the case, is the biggest

compliment a project director can receive.'

Own pension:

'Now that I'm 62, I do think about my retirement. What will my life be like then? How will I fill my time after having worked for so long? I'm sure everything will fall into place when the time comes.'

Personal life:

Age 62, married, two children who are studying.'



‘The new dsm-firmenich head office is a real statement’

Sustainability comes first

The atmosphere and the look of the building really contribute to this. The office is built so sustainably without any gas connection, with solar panels on the roof and on the facade, heat pumps and a charging point for each parking space in the car park. The materials are also attractive and warm: in the building you're immersed in light, plants, soft colours, wood and art. The restaurant also offers amazing healthy food and drink and there are lots of taps where you can pour yourself some cold, hot or sparkling water. The furniture colours and quality also make it anything but standard and bleak. Stunning designer lamps, chairs and tables decorate the spaces. The furniture is also extremely sustainable, with 85% being reused items.

Building as a statement

Kees continued: ‘Sustainability and health are two things we stand for and to which we contribute as a company. Our previous head office didn't reflect these things so much, but here they're clear for all to see. This building is a statement.

It meets the Paris climate agreement requirements. The new section is energy neutral and has the highest sustainability classification: BREEAM Outstanding. The building also meets the highest

David introduces himself:

Employer:

‘I always worked in recruitment and I'm now the dsm-firmenich talent acquisition lead for the Netherlands, Central Europe and the Middle East. I'm responsible for the recruitment teams in those regions. They're working hard every day to attract the best people for our vacancies. I'm still involved in recruitment too, and this forms some 20% of my work.’

Pride:

‘The real connection that has developed in the new office is simply fantastic. We wanted people to step

employee welfare requirements: Well Platinum. So yes, we're incredibly proud of this new head office. It's a great match for us and feels like home.’

out of their own cocoon or ivory tower, and that's exactly what happens.’

Own pension:

‘I've still got a while to go before it's time to retire. But now that our children are approaching eighteen and as my wife is self-employed, we're both really thinking about our pension. What will happen when we retire? And how do we make sure that we can manage financially? I'm also looking at more than just the pension that I'm accruing via my employer.’

Personal life:

Age 45, married, a son aged 17 and a daughter aged 15.

Sustainability facts

Did you know that Pensioenfonds PDN has not invested in certain companies and countries since the end of 2023? This concerns a total of 174 companies and 14 countries. Why is that? Because it is, unfortunately, not always possible to use our investments - via consultation and negotiations - to drastically reduce the negative impact of these companies and countries on the living environment. That's why we exclude these from our investments. This concerns, for instance, companies that obtain more than five percent of their returns from extracting coal and tar sands. Coal and oil from tar sands are known to be extremely polluting energy sources and considerably more so than other fossil fuels. By not investing in these companies, we can deploy our capital in a more targeted way and discourage investment in the most polluting fossil fuels.





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Column by Irene van den Berg

Working less

'I work at least sixty hours a week', I hear a man brag. I'm having lunch and I'm waiting for a friend. Out of boredom, I overhear the conversation at the table next to me. Two men in suits, probably colleagues, are both rewarding themselves with a huge sandwich. I'm betting that the hard worker counts this lunch as part of his working hours too.

Sixty hours a week is actually rather a lot. Do the maths: if you work five days a week, that means you'll be working twelve hours every day. Then there's also your lunch and travel time on top of that, at least if you calculate honestly. With half an hour of travel time and half an hour for lunch, you'll be out of the door at 7.30 am and back home by 9.00 pm. Day after day.

US research shows that employees systematically overestimate the number of hours they work each week by five to ten per cent. Remarkably, the longer we work, the more we exaggerate. Employees who claimed to work around 55 to 64 hours a week overestimated this number by around ten hours. When they reported working even longer, i.e. between 65 and 74 hours, they exaggerated even more, by as much as twenty hours.

Funnily enough, we still see working long hours as a virtue. While, of course, it's also quite possible that the man at the next table is simply working slowly or inefficiently. Maybe he attends every single purposeless meeting, for example, or gets distracted by sports results or other online nonsense during working hours. It's high time that efficient and focused work was given more status than a record in-office presence.

That's why I am so happy with the focus on 'working less' in this magazine. After all, it solves a lot of problems. Numerous scientific studies show that a shorter working week results in less stress and a happier life. And fewer accidents take place at work then, as they happen much more often when you work overtime. And it also promotes emancipation, as it's often men who work long working weeks. If they have more time for caring and housework, this helps women progress.

Of course, the less you work, the less pension you accrue for later. But I also have a solution for that. How about we opt for a shorter working week, but then all work for a bit longer, which is not an unnecessary luxury in times of labour market shortages. Moreover, this prevents workaholics, like those at the table next to me, from falling into a big black hole after retirement.

Irene van den Berg is a journalist and columnist, specialised in money and mind. Her articles take a closer look at our economic behaviour. Irene writes for AD, Radar+ and Psychologie Magazine.



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