



ARUBA
FAMILY FRIENDLY
WORKPLACES

Manager Onboarding



About the Aruba Family-Friendly Workplace Certification

The Aruba Family-Friendly Workplace (AFFW) Certification is a national, evidence-based initiative designed for Aruba's unique context. It welcomes all employers, from micro-enterprises to large corporations, committed to creating meaningful, lasting change in how workplaces support families. Led by the Directorate of Social Affairs, in collaboration with UNICEF The Netherlands and Parenting for Lifelong Health, the certification aims to position Aruban organisations as international leaders in workplace excellence.

We know that for children to thrive, parents and caregivers need support. Child wellbeing and family resilience form the foundation of a prosperous society, and workplaces have a powerful role to play in making that possible. Through a clear and attainable pathway to recognition, the AFFW Certification encourages organisations to adopt family-friendly practices that help caregivers balance work and family life. In turn, companies benefit from higher productivity, stronger employee loyalty, better talent attraction and retention, and enhanced organizational excellence.

Your organisation is about to embark on an inspiring journey toward creating truly supportive, family-friendly workplaces across Aruba, and it all begins with your leadership. Your commitment to the AFFW ideals sets the foundation for everything that follows. By championing these principles daily and actively supporting your teams, you set the first milestone in a broader path of progress, growth, and continuous learning.

We're confident that the impact of this work will extend far beyond your organisation, positively influencing families and helping to shape a more caring workplace culture across Aruba.

Purpose of AFFW Manager's Onboarding

Your role is essential for your organisation to achieve the AFFW Certification. That is why the first step in the application process encourages all managers and leaders to review, agree to, and commit to this Manager's Onboarding document, which outlines the foundations and goals of the AFFW Certification.

We also invite all leadership to take a moment to explore the AFFW website and the Applicant Handbook [Link] for additional clarity and guidance. Your organization's designated contact point will request your confirmation once you have reviewed this document, so your agreement can be included as part of the application.

The information included in this document is meant to support you, helping you understand the criteria, strengthen your daily practices, and better care for all your employees.

Your Organization's Applicant Journey

1.



Learn about the
AFFW Certification

2.



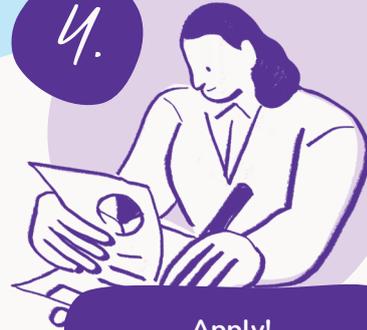
Check if your
organization is eligible

3.



Share manager
onboarding

4.



Apply!

5.



Send out AFFW employee
experience survey

6.



Certification results!

Your Roadmap to Supporting the AFFW Certification



Step 1: Get to Know the Manager Onboarding

Once your organization has confirmed its eligibility, it must ensure that senior leadership and management have reviewed, agreed to, and committed to the foundations outlined in the AFFW Managers' Onboarding.



Step 2: Application Submission

Your organisation's designated contact point will submit the online Application Form and the required evidence showing how your organisation meets the AFFW criteria. You can support this step by helping gather relevant information and ensuring your organization's practices and policies are accurately reflected.



Step 3: Employee Survey

After submission, your organization will receive a link to the Family-Friendly Experience Survey, which should be shared with employees so their voices are included. A representative sample must participate.

Managers and leaders play a key role by clearly communicating the survey's purpose, encouraging participation in a transparent and supportive way, and ensuring participation is voluntary and free from coercion, enabling honest and meaningful feedback.



Step 4: Certification Results

All criteria are reviewed and scored. Organisations that meet the requirements receive certification for 2 years. Those still working toward them are encouraged to strengthen their practices and reapply in the next cycle. Ongoing commitment to AFFW values and practices in daily activities supports your organization's recertification every two years.

AFFW Values

The AFFW Certification is guided by core values that inspire a cultural shift toward healthier, more supportive workplaces. These values reflect our belief that family-friendly employment is a key driver of positive change:

- **Accessibility:** Ensuring that information about legal rights and available parenting or caregiver benefits is clear, culturally sensitive, and accessible to Aruba's diverse workforce (including Dutch-, Papiamento-, and Spanish-speaking employees, as well as migrant workers) so all employees can fully understand, access, and make use of these benefits to support healthier parenting and work-life balance.
- **Ongoing Support:** Providing steady support from both leadership and the workplace as employees navigate parenting and caregiving challenges. Everything begins with empathetic, understanding, and supportive practices and policies.
- **Gender Equality:** Supporting both men and women through family-friendly policies that help break traditional gender roles by strengthening maternity support so women can stay and grow in the workforce, and by giving male caregivers the time, resources, and learning they need to share caregiving and parenting in ways that promote more equitable homes.
- **Inclusivity:** Recognising the diversity of parenthood and ensuring meaningful support for all families, including single parents, caregivers of children with disabilities, and adolescent parents.
- **Collaboration:** Encouraging workplaces, government, and communities to work together under the shared understanding that family-friendly practices improve wellbeing for families today and future generations tomorrow.
- **Safe and Supportive Environments:** Fostering an organisational culture that prioritises employees' wellbeing through family-friendly measures, resulting in greater loyalty, higher-quality work, and improved productivity.
- **Community Involvement:** Understanding that parenting does not happen in isolation. Families thrive when workplaces and communities work together to provide caregivers the support and resources they need for healthy children, more balanced responsibilities, reduced stress, and stronger family wellbeing.

AFFW Criteria

The categories and standards for the Aruba Family-Friendly Workplace (AFFW) Certification were developed and validated through a comprehensive process combining evidence, consultation, and participatory design.

The seven resulting criteria combine global best practices with Aruba's legal framework and local context to define the policies and practices that constitute a Family-Friendly Workplace.

Criteria	What it means for organizations
Leadership and Culture of Care	
	Leadership commitment is key to building a Family-friendly workplace. We assess how the management team actively promotes parenting-support policies and communicates them effectively to all employees.
Work-Life Flexibility	
	Policies like paid time off, remote work, or flexible schedules help employees balance their work and family life. We assess whether your organisation offers this flexibility for family-related needs, how leadership communicates that support, and how comfortable employees feel when requesting it.
Family Learning and Well-being	
	Creating healthy and nurturing environments for children requires parents who feel confident and supported. We want to understand how your organisation helps them grow in their parenting skills, wellbeing, and mental health by sharing resources or offering workshops and training.
Parental Leave	
	Protected and non-discriminatory parental leave is essential for promoting shared caregiving and children's early wellbeing. We recognise organisations that actively go beyond the legal baseline to make sure both maternal and paternity leaves are respected and encouraged.
Breastfeeding Policy	
	Breastfeeding supports maternal health, infant nutrition, and family wellbeing, yet many women find it difficult when they return to work. We look at the ways your organisation supports employees in this matter and creates a breastfeeding-friendly environment that goes beyond legal compliance.
Childcare Solutions	
	Ensuring children are well cared for during working hours can be challenging and often creates financial stress for families. We explore how your organisation provides employees with information on childcare resources nearby or offers any additional solutions.
Workplace and Community Pulse	
	A Family-Friendly Workplace is not built solely on policies or legal compliance, it is sustained through communication, continuous improvement and a culture of care. We want to know about any other initiative that your organisation promotes to create an even more supportive environment for parents.

What does the law say?

To put AFFW practices into action, it is essential to understand the key legal obligations that shape family-friendly employment in Aruba. The Civil Code of Aruba (Government of Aruba, 2024) establishes the statutory minimums that all employers must provide to support employees and their families, including:

- **Twelve weeks of paid maternity leave** – typically four to six weeks before birth and six to eight weeks after – provided the employee gives two months' notice.
- Fathers, by contrast, are entitled to **two paid working days of paternity leave**, to be taken within four weeks of the child's arrival at home.
- Breastfeeding mothers may take **paid lactation breaks** for up to a quarter of their shift, and employers must provide a lockable, hygienic room for that purpose.
- Alongside these leave provisions, the Code **bans pregnancy-based discrimination**, upholds parity for part-time and fixed-term staff, and obliges employers to safeguard workplace health and safety, laying the statutory floor for family-friendly practice.
- **Income protection is reinforced by Aruba's social-insurance laws** (Government of Aruba, 2025). Every resident worker and dependent is automatically covered by the general health-insurance scheme (AZV), and employers – not employees – must pay the premium; passing the cost back to workers is expressly forbidden. The Landsverordening Ziekteverzekering (ZV) ordinance tops up that safety net: female employees on maternity leave receive 100% of their average daily wage for the full twelve-week period, while ordinary sickness is covered at 80% (Government 100%).
- Parents who need to interrupt a shift for necessary medical appointments retain the right to wages during that time, and a **six-week block of full-pay sick leave offers short-term income security during family health emergencies**.

Although the AFFW Certification aims to go beyond the legal baseline, it is essential that you understand these rights and share them with your teams so everyone can access and benefit from them. We also encourage you and your organisation to explore strategies that go further than the legal minimum to create a more supportive, healthier, and truly family-friendly workplace.

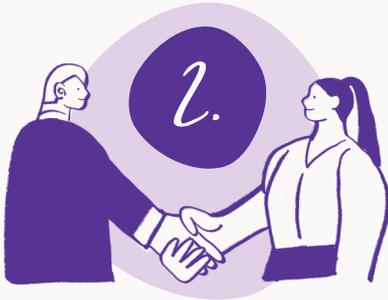
The Impact of Family-Friendly Workplaces

When workplaces support families, everyone wins: parents thrive, children flourish, and businesses grow stronger. We know from global research that family-friendly practises and policies offer your organisation real advantages:



Helping your business perform better

Family-friendly practices are linked to stronger business outcomes. Research shows that highly engaged teams can achieve profit margins up to 23% higher than their peers. For businesses in Aruba, adopting these practices can also strengthen your reputation in the community, helping you to attract new customers.



Attracting and retaining the right people

Flexibility consistently ranks as one of the most valued workplace benefits. Globally, 71% of employees say they would stay longer in a role that offers genuine flexible work, while 4 in 10 have left or considered leaving a job because it was missing.

Based on evidence around the world, family-friendly practices help organisations stand out as employers of choice, particularly for millennial and Gen Z talent.



Reducing turnover and building loyal teams

Replacing staff is costly and time-consuming. Family-friendly measures such as flexible scheduling, paid leave, and childcare support reduce turnover, strengthen team stability, and lower recruitment costs.

Employees who feel genuinely supported are more loyal and motivated: 89% of employees in family-friendly workplaces are more likely to recommend their organisation as a great place to work compared to those in workplaces without such practices.



Encouraging innovation and growth

Family-friendly practices advance broader commitments to Environmental, Social, Governance (ESG), Diversity and Inclusion (D&I), strengthening the organization's overall excellence.



Reducing stress & improving work-life balance

Family-friendly policies help attract and retain talent, reduce employee absenteeism, improve performance, lower stress, and strengthen community wellbeing.



Improving early childhood development

Family-friendly workplaces and policies give parents the time and resources they need to provide nurturing care, which is essential for children's healthy early development. Paid maternity and paternity leave strengthens the bond between parent and child, supporting secure attachment and responsive care.



Improving mother and infant health

When mothers receive workplace support for breastfeeding, infants experience better health outcomes, including fewer infections, lower rates of illness, and stronger long-term wellbeing. Mothers also benefit: breastfeeding for at least 12 months reduces the risk of Type 2 diabetes and lowers lifetime breast cancer risk. Supporting breastfeeding in the workplace strengthens families and reduces healthcare costs for employers and the wider community, making it not only the right investment for wellbeing, but also a cost-effective one that saves organisations and public service money in the long run.

Thank you!

Your leadership and commitment are essential to bring these practices to life. We hope this information not only guides you through the application process, but also inspires new ways to continue building a workplace where families thrive and employees feel truly supported.

Now your organisation is ready to advance to the next step of the certification process: submitting your Application Form. Be sure to review the guidance materials and encourage your managing team to familiarise with them too. This is your moment to highlight the values and practices that make your organisation stand out as a Family-Friendly Workplace!

