

ARUBA  
**FAMILY FRIENDLY**  
WORKPLACES

# Applicant Handbook



**PARENTING**  
FOR LIFELONG HEALTH  
"every parent, everywhere"





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1.

## A Shared Vision for Aruba: About the AFFW Certification



## About the AFFW Certification



The Aruba Family-Friendly Workplace (AFFW) Certification is a national initiative open to organisations of all sizes and sectors interested in advancing policies and practices that support employees with family responsibilities.

Children thrive when parents and caregivers have the support they need. Workplaces play an important role in making that support possible.

### Vision

A future where Aruba is a world leader in inclusive workplace excellence, with organisations across all sectors embedding family-friendly practices into their operations and strategies. Through structured certification, practical implementation support, and a shared national commitment to caregiver wellbeing, workplaces actively strengthen productivity, retain talent, and contribute to healthier families, stronger communities, and sustainable economic growth.

### Mission

Through a structured certification pathway, practical guidance and ready-to-use tools, the Aruba Family-Friendly Workplaces (AFFW) Certification actively enables organisations to adopt and strengthen family-friendly workplace practices. By supporting caregiver wellbeing and work-life balance, AFFW helps employers attract and retain talent, strengthen productivity, and respond to Aruba's workforce realities.

## Why Organisations Choose to Apply

The AFFW Certification is grounded on direct feedback from employees, employers, and caregivers across Aruba who identified common priorities: flexible work options, childcare support, parenting and mental health resources, and supportive management practices. This certification offers guidance to assess your current approach and translate these priorities into practical workplace actions.

By applying, your organisation demonstrates its commitment to strengthening Aruba's workplace culture and practices. Whether your organisation meets all the certification criteria today or is just beginning to update its policies, the process provides a clear roadmap for growth.

Every workplace improvement has a direct, positive impact on family well-being, team satisfaction, and Aruba's collective success.

## How to Approach Your Application

Your application is a proactive step in strengthening your corporate culture and internal practices. It is an opportunity to assess your current policies, identify strengths, and plan next steps.

Whether your organisation meets all the criteria today or is just beginning to update its policies, the certification process provides a clear roadmap for growth. Every improvement is designed for positive impact on the lives of your employees and their families.



## Our Beginnings

Aruba's commitment to supporting parents and caregivers is the result of nearly a decade of national efforts across government, civil society, and the private sector. During this time, coordinated initiatives have built a strong base for advancing family well-being, based on a shared principle: supporting caregivers is essential for creating healthy environments and long-term opportunities for families in Aruba.

The path to this certification began with the creation of the Parenting Vision Committee in 2016, established to expand and reinforce the support available to caregivers in Aruba. Since then, partners from different sectors have worked together to build practical tools, raise awareness, and improve services for families.

The Family-Friendly Workplace Certification builds on this foundation. It reflects a significant cultural shift that recognises employment as a primary way to support the community and create lasting and meaningful societal impact.

## Who We Are

AFFW certification is led by the Department of Social Affairs, in collaboration with UNICEF the Netherlands and the support of Parenting for Lifelong Health.

Our advisory committee brings together national representatives from the Government of Aruba, including the Ministry of Labour. It is further strengthened by civil society organisations that are part of the Parenting Committee: Centro Hoben y Famia, Fundacion Respeta Mi, Fundacion Pa Nos Muchanan, Stichting Wit Gele Kruis Aruba, and Stichting Tienda di Educacion.

Private-sector representatives also contribute to the advisory committee, ensuring that the certification reflects the realities and priorities of employers and employees across Aruba.

Together, these partners combine expertise from government, civil society, and business to guide the development and implementation of the Family-Friendly Workplace Certification in Aruba.



## AFFW Values

The AFFW Certification is guided by a set of core values that shape how organisations can lead the cultural shift toward healthier, more supportive workplaces for caregivers. These values provide direction for workplace policies and everyday management practices:

- **Accessibility:** Ensure employees clearly understand their legal rights and available benefits. Information should be easy to access and available in the main languages spoken in Aruba, so all employees can make informed decisions about their work and family responsibilities.
- **Ongoing Support:** Create a workplace culture where managers provide consistent, empathetic support to employees navigating parenting and caregiving responsibilities. Support should be reflected in both policies and practices.
- **Gender Equality:** Support both women and men as caregivers to promote more equitable homes. This includes strengthening parental leave protections, encouraging shared caregiving responsibilities, and ensuring that family-related benefits are accessible to all genders.
- **Inclusivity:** Recognise the diversity of families. Provide meaningful support to single caregivers, caregivers of children with disabilities, adolescent caregivers, and other employees with specific caregiving needs.
- **Collaboration:** Work in partnership with government, civil society, and the wider community, under the shared understanding that family-friendly practices improve wellbeing for families today and future generations tomorrow.
- **Safe and Supportive Environments:** Foster a workplace culture that prioritises employee wellbeing. Clear policies, respectful leadership, and supportive practices contribute to higher engagement, stronger retention, and improved performance.
- **Community Involvement:** Acknowledge that parenting does not happen in isolation and caregiving extends beyond the workplace. Employers can support families by connecting employees to relevant services and resources that contribute to their children's healthy development and promote a more balanced distribution of responsibilities.

## Frequently Asked Questions

### Application

#### Question

#### Answer

<b>Is there a cost to apply?</b>	<p>There is no cost to apply for the AFFW Certification.</p> <p>However, organisations may incur internal costs related to implementing improvements or changes identified during the certification process, as part of strengthening their family-friendly policies and practices.</p>
<b>Who can apply?</b>	<p>The AFFW Certification is open to workplaces of all sizes and sectors operating in Aruba.</p> <p>Eligible applicants are legally established organisations in Aruba including:</p> <ul style="list-style-type: none"><li>• Micro, small, medium, and large employers.</li><li>• Private-sector companies, government entities, and civil-society organisations.</li></ul> <p>Organisations should also be able to provide supporting documentation to validate their commitment to family well-being based on the assessed criteria.</p>

### Certification

<b>Who grants the AFFW Certification?</b>	<p>The Department of Social Affairs (DSA).</p>
<b>How long is the certification valid?</b>	<p>The certification is valid for a period of two years.</p> <p>Organisations may renew their certification every two years, subject to a re-evaluation assessment.</p>

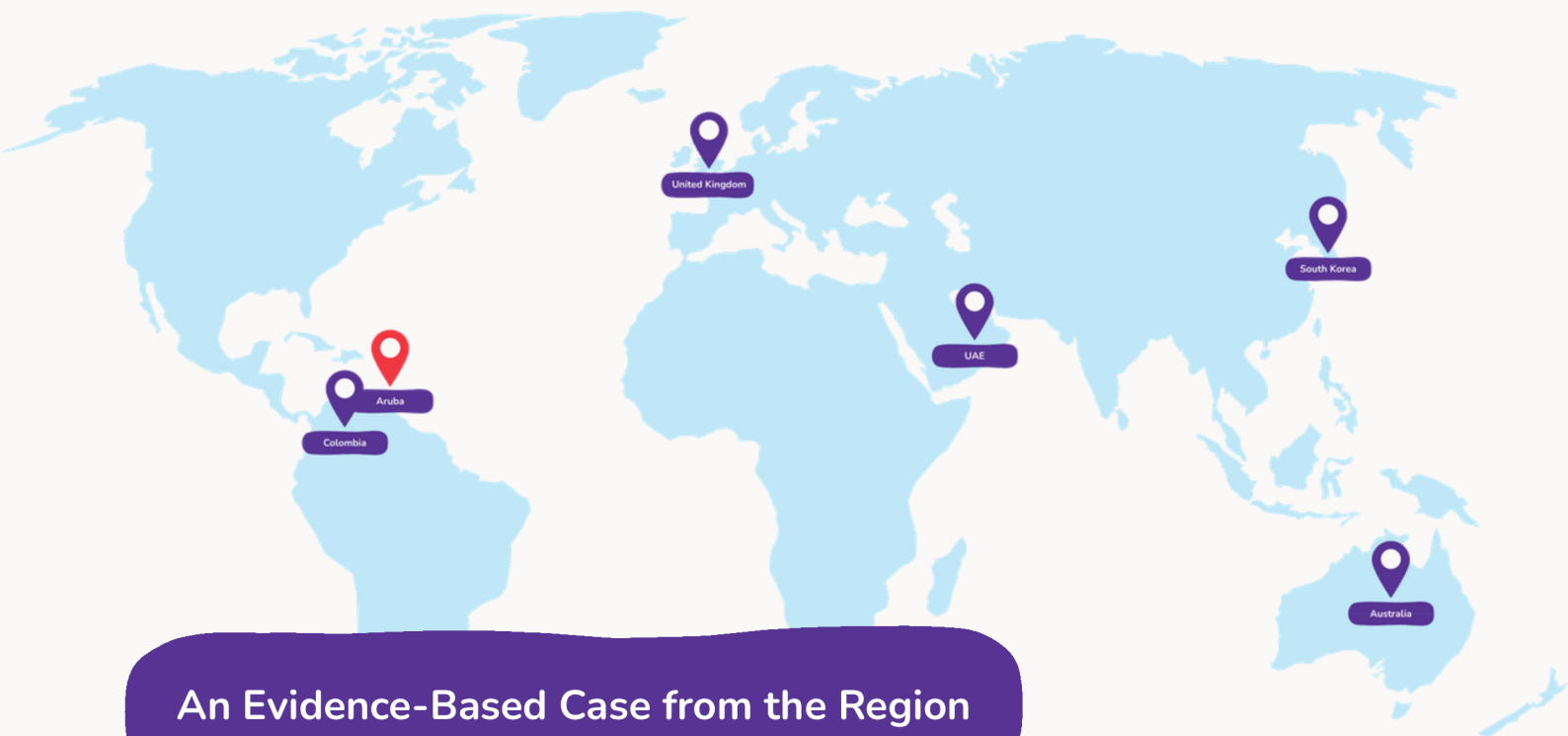
2.

**Why It Matters:**  
The Case for Family-Friendly  
Workplaces



## Aruba: Part of a Growing Global Movement

Aruba will be the first country in the region to implement a national Family-Friendly Workplace Certification. This initiative will help generate local evidence on family-friendly employer practices and their impact in the Caribbean, while international evidence continues to support the effectiveness of these approaches.



## An Evidence-Based Case from the Region



Care duties reduce focus at work for 49% of employees  
*(Caribbean Policy Research Institute, 2023, Jamaica)*



Without childcare support, 27% arrive late and 17% miss work  
*(Caribbean Policy Research Institute, 2023, Jamaica)*



Family-friendly companies show lower turnover and absenteeism  
*(International Finance Corporation, 2024, Mexico)*



90% of people exiting the labour market for caregiving are women  
*(Economic Commission for Latin America and the Caribbean & International Labour Organization (2025), evidence cited for Mexico)*

## Why Family-Friendly Workplaces Matter

When workplaces support parents and caregivers, the benefits extend beyond the individual employee: families are stronger, children have better opportunities to thrive, and organisations build more engaged and effective teams. Research consistently shows that family-friendly practices deliver measurable advantages for both employees and employers.

### Protecting Family Well-Being

Prioritising the well-being of parents and caregivers strengthens families and contributes to healthier outcomes for children. Workplaces can contribute to a more inclusive workforce and a stronger community by:



#### Reducing Stress and Improving Work-Life Balance

Family-friendly policies help employees manage their responsibilities more effectively by reducing stress and improving overall well-being.

Findings from the national Family-Friendly Workplaces Survey in Aruba (May–June 2025, 167 employees) highlight these priorities:

- 97.6% of caregivers said they would use a childcare allowance
- 88% welcomed on-site childcare options
- 94.6% would participate in well-being workshops
- Nearly half identified mental and emotional stress as their main challenge

Caregivers also emphasised the importance of predictable schedules and flexibility. When these supports are in place, organisations often see lower absenteeism and improved performance.



#### Supporting Early Childhood Development

Family-friendly policies give caregivers the time and stability needed to provide the essential care for a child's healthy early development. Paid maternity and paternity leave allow caregivers to bond with their child, supporting secure attachment and responsive care.<sup>1</sup>



## Improving Mother and Infant Health

Workplace support for breastfeeding is associated with better health outcomes for infants, including fewer infections, lower rates of illness, and stronger long-term well-being.<sup>2</sup> Mothers also benefit: breastfeeding<sup>3</sup> for at least 12 months is linked to a reduced risk of Type 2 diabetes and lower lifetime risk of breast cancer.

By supporting breastfeeding through appropriate workplace measures, organisations contribute to healthier families and can help reduce long-term healthcare costs for both employers and the wider community.

## Supporting Families is Good Business

For a service-driven economy like Aruba, investing in family-friendly workplace policies is a practical strategy for strengthening organisational performance. These policies support organisations and contribute to the long-term development of Aruba's workforce by:



## Driving Performance and Engagement

Clear, supportive policies contribute to stronger employee engagement, and improved overall performance. Organisations with highly engaged employees can achieve profit margins up to 23% higher than their peers.<sup>4</sup> Family-friendly practices can also enhance your organisation's reputation, positioning you as a responsible employer within the community.



## Building a Competitive Employer Brand

Offering family-friendly policies helps your organisation stand out as employer of choice, attracting and retaining qualified staff, including younger generations who prioritise work-life balance.

Flexibility is one of the most valued workplace benefits. Globally, 71% of employees say they would remain longer in a role that offers genuine flexibility,<sup>5</sup> while 4 in 10 have left or considered leaving a job due to a lack of it.<sup>6</sup>



### Strengthening Employee Loyalty and Stability

Employees who feel supported are more likely to stay and to recommend their workplace to others. Policies such as flexible scheduling, paid leave, and childcare support can reduce turnover, increase team stability, and lower recruitment costs.<sup>7</sup>

In family-friendly workplaces, 89% of employees report they would recommend their organisation as a good place to work.<sup>8</sup>



### Supporting Sustainable and Inclusive Growth

Family-friendly practices support responsible business conduct and inclusive workplace culture, as reflected in broader Environmental, Social, Governance (ESG) and Diversity & Inclusion (D&I) commitments.

By strengthening how your organisation supports employees, its resilience, competitiveness, and long-term sustainability are also enhanced.



3.

**AFFW Community:**  
What it Means to be Certified

## The AFFW Organisation Roadmap

The AFFW Certification formally recognises your organisation's commitment to supporting employees with family responsibilities. It provides visibility, practical guidance, and continued support to help your organisation build on its progress over time. The certification also connects you to a broader network of employers working for more inclusive workplace practices in Aruba.

All participating organisations receive a short feedback summary at the end of the application process outlining key strengths, areas for improvement, and suggested next steps. This feedback is designed to support practical planning and continuous improvement. Organisations are encouraged to use it regardless of the certification outcome.

## Benefits of the AFFW Certification

### Public Recognition and Visibility

Certified organisations:

- Are listed on the AFFW website and recognised through official government communication channels and national events.
- May display the AFFW Certification badge in organisational materials and communications.
- Are included in the Public Registry of Certified Workplaces, organised by sector.
- Strengthen their reputation with employees, customers, and partners.



## Business and Operational Advantages

Certified organisations can:

- Improve employee engagement and reduce costs associated with staff turnover.
- Demonstrate their commitment to responsible and forward-looking workplace practices to attract qualified talent.
- Join a network of organisations committed to family-friendly policies, with opportunities for shared learning and exchange.
- Become eligible for government-supported incentives, such as access to parenting programmes delivered by recognised NGOs.

## Continuous Learning and Support

Certification also provides:

- Access to communication materials and training directories to support implementation.
- Biannual feedback to encourage your organisation's continuous improvement.
- A communications toolkit to help celebrate and share your achievements internally and externally.



## Voices from the Workforce

“

### Work-Life Balance and Flexibility

“...we value the importance of work and personal life balance”

– *Tourism representative*

“When a child has no school, he or she can accompany the parent to the workplace.”

– *Education representative*

“

### Supporting Families and Communities

“Home, school, and society must be able to work together for children and adolescents’ well-being.”

– *Education representative*

“To improve inclusion, gender equality, and well-being outcomes for families”

– *Tourism representative*

“We encourage families to stay by offering amenities such as a kids’ pool and kids’ cave, so caregivers can feel confident that their children are safe.”

– *Tourism representative*

“

### Reputation and Competitive Edge

“As a family-friendly hotel it is important to make the public aware that the hotel is a place that is family friendly for the guests and also value their employees and their family”

– *Tourism representative*

“This will put our company in a positive light for current and future staff.”

– *Tourism representative*

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## How to Apply: What You Need to Know

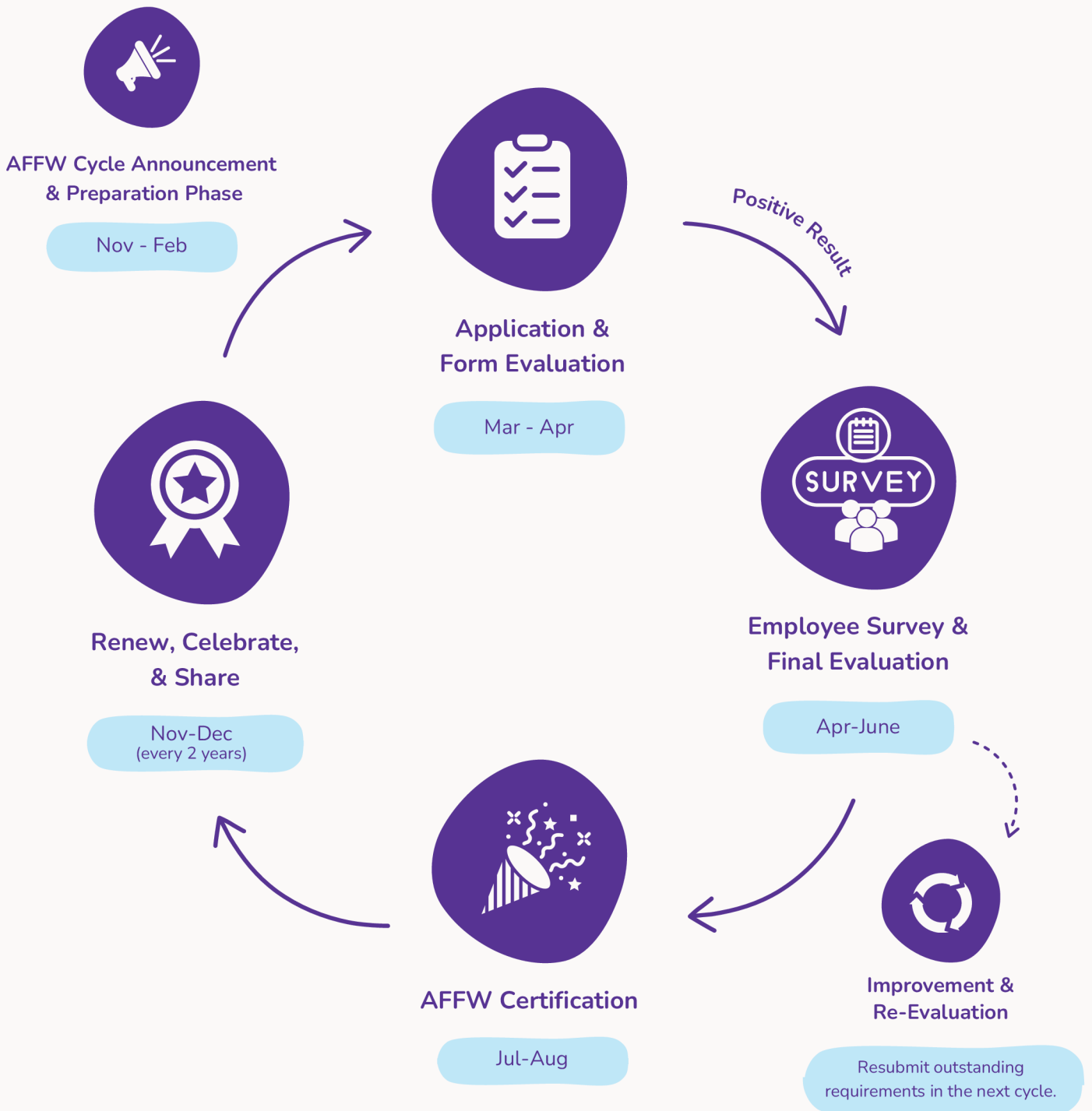


# Certification Cycles

The AFFW Certification operates on an annual cycle, with one application round opening each year.

Once awarded, certification is valid for two years. During this period, certified organisations are expected to continue implementing and improving in the policies and practices described in their AFFW application. At the end of the two-year period, organisations can apply for renewal.

If your organisation does not receive certification on its first submission, you will receive feedback outlining areas for improvement to help you reapply in the next cycle.



# Understanding the Applicant Journey

1.



Learn about the AFFW Certification through the Applicant Handbook

2.



Check if your organisation is eligible

4.



Submit the Application Form

3.



Share Manager Onboarding with your organisation

Await application assessment



5.



Send out AFFW Employee Experience Survey

6.



Certification results!

# Steps to Certification

## Stage 1 — Application Submission & Review



### Step 1: Learn About the AFFW Certification

Before applying, begin by reviewing the AFFW purpose, criteria, and application process. This helps your organisation determine how the certification aligns with your priorities and who will lead the application internally.

**Key resources for this include:**

- **The AFFW Website:** Additional context, certification cycle updates, and internal communication resources
- **The Applicant Handbook:** Step-by-step guidance for preparing the application
- **Manager Onboarding:** Orientation material to help the organisation's leadership team champion and guide the implementation of family-friendly policies and practices



### Step 2: Check if your Organisation is Eligible

The AFFW certification is open to organisations of all sizes and sectors that meet some basic conditions. Before applying, confirm that your organisation:

- Is legally registered in Aruba
- Is actively committed to employee well-being
- Can provide documentation reflecting family-friendly policies and practices implemented within the past 12 months

Further details are available in the **Eligibility Check** and in the **Assessment Criteria** section of this handbook (p. 26).



### Step 3: Share Manager Onboarding

Leadership engagement is a core component of the AFFW Certification. Before submitting your application, ensure that your organisation's managers understand the criteria and support the process.

- Members of the leadership team should review and discuss the **Manager Onboarding** together.
- If the initiative is led by HR or another department, use the **Manager Onboarding** to brief the leadership team and secure formal support.



## Step 4: Prepare and Submit your Application Form

Review the **Assessment Criteria** section of this handbook to prepare the information and supporting documents needed for the application.

Complete the online **Application Form** through the AFFW website. The form requires:

- Organisations are required to have or set up a **Gmail account** in order to submit and record their responses, as the Applicant Form requires a Google account.
- Answering **guiding questions** to describe how the organisation meets the seven certification criteria.
- **Supporting documentation** (such as written policy, internal communications, or photographs) demonstrating how policies and practices are implemented in the workplace.

This is also an opportunity to show how your organisation implements family-friendly practices in a way that reflects its unique approach and existing strengths.



## Application Review

The AFFW Evaluation Committee will receive and review each submission. All applications are assessed against the same certification criteria, while recognising that organisations of different sizes and sectors may meet standards in different ways.

Once the review is complete, there are two primary paths forward:

- **If the submission meets the criteria**, your organisation proceeds to the Employee Experience Survey (Step 5).
- **If the submission does not yet meet the criteria**, your organisation will receive the Certification Results (Step 6) with feedback to reapply in the next application cycle.

## Stage 2 — Employee Experience Survey & Final Evaluation



### Step 5: Send out AFFW Employee Experience Survey

Organisations that pass the initial review receive a secure link to distribute the **Employee Experience Survey** to employees.

This is a brief and anonymous survey, aligned with the seven certification criteria. Employee feedback helps confirm that policies and practices are reflected in daily workplace experience.

Leadership plays a key role in ensuring this feedback is successfully received. Organisations are expected to:

- Clearly communicate the purpose of the survey and how the results will be used
- Promote broad, voluntary participation across teams
- Ensure employees feel comfortable sharing their views

A one-month period is provided to distribute the survey and reach the minimum participation level.

### What is My Organisation's Participation Target?

Because more than 80% of businesses in Aruba are small or micro-sized, survey participation requirements are adjusted according to the size of the organisation. This approach ensures that the process remains realistic and inclusive, while still generating meaningful and reliable employee feedback.

Organisation size	# Employees	Minimum Survey Participation
Micro	Fewer than 10 employees	50% of staff (minimum 2 respondents)
Small	10–49 employees	At least 30% of staff
Medium	50–249 employees	At least 25% of staff (minimum 15 respondents)
Large	250+ employees	At least 20% of staff (maximum 500 respondents)



## Step 6: Certification Results

The AFFW Evaluation Committee reviews the Employee Experience Survey results alongside the initial application to confirm their alignment.

There are two possible outcomes for the application:

- Organisations **meeting the criteria** receive the **AFFW Certification**, valid for two years and eligible for renewal.
- Organisations whose current practices are **not yet fully aligned** with the criteria are invited to update their policies to **reapply in the next application cycle**.

Regardless of the outcome, every applicant receives a personalised **AFFW Evaluation Report** highlighting current strengths and providing recommendations for future improvements.

## What Happens Next?

### Celebrate and Share

As a certified organisation, you will be recognised across Aruba as a leading employer committed to family-friendly workplace practices. Certified employers are featured through the AFFW website, official announcements, and recognition events that highlight their achievement.

You will also receive a Communication Kit with ready-to-use resources to help you share the news with employees, clients, partners, and the wider community. This includes the official AFFW Badge, along with email and social media templates designed to support clear and consistent messaging.

## Looking Ahead

Achieving the AFFW Certification marks an important milestone in a long-term commitment to continuous improvement. Certified organisations are encouraged to continue strengthening their policies and practices and to apply for renewal every two years, demonstrating sustained alignment with AFFW criteria.

As the AFFW programme evolves, additional forms of recognition may be introduced, such as differentiated levels of achievement or a tiered model. The aim is to acknowledge not only compliance with core standards, but also consistent progress and a deepening commitment to supporting employees and their families over time.

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## Understanding the Assessment: AFFW Certification Criteria



## The AFFW Certification Criteria

The AFFW Certification Criteria were developed through consultation with employees, employers, government, civil society, and unions. These local insights were combined with international best practices to ensure that each criterion reflects what matters for Aruban families and remains practical for organisations to implement.

Organisations of different sizes and sectors operate in diverse ways. For this reason, the criteria are designed to be proportional and flexible. This ensures a shared foundation across all participating workplaces while recognising organisations that exceed the core standards. It also provides a clear roadmap to support continuous improvement over time.

### The Legal Baseline

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 (CCA) 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 (*Article 629a, CCA*).
- Fathers are entitled to **two paid working days of paternity leave**, to be taken within four weeks of the child's arrival at home. (*Article 629b, CCA*).
- Breastfeeding mothers may take **paid lactation breaks** for up to a quarter of their shift during the **nine months following birth**, and employers must provide a lockable, hygienic room for that purpose (*Article 657c CCA*).
- The Code **prohibits pregnancy-based discrimination**, guarantees equal treatment for part-time and fixed-term employees, and requires employers to ensure workplace health and safety, forming the statutory basis for family-friendly workplace practices (*Article 670, CCA*).
- **Income protection is reinforced by Aruba's social-insurance laws.** The General Health Insurance (AZV) is partly paid by the employer and partly by the employee. The National Ordinance on Health Insurance (LvZV) prohibits passing those costs back to the worker and it further strengthens 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% (with the government covering 100%) (*Art. 17, Lv ZV*).
- **General labour protections**, including wage continuation during illness and entitlement to paid leave in specific circumstances (*Articles 629 and 628 BWA*), support employees in balancing work and family responsibilities. These are reinforced by statutory provisions ensuring equal treatment, prohibiting discrimination, including on the basis of pregnancy and motherhood, and safeguarding fair working conditions across employment, termination, working hours, and contract types (*Articles 646, 647, 648, 649, and 649a BWA*).

The AFFW Certification aims to go beyond this legal baseline to strengthen workplace support and advance family-friendly standards. However, it is essential that organisations start by upholding and clearly communicating these rights.

# What Your Organisation Needs for AFFW Certification

Below is a detailed description of each criterion, together with guidance on Application Form questions and supporting documentation required to achieve the AFFW Certification.

## Leadership and Culture of Care

### Criteria

### What it means for organisations



Leaders and managers play a central role in building and sustaining an inclusive, family-friendly workplace culture. All managerial staff are required to read the AFFW Manager Onboarding and to actively promote family-friendly policies and practices within the organisation. This includes ensuring that policies are clearly communicated and employee rights are consistently upheld.

#### Related questions:

- Would your organisation be open to sharing the AFFW Manager Onboarding with leaders and managers before submission?
- How has your organisation communicated care and family-friendly policies to employees in the past twelve months?

#### Supporting documentation:

- Supporting documentation demonstrating how family friendly policies and practices have been communicated to employees during the past twelve months.

## Work-Life Flexibility



Organisations are expected to support employees in balancing work and family responsibilities through flexible, family centred practices. This includes offering options such as paid time off for emergencies or medical appointments, remote work arrangements, flexible or predictable schedules, and other accommodations for caregivers. It also involves clearly communicating these flexibility options and having an accessible procedure for employees to request them.

#### Related questions:

- Does your organisation offer flexible work options to support employees' family-related needs?
- Is there a clear and accessible procedure for employees to request these arrangements?

#### Supporting documentation:

- Supporting documentation that clearly describes your organisation's flexible work policies or practices, and the procedures through which employees can request them.

## Family Learning and Well-being

### Criteria

### What it means for organisations



Organisations are expected to offer at least one workshop or training session each year focused on parenting, well-being, or mental health. These activities should support caregivers in strengthening the knowledge and skills they need to care for their families and staying healthy while balancing the demands at home and work.

#### Related question:

- DHas your organisation delivered at least one parenting, wellbeing, or mental health training for employees in the past twelve months? Please include the title, date, provider credentials, and number of participants.

#### Supporting documentation:

- Supporting documentation related to the workshop or training activity, such as photos, contracts, or attendance lists (essential).

## Parental Leave



To meet the AFFW standard, organisations must provide at least 12 weeks of paid maternity leave and 5 days of paid paternity leave. Organisations that currently offer only the legal minimum of 2 days of paternity leave may still apply but are expected to demonstrate progress toward meeting the 5-day standard within the next two years. Additional parental leave benefits, such as extended leave or flexibility in the timing of leave, are encouraged.

#### Related questions:

- How many weeks of paid maternity leave does your organisation offer?
- How many days of paid paternity leave are offered? Would your organisation be open to offering at least five days?
- Has your organisation communicated parental leave benefits to employees in the past twelve months?
- Are any additional parental leave benefits available?

#### Supporting documentation:

- Supporting documents showing the parental leave policies and how they are communicated, including the duration of paid maternity and paternity leaves, and any other parental leave benefits.

## Breastfeeding Policy

### Criteria

### What it means for organisations



Organisations are expected to support breastfeeding employees in the workplace in order to promote maternal health, infant nutrition, and overall family well-being. This includes respecting the right to lactation breaks, providing a private and suitable space for breastfeeding or expressing milk, and clearly communicating this support within the workplace.

#### Related questions:

- How does your organisation support breastfeeding employees?
- If a private and suitable breastfeeding space is not available, what are the reasons?
- Are there additional provisions for expressing and storing breastmilk?
- How is breastfeeding support communicated to employees and customers?

#### Supporting documentation:

- Supporting documents showing how your organisation supports breastfeeding employees and how breastfeeding support is communicated within the workplace.

## Childcare Solutions



Organisations should support employees by providing a **list of childcare providers**, such as nurseries, daycares, home based care, and after school programmes, and ensuring this information is clearly communicated across the organisation. Additional childcare support, such as subsidising childcare costs, offering a childcare allowance, or extending flexibility policies to accommodate caregiving responsibilities, is encouraged.

#### Related questions:

- Would your organisation be open to sharing the AFW List of Childcare Providers to support all employees?
- Does your organisation provide any additional childcare support?

#### Supporting documentation:

- Supporting documents showing how your organisation shared the list of childcare providers within the organisation and any additional childcare benefits offered.

## Workplace Excellence

### Criteria

### What it means for organisations



Organisations are encouraged to have additional initiatives that strengthen a supportive workplace culture. These may include family events, community oriented activities, regular internal reviews to monitor progress, or other efforts that enhance the effectiveness and sustainability of family friendly policies and practices.

#### Related question:

- Does your organisation implement any additional family-friendly policies or practices beyond these criteria?

#### Supporting documentation:

- Supporting documents describing any additional policies or practices your organisation has in place to promote a family friendly workplace.

## Recommendations for a Successful Application

To ensure your application is clear, complete, and easy to review:

- Submit a **single, readable, and clearly labelled** PDF for each of the seven categories.
- Ensure that all documentation **directly relates to the specific category** being addressed and the relevant questions of the Application Form.
- Confirm that the documentation reflects policies and practices that have been active and **implemented within the past 12 months**

## Examples of supporting documentation

### Written Policy Documents

- Standard operating procedures
- Employee handbooks
- Sample employment contracts

### Communication Materials

- Screenshots of the organisation's website or intranet
- Email templates
- Newsletters or internal memos
- Printed communication materials, such as posters or flyers

### Photographic Evidence

- Workplace events or gatherings
- Printed materials displayed in the workplace
- Organisational facilities

The **AFFW Internal Communication Materials** are practical resources organisations may use to meet specific requirements of the certification.

## A Shared Journey Forward

The AFFW Certification is **designed as an journey** rather than a one time achievement. Each application provides an opportunity to recognise what is already working well, identify areas for growth, and take meaningful steps forward at a pace that reflects your organisation's context and capacity.

Applying for the AFFW Certification represents a **commitment to reflection, learning, and continuous improvement**. Regardless of the certification outcome, participating in this process demonstrates your organisation's intention to strengthen families, support caregivers, attract and retain talent, foster innovation, and contribute to the community well-being.

Family-friendly workplaces play a vital role in **building resilience, inclusion, and long term social well-being** in Aruba. Every effort, regardless of size, contributes to this shared goal.

We encourage you to approach this process as an opportunity to keep evolving and strengthening your practices over time. **Thank you for your commitment and engagement**. Together, we can continue advancing workplaces that support families and contribute to a prosperous Aruba.

## Acknowledgements

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