



Annual report 2015



WAGENINGEN UR
For quality of life

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Supervisory Board

At the end of 2015, the members of Wageningen UR's Supervisory Board were as follows:

Prof. M.J. Cohen (President)
L.C. Bruggeman (Vice President)
B.J. Marttin MBA
Prof. R.P. Smith
Prof. S. Korver
H.E. Waalkens

The members of the Supervisory Board for both institutions (Wageningen University and DLO Research Foundation) are the same.

Refer to Appendix 2 for an overview of the secondary employment activities of the members of the Supervisory Board.

Executive Board

At the end of 2015, the members of Wageningen UR's Executive Board were as follows:

Prof. L.O. Fresco (President)

Prof. A.P.J. Mol (Vice President and Rector Magnificus of Wageningen University)¹

Dr IJ.J.H. Breukink

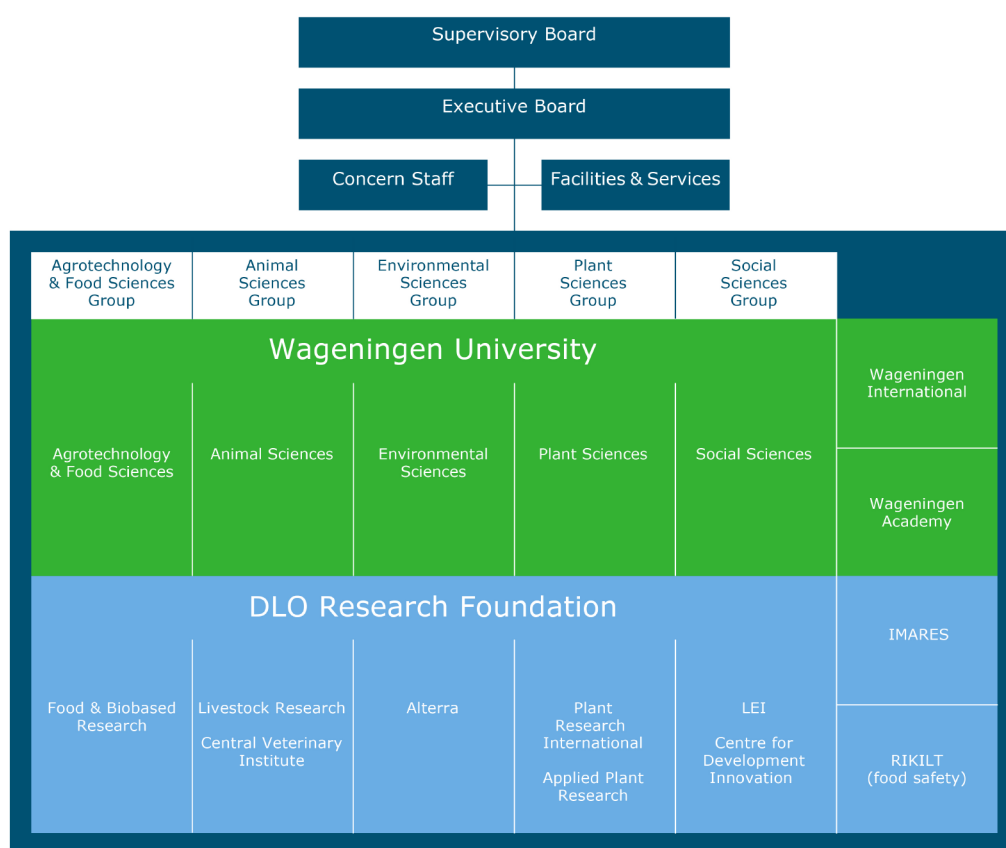
The members of the Executive Board are the same for both institutions (Wageningen University and DLO Research Foundation).

Refer to Appendix 3 for an overview of the secondary employment activities of the members of the Executive Board.

¹ Prof. M.J. Kropff was Vice President of the Executive Board and Rector Magnificus of Wageningen University until 1 June 2015.

Profile and Core Activities of Wageningen UR

Wageningen UR is the consortium of Wageningen University and the DLO Research Foundation. The association is organised into five sciences groups. These sciences groups are the organisational, functional and administrative tools which, through combining forces, enable greater effectiveness and quality of research and education to be achieved. Each sciences group consists of a Wageningen University department that is organisationally integrated with one or more application-oriented DLO institutes. However, the organisations are separate administrative and legal entities. The matrix of the sciences groups together with the educational institute, the research institutes and programme directors that operate across Wageningen UR, ensure that interdisciplinarity and demand management are achieved.



Additionally, some components are not linked to a sciences group. Wageningen International is the contact point for all of Wageningen UR's international activities. Wageningen Academy organises programmes and courses for professionals within the domain of Wageningen UR. IMARES focuses on strategic and applied marine ecological research and RIKILT conducts legal research tasks on safe and wholesome food.

Wageningen University and the DLO Research Foundation are independent legal entities. In terms of content, the objectives and activities of these separate legal entities are aligned both at the strategic and tactical levels within the Wageningen UR cooperative arrangement. Collaboration occurs in the operational management of some components. However, the relationship between these components is neither determined by nor dependant on policy. Individual organisational resources may not be used for any purpose other than to realise the objectives and perform the basic functions of these organisations. For this reason, the separate legal entities publish a consolidated financial report for their group. Wageningen UR as a whole does not publish a consolidated annual report.

Letter from the Executive Board

In many respects, Wageningen UR performed exceptionally in 2015. As such, the quality of our education and research is well recognised. For the eleventh consecutive year running, our students have ranked Wageningen University as first-place in the *Keuzegids*. Many of our programmes are designated as top programmes. The quality of research - both at the university and the DLO Research Foundation - continues to move up the international rankings. As a domain-oriented research organisation, we are consistently placed in the top three in the rankings for agricultural institutions and achieved first place in 2015.

In 2015, the study population continued to grow. That comes as good news, as the major issues in terms of food security and climate require a new generation of well-educated graduates. However, this growth also poses challenges for us. Government funding is not growing in proportion to student numbers - due to the so-called "funding cap". As a result, we are unable to make sufficient investments in educational facilities and personnel. Nevertheless, we have proven that we are capable of maintaining our level of education, for which our lecturers must be commended.

The quality of our education ensures a solid starting point, which is reflected, for example, through our strong connections with the European Union and the business community and the link between fundamental and applied research. 2015 proved a difficult year for our research institutes. The top-sector policy is successful, but has not generated the level of research funding that we had anticipated. We have also suffered from the loss of the product boards. The results from Alterra and IMARES have been especially disappointing. Still, when considered across the board, the research institutes have shown a slight increase, and that is something to admire.

Along with our fellow universities and TO2 institutes, we highlight the importance of investing in the Dutch knowledge landscape. If this is lacking, the innovative power of the Dutch - and European - business world will be at risk.

Once again in 2015, our domain spent significant time in the public spotlight. This started with the "Wageningen Dialogues" initiative, which aims to engage society in communication about the role and necessity of technological innovation in the agri-food sector. That is a difficult conversation to have, as everyone has an opinion about agri-food. As such, the results of our work are constantly placed under a magnifying glass. This calls for excellent quality assurance of our work. This is reflected in the Wageningen UR Integrity Code, which incorporates the Netherlands Code of Conduct for Scientific Practice.

Finally, 2015 was the year in which we launched the "One Wageningen" concept. Wageningen UR can increase its strength if we further and better integrate our knowledge and skills and if we join forces in the various markets. The approach of the 2015 United Nations Climate Change Conference has revealed the potential benefit that a conference like this offers: enabling researchers to discuss and work together to tackle such a challenging topic. We will stick to this course.

Thus, overall, 2015 was a year with many twists and turns, but one we can look back on with satisfaction.

Prof. L.O. Fresco (President of the Executive Board)

Prof. A.P.J. Mol (Vice President of the Executive Board, Rector Magnificus Wageningen University)

Dr I.J.J.H. Breukink

1 Introduction

This document contains the English translation of the Dutch Wageningen UR Annual Report 2015. In case of discrepancies between the English translation and the Dutch text, the Dutch text prevails.

This Annual Report covers the 2015 financial year of Wageningen UR, the consortium of Wageningen University and the DLO Research Foundation, and includes the joint administrative report and the separate Annual Financial Report from these separate legal entities.

In the Annual Financial Report, the performance of Wageningen UR will be presented along with the social aspects of this performance and holding both internal and external stakeholders accountable across the economic, environmental and societal impact of this performance. The Annual Report has been prepared in accordance with internationally accepted guidelines of the Global Reporting Initiative (GRI).

Both Wageningen University and the DLO Research Foundation have their own societal functions. In line with this, the report offers insight into how both organisations have fulfilled their public responsibilities.

The following chapters offer the reader an overview of the key developments that occurred in 2015. Chapter 2 contains the reports from the Supervisory Board (2.1) and the Executive Board. Section 2.2 provides key figures, while Section 2.3 outlines Wageningen UR's ambitions. Following that are the achievements in education (2.4), research, (2.5) and value creation (2.6). Development in terms of human resources (2.7) and business operations (2.8) are also covered. Section 2.9 offers insight into the way in which the organisation is administered and Section 2.10 covers the reporting criteria for this annual report.

Chapter 3 covers the financial reports of Wageningen UR (3.1) and the DLO Research Foundation (3.2) and the auditor's report of the financial statements. The abridged financial reports have been directly derived from the full [Annual Financial Reports for 2015](#), which are published separately on the Wageningen UR website. Finally, Section 3.3 deals with the remuneration of Wageningen UR executives.

The annual financial report for 2015 was prepared and validated by the Executive Board on 18 April 2016 and approved by the Supervisory Board on 30 May 2016.

2 Wageningen UR Executive Report

2.1 Supervisory Board

2.1.1 Report of the Supervisory Board

The Supervisory Board convened for six regular meetings and one additional meeting in 2015. In addition, the board also met seven times in closed sessions. The chair of the Supervisory Board regularly held informal consultations with the President and other members of the Executive Board.

Supervisor

An important issue for the Supervisory Board was the realisation of the 2015-2018 Strategic Plan, which outlines Wageningen UR's ambitions for the coming four years. In early 2015, the Central Participational Body agreed to this plan and the Minister of Economic Affairs (EZ) approved it. The Supervisory Board is regularly informed about the progress towards achieving the objectives formulated in the Strategic Plan.

Another key topic of discussion arose through the growth of student numbers and the measures that are being explored in anticipation of this.

Furthermore, the board discussed the progress with regard to the Wageningen UR profile and performance agreements. The members were also informed about the evaluation of the PhD curriculum and the fundraising strategy.

The Supervisory Board mediated in the dispute between the Executive Board and the Student Council over the proposed decision to modify the policy for the Wageningen University Profiling Fund.

Based on the positive recommendation of the Audit Committee, the Supervisory Board approved the Wageningen UR Annual Report 2014, which included the financial reports of Wageningen University and the DLO Foundation. The Supervisory Board and the Audit Committee consulted with the auditor regarding the 2014 financial statements and the 2015 half-year interim results. The Supervisory Board requested that the Executive Board adopt the auditor's recommendations.

The Supervisory Board received regular management reports regarding the financial condition of the organisation. The board approved several decisions concerning the property portfolio and established the modified Whistleblower Regulations. The board approved the half-year overview of personal expenses by Executive Board members. In 2015, the board established regulations and guidelines for reimbursing and claiming expenses incurred by the Executive Board.

Based on the positive recommendation of the Audit Committee, the Supervisory Board approved the 2016 budget of Wageningen University and the DLO Research Foundation. The board is aware that Wageningen University faces substantial pressure with regard to achieving results in the coming years. Although the targeted result decreased with respect to 2015, this still fits within the long-term agreements. The Executive Board sees sufficient potential to turn the tide in the coming year.

Adviser

The Executive Board also informed and exchanged views with the Supervisory Board about the developments surrounding applied research (TO2), various explorations into strategic collaborative partnerships and the national debate about a potential transfer of green education to the Ministry of Education, Culture and Science.

The board decided to establish an Education and Research Committee to advise the Supervisory Board.

Employer

Following the advice from the Appointments Committee, the Supervisory Board appointed Prof. A.P.J. Mol as Vice President and Rector Magnificus, succeeding Prof. M.J. Kropff, who resigned on 1 June 2015. Prof. A.P.J. Mol's appointment came into effect on 28 May 2015. The remaining activities are outlined under Section 2.1.3.

Relationship with stakeholders

In the year under review, a delegation from the Supervisory Board attended the two bi-annual state-of-affairs discussions between managers and the Central Participational Body. The board consulted and became better acquainted with staff members who hold key positions at Wageningen UR. After the board meetings, they visited one of the Wageningen UR faculties. The board was present at a range of meetings, such as the Dies Natalis, the official opening of the academic year, the New Year's reception, and various strategy meetings.

2.1.2 Report of the Audit Committee

The Audit Committee convened for three regular meetings and one additional meeting in 2015.

The committee specifically discussed the Wageningen UR Annual Report 2014 and the findings of the auditor. Special attention was paid to property valuation, the means of financing projects and the provisions for VAT. The Audit Committee agreed with the auditor's specific recommendations and advised the Supervisory Board to approve Wageningen UR's Annual Report, which included the Annual Accounts of Wageningen University and the DLO Research Foundation, and to implement the auditor's recommendations.

The committee also discussed Wageningen University and the DLO Foundation's updated 2015-2018 multi-year projections at length; an important tool in the strategic decision-making process. Key

themes were the government funding cap annual increase of 2% in relation to the much more rapidly increasing student population, solvency, property valuation and the tuition fees for non-EEA students. In addition, discussions were held with the Executive Board about collegiate funding, to further enhance the synergy between Wageningen University and the DLO Foundation.

Energy from waste water

Treating household waste water currently consumes electricity, but if Wageningen scientists have their way, it will soon generate energy instead. They have discovered a means of extracting energy from bacteria that produce electrons during the breakdown of waste. This produces energy - real green energy.

In 2015, the Audit Committee discussed management reports, including the financial reports, and discussed the 2015 half-year interim results and the 2014 Audit Plan with the auditor.

Due to the negative result, Wageningen University's 2016 budget was discussed at length. Emphasis was placed on measures to improve the financial situation and thus maintain the desired level of solvency. Based on the improved long-term perspective, the committee advised the Supervisory Board to approve the 2016 budget of both Wageningen University and the DLO Research Foundation.

2.1.3 Report of the Appointments Committee

In 2015, the Appointments Committee convened on five separate occasions. This included three regularly-scheduled meetings for the purpose of preparing for and conducting the annual performance appraisals with the members of the Executive Board.

Due to the departure of Prof. M.J. Kropff on 1 June 2015, an important issue was the preparation for the appointment of a new Rector Magnificus and Vice President of the Executive Board. Due to the importance of this decision, the entire Supervisory Board was involved in the selection process. The profile of the position was established following consultation with the Executive Board, the confidential committee of the Central Participational Body, and the Doctorate Board. The selection procedure was

then carried out by the Doctorate Board and the board presented candidates to the Supervisory Board, which held interviews with these candidates. The board then carried out discussions with these candidates. After receiving input from the Executive Board and the confidential committee of the Central Participational Body, the Supervisory Board appointed Prof. A.P.J. Mol as the new Vice President and Rector Magnificus, effective 28 May 2015.

The composition of the Executive Board has a healthy distribution of seats among men (67%) and women (33%). This is in contrast to the Supervisory Board, which is composed entirely of men.

In view of the end of Mr B.J. Marttin's first appointment term on 1 July 2015, the Appointments Committee advised the Supervisory Board regarding his potential reappointment. The board presented Mr Marttin to the minister for reappointment, and the minister subsequently reappointed Mr Marttin to the Supervisory Board for a second four-year term.

In 2015, the Supervisory Board renewed its focus on self-evaluation. This included reflecting on the board's various roles, which gave rise to a number of recommendations that were subsequently discussed with the Executive Board and put into action.

Details of the remuneration for the members of the Executive Board and Supervisory Board for 2015 are provided in Section 3.3 of this report.

2.1.4 Report of the Education and Research Committee

In this reporting year, the Supervisory Board established the Education and Research Committee, which convened once in 2015. The committee thoroughly discussed the manner in which the quality of research within Wageningen UR is ensured and how the DLO institutes and the graduate schools report on the matter. With regard to the DLO Foundation, future changes in quality assurance are anticipated because the Ministry of Economic Affairs is seeking to achieve a uniform quality assurance system for the TO2 institutes. The Wageningen UR Integrity Code was also discussed.

2.1.5 Independence and Compliance

The Supervisory Board ensures that board members are independent. In the board's opinion this is indeed the case, in accordance with the requirements of Wageningen UR's Corporate Governance Code.

The Executive Board is responsible for compliance with all relevant legislation and regulatory requirements and for managing the risks associated with the activities of the institution. The Executive Board reports on and discusses internal risk management and control systems with the Supervisory Board and the Audit Committee.

The Wageningen UR [Supervisory Board Regulations](#) (in Dutch) apply to the Supervisory Board.

2.1.6 Background of the Supervisory Board members

Prof. M.J. Cohen (1947) has been a member of the board since 1 January 2013, and is chair of the Appointments Committee and a member of the Education and Research Committee. Prof. Cohen's appointment term will expire on 1 September 2017, at which point he will be eligible for reappointment under the board's rotation schedule. Prof. Cohen has held numerous public offices, among them Rector Magnificus of Maastricht University, Mayor of Amsterdam and leader of the Labour Party in the House of Representatives. His current positions include the Thorbecke Chair at Leiden University.

Mr L.C. Bruggeman (1950) has been a member of the board since 1 January 2013 and is also currently a member of the Audit Committee and the Education and Research Committee. His appointment term will end on 1 September 2017, at which point he will be eligible for reappointment under the board's rotation schedule. Mr Bruggeman was the head of the Board of Directors at the University Medical Center Groningen.

Mr B.J. Marttin MBA (1965) has been a member of the board since 1 July 2011 and is chair of the Audit Committee. His appointment term will end on 1 July 2019, at which point he will no longer be eligible for reappointment under the board's rotation schedule. Mr Marttin is also a member of the Executive Board of Rabobank Netherlands.

Mr R.P. Smith RA (1960) has been a member of the board since 1 January 2013 and is also a member of the Audit Committee. His appointment term will end on 1 September 2017, at which point he will be eligible for reappointment under the board's rotation schedule. He is also the President of the Executive Board at Royal Cosun.

Prof. S. Korver (1953) has been a member of the board since 1 January 2013, and is chair of the Education and Research Committee and a member of the Appointments Committee. His appointment term will end on 1 September 2017, at which point he will be eligible for reappointment under the board's rotation schedule. Mr Korver is also an associate professor at Tilburg University.

Mr H. E. Waalkens (1948) has been a member of the board since 1 January 2013 and is a member of the Appointments Committee. His appointment term will end on 1 September 2017, at which point he will be eligible for reappointment under the board's rotation schedule. Mr Waalkens is a former Member of Parliament for the Labour party and is an organic dairy farmer.

2.2 Key Figures

2.2.1 Wageningen UR

Table 2.1 Education

	2011-2012	2012-2013	2013-2014	2014-2015
Bachelor's programmes	18	18	19	19
Master's programmes	27	27	28	28

Table 2.2 Research

	2012	2013	2014	2015
Number of scientific publications	4,505	4,518	4,381	4,586
Wageningen University	3,707	3,815	3,750	4,000
DLO Research Foundation	1,320	1,187	1,136	1,051
Number of PhD degrees obtained	229	273	287	305

Table 2.3 Students

	2011-2012	2012-2013	2013-2014	2014-2015
Number of enrolled students (Figure 2.1)	7,918	8,825	9,544	10,380
Bachelor's students	3,833	4,231	4,543	4,790
Master's students	3,701	4,190	4,562	5,050
Other enrolments	384	404	439	540
Influx of first-year students	1,965	2,412	2,507	2,612
Bachelor's	1,198	1,492	1,493	1,524
Master's	767	920	1,014	1,088
Number of graduates (Figure 2.2)	2,246	2,126	2,313	2,576
Bachelor's	868	854	875	991
Master's	1,378	1,272	1,438	1,585
Number of nationalities	112	106	107	112
Percentage of international students				
Bachelor's students (%)	6	6	5	4
Master's students (%)	42	40	38	37

Table 2.4 Employees

	2012	2013	2014	2015
Average number of employees (in FTE)	5,275	5,190	5,106	4,995
Wageningen University	2,607	2,630	2,594	2,546
DLO Research Foundation	2,667	2,560	2,512	2,449

Table 2.5 Sustainability

	2012	2013	2014	2015
Climate neutrality (%)	87	78	76	111
Annual energy reduction (%)	0.7	4.5	4.2	3.4

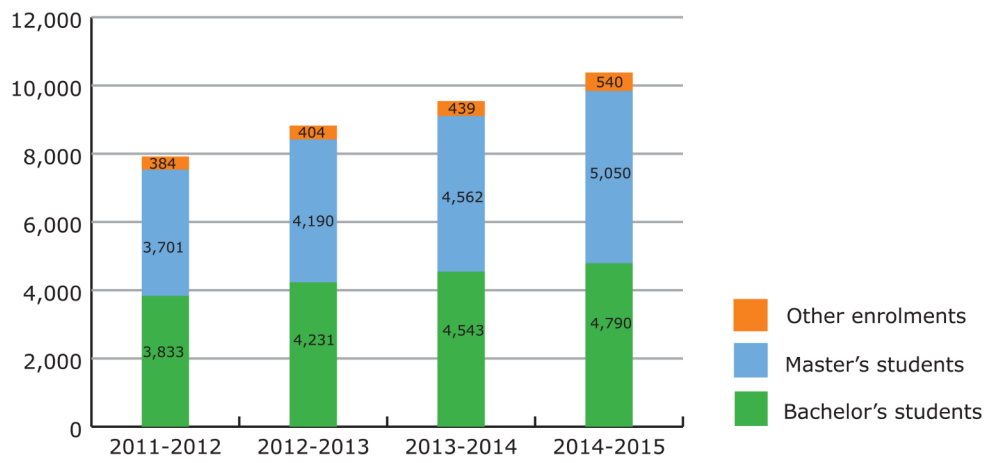


Figure 2.1 Number of enrolled students at Wageningen University, 2010-2014

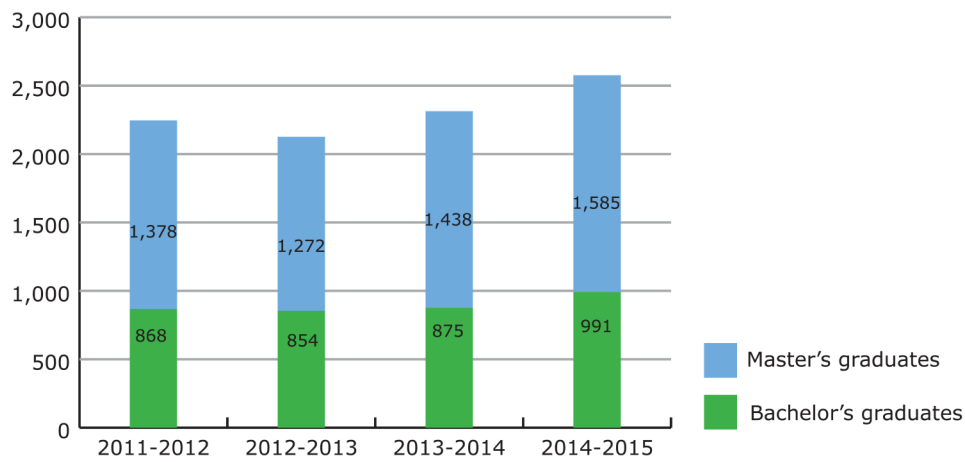


Figure 2.2 Number of graduates from Wageningen University, 2010-2014

2.2.2 Wageningen University

Table 2.6 Key financial figures for Wageningen University (in € millions)

	2012	2013	2014	2015
Government funding excluding targeted subsidies	164.3	166.5	167.6	173.7
Tuition Fees ^{a)}	21.0	24.9	25.0	28.2
Research funding and targeted subsidies	25.6	26.6	26.8	26.8
Matching market and contract research	81.5	84.8	79.6	66.2
Investments	37.4	36.9	35.6	24.4
Net result	5.2	2.2	- 0.4	- 1.7
Wageningen University Assets				
Divestments of fixed assets	247.6	263.2	275.7	279.6
Internal capital	153.6	155.8	155.4	153.7
Total internal capital	366.1	380.4	354.9	375.8
Solvency ratio (%)	42.0%	41.0%	43.8%	40.9%
Wageningen University Liquidity				
Liquid assets	53.3	48.4	31.4	39.6
Current ratio	0.7	0.6	0.5	0.5

a) Excluding course fees

2.2.3 DLO Research Foundation

Table 2.7 Key financial figures for DLO Foundation (in € millions)

	2012	2013	2014	2015
Turnover	343.4	333.7	330.1	314.4
Proportion of turnover from Ministry of Economic Affairs (EZ) ^{a)} in %	43	43	42	42
Investments in Land and Buildings	26.0	16.7	5.2	3.7
Investments in other Tangible Assets	3.4	3.9	4.9	3.0
Net result	6.2	-3.4	1.0	8.7
DLO Assets				
Divestments of fixed assets	393.1	377.2	361.2	339.3
Internal capital	295.4	292.1	293.1	301.8
Total internal capital	575.5	564.1	546.7	541.3
Solvency ratio (%)	51.3	51.8	53.6	55.7
DLO Liquidity				
Liquid assets	82.9	77.4	80.9	94.2
Current ratio	1.2	1.2	1.3	1.6

a) EZ turnover consists of funding from the Ministry of Economic Affairs under the grant scheme as well as additional project funding, included under contract research. The total Ministry of Economic Affairs turnover is in relation to the total turnover.

2.3 Mission, Vision and Strategy

2.3.1 Mission and ambition

Wageningen UR is an international research and knowledge centre the mission of which is *to explore the potential of nature, to improve the quality of life*. Wageningen UR's ambition within the domain "healthy food and living environment" is to not only develop high-level knowledge but also to help put this knowledge into practice across the planet. This is why we conduct globally leading fundamental research and have a strong position as a supplier of applied scientific research. This is also why we train professionals who are able to generate breakthroughs in knowledge and technology in the near and more distant future.

There are no one-dimensional solutions for the urgent challenges within our domain. This is why we cherish the open connections that exist between the natural science and social science disciplines at Wageningen UR.

In the coming years we wish to further develop our leading position in the domain "healthy food and living environment". We wish to do this in close collaboration with the government, the business community, and other knowledge institutes and universities at home and abroad. We wish to remain an international leader, to bundle funding together with other parties, to share knowledge and to find sustainable solutions for the major challenges the world faces. This is Wageningen UR's ambition.

2.3.2 Domain

Wageningen UR's domain of "healthy food and living environment" consists of three interrelated core areas with partial overlap:

- *Society and well-being*
This core area concerns human behaviour in regard to food and living environment, lifestyle and perceptions, but also institutions, governance, market, supply chains and social innovations.
- *Food, feed and biobased production*
This core area concerns the sustainable production and processing of food, feed and biobased products, international food chains and networks, food safety and health aspects of nutrition.
- *Natural resources and living environment*
This core area concerns nature, landscape, land use, water management, sea, natural resources and biodiversity.

2.3.3 Strategic Plan

In 2015, work was started on implementing the [Strategic Plan](#) for the 2015-2018 period. An environment analysis in which important developments were identified, together with the realisation and progress of the Strategic Plan for 2011-2014, was the starting point for determining the mission, vision and strategy of Wageningen UR for the 2015-2018 period.

The ambitions of Wageningen UR are far-reaching: through top research and education we wish to make a substantial contribution to solving the major societal challenges in our knowledge domain. The direction outlined in the Strategic Plan for the 2015-2018 period encompasses five important innovations:

- Increasing and anchoring synergy in the organisation by working on multidisciplinary problems, both fundamental and applied, across our sciences groups ("One Wageningen").
- Developing a new teaching approach for larger numbers of students and for the One Education System (development of online teaching materials for use with different target groups: campus, distance, initial and lifelong learners).
- More attention for economic and social value creation focused on contributing to innovations in business and the dialogue with society.
- Striving to improve the joint market approach and achieve a higher turnover for the research institutes, in the public-private and private market.
- Strengthening our international connections.

To realise the above ambitions, each year an implementation plan is prepared with a number of priority areas for the year. For 2015 these were investment in new research (Global One Health, Resource Use Efficiency, Resilience, Metropolitan Solutions, Synthetic Biology), growth centres 2025, implementation of the new education system, exploring MBA modules, leadership development, learning from best practices in operational management, developing a vision on internationalisation, Wageningen Dialogues and achieving higher profit margins for the research institutes.

To measure the progress towards the direction outlined in the Strategic Plan, critical performance indicators have been established for the five important developments, the progress of which there will be reported on annually. With the progress of the abovementioned priority areas for 2015, the first steps have been taken toward realising the ambitions of Wageningen UR.

Sustainable flower transport

At least half of the international trade in cut flowers goes through the Netherlands, by plane and truck. Wageningen UR is working together with the horticultural industry to develop intelligent transport systems. Special storage techniques will make the choice for sustainable transport possible.

2.3.4 Wageningen University Profile and Performance Agreements

In 2012, the institutions of higher education established profile and performance agreements (PPA) with the Ministry of Education, Culture and Science (OCW), or in Wageningen University's case, with the Ministry of Economic Affairs (EZ). In the agreements, on the one hand, commitments were made to improve the profile of the institutions and, on the other, values were set for specific performance indicators to be achieved by 2015. Appendix 4 of this report covers the progress in the entire 2012-2015 period.

Wageningen University has realised the mandatory performance indicators and has for a large part realised the self-selected performance indicators or made significant steps in that direction. The fact that the ambition was closely aligned with the Strategic Plan for 2011-2014, contributed to the successful realisation of these performance indicators. The mandatory indicators have been summarised in Table 2.8.

Table 2.8 Realisation of mandatory performance indicators for education in percentages

Indicator	Baseline 2011	Measurement 2015	Target 2015
STUDY PERFORMANCE			
First-year Bachelor's dropout rate	14	9	< 20
Switch rate during first-year Bachelor's	3.5	4	< 8
Bachelor's degree success rate after 4 years	62	81	75
QUALITY AND EXCELLENCE			
NSE score of 4 or 5 for the programmes	88	91	> 85
MEASURES REGARDING EDUCATION INTENSITY, LECTURER QUALITY AND INDIRECT COSTS			
Programmes with more than 12 contact hours during the first year	100	100	100
Lecturers with a University Teaching Qualification (UTQ)	24	48	45
Indirect costs (overhead)			
Automated method	--	19.7	<20
Manual method	19.1	18.0	<20

2.3.5 Sustainability

Wageningen UR sets high standards for sustainability and corporate social responsibility (CSR). This is fitting for our organisation and the domain in which we work. Sustainability is an important theme in education and research. We are committed to taking a leading position in this respect in our operations as well. Of course, sustainability is also an important aspect of our policymaking.

Through the [Wageningen UR Integrity Code](#), Wageningen UR wishes to present itself as a socially responsible organisation: *"We present our performance or results with respect for social aspects and within the ecological limiting conditions."* Wageningen UR also expects its employees to be aware of the societal impact of their work and to act accordingly, with respect for humans and animals and with an eye for nature and our living environment.

Our commitment to sustainability in the broadest sense of the word applies to both education and research, as well as our business activities. The Director of Facilities & Services has a responsibility in this area. The Executive Board member with the Operational Management portfolio has ultimate responsibility. The Sustainability Group, a group of employees in key positions in the organisation, assesses the progress and reports to the Executive Board.

The risks and opportunities Wageningen UR sees in the field of sustainability and CSR are formulated in the previous [Strategic Plan 2015-2018](#). More energy will be devoted to develop a clear and recognisable CSR strategy, of which the core focus will be making decisions in which scientific, social and economic interests are balanced. In everything we do, we make integral judgments and our responsibility is not limited to our own activities.

In 2015, work continued on the integration of sustainability in education, research and operational management. This involved the further development of the plan "Show it", with a key focus on the ambition of taking a leading role. Three pillars are essential to this approach: do what you say and show what you do, create awareness within and outside the organisation and search for connections between research, education and operational management. With this annual report Wageningen UR wishes to show that sustainability and social responsibility are valued at all levels of the organisation. And that we did not stop after "Show it". In the Strategic Plan for 2015-2018, Wageningen UR has formulated the ambition to further increase its corporate social responsibility.

Important steps have been taken towards formulating a CSR strategy. Social issues that are seen as important at Wageningen UR have been identified. This involves themes with which Wageningen UR can and wants to identify itself. The basis for identifying these social issues were, inter alia, the Strategic Plan, the Annual Report and benchmarks with other organisations. The importance of the themes was then determined through workshops with employees from various parts of the organisation. On the basis of a shortlist of CSR topics the employees involved determined which themes they feel should be Wageningen UR's focus. This ranking was then combined with our stakeholders' (internal and external) expectations of us in the area of sustainability and CSR. The results of the workshops and external analysis formed the basis for the materiality assessments (also see Section 2.3.6 In Dialogue with the World).

The resulting CSR agenda was assessed by the Sustainability Group and presented to and approved by the Executive Board in late 2015. The central questions of the CSR agenda are not so much about what we do, but why we are doing it: What choices do we make? How do these choices affect stakeholders and can we justify these choices?

In the [Wageningen UR 2015 Annual Environmental Report](#), the results of the policy areas of sustainable operational management are described, namely "building", "energy", "waste", "catering", "procurement" and "mobility". The report also offers insight into the developments and activities of priority areas such as the sustainable campus, sustainable procurement and the Energy Vision.

The Wageningen UR Energy Vision for 2030 states that Wageningen UR wants to be energy neutral by 2030. All electricity came from green energy sources in 2015. Wageningen UR also hopes to reduce its dependence on natural gas in the coming years, through methods such as reducing our consumption

and switching to green energy sources. Wageningen UR also generates its own energy with the wind farm in Lelystad and by utilising solar energy. In 2015, in accordance with the Strategic Plan 2015-2018, a number of proposals for energy-saving measures were formulated.

The link between operational management and research was made, among others, by [Green Office Wageningen](#). Together with StartLife, Green Office organised the course Entrepreneurship for Sustainability. Around the time of the Sustainability Day, the festival Seriously Sustainable was held. It was during this week that the first Green Teacher Award was handed out. This is a prize for lecturers who have positively integrated sustainability into their teaching.

In 2015, Wageningen UR scored well on the different CSR benchmarks such as SustainaBul, the Transparency Benchmark and Green Metric. As a result, Wageningen University has been rated as the most sustainable education institution by students for the third consecutive year. Wageningen UR has also been voted the most transparent of all universities and research institutions in regard to its CSR reporting for the fourth consecutive year. Wageningen UR can rightly claim that it is one of the most sustainable education and knowledge institutions in the Netherlands, and wishes to retain and improve on this position.

2.3.6 In Dialogue with the World

2.3.6.1 Wageningen Dialogues

The role of science in society has changed. Science is no longer an authority telling society what needs to be done, but a supplier of knowledge who, in dialogue with societal organisations, citizens and the government helps provide direction to societal developments. This changing role is essential for our policy regarding stakeholder relationships. It means actively seeking out dialogue even more than before.

On the one hand, we provide the knowledge with which the content of the dialogue can be placed in a scientific perspective and, on the other, the knowledge we develop and the choices we make while doing so are a frequent topic of discussion. This is why actively participating in and initiating the dialogue and debate is an essential part of our policy. In the Strategic Plan 2015-2018, the theme "Wageningen Dialogues" is one of the priority areas. The Wageningen Dialogues consist of a debate programme (face-to-face and online) in which we discuss different topics with stakeholders. In addition, Wageningen Dialogues stimulates an open attitude towards our primary process, our education and our research: the willingness to enter into dialogue about our choices and principles.

Wageningen UR has a wide range of stakeholders: from businesses and organisations in agriculture and horticulture, to industry and other sectors where Wageningen UR's innovations are being applied; from governments who focus on the power of innovation, to non-profit organisations which are sometimes our clients and at other times engage in a critical dialogue with us. In addition to current students, prospective students and alumni are also important stakeholders.

2.3.6.2 Interaction with stakeholders

Interaction with stakeholders takes place at different levels in the organisation, starting with the research projects and programmes, in which we actively involve stakeholders. Regarding current issues, such as the discussion about a study into charging deposits for glass bottles, the debate incorporates the latest knowledge and consultations take place with the stakeholders that are directly involved such as non-government environmental organisations and umbrella organisations within the business community. Online platforms such as Foodlog are also a medium by which Wageningen UR researchers can contribute to the discussions with their solid foundation of knowledge.

At the administrative level, many meetings take place with stakeholders. Last year this included a work visit from the members of the Standing Parliamentary Committee on Economic Affairs, visits by various international delegations, agricultural attachés at Dutch embassies and representatives of companies with which there is collaboration potential.

And naturally an important part of the broad debate with our stakeholders and society takes place through social media. We actively take part in discussions on topics within our domain and organise discussions ourselves. In the context of the climate conference in Paris, for instance, a Twitter master class was organised, in which academic researchers could answer people's questions and provide information via a live stream. Through the files on socially urgent issues, the public is continually updated on the latest developments. These internet pages also offer the opportunity for interaction.

Table 2.9 Overview of stakeholder dialogues

Stakeholder group	Interest	Most important contact points
Employees	Offering an inspiring work environment with possibilities for development.	Participational structure, breakfast with the Executive Board, work visits by the Executive Board to sciences groups, talent development programme, confidential counsellors.
Students	Offering an inspiring learning environment and high-quality education that provides the answers to societal needs and offers good career perspectives.	Education, participational bodies, student associations, activities of various committees such as the AID (annual student introduction day) and Green Office.
Clients	Providing knowledge for innovation in their business processes and products.	Contact points with account management, researchers and administrators at Wageningen UR. Participation in debates organised by Wageningen UR. Wageningen World, a magazine for clients/contacts and alumni.
Authorities	Providing knowledge to strengthen the policy foundation and initiate new policy; identifying social issues; contributing to legal tasks.	Contact points with researchers and account managers at the research project level. Contact points at the administrative level regarding broader policy themes and collaboration with Wageningen UR.
Societal organisations	Providing knowledge to help improve issues that are important to society such as climate problems, animal welfare and environment.	Involvement in research projects, such as through sounding board groups or as commissioning parties for research projects. Active dialogue (face-to-face and online) on the topic of current social issues.
EU	Strengthening the economic climate in the EU by contributing to the innovative capacity, to the policy foundation and to the development of new policy.	Contact points with researchers and account managers at the level of research projects; contribution to the FP7 evaluation.
Alumni	Maintaining the good reputation of their alma mater; providing a network of alumni worldwide.	Organisation of alumni meetings worldwide on the topics of themes in our domains. Newsletters and the alumni and relations magazine Wageningen World.
Secondary school students	Offering inspiring degree programmes with interesting career prospects in line with the interests of secondary school students.	Organising open days and participation days for secondary school students interested in Wageningen University degree programmes. Contributing to secondary education through such activities as offering input for school assignments, participating in the Green Knowledge Cooperative, and membership in the Food Valley school network.
Local residents	Contributing to a good living environment in the surroundings of our locations.	Organising or participating in meetings with local residents on future developments in or around our locations. Talks with resident associations from the surrounding neighbourhoods.

2.3.6.3 Dialogue in 2015

Major topics of dialogue in 2015:

- Discussions with the banking sector. Banks want to give sustainability a more important role in their policy. Wageningen UR provides the knowledge needed to develop strategies to enable the financial sector to incorporate their CSR vision into their business models.
- For Wageningen UR, the parliamentary debate on green education was of great importance. The topic was the Ministry of Economic Affairs' management of green education. The Parliament was of the opinion that with management from the Ministry of Education some funding problems could be solved. Wageningen University is opposed to this change as this would dissolve the integrated management by the DLO Foundation and the university, and with it also the integral vision on knowledge development in our domain. It is precisely the integral vision of the tripartite collaboration between the relevant Ministry, the business community and research institutes that makes the Dutch innovative sustainability approach in the agri-food sector so successful.
- Research by Wageningen UR into the impact of charging deposits on bottles was the subject of intense discussion on social media as well as in traditional media. This is linked to the growing attention in society for the relationship between the business community and research institutes. The independence of scientific research is a hot topic. Wageningen UR strives for maximum transparency in its relations with the business community and proactively participates in the social debate.

2.3.6.4 Stakeholders and the CSR agenda

In 2015, a start was made to further develop our CSR agenda. The starting point was to define topics that are not only important to Wageningen UR, but also to our stakeholders. The foundation of the CSR agenda is the materiality analysis. See Figure 2.3.

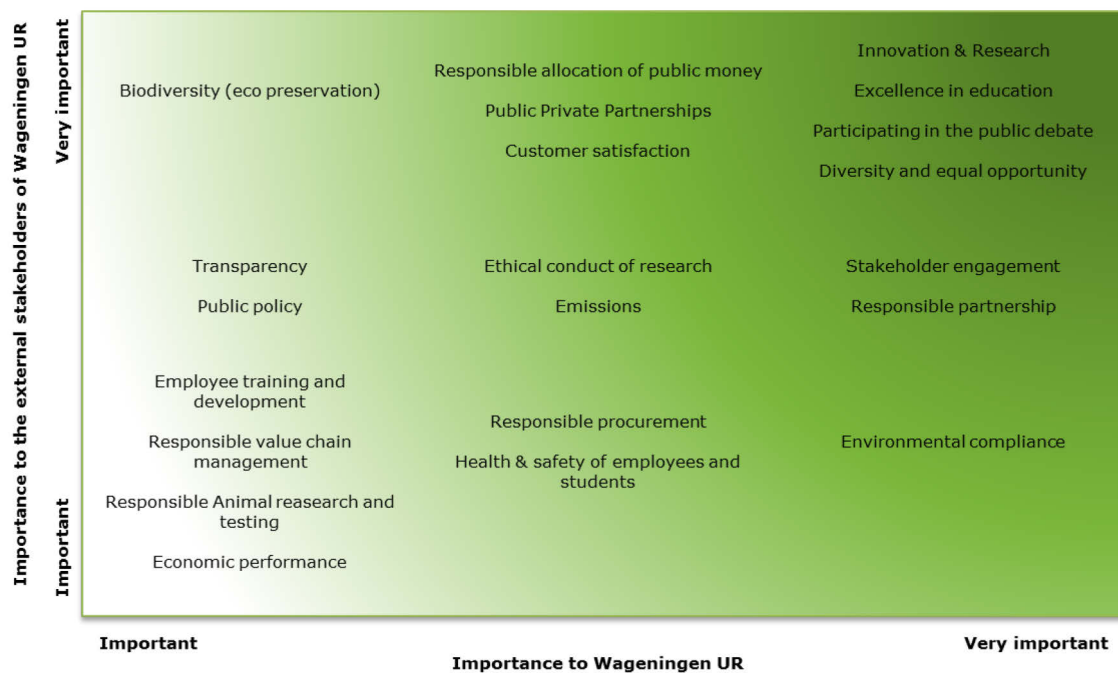


Figure 2.3 Materiality Analysis of Wageningen UR

Of the 21 topics analysed, nine are so important to us and our stakeholders that, as a result, we will adjust our policy in the 2015-2018 planning period. In the coming year we will further define these themes in consultation with our stakeholders.

2.4 Education

2.4.1 Profile and Policy

Wageningen University provides academic Bachelor's, Master's and PhD programmes and performs fundamental research in the fields of life sciences and natural resources. Research is conducted in graduate schools. Lecturers take part in both the university's research and education and work intensively with partner institutions at home and abroad.

In the 2014-2015 academic year, the range of programmes for the more than ten thousand campus students consisted of 18 Dutch Bachelor's programmes, 1 English Bachelor's programme (Tourism) and 28 English Master's programmes in the fields of Life Sciences, Social Sciences and Environmental Sciences (Appendix 1, Table B1.1). Wageningen University also has an Honours Programme for a select number of Bachelor's students and a broad Life Sciences orientation year, which replaces the first year of seven different life sciences programmes. The first two years of the joint degree in Tourism (BTO) is offered in Breda, provided by NHTV and Wageningen University. The joint degree Water Technology (MWT) is offered in Leeuwarden, provided by Wetsus, University of Groningen, University of Twente and Wageningen University.

To a greater or lesser extent, education in all the programmes is multidisciplinary and the Master's programmes are strongly international in character, both in regards to the curriculum and the composition of the student population (37% international). The international classroom is the tool by which students learn from each other's cultural backgrounds.

The form and content of education in the Bachelor's and Master's programmes are updated whenever necessary and reviewed via the annual "education change cycle". The board of the Educational Institute determines the curriculum of the study programmes and is responsible for the quality and study feasibility of the programmes.

In 2015, the number of Massive Online Open Courses (MOOCs) at Wageningen UR increased. There are now three MOOCs on Nutrition & Health, two on the Future of Food, one on Sustainable Urban Development (in relation to the Amsterdam Institute for Advanced Metropolitan Solutions programme) and one entitled Soil4Life. In 2015, between 95,000 and 100,000 students registered. 2016 will see the start of the MOOCs Sustainable Soil Management, Future Food Production, Food Access, Practical Animal Behaviour and Biobased Economy.

To ensure a permanent focus on the further development of education and our study programmes, Wageningen University is a member of many umbrella associations and national and international organisations relevant to its domain.

- ACA (Academic Cooperation Association)
- ELLS (European League for Life Sciences)
- EUA (European University Association)
- ICA (Association for European Life Science Universities)
- NUFFIC (Netherlands Universities' Foundation for International Cooperation)
- NVAO (Accreditation Organisation of the Netherlands and Flanders)
- Bologna Process Organisation
- PIE (Platform for International Education)
- Platform EdX (MOOC provider and online learning platform)
- VSNU (Association of universities in the Netherlands).

2.4.2 Highlights

In September 2015, distance learning versions of two MSc degree programmes were started, one in the area of nutrition and epidemiology (as a specialisation of the MSc Nutrition and Health with 23 students) and one in the area of Plant Breeding (as a specialisation of the MSc Plant Sciences with 21 students). The first experiences of both students and teachers are very positive.

The Minister of Economic Affairs made a positive decision based on the macro-efficiency assessment of the Social Sciences Research Master's Institutions and Social Innovation. Subsequently, an application was submitted to NVAO for the Toets Nieuwe Opleidingen (new degree programme assessment).

Together with Delft University of Technology and the Massachusetts Institute of Technology (MIT) and under the umbrella of the Amsterdam Institute for Advanced Metropolitan Solutions, Wageningen University is preparing a joint MSc programme: Metropolitan Solutions, planned to start in September 2017. 2015 saw the start of the preparatory activities for the macro-efficiency assessment for the new programme. One of the MOOCs was developed in the context of AMS.

The Teacher of the Year Award for 2015 of the University Fund Wageningen (UFW) was awarded to Noëlle Aarts, Professor holding a personal chair in Strategic Communication.

The theme for the celebration of the 97th Dies Natalis on 9 March 2015 was "Fascinating Nature". Speakers included Prof. Martin Kropff, Rector Magnificus; Dr Ruben Smit, nature filmmaker and photographer; and the Wageningen UR researchers Lisa Becking, Marleen Kamperman and Lourens Poorter.

Rector Magnificus Prof. Arthur P.J. Mol opened the 2015-2016 academic year on 7 September 2015. The theme of the opening ceremony was Disruptive Thinking. Prof. L.O. Fresco, President of the Executive Board, and Daan Roosegaarde, Creative Director of Studio Roosegaarde, addressed the attendees.

2.4.3 Results and success rate

The success rate (after three years) of the master's programmes increased by 1% compared to 2014 to 87%, while that of the Bachelor's programmes (after four years) increased by 6%. For the students who started in 2011, the most recent students included in this calculation, this rate is now 79%, surpassing the 75% objective established in the profile and performance agreements. See Tables B1.6 and B1.7 of Appendix 1 for further information.

According to the *Keuzegids Universiteiten 2016*, published by the *Centrum Hoger Onderwijs Informatie*, Wageningen University has been rated as the best university for full-time education in the Netherlands for the eleventh consecutive year. In this rating, almost all Wageningen University study programmes receive the "top programme" designation. This result proves that high-quality degree programmes and growing student numbers can go hand in hand quite well indeed. "Quite the accomplishment", states the *Keuzegids*.

Wageningen University also scored exceptionally well internationally in 2015. The university is among the top fifty in the world, according to the respected Times Higher Education Ranking. According to the National Taiwan University Ranking and the University Ranking of US News, Wageningen University is the best agrarian university.

2.4.4 Quality Assurance

Internally

The Bottleneck Course Monitor and Programme Evaluations Report are tools used by the Educational Institute for quality assurance. Workshops on both quality assurance instruments for programme directors have shown that they are necessary and useful for exchanging knowledge and experiences. On the basis of the workshops, programme committees can suggest possible solutions to the Educational Institute for courses causing study delays.

The course evaluations provide crucial feedback to lecturers, programme directors, chair holders and the Examining Board on the quality of education. The latter uses this information to improve the quality of the exams. The electronic survey responses on the programme evaluations were generally satisfactory.

The results of the Bachelor's first-year evaluation for the 2014-2015 academic year were once again very positive, with an average score of 4.0 on a scale of 1 to 5. Of the first-year students, 82% had a positive response to the question "Considering all aspects of the first-year programme (content, difficulty, level), how would you rate it in general?" Of the Master's graduates, 83% said they would recommend their Masters programme to prospective students at Wageningen University (previously 77%).

Externally

In 2015 the BSc and MSc Biology programmes were assessed in the context of the programme accreditation. The independent accreditation panel rated both programmes as "good". On the basis of this assessment, a new accreditation round will be requested from the NVAO in early 2016.

2.4.5 Funding

Education at Wageningen University is funded through government funding for education and research (€202 million), namely direct government funding (€174 million) and the proceeds from tuition and course fees (€28 million). The direct government funding for 2015, just as in 2014, was fixed at a funding cap increase of 2%. This decision was based on the funding agreements with the Ministry of Economic Affairs set out in 2001. The funding parameters of the model that calculates the government funding for Wageningen University – based on the number of enrolled students, degrees and

Lost fish rescued

Fish is an essential source of protein in Africa. This is why it is worrying that much of the fish is lost in the sea ports due to it not being possible to preserve it in time. In an EU project, Wageningen researchers in collaboration with the business community developed a cost- and energy-efficient technique for drying fish. This fish, which would have otherwise been lost, now serves as a welcome addition to the diets of people deep into the interior of Africa.

completed PhD programmes – have increased to such an extent that a funding cap has been set at €9.5 million (also see Section 2.9.4.2 Student numbers and direct government funding). The external educational funding therefore did not increase in proportion to our student numbers. And yet, Wageningen University maintained last year's internal system in which educational resources are allocated based on real education data.

2.4.6 Students

2.4.6.1 Student Numbers

Interest in Wageningen University's programmes increased slightly in 2015 once again. The student influx for the Bachelor's programmes (first-year higher education students) rose by 4%, while the influx for the Master's programmes (first-year) rose by 12%. The influx of internal students from BSc to MSc showed an increase of 17%. The influx of external students into Master's programmes increased by 12%, fully caused by the increase in foreign student numbers. The influx of applied sciences students and academic BSc graduates (499 students in total) remained at the same level as 2014.

On the reference date of 1 October 2015, 4% of Bachelor's students were not Dutch: 209 of a total of 4,790 students. Approximately three quarters of these were German. Of the Master's students, 37% are not Dutch: 1,851 of 5,050, spread over 95 nationalities. The main nationalities are Chinese (366), German (204), Indonesian (152), Greek (134), Italian (133), Spanish (90) and Mexican (67).

All Master's programmes are taught in English and are provided to Dutch and non-Dutch students together.

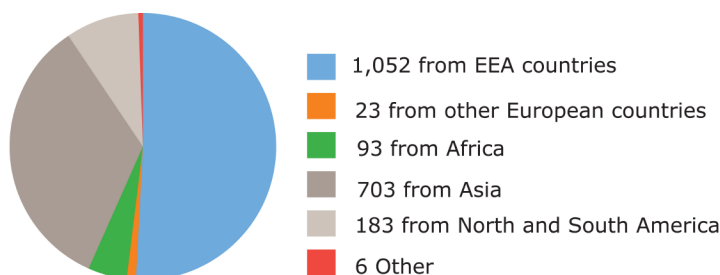


Figure 2.4 Distribution of the 2,060 international students (BSc and MSc) at Wageningen University according to continent on reference date 1 October 2015 (excluding exchange students)

2.4.6.2 Student Reception

Wageningen University is highly committed to providing excellent care and service to its students. This is provided for the most part by the Student Service Centre (SSC). The annual introduction weeks for new students (in August and February) are organised in close collaboration with national and international Wageningen student organisations.

The SSC consists of three teams:

- Student Administration: admission, registration, enrolment, graduation
- International Office: reception and administrative assistance to international students
- Student Counselling: student counselling and welfare.

In February 2015 and during the summer months the popular Infopoint was organised. International students from later study years helped new international students to quickly find their feet in Wageningen. Employees were also on hand for the reception of international exchange students. The intake of international students was higher in 2015 than in 2014. The number of scholarship students experienced the largest increase as a result of the availability of more international scholarships.

The number of admission requests for a Master's programme at Wageningen University rose slightly compared to the previous year.

In 2015, much attention was given to a number of IT projects that are essential to our ability to offer students optimal service. The most attention by far was given to updating the student information system. There has also been a focus on data conversion and improving the interface with other systems. The implementation of the new system is planned for the first half of 2016.

Wageningen University students are guaranteed accommodation. Wageningen UR has 750 private accommodation units for this group of students, in addition to the 1,200 designated rooms belonging to Idealis. In 2015, all international students were able to find accommodation in a regular student room directly and peak period housing facilities were barely required. The contract with Idealis ends at the end of 2015 and, therefore, negotiations have begun to draw up a new contract. An agreement has been reached on a new model of student housing in which all accommodation units are available to all students, in place of the current model in which the accommodation units available to Dutch students are separate from those available to international students.

According to the agreement, in late 2015, the student accommodation complexes in the barracks of Ede were given back to the municipality. These constitute approximately 200 regular rooms and 75 rooms primarily designated for peak periods. The latter complex was used in October 2015 as provisional accommodation for refugees. As the student housing market is improving at the moment, returning these accommodation complexes has not resulted in any housing pressure.

2.4.6.3 Study and student counselling

To ensure good study progress, Wageningen University provides its students with study counselling from study advisers and student counselling through student deans and psychologists.

Because the number of students is still growing, study counselling was expanded further in 2015, with a focus on the professionalisation of the study advisers. With the implementation of the "binding study recommendation" (BSA) that was introduced at the start of the 2014-2015 academic year, study advisers play a significant role.

Students are given assistance through the Student Counselling sub-department, which consisted of four deans (3.3 FTE) and three psychologists (2.1 FTE) in the reporting year. For assistance in certain courses, an external student counsellor and psychologist have been hired. In late 2015 the decision was made to start "walk-in" counselling sessions. This is a daily walk-in session for students experiencing serious problems or for students with questions for which they do not or do not yet wish to attend a regular session. The walk-in session started as a pilot in January 2016 and is alternately conducted by student deans and student psychologists.

The student dean's office conducted 1,195 interviews in 2015 with a total of 874 students. This constitutes a slight increase compared to 2014. As the growth in the total number of students was larger than the increase in these figures, this seems to indicate that a relatively lower number of students made use of the dean's office, but this is not the case. An increasingly larger portion of the communication between students and deans is written/digital, and this has not been included in these figures as of yet. About a fifth of the interviews were related to studying with a disability. A large part of the interviews had to do with study progress, study delays and exceptional circumstances of individual students, including questions regarding psychological assistance.

Four study skills training courses were conducted in Dutch in the reporting year. An English course has been scheduled for 2016.

In 2015, 723 students had one or more sessions with a student psychologist. This constitutes a slight increase compared to the 709 sessions the preceding year. In all, 1,626 individual sessions took place, compared to 1,621 in 2014. The number of follow-up sessions per student is comparable with last year.

92 students (12.7% of counselling cases) were referred to external specialists for diagnosis and treatment of more complicated personal problems.

In order to fill the position of student physician, a contract was signed in 2011 with general practice Van der Duin & Van Dinther in Wageningen. This practice accepts all students, PhD candidates and visiting staff of Wageningen University in need of regular GP care and provides physician services for students on behalf of the university. The general practice opened a second, on-Campus location in 2015 that caters especially to students.

2.4.6.4 Student Facilities

Wageningen University and numerous student organisations are actively working to provide an attractive study and living environment. The university places great emphasis on this and supports many of the organisations.

Sports Centre De Bongerd (SCB) is the sports centre for students and employees of Wageningen UR. SCB encourages responsible exercise and sports for students and staff. It offers a high quality sports programme with a broad range of sports and activities in addition to excellent indoor and outdoor facilities. All students and staff of Wageningen UR are able to use the SCB facilities at reduced rates. A "right to sports" gives students the opportunity to participate in all the sports, training sessions and courses SCB offers – from athletics to swimming, seven days a week.

In March 2015, the Executive Board gave its definitive approval for the construction of a second sports hall. Construction started in late July and the sports hall will be completed in the spring of 2016.

The Wageningen University's sports foundation, SWU Thymos, promotes student sports and exercise by organising a wide range of events and internal competitions. The foundation promotes the interests of student athletes – both the individual athlete and the members of the 25 student sports clubs.

2.4.6.5 Profiling Fund

A number of regulations for supporting students financially have been incorporated into the Wageningen University Profiling Fund:

- Student Financial Support Regulation (FOS regulation) (due to force majeure, professional sport and recognised administrative activities);
- WU study financing for students following a two-year Master's programme in Social Sciences who are entitled to Dutch study financing (MCS, MDR, MID and MME);
- the Wageningen University Fellowship Programme: scholarships/waivers for non-EEA students;
- the Social Emergency Fund.

In 2015, 422 EEA (European Economic Area) students and 27 non-EEA students benefited from the *FOS regulation*, totalling €532,950 and €61,072 respectively. Of the 449 students funded, 80% were eligible based on recognised administrative activities including membership of the Student Council and board membership of a study or student association, and 20% were eligible based on grounds of recognised force majeure.

102 EEA students benefited from the *WU study financing for students following a two-year Master's programme in Social Sciences*, totalling €410,100. Non-EEA students did not use this funding. To be entitled to this funding, one must be entitled to Dutch study financing and thus, non-EEA students are only eligible under very special circumstances (e.g. refugee students).

Only non-EEA students are eligible for the *Wageningen University Fellowship Programme (WUFP)*. In 2015, 27 grants for all or part of the institutional tuition fees were awarded to outstanding students, totalling €223,424. Also, 447 *tuition fee waivers* for a maximum of the institutional tuition fee were granted because of institutional cooperation or agreements with sponsors, totalling €889,870.

Two students (1 EEA and 1 non-EEA) were funded by the Social Emergency Fund in 2015 through a loan to cover unforeseen, one-off costs that were not the fault of the student.

2.4.6.6 International Exchange

In 2015, the opportunity for international exchange was actively and successfully promoted amongst students of Wageningen University: the number of outgoing students rose to a total of 440 in the 2015-2016 academic year. 380 students with an Erasmus Scholarship within Europe, 51 students with an Erasmus Scholarship outside of Europe and nine students within Europe with a scholarship from Switzerland participated in international exchange.

The number of incoming exchange students was slightly higher than in 2014 at 337. A number of new agreements have been made to be able to meet the demand for exchange opportunities. Some agreements were also terminated. Contracts that end in 2017 and that do not offer good opportunities for our outgoing exchange students will no longer be extended, while contracts that are highly popular amongst our outgoing exchange students will be expanded in accordance with demand.

The incoming students were generally at a good level (quality, prior knowledge) and performed well.

The incoming exchange students took part in the regular activities for incoming international students, such as the Annual Introduction Days (AID) in August and February, primarily as a result of the activities of student organisations IXESN and ISOW. The arrival of the students was smooth. They were very enthusiastic about the personal guidance they received from the Erasmus coordinators and about the form and content of the education.

Some students have integrated into the regular study programmes at Wageningen University following their exchange.

2.4.6.7 Student Participational Structure

Wageningen University students enjoy participation at different levels within the university. In the programme committees, on the board of the Educational Institute responsible for the content and quality of the programmes as well as in the Employees Council of the sciences groups.

At the central level, students hold seats in the Joint Student Staff Council (GV) and the Student Council (SR). The Student Council consists of twelve full-time members from various groups and nationalities. Student members are elected each year for a one-year term by Wageningen University students. Important topics on the Student Council agenda in 2015 include the consequences of the university's growth for students and employees, the dispute regarding the proposal to change the profiling fund policy and the Student Council initiative proposal on talent development. The election turnout in 2015 was 35%.

2.4.6.8 Complaints and Appeals

In this reporting year, the Advisory Committee on Disputes (GAC) received 8 appeals from Wageningen University. Three of these appeals were launched against a decision on the basis of the *regeling Subsidie vaccinatie- en reiskosten stage/afstudeervak* (funding regulations for vaccination and travel expenses for internships/graduations), and an equal number against a decision on the basis of the *regeling Financiële Ondersteuning Studenten* (regulations for financial support for students). One appeal was against the rejection of an application for additional study financing for the fifth year of the degree programme Development and Rural Innovation (MDR), and one appeal was against a decision on the basis of the *regeling Studiekeuzeadvies* (study selection recommendation regulations). In three of the cases, the GAC did not need to pass judgment as the appeal was withdrawn - twice after the Executive Board agreed with and rectified the appeal, and once after a verbal explanation of the decision. In the other five cases, the GAC, after hearing both parties, advised the Executive Board to declare the appeals unfounded.

Twenty-one appeals were filed with the Examination Appeals Board (CBE) of Wageningen University. Fourteen appeals were launched in response to a binding negative study recommendation. In thirteen cases, the parties reached an amicable agreement and so the CBE did not consider the substantive details of the appeal. In one case the CBE, after having heard the student and Examining Board, declared the appeal unfounded.

Of the other seven appeals, three were launched in response to an assessment. Other appeals were also launched against the rounding down of a grade, against a decision regarding the improvement of a grade, against a fraud-related sanction, and against a decision to not grant access to an MSc programme. Two appeals were declared inadmissible by the CBE due to inexcusably exceeding the allotted appeal period. In four other cases, the parties reached an amicable agreement and so the CBE did not consider the substantive details of the appeal. In one case the CBE, after having heard the student and the Examining Board, declared the appeal founded.

2.4.7 Alumni

In 2015, Wageningen University had a network of 44,500 alumni and PhDs spanning approximately 135 countries. Alumni are kept informed of relevant developments in the Wageningen domain through social media, LinkedIn and <http://www.wageningenur.nl/en/Alumni.htm>. In addition, various alumni meetings take place at home and abroad.

In China and Indonesia, the alumni chapters that were officially established in 2014 organised alumni activities. Alumni activities elsewhere in the world took place in Kenya and Ethiopia, Mexico, Colombia and Singapore, usually including a visit by a Wageningen UR delegation.

The Dutch alumni network *Wageningen Ambassadors* consists of 45 prominent alumni that have close relationships Wageningen UR; leaders in business and in government. With the deployment of their network, experience and financial resources, they significantly contribute to strengthening the link between Wageningen UR and society. In 2015, support was given to the project *Smaaklessen* (taste lessons) in primary schools and the Africa Agribusiness Academy Project.

Alumni donations to the Wageningen University Fund (WUF) aim to promote the growth and prosperity of Wageningen University. Among other things, the donors helped make it possible for international student activities to receive support, for twenty students from developing countries to study in Wageningen and for the *Koetshuis* in the Belmonte Arboretum to receive a major renovation. Late 2015 saw the start of the first international named fund founded by a Greek donor.

In 2015, the UFW started the development of a new philanthropical fundraising campaign. This campaign focuses

on raising funds for ground-breaking research and education projects and for projects surrounding Wageningen University's hundred-year anniversary in 2018.

Using the entire beet

After extracting its sugar for nutrition and the beet pulp for animal feed, the sugar beet is still far from "used up". Wageningen UR researchers are working together with the sugar industry to use the entire beet. The pulp contains many valuable raw materials that can be processed for use in products such as laundry detergent and cement as a replacement for crude oil-based substances. In addition, a special sugar extracted from the beet pulp also serves as a suitable raw material for plastic bottles. Whatever is left can be used to make biogas.

2.4.8 Outlook

Wageningen University is an attractive university for Dutch and international students. The interest for our university is continually growing and one of the biggest challenges is to ensure the best response to this. Providing highly appreciated, high-quality education to increasingly large groups of students demands a lot from employees and the organisation. Given the increasingly international orientation of our students and the labour market, the possibilities for the provision of international Bachelor's programmes is being explored.

Our basic principle is that high-quality education and research are inextricably linked, with tasks in both areas remaining equal and balanced. On a limited scale, full-time lecturers may be appointed. We are investigating whether stricter regulations for admission are needed to maintain programme quality. Due to capacity problems, an enrolment restriction (*numerus fixus*) will be requested for certain Bachelor's programmes. It will be investigated how best to handle the possible selection procedure for the Master's programmes and the PhD programmes.

A new educational approach is being developed that makes more use of digital materials and in which the concept of *flipped learning*² plays an important role. We will focus on active students who guide their own learning process and on devoting more attention to diversity and feedback. We will use our innovation resources to support lecturers in making the necessary adjustments to their course or programme. We have set up a virtual *teacher's lounge* in which lecturers can share their experiences with each other.

2015 saw the start of the implementation of the new educational system, which is one of the priority areas in the Strategic Plan 2015-2018. The new educational system demands optimal integration of campus education (the core of the ecosystem) and the education which is being developed for other target groups and online via *distance learning/online education and MOOCs* (the outer layers of the ecosystem). Efforts have been made to reach the 2018 target for the products and services of the ecosystem and the required organisation of the changes and embedding of the products and processes (including the staff department ER&I, Wageningen Academy and the Educational Institute). The subprojects in 2016 are in relation to modularisation and certification; storing, retrieving and sharing

² With "flipped learning", the individual student receives instruction at home. In the lecture hall, there is room for discussion with fellow students, completing assignments together and asking questions. This is the reverse situation of receiving instruction as a group in the lecture hall and completing individual work at home, which allows students to participate actively and optimally use the teaching time.

online learning materials; and the ability of the *Education Support Centre* to support lecturers in creating and implementing online education.

The other priority area from the Strategic Plan relates to the provision of MBA modules and incorporating unique expertise in existing MBA programmes in the area of agro-food, and through which partner business schools this should take place. In 2016, the focus is on the objectives and added value of possible partnerships in order to achieve this.

2.5 Research

2.5.1 Policy and Organisation

The research at Wageningen University is conducted through chair groups. Each chair group, led by a professor, has its own sphere of expertise within the domain of “healthy food and living environment”.

Wageningen University leads six graduate schools within an overarching organisation. The Wageningen Graduate Schools:

- Experimental Plant Sciences (EPS, national graduate school)
- Wageningen School of Social Sciences (WASS)
- The C.T. de Wit Graduate School Production Ecology & Resource Conservation (PE&RC)
- The Graduate school VLAG (Nutrition, Food Technology, Agrobiotechnology and Health Sciences, national graduate school)
- Wageningen Institute of Animal Sciences (WIAS)
- Wageningen Institute for Environment and Climate Research (WIMEK) is part of the national graduate school SENSE.

In addition, Wageningen University participates in the following graduate schools which are led by other organisations:

- Research School for Resource Studies for Development (CERES)
- Institute for Sustainable Process Technology (ISPT)
- Research Institute and Research School for Economic and Social History (N.W. Posthumus Institute)
- Graduate School of Polymer Science and Technology (PTN)
- Graduate Research School of Science, Technology and Modern Culture (WTMC)
- Interuniversity Centre for Educational Research (ICO)
- Netherlands Institute for Catalysis Research (NIOK)

The graduate schools have three core tasks. First, they coordinate a coherent research programme for the university within the mission of the graduate school. Second, they ensure the safeguarding, monitoring and advancement of the quality and progress of academic research (PhD candidates, postdocs and researchers). Third, they develop, facilitate and coordinate the courses and programmes for professionals. And finally, they organise discipline-specific courses.

In the graduate schools of DLO, research is grouped around basic research (KB), policy support research (BO), legal research (WOT) and top sector research.

Basic research is for an important part of the research carried out within the DLO themes. The themes were updated in 2015. They are financed through basic research funding. The programme content of the policy support research, the legal research and top sector research and the contract research is connected to these themes. The selected themes are:

- Sustainable food and non-food production
- Global food and nutrition security
- Healthy and safe food for healthy lives
- System earth management
- Metropolitan solutions
- Biobased circular economy

-
- Big data, technologies and methodologies³
 - Social innovation for value creation.

The policy support research is carried out in two programmes: Nature, landscape and rural areas and Agro.

Legal research is conducted in the Institute for Food Safety RIKILT and the Central Veterinary Institute CVI. There are four programme units for legal research (WOT):

- Nature and Environment (NMP)
- Centre for Genetic Resources, the Netherlands (GCN)
- Centre for Economic Information (CEI)
- Centre for Fisheries Research (CVO)

Research within the top sectors Agri-food and Horticulture & Propagation Materials is managed by the Top Consortium for Knowledge and Innovation (TKI), specifically set up to manage these two top sectors. Planning for each top sector is done on the basis of questions, such as those formulated in the context of the “golden triangle” of the government, the business community and knowledge institutions. From these questions, public-private partnerships (PPPs) arise through the implementation of projects and programmes.

In addition, Wageningen UR decided to make extra investments in a number of research themes. For this, strategic resources from Wageningen University, basic research resources from DLO and R&D resources from the top sectors will be used. The themes from the Strategic Plan for 2015-2018:

- Resource Use Efficiency
- A Global One Health
- Resilience
- Metropolitan Solutions
- Synthetic Biology

2.5.2 International

Wageningen UR has chosen to identify priority and focus countries in regard to its international approach. In priority countries, proactive work is done in collaboration with partners in the country, while in focus countries, Wageningen UR operates reactively.

Europe is Wageningen UR’s home market and, within the framework of EU programmes, collaboration takes place with many partners. In relation to other comparable institutions, Wageningen UR is very successful at landing EU projects. Efforts were made in 2015 to improve the visibility of Wageningen UR in Brussels. To this end, Wageningen UR rented office space at the Netherlands House for Education and Research (Neth-ER) in Brussels. The lobby in 2015 focused, among other things, on including additional topics and specifying the topics that had already been defined for the 2016-2017 work programmes within Horizon 2020. In many cases this involved collaboration with strategic partners in Europe, the relevant ministries and top sectors.

The priority countries in Africa are Ethiopia and Ghana. In December 2015 the BENEFIT programme was launched in Ethiopia in the presence of the President of the Executive Board Prof. L.O. Fresco. Various ongoing and new projects were merged into a single project to further increase the impact. The budget is €30 million. In order to coordinate the activities of Wageningen UR, an office was opened in Addis Ababa. The focus countries are Mali and Mozambique. In the former country, the 3R Kenya project was launched in December 2015. Three agricultural sectors are supported in the transition from “aid” to “trade”. The Wageningen UR co-coordinated PROIntensAfrica project was further developed in 2015. This is a long-term strategic partnership in which 15 European and 8 African partners perform joint research aimed at “sustainable intensification of the agri-food system in Africa”. Together with the World Economic Forum, a seminar was organised on Wageningen Campus in November 2015 for their Transformation Leaders Network.

³ In addition to KB funds, the DLO theme Big data, technologies and methodologies will receive R&D funding as well.

In the Middle East, Saudi Arabia and Egypt are the focus countries. In Central Asia, Russia is the priority country and the Ukraine is the focus country.

In Asia, China, India, Japan and Myanmar are the priority countries and Indonesia, Malaysia, Thailand, Vietnam and South Korea are the focus countries. Wageningen UR is particularly active and successful in China. There is a Wageningen UR regional office in Beijing. In the second half of 2015, Wageningen UR became a member of the Holland Centre. The relationship with Chinese universities was further strengthened in 2015 and partnerships with new universities were sought. New ties were forged with the Chinese business community. Wageningen UR actively participated in the trade mission led by Prime Minister Rutte in March 2015 and the state visit to China in December 2015. Various parts of that programme concerned partnerships in which Wageningen UR is also involved. In 2015 a delegation from Wageningen visited Japan twice and many Japanese delegations visited Wageningen Campus. Ties were forged with the business community, research institutes, universities and ministries. In November 2015 Wageningen UR took part in a fact finding mission to Iran led by Minister Kamp.

In Latin America, Brazil and Chile are the priority countries, while Argentina, Colombia and Mexico are the focus countries. In Chile, approval was not granted for a second phase of the Centre of Excellence on Food. In Ecuador the SENECYT agreement was signed. A visit to Cuba in late 2015 will most likely result in activities there in 2016.

In the industrialised world, the United States is the priority country. Canada, Japan and New Zealand are the focus countries.

In several countries or states, a number of Wageningen UR knowledge units have country or project offices, such as in Bangladesh, California, Uganda, Saudi Arabia and Zambia. Wageningen UR is a member of several umbrella organisations, including AgriNatura (The European Alliance on Agricultural Knowledge for Development), AgriProfocus, EFARD (European Forum for Agricultural Research for Development) and ELLS (Euroleague for Life Sciences).

Account managers have also been employed at Wageningen UR to manage contacts with organisations such as CGIAR (global research partnership for a food-secure future), CTA (Technical Centre for Agricultural and Rural Cooperation) and FAO. Especially in Africa, Wageningen UR has excellent contacts within umbrella organisations such as AGRA (Alliance for a Green Revolution in Africa), ANAFE (African Network for Agriculture, Agroforestry and Natural Resources Education), FARA (The Forum for Agricultural Research in Africa) and RUFORUM (Regional Universities Forum for Capacity Building in Agriculture).

2.5.3 Results

The awarding of 10 Veni, 6 Vidi and 1 Vici grants in 2015 brought the total number of laureates since the beginning of the innovation incentive in 2002 up to 69 Veni, 36 Vidi and 9 Vici grants. Since the ERC grants were set up by the European Research Council in 2007, 6 ERC Starting Grants were awarded to Wageningen University, one of which was awarded in 2015 along with 8 ERC Advanced Grants. The ERC Consolidator Grant was set up in 2013, of which, Wageningen has received two. Wageningen UR accounted for 4,585⁴ scientific publications in 2015.

⁴ Reference date 1-4-2015. Over the course of the year, publications were added retroactively. Duplications have been omitted in the total number of academic publications.

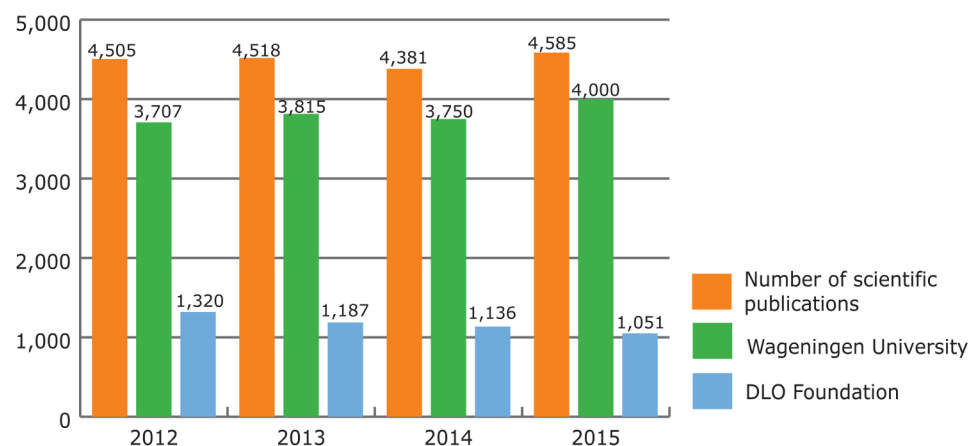


Figure 2.5 Number of scientific publications from Wageningen University, DLO Foundation and the total (adjusted for co-authored publications)

There were also more PhDs granted in 2015 than in the previous year: 305 up from 287 in 2014. Of the PhDs, 155 were women (51%). The previous education (PhD, Master's) for 136 PhD candidates took place outside the Netherlands. Of the PhDs, 188 (62%) were not of Dutch nationality. The percentage of PhDs with a Training and Supervision Plan (TSP) is 96% as in 2014.

In the top sector Agri & Food, the Topconsortium for Knowledge and Innovation Agri & Food (TKI Agri & Food) selected 31 new public-private partnerships (PPPs) in 2015. Within the top sector Horticulture and Propagation Materials there were about 20 PPP proposals. The DLO Foundation participated in these PPPs and funding was received from the Ministry of Economic Affairs, while businesses provided 50% (cash and in-kind) of the financial contribution.

2.5.4 Quality Assurance

The research inspections at Wageningen University are part of a national system, in which each university is required to submit to an external inspection once every six years. All these external inspections are carried out in accordance with the Standard Evaluation Protocol (SEP 2015-2021), developed and established by the Royal Netherlands Academy of Arts and Sciences (KNAW), the Netherlands Organisation for Scientific Research (NWO) and the Association of Universities in the Netherlands (VSNU).

Wageningen University conducts its external inspections with the graduate schools as the leading entity. Connected to the evaluation of the research performance was the formal recognition (accreditation) of the graduate schools, formerly in the hands of the KNAW accreditation committee for graduate schools (ECOS-KNAW). Since the end of ECOS, the judgment regarding whether the graduate schools may keep their accreditation now lies with the peer review committee. Since then, all Wageningen graduate schools have received a positive recommendation from this committee enabling them to continue their activities as accredited graduate schools.

The assessment of the Graduate Schools in 2015 took place in two phases. First, in the spring the tasks of the graduate school - encouraging a coherent research programme, quality assurance for research and facilitating the PhD training programme - are assessed by a committee from the European University Association. Then, the more specific tasks of all Wageningen UR graduate schools and all the chair groups integrated within them were assessed in mid-2015, except for WIMEK-SENSE which had already been assessed in 2014. All graduate schools received the assessment "excellent". The chair groups were also generally rated excellent, aside from the occasional critique. For details, visit the [Wageningen UR website](#) and the website of the graduate schools ([EPS](#), [PE&RC](#), [VLAG](#), [WASS](#), [WIAS](#), [WIMEK](#)).

The evaluations of the DLO Foundation's research institutes are included in the Funding Regulations of the DLO Foundation and are part of the agreements between the Ministry of Economic Affairs and the DLO Foundation. No external inspections of the research institutes took place in 2015.

Discussion is currently taking place to come to a uniform quality assurance system for all TO2 institutes under the Ministry of Economic Affairs.

2.5.5 PhD candidates

The graduate schools ensure a challenging PhD programme and are committed to attaining the highest possible level of their PhD candidates. Their success has been demonstrated numerous times by the positive assessments of the inspections that have been carried out and by the participation levels of PhD candidates from elsewhere in Europe in the courses offered in Wageningen.

The total number of PhD candidates at the end of 2015 was over 1,900. Most PhD candidates are affiliated with one of the Wageningen graduate schools EPS (231), WASS (431), PE&RC (352), VLAG (404), WIAS (201) and WIMEK (316); the other 11 are affiliated with graduate schools led by other organisations.

2.5.6 Funding

2.5.6.1 Wageningen University

Research at Wageningen University is funded by direct government funding, indirect government funding and contract funding. The amount of direct government funding for education and research was €202.1 million in 2015. In addition, targeted subsidies from the Ministry of Economic Affairs totalled €3.1 million. The indirect government research funding, of which a large part came from the Netherlands Organisation for Scientific Research (NWO), amounted to €23.7 million last year. Contract research accounted for €66.1 million. Of this amount, approximately €44 million is related to contract research, €1 million to top sectors, and €21 million to co-funding and subsidies.

In 2015, the graduate schools had €2.3 million of their own resources at their disposal for the appointment of PhD candidates and postdocs. Some graduate schools allocated these resources fully through their own "open competition" whether or not on the basis of particular themes. Other graduate schools chose a combination of open competition, resource allocation for newly appointed professors, Veni/Vidi laureates and co-funding of subsequent rounds in the "new style" NWO Graduate Programme, of which NWO only finances the first round.

2.5.6.2 DLO Research Foundation

The main client of the DLO Research Foundation is the Ministry of Economic Affairs, with €125.1 million for programme research and €6.2 million for contract research. A growing part of DLO's research is funded by other parties such as those in the business community (€49.5 million), the European Union (€19.8 million), governments (€43.6 million) and other clients (€21.3 million). The last category also includes the revenue from the product boards which is declining.

2.5.7 Outlook

The quality of our research ensures a good starting position. We strive to hold on to our strengths, such as our excellent connection to the European Union (EU) and the business community, the complementary nature of our fundamental and applied research and the focus on current relevant topics.

In 2015, work was started on implementing the Strategic Plan for the 2015-2018 period. This should result in improved collaboration between the various parts of the organisation (One Wageningen) and investment in research themes in fields where our expertise overlaps. We are in the process of developing the way we will present ourselves to the world into the future, with our brand policy and through contact with influential stakeholders.

In terms of contact and knowledge exchange with other universities and knowledge institutes, society expects more than in the past. Wageningen UR is taking this into account in setting the direction and content of its research and is increasing its research effectiveness through new applications and innovations.

2.6 Value Creation

2.6.1 Value Chains

Wageningen UR is focused on education, research and value creation. The education chain starts with training national and international students at Wageningen University. Students take the knowledge gained at WUR during their Bachelor's and Master's study programmes into their future work environments in the Netherlands and across the world. Wageningen UR maintains active contact with its alumni. Many graduates find work at Wageningen UR, for instance as PhD candidates, researchers or members of staff.

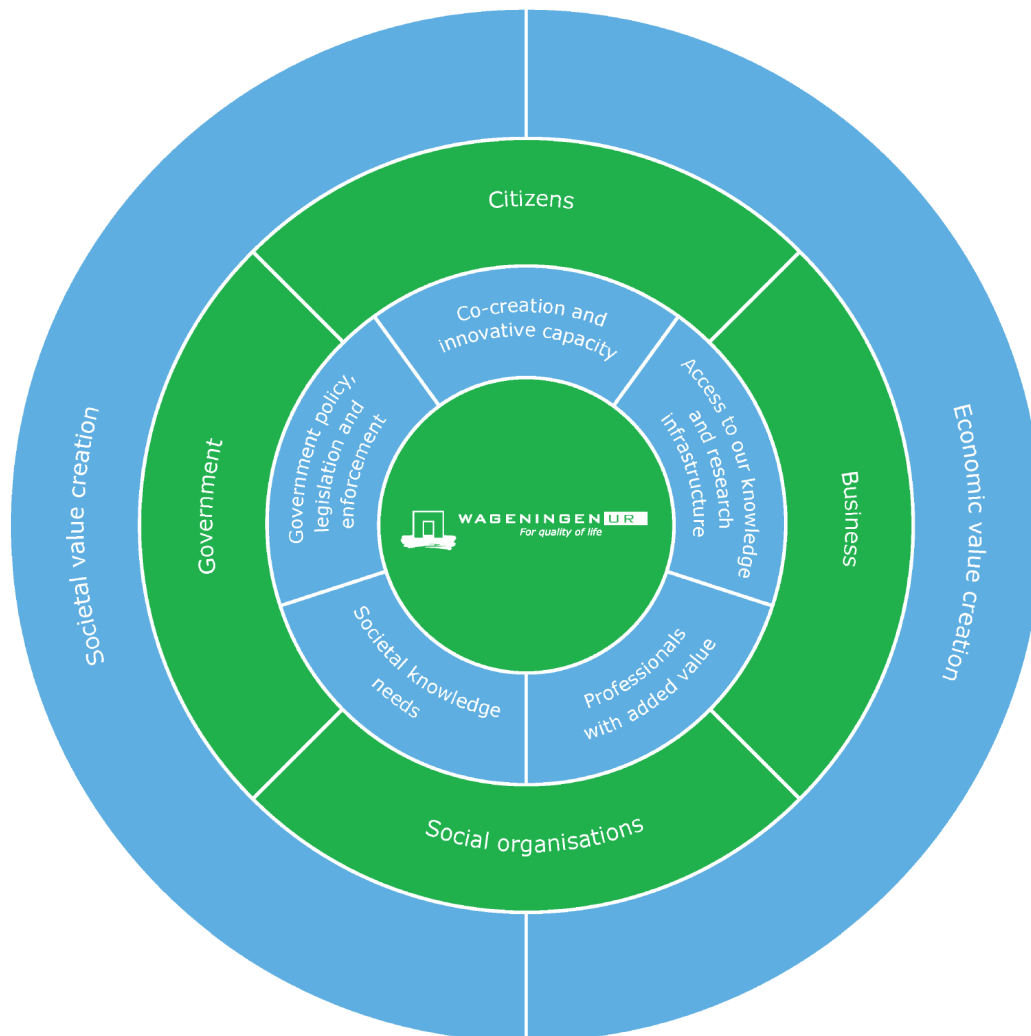


Figure 2.6 Wageningen UR's Value Chain

Research is conducted through Wageningen University's research schools and DLO research programmes. The knowledge acquired through research is disseminated to the government, businesses (through the implementation of developed technologies, models, etc.), citizens and societal organisations through publications in scientific journals, policy memorandums and patent applications. In other words, this value chain is interwoven with the government, the business community and society.

Value creation in regard to research and education is an intrinsic part of Wageningen UR's activities. Wageningen UR is charged with the task of applying its knowledge and findings in order to optimally benefit society. This is why value creation and knowledge valorisation is explicitly named as the third pillar in the Strategic Plan 2015-2018, alongside education and research.

2.6.2 Social and Economic Value Creation

Our knowledge provides a significant contribution to innovation and progress. In this process, our economic value creation takes place through the transfer of knowledge and technology through patents, licenses and spin-offs, but particularly through collaborative forms such as contract research and PPPs. At the same time, Wageningen UR creates value for society. Here, scientific knowledge is used to solve problems in society. For details, refer to the website of [Wageningen UR](#).

With a wide variety of knowledge valorisation activities, Wageningen UR ensures a strong connection between its education and research and the needs of business and society.

2.6.3 Professionals with added value

2.6.3.1 Students and PhD candidates

With its regular course programme, Wageningen University offers a wide selection of degree programmes that are well-aligned to the labour market. In the 2014-2015 academic year, there were eleven courses that were fully or partially focused on value creation and/or entrepreneurship, see Table 2.10.

Table 2.10 Courses focused on entrepreneurship and number of participating students per academic year

Course	Number of students per academic year			
	2011/2012	2012/2013	2013/2014	2014/2015
New Venture Creation: from Idea to Business Plan	23	27	24	35
Enabling the Transfer and Commercialisation of Science and Technology	22	29	22	26
Basics of Entrepreneurship	45	-	-	-
Principles of Entrepreneurship	-	76	85	83
Business cases Agri-Food Entrepreneurship	-	-	-	32
Competence Management for building Entrepreneurial Teams	8	6	5	11
Technology, Innovation and Strategy	49	51	60	55
Financial and Business Management	59	68	63	54
Strategic Change Management & Innovation	47	38	87	94
Business and Society	-	-	12	13
Closed Cycle Design	38	23	24	32
Total	291	318	382	435

Wageningen University has offered a BSc minor in Innovation and Entrepreneurship since 2010. The Master's track Entrepreneurship has been available for Master's students since the 2014-2015 academic year.

The Education Pillar of KIC Climate (the knowledge and innovation community which offers entrepreneurship activities for staff, PhD candidates and Master's students) was also embedded in Wageningen University courses. Since 2015, the Wageningen degree programmes may take part in the KIC programme.

A PhD course "Entrepreneurship in and outside science" is offered to PhD candidates.

2.6.3.2 Wageningen alumni

Our alumni contribute to achieving social objectives such as more sustainable production and consumption and improved health, as well as to boosting the competitive capacity of the business community. A year after graduation, 19% of Wageningen alumni (MSc) had found a job in the business community. The national university average in 2015 was 12%.

Table 2.11 *Percentage of MSc graduates who find employment per sector*

	2012	2013	2014 ^{a)}	2015
Business community ^{b)}	14	20	-	19
Business services ^{c)}	8	9	-	11
Government ^{d)}	10	6	-	10
Other non-academic ^{e)}	41	41	-	38
Universities ^{f)}	27	24	-	21

Source: WO monitor

a) No data available for 2014

b) Industry, trade, transport

c) Information and communication, financial services, legal services, Human Resources, Press and Science Information Department, other business services

d) Government

e) Research institutes, universities of applied sciences, other education sectors, hospitals (including academic medical centres), health and wellbeing institutions, other healthcare, other sectors

f) Academic universities (not including academic medical centres)

In November 2014, student incubator StartHub Wageningen was opened, catering to students, PhD candidates and recent graduates who wish to learn more about entrepreneurship or who have already started their own business. In 2015, 80 students participated in an intake interview at the student incubator. Seven start-ups opened their office in the student incubator over the past year. In total over the first year, the incubator organised 14 practical workshops on entrepreneurship and 30 network events. More than three hundred students and recent graduates visited the events. Four start-ups received a micro loan from StartLife to accelerate their activities.

2.6.3.3 Courses and degree programmes for professionals

Through Wageningen Academy and the Centre for Development Innovation (CDI), Wageningen UR organises courses, training programmes and degree programmes for professionals in the business community or in the public or semi-public sector.

Wageningen Academy offers courses through open enrolment and also organises a growing number of customised programmes, summer schools, study visits, events and seminars, both for mid-career professionals and for the more senior executive target group.

The number of course programmes and participants has been increasing drastically since the founding of Wageningen Academy in 2012. Customised programmes are being organised with increased frequency. In 2015, the Province of Limburg, the Royal Dutch Grain and Feed Trade Association and Rijk Zwaan were major clients for customised programmes, and the European Food and Agribusiness Seminar (EFAS) that was organised for CEOs was rated as the best in its history.

Table 2.12 *Wageningen Academy Course Selection*

	2012	2013	2014	2015
Course participants in open enrolment courses	608	495	844	862
Open enrolment courses	28	24	36	35
Course participants for in-company courses	143	211	560	1174
In-company courses	8	10	23	32

Source: Wageningen Academy

The Centre for Development Innovation (CDI) offers an annual programme of short open enrolment courses for mid-career professionals primarily from Africa and Asia and to a lesser degree also from Latin America, Europe and North America. The courses cover the full range of Wageningen UR's knowledge domain, with topics such as Climate Change Adaptation, Fisheries Governance and Rural Entrepreneurship. Course participants come from government institutions, research institutes, NGOs and the business community. Sometimes CDI course participants continue on to MSc or even PhD programmes at Wageningen University. Alumni from CDI courses regularly secure follow-up assignments for CDI or other Wageningen UR divisions.

Table 2.13 *CDI Course Selection*

	2012	2013	2014	2015
Number of course participants in open enrolment courses	812	939	865	833
Number of open enrolment courses	31	35	35	32

Source: CDI 2016

2.6.4 Societal knowledge needs

2.6.4.1 Knowledge centres

Making our knowledge and knowledge infrastructure accessible to businesses, citizens and social organisations is an important part of Wageningen UR's knowledge valorisation. Businesses, authorities, and research institutes can receive support through the [Education Project Services](#), which links issues in society with courses in our curriculum. Through different courses, students and their supervisors investigate the problem at hand, enabling students to learn to apply academic skills in order to solve problems in society. This usually takes place in a multidisciplinary environment.

The [Science Shop](#) helps societal organisations with research projects in which students and researchers work together with the commissioning party to solve the problem. This requires great attention to the practical value of the recommendations for the external client. With these types of *Learning in Communities*, Wageningen UR promotes dialogue between science and society.

Wageningen UR is continually consulting with its stakeholders to ensure its knowledge is valuable and accessible. More information about the dialogue with various stakeholders can be found in Section 2.3.6.

2.6.4.2 Contributing to other education

The Wageningen University Science Hub (WKWU) and the Wageningen UR Academic Support Services together with researchers from Wageningen UR develop lesson material and activities for primary and secondary education. Through this, Wageningen UR contributes to socially relevant, challenging and attractive education and improves the quality of the influx of students. In 2015, the WKWU carried out about fifty projects acquainting more than 1,600 children with themes and researchers from Wageningen UR. The Wageningen UR Academic Support Services reached over five hundred lecturers through courses, workshops and educational development teams. The educational resources have since been accessed by thousands of teachers, both online and offline. In the Junior Consultancy Training talent programme, around 500 outstanding pupils worked on numerous social issues.

Table 2.14 *Impact of Science Hub and Academic Support Services*

Initiative	Target group	Number of pupils reached	Number of teachers reached	Number of WU employees involved	Total selection of teaching materials
Science Hub	Primary education	1,989	178	72	12
Science Hub and Academic Support Services	Secondary education (junior)	427	12	7	
Academic Support Services	Secondary education (senior)	871 (1,500 incl. Global Guests)	399	43 (50 incl. Global Guests)	203

With the assistance of public-private partnerships (PPPs), Wageningen UR provides a major contribution to lessons on nutrition and food in primary education. This is done through the Food Education Platform, the "Smaaklessen" (tasting lessons) school programme and the EU School Fruit

Scheme. In the 2014-2015 school year, about 341,000 primary school children and 1,942 secondary school children in the Netherlands were reached with these programmes through teaching materials, workshops for teachers, newsletters, online and offline activities and distribution of more than 21.8 million servings of fruits and vegetables.

Wageningen UR also participates in the Green Table - the partnership for green education. This is the successor of the Green Knowledge Cooperation (GKC).

2.6.5 Government policy and legislation

An important part of the research conducted at our institutes is commissioned by the Dutch and EU government. We carry out statutory research tasks in the areas of infectious animal diseases, food safety, economic information, fisheries management, genetic resources and nature. Our policy-supporting and scientific research forms the basis for government policy, rules and regulations in our domain - to protect the health of people and animals, to promote exports and preserve vibrant nature. Through these statutory research tasks and our policy-supporting research, we make a concrete contribution to society.

2.6.6 Co-creation and innovative capacity

An important component of Wageningen's knowledge valorisation is co-creation: the added value from research with stakeholders and other parties. In 2015, Wageningen UR conducted more than 100 new and ongoing projects and programmes funded by public-private partnerships (PPPs), especially by participating in the top sectors Agro & Food and Horticulture and Propagation Materials.

Wageningen UR also participated in various consortiums for the development of research, education and innovative business clusters at the regional level with the Food Valley region as a prime example. This concept was also used at the national level in order to connect the business community, Wageningen UR and other universities. One example is the BioSolarCells consortium.

Research projects with the business community often also lead to co-authored publications in academic journals and trade journals. (Table 2.15)

Table 2.15 Number of co-authored publications by Wageningen UR with partners within and outside of the academic world, worldwide

	2012	2013	2014	2015
Corporate (business community)	120	110	102	114
Academic	1,892	2,115	1,998	2,170
Government	628	690	606	603
Medical	36	28	34	36
Other	116	116	146	130
Total publications (co-authored & other)	2,111	2,334	2,195	2,365

Source: Scopus, Elsevier B.V. All rights reserved. SciVal ®

a) Publications per publication year. The previous annual reports listed the publications entered during the course of the year. This means numbers may deviate slightly from those previously reported.

Wageningen University's contract research (funded by the business community) totalled €18.4 million in 2015 (€19.2 million in 2014). €52.7 million of DLO's turnover consisted of contract research (€56.8 million in 2014).

Wageningen UR supports the creation of start-ups by students through the new Incubation Programme by StartLife, an entrepreneurial initiative. In this programme, support is provided to start-ups which work on technological innovations in Agri, Food and the Biobased Economy. After the successful completion of the programme they can take out a starter loan through StartLife. In 2015, nine start-ups were launched via the programme, with an additional three in the formation stage. A total of twenty start-ups joined the StartLife network in 2015, including one Wageningen UR spin-off.

2.6.6.1 Protection and Transfer of Intellectual Property

Wageningen University and the DLO Foundation protect their inventions by claiming intellectual property. For potential partners, this may be an important condition to start the development of an innovative product or technology. By granting patent licenses to potential market partners, knowledge can be broadly disseminated, leading to more innovations. Wageningen UR has 142 patent applications in its portfolio, 54 of which have been granted. In 2015, nineteen new patents were filed (Table 2.16).

Table 2.16 Number of new patents for Wageningen UR

	2012	2013	2014	2015
Total number of patent applications	18	21	17	19

Our policy is aimed at granting patent licenses as much as possible to potential market partners so that knowledge can be disseminated as widely as possible, thereby, leading to innovations. This involves a process of searching for partners willing to make use of the patent within the first thirty months following the patent application.

In 2015, a study was commissioned by the Minister of Economic Affairs into the current situation regarding the use of patent applications of the TO2 institutions. The study showed that for the patent applications older than thirty months, 92% are used through licenses, spin-offs, or public-private research projects. Of the other 8%, the DLO Foundation covers the risk and costs itself, mostly because there is a potential partner in sight. The knowledge is also publicly disseminated.

In some cases, knowledge is applied through the transfer of the intellectual property to researchers who wish to start a business (spin-off). Among other things by taking part in the StartLife entrepreneurial initiative, we encourage and support these start-ups. Visit the [knowledge valorisation website](#) for an overview of all the Wageningen UR spin-offs.

2.6.7 Access to our knowledge and research facilities

The results of publicly funded research can be accessed through the library [Kenniss Online](#), METIS and other online databases as well as through a large number of specialised websites. The Wageningen UR website offers various theme-oriented files, including one for activities in the area of [knowledge transfer](#).

In addition, research results are not only made available for the general public through theme days (for example the Westmaas potato event with 6,000 participants), business cafés, professional networks and lectures on campus in Wageningen and throughout the Food Valley, but also through regional “hotspots” such as the Southwest Delta, the Dairy Campus in North Netherlands and the Greenports. In 2015, Wageningen UR contributed to a rich variety of public events. Some examples: an exhibition in Museum Boerhaave on food innovations since 1900 (100,000 visitors); the Food Battle, an online effort against food waste in collaboration with Voedingscentrum, Milieu Centraal, the Ministry of Infrastructure and the Environment, the Ministry of Economic Affairs, RVO, the Municipality of Wageningen (2,000 participants); a Twitter masterclass on Climate Smart Agriculture, a debate on climate and agriculture, prior to COP21 with 80 participants and 31,000 views.

The [collaboration](#) web portal makes the knowledge of Wageningen UR accessible to entrepreneurs, the business community and government bodies. In this way, organisations who wish to collaborate with Wageningen UR are easily and quickly referred to the right expert within the organisation.

Wageningen UR offers access to state-of-the-art research facilities both to its own research groups as well as to companies and institutions in the agro-food sector and in the Food Valley. This is done through the Centre for Advanced Technology AgroFood (CAT-AgroFood). Since Wageningen UR is

making significant investments in new equipment within this portfolio, new devices are constantly being added which have only recently and hardly begun to be used.

Table 2.17 Usage rate of the equipment portfolio of CAT-AgroFood in percentages

	2012	2013	2014	2015
Average use (%) ^{a)}	73	76	74	78
From external users (%)	24	36	36	39

a) based on 1,200 hours / 150 days per year

In addition to CAT-AgroFood equipment, there are various other research facilities at Wageningen UR, such as Algae Parc, Dairy Campus, the Swine Innovation Centre (VIC), experimental dairy farm De Marke, Carus, the Central Veterinary Institute, Unifarm, the greenhouse facilities in Bleiswijk and the PPO AGV experimental facilities, RIKILT, NMR, and Modutech.

2.6.8 Wageningen UR knowledge valorisation indicators

In 2014, a vision was developed for the professionalisation of the activities of Wageningen UR in the area of knowledge valorisation. In addition, the outline agreement between the VSNU and the State Secretary of Education, Culture and Science (OC&W) states that the universities will publish a set of indicators in 2016 in order to enable the efforts and results of universities in the area of knowledge valorisation to be better measured and more visible. Wageningen UR has assigned the Executive Board with the task of formulating these knowledge valorisation indicators as part of their mandate to develop a set of indicators both for Wageningen University and the DLO Foundation. These indicators can be found in Appendix 5.

To date, the Ministry of Economic Affairs conducted an annual survey amongst the commissioning parties of the publicly funded research at DLO to get an idea of the level of satisfaction and the extent to which the research findings have been put to good use. Starting in 2016, Wageningen UR will conduct an annual assessment of customer satisfaction levels and knowledge utilisation of all its DLO research, not limiting itself to government funded research. The results of this assessment will be included in the Annual Report.

2.6.9 Outlook

Society is increasingly demanding answers to questions regarding the legitimacy of public spending in the area of research and demanding that these scientific insights be translated into innovative applications. Value creation or knowledge valorisation is a continual process involving many stakeholders, such as the government, the business community, entrepreneurs, regions and societal organisations, with Wageningen UR as the knowledge supplier at the beginning of the process.

The insights resulting from monitoring our output through the use of knowledge valorisation indicators will be linked with our internal need to improve the efficiency of our knowledge valorisation process and infrastructure.

In the coming period we will work to support initiatives by the OC&W and the Ministry of Economic Affairs in the area of knowledge valorisation at the national level, for instance through VSNU and the TO2 federation. We will pay special attention to strengthening entrepreneurship-oriented education, including through a Wageningen Centre of Entrepreneurship with which we hope to enhance the entrepreneurial skills of our students and employees.

We want to better scout and track the innovative ideas of our research, to enable us to make better use of potentially marketable findings through partnerships with the business community, entrepreneurs and investors. Meanwhile, we will continue to invest in existing knowledge valorisation activities with which Wageningen UR is already making a significant contribution to societal knowledge needs, including the expansion of and access to our campus for businesses and entrepreneurs.

2.7 Employees

2.7.1 Human Resources in Strategic Planning

Wageningen UR's Human Resource policy is inextricably connected to the organisation's ambition to offer top education and conduct top research in the domain of "Healthy Food and Living Environment", thus making an important contribution to major social challenges. This ambition can only be realised if the quality of both employees and management remain aligned with it. Supporting and promoting this process is and will remain an important objective of Human Resources (HR) and is a continual process. Based on the "One Wageningen" concept, HR contributes to the promotion of collaboration and internal mobility.

Against this backdrop, Wageningen UR's HR policy for 2015 is primarily focused on:

- sustainable employability/vitality
- talent and leadership development
- gender balance and diversity
- internationalisation

2.7.1.1 Sustainable Employability

Sustainable employability involves both the employee's vitality and work capacity. The organisation formulates clear expectations in terms of results and the desired development and supports employees in achieving this, if possible. In addition, greater mutual cooperation is seen as an opportunity to bring about more effective change. Sustainable employability involves vitality, work capacity and employability. Every employee is primarily responsible for this as he/she also has the most influence on this.

Different programmes have been developed at Wageningen UR in the area of sustainable employability, which are primarily aimed at developing competencies and/or supporting career development.

Digital test subject

Until recently, laboratory animals, such as mice, were used to determine the toxicity of a substance for the human body or isolated tissue cells in instances when the results cannot be directly applied to humans. Wageningen researchers have now developed a digital test subject. This computer model can predict the effect of a substance on all humans. This makes it possible to more rapidly determine whether a new promising medicine is safe. Plus, the model makes the use of laboratory animals unnecessary.

The organisation's training programme budget is equivalent to 2% of the wage costs. Just over half the training programme budget was spent in 2015. Courses usually take place during working hours. Specific programmes have also been developed in the area of leadership and talent development, including the University Teaching Qualification

(UTQ), which have not yet been included in this training programme budget. In addition to the regular training courses and programmes, a large professionalisation programme was launched in 2015 at one of the sciences groups in order to fully support staff in which a training plan was developed in relation to the reorganisation process to enable more than eighty employees to boost their sustainable employability.

2.7.1.2 P&D interviews

The Performance & Development interview focuses, among other things, on the employee's development, both in the current position and future career. The training wishes from the perspective of the employer and employee are also a fixed component of the P&D interview.

The current digital registration shows that in 2015, P&D interviews were held with around 73% of employees.

2.7.1.3 Talent and leadership development

Tenure Track, the career policy for academic staff, offers academics career perspectives in which academic staff can grow from an Assistant Professor 2 (UD2) position into a personal professorship within 12 years. The Tenure Track development programme supports the career policy through development assessments and a course programme designed especially for this target group. Wageningen UR employed 208 employees in Tenure Track at the end of 2015. More statistics on the number of employees in Tenure Track per job profile, including the gender ratio can be found in the [Wageningen UR Corporate Social Responsibility Report 2015](#) (in Dutch: Sociaal Jaarverslag 2015).

In addition, in 2015 a specific group of academic staff was given the one-time opportunity to opt for an Associate Professor (personal chair) (UHD) position. This resulted in 32 personal UHD appointments.

One of the priority areas from the Strategic Plan 2015-2018 that received considerable attention in 2015 concerns leadership development. This focus is especially apparent in the Talent Development programmes. By means of three leadership values that are decisive for Wageningen UR, the master plan Management Development (MD 3.0) was carried out. These values are:

- vision (develop and disseminate)
- connection (with people, market and environment)
- result-orientation

The programme *Welcome to Management* offers employees space to familiarise themselves with leadership within Wageningen UR and to further develop their skills in this area.

In November 2015 a leadership meeting was held with 100 “change leaders” from Wageningen UR. This day facilitated the forging of connections, the exchange of experiences, learning from others and inspiration. The central question was which form of leadership we need as an organisation to strengthen the desired culture of cooperation and knowledge sharing and how to put this into practice. The outcomes of this day are being developed further in the following focus areas: Account Management, Improving Internal Cooperation and Mobility & Diversity of Employees.

Finally, in 2015, the Project Management courses (Essentials, Advanced and Advance Plus) also contributed to improving the professionalisation of the implementation of projects and programmes.

No training course and programme details are included in the Wageningen UR Corporate Social Responsibility Report, as no digital registration has yet taken place (other than with the personal files) for all the training courses and programmes. The exception to this rule is the degree programme focused on earning the University Teaching Qualification (UTQ), which is mandatory for all academic employees.

2.7.1.4 Gender balance and diversity

Various studies show that teams with a mixed composition perform better. The Wageningen UR Action Plan for Gender Balance aims to better support female talent, promote the advancement of women to top positions in the organisation and thus improve Wageningen UR's quality. In 2015, the plan was set in motion with the *Grab your chance* meeting in Impulse. *Awareness workshops* in the area of diversity and gender were held for professors, managers, employees and HR advisors of the DLO Foundation, with a focus on identifying and combating unconscious prejudices. Approximately 180 employees have already taken part in this.

The mentoring programme which started in 2014 was further expanded and there are currently around thirty *mentees* with a mentor. Many mentors are available so there is a wide range of choice for forming fitting pairs. At the start of their mentorship, the mentors receive training for the role they will play. The experiences from the pilot year will be directly used to improve the selection process and execution of the programmes.

At the DLO Foundation, the percentage of female managers is 31.1%, while for Wageningen University this percentage is 23.1%. For more information on the male/female ratio in the various job categories,

salary scales and management positions, please refer to the [Wageningen UR Corporate Social Responsibility Report 2015](#).

Another activity aimed at diversity involves the recruitment of more international employees. Also see Section 2.7.1.5 Internationalisation.

In 2015, a start was made with the implementation of the Participation Act, aimed at employing people with a work or labour market disability.

2.7.1.5 Internationalisation

Wageningen UR's ambition is to be the leading knowledge institute in Europe in the domain of "healthy food and living environment" by 2020 and a leading partner worldwide. This means, among other things, that employees will be posted abroad and vice versa. A great deal of attention within the organisation is already dedicated to supporting employees who join us from abroad. 2015 saw a great deal of time and energy devoted to supporting employees in their deployment abroad. This is currently arranged through the Expat Center Food Valley.

2.7.2 Scientific Integrity

Society must be able to trust that the results of our work are generated and published independently and with integrity. Wageningen UR has therefore adopted a number of core principles – in the form of codes, regulations and agreements – to ensure the integrity of individual employees and the organisation as a whole.

These are:

- the Wageningen Code of Conduct for Scientific Practice. This is based on the Netherlands Code of Conduct for Scientific Practice from the Association of Universities in the Netherlands (VSNU) and is applicable to all academic staff at Wageningen UR.
- the Wageningen UR regulations for secondary employment activities (*Regeling Nevenwerkzaamheden Wageningen UR*). According to these regulations, employees are required to ask their employer for permission in advance to carry out secondary employment activities. It is important both for Wageningen UR and for potential clients to have insight into any secondary employment activities in order to prevent a conflict of interest. The approved secondary employment activities can be found at [we@wur](#).
- the Network Regulations. These regulations provide guidelines and principles to students and staff for the correct operational use of Wageningen UR's digital network. The rules pertaining to supervision and control are also explained here.

Employees are required to familiarise themselves with these principles and verify this by signing their appointment letter or their employment contract.

2.7.3 Recruitment and Selection

The recruitment and selection procedure of Wageningen UR applies to all employees of Wageningen UR and the DLO Foundation. The following principles are applicable:

- The code established by the Dutch Association for Personnel Management & Organisation Development is applicable.
- Vacancies are first made available to priority candidates such as transfer candidates and those with a long-term disability; if the candidate is a good fit, he/she will be appointed.
- Thereafter, internal candidates (including staff working on a "loan basis") have a priority position over external candidates on the basis of the recruitment and selection process.

Multiple channels are used to recruit for senior management positions and vacancies are communicated through different media. Selection sometimes takes place with the help of a specialised recruitment office. Then, a shortlist of potential candidates is often drawn up for each vacancy. These candidates are then actively approached.

Wageningen UR does not specifically recruit staff from the region. The qualities and talents of the employee is decisive in recruitment. Thus, employees are not only recruited from within the

Netherlands but also internationally, especially when it comes to research positions. Many settle in the Wageningen region afterwards. Due to the international character of Wageningen UR, only the nationality of the candidates is registered and not the region they are from. At the end of 2015, the percentage of non-Dutch employees at Wageningen UR was 12.3%. This percentage was 19% at Wageningen University and 5% at the DLO Foundation.

2.7.4 Employment Conditions

The Collective Labour Agreements for Dutch Universities (CAO-NU) is valid from 1 January 2014 until 1 July 2016. The salary increase for Wageningen University staff was 2% on 1 January 2015 and 1% on 1 January 2016. In addition, a national wage agreement was concluded that resulted in Wageningen University employees receiving a wage increase of 1.25% on 1 September 2015 and a one-time bonus of €500 (on the basis of a full-time employment) at the end of December 2015. Many of the measures in the CAO were aimed at promoting sustainable employability and reducing the number of employees hired through temporary employment contracts. The maximum duration of temporary employment will also be limited from 1 July 2016 onwards, which is largely in line with the work and security act (*Wet werk en zekerheid*).

DLO's CAO ran until 1 April 2013, after which it was extended unchanged. In November 2015, an agreement was signed on a CAO valid from 1 November 2015 until 1 July 2016. On the basis of this negotiating agreement a lump sum payment was made in December 2015 equal to 1.5% of the salary for 2015. Furthermore, a salary increase of 1.5% was agreed upon on 1 January 2016. An important item in the new agreement contains the agreements on "work-to-work" (*Van Werk naar Werk*) programmes which, by anticipating changes in the organisation in a timely fashion, can prevent reorganisations.

The remuneration of senior executives is in line with the Standard Remuneration Act for Public and Semi-public Sector Senior Officials (WNT). For statistics regarding classification of salary scales and job categories, please refer to the [Wageningen UR Corporate Social Responsibility Report 2015](#).

2.7.5 Health and Wellbeing

2.7.5.1 Healthy Lifestyle and Monitoring Absenteeism

Wageningen UR addresses the policies in the area of health and welfare integrally from the disciplines of Industrial Medicine, Corporate Social Work, Labour and Organisational Sciences and Human Resources. These disciplines thus actively contribute to promoting a healthy lifestyle amongst employees. For instance, various courses are offered annually to employees in this area, such as yoga, fitness and mindfulness and many employees make use of these. There is also a great deal of interest for the programme MyBalance. This programme offers insight into the personal physical and mental condition of employees and provides steps for possible improvement.

Requests for assistance from staff often have to do with work stress and nervous exhaustion and how to recognise and prevent it. A timely and appropriate approach can often prevent sick leave.

In the context of such preventative measures, Corporate Social Work (CSW) places a great deal of focus on the prevention of work-related stress and the promotion of effective coping strategies. As in previous years, in 2015 a large number of workshops and/or lectures were given by CSW. The workshops are always organised on request and customised to individual/group needs.

In addition to CSW, Wageningen UR also has the confidential counsellors for undesirable behaviour, to whom employees and students can turn with questions regarding undesirable behaviour. The confidential counsellors can also provide help with navigating the complaints procedure. The confidential counsellors are almost always able to prevent a complaints procedure.

Despite the prevention-oriented policy, there will always be some sick leave. For this, effective absenteeism guidance will still be needed. It is essential that the employer remains in contact with the sick employee throughout the period of absence and that both of them do everything in their power to achieve a swift return to the workplace.

Finally, special attention should be given to the health risks of employees who are posted abroad. They will be given the necessary preventative vaccinations and, in consultation with organisations such as the Vaccination Centre, follow-up care will also be provided upon their return to the Netherlands.

2.7.5.2 Sick leave

The sick leave rate at Wageningen UR (including long-term sick leave) remained well below 4% in 2015. However, this percentage did increase at DLO by 0.4 percentage points to 3.7%. Wageningen University's rate fell by the same amount to 2.6%.

For more information on the sick leave rates, please refer to the [Wageningen UR Corporate Social Responsibility Report 2015](#).

2.7.5.3 Periodic Occupational Health Examinations and Risk Assessments and Evaluations

Adverse health effects as a result of or related to work should be avoided as much as possible. Risk assessments and evaluations (RI&E's) offer insight into actions which can prevent exposure to risk factors. In a number of positions at Wageningen UR, it is useful to periodically perform medical checks on affected employees or provide vaccinations. Where necessary, this is compulsory at Wageningen UR. If an employee is unable to comply with this (for example due to his religion), the work activities in question will not be able to be carried out by this employee. Wageningen UR has also developed a policy for periodic occupational health examinations (PAGO). Finally, Wageningen UR uses the Occupational Health and Safety (Arbo) catalogue in collaboration with VSNU.

2.7.6 Employee participational structure

Employees of Wageningen University and the DLO Foundation are represented in decentralised work councils, the Central Works Council (COR) and the Student Staff Council (GV). Important topics on the agenda in 2015 were: the Strategic Plan for the 2015-2018 period and its implementation, the design and execution of the right of consent granted by the government to the participational structure based on the general outline of the budget of Wageningen University, the consequences of the growth of the university for students and employees, the regulations on undesirable behaviour (*Klachtenregeling ongewenste omgangsvormen*) and the collaboration with other TO2 institutions. In the consultation with the management, the participational structure addressed various topics for which input had been requested from the represented employees. In the constructive dialogue between the management and the central participational structure, viewpoints were exchanged resulting in the tightening of policies, among other things.

2.7.7 Complaints and Appeals

2.7.7.1 Wageningen UR

Wageningen UR's Scientific Integrity Committee received no new complaints in 2015. One of the outstanding complaints was referred back to the committee by the Executive Board. In response, the committee issued a revised recommendation regarding this complaint to the Executive Board. The term for appealing to the Netherlands Board on Scientific Integrity (LOWI) will continue on into 2016. In addition, the Executive Board dealt with a complaint for which the Scientific Integrity Committee had offered a recommendation in 2014, but whose appeal deadline with LOWI ran on into 2015. This complaint was declared unfounded.

2.7.7.2 Wageningen University

The Wageningen University Advisory Committee on Appeals and Objections (AWB Chapters 6 and 7, CAO-NU) received six new appeals in 2015. Two appeals were declared unfounded, one was deemed inadmissible, while one case was settled. Two cases are still pending a decision. In addition, two appeals procedures which were started in 2014 were resolved in 2015. One of these was declared unfounded and one inadmissible.

Of the three appeals started in 2014 and concluded in 2015, two were declared unfounded and one founded. Three appeals were brought forward in 2015. One of these cases is still pending, one was settled/withdrawn and one was declared unfounded.

No complaints were filed to the VSNU Complaints Committee for Job Ranking.

2.7.7.3 DLO Research Foundation

In 2015, one complaint was submitted to DLO's Complaints Committee for Individual Grievances (Klachtencommissie Individueel Klachtrecht) (CAO-DLO), which was settled. In 2015, one case from 2014 was declared unfounded.

No complaints were submitted to the Complaints Committee for Job Ranking of the DLO Foundation in 2015.

2.8 Operational Management

2.8.1 Application roll-out and process optimisation

In 2015, much attention was given to the follow-up of the new financial information system which was introduced at the start of 2015. The introduction of that system went smoothly. In addition, the first steps were taken towards an integrated information platform, in which different systems are linked to the financial information system, including the project management and staff management system. Furthermore, the time registration system developed at DLO was rolled out at Wageningen University at the start of 2015. Work was also carried out on the development of the new student information system (WISE). The official date for the introduction of the new system is planned for the first half of 2016.

Finally, the priority area "learning from best practices in operational management" resulted in the increased user-friendliness of various systems, including those used for leave registration and declaring expenses. This priority area for 2015 had been identified in order to achieve the objectives in the Strategic Plan for 2015-2018.

2.8.2 Campus Development

In 2015, work continued on the realisation of the objectives of the Wageningen Campus Strategy. Plus Ultra had its official opening in late 2015. This building provides a location for start-up and/or smaller knowledge-intensive businesses. Plus Ultra offers these businesses excellent facilities such as laboratories, office and meeting rooms and a technology space. 2015 saw the start of the construction of the Campus Plaza: a building with more than 400 living units for students, shopping and catering facilities, and a child day care centre. The opening is planned for the third quarter of 2016.

Wageningen UR has been collaborating with parties like OostNV, the Food Valley region, the FoodValley.NL foundation, and the Netherlands Foreign Investment Agency of the Ministry of Economic Affairs, in order to realise the envisioned thriving activity for the campus and surroundings. This also involves collaboration with the Business&Science Park Wageningen as part of [Wageningen Campus](#). Together with the Municipalities of Wageningen and Ede we strive to develop the Knowledge Hub - the knowledge core of the Food Valley region - into an attractive location for businesses and organisations. In the area of entrepreneurship, various activities were organised by the StartHub student incubator. StartLife has been working to improve the environment for start-ups, the StartLife Incubation Programme was successfully implemented, and partnerships have been forged in preparation for the [F&A next](#) event in the StartUp Delta Week in May 2016.

To promote interaction, encounters and cooperation, various adjustments were made to the campus landscape in the autumn of 2015. For example, on the south side of the Forum education building, a square was constructed where activities could be organised and an amphitheatre was built near Impulse where lectures and performances can take place in the open air. [The Field](#) was constructed on the west side of the campus: a space for informative and innovative land-based projects related to the knowledge domain of Wageningen UR. Finally, as part of the redesign of the landscape, the infrastructure was adapted to the current needs, the growing student numbers and the increased bustle and activity.

The improved accessibility of the campus is a focus area due to its increased use. Wageningen UR, together with important stakeholders such as the Municipality of Wageningen and the Province of Gelderland, strives to find good short-term and long-term solutions.

Test for organic coffee

It is impossible for consumers to distinguish between regular and organic coffee. But organic coffee costs more, making it an attractive target for fraudsters. Wageningen UR researchers developed a test that can distinguish between regular and organic coffee. The test enables authorities to rapidly and efficiently detect fraudulent practices, so consumers can rest assured they are drinking organic coffee. Similar technologies have now been developed for organic eggs, horse meat, fruit juices and chocolate.

2.8.3 Safety and Environment

Wageningen UR's ambition to fully integrate and implement sustainability throughout its operational management is also the central theme for the focus areas of safety and environment.

2.8.3.1 Safety

Wageningen UR's activities in the field of education, research and operational management entail certain risks. These risks mean that permits are required and that each year, the different risk assessments and evaluations must be reviewed to ascertain whether they are up-to-date.

At Wageningen UR, we always strive for optimal working conditions. Part of this is protecting the health and safety of students and staff and ensuring their welfare as much as possible. This is the basis of Wageningen UR's Health and Safety Catalogue, which is derived from the catalogue of the same name from the VSNU. The most recent issue applies to both Wageningen UR and DLO.

Parts of the Health and Safety Catalogue for Universities in the Netherlands were translated into policies for Wageningen UR, namely in-house emergency services, risk assessments and evaluations, hazardous materials, and information, instruction and supervision (VO&T). In 2015, the theme Arm, Neck and Shoulder Complaints (KANS) was applied to the situation at Wageningen UR and the development of e-learning modules on work and study safety in the context of VO&T was begun. In the coming years, Wageningen UR will prepare their own versions of the VSNU sections on animal allergies and machine safety (*Proefdierallergie en Machineveiligheid*) from the VSNU Arbo Catalogue.

2.8.3.2 Environment

Wageningen UR publishes an [Annual Environmental Report](#), which provides insight into the environmental policies and activities pursued by the organisation. With this, Wageningen UR meets the requirements of various environmental licenses. The relevant results are summarised in Table 2.18.

Table 2.18 Summary of the environmental results of operational management

Component/Issue	Objective	Achieved in 2015
(1) CO ₂ footprint	Reduction relative to 2010	- -40%
CO ₂ compensation footprint	Increase relative to 2010	83%
Climate neutrality		111%
(2) Energy	2.0% reduction per year	-3.4%
	Sustainable Procurement	100% ^{a)}
	Generating wind energy	77.5 million kWh
(3) Waste	Reduction relative to 2014	- -5%

a) Purchase of certiq registered wind energy

(1) The CO₂ footprint is calculated annually. The analysis was done in accordance with ISO 14064-1, based on the Greenhouse Gas Protocol. The CO₂ performance ladder was applied to the analyses. The CO₂ footprint was audited by an independent consultant.

The footprint offers more insight into direct and indirect dangerous gas emissions, coolant leakage, and livestock and land use. The footprint has made Wageningen UR aware of its CO₂ emissions and of what can be done to reduce and compensate for them. Under the coordination of the occupational health and environment divisions, priority areas were identified for each sciences group and measures were taken to further reduce CO₂ emissions.

The results regarding the CO₂ footprint are shown in Figure 2.7. The analysis shows that in 2015 the CO₂ emissions were reduced and the CO₂ compensation increased compared to the 2010 reference year. In 2015, CO₂ compensation was 11% of the emissions.

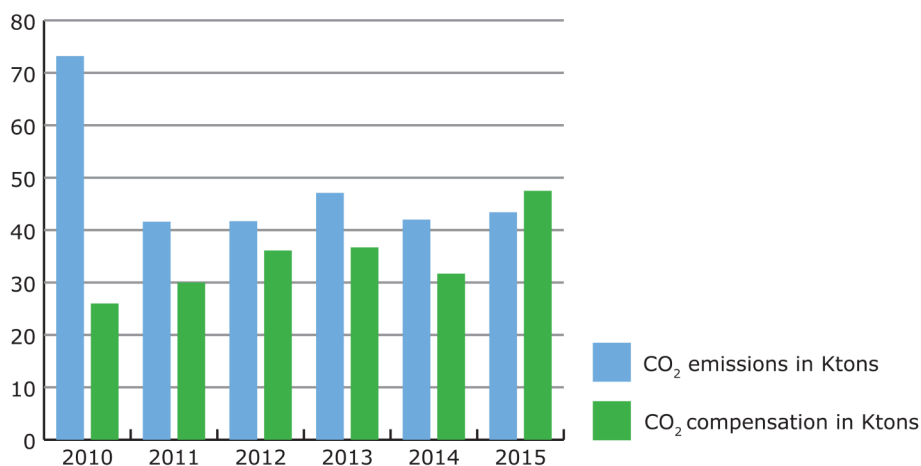


Figure 2.7 Development of CO₂ emissions and CO₂ compensation in ktonnes, 2010-2015

The sources that contribute most to greenhouse gas emissions are the buildings (especially natural gas, 31%), airplane kilometres for business travel (18%), commuting (17%) and agricultural land (12%). The footprint increased slightly compared to 2014. Causes are the further fine-tuning of the collected data and the use of updated CO₂ emission factors for 2015. There was also a small increase in the consumption of natural gas to heat buildings, more surface area was used as agricultural land and there was an increase in cattle. While the amount of airplane kilometres for business travel by employees was reduced, the flights of course participants and students booked through Wageningen UR were included in the CO₂ calculation in 2015. Wageningen UR has obtained Guarantees of Origin for its green energy since 2011.

Wageningen UR compensates its CO₂ emissions by generating its own wind and solar energy through thermal energy storage systems at Wageningen Campus and through the use of biomass. The CO₂ compensation footprint in 2015 came to 48.8 ktonnes of CO₂. This constitutes 109% of the total footprint of 44.8 ktonnes of CO₂. The increase compared to 2014 is caused in part by a significantly higher yield of wind energy and compensated flight kilometres (Figure 2.7). The compensation footprint is also more favourable due to the use of current CO₂ conversion factors (see www.co2emissiefactoren.nl). The conversion factors for sustainable energy were adjusted downwards, while those for grey energy were raised (from 0.440 to 0.526 kg CO₂).

(2) Wageningen UR conforms to the long-term energy efficiency agreement for universities (*Meerjarenspraak 3 - MJA3*). Within this context, we are required to adhere to various components such as the use of renewable energy and achieving a 30% improvement in energy efficiency in the 2005-2020 period, or a 2% energy reduction per year. In 2014, the Wageningen UR Energy Vision for 2030 was drafted. This aims for a secure, affordable and, most importantly, sustainable energy supply.

As a result of the energy management incentive, in which the Wageningen UR divisions are responsible for their own energy budget, the insight into energy consumption has improved in recent years. Better insights result in the possibility for targeted energy savings. In 2015, to further encourage energy savings, the Energy Management Steering Committee and the Sustainability Group formulated a number of proposals for energy-saving measures.

The direct and indirect energy consumption of the buildings and activities of Wageningen UR is continuously measured. The overall consumption is shown in Table 2.19.

Table 2.19 Direct and indirect energy consumption by Wageningen UR

Energy consumption Wageningen UR	Base year 2005	2012	2013	2014	2015
Electricity (kWh)	59,581,768	59,785,905	59,190,720	57,129,458	55,660,591
Natural gas (Nm ³)	11,031,812	8,324,624	7,985,127	6,273,363	6,503,170
Electricity and natural gas (GJ)	886,033	801,547	785,446	712,717	706,771
CO ₂ (tonnes)	53,598	15,809	15,192	12,095	11,650
CO ₂ as a percentage of 2005		29	28	23	22
Annual energy reduction (%)		0.7	4.5	4.2	3.4

In 2015, Wageningen UR achieved a 3.4% energy reduction compared to 2014. This includes a correction for climate influences on cooling and heating. Without this correction the reduction would be 0.8%. This means the MJA3 objective was also met in 2015, despite the increased student numbers. This saving was achieved, inter alia, through a more efficient use of existing new buildings. The energy consumption of buildings that are no longer in use or only partially in use was reduced to a minimum. The thermal energy storage system was also expanded and more energy-efficient cooling systems were installed in multiple buildings. Existing heat pumps were used more efficiently and the usage of excess heat was increased. Also, the proportion of LED lighting is increasing and climate regulations have been further optimised.

With the energy savings achieved and the procurement of 100% green wind energy (with Guarantees of Origin), CO₂ emissions have been reduced by 78% in comparison to the 2005 base year, as Table 2.19 shows. Wageningen UR owns wind turbines in Lelystad. In 2015, these produced over 77.5 million kWh of sustainable energy. This is significantly higher than Wageningen UR's own energy consumption.

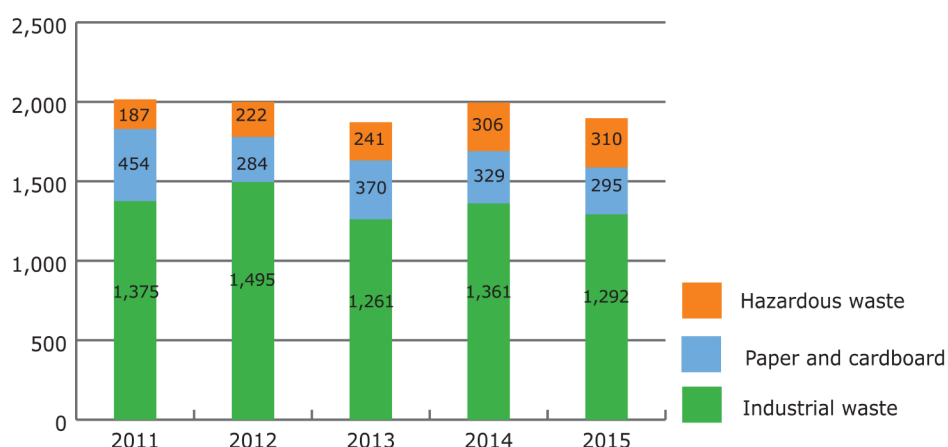


Figure 2.8 Amount of waste produced in tonnes, 2011-2015

(3) Wageningen UR has three main waste streams: industrial, paper and hazardous waste. In recent years, better insight was gained primarily into discharged waste volumes. Virtually all 28 locations in the Netherlands now provide waste figures. 2015 saw the continued increase in the

number of locations where waste is weighed instead of calculated on the basis of discharged volumes. Waste volumes in 2015 were reduced by 100 tonnes, or 5% (Figure 2.8).

Table 2.20 Waste streams in 2011-2015

Waste Wageningen UR	2011	2012	2013	2014	2015
Paper and cardboard (tonnes)	454	284	370	329	295
Industrial waste (tonnes)	1,375	1,495	1,261	1,361	1,292
Hazardous waste (tonnes)	187	222	241	306	310
Separation percentage (%)	39	37	46	54	52
Annual energy reduction (%)	--	-1%	-6%	+7%	-5%

The decrease in industrial waste volumes in 2015 were caused primarily by a decrease in renovation activities, which is why the amount of discharged construction and demolition waste (-102 tonnes) fell sharply. In addition, the amount of residual waste decreased by 33 tonnes. The reduction in paper waste is a clear consequence of more and more work being done digitally. Hazardous waste volumes decreased by four tonnes as in 2015 more insight was gained into the discharged amounts of sludge, grease and oil/water/sludge mixtures from sewage drains, grease catchers, sand catchers and oil/petrol separators (+31 tonnes).

We were able to separate waste more efficiently, so that large quantities of raw materials could be efficiently reclaimed for future use. In 2015, 52% of the waste was separated before disposal. In the new education building Forum, where sixteen waste streams are differentiated, the percentage was as high as 77%.

2.8.4 Procurement Policy and Supply Chain Responsibility

Wageningen UR complies with all relevant laws and regulations in the area of procurement and adheres to the principles of Proportionality, Objectivity, Non-discrimination and Transparency. In order to perform our procurement tasks responsibly, the integrity of the purchasers must be beyond repute. For this purpose, the [NEVI Code of Conduct](#), which respects the regulations of the United Nations on human rights and the rights of children, is integral as a starting point. This code serves as a test for assessing the behaviour of purchasers. The most recent Algemene Rijksinkoopvoorwaarden voor diensten (ARVODI – general Netherlands conditions for purchasing services), Algemene Rijksinkoopvoorwaarden (ARIV – general Netherlands purchasing conditions), and the Uniform Administrative Conditions for work contracts and technical installations (UAV) are, in principle, applicable to all service contracts and outsourced work projects.

In addition to the existing laws and regulations, Wageningen UR also upholds its own [Procurement Policy](#). The objective of this is for all controllable expenditures to take place lawfully, efficiently and effectively, in accordance with our core values. As much as possible we follow the sustainability criteria of the Netherlands Enterprise Agency (RVO). In addition to these criteria, additional sustainability criteria are considered for each contract and upheld where possible. This can include consulting the sustainability panel consisting of employees and students.

The policies and procedures for procurement are determined by the Executive Board. The results are discussed regularly with the directors of operational management and the responsible member of the Executive Board. Additionally, the sustainability scan tests how sustainable our procurement was for each year. In 2015, the Purchasing Department developed a tool for socially responsible procurement (MVI) together with Utrecht University. The MVI-growth model aims to measure MVI-related efforts and to achieve a higher CSR awareness throughout the organisation.

In 2015, a total of 31 procurement projects were completed with a total value of €52.2 million. For the procurement projects where the sustainability criteria of the Netherlands Enterprise Agency applied, Wageningen UR conducted 100% of its procurements sustainably. The Wageningen UR [Environmental Report](#) presents all the procurement figures and supply chain responsibility results.

2.8.5 Unbundling Van Hall Larenstein (VHL)

In the summer of 2015, following the termination of the VHL-Wageningen UR partnership in 2013, the degree programmes of VHL University of Applied Sciences were relocated from the Forum Building to their own location in Velp. The unbundling of location support services was also completed during this period. The unbundling of the IT services was primarily carried out in late 2015. The telephony services will be terminated as of 1 April 2016. With this last step, the operational unbundling of VHL University of Applied Sciences and Wageningen UR will be completed.

2.9 Compliance

2.9.1 Governance

Wageningen University and the DLO Foundation operate as separate legal entities under the name Wageningen UR. In terms of administration, collaboration has been shaped by a governance union: the Executive Boards of Wageningen University and DLO consist of the same individuals. This is intended to guarantee maximum administrative unity is achieved between the university and the DLO research institutes. The Executive Boards and Supervisory Boards of Wageningen University and DLO are also the Executive Board and Supervisory Board of Wageningen UR.

The Executive Board is responsible for the administration of the university and the research institutes and is accountable to the Supervisory Board. The Executive Board determines the vision and the resulting strategy and objectives and receives advice regarding this from the Board of Directors, composed of the managing directors of the five sciences groups.

The participational structure is an important partner in policy formation for the Executive Board and the managing directors of the organisational units. Each sciences group has a joint works council for employees of Wageningen University and the DLO Foundation who work within the sciences groups. Additionally, Wageningen UR and DLO also have separate Works Councils for IMARES, RIKILT, Corporate Staff and Facilities and Services. From these Works Councils, a Central Employees Council (COR) has been formed in which members hold seats elected by and from among the members of the Works Councils. The Student Council (SR) and the Joint Works Council (GV) are participational bodies of the university. The GV consists of members of the Central Employees Council, supplemented with two directly elected employees, two directly elected PhD candidates and members of the SR. Students and staff have an equal number of votes in the GV.

The COR and GV work together within the WUR Council. The consultation meetings between the Executive Board and the Central Participational Body take place in the WUR Council and the SR. The WUR Council does not have any authority, however, as these remain with the COR and GV.

Wageningen UR strives to ensure complete transparency regarding the governance of the organisation, behaviour and mutual rights and obligations. This is expressed in Wageningen UR's [Corporate Governance Code](#), comprised of the most appropriate principles from the Code of Good Governance for Universities 2013 and the Dutch Corporate Governance Code. This transparency is also demonstrated through the [Administrative and Management Regulations](#), the [Netherlands Code of Conduct for Scientific Practice](#), the [Wageningen UR Integrity Code](#), the [Wageningen UR research positioning statement](#), the [Guidelines for working in a multicultural setting](#), the [Wageningen UR Whistleblower Regulations](#), the [Code for Transparency in Animal Testing](#) (in Dutch) and various complaints regulations.

2.9.2 Risk Management and Internal Control

2.9.2.1 Risks of Strategic Objectives

Wageningen UR has laid out its strategic objectives in the Strategic Plan for 2015-2018. Annually, the progress of the five most important developments are reported on through the use of critical performance indicators. This list is supplemented with some indicators that reflect the organisation's performance across the entire organisation. In order to realise the ambitions from the Strategic Plan,

an implementation plan is prepared each year in which a number of priority areas are highlighted. The progress of these are monitored throughout the year.

The main strategic risks facing the organisational units are discussed in the quarterly meetings between the managing directors and the Executive Board.

Furthermore, multi-year projections for Wageningen University are formulated and shared with the Supervisory Board. These give an indication of the risks associated with the growth in student numbers and support decisions for large investments such as the Strategic Construction Plan as well as the formulation of the new Strategic Plan.

The declining volume of commissions from the Ministry of Economic Affairs is forcing the DLO institutes to secure new funding sources. This has resulted in greater acquisition efforts but has also led to projects with less favourable conditions being accepted, for instance with lower rates and the requirement for supplementary co-funding. A positive result can only still be achieved if there is a sufficient balance in the project portfolio and if the human resource capacity adjusts to these changes in a timely fashion. In 2015, this effort was insufficiently successful for IMARES and Alterra, resulting in these institutes suffering a loss and having to make drastic changes to their operational management. The Executive Board is closely monitoring developments at these institutes.

2.9.2.2 Operational Risks

In order to implement the proposed policy, Wageningen UR has instituted managerial measures to separate the functions, process design, procedures and controls to ensure that they function properly. In this regard, a planning and control cycle is an effective tool to help steer both management and directors. This cycle includes the following:

- Annually drawing up a framework letter (multi-annual framework; defining the tasks for the upcoming financial year);
- Formulation of an annual budget statement for each unit;
- Quarterly reports on the balance and the development of results and the risks;
- Monthly monitoring of financial and liquidity developments per organisational unit and department (Early Warning System). These reports are an integral part of discussions between the Executive Board and the managing directors;
- The Budget Allocation and Project System (BAPS) was implemented for the Ministry of Economic Affairs' project budgets. BAPS is used to inform cluster leaders and financial departments about the use of the Ministry's project budgets;
- A real-cost calculation was conducted of the cost-price analysis for every business unit. Deviations from the previous year were clarified or explained.

Within Wageningen UR there is an Interest Rates Committee which convenes quarterly. This committee is managed by a member of the Executive Board and assesses the liquidity management of the previous quarter. It also outlines the policy and procedure for making use of surplus liquidity in the following quarter. The Treasury regulations are the applicable framework here.

In 2015, efforts were made to improve the internal control of the organisation's financial operations under the remit of the Financial Accounting and Internal Control Department. This department not only draws up guidelines, but also independently monitors whether the decentralised units adhere to them. In 2015, the new financial information system Unit4-BusinessWorld was put into use. Alongside this implementation, three projects were carried out that were necessary to optimise financial information provision:

- Implementing a project management and time registration system developed at DLO for the Wageningen University departments, Facilities and Services and the Corporate Staff.
- Streamlining a number of related applications for operational management (project management, procurement, salary administration, and the financial system), so storing information can take place as efficiently as possible in a single system and the information from the various systems can be integrated in the data warehouse.
- Developing a data warehouse. In 2015, all management reports for financial and project management were included in the data warehouse.

The implementation of Unit4-BusinessWorld and the implementation of the three projects have led to strong improvement in the provision of financial information. Financial processes have become more uniform and data has become more transparent, creating centralised insight into the decentralised data flow and enabling more effective control over these processes. Such a complex implementation procedure will naturally experience start-up problems, but these have always been solved adequately by the project organisation and have never led to unacceptable inconvenience to the execution of the primary processes. The implementation of these systems has not increased the total costs of the financial support. It is not yet possible to determine whether the implementation of the systems will result in a decrease in the costs.

In addition, the following operational risks demanded a great deal of attention in 2015.

Follow-up to the Interreg audits. In 2013, multiple audits were carried out of the expense claims of Interreg projects. Here, interpretation differences came to light regarding the proper handling of matching projects when filing claims and the use of Ministry of Economic Affairs (EZ) programmes as personal contributions. Wageningen UR has consulted with EZ on the conditions under which EZ programmes can be used as personal contributions or as co-financing and has established internal guidelines in consultation with its auditor that guarantee that claims meet the new, stricter interpretation of the funding guidelines. These internal guidelines were introduced throughout the organisation in 2014 and the current projects have been designed according to these guidelines and these have been incorporated into the financial report. In 2015, the government auditing service (ADR) conducted an audit and determined that Wageningen UR's project administration meets the requirements set by the funding guidelines in the area of co-financing and subsidies.

A great deal of effort is required by the organisation to comply with the tax laws. Topics addressed in 2015 include: the preparation of the work expenses regulation, a VAT audit by the tax authorities, registration of the business use of company cars in relation to income tax and the correct application of tax laws for employees using the sports facilities. The VAT audit related to the reclaimed taxes was concluded. The answer to the tax authorities' questions regarding VAT payable have yet to be answered, but provisions have already been made in anticipation of the outcome of the audit. The Executive Board recognised that, given the increasing fiscalisation within our domain, investments need to be made to further ensure fiscal accuracy and, therefore, decided to appoint a tax controller in 2016.

Farming at sea - cultivating sustainable seaweed

Agriculture has been developing for millennia, but at sea ancient hunting and gathering is still the norm. Researchers at Wageningen think there are opportunities for sea-based agriculture. A seaweed field the size of the Netherlands could provide enough protein for almost the whole European population.

2.9.2.3 Risk Committee

Wageningen UR's Risk Committee is chaired by the member of the Executive Board responsible for operational management and the members of this committee are comprised of the Directors of Corporate Governance & Legal Services and Corporate Finance & Control, the Compliance Officer and the Internal Control team leader. The committee convened twice in 2015. During these meetings, topics were discussed that included the risks related to partnerships, the functioning of the internal reporting system EWS, integrity in relation to real estate, IT risks and the valuation of Wageningen UR real estate put up for sale.

2.9.2.4 Looking ahead to 2016

Wageningen UR's risk profile is expected to increase significantly in the coming years. This is due to the growing government cutbacks in, for instance, the funding for Wageningen University, the declining government contribution to applied research which is placing additional pressure on acquisition in the contract research market, the increasingly strict conditions and checks of our most important sponsors, growing legislation and the developments in real estate. At the same time, society and our own organisation expects the support processes to be as efficient and cost-effective as

possible so as to free up as much funding as possible to then be channelled to the primary tasks. At times, these two objectives (more compliance, less overhead) are at odds with each other. Therefore, the further development of the process of managing risks is needed. As such, it is especially important that risks are detected and discussed by the relevant management transparently and in a timely fashion. Making this possible requires the further development of the supporting departments.

The most important specific points for 2016 are the improvement of the tax control through the appointment of a tax controller, enhancing project control through central management of the development of the project control function and centralised execution of internal control of projects. These improvement projects are set up and implemented in close consultation with the financial departments and the operational managers. Finally, in collaboration with the accountant, plans are being developed for a culture session ("Tone at the top") with the higher management that will address topics like integrity, with the objective of further raising awareness in dealing with dilemmas. Although there is no direct cause warranting such a session within the organisation, in the context of sound management it is important to pay attention to these current social issues and for senior management to set an example.

2.9.3 Economic Performance Indicators

2.9.3.1 Direct Economic Value

Wageningen UR is a non-profit entity. Positive profit results are added to the organisation's reserves.

Table 2.21 shows the turnover from Wageningen UR's main markets, divided between its two legal entities, Wageningen University and the DLO Research Foundation. For more details and substantiation of these Key Figures, refer to the Annual Financial Report (Chapter 3).

Table 2.21 Financial performance indicators of Wageningen UR (in € millions)

	2013	2014	2015
DLO Foundation Turnover from Research ^{a)}			
Contract research		112.1	98.2
Top Sectors (including EZ funding)		51.3	55.1
Matching market		30.6	27.2
EZ Ministry Programme Research (excluding top sectors)		89.0	83.9
Wageningen University turnover			
Direct government and research funding	218.0	219.4	228.7
Contract funding	84.8	79.6	66.3
Net DLO margin as percentage of turnover (incl. incidental results)	-1.0	0.3	0.3
Net DLO margin as percentage of turnover (excl. incidental results)	0.9	2.5	0.3
Solvency as percentage of total assets			
DLO Research Foundation	51.8	53.4	55.4
Wageningen University	41.0	43.8	41.0

a) In connection with a change in the income classification, comparative figures from 2013 are not available. The total research turnover of DLO Foundation was €277.5 million.

2.9.3.2 Pensions

The pension insurance has been taken out with ABP. The pension plans are in line with the average salary pension plan and are indexed if the policy coverage of the pension fund allows. The policy coverage is the average coverage during the past twelve months. No indexation occurred in 2015.

On 31 December 2015, the ABP pension fund had 98.7% coverage. This is 5.5% below the minimum required limit of 104.2%. In comparison to the end of 2014, the coverage ratio declined by 6 percentage points. As of 31 December 2014, the policy coverage ratio amounted to 104.7%. Because the financial situation at ABP on 31 December 2015 was still unsatisfactory in relation to the new rules, ABP will need to submit a new recovery plan to the regulator, De Nederlandsche Bank (DNB), by 1 April 2016. The old recovery plan will expire soon, as new rules are in effect as of 2015. This new recovery plan will then be assessed by DNB. ABP reports that no reduction of the pensions will take place in 2016.

2.9.3.3 Government Funding

Wageningen UR receives financial support from the government. The extent of these contributions in 2015 is shown in Table 2.22.

Table 2.22 Financial contribution from the government to Wageningen UR (in € millions)

Legal entity	Type of funding	Income	Government funding
Wageningen University	Direct government funding	173.7	173.7
	Tuition and course fees	28.2	
	Research funding and targeted subsidies	26.8	26.8
	Projects commissioned by third parties	66.3	
	Other income	26.0	
DLO Research Foundation	EZ Ministry research programmes	125.1	54.3
	Projects commissioned by third parties	140.1	5.5
	Other income	49.1	
Total		635.3	260.3

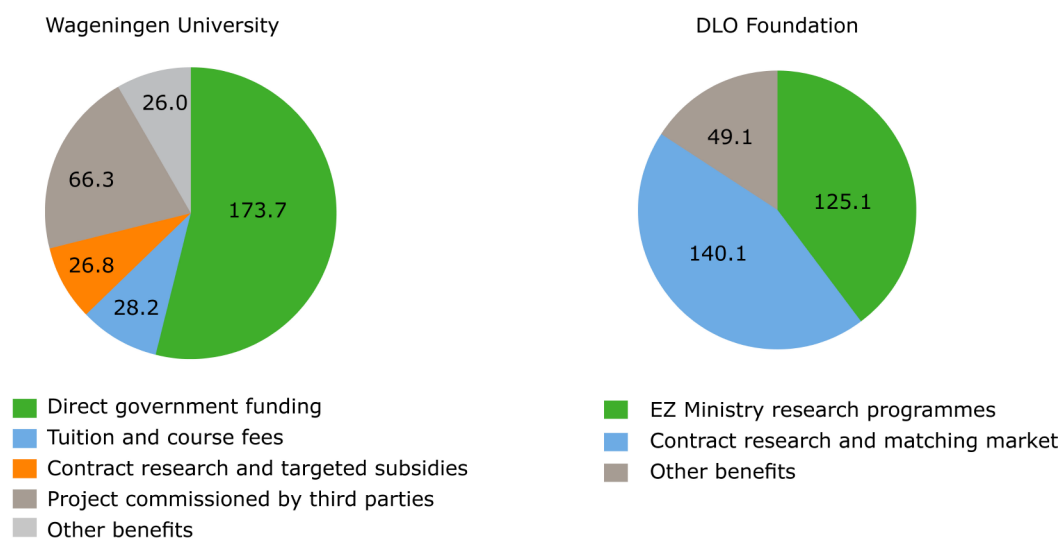


Figure 2.9 Origin of Wageningen University and DLO Foundation income

The government's contribution consists of funds from which the government gains no immediate advantage. This includes government funding for education and research at Wageningen University, funding via contract research (NWO) by Wageningen University and the contribution from the Ministry of Economic Affairs to DLO for its knowledge base and the top sectors.

Wageningen UR receives the regular agricultural subsidies for its test facilities. DLO Foundation receives funding for its wind turbine parks.

2.9.4 Wageningen University Continuity Section

In accordance with the guidelines established by the Ministry of Education, Culture and Science, the Continuity Section is part of Wageningen University's Annual Report. For the financial outlook for DLO in 2016, refer to the Abridged DLO Annual Financial Report (Section 3.2.1).

Table 2.23 Key figures for Wageningen University, forecast for 2016-2018 (price level 2015)

	2015	2016	2017	2018
Direct government funding (in € millions)	173.7	178.0	181.5	185.1
Tuition fees (in € millions)	28.2	33.4	34.6	35.6
Direct government funding and research funding (including targeted subsidies) (in € millions)	93.1	84.0	84.0	84.0
Investments (in € millions)	24.4	20.8	20.0	20.7
Average number of employees at WU (FTE)	2,659	2,636	2,699	2,774
Support staff (%)	5.3	5.3	5.3	5.3
Overhead staff (%)	19.5	19.6	19.6	19.6
Primary staff (%)	75.2	75.1	75.1	75.1
Number of enrolled BSc and MSc students	9,940	10,563	11,183	11,709
Number of PhD degrees obtained	305	287	300	295
Net result (in € millions)	-1.7	-2.5	0.4	-2.1
WU ASSETS				
Divestments of fixed assets (in € millions)	279.6	278.8	269.5	267.9
Internal capital (in € millions)	153.7	151.9	152.3	150.2
Total internal capital (in € millions)	375.3	355.8	355.5	344.7
Solvency ratio (%)	40.9	42.7	42.8	43.6
WU LIQUIDITY				
Liquid assets (in € millions)	39.6	24.6	33.6	25.5
Current ratio	0.54	0.48	0.54	0.48

2.9.4.1 Principles of the financial policy

Wageningen University policy is determined by two potentially conflicting principles. On the one hand, the aim is the long-term continuation of the current healthy financial position, which can be achieved through an annual balance in the profit and loss statement. It is also necessary to maintain sufficient resources in the long-term for investments and risk coverage. On the other hand, Wageningen University believes it is essential to preserve the quality of education and, therefore, increase spending along with the growing student numbers. The university's expenses have been increasing for several years now due to rising student numbers and government funding has not kept up due to the funding cap. Therefore, this translates into a negative result for the coming years. Wageningen University has chosen to accept this negative result, provided the solvency ratio in the long-term does not fall below 40% and at no time below 35%.

In relation to investments, Wageningen University has adopted a cautious policy. In the context of the strategic construction plan, two educational buildings have been constructed, along with sufficient housing for all the departments to be located on or near the campus. To accommodate the further growth of student numbers, investments are being kept to a minimum in order to avoid vacancies in the event of a drop in student numbers and because the university would rather spend the available resources on education instead of buildings.

2.9.4.2 Student numbers and direct government funding

The growth of student numbers is expected to continue in the coming years. Wageningen University expects that the influx of BSc students in 2016 will increase by 5%. This growth is not expected to slow down until 2019. The influx of external students to the MSc programmes of international students is also expected to grow in the coming years by 5% annually.

This growth makes it necessary to employ additional teaching and supervisory staff. The Ministry of Economic Affairs has included an annual maximum funding cap of (+/-) 2% change in the funding model for Wageningen University. This funding cap has led to a significantly lower level of direct government funding than what Wageningen University would have been entitled to on the basis of the growth in student numbers and PhD candidates. The expectation is that the rising costs due to the increase in the primary process will surpass the funding from the Ministry of Economic Affairs which, due to the funding cap, will only increase by a maximum of 6% this year. The growth in student numbers over the 2015-2018 period is expected to be 18% and the number of PhDs obtained will increase as well in the coming years. Despite all the measures taken, this will lead to a deterioration of the result in 2016 and 2017, and this trend will continue in the coming years if policy is not adjusted. This means that in the coming period there will be significant continued pressure on Wageningen University's operations. This would be the result of the significant increase in the primary process and the government budget cuts along with the above-mentioned annual funding cap on the growth of direct government funding.

In the 2016-2018 period, Wageningen University is expected to invest a total of €61.5 million in buildings, equipment and inventory. Wageningen University can finance the investments through its operational cash flow, which will be approximately €20 million a year in the coming years. The solvency ratio will remain more or less stable in the coming years at 42%.

2.9.4.3 Other developments

Wageningen University is working on finding ways to add value to fixed assets that have become redundant as a result of the new strategic construction plan. It is still uncertain when these plans will result in the sale of these assets. In the multi-year planning, a book profit of €2.4 million has been recorded for 2017.

BALANCE SHEET FOR WAGENINGEN UNIVERSITY, FORECAST 2016-2018 (in € millions)

	2015	2016	2017	2018
Fixed assets	279.6	278.8	269.5	267.8
Stocks and current assets	56.1	52.4	52.4	52.4
Liquid assets	39.6	24.6	33.6	24.5
Total Assets	375.3	355.8	355.5	344.7
Internal capital	153.7	151.9	152.3	150.2
Provisions	20.2	17.1	17.1	17.1
Long-term debt	25.5	27.3	26.3	16.4
Short-term debt	175.9	159.5	159.8	161.0
TOTAL LIABILITIES	375.3	355.8	355.5	344.7

PROFIT AND LOSS STATEMENT FOR WAGENINGEN UNIVERSITY, FORECAST 2016-2018
(in € millions)

	2015	2016	2017	2018
INCOME				
Direct government funding	173.7	178.0	181.5	185.1
Tuition fees	28.2	33.4	34.6	35.6
Research funding and targeted subsidies	26.8	27.0	27.0	27.0
Co-funding and subsidies	20.6	21.2	21.2	21.2
Top Sectors	1.2	0.0	0.0	0.0
Bilateral market	44.5	35.8	35.8	35.8
Secondary activities and other income	26.0	26.5	26.5	26.5
Total income	321.0	321.9	326.6	331.2
EXPENDITURES				
Personnel costs	194.5	190.3	195.7	200.8
Depreciation	20.4	25.4	23.1	22.4
Accommodation costs	27.6	26.5	28.7	29.3
General costs	36.6	40.1	39.0	38.3
Specific costs	43.1	41.6	42.1	42.5
Total expenditures	322.2	323.9	328.6	333.3
Operating result	-1.2	-2.0	-2.0	-2.1
Financial income and expenditures	-0.5	-0.5	-0.1	-0.0
Result from operational activities before tax	-1.7	-2.5	-2.1	-2.1
Third-party share and value added	0.0	0.0	2.4	0.0
Net result	-1.7	-2.5	0.3	-2.1

2.9.4.4 Risks and uncertainties

Developments in student numbers crucially impact the financial operations of Wageningen University. In recent years, student influx has grown steadily and further growth is expected on the basis of interest from potential students. Wageningen University's multi-year planning is based on accommodating the growing student population. On the one hand, this translates the necessary growth of the number of lecturers and amount of investment in educational spaces. On the other, it leads to a rise in direct government funding. More rapid growth in student numbers than expected could lead to a shortage of available educational spaces. Wageningen University can accommodate this by extending its use of the educational facilities in the Dreijen complex and more efficiently utilising available buildings. Lower growth than planned could lead to vacancies in educational spaces. This is why Wageningen University is cautious about investing in additional educational facilities and will strive to find solutions that offer maximum flexibility in light of the possible scenario of a lower than expected student influx.

Wageningen University is able to finance the necessary investments for the 2016-2018 period entirely from the operational cash flow. For the indicated period, no large scale new construction has been planned to accommodate the continued growth of student numbers.

In conjunction with the continued stagnation in the real estate market and in order to exercise caution, multi-year projections have only to a limited degree taken into account the sales proceeds from the value added to the fixed assets, although a number of sales have been planned for this period. However, it is still uncertain when these fixed assets will be sold and what the sum of the proceeds will be. If these sales take place at a later date, this will negatively impact the current ratio by approximately 6%. Furthermore, Wageningen University has sufficient instruments to maintain liquidity through an already agreed-upon credit facility or through treasury banking.

The multi-year projections also take into account the currently known direct government funding and the cuts to that funding. Additional reductions in government funding as a result of future government policy or revised adjustment of the parameters of the funding model are not included in the calculations.

In addition, for the year 2018, no additional income has been included in the context of the social loan scheme. The estimated additional income (approximately €2 million) is still uncertain, as is its allocation.

2.10 Report Criteria and Scope

2.10.1 Consolidated Report

The Wageningen UR Annual Report presents the organisation's performance, the social impact of this performance and the consolidated financial results. Both Wageningen University and DLO have a social function. Sustainability and corporate social responsibility are an integral part of the business operations of Wageningen UR.

2.10.2 Report Criteria

This annual report is prepared in accordance with internationally accepted guidelines set out by the Global Reporting Initiative (GRI). These guidelines stipulate the purpose of an annual report as follows:

"Sustainability reporting involves the measurement and publishing of the performance of an organisation with respect to the goal of sustainable development, as well as the accountability of this to internal and external stakeholders. Sustainability reporting is a broad term considered to be synonymous with other terms that are used to describe reporting on economic, environmental and social consequences."

In its reports, Wageningen UR uses the guidelines from the Global Reporting Initiative (GRI) G4. Reporting is done in accordance with the GRI "core" application level. A full overview of GRI indicators and related data is found in Appendix 6.

The external auditor will provide a report on the accuracy of the financial statements. Reporting on sustainability is not provided with external assurance. Data collection, accuracy, and control processes within Wageningen UR are subject to stringent quality assurance measures, including through internal audits and ISO certification.

2.10.3 Scope

With regards to the accountability for the societal impact of Wageningen UR, in setting the limitations and scope of this report the materiality analysis was leading. In this analysis, relevant and material topics were determined on the basis of the Strategic Plan for the 2015-2018 period. Through identification, prioritisation and validation, these topics were then assessed on the basis of their significance both for stakeholders and for Wageningen UR. This Annual Report focuses on these material topics.

Material topics are topics that are important for our internal and external stakeholders and on which our organisation can make a real difference. Where possible, the material topics were determined in consultation with our stakeholders.

This report covers the 2015 fiscal year. Because the majority of the activities of Wageningen University and DLO Foundation take place in the Netherlands, the sustainability reporting focuses on activities in the Netherlands.

3 Abridged Wageningen UR Annual Financial Report

3.1 Wageningen University

3.1.1 Abridged Wageningen University Annual Financial Report

This annual report includes the abridged Wageningen University Annual Financial Report. The abridged annual financial report is directly derived from the full Wageningen University Annual Financial Report for 2015. The abridged annual financial report does not contain all the explanations required by law. The full [Wageningen University Annual Financial Report](#) for 2015 can be found on the Wageningen UR website.

3.1.1.1 Results and Balance Developments

Results Developments

In 2015, Wageningen University recorded a result of -€1.7 million, which is a loss of €1.3 million more than in 2014. This result consists of a loss of €0.1 million originating from the departments, and a loss of €1.2 million from the central divisions.

Table 3.1 Wageningen University results (in € millions)

	2015	2014
Departments	-1.2	-1.1
Central departments	3.1	2.4
Normalised operating result	1.9	1.3
Incidental results	-4.1	-1.9
Addition made to the appropriated reserve for project costs in later years	0.5	0.2
Operating result based on the Ministry of Education, Culture and Science guidelines	-1.7	-0.4

The departments achieved a joint annual result of -€1.2 million, a loss of €0.1 million more than in 2014. The Department of Environmental Sciences (DES) achieved a negative result, while the other departments achieved a positive result.

The operating result of the central departments amounted to €3.1 million. This is €0.7 million higher than in 2014. The results from the central departments include the release of the accumulated CAT Agrofood revolving fund of €1.6 million. In addition, the costs of Facilities & Services and Corporate Staff were lower than budgeted and part of the strategic budgets was not spent.

In addition, the Executive Board processed a number of incidental result entries (€-4.1 million). These concern additions to the provisions in relation to tax laws and other employee provisions.

As prescribed in the regulations, direct government funding is calculated as income by Wageningen University. Income related to project costs that will be incurred in later years is calculated as income in the review year and a write-down in later years. The distortion this causes is neutralised via the appropriated reserve. In accordance with this approach, €0.5 million of the 2015 result was added to this appropriated reserve, which will be offset by withdrawals in coming years.

Revenue and Costs Developments

Revenue in 2015 increased by €1.4 million. The basic funding (government funding excluding earmarked funds and tuition fees) rose from €192.6 million to €201.9 million.

Direct government funding from the Ministry of Economic Affairs increased by €6.1 million to a sum of €173.7 million. These results were due to various changes. The funding granted based on performance agreements made with the Ministry of Economic Affairs (€0.2 million) contributed to this, as well as funding from the budgetary agreement for 2014 (€1.2 million), wage adjustment (€2.7 million), and an increase in the funding from the variable funding parameters for enrolments, degrees, and PhDs (€7.0 million). Through discounts arising from the various targets of coalition agreements (-€2.7 million) and an increase of the funding cap in comparison to 2014 (€2.1 million increase) and other effects of -€0.2 million, the balance of government funding increased by €6.1 million. Government funding may rise annually by a maximum of 2% (funding cap). The total funding cap in 2015 is €9.5 million, which is €2.1 million more than in 2014.

The income from work for third parties decreased by 12% to €91.1 million. This income consists of research funding (indirect funding and targeted subsidies), which remained at the same level of €26.8 million; research funding and contract research revenues, which decreased by 29% to €20.6 million; and contract research, which decreased by 10% to €45.7 million. This decrease is caused by the decline of the FEZ funds and because more time is being spent on education. Simultaneously with the decrease in revenue, the costs are also decreasing due to the decrease in the number of PhD candidates, for example. As a result, the impact on the results is limited.

In comparison with 2014, staff expenses increased by €3.5 million to €194.5 million. This change is due to a lower number of staff (-7 FTE) and 2.0% higher salary costs per FTE. The number of staff decreased in 2015 from 2,666 FTE to 2,659 FTE.

Balance Developments

The liquidity of Wageningen University decreased in 2015 from €31.4 million to €39.6 million. The factors that affected this drop in liquidity are listed in Table 3.

Table 3.2 Wageningen University liquidity overview (in € millions)

	2015
Result	-1.4
Increase in fixed assets (investments minus depreciation)	-4.0
Decrease in short-term debt and receivables	10.9
Increase in provisions	2.9
Decrease in long-term debt	-0.2
Total	8.2

The increase of fixed assets is due to investments in the campus. In 2015, investments were made in a second sports hall and in Helix, the new building for the Agro Technology and Food Sciences department. These investments were financed through the available liquid assets. The decrease in short-term debt is principally a result of lower advances received from clients. The total liquidity of €39.6 million includes advances of €104.1 million, of which €6.2 million are funds to be passed on to partners. These funds to be passed on to partners were received because Wageningen University is the lead party for a number of consortia. These funds will be passed on to the partners in 2016.

Wageningen University's solvency ratio was 40.9% on 31 December 2015, compared to 43.8% in 2014.

Changes in the Legal Structure and Capital Stake

The Expat Center foundation was founded in 2015. Wageningen University has a controlling interest in this foundation. From the start of 2015, the balance sheet and profit and loss statement of this group is included in Wageningen University's consolidated annual financial report.

Prospects for 2016

Wageningen University expects to achieve a result of -€2.5 million in 2016. The result remains under pressure due to the extra costs resulting from rising student numbers, while government funding has failed to keep up due to the funding cap. The possible sale of surplus real estate has not yet been taken into account in the budget for 2016.

Revenue will increase slightly in 2016 to €321.9 million. This €0.9 million increase is caused by an increase in basic funding of €9.5 million to €211.4 million and a decrease in research funding and contract research revenues of €9.1 million to €84.0 million. Other revenue increased by €0.5 million to €26.5 million.

Direct government funding from the Ministry of Economic Affairs increased by €4.6 million to a sum of €178.3 million. The increase resulting from the higher student numbers is partially offset by budget cuts on the Groene Plus and various targets of coalition agreements. There is also the issue of the decrease in prices of the funding parameters of the Ministry of Education, Culture and Science (OCW) by 4%. The funding cap for 2016 is €7.0 million.

Tuition fees will increase by €5.2 million to €33.4 million, primarily due to the rise in student numbers.

Direct personnel costs will increase by €1.3 million to €178.5 million. This is the result of a 40 FTE decrease in the staffing level and a 2.5% rise in the average salary costs due to accruals and wage costs development. The decrease in the number of FTE is primarily due to the decrease in the number of PhD candidates as a result of fewer contract funding projects.

As a result of the commissioning of the new Helix building and the new Student Information System, depreciation will increase by €2.5 million. Also taken into account are impairments amounting to €2.0 million. The commissioning of the Helix building will result in lower incidental housing costs and lower energy costs (totalling costs savings of €3.5 million).

Due to the negative result and the decrease in short-term debt, liquidity will decrease to €24.6 million. With a cash position of €24.6 million, the continuity of business operations in 2016 is guaranteed. Should additional liquidity be required, however, Wageningen University has a credit facility from ABN Amro of €12.5 million. Wageningen University also has the option of requesting collegial funding from DLO.

The investment activities for Wageningen University have been budgeted at €20.8 million and thus remain within the investment ceiling set for 2016, where investment spending is lower than the balance of regular depreciation plus the net result (€20.9 million in total).

For further information on the development of the results in the coming three years, we refer to the continuity section in the Annual Report.

3.1.1.2 Abridged Wageningen University Annual Financial Report

CONSOLIDATED BALANCE SHEET AFTER THE ALLOCATION OF THE NET RESULT (IN €1,000)

	31-12-2015	31-12-2014
ASSETS		
FIXED ASSETS		
Intangible fixed assets	5,480	1,763
Tangible fixed assets	273,566	273,297
Financial fixed assets	581	606
Total fixed assets	279,627	275,666
CURRENT ASSETS		
Stocks	62	129
Receivables and prepayments	56,038	47,778
Liquid assets	39,612	31,367
Total current assets	95,713	79,274
TOTAL ASSETS	375,339	354,940
LIABILITIES		
INTERNAL CAPITAL		
General reserve	145,469	147,746
Appropriated results	8,205	7,674
TOTAL INTERNAL CAPITAL	153,674	155,420
EQUALISATION ACCOUNT	8,488	10,468
PROVISIONS	20,193	17,713
LONG-TERM DEBT	17,008	15,238
SHORT-TERM DEBT	175,976	156,101
TOTAL LIABILITIES	375,339	354,940

CONSOLIDATED PROFIT AND LOSS STATEMENT (IN €1,000)

	Actual 2015	Budgeted 2015	Actual 2014
INCOME			
Direct government funding	173,674	174,000	167,595
Tuition fees	28,208	30,800	25,021
Research funding and targeted subsidies	26,814	22,200	26,830
Co-funding and matching market revenues	20,541	19,200	29,036
Top Sectors	1,202	0	0
Bilateral market	45,505	56,300	50,593
Secondary activities	20,165	15,900	15,650
Other income	5,865	6,000	4,879
Total income	320,974	324,300	319,604
EXPENDITURES			
Personnel costs	194,455	192,100	191,038
Depreciation	20,414	22,900	23,041
Accommodation costs	27,565	31,900	24,808
General costs	36,632	42,700	35,828
Specific costs	43,125	36,900	44,971
Total expenditures	322,191	326,500	319,686
OPERATING RESULT	-1,217	-2,200	-82
Financial income and expenditures	-500	-700	-306
RESULT FROM OPERATIONAL ACTIVITIES BEFORE TAX	-1,717	-2,900	-388
Taxation on operational activities	0	0	0
Result from participating interests	-29	-100	-33
RESULT FROM OPERATIONAL ACTIVITIES AFTER TAX	-1,746	-3,000	-421
Third-party share	0	0	0
Exceptional income and expenditures	0	0	0
NET RESULT	-1,746	-3,000	-421

CONSOLIDATED CASH FLOW STATEMENT (IN €1,000)

	2015	2014
OPERATIONAL ACTIVITIES		
OPERATING RESULT	-1,217	-82
Depreciation and impairments	20,414	23,041
	19,197	22,959
Change in provisions	2,480	129
Change in stocks	67	-80
Change in receivables	-8,260	20,956
Change in short-term debt	19,875	-31,600
Cash flow from investment activities	33,359	12,364
Interest received	600	565
Interest paid	-1,100	-871
Cash flow from operational activities	32,859	12,058
INVESTMENT ACTIVITIES		
Investments in intangible assets	-3,986	-1,138
Investments in buildings and sites	-11,552	-25,188
Investments in other tangible assets	-9,081	-12,024
Investments in participating interests and members' capital	-4	-71
Divestments of fixed assets	219	2,853
Cash flow from investment activities	-24,404	-35,568
FINANCING ACTIVITIES		
Newly acquired loans	17,000	0
Repayment of long-term debt	-15,230	-230
Changes to equalisation account	-1,980	6,731
Cash flow from financing activities	-210	6,501
CASH FLOW	8,245	-17,009
CHANGE IN LIQUID ASSETS		
Balance of liquid assets on 1 January	31,367	48,376
Balance of liquid assets on 31 December	39,612	31,367
Change in liquid assets	8,245	-17,009

3.1.1.3 Accounting Principles

The annual financial report was prepared and validated by the Executive Board on 18 April 2016 and approved by the Supervisory Board on 30 May 2016. The annual financial report was prepared in accordance with the below accounting principles. Any departure from these principles is stated alongside the relevant financial information.

The figures of the previous financial year are in accordance with the figures in the annual financial report of the relevant year. Variations may arise as a result of corrections, shifts between items or changes in the rounding-off method. Variations of relevant significance are indicated in the annual financial report. Wageningen University will use a different format for income from 2015. The comparative figures have been included in this annual financial report according to the new format.

General accounting principles for the preparation of the annual financial report

Wageningen University is part of a group that also comprises WU Holding, ISRIC Foundation, Restaurant van de Toekomst Foundation and Expat Center Foundation.

The annual financial report is prepared according to the historical cost model. Unless otherwise stated, assets and liabilities are calculated at nominal value.

Monetary assets and liabilities in foreign currencies are converted at the exchange rate on the balance sheet date.

Exchange rate differences are included in the profit and loss statement. Revenues and expenses in foreign currency are included in the profit and loss statement at the exchange rate on the date of receipt or payment.

The annual financial report was prepared in accordance with Annual Accounts Regulations for Educational Institutions (Regeling Jaarverslaggeving Onderwijs), the Netherlands Civil Code, Book 2, Title 9 and the Guidelines for Annual Reporting, (RJ, Richtlijnen voor de Jaarverslaggeving).

In order to prepare the annual financial report, the board needed to draw conclusions and make estimates and assumptions that affect the accounting principles and reported value of fixed assets and obligations, as well as of income and expenditures. The actual outcome deviates from these estimates. The estimates and underlying assumptions are continually evaluated. Adjustments to estimates are implemented in the period during which the adjustment is made as well as the following periods that are affected by this adjustment. The principal items subject to estimates are:

- Valuation and useful life of fixed assets
- Provision of receivables and projects
- Provisions
- Claims

Consolidation

The consolidated reports incorporate the annual accounts of the institution, its subsidiaries and other organisations over which the institution exercises control (pursuant to the actual situation) or central management. The subsidiaries are legal entities directly or indirectly controlled by Wageningen University, given that the institution possesses the majority of the voting rights or can control the financial and operational activities in some other manner. Also taken into account are potential voting rights that may be exercised directly on the balance sheet date.

The annual accounts of Wageningen University, its subsidiaries and other organisations over which the institution exercises control (pursuant to the actual situation) or central management are fully incorporated into the consolidated financial report. Third party shares with respect to internal capital and the group result are reported separately.

Table 3.3 Consolidated participating interests

	Shareholder	Registered office	% 31-12-2015	% 31-12-2014
Wageningen Universiteit Holding BV	Wageningen University	Wageningen	100	100
ISRIC Foundation	N/A	Wageningen	N/A	N/A
Restaurant van de Toekomst Foundation	N/A	Wageningen	N/A	N/A
Expat Center foundation	N/A	Wageningen	N/A	N/A

Table 3.4 Non-consolidated participating interests

	Registered office	% 31-12-2015	% 31-12-2014
CanIT BV	Wageningen	35	35
Ceradis BV	Wageningen	14	24
Bio Product BV	Wageningen	5	25
Surfix BV	Wageningen	13	13
Green Dino BV	Wageningen	11	11
KLV Professional Match BV	Wageningen	5	5
Caribou Biosciences Inc.	Delaware	1	0

Accounting policies for asset and liability valuation

Intangible fixed assets – Development costs, patents and licences, software, goodwill and production rights are not capitalised unless they are purchased from third parties or the production costs can be reliably established. In addition, the intangible fixed asset must be capable of generating future economic benefits. Intangible fixed assets are valued at acquisition or production cost. Amortisation is applied in proportion to the realisation of the forecasted revenue over five years. When revenue realisation cannot be determined in a reliable manner, the straight line method is used. As prescribed by law, a statutory reserve is maintained for the capitalised amount of development costs. Write-offs as a result of impairment, sale, loss or discontinuation are listed separately.

Tangible fixed assets – Tangible fixed assets are valued at acquisition price or production cost with the deduction of accumulated depreciation. Depreciation is applied using the straight line method on the basis of the estimated useful life and the residual value. Depreciation is proportionally applied in the purchase year.

Tangible fixed assets under construction or in production are valued at the acquisition price or for the amount that has already been invoiced to the company by third parties. Investments of less than €5,000 are charged directly to the profit and loss statement.

Table 3.5 Depreciation of property

Part	Linear depreciation in years
Company property / Work in progress	None
Site layout and infrastructure	60
Buildings	
Casco	60
Outfitting package	30
Fittings and furnishings package	15
Greenhouses, sheds, sundry buildings / structures	15
Machinery and equipment	
Office furniture / machines and equipment / inventory of restaurant facilities / fiberglass network / other inventory	10
Laboratory equipment / audio-visual equipment / vehicles / PR and information material	5/8
ICT equipment including software (network hardware)	5
ICT equipment including software (other hardware)	3

Acquired investment subsidies and amounts from externally-financed projects are deducted from the capitalised amount in the year of purchase. Subsidies received for the purchase of assets required for primary operations are listed in the equalisation account under liabilities and are released during the useful life of the asset.

The institution carries out an evaluation on every balance sheet date to determine whether there are indications that a fixed asset may be subject to an impairment. Should there be any such indications, then the realisable value of the asset is then determined. If the realisable value of the individual asset cannot be determined, then the realisable value of the cash flow generating unit to which the asset belongs is determined. An impairment is applicable when the book value of an asset is higher than the realisable value, where the realisable value is higher than the market value and the business value.

When it is determined that an impairment that was included in the past no longer exists or has decreased, then the increased book value of the asset is set no higher than the original book value would have been without the application of the impairment of the asset.

Fixed assets that are no longer usable for the primary operations are not depreciated. Write-offs as a result of impairment, sale, loss or discontinuation are listed separately.

Financial fixed assets - Participating interests and capital of members on whose business and financial policy the institution exerts a significant influence are valued at net asset value. This value is determined on the basis of the group's accounting policies for the valuation and determination of the result. Participating interests and capital of members on whose business and financial policy the institution does not exert a significant influence are valued at acquisition cost. The valuation of these assets takes into account any permanent decline in value, if relevant.

Stocks - This item is comprised of the trading stock, finished products, livestock and stock of harvested agricultural produce. The trading stock and finished product are valued in accordance with the FIFO method at the acquisition cost or production cost, including a supplement for indirect costs. The valuation of livestock and stock of harvested agricultural produce is based on market prices. The value of unmarketable stock or stock with a lower market value is decreased accordingly. The stock of semi-finished products is valued in accordance with the FIFO method at the acquisition cost or production cost, including a supplement for the indirect costs.

Receivables and Prepayments - Receivables are valued at nominal value minus a provision for uncollectible debts, if relevant.

Work in progress - Work in progress for third parties is valued at the cost of direct material use and labour, including a supplement for indirect costs. Invoiced instalments and forecasted losses on projects are deducted from this balance. The result is allocated in proportion to the progress (proportion of actual costs incurred) of a project. After accounting for the prepayments that have been received, projects with a debit balance are then included under short-term receivables. Projects with a positive balance are included under the prepayments item of short-term debt.

Internal capital - Wageningen University does not distinguish between private and public capital.

The general reserve is credited with the operating result in any year in which the result is not allocated to a specific use.

Two appropriated reserves are formed within the equity capital at corporate level: the innovation fund and the reserve for future projects.

Provisions - The provisions are valued at nominal value, with the exception of the personnel provisions formed on the basis of RJ 271. The determination of the amount of the obligations takes account of future indexation and price increases. The amount of the provision included in the annual financial report is the best estimate of the amount that will be required to settle the relevant obligations and losses on the balance sheet date.

Provisions are formed for legally enforceable or actual obligations that exist on the balance sheet date, for which the likelihood exists that the settlement of obligations will require an outflow of funds and for which a reliable estimate can be made of the scope of the obligations.

Provisions for unemployment insurance obligations - These are determined as the cover required for the unemployment insurance obligations on the balance sheet date and expected future obligations in relation to personnel that have already left and personnel with a temporary employment contract.

The provision for Resumption of Work for Partially Disabled Persons Act covers the obligations pursuant to the Act on the balance sheet date and arising from the "own risk" borne by the organisation.

Other personnel provisions/future service bonuses - This obligation is determined on the basis of previous information and withdrawals are made on realisation. The present value is determined on the basis of the prevailing market rate of interest for Wageningen University.

Other personnel provisions/pensions - The pension insurance provider is ABP. The pension plans are in line with the career average system and are indexed if the coverage of the pension fund allows. The policy coverage is the average coverage during the past twelve months. No indexation occurred in 2015.

On 31 December 2015, the ABP pension fund had 98.7% coverage. This is 5.5% below the minimum required limit of 104.2%. In comparison to the end of 2014, the coverage ratio declined by 6 percentage points. As of 31 December 2014, the policy coverage ratio amounted to 104.7%. Because the financial situation at ABP, as of 31 December 2015, was still unsatisfactory in relation to the new rules, ABP will need to submit a new recovery plan to the regulator, De Nederlandsche Bank (DNB), by 1 April 2016. The old recovery plan is soon to expire, as new rules are in effect as of 2015. This new recovery plan will then be assessed by DNB. ABP reports that no reduction of the pensions will take place in 2016.

There was no obligation to make up any shortfall as a result of ABP's coverage ratio. This is why no provisions have been made.

Provision for reorganisation expenses - This is intended to cover forecasted expenses of ongoing and planned reorganisations, which have been decided upon and communicated throughout the organisation and/or to the involved employees before the balance sheet date.

Provision for Product and Contract Risks - Covers the expected cost of loss-making contracts, guarantees and claims arising from services and products delivered to third parties.

Long-term debt - Long-term debt concerns liabilities that are due in one year or more from the end of the relevant financial year.

Short-term debt - Short-term debt refers to liabilities that are due within a year or less from the end of the relevant financial year.

Financial instruments - Wageningen University uses financial derivative instruments such as interest rate swaps to cover risks from interest rate fluctuations. Such financial instruments are valued at cost price at first valuation. Ineffective interest rate swaps are displayed as a loss if they result in negative results.

Wageningen University applies cost hedge accounting on the basis of generic documentation. The determination of results is as follows:

- On each balance sheet date, it is determined whether there is or has been any ineffectiveness.
- If the critical characteristics of the hedge instrument and of the hedged item are not or have not been equal, this is an indication that the cost hedge contains an ineffective component.
- Any ineffective component is determined by means of the dollar-offset method.
- If and to the extent that the ineffectiveness per balance sheet date results in a loss on a cumulative basis, this ineffectiveness is recognised in the profit and loss statement.

Accounting policies to determine income and expenditure

Proceeds and costs are included as business income and expenditures that can be allocated to the relevant financial year or activity, regardless of whether they have resulted in receipts and expenses during the annual account period.

Proceeds are included in the year in which the goods were delivered or the services were provided to the clients. Losses and risks arising before the end of the financial year are taken into account if they are known before preparation of the annual financial report.

Direct government funding and other payments - Direct government funding is included as income in the year in which the funding is received. Components of direct government funding that can be considered to have been specifically allocated are added as income to the extent to which costs have been incurred for the activity in question. The unspent direct government funding for internal strategic projects is included in the result in accordance with the guidelines. The unspent funds for these projects are added to the result in the form of a targeted reserve.

Other payments are included in the result in the year in which the project is carried out or the costs are incurred.

Tuition fees – Included in the tuition fees for the reporting year are the statutory tuition fees and institutional tuition fees applicable for that year. The payments for courses for professionals are included under secondary activities.

Income from third-party contracted research - The proceeds from contract activities are included under this item. The income is determined on the basis of the direct costs, including a supplement for indirect costs to a maximum of the rate to be paid by the finance provider. Results are calculated in proportion to the progress of the project. The proceeds of work contracts are broken down according to programme funding (government funding and targeted subsidies), co-funding and matching market revenues and top sectors and bilateral market.

Accounting Principles for the Cash Flow Statement Preparation

The cash flow statement was prepared using the indirect method.

System Changes

Not applicable.

3.1.2 Auditor's report by the independent auditor

The auditor's report by the independent auditor is included in the [Dutch Wageningen UR Annual Report 2015](#).

Appendix 1 Clarifications

Outsourcing of one or more components of CROHO Registered Study Programme(s) to a Private Organisation (+ costs).

Wageningen University does not outsource activities in the sense referred to above. Any outside expertise contracted for teaching (for example, as a consequence of the earlier “division of duties and concentration” operations) is contracted from higher education institution partners and not from private institutions.

Customised Programmes for Companies/Organisations

Wageningen University does not provide any customised programmes for companies and/or organisations in the form of CROHO registered courses leading to a certificate. Customisation in the form of post-initial courses is provided under the Wageningen UR umbrella by the Centre for Development and Innovation (DLO) and Wageningen Academy (WU).

Exchange Agreements

Wageningen University has exchange agreements with 197 institutions. The total number of incoming students is 337 and the total number of outgoing students is 440.

Allocation of direct government funding for private activities

Wageningen University allocates a small portion of the direct government funding to the following private activities:

- Post-initial education relating to establishing new study programmes and transferring knowledge to society;
- Student facilities such as sports facilities and training activities;
- Student accommodation for international Master’s students. Although the provision of student accommodation is not one of the university’s primary duties, the acute accommodation needs nevertheless resulted in the Executive Board’s decision in 2009 to invest in temporary accommodation for international students. The Supervisory Board agreed to this, in light of the state of Wageningen’s housing market, particularly for students. Accommodation is rented out at fair market value prices. The objective is to achieve break-even operations with these investments. No new investments were made in 2015.

In 2015, Wageningen University did not make any investments in spin-offs.

Appendix 2 Staffing Level

WAGENINGEN UNIVERSITY AVERAGE STAFFING LEVEL IN FTE

	2015	2014
FACULTY		
Academic staff:		
Professor	102.2	97.8
Associate Professor	172.1	164.4
Assistant Professor	272.0	272.1
Researchers	285.5	282.2
Lecturers and other academic staff	64.8	61.1
PhD candidate	636.6	663.2
Total academic staff	1533.2	1540.8
Support and administrative staff:		
Job grades 13+	9.4	9.4
Job grades 9 - 12	207.0	217.5
Lower than job grade 9	318.0	338.0
Total support and administrative staff:	534.4	564.9
TOTAL FACULTY	2067.6	2105.7
GENERAL SERVICES		
Job grades 13+	45.8	40.3
Job grades 9 - 12	226.4	223.2
Lower than job grade 9	206.1	204.5
Total general services	478.3	468.0
Total employees with Wageningen University contracts	2545.9	2573.7
Employees with DLO Foundation contracts	113.1	90.9
TOTAL STAFFING LEVEL	2659.0	2664.6

3.2 DLO Research Foundation

3.2.1 Abridged DLO Research Foundation Annual Financial Report

This annual report includes the abridged DLO Foundation UR Annual Financial Report. The abridged annual financial report is directly derived from the full DLO Foundation Annual Financial Report for 2015. The abridged annual financial report does not contain all the explanations required by law. The full [DLO Foundation Annual Financial Report](#) can be found on the Wageningen UR website.

3.2.1.1 Results and Balance Developments

Results Developments

The DLO Research Foundation recorded a positive net result of €8.7 million in 2015, €7.7 million higher than the net result for 2014 (€1.0 million).

Table 3.6 DLO Foundation result (in € millions)

	2015	2014
Result from institutes and primary process	-0.2	0.3
Result from housing and internal WW/BW premiums including cost of capital	9.1	8.6
Executive Board / Staff departments / Facilities and Services:		
Incidental result	-1.4	-7.4
Operational result	1.2	-0.5
Net result DLO Foundation	8.7	1.0

The result for 2015 improved in comparison to 2014 primarily due to a lower loss in the incidental result, totalling -€1.4 million:

- Reorganisations and "werkenderwijs" programmes: -€1.8 million
- Book profit from sale of land: €1.6 million
- Impairments of fixed assets: -€0.8 million
- Changes in provisions: -€0.4 million

The result for housing and internal WW/BW premiums consist of the accumulated housing costs and the charged premiums minus the operational costs (write-offs, maintenance, interest paid, etc.). The incidental components, such as impairments and additions to the provisions have been included under the incidental results. Both the operational components (minus maintenance) and the incidental components were lower in 2015 than in the preceding years. This resulted in a relatively high result in 2015.

Revenue and Costs Developments

The turnover for 2015 was €314.4 million. For 2014 the total turnover was €330.1 million. The DLO Research Foundation's largest client is the Ministry of Economic Affairs, which generates approximately 42% of the total turnover (49% of research turnover). Direct government funding from the Ministry of Economic Affairs decreased by €5.8 million compared to 2014 to a sum of €126.0 million. Another important development is the reduction of the contract research-based turnover by €11.7 million to €106.7 million and the reduction of research funding and contract research revenues by €3.2 million to €27.5 million. The remaining turnover showed a slight increase, totalling €49.1 million.

In comparison with 2014, personnel expenses decreased by €6.9 million to €177.8 million. This decrease was caused primarily by a lower staffing level (2,323 FTE in 2015, a decrease of 118 FTE).

Balance Developments

At the end of 2015, liquidity had increased by €13.3 million compared to 2014 (€80.9 million), reaching a level of €94.2 million. The following are the factors that explain the increase:

- Net result: €8.7 million
- Change in real estate (balance of investments, divestments and depreciation): €18.3 million
- Change in provisions: €2.6 million
- Change in long-term debt and receivables: -€2.4 million
- Developments in working capital: -€13.9 million

The change in real estate amounts to €19.5 million and includes €0.8 million of building and inventory depreciation and impairments. In contrast capital expenditures (including interest and members' capital) amounted to -€6.4 million, and divestments to €4.4 million.

As a result of the positive result, solvency rose to 55.7%. In 2014, solvency was 53.6%.

Changes in the Legal Structure and Capital Stake

The following change occurred in the group in 2015: ID-Lelystad, Instituut voor Dierhouderij en Diergezondheid BV was terminated in 2015.

Prospects for 2016

The DLO Research Foundation has forecast a net result of €2.6 million, meaning a positive margin of 0.8%. The budgeted result amounts to a €3.5 million deduction of corporation tax. (1.1%)

The result from regular operational activities (excluding the incidental result) is expected to be €8.9 million, which is a 2.9% margin.

The incidental result for 2016 is expected to be €-5.4 million. This includes expected transition costs in the context of "werkenderwijs" programmes or reorganisations (€3.4 million), a provision for impairments (€1.0 million) and expected additional VAT costs resulting from the further development of the so-called "pro rata regulations" (€0.7 million). The latter is related to the as yet unconfirmed new VAT agreements with the Tax Authorities.

The expected turnover for 2016 is €307.3 million. This is a decrease compared to 2015 of €7.5 million, including a shift between the turnover groups. The research funding from the Ministry of Economic Affairs is expected to decrease further (-€6.7 million), while revenues from co-funding and subsidies (+€9.1 million) and revenues from contract research (+€6.1 million) are expected to increase. The remaining turnover has been budgeted very carefully and will decrease by €16.6 million.

In 2016, €22.2 million will be invested in buildings and land. At the central level, €16.7 million will be invested. This involves, among others, investments in CVI in the Unilocatie (€7.5 million) and in the High Containment Unit (€4.2 million) in Lelystad. Investments will also be made in the Dairy Campus (€2.4 million) in Leeuwarden. The institutes' investment expenditures have been budgeted at €5.5 million. This primarily concerns laboratory equipment (€3.6 million).

The level of the liquid assets will remain mostly unchanged in 2016 at an expected total of €94.6 million by the end of 2016. This means DLO will retain its strong cash position.

The budget for 2016 estimates that solvency will remain stable compared to 2015 at a level of 56%.

3.2.1.2 DLO Research Foundation Abridged Annual Financial Report

CONSOLIDATED BALANCE SHEET AFTER THE ALLOCATION OF THE NET RESULT (IN €1,000)

Balance	31-12-2015	31-12-2014
ASSETS		
FIXED ASSETS		
Intangible fixed assets	961	704
Tangible fixed assets	285,650	303,376
Financial fixed assets	52,686	57,076
Total fixed assets	339,297	361,156
CURRENT ASSETS		
Stocks	4,050	3,398
Receivables and prepayments	103,791	101,223
Liquid assets	94,197	80,881
Total current assets	202,038	185,502
TOTAL ASSETS	541,335	546,658
LIABILITIES		
INTERNAL CAPITAL		
Members' capital	0	0
General reserve	0	0
Statutory reserve	0	200
Other reserves	301,765	292,888
TOTAL INTERNAL CAPITAL	301,765	293,088
EQUALISATION ACCOUNT	0	0
PROVISIONS	30,759	28,193
LONG-TERM DEBT	79,451	85,811
SHORT-TERM DEBT	129,360	139,566
TOTAL LIABILITIES	541,335	546,658

CONSOLIDATED PROFIT AND LOSS STATEMENT (IN €1,000)

	Actual 2015	Actual 2014
INCOME		
Basic funding	13,075	14,401
Programme funding	71,692	75,265
Co-funding and subsidy revenues	27,187	30,629
Top Sectors	55,121	51,306
Bilateral market	98,187	112,054
Secondary activities	43,287	42,258
Other income	5,803	4,148
Total income	314,352	330,061
EXPENDITURES		
Personnel costs	177,776	184,708
General costs	66,300	78,132
Specific costs	57,712	62,671
Total expenditures	301,788	325,511
Other income and expenditures	0	0
OPERATING RESULT	12,564	4,550
Financial income and expenditures	-4,304	-3,866
RESULT FROM OPERATIONAL ACTIVITIES BEFORE TAX	8,260	684
Taxation on operational activities	-2	-44
Result from participating interests	419	390
RESULT FROM OPERATIONAL ACTIVITIES AFTER TAX	8,677	1,030
Third-party share	0	0
Exceptional income and expenditures	0	0
NET RESULT	8,677	1,030

CONSOLIDATED CASH FLOW STATEMENT (IN €1,000)

	Actual 2015	Actual 2014
OPERATIONAL ACTIVITIES		
NET RESULT	8,677	1,030
Depreciation and impairments	20,320	21,879
	28,997	22,909
Change in provisions	2,566	4,282
Change in stocks	-652	145
Change in receivables	-2,568	4,776
Change in short-term debt	-10,206	-13,257
Result from non-consolidated participating interests	-419	-390
	-11,279	-4,444
Cash flow from operational activities	17,718	18,465
INVESTMENT ACTIVITIES		
Investments in intangible assets	-613	-504
Investments in buildings and sites (incl. WIU)	-3,691	-4,698
Investments in other tangible assets	-3,001	-4,921
Investments in participating interests and members' capital	875	-323
Divestments of fixed assets	4,444	1,013
Cash flow from investment activities	-1,986	-9,433
FINANCING ACTIVITIES		
Change in long-term receivables, Ministry of Economic Affairs	3,944	3,944
Change in long-term debt to Ministry of Economic Affairs	-5,619	-5,417
Change in other long-term debt	-741	-4,059
Decrease in lease obligations	0	0
Change in internal capital	0	0
Change in third-party share	0	0
Cash flow from financing activities	-2,416	-5,532
CASH FLOW	13,316	3,500
CHANGE IN LIQUID ASSETS		
Balance of liquid assets on 1 January	80,881	77,381
Balance of liquid assets on 31 December	94,197	80,881
Change in liquid assets	13,316	3,500

3.2.1.3 Accounting Principles

The annual financial report was prepared and validated by the Executive Board on 18 April 2016 and approved by the Supervisory Board on 30 May 2016. The annual financial report was prepared in accordance with the below accounting principles. Any departure from these principles is stated alongside the relevant financial information.

The figures of the previous financial year are in accordance with the figures in the annual financial report of the relevant year. Variances may arise as a result of corrections, shifts between items or changes in the rounding-off method. Variances of relevant significance are indicated in the annual financial report.

General accounting principles for the preparation of the annual financial report

The DLO Research Foundation, the DLO Holding BV and a number of subsidiaries are grouped together. Staff are employed by the DLO Research Foundation and are allocated to the various

operating companies, on the basis of the actual wage costs incurred. The DLO Research Foundation owns the real estate used by the operating companies pursuant to contracts for use.

The annual financial report is prepared according to the historical cost model. Unless otherwise stated, assets and liabilities are calculated at nominal value.

Monetary assets and liabilities in foreign currencies are converted at the exchange rate on the balance sheet date.

Exchange rate differences are included in the profit and loss statement. Revenues and expenses in foreign currency are included in the profit and loss statement at the exchange rate on the date of receipt or payment.

The annual financial report was prepared in accordance with the Netherlands Civil Code, Book 2, Title 9, and the accounting standards issued by the Dutch Accounting Standards Board.

In order to prepare the annual financial report, the board needed to draw conclusions and make estimates and assumptions that affect the accounting principles and reported value of fixed assets and obligations, as well as of income and expenditures. The actual outcome deviates from these estimates. The estimates and underlying assumptions are continually evaluated. Adjustments to estimates are implemented in the period during which the adjustment is made as well as the following periods that are affected by this adjustment. The principal items subject to estimates are:

- Valuation and useful life of fixed assets
- Provision of receivables and projects
- Provisions
- Claims

Consolidation

The consolidated reports incorporate the annual accounts of the DLO Research Foundation, its subsidiaries and other organisations over which the institution exercises control (pursuant to the actual situation) or central management. The subsidiaries are legal entities directly or indirectly controlled by DLO Foundation, given that the institution possesses the majority of the voting rights or can control the financial and operational activities in some other manner. Also taken into account are potential voting rights that may be exercised directly on the balance sheet date.

The annual accounts of DLO Foundation, its subsidiaries and other organisations over which the institution exercises control (pursuant to the actual situation) or central management are fully incorporated into the consolidated financial report. Third party shares with respect to internal capital and the group result are reported separately.

Table 3.7 Consolidated participating interests

	Shareholder	Registered office	% at end of 2014	Change	% at end of 2015
Agri New ventures BV	WBG	Wageningen	100	-	100
DLO Holding BV	DLO Research Foundation	Wageningen	100	-	100
Exploitiemaatschappij Windmolenparken Lelystad BV	WBG	Wageningen	100	-	100
ID-Lelystad, Instituut voor Dierhouderij en Diergezondheid BV	Holding	Wageningen	100		
Lelystad Biologicals BV	Holding	Wageningen	100	-	100
Wageningen Business Generator BV	Holding	Wageningen	100	-	100
Windmolenpark Neushoortocht BV	WBG	Wageningen	100	-	100
Windmolenpark Mammoethocht BV	WBG	Wageningen	100	-	100

Table 3.8 *Non-consolidated participating interests valued at acquisition cost*

	Shareholder	Registered office	% at end of 2014	Change	% at end of 2015
Bfactory BV	WBG	Wageningen	17	-	17
Isolife BV	WBG	Wageningen	5	-	5
Telemetronics Biometry BV	WBG	Heteren	4	-	4
Wageningen Science & Technology Consulting Services Ltd.	Holding	Beijing	100	-	100

Table 3.9 *Non-consolidated participating interests valued at net asset value*

	Shareholder	Registered office	% at end of 2014	Change	% at end of 2015
CoVaccine BV	WBG	Lelystad	25	-	25
Fresh Forward Holding BV	WBG	Wageningen	49	-	49
Knowhouse BV	WBG	Horst	30	-	30
Oostwaardhoeve Beheer BV	WBG	Wageningen	50	-	50
Pepscan Systems BV	WBG	Lelystad	10	-	10
VOF Oostwaardhoeve	ANV	Slootdorp	50	-	50

Accounting policies for asset and liability valuation

Intangible fixed assets – Development costs, patents and licences, software, goodwill and production rights are not capitalised unless they are purchased from third parties or the production costs can be reliably established. In addition, the intangible fixed asset must be capable of generating future economic benefits. Intangible fixed assets are valued at acquisition or production cost. Amortisation is applied in proportion to the realisation of the forecasted revenue over five years. When revenue realisation cannot be determined in a reliable manner, the straight line method is used. Pursuant to statutory obligations, a statutory reserve is maintained for the capitalised amount of development costs. Write-offs as a result of impairment, sale, loss or discontinuation are listed separately.

Tangible fixed assets – Tangible fixed assets are valued at acquisition price or production cost with the deduction of accumulated depreciation. Depreciation is applied using the straight line method on the basis of the estimated useful life and the residual value. Depreciation is proportionally applied in the purchase year.

Tangible fixed assets under construction or in production are valued at the acquisition price or for the amount that has already been invoiced to the company by third parties. Investments of less than €5,000 are charged directly to the profit and loss statement.

Table 3.10 Depreciation periods

Part	Linear depreciation in years
Company property / Work in progress	0
Site layout and infrastructure	60
Buildings	
Casco	60
Outfitting package	30
Fittings and furnishings package	15
Greenhouses, sheds, sundry buildings / structures	15
Machinery and equipment	
Office furniture / machines and equipment / inventory of restaurant facilities / fiberglass network / other inventory	10
Laboratory equipment / audio-visual equipment / vehicles / PR and information material	5
ICT equipment including software (network hardware)	5
ICT equipment including software (other hardware)	3

An exception is made for buildings and equipment that, pursuant to financial provider requirements, are immediately charged in full. The full cost of these fixed assets is included in the year of purchase.

Write-offs as a result of impairment, sale, loss or discontinuation are listed separately. An assessment is made on the balance sheet date to determine whether there are indications that a fixed asset can be subject to impairment. Should there be any such indications, then the realisable value of the asset is then determined. If the realisable value of the individual asset cannot be determined, then the realisable value of the cash flow generating unit to which the asset belongs is determined. An impairment is applicable when the book value of an asset is higher than the realisable value, where the realisable value is higher than the market value and the business value.

When it is determined that an impairment that was included in the past no longer exists or has decreased, then the increased book value of the asset is set no higher than the original book value would have been without the application of an impairment of the asset.

Financial fixed assets – Participating interests and capital of members on whose business and financial policy the institution exerts a significant influence, are valued at net asset value. This value is determined on the basis of the group's accounting policies for valuation and the determination of the result.

Participating interests and capital of members on whose business and financial policy the institution does not exert a significant influence are valued at acquisition cost. The valuation of these assets takes into account any permanent decline in value, if relevant.

Stocks – This item is comprised of the trading stock, finished products, livestock and stock of harvested agricultural produce. The trading stock and finished product are valued in accordance with the FIFO method at the acquisition cost or production cost, including a supplement for indirect costs. The valuation of livestock and stock of harvested agricultural produce is based on market prices. The value of unmarketable stock or stock with a lower market value is decreased accordingly. On the basis of the average annual use in the last ten years, a provision has been made for antisera that according to this calculation have been in stock longer than three years.

The stock of semi-finished products is valued in accordance with the FIFO method at the acquisition cost or production cost, including a supplement for the indirect costs.

Receivables and Prepayments – Receivables are valued at nominal value minus a provision for uncollectible debts, if relevant.

Work in progress - Work in progress for third parties is valued at the cost of direct material use and labour, including a supplement for indirect costs. Invoiced instalments and forecasted losses on projects are deducted from this balance. The result is allocated in proportion to the progress

(proportion of actual costs incurred) of a project. After accounting for the prepayments that have been received, projects with a debit balance are then included under short-term receivables. Projects with a negative balance are included under the prepayments item of short-term debt.

Internal Capital – The internal capital consists of:

- Subscribed capital: the nominal value of issued and paid-up share capital is included under this item.
- Statutory reserve: the mandatory maintenance of a statutory reserve for research and development costs capitalised in the balance sheet.
- General reserve: this reserve is credited with the operating result in any year in which the result is not allocated to a specific use.

Third-party share – The share of third parties in a participating interest consolidated in full by the group is included in the “Third-party share” item in the annual financial report.

Provisions – Unless otherwise stated, provisions are valued at nominal value. The amount of the provision included in the annual financial report is the best estimate of the amount that will be required to settle the relevant obligations and losses on the balance sheet date.

Provisions are formed for legally enforceable or actual obligations that exist on the balance sheet date, for which the likelihood exists that the settlement of obligations will require an outflow of funds and that a reliable estimate can be made of the scope of the obligations.

Provisions for unemployment insurance obligations – These are determined as the cover required for the unemployment insurance obligations on the balance sheet date and expected future obligations in relation to personnel that have already left and personnel with a temporary employment contract.

The provision for Resumption of Work for Partially Disabled Persons Act covers the obligations pursuant to the Act on the balance sheet date and arising from the “own risk” borne by the organisation.

Other personnel provisions – Service bonuses

The forecasted obligation arising from future service bonuses is determined on the basis of previous information and withdrawals are made on the basis of realisation. The present value is determined on the basis of the prevailing market rate of interest for the DLO Research Foundation.

Other personnel provisions/pensions – The pension insurance provider is ABP. The pension plans are in line with the career average system and are indexed if the coverage of the pension fund allows. The policy coverage is the average coverage during the past twelve months. No indexation occurred in 2015.

On 31 December 2015, the ABP pension fund had 98.7% coverage. This is 5.5% below the minimum required limit of 104.2%. In comparison to the end of 2014, the coverage ratio declined by 6 percentage points. As of 31 December 2014, the policy coverage ratio amounted to 104.7%.

Because the financial situation at ABP, as of 31 December 2015, was still unsatisfactory in relation to the new rules, ABP will need to submit a new recovery plan to the regulator, De Nederlandsche Bank (DNB), by 1 April 2016. The old recovery plan is soon to expire, as new rules are in effect as of 2015. This new recovery plan will then be assessed by DNB. ABP reports that no reduction of the pensions will take place in 2016.

There was no obligation to make up any shortfall as a result of ABP’s coverage ratio. This is why no provisions have been made.

Provision for reorganisation expenses – This is intended to cover forecasted expenses of ongoing and planned reorganisations, which have been decided upon and communicated throughout the organisation and/or to the involved employees before the balance sheet date.

Provision for Product and Contract Risks – Covers the expected cost of loss-making contracts, guarantees and claims arising from services and products delivered to third parties.

Long-term debt - Long-term debt concerns liabilities that are due in one year or more from the end of the relevant financial year.

Short-term debt - Short-term debt refers to liabilities that are due within a year or less from the end of the relevant financial year.

Accounting policies to determine income and expenditure

Proceeds and costs are included as business income and expenditures that can be allocated to the relevant financial year or activity, regardless of whether they have resulted in receipts and expenses during the annual reporting period.

Proceeds are included in the year in which the goods were delivered or the services were provided to clients. Losses and risks arising before the end of the financial year are taken into account if they are known before preparation of the annual financial report.

The income from contract research is determined on the basis of the direct costs, including a supplement for indirect costs to a maximum of the rate to be paid by the finance provider. Results are calculated in proportion to the progress of the project.

Revenue from the Ministry of Economic Affairs falling under the Ministry's funding regulation is determined on the basis of the direct costs including a supplement for indirect costs. The supplement for indirect costs is determined annually according to the applicable system. Results are calculated in proportion to the progress of the project.

Taxation on the result is calculated from the profit before tax in the income and expenditure statement, taking into account any available losses from the previous years that can be off-set against tax (to the extent that these have not been included in the deferred tax credits) and tax-exempt profit constituents after the inclusion of non-deductible costs. All changes are also taken into account in deferred tax credits and deferred tax liabilities arising from changes in the applicable tax rate.

Accounting Principles for the Cash Flow Statement Preparation

The cash flow statement was prepared using the indirect method.

System Changes

Not applicable.

3.2.2 Auditor's report by the independent auditor

The auditor's report by the independent auditor is included in the [Dutch Wageningen UR Annual Report 2015](#).

3.2.3 Appendices for the abridged DLO Research Foundation Annual Financial Report

Appendix 1 Overview of Property Sales and Purchases (in €1,000)

Subtotal ground and infrastructure	Hectares	Purchase	Sale	Reference number
Purchase of land on Veulensewaterweg in Veulen	17.69	987		Ministry of Economic Affairs 15011611 2/3/2015
Baard sale of land	50.35		2,014	DGBI-I&K 15025968 12-3-2015
Deinum/Jorwerd sale of land	17.00		595	DGBI-I&K 15025968 12-3-2015
Wageningen sale of land in Bornsesteeg/Bronland	1.52		2,668	Ministry of Economic Affairs 13104846 8/7/2013
Wageningen sale of land in Bornsesteeg	1.05		1,842	Ministry of Economic Affairs 14199426 5/12/2014
Subtotal ground and infrastructure		987	7,119	

Buildings	Purchase	Sale	Reference number
Biovergister Bosma Zathe		215	Ministry of Economic Affairs 13124210 18/7/2013
Subtotal buildings	0	215	

Total	987	7,334	
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Sales breakdown	Sales proceeds	Book value	Book profit
Baard sale of land	2,014	1,601	413
Deinum/Jorwerd sale of land	595	541	54
Wageningen sale of land in Bornsesteeg/Bronland	2,668	1,997	671
Wageningen sale of land in Bornsesteeg	1,842	1,378	464
Biovergister Bosma Zathe	215	215	0
Total	7,334	5,732	1,602

Appendix 2 Accountability for Ministry of Economic Affairs Funding 2015 (in €1,000)

DLO Research Foundation 2015 funding extension		
Knowledge-based research	13,306	
KennisOnline	248	
Knowledge circulation for education	665	
Phytophthora	699	
The Ecological Monitoring Network	2,352	
Afghanistan project	1,863	
Network of excellence on postharvest food losses	130	
Policy-supporting research - AGRO	9,410	
Policy-supporting research - Natuur en Regio	7,355	
Top Sectors	39,333	
Knowledge for Policy	1,653	
Statutory research tasks	43,478	
Additional projects	7,987	
Ministry of Economic Affairs funding	128,480	
Compensation for loan repayments	2,800	
Compensation for PO loan repayments	957	
Compensation for IAC/ILRI loan	188	
Correction for drop in demand due to loan remission	-56	
VAT	25,894	
Payment through Laser/honey scheme	-130	
DLO Research Foundation 2015 total of subsidies awarded	158,133	letter with reference number DGA-AK/14195572 date 18 December 2015
Ministry of Economic Affairs funding processed through the balance sheet		
Compensation for Ministry of Economic Affairs portion of DLO loan repayments	2,800	Balance sheet item receivables from Ministry of Economic Affairs
Compensation for Ministry of Economic Affairs portion of PO loan repayments	957	Balance sheet item receivables from Ministry of Economic Affairs
Compensation for Ministry of Economic Affairs portion of IAC/ILRI loan repayments	188	Balance sheet item receivables from Ministry of Economic Affairs
DLO VAT	25,894	On balance sheet end date
Ministry of Economic Affairs funding processed through the balance sheet	29,839	
Ministry of Economic Affairs	income to account for	
	128,294	
Changes to Ministry of Economic Affairs research still to be carried out	-1,798	Changes to Ministry of Economic Affairs research still to be carried out
HCU	-1,377	Balance sheet item HCU operation
Other Ministry of Economic Affairs income accounted for	0	
DLO Research Foundation annual financial report income accounted for	125,119	

To supplement the above accounts: in 2015, an amount of €2,608,552 (2014 €6,219,696; 2013 €4,004,000; 2012 €2,452,000; and 2011 €42,500) was spent on the Agriculture ATVET Afghanistan project – the main phase of which started on 1 November 2011 and will continue until 31 October 2016.

For the contribution from the Ministry of Economic Affairs to the Practical Learning provision at the Dairy Campus (1300015790) an advance payment of €500,000 was received. The construction activities for the Dairy Campus facilities and the Practice Learning facilities are strongly interconnected, which is why it is not possible to view the costs of the Practical Learning facilities separately. This is why the actual construction costs are estimated as a proportion of the total realised construction costs. The depletion of the Ministry of Economic Affairs contribution to the construction costs, therefore, is €319,019.

The completion of the Practical Learning facilities and main building are slightly behind schedule. One part has already been completed. The main building will be completed in late March. Directly following this the remaining Practical Learning facilities will be realised, with completion scheduled for the second quarter of 2016.

3.3 Remuneration

The remuneration of executives from Wageningen UR was established in accordance with the rules established by the Public and Semi-public Sector Senior Officials (Standard Remuneration) Act (WNT), or is brought into accordance with the WNT by complying with the transitional rules. The remuneration of Supervisory Board members is in accordance with the WNT standards.

In compliance with Article 1.1 of the WNT, Wageningen UR has summarised the remuneration of the Executive Board members and the Supervisory Board members in the following tables.

Table 3.11 *Remuneration of executives (in €)*

Developments in 2015		Breukink	Mol	Kropff	Fresco
A.	Remuneration	230,474	105,936	95,155	230,474
	Minus additional tax liability for car	-	-	-	-
A1.	Remuneration minus additional tax liability	230,474	105,936	95,155	230,474
B.	Personal expenses				
	Representation costs	3,097	-	1,167	398
	Domestic travel expenses	19,244	15,856	4,467	21,777
	International travel expenses	3,317	5,196	6,649	12,580
	Other expenses	712	299	977	878
B1.	Personal expenses	26,370	21,351	13,260	35,633
C.	Total expenditures	256,844	127,287	108,415	266,107

Distribution across components		Breukink	Mol	Kropff	Fresco
A.	Remuneration minus additional tax liability				
50.0%	WU	115,237	52,968	47,578	115,237
50.0%	DLO	115,237	52,968	47,578	115,237
B.	Personal expenses				
50.0%	WU	13,185	10,676	6,630	17,817
50.0%	DLO	13,185	10,676	6,630	17,817

Table 3.12 *Remuneration of executives*

	L.O. Fresco	I.J.J.H. Breukink	A.P.J. Mol	M.J. Kropff	M.J. Kropff ^{a)}
Chair Y/N	Y	N	N	N	N
Start of employment	1-7-2014	1-9-2005	1-10-1987	1-1-1995	1-6-2015
End of employment	1-7-2018	Undetermined	Undetermined	1-6-2015	Undetermined
Date of appointment to Executive Board	1-7-2014	1-9-2005	28-5-2015	1-9-2005	N/A
Duration of appointment in 2015	1-1 to 31-12	1-1 to 31-12	28-5 to 31-12	1-1 to 31-5	1-6 to 31-12
Scope of employment in FTE	1	1	1	1	1
Remuneration 2015					
Remuneration	213,267.50	213,267.50	96,439.45	86,523.37	691.51
Taxable expense reimbursements	0.00	0.00	0.00	1,306.40	0.00
Provisions for remuneration payable in term	17,206.50	17,206.50	9,496.20	7,325.50	0.00
Total remuneration	230,474.00	230,474.00	105,935.65	95,155.27	691.51
Reason for exceeding norm and other notes	WNT-1 norm	WNT-1 norm	WNT-2 norm	WNT-1 norm	N/A
Payment on termination of employment	N/A	N/A	N/A	N/A	N/A
Data for 2014					
Duration of appointment in 2014	1-7 to 31-12	1-1 to 31-12		1-1 to 31-12	
Scope of employment in FTE	1	1		1	
Remuneration 2014					
Remuneration	98,779.66	197,559.32		197,559.32	
Taxable expense reimbursements	0.00	0.00		0.00	
Provisions for remuneration payable in this term	16,457.34	32,914.68		32,914.68	
Total remuneration	115,237.00	230,474.00		230,474.00	

a) Former executive

Explanation: In compliance with Article 1.1 of the WNT of the 2013 and 2014 annual reports, Wageningen UR executives comprise the members of the Executive Board, the Managing Directors of the Sciences Groups and the members of the Supervisory Board. The implementation of the WNT on 1 January 2013 resulted in increased clarity on the meaning of the term "executive". On the basis of this, however, the statement must be made that the Managing Directors do not fall under the definition of "executive" as defined in the WNT. Based on this, the remuneration of the Managing Directors is not included in this annual report. Given that the Managing Directors have never been qualified as executives according to the WNT definition, their details have not been included in this annual report as "former executive".

Table 3.13 Remuneration of Supervisory Board members (in € and excluding VAT)

	M.J. Cohen	B.J. Marttin ^{a)}	L.C. Bruggeman	H.E. Waalkens	S. Korver ^{b)}	R.P. Smith ^{a)}
Chair Y/N	Y	N	N	N	N	N
Start of employment	1-1-2013	1-7-2011	1-1-2013	1-1-2013	1-1-2013	1-1-2013
End of employment	1-1-2017	1-7-2019	1-1-2017	1-1-2017	1-1-2017	1-1-2017
Duration of appointment in 2015	1-1 to 31-12	1-1 to 31-12	1-1 to 31-12	1-1 to 31-12	1-1 to 31-12	1-1 to 31-12
Remuneration 2015						
Remuneration	16,901.04	11,267.40	11,267.40	11,267.40	11,267.40	11,267.40
Taxable expense reimbursements	0.00	0.00	0.00	0.00	0.00	0.00
Provisions for remuneration payable in this term	0.00	0.00	0.00	0.00	0.00	0.00
Total remuneration	16,901.04	11,267.40	11,267.40	11,267.40	11,267.40	11,267.40
Reason for exceeding norm and other notes	N/A	N/A	N/A	N/A	N/A	N/A
Payment on termination of employment	N/A	N/A	N/A	N/A	N/A	N/A
Data for 2014						
Duration of appointment in 2014	1-1 to 31-12	1-1 to 31-12	1-1 to 31-12	1-1 to 31-12	1-1 to 31-12	1-1 to 31-12
Remuneration 2014						
Remuneration	16,901.04	11,267.40	11,267.40	11,267.40	11,267.40	11,267.40
Taxable expense reimbursements	0.00	0.00	0.00	0.00	0.00	0.00
Provisions for remuneration payable in this term	0.00	0.00	0.00	0.00	0.00	0.00
Total remuneration	16,901.04	11,267.40	11,267.40	11,267.40	11,267.40	11,267.40

a) No payment to the person concerned in connection with a third party agreement

b) Remuneration to company Korver Beheer en Management

Table 3.14 Remuneration of non-executives (amounts in €)

Position	Director
Start of employment	1-4-2002
End of employment	Undetermined
Duration of appointment in 2015	1-1 to 31-12
Extent of employment in FTE	1
Remuneration 2015	
Remuneration	196,422.67
Taxable expense reimbursements	2.50
Provisions for remuneration payable in this term	17,016.36
Total remuneration	213,441.53
Reason for exceeding norm and other notes	Agreements made before 2013
Payment on termination of employment	N/A
Data for 2014	
Position	Director
Duration of appointment in 2014	1-1 to 31-12
Extent of employment in FTE	1
Remuneration 2014	
Remuneration	200,624.38
Taxable expense reimbursements	55.00
Provisions for remuneration payable in this term	34,265.40
Total remuneration	234,944.78

Appendix 1

Education at Wageningen University

Table B1.1 List of Bachelor's and Master's programmes 2014-2015

Bachelor's	Master's
Life Sciences programmes	
Biologie (BBI)	Animal Sciences (MAS)
Dierwetenschappen (BDW)	Aquaculture and Marine Resource Management (MAM)
Plantenwetenschappen (BPW)	Biology (MBI)
	Organic Agriculture (MOA)
	Plant Biotechnology (MPB)
	Plant Sciences (MPS)
Technology and Nutrition degree programmes	
Agrotechnologie (BAT)	Biosystems Engineering (MAB)
Biotechnologie (BBT)	Bioinformatics (MBF)
Levensmiddelentechnologie (BLT)	Biotechnology (BBT)
Moleculaire levenswetenschappen (BML)	Food Quality Management (MFQ)
Voeding en Gezondheid (BVG)	Food Safety (MFS)
	Food Technology (MFT)
	Molecular Life Sciences (MML)
	Nutrition and Health (MNH)
	Plant Sciences (MPS)
Life Sciences programmes	
Bedrijfs- en Consumentenwetenschappen (BBC)	Applied Communication Science (MCS)
Communicatiewetenschappen (BCW)	Development and Rural Innovation (MDR)
Economie en Beleid (BEB)	International Development Studies (MID)
Gezondheid en Maatschappij (BGM)	Management, Economics and Consumer Studies (MME)
Internationale Ontwikkelingsstudies (BIN)	
Environment and Landscape programmes	
Bodem, Water, Atmosfeer (BBW)	Climate Studies (MCL)
Bos- en Natuurbeheer (BBN)	Earth and Environment (MEE)
Internationaal Land- en Waterbeheer (BIL)	Environmental Sciences (MES)
Landschapsarchitectuur en Ruimtelijke Planning (BLP)	Forest and Nature Conservation (MFN)
Milieuwetenschappen (BMW)	Geo-information Science (MGI)
Tourism (BTO)	International Land and Water Management (MIL)
	Landscape Architecture and Planning (MLP)
	Leisure, Tourism and Environment (MLE)
	Urban Environmental Management (MUE)
	Water Technology (MWT)

Table B1.2 Number of enrolled students at Wageningen University by type of enrolment and gender on 1 October 2015

Type of Enrolment	First-year students			All enrolled students		
	Male	Female	Total	Male	Female	Total
Students	1122	1490	2612	4331	5509	9840
Contract Students	3	4	7	5	5	10
Second Enrolment Students	79	118	197	94	151	245
Erasmus Mundus	5	3	8	5	3	8
Erasmus Double Degree	4	7	11	4	7	11
Erasmus Students	45	123	168	49	124	173
Other Exchange Students	18	47	65	27	66	93
Total	1276	1792	3068	4515	5865	10380

Table B1.3 Number of students at Wageningen University by study phase and gender on 1 October 2015

Types of Enrolment	First-year students			All students		
	Male	Female	Total	Male	Female	Total
BSc	693	831	1524	2190	2600	4790
MSc	429	659	1088	2141	2909	5050
Total	1122	1490	2612	4331	5509	9840

Table B1.4 Number of Bachelor's students at Wageningen University by programme and gender on 1 October 2015

Programme	First-year students			All students		
	Male	Female	Total	Male	Female	Total
Agrotechnologie (BAT)	28	5	33	110	12	122
Bedrijfs- en consumentenwetenschappen (BBC)	93	97	190	256	272	528
Biologie (BBI)	79	56	135	261	213	474
Bos- en natuurbeheer (BBN)	37	26	63	125	96	221
Biotechnologie (BBT)	75	33	108	207	91	298
Bodem, water, atmosfeer (BBW)	41	26	67	145	72	217
Communicatiewetenschappen (BCW)	3	20	23	12	49	61
Dierwetenschappen (BDW)	19	64	83	81	256	337
Economie en beleid (BEB)	29	14	43	86	41	127
Gezondheid en maatschappij (BGM)	13	73	86	32	202	234
Internationaal land- en waterbeheer (BIL)	44	21	65	134	80	214
Internationale ontwikkelingsstudies (BIN)	23	58	81	84	230	314
Landschaparchitectuur en ruimtelijke planning (BLP)	29	27	56	116	82	198
Levensmiddelentechnologie (BLT)	44	93	137	156	254	410
Moleculaire Levenswetenschappen (BML)	59	34	93	125	84	209
Milieuwetenschappen (BMW)	19	16	35	63	46	109
Plantenwetenschappen (BPW)	35	31	66	106	72	178
Tourism (BTO)	6	16	22	23	54	77
Voeding en gezondheid (BVG)	17	121	138	68	394	462
Total number of enrolled students	693	831	1524	2190	2600	4790

Table B1.5 Number of Master's programme students at Wageningen University by programme and gender on 1 October 2015

Programme	First-year students			All students		
	Male	Female	Total	Male	Female	Total
Biosystems Engineering (MAB)	7	2	9	71	10	81
Aquaculture and Marine Resource Management (MAM)	16	13	29	57	47	104
Animal Sciences (MAS)	25	35	60	84	256	340
Bioinformatics (MBF)	7	6	13	32	22	54
Biology (MBI)	9	9	18	135	137	272
Biotechnology (BBT)	33	19	52	172	112	284
Climate Studies (MCL)	10	3	13	42	27	69
Applied Communication Science (MCS)	2	14	16	20	151	171
Development and Rural Innovation (MDR)	8	4	12	28	22	50
Earth and Environment (MEE)	11	12	23	105	66	171
Environmental Sciences (MES)	33	45	78	121	158	279
Forest and Nature Conservation (MFN)	24	18	42	122	108	230
Food Quality Management (MFQ)	2	24	26	22	60	82
Food Safety (MFS)	12	44	56	38	113	151
Food Technology (MFT)	39	94	133	134	298	432
Geo-information Science (MGI)	14	9	23	66	27	93
Hydrology and Water Quality (MHW)						
International Development Studies (MID)	19	42	61	65	215	280
International Land and Water Management (MIL)	12	10	22	85	59	144
Leisure, Tourism and Environment (MLE)	4	16	20	16	49	65
Landscape Architecture and Planning (MLP)	4	7	11	70	69	139
Meteorology and Air Quality (MMA)						
Management, Economics and Consumer Studies (MME)	21	21	42	182	173	355
Molecular Life Sciences (MML)	3	5	8	63	51	114
Nutrition and Health (MNH)	12	111	123	44	356	400
Organic Agriculture (MOA)	13	17	30	62	71	133
Plant Biotechnology (MPB)	11	6	17	53	33	86
Plant Sciences (MPS)	50	35	85	169	127	296
Urban Environmental Management (MUE)	18	28	46	62	72	134
Water Technology (MWT)	10	10	30	21	20	41
Total number of enrolled students	429	659	1088	2141	2909	5050

Table B1.6 Success rate of the MSc programmes for the starting class of 2011-2012 to 2013-2014

Programme	Class of 2011				Class of 2012			Class of 2013	
	N	%			N	%		N	%
		Dur: 2 yr	Dur: 3 yr	Dur: 4 yr		Dur: 2 yr	Dur: 3 yr		Dur: 2 yr
MAB	21	81	90	90	33	73	91	32	66
MAM	31	35	65	74	36	53	86	29	38
MAS	121	61	87	89	158	71	93	158	58
MBF	15	53	80	87	8	63	75	22	55
MBI	76	50	78	88	104	50	79	102	35
MBT	59	66	86	88	101	59	85	96	49
MCL	21	43	76	81	17	41	88	26	42
MCS	10	40	60	60	39	38	79	51	27
MDR	23	57	78	83	16	56	81	21	19
MEE	30	47	83	87	44	59	86	68	49
MES	75	72	87	95	112	55	89	140	58
MFN	69	57	87	88	91	38	75	80	41
MFQ	26	65	88	88	29	52	83	35	43
MFS	43	65	93	95	53	64	94	49	61
MFT	134	66	92	95	154	71	96	172	56
MGI	29	48	86	90	38	45	89	33	33
MHW	17	59	94	100	1	100	100		
MID	65	34	71	83	69	25	70	92	24
MIL	34	47	82	91	47	47	85	34	32
MLE	20	40	75	80	31	39	74	26	54
MLP	56	45	82	96	67	37	73	37	19
MMA	5	100	100	100					
MME	180	68	89	92	149	58	87	117	49
MML	27	78	89	93	44	59	86	42	55
MNH	108	58	93	94	135	59	88	146	53
MOA	34	41	68	76	37	54	89	53	60
MPB	26	58	88	88	26	58	96	40	60
MPS	79	57	76	84	103	51	87	88	50
MUE	37	51	70	78	35	37	71	45	47
MWT	5	60	80	80	4	25	75	16	56
Total for all programmes	1,476	58	58	89	1781	55	86	1850	48
Total including programme switches	1,476	59	86	91	1781	55	87	1850	48

Table B1.7 Success rate of the BSc programmes on the basis of re-enrolments in the second year (N_{t+1}) for the starting class of 2010-2011 to 2012-2013 (N and N_{t+1} in absolute numbers, after x year in %)

Programme	Class of 2010					Class of 2011				Class of 2012		
	N		%			N		%		N		%
	t	t+1	Dur: 3 yr	Dur: 4 yr	Dur: 5 yr	t	t+1	Dur: 3 yr	Dur: 4 yr	N	N t+1	Dur: 3 yr
BAT	29	27	44	67	70	25	22	36	86	32	30	70
BBC	53	47	30	77	85	53	41	27	78	95	88	52
BBI	125	107	37	73	80	111	103	34	77	136	114	46
BBN	48	39	49	72	85	64	54	30	70	55	46	41
BBT	53	39	44	62	77	52	44	59	80	56	51	49
BBW	74	61	38	74	84	59	48	48	92	71	64	56
BCW	21	16	50	81	88	14	13	69	92	18	14	57
BDW	134	102	41	78	85	111	93	43	70	89	59	49
BEB	15	12	50	75	83	21	14	21	79	25	22	41
BGM	29	21	62	81	86	32	28	57	89	54	46	72
BIL	34	28	36	68	93	48	43	35	81	42	36	39
BIN	84	69	33	67	81	75	63	52	79	86	69	42
BLP	58	50	12	62	76	59	53	21	74	48	44	34
BLT	66	58	52	79	86	64	60	60	80	73	68	50
BML	54	52	25	65	77	44	35	40	74	27	20	45
BMW	24	22	59	91	95	16	15	80	93	28	23	52
BPW	29	28	43	75	75	27	26	46	77	35	31	55
BTO	27	17	82	94	94	50	38	82	87	29	24	88
BVG	116	93	57	89	95	117	89	57	83	137	114	69
Total for all programmes	1073	888	41	75	84	1042	882	46	79	1136	963	53
Total including programme switches	1073	923	40	73	84	1042	905	45	79	1136	1001	51

Appendix 2

Secondary employment activities – Supervisory Board

Relevant secondary employment activities as of 31 December 2015

Prof. M.J. Cohen (1947) (President of the Supervisory Board)

Principal appointment: -

First Appointment: 1 September 2013, end of current term: 1 September 2017

Membership: Appointment Committee (Chair) and Education and Research Committee

- Professor by Special Appointment (Thorbecke chair)
- Chair of VOICE (Vereniging van Organisaties die Intellectueel Eigendom Collectief Exploiteren)
- Chair of the Cedris Board (Vereniging van Sociale Werkvoorzieningen)
- Chair of the Supervisory Board of Nationaal Fonds voor Vrede, Vrijheid en Veteranenzorg
- Chair of the Supervisory Board of Openbare Bibliotheek Amsterdam
- Chair of the Stichting voor Vluchteling-Studenten UAF
- Chair of the Amsterdams 4-5 mei comité
- Chair of the Curatorium VNG
- Vice-chair of the Politie Onderwijs Raad
- Chair of the Knowledge and Research committee
- Chair of the Grondrechten Functie-uitoefening Ambtenaren advisory board
- Chair of the Co-Ex Foundation, think tank for the prevention of radicalisation
- Chair of the Bart Tromp Stichting
- Chair of the Dr J.M. Den Uyl Foundation
- Chair of the Cello Oeuvreprijs Foundation
- Member of the board of the MS Nederland Foundation
- Member of the Trustees Board of the Onderwijsrecht chair group at VU Amsterdam
- Member of the Trustees Board for the Vfonds chair group at Tilburg Law School
- Chair of the board of Cappella Amsterdam

L.C. Bruggeman (1950) (Vice President of the Supervisory Board)

Principal appointment: -

First Appointment: 1 January 2013, end of current term: 1 January 2017

Membership: Audit Committee and Education and Research Committee

- Member of the Supervisory Board of Dimence
- Chair of the board of the Stichting Noorderzon Performing Arts Festival Groningen
- Supervisor of Maastricht Health Campus
- Chair of the Supervisory Board of Medisch Centrum Alkmaar/Gemini Ziekenhuis Den Helder
- Chair of the Supervisory Board of Groningen Seaports

Prof. S. Korver (1953)**Principal appointment: Professor by special appointment at Tilburg University**

First Appointment: 1 January 2013, end of current term: 1 January 2017

Membership: Appointment Committee and Education and Research Committee (Chair)

- Director and core lecturer for the Executive MBA Food & Finance, Nyenrode Business University
- Chair of KWPN
- Chair of the Holland National Horse Foundation
- Chair of the Supervisory Board of LTO bedrijven BV
- Member of the board of Stichting Administratiekantoor SBT
- Member of the board of the WK Nederland Foundation
- Member of the board of SRP
- Chair of the land consolidation committee of Binnenveld Rheden

B.J. Marttin (1965)**Principal appointment: Member of the Executive Board at Rabobank Nederland**

First Appointment: 1 September 2011, end of current term: 1 July 2019

Membership: Audit Committee (Chair)

- Member of the board of the Unico Banking Group
- Vice-chairman of the board of Directors of the American Chamber of Commerce
- Chairman of the Advisory Board of Amsterdam University College
- Member of the Supervisory Board of IDH (the Sustainable Trade Initiative)
- Member of the Dutch Trade board
- Member of the board of Rabobank Australia Ltd
- Member of the board of Rabobank New Zealand Ltd
- Member of the board of the Rabobank Foundation
- Chairman of the Shareholders Council of Rabo Development
- Chairman of the Supervisory Board of De Lage Landen International BV
- Chairman of the Supervisory Board of Obvion NV

R.P. Smith (1960)**Principal appointment: President and CEO of Royal Cosun**

First Appointment: 1 January 2013, end of current term: 1 January 2017

Membership: Audit Committee

- Board member of FNLI
- Member of Agri & Food top team
- Member of the board of Stichting Levensmiddelenhuis Nederland

H.E. Waalkens (1948)**Principal appointment: Former MP for the PvdA (Labour Party) and organic dairy farmer**

First Appointment: 1 January 2013, end of current term: 1 January 2017

Membership: Appointment Committee

- Chair of the Waddengroep Foundation
- Member of the General Board of Landschapsbeheer Groningen
- Member of the Supervisory Board of Streek Producten Nederland
- Chair of the Landschap Oldambt Foundation

Appendix 3

Secondary Employment Activities – Executive Board

Relevant secondary employment activities as of 31 December 2015

Prof. L.O. Fresco (1952)

President of the Executive Board

First Appointment: 1 July 2014, end of current term: 1 July 2018

- Non-executive board member of Unilever, Chair of Corporate Responsibility Committee (*remunerated*)
- Member of the board of Koninklijk Concertgebouworkest
- Member of Advisory Committee of 2e Beethoven festival in Zutphen
- Columnist at NRC
- Editorial staff member of De Gids
- Member of the board of the VSNU Nederland Foundation
- Member of the Trilateral Commission
- Member of the High Level EU Commission for the future of the EU agricultural policy
- Member of the UN Steering Committee High Level Panel of Experts (HLPE) on Food Security and Nutrition
- Member of the Strategic Committee of the Moroccan OCP Group (Office Chérifien des Phosphates)
- Member of the Advisory Board of the World Food Prize
- Chair of the ECI Literatuurprijs
- Member or honorary member of various international academies

Prof. A.P.J. Mol (1960)

Vice-President of the Executive Board and Rector Magnificus of Wageningen University

First Appointment: 28 May 2015, end of current term: 28 May 2019

- Member of Nationaal Comité Herdenking Capitulaties Wageningen 1945
- Editor of Environmental Politics (*remunerated*)
- Editor of New Horizons Environmental Politics (Edward Elgar)
- Member of the board of the Research Committee Environment and Society, International Sociological Association
- High Level Panel of Experts (HLPE) on Food Security and Nutrition of the UN Committee on World Food Security (CFS)
- Scientific Advisory Committee of the Global Governance and Democratic Government programme, Catholic University of Leuven Centre for Global Governance Studies, Belgium
- Member of the board of the Sustainable Places Research Institute, Cardiff University, UK
- Editorial staff member of Environmental Policy and Planning, Environmental Sociology, Current Opinion in Environmental Sustainability, Environment and Planning, Nature & Culture, Open Environmental Sciences, The International Journal of Public Policy and Environmental Development
- Member of the Supervisory Board of Wetsus
- Member of the board of The Sustainability Consortium
- Member of Rectorencollege VSNU
- Member of the Research and Valorisation Committee VSNU
- Member of the KNAW China Committee
- Member of the Scientific Advisory Committee of the Amsterdam Institute for Advanced Metropolitan Solutions

Dr IJ.J.H. Breukink (1964)

First Appointment: 1 September 2005, end of current term: 1 October 2017

- Member of the Advisory Committee of Jubileumfonds of Kröller-Müller Museum
- Member of the Supervisory Board of Ziekenhuis Gelderse Vallei in Ede (*remunerated*)
- Member of the General Board of Stichting SURF
- Member of the Steering Committee of Governance en Financiën VSNU (Association of Universities in the Netherlands)
- Member of the Supervisory Board of Stichting Beheer Belmonte Arboretum Wageningen
- Member of the Advisory Board of World Food Centers
- Member of Gelders Strategisch Innovatie Beraad
- Member of FoodValley Core Group
- Member of Advisory Board of DUWO
- Member of the Supervisory Committee of Operationeel Programma EFRO 2014–2020 Oost Nederland

Appendix 4

Wageningen University Profile and Performance Agreements

In 2012, the institutions of higher education established profile and performance agreements (PPA) with the Ministry of Education, Culture and Science (OCW), or in Wageningen University's case, with the Ministry of Economic Affairs (EZ). In the agreements, on the one hand, commitments were made to improve the profile of the institutions and, on the other, values were set for specific performance indicators to be achieved by 2015.

This report covers the progress throughout the entire 2012-2015 period. Its structure consists of a short summary of the plan in 2012, followed by the position in 2015.

1. Summary of PPA ambitions 2012-2015

The previous 2011-2014 Strategic Plan serves as the framework for the profile and performance indicators.

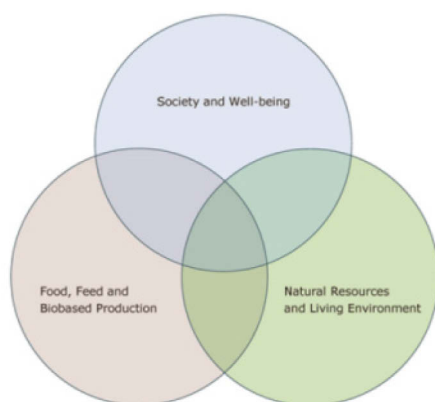
WU profile in 2012

Wageningen UR's domain is Healthy Food and Living Environment. The emphasis in this domain is on the three interconnected core areas, each with a different focus.

Food and Food Production focuses on the production of food, sustainable agriculture, horticulture and fisheries/aquaculture, international food chains and networks, product quality and the use of biomass for non-food applications.

Within Living Environment, the emphasis is on nature, landscape, land use, adaptation to climate change, water and ocean management and the various competing claims to natural resources and space. Related to this are aspects such as biodiversity, preservation of natural resources, managing competing claims and the sustainability of management and production.

Health, Lifestyle and Living Conditions focuses on the themes surrounding health, nutrition and lifestyle. The relation between nutrition and health, consumer behaviour, attitudes regarding risks and uncertainties, the perception of quality and safety and the relation between food safety, food security and poverty are all important aspects within this core area.



These three core areas are studied at the global level and encompass both developed and developing countries.

Wageningen University has three main characteristics. First, the societal and commercial relevance and our characteristic “Wageningen Approach”; secondly, the international prospects; and finally, inspiring our employees for work within our domains and providing education.

The university is one of the partners of Wageningen University & Research centre; the other two are the DLO Foundation and the VHL University of Applied Sciences (VHL). In 2013 VHL decided to leave Wageningen UR.

Developments that influenced WU’s ambitions for 2012

In 2012, Wageningen University is facing various challenging developments. In society we see a growing interest for the themes in our domain and for the three most important developments in general: food and water security, green economy/competing claims and preventative healthcare. We see these developments reflected in the political themes and the policy of the national government and the EU with regards to the top sectors and most important challenges. Another important development is the globalisation and internationalisation of science, both in research and education. This supports us in our ambition to be a global player in our domain. In our organisation, we focus on the talent development of our employees and on excellent and sustainable facilities and processes.

Research ambition for 2012

Wageningen University is sticking to its mission and domain, although the emphasis will primarily be on further strengthening and developing our profile. Our strategic resources and the chair plan are used to adapt our research profile to the changes within our domain. Regarding our mission and our domain, our direction will be based on the most important developments within our research domain:

- Food and water security
- Green economy / competing claims
- Preventative healthcare
- New biology, emerging disciplines and new techniques that make this possible

The nature of the questions within our domain calls for the further intensification of the specific Wageningen approach, while nurturing the interaction between the beta and gamma sciences.

The ambition for the quality of research is formulated based on various objectives and performance indicators surrounding PhD programmes, study duration, appointment procedure, scholarships, publications and rankings.

Education ambition for 2012

Wageningen University’s ambition as an educational institution is related to our educational vision. We aim to further improve the societal relevance of our programmes through a stronger integration of beta and gamma sciences and providing better preparation for the labour market through specialisations within the Master’s programmes. Internationalisation of our education is supported by placing a greater focus on multicultural skills, mobility and international learning outcomes. We will continue to offer relatively independent programmes to students and our study recommendations are based on the balance between the curricular and extracurricular wishes of students and their study performance.

Valorisation ambition for 2012

We aim to increase valorisation awareness within our organisation and to strengthen our valorisation policy. Valorisation through research, education and structure appears to be the best route. In the coming years, our performance indicators for valorisation will be gradually developed and measured. We are considering parameters for education (courses on entrepreneurship, number of students taking part in these courses, contribution to HBO and MBO education), for stimulating entrepreneurship (such as the presence of an Incubator, Science Park, seed and pre-seed capital, Entrepreneurs’ Centre, Entrepreneur Prizes) and for various other issues such as the number of patents, third party funding, participation in TTI or increasing visibility through articles and other media.

Collaboration ambition for 2012

Wageningen University has a unique profile compared to other Dutch universities. We play an important role in Dutch education, not only regionally but also nationally. Our ambition extends even

further: we strive to become a major global player within our domain with an international profile, to contribute to the national and international community and to inspire the business community and students and employees. We wish to enter into scientific partnerships with strong national and international partners. In the Netherlands we are focused on collaboration with Dutch universities and other partners within our themes.

Participational councils in 2012

The profile was discussed with the participational councils (Staff Council and Student Council) in 2012; there was broad support for the profile.

2. Realisation of profile and performance agreements 2012-2015

Summary

Wageningen University has achieved its objectives for the mandatory indicators. The self-selected WU indicators were derived from the Strategic Plan. Almost all self-selected indicators have been achieved. For some indicators, significant steps were made in the right direction.

Internal organisation PPA

Since the start of this PPA process, WU has set up a Steering Group to monitor and direct the progress. This group consists of the Dean of Education, Corporate Director of Education, Research and Innovation and a secretary. The group reported regularly to the Executive Board and the Board of Directors. Employees of Wageningen UR could also follow the progress on the intranet. This approach, combined with the fact that the ambition was closely aligned with the Strategic Plan for 2011-2014, contributed to the successful realisation of these performance indicators.

The PPA was discussed at the start with the Participational Council and on the basis of this report will be placed back on the council's agenda in the spring of 2016.

Mandatory indicators

The mandatory indicators have been summarised in the table below. The targets have been achieved. The underlying definitions and calculations were established in 2012 in the letter DGA-AK/12329345⁵. The reference date of 31 December was used for the indicator "Lecturers with a University Teaching Qualification (UTQ)".

Table B4.1 Realisation of mandatory performance indicators for education in percentages

	Baseline 2011	Measurement 2015	Target 2015
STUDY PERFORMANCE			
First-year Bachelor's dropout rate	14	9	< 20
Switch rate during first-year Bachelor's	3.5	4	< 8
Bachelor's degree success rate after 4 years	62	81	75
QUALITY AND EXCELLENCE			
NSE score of 4 or 5 for the degree programme	88	91	> 85
MEASURES REGARDING EDUCATION INTENSITY, LECTURER QUALITY AND INDIRECT COSTS			
Programmes with more than 12 contact hours during the first year	100	100	100
Lecturers with a University Teaching Qualification (UTQ)	24	48	45
Indirect costs (overhead)			
Automated method	--	19.7	<20
Manual method	19.1	18.0	<20

The notes to the mandatory and voluntary indicators are listed below. The indicators have been organised into coherent categories.

⁵ Recently, the baseline for indirect costs was clarified and established in the RCHO letter (RC.16.0103/FVV) dated 18 January 2016.

Profiling - research, thematic approach

In the PPA document, Wageningen University outlined four important substantive developments that strongly influence the profile of the academic research domain: *Food and Water Security, Green Economy/Competing Claims, Preventive Health and New Biology, Emerging Disciplines and Enabling Technologies*. In addition, Wageningen University believes that the link between the social sciences and the natural sciences in their own domain is a key factor. In order to build the desired profile, Wageningen University implemented the Chair Plan (establishing assignments for chair holders and appointments of professors and professors by special appointment) and made strategic resources available for projects and for stimulating collaboration with third parties.

In the area of Food and Water Security, a strategic programme was started under the name Smart and Sustainable Food Supply. This programme was focused on achieving a forecasted necessary growth in the global food production of 70% by 2050. The research is focused on the sustainable intensification of agrarian productions systems and on improving the productivity and the efficient use of resources.

For Green Economy / Competing Claims, the programme Biorefinery is been launched, which focuses on the sustainable processing of biomass into various biobased products such as food, feed, chemicals, materials and bio-energy.

In the area of Preventive Health, a Professor by special appointment of Food Microbiology and a strategic programme Customised Nutrition was started. Food plays an important role in preventive health, for both humans and animals. More knowledge is needed on the relationship between our genes and our food preferences and how we might be able to influence these.

For New Biology, Emerging Disciplines and Enabling Technologies two strategic programmes have been set up. Systems Biology offers huge potential to provide understanding of complex biological systems and to support the development of biobased processes for new, affordable agrarian, medical and industrial applications. Complex Adaptive Systems (CAS) offers a basis for an integrated scientific approach of the social, environmental and natural sciences. CAS analyses small events and the unexpected effect they can have.

Two strategic programmes were started within the social sciences. *TripleP@Sea* is focused on the development of ecosystem services and the handling of marine communities in three marine environments that differ strongly in climate, circumstances and society. The programme Informational Governance for Sustainability studies how and in which form information can guide the development and implementation of policy, and how the administrators and stakeholder involved can consciously use this information to direct policy.

The new Wageningen UR Strategic Plan 2015-2018 was written in 2014. The themes from the PPA are being continued through five different research themes:

- A Global One Health: better health for humans, animals and plants;
- Resource Use Efficiency: more sustainable and efficient systems for production and consumption;
- Resilience: research into the resilience of ecosystems and economic and social systems;
- Metropolitan Solutions: solutions for quality of life in metropolises;
- Synthetic Biology: developing new biological systems.

Research, quality

For the quality of research, there are a number of objectives: giving more attention to ensuring that our research is top quality and improving the position and performance of the PhD candidates and postdocs, meaning more attention to talent. Comparable to preceding years, 98% of PhD candidates (excluding external PhD candidates) have an approved Training and Supervision Plan. All of Wageningen University's six graduate schools also have a Talents & Topics programme for the guidance and assistance of postdocs who wish to submit a Veni or Vidi grant proposal. The average PhD duration of the employee PhD candidates in 2015 was 4.8 years.

The assessment of the Graduate Schools in 2015 took place in two phases. At its own initiative, Wageningen University added an element to the research quality assurance policy: an evaluation of

the entire PhD programme, from recruitment and selection to completion. Wageningen University asked the European University Association to form an expertise team to carry out this evaluation in the spring of 2015. This evaluation proved to be a highly valuable exercise and resulted in insights that went further than the usual research assessments.

In addition, the six Graduate Schools and research groups were assessed individually in 2015 by six international peer review committees and by WIMEK-SENSE in 2014, according to the Standard Evaluation Protocol (SEP). All evaluation teams praised the quality of the research and the PhD education. The committee members concluded that Wageningen University provides a coherent and productive research climate with a well-structured and thriving PhD environment. The evaluation concluded that all the Graduate Schools were sufficiently autonomous to be able to guarantee well-organised PhD programmes that meet the KNAW-SODOLA norms. This positive evaluation of all Wageningen Graduate Schools has clearly demonstrated that a significant part of our research is leading at the international level. For details, refer to the Wageningen UR website and the websites of the Graduate Schools (EPS, PE&RC, VLAG, WASS, WIAS, WIMEK).

The university's recruitment efforts are focused on attracting high-quality staff members. In a tenure track appointment, talented academic staff members receive the opportunity to, within a reasonable amount of time, develop into a position as an Associate Professor (personal chair) or a Professor holding a personal chair. At the end of 2015, the number of employees in our academic staff that had an individual employment relationship (IAR) and held a tenure track position was 208, nearly 34.8% of the staff had a position as Assistant Professor, Associate Professor, Professor or Professor holding a personal chair (WU, 597 IAR).

In 2014 the cumulative total of Veni, Vidi or Vici scholarships for the 2011-2014 period was 35 scholarships, which already surpassed the scholarship target of 32. In 2015 another ten Veni, six Vidi and one Vici grant were added, as well as a *starting* and *consolidator ERC grant*.

WU academics published 32 ⁶articles in journals in 2014, with an impact factor of more than 20. In the Shanghai Index for Life and Agricultural Sciences, Wageningen University moved up 7 places from 36th place in 2011 to 29th place in 2015.

Profiling - education, content

In the PPA document, Wageningen University described its commitment to strengthen its education in three areas: relevance to society and the business sector, internationalisation and inspiring education for its students.

Societal relevance: Wageningen University is strongly committed not only to conducting excellent research, but also to making an impact with that research on society and the economy. This is why value creation and knowledge valorisation is explicitly named as the third pillar in the Strategic Plan 2015-2018, alongside education and research. Wageningen University is making a contribution to society through, among other things, the Science Shop, which supports social organisations through research, and through the Education Project Services, which connects real-life projects to academic education. By participating in projects of the Science Shop and the Education Project Services, students share WU knowledge while learning to look beyond the boundaries of their fields. For primary and secondary education, Wageningen University's Science Hub (Wetenschapsknooppunt) and Beta Research Centre (Betasteunpunt) provide teaching material and teacher support. Knowledge developed in Wageningen is actively shared through our websites, lectures and various media. In this way, Wageningen University generates a great deal of media attention and input for the social debate.

Wageningen University is developing a Social Sciences Research Master's. The Research Master's programme Institutions and Social Innovation focuses on the role of institutions in solving challenges in the domain of food supply and living environment. In 2015, the macro-efficiency assessment received a positive decision.

⁶ Data from 2014; data for 2015 will only be available in May-June 2016

In the past three years, the Social Sciences Master's programmes and embedding them into the Wageningen domain were discussed and evaluated. As a result of this, the programmes Management, Economics and Consumer Studies (MME), International Development Studies (MID) and Development and Rural Innovation (MDR) were updated and revised, while the Master's specialisation Health and Society (MHS; formerly part of MME) was incorporated into the Master's programme Applied Communication Science, after which the learning objectives and courses of the degree programme were also updated. During the next accreditation process, a new name will be suggested for the latter degree programme.

Internationalisation - exchange and scholarships: Wageningen University has exchange agreements with 197 institutions (221 faculties). The total number of incoming students in academic year 2015-2016 is 337 and the total number of outgoing students is 440. That last figure is made up of 262 Erasmus exchange students and 118 Erasmus internship students. The number of outgoing students is steadily growing and is being actively promoted; the number of incoming students is kept in balance with the number of outgoing students. Once again, many activities have been organised to generate interest in exchanges. International exchange students promoted their own university during the annual Study Abroad Fair, the Erasmus coordinators took part in the Minor Market, the AID information market and degree programme information sessions. In addition, Study Abroad Workshops were organised in which students were informed of the possibilities and what they needed to do to organise their exchange.

In the past year a new national scholarship programme was launched that contributed to the further internationalisation of our students and student population. The Wageningen students who participated in this programme went primarily to our non-European partners. The governments of a number of "emerging countries/transition countries" set up investment funds to invest in the level of education of their professional population. Wageningen University is talking to these authorities and organisations about how it can contribute to this.

Inspiring education: Wageningen University started in 2014 with an Honours Programme for excellent Bachelor's students: an interdisciplinary programme with a strong focus on deepening and broadening knowledge and stimulating personal development. The structure of the Honours Programme is extensively described in the 2014 Annual Report. The programme has been recognised by the Sirius Audit Committee.

In 2015, thirty second-year and thirty third-year Bachelor's students from across Wageningen University took part in the Honours Programme. In 2015, more than fifty lecturers at Wageningen UR directly took part in the Honours Programme as tutors or coaches. Students complete in-depth assignments within their study programmes and work on Wageningen themes such as food and sustainable development. Some of these assignments result in adaptations to regular education and/or educational reform. The interaction with regular education and the collaboration between Honours students and their lecturers has generated positive reactions from the lecturers. There was a great deal of interest in the Honours Programme in 2015 as well, with over a hundred students applying.

New types of education: In 2014, a new educational philosophy was developed, and was described in the 2014 Annual Report. That same year, WU started the preparations for two MOOC's. In January 2015 the first MOOCs fully provided by Wageningen were started on edX. These courses were "Introduction to Nutrition - Food for Health" and "Growing our Future Food: Crops". These MOOCs have drawn attention worldwide. Nearly 40,000 people from 196 countries registered for the first two MOOCs. Four are already running currently and will be expanded to a total of ten by the end of 2016. Close to 100,000 people registered in 2015, some of whom (10%) registered for MOOCs that will start at a later date (see edx.org/WageningenX for the current MOOC selection). The percentage of participants who complete the MOOC is estimated to be 12-15% (based on internet statistics).

Wageningen Academy offers the distance learning programmes "Plant Pathology and Entomology" and "Plant Breeding". The programmes consist of three to five modules, each of which is one or two ECTS in size. The modules were completed successfully by students from more than twenty countries and positively evaluated. The exam can be taken in Wageningen.

Education, study performance and quality

The success rate of the Bachelor's programmes has been on the rise for years. This is due to quality information, intensive education and excellent study counselling, but also due to the introduction of the *strengte knip* rule ("strict cut-off" or "Bachelor's before Master's rule") that now 81% of students earn their Bachelor's degree within four years. The number of students who drop out after the first year or switch to another study programme is traditionally low and 2015 is no exception. The university seeks to increase the success rate through better study counselling, additional attention to study skills in the first year and detecting and avoiding potential pitfalls in a timely fashion. In 2014, the mandatory matching interviews were introduced. The study advisors conduct these interviews and are supported with an online assessment. The university also introduced a binding negative study recommendation in 2014, in which students must earn at least 36 credits in the first year within the framework of the European Credit Transfer System (ECTS) to be allowed to continue their study. An exception to this is the joint degree with NHTV Breda for the Tourism Bachelor's programme, which requires 42 ECTS.

While the success rate of the Bachelor's programmes is on the rise, it fell slightly with the Master's programmes, from 90% to 87%. This is likely due in large part to the introduction of the *strengte knip* rule: formerly students would already complete Master's courses before having earned their Bachelor's degree, thus enabling them to complete their Master's sooner.

Wageningen University students are once again very satisfied with their education. Like last year, they rated most aspects of their programmes higher than the national average. This is evidenced by the results of the National Student Survey (NSE). The results show that Wageningen students are increasingly satisfied with the availability of student housing and the timely announcement of test results. The highest praise is given for the small groups for tutorials and lectures, as well as for the lecturers themselves. Wageningen University also scores higher than the national average for studying with a disability. Wageningen students are less positive on the accessibility of their city and the selection of nightlife and culture than students in other cities. The scores are lower than average and have fallen slightly, but are still satisfactory.

Wageningen University is working hard to improve the teaching skills of its lecturers. There was a strong emphasis on this in 2014 and 2015. As of 31 December 2015, two hundred lecturers were working on earning the University Teaching Qualification (UTQ). This places the UTQ indicator at 47.5%, thus amply surpassing the set target of 45%.

The assessment of WU's education by fellow academics has a positive influence on the quality. In 2013, Wageningen University developed a tool for the peer review of courses. Many chair groups carried out or planned these peer reviews. The percentage of peer reviewed courses was 18% for academic year 2013-2014 and 26% for academic year 2014-2015. There was a strong emphasis on this in 2014 and 2015. This percentage is rising rapidly and responses are also positive. The target for this indicator will probably not be realised by 2015: the new figures are expected at the end of May 2016.

Knowledge Valorisation

In 2014, Wageningen UR worked further on the knowledge valorisation indicators developed in 2013. A baseline measurement was carried out for these indicators during that year. The indicators serve to enable the measurement and monitoring of the results of knowledge valorisation policy and strategy in order to, on the one hand, increase the visibility of knowledge valorisation as a core activity and, on the other, to make adjustments. In 2016 this measurement will be repeated and these indicators will be used for reports in the VSNU and TO2 context.

In order to strengthen entrepreneurship in education, Wageningen University developed a BSc minor and an Entrepreneurship Master's track, the latter of which started in 2014. StartHub Wageningen was also launched in 2014 and is designed to serve as a breeding ground for students and PhD candidates who wish to start their own business. An important partner is also StartLife, the organisation that supports start-ups in Agriculture, Food and Living Environment. In the 2010-2015 period, StartLife (broader than WUR) provided guidance to more than 120 start-ups, offered 32 pre-seed loans and 23 Proof-of-Concept loans to starting entrepreneurs.

Knowledge valorisation and the profile of Wageningen University is also enhanced by Wageningen Campus. The campus is focused on the interaction and connection between knowledge organisations, educational institutions, the business community and starting entrepreneurs. With the research institutes of Wageningen UR; national and international R&D companies such as FrieslandCampina, Noldus, Yili, Kikkoman and Keygene; research institutions such as NIOO; educational institutions such as Wageningen University, Stoas University of Applied Sciences; and countless small and medium-sized enterprises and start-ups, the campus offers the right climate for finding innovative solutions.

Internationalisation

There is a strong emphasis on internationalisation through the exchange of students, scholarships, MOOCs and distance learning as described above.

In addition, in the context of strengthening the international profile of Wageningen University, existing partnerships have been intensified, including the ones with UC Davis and Cornell. WU launched a number of PhD projects with the China Agricultural University within the Sino-Dutch Dairy Development Centre. WU also concluded an agreement with Nanjing Agricultural University that will see both partners strengthen the structure of their collaboration by bundling it into a joint virtual research and education centre. Wageningen University agreed to a joint PhD programme with the Chinese Academy of Agricultural Sciences. This programme was approved by the Chinese Ministry of Education in 2015 and will be further extended.

In addition to collaboration with partners in the private domain, WU has cemented relationships with top institutions which mainly operate on the fringes of Wageningen's domain. For example, in China, a new partnership was forged with the Law School of Renmin University of China in the field of Food Safety Law. The collaboration with the University of British Columbia in Canada also falls within this category.

Since September 2014, Wageningen University has offered a two-year BSc major "Food Science & Technology" in Singapore, in collaboration with Nanyang Technological University (NTU). Interest amongst NTU students is growing and a second group of forty students has since started the major. They too follow the Wageningen modules through a mix of distance learning and on-the-spot practical courses in Singapore.

Human Resource Management

In the area of Human Resource Management, Wageningen University aims to increase the percentage of performance and development (P&D) interviews, from 65% in 2011 to 85% in 2015. The percentage of completed P&D interviews at WU fluctuated between 70.1% and 76.8% in the period from 2012 to 2015. The target was not met and hence a focus will continue to be placed on P&D interviews.

Another objective involves the percentage of overhead staff positions and the desire to keep that figure below 20%. An effort that has been successful across the years.

Wageningen University also aims to increase the international academic staff percentage. In 2015 the percentage (FTE) of international staff was 20.0%.

Partnerships

Wageningen University has many partnerships at the international, national and regional level, as explained in the profile and performance agreements of 2012. Wageningen University highly values continuity and, therefore, forges long-term partnerships.

Educational partnerships: Many Wageningen University partnerships are focused on research within the Wageningen domain. With a focus on education, WU works through national partnerships in study programmes with NHTV - Breda, with TU Delft through AMS and with the UT and RUG through Wetsus. Collaboration with other institutions of higher learning takes place within the programmes. Examples include the Beta and Science Hub (through the VO and PO partnership, respectively), Centre for Biobased Economy (with applied sciences universities) and the school network within WU's own region (through VO and professional education). At the European level, educational exchange partners are ELLS (European League for Life Sciences) and KIC-Climate. At the international level the key

educational partners include UC Davis, Cornell, China Agricultural University, the Law School of Renmin University of China, University of British Columbia (Canada) and Nanyang Technological University (Singapore).

Progress of Performance Indicators

Table B4.2 provides insight into the progress of the performance indicators as stated in the Profile and Performance Agreements "Towards an International University with Global Impact" in 2012.

Table B4.2 Progress of performance indicators

	Baseline 2011	Measurement 2015	Target 2015
Education			
First-year Bachelor's dropout rate (%)	14	9	< 20
Switch rate during first-year Bachelor's (%)	3.5	4	< 8
Bachelor's degree completed after 4 years (%)	62	81	75
Master's degree completed after 3 years (%)	90	87	90
NSE score of 4 or 5 for the degree programmes (%)	88	91	> 85
Peer reviewed courses (%)	-	> 26 (2014)	50
Programmes with more than 12 contact hours during the first year (%)	100	100	100
Lecturers with a UTQ (%)	24	48	45
Master's programmes in English (%)	100	100	100
Bachelor's programmes in English	1	1 ⁷	1
Minors (<i>fully English; English/Dutch; fully Dutch</i>)	58 (35)	59 (41; 17; 1)	> 55
Bachelor's students with courses abroad (%)	8	16	12
ECTS label and degree supplement label	Yes	Yes	Yes
Distance learning programmes	0	2	2
Honours programme	0	Started	Start in 2013
Research			
PhD students with a TSP (%)	97	98	> 90
Average duration of PhD programme	4.88	4.8	4.8
Graduate schools with a Talents & Topics programme	3	6	6
Staff (IAR) with a Tenure Track appointment	91	208	105
VENI, VIDI and VICI grants during 2011-2014 planning period	30 (2007-2010)	35 (2011-2014)	32
ERC grants (starting and advanced) as a percentage of grants awarded to Dutch universities	3.9 starting 9 advanced (2009/10/11)	starting/consolidator: 3.3 advanced: 1.4 (2012-2014)	> 4
Publications in journals with Impact Factor > 20 (three-year rolling average)	20	32 ⁸ (2014)	20
Ranking in Shanghai Life Sciences	36	29	Top 35
Knowledge Valorisation			
Students in courses focused on entrepreneurship	60	144	2011 + 10
Other			
P&D interviews (%)	65	70	85
Indirect costs (overhead), including external PhD candidates (%)			
Automated method	--	19.7	<20
Manual method	19.1	18.0	<20
International staff (%)	19	20	increase

⁷ Bachelor's programme in Tourism

⁸ Data from 2014; data from 2015 will only be available in May-June 2016

Definitions of the mandatory indicators

Definition, calculation method and sources for each mandatory indicator.

A DETERMINATION OF BSc INFLUX COHORT

Field	Column no. (from cohort file 2011)	Value	Meaning of value	Institution query
ID number	-	open		Count
Current institution	2	21PI	Wageningen University	Where
Enrolment year	3	open		Group by
First year	4	1	First-years higher education	Where
Indication active on reference date	5	1	Active on reference date 1 October	Where
Current degree programme phase	10	B, or D	Bachelor's Bachelor's Foundation Year	Where Where
Her1	16	<>2	2 = higher phase at institution	Where
Type of higher education enrolment	39	1	Main type of enrolment within higher education	Where

Data source: Cohort_WO_WU/1CHO

Academic Education (2) dropout rate

Definition: the proportion of the total number of full-time Bachelor's students (first-year Higher Education) no longer enrolled at the same higher education institution

Query as under A and:

Field	Value	Meaning of value	Institution query
Her1	16 <>1, and	1 = equivalent degree programme	Where
	<>2, and	2 = higher phase at sector/institution	Where
	<>3, and	3 = higher phase at institution	Where
	<>4, and	4 = equivalent phase at sector/institution	Where
	<>5	5 = equivalent phase at institution	Where

Data source: Cohort_WO_WU/1CHO

Academic Education (3) Switch

Definition: the proportion of the total number of full-time Bachelor's students (first-year Higher Education) who after 1 year of study switch to another programme at the same higher education institution

Query as under A and:

Field	Value	Meaning of value	Institution query
Her1	16 4, or	Equivalent phase at sector/institution	Where
	5	Equivalent phase at institution	Where

B DETERMINATION OF RE-ENROLLMENT RATE FOR COHORT T+1 WU

Field	Value	Meaning of value	Institution query
ID number	-	open	Count
Current institution	2	21PI	Wageningen University
Enrolment year	3	open	Group by
First year	4	1	First-years higher education
Indication active on reference date	5	1	Active on reference date 1 October
Current degree programme phase	10	B	Bachelor's
Her1	16	1, or 4, or 5	Equivalent degree programme Equivalent phase at sector/institution Equivalent phase at institution
Type of higher education enrolment	39	1	Main type of enrolment within higher education

Datasource: Cohort_WO_WU/1CHO

Academic Education (4) Bachelor's success rate

Definition: the proportion of full-time Bachelor's students who after the first year of study re-enrol again at the same institution (re-enrollers) and earn their Bachelor's degree within the nominal study duration + one year (C+1) at the same institution

Query as under B and:

Field	Value	Meaning of value	Institution query
Ex4	27	4, or Equivalent degree programme in new system (Ba)	Where
		c Sector/institution (Ba)	Where
		e Institution (Ba)	Where

Data source: Cohort_WO_WU/1CHO

(Academic Education 1b) Quality / Excellence: Student opinion on the degree programme in general

Definition: Student opinion on the degree programme in general

Method: this involves the proportion of full-time students in the National Student Survey (NSE) from February 2011 and 2015, respectively, that is satisfied (score in category 4) or very satisfied (score in category 5) with the degree programme in general, out of the total number of full-time students at the institution.

Data source: DUO/NSE

Academic Education (6) Education intensity

Definition: the proportion of full-time Bachelor's programmes with more than 12 scheduled contact hours and other structured hours (clock hours per week) in the first year of full-time Bachelor's programmes

Contact hours per Bachelor's programmes in the first year.	Total number of planned contact hours as stipulated in the study handbook for the courses of the described first-year programme. 30 hours per year is then added to the total for exams (10) and study counselling.	Study handbook
Calculation	$(\text{Scheduled contact hours} + 30) / 42 \text{ study weeks}$	

Data source: study handbook

Academic Education (5) Lecturer quality

Definition: the proportion of lecturers (academic staff) with a University Teaching Qualification (UTQ) out of the total number of lecturers (academic staff)

Calculation:		Data source
Lecturers with UTQ	Number of persons at WU with title of Assistant Professor, Associate Professor, or Professor with an appointment (> 0.5 FTE) who have earned their UTQ	UTQ registration of employees
Lecturers with qualifications equal to UTQ	Number of persons at WU with title of Assistant Professor, Associate Professor, or Professor with an appointment (> 0.5 FTE) with qualifications determined to be equal to UTQ	UTQ registration of employees
Lecturers undergoing University Teaching Qualification (UTQ) training	Number of lecturers who have completed the UTQ initial interview who have not yet earned their UTQ	UTQ registration
Total number of lecturers	Number of persons at WU with title of Assistant Professor, Associate Professor, or Professor with an appointment (> 0.5 FTE)	Employee System

Calculation:

$(\text{Lecturers with UTQ} + \text{Lecturers with qualifications equal to UTQ}) / (\text{Total number of lecturers} - \text{Lecturers undergoing UTQ training})$

Assessment carried out on: 31 December

Academic Education (7) Indirect costs

Definition: generic overhead staffing costs as percentage of total staffing costs

Wageningen University has chosen option A of the approaches used by Berenschot.

A. Overhead staffing costs as percentage of total staffing costs (FTE indirect costs / total FTE costs). This percentage excludes the Education and Research support staff.

Date sources

Section 2.3.4 Wageningen University Profile and Performance Agreements (page 38)

Letter from Wageningen University to the Ministry of Economic Affairs (EZ), E 06-05-2012, 23 May 2016 and 4 June 2012 (12/17446)

Letter to EL&I, 1 October 2012, DGA-AK/12329345

Appendix 1b, RCHO, Recommendation Wageningen University September 2012

Appendix 5

Knowledge valorisation indicators

1 Indicators for the VSNU domain "People"

1.1 Research into entrepreneurship

Table B5.1 *Percentage of MSc graduates per sector that find employment*

	2013	2014 ^{a)}	2015
Business community ^{b)}	20	-	19
Business services ^{c)}	9	-	11
Government ^{d)}	6	-	10
Other non-academic sectors ^{e)}	41	-	38
Universities ^{f)}	24	-	21

Data source: WO monitor

a) No data available for 2014

b) Industry, trade, transport

c) Information and communication, financial services, legal services, HR, Press and Science Information Department, other business services

d) Government ^{d)}

e) Research institutes, universities of applied sciences, other education sectors, hospitals (including academic medical centres), health and wellbeing institutions, other healthcare, other sectors

f) Academic universities (not including academic medical centres)

1.2 Entrepreneurship

Table B5.2 *Number of employees involved in knowledge transfer positions (centralised and decentralised) in 2015*

Typology	Number of FTEs
Legal advice, intellectual property and patents ^{a)}	16.1
Knowledge account managers involved in knowledge transfer ^{b)}	34.9
Entrepreneurship ^{c)}	4
Applications for Funding and Grants ^{d)}	10.9
University Fund	5
Social services ^{e)}	5.5
Communication & Marketing Sciences Groups ^{f)}	12.7
WUR Campus	1
Total	90.1

a) Concerns positions of Jurists, including IP Service

b) Concerns positions of Business Developer, External Partnership Coordinator, Purchaser, DLO Purchaser, Knowledge Valorisation Officer: includes Wageningen International

c) Concerns StartLife and Climate-KIC

d) Concerns positions of Knowledge Valorisation Officer and Knowledge Transfer Officer

e) Science Shop, Education Project Services, Science Hub and Academic Support Services

f) Only concerns decentralised positions at sciences groups

Table B5.3 *Entrepreneurship education; number of students per course*

Course code	Course name	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
MST23406	New Venture Creation: from Idea to Business Plan	36	23	27	24	35
MST51306	Enabling the Transfer and Commercialisation of Science and Technology	7	22	29	22	26
MST51806	Basics of Entrepreneurship	17	45	-	-	-
MST25806 ^{a)}	Principles of Entrepreneurship	-	-	76	85	83
AEP-90306	Business cases Agri-Food Entrepreneurship	-	-	-	-	32
ECS-51306	Competence Management for building Entrepreneurial Teams	10	8	6	5	11
MST-30306	Technology, Innovation and Strategy	38	49	51	60	55
BEC-52306	Financial and Business Management	28	59	68	63	54
MST-32306	Strategic Change Management & Innovation	66	47	38	87	94
MST-53806	Business and Society	-	-	-	12	13
MST-33806	Closed Cycle Design	-	38	23	24	32
TOTAL		202	291	318	382	435

a) Since 2012/2013, the course MST25806 (previously MST33306) is now compulsory for third-year BTO students and is also found in the BSc Minor Innovation and Entrepreneurship

1.3 Lifelong Learning

Table B5.4 *Courses for professionals; number of participants and number of courses given*

Wageningen Academy	2014	2015
In-company (number of participants)	334	397
Open registration (number of participants)	773	835
Number of courses given	59	52

CDI (DLO Foundation)	2014	2015
Course participants - number of open registrations	865	833
Number of courses given	35	32

2 Indicators for the VSNU domain "Results"

2.1 Patents

Table B5.5 *Number of new patents and total patents for Wageningen UR*

	New applications in 2013	New applications in 2014	New applications in 2015	Total number of patent applications
Wageningen University	10	6	9	61
DLO Research Foundation	11	11	10	81
Total for Wageningen UR	21	17	19	142

2.2 Licenses

Table B5.6 Number of licenses for patents, breeds, models and materials in 2015

	Number of licenses
Wageningen University	18
DLO Research Foundation	36
Total for Wageningen UR	54

2.3 Entrepreneurship

Table B5.7 Number of new spin-offs

Number of spin-offs	2012	2013	2014	2015
	4	1	2	0

3 Indicators for the VSNU domain "Collaboration"

3.1 Collaboration

Table B5.8 Number of research projects funded for the benefit of societal, non-affluent organisations

Initiative	Target group	Number of research projects funded by the Science Shop in 2015	Number of students involved (Bachelor's and Master's)	Number of WU/DLO (including project leaders)	Number of stakeholders involved in projects
Science Shop	Societal organisations	14 ^{a)}	121	35	280

a) Number of research projects conducted with the allocated budget.

Table B5.9 Number of student projects carried out in response to requests from various societal stakeholders

Initiative	Target group	Number of student projects conducted in 2015	Number of students involved (Bachelor's and Master's)	Number of WU/DLO employees involved in supervision	Number of stakeholders involved in projects
Education Project	SME & start-ups	22			
Services	PPS consortia	11			
	Government	10			
	Societal organisations	10	476	113	79
	Other	7			

Table B5.10 Impact from Science Hub and Academic Support Services activities

Initiative	Target group	Number of pupils reached	Number of teachers reached	Number of WU employees involved	Total selection of teaching products
Science Hub	Primary education	1,989	178	72	12
Science Hub and Academic Support Services	Secondary education (junior)	427	12	7	
Academic Support Services	Secondary education (senior)	871 (1,500 incl. Global Guests)	399	43 (50 incl. Global Guests)	203

Table B5.11 Usage rate of the equipment portfolio from the CAT-AgroFood in percentages

CAT-AgroFood equipment portfolio	2012	2013	2014	2015
Average use (%) ^{a)}	73	76	74	78
From external users (%)	24	36	36	39

a) based on 1,200 hours / 150 days per year

Table B5.12 Number of temporary exchanges/secondments with the business community

	2014	2015
Number of Wageningen UR employee secondments with the business community	6	7

3.2 Funds

Table B5.13 Wageningen UR turnover from business community (in € millions)

	2014	2015
Wageningen University		
Contract Research for Top Sectors	0	0.01
Contract Research for Business Community	19.2	18.4
Total WU Contract Research	19.2	18.4
DLO Research Foundation		
Contract Research for Top Sectors	6.4	8.3
Contract Research for Business Community	50.4	44.3
Total DLO Contract Research	56.8	52.6
TOTAL WAGENINGEN UR CONTRACT RESEARCH	76.0	71.0

Table B5.14 Wageningen UR turnover from EU subsidy programmes (in € millions)

	2014	2015
Wageningen University	17.8	16.6
DLO Research Foundation	19.45	19.8
Total for Wageningen UR	37.2	36.4

3.3 Publications

Table B5.15 Number of public-private Wageningen UR co-publications

	2012	2013	2014	2015
Corporate (business community)	120	110	102	114
Academic	1,892	2,115	1,998	2,170
Government	628	690	606	603
Medical	36	28	34	36
Other	116	116	146	130
Total publications (co-authored & other)	2,111	2,334	2,195	2,365

Data source: Scopus, Elsevier B.V. All rights reserved. SciVal ®

Table B5.16 Number of professional publications and publications for the general public, other publications

	Wageningen University			DLO Research Foundation		
	2013	2014	2015	2013	2014	2015
PROFESSIONAL PUBLICATIONS						
a. Journals articles	205	220	143	734	703	421
b. Books	15	13	8	22	9	2
c. Book chapters	44	55	31	65	57	25
d. Annotations	0	0	0	0	0	0
e. Conference papers	15	7	3	13	8	5
f. Protocols	0	0	0	0	0	0
g. Reports	332	282	137	1221	1052	763
PUBLICATIONS AIMED AT THE GENERAL PUBLIC						
a. Books	2	1	0	3	1	0
b. Book chapters	10	7	0	7	2	1
c. Article in newspapers/magazines/journals	118	93	85	153	56	49
OTHER PUBLICATIONS						
a. Book reviews	17	11	6	6	0	2
b. Book editorships	37	31	15	11	11	1
c. Journal editorships	31	54	25	8	3	1
d. Inaugural speeches	20	18	8	2	4	0
e. Abstracts	495	646	190	246	263	130
f. Designs	1	0	0	4	0	0
g. TV or Radio appearances	75	135	56	66	34	21

Appendix 6

GRI Index

This annual report has been prepared in accordance with the guidelines from the Global Reporting Initiative (GRI) G4. Wageningen UR reports in accordance with the GRI application level "core". The indicators used are explained in the table below.

During the process of determining the content of this annual report, material topics were established. The result of the materiality analysis held in 2015 is included in the Section 2.3.6 In Dialogue with the World. The 21 CSR material topics identified by Wageningen UR serve as guideline for Wageningen UR's CSR policy.

Besides the Annual Report 2015, the [Wageningen UR 2015 Environmental Report](#) was also prepared for the purpose of complying with licensing regulations. In this report, the environmental indicators and results for 2015 are formulated in more detail than in the Annual Report 2014.

No. GRI G4	Content	Referral/Completion
STRATEGY AND ANALYSIS		
G4-1	Statement from the organisation's most senior decision-maker on the relevance of sustainable development to the organisation and its strategy	Letter from the Executive Board, p. 6
ORGANISATIONAL PROFILE		
G4-3	Name of the organisation.	Wageningen UR
G4-4	Primary brands, products, and/or services.	Profile and Core Activities of Wageningen UR, p. 3
G4-5	Location of organisation's headquarters.	Wageningen
G4-6	Number of countries in which the organisation is active.	World map , 2.4.6.6 International Exchange, p. 34 26, 2.5.2 International (research), p. 29
G4-7	Nature of ownership and legal format.	2.9.1 Governance, p. 51
G4-8	Markets.	2.6.1 Value Chains, p. 34, 2.4.6.1 Student Numbers, p. 23, 2.4.6.6 International Exchange, p. 26, 2.5.2 International (research), p. 29
G4-9	Scale of the reporting organisation / company size.	2.2 Key Figures, p. 12, 3 Wageningen UR Financial Reports, specifically 3.1.1, p. 60 et seq and 3.2.1, p. 73, et seq.
G4-10	Total workforce by employment type, employment contract, and region.	2.7 Employees, p. 40, Wageningen UR Corporate Social Responsibility Report (in Dutch: Sociaal Jaarverslag)
G4-11	Percentage of employees covered by collective bargaining agreements.	Wageningen UR's two entities each have their own collective labour agreement (CAO): the VSNU's for Wageningen University and a separate agreement for DLO. Together, these agreements are applicable to 99.9% of employees.
G4-12	Value chain description	2.6.1 Value Chains, p. 34
G4-13	Significant changes in size, structure, or ownership during the reporting period.	
G4-14	Explanation of the application of the precautionary principle.	2.9.2 Risk Management and Internal Control, p. 51
G4-15	Externally developed economic, environmental, and social charters, principles, standards, or initiatives which the organisation endorses or subscribes to.	2.9.2 Risk Management and Internal Control, p. 51

No. GRI G4	Content	Referral/Completion
G4-16	Membership of trade associations and national or international advocacy organisations.	2.3.6 In Dialogue with the World, p. 17, 2.4.1 Profile and Policy, p. 21, 2.4.7 Alumni, p. 27, 2.5.1 Policy and Organisation (research), p. 29, 2.5.2 International (research), p. 29
REPORT SCOPE AND BOUNDARY		
G4-17	Operational structure of the organisation, including main divisions, subsidiaries, and joint ventures.	Organogram of Wageningen UR Profile and Core Activities, p. 5
G4-18	Process for defining report content.	2.10 Report Criteria and Scope, including 2.10.1, 2.10.2 and 2.10.3, p. 58
G4-19	Overview of material topics for defining report content.	Materiality Analysis in 2.3.6 In Dialogue with the World, p. 17, GRI table (this Appendix)
G4-20	Limitations of each material topic within the organisation	Materiality Analysis in 2.3.6 In Dialogue with the World, p. 17, GRI table (this Appendix)
G4-21	Limitations of each material topic within the organisation	Materiality Analysis in 2.3.6 In Dialogue with the World, p. 17, GRI table (this Appendix)
G4-22	Explanation of the effects of any restatements of previously provided information.	N/A
G4-23	Significant changes from previous reporting periods in the scope, limitations, or measurement methods applied in the report.	N/A
STAKEHOLDER ENGAGEMENT		
G4-24	List of relevant stakeholder groups engaged by the organisation.	2.3.6 In Dialogue with the World, p. 17, specifically Table 2.9.
G4-25	Basis for identification and selection of stakeholders to engage with.	2.3.6 In Dialogue with the World, p. 17, specifically Table 2.9.
G4-26	Approaches to the engagement of stakeholders, including the frequency of engagement by type and by stakeholder group.	2.3.6 In Dialogue with the World, p. 17, specifically Table 2.9.
G4-27	Key topics and issues that have been raised through stakeholder engagement and how the organisation has responded to them in its reporting, among other things.	2.3.6 In Dialogue with the World, p. 17, specifically Table 2.9.
REPORT PARAMETERS		
G4-28	Reporting period of information provided.	1 January – 31 December 2015
G4-29	Date of most recent report.	June 2016
G4-30	Reporting cycle.	Annually
G4-31	Contact details.	duurzaamheid@wur.nl
G4-32	GRI Index/Table of Contents.	Appendix 5, p. 112, et seq.
G4-33	Policy and current practice regarding external assurance of the report.	2.10.2 Reporting Criteria, p. 59 Audit of the Wageningen UR 2015 Environmental Report by an external authority, based on compliance with permit regulations. The Environmental Report provides the information verification and reliability assurance.
GOVERNANCE, COMMITMENTS, AND ENGAGEMENT		
G4-34	The governance structure of the organisation, including the committees responsible for decision-making on economic, environmental and social impacts.	2.9.1 Governance, p. 51 Administration and Management Regulations (in Dutch), see WU and DLO Link: http://www.wageningenur.nl/en/About-Wageningen-UR/Board.htm
ETHICS AND INTEGRITY		
G4-56	Internally developed mission statements, statements of values, codes of conduct, and premises relevant to economic, environmental, and social performance, including their implementation status.	2.9.1 Governance, p 51, Wageningen UR Corporate Governance Code

No. GRI G4	Content	Referral/Completion
ECONOMIC PERFORMANCE INDICATORS		
G4-DMA	a. Indicate why the topic is material. b. Indicate how the organisation deals with the material topic and what the impact of the topic is. c. Evaluation of the management approach.	The continuation of our organisation is inextricably linked to healthy economic performance. This economic performance requires continual attention from the Executive Board and the financial departments. Accountability for the results is established in each annual financial report. See 3 Wageningen UR Annual Financial Reports, p 60 Also see 2.9.1 Governance, 2.9.3 Economic Performance Indicators, p. 53, specifically 2.9.3.1. Direct Economic Value
Material topic: Economic performance		
G4-EC1	Direct economic value generated and distributed, including revenue, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	2.9.3.1. Direct Economic Value, p. 54, substantiated in 3.1 Wageningen University, p. 60 et seq, and 3.2 DLO Research Foundation, p. 73 et seq.
G4-EC3	Coverage of the organisation's defined pension and benefit plan obligations.	2.9.3.2 Pensions, p. 54
Material topic: Emissions		
G4-EC2	Financial implications and other risks and opportunities due to climate change which arise from the organisation's activities.	In the context of Wageningen UR's ambition to take a leading role in this area, the financial implications and other risks and opportunities due to climate change which arise the organisation's activities are listed in the Wageningen UR 2015 Environmental Report, see Table 12. This discusses the GreenCalc index for new construction and renovation/rebuilding, sustainable procurement, and Guarantees of Origin of green wind power for all electricity consumed. Wageningen UR also offers an energy incentive, see Wageningen UR 2015 Environmental Report and 3.1 Energy.
Material topic: Responsible use of public funding		
G4-EC4	Significant financial assistance received from the government.	2.9.3.3 Government Funding, p. 54
G4-EC7	Development and impact of infrastructure investments and services provided for public benefit through commercial, in-kind, or pro bono engagements.	Wageningen UR contributes to the quality of life, not only through education and research, but also by contributing to the quality of the immediate surroundings of its locations. See 2.6. Value Creation, p. 33
G4-EC8	Understanding and describing significant indirect economic impacts, including their scope.	2.6 Value Creation, specifically 2.6.2 Social and Economic Value Creation, p. 34, 2.6.6 Collaboration with Companies, p. 38, 2.6.6.1 Utilising Intellectual Property, p. 38, 2.6.4 Tackling Social Issues, p. 37
Material topic: Responsible procurement		
G4-EC9	Policy, methods, and the portion of purchase from local suppliers at significant operation locations.	2.8.4 Procurement Policy and Supply Chain Responsibility, p. 50, Wageningen UR 2015 Environmental Report, Chapter 6 Sustainability.

No.	Content	Referral/Completion
GRI G4		
ENVIRONMENTAL PERFORMANCE INDICATORS		
G4-DMA	a. Indicate why the topic is material. b. Indicate how the organisation deals with the material topic and what the impact of the topic is. c. Evaluation of the management approach.	2.3.5 Sustainability, p. 17, 2.8.3.2 Environment, p. 47, Wageningen UR 2014 Annual Environmental Report, Chapter 2 Environmental Policy and Environmental Objectives, pp. 5-6, Chapter 7 Organisation, specifically Accountability to Competent Authorities, p. 30
Material topic: Emissions		
G4-EN3	Energy consumption within the organisation.	2.8.3.2 Environment, p. 47, Wageningen UR 2015 Annual Environmental Report, 3.1 Energy and 6.3 Overview of WUR Overall Sustainability Figures.
G4-EN4	Energy consumption outside the organisation.	See G4-EN3
G4-EN5	Energy intensity	See G4-EN3
G4-EN6	Reduction of energy consumption	See G4-EN3
G4-EN7	Reduction of the energy requirements of products and services.	See G4-EN3
G4-EN15	Total direct greenhouse gas emissions by weight. (scope 1)	2.8.3.2 Environment, p. 47, Wageningen UR 2015 Annual Environmental Report, 6.2 CO2 compensation footprint. Wageningen UR annually determined their CO2 footprint.
G4-EN16	Total direct greenhouse gas emissions by weight. (scope 2)	See G4-EN15
G4-EN17	Other relevant indirect greenhouse gas emissions by weight.	See G4-EN15
G4-EN18	Intensity of greenhouse gas emissions.	See G4-EN15
G4-EN23	Total weight of waste by type and disposal method.	2.8.3.2 Environment, p. 47 Wageningen UR 2015 Annual Environmental Report, 3.2 Waste and 6.3 Overview of WUR Overall Sustainability Figures.
G4-EN25	Weight of transported, exported, or treated waste deemed hazardous under the terms in Appendix I, II, III AND VIII of the Basel Convention, as well as the percentage of waste shipped internationally.	See G4-EN23
G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organisation's activities and transportation of the workforce.	2.8.3.2 Environment, p. 47 Wageningen UR 2015 Annual Environmental Report, 6.2 CO2 compensation footprint, and 3.11 Transport.
Material topic: Biodiversity		
G4-EN11	Location and size of land owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas.	Wageningen UR 2015 Annual Environmental Report, 3.7 Flora and Fauna, including Flora and Fauna Policy
G4-EN12	Description of significant impacts of activities, products, and services on the biodiversity in protected areas and areas with high biodiversity value outside protected areas.	See G4-EN11
G4-EN13	Habitats protected or restored.	See G4-EN11
G4-EN14	Number of IUCN Red List species and national conservation list species with habitats within the sphere of influence of operating activities, by level of extinction risk.	See G4-EN11
Material topic: Compliance with environmental regulations		
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental law and regulations.	Wageningen UR 2015 Environmental Report, Chapter 7 Organisation.
Material topic: Responsible procurement		
G4-EN32	Percentage of new suppliers screened on the basis of environmental criteria.	2.8.4 Procurement Policy and Supply Chain Responsibility, p. 50 Wageningen UR 2014 Environmental Report, 6.1 Sustainability.
G4-EN33	Significant, current and potentially negative environmental impacts in the supply chain and actions taken.	See G4-EN33

No. GRI G4	Content	Referral/Completion
Material topic: Transparency		
G4-EN34	Number of environment-related complaints registered, followed up and resolved through formal complaints procedures.	Wageningen UR 2015 Environmental Report, Chapter 7 Organisation.
SOCIAL PERFORMANCE INDICATORS: WORKING CONDITIONS		
G4-DMA	a. Indicate why the topic is material. b. Indicate how the organisation deals with the material topic and what the impact of the topic is. c. Evaluation of the management approach.	Wageningen UR strives for optimal and safe work conditions for employees and students. Our policy is focused on improving the wellbeing, vitality, employability and development of employees and students as much as possible. See Strategic Plan 2015-2018 , Culture and Personnel, pp. 48-49. See Annual Report: 2.7 Employees, p. 40, specifically 2.7.1. Human Resources in Strategic Planning, p. 41, 2.7.5 Health and Welfare, p. 44, 2.8.3.1 Safety, p. 47. Specifically for students: 2.4.6.3 Study and Student Counselling, p. 24. Also see the Wageningen UR Corporate Social Responsibility Report.
Material topic: Diversity and equal opportunities for employees and students		
G4-LA1	Total number and rate of employee turnover by age group, gender, and region.	Wageningen UR Corporate Social Responsibility Report, specifically Developments and Degree Programmes.
G4-LA3	Proportion of employees that return after parental leave, categorised according to gender.	Wageningen UR Corporate Social Responsibility Report, specifically Developments and Degree Programmes.
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age, membership of a particular social minority and other indicators of diversity.	Wageningen UR Corporate Social Responsibility Report. A reflection of the target group is sought within Wageningen UR's governing bodies. Among other things, students, employees, gender, and nationality are taken into account.
G4-LA13	Ratio of basic salary of men to women by employee category.	Wageningen UR Corporate Social Responsibility Report.
Material topic: Health & Safety of employees and students		
G4-LA6	Rate of injury, occupational diseases, sick days and absenteeism, as well as the number of work related fatalities by region, including subcontractors who work for the organisation	Wageningen UR Corporate Social Responsibility Report.
G4-LA7	Education, training, counselling, prevention, and risk control programmes in place to assist employees, their families, or neighbours regarding serious diseases.	Wageningen UR Corporate Social Responsibility Report, specifically Developments and Degree Programmes.
G4-LA8	Agreements on health and safety topics made with trade unions.	Wageningen UR conforms to the VSNU Health and Safety Catalogue. This applies to WU and DLO, see 2.8.3.1 Safety, p. 47
Material topic: Employee training and development		
G4-LA9	Average hours of training per year per employee, by employee category.	Wageningen UR Corporate Social Responsibility Report, specifically Developments and Degree Programmes.
G4-LA10	Programmes for skills management and lifelong learning which support the continued employability of employees and assist them in end-of-career management.	2.7.1.1 Sustainable Employability, p. 41, 2.7.1.3 Talent and Leadership Development, p. 41
G4-LA11	Percentage of employees receiving regular performance and career development reviews.	Formally, performance and development (P&D) interviews take place once a year, see 2.7.1.2 P&D Interviews, p. 41, see table B4.2 Progress of performance indicators, p. 109. Informally, employees are informed beforehand via intranet, management, and/or colleagues.

No. GRI G4	Content	Referral/Completion
Material topic: Responsible procurement		
G4-LA14	Percentage of new suppliers that are screened on the basis of working conditions criteria.	2.8.4 Procurement Policy and Supply Chain Responsibility, p. 50
G4-LA15	Significant current and potential negative impact on working conditions in the supply chain and actions taken.	2.8.4 Procurement Policy and Supply Chain Responsibility, p. 50
Material topic: Transparency		
G4-LA16	Number of complaints regarding working conditions that have been filed, processed and resolved through formal complaints procedures.	2.7.7 Complaints and Appeals, p. 45
SOCIAL PERFORMANCE: HUMAN RIGHTS		
G4-DMA	a. Indicate why the topic is material. b. Indicate how the organisation deals with the material topic and what the impact of the topic is. c. Evaluation of the management approach.	For human rights, Wageningen UR has established the policy, inter alia, in the Corporate Governance Code, the Wageningen Code of Conduct for Scientific Practice, Wageningen UR Integrity Code, Regulations complaints procedure and undesirable behaviour, Whistleblower Regulations, the Precautionary principle, and Guidelines for Multicultural Setting, see Corporate Governance .
G4-HR3	Total number of incidents of discrimination and actions taken.	2.9.1 Governance, p. 52
G4-HR7	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to the activities.	Wageningen UR has outsourced its security. The relevant suppliers follow the general and human rights policies upheld by Wageningen UR. The suppliers only use employees who have basic security certification, first aid certification / CPR and BHV+ certification.
Material topic: Responsible procurement		
G4-HR10	Percentage of new suppliers that are screened on the basis of human rights criteria.	2.8.4 Procurement Policy and Supply Chain Responsibility, p. 50, including Sustainable Procurement, see Facilities and Services - Procurement , Wageningen UR 2015 Environmental Report, Chapter 6 Sustainability.
G4-HR11	Significant current and potential negative impact on human rights in the supply chain and actions taken.	G4-HR10
Material topic: Transparency		
G4-HR12	Number of complaints regarding human rights that have been filed, processed and resolved through formal complaints procedures.	2.7.7 Complaints and Appeals, p. 45
SOCIAL PERFORMANCE INDICATORS: SOCIETY		
G4-DMA	a. Indicate why the topic is material. b. Indicate how the organisation deals with the material topic and what the impact of the topic is. c. Evaluation of the management approach.	Wageningen UR develops knowledge and trains young people in the field of healthy food and living environment and helps organisations, governments and businesses all over the world to put that knowledge into practice, see Strategic Plan 2015-2018 . For an overview of the current topics, go to http://www.wageningenur.nl/en.htm . 2.3.5 Sustainability, p. 17, 2.3.6 In Dialogue with the World, p. 17, 2.3.6.4 Stakeholders and the CSR agenda, p. 20

No. GRI G4	Content	Referral/Completion
Material topic: Ethically responsible research and education		
G4-SO3	Percentage and total number of business units analysed for risks related to corruption.	2.7.2 Scientific Integrity, p. 43, 2.7.7 Complaints and Appeals, p. 45, 2.9.1 Governance, p. 51
G4-SO4	Communication and training regarding anticorruption policies and procedures.	2.7.2 Scientific Integrity, p. 43, 2.7.7 Complaints and Appeals, p. 45, 2.9.1 Governance, p. 51
G4-SO5	Actions taken in response to incidents of corruption or fraud.	2.7.2 Scientific Integrity, p. 43, 2.7.7 Complaints and Appeals, p. 45, 2.9.1 Governance, p. 51
G4-SO7	Total number of legal cases opened regarding anti-competitive behaviour, anti-trust, and monopoly practices, as well as the results of these actions.	Wageningen UR has nothing to report here.
Material topic: Transparency		
G4-SO8	Monetary value of fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	Wageningen UR has nothing to report here.
G4-SO11	Number of complaints regarding societal impact that have been filed, processed and resolved through formal complaints procedures.	2.7.7 Complaints and Appeals, p. 45, 2.9.1. Governance, p. 51
Material topic: Responsible procurement		
G4-SO9	Percentage of new suppliers that are screened on the basis of societal impact criteria.	2.8.4 Procurement Policy and Supply Chain Responsibility, p. 50
G4-SO10	Significant current and potential negative impact on societal impact in the supply chain and the actions taken.	2.8.4 Procurement Policy and Supply Chain Responsibility, p. 50
SOCIAL PERFORMANCE INDICATORS: PRODUCT RESPONSIBILITY		
G4-DMA	a. Indicate why the topic is material. b. Indicate how the organisation deals with the material topic and what the impact of the topic is. c. Evaluation of the management approach.	Product responsibility in relation to the value chain is described in 2.3.6.4 Value Chains, p. 20, 2.3.5 Sustainability, p. 17
Material topic: Customer satisfaction		
G4-PR5	Results of surveys measuring customer satisfaction.	2.4.4 Quality Assurance (education), p. 22, 2.5.4. Quality Assurance (research), p. 32, 2.4.6.8 Complaints and Appeals, p. 27

Appendix 7

Glossary

Limitations	The scope of reporting, namely where the organisation has set the limitations of the activities reported on. The limitations determine what information is consolidated in the report, as well as what information is included regarding activities in the supply chain that could be of particular interest to users, but over which the organisation may have limited or no control.
Dialogue with stakeholders	The entirety of interactions between an organisation and its stakeholders. This is not limited to physical or virtual meetings specifically organised for that purpose.
Governance	The entirety of regulations for managing an organisation and the monitoring of their proper implementation. On the one hand, governance involves the relationships between shareholders, supervisors, management, and other stakeholders. On the other hand, governance also has an internal definition which includes management and control, internal control measures, and division of authority and responsibilities.
Social aspects of entrepreneurship	Social aspects of entrepreneurship which are identified when looking at businesses from a broader perspective than the traditional financial perspective. These include economic, environmental, and social aspects. It is used here as a synonym for Corporate Social Responsibility or sustainable business.
Societal information	All information related to the social aspects of business.
Societal results	The performance of an organisation with regard to the social aspects of business.
Societal reporting	External information on the organisation's policies and results with regard to the social aspects of business. Societal reporting is a generic term for typically non-financial information published in sustainability reports, CSR reports, or integrated in the annual report by the organisation in order to satisfy stakeholders' comprehensive information requirements.
Material topics	The topics most relevant to a specific organisation that, as such, are eligible for inclusion in societal reporting. A topic is more relevant, and therefore more material, when the organisation has a significant impact in that area. Topics that satisfy stakeholders' comprehensive information requirements and which could be decisive to stakeholders' decision making and considerations with regard to the organisation must also be considered material.
Performance indicator	A key figure used by the organisation with regard to a specific topic in order to monitor its development as well as to measure the organisation's progress and account for its results.
Scope	The range of reporting, namely the entirety of topics reported on. The scope of reporting concerns the organisation's choices on whether or not to report on specific topics.
Stakeholders	Internal or external individuals or parties who may reasonably expect the organisation to take their legitimate interests and expectations into account.
Value creation	An organisation's business operations require various forms of capital to or from which value can be added or detracted. An organisation creates economic, environmental, and social value for its stakeholders. Value creation refers to the process to which the organisation owes its existence.
Value chain	An organisation is active in a chain of activities leading to the production and delivery of products and/or services which are sold, used, and discarded by end users. For some organisations, activities in the value chain progress both "upstream", such as the activities of suppliers, and "downstream", such as the use of products and/or services. The hallmark of a value chain is the addition and detracting of value at various places and moments due to the activities of the various players in the chain.

Colophon

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To explore
the potential
of nature to
improve the
quality of life



The mission of Wageningen UR (University & Research centre) is 'To explore the potential of nature to improve the quality of life'. Within Wageningen UR, nine specialised research institutes of the DLO Research Foundation have joined forces with Wageningen University to help answer the most important questions in the domain of healthy food and living environment. With approximately 30 locations, 6,000 members of staff and 9,000 students, Wageningen UR is one of the leading organisations in its domain worldwide. The integral approach to problems and the cooperation between the various disciplines are at the heart of the unique Wageningen Approach.
