university of groningen

2024

Annual Report

University of Groningen



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This is an English translation of the original Dutch version of the annual report, including the financial statements. In case of any discrepancies or different interpretations between this translated version and the original Dutch annual report, the latter will prevail. The Dutch version is published online as well.

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Report of the Supervisory Board

As an independent body, the Supervisory Board oversees the governance and management of the University of Groningen (hereinafter also referred to as 'the University' or 'the UG') as conducted by the Board of the University. The composition of the Supervisory Board is such that its members are independent and critical in respect of each other and of the Board of the University. As always, in 2024, we monitored developments in key areas, i.e. teaching, research, and impact, as well as finances and the University's business operations.

The composition of the Supervisory Board remained unchanged in 2024. Following a positive decision of the University Council, Wim van Saarloos was appointed for a second term by the Minister of Education, Culture and Science. As a member of the Supervisory Board, he has the full confidence of the University Council. I myself was reappointed by the Minister for four years as Chair of the Supervisory Board of the UG.

The Supervisory Board looks back on an eventful year. We are still dealing with the war in Ukraine, the armed conflict in the Middle East and other hotbeds of violence around the world. These lead to concerns, hardening of the debate and unrest in society and in our academic community. We support the Board of the University in its desire to be a safe university for all students and staff. Safety is closely related to academic freedom, for high quality teaching and research will flourish only in a context where freedom of thought and expression are guaranteed. We appreciate the commitment of everyone who honours these principles and wants to maintain dialogue with the other, despite highly charged emotions and conflicting points of view.

The still elevated inflation and global developments also had a major effect on financial performance and on the UG students and staff in 2024. On top of that, in 2024 we were confronted with severe cuts following from the new cabinet's governing programme. The reduction in the number of international students desired by the government, the Internationalization in Balance Act (WIB) and the related non-Dutch-taught programme assessment (Toets Anderstalig Onderwijs), will have a significant impact on the UG. The Board is concerned about the consequences for the University's position, for its staff and students—including those from abroad— and for the UG's funding. We frequently spoke with the Board of the University about this situation, the uncertainties and about the progress of the measures previously taken under the Back to Balance 2026 programme to achieve a sustainable spending balance from 2026 onwards.

Although this spending balance will be under pressure as from 2026 due to the government cuts, the Supervisory Board supports the Board of the University's policy to balance its books by 2026. We are therefore pleased that the UG is taking additional measures to address the government cuts, as they have come to light. Implementation of the UG Action Plan Framework Coalition Agreement is of great importance in this regard. This plan includes measures to reduce expenditures or generate additional income. We will monitor developments closely. All this notwithstanding, I am well aware of the impact and consequences that the current and future austerity measures are having and will have on our academic community and those directly affected by the measures.

In terms of business operations and facilities, in 2024 the Board devoted attention to the real estate portfolio several times in light of the cuts and investments. The completion of the Feringa Building, and the problems with the commissioning thereof, were a frequent topic on our agenda.

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The construction of the Feringa Building will have a major impact on the University's financial position going forward. This is due to the size of this building. Therefore, the Supervisory Board, especially the Finance Audit Committee, is closely monitoring developments and has reflected with the Board of the University on the lessons learned from the Feringa Building. Developments related to the new building for the University Sports Centre also demand our attention. In this case, too, the Board will monitor the financial risks closely.

There were a number of recurring issues for the Supervisory Board to address in 2024. One such issue was integrated safety, such as knowledge safety, social safety, information security, cybersecurity, privacy, and international partnerships. We were briefed, and provided input, on social safety on more than one occasion. We also brought ourselves up to date of the preparations for the Institutional Quality Assurance Assessment. The board was involved in the successful mock audit in mid-2024.

The governance of the UG also had our attention. In view of the urgency, the Supervisory Board is pleased that this topic is part of the UG's Action Plan Framework Coalition Agreement and we share the Board of the University's vision that the UG must develop into an agile and thus future-proof university.

As a rule, the Board evaluates its own functioning every year. The agreements following from the external self-assessment in 2023 have now been implemented in all but one case. The remaining item — conducting interviews with clusters of deans — will be addressed in 2025.

The internal self-evaluation of the Supervisory Board took place in 2024. We are pleased to note once again that mutual cooperation and relationships are good. It is appreciated that the Board is actively and positively engaged in the state of affairs by (continuing to) ask questions about issues such as the long-term vision, strategy and governance, but also that the Board offers a listening ear in challenging times. Lastly, positive points are the further professionalization of the Board's two audit committees and the special thematic meetings mostly organized by the Board's audit committees. In 2024, these so-called "deep dives" focused on information technology and addressing the teacher shortages.

Despite all developments and uncertainties, the UG is a university with ambition and fulfils its role as an engine of activity with gusto, both in the region and far beyond. The UG continues to improve and invest in the quality of teaching and research and new developments such as AI and robotization. It has a sizeable strategic housing plan to invest in sustainable buildings and renovation and it takes the required steps to increase integrated safety. The UG boasts committed and enthusiastic staff, and a lively student community, as well as a discerning and active consultative participation body. I am positive about its constructive dialogue with the Committee of Deans and the University Council, which is the joint merit of the UG's administrators, staff, and students. Coming from their own specific roles and responsibilities, they all contributed to this dialogue.

In 2024, we celebrated the 410th anniversary of our university under the heading "Making Connections". We will continue making connections, meeting each other and engaging in open dialogue. With an eye to the future, and despite the rapidly changing context and uncertainties, we are taking steps toward the next generation university. The Board thanks everyone — staff and students — for their efforts and achievements during these difficult and uncertain times. We are especially thankful to the Board of the University for its unwavering commitment under continually difficult circumstances.

J.W. Remkes
Chair of the Supervisory Board



Photo P. Schrijen, Provincie Limburg

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Foreword
By the President of the Board of the University

The past year was a year of contrasts. Celebrating our 82nd anniversary, it was a great year for the university, but it was an eventful and turbulent year in several ways too.

We are living in uncertain and difficult times. We are all struck by the ongoing war on the border of Europe, the armed conflict in the Middle East, other conflict areas and natural disasters in various parts of the world. The terrible conditions and the misery and sorrow of those affected leave me with feelings of helplessness and abhorrence.

At the same time, I worry about the increasing polarization, hardening of views and protests we faced in 2024, and its impact on our University community. Protesting against upsetting events and circumstances is a fundamental right and of great importance, including at our University. However, I have also discovered that it is difficult to engage in a dialogue when opinions are voiced in such strong words that it is no longer possible to reach common ground. The Board of the University considers it essential to have a socially safe university for all students and all staff members. The principle of academic freedom, a core value of the UG, is crucial in this respect. The goals of high-quality teaching and research can only be realized in a context of freedom of thought, choice and expression. This means that we must remain in dialogue with each other and always make an effort to reconcile our positions, even when emotions run high or views and opinions differ greatly.

Since 2022, the UG has been struggling with deficits mainly due to high inflation and cutbacks in contribution of central governments. In 2023, the UG therefore started the Back to Balance 2026 programme with the aim of achieving a spending balance in 2026 and realizing positive results in the following years. This goal is under pressure as we were confronted with severe cuts from the new cabinet's governing programme, on top of the cuts from the Back to Balance 2026 programme in 2024. The political desire to reduce the number of international students through the Internationalization in Balance Act (WIB) and the more extensive budget cuts from the framework coalition agreement are forcing the UG to take further drastic measures.

As a university, we will have to make savings, but also continue to invest and look for additional income. To this end, the UG launched the Action Plan Framework Coalition Agreement in 2024, taking the current UG strategy as its starting point. The measures in the Action Plan Framework Coalition Agreement should be generating additional income as early as 2025. Every faculty and department within the UG will be asked to take responsibility, individually and jointly, for achieving the plans and absorbing the cuts. Naturally, we have to show solidarity with each other. It will take a joint effort to realize the necessary and sometimes painful measures and cutbacks. I have confidence in the process and am pleased that in a short period of time we have once again succeeded in mobilizing and motivating a large number of staff members from all sections of our university and the consultative bodies to take stock of the required measures and implement them as soon as possible as from 2025. This is the only way we can collectively ensure an agile and thus future-proof university.

In anticipation of the cabinet's plans to reduce the number of international students, we have taken measures ourselves since 2023 and worked hard to solve the bottlenecks that internationalization can cause— specifically so as to maintain the added value of internationalization. In 2024, we adopted a new language and culture policy. Language is not only a success factor during and after studies and for the optimal functioning of our University, but also for the wellbeing of students and staff, both within and outside the UG. Our language and culture policy takes into account

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recent developments, in particular the growth that the UG has seen, which enriched it with new talent, both national and international, and greater diversity.

In 2024, the UG has taken further steps in the areas of Recognition and Rewards, student wellbeing and integrated safety. The importance of having integrated safety became clear once again in early 2025 when we were shaken by the cyberattack on Eindhoven University of Technology. It is a challenging task that requires much effort, but we are taking the necessary measures to raise information security and cyber resilience to a higher level. Also worth mentioning is the launch of the Social Safety programme, which is all about promoting a culture of inclusion and respect. Ensuring a safe learning and working climate is an important strategic goal. I consider it of great importance that the UG is a place where everyone feels safe and where we continue to engage with each other openly and honestly.

We celebrated the UG's 410th anniversary in 2024, dedicated to the theme "Making Connections". The programme was aimed at all age groups, organized for and by students, staff and Groningen residents. It became clear again that although the UG is a globally oriented university, it is at the same time deeply rooted and anchored in the Northern Netherlands. We feel a deep sense of responsibility for Dutch society and our region in particular. Our research and teaching help address the challenges and transitions facing the Netherlands, including the northern region. Our graduates fill the needs of the labour market, especially in the deficit sectors of our economy.

Dutch politics is critically examining universities and together with geopolitical developments, this calls for a rethinking of our role in society. We do not want to merely react to the developments around us. We want to remain in control. Here, knowledge sharing and participation in society is the norm: the university as an agile network organization that works even more interdisciplinary and cross-disciplinary than it does now. The four interdisciplinary Schools of the UG play an essential role in this, as they are a breeding ground for innovation and the University of the North and a driving force for cooperation with businesses, government institutions, and societal organizations. We will continue to seek collaboration within the region and also remain a strong international university. Fundamental research and far-reaching collaboration go hand in hand, and teaching fosters this cooperation. We will seek more collaboration with institutions for vocational education, universities of applied sciences, and other external organizations. We want and will continue to play a leading role in innovations and societal engagement.

The UG wants to be and remain curious, connected and open. Curious about the how and why of events close by and further afield, about the development of knowledge and about our fellow citizens. Connected with each other, our region, society and scientists from all parts of the world and from numerous disciplines who translate the results of pioneering research into solutions for major and current societal issues. And having an open attitude toward the world, without being prejudiced and self-righteous, and being self-critical.

As a university, we need one another to form an inclusive and united academic community. The successes we achieve are our shared responsibility *and our shared reward.*

Prof. Jouke de Vries
President of the Board of the University of Groningen



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I. REPORT OF THE BOARD OF THE UNIVERSITY



Anniversary 410 years: Beginning
Photo: Angelo Roga

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1. Strategy



Anniversary 410 years: Opening Ceremony by Rector Magnificus Jacquelien Scherpen
Photo: Angelo Roga

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1. Strategy

1.1 Mission

The University of Groningen is a broad-based university, where teaching and research are inextricably linked. The UG operates at an international level and leverages its innovative strengths to address academic and societal challenges, and train students to become global citizens. The University is committed to regional initiatives and actively contributes to bolstering and shaping the regional knowledge system.

1.2 Vision

The UG is a close-knit, open academic community that gives all its members the opportunity to reach their full potential. Its students and staff are open-minded, committed, and motivated; they take ownership and are keen to excel. They abide by the UG's core values when cultivating knowledge to enhance their understanding of the world and sustainably applying their knowledge for the benefit of people and society.

The UG's robust disciplines, which span the entire academic spectrum, form the basis for talent and collaboration to flourish. We team up in interdisciplinary partnerships as well as collaborations with the non-academic world. Our excellent networks allow us to forge alliances with partners in the North and the rest of the Netherlands, and with universities and institutions across the globe. This is how we create added value for today's and tomorrow's world.

The UG's teaching and research programmes attract talented individuals from around the globe to the Northern Netherlands, boosting both the University and the region. Thanks to the diversity of the academic community and access to international experience, students at the UG have the opportunity to acquire a global perspective and intercultural skills, which fosters social engagement during their academic years and instils in them a drive to help tackle societal issues later on in their professional life.

Core values

The UG's core values define the University's institutional culture. They inform the decision-making process and the relationships and interactions between staff, students, and other stakeholders.

Academic freedom
The teaching and research environments are characterized by freedom of opinion and expression as defined by UNESCO.

Integrity
Integrity is about honesty, respect, truthfulness, openness, transparency, and responsibility. This definition is based on the UG's internal rules of conduct for academic integrity and the Netherlands Code of Conduct for Research Integrity. See also the Netherlands Code of Conduct for Research Integrity (2018) of the Royal Netherlands Academy of Arts and Sciences (KNAW), the Netherlands Federation of University Medical Centres (NFU), Netherlands Organisation for Scientific Research (NWO), Collaborating Organizations in Applied Research, Association of Universities of Applied Sciences, and the Universities of the Netherlands (UNL). The code is binding and therefore the UG adheres to it.

Diversity/inclusion
The UG seeks to be a university where all students and staff feel respected, safe, and comfortable, regardless of differences in background, experience, perspectives, and identity. Diversity and inclusion are also recognized as key factors in achieving academic success.

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Sustainability
The UG respects the environment and the ecosystem through the rational use of natural resources and reducing the eco-footprint of all University processes.
The UN's Sustainable Development Goals (SDGs) and the UG's own Sustainability Roadmap serve as the guiding principles in our sustainability drive.

Openness
The UG aims to be an academic community with an open culture. Research results are made available to the entire academic community as well as society at large. Our governance culture is transparent and we have a consultative model by which input is sought from all stakeholders.

1.3 Strategic plan

Making connections – in teaching, research, and impact – is the title and the central theme of the Strategic Plan 2021-2026. This theme is reflected in the responsibility we feel and the connections we have with the world around us, through our focus on societal issues, globalization, and sustainable business practices. It is also mirrored in our connection with our local region and in our interdisciplinary approach to issues.

In addition, the Strategic Plan addresses the systematic monitoring of the wellbeing of students and staff, with particular emphasis on the workload of staff in the context of employee vitality. Obviously, a healthy work environment and a sound work-life balance for our staff are prerequisites for achieving the results the UG is looking for. In this context, the UG focuses on communities, such as Young Academy Groningen (YAG), Teaching Academy Groningen (TAG), and YoungRUG.

High-quality fundamental and applied research and teaching excellence are our utmost priorities. The UG is always looking to shore up its research and teaching capabilities. We offer interdisciplinary programmes so as to increase the scope and depth of our teaching and research.

1.4 Internationalization

The UG considers internationalization to be the driving force for groundbreaking teaching and research. Since its foundation in 1614, the UG has developed into a successful university with global reach. Every student and staff member is part of this international environment. Our international focus and our foreign connections improve the job opportunities of our students and staff.

Global Engagement Plan

In 2024, work was done to further flesh out and specify the Global Engagement Plan, which was adopted by the Board of the University in 2023. The fleshing-out of the plan can be regarded as planning work for the development of the UG's new Institutional Plan. Following the Covid-19 pandemic, there has been a decline in the number of students participating in mobility initiatives, underscoring the need for an active internationalization policy. Under the Global Engagement Plan, priority is given to strengthening relationships in the European University Alliance ENLIGHT, The Guild, and the Strategic Partner Framework (for institutions outside Europe). The knowledge safety policy has also received considerable attention (see also Chapter 8).

ENLIGHT

The European University Alliance ENLIGHT focuses on further embedding in the UG and transitioning from project-based to integration into regular primary processes. Editions of the various Blended Intensive Programmes of virtual courses were continued and a Teaching and Learning Conference was organized. Furthermore, funds were made available for new initiatives, by generating calls for Future-Proof Learning Initiatives (IG) and Thematic Networks (ETN). The UG participates in ten (2 IG/8 ETN) of the 17 projects selected for ENLIGHT funding. In addition, the UG offers (financial) support to multi-faceted teaching and research initiatives for further development, aimed at promoting sustainability.

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In the context of professional development, knowledge exchange among support staff has been encouraged through E+ Staff Weeks with varied themes, such as 'Impactful collaboration'. The crucial role students have in ENLIGHT is structured by a Student Core Group, in which three students have an appointment. Other students support project management and the implementation of various activities.

Strategic Partner Framework

The pilot phase of the Strategic Partner Framework (SPF) entered its final year in 2024. The SPF's goal is to promote in-depth, sustainable, and impactful partnerships with key global partners in Latin America, Africa, Asia, and Oceania. In 2021, nine partners were identified for this purpose, with whom we intensified cooperation.

On the occasion of the UG's anniversary in May 2024, the UG received rectors, board presidents and other invited guests from most SPF partners. This year, some 60 staff members and students benefited from travel grants for exchanges with SPF partners, both incoming and outgoing. These grants support academics in making contacts and identifying talent for co-supervising PhD candidates.
As this is the final year of the pilot phase, the overall project was reviewed as well. The review showed that in the vast majority of partnerships there is a positive correlation between focused relationships, PhD inflow and international co-publications.

In 2024, the UG received a large formal delegation from Stellenbosch University with (vice) rectors, deans and academics. This visit further cemented the strategic collaboration. The universities also expressed their desire to deepen and broaden the collaboration. This includes the ambition to double the current number of joint PhDs (30), as well as the ambition to fully participate in the interdisciplinary Africa-Europe Clusters of Research Excellence led by ARUA and the Guild (see under sub-Saharan Africa Strategy).

One of the SPF's priorities is to facilitate the development of joint PhD programmes between the partners. Besides the standardization of processes between partners and faculties, important steps were taken towards developing co-financing structures to enable these types of collaborative programmes. This potential is illustrated by several dozen new programmes with SPF partners in 2024. Academic Ambassadors, i.e. UG academics with SPF-facilitated links to specific regional partners, were a key driving factor in this development.

Sub-Saharan Africa Strategy

Through the Sub-Saharan Africa Strategy (SSA), the UG has already committed in 2023 to a ten-year collaboration within two new interdisciplinary Africa-Europe Clusters of Research Excellence (CoREs, 2023-2032) led by ARUA (African Research Universities Alliance) and The Guild: CoRE Inequalities, Poverty and Deprivation (with Cape Town, Ghana, Nairobi, Göttingen and Aarhus), and CoRE Renewable Energy (with Stellenbosch, Ghana, Makerere, Oslo and Ghent). A third cluster was added in 2024: CoRE Artificial Intelligence (with Stellenbosch, Makerere, Lagos, Addis Ababa, Rhodes, Rwanda, Nairobi, Warwick, Uppsala, Tübingen and Coventry). The three CoRES will link up with three UG Schools: the Wubbo Ockels School of Energy and Climate, the Jantina Tammes School of Public Health, and the Rudolf Agricola School for Sustainable Development.
The clusters aim to build research capacity in Africa and Europe on the one hand, and create research excellence on the other, with a view to contributing to a number of Strategic Development Goals (SDGs). Joint PhD programmes, new teaching and research modules, and networking play a prominent role in the CoREs.

Teaching partnerships with SSA are growing slowly but steadily. For example, there are now ten summer and winter schools in/with Africa, UG academics have secured two Virtual Education Subsidies with African partners, and the UG and the University of Nairobi implemented an ambitious climate adaptation programme in cooperation with the Global Centre for Climate Adaptation. After Makeni University (Sierra Leone) joined the NOHA Erasmus Mundus network, the consortium is now also exploring possibilities for the participation of Stellenbosch (South Africa). Furthermore, discussions are proceeding on a joint minor and double degree MSc programme with Stellenbosch.

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Through a series of activities for staff and PhD students, the internal and external SSA network was again expanded, and our partnerships with African universities was highlighted. Finally, there was an application round for partial travel and other grants in 2024. Grants were awarded to 50 SSA and UG colleagues, who used them to initiate or promote teaching partnerships, research partnerships, and PhD programmes.

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2. Teaching



Lecture

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2. Teaching

2.1 Vision and objectives

The aim of the UG's teaching strategy is to impart to students the values, knowledge, and skills they need to develop into global citizens who are able to tackle today's challenges in academia and society. To achieve this, they are taught in an environment that focuses on personal development and ambition, and feeds their curiosity, creativity, flexibility, critical thinking, teamwork, and entrepreneurship. This teaching philosophy rests on the following pillars:

- Building close-knit learning communities: active, contextualized, and blended learning
- Increasing the innovation potential and promoting evidence-informed teaching
- Designing physical spaces that facilitate different types of learning
- Enhancing focus on interdisciplinarity and diversity of learning
- Maintaining international focus: preparing students for the global job market
- Fostering lifelong development

2.2 Innovation

UG Support Plan

In 2024, the design for a university-wide Platform for Teaching & Learning was completed. This initiative was started in response to signals from teaching staff looking for good and useful examples to improve and innovate their teaching within the UG. The design of the platform offers opportunities such as exchange of best practices/inspiring examples between faculties, finding practical information for didactic challenges, experimenting with tools, and easy collaboration between lecturers and experts.

The focus groups, in which 100 lecturers and teaching experts participated, showed broad support for the platform. Based on their feedback, three core priorities were added: a stronger teaching community, better search functions, and recognition of teaching achievements. This completed the design. Delivery of the platform is expected in 2025.

AI policy

In 2024, as in 2023, there was much focus on generative (Gen) AI tools, such as ChatGPT. A UG-wide policy for AI in teaching provides a basic framework for when AI can and cannot be used in teaching. The faculties and degree programmes are free to adjust and/or expand upon this policy as appropriate to their teaching situation. The UG's Privacy & Security Guild has drawn up general guidelines that point out the main risks when using AI. Additional support for students and teachers has also been made available. For example, an e-learning module Critical AI Literacy has been developed to promote basic AI literacy. The module is available to all UG staff members and lecturers. Workshops for staff have also been developed. The impact of AI is complex and affects not only teaching. Therefore, the Board of the University has commissioned the development of a UG-wide AI programme to address outstanding issues, not only for teaching, but also for research and business operations.

Open Education

In 2o24, the Open Education Resource (OER) project was further developed. A working group was formed from various sections of the UG, including the University Library, HR, Professional development of teaching staff and Teaching Strategy. The working group is primarily focused on embedding OER activities within the UG's Recognition and Rewards policy. Pilots at the University College Groningen and the Faculty of Science and Engineering have been prepared and will be implemented and evaluated in 2025.

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Smarter Academic Year

The Smarter Academic Year pilot is an initiative of the Ministry of Education, Culture and Science. After the first year of participation in the pilot, the participating degree programmes — at present 38 across six faculties — have made adjustments where necessary. The focus is on developing and rolling out the smart academic year, as well as collecting and evaluating experiences and data.

In 2024, the faculties have identified key common principles (such as study block start dates), choices (for example, the scheduling of resits) and bottlenecks (such as timetabling and the end of semester 1). These insights form the basis for a mid-term study advice with the goal of creating more flexibility and breathing space for both students and staff. For a university with over 45 Bachelor's and more than 120 Master's degree programmes, this pilot provides insight into improved wellbeing for students and faculty. After the mid-term, we will examine whether the lessons from the pilot can lead to a uniform structuring of the academic year.

Minors

In 2023, the policy for minors was updated and a stronger link was made with the strategic ambitions of the UG. We also adopted a more transparent procedure for starting new minors and we introduced an evaluation cycle. One new minor was started in 2024 and three new interdisciplinary minors are being developed, which will start in the 2025-2026 academic year.

New Timetabling

Timetabling is a crucial activity for the University. It is about uniting lecturers, students, teaching activities, and facilities like rooms, equipment, and support software in the right way. In addition, the UG is an organization with research activities and many meetings, including administrative ones. Some of the rooms used for these purposes are the same and some are different. The way the UG organizes and supports these activities needs to be adapted on a regular basis to ensure that the organization remains up to date, can comply with university decisions, can respond to the changing needs of students and lecturers and can continue to act in accordance with legislation and regulations.

The New Timetabling project was launched in 2021. The scheduling principles have been established, and with the procurement of a new timetabling application the entire timetabling function and scheduling practices have also been reviewed in order to further unify and optimize the processes. Eventually, this should lead to a less vulnerable timetabling function and to better use of the rooms. The new timetabling method also makes it possible to reduce the hiring of external locations.

Ballot and selection

Discussions were held with boards of bachelor programmes with fixed quotas about the preference for (unweighted) balloting and/or decentralized selection of candidates from September 2025 onwards. Of the five programmes in question, three have opted for an unweighted balloting procedure and two for a decentralized selection procedure based on validated selection methods (so-called work samples). For the 2024-2025 academic year, all Bachelor's students for a Bachelor's programme with a fixed quota were yet selected through a decentralized admission test.

Analytics for teaching and learning

The use of student data is becoming increasingly important in higher education. Learning Analytics provides support to lecturers and management in data-informed teaching improvement and helps students take control of their own study success. It can also improve study advice to students. For that purpose, the Analytics for Teaching & Learning project was launched in 2024. The project aims to make data in the learning process suitable for visualizing student learning and the design of teaching, including learning paths, learning lines and the use of Brightspace, thus providing information to optimize learning and teaching. In the coming years these insights will be developed into dashboards for students, study advisors, lecturers and programme management. As much as possible, the dashboards are provided with concrete action points and will be offered in an environment in which the target group is active. The project runs until 2027.

Student privacy is of paramount importance, which is why the project is based on the principle of 'privacy by design'. In addition, the steering group will make sure that student data are used in an ethical and legally sound way.

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Learning environment

The UG is actively promoting active learning. In 2024, the number of active learning classrooms (ALCs) was increased to 23, spread across 15 buildings with nearly 1,000 seats. The rooms are open to all lecturers and not tied to specific faculties. Two notable ALCs completed in 2024 are the ALC on the Zernike campus, in which a flexible wall allows two smaller rooms to be created, and the first Active Learning Lecture Hall on the Healthy Ageing Campus. This innovative lecture hall has four terraces, each designed as an ALC.

The capacity for digital assessment has been expanded by 600 physical places. This allows the UG to assess 1,800 students per examination slot simultaneously. For lecturers, digital assessment offers more opportunities for variation in modes of assessment and a shorter checking time. In 2024, four major systems within the University's learning environment were assessed for digital accessibility. The findings were published on toegankelijkheidsverklaring.nl, the website for managing accessibility statements. This is in line with the obligation government organizations have pursuant to the Digital Government Act.

2.3 Interdisciplinary programmes

Interdisciplinary Schools for Science & Society

In 2024, for the second consecutive year, the four Schools for Science & Society promoted interdisciplinary teaching through a broad portfolio, working closely with faculties and societal partners. Two evaluations have since been conducted to draw lessons from these efforts. A process-oriented evaluation into teaching planning, development, evaluation and accountability resulted in adjustments, articulated in a new governance design. Implementation will take place in 2025.

A second evaluation, focused on the substantive quality and impact of teaching, confirmed that in addition to all UG faculties, various knowledge institutions (vocational education, universities of applied sciences and universities) and societal partners (national and international) participate in the Schools' teaching programmes. A broad network of 138 societal partners is involved, 103 of which are unique. This external involvement and especially the involvement of vocational education and universities of applied sciences too, is important in the context of the regional function.

The Schools have further expanded the PhD network in 2024. More than 200 PhD students have been trained in skills essential for effective learning and research in an interdisciplinary context. Supervisors have also been trained in specific skills for supervising this growing group of PhD students in the interdisciplinary field.

2.4 Flexibilization

Microcredentials

In 2024, the UG again awarded microcredentials for the Rudolf Agricola Summer School "Land Acquisition, Resettlement and Social Sustainability." Another module with microcredentials was also developed: the course "AI for policy-makers" in the Jantina Tammes School. There has also been close cooperation with partner universities within the European university network ENLIGHT, through which funding has been made available to prepare a joint pilot on microcredentials. This is expected to start in 2025.

The UG distinguishes between digital certificates for microcredentials and proof of competence, both in accordance with the national quality framework. A proof of competence (PoC) is used at the UG to certify various forms of skills training. The number of modules for which a proof of competence is awarded, has grown significantly. These include in particular several UG summer and winter schools, the Student Kwalificatie Onderwijs (StuKO) [Student Teaching Qualification Certificate] and three PhD training courses focused on teaching. Based on the new insights in the area of digital credentialing, a new UG website was published in the second half of 2024: www.rug.nl/microcredentials.

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2.5 Teaching Academy Groningen

Teaching Academy Groningen

The Teaching Academy Groningen (TAG) is a platform where good practices are shared and knowledge is developed to promote interdisciplinary and innovative teaching at the UG. Several new communities of practice for lecturers and education professionals were started in 2024, including a community on Academic Freedom, Gamification and one for Educational Programme Leaders. In addition, the TAG plays a key role in the planned establishment of a UG Centre for Teaching & Learning that will combine various activities involving professional development of teaching staff, research into higher education, and teaching innovations.

Professional development of teaching staff

The University Teaching Qualification (UTQ) has been renewed based on lessons learned and new insights. In addition, a framework has been developed for the continuous professional development of lecturers.

Teaching grants

In 2024, the UG won the first prize of the Dutch Education Award (€1.2 million) for the project 'De klas op orde met virtual reality [The class in order with virtual reality']. In addition, four Comenius Teaching Fellows (total €0.2 million) and three NRO Scholarships of Teaching and Learning grants (total €0.075 million) were awarded. The TAG also made available a budget to award six TAG Scholarships of Teaching and Learning grants. In the Virtual International Cooperation Projects grant proposal round, five projects were accepted. The TAG gave nine workshops and presentations to support lecturers with their teaching innovations and grant applications. Also, interview training sessions were provided for the Comenius Leadership Fellow and the Dutch Teaching Fellow.

Events

Next to the Education Festival, the TAG organized 20 events for UG lecturers in 2024. These were attended by more than 350 patrons, The highlight of 2024 was the Education Festival: Culture, context & collaboration. One of the more memorable moments of this multi-day festival was the presentation of the Best Practice Award, The award is granted in recognition of lecturers who are committed to innovating and improving their teaching. The festival also offered various workshops and panel discussions on topics such as inclusion & diversity, student wellbeing, and assessment and feedback. The festival was opened and closed with an interactive poster session featuring posters about innovation in education and new academic perspectives on teaching in higher education.

2.6 Internationalization

In the teaching philosophy of the UG, diversity is considered essential. This is reflected in the projects on interdisciplinary and cross-disciplinary teaching, learning communities and active modes of instruction, and the long tradition that the UG has in creating an international classroom. As a result of (geo)political developments, the announced Internationalization in Balance Act (Wet Internationalisering in Balans, WIB) and public debate, internationalization is under pressure. The political developments in the field of internationalization seem likely to have significant consequences for the UG, both in terms of content on the teaching philosophy and in terms of impact on student intake, which is already under pressure due to demographic shrinkage.

The UG has examined the impact of the introduction of the WIB through scenarios and has launched an action plan to prepare the organization for major cuts and shrinkage. Research has been conducted into the 'stay rate' of Dutch and international students and several actions have been initiated to further increase the stay rate. In 2024, a process was also started to further develop the free Dutch language courses in line with the language policy. The UG is also looking at the possibilities for self-management, preparing for the non-Dutch-taught programme assessment (Toets Anderstalig Onderwijs), and analysing the impact of the WIB on our ability to attract or retain international talent.

Language policy

In 2024, the Board of the University adopted the updated version of the UG's language policy. The intention of the UG language policy is to strike a new balance between, on the one hand, maintaining an accessible,

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inclusive and high-quality study and working environment, using Dutch and English alongside each other, and giving consideration to the intercultural aspects with which language is inextricably linked. On the other hand, the policy takes into account society's changing expectations regarding the language of instruction in higher education. In concrete terms, this means that the UG opts for multilingualism as the cornerstone of its language policy, with Dutch as the formal language in management and staff participation.

As a corollary to the updating of the language policy, attention to the Dutch language skills of students — Dutch and international — is becoming increasingly important within the UG. A stock-taking exercise was conducted in 2024 to determine how this topic is being addressed already. The outcome of this exercise will form the basis for further developments in 2025.

Summer and winter schools

In 2024, the UG organized a total of 52 Summer and Winter Schools. Six of these programmes participated in the Microcredential Pilot, contributing to the further development of this innovative learning programme. This is a significant increase from 2023, when only one Summer School participated in the pilot. More than 1,000 participants from 84 different countries partook in the Summer Schools. Most of these participants are PhD and Master's students, underscoring the international and academic character of the Schools.

Most of the programmes were research-oriented and strongly intertwined with fundamental research. Furthermore, Summer and Winter Schools continue to play an essential role in promoting interdisciplinary collaborations with (international) partners and contribute to attracting international academic talents, who can thus become acquainted with our University and the city.

Erasmus+ projects

Erasmus+ projects are an important impetus for teaching innovations. The projects support capacity building and promote student and staff mobility. The UG actively worked on all Erasmus+ Key Actions in 2024. Project proposals for Key Action 1 (mobility Key Action 2 (cooperation partnerships, capacity building, alliances for innovation), and Key Action 3 (forward-looking projects) were accepted. The UG participates in these projects as a coordinator or partner. The UG also offers ten prestigious Erasmus Mundus Joint Master Programmes that attract talent from across the globe. The introduction of blended intensive programmes (BIPs) paved the way for closer collaboration with partners and inclusion of students who are on limited stay. In 2024, the UG primarily participated in BIPs that were organized in the context of ENLIGHT.

Student mobility

Outbound mobility refers to UG students who temporarily stay abroad during their studies in Groningen to study at universities or do a work placement at companies. In 2024, outbound mobility has continued to recover from the COVID pandemic. Incoming and outgoing mobility both in and outside Europe is fairly balanced. There are more European students coming to the UG than UG students going to our European partners. The numbers are opposite for non-European exchanges.

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Outgoing mobility

Type of mobility	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Marco Polo	597	596	603	615	617	703	16	172	507	710
Erasmus+	748	716	683	741	854	795	132	648	862	823
Erasmus+ ICM	0	2	0	6	15	6	0	0	0	3
Not registered (estimate)	0	0	625	625	625	625	625	625	625	0
Total	**1.345**	**1.314**	**1.911**	**1.987**	**2.111**	**2.123**	**773**	**1.445**	**1.994**	**1.533**

ENLIGHT

ENLIGHT is working to share learning outcomes within the regional education sector in order to increase the region's involvement in ENLIGHT. A plan of action was drawn up to develop a student network within ENLIGHT. Part of this plan is the appointment of three students per institution, who will actively contribute to building an ENLIGHT community, organizing activities and so forth.

In 2024, support was also given to the development of joint programmes and double and joint-degrees with partners of ENLIGHT. A firmer foundation for collaboration on quality-oriented and innovative teaching for our students has been established through plenary discussions and bilateral agreements with transnational partners. These collaborations also involve regional partners to create a widespread network that is also firmly connected to the local partnership ecosystem. Teaching methods used within ENLIGHT are being reviewed to ensure that the courses offered by ENLIGHT are available to as many students as possible. This creates a solid future-proof foundation to continue developing high-quality teaching that impacts not only students, but also the regions where they live and the European Union as a whole.

A success story within ENLIGHT is the implementation of the Teacher Education Module (TEM) at the UG. The TEM was developed by the University of Ghent during the pilot phase of ENLIGHT and was intended to be a rotating module among the partners. The first step in the implementation of this plan is to transfer the TEM to Groningen. Much work has been done to transfer the module, set up collaboration and ensure that the module can be robustly transferred between partners to strengthen collaboration and institutional ties. The transfer will be completed in 2025 and will serve as an excellent example of educational innovation that can only happen within an alliance like ENLIGHT.

2.7 Quality assurance

External quality assurance

As part of programme visitations, two Bachelor's programmes and eleven Master's programmes of the Faculty of Law were positively assessed and accredited in 2024. This also applies to the Master Nanoscience, Master Energy and Environmental Studies programmes of the Faculty of Science and Engineering, and the two Bachelor's, two Master's and the Research Master of the Faculty of Philosophy.

Institutional Quality Assurance Assessment

In 2024, the Institutional Quality Assurance Assessment was prepared. The institutional assessment will take place in 2025. The critical reflection was

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established in consultation with a broad 'thesis committee' and all regular consultative bodies.

Internal quality assurance

As usual, the faculties reported on teaching quality in their faculty teaching monitors 2024. These teaching monitors were discussed during the Annual Education Interviews the Teaching Strategy department conducts annually, with the Faculty Board members for education and the directors of education of all faculties, among others. Topics covered during the discussions included teaching innovation and strategy, including teaching within the Schools and how to deal with generative AI in teaching. The principal findings and action points from these interviews were shared with the Board of the University and the Supervisory Board.

Quality assurance microcredentials

In 2024, the Microcredentials Committee established by the UG held its first formal session, securing the final level for the three ECTS course "AI for policy-makers." The committee is further preparing an opinion on the necessary structure for teaching quality assurance for professionals after the completion of the project phase.

2.8 Support of disciplines

Sustainable Humanities

Humanities faculties in the Netherlands have received extra contribution in central governments since 2009. This extra funding is meant to improve the programme offering, resolve teaching and research challenges, foster up-and-coming talent, and provide training to incumbent staff. The UG received nearly €2.4 million in extra funding in 2024. The funding was spread across the three relevant faculties using a fixed ratio: Arts, Philosophy, and Religion, Culture and Society. The funding contributes to a better balance between teaching and research time of academic staff and is an essential income stream for humanities faculties in the Netherlands to guarantee the continuity of humanities.

Dutch Studies

The Ministry of Education has allocated €0.3 million per year to the UG for a four-year period (2021-2024) to be invested in strengthening the Dutch Studies programme. The funding is put towards:

- Closing the gap between university-level Dutch Studies and the level of preparation provided by secondary education in the Northern Netherlands.
- Updating the Bachelor's and Master's curricula.
- Bringing research in Dutch Studies into the public eye.
- Organizing a range of events with community partners.

2.9 COVID-19 disclosure – teaching

Budget for post-pandemic contribution of central governments

At the UG, the realization of the budget for post-pandemic contribution of central governments (in Dutch: corona-envelope) is largely linked to the internal UG Support Plan. In February 2021, the Board of the University launched the UG Support Plan to give the organization more breathing room by expanding its teaching capacity in the short term, and allowing it to work on teaching innovations, including blended learning, in the medium term. Administrators, lecturers, and students came together in different sessions and platforms to discuss the details of the plan.

The National Programme for Education (NPO) was introduced in the same period. Where student support is concerned, the goal of 'student support' coincides with that of the UG Support Plan, which is why the Board of the University decided to allocate a substantial portion of the funding (€7 million) for this purpose. The funding the UG receives specifically for teacher training programmes (€0.8 million) and clinical placements (€1.4 million) was allocated to the faculties in question. With the approval of the University Council, the Board of the University adopted a funding framework as well as a strategic framework for the UG Support Plan, also addressing governance during the planning and implementation phases. All faculties then drew up decentralized plans for the exact application of funds, subject to the approval of all faculty councils. The faculty plans for teacher training programmes and clinical placements were adopted in a separate, parallel process.

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After having received the faculty plans, the Board of the University and the University Council concluded that all plans were in line with the funding and strategic frameworks. The Board of the University subsequently approved the plans and the University Council agreed to the approved plans based on the statements of approval from the faculties, thereby adopting the application of post-pandemic contribution in central governments.
Looking back, the UG concludes that linking a substantial portion of the post-pandemic contribution of central governments to the internal UG Support Plan inspired a high level of engagement on the part of administrators, students, and consultative participation bodies in the application of funds.

Status of plan for post-pandemic contribution of central governments

The UG Support Plan and, by extension, the budget for post-pandemic contribution of central governments, were intentionally based on a decentralized approach, in which the faculty boards were responsible for defining envisioned actions, subject to the approval of the faculty councils. This is how we make sure that plans are appropriate in a faculty context. Faculties render accountability for the application of funds and the status of their actions via the regular PDCA cycle in the quarterly reports they submit to the Board of the University. The central consultative participation body formed a coordination group for the UG Support Plan. In addition to routine meetings between the Board of the University and the University Council the coordination group is regularly updated on the status of the UG Support Plan by the working group. The faculty plans can be adjusted if needed, subject to the approval of the faculty council. Not a single faculty adjusted its plans in 2024.

Planned and realized actions with post-pandemic contribution of central governments

The post-pandemic contribution of central governments is mainly used for student support within the scope of the UG Support Plan. Student support is aimed at providing assistance and counselling to students, which ties in seamlessly with Theme 1 of the NPO Administrative Agreement on Teaching. In addition, funds have been applied specifically to clinical placements (Theme 4) and teacher training (Theme 5). More details on the application of funds are provided below.

Better student support (Theme 1)

To improve student support and counselling, the UG used the post-pandemic contribution of central governments to hire more staff, particularly for roles focusing mainly on assisting and advising students, such as lecturing staff with a Lecturer 4 profile and study advisors. In other words, where Theme 1 is concerned, the budget is spent entirely on the 'extra support' action point in the NPO Administrative Agreement on Teaching.

As mentioned, each faculty individually considered which measures were appropriate in their particular situation and coordinated them with their own consultative participation body. The UG has hired a total of 39 FTEs worth of extra staff to improve its student support. This concerns 26.5 FTEs in extra lecturing capacity and 12.5 FTEs of extra study advisors.

In accordance with the effective period of the UG Support Plan, these new staff members have been hired for the duration of three academic years. As a consequence, the associated expenses will be recognized in the period 2021-2024. The total NPO funding of €7 million awarded to the UG has been broken down in the table below (amounts in millions of €):

Theme (amounts in € * million)	Total available	Received 2021	Planned 2021	Spent 2021	Balance sheet 2021	Received 2022	Planned 2022	Spent 2022	Balance sheet 2022	Received 2023	Planned 2023	Spent 2023	Balance sheet 2023	Received 2024	Spent 2024	Balance Sheet 2024
Smooth inflow and flow through	7.0	3.3	0.8	0.5	2.8	3.7	2.3	2.3	4.2	0.0	2.3	2.6	1.7	0.0	1.7	0.0

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In 2021, all faculties started to apply themselves to recruiting and selecting candidates for the available vacancies, trying to fill them with both internal and external candidates. Unfortunately, they were thwarted in their hiring efforts by labour market shortages, which caused them to be unable to fill every vacancy in 2021. They did, however, manage to fill any remaining open vacancies in 2022. Since then, the spend has been in line with the budget.

Clinical placements (Theme 4)

The UG has allocated €1.4 million of its NPO funding to the Faculty of Medical Sciences to help prevent extended time-to-degree in respect of clinical placements. Due to the pandemic, students are faced with two to four months' extended time-to-degree. As is clear from the budgeted and actual figures below, most of the funding was spent in 2022 (amounts in millions of €):

Theme (amounts in € * million)	Total available	Received 2021	Planned 2021	Spent 2021	Balance sheet 2021	Received 2022	Planned 2022	Spent 2022	Balance sheet 2022	Received 2023	Planned 2023	Spent 2023	Balance sheet 2023	Received 2024	Spent 2024	Balance sheet 2023
Medical fellowship	1.4	1.4	0.3	0.1	1.3	0.0	1.0	0.7	0.7	0.0	0.7	0.5	0.2	0.0	0.3	0.0

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The funding is put towards the Master's programme in Dentistry (€0.2 million) and the Master's programme in Medicine (€1.2 million). In the Dentistry programme, the focus is on supervision of research clerkships, additional support for skills training (particularly endodontic therapy), and availability of more clinical lecturers. In other words, this spend concerns the 'extra teaching in degree programme' action point in the NPO Administrative Agreement on Teaching.

In the Medicine programme, the focus in the first year of the Master's degree is on extra lecturers, additional support staff, and more simulation patients. This spend concerns the 'more patient contact' action point in the NPO Administrative Agreement on Teaching. In the second year of the Master's degree, the focus is on extramural clinical placements, addressing the 'extra clinical placements' action point in the NPO Administrative Agreement on Teaching, while the third year of this programme focuses on research clerkships, which covers the 'extra teaching in degree programme' action point in the NPO Administrative Agreement on Teaching. In Medicine, the intended action points are progressing as planned. In 2022, efforts were made to scale up the activities, although not all available funding was ultimately spent. Most of the funds that went unspent in 2022 were spent in 2023. After 2023, a small budget remained that was fully spent in 2024.

Teacher training (Theme 5)

The UG has allocated €0.8 million in NPO funding to teacher training to help prevent students from experiencing extended time-to-degree or dropping out due to a lack of internship opportunities. The funds are invested in extra staff and extra student support and counselling. The extra staff was also put to work on continuing to develop the internship curriculum (flexibility and customization), strengthening alliances with schools and institutions of higher education, developing digital and other solutions for gaining hands-on experience, and using IT - tools to practise classroom management. The budget was for three financial years, spanning the academic years 2021-2022 and 2022-2023 (see table below):

Theme (amounts in € * million)	Total available	Received 2021	Planned 2021	Spent 2021	Balance sheet 2021	Received 2022	Planned 2022	Spent 2022	Balance sheet 2022	Received 2023	Planned 2023	Spent 2023	Balance sheet 2023	Received 2024	Spent 2024	Balance sheet 2024
Teacher training programme	0.9	0.4	0.1	0.1	0.3	0.4	0.4	0.4	0.3	0.0	0.3	0.3	0.0	0.0	0.0	0.0

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The budget is spread over 15 activities, meaning that the funds are applied to a broad range of measures, covering all three action points in the NPO Administrative Agreement on Teaching ('extra teaching', 'extra support', and 'extra hands-on experience'). Nine open online courses, an improvisation course, and a Professional Learning Community (PLC) for induction were developed and offered. Every two weeks, students are proactively updated on issues involving socio-emotional wellbeing, and trainers provide extra support in educational theory, teaching methodology, and tutoring. The activities were wrapped up and evaluated in 2023.

The majority of projects were completed successfully and were fit for purpose. The costs associated with developing, implementing, and managing the activities and the application of funds were as budgeted. A number of subprojects turned out to meet a structural need – even more so than expected – and they were brought to a successful conclusion. More staff were assigned to these projects. After a resoundingly positive evaluation, the BRiTE modules, which are designed to empower students, became a required element of the curriculum. In addition, the improvisation course, the use of virtual reality (VR) in classroom management, and peer reviews with schools were added to the teacher training curriculum as fixed elements.

A small number of subprojects did not go as expected; some were delayed and one project hardly came off the ground, if at all, due to implementation obstacles. Privacy restrictions proved a major stumbling block to developing a video technology system as a feedback instrument for observing lessons without being physically present. Also, it had already become clear earlier that schools are not particularly interested in, and willing to, place tutoring students.

All in all, we have arguably achieved our objectives and results. Some activities were temporary in nature, either intentionally or not, but others have now been permanently incorporated into the teacher training curriculum. All activities were converted into tasks in the past few years (through staffing) and, in addition to some material costs, the NPO funding was more than fully spent.

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Financial recognition of post-pandemic contribution of central governments

The UG was awarded a total of €9.2 million in post-pandemic contribution of central governments: €5.1 million in 2021 and €4.1 million in 2022. To keep its spend realistic and feasible, the UG drew up a budget that ran until the financial year 2024. As per the NPO Administrative Agreement on Teaching, the UG was permitted to recognize any unspent funding in its balance sheet. How the funds were actually spent, is detailed below:

Conclusion

2024 was the last year that funds from the post-pandemic contribution of central governments were allowed to be used. The UG had spent all the funds by the end of 2024, and it can be determined that on balance the intended goals and results have been achieved.

Theme (amounts in € * mln)	Total available	2021				2022				2023				2024		
		Received	Planned	Spend	Balance sheet	Received	Planned	Spend	Balance sheet	Received	Planned	Spend	Balance sheet	Received	Spend	Balance sheet
Smooth inflow and flow through	7,0	3,3	0,8	0,5	2,8	3,7	2,3	2,3	4,2	0,0	2,3	2,6	1,7	0,0	1,7	0,0
Student well being and social bonding education	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Support and mentoring in the context of internships	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Teacher Training programme	0,9	0,4	0,1	0,1	0,3	0,4	0,4	0,4	0,3	0,0	0,3	0,3	0,0	0,0	0,0	0,0
Medical fellowships	1,4	1,4	0,3	0,1	1,3	0,0	1,0	0,7	0,7	0,0	0,7	0,5	0,2	0,0	0,3	0,0
Other themes	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0
Total	**9,3**	**5,1**	**1,3**	**0,7**	**4,5**	**4,1**	**3,8**	**3,3**	**5,3**	**0,0**	**3,4**	**3,4**	**1,9**	**0,0**	**2,0**	**0,0**

university of groningen

3. Quality Agreements



Students in the University Library

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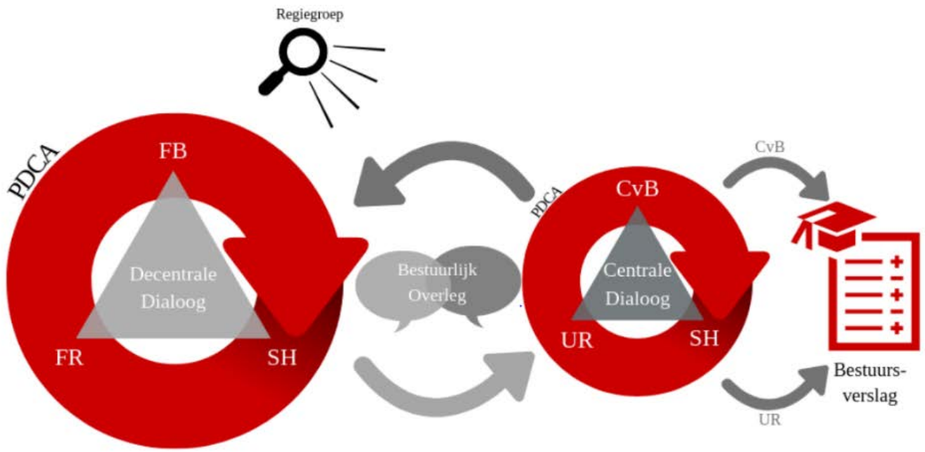
3. Quality Agreements

After an intensive process with faculties and participation, the UG Quality Agreements were adopted by the Executive Board at the end of 2018. These are mainly faculty plans, and the right of consent lies with the faculty councils. This decentralized approach suits the UG's system of governance, which is based on shared goals and a large mandate for the faculties. A maximum of ten percent of the available funds is reserved for five supra-faculty plans. In 2019, the UG Quality Agreements were positively assessed by the NVAO panel. The minister adopted the NVAO's positive advice and approved the UG Quality Agreements.

Every year, the UG reports on the progress of the Quality Agreements in the Board Report. Below we first discuss the monitoring process and the involvement of the employee representation in this process. After the general opinion on progress, we briefly explain the UG's vision on the themes within the Quality Agreements and describe the progress of the underlying activities.

3.1 Monitoring process and employee involvement

First, the following is a visual representation of the monitoring process of the Quality Agreements at the UG.



NB: FB = Faculteitsbestuur, FR = Faculteitsraad, SH = Stakeholders, CvB = College van Bestuur, UR = Universiteitsraad

- FB: Faculty Board
- FR: Faculty Council
- SH: Stakeholders
- CvB: Management Board
- UR: University Council
- Regiegroep: Coordination Group
- Centrale Dialoog: Central Dialogue
- Decentrale Dialoog: Decentral Dialogue
- Bestuurlijk Overleg: Administrative Meetings
- Bestuursverslag: Report of the Board
- PDCA: Plan-Do-Check-Act Cycle

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Decentral dialogue

Following the adoption of the Quality Agreements in 2018, in 2019 all faculties prepared project plans and appointed project managers for the activities within the Quality Agreements. The project plans describe the resources to be deployed, the intended activities and the schedule. Furthermore, the intended benefits have been formulated as concretely as possible. As a result, the project plans provide a good basis for faculty boards to monitor and discuss progress with the faculty community. The project plans have been discussed with and formally approved by the Faculty Council.

Each faculty has its own coordinator who monitors progress on behalf of the faculty board. At least once a year, a formal written progress report is prepared, which is shared and discussed with the faculty board. This usually takes place at the end of the calendar year, or sometimes at the beginning of the new calendar year. As a result of the corona outbreak in 2020, some faculties (FSE, FEB and UCG) modified the original plans with the consent of the faculty councils. In 2021 and 2022, there were no changes to the plans. Campus Fryslân's projects ended in 2022. Campus Fryslân submitted new plans for 2023. A number of activities that were intended or started on a project basis within the Quality Agreements have since been incorporated into regular faculty activities. The faculty reports have been sent to the Executive Board. The faculty boards share their feelings with the Executive Board in writing about the progress in the implementation of the Quality Agreements. These were positive in all cases, an important signal that the implementation of the plans is going well!

Central dialogue

The progress of the Quality Agreements is part of the Administrative Consultation between the Faculty Boards and the Executive Board. When the faculty report or the feelings of the Faculty Board warrant it, the Faculty Board is required to verbally clarify questions about progress during these consultations. In the 2024 round of discussions, fortunately, no further talks were necessary again. Progress in 2024 has been to the satisfaction of faculties and faculty councils.

Project plans and project managers were also prepared for the five supra-faculty activities. The concretizations of resources, activities, planning and intended returns within these activities have been discussed with, and formally approved by, the University Council. The Executive Board prepares written progress reports of the supra-faculty projects and shares and discusses them with the University Council. At that time, the progress of faculty plans is also discussed. To this end, the University Council receives all faculty progress reports and the feelings of the faculty councils.

The University Council then produces an independent reflection, which is included in this board report. The University Council is also positive about the implementation of the Quality Agreements in 2024, another important signal about progress.

Finally, the Executive Board also discusses the progress of the Quality Agreements annually with the Supervisory Board. The progress discussion on 2024 took place in May 2025. The Supervisory Board expressed its satisfaction with the progress.

3.2 Participation support

In order to support the implementation of the Quality Agreements, a directing group has been established, which includes two (vice) deans as well as two members of the University Council. This directing group meets two or three times a year to discuss current developments and to determine whether everything is still proceeding as agreed. In this way, the University Council also stays informed during the year.

The directing group is supported by an official working group. This working group maintains contact with faculty coordinators and organizes an annual support meeting for faculty councils. This also took place in September 2024, when the new faculty councils had just been installed. The content of the Quality Agreements and the process were explained, with specific attention to the role of the participation in this and questions that the (new) council members had.

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3.3 Themes UG Quality Agreements

The above shows that the progress of the Quality Agreements in 2024 has been well monitored and that the implementation can count on strong support from the participation bodies. Below we discuss the activities per theme in a little more detail.

The UG places the focus of the Quality Agreements on the theme of Teaching Intensity, which is where the bulk of the resources are deployed (see figure below). In consultation with the academic community, of the six national themes, it has been decided not to elaborate on the theme of educational differentiation within the Quality Agreements. The UG considers it important that students have opportunities to explore and utilize their interests and talents, which is why the necessary steps have already been taken to offer opportunities for differentiation to students.

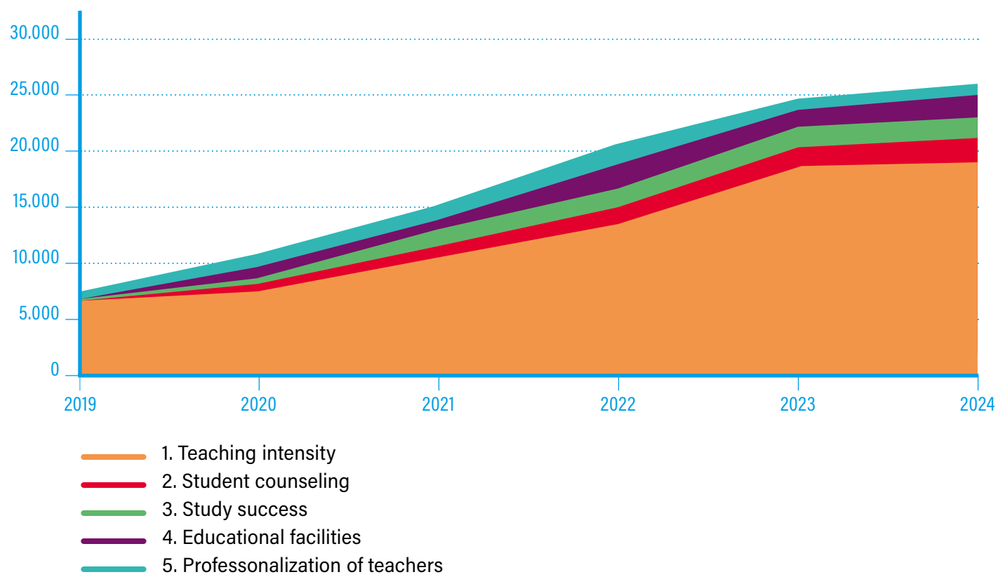
After a description of the UG's vision on the topic and the measures the UG is taking within the Quality Agreements to improve education, there also follows a presentation of progress for each project.

Teaching intensity

A close-knit academic community in which students actively participate and which helps form the desired student-teacher interaction is an important part of the UG vision of education. Active participation in the teaching and learning process is encouraged by increasingly implementing and integrating activating, intensive teaching concepts (such as active learning, project-based learning, flipped classrooms and formative assessment) in recent years. The size of the university and the strong growth of certain programmes sometimes contrasts with the educational vision that assumes a lot of interaction and a social learning process. To create an educational environment that enables the desired interaction between student and teacher in even more places within the university, the UG is taking the following measures:

- More time to teach and prepare for teaching
- Intensifying student-teacher interaction
- More small-scale and interactive forms of work in programmes
- More personal touch points and feedback

Funding by theme in UG Quality Agreements (€ * 1,000)



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All these measures require sufficient teaching formation. The UG is therefore structurally investing €11.3 million of the funds for Quality Agreements in 94 fte of additional teaching staff to improve the student-staff ratio. This represents approximately 40% of the funds for Quality Agreements received for 2024. This portion of the funds has been available since 2018, and the formation appointed since then remains structurally available.

Furthermore, faculties are deploying €7.6 million of the run-up in funds for Quality Agreements in a targeted manner to improve teaching intensity in specific areas, for example through extra guidance in certain study groups or extra thesis guidance.

Teaching intensity

Faculty	Project	Goals 2019- 2024	Progress 2024
All	Improve student-staff ratio	appoint 94 fte additional teaching staff	Realized
FWB	Education target groups and education intensification	appoint 2 APs	Realized
FSE	Improve student-staff ratio	Reduce student-staff ratio by releasing 20 Tenure Track Education positions	Realized
FSE	More teaching assistants	appointing 5 fte additional student assistants	Realized
FRG	Improve student-staff ratio	appoint 3-4 fte additional T/AP	Realized
FRG	Community development	organize launch meetings for undergraduate and graduate programs	Realized
FMW	Dedicated teachers, better education	appointing additional teaching staff	Realized
RCM	Internship Guidance-GV	appoint additional guidance formation	Realized
RCM	Thesis Guidance	Provide 5 hours per thesis extra time to teachers for thesis supervision	Realized
CF	Educational Intensification	Appoint 0.8 fte teaching faculty in the masters	Realized
GMW	Activating education and academic skills	introduction of more active forms of work (Academic Learning Communities, Peer Feedback) and more intensive teaching	Realized
FdL	Additional staff	appoint 9.9 fte additional staff	Realized
UCG	Enhancing Undergraduate Program	implementing new undergraduate programme	Realized
FEB	Curriculum innovation	establish framework for intended learning outcomes and establish new education philosophy	Realized

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The activities within the Teaching Intensity theme are now structurally embedded in the faculties. All goals for 2024 have thus been realized. This is important, since this theme has the highest priority for the UG. However, some of these goals are under pressure because of the cuts in higher education.

Counseling students

Learning is a process that takes place in the context of the academic community. The diversity of disciplinary, social and cultural backgrounds at the UG is conducive to this learning process. Getting to know different perspectives enables staff and students to develop their talents and flourish. To this end, the UG works to create an inclusive educational environment with a strong bond between teachers and students in which all students and staff feel at home and can participate. Making this possible for all target groups sometimes requires additional efforts. Timely identification of problems in combination with good guidance offers all students the opportunity to develop and achieve learning objectives. This is why the UG is taking the following measures:

> Expansion of existing personal counseling.
> Make more facilities available for personal counseling.

Specifically, the UG has expanded the central formation of the SSC for €0.4 million to reduce the waiting time with the student psychologists to a maximum of 2-3 weeks. As mentioned earlier, timely identification of problems is also important, for this reason the use of the Early Warning System has been expanded in a number of places. In addition, €45,000 is being invested annually in a dyslexia and dyscalculia centre that allows students to submit an up-to-date test result to their exam board, at a reduced cost. This facilitates the study progress of this group of students. In addition to two supra-faculty activities, a number of faculties are also making further specific efforts to improve student counseling; in total, these faculty projects involve another investment of €1.6 million.

All activities are on track, the intended goals for 2024 have been achieved. The Centre for Dyslexia and Dyscalculia has conducted slightly fewer tests during the past period than anticipated.

Student support

Faculty	Project	Goals 2019- 2024	Progress 2024
FSE	Early warning signals	Deployment of A4all and Predict in selected programs	Realized
FRG	Improve tutorial education	organize pilots with new (digital) educational facilities	Realized
FRG	Improve lecture education	organize pilots for more interaction using digital tools	Realized
FMW	"Healthy" studying	provide more personalized support for students, especially in the 1st year of the BA and the 1st year of the MA	Realized
RCM	Mental Health	additional mentoring meetings and student survey on mental health	Realized
CF	Student Guidance	appoint 0.3 fte student advisor	Realized
GMW	Writing Education	more focused and intensive writing instruction	Realized
FdL	Student guidance and support	appoint 1.5 fte additional coaching staff	Realized
UCG	Guidance officer	appoint additional guidance officer	Realized
FEB	Intensification of thesis supervision	appoint 4.1 fte additional guidance staff	Realized
UG	Centre for dyslexia and dyscalculia	start centre for dyslexia and dyscalculia	Realized
UG	Student counseling and support and functionally impaired student	2 fte student psychologists, 1 fte student dean and 2x 0.5 fte for implementation of the Policy Plan for Functionally Disabled Students	Realized

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Study success

For the UG, study success is more than just being successful in one's studies as measured by figures on dropout, progression and graduation. The UG considers it important that students acquire the knowledge and skills needed to make a contribution to society or the development of their own field of study after completing the educational process. For this reason, the UG wants to encourage students during their study experience to find meaning in it and to see relevant connections between what they learn and their present or future life. Therefore, the UG is committed to:

> More room for skills development
> Better preparation for being able to function successfully in the labour market
> More diversity in test forms

The above measures are applied by faculties in specific areas, in total the UG invested €1.8 million in improving study success by 2024.

At Campus Fryslân, the two original 2018 plans have since been fully embedded in the existing educational support structure. The faculty has now dedicated the freed-up resources to a number of new activities, spread across each of the five themes.

Student success

Faculty	Project	Goals 2019- 2024	Progress 2024
FRG	Law and practice	All students take a Law and Practice course	Achieved at 33 courses
FRG	Exam differentiation	Implement key differentiation through papers.	Achieved in multiple subjects
FRG	Legal English	Improve legal English by offering subject Legal English in each of the four blocks	Realized
FRW	Intensifying supervision and enhancing student's digital skills and employability	appoint 6 fte additional guidance staff	Realized
FMW	"Efficient" studying	Implementing improved and more diverse review	Realized
FGG	Future Prospect	organize meeting and speed-dates between students and alumni	Realized
CF	Transdisciplinarity in the curriculum	Improve transdisciplinarity in the curricula of all degree programmes	Embedded in regular support, project ended
CF	Education in Sustainable Development	Further professionalize education in Sustainable Development	Embedded in regular support, project ended
CF	Study Success	Optimize procedures and scheduling, set up admissions action plan	Realized
GMW	Faculty office external relations	Introduce faculty Career Services,introduce internships, work field more visible in curriculum	Realized
UCG	Study advisor and career and internship advisor/supervisor	appoint additional advisors to work on improved internship and labor market connection programme	Realized

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Educational Facilities

An appropriate learning environment is necessary to realize and facilitate the substantive goals of education. In recent years, intensive work has been done on relocation, renovation and/or new construction of various educational facilities, with much attention paid to facilitating active learning. Nevertheless, there is still room for improvement of the educational facilities to create the desired educational environment. Increased quality, quantity and use of learning facilities improves the quality of learning. The UG goals are:

> Appropriate digital learning environment
> Appropriate physical educational facilities
> Expanding teacher support for use of (new) facilities

In recent years, a number of UG spaces have been set up to provide active forms of education. In 2024 this has been further expanded by an investment of €273,000. Lecturers from all faculties can use the spaces and lessons learned are shared UG-wide.

In addition, €0.4 million has been deployed above-faculty in 2024 for additional support for lecturers in the use of the digital learning environment and other digital tools. Faculties have invested approximately €1.2 million within the Quality Agreements in (support for) equipment to improve digital education.

The activities within the Education Facilities theme are well on track, with all intended goals for 2024 achieved.

Teaching facilities

Faculty	Project	Goals 2019- 2024	Progress 2024
FSE	E-learning	deployment of SOWISO, LabBuddy and Perusall e-learning tools in selected programs	Realized
FSE	Lecture recording	recording studio and mobile recording equipment are available, as well as maintenance, support	Realized
FMW	"Effective" studying	Developing blended learning in bachelor Medicine	Realized
CF	Educational facilities	appoint 0.8 fte relationship officer	Realized
GMW	E-learning environment	appointment of e-learning coordinator, purchase of equipment	Realized
GMW	Educational spaces	making teaching spaces suitable for small-scale and more intensive education	Realized
UG	Education Action Plan	all faculties have an embedded expert and 145 fte student assistants support online and blended education	Realized
UG	Zernike experimental educational rooms	realize 4 experimental teaching spaces at Zernike and organize technical and educational support	Realized

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Professionalization of teachers

Teachers are at the core of good education and play an important role in engaging students in the learning process. Educational improvement cannot be separated from the professional development of teaching staff. In recent years, the UG has invested in the Basic Teaching Qualification (BKO) and worked on a continuous line to facilitate lecturers at different stages of their teaching careers, and several initiatives aimed at valuing teaching have been launched. To meet the diversity of disciplines, plans and needs, the UG is committed to more time for and forms of professionalization.

Several faculties, particularly the Faculty of Medical Sciences and Arts, have appointed trainers and made time available for lecturers to attend training courses, totalling UG-wide amounts of €1.2 million.

The activities within the Teacher Professionalism theme are well on track, all intended goals have been achieved.

Professional development of teaching staff

Faculty	Project	Goals 2019- 2024	Progress 2024
FSE	Improve intercultural competencies	basic and continuing education courses are available to staff and students	Realized
FSE	Professionalize Teaching Assistants	Didactic training for student assistants	Realized
FMW	"Healthy, effective and efficient" teaching	implement academic teacher programme	Realized
RCM	Digital tools	Improve digital tools and promote use	Realized
CF	Teacher professionalization	facilitate Senior Teaching Qualification (SKO)	Realized
FdL	Training for teachers	additional budget available for training is utilized	Realized
FdL	Dissemination SVM projects	Proceeds SVM projects disseminate within entire faculty	Achieved in active learning activities
FdL	Additional professionalization time	Provide 10% additional time for teacher professionalization	Realized
FEB	Collegial learning for lecturers	Making 20 hours per teacher available for collegial learning	Realized

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3.4 Financial overview

The funds for Quality Agreements for the UG have a further increase to €27.3 million in 2024. Below is a detailed overview of the budgeted funds per project over the period 2019-2024 and the realization against it (amounts in € * 1,000). The overview shows that depletion of the budgets has largely taken place in accordance with budget to carry out the above activities.

Every year there is an adjustment of the actual amount the UG receives that affects the project budgets. In 2024 the amount was adjusted upwards by €1.1 million during the year. The realization reflects the current financial context of the universities. With faculties experiencing and facing large reductions, there is a general reluctance to incur costs. This is also reflected within the Quality Agreements. The previously known increase in resources from €23.2 million in 2023 to €26.2 million has been incorporated into the budget and almost entirely realized. The additional increase of €1.1 million in 2024 itself was ultimately not (yet) realized in 2024.

Income	B2019	R2019	B2020	R2020	B2021	R2021	B2022	R2022	B2023	R2023	B2024	R2024
Student loan system funding	7.346	7.742	9.000	9.399	16.098	16.098	20.077	20.526	23.193	23.193	26.178	27.277
UG provided resources	-	-	2.207	1.373	624	-	353	-	-	754	495	
Total income	**7.346**	**7.742**	**11.207**	**10.772**	**16.722**	**16.098**	**20.430**	**20.526**	**23.193**	**23.947**	**26.673**	**27.277**

Expenses	B2019	R2019	B2020	R2020	B2021	R2021	B2022	R2022	B2023	R2023	B2024	R2024
1. Teaching intensity	**6.855**	**6.855**	**7.064**	**7.463**	**11.256**	**10.330**	**14.755**	**13.379**	**17.421**	**18.616**	**20.409**	**18.994**
Improvement student-staf ratio (UG total)	6.148	6.148	6.148	6.547	6.317	6.385	7.886	6.154	4.271	4.396	4.732	4.960
Target groups teaching and teaching intensity (FWB)			119	119	149	149	149	118	227	228	257	259
Improve student-staf ratio (FSE)					534	488	1.067	1.597	3.697	3.210	3.588	3.284
More teaching assistants (FSE)					224	200	371	371	447	447	536	128
Improve student-staf ratio (FRG)					200	20	200	216	1.000	1.023	1.133	1.176
Community development (FRG)			25	25	50	50	100	65	100	38	38	12
Dedicated teachers, better education (FMW)	707	707	707	707	707	707	707	535	1.910	2.171	2.272	1.919
Internship support (RCM)					23	25	23	35	23	50	23	53
Thesis support (RCM)			15	15	15	18	15	10	15	20	15	20
Education Intensity (CF)									75	82	114	63
Activating teaching and academic skills (GMW)					600	600	1.200	1.200	2.453	2.457	2.798	2.964
Extra staff (FdL)					834	838	1.393	1.605	1.545	1.640	1.968	1.662

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Expenses	B2019	R2019	B2020	R2020	B2021	R2021	B2022	R2022	B2023	R2023	B2024	R2024
Enhancing Undergraduate Program (UCG)					38	-	80	75	80	106	195	0
Curriculum Innovation (FEB)			50	50	1.565	850	1.565	1.398	1.580	2.747	2.741	2.494
2. Student support	**-**	**-**	**877**	**714**	**1.702**	**1.123**	**2.004**	**1.567**	**2.090**	**1.864**	**1.855**	**2.129**
Early Warning Signals (FSE)			70	70	70	64	70	49	140	64	140	31
Improve tutorial education (FRG)					100	-	200	103	200	192	232	176
Improve lecture education (FRG)					100	-	200	103	-	-	-	0
Healthy Studying (FMW)			111	75	149	136	241	384	361	360	361	425
Mental Health (RCM)			29	29	15	18	15	10	15	21	15	26
Guidance of Students (CF)									21	23	33	83
Writing workshop (GMW)			40	-	40	40	40	40	40	40	40	40
Student support and counseling (FdL)			150	120	150	150	100	140	100	170	100	175
Guidance officer (UCG)					38	40	98	108	98	115	-	139
Intensification of thesis supervision (FEB)			20	20	596	250	596	185	670	424	489	532
Centre for dyslexia en dyscalculi (UG total)			58		44	25	45	45	45	56	45	102
Student counseling and functionaly impaired student (UG total)			400	400	400	400	400	400	400	400	400	400
3. Study succes	**-**	**-**	**703**	**462**	**1.011**	**1.329**	**1.497**	**1.716**	**1.476**	**1.776**	**1.675**	**1.840**
Law and practice (FRG)			300	150	300	300	300	320	300	326	326	339
Exam differentiation (FRG)					80	80	130	93	130	195	196	216
Legal English (FRG)			80	80	80	80	80	76	80	80	80	84
Intensifying supervision, enhancing digital skills & employability (FRW)			36	36	216	566	313	841	634	803	719	788
Efficient studying (FMW)			167	76	68	7	362	26	47	58	47	58
Perspective on the future (RCM)					7	8	7	24	7	21	7	25
Study Success (CF)									43	47	65	84
Transdisciplinarity in the curriculum (CF)			30	30	57	64	70	101	-	-	-	0
Education in Sustainable Development (CF)			15	15	15	15	-	-	-	-	-	0
Faculty bureau for external relations (GMW)			75	75	150	150	175	175	175	175	175	175
Study advisor and career and internship advisor/supervisor (UCG)					38	59	60	60	60	70	60	70

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Expenses	B2019	R2019	B2020	R2020	B2021	R2021	B2022	R2022	B2023	R2023	B2024	R2024
4. Teaching facilities	**-**	**-**	**1.496**	**1.105**	**1.534**	**1.126**	**1.401**	**2.004**	**1.837**	**1.385**	**1.840**	**1.866**
E-learning (FSE)			140	140	140	118	140	142	210	149	210	159
Lecture recording (FSE)			100	100	100	141	-	96	60	199	60	234
Effective studying (FMW)			111	85	113	-	241	277	469	217	469	644
Educational Facilities (CF)									78	86	81	72
E-learning environment (GMW)			80	80	80	80	80	72	80	76	80	83
Teaching locations (GMW)			125	-	101	101	-	135	-	-	-	0
Lecturer support (UG total)			400	400	400	400	400	400	400	400	400	400
Experimental educational rooms (UG total)			540	300	60	286	-	343	540	258	540	273
Plan of action Teaching (UG total)			-	-	540	-	540	540	-	-	-	0
5. Lecturer professonalization	**491**	**491**	**1.067**	**1.028**	**1.220**	**1.368**	**1.881**	**1.955**	**899**	**1.033**	**894**	**1.218**
Improve intercultural compentences (FSE)			70	70	70	80	70	78	70	86	70	96
Professionalize teaching assistents (FSE)			140	140	140	81	140	130	140	143	140	159
Healthy, effective and efficient teaching (FMW)	491	491	769	730	769	1.045	1.380	1.327	407	396	407	512
Digitale tools (RCM)			11	11	11	12	11	21	11	13	11	5
Professionalisation of Lecturers (CF)									4	5	33	25
Lecturer training (FdL)			15	15	50	50	67	70	50	63	-	95
Dissemination of SVM projects (FdL)			15	15	50	50	67	-	-	-	-	0
Extra professionalisation (FdL)			17	17	50	50	67	306	150	294	200	306
Collegial learning for lecturers (FEB)			30	30	80	-	80	24	67	33	33	20
Total expenses	**7.346**	**7.346**	**11.207**	**10.772**	**16.722**	**15.276**	**21.538**	**20.622**	**23.723**	**24.674**	**26.673**	**26.046**

Difference income - expenses		**396**		**397**		**822**		**726**		**-0**		**1.232**

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3.5 Conclusion

The Board of the University is satisfied with the progress of the implementation of the Quality Agreements. The feelings of the faculty councils and the University Council about the progress are all positive, which gives great confidence. The 2024 reports show that the majority of activities are being carried out as planned and the intended goals are being achieved.

3.6 Reflection report by central consultative body

The year 2024 marked the final full calendar year of the monitoring trajectory for the Quality Agreements initiated in 2019. The progress of the projects and their monitoring proceeded this year with the same level of care and transparency as in previous years. Both central and decentralised projects have been further developed successfully and, in many cases, completed or embedded within the regular organisational structures.

The Quality Agreements Working Group once again ensured clear coordination and timely communication towards the Steering Group, the University Council, and other stakeholders. The Steering Group—composed of University Council members and (vice-)deans—remained well engaged and contributed constructively to overseeing the process. The University Council was kept well informed and gave its approval for both the overall progress and the adjusted allocation of the centrally reserved budget (up to 10%).

All decentral Faculty Councils expressed positive sentiments regarding the progress of their faculty-specific projects. Central projects were either successfully concluded or have continued as structural initiatives. The Dyslexia Centre has caught up with the earlier delays. The TEO/ ZEO (Temporary Experimental Educational Spaces/ Zernike Experimental Educational Spaces) project has proven to be a valuable addition to small-scale teaching and remains an active part of the educational landscape. Other central projects have been properly evaluated and are either being continued structurally or will be concluded in the near future.

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4. Research



Research setup

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4. Research

4.1 Vision and objectives

The UG is committed to realizing its vision of being an innovative and ground-breaking research university. We want to be a university that leverages the full potential of a broad spectrum of disciplines to address the most challenging multidimensional research questions and complex societal issues. Through intensive collaboration between the disciplines, and by creating the best conditions for close interdisciplinary collaboration and fundamental and curiosity-driven as well as strategic and applied research. This is realized in an ethical and transparent manner, in which Open Science plays a key role.

4.2 Research quality

PhD Ceremonies

In 2024, 691 PhDs were awarded, 35 of which with cum laude distinction (2023: 634 and 27 respectively). Of the PhD graduates, 359 are women (52%), 16 of which with cum laude distinction. Of PhD candidates, 119 were PhD students and five were lecturers at a university of applied sciences (2023: 139 and nine respectively). At 12%, the UG's share of total PhDs awarded in the Netherlands as a whole was stable. The total influx of non-Dutch PhD students was slightly lower than in previous years at about 58%, which can be explained by the lower influx of international scholarship PhD students.

PhD Scholarship Programme Experiment

In 2016, the Ministry of Education gave the UG leave to attract 1,500 PhD students in total within the scope of the PhD Scholarship Experiment. The last of these students should have taken up their degree programme before 1 January 2023. By the end of 2022, 1,149 PhD students had started their programmes. From January to August 2024, the contracts of 132 PhD students were terminated. In three cases (2%), the contract was terminated early. On 1 September 2024, the end date of the experiment, 153 PhD students still had a contract. They received an appointment as PhD candidates with employee status on that date for the remaining duration of their PhD programme.

As from 1 September 2024, the UG continued to give top-up grants to foreign PhD students who had been awarded a scholarship. The foreign PhD students who started from that date will receive a top-up grant up to an amount of €1875 net. Because of the end of the experiment, these doctoral students no longer have student status, like the international PhD scholarship students during the experiment, but guest status.

PhD agreements with northern universities of applied sciences

The UG has an arrangement with the northern universities of applied sciences (UASs) to support their lecturers earning a PhD. Agreements have been signed with Hanze University of Applied Sciences, NHL Stenden UAS, Windesheim UAS, Saxion UAS, Van Hall Larenstein UAS and KPZ UAS. At the end of 2024, 62 lecturers at these universities were in receipt of financial support under this scheme. In 2024, 18 lecturers embarked on their PhD programme and 19 graduated. Since the start of the scheme in 2007, 233 lecturers have received support; of these, 87 had earned their PhD by the end of 2024.

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Types of PhD students

The percentages of the various types of PhD students in the influx in 2024 were as follows:

- PhD candidates with employee status: 55%,
- Staff members studying for a PhD: 4%,
- International PhD scholarship students (international PhD scholarship students who have a scholarship from their home country): 16%,
- Externally funded PhD students (e.g. by research institutes or UASs): 14%,
- External PhD students (no funding or time allowance granted): 11%.

Individual researchers

In the framework of the Talent Programme of the Dutch Research Council (NWO), formerly known as the Innovation Research Incentives Scheme, four Vici grants (11% of total awards) and eight Vidi grants (8% of total awards) were awarded to researchers at the UG (including UMCG). In addition, UG researchers received ten Veni grants (6% of total awards). Two Rubicon grants were awarded in the two 2024 rounds (6% of total awards).

Two European Research Council (ERC) Starting Grants were awarded to researchers of the Faculty of Science and Engineering in 2024. Also in 2024, three ERC Consolidator Grants were awarded to researchers from the Faculty of Science and Engineering and one to a researcher from the UMCG. As regards the ERC Synergy Grant, the UG was successful with one proposal in which a researcher from the Faculty of Science and Engineering is coordinator.

One researcher in the Faculty of Science and Engineering was awarded a Proof of Concept Grant that will allow them to translate their ERC research findings into applications. Finally, four Incoming MSCA Postdoctoral Fellowships started with the UG or the UMCG as host institute.

In 2024, two academics were admitted to the Royal Netherlands Academy of Arts and Sciences (KNAW), two were admitted to the Young Academy (DJA), one was admitted to the Royal Holland Society of Sciences and Humanities (KHMW), and two were admitted to the Netherlands Academy of Engineering, which was newly founded in 2023. Furthermore, a researcher from the Faculty of Science and Engineering and his research team won the prestigious Ammodo Science Award for Groundbreaking Research. The first prize of the Dutch Education Award for teams was awarded to a researcher affiliated with the Faculty of Behavioural and Social Sciences.

EU projects

In 2024, 70 new projects were started by UG and UMCG researchers, funded by Horizon Europe. In total, UG and UMCG were actively involved in 297 projects: 180 Horizon Europe projects and 117 Horizon 2020 projects. Of these projects, 157 qualified as Pillar 1 projects (Excellent Science, funded under the ERC, Marie Skłodowska-Curie Actions, and Research Infrastructures schemes). 214 projects were carried out in a consortium with other partners in Europe. The UG or the UMCG served as the coordinator of 26 of these projects.

Allocation of Matching Horizon Europe funding

Matching Horizon Europe funding was used to set up a support programme to help UG researchers improve their position in Horizon Europe. All of this funding is spent on instruments to achieve this, including a self-managed financial matching programme, support for large grant applications, and development of a training programme for researchers and support staff. Some of these tools have been actively used in 2024.

Evaluation based on Strategy Evaluation Protocol

The reports of the external Peer Review Committees (PRCs) are the most reliable and independent source for monitoring the quality and impact of our research and improving it where necessary. The PRCs assess the operation and effectiveness of our research institutes every six years using the national Strategy Evaluation Protocol (SEP) as a basis. The assessment reports for the following UG research units that were evaluated in 2023 were published in the reporting period:

- seven (of the ten) research units of the Faculty of Science and Engineering (FSE): Engineering and Technology institute Groningen (ENTEG), Energy and Sustainability Research Institute Groningen (ESRIG), Groningen Biomolecular Sciences and Biotechnology Institute (GBB), Groningen Institute for Evolutionary Life Sciences (GELIFES), Stratingh Institute for Chemistry, Van Swinderen Institute for Particle Physics and Gravity (VSI), and Zernike Institute for

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Advanced Materials; in addition, the faculty strategy and added value of the Graduate School of Science & Engineering (GSSE) were assessed;
> the Heymans Institute for Psychological Research (HI) of the Faculty of Behavioural and Social Sciences.

Across the board, the FSE, its GSSE and seven institutes are evaluated as very good, as evidenced by this quote from the PRC report:

"The Faculty of Science and Engineering (FSE) is a very strong and resilient faculty. It is housed on a campus that shows a thriving atmosphere, with many modern state-of-the-art buildings and facilities. FSE attracts PhD candidates and students from all over the world and has world-class research programmes at its institutes. The research portfolio of FSE institutes is very broad and complete, which is suitable for a general comprehensive university, and FSE distinguishes itself by a strong engineering component."

The visitation to the HI involved a joint one with seven sister institutes (of the VU Amsterdam, University of Amsterdam, Open University, Utrecht University, Leiden University, Maastricht University and Erasmus University Rotterdam). Research quality at HI was also evaluated as very high:

"The HI is internationally recognized for the quality and quantity of its research. The institute's impactful research not only enhances its global visibility but also leads to the acquisition of substantial research grants. The institute's research is of considerable societal importance, underpinned by its profound contributions to various domains, proactive engagement in societal issues, and its clear impact on shaping policies and practical applications."

All assessed units were also given recommendations for improvement and these are taken very seriously, as the official responses show. Along with the full reports, summaries of self-assessments and impact narratives provided, the recommendations are available on the UG-web page.

In 2024, the self-assessment documents were prepared and delivered to the PRCs set up to assess the research of the Faculty of Religion, Culture and Society (RCM, formerly the Faculty of Theology & Religious Studies, the Faculty of Philosophy, and the Nieuwenhuis Institute for Pedagogy & Educational Science. The RCM assessment report was released in late 2024, and the results of the other two assessments are expected in 2025.

Reputation

The UG has featured as a top-100 university in two of the best-known global rankings for many years. In 2023, we placed 69th in the Shanghai Academic Ranking of World Universities (ARWU) and 80th in the Times Higher Education World University Ranking (THE). Both rankings lean heavily on bibliometric indicators. Although, at the UG, we are proud of our excellent position internationally, we are fully aware that the rankings are just a snapshot. They provide only a limited picture and are not representative of the full spectrum of our research, teaching, and societal impact. That is why the UG endorses the recommendations of the national UNL Working Group on Rankings to develop a more layered approach to international league tables. In the reporting period, this led, among other things, to the discontinuation of active participation in the QS World University Ranking, the signing of the San Francisco Declaration on Research Assessment (DORA) and accession to the Coalition for Advancing Research Assessment (CoARA). In addition, the UG has committed to actively contribute to the European Higher Education Sector Observatory (EHESO); a publicly funded and managed database to enable reliable comparison of institutions.

4.3 Research support

Open Science

Open Science (OS) is essential for promoting partnerships in and outside the University, being transparent about the research process, and developing open-access teaching materials.

The Open Science programme in the period 2021-2023 was very successful and was completed within the deadline and budget. For the continuation of the programme follow-up steps need to be taken to achieve the goals in the strategic plan. These are aimed at making the Open Science principles a more integral part of all staff and students of UG/UMCG and thus facilitating the culture change in a proper way.

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Objective and proposed plans OS programme 2024-2026
Based on the results achieved in 2021-2023, the following steps will be taken to further embed and ensure the impact of Open Science at the UG in the period 2024-2027:

1. Open Access; the University of Groningen Press (UGP)
A large proportion of Open Access publications are controlled by the large commercial publishers. Therefore, the UG is trying to become less dependent on the commercial publishers and move towards sustainable publishing models and intensify broader, freely accessible research. A clear emphasis (nationally and internationally) will be placed on Diamond Open Access. The pros are:
> a smaller (or no) portion of the research budget (obtained through external funding or from the faculty budget) will need to be set aside for publication costs (researchers) or subscriptions (readers/peers),
> preserving intellectual property rights of research without legal disclaimers or Taverne,
> wider access to knowledge by making research freely accessible; this helps facilitate inequality-issues that can lead to more significant innovations and advances in various research areas,
> increase in transparency that improves the clarity and reproducibility of research.

2. FAIR data and software
Further development of the expertise and support of the DCC (Digital Competence Centre) data stewards is crucial for further implementation of the FAIR (Findable, Accessible, Interoperable and Reusable) principles for research data and research software. In addition, investment in teaching students on the topics of open science and FAIR data and software will shape our future researchers. The pros are:
> researchers and educators can rely on the data stewards and do not have to spend as much time on administrative tasks to implement the open science and FAIR principles in practice (efficiency),
> applying the open science and FAIR principles improves the visibility of research and will create more opportunities for collaboration between researchers and societal partners, for example,
> further implementation of the FAIR principles will result in
  - accelerating the pace of research developments (and discoveries),
  - ensuring that breakthroughs are not missed,
  - it improves the integrity of science and scientific data,
> by educating our future researchers in the area of Open Science and FAIR data and software at an early stage, this will become their standard working method.

3. Open Education and Open Education Resources (OER)
Open education materials and practices reduce —among other things— our dependence on expensive and restrictive commercial licenses, ensure that materials are available and accessible to all, and enhance — and illustrate — the teaching excellence of UG academics. The pros are:
less budget needed for licenses, subscriptions and other forms of acquiring education materials,
increased access to learning and teaching materials (at no/less costs), especially for basic Bachelor's degree programme course units that feature in multiple programmes and faculties,
the opportunity to improve regular course units,
the opportunity to showcase innovation and talent,
creating and strengthening ties with alumni,
continued improvement of resources.

4. Public engagement
Social impact and public engagement are important to address pressing challenges, such as climate change, human rights or the education gap. When companies and organizations get involved in social impact initiatives, the difference is felt beyond the communities at which the efforts or activities are directed.
The benefits of including public engagement in research and teaching for faculties include:
> having an important — central — role in addressing key societal challenges,
> creating lasting improvements (e.g. in critical areas such as health, education and environmental sustainability),
> collaborating with key stakeholders in specific areas,
> gaining public trust and confidence.

Researchers can reach out to the UG's Digital Competence Centre (UG DCC) for advice and support in the areas of data and software management planning, treatment of personal data in research and data

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protection, data archiving and publication, FAIR research software, and IT solutions in research. The UG DCC also contributes to the findability, accessibility, inoperability, and reusability (FAIRness) of research output by developing and sharing best practices, organizing training sessions and community events, and advising faculties on university research data policy and the implementation of such policy. The UG DCC is part of a nation-wide network of thematic DCCs and local DCCs at Dutch research institutes, and collaborates closely with the UMCG's DCC.

On 1 April 2023, the UG DCC was embedded – in the context of a partnership project between the University Library and the Centre for Information Technology (CIT) – in the UG's organizational structure (CIT Research Domain). The number of support applications from all UG faculties rose by 10% in 2023. UG DCC's data stewards offered consultancy services and gave dozens of presentations, guest lectures, and training sessions to PhD students, researchers, and PhD supervisors. Also, embedded data stewardship at faculties is increasingly geared to faculty processes, such as ethical screening, privacy and security, and funding. In 2023, the Dutch Research Council (NWO) accepted a funding application for increasing the UG DCC's support capacity and also a strengthened NWO subsidy to a UG DCC-led TDCC-NES project to map out the costs associated with sustainable research software management. The faculties are currently evaluating the updated and implemented UG Research Data Policy 2021.

Research Support Portal

The Research Support Portal has been online since late 2022 and shows what support is on offer and unlocks this support by referring users to the right expert or service. Support is available in the following areas: research strategy, personal development, funding, open science, research integrity, FAIR data, DCC, ethical screening, and administrative and legal procedures. Although the portal is static in nature, proposals and suggestions are still made to further develop the Portal. An exploration and expansion of the portal with research impact is on the agenda in 2025.

The portal is now well established among researchers and research support staff at the faculties. In cooperation with the faculty liaisons and with the users, the portal is continuously being improved and expanded with new information. In the course of 2025, there will be a renewed focus on communication regarding the portal to continue to increase awareness among researchers. In 2024 the portal has been viewed more than 25,000 times. It has about 2,000 visitors per month on average.

4.4 Support programme for research recovery and perspective (National Programme for Education - NPO)

The Ministry of Education's support programme (NPO Research) was designed to expedite the recovery of research after the pandemic and to create perspective for temporary researchers. Below, we have outlined how the UG has distributed and applied the NPO funding.

Number of supported researchers

In close collaboration with the Graduate Schools, faculty boards evaluated which researchers with a temporary contract qualified for contract renewal funded from the NPO support programme. In 2024, the UG did not receive any new funding from the NPO support programme for research recovery and perspective. Some of the funding the faculties received earlier was recognized in the balance sheet with a view to covering future contract renewal costs. In the table below, we have set out, under A., the number of NPO-supported researchers, including the total costs for wages and salaries associated with their contract renewals in 2024.
UMCG R&E received an own contribution in 2021 and 2022. A portion of this was also was recognized in the balance sheet. The number of supported researchers at UMCG R&E and the associated costs are included in the table.

	Number of supported researchers*	Total funding
A. NPO Support Program for restoration and perspectives for researchers	109	€ 1,26 mln
B. UG provided funds and financial/non-financial measures (approximately)	3	€ 0,03 mln

* Given that researchers are supported by a combination of NPO funding and UG-provided/other funding, the numbers have been allocated on a pro rata basis.

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So, in total, an additional 112 researchers were supported in 2024, the last year of NPO. This concerns 38 new extensions and 74 extensions continuing from 2023.
The choice to fund just the researchers' wages and salaries from the NPO support programme was deliberate, as this allows the UG to support as many researchers as possible. Obviously, researchers also need materials to complete their research, as well as facilities and supervision. And they incur other costs too. The associated expenses, which can be estimated based on the internal faculty costing model, have been included in the table under B. Given that researchers are supported by a combination of NPO funding and UG-provided/other funding, the total number of supported researchers has been distributed on a pro rata basis between A. and B.

4.5 Details of Administrative Agreement 2022

Starting and incentive grants

In 2022, the Ministry of Education signed an administrative agreement with all Dutch universities, in which starting and incentive grants, as well as the sector plans, are featured prominently. The goal of the grants is to lighten the workload by offering researchers flexibility and breathing space, and to encourage unhampered research. A starting grant will typically provide funding to early-career tenure track assistant professors so that they can get their academic career off to a flying start. Incentive grants are used to reduce the workload in the academic community.

With the cuts announced by the Schoof government in 2024, many of the investments from the Administrative Agreement 2022 will be reversed. These cuts affect, among other things, the starting and incentive grants. Thus, hardly any transition time is provided because the starting and incentive grants will be largely abolished as early as 1 January 2025.
The funds earmarked for the starting and incentive grants have been withdrawn from the contribution of central governments as of 2025 (incentive grants €15.7 million and starting grants €16.0 million).

In total, the Ministry had granted the UG €75 million in starting and incentive grants until year-end 2024. The Administrative Agreement 2022 in general terms, the associated university-specific arrangements and frameworks, and the allocation of funds were discussed with the central participation body. The funds were allocated based on the following principles:

- The incentive grant funding available in 2022 is applied to starting grants.
- 20% of the grant funding is reserved for overheads. This is in line with the principle of full absorption costing, which requires us to cap the overhead rate at 20%. Actual overhead rates are higher. Ten percent is intended to cover faculty overhead costs and another ten percent to cover overhead costs at central service units. The provision for overheads will be released to income in proportion to the actual expenditure over a six-year period.
- Starting grant funding is distributed across the faculties based on enrolment numbers.
- Incentive grant funding is distributed based on the number of tenure track academics in each faculty.

Based on the above assumptions, the funds available per year are:

	Starters grants resources*m€			Incentive grant resources * m€			Total
Tranche	Grants	Overhead	Total	Grants	Overhead	Total	
2022	€ 7,94	€ 1,99	€ 9,93	€ -	€ -	€ -	€ 9,93
2023	€ 12,81	€ 3,20	€ 16,02	€ 12,56	€ 3,14	€ 15,71	€ 31,72
2024	€ 13,48	€ 3,36	€ 16,85	€ 13,24	€ 3,28	€ 16,52	€ 33,37
Total	**€ 34,24**	**€ 8,55**	**€ 42,79**	**€ 25,80**	**€ 6,42**	**€ 32,23**	**€ 75,02**

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Grant awards

The faculties started to award grants in 2023. The faculty procedure for distributing starting and incentive grants was discussed with the faculty councils. In total, 189 grants were awarded until late 2024: 158 starting grants and 31 incentive grants. Of these, 96 were awarded to female researchers and 93 to male researchers.

Most grants were awarded in disciplines falling under the Behaviour & Society sector label, followed by disciplines falling under the Nature, Language & Culture and Economics sector labels.

Number of grants awarded

Tranche	Starters	Incentive	Total
2022	41	-	41
2023	82	17	99
2024	35	14	49
Total	**158**	**31**	**189**

Sector	Starters	Incentives	Total
Agriculture	-	-	-
Nature	31	15	46
Engineering	6	5	11
Health	8	-	8
Economics	25	-	25
Law	11	-	11
Behaviour & Society	44	11	55
Language & Culture	29	-	29
Cross-sector	4	-	4
Total	**158**	**31**	**189**

Gender	Starters	Incentives	Total
M	80	13	93
F	78	18	96
Total	**158**	**31**	**189**

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Application of funds

In total, €6.6 million in grant funding was allocated and an amount of €61.7 million was recognized in the balance sheet in 2024.

The funding was applied for the benefit of PhD students and for purchasing research facilities. Some of it was released to cover overheads.

Expenditures

	Starters grants resources (€*mln)			Incentive grants resources (€*mln)			
Expenditures in years	Grants	Overhead	Total	Grants	Overhead	Total	Total
2022	1,02	0,68	1,70	-	-	-	1,70
2023	2,38	-	2,38	2,24	0,45	2,69	5,07
2024	3,19	0,93	4,12	1,96	0,49	2,45	6,57
Total	**6,58**	**1,61**	**8,19**	**4,20**	**0,94**	**5,14**	**13,33**

Balance sheet 31/12/24

	Grants	Overhead	Total	Grants	Overhead	Total	Total
Total	**27,65**	**6,95**	**34,60**	**21,60**	**5,48**	**27,09**	**61,69**

Expenditures per category (€*mln)

Category	Starters grants	Incentive grants	Total
PhD	5,34	1,32	6,66
Research facilities	2,57	1,66	4,23
Extension of research time	0,02	-	0,02
Overhead	1,61	0,94	2,55
Total	**9,53**	**3,93**	**13,46**
Release of grants	8,19	5,14	13,33
Difference	**1,34**	**-1,21**	**0,12**

Explanation of difference

Use of incentive grants for starters grants	1,21	-1,21	-
Own funds	0,12		0,12
Total	**1,34**	**-1,21**	**0,12**

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Sector plans

As outlined in the Administrative Agreement 2022, the sector plans will increase the quality of teaching and research by encouraging partnerships and having partners make bold choices between and within universities and university medical centres about the division of duties and signature areas (teaching and research). The plans will also create more flexibility and breathing space for teaching staff and researchers, not only by capacity expansion and more permanent contracts, but also by establishing a sound balance between teaching and research duties.

In the Administrative Agreement 2022, the UG participates in the sector plan Science II: For a stronger foundation, sector plan Technology II, sector plan Social Sciences and Humanities (SSH) II: Stronger Together and sector plan Medical and Health Sciences.

The deans of the faculties have been involved in preparing the plans through the various national sector and discipline meetings. Therefore, the faculties are responsible for developing and implementing the sector plans. The plans mostly involve appointing new academic staff, whether in tenure track or non-tenure track positions, and acquiring research facilities in support of signature themes in teaching and research.

In 2022, the UG received €6.1 million to implement the sector plans, in 2023 €22.2 million and in 2024 €23.4 million. This brings the total funding for implementing the sector plans to €51.7 million. The current sector plan funding will continue until 2029. If the sector plan committees issue a positive opinion on the UG's implementation of the plans, the funding will be added to the University's fixed base.

As per the budget, the UG continued to hire and appoint staff and purchase materials in 2024. The table below breaks down the funding received by sector plan and the spend by sector plan until year-end 2024:

The funding received in 2022 has been fully allocated. Of the funds received in 2023, €17.6 million have meanwhile been spent and of the funds received in 2024, €6.8 million have been spent. On balance, an amount of €21.2 million of the funds received in 2023 and 2024 remains at the end of 2024. This amount was recognized in the financial statements for 2024 as a balance sheet reserve for government grants. It will be applied to the purpose the funds were meant to serve in 2025 and beyond.

Available funding sector plans

	2022	2023	2024	Total
BETA	€ 1.390	€ 5.646	€ 5.938	€ 12.973
Engineering CTW	€ 410	€ 1.331	€ 1.400	€ 3.141
Engineering OIW	€ 220	€ 639	€ 672	€ 1.531
Medical	€ 1.582	€ 5.779	€ 6.078	€ 13.440
Social	€ 750	€ 2.662	€ 2.800	€ 6.212
Arts	€ 1.284	€ 4.580	€ 4.817	€ 10.680
Cross-sectional SSH	€ 452	€ 1.597	€ 1.680	€ 3.729
Total	**€ 6.088**	**€ 22.234**	**€ 23.384**	**€ 51.706**

Spending sector plans

Spending (in € * 1.000)	2022	2023	2024	Total
2022	€ 2.111			€ 2.111
2023	€ 2.025	€ 8.887		€ 10.912
2024	€ 1.952	€ 8.701	€ 6.809	€ 17.462
Total	**€ 6.088**	**€ 17.588**	**€ 6.809**	**€ 30.485**
Balance sheet ultimo 2024	**€ -**	**€ 4.646**	**€ 16.575**	**€ 21.220**

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5. Impact



Interior of the House of Connections

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5. Impact

5.1 Vision and objectives

As an academic community, the UG is part of society, which is facing enormous challenges in the areas of climate change, sustainability, societal resilience, healthy ageing and digital developments. The UG feels it has the role and responsibility to contribute to well-founded and structural solutions through academic research and teaching, based on the conviction that an interdisciplinary approach makes the most valuable contribution.

The ambition is to create social impact through teaching and research, particularly in the Northern Netherlands. This has led, among other things, to the establishment of the four Schools for Science & Society. The UG will identify relevant teaching and research topics together with community partners. This involves working in close collaboration with partners in the Northern innovation ecosystem. The main priorities are sustainable value creation, knowledge generation, and knowledge transfer to society based on the principles of the UN Sustainable Development Goals (SDGs).

5.2 Impact organization

In recent years, a professional support impact organization has been set up to support researchers and students in their social activities. In addition to directly supporting staff working on making a societal impact, this infrastructure is also aimed at acquiring more external research funding and more intensive selection and marketing of our intellectual property through licensing and university-wide start-ups.

Consortia

In 2024, the Impact Organization coordinated several faculty applications at regional, national and European levels (SNN, JTF, NGF, NWO, Top Sectors, RFO and Horizon Europe programmes). In 2024, it became clear that the Growth Fund scheme, for which the Impact Organization supported several UG proposals, would be discontinued. To enable participation in the Growth Fund, there was close cooperation with the Northern Netherlands Development Agency (NOM) in the ‘Goud van het Noorden’ [Gold of the North] programme, so that regional (SME) companies and the UvhN (University of the North) partners could link up more easily. The UG is exploring with the NOM how the resulting networks and ideas can be sustained to strengthen the innovative power of the North. Two examples are the further development of networks around Lifelines and Future Proof Computing. After the discontinuation of the Growth Fund, the organization now also supports NWO applications such as the NWO-KIC programme for large consortia, in which there are opportunities to increase indirect government funding of UG research. In addition, the team focused on supporting, evaluating and improving the procedures for NWO Gravitation and NWO Summit applications, where the central organization plays a coordinating role.

External collaboration and ecosystems

An important ambition of the Impact Organization is to strengthen cooperation with external partners, with a specific focus on the northern region (see also section 5.4 on the University of the North). To this end, an ecosystem-based approach is used. In this context, campus development is an important activity, as campuses are the physical locations where public-private collaborations within thematic ecosystems are reflected in concrete terms.

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The UG has been involved in several regional initiatives and projects in 2024, including:

- development and/or strengthening of the campuses Eemsdelta, Emmen, Drachten, Assen
- ecosystem development around the sectors/themes “water” and “maritime”
- master plan for campuses as part of the Nij Begun programme (in collaboration with Groningen Agreement partners)
- follow-up phase for the KONNECT programme, promoting valorisation collaboration between knowledge institutions and regional SMEs
- follow-up phase for the AI Hub Northern Netherlands
- development of a new strategy and future vision for University of Groningen North-West Germany
- R&D community as a means of promoting the knowledge about regional stakeholders among early-career researchers
- participation in UvhN working groups on ecosystem and campus development and hybrid research groups.

Furthermore, the UG has taken important steps in exploring bilateral cooperation with two major parties at the national level: Airbus and ASML.

5.3 Schools

The UG has four interdisciplinary Schools for Society & Science. Each School has a specific focus area, related to international challenges (such as the UN Sustainable Development Goals and the Grand Challenges Europe) as well as regional issues. The four Schools have seen significant developments in terms of the size of school communities, activities, partnerships, and public presence. They provide a centralized platform for research, teaching, and innovation in respect of the four major societal challenges that UG researchers and teaching staff are attempting to resolve: Artificial Intelligence and digitization, energy and climate, sustainable society and more healthy years. All faculties are involved in one or more Schools.

Milestones

The Schools for Science & Society achieved several milestones in 2024:

Jantina Tammes School of Digital Society, Technology and AI

1. The Jantina Tammes School Pitch Event was a highlight. Twelve leading UG academics presented their groundbreaking research initiatives and showed how their work contributes to Nij Begun’s economic agenda.
2. In addition, the Jantina Tammes School Grassroots Grant was launched, an incentive fund for UG researchers to develop interdisciplinary initiatives and collaborations.
3. In September 2024, the first edition of the new Geospatial Data Science minor was launched, giving students the opportunity to specialize in the fast-growing world of spatial data analysis.

Wubbo Ockels School for Energy and Climate

1. January 2024 saw the launch of the VR Hydrogen Lab, a facility exploring the future of hydrogen technology in the energy transition through virtual reality and simulations.
2. In March 2024, the development of the university’s Climate Change and Innovation minor started. In this minor, students explore global climate challenges.
3. The first edition of the Summer School Public Participation in Sustainable Transitions took place in May 2024, in collaboration with the Ameland Energy Cooperative, where participants learn how citizens can actively contribute to sustainable energy transitions.
4. In August 2024, the first edition of the Summer Course on Hydrogen’s Role in Energy Transition: Perspectives and Challenges was held, an international collaboration between the Faculty of Engineering of Yogyakarta in Indonesia and the UG, which studies the crucial role of hydrogen in the energy transition.

Rudolf Agricola School for Sustainable Development (RAS)

1. In 2024, four minors linked to Agricola have been introduced. Minors on sustainable development are characterized by their interdisciplinary nature, both in terms of target audience and course offerings. The minors seek to establish connections with stakeholders

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in society. This enables students to learn practical strategies — either technical, social, artistic or policy-related — that can be applied to sustainability issues in practice.
2. In 2023/2024, ten successful Summer/Winter schools were held, reaching more than 300 students. The covered topics ranged from sustainable landscape to inequality and polarization. They involved different types of stakeholders, including government institutions and civil society organizations.
3. A hackathon took place in May 2024 with four challenges from four societal stakeholders. Among the participants were 14 UG students from seven faculties, four professionals and one external student; their ages ranged from 16 to 80. The event was organized together with the Science Shop and the Green Office.
4. In 2024, an interdisciplinary PhD community was established focussing on sustainable development. It currently has 28 members from seven different faculties.
5. In 2024, the first peer support sessions for coordinators of minor and summer school affiliated with the Rudolf Agricola School for Sustainable Development (RAS) were organized. This group will form the basis of the Community of Practice on sustainable development in education.

Aletta Jacobs School of Public Health

1. Launch of LEEF Platform where collaborating knowledge institutions (UMCG, NHL Stenden, Hanze University of Applied Sciences and UG) help students find the right degree programme. This platform presents courses and programmes that contribute to the transition from care to health. All programmes have a broad, interdisciplinary approach and a strong link with practical issues.
2. Successful pilot of the minor Expedition Healthy North (collaboration between vocational education (Noorderpoort), universities of applied sciences (Hanze University of Applied Sciences) and universities (UG). Here, students learn together and with other stakeholders in Appingedam how they can contribute to local issues.
3. Offering Aletta's Regional Year Challenge programme in collaboration with Lifelines, where students in vocational, higher and university education from all possible backgrounds are given access to a Lifelines dataset to enrich their learning process with data-driven sources.
4. Publication of Science Guide article about learning in learning communities in the region.
5. Developing and organizing the multidisciplinary summer school Health Equality in All Policies. In this summer school, participants are given a complex policy challenge by the Municipality of Groningen and are offered five different disciplinary perspectives that they have to apply to the issue at hand.

5.4 University of the North

The University of the North (UvhN) is the knowledge and innovation network of all Northern knowledge institutions. By working together intensively in the fields of teaching, research and innovation, the affiliated organizations aim to make an important contribution to the broad-based prosperity in the Northern Netherlands and to the major societal challenges of our time. The UG participates in various working groups of the UvhN in this unique partnership.

An example of the power of the UvhN is the joint contribution to the plans of the Northern Netherlands in the context of the Beethoven National Programme. The proposal submitted by the UvhN has meanwhile been approved. This means that €6 million will be available over the next two years for the accelerated training of technical talent for the semiconductor industry. It is expected that an additional follow-up subsidy will be awarded for the period 2027-2030. Partners of the UvhN work together in the (programme) development of campuses, such as those in Emmen, Drachten and Eemsdelta.

In the field of teaching, an important step has been taken by linking the UvhN up with the Action Plan Lifelong Development Northern Netherlands (APLLONN). There are major challenges in the Northern region in the field of teaching and the labour market. The UvhN is the ideal base for intensive cooperation on this issue.

In 2024, the third round of the Booster Fund was held. Four applications for a booster subsidy were granted. The Booster Fund was evaluated at the end of 2024 and it was decided to continue the fund for another three years.

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5.5 Entrepreneurship and start-ups

Take-off is a funding instrument that is designed to promote economic activity and entrepreneurship at Dutch knowledge institutions. This funding instrument is offered by the NWO. Academic entrepreneurs can use a Take-off grant to take their first steps towards taking innovative research findings to market. Take-off grants are available for: Phase 1 (feasibility study, €0.04 million) and Phase 2 (proof-of-concept programme, risk-bearing loan of €0.25 million). In 2024, two Take-off Phase 1 feasibility study grants and one Take-off Phase 2 proof-of-concept grant were awarded to UG researchers.

The objective of RUG Houdstermaatschappij (RHM) is to turn the UG's impact into real and tangible outcomes. RHM invests in start-ups harnessing UG expertise by providing loans and acquiring equity interests. Many of these start-ups are located at Zernike Campus, the Healthy Ageing Campus, or elsewhere in the Municipality of Groningen. At year-end 2024, RHM participated in 35 spin-off companies, the Innovation Centre for Chemistry and Engineering, and Innolab Agrifood, Innolab Chemistry, and Innolab Engineering.

RHM is an independent entity and qualifies as a revolving fund. Revenue from providing loans and equity interests is used to invest in new start-ups. The timing of the exit event from businesses that have lived up to their potential is determined based on commercial considerations. The UG's valorisation objective takes precedence in this decision-making.

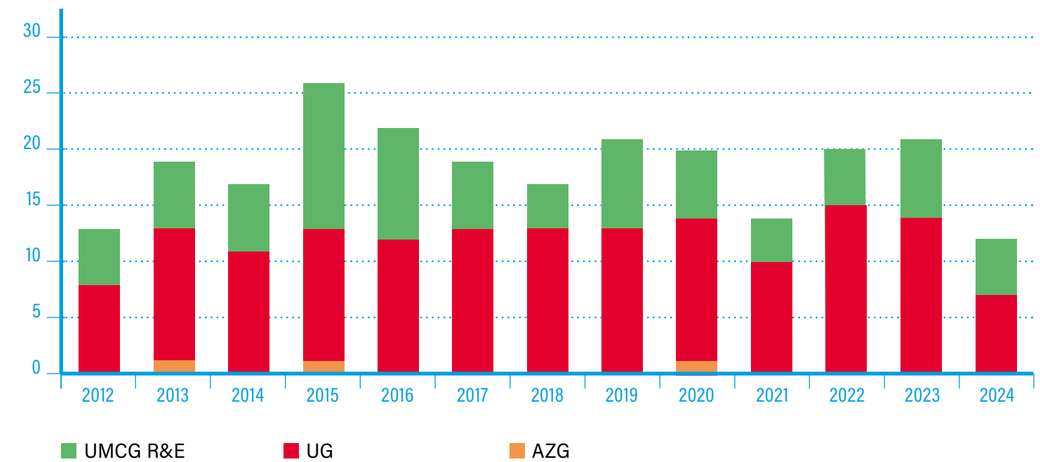
RHM invested in new businesses in 2024, such as Fused Button Battery, CoRe Pro and IMChip. RHM has an equity surplus. In 2024 income streams were used to invest in new UG spin-off companies. In September 2024 a new seed investment fund for high-tech start-ups was created, i.e. the FutureTech Ventures Fonds in collaboration with Triade, Investeringsfonds Groningen, NOM and SNN. This will allow RHM to provide seed funding to academic entrepreneurs in the early stages of their business endeavours.

5.6 Patents, licences, and IP

The UG and UMCG's joint policy on intellectual property is aimed at actively protecting knowledge developed at the UG and UMCG, with IP rights, to enable successful transfer to society and thus generate impact.

In 2024, 12 patent applications were filed (or co-filed) in the name of the UG/UMCG and one patent applications from inventors based at the UG/UMCG but not in the name of the UG/UMCG. Ten licensing agreements were signed with corporates, including existing businesses, but in 2024 often with start-ups emerging from the northern innovation ecosystem. Another two agreements were signed with other universities and one research institute.

First applications



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The inventions encompass a broad spectrum of fields from the Faculty of Science & Engineering and the Medical Faculty, such as chemistry, medicines, medical technology and IC technology.

The total number of applications declined in 2024 compared to the year before. There is no clear explanation for this. The number of first contacts with researchers remained virtually unchanged, an indication that the strategies and initiatives that were undertaken to increase the output of the valorisation process are still effective. The number of license agreements has remained virtually the same.

Except where potentially patentable inventions are concerned, the screening and scouting activities of IP & Business Development team are also explicitly intended to valorise other forms of IP. While, in the past, impact was mainly generated by patent applications, there has been an increase in the transfer of software and knowledge in recent years.

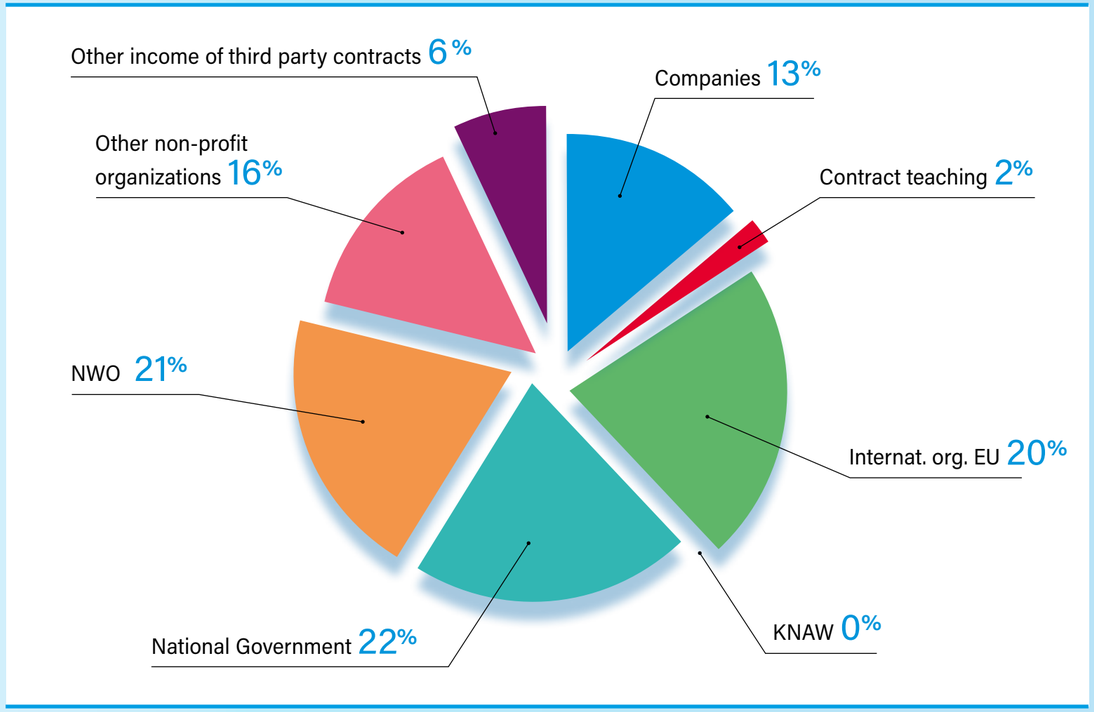
In 2024, more emphasis was placed on generating inputs into the valorisation process through closer collaboration of the various service units and departments in the valorisation ecosystem. This initiative will be continued in the coming year.

5.7 Contract teaching and income on third party contracts

In 2024 revenues from contract education and income on third party contracts were up €19.3 million from 2023, rising to €198.0 million in total, about 20.7% of the UG's total income. Of this increase, €7.3 million was attributable to a rise in income on third party contracts at UMCG R&E, €6.7 million was attributable to the Science and Engineering, €3.0 million to the Faculty of Arts, and €1.2 million to the Faculty of Behavioural and Social Sciences.

In the income statement, income on third party contracts is broken down into income and changes in work in progress. Actual UG-wide income rose by €25.7 million, while work in progress, including accrued income, was down by €6.4 million from 2023 (overall increase in total UG-wide income: €19.3 million).

Income on third party contracts by funding source



UMCG R&E saw a rise in income on third party contracts from national governments (€4.5 million), other non-profit organizations (€3.1 million), and other income from third party contracts (€1.0 million). Combined with a decline in companies (€0.8 million) and in income from international organisations European Union (€1.2 million), the total increase was €7.3 million.

On balance, income on third party contracts from the faculty of Science and Engineering increased primarily due to higher revenues from the European Union (€3.4 million), other non-profit organizations (€2.0 million)

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and national government (€1,4 million). This was offset by a €0.9 million decrease in revenues from NWO.

The €2.4 million increase at the Faculty of Arts is largely explained by higher revenues from the international organisations European Union (€1.3 million), NWO projects (€1.0 million) and other income on third party contracts (€0.7 million). At the Faculty of Behavioural and Social Sciences, the increase can be seen in income from other non-profit organizations (€0.6 million).

Thus, at the UG, the largest increases can be seen in project income from national governments (€6.7 million), other non-profit organizations (€6.5 million) and international organisations European Union (€3.1 million).

For several years the UG has been in partnership with Freia/AOG, which is also responsible for providing some of the contract teaching. This partnership has been formalized at administrative and management level through the AOG Foundation.

5.8 Fundraising

The Ubbo Emmius Foundation (UEF) is an independent foundation providing funding for research and teaching at the UG. In 2024, the UEF provided a total of €31 million in funding to researchers and students. Most of this was allocated to large, multi-year projects that have high academic and societal ambitions. The projects supported by the UEF range from individual student grants to multi-year funding for large-scale research groups. A few stand out in terms of size and ambition.

These included a new award of over €8.5 million to CogniGron 2.0, the follow-up phase of CogniGron. This research institute is developing new energy-efficient computer technology based on the human brain. UEF previously made €30 million available to set up the institute and meanwhile it is on a solid footing. With this new award, the UEF wants to stimulate CogniGron to expand its fundamental research into practical applications in the coming years and increase cooperation with external partners.

The UEF also awarded over €18 million to HTRIC, spread out over several years. In this cluster, researchers from the technical and medical faculties of the UG work together with businesses and other knowledge institutions in the Northern Netherlands on groundbreaking medical innovations. This involves both the development of fundamental knowledge and the application of new insights in practice. HTRIC combines the knowledge and strengths already present in Groningen in areas such as materials technology, big data, (molecular) imaging, artificial intelligence and robotics, as well as behaviour, economics, business operations and society.

A third, big multi-year project is the M20 PhD Scholarship Programme, which was launched in 2022. Over a five-year period, ten grants will be awarded annually to young, talented researchers in a variety of fields to allow them to explore societal issues and come up with fundamental answers to today's challenges. Also, after this first phase, the intention is to continue the M20 PhD Scholarship Programme for many years to come.

Other projects that were funded by the UEF – some in collaboration with Dutch and/or international co-funders – include fundamental research on photopharmacology (development of 'smart' medicines) and chirality (non-superimposable mirror images of molecules) by Nobel Prize laureate Ben Feringa, ecological research led by Han Olff in the Serengeti region of Kenya and Tanzania, and international migratory bird research by Theunis Piersma and his research group.

The Eric Bleumink Fellowship, a fund that comes under the UEF, awarded three fellowships to talented students from poor countries. The Ubbo Emmius Fund has Public Benefit Organization (PBO) status. Its Board is largely made up of UG alumni.

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Tutorial

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6. Students

6.1 Vision and objectives

The UG has fostered a diverse, lively, and active student community for many years. We are committed to imparting to students the knowledge and skills they need to become successful and responsible global citizens. For this reason, the UG offers a wide variety of academic pursuits and extracurricular activities to allow students to learn and grow.

The goal is to facilitate and steer student success by creating an environment for students that offers scope for individuality, personal and talent development, and participation in all aspects of student life, including sports, culture, and student facilities. That is why, as a university, we support student life, monitor and improve student wellbeing, and provide a safe environment. The UG offers individual support and counselling, assigning a prominent role to confidential advisors and study advisors, building a diverse and inclusive community, and expanding the amenities that facilitate these services.

6.2 Student wellbeing

The UG will receive €0.7 million annually from the Ministry of Education, Culture and Science in the period 2023-2030 for the improvement of student wellbeing. The funds must be spent within the guidelines of the National Student wellbeing Framework and the UG vision on student wellbeing. In cooperation with faculties, service units and students, a plan of action was drawn up in 2024, which was approved by the Board of the University and the University Council.

To monitor progress and monitor the projects in the plan of action, a steering group was set up in 2024 in which faculties, University Services, the University Council and students are represented. A project team has been set up to implement the seven projects in the plan. The projects, which will be implemented jointly with faculties, are:

- Improving the traceability and accessibility of student support information.
- A learning pathway for newly qualified study advisors. The learning pathway was evaluated and adapted as a pilot at three faculties in 2023-2024. It will be rolled out to all faculties in 2025, including some modules for advanced study advisors.
- Promote inclusive teaching. The lecturers' attention should be drawn more to the existing training sessions through a train-the-trainer module and presentations at faculty lecturers meetings.
- Clarify duty of care. A document was drawn up focussing on the duty of care and ambitions regarding student wellbeing. What does the University have to offer in terms of student support pursuant to laws and regulations, and what does the UG consider important to offer in addition. Are there any limits to services offered. The document will be further fleshed out in 2025 with the help of all stakeholders in the student support chain.
- The remaining three projects will be shaped together with the faculties: mentor programme, personal and professional development in curricula, and improvement of organizational processes that cause stress among students.

In 2024, the funds were used to cover the staff costs of the project team (€0.1 million), student wellbeing activities were carried out by the various faculties, and financial contributions were made for various initiatives by and for students. In 2024, 33 applications were submitted in this context and €0.02 million was granted for 14 initiatives.

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€0.5 million was allocated for activities carried out by the various faculties. These funds were inter alia spent on improving the mentor programme for first-year students, appointment of a faculty wellbeing officer, diversity and inclusion activities, a consent training module for students, and training and professionalization of study advisors.

Diversity and inclusion

The year 2024 was characterized by continued activities and strategic changes, including the repositioning and early evaluation of the Diversity & Inclusion Office (D&I).

New developments in 2024 were the collaboration with the projects around 'afspraakbanen' (participation jobs), discussion about international students in the Groningen International Student Platform (GISP), and a manual on Inclusive and International Communication developed for the Communications Service Centre. Joint implementation in 2024 of the UG's action plan 'Belonging in the University of Groningen: University Action Plan Diversity and Inclusion' and the D&I 2024 action plan derived from this.

Collaboration at the faculty level (both jointly and, for the first time in 2024, in thematic working groups), consultation with (internal and external) advisory boards and other collaborations are now structurally embedded. Projects such as Accessibility, Student wellbeing and Social Safety integrate the concept of broad, intersectional diversity. In the area of teaching, the D&I office joins the D&I working group of the Teaching Academy Groningen.

In late 2024, another request was sent out to students for grassroots projects that promote diversity and inclusion within the University. For the benefit of staff members, the D&I Office calls attention to and monitors the disproportionate adverse effects of budget cuts on vulnerable groups of staff. In order to integrate D&I into existing policies and procedures, efforts were made to revise the Inclusive Recruitment Guide and to develop Guidelines for Language Use in addition to the UG's official language policy.

6.3 Facilities

Collaboration and support of active student life

In 2024, the Board of the University adopted the policy framework 'collaboration and support active student life'. Among other things, this resulted in an updated Code of Conduct for Boards of Student Organizations. The code of conduct was drafted in cooperation with the Hanze University of Applied Sciences Groningen and the Boards of student organizations. The Code contains common starting points for student life and the way that members, including prospective members, are treated. It also describes ways in which the knowledge institutions support student boards in implementing the Code of Conduct. Examples include training sessions for confidential contact persons, Active Bystander lectures and suicide prevention training. The Code of Conduct was ceremoniously signed in September 2024, attended by the boards of student organizations and members of the University Boards of the UG and Hanze University of Applied Sciences.

Healthy and safe university years

The UG, together with other Groningen educational and knowledge institutions and students, has drawn up a plan of action to promote healthy and safe student years. In 2024, several initiatives to promote wellbeing and safety were combined, and the various parties were encouraged to cooperate. Examples include an info session on substance use in collaboration with the Municipality of Groningen and the Trimbos Institute and supporting a student community campaign on substance use. In 2024, the institutions involved started to explore how the parties involved can best embed the proposals in a long-term strategy.

Studying with a functional impairment

In 2024, the final evaluation of the Studying with a Functional Impairment project took place. The past few years have been spent working towards a more accessible and inclusive teaching organization. All policy recommendations have been taken on board and many of the objectives have been realized. Because several projects are long term and the role of a 'catalyst' has proven useful, it has been decided to give the project manager a permanent appointment of 0.4 FTE and the inclusive-education educationalist a permanent contract of 0.5 FTE. It was also decided to make the revision of the policy plan coincide with that of

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the UG Strategic Plan, meaning that the plan will not be revised in 2024, but in 2026.

Within the Studying with a Functional Impairment project, the project aimed at improving physical and digital accessibility played a central role. This project ended in 2024 and was embedded in the line organization: physical accessibility is the responsibility of University Services. Within University Services, a core team was appointed with a coordinator. This core team inventoried quick-wins within University buildings and took on small corrective projects within existing buildings.

At the Accessibility Reporting Point for staff and students, 38 accessibility reports were received and processed in 2024. These included the installation of additional bannisters, strips on stairs, ramps and parking spaces for the disabled and automatic door openers where necessary. Accessible signage has been installed in the newly completed buildings (Feringa Building and Anda Kerkhoven Centre). Furthermore, for every new construction project and larger renovation, the Schedule of Requirements (PVE) regarding Physical Accessibility is sent to external consultants for incorporation into their plans.

Digital accessibility comes under the responsibility of the Centre for Information Technology. In 2024, a digital accessibility coordinator was appointed whose responsibilities include coordinating audits of UG websites, publishing associated accessibility reports, and resolving digital accessibility issues submitted to the Accessibility Reporting Point. In 2024, five UG websites were tested against international rules to make digital content accessible to all. The findings have been passed on to the relevant responsible teams, who regard it as a quality improvement and thus as their responsibility.

In 2023-2024, the pilot learning pathway for newly qualified study advisors took place, including a module on duty of care and studying with a functional impairment. The pathway was evaluated positively and will be made available to all newly qualified study advisors from 2025 onwards. Furthermore, the training courses for lecturers have been expanded. Courses added include: inclusive education training for early-career lecturers provided within the onboarding training in August and January, and separate online and physical modules available for lecturers.

2024 saw activities to further streamline facilities processes. Faculty coordinators for students with functional disabilities meet four times a year with the digital assessment department, a student counsellor and study advisor to ensure that examination facilities for students are properly arranged and problems are quickly resolved. Communication remains an area of concern. With blogs, Instagram posts and the Redesign Communication project (part of the Student wellbeing programme), efforts are being made to further improve the accessibility of information about student support.

Student housing

The housing shortage in the Netherlands makes it difficult for international students to find housing when they first arrive in the country. In Groningen, the UG actively participates in the Student and Youth Housing Covenant. The covenant sets out how the stakeholders, each from their own specific roles and responsibilities, jointly work towards resolving this issue. It involves the Municipality of Groningen, the municipal housing construction companies, the SSH (Student Housing Foundation), the student unions, and the Hanze University of Applied Sciences and the UG. The role of the educational institutions is primarily to provide communication with the target group and to furnish adequate forecasts of student influx numbers.

As in previous years, there was more demand than supply of student rooms in September 2024. Unlike previous years, however, this resulted in fewer problems for international students. This had a number of causes: there was a decrease in the influx of international students and, for the first time in years, slightly more room was freed up on the private rental market in Groningen. In addition, several well-attended webinars were organized to inform potential international students about the possibilities and impossibilities on the private rental market in Groningen. Thus, new international students were generally well prepared and were more likely to be successful in their search for a room in Groningen.

Moreover, this year's peak absorption was organized differently. This is the temporary accommodation of international students looking for a room in the city in September, while graduates have not yet left their rooms. With the construction of the Proxima building, SSH realized 401 student rooms on Zernike campus, all of which can be double-occupied from August to the end of November. This year, some 175 students made use of this double

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occupancy, and thus peak absorption was suddenly resolved. Evaluations showed that students found this a pleasant form of accommodation, because in addition to a having roof over their heads, it enabled them to make new contacts and thus counter loneliness.

Both the knowledge institutions and student unions received hardly any questions or complaints about housing. However, also in 2024 there were vacant buildings, mainly due to the use of (prematurely terminable) campus contracts. Although they are to be preferred to short-stay contracts for tenants, they lead to additional vacancy, because on 1 August sufficient rooms are needed for the new cohort of international students.

6.4 Employability

Career Services

Career Services has a regular offering of three workshops per week on career preparation. Furthermore, the training sessions offered by Career Services are becoming increasingly popular at faculties, e.g., in minors at the faculties of Arts, Economics and Business and in programmes in Artificial Intelligence and Human Movement Sciences. In addition, Career Services offers support to students raising all kinds of questions that come up in their pathway to the job market. Since September 2024, the Career Services desk is open at the central entrance to the University Library and once a week at the Faculty of Science & Engineering in the Bernoulliborg. These desks are popular with students and frequently visited by them. Career Services is also frequently present at career events of faculties and study associations. In total, Career Services serves approximately 3,500 students per year.

Since September 2024, Career Services has placed its online services in the new career, alumni and community platform UGconnect, in collaboration with Alumni & Fundraising. By placing its services on the platform, it managed to attract over 6,000 students in the first half of the 2024/2025 academic year.

Career Services is actively involved in improving the 'stay rate' of graduates on the regional labour market and linking up labour market and students. This is shown by the participation in the development of a skills-based, (digital) ecosystem together with Hanze University of Applied Sciences, Noorderlink, secondary vocational institutions, VNO-NCW, FNV and UWV. Career Services is also strongly involved in the discussion regarding the internal stay rate.

WIJS

Wijk Inzet door Jongeren en Studenten (WIJS) was set up in 2015 by the Municipality of Groningen and the Hanze University of Applied Sciences. The aim of WIJS is to link questions from residents and organizations in the Municipality of Groningen to students through teaching and projects. Through WIJS, students work individually or in teams (comprising students from the various institutions). The UG has been participating in WIJS since 2019, with the input mainly coming from and supported by the Faculty of Behavioural and Social Sciences. The participation of the UG, Alfa College and Noorderpoort in WIJS was largely initiated with national subsidies (City Deal) and then continued with financial contributions from central funds of the UG. In 2024, after an interim evaluation, the Board of the University decided to continue the contribution from central funds for at least the current planning period (2022-2026).

UG students can participate in WIJS in the form of research, internships or projects for credits (provided that they are approved by the UG Board of Examiners) or in the form of extracurricular activities. For the UG, WIJS is mainly aimed at supplementing regular teaching and connecting the faculty UG Science Shops to the WIJS network.

6.5 Bridge between secondary and higher education

Pre-University Academy

The UG Schools' Academy (RSA) is carrying out the assignment within the context of the Regional Ambition Plan. The Schools' Academy approach is based on the concept of multidisciplinary development teams. These teams consist of one or more academics who provide the research theme and want to convert it into teaching materials, teachers from primary

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or secondary education who are involved in developing and testing the teaching materials, student members with the knowledge and background that fits the materials to be developed (and who also gain learning experience through this) and project management from the RSA.

In addition to the multidisciplinary development teams, the Schools' Academy also offers other opportunities for academics to link up with teaching, e.g. by organizing Science Dates (where a researcher offers guest lectures in education) and its connection and collaboration with the Alfa, Gamma and Beta Support Desks at the faculties. The support desk coordinators are active both within the faculties and as part of the RSA team. Finally, the Schools' Academy organizes 'Feringa on Tour', a college tour in which Ben Feringa visits schools in primary and secondary education.

Teacher shortages

In March 2024, the Board of the University established the Taskforce on Tackling Teacher Shortages. This taskforce will examine the various ways in which the UG can contribute to solving this problem. This is important for the UG, because the challenges facing primary education could eventually pose a threat to the quantity and quality of student influx. In addition, the UG, as the only trainer of academically qualified teachers in the Northern Netherlands, has a specific responsibility when it comes to training teachers. In the past year, the taskforce focused in particular on activities in the field of recruitment, tapping into new target groups and linking schools with the University through knowledge valorisation.

Information campaign and data exchange

The UG participated in the pilot project 'Wisselstroom'. In this pilot, a number of initiatives were developed with Hanze University of Applied Sciences and NHL-Stenden, in which we collaborate on providing information to pupils. In addition, possibilities were explored with NHL Stenden to exchange data that can be used to encourage first-year UG drop-out students to switch over to a university of applied sciences. The country-wide Wisselstroom project was terminated in 2024. The results from the various pilots will be analysed in 2025.

6.6 Legal certainty

The University has adopted the rules and procedures prescribed by law for the handling of appeals, objections and complaints – not just official appeals and objections under the Dutch General Administrative Law Act, but other types of complaints as well. In the event of legal or policy changes, the rules prevailing at the University will be amended. Students who wish to make a complaint or who believe that their rights have been violated can engage informally with their study advisor or a student counsellor.

A formal procedure will be instigated when an official complaint, objection, or appeal is submitted to the online Central Portal for the Legal Protection of Student Rights (CLRS). It may concern various matters, ranging from inappropriate behaviour by a UG staff member to a lecturer's failure to mark a thesis by the set deadline. In 2024 498 appeals were lodged with the Board of Appeal for Examinations (CBE) (2023: 509):

	2023	2024
Number of appeals	509	498
of which:		
- declared founded	10	9
- declared unfounded	40	40
- settled	163	122
- withdrawn	173	147
- declared inadmissible	10	9
- closed	112	163
- pending	1	8

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The number of appeals declined slightly from 2023. What continues to be noteworthy is that a large number of appeals are withdrawn and closed without there having been a decision on appeal. This has various causes. Many students stop responding to emails from the CBE once they have filed their appeal, after which the file is eventually closed. Also, over time, students will often decide not to continue with their appeal for various reasons.

In 2024 193 objections were submitted to the Disputes Advisory Committee (compared to 149 in 2023):

	2023	2024
Number of objections	149	193
of which:		
- declared founded	0	2
- declared unfounded	24	25
- declared manifestly unfounded	1	0
- settled (withdrawn and closed)	58	81
- not settled (withdrawn and closed)	34	34
- withdrawn	1	6
- declared inadmissible	3	4
- declared manifestly inadmissible	3	8
- closed	12	17
- Other (GAC not competent to rule, appeal, complaint, or question)	13	13
- pending		3

There was an increase in the number of objections compared to 2023. The main reasons for the increase are the number of appeals lodged against decisions on selection and placement, matching and Modern Migration Policy Act (Modern Migratiebeleid, MoMi). Notably, a large number of cases were settled in 2024. Settlement takes place if additional evidence is submitted in the objection procedure. There were no other noteworthy changes compared to previous reporting periods.

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7 Staff



Anniversary 410 years: Procession before the Honorary Doctorate Ceremony
Photo: Gerhard Taatgen

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7. Staff

7.1. Vision and objectives

The UG's human capital is the key to the University's success in teaching, research, and societal impact. At the UG, we are committed to fostering a community that allows talent to rise to the top and flourish. Students at all levels and staff are given every opportunity to train and develop their specific interests and strengths. The UG also seeks to be a responsible and inspiring employer by offering a safe and sustainable work and learning environment. These are the pillars of our human capital agenda.

7.2 Strategic HR policy

Recruitment

As in 2023, the number of vacancies at the UG decreased in 2024, standing at 621 (2023: 853). There were 278 vacancies for academic positions and 343 vacancies for OBP positions. In total, 15,934 candidates responded and 447 vacancies were filled (72%). The cuts in higher education as stated in the governing programme of the Schoof cabinet have resulted in a stringent vacancy policy as from June 2024. This is the reason why the number of vacancies has dropped in 2024.

Despite the fall in the number of vacancies, there were also vacancies that proved difficult to fill in 2024. The recruitment organization that started in 2024, consisting of 1.8 FTE recruiters, managed to fill 56 (of the 62) difficult-to-fill vacancies by actively approaching talent. In addition to recruiting talent, the onboarding of new staff has also gained a solid footing within the organization.

Recognition and Rewards

In 2024, further efforts were made to implement the objectives of the national Recognition and Rewards programme (E&W; Erkennen en Waarderen) in order to arrive at a new system for assessing academics. The responsibility for implementation lies mainly with the faculties. The E&W committee is driving the change by organizing meetings, such as the UG E&W festival in March 2024. Here, interested parties could learn about the progress by participating in workshops.

Next to the faculties of Science & Engineering and Economics & Business, the faculties of Law and Behavioural and Social Sciences have also brought their academic career track policy more in line with the principles of the programme. More room for variation in career tracks and more attention to quality and the importance of leadership development and team spirit. Together with the programmes aimed at reducing work pressure and improving social safety, these activities are aimed at achieving a better working climate.

The E&W programme runs until the end of 2026. To measure the effects of all dialogue sessions and policy initiatives, an initial questionnaire (the so-called Culture Barometer) was distributed as a baseline measurement in the first quarter of 2024. All participating institutions received the questionnaire at the same time. The response rate for the UG was nearly 25%; the national response rate was 12%. As with the other institutions, the objectives of the programme are endorsed by the respondents. However, the direct effect of the programme on the work floor is still limited.

Implementation of our vision on leadership

2024 saw the start of the implementation of the Leadership Vision pathway. All existing training programmes have been tested against the new leadership vision and as far as this is not the case, the vision and

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competencies will become part of the training programme. In this way, based on the vision on leadership, the required competencies are trained in a continuous development pathway.

7.3 Diversity and inclusion

The UG seeks to be a university where staff feel respected and comfortable, regardless of visible or invisible differences in background, experience, perspective, and identity. We believe that student diversity elevates academic discourse and enhances the quality of our teaching and research. In 2024, the Diversity and Inclusion programme was evaluated and recommendations were made for the coming years. In addition, the ongoing activities were continued in accordance with the 2024 plan of action.

A new round of Aletta Jacobs chairs was launched in 2024. In this round, a total of 22 chairs need to be filled by the various faculties in 2024 and 2025. The Aletta Jacobs chairs provide an extra boost to the influx and advancement of women at the UG and contribute to achieving the target figure of 33% female professors by the end of 2025. Within the UG, these staff members are stimulated to form an active community.

At the end of 2024, a total of 3,508 positions for academic staff were filled at the UG. 46% of these positions are held by females. At the end of 2024, the percentage of female professors was 30.1%.

Participation jobs (also known as 'Afspraakbanen')

Within the framework of the Occupational Disability (Employment Targets and Quotas) Act, the UG offers positions to people at a distance from the labour market. These staff members are supervised by a job coach during their work.
By the end of 2024, the UG employed 95 staff members in participation jobs ('afspraakbanen'). The ambition is to fill 200 participation jobs. Due to the relative unfamiliarity with (working with) this target group and given the available regulations and procedures, the realization of this target is lagging behind. The nature of the jobs also plays a role.

Male/female/other ratio per academic position UMCG Teaching and Research). Reference date 31 December 2024

Academic staff (# appointments)	Male	Female	Other	Male %	Female %	Other %
Professor	227	98	1	69,6%	30,1%	0,3%
Associate professor	194	125	0	60,8%	39,2%	0,0%
Assistant professor	433	388	0	52,7%	47,3%	0,0%
PhD	534	561	0	48,8%	51,2%	0,0%
Lecturer	280	268	0	51,1%	48,9%	0,0%
Researcher	201	169	1	54,2%	45,6%	0,3%
Other	12	10	0	54,5%	45,5%	0,0%
Chair Capacity Group	5	1	0	83,3%	16,7%	0,0%
Total	**1.886**	**1.620**	**2**	**53,8%**	**46,2%**	**0,1%**

A series of measures have been initiated to increase the number of participation jobs. For example, the possibilities offered by the Occupational Disability (Employment Targets and Quotas) Act are communicated more widely at the UG, the administrative processes have been better organized and more emphasis is being placed on creating support so that more regular positions are filled by people in the participation job target group. There are also regular contacts with external partners such as municipalities and the UWV, to ensure that the placement and supervision of candidates goes as smoothly as possible.

About half of the people holding a participation job work at the various faculties and service units as a management office assistant, communications officer, lecturer or PhD candidate. The remaining staff members hold a position in Facility Support. People from the target group register are increasingly applying for specific work duties, for example in the field of IT, administration or front office. However, it is not possible

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to meet staff's wishes in all cases, on the one hand due to the type of positions at the University and on the other hand due to the current cutbacks.

7.4 Social safety

The UG is committed to creating a learning and work environment where everyone feels respected and safe. This is a prerequisite for wellbeing, effective teamwork, quality teaching and research, and general and academic integrity. In January 2024, the four-year social safety programme was launched, aimed at both staff members and students. The programme focusses on prevention, which revolves around a cultural change that is anchored in structures and systems. Under the programme, the following projects and activities were launched in 2024:

- Facilitating and stimulating structured dialogues on the theme of social safety with the aim of establishing a culture of greater resilience, solidarity and inclusion. The start of this project was marked by a working conference in May 2024, attended by many staff members and students.
- Central information and reporting desk for social safety issues, where staff and students can find the right information and are properly referred to other info suppliers.
- For managers, the necessary skills for creating a safe and inclusive working environment have been integrated into the Result & Development interview. Also, a training session has been developed for managers regarding social safety in practice.
- The support structure has been strengthened by setting up a network of local confidential contact persons under the coordination of the central Confidential Advisor office. Staff members with a role in the support structure are offered training sessions to fulfil this role adequately.

Office of the Confidential Advisor

The duties of the Office of the Confidential Advisor are laid down by the UG in the Confidential Advisor Regulations. The UG confidential advisors are certified with the National Association of Confidential Advisors (LVV) and must adhere to the Code of Conduct for the Confidential Advisor. The most important task of the confidential advisor is being the first port of call for those reporting an incident, and offering guidance and support to them. The confidential advisor stands beside reporting persons and supports them in seeking an informal solution. If necessary, the confidential advisor refers the reporting person to other professionals in the internal or external care structure. The confidential advisor can also offer support in a formal complaints procedure. The reporting person remain in control; the confidential advisor does not act as a mediator and does not conduct a fact-finding investigation. In most cases reporting persons have a one-off meeting with the confidential advisor. Other tasks of the confidential advisor are providing information within the organization, and giving solicited and unsolicited advice (signalling function).

UG staff and students can consult the Confidential Advisor if they experience inappropriate behaviour, such as intimidation (sexual or otherwise), aggression, violence, discrimination, stalking, or bullying. Instances of unequal and unfair treatment can also be reported to the Confidential Advisor. In addition, staff can contact the Confidential Advisor if they experience problems at work or unethical behaviour in the organization. The Confidential Advisor is independent and offers individual support and advice, flags signals of threats to social safety in the organization, and provides prevention information.

The total number of reports submitted to the Office of the Confidential Advisor in 2024 was 187 (2023: 203), a slight decrease from the previous year. This decrease was caused by staff reporting less about inappropriate behaviour. Students reported slightly more on inappropriate behaviour. It is unclear why staff reported less on this type of behaviour. Possibly, campaigns to promote social safety are bearing fruit. The Office of the Confidential Advisor has no insight into reports elsewhere in the organization, despite the fact that in recent years the reporting possibilities have increased (confidential contact persons at the faculties/service units, PhD counsellors, D&I officers, etc.). This may be why reports do not come to the attention of the Office of the Confidential Advisor.

Ombudsperson

In 2024, the Ombudsperson received 46 reports from staff and seven reports from students. Most of the reports from staff concerned working conditions, namely (sexual) harassment or employment conflict. Students

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mainly reported on inappropriate behaviour, assessment and supervision, and policy issues.
After the summer 2024, the position of Ombudsperson was temporarily vacant. This affected the handling of reports and the visibility of the position at the UG.

The position of Ombudsperson is now a structurally embedded in the UG. The focus is on identifying patterns and trends within social safety and advising on improvements in the working climate. In addition, the Ombudsperson contributes to the broader strategy for social safety, leadership and inclusion at the UG.

In 2025, in addition to further professionalizing the registration and follow-up of signals and strengthening the preventive role in social safety, an internal reporting desk will be introduced at the UG. This reporting desk will tie in with national initiatives to further improve accessibility and transparency around social safety.

7.5 Wellbeing

Workload and work-life balance

In 2024, the action plans prepared on the basis of the results of the 2023 Staff Survey were implemented. Steps were taken at the UG to prevent and reduce work pressure. We will also continue to makes use of steering options that staff members consider positive, such as the possibility of hybrid working. By renewing the statutory Risk Inventory and Evaluation (RI&E) and updating policy documents relating to absenteeism and wellbeing, greater efforts were made in 2024 to address the causes of work pressure.

The regular funding for alleviating workload pressures was distributed across the faculties and services (€5 million per year). In consultation with the local consultative body, they are using these resources to further reduce the workload at their unit. Some of the centrally reserved budget for reducing the workload was allocated to UG-wide projects undertaken by HR & Health and Finance & Procurement in 2023 and 2024 to shore up the support of staff and managers, thereby easing the workload. The various plans have been carried out and implemented in 2024.

Absenteeism

In 2024, the UG switched to a new system to gain insight into absenteeism rates. The new system has provided a better grip on frequent absenteeism, because it generates automatic notifications of it. The absenteeism rate at the UG was 5.6% in 2024. This is comparable to the national absenteeism rate for the education sector (CBS: 5.5% over the first three quarters of 2024). As in 2023, the absenteeism rate among administrative and support staff (OBP) (9.6%) was higher than among academic staff (WP) (4.1%). Therefore, absenteeism among OBP is an area of concern.

Vitality

Balance is the name of the UG's preventive health and lifestyle programme. In 2024, the programme offered a range of different activities, both exercise activities for physical health and lectures and workshops focused on mental health. Also, Balance provided customized offerings, for example by adding a vitality component to organized meetings.

The UG also stimulates staff to stay healthy by offering support through (video) calls, ergonomic workplace research and an informal carer's consultation. Staff are also offered a health check. In 2024, 385 staff members underwent a health check; 25 returned for a follow-up appointment.

7.6 Staffing

At year-end 2024, the UG's headcount was 5,437.5 FTEs. This figure does not include the 1,851.8 UMCG R&E FTEs, which falls under the UMCG, and student assistants. The UMCG R&E headcount figures are consistent with the UMCG R&E staff costs as incorporated in the UG 2024 financial statements. Taking into account the total headcount impact of UMCG Medical Centre on teaching and research activities of UMCG R&E, the total staffing at UMCG R&E is estimated at 2,050.5 FTEs (excluding student assistants) in 2024.

The UG headcount (exclusive of UMCG R&E) has increased by 470.2 FTEs since the end of 2023 (4,967.3 FTEs). This increase is in part due to the termination of the PhD training programme experiment which resulted in converting ongoing PhD training-programme student positions into fixed

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appointments as of 1 September 2024. Otherwise, headcount growth is fairly in line with 2023, when the increase was 280.9 FTEs.

A total of 1,810.7 FTEs have temporary appointments, 33.3% of the total workforce (excl. UMCG R&E). This percentage has fallen slightly compared to 2023 and 2022 (34.5%), partly as a result of the collective labour agreement agreements on the duration of temporary employment contracts.

Personnel expenses in 2024 to €714 million (including UMCG R&E). These expenses included an amount of €47 million for staff insourced in 2024 (including contingent hires).

7.7 Legal certainty

Severance pay

The UG's policy regarding severance pay is based on the agreements laid down in the Collective Labour Agreement for Dutch Universities and the associated schemes, including the Netherlands Universities Enhanced Unemployment Scheme (BWNU). In this policy, allowance is made for the Early Retirement Scheme and the Dutch Senior Officials in the Public and Semi-Public Sector (Standards for Remuneration) Act. The level of severance pay is determined based on the individual circumstances of a case.

Academic integrity

Complaints regarding suspected violation of academic integrity can be submitted to the Academic Integrity Committee (CWI), either through the Board of the University or other channels. The CWI will investigate the complaint and, on the basis of its investigation, advise the Board of the University as to the validity of the complaint and any measures that may need to be taken to remedy the situation. The parties may then go on to seek a further opinion from the National Board for Research Integrity (LOWI). Three new complaints regarding suspected violations of academic integrity were filed with the CWI in 2024. In two cases, the CWI advised the Board of the University that there had been a violation of behavioural standards contained in the Netherlands Code of Conduct for Research Integrity. In one case this involved a minor shortcoming, in the other case a minor violation of research integrity. In the third case, the CWI advised the Board of the University to declare the complaint inadmissible. The Board of the University decided in all three cases in accordance with the CWI's advice. In the last case, the complainant made use of the possibility to ask the National Board for Research Integrity (LOWI) for a second opinion. This did not prompt the Board of the University to change its decision.

Breakdown of temporary and permanent employment contracts (excl. UMCG Teaching and Research)
Reference date 31 December 2024

		2024 male # Appointments	2024 male FTE	2024 female # Appointments	2024 female FTE	2024 other # Appointments	2024 other FTE
permanent	Academic staff	1005	869,3	752	635,4	1	1,0
	Non academic staff	1051	905,3	1588	1214,2	2	1,5
Total permanent		2056	1774,7	2340	1849,7	3	2,5
Temporary	Academic staff	881	802,1	868	762,6	1	0,8
	Non academic staff	142	105,6	212	139,6	0	0,0
Total temporary		**1023**	**907,7**	**1080**	**902,1**	**1**	**0,8**
Total		**3079**	**2682,4**	**3420**	**2751,8**	**4**	**3,3**

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8. Infrastructure



Anniversary 410 years: Gerrit Hiemstra being awarded an Honarary Doctorate
Photo: Gerhard Taatgen

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8.1 Sustainability

Sustainability is one of the key values of the UG. The theme is reflected in teaching and research and is important for business operations. The Green Office coordinates and initiates activities in the field of sustainable development, providing an overview of the steps the UG has taken in this area and how they contribute to the strategic goals in the Sustainability Roadmap 2021-2026. In 2024, the UG's efforts were rewarded with a third place in the global UI GreenMetric Ranking. 1,477 universities from 95 countries participated in this ranking in 2024.

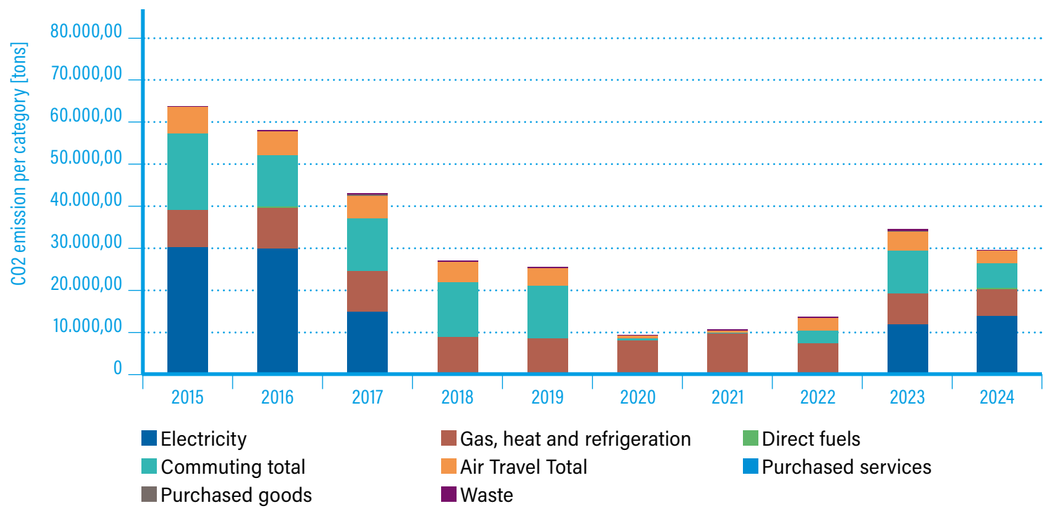
The ambitions contained in the Roadmap are listed below. The 2024 results are compared to the 2019 baseline year. 2019 was chosen because the 2020 and 2021 results are distorted by the corona crisis.

CO2 emission and reduction

The ambition is a 30% reduction in 2026 compared to 2019. The figure shows the UG's carbon footprint from 2015 through 2024.

In 2023 and 2024, the UG purchased GO (Guarantee of Origin) certificates to offset 30 million kWh of grey power purchased. A GO certificate is a digital document proving that electricity was generated in a sustainable way (solar and wind energy produced in the Netherlands). With certificate prices rising due to the energy crises, the UG decided to purchase fewer GOs. Instead of purchasing these certificates, the University of Groningen will henceforth opt to make its own investments in sustainability.

Total CO2-emission per category



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In 2024, CO2 emissions fell by 14% compared to 2023. Despite this decline, it increased by 13.8% compared to the 2019 baseline year. However, there is decrease compared to 2023, which is caused by an accumulation of CO2-saving measures taken in previous years (see below).

Energy

The UG strives for climate-neutral operations by 2035, with 48% lower energy consumption than in the reference year 2019. All energy must then come from renewable sources, at least 85% of which will be self-generated.

Energy savings

Early 2023 saw the start of an analysis and optimization of the technical installations at various locations. This led to significant energy savings, lower CO_2 emissions and substantial financial savings.

Pursuant to the adoption of the Energy Savings Requirements on 1 July 2023, an EMS (Energy Management System) is required by law. Work on developing an EMS complying with the ISO 50001 standard began in 2024.

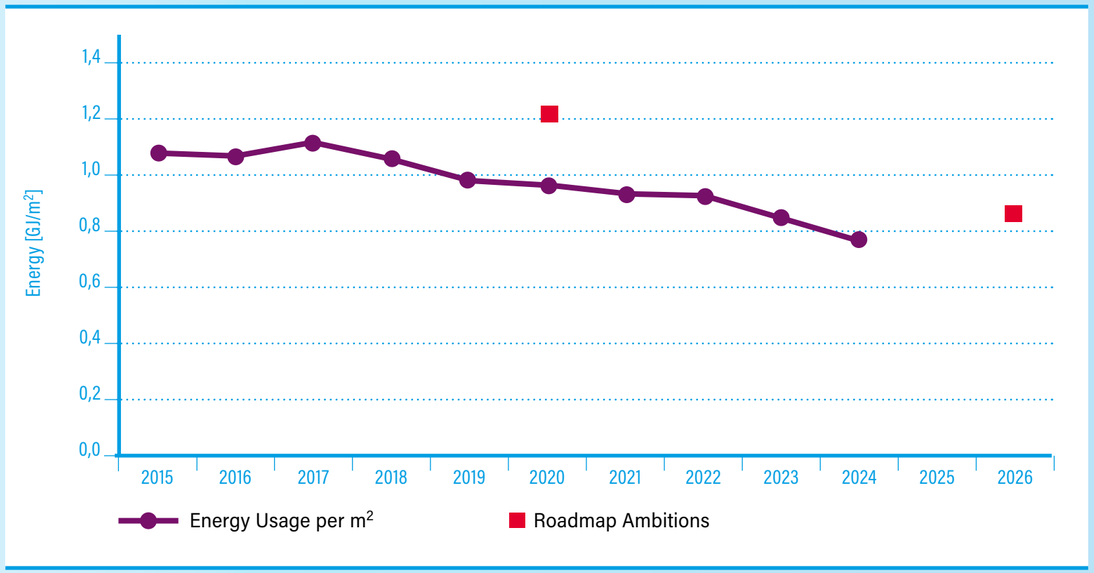
In addition, technical projects to reduce energy consumption were initiated in the past year, such as the tender to replace all conventional lighting with LED lighting. We took stock of energy-saving measures with a payback period of less than five years.

The chart above shows the EPI (energy performance indicator) per m2, corrected for degree days. It shows that the UG's total energy consumption has decreased by more than 22% per m2 over the past five years as a result of energy saving measures.

Renewable energy generation

In 2024, about 19%, renewable energy was generated, 17% of which through the geothermal energy storage system (WKO) and 2% from solar panels. A milestone in 2024 for generating our own energy was the commissioning of the Feringa Building's geothermal energy storage system (WKO) and solar panels. Both systems contribute to more efficient and sustainable energy management within the University. It is being investigated how the solar parks on Zernike Campus can be expanded.

Total energy usage per m²



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Newbuild and Renovation
In 2024, the UG applied for DUMAVA subsidies. DUMAVA (Duurzaam Maatschappelijk Vastgoed, i.e. sustainable social real estate) is a government subsidy scheme that supports owners of social real estate in making their buildings more sustainable. The UG received a €2.5 million subsidy. The measures made possible by this subsidy are expected to save 840 tons of CO2 per year.

Energy label offices
All office buildings have at least energy label C. This is in line with applicable laws and regulations and the Roadmap.

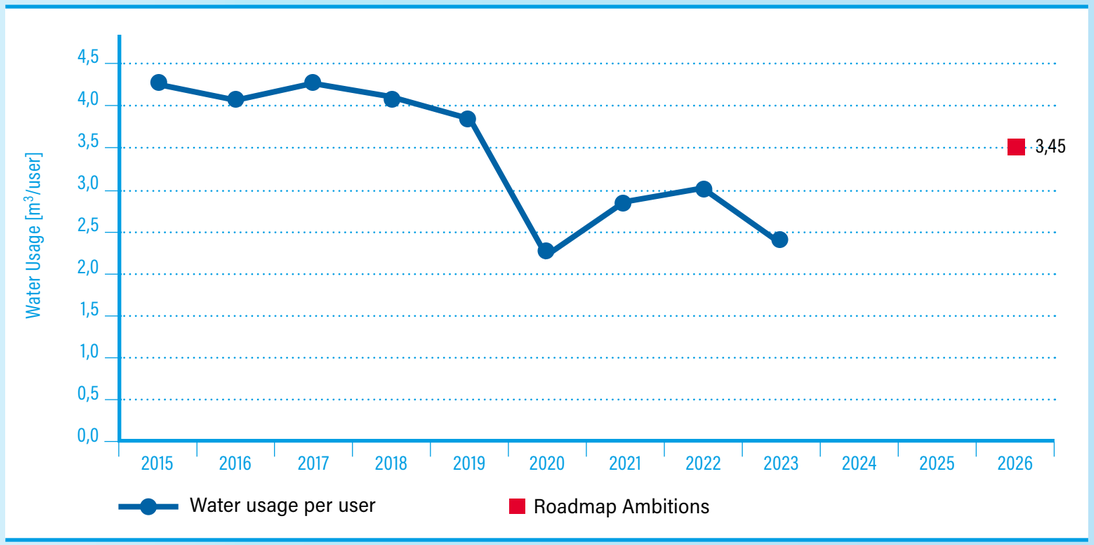
Gas-free Zernike
By connecting nine buildings and three inflatable halls (Zernike Campus) to the WarmteStad network, the UG saves up to three million kg of CO2 emissions annually. That is a 10% reduction compared to the 2019 baseline year. WarmteStad is the heat grid of the municipality of Groningen and provides sustainable heat to businesses and homes.

Green Labs
The Faculty of Science & Engineering (FSE) joined the Laboratory Efficiency Assessment Framework (LEAF) certification programme in 2023. With this software tool, laboratories go through a check-list of sustainability criteria and indicate which concrete actions are going to be taken. On this basis, laboratories can obtain a bronze, silver or gold certificate. By 2024, a total of 53 laboratories were accredited, of which 21 with LEAF silver and 32 with LEAF bronze. The software tool also calculates savings, both financial and in CO2 equivalents. In 2024, this has resulted in savings of €0.5 million and 549.7 tons of CO2 equivalent.

Water consumption

Water consumption per student/staff member has decreased by 37% compared to 2019. The UG thus amply meets the ambition set for this purpose (decrease of 10%). It also meets the ambition of the Nationaal Plan Aanpak Drinkwaterbesparing (National Drinking Water Conservation Action Plan), which strives for water savings of 20% by 2035 compared to 2016. The decrease is caused by a different approach to legionella control, which involves less flushing.

Water Usage in m³/ staff/student



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Waste

In 2024, the amount of residual waste was almost the same as in 2023, totalling 313,023 kg. At least 67% of UG waste is separated.

Mobility

Commuting

In 2024 too, mobility was a focal point of sustainability policy, in part because the municipality of Groningen was less accessible due to the restructuring of the southern ring road. Together with Groningen Bereikbaar (Accessible Groningen, or GB), several actions were taken to properly inform staff and students. The advice was to work from home, take the bicycle, travel via public transport, leave later and travel via P+R. In addition, bus services were adapted to exam weeks, which contributed to the smooth accessibility of the University.

Air travel

In 2019 (reference year), air travel accounted for 12.3% of the UG's carbon footprint. As from 2024, a CO2 cap has been introduced for each faculty and service unit. The goal is to reduce CO2 emissions due to air travel by 30% compared to 2019.

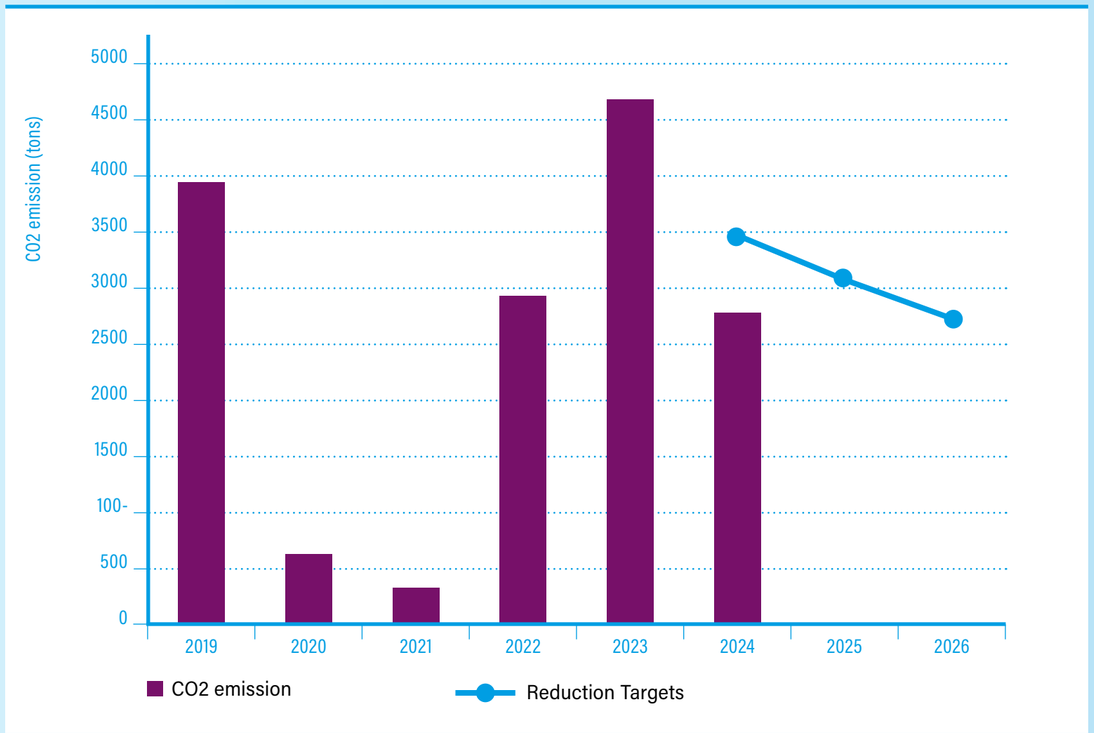
Pursuant to the schedule, the CO2 cap is to be reduced by 11% annually as from 2024. Total emissions from air travel in 2024 were well below this level (blue line). Compared to 2023, CO2 emissions (CO2eq) decreased by more than 41%. The CO2 equivalent (CO_2eq) is a unit for comparing emissions of different greenhouse gases based on their effect on global warming.

Since emissions from air travel cannot be reduced to zero, the UG is going to offset emissions from air travel. From 1 January 2026, this will be done in the Climate Neutral Group through a contract with Diversity Travel.

Business trips using own transport (car)

In 2024, for the first time, work-related kilometres and fuel consumption of private cars are included in the carbon footprint. A total of 789,840 work-related kilometres were driven in 2024. This corresponds to CO2 emissions

Total CO2eq emission air travel



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of 160 tons. The use of a private car for business travel is only permitted when the destination is difficult to reach by public transport. This requires the permission of the immediate superior.

WPM reporting requirement
Since 1 July 2024, companies with more than 100 employees must comply with the Reporting Obligation Work-related Passenger Mobility (WPM), as part of the Climate Agreement. This requirement focuses on CO2 emissions from commuting and business travel. At the UG, 73% of staff have registered their commuting data in the AFAS business operations system. In 2025, the collected data will be reported to the Netherlands Enterprise Agency (RVO), in line with the reporting requirement.

Environmental compliance & permits

On 1 January 2024, the Environment and Planning Act (Omgevingswet) came into force. The Act bore no major consequences for the UG, but it did lead to adjustments in processes and procedures. 2024 also involved the assessment of environmentally harmful activities at the various sites.

Participation

The Green Office offers students the opportunity to engage in sustainability by conducting research in Living Labs (Master's and Bachelor's). In 2024, 15 projects were carried out. Students can also join the Green Ambassadors Network. By the end of 2024, more than 120 students were actively involved in making the UG more sustainable through the ambassadors programme. Together, they organized 33 events.

The Green Office also offers a subsidy and label programme for making student organizations more sustainable. In 2024, 41 organizations participated in the label programme for student organizations. There were 53 associations that applied for sustainability subsidies. A total of 26 subsidies were awarded, reaching 7,810 students.

Sustainable Development Goals (SDGs)

The Table below shows how the ambitions formulated in the UG Roadmap are linked to the United Nations Sustainable Development Goals (SDGs).

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Theme	SDG	Ambition Roadmap 2021 -2026	Total realized % 2024 vs. 2019*
CO2 emissions		30% reduction by 2025 CO2 neutral by 2035	13.8% reduction
Energy use		2% savings per year	8.4% reduction
Production renewable energy		25% in 2026	19% from own sources.
Newbuild/Renovation		BENG/BREEAM excellent	In 2024, preparations for new Sports centre. Commissioning of Anda Kerkhoven Centre for teaching and research. Also application for sustainability subsidies.
		Energy label C offices	Target achieved
		Gas-free Zernike by 2026	Preparations for connecting WarmteStad to nine buildings and three inflatable halls on Zernike Campus in 2025. First building connected: Sports Centre.

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Water consumption		10% reduction	> 40% reduction
Waste		15% reduction	Target achieved
Waste separation		95%	67%
Commuting		Promoting sustainable transportation staff	Introduction new bicycle scheme and additional parking restrictions
Business travel		30% reduction in air travel	Planning for 30% reduction in 2026 fulfilled
Logistics transport		Emission-free in 2025	Standard call for proposals in tenders for emission-free delivery of goods and services. Delivery of goods not yet 100% emission-free.
CO2 compensation		100% compensation for all air travel	Decision to offset CO2 emissions from air travel.
Biodiversity		Ecologically valuable campus and inner city locations	Policy under development for green space management, nature-inclusive building and a plan for a food forest at Zernike in collaboration with Ground Maintenance, Campus Groningen, Hanze and the Municipality of Groningen.

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Nutrition		95% of the meat with 'Beter Leven' (animal welfare) label ☆☆☆	20% of the product groups meet this criterion.
Food supply in canteens		60-95% plant-based or vegetarian	Programme of requirements: at least 1/3 plant-based, at least 1/3 vegetarian, up to 1/3 possibly with meat components. Vegetarian catering standard since 2023 (exceptions remain possible).

Key
Green: target achieved
Orange: work in progress
Red: target not achieved

* The reference year is 2019, because the 2020 and 2021 results are distorted as a result of the corona crisis.

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8.2 Real estate

In 2024, an area management policy per campus was launched to further shape campus development. This provides more insight into the accommodation needs in relation to the currently available real estate. This methodology produces the change assignment that serves as input for the investment planning. This planning is comprehensively recalibrated each year. In 2024, the cutbacks and shrinkage in the number of students and staff were anticipated. This led to an expected decrease in the future real estate needs in square meters.

Suitable real estate is essential for the University community to function properly, which is why the UG is investing in its buildings and campuses. However, the emphasis in 2024 has shifted to real estate optimization. Ongoing projects were continued or completed, but increasingly the focus is on more effective use of space in existing real estate. This is also beneficial in terms of the sustainability objectives.

A vision on energy consumption and the Energy and Sustainability policy document were adopted specifically for the real estate portfolio. This includes the energy supply, technical installations and the structural condition of the buildings. An ambitious goal was set: to be CO2 neutral by 2035, 15 years earlier than legally required. This will be further elaborated in an energy transition plan to be drafted by the appointed programme team in 2025.

In the meantime, the LED project was launched in 2024, based on which all non-energy-efficient indoor lighting in the buildings will be replaced by smart LED lighting within five years. October 2024 also saw the start of the construction of the geothermal energy system on the site of the Healthy Ageing Campus. This system will heat and cool UMCG and UG buildings without using fossil fuels. In order to achieve the goal of a gas-free Zernike Campus in 2026, a start was made at the end of 2024 to connect buildings to the Warmtestad infrastructure.

Construction projects and development of the real estate portfolio

The real estate portfolio is mainly clustered in three sub-areas. These campuses form the heart of the UG's physical infrastructure.

1. City Centre Campus

The project to renovate the monumental Administrative Buildings continued in 2024 after integrating additional energy-saving measures. This is in line with the UG's plans to optimize its real estate portfolio in terms of quality and size. After this project, another location may be sold (planned in 2026).

In addition, the building at Pelsterstraat 23 was sold in 2024, and the long-term lease of the location on the corner of Oude Boteringestraat/Rode Weeshuisstraat was terminated. In order to solve the shortage of teaching rooms in the short term, Oude Ebbingestraat 25 was purchased based on a positive business case assuming a usage period of ten years.

A master plan for the city centre campus will be developed together with the municipality of Groningen. Talks on this subject started in 2024.

2. Healthy Ageing Campus

Since September 2024, the newly built Anda Kerkhoven Centre has been in use for teaching and development. The teaching rooms stimulate collaboration and involvement, with flexible spaces and advanced tools that enable interactive teaching. In addition, the building offers flexible study spaces and various social seating areas.

Furthermore, construction of the new housing for the University College Groningen (UCG) started in September 2024. Demolition of parts of the building at Bloemsingel 1 has started, creating space for the new-build extension. The monumental part of the building is being carefully renovated and made more sustainable. The new-build on the north side provides for a transparent and flexible building and connects to the new campus square.

In 2024, the building at Antonius Deusinglaan 2 was transferred to the UMCG.

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The spatial master plan for the Healthy Ageing Campus is several years old. That is why an update was started at the end of 2024, which should lead to a new area vision for this campus.

3. Zernike campus
In February 2024, the first lectures were given in the Feringa Building, and later in the year the research spaces were also put into use. Subsequently, the demolition of part of Nijenborgh 4 started in the summer, after which construction of the last part of the Feringa Building could begin in November.

The design phase for the new Sports Centre building was completed in 2024. In collaboration with Hanze and the ACLO, a sustainable and multifunctional sports complex is being developed to replace the existing building.

In 2024, the Zernike Campus development plan was completed. The plan was drawn up jointly with, among others, the municipality of Groningen and the Hanze University of Applied Sciences and contains starting points for further campus development.

8.3 Integrated safety

Institutions of higher education in the Netherlands have significantly upped their integrated safety efforts in recent years. This is fuelled in particular by a rising number of security incidents and risks. The Ministry of Education, Culture and Sciences has stressed that university administrators are responsible for the overall safety and security of their institution in the broadest sense. For this reason, it is important that we never fail to weigh safety and security concerns against the core values of academic freedom, openness, and accessibility. At present, knowledge security, information security, physical security, and crisis management are priorities for the UG, as is social safety (see Section 7.4).

Knowledge security
The growing familiarity with the Knowledge Security Advisory Team led to a significant increase in the number of questions in 2024. For complex cases or unknown actors, the National Knowledge Security Desk (Rijksbreed Loket Kennisveiligheid, RLK) was contacted several times.

2024 saw new initiatives to promote awareness, including a roadshow by the RLK. In terms of policy, much attention was paid to preparing for the Dutch Knowledge Security Screening Act and complying with the national knowledge security guideline.

Information Security
The 'Safe & Trusted' programme was completed in early 2024, establishing a cybersecurity governance structure. This forms the basis for identifying risks and taking measures. Faculties and service units conduct periodic risk assessments and take appropriate measures, reviewed by the Privacy & Security Committee. This committee adopts the annual strategic cybersecurity roadmap. In 2024, initiatives were launched for identity & access management (IAM), expansion of detection capacity, implementation of GRC tooling and an awareness programme on research and AI. Cybersecurity maturity has grown, according to the SURF/Norea standards framework, but further improvement is needed to achieve the target level 3.0.

Physical security
As from 1 March 2024, the security manager at the UG began shaping and forming a physical security management department and professionalizing physical security. On 1 July, the management department Physical Security Organization was founded. In addition to the security manager, this department consists of two physical security management staff members and five occupational health and safety prevention coordinators. One position for management staff members was still vacant. On 1 December 2024 this vacancy was filled however.

The contract with G4S, a supplier of security services, expired on 1 February 2025. In the context of a European tender, the contract for the provision of security services was awarded to Ferwerda Beveiliging as from 1 February 2025. Ferwerda Beveiliging is a regional provider and has its registered office in Groningen. In 2024, the Physical Security Organization purchased a software application for the purpose of deviation reporting by the supplier of security services. This application was put into use on 1 February 2025.

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Crisis management

The UG faced a number of challenging crises in 2024. The war in Gaza has led to various protests and demonstrations in Groningen, including among students and staff. In May 2024, a pro-Palestine tent camp was set up on the Harmonie square in the city centre, that remained there for several weeks. The activists demanded, among other things, an immediate termination of contacts between the UG and universities in Israel. There were also demonstrations on the Academieplein, including during public events such as information days. During the anniversary celebrations in May, parts of the programme had to be cancelled. In June, a UG building was occupied for several hours. The police had to step in to end the occupation.

Although the primary processes of teaching and research could continue as planned almost all of the time, the actions had a negative impact on the atmosphere of openness and mutual contacts at the UG. In practical terms, this meant that measures had to be taken, such as hiring security services and installing surveillance cameras. The UG crisis team also had to meet continuously to respond quickly to threatening situations. This has been evaluated and the UG crisis plan was updated based on the evaluation outcomes. In addition, an external party conducted an audit of the central crisis team in order to increase the maturity level. The UG also held emergency drills at a number of faculties and service units. These were meant to raise the readiness level for, and the capacity to respond effectively to, potential crises.

8.4 Data protection

Privacy & Security (P&S)

Privacy & Security coordinators have been given a central position at faculties and service units. Together they form 'the Guild'. Under the coordination of the Chief Privacy Officer (CPO) and the Chief Information Security Officer (CISO), they work on UG-wide themes, protocols and guidelines, which should lead to further embedding of the necessary measures. By way of the inter-faculty collaboration in various working groups and by exchanging best practices, the Guild strengthens the expertise of the P&S coordinators.

A precondition for a responsible privacy and security policy is to make staff and students aware of the need to handle personal data with care. Therefore, a big effort was made to increase awareness and develop training activities for staff, students and researchers. This contributes to creating a general awareness in the entire UG community of responsible handling and protection of personal data.

The privacy objectives are aimed at achieving a maturity level of 3.0 (on a scale of 1.0-5.0). In 2023, the maturity level was already set at 2.5. A report equivalent to previous years cannot be drawn up for 2024, because there is insufficient insight into the data required for a reliable analysis. Moreover, a different reference framework is expected to be used in 2025. This is the so-called SURF framework, which is also used by a number of other universities. Based on risk analyses by faculties and service units, an increase can nonetheless be observed on the following points compared to the calendar year 2023:

- the extent to which risks have been identified and measures are being taken
- the awareness among staff members and students
- the structure of the P&S organisation.

Information management

The UG must comply with legal obligations such as the right to inspection, transparency, data minimization and accuracy of data. The University uses a public register for teaching and business operations in which the processing of personal data is specified. At the UG there is as yet no uniform overview of personal data processing practices in academic research. The possibility of using a UG-wide registration system for research is being investigated.

Compliance with the obligation to register personal data must be seen in conjunction with the issues of ownership of processes and systems, data storage and risk management. Risk management enables the UG to take risk reducing measures in the area of availability, integrity or confidentiality of information and personal data. Ownership is an important starting point in this context. It appears difficult to assign these responsibilities in a correct and transparent manner, because some processes run across multiple organizational units and different systems are used within the same process. In 2024, the Board of the University adopted

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the Volwassenheidsprogramma Informatiebeheer (Maturity programme Information Management). This is an important step in managing and governing information management.

Artificial Intelligence

The European Artificial Intelligence Act (AIA) regulation came into effect on 1 August 2024. Goal is to facilitate the development and use of Artificial Intelligence systems (AI systems), provided that these systems are safe and that the (fundamental) rights and freedoms of citizens are taken into account during development and usage. The 'Working safely with AI' campaign was launched in the autumn of 2024. This UG-wide awareness campaign provides staff and students with a number of basic instructions concerning the use of AI.

Partly due to changing geopolitical relations, the safe processing of data is under pressure. SURF updated the threat assessment for the education sector in 2024. This assessment confirms that there is still a high threat level for the education sector. Knowledge security primarily concerns the risk of undesirable transfer of sensitive knowledge and technology to third countries. This could also have consequences for the (social) safety of individuals and information security.

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9. Governance



Anniversary 410 years: Kate Crawford being awarded an Honarary Doctorate
Photo: Gerhard Taatgen

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9. Governance

9.1 Rules of procedure

The UG has adopted a consultative model to generate and increase engagement in its strategic objectives and policies. Faculties and service units have a mandate that allows them, within certain parameters, to tailor the UG's strategies and policies to their own specific disciplines and circumstances and to more or less define their own agenda.

The Supervisory Board and the Board of the University fulfil the statutory roles assigned to them in the planning and control cycle. The effects of the pursued policies are reflected in the target-driven budget and the annual report. Faculties and service units are responsible for their own financial performance. They operate autonomously within the frameworks and guidelines stipulated by the Board of the University.

The UG has in place a robust management information system and a control cycle based on the Plan-Do-Check-Act (PCDA) method at all levels of the University (Board, faculty, and University service units). These tools are used to assess the effectiveness of plans and actions taken. Results are reported and discussed during administrative meetings between the Board of the University and the faculty boards, and between the Board of the University and the management teams (MTs) of the University service units, at which time it is decided whether the UG will continue, change, or discontinue actions. Funding is contingent on this decision. In addition to administrative meetings between the Board of the University and the organizational units, the UG's strategy and policies are discussed at University level by the Committee of Deans, the University Council, the University Committees for Academic Practice, Education, Student Policy, and Disabled Students, as well as student organizations and the Management Council. This approach is the embodiment of the Govern Together principle.

Central consultative participation body - right of consent

The Dutch Student Loan Act addresses the right of consent that consultative participation bodies possess with regard to the main points of the University Budget. The UG, in cooperation with the University Council, has formalized the processes and procedures governing the right of consent in the University Council Regulations.

Quality Agreements

In the Sector Agreement of 9 April 2018, the Ministry of Education and Universities of the Netherlands (UNL) reached agreements on the quality of higher education, ways for universities to boost their public profile, and shared priorities. These agreements include transparency and accountability safeguards. As regards faculty plans, the consent lies with the local consultative body. The decentralized approach is in line with the UG's governance model that is rooted in shared goals and a broad mandate for faculties. The central consultative participation body has the right of consent regarding the institution's plan for the use of quality funds. The status report on the Quality Agreements, including the reflection report by the central consultative participation body, is an annually recurring agenda item for the UG's Supervisory Board. The board will discuss the report with the Board of the University and will monitor progress closely.

National Programme for Education

On 21 May 2021, the Ministry and UNL reached consensus on the National Programme for Education (NPO) in their administrative agreements, which cover such aspects as activities qualifying for funding, accountability methods, and the role of consultative participation bodies. The faculties' consultative participation bodies issued consent on the respective budgets. The central consultative participation body monitors the overall budget. Another administrative agreement was reached about the NPO

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support programme for research recovery and perspective. Under this agreement, the central consultative participation body has the right of consent regarding planned expenditures.

Administrative Agreement 2022

In mid-July 2022, the Ministry of Education signed an administrative agreement with all Dutch universities, in which starting and incentive grants for unhampered research, as well as the sector plans, are featured prominently.

Open Government Act

The premise of the Dutch Open Government Act (Woo) is that everyone has the right to access public information. It expands upon this principle in different ways, for instance by introducing an extensive active disclosure requirement, which will gradually be phased in over the coming years. This requirement will also have a bearing on the UG's information management practices. Under the new Act, citizens can continue to file a request for the public disclosure of information (passive disclosure requirement). The UG increasingly receives such requests, which are extensive in nature. The requests we receive tend to be made by journalists and concern all manner of issues, such as international partnerships, completed investigations, sponsored chairs, and animal research. Conversely, the UG also receives requests for opinion from other governance bodies. In 2024, the UG processed 12 requests, either for publicly disclosing information or for an opinion.

Governing programme Schoof

The governing programme of the new Schoof government of September 2024 showed that there will be significant cuts in higher education. For example, the Funding for research and science will be reduced, the National Growth Fund will be phased out, and the number of international students will be brought down through the Internationalization in Balance Act (WIB) and the related non-Dutch-taught programme assessment (Toets Anderstalig Onderwijs, TAO).

Due to the cuts imposed by the new cabinet on the Funding for research and science, the starting and incentive grants will be terminated as of 2025. As a result, the agreements under the Administrative Agreement 2022 will be reviewed. These cuts mean that from 2025 onwards, the UG will receive €16.5 million less income from incentive grants and €16.8 million less income from starting grants. The grants, like the sector plans, were intended to create flexibility and breathing space in higher education and were of vital importance to the University, faculties and researchers. The sector plan resources, also part of the Administrative Agreement 2022, will be maintained.

Planning and control

The UG follows a transparent centralized planning and control cycle. Based on this cycle, our spend under the University Budget, developments in balance sheet items, and the cash position are monitored throughout the reporting period using period cut-offs and actual spend figures. For Finance and Real Estate, group-level quarterly reports are released that, besides breakdowns of actual and budget spend, also include an analysis of developments, risks, and potential controls. This enables the Board of the University to make timely adjustments when necessary. Administrative meetings between the Board of the University and the faculty boards, and between the Board of the University and the MTs of the University services are held in the autumn. These meetings serve to discuss the financials, and to discuss the budget targets for the next year and beyond.

The UG's liquidity position is continuously monitored based on a detailed liquidity schedule that is updated every week. Our cash position has deteriorated in recent years due to major capital expenditures. Given that significant investments will be made in sustainability improvements and building renovations in the years to come, the UG raised loan capital. This loan was received in two tranches, one in 2023 and one 2024. Also, the interest paid on this loan has been accounted for in the statement of income and expenditure with effect from mid-2023. The UG will start repaying the loan in 2025.

The UG maintains reserves so as to safeguard its ability to continue as a going concern and to absorb risks, such as those associated with funding and changes in enrolment figures. The Dutch Inspectorate of Education has introduced a cap on the level of public equity to be held by an institution. This cap is not a hard and fast number. Rather, it is an indication of a reasonable level of equity. The UG does not hold excessive levels of equity.

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9.2 Code for Good Governance

The rules, guidelines, and agreements pertaining to transparent governance and reporting practices are set out in the University's Administrative Regulations and other documents. Complementing the relevant statutory provisions, these are detailed regulations on aspects such as the official positions of the Supervisory Board, the Board of the University, and the faculty boards.

Dutch universities are subject to the Code for Good Governance of umbrella organization UNL. The current Code has been in effect since 1 January 2020. This code embodies the social mission of universities. By adopting the Code, administrators and supervisory board members of all Dutch universities endorse its nine principles. The UNL monitors the implementation of the Code by the universities annually, based on their annual reports and the information they publish on their websites. The UG has had an internal mechanism for reporting on compliance with the Code since 2022. Reporting takes place by way of the existing financial planning and control cycle. The Code further states that an evaluation will take place after four years. In the summer of 2024, UNL therefore set up an evaluation committee to assess if the Code works. At the time the 2024 Management Report was drawn up, the results of the evaluation were not yet known.

Self-assessment

The UG performed a self-assessment in 2020-2021, at which time we established that, while our performance on seven of the nine principles was satisfactory, improvements were required on the criteria of principles 2 and 8. These improvements have now been made and all principles are being met.

9.3 Transparency Document

Theme 1: Outsourcing

The UG does not outsource to private organizations any teaching in degree programmes listed in the Central Register of Higher Education Programmes (CROHO).

Policy Rule for Investing Public Funds in Private Activities (formerly theme 2)

Under certain conditions, universities are permitted to invest public funds in private activities such as contract education and research. The Ministry of Education, Culture and Science (OCW) defines 'private activities' in its policy rule as "all activities that are also carried out under the responsibility of the competent authority of a publicly funded educational institution, provided that these activities are aimed at more than just carrying out the publicly funded statutory task."

With this policy rule, OCW aims to prevent public funds from leaking into private activities and to avoid market distortion. In recent years, the regulations in this regard have been further tightened through the OCW policy rule of April 2021, 'Investing Public Funds in Private Activities.' This policy rule replaces 'theme 2' from the transparency notes of 2003, 2004, and later OCW publications.

Since its publication in 2021, OCW has been consulting with umbrella organizations, accountants, inspectors, and educational institutions regarding the interpretation, application, feasibility, accountability, and monitoring of this policy rule.

In recent years, the University of Groningen (UG) has conducted intensive research into all its activities to determine which activities are public and which are to be classified as private. By assessing the activities from a revenue perspective and conducting a targeted inquiry among all organizational units, an expert group mapped out which activities within the UG can be designated as private. Subsequently, this expert group assessed whether the activities classified as private comply with the conditions set out in the policy rule.

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Classification

For accountability purposes, the UG has formulated the following principles:

- The Faculty of Medical Sciences (hereinafter UMCG R&E) and the Academic Hospital Groningen (AZG) are connected through the UMCG partnership. Education and research primarily take place within UMCG R&E and healthcare within AZG, but due to the interconnection of activities, internal settlements occur. Settlements related to the workplace function and other collaborations in the fields of education, research, and valorisation are considered by the UG as public activities that fall outside the scope of the policy rule.
- UMCG R&E provides accredited but not OCW-funded (academic) training programmes. These include the general practitioner and elderly care medicine programmes, for which the UG receives a contribution of €8.2 million from the Foundation for General Practitioner Training (SBOH). SBOH is a non-profit/semi-public organization that acts as the employer of trainee doctors. To achieve its objectives, SBOH receives availability contributions under the Long-term Care Act (Wlz) and the Health Insurance Act (Zvw), administered by the Dutch Healthcare Authority (NZa). The training funds received by the UG are therefore considered public funds. These programmes are offered at cost price. Due to the nature of the activities and the funding method, the UG considers this a public activity.
- UMCG R&E offers the OCW-funded Dentistry and Oral Health programmes. As part of these programmes, students perform treatments under the supervision of a qualified dentist for a fee. These treatments provide students with essential skills to complete the funded Dentistry and Oral Health programmes and gain practical experience for their future professional careers. This involves simulating professional practice for the purpose of funded education and takes place within the educational institution. Thus, it falls within the statutory task of the UG and is considered a public activity.
- If the size of an individual private activity, measured in revenues, exceeds €0.5 million or is qualitatively material, it is separately accounted for under the respective main category. Consequently, there may be a numerical discrepancy between the revenues and the invested public funds in the table and the total of the activities explained in the respective main category.

The UG distinguishes the following categories of private activities:

Private activity (amounts in €*1.000)	Revenues fiscal year 2024	Expenses and changes in invested funds fiscal year 2024	Total invested public funds fiscal years 2023-2024
Income of third party contracts	10,7	9,8	19,0
Contract Education	17,2	19,3	39,7
Facilities for students and staff	2,8	9,9	16,6
Rental of property	0,5	0,5	1,0
Secondments	2,2	2,1	4,4
Other actvities	4,6	5,5	9,2
Total private activities	**37,9**	**47,1**	**89,9**

Contract Education

Contract education involves courses that align with our publicly funded programmes, carried out by staff members who also provide the funded education. No activities are offered to third parties that we do not have the expertise for in-house, based on our funded programmes. Offering contract education strengthens the high-quality education provided to regular students and adds clear value for these students and staff members. Contract education at the UG is offered at least at cost price, in line with the policy rule.

Within the contract education category, the following private activities exceed €0.5 million in revenue:

University of Groningen Business School (UGBS)

UGBS supports executives in their further professional development, believing that scientific insights are valuable at every stage of a professional's career. At the same time, strong networks around business and economic issues are built.

Financial result:

- Revenues 2024: € 3.4 million
- Change in invested public funds 2024: € 2.7 million
- Total invested public funds 2024: €5.3 million

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Postmaster Programmes in Psychology and Orthopedagogy (PPO)

The UG offers postmaster programmes in psychology and orthopedagogy. PPO provides professional training leading to a BIG registration and continuing education activities for psychologists and orthopedagogues.

Financial result:

- Revenues 2024: €4.1 million
- Change in invested public funds 2024: €4.1 million
- Total invested public funds 2024: €8.7 million

Language Centre

The Language Centre assists everyone, from students to professionals and from newcomers to private individuals, in communicating successfully, developing language and cultural skills, and participating in society. These activities target both UG staff and students as well as third parties. By combining both target groups, the Language Centre can offer high-quality services, benefiting both employees and students.

Financial result:

- Revenues 2024: €1.5 million
- Change in invested public funds 2024: €1.4 million
- Total invested public funds 2024: €2.4 million

Income on third party contracts

To distinguish between public and private income on third party contracts, the UG considers VAT. All VAT-liable projects are classified as private income on third party contracts. Private income on third party contracts is always an extension of our publicly funded education and research, with activities carried out by staff members who are also involved in funded research. No activities are offered to third parties that are not within the scope of our expertise derived from our publicly funded mandate. The income on third party contracts conducted by the UG contributes to new applicable knowledge and innovation, which in turn adds value to funded education and research. The UG has a clear pricing structure, whereby the full cost price is always calculated in advance for the university's involvement in private research. Income on third party contracts flows back to the university to, for example, fund follow-up income on third party contracts. Annually, it is assessed at the category level whether the activity has been cost-effective, with adjustments made where necessary.

Financial results:

- Revenue 2024: €17.2 million
- Change in invested public funds 2024: €19.3 million
- Total invested public funds 2024: €39.7 million

Facilities for students and/or staff

The UG considers the provision of facilities to students and/or staff as part of its legally funded mandate. This includes facilities for students that promote the accessibility and quality of funded education and contribute to student well-being and personal development, as well as facilities for staff aimed at promoting their sustainable employability. Only the provision of these facilities to third parties is regarded by the UG as a private activity. The guiding principle here is that the offer to external parties is limited in scope and that a differentiated pricing structure is applied, ensuring that public funds are solely used to finance facilities for students and staff.

The facilities covered by this definition include the sports centre, student housing, the Central Executive Body for Student Organizations (CUOS), the Cultural Centre USVA, and the University Newspaper.

However, the Ministry of Education, Culture, and Science (OCW) has clarified in its policy guideline that some of these facilities are classified entirely as private activities. For this reason, the UG includes these activities in the annual report, despite the differing viewpoint described above.

Sports Centre

The UG has always considered the Sports Centre as part of its legally funded mandate because it concerns the well-being and personal development of students and staff. The ACLO Foundation (established in 1952) is the umbrella student sports organization of the UG and Hanze University of Applied Sciences and is fully run by students. ACLO is the policy-making body concerning the sports offerings and is the primary tenant of the Sports Centre.

The Sports Centre promotes:

- **Physical fitness:** For students in the developmental phase of their lives, student sports provide a positive incentive to view sports and exercise as a fundamental part of their lifestyle.

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- **Mental resilience:** Sporting activities challenge individuals, push boundaries, and provide a boost in self-confidence. It is a boost for mental resilience and helps in coping better with stress and setbacks.
- **Social impact and diversity:** The sports centre has a significant social role. It provides a familiar social environment for students, where they are brought together regardless of their background, gender, culture, or skills. By engaging in sports together, students and staff learn to appreciate and respect each other's differences. This contributes to a positive, socially diverse environment within the university. The strong and extensive sports club culture among students in Groningen (49 associations) forms a solid basis for the development of communities, alongside the regular sports offerings.
- **Gaining practical experience:** At the Sports Centre, students gain broader practical experience in various areas, contributing to their personal development. This includes co-managing a sports club, participating in committees, and organizing activities. Thus, the sports concept offers the opportunity to gain socially relevant experience during the study period.

In recent years, universities have received funding from the Ministry of OCW, which was partially intended to be used for student well-being, indicating that OCW considers student well-being as a legally funded mandate.

Financial results:

Revenue 2024:	€2.1 million
Change in invested public funds 2024:	€6.4 million
Total invested public funds 2024:	€9.9 million

Student Housing

The UG considers it its social responsibility to provide housing for (also) international students to ensure accessibility to education. Proper service to this target group is essential, as international student exchange contributes to our knowledge economy and international position in the global economy.

A significant bottleneck is that current laws and regulations do not permit rental contracts that adequately meet the needs of international students, higher education institutions, and student housing providers.

To accommodate international students, housing providers enter into agreements with universities and colleges in the cities where they operate. These agreements generally involve housing providers reserving accommodation for international students, allowing the educational institution to guarantee housing for international students as part of ensuring access to education.

The UG considers this practice justified and desirable, as international students form a distinct target group that differs from regular Dutch students in that they:

a) Arrive in the country and immediately need housing;
b) Are practically unable to accumulate waiting time with a housing corporation;
c) Cannot search for housing in the city of study from their current residence abroad (participating in housemate selection evenings is practically impossible);
d) Are more susceptible to discrimination in the local housing market, as international students are potentially less readily accepted in accommodations shared with only Dutch students, and other (private) landlords tend to prefer Dutch tenants.
e) Generally find it more challenging to access facilities due to geographical distance and the inability to speak Dutch.

The above is also supported in the National Action Plan for Student Housing 2022-2030, co-signed by the Ministry of the Interior and Kingdom Relations and the Ministry of Education, Culture, and Science.

Additionally, a Youth and Student Housing Covenant 2023-2026 has been signed between the municipality of Groningen, educational institutions, housing corporations, and student unions, which is based on a shared responsibility with defined objectives. The main goal of this covenant is to contribute to the well-being of students and young people in Groningen by jointly striving for sufficient, high-quality, and affordable housing. This covenant shows that all these parties aim to collaborate for this specific target group, and there is no question of (unfair) competition.

Based on the above arguments, supported by the National Action Plan for Student Housing and the Youth and Student Housing Covenant, the UG considers agreements with student housing providers for realizing

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guaranteed housing as justified and part of its publicly funded mandate. In 2024, the UG incurred €1.2 million in costs for this guaranteed student housing for international students.

Financial results:

> Revenue 2024:	€ - million
> Change in invested public funds 2024:	€1.2 million
> Total invested public funds 2024:	€2.2 million

Central Executive Body for Student Organizations

The Central Executive Body for Student Organizations (CUOS) is responsible for guiding student organizations in applying for the Student Support Fund, arranging housing for student organizations, and granting subsidies to student facilities, student organizations, and the student faction of the university council.
CUOS is formed by a student board that changes annually and consists solely of registered publicly funded UG students. Alongside student facilities ACLO and USVA, the largest subsidies are granted to KEI and ESN, which organize student introductions.

Student organizations and student facilities play an important social role. They provide a familiar social environment where students can meet each other and contribute to a positive, socially diverse environment within the university and to the well-being of the students themselves. The UG does not consider these activities to be market-distorting and views the support of student organizations as a publicly funded legal task of a university.

Financial results:

> Revenue 2024:	€ - million
> Change in invested public funds 2024:	€0.4 million
> Total invested public funds 2024:	€0.8 million

USVA

The Cultural Student Centre USVA is the cultural facility of the UG, offering various courses and performances in the cultural and expressive domain. USVA plays a vital role within the university community in Groningen. USVA distinguishes its pricing between students, staff, and third parties, with UG students and staff receiving a discount.

Financial results:

> Revenue 2024:	€0.3 million
> Change in invested public funds 2024:	€0.8 million
> Total invested public funds 2024:	€1.2 million

University Newspaper

The University Newspaper Foundation (UK) publishes an online newspaper that delivers weekly news directly related to the UG. The UK is thus an integral and essential part of the university community. In 2024, the Minister of OCW also emphasized the importance of maintaining and ensuring the independence of higher education media, reinforcing the UG's position that the university newspaper is a public activity of the university.

Financial results:

> Revenue 2024:	€ - million
> Change in invested public funds 2024:	€0.6 million
> Total invested public funds 2024:	€1.3 million

Rental income

Due to discrepancies in supply and demand at other UG locations, there may temporarily be a surplus of space. The UG can then lease these spaces to third parties, which is considered a private activity. In 2024, private rental income amounted to €0.5 million. According to the policy of rental income, the applied rental rates are market-based in all cases, and the service costs charged are cost-covering (integral rate). If the UG is responsible for daily management of the leased location, management costs are included in these cost-covering service costs. In some cases, an independent real estate agent is engaged to determine the market price.

Financial results:

> Revenue 2024:	€0.5 million
> Change in invested public funds 2024:	€0.5 million
> Total invested public funds 2024:	€1.0 million

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Secondments

Secondments are classified as private activities when an employee is seconded to a private organization. These are secondments for specific activities for a fixed period, often resulting from partnerships that stem from our publicly funded mandate. No secondments occur where the UG does not possess the required expertise derived from its publicly funded mandate. Outgoing secondments provide staff with the opportunity to further develop and broaden their skills within another organization. This aligns with the UG's policy to offer employees lifelong learning and development opportunities throughout their careers. The rules for external hiring include the provision that outgoing secondments must be cost-covering. The application of the full cost price in such cases is monitored by the Human Resources department.

Financial results:

- Revenue 2024: €2.2 million
- Change in invested public funds 2024: €2.1 million
- Total invested public funds 2024: €4.4 million

Other Activities

Activities that do not fall into one of the specific categories are grouped under the category "Other Activities." None of the individual private activities within this category exceed €0.5 million. Examples include the museum shop, the I-shop, and various IT services.

Financial results:

- Revenue 2024: €4.6 million
- Change in invested public funds 2024: €5.5 million
- Total invested public funds 2024: €9.2 million

These other activities are part of the UG's Strategic Plan, carried out by the faculties and services of the UG, and contribute to the university's publicly funded mandate.

Activities excluded from external audit in 2024 but still have to be reported in the management report

Lifelong Learning

One of the strategic objectives of the UG is to equip students with the necessary skills, competencies, and knowledge to successfully compete in the global labour market. Additionally, the UG encourages students and professionals to adopt a lifelong learning mindset and to structurally enhance their employability. In 2024, the UG did conduct other lifelong learning activities such as strategy, policy, and content development, but there were no revenues exceeding the materiality thresholds that would require inclusion in the management report.

Valorisation

In its 2021-2026 Strategic Plan, the UG identifies social impact as one of its primary responsibilities. The execution and translation of educational and research activities for and within society are considered a cornerstone of the academic system wherever possible. Broadly speaking, the UG implements this responsibility through a professional impact organization, four interdisciplinary schools, the University of the North, and RUG Ventures BV.

RUG Ventures (a trade name of RUG Holding Company BV) was established in 1996 and is a 100% subsidiary of the UG, with the aim of establishing knowledge-intensive companies to bring scientific ideas and research results to market. RUG Ventures is a key component in the entire knowledge chain, from knowledge co-creation and sharing to knowledge utilization and generating economic value. The UG reports RUG Ventures in its financial statements as a participation result. The results of this participation, minus the initial investment, are accounted for in the private earmarked reserve. In 2024, the participation result of UG Ventures was -€1.3 million (2023: -€0.3 million). The private reserve amounted to €2.1 million at the end of 2024. The specification of equity in the financial statements clarifies that as of April 2025, it was determined that private reserves will only be adjusted as a result of donations and legacies. During the period 2021-2023, however, the private reserve of the UG was adjusted with the results of RUG Ventures. Therefore, a reclassification was made in the 2024 financial statements.

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The Board of the University is represented in the Supervisory Board of RUG Ventures (this representation cannot be expressed in terms of invested public funds). In 2024, no other public funds were invested in RUG Ventures.

In the financial statements of the UG, no further information is required for companies whose collective significance is considered negligible for the entirety (RJ217.304). From 2023 onwards, the UG applies this consolidation exemption for all participations.

Theme 3: Examination exemptions

Exemptions from examination sections are granted to individual students by the competent Board of Examiners. A student may qualify for an exemption if they have previously acquired the relevant knowledge and experience that an examination is designed to assess, either at the UG or elsewhere. A Board of Examiners will set out its exemptions policy in advance as much as possible. Students will not be exempted from an entire degree programme. The Model Teaching and Examination Regulations contain a provision to this effect, which sets the maximum exemption rate at 50%.

Theme 4: Foreign students - costing

In the context of internationalization, the UG participates in exchange programmes with various universities in and outside Europe. In its teaching efforts, the UG complies fully with the costing principles, both with respect to Dutch and foreign students. Exchange programmes are governed by agreements and the exchanging institutions do not charge each other fees. Allowance is made for Dutch students for costing purposes; no allowance is made for foreign students. In 2024, the UG had 1,142 active exchange agreements with foreign universities, which included both Erasmus+ contracts and bilateral exchange agreements with non-EU partners.

In 2024 the UG provided financial support from the Student Support Fund to 38 non-EEA students for reasons of extraordinary circumstances as referred to in Section 7.51 of the Dutch Higher Education and Research Act (WHW): seven students received a grant for committee work, seven non-EEA students for membership of a consultative participation body, and 24 non-EEA students for special achievements. In total, €49,101.77 was disbursed to 38 non-EEA students from the Student Support Fund.

Student Support Fund

The table below provides a breakdown of the financial support from the Student Support Fund that has been provided to students under Section 7.51 of the Dutch Higher Education and Research Act (WHW). Grants for committee work, membership of a consultative participation body, and special achievements are awarded for the duration of an academic year; the effective period of grants that have been awarded to students dealing with force majeure, illness, disabilities, family issues, informal care, or infeasible programmes is determined on a case-by-case basis. Five students were supported in 2024 for giving informal care.

Situation	Number of students applying	Number of students awarded	Total of grants awarded	Average amount of award	Average duration of award
Force majeure: illness, functional impairment, family situation, informal care, or non-degree courses	550	489	€588.263	€1.203	Dependent on situation
Management position in study/ student associations or participation councils	584	575	€1.125.979	€1.958	12 months
Other: sporting or cultural achievements, financial support to non-EEA students, funding of studying abroad etc.	78	61	€97.102	€1.592	Dependent on category
Grand total			**€1.811.344**		

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Theme 5: Sponsored tuition fees

Students are expected to pay their own tuition fees as a sign of their commitment to completing their degree programme. Under no circumstances will tuition fees be paid by the UG.

The UG does, however, have an Emergency Fund, which offers financial support to students experiencing financial hardship, for instance when incurring unforeseen uninsurable costs through no fault of their own. Financial support from the Emergency Fund comes either in the form of a gift or a loan.

The Emergency Fund also reimburses the costs for a study buddy. Students diagnosed with autism spectrum disorder (ASD) or attention deficit disorder (AD(H)D) are eligible for being offered guidance from a senior student of the same programme or a subsequent master, or from a study buddy. The mentored student will pay their study buddy €10 per contact hour. The Emergency Fund will accept expense claims for up to 50 contact hours, subject to a fee payable by the mentored student of no more than €100.

In 2024, the UG paid a total amount of €1,290 from the Emergency Fund to nine students. Of this amount, €478 was repaid to the Fund in 2024. Gifts and loans from the Fund are capped at €1,250 per student per year.

Theme 6: Module-based enrolment

The UG does not offer programme modules in the form of pre-structured learning pathways leading up to separate certificates, as part of an accredited programme listed in the Central Register of Higher Education Programmes (CROHO). The UG has joined the national trend towards creating more flexible degree programmes (e.g. through microcredentials), obviously without losing sight of the statutory provisions of the Dutch Higher Education and Research Act (WHW) and the relevant transparency requirements.

Theme 7: Cross-registered students

The UG wants its students to find a degree programme that aligns with their aspirations and academic abilities as quickly as possible. Apart from the option for taking elective interfaculty courses as part of their normal curriculum, students are not permitted to sit examinations in programmes in which they are not enrolled.

Theme 8: Customization costing

Since the spring of 2007, the UG/UMCG has had a special programme for students from Saudi Arabia that trains them to provide medical care in their home country. This programme was created at the request of the Saudi Ministry of Higher Education. The programme starts with a qualifying year. The qualifying year is not CROHO-accredited. Students who successfully complete their qualifying year will move on to the regular CROHO-accredited medical programme.

No new students have enrolled in the qualifying year since the start of the COVID-19 pandemic on 13 March 2020 (and several lockdowns in the period thereafter). In the academic year 2023-2024, 93 regular students were enrolled in the medical programme. At the start of the academic year 2024-2025, 79 regular students were enrolled in the medical programme.

As these Saudi students are non-EEA citizens, their training is not eligible for funding by the Dutch government. The tuition fee for Saudi students, which is put towards funding these programmes, is €32,000 per academic year. The tuition fee for a qualifying year is also €32,000. The students in this programme have been awarded King Abdullah Scholarships by the Saudi government. The UG does not have any other customized programmes that are co-funded by a third party, i.e. an external organization or a company, to meet their particular needs.

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9.4 Treasury

All universities in the Netherlands are subject to the Ministry of Education's Regulations for Investments, Loans and Derivatives. These Regulations cover aspects such as the required minimum rating for investments (single A), as well as requirements for a university's governance structure and division of powers (tasks, decision-making, and supervision) and aspects relating to its accounting system and internal control. As the Ministry did not publish any changes to its Regulations in 2024, the Treasury Rules were unchanged in the reporting period. The UG did not make any new investments or took any loans in 2024.

The UG took out a treasury loan of €265 million in 2022. The loan will be drawn in two tranches. The UG received the first tranche of the loan in the sum of €132.5 million on 30 June 2023. The second tranche of €132.5 million will be transferred to us on 1 July 2024.

At the UG, we have in place Treasury Rules for our treasury management practices and our financing policy. The goal is to minimize future interest expense on loans and to optimize returns on excess cash within the parameters of the Treasury Rules. The Treasury Rules set out the UG's treasury policy and principles in the form of guidelines for investing, financing, acquiring equity interests, and providing loans to affiliated entities. The UG is not permitted to provide loans unless in the context of its funded task of knowledge valorisation.

At the end of 2024, the UG still has two other outstanding receivables:
1. GSZ Mayday €138,100 (year-end 2023: €138,100), at an interest rate of 0%. Remaining duration is indefinite;
2. GSZ Mayday €20,200 (year-end 2023: €22,300), at an interest rate of 4.0%. Remaining duration is eight years.

Security has been provided for both outstanding receivables.

At year-end 2024, the UG's total cash and cash equivalents amounted to €337.7 million, consisting of a combined credit balance of €1.6 million and €333.1 million held in current account. In addition, at year-end of 2024, the UG had two deposits totalling €8.0 million accounted for at treasury banking, of which €3.0 million will be released in 2025 and accounted for as a current deposit within cash and cash equivalents. The other deposit amounts to €5.0 million. This deposit was recognized within financial fixed assets in the balance sheet.

Breakdown of deposits

Duration	Interest (%)	Start date:	End date	Amount (€ million)
8 years	0.37	31-01-2017	31-01-2025	3
9 years 2 days	0.30	17-01-2017	19-01-2026	5
Total				**8**

Developments in cash position

The UG's cash position improved from year-end 2023 to year-end 2024. The increase is the result of the second tranche of the loan being drawn down in 2024. The Board of the University and the Supervisory Board decided in 2021 to take out a loan from the Dutch Ministry of Finance (treasury banking). The loan was eventually formalized with the Ministries of Finance and Education in July 2022. Campus Zuid Zernike was valued by an estate agent for the purposes of serving as security for the loan granted by the line department of the Ministry of Education. The cash position in 2024 was also affected by the large expenditure on new-builds and renovations and the structurally higher energy costs. At the end of 2024, the UG's cash position at €337.7 million was more than sufficient to meet current obligations.

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9.5 Remuneration of senior officials

Universities of the Netherlands (UNL) engages with employee organizations to negotiate employment conditions for university staff in the Netherlands (Collective Labour Agreement for Dutch Universities). Since 1 January 2013, the members of the Board of the University and the Supervisory Board as well as non-senior officials have been subject to pay cap screening under the Dutch Senior Officials in the Public and Semi-Public Sector (Standards for Remuneration) Act (WNT).

In 2024 the statutory remuneration of senior officials was capped at €233,000. The UG did not have in place a transitional regime for the remuneration of senior officials in 2024. The UG did not have any senior officials whose remuneration exceeded the statutory cap of €233,000 in 2024.

Senior officials in supervisory roles (i.e. members of the Supervisory Board) are subject to a remuneration cap of 10% or 15% of the remuneration cap for 2024 (€233,000) for the members of, or chair of the Supervisory Board, respectively. The UG did not have any senior officials in a supervisory role whose remuneration exceeded the statutory cap in 2024.

In the reporting period 2024, the UG had three staff members (non-senior officials) whose remuneration exceeded the statutory remuneration cap (€233,000 based on full-time employment). One was a non-senior official who had personally negotiated a higher gross salary. The other two cases concerned participants in the Vitality Pact.

The breakdown of the remuneration paid to members of the Board of the University and the members of the Supervisory Board in 2024 and the comparative figures for 2023 are available in the financial statements for 2024, which have been appended to this Annual Report 2024. In accordance with the statutory pay cap provisions, the only information that has been provided for the three non-senior officials whose remuneration exceeded the cap is their job classification (UFO profile).

The amounts for 2024 were reported based on the Expense Claim Regulations for Board Members of Dutch Universities.

Declarations by members of the Board of the University 2024 (amounts in €)

	De Vries	Scherpen	Biemans	Total
Representation expenses, including the fixed expense allowance	3.901	3.842	3.752	11.494
Travel expenses in the Netherlands	39.421	14.327	3.306	57.055
Travel expenses abroad	1.410	14.705	2.503	18.618
Other expenses	2.899	-	686	3.585
Total	**47.632**	**32.874**	**10.247**	**90.752**

* When travelling together, the expenses have been allocated proportionally among Board members.

When travelling together, the expenses have been allocated proportionally among Board members.

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10. Continuity Section



Anniversary 410 years: Festival of Imagination
Photo: Henk Veenstra

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10. Continuity Section

The purpose of the continuity section is to gain a greater understanding of the anticipated impact of the UG's planned policies on its ability to continue operating in the foreseeable future. The disclosure provides the Board of the University with an additional management instrument for engaging in dialogue with internal stakeholders about the expected effects of external developments, combined with the chosen policy for the coming years1.

10.1 Enrolment numbers and staffing

The total number of students dropped in the academic year 2024-2025 (down 2.2% from the previous academic year). In the last couple of years, enrolment numbers at the UG have decreased and expectations are that they will continue to see a gradual decline due to the ageing population in the Netherlands and in our local area. Until now, we had expected to be able to offset this decline by welcoming an increasing number of foreign students. Due to the Internationalization in Balance Act (WIB), this is highly uncertain. With this Act, the Minister of Education, Culture and Science (OCW) wants to tackle the undesirable side effects of international education. The number of foreign students already stabilised in 2023 and decreased in 2024, because the UG stopped actively recruiting international students and because the uncertainty surrounding the WIB already had a negative effect on the number of international students at the UG.

1 The multi-year forecast for 2025-2029 (including input variables) in this continuity section is based on the University Budget for 2025, which was adopted by the Board of the University on 12 November 2024 and approved by the Supervisory Board on 16 December 2024.

The current forecast shows a fairly constant level in student numbers. There is a shift from Dutch to international students however. The decrease in the number of Dutch students is the result of the aforementioned demographic developments. The potential effects of the WIB on the influx are not yet known and uncertain. This has therefore not yet been taken into account in the forecast in the table below.

Students

STUDENTS*	Realized		Prognosis				
	2023	2024	2025	2026	2027	2028	2029
international	9.429	8.966	10.600	11.000	11.400	11.800	12.300
Dutch	24.618	24.331	23.600	23.000	22.500	22.100	21.800
	34.047	**33.297**	**34.200**	**34.000**	**33.900**	**33.900**	**34.100**

(*source: DUO prognosis UG total)

In the UG's opinion, the current mix of Dutch and foreign students is just right for both teaching and research as it allows us to address today's issues and challenges from a wide range of perspectives and approaches. Internationalization in higher education is also reflected in the UG's Strategic Plan.

To guarantee and improve the quality of its education, the UG started hiring more academic staff in recent years. The Board of the University freed up extra staffing budget for the faculties and the hiring intensification

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was identified as a priority in the Quality Agreements for 2019-2024. In addition, at year-end 2022, funding became available under the Administrative Agreement on research and applied universities, which was signed in the summer of 2022. Part of these funds are cut in the Schoof governing programme, including the starting and incentive grants as from 2025.

Staffing levels increased by 1.7% in 2024. The total headcount is expected to stabilize in 2025, after which the number of FTEs will decrease. This decrease is a result of the austerity measures taken and the vacancy restrictions introduced across the UG since mid-2024, and of the expiring positions in the PhD Scholarship Experiment.

10.2 Financial performance and financial position

Programme of the Schoof Government

The Framework Coalition Agreement of May 2024 made it clear that the government wants to implement significant cuts in higher education. Ultimately, the Coalition Agreement led to the governing programme that was presented on 13 September 2024. The proposed cuts include: reduction of the Fund for research and science, phase out of the National Growth Fund and reduction of the number of international students.

In concrete terms, this means that the University will no longer be providing starter and incentive grants as of 2025. By cancelling the starting and incentive grants, the agreements from the 2022 Administrative Agreement are being reviewed, the very aim of which was to ensure more flexibility and breathing space in higher education. These cuts mean that from 2025 onwards, the UG will receive €16.5 million less income from incentive grants and €16.8 million less income from starting grants. The sector plan resources, also part of the Administrative Agreement 2022, will be maintained.

The reduction of the number of international students is to be achieved by means of the Balanced Internationalization Act (WIB). The exact content of the WIB and the related non-Dutch-taught programme assessment (TAO), and the ultimate financial impact on the UG, are still unclear at this time.

Staff

STAFF in fte*	Realized		Prognosis				
	2023	2024	2025	2026	2027	2028	2029
management	574	508	508	508	508	508	508
academic staff	4.183	4.399	4.288	4.129	4.047	3.999	3.999
support staff	2.395	2.365	2.488	2.448	2.389	2.355	2.355
	7.151	**7.271**	**7.284**	**7.084**	**6.943**	**6.861**	**6.861**

* actuals: average number of staff in FTEs

Despite the fact that there is still a great deal of uncertainty about the substantive aspects of the cutbacks, the UG has made an estimate of its own share in these cuts based on the existing information.

Major financial developments

In recent years, there were a number of major financial issues that affected the financial performance and required policy adjustments. These issues mainly related to the rising costs for energy, increased costs for the support organization, the costs associated with sustainability improvements according to our real estate, the cut to student number-related funding and the only partially compensated wage and price increases through contribution of central governments. This made it necessary to implement structural spending cuts that will amount to almost €42 million as of 2029. To solidify the austerity measures in a responsible manner, to have them widely endorsed, and to implement them with due care, we started the Back to Balance 2026 programme in 2023.

In addition to the structural spending cuts under the Back to Balance 2026 programme, the UG was confronted with the additional substantial cutbacks imposed by the Schoof government in 2024. The cut that will have a direct impact on the UG's financial performance is the structural saving that the government has booked in for reducing the number of international students, through the Internationalization in Balance Act

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(WIB) and the related non-Dutch-taught programme assessment (TAO). The estimated cutback for the UG amounts to €4.2 million in 2026 and will increase to €42.4 million as of 2029.

This forces the UG to take far-reaching measures to deal with the consequences of these drastic cutbacks. The University will have to make savings, but also continue to invest and innovate. For this purpose, the Action Plan Framework Coalition Agreement was drawn up, detailing measures that will reduce expenditure for the UG as a whole or lead to additional income. In early 2025 it was decided to implement the first ten proposals of the Action Plan. These proposals cover a broad spectrum and include, for example, revised standards for housing, robotic process automation and limiting the opening hours of buildings (see also 10.5).

Financial performance for 2024

The year 2024 ended on a deficit of -€41,4 million, landing the profitability ratio (i.e. operating surplus (deficit) expressed as a percentage of operating income) at -5.1%. This is outside the parameters that were specified for the target figure at institutional level (between 0% and 3%). As a deficit of €43.1 million was budgeted for 2024, the positive variance amounted to €1.7 million. As mentioned earlier, the UG is taking measures to ensure responsible financial results and reserves going forward.

In 2024, the UG recognized a number of non-recurring income items. Making allowance for these items, the adjusted deficit for 2024 was -€36.7 million (all other things being equal). The table below is a breakdown (amounts in € * million) of the developments discussed above:

Realisatie 2024

Result as per budget 2024 (amounts in € * mln)	-43,1
Main differences budget 2024 versus annual accounts 2024	
Higher contributions of central governments (wages- and pricecompensation, higher passivation non-normative contributions of central governments)	9,8
Lower academic fees	-5
Higher external income in particular due to higher income on third party contracts	26,2
Higher (other) staff costs due to the collective labour agreement 2024, higher external hiring and updating of provisions and leave reservation	-22,8
Lower depreciation (among others delay in ICT investments)	2,5
Higher accomodation costs	-2,9
Higher interest income	3,1
Balance of higher other expenses and lower other income (mainly lower rental income)	-7,1
Lower result from participating interests	-2,1
Result as per annual accounts 2024 (amounts in € * million)	**-41,4**
Special circumstances in 2024 effecting in result	
Revenu from sale Pelsterstraat	0,6
Provision in connection with the judgement in cassation doctoral student	-4,5
Correction result 2023 UG Houdstermaatschappij in 2024	-0,8
Result cleared of special circumstances 2024	-36,7

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Financial performance for 2025 and multi-year forecast

The UG's deficit for 2025 has been budgeted at -€23.6 million, which is €13 million lower than last year's forecast, caused by an additional cut to student number-related funding and a slightly lower market share of the UG.

The multi-year forecast projects an income surplus with effect from 2026. We cannot stress enough that we will not be successful at rebalancing our income and expenditures, and at achieving the forecast income surpluses unless the entire organization commits to the effective implementation of the measures in the Back to Balance programme 2026 and the Action Plan Framework Coalition Agreement. The funds for workload and talent policy will be used by the UG from 2025 onwards to improve the financial performance. It is also assumed that capacity of staff will be reduced from 2026, because the number of students will decrease as a result of the WIB. In preparation for this, measures are and will be implemented in 2025 and 2026 that stem from the Action Plan Framework Coalition Agreement.

The UG expects tuition fees to increase in 2025 compared to 2024. There are several reasons for this. An indexation rate of 9.4% has been applied to the statutory tuition fees in 2024/25. The UG has increased the institutional tuition fees by an additional 7.5%. And, finally, the arrangement that new first-year Bachelor's students pay half the tuition fee will expire in the 2024/25 academic year. Stable student numbers are expected as from 2026, which is reflected in a stable level of tuition fees.

An increase in income on third party contracts is expected at the beginning of the multi-year forecast, which will stabilize from 2027 onwards. The increase in the years 2026 and 2027 mainly stems from the growth ambition of a number of faculties. The other income in 2024 was lower than foreseen in the budget, due to incidental setbacks. This is not taken into account in the multi-year forecast.

Statement of income and expenditures (all amounts in € * 1.000)

		Realization	Prognosis				
		2024	2025	2026	2027	2028	2029
Income	Contribution of central governments	594.962	592.413	583.838	564.879	549.595	536.581
	Academic/tuition fees	95.828	105.813	106.925	106.328	106.242	106.534
	Income on third party contracts	197.975	192.916	196.250	199.469	199.848	199.848
	Other income	65.922	75.802	71.564	72.920	72.283	72.283
		954.688	**966.944**	**958.577**	**943.596**	**927.969**	**915.246**
Expenditures	Staff costs	714.407	730.818	717.485	704.788	702.590	697.085
	Depreciation, amortization, and impairment	55.027	57.761	57.144	62.338	60.939	60.939
	Accommodation expenses	67.431	61.645	55.477	54.156	53.611	53.611
	Other expenses	165.179	156.694	143.686	143.131	139.969	137.343
		1.002.044	**1.006.919**	**973.791**	**964.414**	**957.110**	**948.978**
Operating result		**-47.356**	**-39.974**	**-15.214**	**-20.817**	**-29.140**	**-33.731**
Financial result		7.295	3.461	1.176	-25	-897	-1.957
Operating result including financial result		**-40.061**	**-36.513**	**-14.039**	**-20.842**	**-30.037**	**-35.689**
Workload & talent policy			7.900	7.900	7.900	7.900	7.900
Phasing out capacity reduction WIB			-	4.200	17.074	30.232	42.387
Implementing measures from the HLA action plan			5.000	5.000			
Result of participating interests		-1.374	-	-	-	-	-
RESULT		**-41.434**	**-23.613**	**3.061**	**4.132**	**8.095**	**14.598**

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In the multi-year forecast, the UG takes into account interest income of 2.5% on cash and cash equivalents. In addition, other expenses are expected to fall from 2025 onwards because the PhD Scholarship Experiment has been terminated. The increase in depreciation charges is due, in part, to the commissioning of the Feringa Building.

The multi-year forecast shows the effects of the considerable sustainability drive on the increase in depreciation charges from €55 million in 2024 €62.3 million by 2027. In the process of breaking down the strategic real estate plan by area plans (city centre, Zernike, and Healthy Ageing), and re-prioritizing projects for the next five years, the total accommodation expenses will stay below the cap of 15% of operating expenses. In the budget for 2025, the share of accommodation costs is 11.9%. This will stabilize at 12.1% in 2027.

Interest has been expensed at 1.89% of the balance of the long-term loan since mid-2023. The UG earns Euribor interest on its bank balances, resulting in interest income (€8.4 million in 2025, dropping to €2.3 million by 2029).

Balance sheet

The UG's strategic real estate plan, which was updated in the autumn of 2024, calls for significant investments on sustainability improvements and building renovations. In the plan period 2025-2029, the UG expects its investments in real estate to amount to about €357 million. In the plan period 2025-2029, the UG expects its IT, equipment and inventory investments to amount to about €61 million. Because of these investments and the associated depreciation charges, the carrying amount of tangible fixed assets will increase from €801 million at year-end 2024 to €920 million at year-end 2029.

The equity of the UG consists of the general reserve and the designated reserves and funds. The expected development of the annual operating results is visible in the development of equity in the period 2025-2029. In 2025, the UG still expects a negative result, which is reflected in a decrease in equity. Because the result recovers and increases from 2026 onwards, equity will also increase from that moment onwards. This effect is also visible in increasing solvability and profitability.

Balance sheet (all amounts in € * 1.000)

		Realization	Prognosis				
		2024	2025	2026	2027	2028	2029
Assets							
Fixed Assets	Intangible fixed assets	0	0	0	0	0	0
	Tangible fixed assets	801.296	837.437	887.197	923.976	916.578	919.729
	Financial fixed assets	13.712	8.712	8.712	8.712	8.712	8.712
Current Assets	Inventory	672	672	672	672	672	672
	Receivables	168.646	151.802	151.801	151.801	151.802	151.803
	Cash and cash equivalents	337.703	269.116	213.585	172.105	178.763	181.377
		1.322.029	**1.267.738**	**1.261.967**	**1.257.265**	**1.256.527**	**1.262.293**
Equity and liabilities							
Equity	General reserve	524.098	500.485	503.546	507.678	515.773	530.371
	Designated reserves (public)	0	0	0	0	0	0
	Designated reserves (private)	2.111	2.111	2.111	2.111	2.111	2.111
	Designated funds (public)	686	686	686	686	686	686
	Other legal reserves	0	0	0	0	0	0
Equity	total	526.895	503.282	506.343	510.475	518.570	533.168
Provisions	Provisions	55.670	56.783	56.783	56.783	56.783	56.783
Liabilities	Non-current liabilities	256.167	247.334	238.501	229.668	220.835	212.002
	Current liabilities	483.298	460.340	460.340	460.340	460.340	460.340
		1.322.029	**1.267.738**	**1.261.967**	**1.257.265**	**1.256.527**	**1.262.293**

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The UG has engaged in asset-building over the past few years, which has resulted in a robust balance sheet. Long-term liabilities have increased to €256 million in 2024. With this loan from the Ministry of Finance, the UG is funding sustainability improvements to its buildings. The UG will start repaying the loan as of 2025. Due to the budgeted slightly positive results from 2026 onwards, and owing to the repayments on the long-term loan as from 2025, solvability will increase during the planning period to 47% in 2029. In the plan period, the solvability will stay well above the minimum requirement imposed by the Ministry of Education, Culture and Science.

The provisions included in the balance sheet mainly concern various personnel provisions and a provision for environmental risks (asbestos) and the dismantling of the AGOR cyclotron. In the multi-year forecast, the size of total provisions is assumed to remain constant.

Our cash position of the UG has deteriorated in recent years due to major investments. Given that we will continue to invest substantially in the years to come, the UG has had to raise loan capital. The UG received the first tranche of the loan in the sum of €132.5 million on 1 July 2023. The second tranche of €132.5 million was received in July 2024. Annual repayments of €8.8 million on the loan will be due starting from 2025.

The cash and cash equivalents surplus are expected to exceed the minimum cash reserve (5% of income) in the next five years. If none of the budgeted WIB objectives is realized, the UG will drop below the lower limit of the minimum cash reserve in 2029. Besides loan capital, the UG has also contracted a temporary overdraft facility from the Ministry of Finance. This overdraft facility, which is referred to as treasury banking, has been capped at 10% of contributions of the central government. We do not expect to have to draw upon this facility in the plan period.

Cash flow (in € * 1.000)

	2024	2025	2026	2027	2028	2029
Cash flow balance as on January 1	**202.093**	**337.703**	**269.116**	**213.585**	**172.105**	**178.763**
Operating result	-47.356	-27.074	1.887	4.157	8.991	16.555
Financial result	7.295	3.461	1.176	-25	-897	-1.957
Result of participating interests	-1.374	0	0	0	0	0
Changes in net working capital and provisions	61.888	-3.000	-5.000	0	0	0
Depreciation	55.027	57.761	57.144	62.338	60.939	60.939
Cash flow form operating activities	**75.480**	**31.148**	**55.207**	**66.470**	**69.033**	**75.537**
Investments in tangible fixed assets	-51.499	-83.209	-94.947	-84.882	-41.553	-52.090
Investments in ICT, equipment, inventory	-20.872	-10.693	-11.958	-14.236	-11.988	-12.000
Cash flow from investing activities	-72.371	-93.902	-106.905	-99.117	-53.541	-64.090
Proceeds new borrowings	132.500	-8.833	-8.833	-8.833	-8.833	-8.833
Withdrawal of deposits		3.000	5.000	0	0	0
Cash flow form financing activities	**132.500**	**-5.833**	**-3.833**	**-8.833**	**-8.833**	**-8.833**
Cash flow balance as on December 31	**337.703**	**269.116**	**213.585**	**172.105**	**178.763**	**181.377**

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We use key indicators to assess our financial position. In doing so, we review developments in target values over an extended period and benchmark them against the averages for Dutch universities. As part of its financial supervision, the Dutch Inspectorate of Education has used three key ratios with minimum requirements since 2021.

1. Solvability ratio
The inspectorate of Education uses the solvability 2 ratio, defined as (equity + provisions) / total equity. The UG's solvency 2 ratio is well above the Inspectorate's minimum requirement.

2. Current ratio
The UG's current ratio (i.e. current assets expressed as a percentage of current liabilities) is also relatively high. The implementation of the strategic real estate plan is largely equity-financed. While the current ratio will fall as from 2025 due to investments in sustainability improvements and building renovations, it will stay above the minimum requirement of 0.5. Developments in cash position will not pose a problem, given the funding options available to the UG.

3. Profitability ratio
The UG's operating surplus ratio is defined as the operating result expressed as a percentage of total operating income times 100%. The UG is required to post an average (i.e. small) surplus (between 0% and 3%) to ensure its ability to continue as a going concern. A one-off high operating result requires explanation in the notes and a structurally high operating result constitutes a mission drift. There will still be a negative operating result in 2025. Starting from 2026, the profitability ratio will return to our targeted bandwidth of 0% to 3% owing to the budgeted surplus. This is partly the result of the austerity measures taken by the faculties and service units, implementation of measures under the Back to Balance 2026 programme and under the Plan of Action Framework Coalition Agreement.

Financial key ratios*

	Alert- value	Universities	UG realization		UG prognosis 2025					Target value
	Ivh0	2023	2023	2024	2025	2026	2027	2028	2029	
Solvability 2	< 0,3	0,45	0,52	0,44	0,44	0,44	0,45	0,46	0,47	> 0,3
Current ratio	< 0,50	0,87	0,85	1,05	0,92	0,80	0,71	0,72	0,73	> 0,50
Profitability	n.v.t.	-0,9%	-2,8%	-4,9%	-2,8%	0,2%	0,4%	1,0%	1,8%	0% < > 3%
Cash and cash equivalents	< €2,0 mln	N/A	202	338	269	214	172	179	181	< €2,0 mln

(*source: https://duo.nl/open_onderwijsdata/images/gegevensboek-wo-2019-2023.pdf)

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Cap on equity

Since 2020, the Inspectorate for Education has applied a cap on the equity reserves Dutch universities reasonably require, bearing in mind that they are funded with public money and that they need to maintain a risk buffer. The cap for the UG was set at €968 million for 2024. The UG's actual publicly funded equity exclusive of statutory reserves amounted to €525 million, well below the cap. Because of planned expenditures on tangible fixed assets and the temporary operating shortfalls, we expect to stay comfortably below this cap in the plan period as well.

10.3 Integrated risk management and control system

The UG conducts its risk management in accordance with the Management System for Integrated Safety in Higher Education, a nation-wide platform initiated by the Universities of the Netherlands (UNL) umbrella organization. Institutions of higher education in the Netherlands have significantly upped their integrated safety efforts in recent years. Although teaching and research are, and will remain, their primary focus, offering students and staff a safe learning and work environment is increasingly regarded as part and parcel of their core responsibilities. The increasing focus on integrated safety is fuelled by a rising number of security incidents and risks. The Ministry of Education has stressed that university administrators are responsible for the overall safety and security of their institution in the broadest sense. For this reason, it is important that we never fail to weigh safety and security concerns against the core values of academic freedom, openness, and accessibility. The UG has identified knowledge and information security (protection of intellectual property and academic knowledge), social safety, cybersecurity, privacy, academic integrity and crisis management as priorities.

In 2024, the Privacy & Security Committee adopted the policy document for security & privacy risk management. This policy document is the premise for a risk-based approach to information security and is in line with the previously drawn up security governance policy. This fits in with the UG's ambition to increase the maturity level for information security and contributes to meeting the expectations of external stakeholders.

The UG made advances in 2024 in professionalizing the organization and the quality of our internal control structure. For procurement, this meant that the recommendations from the external research report, such as using the spend analysis, setting up a detailed tender calendar, installing the tender board and conducting account interviews, were implemented and rolled out within the UG in 2024. The goal is to foster visibility, transparency and accountability, which is part of the procurement professionalization drive. In addition to regular activities, the focus in 2025 will be on recording business processes, centralizing, cleaning up and managing the archives and making utilization of agreements transparent by incorporating contract management in AFAS.

In 2024, Internal Audit made preparations for transferring audit activities for project subsidy accounting to thematic audits as from 2025. Risk management and the key risks are included in the selected themes for audits.

Project control in the Financial Shared Service Centre (FSSC) showed a further increase in the management of business processes in 2024, which means that the project control activities of the internal audit team can be substantially reduced from 2025 onwards. At the same time, the application of Power BI will lead to further efficiency and better insight into the projects. This IT application will be further expanded in 2026.

Risk management and control system

The UG is committed to having in place a robust risk management and control system in line with UNL's Code for Good Governance. Risks are assessed on a regular basis, making allowance for internal and external factors. By implementing policy lines and internal controls, the UG seeks to maximize opportunities and minimize threats. The University periodically monitors the effectiveness of the measures, adjusts strategies where necessary and reports on the risks. As regards IT, digitization and cybersecurity, the universities work together in SURF.

The main building blocks of our internal risk management and control system are our governance structure, our Strategic Plan, and the annual planning and control cycle, in combination with the key financial indicators adopted by the Supervisory Board.

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A detailed description of the UG's governance structure is available in the Administrative Regulations. The UG has an integrated decentralized governance model. Duties and responsibilities relating to teaching, research, and operations management have been delegated to faculty boards. The UG's current strategic course has been outlined in our Strategic Plan 2021-2026 Making Connections.

The faculties and service units have translated the UG strategy 2021-2026 into a faculty strategy. Risk management is an important premise in the decision-making process to achieve objectives. Risks to the realization of faculty strategies and thus the UG's strategy and any required internal control measures are periodically monitored in accordance with the PDCA cycle of the UG. In this regard the UG's risk appetite should be a matter of internal consideration too, also in relation to its risk capacity and risk tolerance. Risk appetite is the extent to which the UG is prepared to take risks (within its (financial) capacity and tolerances, but also its norms and values) in achieving its strategic objectives. It means finding the right balance between taking risks, which is inherent to its ordinary activities, and managing risks through adequate internal control measures. The overview in section 10.4 of the most important risks that receive managerial attention at the UG, are related to the strategic objectives of the University and are described taking into account the most important external trends and developments that influence the various risks. Aspects that are important to consider include: internal norms and values, societal acceptability (stakeholders), reputation, risk-bearing equity, returns, and of course laws and regulations.

We use a planning and control cycle to match our strategy and activities in the domains of research, teaching, and valorisation to our funding. The Board of the University adopts the financial planning and control cycle annually. This cycle specifies how, and based on which principles, frameworks, and formats, the multi-year forecast is to be drawn up. The cycle, which is part of the our PDCA cycle, also formalizes how, and using which format, faculties and service units are expected to report their actual and budgeted figures, as well as any changes to their forecast, to the Board of the University every quarter. In these reports, they are required to address any notable developments that may have occurred, any risks they foresee, and any confirmed or planned mitigating measures or actions they have taken. If so warranted, the Board of the University will discuss these quarterly reports with the faculty boards and the MTs of the service units. These discussions will take place in the context of compliance and advancements on ambitions in the domains of research, teaching, and societal impact.

Organizational structure

In managing risks, the UG relies on four lines of defence. Operational line management qualifies as the first line of defence. The second line of defence is formed by the compliance function monitoring the internal control structure, i.e. the controllers at centralized and decentralized level. The third line of defence is the centralized independent internal audit function, which provides assurance on the effectiveness of the first and second lines of defence. Finally, the fourth line of defence is the independent external auditor. Besides the governance structure and the planning and control cycle, the UG has in place rules and procedures aimed at identifying and mitigating risks and achieving strategic goals, with due observance, at all times, of the applicable laws and regulations. Examples of such rules and procedures are the spend analysis in quarterly reports, which is used to check the legitimacy of purchases. The UG has an Audit Charter, a Tax Charter, and Treasury Rules that comply with the Ministry of Education's Regulations for Investments, Loans and Derivatives 2016.

In addition to focusing on regulatory compliance and embedded hard controls, the UG will also continue prioritizing soft controls such as encouraging ethical conduct, fostering a speak-up culture, and promoting accountability. The soft controls will be expanded upon in 2025.

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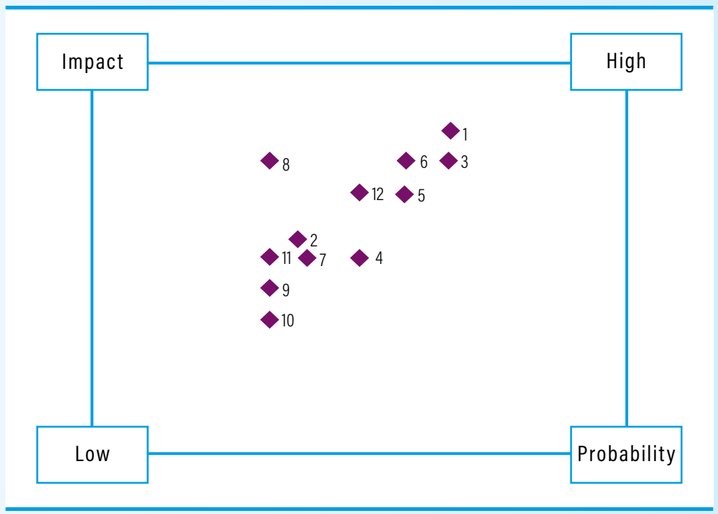
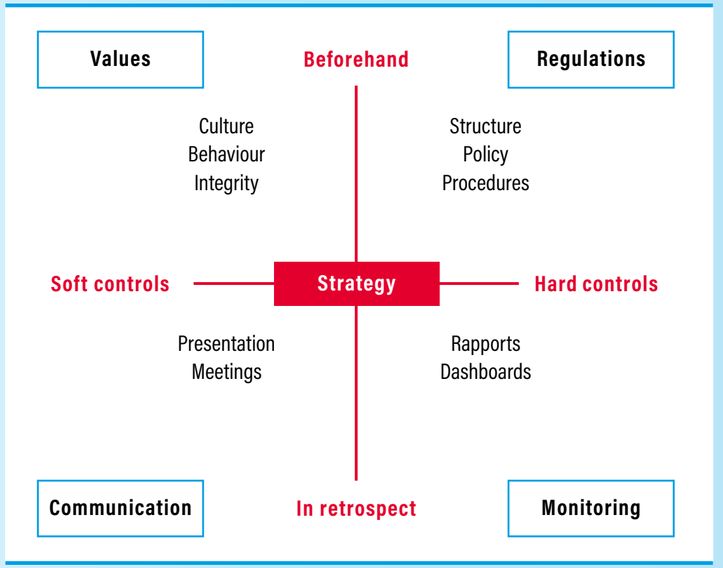
The set-up of the internal risk management and control system is illustrated in the diagram below, which distinguishes between hard and soft controls, and between ex-ante and ex-post internal controls.

10.4 Risks and uncertainties

The following is an overview of the most important current and structural themes that the UG Board devotes attention to due to possible risks. Each theme shows the measures taken to limit the risks. Risks are quantified as much as possible.

A risk assessment has been performed to determine the level of required controls. In the context of this risk assessment, the probability of a risk occurring and the related impact have been analysed. The outcome of the risk assessment has been plotted in the diagram on the right.





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Theme	Label	Uncertainties and risks	Measures
1. Cybersecurity and privacy	Current	The number of cyber threats in higher education remains high, showing a shift towards espionage and knowledge security due to geopolitical developments. As the UG is an open institution, it cannot pre-emptively protect everything. Furthermore, new technologies such as AI and quantum computing require additional measures to bolster our digital resilience.	The programme "Safe & Trusted" was completed in early 2024, establishing a cybersecurity governance structure. This forms the basis for identifying risks and taking measures. Faculties and service units conduct periodic risk assessments and take appropriate measures, reviewed by the Privacy & Security Committee. This committee adopts the annual strategic cybersecurity roadmap. In 2024, initiatives were launched to improve identity & access management (IAM), expand detection capacity, implement Governance, Risk & Compliance tooling and start an awareness programme on research and AI. Cybersecurity maturity has grown, according to the SURF/Norea standards framework, but further improvement is needed to achieve the target level 3.0. As the UG is an open institution, it cannot pre-emptively protect everything and therefore invests in detection and response to prevent major disruptions.
2. Social safety and workload	Current	The UG is committed to offering a respectful and safe environment to its students and staff. Social safety contributes to a healthy workplace and an optimal studying environment in which staff and students have the opportunity to flourish and reach their full potential. In addition, reducing the workload of all UG staff members was again a key issue in 2024.	The UG has an awareness campaign accompanied by a web page outlining all available information on social safety, we published instructions for how to make a report, Active Bystander workshops, training sessions on social safety for managers, and a session for student board members on the role of confidential contact persons. A network for local confidential advisors is being set up. The multi-year plan on Social Safety was launched with a focus on prevention, education and open the conversation about unsafe situations. The faculties and service units came up with action plans based on this multi-year plan. Partly as a result of a visit and report by the Netherlands Labour Authority (NLA), measures and actions have been intensified. In 2025, a PDCA cycle will be set up to monitor Psychosocial Workload (PSA) and work pressure.
3. Knowledge security	Current	International cooperation, underpinned by our core values of academic freedom and integrity, is vital for the UG. In this regard, we want to prevent unwanted knowledge transfer and undesirable influence on research and teaching at the UG. Geopolitical developments have made knowledge security a topical and urgent issue that also has the full attention of the Dutch central government.	The Knowledge Security Advisory Team handles questions from academics and other staff and is engaged in raising awareness. The number of questions has risen significantly in 2024 as the awareness of knowledge security increases and the Advisory Team are becoming better known in the organization.
4. Student influx and funding	Current	At the UG, the number of enrolled Dutch students has been decreasing since 2021. Based on demographic developments, the UG foresees a drop in enrolment numbers of Dutch students over the next few years as well. As in 2023, the proposed Internationalization in Balance Act (WIB) led to a decline in international influx in 2024 as well, partly due to the recruitment freeze and negative news coverage. Should this Act come into force, we expect a further decline in international influx. The exact extent of the decline will depend on the impact of the WIB and possible exceptions for institutions of higher education in depopulation regions. Based on an initial analysis, the UG expects a decline of about 10%. This means lower contribution of central governments and less income from tuition fees. A structural reduction of €42.4 million on an annual basis is expected. An additional risk is that the Minister has also indicated that the funding per student may be reduced if the international influx does not decrease sufficiently (on a national level). This entails the risk that the funding declines rather than the influx.	The UG promotes the influx of students in its Bachelor's and Master's programmes within the parameters set by the Ministry of Education, and in line with the Administrative Agreement: all our programmes have an online presence, we hold information sessions and recruitment drives at secondary schools throughout the Netherlands, we organize the Master Week, and we develop tailor-made marketing strategies for specific programmes. We organize information sessions at secondary schools throughout the Netherlands. That said, the UG also seeks to be an internationally oriented, global university that welcomes foreign students and staff. Based on initial estimates of the effects of the WIB and the Framework Coalition Agreement, the UG has launched a plan of action. The plan seeks to identify measures that can ensure a reduction in expenditures and/or lead to additional income for the UG as a whole. The measures contained in the plan should lead to savings of €5 million in 2025 and 2026, and should subsequently contribute towards reversing the structural deficit of €42.4 million into a positive series of results in the years after 2029. Should the measures prove sufficient to achieve a structurally positive spending balance, other less policy-driven measures will have to be taken.

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Theme	Label	Uncertainties and risks	Measures
5. Income on third party contracts	Current	A weakened capacity for attracting new staff due to cuts announced by the Dutch central government, poses a real risk to the UG. Examples are the termination of National Growth Fund, the reversal of parts of the Administrative Agreement 2022 and cuts in NWO. However, we also see a shift from the Ministry of Education, Culture and Science to the Ministry of Economic Affairs where income on third party contracts is concerned. This means that instruments of the Ministry of Economic Affairs, such as the Netherlands Enterprise Agency (RVO), are becoming more relevant, and the government continues to promote Public-Private Partnerships. This opens doors, but it is also urgent to focus research support on this. This risk also applies to income on third party contracts from the European Union and the number of eligible organizations for such funding. At this point, it is uncertain how the UG's income on third party contracts will develop in a European and Dutch context with educational institutions being in competition with each other. The initial signs in the European realm point to a strengthening/ expansion of the European Research Council (Pillar 1) and the European Innovation Council (Pillar 3) and more focus on critical technologies and strategic sectors in Pillar 2, with public-private partnership projects and collaboration in consortia becoming more important.	At the UG, we monitor developments in income on third party contracts and the order book. These developments are reported to the Board of the University. The short-term financial risk is limited, as lower income on third party contracts is offset by lower costs on third party contracts equally. Financial risks will increase in the longer run, as they may impact the UG's position, both in the Netherlands and internationally. Developments in the UG's income on third party contracts versus total income hold the Board of the University's and the Supervisory Board's undivided attention. Root causes and possible management strategies are discussed on a regular basis. The UG invests in incentives as well as in direct support for increasing its income on third party contracts. In accordance with our strategy, this support is provided in line with the plan for the impact organization. Additionally, the funding that became available since 2023 for improving the position of Dutch knowledge institutions in the Horizon Europe programme (Matching Horizon Europe) was put towards an incentive programme for researchers.
6. Government policy and contribution of central governments	Structural	The pace of change in government policy outruns the throughput time of the measures that need to be taken to fulfil new ambitions, such as the reduction in the Fund for research and science, revision of the 2022 Administrative Agreement and the political desire to reduce the number of international students. This may have an impact on the UG's own strategy. For example, the revision of the Administrative Agreement means that the UG no longer receives starting and incentive grants as from 2025. The termination of the grants will lead to a significant decrease in the contribution of central governments by €33.3 million per year as from 2025 and fewer opportunities for academic talent. The UG sees risks in the Schoof cabinet's other cuts and the effects of the current geopolitical turmoil and inflation. In addition, our autonomy as a university is increasingly being affected by the specific earmarking of contribution of central governments. At the end of 2023, the Ministry of Education announced that it planned to increase the number of fixed-quota seats in the Dentistry programme on a nation-wide basis without providing any extra funding. Instead, the national fixed quota for Medicine will be lowered. The UG is in the process of exploring the potential impact of these plans. The decision-making on this matter has not yet been finalized by the Ministry. However, it has now become clear that the duration of the Dentistry programme will not be shortened from six to five years. The Ministry of Education, Culture and Science has terminated the Decree on a PhD Scholarship Programme Experiment on 1 September 2024, without any alternative statutory arrangements for PhD students. This has led to ambiguities and uncertainty for PhD students, but also for the UG, especially now that starting and incentive grants have also been terminated as from 2025.	Against the backdrop of changing government policy, the UG – and, with it, the faculties – has formalized its own ambitions in its Strategic Plan 2021-2026. In dialogue with the consultative participation bodies, we have struck a new balance between the pluralism we seek and the required public presence of the University as a whole. We frequently exchange information with the national government when it comes to relevant rules and regulations. Early flagging of developments allows us to respond faster. The increasing cost of meeting statutory obligations and the fact that wage and price developments are only partly compensated (or not at all), and the imposed cuts on enrolment numbers are being offset by more efficient and effective organization of the activities that support the primary process in particular. The UG's resilience has further weakened due to the negative operating results from 2022 onwards and the outlook for the next few years remains challenging. Structurally higher inflation and increased energy prices are impacting the UG's operating result. This, of course, also applies to the cutbacks imposed by the Ministry of Education, Culture and Science and, in time, the potential effects of the WIB. Two austerity programmes are now running within the UG: the Back to Balance 2026 programme since the end of 2022 and the Action Plan Framework Coalition Agreement since 2024, to ensure a solid results and reserve position for the future. The UG is reviewing its policy for international PhD students who come to the UG on a scholarship.

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Theme	Label	Uncertainties and risks	Measures
7. Job market	Current	As a result of the budget cuts announced by the government and the possible effects of the WIB, a stringent vacancy policy was adopted in June 2024. This has resulted in a decrease in the number of vacancies. At the same time, competition in the labour market remained fierce in 2024. Besides specific academic positions, there was particularly strong regional competition for support positions (including ICT specialists, programme and project leaders, and finance and HR specialists). This theme also touches upon the risk of excessive workload, which could lead to long-term absenteeism due to stress-related illness.	In March 2024, the Recruitment Function within the HR & Health cluster was launched. For this purpose, 1.6 FTE recruiters were appointed who actively approached candidates for 56 vacancies in 2024. Talented people on the labour market are thus approached more actively and vacancy holders are better supported. Given that talent recruitment is a time-consuming exercise, the recruitment function will also help to reduce the workload of incumbent staff.
8. Building safety and security	Current	The UG is having to perform a balancing act between building accessibility on the one hand and not wanting unauthorized persons to enter buildings and spaces designated for students and staff on the other. This calls for informed decisions on risk appetite and maximizing physical and social safety, and – hence – digital security.	2024 saw the launch of the management department Physical Security Organization under the leadership of the security manager. A software application was purchased that allows the security services provider to report anomalies. The application also enables analyses of trends and risks.
9. Crisis management	Structural	Throughout the years, we have found that the UG has much to gain from a streamlined and effective crisis management organization. For this reason, crisis management has been identified as a priority in our integrated safety policy.	The UG faced a number of challenging crises in the past year, e.g., the pro-Palestine protests due to war in Gaza. The crises were evaluated and the UG crisis plan was updated based on the evaluation outcomes. In addition, an external party conducted an audit into the functioning of the central UG crisis team in order to raise the maturity level. The UG also held emergency drills at a number of faculties and service units. These were meant to raise the readiness level for, and the capacity to respond effectively to, potential crises.
10. Loss of reputation	Structural	The UG's reputation hinges on the perception and overall impression that stakeholders, i.e., staff, students, researchers, the media, politics, and the public, have of us as an organization. This is affected by how we conduct ourselves, the services we provide, and the way in which we communicate. A public institution such as the UG is susceptible to loss of reputation, mostly on the grounds of substantive and conduct-related issues (see also the other themes), but due to miscommunication as well.	At the UG, we take a targeted approach and pursue a consistent communication policy in our messages, whether on our website or on social media, or through our media relations officers. We are committed to upholding our reputation and our good standing. The focus is on aspects such as diversity, social safety, security, and UNL's Code for Good Governance. We also screen our staff for additional activities outside their regular roles. Developments in society and geopolitical conflicts affect the academic community. We make allowance for this in our communication policy, which focuses on fostering connections and prioritizes psychological safety and respect.
11. Developments in educational legislation	Structural	The current definitions used in the Dutch Higher Education and Research Act (WHW) allow very little scope for universities as public institutions of education to develop private, international, interdisciplinary, and multi-level activities. While many aspects of the frameworks provided in the Act are ambiguous, the Ministry of Education does expect research universities to do their part, e.g., by developing microcredentials, lifelong learning, undertaking teaching activities in collaboration with universities of applied sciences, and engaging in European teaching and research partnerships. The Policy Rule for Investing Public Funds in Private Activities does not yet lead to the desired clarity in the public-private playing field, even after publication of several letters from the Ministry.	The UG calls upon the Ministry of Education to update the Act. The Administrative Agreement 2022 includes a passage to this effect. It is imperative that the Act provide the best conditions for educational institutions to respond to developments in society. Examples of trends that call for a more flexible framework include the development of teaching activities outside the curriculum, track influx management, dual degree programmes (combination of applied, research and LLO programmes), and opportunities for European partnerships. The public-private working group deals with cases resulting from the Policy Rule and contributes to clarifying cases within the context of the Policy Rule, published letters and Q&A's.

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Theme	Label	Uncertainties and risks	Measures
12. Strategic real estate plan	Structural	The UG has an established investment plan of €357 million for the period up to and including 2029. The investments entail financial risks for the ongoing projects for which there are no fixed price agreements. The Real Estate organization faces unpredictable price developments in the building industry. Investment planning has a direct relationship with the cash position and affects future operating expenses.	The real estate expenditure budget is updated annually, correlating the outlays to the cash position and future operating expenses (including housing expense ratio). Each phase of the project is subject to separate decision-making by the Board of the University. Property developments are monitored in terms of their cost, lead time, scope, and quality. Quarterly reports inform the Board of the University, the University Council and the Supervisory Board on the progress of ongoing projects.

10.5 Major current developments

The Schoof cabinet's governing programme from September 2024 made it clear that the government is implementing significant cuts in higher education. The proposed cuts include: reduction of the Fund for research and science, phase out of the National Growth Fund and reduction of the number of international students. For the UG, this means that it will no longer be providing starting and incentive grants as of 2025. By scrapping the starting and incentive grants, the agreements in the 2022 Administrative Agreement are not being met. The very aim of the agreements was to ensure more flexibility and breathing space in higher education. These cuts mean that from 2025 onwards, the UG will receive €16.5 million less income from incentive grants and €16.8 million less income from starting grants.
Furthermore, the Internationalization in Balance Act (WIB) aims to reduce the number of international students. With this reduction, the government anticipates further structural savings on higher education. Although the amount and substantive aspects of the cuts are still unclear, the government's cuts will mean a significant decrease in the contribution of central governments. This is exacerbated by the fact that the per-student contribution of central governments have been on the decline for years and that the staff workload is increasing.

The UG has accumulated equity over the past few years, which – despite having incurred negative operating results for the period 2022-2024 – has resulted in robust reserves. To maintain this level of reserves in the future, structural cuts are necessary, partly in view of the current uncertainties surrounding inflation and the cuts in the contribution of central governments. These developments have weighed heavily on the UG's financial performance in recent years and will continue to do so in the years to come. Since 2023, the various faculties and service units have already taken measures to improve their financial position. In addition, two austerity programmes are now running at the UG: the Back to Balance 2026 programme since the end of 2022 and the Plan of Action Framework Coalition Agreement since 2024. The objective of the current phase of the Back to Balance programme is the implementation of the adopted austerity measures, mainly in the areas of IT, use of space, and energy consumption. Sustainable break-even operating results from 2026 onwards, the goal that was supposed to be achieved with the realization of the austerity measures, is under pressure due to plans to reduce the number of international students and the decline in contribution of central governments. That is why the Plan of Action Framework Coalition Agreement was launched in 2024. Eight working groups from various bodies of the University have formulated recommendations for the spending cuts facing the UG. The recommendations not only focused on cost savings, but also looked at possible efficiency and quality improvements and opportunities to increase income. Early 2025 the working groups finished preparing their proposals. The Board of the University subsequently decided on the follow-up process in which the selected proposals will be elaborated, implemented and monitored. The students and consultative participation bodies will also be involved in further developing the proposals.

Developments in enrolment numbers are uncertain in the years ahead and may well affect our future financial performance. The uncertainty concerns both developments stemming from the WIB and the transfer

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from preparatory education (VWO). Enrolment numbers have levelled off in recent years and expectations are that they will continue to see a gradual decline due to the ageing population in the Netherlands and in our local area in particular. Until now, we had expected to be able to offset this decline by welcoming an increasing number of foreign students, both from the EU and elsewhere. Due to the current political climate and the WIB, this is uncertain. The number of foreign students is already decreasing as a result of the measures the UG itself has taken since 2023 to resolve issues, e.g., in housing. The WIB and the related non-Dutch-taught programme assessment (TAO) is creating barriers for foreign students by limiting the offer of English-taught (Bachelor's) programmes. The effects of the WIB and the TAO on enrolment numbers pose a significant risk. In 2025, the UG will have to make choices in its teaching portfolio so that the associated capacity can be reduced in time.

The investment projects in improving the sustainability of building, in renovation and in new-builds could have a potentially significant financial impact on the UG, especially in these times of high inflation. The UG's strategic real estate plan was updated in autumn 2024 and projects have been reprioritized. As a result, total housing costs will remain below the cap of 15% (of operating expenses). The real estate plan is premised on the various area plans (city centre, Zernike and Healthy Ageing) and based on a number of 32,000 students and a flex factor of 0.8. Important investments in the coming years are the (further) realization of the Feringa Building, the Sports Centre and the teaching buildings on the Healthy Ageing Campus and Zernike. The UG had a healthy cash and cash equivalents position at year-end 2024. It is expected to decrease in the coming years due to the substantial real estate investments and to bridge the period needed to achieve structurally positive operating results.

Given that, as per the budget, investments will continue to be significant in the years to come, the UG has had to raise loan. The UG received the first tranche of the €132.5 million loan on 1 July 2023. The second tranche of €132.5 million was received on 1 July 2024. Annual repayments of €8.8 million on the loan will be due starting from 2025. No other loan capital will be raised by the University to finance property investments going forward.

10.6 Report of the supervisory body

In accordance with statutory requirements, the Supervisory Board serves as the supervisory body of the UG. The Board of the University is required to submit its strategic plan, the annual report, and the University Budget to the Supervisory Board for approval. The Board of the University keeps the Supervisory Board informed of key developments and matters affecting the University. The members of the Supervisory Board are independent and are appointed by the Ministry of Education, Culture and Science (Ministry of OCW).

The Supervisory Board, which met six times in 2024, discussed a large number of relevant issues with the Board of the University. Recurring agenda items included:

- the political developments and the impact on the academic community of the various conflicts around the world;
- the financial implications of the Framework Coalition Agreement and, in particular, the impact of the reduction in the number of international students desired by the new cabinet;
- the progress of the measures within the framework of the Back to Balance programme 2026;
- developments in the real estate planning, particularly of the Feringa Building;
- the preparation of the Institutional Quality Assurance Assessment and the Supervisory Board's role in this;
- integrated safety.

The process initiated by the Board of the University in response to the Framework Coalition Agreement and the Internationalization in Balance Act (WIB) to arrive at additional austerity measures, was an important topic for the Supervisory Board. The measures in this Plan of Action Framework Coalition Agreement come on top of the cost-cutting measures already initiated as part of the Back to Balance 2026 programme. Due attention was also paid to one of the action lines in the Framework Coalition Agreement: the governance structure of the UG.
Mainly through its audit committees, the Supervisory Board is closely involved in monitoring the Plan of Action Framework Coalition Agreement and the Back to Balance programme, as well as in the nature of the necessary choices that need to be made and their implementation.

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Each year, the Supervisory Board closely monitors whether the funding from the Quality Agreements is being spent in a timely and efficiently manner. On 2 September 2024, the Board approved the Administrative Regulations 2024/25.

Other key agenda items were the reappointment of a member and chair of the Supervisory Board, developments in enrolment numbers of Dutch and foreign students, the IBO Report 'Talent op de juiste plek' [Talent in the right place], the Beethoven project (contribution of central governments made available by the Ministry of Education, Culture and Science to train talent from different education sectors for the benefit of the microchip sector), the annual report of the Data Protection Officer, SURF audit on information security and cybersecurity, the annual report of the Confidential Advisor, the annual report of the Ombudsperson, the evaluation of the position of ombudsperson and the ensuing recommendations, Lifelong Development and the link this has with the University of the North, update self-evaluation University Services, and the statutory cap on the remuneration of senior officials in 2025 under the Executives' Pay Act, and the anniversary theme 'Making Connections'. For other matters discussed at Supervisory Board meetings in 2024, reference is made to the Report of the Supervisory Board (see above).

The Audit Committees for Finance and Quality Assurance were responsible for preparing for the discussion and delving into the details of most of the items listed above. The audit committees met five and four times respectively in 2024. In addition, the Audit Committees for Finance and Quality Assurance organized special thematic sessions in 2024.

As part of the annual two-day meeting with delegations from the University Council and the Committee of Deans, the Supervisory Board discussed the different perspectives on Artificial Intelligence, the UG's response to tensions in the world, and the difference between freedom of speech and academic freedom and codes of conduct.
In a meeting of the Supervisory Board with the Board of the University and the Committee of Deans, the following topics were discussed: conversations with deans, the registration of additional activities and the WIB. On this occasion, there was also an exchange of views on how geopolitical developments impact on the UG's long-term strategy and short-term actions.

The Supervisory Board approved the financial statements for 2023 and the Report of the Board of the University for 2023 on 10 June 2024 and discharged the Board of the University for 2023. The Supervisory Board periodically reviewed, as per the UG's PDCA cycle, the analysis of quarterly financial results for 2024, including the forecasts for the remainder of the reporting period and the quarterly real estate reports. These reports allowed the Supervisory Board to form an opinion on the effective application of funds. This opinion was positive for 2024. The reports also enabled the Supervisory Board to oversee risks and developments in the areas of staffing and vacancies, use of funding for reducing the workload, use of funding under the Quality Agreements, use of funding for starting and incentive grants, use of sector plan funding, the PhD Scholarship Experiment, and real estate outlays. In 2024, the focus continued to be on the reduced financial scope due to inflation, increased wage costs and declining contribution of central governments. In the course of 2024, this was exacerbated by the new government's drastic cuts. Following the University Council's positive opinion, the Supervisory Board approved the University Budget for 2025 on 16 December 2024.

In accordance with the Administrative Regulations, the Supervisory Board met with the central consultative participation body on two occasions in 2024. Topics covered included the consequences of the cabinet plans for internationalization, and the Coalition Framework Agreement and the impact of the cuts on the UG.
There was also discussion on how to deal with tensions in the world and their impact on staff and students. These meetings also served to reflect on the report that was issued following the external assessment of the UG's governance structure. A final topic for discussion were the process improvements regarding documents to be discussed by the central consultative participation body with the Board of the University.

The Supervisory Board is of the opinion that its members complied with the principle of independence in the performance of their duties during the reporting period. Given the issues that were on the table 2024, the Supervisory Board has fulfilled its responsibility to supervise the effective application of funds.

university of groningen

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Anniversary 410 years: Ceremony of Merits
Photo: Angelo Roga

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Balance as on December 31, 2024

Amounts x €1,000 (After appropriation of result)

		31/12/2024	31/12/2023
ASSETS			
FIXED ASSETS			
	Intangible fixed assets		
1.1.1.0	Software	-	1,711.8
		-	1,711.8
	Tanglible fixed assets		
1.1.2.1	Buildings	682,660.8	356,428.1
1.1.2.2	Land	5,901.8	5,904.8
1.1.2.3	Inventory and equipment	84,766.8	81,256.6
1.1.2.5	In progress and prepayments	27,966.5	347,483.2
		801,295.9	791,072.7
	Financial fixed assets		
1.1.3.1	Investments in participating interests in group companies	8,678.4	10,059.3
1.1.3.2	Investments in associates	33.6	26.2
1.1.3.3	Receivables from group companies	-	300.0
1.1.3.7	Securities	5,000.0	8,000.0
1.1.3.8	Other receivables	-	-
		13,712.0	18,385.5
	Total fixed assets	815,008.0	811,170.0
CURRENT ASSETS			
1.2.1	Inventory	672.2	645.0
1.2.2	Receivables	168,646.3	164,455.8
1.2.4	Cash and cash equivalents	337,702.9	202,093.6
	Total current assets	507,021.4	367,194.5
		1,322,029.3	1,178,364.5

		31/12/2024	31/12/2023
EQUITY AND LIABILITIES			
EQUITY			
2.1.1.1	General reserve	524,098.1	536,648.6
2.1.1.2	Designated reserves (public)	-	25,436.8
2.1.1.3	Designated reserves (private)	2,111.0	3,845.9
2.1.1.4	Designated funds (public)	686.3	686.3
2.1.1.7	Other legal reserves	-	1,711.8
	Total equity	526,895.5	568,329.5
LIABILITIES			
2.2	Provisions	55,669.6	47,195.2
2.3	Non-current liabilities	256,166.7	132,500.0
2.4	Current liabilities	483,297.6	430,339.7
	Total liabilities	795,133.9	610,035.0
		1,322,029.3	1,178,364.5

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Income and expenditure statement 2024

Amounts x €1,000

		Actual 2024		Budget 2024		Actual 2023	
3	**INCOME**						
3.1	Contributions of central governments	594,962.4		585,209.6		567,596.3	
3.3	Academic/tuition fees	95,827.8		100,766.7		89,692.5	
3.4	Income on third party contracts	197,975.4		171,817.1		178,696.6	
3.5	Other income	65,922.1		68,983.0		63,724.0	
			954,687.7		926,776.5		899,709.3
4	**EXPENDITURE**						
4.1	Staff costs	714,406.6		691,618.8		666,661.7	
4.2	Depreciation, amortization, and impairment	55,026.9		57,454.0		43,374.0	
4.3	Accommodation expenses	67,431.2		64,566.1		76,774.9	
4.4	Other expenses	165,178.9		161,228.9		145,235.4	
			1,002,043.6		974,867.8		932,045.9
	Operating result		-47,355.9		-48,091.3		-32,336.7
6	**FINANCIAL INCOME AND EXPENDITURE**						
6.1	Interest income	11,300.3		8,000.0		9,469.0	
6.2	Interest expense	-4,005.1		-3,752.9		-1,955.8	
	Financial result		7,295.2		4,247.1		7,513.1
8	**RESULT OF PARTICIPATING INTERESTS**		-1,373.5		750.0		-304.4
	RESULT		-41,434.1		-43,094.2		-25,127.9

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Cash flow statement 2024

Amount x €1,000

		2024			2023		
	CASH FLOW FROM OPERATING ACTIVITIES						
	Operating result		-47,355.9			-32,336.7	
	Adjustments for:						
1.1.2	Depreciation	55,026.9			43,374.0		
2.2	Changes in provisions	8,474.3			1,605.5		
8.0	Result of participating interests	-1,373.5			-304.4		
			62,127.8			44,675.1	
	Changes in net working capital						
1.2.1	Inventory	-27.2			-35.2		
1.2.2	Receivables	-4,190.5			-29,924.6		
2.4	Current liabilities	38,931.6			55,540.7		
			34,713.9			25,580.9	
	Cash flow from business operations			49,485.9			37,919.3
6.1	Interest received	11,300.3			9,469.0		
6.2	Interest paid	-4,005.1			-1,955.8		
				7,295.2			7,513.1
	Total cash flow from operating activities			56,781.1			45,432.5

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		2024		2023	
	CASH FLOW FROM INVESTING ACTIVITIES				
1.1.1	Purchase of intantible fixed assets	-		-	
1.1.2	Purchase of tangible fixed assets	-58,345.3		-115,962.8	
1.1.2	Proceeds from sale of tangible fixed assets	-		2,397.3	
1.1.3.1	Investments and divestments in participating interests in group companies	1,380.9		304.7	
1.1.3.2	Other investments in participating interests	-7.5		-0.3	
1.1.3.3	Receivables from group companies	300.0		-	
1.1.3.7	Other investments in financial fixed assets	3,000.0		8,500.0	
1.1.3.8	Changes in loans as part of financial fixed assets	-		1,681.1	
	Total cash flow from investing activities		-53,671.9		-103,080.0
	CASH FLOW FROM FINANCING ACTIVITIES				
2.3	New borrowings	132,500.0		132,500.0	
	Total cash flow from financing activities		132,500.0		132,500.0
	CHANGES IN CASH AND CASH EQUIVALENTS		135,609.3		74,852.4
	Changes in cash and cash equivalents were as follows:				
1.2.4	Balance as on January 1		202,093.6		127,241.2
	Changes in cash and cash equivalents		135,609.3		74,852.4
1.2.4	Balance as on December 31		337,702.9		202,093.6

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GENERAL

English translation

These financial statements are an English translation of the original Dutch financial statements, which were approved on June 18, 2025. In case of any discrepancies between the English version and the original financial statements, the latter will prevail. The financial statements are published online on the UG website.

Activities

The statutory tasks of the University of Groningen consist of providing initial education, conducting fundamental research, and knowledge valorization. The University of Groningen is a legal entity under public law pursuant to the Higher Education and Research Act (WhW). The registered office of the University of Groningen is at Broerstraat 5, 9712 CP Groningen, and it is registered in the trade register under Chamber of Commerce number 01179037.

Reporting period

These annual accounts were drawn up assuming a reporting period of one calendar year with date of compilation of June 18, 2025.

Continuity

The annual accounts have been prepared on the basis of the going concern assumption.

Functional and presentation currency

The annual accounts statements are presented in euros ('the functional currency'). All amounts have been presented in thousands, except when otherwise indicated. The numerical additions in this financial statement can contain optical differences which are the result of the presentation in thousands.

Transactions in foreign currencies are translated to the respective functional currencies at exchange rates at the dates of the transactions.

Consolidation exemption

The annual accounts of the University of Groningen do not have to include data from subsidaries whose combined significance is negligible for the whole (RJ 217.304). As of fiscal year 2023, the University of Groningen will utilize this consolidation exemption for all participations.

For an overview of the subsidaries, please refer to the item Financial fixed assets in the annual accounts.

Administrative cooperation with UMCG

As of 1/1/2007, the merger of the University Medical Center Groningen, which consists of the Faculty of Medical Sciences and the Academic Hospital Groningen, was realized. Administrative cooperation and coordination between the Board of Governors of the University Medical Center Groningen (hereafter UMCG) and the Board of the University of Groningen takes place in the Joint Policy Body (GBO), which consists of the Chairman of the Board, the Dean of the Faculty and the Chairman of the Supervisory Board. Ultimate responsibility for academic education and research rests with the UG Executive Board. In accordance with RJ 660.506, the annual accounts include the operating figures of the education and research sector in full in the statement of income and expenditure. The balance sheet includes fixed assets, equity, provisions and work in progress. These are offset by the current account under the item receivables or current liabilities.

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Related parties
All legal entities over which dominant control, joint control or significant influence can be exercised are considered related parties. Legal entities with a controlling interest are also considered related parties.

Significant transactions with related parties are explained to the extent that they have not been entered into under normal market conditions. In such cases, the nature and scope of the transaction will be explained, as well as other information required for clarification.

Explanatory notes for the cash flow statement
The cash flow statement is prepared using the indirect method. Cash and cash equivalents in the cash flow statement consist of cash and cash equivalents, excluding deposits that are not immediately realisable (> 1 year). Interest and dividends received and paid are included in cash flows from operating activities. Investments and divestments of tangible fixed assets and financial fixed assets are classified as cash flows from investing activities. Payments on long-term debt are classified as cash flows from financing activities for the portion relating to principal and as cash flows from operating activities for the portion relating to interest.

Judgements, estimates and assumptions
The preparation of the annual accounts requires the Board of the University of Groningen to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenditure. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognized prospectively.

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ACCOUNTING PRINCIPLES FOR THE VALUATION OF ASSETS AND LIABILITIES

The annual accounts have been prepared in accordance with the statutory provisions of Part 9 of Book 2 of the Dutch Civil Code and the authoritative statements in the financial reporting guidelines issued by the Dutch Accounting Standards Board (in particular, RJ 660 Educational Institutions). The provisions and guidelines are applicable pursuant to the Annual Reporting Regulations for the Educational Sector

Assets and liabilities are generally valued at acquisition or production cost. If no specific valuation principle is specified, valuation is made at nominal value.

An asset is recognized in the balance sheet when it is probable that future economic benefits will accrue to the University of Groningen and the asset's value can be reliably determined. A liability is recognized in the balance sheet when it is probable that the settlement thereof will be accompanied by an outflow of resources that entail economic benefits, the monetary equivalent of which can be reliably determined.

A recognized asset or liability remains on the balance sheet if a transaction (relating to the asset or liability) does not result in a significant change in the economic reality with respect to the asset or liability.

If a transaction results in the transfer to a third party of virtually all or all future economic benefits and virtually all or all risks relating to an asset or liability, the asset or liability will no longer be recognized in the balance sheet. Furthermore, assets and liabilities are no longer included in the balance sheet from the date on which the conditions of probability of the future economic benefits and/or reliability of the determination of the value are no longer met.

Comparison with the previous year

The accounting policies have not changed compared with the previous year.

Intangible fixed assets

Intangible assets are valued at acquisition price less accumulated amortization and accumulated impairment losses. An impairment loss is recognised if the carrying amount of an asset or cash-generating unit (hereafter CGU) exceeds its recoverable amount. The costs of acquisition (licenses) of university administrative systems including (external) training and implementation costs are capitalized at cost. The depreciation period is 5 years. Depreciation takes place using the straight-line method, assuming a residual value of zero.

Tangible fixed assets

Buildings, land, tangible fixed assets under construction and inventory & equipment are valued at the acquisition price or manufacturing price less straight-line depreciation over the estimated future useful life. Land is not depreciated. Any impairment or residual value expected on the balance sheet date is taken into account. If an impairment exists in any financial year, this is explained under the balance sheet item. If such indications are present, the recoverable amount of the asset is determined. If it is not possible to determine the recoverable amount for the individual asset, the recoverable amount is determined for the cash-generating unit to which the asset belongs. An impairment loss is recognized immediately in the income statement by reducing the carrying amount of the asset.

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The cost of inventory & equipment, which can only be used for a specific project and has no business value outside of this project, is fully recognized in the year of acquisition on the project. The relevant inventory & equipment are not accounted for under tangible fixed assets. Depending on the terms of the grant, these costs are reimbursed in full in the year of purchase by the grantor, or annually during the life of the project for the annually attributable portion.

Depreciation has been calculated based on the following principles:

Buildings
- Shell : depreciation in 60 years
- Facade/ interior finishing/ installations : depreciation in 30 years
- Electronics/ technical installations : depreciation in 15 years
- Specific investments : depreciation based on useful life

Land : nil
- Construction costs for sports fields : depreciation in 10 years
- Other site facilities : depreciation in 30 years

Inventory
- Inventory and equipment : depreciation in 3 to 10 years

Depreciation starts in the month following the purchase of the property. In the case of new buildings or renovations, depreciation starts after the completion date.

Buildings and land are valued at acquisition cost less depreciation. Inventory and equipment are valued at acquisition cost less depreciation.

Depreciation is based on the following scheme:
- inventory etc. with a purchase value below €5K per item is fully incorporated in the statement of income and expenditure.
- inventory etc. with a purchase value above €5K per item is depreciated over the expected useful life with a maximum of 10 years.

Depreciation takes place in monthly installments starting the month following that of purchase.

Repair and major maintenance costs are accounted for using the component approach.

Operational leasing
Lease contracts may exist at the University of Groningen in which all or almost all of the advantages and disadvantages associated with ownership do not lie with the University of Groningen. These lease contracts are recognized as operating leases. Lease payments are recognized on a straightline basis in the statement of income and expenditure over the term of the contract, taking into account payments received from the lessor.

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Financial fixed assets

Group companies
The net asset value is calculated in accordance with the principles applicable to the annual accounts. Participating interests in which significant influence can be exercised on business and financial policy are valued according to the equity method on the basis of the net asset value. If the valuation of a participating interest according to the net asset value is negative, it is valued at nil. If, and to the extent that the UG fully or partially guarantees the debts of the participating interest in this situation, or has the firm intention of enabling the participating interest to pay its debts, a provision is recognized. Participating interests in which no significant influence is exercised are valued at acquisition price. If an impairment loss is recognized, valuation takes place at the realizable value.

Significant transactions with related parties are explained to the extent that they have not been entered into under normal market conditions. In such cases, the nature and scope of the transaction will be explained, as well as other information required for clarification.

Other receivables (loans to third parties)
The other receivables included under financial fixed assets include loans granted to third parties and are initially valued at fair value and subsequently valued at amortized cost less any necessary provision for bad debts. Provisions due to bad debt risk are deducted from the carrying amount of other receivables.

Securities
Receivables belonging to financial fixed assets, whether or not due to loans, are in principle recorded at the amortized cost after the first valuation. If there is no premium or discount and transaction costs, the amortized acquisition value is equal to the redemption value of the receivables. Regarding possible write-offs, article 2:387 paragraph 4 of the Dutch Civil Code applies. This write-down of receivables is charged to the income statement. The write-down is reversed as soon as the impairment has ceased to exist. Write-offs as well as reversals are included separately in the profit and loss account or in the notes (Article 2:387(5) BW).

Inventory
Inventories are initially valued at acquisition price or manufacturing cost; subsequent valuation is at the lower of cost or realizable value. The realizable value is the estimated selling price less directly attributable selling costs. This takes into account possible obsolescence of inventories.

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Work in progress (WIP)
Work in progress refers to projects commissioned by third parties and not yet completed at the balance sheet date. The balance of projects in progress is valued at the directly allocated cost of labor and materials with a mark-up for indirect costs. Invoiced instalments/advance payments received are deducted from the balance of projects in progress. Profit recognition on projects financed by third parties is determined using the "percentage of completion method" or PoC method. When it is probable that total project costs will exceed total project revenues, expected losses are recognized in profit or loss immediately. POC are determined based on the progress of costs relative to entire contract value.

Given the size of the number of projects within the UMCG subsidiary, starting as off 2017, an arithmetic approach has been adopted for UMCG R&E to determine the interim result on projects instead of determining the result per individual project. This arithmetic approach of the PoC method is applied to projects in the category business, top institutes and commission European union (H2020 and Fp7), which is a derivative of realized results on closed projects within these categories.

Projects that do not match the pure definition of a 'project' but are a long-term agreement for a certain performance (clinical trials) are not handled as a project with a rating based on Percentage of Completion. For these projects, the basic principle is that the work is invoiced when it is completed. The interim result is the annual balance of revenues less costs. Due to this approach, no work in progress position is included for the clinical trials.

Receivables
Receivables are initially recognized at the fair value of the consideration. After initial recognition, receivables are valued at nominal value. The difference from valuation at amortized cost is explained in the notes. Provisions for bad debts are deducted from the carrying amount of the receivable.

Cash and cash equivalents
Cash and cash equivalents consist of cash on hand, bank balances and deposits held at call with financial institutions (< 1 year). Cash and cash equivalents are stated at face value.

Impairments
The institution assesses each balance sheet date whether there is any indication that a fixed asset may be impaired. If such indications are present, the recoverable amount of the asset is determined. If it is not possible to determine the recoverable amount for the individual asset, the recoverable amount is determined for the cash-generating unit to which the asset belongs. An impairment exists if the carrying amount of an asset exceeds its recoverable amount; the recoverable amount is the higher of its net realizable value and its value in use.

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Equity

Equity consists of general reserves and designated reserves and funds. This also includes a segmentation into public and private funds. Designated reserves are reserves with a limited spending option, where a restriction is imposed by the Board. Designated funds are reserves with a more limited spending option as well, whereas a restriction is imposed by third parties.

Designated reserves (public)

The public designated reserve has been formed for the benefit of the current PhD education experiment. Following the termination of the PhD education experiment as of 1 September 2024, the designated reserves (public) is fully released and transferred to the general reserve. Doctoral candidates who had not completed their PhD education by the aforementioned date have been transitioned to a PhD employment.

Designated reserves (private)

As off 2022, the private designated reserves are intended to cover the private activities and includes, amongst other, the equity of the participations are shown under the private designated reserve. As of 31 December 2021, mutations in the designated reserve (private) occur solely as a result of donations or bequests.

Designated funds (public)

The funds under management are shown under the public designated funds. These funds have been made available to the University of Groningen with the intention of spending them within the framework of a specific objective.

Other legal reserves

The statutory reserves are maintained on the basis of statutory provisions. A statutory reserve is maintained to the sum of the capitalized amount of development costs under intangible fixed assets, pursuant to Section 365 paragraph 2 of Book 2 of the Dutch Civil Code.

Provisions

Unless stated otherwise, the provisions are adjusted for inflation using an inflation correction of 2% (2023: 0%) and are subsequently measured at the present value of the expenditure expected to be necessary to settle the obligations as at the balance sheet date. A provision is recognized in the balance sheet when there is a legal or constructive obligation, resulting from a past event, for which a reliable estimate can be made and where it is probable that an outflow of resources will be required to settle the obligation.

Unemployment contributions

The University bears the risk of redundancy pay liabilities. The provision for unemployment benefits is formed at an individual level for future obligations on the balance sheet date to former employees to whom the University has an obligation in the context of the redundancy pay. The provision is calculated based on statements from third parties. The level of the provision is based on the actual expenditure of the past year. Indirectly, this takes into account the employability of those concerned. The provision also takes into account the term that the University of Groningen runs a risk on the benefit payments. The mutation in the provision is recorded under the item 'Other employee expenses'. The discount rate used is 2.12% (2023: 2.41%).

Generation scheme

The generation scheme provision has been recognized for obligations towards employees participating in the generation scheme. This scheme is targeted at a specific group of healthcare employees, allowing them to reduce their working hours while receiving a relatively higher salary and maintaining their pension. The provision for the generation scheme is recognized on an individual basis. Mutations in the provision are recorded under other personnel expenses. The applied discount rate is 0% (2023: 0%).

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TFR/KNIR
Under Italian law, the KNIR must include a reservation for a termination fee, called the TFR (Trattamento di Fine Rapporto, to be translated as Termination Fee under Italian law). During employment, the TFR is a debt that is not yet due and payable from the employer to the employee.. This provision is formed at an individual level. The mutation in the provision is recorded under the item 'Other employee expenses'. The average discount rate used is 2.6% (2023: 2.47%).

Deductible WGA scheme
The WGA deductible provision has been formed for the obligation arising from the excess risk the company bears with regards to the Return to Work (Partially Disabled Persons). Regulations (WGA), which falls under the Work and Income (Capacity for Work) Act (WIA).The provision is recognized at an individual level for employees that receive a WGA-payment at balance sheet date. The amount of the provision is determined on the basis of the WIA monthly wage in accordance with the decision of the UWV, taking into account the re-employment percentage and the decreasing benefit after the initial salary-related payment. The provision also takes into account the term that the University of Groningen runs a risk on the benefit payments.
The mutation of the provision is recorded under the item 'Other staffing expenses'. The discount rate used is 2.27% (2023: 2.12%).

Own-risk bearer ZW-flex
As of 1 January 2015, the University of Groningen became an own risk bearer for the ZW-flex premium. As a result, the University will bear the associated expenses for new entrants. A provision has been recognized the annual accounts. The provision is determined based on the details of the individual participants over the term that the University of Groningen runs the risk of the benefit payments. The amount of the provision is determined based on the daily wage in accordance with Visma Raet's decision. The ZW-flex own risk bearer provision is part of the WGA own risk provision. The mutation in the provision is recorded under the item 'Other staffing expenses'. The discount rate used is 1.06% (2023: 1.28%).

Long-term sickness
At an individual level, the University of Groningen has formed a provision for obligations to continue to pay remuneration to staff members who are expected to be permanently or partially unable to perform work due to illness or incapacity for work on balance sheet date. This estimate is made by the company doctors. Contributions from other parties have not been taken into account. The mutation in the provision is recorded under the item 'Other staffing expenses'. The discount rate used is 2.11% (2023: 2.56%).

Jubilee provision
The jubilee provision has been formed at an individual level for future jubilee benefit. The calculation of this provision takes into account the expectation of tenure and mortality, as well as future wage increases. The mutation in the provision is recorded under the item 'Other staffing expenses'. The discount rate used varies between 2.32% and 2.75% (2023: 2.16% - 2.50%).

Leave saving
In period from 2007 to 2012, employees aged 50 years and older had the opportunity to save up to 120 hours per year for the purpose of gradually reducing working hours in the period prior to retirement (leave savings scheme 50+). As of 2013, employees have the option of saving an additional 72 vacation hours annually for a long-term, consecutive leave period (multi-year savings model) for a minimum of 3 and a maximum of 5 years, in addition to regular vacation hours. The UG has made a provision for the associated replacement costs (staffing). The provision is determined based on the data of the individual participants (term and salary costs). The discount rate used is on average 2.27% (2023: 2.13%).

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Transition provision

As of 1 January 2018, the University of Groningen is obliged to pay a transition payment under the Collective Labour Agreement. The provision has been formed at an individual level for employees with a temporary contract, taking into account the probability of contract extension. This probability is calculated based on the average percentage of extended temporary contracts over the past four years. A provision has been created for the remuneration to be paid in proportion to the years of service at the end of the financial year. The mutation in the provision is recorded under the item 'Other employee expenses'. The discount rate used is 2.12% (2023: 2.41%).

Environmental risk

The provision for environmental risk is recognized for obligations arising for the removal of existing environmental contaminated materials (asbestos) from buildings owned by the UG, in accordance with applicable legislation. The calculation of the environmental risk provision is based on (visual) asbestos inspections of the buildings. These inspections were carried out by a specialized external agency. On the basis of this inspection, the agency set up an estimate per building of the expected remediation costs including the costs for project management and final inspections. At the end of 2021, the estimate of the expected costs was updated by a specialized external agency. Mutations in the provision is recorded in other expenses. The provision is a reliable estimate with a number of uncertainties. The first aspect is the uncertain price development in the construction industry due to market developments. In addition, individual contractors may have an incentive to deviate from the market price during a tender process, thus offering a lower price in order to be awarded the work. Moreso, the provision is based on a visual inspection. During actual remediation, the situation may be different than estimated. In those cases where the actual remediation costs are apparent and differ from the provision formed, the provision will be adjusted. Finally, when remediation projects are bundled, economies of scale can be achieved. The inflation adjustment rate used is 2.78% (2023: 2.55%) and the discount rate used is 2.59% (2023: 3.32%). The discount rate can fluctuate over the years. The effect of a 1% higher discount rate in the current situation would constitute a reduction of the provision by €371K as at the balance sheet date. The effect of a 1% lower discount rate would constitute a €392K increase in the provision in the current situation as at balance sheet date.

Project provision

The University forms a provision for expected losses on projects in progress. Expected losses on projects in progress are recognized in the income statement immediately. The amount of the loss is determined regardless of whether the project has already commenced, the stage of completion of the project or the amount of profit expected on other unrelated projects.

Dismantling provision Cyclotron

The provision for dismantling the AGOR-Cyclotron (hereinafter: Cyclotron) concerns the current best possible estimate of the costs to be incurred in the future for the termination (dismantling) of the Cyclotron. Article 10.1 of the Regulation on Basic Safety Standards for Radiation Protection (Rbs), in conjunction with Article 10.8 of the Basic Safety Standards for Radiation Protection Decree (Bbs), stipulates that there must be a termination plan for cyclotrons that produce particles with an energy of more than 8 mega-electron volts. The Bbs is effective as of 6 February 2019. This termination plan must, among other things, indicate how the financial aspects of the termination are arranged. By forming the provision, the University complies with this legal obligation.

The provision is based on an internal report, including a cost estimate, by the radiation expert of the University in collaboration with the real estate department. This internal report was then assessed in a second opinion by an external agency specializing in nuclear services. Based on the internal report and the second opinion of the external expert, the bandwidth of this cost estimate is between EUR 5.1 million and EUR 20.4 million. The bandwidth can be explained by the uncertainties mainly concerning the amount of concrete to be removed and the number of years of decay storage. These uncertainties cannot reasonably be resolved by the University at this time because they partly depend on guidelines and experience figures that are still under development and because no test drilling can be carried out at this time to achieve greater certainty. From the point of view of completeness of the provision (prudence), the University of Groningen has chosen not to be at the lower end of the bandwidth. In our opinion, the upper end of the bandwidth of EUR 20.4 million is (too) high. As we understand, the idea is that the dismantling costs will be lower because the possibilities for reuse are being expanded in the directives. It is expected that less concrete will need to be stored due to these broader guidelines. There is also significant uncertainty regarding the future use of the

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building. It is highly conceivable that the building will be repurposed after decommissioning. In that scenario, the cost item related to concrete disposal is expected to largely lapse, and personnel expenses will be lower. This aligns with the University of Groningen's sustainability ambitions as outlined in the 'Roadmap Duurzaamheid 2021–2026'. Due to the principles of circularity, the decommissioning costs are expected to be lower. As a result of these considerations, the University of Groningen currently considers the best estimate of the dismantling costs to be EUR 12.75 million (the arithmetic mean of the bandwidth). No inflation adjustment has been taken into account. The discount rate used is 2.592% (2023: 2.315%). The effect of discounting from 2.315% to 2.592% is €246K. The discount rate can fluctuate over the years. The effect of a 1% higher discount rate in the current situation would constitute a reduction in the provision of €912K at the balance sheet date. The effect of a 1% lower discount rate would constitute a €1,015K increase in the provision in the current situation.

Other provisions

The other provisions are recognized at the cash value of the expenses and obligations necessary for the settlement of the provision. If a contract has been concluded involving a negative difference between the performance to be received after the balance sheet date and the contract performance to be performed by the service provider after the balance sheet date, a provision will be created for this negative difference. In calculating the provision, the unavoidable costs have been taken into account. The discount rate used is 0% (2023: 0%).

Liabilities

Liabilities are stated at fair value when they are first recognized. Transaction costs that are directly attributable to the acquisition of liabilities are included in the valuation at first recognition. Liabilities are valued at amortized cost after first recognition. As a general rule, the amortized costprice is equal to the book value of the asset minus repayments on the principal and increased or decreased by the cumulative amortization of the difference between the amount on first recognition (including transaction costs) and the repayment amount, determined based on the effective interest rate method.

Netting

An asset and a liability item are netted in the financial statements only if, and to the extent that:

- a sound legal instrument is available to settle the asset and the liability items netted simultaneously; and
- there is a firm intention to settle the balance in this manner, or both items simultaneously.

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PRINCIPLES FOR THE DETERMINATION OF THE RESULT

General
Income and expenditure are allocated to the fiscal year to which they relate. Profits are only recognized to the extent that they have been realized by the balance sheet date. Losses and risks originating before the end of the financial year are taken into account if they became known before the financial statements were determined.

Income
Recognition of revenue from the provision of services is calculated pro rata to the services provided, based on the services performed up to the balance sheet date in proportion to the total services to be provided.

Government grants
Government grants are recognized as income in the income statement in the financial year to which the funding pertains.

Tuition fees
Received tuition fees are attributed to the financial year to which they pertain, assuming that regular teaching and research tasks are spread evenly over the academic year.

Grants
The University of Groningen utilizes operating grants and occasionally investment grants. Grants are recognized as income in the statement of income and expenditure in the financial year in which the subsidized costs were incurred.

Royalties
Royalties are recognized in the statement of income and expenditure on an accrual basis, in accordance with the terms of the agreement, when the amount can be estimated reliably and their receipt is probable.

Interest income and expense
Interest income is recognized in the statement of income and expenditure on a time proportion basis, taking into account the effective interest rate of the asset to which it relates when the amount can be estimated reliably and their receipt is probable.

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Expenditure

Employee benefits expenses
Salaries and social charges (including pension contributions) are recognized in the statement of income and expenditure under the terms of employment to the extent they are payable to employees.

Pensions
The University of Groningen has a pension scheme with the Stichting Bedrijfspensioenfonds ABP (hereafter: ABP). The provisions of the Dutch Pension Act apply to this pension scheme and the University of Groningen pays basic contributions on a compulsory or contractual basis. The ABP utilizes the average salary as a basis for pension calculation. The ABP tries to increase pensions each year by the average wage increase in the government and education sectors. If the coverage ratio is lower than 105%, no indexation will take place.

The coverage ratio of ABP as of December 31, 2024, is 111.9%. The financial position as of 31-12-2024 of the ABP has been assessed as insufficient by De Nederlandsche Bank; the policy coverage ratio should be at least 126%. This requires the ABP to submit a recovery plan to De Nederlandsche Bank. In January 2025, the coverage ratio of the ABP was 113.4%.

The premiums due for the current financial year are recognized as expenses in the statement of income and expenditure. If the payable premium has not yet been paid, it is recognized as a liability on the balance sheet. The premiums are recognized as personnel expenses as soon as they are due. Prepaid premiums are recognized as assets if this leads to a refund or a reduction in future payments. Premiums yet unpaid are recognized as a liability on the balance sheet.

Depreciation
Tangible fixed assets are depreciated from the time they are taken into use over the expected future useful life of the asset. If there is a change in estimate of the future useful life, depreciation is adjusted prospectively.

Land is not depreciated. Residual value or changes in estimates expected at the balance sheet date are taken into account. Changes in useful life occur when an asset is taken out of use earlier than initially expected. Profits and losses as a result of selling an asset are recognized in the period in which they are realized.

Taxes
More than 90% of the core activities of the University of Groningen consist of government-funded educational and research activities, and more than 70% of these activities are financed by public funds, statutory tuition fees or teaching fees, or contributions from public benefit institutions for which no (or marginal) contractual compensation is requested. Therefore, the University of Groningen meets the activity and funding requirements and is thus eligible for the corporation tax exemption. This exemption has been applied in the annual accounts.

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Financial income and expenditure

Interest income and interest expenses
Interest income and interest expenses are recognized time proportionally, taking into account the effective interest rate of the assets and liabilities concerned. When processing the interest expenses, the recognized transaction costs on the loans received are taken into account.

Dividends
Dividends to be received from participations are recognized as soon as the UG has acquired the right to receive them.

Financial instruments and risk management

Financial instruments include primary financial instruments such as receivables, securities and liabilities, as well as financial derivatives. The University of Groningen does not utilize any financial trading instruments in its business operations other than regular debtors and creditors.

The University of Groningen, therefore, has no exposure to the following potential financial risks:
> price risks in the valuation of securities (financial fixed assets)
> currency forward contracts
> concentration of interest, credit and cash flow risks on outstanding trade receivables
> bank credit facilities

The UG operates mainly in the Netherlands and the European Union. To a limited extent, orders for specialized scientific equipment are placed in foreign currencies. No use is made of forward exchange contracts.

Cash and cash equivalents are outstanding with financial institutions that have at least an A rating.

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Notes to the balance sheet

Amounts x €1,000

FIXED ASSETS

1.1.1 INTANGIBLE FIXED ASSETS

	1.1.1.0 Software
Balance as on January 1, 2024	
Acquisition value	6,818.4
Accumulated amortization and impairments	-5,106.6
Carrying amount at start of the financial year	1,711.8
Movements during the financial year	
Investments	-
Disposals	-
Amortization	-1,711.8
Amortization on disposals	-
Revaluation	-
	-1,711.8
Balance as on December 31, 2024	
Acquisition value	6,818.4
Accumulated amortization and impairments	-6,818.4
Carrying amount at end of the financial year	-

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1.1.2 TANGIBLE FIXED ASSETS

	1.1.2.1 Buildings	1.1.2.2 Land	1.1.2.3 Inventory and equipments	1.1.2.5 In progress and prepayments	Total
Balance as on January 1, 2024					
Acquisition value	901,121.7	5,904.8	180,367.6	347,483.2	1,434,877.4
Accumulated depreciation and impairments	-544,693.6	-	-99,111.0	-	-643,804.6
Carrying amount at start of the financial year	356,428.1	5,904.8	81,256.6	347,483.2	791,072.7
Movements during the financial year					
Investments	44.5	-	21,750.3	41,824.0	63,618.8
Disposals	-508.4	-3.0	-878.5	-	-1,389.9
Depreciation	-35,027.8	-	-18,287.3	-	-53,315.1
Depreciation on disposals	383.8	-	925.7	-	1,309.5
Reclassification work in progress	361,340.7	-	-	-361,340.7	-
	326,232.7	-3.0	3,510.2	-319,516.7	10,223.2
Balance as on December 31, 2024					
Acquisition value	1,261,998.5	5,901.8	201,239.4	27,966.5	1,497,106.2
Accumulated depreciation and impairments	-579,337.7	-	-116,472.6	-	-695,810.3
Carrying amount at end of the financial year	682,660.8	5,901.8	84,766.8	27,966.5	801,295.9

Notes:
- There are no restrictions to ownership of the above tangible fixed assets
- The disposals recognized relate entirely to decommissioning.
- The first phase of the Feringa Building was completed in the first quarter of 2024. As a result, approximately €300M is recognized under buildings and is no longer reported under the section 1.1.2.5 In progress and prepayments.

For the environmental risks present, such as asbestos in buildings, reference is made to the environmental provision formed, which is outlined in the provision section of the explanatory notes to the annual accounts.

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1.1.3 FINANCIAL FIXED ASSETS

	Place of residence	Rate of participation	Carrying amount value as on 1/1/2024	Total of mutations during the period 2024: Investments	Disposals	Result	Provision	Other mutations	Carrying value as on 31/12/2024
1.1.3.1 Investments in participating interests in group companies									
RUG Houdstermaatschappij B.V.	Groningen	100%	10,059.3	-	-	-1,380.9	-	-	8,678.4
1.1.3.2 Other participating interests									
Universiteit Groningen NW Germany Gmbh.	Papenburg (Dld)	100%	26.2	-	-	7.4	-	-	33.6
			10,085.5	-	-	-1,373.5	-	-	8,712.0

	Loans as of 1/1/2024	Loans granted 2024	Repayments 2024	Loans as of 31/12/2024	Interest rate	Remaining term in years
1.1.3.3 Receivables from group companies						
Stichting Universitair Sportcentrum Rijksuniversiteit Groningen	300.0	-	300.0	-	1.9%	-

	Value as of 1/1/2024	Addition 2024	Withdrawal 2024	Vale as of 31/12/2024
1.1.3.7 Securities				
Deposits	8,000.0	-	3,000.0	5,000.0

Securities relate to fixed-rate cash and cash equivalents with a maturity of >1 year.
Amortized acquisition value is equal to face value.

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		Mutations 2024				
	Value as of 1/1/2024	Loans granted	Repayments	Loans as of 31/12/2024	Interest rate	Remaining term in years
1.1.3.8 Other receivables						
- GSZ Mayday	138.1	-	-	138.1	0.0%	indefinite
- GSZ Mayday	22.3	-	-2.1	20.2	4.0%	8
	160.4	-	-2.1	158.3		

	Balance as on 1/1/2024	Addition 2024	Release 2024	Withdrawal 2024	Balance as on 31/12/2024
Provision other receivables	160.4	-	-2.1	-	158.3

	Balance as on 1/1/2024	Balance as on 31/12/2024
Loans outstanding	160.4	158.3
Less: Provision fixed financial assets	160.4	158.3
	0.0	0.0

These are receivables with a maturity of >1 year.
In respect of the outstanding receivable from Mayday, a guarantee has been provided. Amortization has not been applied to loans with an interest rate of 0%. The financial effect of this is €1.7K based on an interest rate of 1.25%.

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CURRENT ASSETS

1.2.1 INVENTORY

		31/12/2024	31/12/2023
	Consumables		
1.2.1.2	Warehouse inventory	672.2	645.0
		672.2	645.0

There is only a limited amount of obsolete inventory, therefore, no adjustments are made.

1.2.2 RECEIVABLES

			31/12/2024		31/12/2023
1.2.2.1	Accounts Receivable		6,942.3		10,735.6
	Less: Provision of bad debt		-641.5		-701.3
			6,300.8		10,034.3
1.2.2.6	Receivables from staff		18.4		69.7
1.2.2.7	Receivables from students/ participants/course participants		177.3		15.4
	Other receivables				
1.2.2.10.1	Income to be received	60,845.2		69,730.3	
1.2.2.10.2	Other receivables	81,854.4		54,185.8	
			142,699.6		123,916.1
1.2.2.11	Taxes and social security contributions		1,256.4		14,766.0
1.2.2.12	Prepayments		18,156.3		15,618.1
1.2.2.15	Other accrued assets		37.5		36.3
			168,646.3		164,455.8

Mutations in the provision for bad debts:

	2024	2023
Balance as on January 1	701.3	181.1
Withdrawal	-67.9	-75.9
Addition	8.1	596.2
Balance as on December 31	641.5	701.3

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The fair value of receivables approximates the carrying amount, given their short-term nature of the receivables and the fact that provisions for bad debts have been formed when required.

The item of accrued assets consists mainly of grant funds yet to be received from the second and third funding streams.

Other receivables include the item Working capital of UMCG R&E of €81,853K (previous year: €54,188K). Working capital is an item that arises from the cooperation between the University of Groningen and the Academic Hospital Groningen and consists of debtors, creditors, cash and cash equivalents, other receivables and payables which are presented netted. In accordance with the deed of deposit (Akte van Depot) as part of this collaboration, the Academic Hospital Groningen is responsible and liable to third parties for legal transactions entered into in the name of the University Medical Center Groningen, and therefore also for the purchase and sale of goods and services. In this regard, the working capital is a claim of the University of Groningen on the University Medical Center Groningen. No interest is payable on this position.

At the end of 2023, a significant receivable position was included in the balance sheet for taxes and social security contributions. This receivable was included because, in addition to the regular balance sheet amounts, a new agreement was made with the tax authorities regarding the offsetting of VAT on purchases over the past years. For further explanation, see the notes on section 4.4 other expenses.

1.2.4 CASH AND CASH EQUIVALENTS

			31/12/2024		31/12/2023
1.2.4.1	Cash		30.5		29.6
	Balances on bank accounts				
1.2.4.2.1	Balances on bank accounts	1,617.5		1,848.5	
1.2.4.2.2	Deposits (< 1 year)	3,000.0		8,500.0	
1.2.4.2.3	Current account	333,054.8		191,715.5	
			337,672.4		202,064.1
			337,702.9		202,093.6

- Cash and cash equivalents consist of cash on hand, bank balances and deposits held at call with financial instititions with a maturity of one year or less and are freely available to the institution.
- The current account consists of EUR 333.1 million in cash and cash equivalents that the University of Groningen has placed with the Ministry of Finance within the framework of treasury banking. Due to the application of this facility, these funds are therefore not included under the cash and cash equivalents in the annual accounts but under the current account. In addition, EUR 1.1 million of this item consists of payments in transit.
- The debit limit at the Ministry of Finance is EUR 48.9 million.
- The intraday limit at ABN-AMRO Bank is EUR 101.5 million.

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LIABILITIES

2.1 EQUITY

		Balance as on 1/1/2024	Result 2024	Other changes 2024	Reclassification 2024	Balance as on 31/12/2024
2.1.1.1	General reserve	536,648.6	-41,434.1	27,148.6	1,734.9	524,098.1
2.1.1.2	Designated reserves (public)	25,436.8	-	-25,436.8	-	-
2.1.1.3	Designated reserves (private)	3,845.9	-	0.0	-1,734.9	2,111.0
2.1.1.4	Designated funds (public)	686.3	-	-	-	686.3
2.1.1.7	Other legal reserves	1,711.8		-1,711.8	-	-
	Totals	568,329.5	-41,434.1	-	-	526,895.5

In accordance with RJ guidelines, the previous year's statement of movements is included below for comparison:

		Balance as on 1/1/2023	Result 2023	Other changes 2023	Reclassification 2023	Balance as on 31/12/2023
2.1.1.1	General reserve	550,922.4	-24,829.5	10,555.7	-	536,648.6
2.1.1.2	Designated reserves (public)	34,280.7	-	-8,843.9	-	25,436.8
2.1.1.3	Designated reserves (private)	4,144.3	-298.4	-	-	3,845.9
2.1.1.4	Designated funds (public)	686.3	-	-	-	686.3
2.1.1.7	Other legal reserves	3,423.6		-1,711.8	-	1,711.8
	Totals	593,457.4	-25,127.9	-	-	568,329.5

Designated reserves are reserves with a limited spending option, where a restriction is imposed by the Board of the University.
Designated funds are reserves with a limited spending option, where athe restriction is imposed by third parties.

- 2.1.1.2 The designated reserve (public) was formed for the purpose of the experiment of promotion students.
- 2.1.1.3 The designated reserve (private) is to cover private activities.
- 2.1.1.4 The designated fund (public) includes funds under management.

The public designated reserve has been formed for the benefit of the current PhD education experiment. Following the termination of the PhD education experiment as of 1 September 2024, the designated reserves (public) is fully released and transferred to the general reserve. Doctoral candidates who had not completed their PhD education by the aforementioned date have been transitioned to a PhD employment.

On April 9, 2025, the Policy Rule on investing public funds in private activities 2025 was published by the OCW, followed on April 17, 2025, by the accompanying Q&A document as a result of questions that arose in relation to the audit of the 2024 financial statements. Based on the information provided in these new documents, it has been established that, for investments of public funds in private activities of participations and the financial results of those activities, the positive and negative private equity positions that existed at the time the original policy rule came into effect in 2021 should have remained unchanged. From that moment onward, private equity should only be adjusted as a result of donations or bequests. During the period 2021–2023, however, the UG made changes to the private equity positions. As this requirement only became clear during 2025, a prospective reclassification has been recorded for the amount of €1,734.9K, using the balance as of December 31, 2021 as the baseline.

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2.2 PROVISIONS

		Balance as on 1/1/2024	Interest 2024	Addition 2024	Withdrawal 2024	Release 2024	Balance as on 31/12/2024	Short-term portion (<1 year)	Long-term portion >1 year en <5 year	Long-term portion (>5 years)
2.2.1	*Staff provisions*									
2.2.1.1	Generation scheme	1,277.0	-	2,629.6	-252.0	-	3,654.6	243.4	3,411.2	-
2.2.1.1	Transition	4,014.4	-61.8	1,806.2	-1,738.7	-519.8	3,500.3	2,037.2	1,463.1	-
2.2.1.1	TFR/KNIR	328.8	-	4.9	-196.2	-15.1	122.4	-	-	122.4
2.2.1.2	Leave savings	2,119.8	-36.4	542.0	-	-636.0	1,989.4	162.2	1,677.0	150.2
2.2.1.3	Own risk WGA	7,558.9	461.5	6,379.8	-52.2	-2,439.0	11,909.0	2,135.1	6,525.7	3,248.2
2.2.1.4	Jubilee provision	4,037.4	139.8	1,315.0	-1,270.1	-21.3	4,200.8	323.1	2,163.5	1,714.2
2.2.1.5	Unemployment contributions	2,977.2	-43.6	5,827.3	-5,737.7	-646.2	2,377.0	1,736.7	640.3	-
2.2.1.6	Long-term sickness	1,372.6	-44.7	606.9	-	-1,086.5	848.3	807.4	40.9	-
2.2.1.7	Doctoral students	-	-	4,546.4	-	-	4,546.4	2,512.0	2,034.4	-
	Total staff provisions	23,686.1	414.8	23,658.1	-9,246.9	-5,363.9	33,148.2	9,957.1	17,956.1	5,235.0
2.2.4	*Other provisions*									
2.2.4.2	Environmental provision	14,282.1	498.3	46.4	-2,176.6	-	12,650.2	2,921.7	3,364.7	6,363.8
2.2.4.3	Dismantling cyclotron	9,227.1	-246.1	890.3	-	-	9,871.3	-	-	9,871.3
2.2.4.3	Other	-	-	-	-	-	-	-	-	-
	Total other provisions	23,509.2	252.2	936.7	-2,176.6	-	22,521.5	2,921.7	3,364.7	16,235.1
	Total provisions	47,195.2	667.0	24,594.8	-11,423.5	-5,363.9	55,669.6	12,878.8	21,320.8	21,470.1

The provision for doctoral students has been recognized in response to the ruling of the Supreme Court dated 28 March 2025.

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2.3 NON-CURRENT LIABILITIES

Description	Balance as on 1/1/2024	Loans taken out	Repayments	Short-term < 1 year	Balance as on 31/12/2024	>1 year and <5 years	Term >5 jaar	Interest rate
Ministery of Finance	132,500.0	132,500.0	-	-8,833.3	256,166.7	35,333.3	220,833.3	1.89%

In 2022, the UG took out a long-term loan totaling €265M with the Ministry of Finance with a term of 30 years. The first part of the loan, amounting to €132.5M, was received by the UG in mid-2023. By mid-2024, the UG received the remaining €132.5M.
The first annual interest payment (1.89%) was made mid-2024, and the first annual repayment will follow mid-2025.

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2.4 CURRENT LIABILITIES

		31/12/2024	31/12/2023
2.4.1	Current portion of long-term debt	8.833,3	-
2.4.4	OCW/EZ	82,944.1	53,366.5
2.4.7	Installments charged and advances received	10,642.2	6,630.4

Below, the balance of current projects and declared installments is included:

	Current projects	Declared Installments	Balance as on 31/12/2024	Current projects	Declared Installments	Balance as on 31/12/2023
WIP < installments	-24,342.0	16,765.4	-7,576.6	-25,625.2	18,295.3	-7,329.9
WIP > installments	-29,377.6	47,596.4	18,218.8	-24,451.6	38,411.9	13,960.3
Total	-53,719.6	64,361.8	10,642.2	-50,076.8	56,707.2	6,630.4

2.4.8	Accounts payable	17,777.0	26,995.0
2.4.9	Taxes and social security contributions		
2.4.9.1	- Wage tax	10,059.3	21,177.4
2.4.9.2	- Sales tax	-	-
		10,059.3	21,177.4
2.4.10	Liabilities related to pensions	6,091.7	5,725.6
2.4.11	Liabilities related to work for third parties	1,559.5	1,607.9
2.4.12	Other short-term debts	31,893.5	34,878.6
2.4.13	Tuition and examination fees received in advance	48,906.9	44,118.7
2.4.14	OCW/EZ grants received in advance	2,242.2	2,659.5
2.4.16	Amounts received in advance	191,958.3	175,373.8
2.4.17	Holiday pay and days		
2.4.17.1	- Holiday allowance	17,820.7	14,352.2
2.4.17.2	- Reservation for holiday days	51,122.1	42,007.2
		68,942.8	56,359.3
2.4.19	Other accrued liabilities		
2.4.19.1	- Profiling fund	300.0	300.0
2.4.19.2	- Other	1,147.0	1,147.0
		1,447.0	1,447.0
		483,297.6	430,339.7

Amounts received in advance consist mainly of grant funds received in advance from the second and third money streams.

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The OCW/EZ grants received in advance (item 2.4.4) increases in 2024 as a result of the advance receipt of starter- and incentive grants, as well as the advance receipt of sector plan funds
Starting from 2024, the holiday leave provision of UMCG is recognized on the balance sheet of the UG. As of year-end 2024, the provision for the UMCG amounts to €6.9M, of which €5.9M relates to prior years. In previous years, the holiday leave provision of UMCG was included in the working capital balance of UMCG.

National Education Program funds
Funds have been allocated from OCW to correct for backlogs in research and education due to the corona pandemic. Utilizing these funds is restricted to specific conditions. The entire program is called National Education Program (NPO) and is split between Education & Research. For 2021 and 2022, the NPO research compensation for the UG is €8.2M (per year: €4.1M) and the funds from the corona envelope NPO €9.2M (€5.1M in 2021 & €4.1M in 2022). These amounts are covered by the administrative agreement with the NPO. 2024 serves as an extension year for the accountability of NPO funds spent. The funds are liabilities on the balance sheet and the release of the funds from the balance sheet to the government contribution takes place in proportion to the spending.
At the end of 2024, the balance sheet position is €0.0M. The accountability for the expenses of NPO funds takes place in the Report of the Board.

Starter- and incentive grants
Starter- and incentive grants are a new tool intended to ensure greater stability and predictability in research funding for universities and university medical centers. These are non-competitive funds. The goals are: to stimulate unrestricted research and to reduce work pressure, competition, and application pressure. Up untill 2024, the UG has received €42.8M and spent €8.2M on starter grants and received €32.2M and spent €5.1M on incentive grants. The accountability for the expenses of starter- and incentive grants takes place in the Report of the Board.

Sector Plan funds
Regarding Sector Plan funds, the Minister of OCW has made €497M available for sector plans for the beta/technology/SSH/medical fields, up untill 2024 (up untill 2023: €273M). The UG received €51.7M up untill 2024 (up untill 2023: €28.3M). The faculties involved have now spent €30.5M on the sector plans, leaving a balance of €21.2M by the end of 2024. The accountability for the sector plan funds takes place in the Report of the Board.

Other subsidies received in advance
There are other grants received in advance regarding OCW with a repayment obligation of €0.2M at the end of 2024 (2023: €0.0M).

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Notes to the income statement

Amount x €1,000

INCOME

3.1 CONTRIBUTIONS OF CENTRAL GOVERNMENTS

		Realization 2024	Budget 2024	Realization 2023
	Contributions of central governments OCW/EZ			
3.1.1.1	Contributions of central governments OCW (sector WO)	711,269.5	696,186.9	680,570.1
	Other subsidies OCW/EZ			
3.1.2.1	Other subsidies OCW	349.5	-	142.2
	Income transfer from contributions of central governments			
3.1.3.2	Academic Hospitals	-116,656.6	-110,977.3	-113,116.1
	Total contributions of central governments	594,962.4	585,209.6	567,596.3

The contributions of central governments form the basis for funding educational and research activities of the UG and it is received from the Ministry of Education, Culture and Science (OCW). The size of the contributions of central governments is determined each year by Parliament in the Budget Act. Broadly speaking, the contributions of central governments consists of four parts, the education part, research part, the medical education and research part and the funds resulting from the quality agreements part.

The 2024 budget includes the contributions of central governments based on the Ministry of Education, Culture and Science's estimate of the expected additional contributions of central governments in 2024 and the passivation and release of non-normative contributions of central governments. An amount of €30.7M has been received in wage and price adjustments in 2024, which could not yet be determined at the time of the budget. In 2024, approximately €19M more in nonnormative contributions was passivated than originally budgeted. In 2024, a total of €625.3M in contributions of central governments was received.

3.3 STATUTORY TUITION/COURSE/EXAM FEES

3.3.4.1	Tuition fees sector WO	100,616.0	100,766.7	92,267.0
3.3.4.2	Education obligation current year	-48,906.9	-	-44,118.7
3.3.4.3	Release of education obligation	44,118.7	-	41,544.1
	Total tuition fees	95,827.8	100,766.7	89,692.5

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3.4 INCOME ON THIRD PARTY CONTRACTS

		Realization 2024		Budget 2024		Realization 2023	
	Contract Education						
3.4.1.1	Faculties		4,120.4		4,100.0		3,846.6
	Contract Research						
3.4.2.1	International organizations						
	European Union	39,832.4		21,288.7		36,716.4	
3.4.2.2	National governments	43,697.5		28,470.9		37,019.1	
3.4.2.3	NWO	40,415.2		31,273.5		38,302.2	
3.4.2.4	KNAW	101.0		58.6		112.9	
3.4.2.5	Other non-profit organizations	31,669.8		30,659.9		25,123.4	
3.4.2.6	Companies	26,230.5		24,517.3		26,324.6	
			181,946.5		136,268.9		163,598.6
3.4.5	Other income from third party contracts		11,908.6		31,448.2		11,251.4
	Total income from third party contracts		197,975.4		171,817.1		178,696.6

Income from work for third parties is €19.3M higher in 2024 than in 2023 and €26.2M higher than budgeted for 2024. Total income for third parties comes to €198M in 2024, which is about 21% of total UG income. €6.2M of the increase compared to 2023 is caused by higher project income at the Medical Faculty (UMCG R&E), the Faculty of Science and Engineering is responsible for an increase of €6.7M and the Faculty of Behavioral and Social Sciences contributes €1.2M.

The income from work on behalf of third parties does not include any grants that are the subject to discussion with the grant provider regarding the grant approval. The UG mainly obtains exploitation grants. A significant smaller portion concerns actual work for third parties, the so-called WIP projects. The income from the so-called WIP projects is recorded in the sections 3.4.2.6 Companies and 3.4.5 Other income from third party contracts.

Scientific research is one of the core tasks of the University of Groningen and generates a structural flow of incidental research grants. The research grants are incidental in nature because obtaining a grant often requires submitting a research proposal, which is evaluated by the grant provider, after which a grant may or may not be awarded. Therefore, receiving these grants cannot be seen as a structural source of income, as there is always the risk that applications are not approved, and no grant is received. The main grant programs currently running within the University are: EU-H2020, SNN and NWO.

The rationale for these grants is discussed in the notes to the financial statements.

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3.5 OTHER INCOME

		Realization 2024		Budget 2024		Realization 2023	
3.5.1	Rental income		2,529.0		7,347.7		2,381.3
	Other income						
3.5.10.1	Courses, conferences and symposia	8,455.6		1,750.0		8,235.8	
3.5.10.2	Business services	30,774.2		7,623.0		32,442.8	
3.5.10.2	Royalties	642.4		805.0		487.0	
3.5.10.3	Other incidental income	23,520.9		51,457.4		20,177.1	
			63,393.1		61,635.4		61,342.7
	Total other income		65,922.1		68,983.0		63,724.0
	Total income		954,687.7		926,777.5		899,709.3

Other income in 2024 is €3.1M lower than budgeted. There was €4.8M less income realized in the external rental income than was budgeted for.

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EXPENDITURE

4.1 STAFF COSTS

		Realization 2024		Budget 2024		Realization 2023	
	Wages, salaries, social security and pension expenses *)						
4.1.1.1	Wages and salaries	491,349.3		588,805.7		471,709.5	
4.1.1.2	Social security contributions	70,842.6		26,166.6		57,934.2	
4.1.1.5	Pension contributions	77,269.9		31,787.4		64,880.1	
			639,461.8		646,759.7		594,523.9
	Other employee expenses						
4.1.2.1	Changes in personnel provisions	11,195.6		1,531.5		13,206.3	
4.1.2.2	Expenses of external employees	46,591.3		15,006.5		46,953.3	
4.1.2.3	Other employee charges	20,585.7		29,456.1		14,853.2	
			78,372.6		45,994.0		75,012.8
4.1.3	Compensation received		-3,427.9		-1,135.0		-2,875.1
	Total employee expenses		714,406.6		691,618.8		666,661.7

Total employee expenses exceeded the budget by €20.6M (2.98%). The difference is a result or the effect of the wage increase of 3.7% as per September 1st, 2024, as a result of the collective bargaining agreement, and a one-time prorata payment is included in the direct personnel expenses, that was not budgeted for. In 2024, the UG received a wage compensation from OCW for the wage increase amounting to €30.7M. The cause of the higher expenses at total level lies in the higher other employee expenses. The other employee expenses are higher due to more hiring of third parties and an actualization (net addition) of the reserve for leave days and the staff provisions.

*) Employee benefits expenses for UMCG R&E are recharged by the UMCG payroll department.

The average number of employees is 7271 FTE (2023: 7151 FTE).

Average number of employees by category in FTE:	2024	2023
WP	4,235.9	4,182.7
OBP	3,035.3	2,968.7
	7,271.2	7,151.4

The number of UG employees working outside the Netherlands is 2.30 FTE (2023: 2.26 FTE).

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		Realization 2024		Budget 2024		Realization 2023	
4.2 DEPRECIATION AND AMORTIZATION							
4.2.1	Intangible fixed assets	1,711.8		-		1,711.8	
4.2.2	Tangible fixed assets	53,315.1		57,454.2		41,662.2	
	Total depreciation and amortization		55,026.9		57,454.2		43,374.0
4.3 ACCOMMODATION EXPENSES							
4.3.1	Rent	5,379.9		5,884.5		5,966.3	
4.3.2	Insurance	1,153.8		1,258.5		1,150.4	
4.3.3	Maintenance	20,685.8		3,688.7		14,209.0	
4.3.4	Energy and water	19,179.5		22,392.1		39,297.5	
4.3.5	Cleaning expenses	10,716.5		7,535.7		8,401.6	
4.3.6	Taxes and duties	5,389.7		5,920.8		5,159.5	
4.3.8	Other accommodation expenses	4,926.0		17,885.7		2,590.7	
	Total accomodation expenses		67,431.2		64,566.1		76,774.9

Accommodation expenses are €2.9M higher than budgeted. This is mainly due to higher cleaning expenses.

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4.4 OTHER EXPENSES

		Realization 2024		Budget 2024		Realization 2023	
4.4.1	Administration and management expenses		5,868.6		11,813.3		5,978.2
	Inventory and equipment						
4.4.2.1	Inventory and equipment	12,547.8		15,916.9		11,210.9	
4.4.2.2	Other	10,507.3		10,528.8		10,579.5	
			23,055.2		26,445.7		21,790.4
4.4.4	Change in other provisions		946.1		-		873.3
	Other						
4.4.5.1	Telecommunications and information technology	18,542.2		16,993.1		17,223.7	
4.4.5.2	Travel and accommodation expenses	14,725.7		11,907.3		14,717.2	
4.4.5.3	Publication, representation and subsidies	20,049.5		14,361.5		19,285.8	
4.4.5.4	Specific expenses education & research	52,405.0		53,601.6		57,133.9	
4.4.5.5	Consultancy costs and compensation for services	9,002.2		6,085.5		8,267.7	
4.4.5.6	Other	20,584.5		20,021.0		-34.8	
			135,309.1		122,969.9		116,593.5
	Total other expenses		165,178.9		161,228.9		145,235.4

The item specific expenses education & research consists mainly of costs for laboratory and research equipment, project costs, costs for affiliations UMCG R&E and costs for PhD students.

In the other expenses of 2023, a refund has been included under an agreement with the tax authorities concerning the settlement of VAT on total purchases of €15.6 million. This includes the settlement for the years 2016-2022 of €13.6 million.

Breakdown of audit expenses	Realization 2024	Realization 2023
Fee for audit of annual accounts	493.2	469.7
Fee for other audit services	392.0	369.2
Fee for tax advice	23.1	14.3
Fee for other non-audit services	92.0	46.3
Total audit expenses	1,000.3	899.5

The total fees charged to the legal entity during the fiscal year for examination of the financial statements, other audit services, tax advice and other non-audit services relate to work performed during the fiscal year. PwC audits the medical faculty (UMCG R&E) and the audit fees for examination of financial statements and other audit services amount to €119.5K and €113.4K, respectively.

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FINANCIAL INCOME AND EXPENDITURE

		Realization 2024	Budget 2024	Realization 2023
6.1.1	Interest income	11,300.3	8,000.0	9,469.0
6.2.1	Interest expense	-4,005.1	-3,752.4	-1,955.8
	Total financial income and expenditure	7,295.2	4,247.6	7,513.1

The increase in interest income (€11.2M) is due to the rising interest rate on the Current Account balance with the Ministry of Finance. The discounting of the other provisions within the University of Groningen has a negative interest effect of approximately €0.3M. As of mid-2023, the interest expense for the long-term financing at the Ministry of Finance is accounted for, in 2024 this amounts to €3.75M.

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RESULT OF PARTICIPATING INTERESTS

	Realization 2024	Budget 2024	Realization 2023
Result UGNWG GmbH	7.4	-	6.3
Result of participating interest RUG Houdstermaatschappij B.V.	-1,380.9	750.0	-304.7
Result Stichting GN-IX	-	-	-6.0
Total result of participating interests	-1,373.5	750.0	-304.4

APPROPRIATION OF RESULT

It is proposed to distribute the result of €-41,434K as follows:

Addition to general reserve	-41,434.1
Addition to designated reserve (public)	-
Addition to designated reserve (private)	-
Addition to designated fund (public)	-
Addition to designated fund (private)	-
Result financial year:	-41,434.1

The University of Groningen has no Articles of Association but is a legal entity based on the WhW.
Therefore, there are no provisions in the Articles of Association regarding the appropriation of results.

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Subsequent events

There are no events after the balance sheet date that provide further information about the actual situation on the balance sheet date.

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Off-balance sheet assets and liabilities

LONG-TERM FINANCIAL COMMITMENTS

Investment commitments have been made in the amount of €56.512K.

The following long-term commitments have been made (amounts x €1,000, including VAT):

	< 1 year	1-5 year	> 5 year
Energy and water	15,587.8	15,422.5	-
Inventory and equipment	6,695.7	9,550.8	-
Other housing expenses	8,262.2	12,502.7	442.9
Other expenses	2,941.7	1,501.4	-
Personnel expenses	5,176.9	789.0	-
Travel and accommodation expenses	1,419.0	-	-
Cleaning costs	4,493.7	61.0	-
Telecommunications and information technology	22,377.3	18,024.9	121.0
Rent	4,783.5	9,409.5	10,304.0
	71,737.9	67,261.9	10,867.9

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OTHER NOT RECORDED LIABILITIES AND/OR RECEIVABLES

Scientific work
The valuation of the scientific work in possession depends on various value factors and cannot be reliably estimated. The scientific work are therefore not included in the balance sheet.

Guarantee rental income
Effective September 1, 2018, the UG together with Hanzehogeschool Groningen will guarantee a minimum rental flow per year on the student housing project on the former Suikerunie site in Groningen operated by a third party. The term of this guarantee is 10 years.

Risks due to earthquakes
According to a government decision (March 2018), gas extraction from the Groningen field will be phased out until it is eventually zero. In a letter of 10 September 2019, the government communicated that gas extraction will be phased out faster than the original basic pathway that was agreed on in March 2018. This substantially reduces the safety risk of earthquakes and earthquake damage. Despite the accelerated phasing out, the building regulations have not changed, and this means that from 2023 an earthquake risk assessment will no longer be required. The basic principle of this policy is that turning off the gas taps will substantially reduce the risk of earthquakes in a short period of time. For the three campus areas of the University of Groningen, this means that from 2023 on (T2), no assessment of earthquake load has to be performed. For the Feringa Building, which is currently under construction, agreements have been made with the NAM with regards to the reimbursement of the additional costs. These agreements have been formalized in a Settlement Agreement.

The earthquake problem is an integral part of the University of Groningen's property policy and implementation. In 2017, the survey of the Potential High Risk Building Elements (PHRBEs) per building was completed. The survey of the PHRBEs is part of the reinforcement task of the city of Groningen and falls under the responsibility of the National Coordinator for Groningen (NCG). The reinforcement task in Groningen has been greatly delayed, and the focus of the NCG is on the problems in the core risk area and not on Groningen City. It is not in line with expectations that the NCG will focus on reinforcing the City in the period 2022 - 2023. A number of elements have been found to be in need of reinforcement. The costs incurred by the University of Groningen for this will be reimbursed after approval by the NCG.

Lifelines (Lifelines Databeheer B.V. & Medische Biobank Noord-Nederland B.V.)
For the period 2024-2028, the UG has issued a guarantee of up to €10.5M (5 x €2.1M per year) in the event that insufficient external funding is obtained to maintain the basic Lifelines facility. UMCG Zorg has also issued a guarantee of €5.25M (5 x €1.05M per year) and VWS has confirmed in writing to provide a grant for the fourth research round of Lifelines.

Loan Ministry of Finance
The UG has taken out a loan from the Dutch Ministry of Finance for the amount of €265 million for investments in fixed assets necessary for the performance of the institution's tasks regulated by or in accordance with the law. For this loan, with a term from 30-06-2023 to 30-06-2054, the University has provided a senior mortgage security.

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Model E: List of related parties

Amount x €1,000

In the guidelines for the preparation of financial statements, the Minister indicates, that the legal entity that together with the university,
- form an economic unit and
- are under the common management of the economic unit and
- the joint management has decisive control over the legal entity in question, should be consolidated in the financial statements.

The data of the majority shareholdings are taken from the financial statements of the relevant shareholdings.
At the UG, these are the following legal entities:

MAJORITY INTEREST IN GROUP COMPANIES

Name		Legal entity type	Registered office	Code activities	Equity 31/12/2024	Revenue 2024	Result 2024	Interest
R.U.G. Houdstermaatschappij B.V. (KvK 02058154)								
Declaration section. 2:403BW:	no	B.V.	Groningen	4	8,678.4	-	-630.2	100%
Consolidated:	no							
University of Groningen North West Germany GmbH		GmbH	Papenburg (Dld)	4	33.6	-	7.5	100%
Declaration section. 2:403BW:	no							
Consolidated:	no							

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Note: At year-end 2024, the RUG Houdstermaatschappij B.V. has interests in the following companies:

Companies	Interest	Core activities
FTV Holding B.V.	25%	Company management
Kennis Conversie Fonds B.V.	100%	Investment fund
RUG UMCG Investeringen B.V.	50%	Investing in promising technology companies
Angteq B.V.	15%	Pharmaceutical and diagnostic advice and research
Groninger Instituut voor Midden- en Oost-Europese Studies B.V.	45%	Supervision of bilateral contacts
PolyVation B.V.	49%	Polymer products for medical sector
UC Promotion Groningen C.V.	33%	Investigate training in exercise science
KNN Groep B.V.	22%	Environmental and economic advice
Pro Facto B.V.	6%	Administrative and legal advice
AGILeBiotics B.V.	17%	Development of antibiotics
Biorion Technologies B.V.	3%	DRUG delivery system
Lifelines Databeheer B.V. (Roden)	50%	Medical data collection
Ocean Grazer Holding B.V.	25%	Development of energy generation and storage
EV Biotech B.V.	10%	Development of high performance molecules
Biologisch Arch. Innovatiecentrum B.V.	34%	Biological innovation center
Innolab Holding B.V.	18%	Holding and management activities
QDI Systems B.V.	8%	Development and production of X-ray detectors
SG Papertronics B.V.	30%	Biotechnology company
SlimStampen B.V (Haren)	19%	Development of effective learning methods
Sencilia B.V.	12%	Development, production and operation of sensors (medical and industrial)
Deep Atlas B.V.	8%	Supply of geological knowledge and conduct of geological surveys
Neth.Enabling Watertechn.Fonds B.V.	21%	Participation company
Pharma Connect Capital B.V.	5%	Research and development work in health and nutrition
Preesman Naturals B.V.	20%	Manufacture of vegetable and animal oils and fats
Ancora Health B.V.	1%	Provision of preventive medical care and lifestyle advice

All companies have their office registered in Groningen, unless stated otherwise.

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OTHER PARTICIPATIONS/CAPITAL INTERESTS

Decisive control

Name		Legal entity form	Registered office	Code activities	Equity 31/12/2024	Revenue 2024	Result 2024	Interest
Stichting AOG (KvK 41011529)								
Declaration section. 2:403BW:	no	Stichting	Groningen	1	3,359.4	-	-130.0	N/A
Consolidated:	no							

OTHER RELATED PARTIES

Name	Legal entity form	Registered office	Code activities
Stichting ACLO	Stichting	Groningen	4
Stichting Bestuursrecht en Bestuurskunde	Stichting	Groningen	4
Stichting Groninger Universiteitsfonds	Stichting	Groningen	4
Stichting Groninger Center for Drug Research	Stichting	Groningen	4
Stichting Groninger Universiteitsblad	Stichting	Groningen	4
Stichting Kommissie Eerstejaars Introduktie (KEI)	Stichting	Groningen	4
Stichting Klinische Farmacologie Groningen	Stichting	Groningen	4
Stichting Nicolaas Muleriusfonds	Stichting	Groningen	4
Stichting voor Pedagogisch Onderwijs aan de Rijksuniversiteit Groningen	Stichting	Groningen	4
Stichting ter Bevordering van Onderzoek en Onderwijs in de strafrechtswetenschappen	Stichting	Groningen	4
Stichting ter Bevordering van Ruimtelijke Wetenschappen	Stichting	Groningen	4
Stichting Ubbo Emmius Fonds	Stichting	Groningen	4
Farmaceutisch Technologie Groningen	Vereniging	Groningen	4
Stichting Aquilo	Stichting	Groningen	4
Stichting Pastoor Schmeits voor Sterrekunde	Stichting	Groningen	4
Stichting Sterrenkundig Studiefonds J.C.Kapteyn	Stichting	Groningen	4
Stichting Bèta Bedrijvendagen	Stichting	Groningen	4
Stichting Grote Buitenl.Excursie(s) Fysisch Mathem.Facult.ver.	Stichting	Groningen	4
Stichting Hilmar Joh.Backer Fonds	Stichting	Groningen	4
Stichting Surfeng	Stichting	Groningen	4
Technisch Fysische Vereniging Prof.Francken	Vereniging	Groningen	4
Vereniging voor Polymeerchemici Netwerk	Vereniging	Groningen	4
Stichting ESEB 2017 (Entosiast)	Stichting	Groningen	4

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Stichting Wereld Vismigratie	Stichting	Groningen	4
Johann Bernoulli Stichting voor de Wiskunde	Stichting	Groningen	4
Stichting Cover Travel Foundation	Stichting	Groningen	4
Stichting Leonardo da Vinci	Stichting	Groningen	4
Stichting Natuurkunde Olympiade Nederland	Stichting	Groningen	4
Stichting Systems & Control Groningen	Stichting	Groningen	4
Stichting Business Generator Groningen (Northern Knowledge)	Stichting	Groningen	4

Code activities
1 = contract education
2 = contract research
3 = real estate
4 = other

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Model G: Subsidies provided

Amounts x €1,000

G1 Grants where any unused portion of the grant, provided the activities are fully implemented, can be spent on other activities for which funding is provided

Description	Allocation		The activities were fully implemented and completed at the end of the reporting year in accordance with the grant decision*
	Reference	Date	
Orde in de Virtual Reality kleuterklas	OL22-02	4/28/2022	Yes
Leren met VR: The next level?	0022-04	4/28/2022	Yes
Virtuele Internat. Samenwerkingsprojecten	VIS23030	4/20/2023	Yes
Virtuele Internat. Samenwerkingsprojecten	VIS23037	4/20/2023	Yes
Virtuele Internat. Samenwerkingsprojecten	VIS23032	4/20/2023	Yes
Virtuele Internat. Samenwerkingsprojecten	VIS23034	4/20/2023	Yes
Virtuele Internat. Samenwerkingsprojecten	VIS239017	12/6/2023	Yes
Virtuele Internat. Samenwerkingsprojecten	VIS230931	12/6/2023	In progress
Virtuele Internat. Samenwerkingsprojecten	VIS230932	12/6/2023	Yes
Virtuele Internat. Samenwerkingsprojecten	VIS239049	12/6/2023	Yes
Virtuele Internat. Samenwerkingsprojecten	VIS239016	12/6/2023	Yes
Virtuele Internat. Samenwerkingsprojecten	VIS239041	12/6/2023	Yes
Virtuele Internat. Samenwerkingsprojecten	VIS24R1050	5/14/2024	In progress
Virtuele Internat. Samenwerkingsprojecten	VIS24R1058	5/14/2024	In progress
Virtuele Internat. Samenwerkingsprojecten	VIS24R1100	5/14/2024	In progress
Virtuele Internat. Samenwerkingsprojecten	VIS249017	12/3/2024	In progress
Virtuele Internat. Samenwerkingsprojecten	VIS249121	12/3/2024	In progress
Virtuele Internat. Samenwerkingsprojecten	VIS249029	12/3/2024	In progress
Virtuele Internat. Samenwerkingsprojecten	VIS249104	12/3/2024	In progress
Virtuele Internat. Samenwerkingsprojecten	VIS249103	12/3/2024	In progress

* In progress = the grant is ongoing in accordance with the grant obligations
Yes = the grant has been completed in accordance with the grant obligations
No = the grant has been completed in violation of the grant obligations

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G2-A Grants that may be used only for the purpose for which the grant was made, ending at the end of the reporting year

Description	Allocation		Allocation amount	Received up to and including 2023	Total subsidized costs up to and including 2023	Balance as on 1/1/2024	Received in 2024	Subsidized costs in 2024	To be settled as of 31/12/2024
	Reference	Date							
N/A			-	-	-	-	-	-	-
			-	-	-	-	-	-	-

G2-B Grants that may be used only for the purpose for which the grant was made, continuing into a subsequent reporting year

Description	Allocation		Allocation amount	Received up to and including 2023	Total subsidized costs up to and including 2023	Balance as on 1/1/2024	Received in 2024	Subsidized costs in 2024	To be settled as of 31/12/2024
	Reference	Date							
Biotech Booster - ProliSpot	NGF.BIOB24010	18/09/2024	200.0	-	-	-	100.0	-	100.0
Biotech Booster - Upscaling microalgal glycogen production	NGF.BIOB24049	18/09/2024	200.0	-	-	-	100.0	7.0	93.0
Biotech Booster - Osteoglycin: The first regenerative therapy for COPD	NGF.BIOB24011	18/09/2024	199.9	-	-	-	100.0	129.3	-29.3
			599.9	-	-	-	300.0	136.3	163.7

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Senior Executives in the Public and SemiPublic Sector (Standards for Remuneration) Act (WNT)

Since January 1, 2013, the WNT has applied to publicly funded institutions such as the University of Groningen. The WNT is subject to a disclosure requirement.

The general 2023 remuneration maximum for the UG has been set at €233,000 (full-time employment). The remuneration maximum is calculated in proportion to the length and/or extent of employment in any calendar year. The UG falls into education classification G, in which three criteria are leading in determining the classification. Based on the total income in year t-2, the UG scores 10 complexity points, the number of funded students in year t-2 5 complexity points and the number of types of education in year t-2 5 complexity points. This results in 20 complexity points yielding classification G. The Board of Supervisors adopted this classification for the year 2024 on December 20, 2023.

The senior executive officers identified within our organization with an employment relationship have no employment with other WNT-obligated institution(s) as senior executive officers (entered into as of January 1, 2018).

REMUNERATION OF SENIOR EXECUTIVES

1a. Senior executive officers with employment and senior executive officers without employment from the 13th month of employment.

Senior executive officers with an employment contract and senior executive officers without an employment contract from the 13th month of job performance including those who are considered senior officers for another 4 years by their former positions.

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SENIOR EXECUTIVE OFFICERS WITH AN EMPLOYMENT CONTRACT

Figures for 2024 (amounts x 1 euro)	J. de Vries	J.A.W.M. Biemans	J.M.A. Scherpen
Job title	*Chair*	*Vice-chair*	*Rector Magnificus*
Start and end of job tenure in 2024	01/01 - 31/12	01/01 - 31/12	01/01 - 31/12
Length of employment (as part-time factor in FTE)	1	1	1
Employment contract	yes	yes	yes
Remuneration			
Remuneration plus taxable expense allowances	209,198	201,279	209,175
Remuneration payable at a future date	23,341	23,297	23,290
Subtotal	232,539	224,576	232,465
Individual remuneration ceiling	233,000	233,000	233,000
-/- Amount unduly paid and not yet recovered	N/A	N/A	N/A
Total remuneration	**232,539**	**224,576**	**232,465**
Amount of excess and the reason why the excess is (not) allowed	N/A	N/A	N/A
Explanation of the claim for undue payment	N/A	N/A	N/A

Figures of 2023 (amounts x 1 euro)	J. de Vries	J.A.W.M. Biemans	J.M.A. Scherpen
Job title	Chair	Vice-chair	Rector Magnificus
Start and end of job tenure in 2023	01/01 - 31/12	01/01 - 31/12	01/09 - 31/12
Length of employment (as part-time factor in FTE)	1	1	1
Employment contract	yes	yes	yes
Remuneration			
Remuneration plus taxable expense allowances	199,962	188,829	66,501
Remuneration payable at a future date	22,552	22,513	7,485
Subtotal	222,514	211,342	73,986
Individually applicable remuneration ceiling	223,000	223,000	74,537
Total remuneration	**222,514**	**211,342**	**73,986**

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1c. Supervisory senior executives

Figures of 2024 (amounts x 1 euro)	J.W. Remkes	R.J. Weil	H.S. de Jong
Job title	Chair	Member	Member
Start and end of job tenure in 2024	01/01- 31/12	01/01- 31/12	01/01 - 31/12
Remuneration			
Remuneration	20,900	15,676	15,676
Individually applicable remuneration ceiling	34,950	23,300	23,300
-/- Amount unduly paid and not yet recovered	N/A	N/A	N/A
Total remuneration	**20,900**	**15,676**	**15,676**
Amount of excess and the reason why the excess is (not) allowed	N/A	N/A	N/A
Explanation of the claim for undue payment:	N/A	N/A	N/A

Figures of 2023 (amounts x €1)	J.W. Remkes	R.J. Weil	H.S. de Jong
Job title	Chair	Member	Member
Start and end of job tenure in 2023	01/01- 31/12	01/01- 31/12	01/01 - 31/12
Remuneration			
Remuneration	20,000	15,000	15,000
Individually applicable remuneration ceiling	33,450	22,300	22,300

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Figures of 2024 (amounts x 1 euro)	W. van Saarloos	M. Riemersma-Diephuis
Job title	Member	Member
Start and end of job tenure in 2024	01/01 - 31/12	01/01 - 31/12
Remuneration		
Remuneration	15,676	15,676
Individually applicable remuneration ceiling	23,300	23,300
-/- Amount unduly paid and not yet recovered	N/A	N/A
Total remuneration	**15,676**	**15,676**
Amount of excess and the reason why the excess is (not) allowed	N/A	N/A
Explanation of claim for undue payment:	N/A	N/A

Figures of 2023 (amounts x 1 euro)	W. van Saarloos	M. Riemersma-Diephuis
Job title	Member	Member
Start and end of job tenure in 2023	01/01 - 31/12	01/11 - 31/12
Remuneration		
Remuneration	15,000	2,500
Individually applicable remuneration ceiling	22,300	3,727

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3. Remuneration non-top officials

Figures of 2024 (amounts x 1 euro)	Professor	Professor	Professor
Job data			
Length of employment (as part-time factor in FTE)	1	0,60	0,60
Remuneration			
Remuneration plus taxable expense allowances	213,835	121,711	117,418
Remuneration payable at a future date	23,340	23,218	23,206
Total remuneration	**237,175**	**144,929**	**140,624**
Individually applicable remuneration ceiling	233,000	139,800	139,800
Amount of excess and the reason why the excess is (not) allowed	Additional salary	Vitality scheme	Vitality scheme

Figures of 2023 (amounts x 1 euro)			
Job title	Professor	Professor	Professor
Length of employment (as part-time factor in FTE)	1	N/A	N/A
Remuneration			
Remuneration plus taxable expense allowances	201,573	N/A	N/A
Remuneration payable at a future date	22,523	N/A	N/A
Total remuneration	**224,096**	**N/A**	**N/A**

Note:
In accordance with the scope of the WNT legislation, the University of Groningen does not account for non-top officials without employment contract.

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APPROPRIATION OF THE RESULTS

The University of Groningen has no Articles of Association but is a legal entity based on the WhW. Therefore, there are no provisions in the Articles of Association regarding the appropriation of results.

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Groningen, June 18, 2025

Members of the Board

J. de Vries, President

J.M.A. Scherpen, Rector

J.A.W.M. Biemans, Vice-President

Members of the Supervisory Board

J.W. Remkes, President

R.J. Weil

H.S. de Jong

W. van Saarloos

M. Riemersma-Diephuis

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The following is an English translation of the independent auditor's report issued 25 June 2025.

Independent auditor's report

To: the supervisory board of Rijksuniversiteit Groningen

Report on the audit of the financial statements 2024 included in the annual report

Our opinion

We have audited the financial statements 2024 of Rijksuniversiteit Groningen based in Groningen.

In our opinion:

- The financial statements included in this annual report give a true and fair view of the financial position of Rijksuniversiteit Groningen as at 31 December 2024, and of its result for the year 2024 in accordance with the "Regeling jaarverslaggeving onderwijs" (Education Reporting Regulation)
- The income and expenditures recognized in these financial statements, as well as the movements in the balance sheet in 2024, have been legitimately generated in all material respects in accordance with the provisions contained in the relevant laws and regulations, as included in section 2.3.1. "Referentiekader" (frame of reference) of the Auditing Protocol for Auditors in the Education Sector OCW 2024 (Onderwijsaccountantsprotocol OCW 2024)

The financial statements comprise:

- The company balance sheet as at 31 December 2024
- The company statement of income and expense for the year 2024
- The notes comprising of a summary of the accounting policies and other explanatory information

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the Onderwijsaccountantsprotocol OCW 2024. Our responsibilities based on these are further described in the Our responsibilities for the audit of the financial statements section of our report.

We are independent of Rijksuniversiteit Groningen in accordance with the ''Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten'' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the ''Verordening gedrags- en beroepsregels accountants'' (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

EY Accountants B.V. is a private limited liability company with registered office and principal place of business at Boompjes 258, 3011 XZ Rotterdam, the Netherlands and registered with the Chamber of Commerce number 92704093. Our services are subject to general terms and conditions, which inter alia contain a limitation of liability clause and a choice of forum.

Compliance with anti-cumulation provision of WNT is unaudited

In accordance with the "Controleprotocol WNT 2024" (WNT Auditing Protocol 2024), we did not audit the compliance with the anti-cumulation provision in Section 1.6a of the WNT and Section 5(1) (n and o) of the "Uitvoeringsregeling WNT" (WNT Implementation Regulation). Therefore, we did not audit whether or not a remuneration maximum was exceeded by a senior management official as a result of possible employment as senior management official at other institutions that are subject to the WNT, nor did we audit whether the required disclosure is accurate and complete in this respect.

Report on other information included in the annual report

The annual report contains other information in addition to the financial statements and our auditor's report thereon.

Based on the following procedures performed, we conclude that the other information:

- Is consistent with the financial statements and does not contain material misstatements
- Contains the information as required by the ''Regeling jaarverslaggeving onderwijs'' and the relevant laws and regulations as included in section 2.2.2. "Bestuursverslag" (director's report) of the ''Onderwijsaccountantsprotocol OCW 2024"

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the ''Regeling jaarverslaggeving onderwijs'', section 2.2.2. "Bestuursverslag" of the ''Onderwijsaccountantsprotocol OCW 2024'' and the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The board is responsible for the preparation of the other information, including the Board Report and the other information as required by Part 9 of Book 2 of the Dutch Civil Code in accordance with the ''Regeling jaarverslaggeving onderwijs'' and the relevant laws and regulations as included in section 2.2.2. "Bestuursverslag" of the ''Onderwijsaccountantsprotocol OCW 2024".

Description of responsibilities for the financial statements

Responsibilities of the board and the supervisory board for the financial statements

The board is responsible for the preparation and fair presentation of the financial statements in accordance with the "Regeling jaarverslaggeving onderwijs". Furthermore, the board is responsible for legitimately generating the income and expenditures recognized in the financial statements and the movements in the balance sheet, in accordance with the provisions contained in the relevant laws and regulations, as included in section 2.3.1. "Referentiekader" of the ''Onderwijsaccountantsprotocol OCW 2024''.

In this respect, the board is also responsible for such internal control as the board determines is necessary to enable the preparation of the financial statements and compliance with relevant laws and regulations, without material misstatements, whether due to fraud or error.

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As part of the preparation of the financial statements, the board is responsible for assessing the education institution's ability to continue as a going concern. Based on the financial reporting framework mentioned, the board should prepare the financial statements using the going concern basis of accounting unless the board either intends to liquidate the education institution or to cease operations or has no realistic alternative but to do so.

The board should disclose events and circumstances that may cast significant doubt on the institution's ability to continue as a going concern in the financial statements.

The supervisory board is responsible for overseeing the financial reporting process of the education institution.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have maintained professional skepticism throughout the audit and have exercised professional judgment where relevant, in accordance with Dutch Standards on Auditing, the ''Onderwijsaccountantsprotocol OCW 2024'', ethical requirements and independence requirements. Our audit included among others:

- Identifying and assessing the risks of:
  - Material misstatement of the financial statements, whether due to fraud or error
  - Illegitimately generating of income and expenditures as well as movements in the balance sheet that are of material importance
- Designing and performing audit procedures responsive to those risks and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the education institution's internal control
- Evaluating the appropriateness of accounting policies used, the financial criteria applied for legitimacy and the reasonableness of accounting estimates and related disclosures made by the board
- Concluding on the appropriateness of the board's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the education institution's ability of to continue as a going concern

If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an institution to cease to continue as a going concern

- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation and whether the income and expenditure recognized in the financial statements as well as movements in the balance sheet have in all material respects been legitimately generated

Because we are ultimately responsible for the opinion, we are also responsible for directing, supervising and performing the group audit. In this respect we have determined the nature and extent of the audit procedures to be carried out for group entities. Decisive were the size and/or the risk profile of the group entities or operations. On this basis, we selected group entities for which an audit or review had to be carried out on the complete set of financial information or specific items.

We communicate with the supervisory board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Groningen, 25 June 2025

EY Accountants B.V.

signed by J.J. Kooistra

university of groningen

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Anniversary 410 years: Alumni Day

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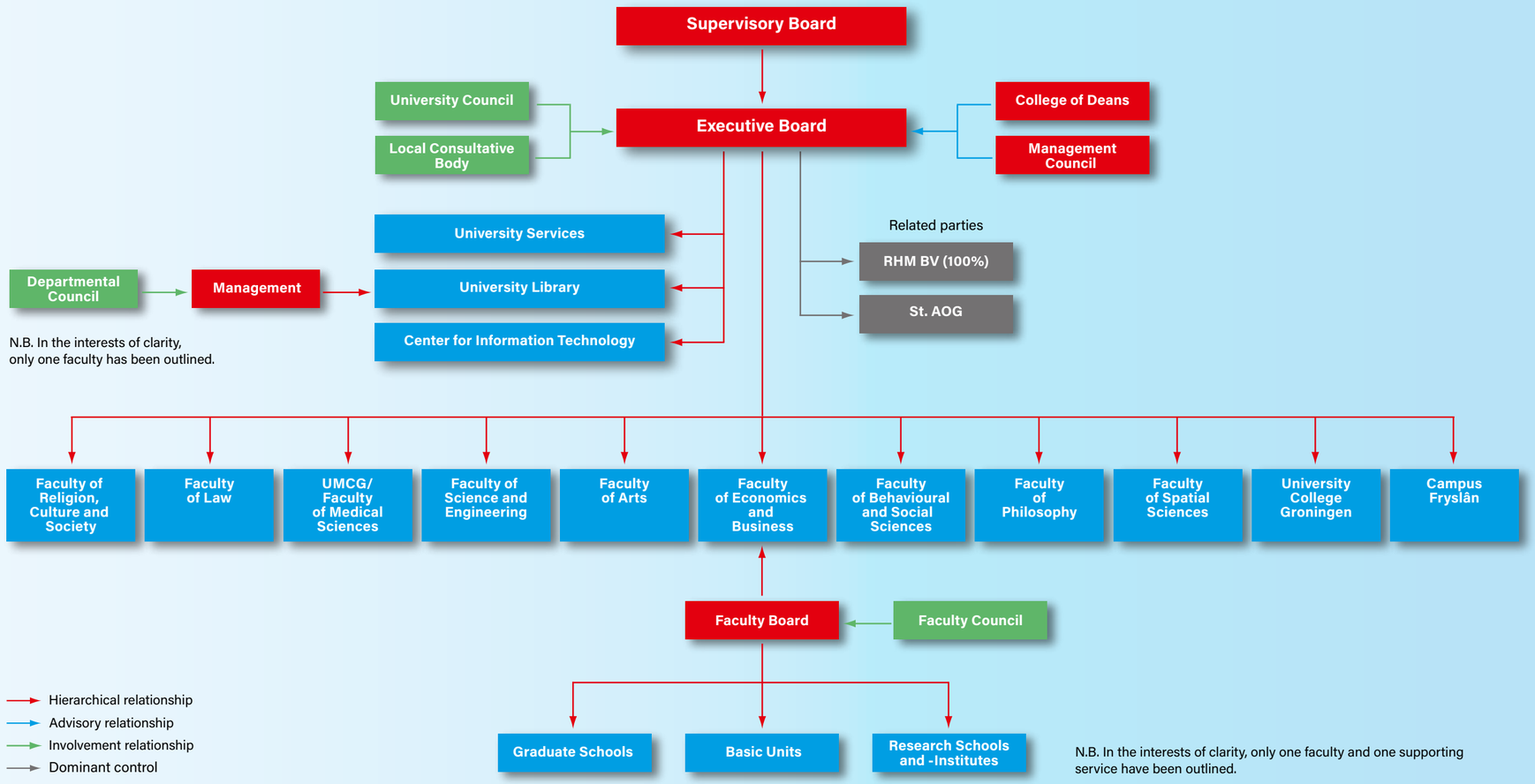
APPENDIX A.
Organogram



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APPENDIX B.
Key figures and indicators for Teaching

Academic year	2024-2025	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020
Students*						
Total	33.297	34.047	34.633	35.136	34.121	31.828
UG's market share in NL	9,9%	10,0%	10,2%	10,3%	10,4%	10,5%
Internationals	8.966	9.429	9.422	9.048	8.226	7.477
Proportion of international students at UG	26,9%	27,7%	27,2%	25,8%	24,1%	23,5%
Registration categories*						
Full-time	32.998	33.709	34.283	34.699	33.675	31.420
Part-time	256	297	306	392	402	354
Dual	43	41	44	45	44	54
Registration per academic phase*						
Bachelor	21.937	22.424	22.380	22.214	21.481	21.752
Master	10.273	10.503	11.077	11.563	11.164	10.076
Pre-Master's programme (as of 2020 no more part of Bachelor's)	1.087	1.120	1.176	1.359	1.476	
Intake of first-year students at UG**						
Bachelor	6.484	6.524	6.888	7.478	7.498	6.641
Master	893	1.027	1.115	1.352	1.133	922
Total	7.377	7.551	8.003	8.830	8.631	7.563
UG's market share in NL	8,6%	8,8%	9,4%	9,7%	9,4%	9,2%

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Academic year	2024-2025	2023-2024	2022-2023	2021-2022	2020-2021	2019-2020
Degrees						
Bachelor	nnb	5.428	5.056	4.611	5.149	4.389
UG's market share of Bachelor's in NL	nnb	10,5%	10,7%	10,7%	11,6%	11,1%
Master	nnb	4.899	5.043	5.064	4.919	4.413
UG's market share of Master's in NL	nnb	8,7%	9,1%	9,5%	9,2%	9,3%
Funding						
Funded registration	20.371	20.409	21.238	22.106	21.815	19.854
Funded degrees	nnb	9.110	8.893	8.545	9.006	7.785

Definitions
Source: 1 Cijfer Hoger Onderwijs (1cHO) bestand van DUO/UNL/CBS.
Figures are updated annually in arrears. Definitions may differ from previous UG annual reports.
*Main registration as of 1 October
**Registrations completely new at UG (Main registration, institution in first year)

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APPENDIX C.
Key figures and indicators for Research

Calendar year	2024	2023	2022	2021	2020	2019
Research [1]						
Academic staff (FTE)	2534	2436	2273	2.331	2.042	1.795
PhD theses	691	634	610	640	591	546
UG market share	n.b.	12,4%	12,7%	13,2%	12,7%	11,0%
Academic publications (excl. Dissertations)	9109	9.951	10.987	11.216	9.379	10.178
UG market share		11,2%	12,3%	12,5%	11,5%	12,5%
NWO grants (Veni, Vidi and Vici) [2]	22	24	22	13	22	14
UG market share	n.b.	8,2%	9,8%	7,0%	10,0%	6,0%
NWO grant applications (Veni, Vidi and Vici [2]	n.b.	202	148	101	161	146
UG market share	n.b.	9,4%	8,1%	8,7%	10,9%	9,3%
Staff (excl. UMCG) in FTE [3]						
Academic	2.896	2.753	2.602	2.551	2.463	2.405
UG market share	n.b.	8,1%	8,2%	8,4%	8,5%	8,9%
Internationals	1520	1413	1267	1222	1157	1077
Non-academic	2.269	2.181	2.098	2.003	1.916	1.971
UG market share	n.b.	9,1%	9,3%	9,3%	9,3%	10,0%
Internationals	207	199	166	150	137	119
Full professors	330	325	316	315	317	301
UG market share	n.b.	10,2%	10,2%	10,3%	10,5%	10,3%

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Calendar year	2024	2023	2022	2021	2020	2019
Associate professors	313	297	277	265	252	265
UG market share	n.b.	9,4%	9,5%	9,6%	9,9%	10,8%
Assistant professor	676	672	577	547	511	516
UG market share	n.b.	9,4%	8,8%	8,9%	8,9%	9,6%
Employed PhD students	975	801	737	741	730	702
UG market share	n.b.	6,9%	7,0%	7,3%	7,7%	8,0%
Internationals	600	0	0	0	0	0
Other academic staff	599	659	695	683	653	621
UG market share	n.b.	7,4%	8,1%	8,1%	8,0%	8,2%
UMCG staff (FTE) [5]						
Academic	1140	1167	1156	1119	1105	1050
Internationals [6]	326	325	280	271	275	262
Non-academic	711	705	689	657	620	637
Internationals [6]	26	26	25	24	23	23
Professors	98	100	91	98	95	93
Employed PhD students [7]	485	499	475	442	442	421
Internationals [6]	187	192	183	171	170	162
Current PhD projects UG+UMCG [8]						
1a. Employed PhD students	2108	2077	1975	1936	1911	1911
1b. Employees engaged in PhD project	178	185	215	214	224	219
2a. PhD students from UG/UMCG	394	515	618	651	656	609
2b. PhD students otherwise funded	819	820	770	673	574	620
3. PhD students externally funded	568	553	521	499	466	433
4. PhD students (privately funded)	515	507	525	505	521	529

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Calendar year	2024	2023	2022	2021	2020	2019
Unknown	53	39	40	42	43	43
Total	4635	4696	4664	4520	4395	4364
Internationals	2507	2572	2510	2377	2225	2164
Proportion of internationals	54,1%	54,8%	53,8%	52,6%	50,6%	49,6%

Notes
[1] Research figures 2024 are preliminary; output until 2023 taken from UNL 3 March 2024
[2] Vernieuwingsimpuls awards; source until 2023: NWO 2019_2023 from October 2024
[3] cf. WOPI definitions: staff with salaried employment, year-end positions; figures until 2023 from UNL website
[4] Market share staff: total national percentage, excluding HOOP category Health and student assistants; source: UNL website
[5] Only staff financially relying on UMCG's Teaching and Research budget.
[6] Proportion non-Dutch staff UMCG as of 2019 estimated based on proportion in 2018
[7] Including MD/PhDs
[8] Number of trajectories not yet finised, regardless of funding; source: Hora Finita; preliminary figures d.d. 3 March 2025

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APPENDIX D.
Other positions held

I. Members of Board of University

NAME/ROLE	ORGANIZATION	REMUNERATED
J. de Vries (President)		
Chair of Supervisory Board	Groningen University Foundation	no
Member of Supervisory Board	RUG Houdstermaatschappij BV	no
Vice-chair	Ubbo Emmius Foundation	no
Member of Supervisory Board	Groningen Confucius Institute	no
Interim Chair	University of the North Steering Group	no
Chair of Executive Board	AOG School of Management	no
Member	Groningen Agreement Steering Group	no
Member of Executive Board	National Programme Groningen	no
Member of Management Board	National Programme Groningen	no
Member	Committee for Gas Extraction-Induced Subsidence	no
Member	Strategy, Public Affairs & Governance Steering Group	no
Member of Board	Dutch Scientific Institutes Abroad	no
Member of Supervisory Board	New Energy Coalition	no
Member of Supervisory Board	Stichting ISPT-AFT	no
Member of Supervisory Board	Wetsus	no
Member	Chemport Europe	no
Member of Board	Vereniging Circulair Groningen	no
Member of Board	Netherlands Energy Research Alliance	no
Member of Board	European Medical School Oldenburg-Groningen	no
Member	Association of North German Universities	no
Member of Board	Netherlands-Caribbean Foundation for Clinical Higher Education	no
Member	Guild of European Research-Intensive Universities	no
Honorary Consul-General	South Korea in Northern Netherlands	yes

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NAME/ROLE	ORGANIZATION	REMUNERATED
J. A. W. M. Biemans (Vice President)		
Chair of Supervisory Board	RUG Houdstermaatschappij BV	no
Chair of Board	Business Generator Groningen	no
Deputy Chair of Board	AOG School of Management	no
Board member	UNL	no
Vice-chair steering group	UNL – Operations & Finance Steering Group	no
Member of Investors Board	Carduso Capital BV	no
Member of Member Council	SURF (association of teaching and research institutions)	no
Member of Steering Group	Youth housing Groningen	no
Member of Steering Group	Campus Groningen	no
Treasurer	Beheervereniging Het Eiland Helpermaar (in a private capacity)	no
Member of Board	AI Hub North Netherlands	no
J.M.A Scherpen (rector)		
Member of Supervisory Board	Groningen University Foundation	no
Chair	Nicolaas Mulerius Foundation	no
Chair	Eric Bleumink Fund	no
Member of Supervisory Board	RUG Houdstermaatschappij BV	no
Member	Royal Holland Society of Sciences and Humanities	no
Member	UNL – Teaching & Research Steering Group	no
Member of Executive Board	UNL – Resource Capacity Advisory	no
Member	Netherlands Interdisciplinary Demographic Institute (NIDI/KNAW)	no
Fellow	Netherlands Academy of Engineering	no
Fellow	Institute of Electrical and Electronics Engineers (IEEE)	no
Member	Society for Industrial and Applied Mathematicians (SIAM)	no
Member	International Federation of Automatic Control (IFAC)	no
Member and recipient of Prince Friso Engineer of the Year Award	Royal Institute of Engineering (KIVI)	no

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II Members of the Supervisory Board

J.W. Remkes	
Chair	Groningen National Programme
Co-chair	Physical Environment Consultative Council as, as such:
Chair	Platform for Goods Transport by Rail and environment
Chair of Supervisory Board	Deltares Knowledge Institute
Chair	Committee for Safeguarding Impartiality in Building Certification (SKG-IKOB)
Chair of Supervisory Board	Platform31-IVO Knowledge & Network Organization
H.S. de Jong	
Member of Advisory Board	Global Factories
Lecturer and Executive Fellow	ISE Business School São Paulo (Brazil)
Lecturer and Executive Fellow	IESE Business School Barcelona (Spain)
Member of Supervisory Board	International Documentary Film Festival Amsterdam (IDFA)
W. van Saarloos	
President	European Academies' Science Advisory Council
Member	Scientific Council on Social Security (Instituut GAK)
Member of Board of Trustees	Sense about Science, London (UK)
Confidential Advisor	Ministry of Health, Welfare and Sport (academic integrity) (until October 2024)
R.J. Weil	
CEO	Jeroen Bosch Hospital
Member	Governance Innovation & Advisory Committee (IAC), Association for the Healthcare Sector (BoZ)
M. Riemersma-Diephuis	
member of the Board of the University	DC Terra
Member of Advisory Board	Police Academy of the Netherlands (until August 2024)
Member of Supervisory Board	ZINN Elderly Care (Northern Netherlands)
Chair	Intermediate Vocational Education Quality Network
Deputy Chair	Drenthe chapter of Confederation of Netherlands Industry and Employers (VNO-NCW)/SMEs in the North

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APPENDIX E.
Terms of office

The Board of the University

Name	Role	Effective Date	End Date
J. de Vries	President	1 October 2018	1 October 2026
J. A. W. M. Biemans	Vice President	1 September 2019	1 September 2027
J.M.A. Scherpen	Rector	1 September 2023	1 September 2027

Supervisory Board

Name	Role	Effective Date	End Date
J.W. Remkes	Chair	1 September 2020	1 September 2028
H.S. de Jong	Member	1 January 2022	1 January 2026
M. Riemersma-Diephuis	Member	1 November 2023	1 November 2027
W. van Saarloos	Member	1 January 2021	1 January 2029
R. Weil	Member	1 June 2021	1 June 2025

university of groningen

Colophon

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