Annual report 2025

WAGENINGEN
UNIVERSITY & RESEARCH

Responsible changemakers in the making! Bachelor’s students are analysing cucumber plants at the Unifarm research facility. Thanks to the cucumber’s rapid growth, students can study its entire lifecycle in a short space of time. It’s the perfect way to put theoretical knowledge of plant physiology and growth straight into practice.

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Supervisory Board

At the end of 2025, the members of Wageningen University & Research’s Supervisory Board were as follows:

Prof E. Dijkgraaf (Chair)
Prof F.P.T. Baaijens (Vice-Chair)
Mr D.P.C. Fousert[1]
Ms S.K. Hoekstra[2]
Mr T. Klimp
Dr K.D. Schuijt

The members of the Supervisory Board for Wageningen University & Research are the same as for Wageningen University and the Wageningen Research Foundation.

Refer to 2.10.5.1 for an overview of the side activities of the members of the Supervisory Board.

[1] Drs. D.P.C. (David) Fousert was appointed as a member of the Supervisory Board with effect from 1 March 2025, succeeding Mr B.C. (Bert) Janssen, who stepped down on 1 March 2025.

[2] Drs. S.K. (Sigrid) Hoekstra has been appointed as a member of the Supervisory Board with effect from 1 January 2025 and will therefore succeed Ir. M.A. (Mariënne) Verhoef, who stepped down on 1 January 2025.

Executive Board

At the end of 2025, the members of Wageningen University & Research's Executive Board were as follows:

Dr S. Heimovaara (President)
Prof C. Kroeze (Vice-President and Rector Magnificus of Wageningen University)
Mr P.W. Ploegsma MBA[3]

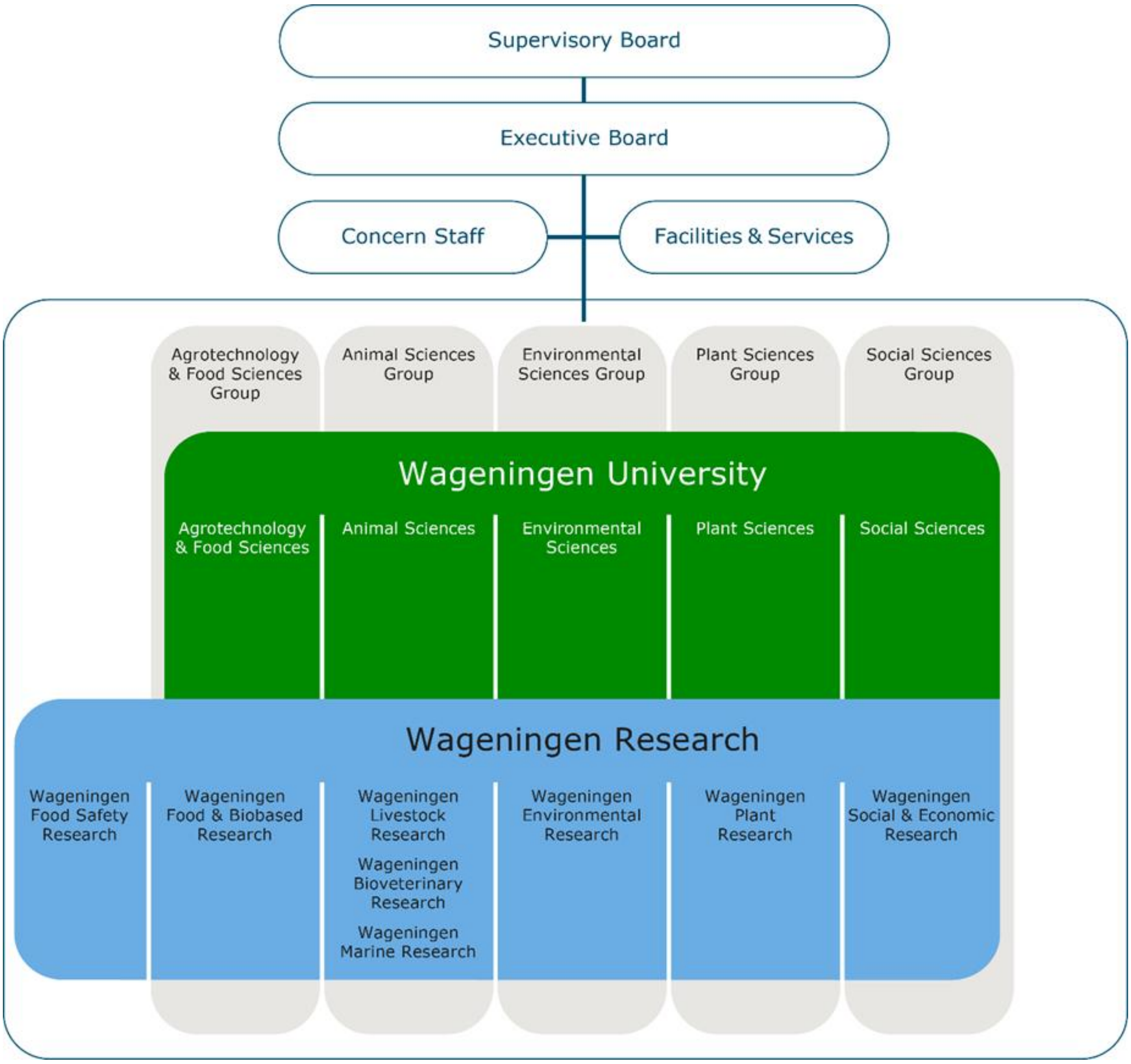
The members of the Executive Board for Wageningen University & Research are the same for Wageningen University and Wageningen Research Foundation.

Refer to 2.10.5.2 for an overview of the side activities of the members of the Executive Board.

[3] Drs. P.W. (Peter) Ploegsma succeeded L.A.C. (Rens) Buchwaldt as a member of the Executive Board with effect from 1 November 2025.

Profile and core activities of Wageningen University & Research

Wageningen University & Research (WUR) is the partnership between Wageningen University (WU) and Wageningen Research Foundation (WR). The partnership is organised into five sciences groups. These form the organisational, substantive and administrative tool which, through combining strengths, helps achieve greater effectiveness and quality of research and education. Each sciences group consists of a WU department that is organisationally integrated with one or more application-oriented research institutes of WR. However, the organisations are separate administrative and legal entities. The matrix of the sciences groups together with the Board of Education, the graduate schools and the programme directors that operate across all of Wageningen University & Research ensure that interdisciplinarity and demand-based management are achieved.



In 2025, one research institute, Wageningen Food Safety Research (WFSR), was not organisationally integrated with a sciences group. Among other things, WFSR carries out Statutory Research Tasks (WOT) in the area of food safety.

On 1 January 2025, the WR institutes of Wageningen Economic Research and Wageningen Centre for Development Innovation merged to create one research institute: Wageningen Social & Economic Research (WSER).

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 University & Research partnership. Collaboration occurs in the operational management of some components. However, the relationship between these components is neither determined by nor dependent on policy. Individual organisational resources may not be used for any other purpose than to realise the objectives and perform the primary tasks of the individual organisation. For this reason, the separate legal entities publish consolidated annual accounts for their group. WUR as a whole does not publish consolidated annual accounts.

Foreword

One of the highlights of last year was the launch of our new Strategic Plan 2025–2028, *Shape responsible change*. With this plan, we have set a course to contribute, as *responsible change makers*, to the transitions needed to create a more sustainable world. Despite a challenging context of geopolitical shifts and national budget cuts, we remain fully committed to addressing the crucial issues of today and tomorrow within our knowledge domains.

Education
Sharing our knowledge is WUR's core mission. In 2025, we presented our new Vision on Education, which focuses on training students to become academic professionals who take their social responsibility seriously. The decline in student intake, which had been noted previously, unfortunately continued last year. This decline is partly due to changes in national demographics. To ensure our education remains future-proof, we have begun a review of our Bachelor's portfolio, aiming to consolidate the current 21 study programmes into approximately 12–16 more robust programmes.

An important internal milestone is the formal launch of the Academic Career Framework (ACF) in March 2025, through which we will implement the principles of 'Recognition and Rewards' by offering greater diversity in career paths.

Research
Our research remains internationally leading. In 2025, WUR achieved a leading position in the European Horizon Europe framework programme (Cluster 6), both in terms of the number of projects awarded and turnover. The quality of research at Wageningen Research was rated 'very good' during the EMTO evaluation. The first six Engineering Doctorates have also been awarded.

Together with its strategic partners, WUR has been very active at the science-policy interface to emphasise the importance of joint research and innovation. Examples of this include the establishment of ESAAF (European Science Alliance for Agriculture & Food) with four other life-science universities, and the Mansholt Lecture in Brussels on how competitiveness and sustainability can reinforce each other. And finally, there is WUR's contribution to the Wennink Plan on Dutch industrial policy; the aim is for the Netherlands to remain a global leader in high-tech, sustainable and resilient food production by 2040. Naturally, this can only be achieved in a way that respects planetary boundaries: with nutritious food, lower emissions, and circular production.

Value creation
The bridge between our knowledge and society is partly shaped by the way we put our knowledge to use. In 2025, 22 academic start-ups and two spin-offs were established, a growth partly attributable to targeted support via the Wageningen Impact Catalyst. Our campus continues to grow as a vibrant ecosystem, now home to around 240 established organisations. In addition, we have invested heavily in our Shared Research Facilities, giving external parties access to advanced research equipment, which strengthens the region's capacity for innovation.

We do not limit our creation of value for society to outside Wageningen. Our own campus was named the world's most sustainable campus for the 9th consecutive year, competing against 1,500 other campuses.

Financial result

The financial results reflect a year of major transitions. Government funding is under pressure due to national budget cuts. For WUR, this means a reduced spending capacity for the coming years. In response, a cost-saving programme has been launched aimed at freeing up 80 million euros per year. The initial cost-cutting measures aimed at ultimately achieving these annual savings of 80 million euros were implemented in 2025. In this initial phase, they focus primarily on the support organisation. Over the coming years, it must become clear where — and to what extent — teaching and research will be affected by the cost-cutting measures.

Dr S. Heimovaara (President of the Executive Board)
Prof C. Kroeze (Vice-President of the Executive Board / Rector Magnificus)
Mr P.W. Ploegsma MBA

1 Introduction

This annual report covers the 2025 financial year of Wageningen University & Research (WUR), the partnership between Wageningen University (WU) and Wageningen Research Foundation (WR). This encompasses both the joint management report and the individual abridged annual accounts of the separate legal entities.

In the annual report, the performance of WUR will be presented along with the societal aspects of this performance. The reporting to internal and external stakeholders covers the economic, environmental and social impact of this performance. The annual report has been prepared in accordance with internationally accepted guidelines of the Global Reporting Initiative (GRI). The Social Annual Report, the implemented personnel policies and personnel key figures, are a part of this annual report.

Both WU and WR have a societal function. How both organisations have implemented this in 2025 is made clear in this annual report.

The following chapters offer the reader an overview of the key developments that occurred in 2025.

Chapter 2 contains the reports from the Executive Board and the Supervisory Board (2.1).
Section 2.2 provides key figures, while Section 2.3 outlines WUR's ambitions and the Strategic Plan.
Following that are the achievements in education (2.4), research (2.5) and impact (2.6).
In addition to the Social Annual Report (Appendix 3), the developments in terms of employees (2.7) and operational management (2.9) are also covered. Section 2.8 (sustainability) was added to the annual report as a new section in 2024; in anticipation of the Corporate Sustainability Reporting Directive (CSRD), this enables us to give comprehensive attention to sustainability within WUR across a range of areas. Section 2.10 offers insight into how the organisation is managed, reporting on the remuneration of executives (2.10.4 and 2.10.5). Section 2.11 is the Continuity Section of Wageningen University, and Section 2.12 offers insight into the reporting criteria for this annual report.

Chapter 3 provides an overview of specific programmes funded by the Ministry of Education, Culture and Science (OCW), namely the administrative agreement and the student support fund.

Chapter 4 covers the abridged annual accounts of WU (4.1) and WR (4.2) as derived from the full annual accounts, which are published on the Wageningen University & Research website.

The Wageningen University & Research Annual Report 2025 was adopted by the Executive Board on 20 April 2026 and approved by the Supervisory Board on 27 May 2026.

2 Management Report of Wageningen University & Research

2.1 Supervisory Board

2.1.1 Report of the Supervisory Board

With this report, the Supervisory Board accounts for the supervision exercised in 2025. The Supervisory Board looks back on an eventful year, during which it discussed societal developments, strategic challenges and the Board's concerns and areas of focus with the Executive Board. During 2025, the Supervisory Board held six regular meetings at different WUR locations. The Supervisory Board also met six times in closed sessions in 2025.

A key topic of discussion was the cost-cutting plans and the declining intake of — in particular — Bachelor's students. In line with this, the marketing strategy for student recruitment was discussed. The Supervisory Board was also briefed on the BSc portfolio analysis 'Towards a future-proof BSc portfolio'. In 2026, further details regarding the review of the BSc portfolio and the planned next steps will be discussed with the Supervisory Board.

The rapid pace at which Artificial Intelligence (AI) is developing has been a much-discussed topic, both in the meetings of the Supervisory Board and in those of the Education and Research Committee. In the autumn, the Executive Board presented a 'WUR Vision on AI' to the Supervisory Board, whilst also explaining the current developments in the field of AI in education and research. AI will remain a recurring topic of discussion in 2026.

Following the report by the Labour Inspectorate (NLA) and the preparations for the NLA's planned visit in 2026, the Supervisory Board was updated on the progress of the action plan on psychosocial workload, including via the RI&E-PSA.

The Supervisory Board discussed various annual reports with the Executive Board, such as the financial management reports, the real estate and project reports, and the report on Statutory Research Tasks (WOT).

The Supervisory Board approved the 2024 WUR Management Report and the 2024 Annual Accounts of WU and WR in 2025. In addition, based on the positive recommendation of the Audit Committee, the Supervisory Board approved the 2026 budget for WU and WR as well as the 2026-2030 multi-year forecast. The Supervisory Board supervised the effective spending of resources, including government funding and the subsidy of the federation of Dutch applied research institutes (TO2 subsidy), by assessing and checking the spending as included in the budget and the multi-year forecast in general terms, and examining it for conformity with the Strategic Plan.
In addition, the Supervisory Board reviews all investments and divestments exceeding €5 million. This was discussed four times in 2025 in relation to the renovation of and investment in research and teaching facilities.

Other topics of discussion included the importance of good, constructive cooperation with the participational body, international collaborations, academic freedom and scientific integrity.

Supervisor
In order to effectively fulfil its role as a supervisory body for the quality of education and research, the Supervisory Board has kept itself regularly informed about quality reports on education and research, internal and external visitations and developments in educational innovation. Preparations for the Institutional Quality Assurance Review (ITK) began in autumn 2025. Both the full Supervisory Board and the Education and Research Committee are kept informed of this.

Employer
In 2025, the Supervisory Board held job performance reviews with the members of the Executive Board. The Board also approved the existing and new additional roles and external activities of the Executive Board members and approved the half-yearly overviews of the Executive Board's personal expenses.

In 2025, the recruitment process for a new member of the Executive Board was initiated and completed. On 1 November 2025, Mr Ploegsma succeeded Mr Buchwaldt.

Relationship with stakeholders
The Supervisory Board considers it very important to have regular contact with various stakeholders in order to perform its role well. These moments of contact take place during annual meetings, such as the Dies Natalis and the official opening of the academic year, and during the working visits to organisational units that the Supervisory Board makes prior to almost every meeting. During these contact moments, members of the Supervisory Board are given the opportunity to speak with employees (management board members, researchers, lecturers, support staff) and students. In 2025, three working visits were organised, to the Social Sciences Group, Co-creating Value & Impact and the Wageningen Data Competence Center.

The Supervisory Board attended three meetings with the participational body in 2025. The first was an internal meeting with the WUR Council in March 2025. At the end of June, the Supervisory Board attended the consultation meeting between the Executive Board and the participational body. In addition, an informal meeting took place in December between the Supervisory Board and the participational body, during which discussions were held on, among other things, the succession of Mr Buchwaldt and the cost-cutting plans.

Evaluation and development
The Supervisory Board conducts an annual self-assessment. This self-assessment took place in November, during which, amongst other things, the complementary areas of expertise and cooperation with the Executive Board were evaluated. The Supervisory Board also determined which topics it would like to see explored more in the coming term. These topics were discussed with the Executive Board in December and included in the planning for 2026.

The Supervisory Board would like to thank the Executive Board for the pleasant, constructive cooperation, which allows ample scope for dialogue in an open, informal atmosphere.

2.1.2 Report of the Audit Committee

The Audit Committee convened for five regular meetings in 2025, three of them with the auditor present.

The Audit Committee discussed WUR's 2024 annual report and the 2024 annual accounts of WU and WR. The Auditor's Report was discussed in the presence of the auditor. Consultations were also held with the auditor about the 2025 audit plan and the 2025 management letter.
Some of the topics discussed following the audit included developments regarding the legislation and regulations for public-private activities, the Senior Executives in the Public and Semi-Public Sector (Standards for Remuneration) Act (WNT), specifically the focus on the retirement of a director in 2024, cybersecurity in relation to the NIS2 Directive, and the succession planning for staff in key positions within the Finance department.

The Audit Committee advised the Supervisory Board to approve the 2024 annual accounts of WU and WR and adopt the auditor's recommendations.

The financial management reports were once again prepared on a four-month basis in 2025. Since 2024, this has had implications for the planning of the Finance department and for the meetings of the Audit Committee. For this reason, an additional meeting has been held in June since 2024. However, the new schedule did not yield the desired benefits. Consequently, the Executive Board has indicated its wish to return to quarterly reporting. The Audit Committee has issued a positive recommendation regarding this change, to take effect from 2026.

Real estate reports, reports on investment projects and the progress of the revised Strategic Housing Plan (SHP) were recurring items on the agenda. A number of investment applications for the renovation of research and/or teaching facilities were also discussed, following which the Audit Committee issued a positive recommendation on these to the Supervisory Board.

The Audit Committee discussed the cost-cutting plans and the development of student numbers with the Executive Board, as well as the implications of these for the long-term projection and housing policy. These topics will be on the agenda again in 2026. In 2025, the Audit Committee was also briefed twice on developments in the areas of information security, risk management and the end-of-life status of several IT systems.

The Audit Committee issued a positive recommendation to the Supervisory Board regarding the 2026 budgets of WU and WR and also gave a positive recommendation regarding the 2026–2030 multi-year forecast for WU and WR.

2.1.3 Report of the Appointments Committee

The Appointments Committee convened three times in 2025.

The reappointment process for the chair of the Supervisory Board was initiated in 2024, and the chair was nominated for reappointment to the Minister in September 2024. The Ministers for Education, Culture and Science and for Agriculture, Fisheries, Food Security and Nature gave their approval on 20 February 2025. Consequently, Mr Dijkgraaf was reappointed as Chair of the Supervisory Board with effect from 1 March 2025 for a period of four years.

In December 2025, the Supervisory Board commenced the recruitment process to find a successor to Ms Klimp, to take up the post on 1 September 2026.

The Appointments Committee conducted the annual job performance reviews with the members of the Executive Board. These reviews were prepared with input from various employees across the organisation, including the central participation body. The job performance reviews with the members of the Executive Board were held in November 2025 and reported on to the Supervisory Board.

At the end of December 2025, the Supervisory Board consisted of three women (50%) and three men (50%).

The details regarding the remuneration of the members of the Executive Board and the Supervisory Board in 2025 are included in Section 2.10.4 of this annual report.

2.1.4 Report of the Education and Research Committee

The Education and Research Committee met three times in 2025. Regular items on the agenda included quality assurance in education and research at WUR, preliminary student registration and the WOT report.

With regard to education, discussions with the Committee focused on educational innovation, specifically the implications of developments in AI for education, and the activities of the Teaching & Learning Centre. In addition, various quality reports on education at WU and the BSc portfolio analysis were discussed. Furthermore, the long-term educational vision was discussed in detail with the Committee, as was *Continuing Education*, one of the core activities of WUR’s education provision. The Institutional Quality Assurance Review (ITK) will commence in 2026. In the autumn of 2025, the Committee was informed about various points for attention in the run-up to the ITK. The Committee members will be closely involved in the ITK in 2026. Finally, the Committee was briefed on the fourth cycle of external study programme visitations, which took place in 2025 and in which all existing BSc and MSc study programmes were assessed.

With regard to research, topics discussed included the external evaluation study by WR (carried out at TO2 organisations in accordance with the EMTO protocol on behalf of the Ministry of Economic Affairs) and the recommendations that followed from it. The recommendations are also linked to the commitments in the Strategic Plan. The development of AI and its implications for our research were also discussed, as was WUR's position in various rankings.

In 2025, the Committee met both a new Dean of Research and a new Dean of Education.

2.1.5 Independence and compliance

The Supervisory Board ensures that its members are independent, as stipulated in the Wageningen University & Research Code for Good Governance. In the Supervisory Board's opinion, this is indeed the case. The Executive Board also monitors compliance with all relevant laws and regulations and manages the risks that the institution's activities may entail. The Executive Board reports on this to the Supervisory Board and the Audit Committee and discusses the internal risk management and control systems on this basis. The WUR Supervisory Board's Regulations (in Dutch) apply to the Supervisory Board.

2.1.6 Background of the members of the Supervisory Board

Prof E. Dijkgraaf (1970) has been a member of the Supervisory Board since 1 March 2021. Mr Dijkgraaf was appointed Chair on 1 December 2022. His first term of office ended on 1 March 2025, after which he was reappointed for a four-year term. He was chair of the Education and Research Committee and, since September 2023, has been a member of that committee and a member of the Audit Committee. Until 1 September 2025, Mr Dijkgraaf was Professor of Public Sector Empirical Economics at Erasmus University Rotterdam.

Prof Dr Ir. F.P.T. Baaijens (1958) has been a member of the Supervisory Board since 1 September 2023 and is also vice-chair of the Supervisory Board. His first term of office ends on 1 September 2027. He is chair of the Education and Research Committee and a member of the Appointments Committee. Mr Baaijens is a professor at Eindhoven University of Technology.

Mr D.P.C. Fousert (1978) was appointed to the Supervisory Board on 1 March 2025 for a term of four years. He is also a member of the Audit Committee. Mr Fousert is the CEO of Avebe.

Ms S.K. Hoekstra (1969) has been appointed to the Supervisory Board for a four-year term with effect from 1 January 2025. She is also a member of the Appointments Committee. Ms Hoekstra was the managing director of the social housing association WoonFriesland until 1 March 2026.

Ms T. Klimp (1972) has been a member of the Supervisory Board since 1 September 2018. Her first term of office ended on 1 September 2022; she was reappointed for a second term until 1 September 2026. She is chair of the Audit Committee. Ms Klimp is the CEO of Vion Food Group.

Dr K.D. Schuijt (1974) has been a member of the Supervisory Board since 1 July 2022. Her first term of office ends on 1 July 2026. She is member of the Education and Research Committee and a chair of the Appointments Committee. Dr Schuijt is the Director General of WWF International.

2.2 Key figures

2.2.1 Wageningen University & Research

Table 2.1 *Education*

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Bachelor's programmes	19	19	20	20	21
Master's programmes	30	31	31	32	32

Source: Osiris.

Table 2.2 *Research*

	2020	2021	2022	2023	2024	2025
Number of scientific publications of:						
Wageningen University & Research (WUR)	5,411	5,663	5,790	5,857	5,743	6,214
Wageningen University (WU)	4,661	4,907	4,982	5,067	4,974	5,410
Wageningen Research Foundation (WR)	1,422	1,488	1,585	1,480	1,484	1,563
Number of PhDs	283	292	320	359	380	302

* Source: Pure dated 03/02/2026.

* All scientific publications registered in Pure, such as articles in academic journals (reviewed and non-reviewed), books, book chapters, conference reports or PhD theses.

* Academic articles include articles with the status 'e-pub ahead of print'. These articles were published online in 2025, but have not yet received a definitive publication year, volume and number from the publisher.

* The number of PhDs awarded reflects only those for which WU receives a PhD reimbursement (see 2.5.1.5.).

Table 2.3 *Students*

	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Number of enrolments	13,676	13,678	13,564	13,190	12,407
Bachelor's students (including Pre-MSc)	5,904	5,842	5,773	5,549	5,274
Master's students	7,249	7,266	7,284	7,184	6,754
Other enrolments	523	570	507	457	379
Enrolled first-year students	2,982	2,814	2,935	2,924	2,611
Bachelor's (including Pre-MSc)	1,557	1,475	1,576	1,520	1,382
Master's	1,425	1,339	1,359	1,404	1,229
Number of diplomas[4]	3,329	3,677	3,894	3,966	
Bachelor's	1,139	1,308	1,373	1,309	
Master's	2,190	2,369	2,521	2,657	
Number of nationalities among students	111	110	109	105	107
Percentage of international students					
Bachelor's students (including Pre-MSc)	7	8	9	9	10
Master's students	35	37	40	40	38

Source: Osiris.

Definition of first-year students: first-year students at the institution.

[4] The number of diplomas for the 2025-2026 academic year will only be known after the summer of 2026. These figures will be included in the 2026 Annual Report.

Table 2.4 *Employees*

	2020	2021	2022	2023	2024	2025
Average number of employees (in FTE)	5,880	6,256	6,579	6,907	7,062	6,936[5]
Distribution on the basis of appointment:						
Wageningen University	2,951	3,179	3,337	3,509	3,603	3,567
Wageningen Research Foundation	2,929	3,080	3,243	3,398	3,459	3,369

Table 2.5 *Sustainability*

	2022	2023	2024	2025
Reduction of CO_2 emissions by % compared to 2019[6]	86	71	74	67
Annual decrease/increase in energy in %	- 4.3	- 10.4	-8	-3.2

2.2.2 Wageningen University

Table 2.6 *Key financial figures for Wageningen University (x €1 million)*

	2022	2023	2024	2025
Government funding excluding target funding	295.6	306.6	321.0	340.1
Tuition fees[7]	32.8	44.3	48.0	48.7
Indirect government funding and target funding	36.0	37.4	40.7	44.0
Matching funds market and contract research	72.6	83.7	94.5	98.1
Investments in buildings and land	8.9	3.1	12.7	5.0
Investment in other fixed assets	18.8	18.9	8.7	19.2
Net result	14.1	-9.3	-6.9	-4.4
WU capital				
Capital in fixed assets	314.1	304.5	295.5	283.9
Equity capital	258.3	249.0	242.1	237.7
Total liabilities	507.7	536.8	563.8	546.1
Housing ratio[8]	9.1%	10.3%	9.0%	9.5%
Solvency ratio 1 (%)[9]	50.9%	46.4%	42.9%	43.5%
Solvency Ratio 2 (%)[10]	53.1%	49.0%	46.2%	47.0%
Signalling value of excess equity capital[11]	0.73	0.69	0.66	0.64
WU liquidity				
Liquid assets	116.7	145.9	181.0	177.5
Current ratio	0.82	0.85	0.89	0.93

[5] This refers to the average number of FTEs of employees on standard employment contracts (not including notional employment contracts) and members of the Executive Board.
[6] The annual CO_2 emissions, calculated based on the standard ISO 14064-1 and the 'Greenhouse Gas Protocol', as a percentage of the total CO_2 emissions for the reference year 2019 (100%). For further explanation, see section 2.8.4.1. The figures for 2023 and 2024 have not been significantly revised on the basis of further information obtained.
[7] Excluding tuition fees.
[8] Housing ratio: (depreciation of buildings and land + housing costs -/- rental proceeds)/total costs.
[9] Solvency ratio 1: equity capital / total liabilities.
[10] Solvency ratio 2: (equity capital + provisions)/total liabilities.
[11] Signalling value in accordance with the Reporting Guidelines for Educational Institutions. With a value greater than 1.0, there may be excessive equity capital.

2.2.3 Wageningen Research Foundation

Table 2.7 *Key financial figures for Wageningen Research Foundation (x €1 million)*

	2021	2022	2023	2024	2025
Turnover	372.1	394.2	418.6	436.1	443.6
LVVN proportion in turnover (%)	44	44	44	45	45
Investments in company buildings and land	11.4	9.5	8.1	26.6	42.2
Investments in other tangible fixed assets	7.7	3.4	5.2	5.8	3.3
Net result	9.4	3.9	9.5	1.9	5.4
Wageningen Research Foundation capital					
Capital in fixed assets	342.7	334.2	325.2	332.2	355.4
Equity capital	360.3	364.3	354.8	356.7	362.1
Total capital	576.0	577.1	602.8	609.4	618.3
Solvency ratio (%)	62.6	63.1	58.9	58.5	58.6
Wageningen Research Foundation liquidity					
Liquid assets	135.8	137.3	155.3	165.2	155.1
Current ratio	1.3	1.4	1.3	1.3	1.2

2.3 Mission, Ambition and Strategy

2.3.1 Mission and ambition

Mission and vision setting the course for WUR in 2025
WUR has a clear mission: we must find new ways to live not only on, but also with, the planet. By asking the right questions, being curious, training students and professionals, forging impactful partnerships, and pushing the boundaries of fundamental and applied research. All this with the aim of building a future in which we strike a balance between producing sufficient food and biomass for a rapidly growing global population, and protecting our planet and all the species with whom we share it, everywhere in the world. We are working on solutions to complex global challenges and are uniquely positioned to provide the knowledge, innovation and professionals required to achieve this.

The mission *to explore the potential of nature to improve the quality of life* remains, as in the previous strategic plan, our guiding principle for the period 2025–2028.

We are a world-leading knowledge institution in the fields of agriculture, healthy food and living environment, thanks to a unique combination of two complementary entities: Wageningen University — a single faculty where we train students and professionals and where, driven by curiosity, we conduct research into complex challenges — and Wageningen Research — eight research institutes working on research into applicable innovations. To this end, collaboration with a broad and cross-border network of partners is indispensable, ranging from other universities and knowledge institutions to government agencies and public bodies, businesses, NGOs and social organisations. In 2025, this was reflected in countless strategic partnerships and joint initiatives. For example, WUR was a co-founder of the European Science Alliance for Agriculture and Food, we strengthened our ties with the Asian Development Bank, and worked with partners on the vision for the future of the Wageningen Campus for the period 2025–2040.
As an organisation, WUR is at the heart of the world. A world in which developments followed one another in rapid succession in 2025. Geopolitical shifts underscored the importance of food security, resilience and greater European strategic autonomy. That is why, in 2025, WUR actively contributed to plans to maintain the Netherlands’ leading position in high-tech, sustainable food production.

Meanwhile, the digital transformation continued unabated in 2025, including within our institution, driven in part by generative artificial intelligence.
In the media, the urgency of the transitions needed for a sustainable life on Earth in 2025 sometimes seemed to fade into the background. However, this had no impact on WUR's direction; in 2025, too, we remained fully committed to addressing issues and challenges across the full breadth of our field.

2.3.2 Strategy 2025–2028

From 2025 onwards, the WUR Strategic Plan 2025–2028 *Shape responsible change* will serve as our guiding principle. This new strategy sets the direction for our work. It will enable us, as an organisation, to continue to operate flexibly in a world where far-reaching developments follow one another in rapid succession.
New to our strategy are the six WUR themes, which together describe the issues WUR stands for and the causes we are committed to:

- sustainable Food Systems
- biodiversity & resilient ecosystems
- the health of all living things
- climate-proof Futures
- biobased & circular society
- sustainable Water & Land use.

These themes overlap and are interconnected. If we are to tackle the global challenges posed by these themes, we need a comprehensive and systemic approach.
The plan is structured around seven commitments through which we aim to bring about change in the coming years:

1. We focus on balanced partnerships based on equality, reciprocity and sustainability.
2. We increase our engagement with the *science-policy interface*, societal agendas and dialogue.
3. We devote more time and resources to fundamental science and encouraging *unusual collaborations* and a multi-, inter- and transdisciplinary approach.
4. We ensure the responsible, safe and sustainable use of digitisation in our research, education and other activities.
5. We increase the adaptability of our research and education portfolio using systems for continuous evaluation.
6. We strengthen our culture, which is based on trust and responsibility and promotes inclusivity, transparency and inspiration, thereby fostering safety and a sense of connection between people.
7. We place emphasis on cultivating *high-performing teams* in which we recognise the different roles of individuals, with greater attention to the personal development of both students and staff.

Focus on strategic ambitions
The commitments in the Strategic Plan serve as a guideline for the Strategic Agendas of the sciences groups and the strategic plans of the staff departments. Within these, the strategy is elaborated in more concrete terms in a way that suits the various organisational units. The commitments provide a framework for realising our ambitions and the WUR strategy and help us to monitor progress towards them. It is crucial to keep the plan dynamic and to adjust it where necessary in the right direction. In the context of a rapidly changing world, with cuts to education as a recent example, it is crucial to be able to respond quickly to all changes. The commitments enable us to set priorities in this regard.

Strategic Plan Commitment Budget
In order to achieve the objectives set out in the Strategic Plan, we need to invest time and resources. This is achieved in various ways, such as the targeted use of existing resources, for example the education innovation budget. In addition, additional funds have been made available for a number of commitments in the Strategic Plan. The activities we fund with these resources must contribute in an innovative way to one or more of these commitments. By 2025, several activities will already have been launched.

Successful EMTO evaluation (Evaluation of Applied Research Monitoring)
The research institute Wageningen Research Foundation has successfully completed the EMTO evaluation (see Chapter 2.5.1.1). Based on the recommendations, an addendum to the Strategic Plan has been drawn up, which has been approved by the Ministry of Economic Affairs (EZ).

2.3.3 Budget cuts

As a result of government policy in particular, but also economic recession, inflation and falling student numbers, we anticipate a sharp decline in income over the coming years. Given all the uncertainty, we have estimated this at €80 million, on a structural basis, from 2028 onwards. That is why the Executive Board has committed to developing targeted policies to address this decline in income, so that WUR remains as future-proof as possible. As a result, the annual budget from 2028 onwards is expected to be €80 million lower than in 2025. That is why, in 2025, we began preparing to reduce our expenditure by a similar amount on a structural basis: this means a cut of around 10% of our current annual budget.
Thanks to our sound financial position, it is not necessary to implement these cuts immediately, but WUR can work towards this over the next three years. We are implementing some measures as quickly as possible, whilst taking more time with others to avoid compulsory redundancies wherever possible. By implementing these cuts now, we are also ensuring a healthy organisation with sufficient earning capacity for the future.

It is not yet clear exactly how this decline in income will affect us; what is certain, however, is that the impact of lower research and education income on our organisation will be noticeable. Over the coming years, it will become clear where this reduction in income will be felt, and from that point onwards, we will look specifically at how to manage this decline. With a structural decline in income of around 10%, it is inevitable that support services will also have to be scaled back. By making targeted choices, we can prevent WUR from entering a negative cost spiral, in which the core process is hit harder than necessary. For this reason, we have decided to set aside €35 million of the 2025 savings from support services and cost-cutting measures specifically as a specific mandate. This concerns 130–180 full-time equivalent (FTE) positions. By focusing on this immediately, we will, on the one hand, have the time to make these adjustments carefully between 2025 and 2028, and we can avoid compulsory redundancies as much as possible. On the other hand, we thereby minimise the impact of the cuts on our core activities: education and research. By making relatively greater savings on support and general costs than on our core activities, we contribute to making WUR financially healthier and creating a better starting position for securing research assignments.

The central participation body issued an opinion on the WUR Budget Plan 2025–2028 as a whole; the Executive Board then adopted the plan definitively and instructed the central staff departments and the facilities organisation to translate the broad outlines of the cost-cutting measures into concrete plans. The central participation body is also involved in the development of these concrete plans. In February 2026, the cost-cutting plans for each department were finalised and these will be implemented in 2026 and 2027.
However, within WUR's primary process, it was also necessary for the WSER and WFBR units to undergo a reorganisation in 2025 This was driven by falling market demand, rising costs and a strategic review.

2.4 Education

2.4.1 Profile and policy

Education focuses on healthy food and living environment, with 21 Bachelor’s and 31 Master’s programmes on offer to almost 13,000 campus students in 2024-2025. Some programmes are offered jointly with other educational institutions, including the study programmes in BSc Tourism, MSc Water Technology and MSc Metropolitan Analysis, Design and Engineering. WUR offers ample opportunity for lifelong learning (LLO): three Master’s programmes have online part-time specialisations and, through Wageningen Academy, Massive Open Online Courses (MOOCs), professional online courses and postgraduate study programmes are offered to professionals. Education is multidisciplinary with a strong international focus. The International Classroom, which is included in the eight English-taught Bachelor’s programmes and all Master’s programmes, prepares students for working in an international and multicultural environment. The programmes are updated annually and then reviewed by the Board of Education. In 2025, it had eight members: four students and four professors, who are responsible for the quality and study feasibility of the study programmes.

In our new Vision for Education, published in 2025 (see also 2.4.2), the mission for education at Wageningen is formulated as follows: *We educate students to become academic professionals, who can contribute to sustainable solutions for existing and future complex issues in the domain of healthy food and living environment all over the world, and who take their social, personal and ethical responsibilities seriously.* Our educational approach is based on:
- high-quality scientific knowledge,
- a rich learning environment is offered, in which the development of knowledge, skills, and approaches is combined,
- flexible and personal learning paths.

In 2025, we began developing the concept of the *responsible change maker* and the three key areas of our educational vision:
- ownership of personal development
- an inspiring learning environment
- a curriculum that is connected to the world around us

To ensure ongoing attention is paid to the further development of our education and study programmes, WU collaborates with a number of networks that are important to the education sector, including:
- 4TU.Federation (the four technical universities: University of Twente, Delft University of Technology (TU Delft), Eindhoven University of Technology and Wageningen University & Research),
- Euroleague for Life Sciences Universities (ELLS),
- European Bioeconomy University (EBU),
- Groenpact, the partnership between green education (WO, HBO, MBO), business and government,
- Knowledge alliance between Eindhoven University of Technology, Utrecht University, the University Medical Centre Utrecht and Wageningen University & Research (EWUU).

2.4.2 Highlights

New Bachelor’s programme in Data Science for Global Challenges
In 2025, the new bilingual WUR Bachelor’s programme in Data Science for Global Challenges was launched, with 19 students. Due to the late accreditation, recruitment began late, and this student intake is expected to increase in 2026. In this Bachelor’s programme, students learn to bridge the gap between the fields of data science and life sciences and are prepared for a Master’s degree in Bioinformatics, Biosystems Engineering, Data Science for Food and Health or Geo-information Science at Wageningen University & Research, or a related Master’s programme elsewhere.

Further development of Continuing Education activities
Lifelong Learning (LLO) means that every professional is given the opportunity to develop themselves in a timely manner and to acquire relevant skills, knowledge and competences. LLO is identified as one of the core tasks in WUR's Strategic Plan. The LLO Catalyst of the National Growth Fund offers senior secondary vocational institutions, universities of applied sciences and universities the opportunity to give a significant boost to Lifelong Learning. In Wageningen, as part of the Accelerating Continuing Education (ACE) project in 2025, we worked on, among other things, setting up a programme-oriented range of courses, improving internal collaboration, integrating educational processes and quality assurance.

New and refurbished learning environments
By 2025, the refurbishment of the landscape architecture programmes' design studios in the Forum Building will be complete, providing students with spacious, well-lit and versatile learning spaces. In addition, a Wageningen Innovation and Engineering Lab (WIEL) has been established. This *maker space* provides space and tools for students in technical and physical education and design-based learning, such as developing, adapting and working with sensors, designing and controlling robots, and creating 3D models that can be used for measurement purposes.

Bachelor's portfolio
In 2025, a project group presented the report 'Towards a future-proof Bachelor's portfolio', which was endorsed by the Executive Board. Based on the recommendations, a process was launched to reduce the current 21 Bachelor's programmes to between 12 and 16 robust and more adaptable programmes with sufficient student intake, by integrating existing programmes. This process also involves investigating whether a broader first year could be attractive to prospective students who are still undecided. In the autumn of 2025, a start was made with six study programmes in the social sciences, whereby it was decided to discontinue the Communication and Life Sciences study programme as a standalone Bachelor's programme from 2026 onwards. The aim is to launch the first newly repositioned study programmes in 2027.

Student recruitment
In 2025, student intake fell by 9% for Bachelor's programmes and 8% for Master's programmes. A certain decline can be seen across the country, but in Wageningen it is significantly higher, partly because interest in study programmes within our specific field has waned. This is one of the reasons why we launched the new recruitment campaign *Full of Life* on social media and more traditional channels, which will be further developed in the coming period for specific target groups. We are also trying to engage with potential students by communicating with them more effectively, from secondary school right through to after graduation.

Teaching and Learning Centre
The Teaching and Learning Centre (TLC) aims to inspire and support lecturers, create dynamic learning environments — both online and on campus — and work together to improve courses and curricula. In 2025, the TLC implemented internal organisational improvements to enable it to be faster and more agile in innovating and enhancing its provision. This project is now beginning to bear fruit. The TLC is working on projects within the National Growth Fund programme Npuls, focusing on (digital) innovation in education and educational support.

2.4.3 Results and success rates

The success rate (study success or diploma attainment) of the two-year Master's programmes after two years is 27% (for the 2023 cohort). This represents an increase compared to the previous cohort (22%) and is once again comparable to the level seen before the COVID-19 pandemic. After three years, the Master's success rate is 77%, which is also higher than that of the previous cohort (71%).

In the Bachelor's programmes, the success rate after three years is 33%. This has risen slightly compared to the previous cohort (31%), but is still slightly below the level seen before the COVID-19 pandemic. The Bachelor's success rate after four years is 73%. This is, however, back at the pre-pandemic level.

2.4.4 Quality assurance in education

Internal
The average overall satisfaction score of students across all courses (2024-2025) is 3.9 on a scale of 1 to 5, the same as the preceding years. And 41% of the courses are even graded with an average of 4.0 or higher. The response rate to course evaluations was 27% on average in 2024-2025 over the whole year and remains a major concern in 2026.
The annual National Student Survey (NSE) was carried out in January 2025. The response rate for the NSE has fallen slightly again, to 30.7%. However, the results remain similar to previous years and show that students are generally very satisfied with their study programme and WU. At least 80% of respondents say they would choose the same study programme again. In terms of overall satisfaction (4.1) and the atmosphere of the study programme (4.3), we score higher than the national average for universities.
In 2025, we launched a new consultation structure between the Board of Education, the programme directors and the programme committees.
The examining boards have ensured the quality of assessment by appointing examiners, discussing the quality of assessment with chair groups and examiners, and conducting performance reviews of thesis assessments.

External
In 2024–2025, 34 study programmes were assessed by an external panel. In 2025, the NVAO issued a positive decision regarding the retention of accreditation for all these study programmes. Based on the outcomes of the recent programme visitations, study programmes are drawing up plans for improvement where necessary. The joint Master’s programme in Geographical Information Management and Applications (GIMA — Wageningen University, Delft University of Technology, University of Twente and lead organisation Utrecht University) has received a conditional positive decision from the NVAO. Based on a recovery plan, the study programme will work on improvements over the next two years and will then be reviewed again. The New Study Programme Assessment for the new Bachelor’s programme in Data Science for Global Challenges received a positive decision and was able to commence.

In 2025, preparations for the Institutional Quality Assurance Review also took place, such as drafting a self-evaluation and clarifying the responsibilities of the Board of Education, programme committees and programme directors. An external panel will visit the university in January and February 2026.

2.4.5 Funding

Education at WU is funded by direct government funding for education and research that consists of government funding of €340 million and the proceeds from tuition and course fees of €49 million, totalling around €389 million. For further information, please refer to WU’s condensed annual accounts.

2.4.6 Students

2.4.6.1 Study counselling

Study advisers are the first point of contact for students with questions about course content, organisation and personal study progress. Among other things, they provide support with concerns about continuing studies, issues with motivation, study delay and study choice. The study advisers work in study programme teams, supplemented by a flexible pool for temporary cover. All students are invited to an interview, ensuring that every student has access to appropriate support and any necessary referrals. Since 2024, a Service Level Commitment for study advice has been in place across all study programme teams, which is updated annually.

2.4.6.2 Student Support

Student psychological services
Student psychologists offer advice, short-term counselling and group sessions for mild psychological issues that may cause study delays, such as stress, anxiety and low mood. In 2025, six student psychologists were working at WUR, with temporarily reduced staffing levels. Between 2022 and 2024, there was a decline in the number of students visiting a student psychologist. In 2025, a slight increase was observed despite the smaller overall WUR student population. To ensure that students can receive appropriate advice and the right support as quickly as possible, in 2025 we focused on further improving the triage process, including by offering more frequent short screening sessions and walk-in appointments. For 54% of applications, treatment by a student psychologist was deemed appropriate; 46% were referred to other support services. Stress and study-related stress were the most common reasons for seeking help in 2025 and increased significantly compared to 2024.

Student Life, Wellbeing & Inclusion
The Student Life, Wellbeing & Inclusion team helps to create a safe, inclusive and supportive learning environment by actively identifying students' concerns and representing their interests. Together with students, the team is developing a vision for student wellbeing, with a focus on enhancing mental and social wellbeing, personal growth, mutual connection and inclusion. The team helps to create an environment in which students feel seen, supported and connected, and can work with confidence on their wellbeing, development and future.

Student Training & Workshops offers students workshops and short training courses aimed at strengthening their study skills, wellbeing and talent development. In 2025, Wellbeing Week was also organised for the first time, as an extension of the previous Surf Your Stress Week.

The Student Life, Wellbeing & Inclusion team further contributes to a warm welcome and the successful integration of new students through initiatives such as the General Introduction Days, which attracted 1,700 participants in 2025, and the W' meet U-days, which attracted 200 participants in 2025. The team also supports study and student associations, both financially and in terms of content, to strengthen social cohesion and solidarity. In 2025, steps were taken to improve meeting places on campus and to provide suitable facilities for student organisations, thereby enhancing the sense of belonging.
With a particular focus on students for whom inclusion is not a given, the team is also working to strengthen connection and mutual understanding by facilitating and supporting communities, for example through monthly Storytelling Nights, promoting LGBTQIA+ inclusion and maintaining close contact with the international student population.

Student Career Services
Student Career Services supported students and alumni in their transition into the labour market through career consultations, workshops and career events. In 2025, 114 events were organised, attracting 6,582 participants, and 695 individual career consultations took place. Particular focus was placed on AI, alumni buddy programmes, the expansion of the WUR Career Platform, and collaboration with international organisations and campus companies to facilitate internships and jobs. From 2026, employer-related activities will be organised separately, in close collaboration with the team.

2.4.6.3 Student numbers

In 2025 (reference date of 1 October), 1,294 first-year BSc students started; this was down 9% compared to 2024. This decline is due to a fall in the intake of Dutch students (-11%). The intake of international students has remained more or less stable. As only a limited number of our Bachelor's programmes are taught in English (8 out of 21), the number of international BSc students is relatively low.

The intake of first-year MSc students (starting between 1 September and 1 October 2025, including those progressing from the BSc) has also decreased (-8%). Enrolment figures fell for Dutch students (from 1,150 to 1,101), as well as for EEA students (from 436 to 398) and non-EEA students (from 480 to 392).

As of the reference date of 1 October 2025, 10% of the total of 5,175 BSc students had a non-Dutch nationality (499, spread across 61 nationalities). At BSc level, the most common non-Dutch nationality was Indonesian (85), followed by German (50) and Italian (45).

Of the MSc students, 38% had a non-Dutch nationality (2,600 of 6,754 students, spread across 101 nationalities). The most common non-Dutch nationalities were Chinese (320), Greek (268), Italian (252), German (205) and Indian (205). All the MSc study programmes are taught in English and are provided to Dutch and non-Dutch students together.

Among the 99 Pre-MSc students, 34 are of non-Dutch nationality (34%).

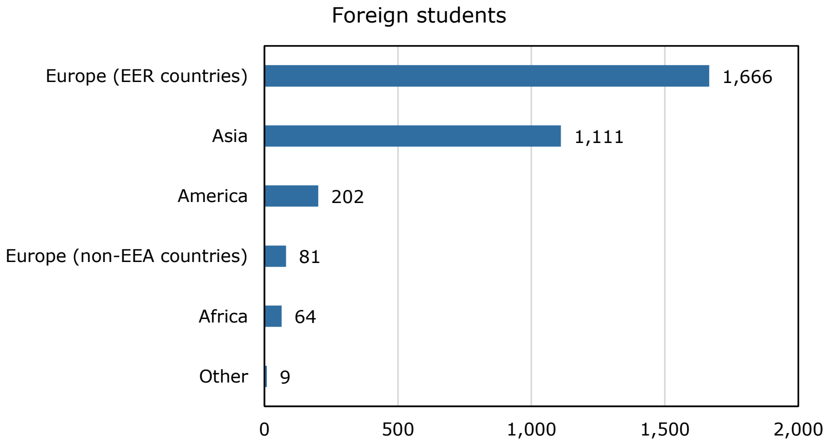


Figure 2.1 *Distribution of the 3,133 international students (BSc, MSc and Pre-MSc) at Wageningen University based on nationality, reference date of 1 October 2025. The 'other' category includes Australian and New Zealand students and students whose nationality is unknown. Russian and Turkish students are classified as Europe, non-EEA (source: Osiris).*

2.4.6.4 International exchange

The exchange programme offers WU students the opportunity to study abroad at renowned international institutions and thus gain new experiences. In return, the university receives international students who perhaps otherwise would not have come to WU to study. In the vast majority of cases, this is six months of study. Incoming students are a welcome addition to the diversity of nationalities in Wageningen and contribute to the international character of our education. The exchange programme also contributes to the success of the Euroleague for Life Sciences (ELLS) network, with around 71 students coming to Wageningen last year and 88 students from Wageningen going to study at one of the ELLS partners.
In 2025, the EU allocated €1,984,767 in Erasmus+ funding, an increase of 15% compared to 2024. These funds have been used to enable approximately 800 students and 50 employees to go abroad for short or longer periods. Of this amount, 20% is earmarked for exchanges/placements outside Europe and the remainder for exchanges/placements within Europe. In addition, a sum of €20,675 has been allocated for three students to participate in a bilateral Erasmus+ project with Massey University in New Zealand.
In 2025–2026, 548 students will go on exchange programmes abroad, 151 of whom will be going outside Europe. In the previous academic year, the figures were 456 and 117 respectively, so this year shows an increase of 20%. Interest therefore remains as high as ever. Around 35–40% of BSc students go on exchange abroad during their BSc programme. All of these students — around 500 each year — receive a scholarship.
The number of incoming students in 2025-2026 is 316, which is 69 less than the previous year. This appears to fit with the general picture that fewer international students are coming to the Netherlands. The incoming students took part in the regular activities organised for them, such as the Annual Introduction Days, Winter W' meet U-days, and activities by student organisations such as ESN and ISOW. Some students chose regular study programmes at WUR following their exchange.

For internships/theses, a total of 320 scholarships averaging €2,500 were awarded in 2025 (reference date 31 January 2026). This figure is similar to last year's (340). Twelve per cent of the scholarships are for destinations outside Europe.
The number of agreements with universities regarding exchange opportunities has remained virtually constant: 175 partners with 300 contracts. This ensures that exchange opportunities in the various disciplines and regions are maintained.

2.4.6.5 Student participational body

Students at WU enjoy participation at different levels within the university: decentrally on the programme committees (concerning the content and quality of the study programmes) and centrally on the Student Staff Council (SSC) and the Student Council (SC).
The Student Council consists of twelve full-time members from various groups and nationalities. These student members are elected for a one-year term by fellow students. The election turnout in 2025 was 33%. In addition to the usual topics, such as the Education and Examination Regulations (EER), the following key issues were on the Student Council's agenda in 2025:
- the increase in the price of sports activities at De Bongerd Sports Centre
- the rules and regulations of the Student Council
- the Student Council's initiative to create quiet reflection areas on campus
- the WUR Complaints Procedure on Undesirable Behaviour (in collaboration with the Central Works Council (COR))
- the editorial charter of Resource (jointly with the COR)

2.4.6.6 Objections, appeals and complaints

Dispute Advisory Committee
WU's Dispute Advisory Committee (GAC) received three statements of objection in 2025. One of these objections related to the rejection of an application for Student Financial Support (FOS), and two related to the student being removed from the Immigration and Naturalisation Service's register due to insufficient study progress. The file for one objection has been closed due to the student's failure to respond; one objection has been settled amicably; and one objection procedure is still ongoing at the time of writing this annual report.

Examination Appeals Board
In 2025, the WU Examination Appeals Board (CBE) received 67 appeals, 29 of which were directed against a decision not to admit the student to an MSc study programme. One appeal was directed against a decision not to admit the appellant to a BSc study programme. Of the remaining appeals, 21 were against a binding negative study advice, eight against a grade, one against the refusal to grant an exemption from a course, three against the structure of the study programme, one against the refusal to award a 'cum laude' distinction, and three against the measures imposed as a result of fraud or irregularities.
In 64 cases, the parties reached an amicable settlement, or the appellant withdrew the appeal for other reasons, and the CBE consequently did not get around to considering the substance of the appeal. In three cases relating to admission to an MSc study programme, the CBE heard the student and the respondent. In two of these cases, the CBE dismissed the appeals. In one case, the appeal procedure was still ongoing at the time of writing the annual report.

Student Complaints Committee
In 2025, the WU Student Complaints Committee received one complaint, which concerned the student not being admitted to a diploma award ceremony. In this case, the Student Complaints Committee heard the parties and issued a recommendation to the Executive Board. Taking the Student Complaints Committee's recommendation into account, the Executive Board dismissed the complaint.

2.4.7 Education for professionals — Continuing education

Continuing Education (CE) is a core activity of WUR's educational provision and focuses on training professionals ('lifelong learning'), so that they can contribute to societal transitions. CE encompasses various forms of education, such as MBAs, masterclasses, online Master's programmes, MOOCs and in-company training courses, specifically for professionals at higher vocational education (HBO+) level. The approach is aligned with WUR's strategic themes and the concept of the *responsible change maker.*

ACE Programme (2025–2026)
The Accelerating Continuing Education (ACE) programme was launched with a €2 million subsidy from the LLO Catalyst Growth Fund programme. This programme has three main objectives:

1. Strengthening the CE portfolio through collaboration with external partners and co-creation.
2. Improving CE programmes by better aligning them with the skills professionals need.
3. Optimising customer processes such as registration, payment and aftercare through standardisation and automation.

In 2025, 12 sub-projects were launched, including the bundling of courses into programmes, the development of a quality framework and the improvement of invoicing and registration systems. A training programme for WUR lecturers has also been developed, and collaboration is taking place with EWUU and other educational institutions.

Courses and reach
In 2025, the offering comprised 84 open enrolment courses, 47 MOOCs and 16 in-company training programmes, with a total of nearly 1,000 participants in open enrolment courses and 47,000 MOOC participants. Turnover increased by 2.3% compared to 2024.

Programmes and target groups
In 2025, WA transitioned from individual courses to thematic programmes, such as Resilient Food Value Chains, Sustainable Animal Husbandry and Protein Transition. These programmes focus on four target groups: experts, connectors, enablers and junior executives. In addition, WA collaborates with regional and national partners, such as EWUU, Groenpact and the Delta Climate Centre, to develop innovative learning and working methods.

2.4.8 Alumni

In the fourth quarter of 2025, the alumni population consisted of 71,151 individuals, about 3,000 more than at the end of 2024. The alumni population is relatively young (39% are 35 years of age or younger) and international (27.3% have a non-Dutch nationality).
Our engagement with alumni is focused on building a warm, long-lasting and mutually beneficial relationship between alumni and the university. This relationship is based on four pillars: targeted communication, meeting at events, donations and volunteering. Further information on alumni and donations can be found in the section on the Wageningen University Fund.
Following on from 2024, alumni volunteers were also assigned to organisational challenges in 2025. Fourteen programmes have been set up for this purpose, in collaboration with Student Career Services, Wageningen Academy and study programmes, amongst others. These programmes draw on the knowledge and experience of alumni. Together with the regular volunteers in regional groups and elsewhere, 225 volunteers from the alumni community have been active this year.
Alumni receive newsletters and targeted invitations. An email address is known for 82% of alumni, and the newsletter reaches over 53,000 alumni. In addition, alumni are contacted via the Alumni LinkedIn group (17,177 members) and the (online) alumni magazine Wageningen World.
Over 1,100 alumni took part in live alumni events, including regional group meetings, 25th- and 50th-anniversary reunions. International gatherings took place in Indonesia, China, Italy, the US, Ethiopia, Suriname, the UK, Germany and Switzerland. For international gatherings, there was regular collaboration with 4TU (4TU.Alumni). Furthermore, a 4TU.Alumni initiative was launched in 2025 for international alumni in the Netherlands.

2.4.9 Outlook

In 2026, the aforementioned Institutional Quality Assurance Review, with panel visits in January and February, will be a significant milestone. We expect to receive constructive feedback that can help improve education, as well as the organisation and quality assurance processes surrounding it. In addition, a small number of study programmes are scheduled to be re-accredited in 2026.

In 2026, we will continue to work on revising the Bachelor's portfolio, both in terms of content and framework: with groups working on the definition of graduate profiles, the structure of the study programmes, the role of minors and the introduction of cross-disciplinary modules. The aim is to have new programmes in place after the summer for the first subset of study programmes (social sciences) and to begin work on the second subset (environmental sciences). We will also carry out a brief, primarily quantitative analysis of the portfolio of Master's programmes.

In the area of Continuing Education, work on the ACE programme will continue, with the emphasis on better embedding Wageningen Academy within the organisation and reviewing the MOOC portfolio.

The impact of artificial intelligence (AI) on education has been a focus of attention for a number of years. In 2026, we will be working on an implementation strategy, with recommendations for guidelines, support and investment relating to AI in education, research and operational management. Specifically for education, the question arises as to the extent to which AI can be used to improve teaching. How should we assess learning outcomes given the potential use of AI? To what extent and how should the learning outcomes of study programmes be adapted to the introduction of AI in the professional fields?
In implementing these plans, the workload and wellbeing of lecturers and other teaching staff are key considerations. In 2026, an action plan will be drawn up to reduce the psychosocial workload. In addition, it is expected that the Academic Career Framework, which was officially launched in March 2025, will lead to clearer career prospects for teaching staff in 2026.

2.5 Research

2.5.1 Research and aspects of research

2.5.1.1 Quality assurance

An external evaluation of the research conducted by WU and WR takes place periodically. For WU, all research is evaluated once every six years, in accordance with the Strategy Evaluation Protocol (SEP). There were no SEP evaluations of WU research in 2025. However, all the university's chair groups have carried out their own light peer review, in accordance with the SEP's criteria. The next major SEP evaluation of WU research will take place in 2027. The evaluation will be conducted at departmental level.

WR's research is evaluated according to the Evaluation and Monitoring Protocol for Applied Research (EMTO). All WR institutes individually and WR as a whole are evaluated every four years in accordance with this protocol as part of the agreements between the Ministries of Economic Affairs and of Agriculture, Fisheries, Food Security and Nature and the TO2 institutes. In 2025, the evaluation reports on WR and the associated evaluation of the entire TO2 system were published. In these reports, the quality of research at WR was rated as very good, and its societal impact as good. Vitality was also still considered good at that time, but certain trends gave the committee cause for concern. Based on the recommendations in these reports, an action plan was formulated and added as an addendum to the WUR Strategic Plan 2025–2028 *Shape responsible change*. The government also has a role to play, particularly in strengthening the vitality of WR research. Discussions on this matter have now begun with the Ministry of Agriculture, Fisheries, Food Security and Nature and other ministries.

2.5.1.2 Independence of scientific research

The independence of our scientific research is our fundamental principle — it is our greatest asset. This independence consistently guides our dealings with partners, employees and suppliers. Together, we translate scientific knowledge and insights into sustainable solutions that make a difference, both today and for future generations. We call this: Finding Answers Together.

Section 2.10.2 provides detailed information on independence and (scientific) integrity, and on the various regulations and procedures we employ to guarantee the independence of this research. You can also find information on this on our website.

2.5.1.3 Organisation of research

WU
The WU investigation will be conducted within the chair groups. Each chair group is led by a professor and has its own area of expertise within one of WUR's domains and/or the main themes of the Strategic Plan. A chair group is affiliated with a department and one or more graduate schools. In the Strategic Plan, WUR has set out its ambition to revitalise WU's research portfolio. In 2025, the Executive Board established a committee which will issue a recommendation on this matter in 2026.

Within WU, a significant proportion of academic research is carried out by PhD candidates. The PhD supervision and curriculum is coordinated by six graduate schools. These are brought together under an umbrella body, Wageningen Graduate Schools (WGS). WGS is responsible for coordinating, developing and facilitating WU's PhD curriculum. In addition, WGS plays a key role in monitoring, tracking and promoting the quality and progress of academic research, and contributes to research programmes that align with the missions of WUR and the graduate school.

In addition to the PhD curriculum, WU also recently launched a two-year Post-Master's Engineering Doctorate (EngD) programme: Engineering Doctorate 'Design for AgriFood and Ecological Systems'. This curriculum is coordinated by the Dean of Research Office (DoRO).

WR
WR research is carried out in programmes that receive funding from the Ministry of LVVN, in projects funded by the EU and other government agencies and public bodies, and in bilateral projects. The Ministry of LVVN funds about 50% of WR's research, and the remaining 50% coming from other funding sources.

In 2025, WR launched the Knowledge Base (KB) themes for 2025–2028 (with a total budget of €30 million), which are aligned with the WUR Strategic Plan 2025–2028. Through these themes (Biobased & Circular Society, Biodiversity & Resilient Ecosystems, Future Food Systems, Sustainable Nutrition & Health, Climate-Resilient Water & Land Use, and the cross-cutting themes Societal Transformation & Transition and AI & Modelling), WR is developing expertise that will secure its position in the medium term.

In addition, work has begun on implementing projects within the Strategic Plan Commitment Budget (Knowledge Base programme KB-57), which supports the implementation of the WUR Strategic Plan by making additional funds available for specific ambitions for which existing capacity is insufficient. This budget reinforces four key tasks: the responsible, safe and sustainable use of *digitisation* in research, education and operational management; deepening the *connection* between science, policy, society and dialogue (science-policy interface), the promotion of *collaboration* through grassroots initiatives and innovative partnerships, and the strengthening of *excellence* by attracting and retaining top talent within WUR.

Within the framework of the Statutory Research Tasks (WOT), WUR carries out six research programmes on behalf of the Ministry of Agriculture, Fisheries, Food Security and Nature and one on behalf of the Netherlands Food and Consumer Product Safety Authority (NVWA). The total budget for the WOT amounts to approximately €100 million per year. The WOT programmes are ISO-certified and are audited periodically within that framework. The ISO audits carried out in 2025 identified a few minor issues, which were easily resolved. No major issues were identified.

The programmes for policy-supporting and top-sector research have been scheduled since 2024 within the framework of the Knowledge and Innovation Agenda (KIA) Agriculture, Water and Food 2024–2027. In the case of the top sectors, programming always takes place within Public-Private Partnerships (PPPs). Within the top sector programme, 75 new PPPs were launched within WR in 2025 with a total value of €92 million, 50% of which came from private parties.

The Policy-Supporting Research programme focuses on societal issues and amounts to €75 million. This includes the climate and nitrogen programmes.

2.5.1.4 Talent and career policy

WUR is committed to providing guidance on applying for talent-based subsidies for researchers. Specifically, this concerns Dutch Research Council (NWO) and EU (ERC) subsidies. In 2025, one researcher received an ERC Starting Grant.

Major incentives for young researchers come from the sector plans and the start-up and incentive grants. Under the influence of the government's budget cuts, the allocation of new start-up and incentive grants was stopped again since 2024.

WUR has translated the Recognition and Rewards principles into a new conceptual career framework: the Academic Career Framework (ACF). This new framework — with three career paths — offers, within the set boundaries of a career path, scope for greater diversity within a profile and the freedom to choose for oneself whether and when to take a career step. In March 2025, the ACF was formally launched with a two-year transition period during which its use will be closely monitored and evaluated.

2.5.1.5 PhD graduations

In 2025, 304 PhDs were awarded at WU, including two 'joint PhDs', in which a partner university was also involved. In addition, there were two 'joint PhDs' with a graduation ceremony held at the partner institution. Of the 302 PhD candidates, 168 were women (55%), and 195 (64%) were non-Dutch nationals. The percentage of PhD candidates who successfully completed a Training & Supervision Plan (TSP) was 95%, the same as the previous year.

In 2025, 419 PhD programmes were started. This is fewer than in the previous three years (451 in 2024, 477 in 2023, 461 in 2022). In total, there were 2,474 PhD candidates active within the WU PhD programme at the end of 2025.

The figure of 302 PhDs awarded in 2025 marks a break in the trend: since 2021 (293 PhDs), the number of PhDs awarded had increased every year to 384 in 2024. In the longer term, a gradual decline in PhDs is expected as the number of new PhD programmes starts to decrease. However, the sharp decline in PhDs in 2025 appears to be caused by a new procedure for booking the date of the public defence ceremony. Consequently, particularly in the first quarter of 2025, fewer PhDs were awarded than in comparable periods in previous years.

2.5.1.6 EngD programme and diplomas

In 2025, 13 candidates enrolled in the Engineering Doctorate programme, bringing the total number of active EngD candidates in 2025 to 21. The first EngD degrees were also awarded in 2025. A total of six candidates obtained their Engineering Doctorate, including one woman and two candidates of non-Dutch nationality.

2.5.1.7 Open Science & Education

The WUR Open Science & Education (OSE) programme promotes coherence between research, education and society by embedding the principles of Open Science in day-to-day practice. To this end, the programme focuses on four programme lines: Open Access and Open Scholarly Communication, Findable Accessible Interoperable and Reusable (FAIR) Data, Citizen Science and Open Education. The OSE programme is also closely linked to national developments regarding Recognition and Rewards and, internally, to the independent Wageningen Open Science Community.

Open Access and Open Scholarly Communication
WUR aims to make scientific publications available via Open Access, as also described in the WUR Open Access Policy. By 2025, 96% of the peer-reviewed Open Access articles by WUR corresponding authors will have been published via Open Access. By 2025, WUR will have contributed to the development of two national strategies: (a) *A new Open Access strategy for the Netherlands*, aimed at creating a flexible, high-quality, more autonomous and future-proof Open Access ecosystem, and (b) *Vision on Publication Culture*, focused on outlining a shared framework for future-proof publication formats that do justice to quality, diversity, societal impact and openness. With both strategies, we hope to stimulate future discussions on desired changes at both local and national levels.

FAIR Data
Thanks to funding from Open Science NL, resources have been made available in 2025 to provide researchers with software support, including training, materials and information on the correct use of tools such as GIT. FAIR Data is therefore now known as FAIR Data and Software. As part of the Recognition and Rewards for Open Science NL subsidy project, minimum quality criteria for the publication of computational models were defined in 2025.

Yoda, a data management platform that supports FAIR data, continues to grow, both in size and in the number of users. Since March 2025, it has been possible not only to store and archive research data, but also to publish it in Yoda. Thanks to the search, validation and registration activities of WUR Library, there are currently 5,464 datasets registered in the *Central Research Information System (CRIS).*

The number of data stewards remained stable in 2025 (176), ensuring support and expertise in the field of data management.

Citizen Science
The *WUR Citizen Science Hub* aims to support and connect members of the public, researchers and lecturers with an interest in citizen science. The Hub is supported by an expert group and a Community of Practice. In 2025, membership grew to almost 200. In 2025, the Hub organised meetings in collaboration with the WUR Biodiversity Challenge, the WUR Soil Science Cluster and GLOBE Netherlands. A session dedicated to Citizen Science was included in the Societal Impact workshop within the Academic Career Framework. A Citizen Science Toolbox has also been made available on WUR Support.

Open Education
In the field of Open Education, WUR is committed to openly sharing learning materials. In 2025, the OpenUp project (with funding from Npuls) took significant steps towards implementing the policy guidelines on 'Open Educational Resources' within the organisation. Within WUR Library and the Teaching and Learning Centre (TLC), a process of professionalisation has taken place in the field of Open Education. This has led to better-coordinated and improved support for the open sharing of digital learning materials. In addition, a targeted GO OPEN campaign has successfully raised awareness among lecturers about the importance of sharing learning materials. The OpenUp project will continue in 2026.

Recognition and Rewards
National developments in the field of Recognition and Rewards have led to the introduction of an Academic Career Framework (ACF) at WU, the implementation of which began in March 2025. Open Science is promoted within the ACF, with a focus on an open strategy for research outputs — including products such as data and models — and the recognition of products and activities aimed at professionals and the general public. In 2025, work was carried out on a supporting document for the development of a strategy for research outputs. This will serve as input for follow-up activities in 2026. In November 2025, an initial workshop was organised for academics to support the definition of a strategy for societal impact.

2.5.2 Content-related highlights in 2025

Every year, WUR conducts a huge number of research projects. Our ambition is to be a leading and authoritative knowledge institution in our field. This translates into pioneering academic, policy-supporting and applied research. Through this work, WUR realises a scientific, social and economic impact.

Some of the striking examples of our research outcomes are as follows:

- Trees and plants absorb CO_2 from the air and store it as carbon. In bio-based materials, made from wood and plant fibres, that carbon remains stored for longer. The impact was previously difficult to quantify, but research by WFBR has changed that.
- Our preference for sweet foods is more persistent than thought and not easily curbed by temporarily eating a low-sugar diet, according to PhD research in the Human Nutrition & Health group. Public health authorities should therefore focus on other interventions.
- Last summer, researchers at Wageningen released Asian parasitic wasps for the first time as a natural predator of the Suzuki fruit fly, which causes enormous damage to fruit crops. This was preceded by years of research and a thorough vetting process. The wasps were released in areas with plenty of ripening fruit, as these are the fly's favourite breeding grounds. This measure is intended to reduce the population of the Suzuki fruit fly.
- Salt accumulation in agricultural soils is on the rise due to climate change, leading to ever-increasing crop losses in agriculture. Nevertheless, there are plants that are resistant to salt stress. Research by the Plant Physiology chair group shows that a plant hormone plays an unexpected and crucial role in this process. This fundamental knowledge could form the basis for the development of more salt-tolerant crops.
- The North Sea has become an 'anthropogenic sea': one in which almost all natural processes are influenced by human activities. An ecological transition should help to restore the balance. Research by Wageningen Marine Research makes a substantial contribution to this, for example by assessing the impact of economic activity on biodiversity.
- The functioning of mitochondria, the 'batteries' of cells, plays a key role in ageing and the development of cardiovascular diseases. Researchers from the Animal Sciences Group have developed a new, robust method that allows the function of mitochondria to be measured even in frozen tissue samples. This will enable much more research to be carried out into the relevant diseases.
- In 2025, Wageningen Food Safety Research (WFSR) published two reports for and in collaboration with the UN Food and Agriculture Organization (FAO), which were very well received in The Hague. The first report concerns the responsible and reliable use of AI for food safety datasets and risk assessment. The second report analyses the characteristics and potential hazards of precision fermentation in various countries.
- The Food Safety Mass Spectral Library, developed by WFSR, is a crucial tool for researchers to quickly and reliably identify potentially harmful substances in various types of samples. With funding from the WUR Strategic Plan, the institute launched an interdisciplinary WU-WR project in 2025 to expand the library to cover a broader range of substances. This will make this powerful tool available for use in other disciplines as well.

- Research by the Environmental Sciences Group (ESG) into various aspects of wolves in the Netherlands attracted considerable attention in political and media circles in 2025, particularly with regard to the habitat and distribution of wolves. In addition, the animal ecology group is also conducting management- and policy-oriented research into dead wolves.
- As part of research into landscape design in the context of climate change — aimed, among other things, at improving drought prevention and firefighting — researchers from the ESG have collaborated with the Spanish fire service. The findings of this research are contributing to various European projects.
- The Due Diligence Dashboard from Wageningen Social & Economic Research (WSER) is an interactive tool that provides organisations with a quick and detailed overview of sustainability and human rights risk scores for a wide range of agricultural products. This kind of scientific, high-quality information is crucial for setting sustainable priorities for supply chains, for example.
- In Ukraine, once the war is over, hundreds of thousands of hectares of agricultural land will need to be cleared of mines and craters filled in. In a recent study, Wageningen researchers were able to estimate, based on a landscape analysis using satellite imagery, that the restoration will cost at least 20 billion dollars. Furthermore, WUR has conducted extensive research into food security and the war's impact on the climate. These consequences could affect global food security, particularly in the south-eastern regions. The Dnipro river is 20–62% more polluted than before the war, and the Dnipro river basin has been damaged by 30–90%.

2.5.3 European research cooperation and agenda

2.5.3.1 WUR and Europe: boosting research, partnerships and policy impact

In 2025, the European Commission published its proposals for the next EU Framework Programme for Research and Innovation (Horizon Europe 2028–2035), the new European Competitiveness Fund (ECF 2028–2035) and the Multiannual Financial Framework (MFF 2028–2035). The Commission is committed to increasing funding for research and innovation (R&I) and to strengthening Europe's competitiveness, strategic autonomy and capacity for innovation. Together with its strategic partners, WUR has been very active at the science-policy interface to emphasise the importance of joint research and innovation in the necessary transition towards more resilient and climate-resilient food systems. Sustainability and competitiveness are not mutually exclusive in this context, but rather reinforce one another. The annual Mansholt Lecture | WUR in Brussels, which this year had the theme *Can Europe strengthen the sustainability of its food system*, addressed precisely this issue.

With input from WUR, the Ministry of Agriculture, Fisheries, Food Security and Nature (LVVN) has further aligned national and EU funding strategies to increase the impact of research partnerships across Europe and has identified optimal strategies for linking national and European funding for R&I.

In 2025, WUR was highly successful with applications for Horizon Europe Cluster 6, securing 43 projects, including eight WUR-coordinated projects, despite fierce competition due to a significant increase in the number of projects submitted. Wageningen Research ranks first and Wageningen University second in Horizon Europe Cluster 6: food, bio-economy, natural resources, agriculture and the environment, in terms of both the number of projects awarded and EU turnover.
In 2025, WUR joined a new long-term public-to-public EU Partnership on Agriculture and Data (AgData) in the field of data and ICT in agriculture, for a duration of seven to ten years.

2.5.3.2 Contribution to the European Research and Innovation agenda

WUR has played a key role in shaping the European research and innovation agenda through, among other things:

- *National and European networks:* WUR co-authored FP10 position papers with the TO2 federation and Universities of the Netherlands (UNL). WUR is involved in PEER, EPSO, ATF, FOODforce, EFARO, BIOEAST and co-programmed research with national authorities in the Green ERA Hub initiative and European partnerships within our themes (FutureFoodS, AGROECOLOGY, Animal Health and Welfare, Assessment of Risks from Chemicals). In 2025, WUR successfully joined the European Partnership on Agriculture and Data and co-led the establishment of this partnership. In 2026, WUR will join the European Partnership on Forests and Forestry.
- *WUR's strategic partnerships with leading European organisations:* in September 2025, WUR and INRAE signed a new MoU to further strengthen cooperation in Europe and beyond. In addition, collaboration with Aarhus University and INRAE has been further strengthened through the Triangle partnership and the science-policy interface with the Ghent group . The Triangle presented a joint FP10 position paper in Brussels and drafted a joint response to the European Commission's proposal for Horizon Europe and ECF, including a number of concrete recommendations.
- Together with INRAE and Aarhus University, the European Science Alliance for Agriculture and Food (ESAAF) has been established. The ESAAF provides both solicited and unsolicited advice to support the transformation and resilience of the agriculture and food sector in the EU. By providing independent, high-quality scientific input, the ESAAF aims to strengthen the link between research and policy and ensure that future strategies are evidence-based.
- The ELLS network (Euroleague for Life Sciences) has taken steps over the past year to expand existing cooperation in the field of education to include cooperation in research. To this end, a pilot project was launched last year with a research task force to strengthen research cooperation.
- The Wageningen Europe Council has presented its new plans and contributed to various EU public consultations.

2.5.3.3 Cooperation with partners in Central and Eastern Europe

WUR's expertise in the fields of food systems, nature-based solutions, water, biodiversity and climate resilience is closely aligned with the priorities of the EU Directorate-General for Research and Innovation (DG RTD) for the Central & Eastern European (CEE) region. WUR's growing involvement in the BIOEAST initiative (Central and Eastern European Initiative for Knowledge-based Agriculture, Forestry and Aquaculture in the Bioeconomy) further strengthens its profile as a strategic knowledge partner in the CEE region.

Key developments and results in 2025

In Slovakia, we have established new partnerships to further facilitate cross-border cooperation in research and innovation. Bilateral cooperation was strengthened through new knowledge-sharing programmes in Albania, Moldova and Ukraine, whilst relations with Estonia and Lithuania were further developed within the framework of European initiatives. In addition, a new partnership has been established with the European Bank for Reconstruction and Development (EBRD), focused on cooperation in the agribusiness sector in Ukraine. Research on food security, access to food, EU policy, climate and water pollution in Ukraine was presented during the Clingendael Institute's annual REKA platform conference. This has strengthened cooperation with the REKA platform and the Clingendael Institute in the areas of food security, EU policy and geopolitical developments. A summer school was also organised in 2025 for a research group from the NUBiP University in Kyiv, focused on knowledge exchange, with a broad contribution from WUR and the Ukraine Task Force.

2.5.4 International research collaboration and agenda

Today's global challenges require collaboration across both national and disciplinary boundaries. WUR therefore strives to develop the right knowledge, insights and innovations to maximise its global impact. Through balanced partnerships with diverse organisations and individuals, the aim is to strengthen the link between science and policy, both in Europe and within international partnerships. As guidelines for building and shaping balanced partnerships, WUR has drawn up the policy document *Principles of Collaboration* (PoC). In the changing geopolitical landscape, diversifying funding sources is also becoming increasingly important.

Partnerships

- The Ministry of Foreign Affairs has expanded its collaboration with WUR and has also accredited the Organisational Risk and Integrity Assessment, which is required for carrying out international activities with the Ministry.
- The African Union Commission and the European Commission have jointly contributed to the establishment of the International Research Consortium on Food and Nutrition Security and Sustainable Agriculture (IRC-FNSSA). In early March, a well-attended conference was organised under the auspices of the European Commission, marking the conclusion of a major European project (Desira-LIFT) and providing a platform for the IRC-FNSSA.
- We have established a partnership with the Indian Institute of Management for joint PhD programmes and online activities in the fields of agribusiness management, sustainable tourism and Environmental, Social and Governance (ESG). We have also entered into a partnership with the government of Andhra Pradesh in India, under which WUR is providing technical and strategic advisory services for the establishment of a dedicated Institute for Circular Studies.
- During two missions to China, we strengthened our relationship with existing partners (China Agricultural University (CAU) and the Chinese Academy of Agricultural Sciences (CAAS)) and explored opportunities with new partners such as the Chinese Academy of Sciences (CAS) and the China Research Academy of Environmental Sciences (CRAES). The joint programme with CAAS entered phase 3, securing a further 100 PhD positions for WUR for the coming years.
- In May 2025, WUR signed an MoU with the Asian Development Bank to promote research into water resilience and climate-smart agriculture. In addition, we held in-depth discussions on the themes of water, agri-food and climate. Contacts with the multilateral development banks have led to new contacts with the IFI (International Financial Institutions) team at the Ministry of Foreign Affairs. WUR has also established contact with various philanthropic foundations with a view to collaboration. An analysis was also carried out of the possibilities for WUR to participate in the Global Environmental Facility (GEF).
- The long-standing collaboration with the FAO has been extended by four years. During the Science & Innovation Forum, organised by the FAO in Rome, the chair of WUR's Executive Board delivered a keynote speech, and contacts with various departments of the FAO as well as other Rome-based agencies (International Fund for Agricultural Development (IFAD), Consultative Group on International Agricultural Research (CGIAR)) were renewed and strengthened.
- At the request of the African Union (AU), WUR has provided input for the ten-year African Plan for Agricultural Research, Extension and Education. The focus was on the theme 'transformation of food systems in vulnerable and conflict-affected areas'. This AU document will form the basis for discussions with funders and envisages a potential supporting role for WUR.

Other highlights of Internationalisation 2025

- WUR-wide platforms have been set up where new developments are discussed and ideas are exchanged. In 2025, the offices in Beijing (China) and Addis Ababa (Ethiopia) continued to provide local support for WUR's research activities in these countries.
- In 2025, we welcomed 85 high-level international delegations, including visits from the Indonesian government, the President of the Japanese National Agriculture and Food Research Organisation (NARO) and several ambassadors.
- As a result of previous initiatives with Small Island Developing States, stakeholder engagement in the Caribbean has increased, generating specific knowledge questions regarding Sargassum, fresh vegetable production and sustainable tourism.

- The 30th Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC) took place in Belém, Brazil. WUR had sent a small delegation which took part in various activities. One of the delegation members was a student to ensure the students' voices were better heard.
- The Wageningen Global Sustainability programme has approved three new projects: on reforestation in Kenya, Ghana and Brazil, on biodiversity conservation in Suriname, Brazil and Mozambique, and on resilient agricultural and food systems in Colombia, Cuba, Ethiopia, Indonesia and Iraq. Three PhD candidates took part in an international exchange on interdisciplinary research in Canada, where the first PhD training course on interdisciplinary and transdisciplinary research was also held, in close collaboration with the graduate school WIMEK.

2.5.5 Outlook

In 2026, we will continue to develop the ambitions set out in the WUR Strategic Plan.

The WUR Strategic Plan includes the ambition to revitalise WU's research portfolio. This will enable WU to respond to scientific developments and societal challenges more quickly than is currently the case. In 2025, the Executive Board established a committee which will issue advice in 2026 on the options for achieving this revitalisation. This will create a framework for giving substance to this revitalisation in the coming years. A closely related piece of advice focuses on the governance of WUR's research, which will thereby be brought up to date.

By the end of 2025, the government will have adopted a revised governance framework for the Mission-Driven Innovation Policy (MIB), action agendas will have been published as part of the National Technology Strategy, and Peter Wennink's report on the future earning capacity of the Dutch economy will have been presented. In 2026, it will become clear what these developments and the plans in the coalition agreement will mean for our knowledge and innovation policy and what the consequences will be for WUR's research.

It is important that WUR continues to promote its own vision, which is based on dilemmas in dealing with nature and agriculture, competitiveness based on sustainability, and strategic autonomy in relation to innovation. A key element of WUR's strategy is the science-policy interface, that is to say, the interaction between WUR and policy-making institutions, whereby WUR engages in dialogue with external parties from its knowledge position.

In 2026, review committees will evaluate the research of WFSR and WFBR. The WU PhD programme will be evaluated. In 2027, a large number of departmental reviews will take place at WR. The next SEP evaluation of WU is also scheduled for 2027. Preparations for these evaluations will begin in 2026.

Efforts to strengthen partnerships will continue in 2026. This will be guided by the Principles of Collaboration and the ambition set out in the Strategic Plan to achieve balanced partnerships.

2.6 Impact

Due to our global position as a leading research institution in the field of healthy food and living environment, we have a great responsibility to see to it that the knowledge we have developed is put into practice in society. This is why we share our knowledge and infrastructure and we make these usable for the crucial societal challenges in our knowledge domains. Our knowledge achieves economic and social added value (impact) through this application.

Realising social value from new knowledge is a continuous process involving many stakeholders, including the government, the business community, entrepreneurs, regions and social organisations, together with WUR. To create impact, WUR used the Theory of Change and impact pathways, among others. WUR and partners invest (input) and that produces something (output). WUR, once again in collaboration with partners, is fully committed to further developing this output into outcomes and impact. This chapter describes the activities and instruments that WUR deploys to get from input to impact.

WUR distinguishes between five types of impact, each of which requires its own approach. The types of impact overlap and reinforce each other. These are specifically:

1. impact through implementation of WUR research results in society, creating a better product or better policy.
2. impact by contributing to public debate and (political and administrative) agenda-setting.
3. impact by enabling partners to create impact in our domain through networking and collaboration.
4. impact through (continuous) education (see also Chapter 2.4 education).
5. impact by leading by example in operational management (see Chapter 2.8 sustainability).

Research funders, government agencies and public bodies, the Royal Netherlands Academy of Arts and Sciences (KNAW), NGOs, the business community and philanthropic partners expect us to make our impact and value creation visible. Appendix 2 shows the indicators with data across the full breadth of WUR activities: from academic startups and intellectual property to additional training for pre-university education (VWO) teachers. Explanatory notes on the data are provided in this section, with the exception of notes on alumni and continuing education (Lifelong Learning). That can be found in section 2.4 Education.

2.6.1 Making an impact with research results

2.6.1.1 Co-creation

Knowledge development through co-creation with various stakeholders in the production chain or with partners that have different perspectives increases the chance of broadly accepted solutions and the actual use of knowledge to create impact and innovation. WUR carries out many publicly and privately funded projects and programmes (PPPs) at European and national level, including for the benefit of the Knowledge and Innovation Agendas of the national government and the National Growth Funds. Besides PPP collaborations, WUR also cooperates intensively in the EWUU and 4TU alliances to strengthen collaboration between universities. Research projects carried out through co-creation with stakeholders often lead to co-authored publications in academic journals and trade journals (Table B2.16 in Appendix 2). Just as in previous years, WR's clients were very satisfied. WR scored an 8.9 for customer satisfaction and almost 95% of respondents deemed the research to be useful in 2025 (see Tables B2.7 and B2.8 in Appendix 2).

The turnover from bilateral research with the business sector is a measure of WUR's contribution to the innovative capacity of businesses. In 2025, contract research (including top sector contribution), funded by the business community, amounted to €14.9 million at WU and €63.7 million at WR (Table B2.14 in Appendix 2). WUR's private-sector turnover has risen slightly. The turnover from EU grant programmes is a measure of the contribution of WUR to co-creation on international societal challenges. Turnover from the EU grant market in 2025 was €34.6 million at WU and €29.9 million at WR. EU turnover continued to grow (Table B2.15 in Appendix 2). Philanthropic funding has grown in recent years, and WUR will continue to focus on this in the coming years.

The number of co-publications with third parties was over 3,700 in 2025, most of them with other academic institutions (Table B2.16 in Appendix 2).

In 2025, WUR, together with the province of Gelderland, FoodvalleyNL, Regio Foodvalley and a large group of companies, presented a joint Food2040 Plan to Peter Wennink, who had been commissioned by the Ministry of Economic Affairs to write a report on the Netherlands' earning capacity. The input from this joint initiative has been given a prominent place in the Wennink report.

Exploitation and environmental pollution are far from a thing of the past in the countries where our coffee and chocolate come from. WUR has developed an online dashboard for businesses that highlights the risks. 'They need to be aware of these risks — not only to comply with new legislation, but also to take steps towards fair and sustainable trading practices'.

Agricultural robots are already hard at work sowing, mowing and ploughing. But every robot has its own app, its own screen and its own language — meaning that farmers sometimes end up spending more time on settings and apps than on their crops. Researchers at Wageningen University want to change that. They are working on a smart interface that will allow farmers to talk to their machines as if they were ChatGPT: simply in their own words, about the weather, the harvest or nitrogen regulations.

2.6.1.2 Dissemination of knowledge outside the academic world

WUR not only shares its scientific output in scientific journals, but also through field-specific publications for professionals in the sector and through publications for the general public, in print as well as digital/social media. Knowledge is made available to people outside the academic world via Kennis Online, Groen Kennisnet, newsletters and the 2025 TO2 magazine. The Groen Kennisnet website offers various topic-specific dossiers. The total number of publications for professionals and the general public varies significantly from year to year and by type of publication, but we can conclude that WUR had a strong presence in the trade press and the public media in 2025 (see Table B2.17 in Appendix 2).

Through research commissioned by the national government, in particular the Ministry of Agriculture, Fisheries, Food Security and Nature (LVVN), we contribute to policy, new legislation and regulations, etc., for example with the annual State of Agriculture, Fisheries, Food Security and Nature. Two examples:

- Three WUR researchers took part in the technical briefing to the LVVN committee in the House of Representatives based on the report 'Farm-specific target-based management of nitrogen and greenhouse gas emissions: targets, means and safeguards'.
- Arnold van Vliet contributed to the round-table discussion of the Climate and Green Growth Committee on the impact of climate change on the Netherlands and its costs.

2.6.1.3 Knowledge transfer and innovative capacity

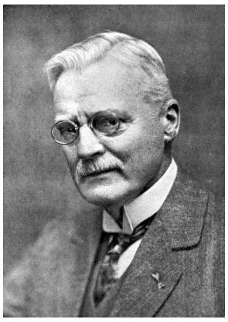
WUR strives to maximise impact creation by making strategic use of intellectual property. The primary reason for recording intellectual property is to disseminate knowledge widely, thereby encouraging the business community and other stakeholders to develop innovative products, services and processes. By granting licences, WUR expands society's innovative capacity and increases its impact and contribution to society.

In 2025, 70 new inventions were identified within WUR and active support was given to the valorisation of 13 of these inventions through the Road-to-Innovation Grant. A total of eight new patent applications were filed, seven of which by WU, one by WR and one jointly (see Table B2.4 in Appendix 2). Within WUR, new inventions are scouted and screened more actively. This produces not more, but better patent applications.

WUR has 109 active patent families in its portfolio, with dozens of licences granted for patents, varieties, models or materials, from both WU and WR. WUR actively supports researchers with (attracting) Proof of Concept funding through the internal Road to Innovation Grant or with Biotech Booster and Thematic Technology Transfer (TTT) programmes, among others. WUR is the lead organisation for both the Biotech Booster Agri-food cluster and the TTT-GreenTech programme. In addition to organising these programmes, a total of over €200,000 was secured in 2025 for additional innovation projects to support the commercialisation of WUR initiatives.

2.6.1.4 University Fund Wageningen

The University Fund Wageningen, an independent public benefit organisation (ANBI) foundation, raises funds for WUR from (equity) funds, the national and international business community, institutions, government agencies and public bodies, alumni and other individuals. These additional funds we can help boost projects and activities in the areas of talent development, cutting-edge research and entrepreneurship. In 2025, the University Fund Wageningen (UFW) had a turnover of €9.6 million and secured €8.9 million in multi-year commitments provided to WUR through UFW. UFW, together with the Wageningen Ambassadors, explores where using their network, experience and financial resources can bridge the gap between WUR and society.



The Gerrit Grijns Fund was launched in 2025. The Gerrit Grijns Fund is an ambitious thematic fund that stimulates groundbreaking research, education and entrepreneurship at the intersection of nutrition, food and health. The fund, named after former WUR professor and co-discoverer of vitamin B1, Gerrit Grijns, was established by his great-grandchildren and reinforces the existing Gerrit Grijns Initiative.

2.6.2 Making an impact by contributing to the public debate and setting the agenda

Impact is also created by giving people new ideas and offering new insights. WUR therefore engages with all kinds of parties – professionals as well as the general public and schoolchildren.

2.6.2.1 Social debate, agenda setting and dialogues

Our organisation is at the cutting edge when it comes to addressing substantial, modern-day societal themes which pose major challenges to the world and elicit a wide range of opinions. WUR aims to make the dilemmas and considerations regarding different solutions visible and open them up for discussion. In 2025, our dialogues provided input for a WUR vision document on pesticides that is currently being drafted.

Dialogues have also been launched on biotechnology, such as a dialogue on integrated seed sector development and new genomic techniques, in which insights from the strengthening of seed systems in developing countries, through collaboration between private and public parties, were linked to the European debate on new genomic techniques for seed breeding.

Another way of involving society in our research is Citizen Science (see 2.5.1.6).

A Future for Nature — In 2025, a wide-ranging dialogue was organised on the future of nature. A broad cross-section of social organisations discussed the importance of narratives and visions, alongside data and models, when it comes to future prospects for nature.

https://event.wur.nl/toekomstvoornatuurlive/home

2.6.2.2 Collaboration with primary, secondary and agricultural education

The Wageningen University Science Hub (WKWU), the Smaaklessen (Taste Lessons) & EU School Fruit support centre, Wageningen Pre-University and academics developed lesson materials and activities for primary and secondary education, for both pupils and teachers. Through this, WUR contributes to socially relevant, challenging and attractive education, while also improving the quality of incoming students. Together, these parties have made a wide range of teaching resources available, enabling large numbers of teachers, schools and pupils in primary and secondary education to learn about the themes and research carried out by WUR (see Table B2.11 in Appendix 2).

2.6.3 Making an impact by facilitating others

WUR is a knowledge institution that does not itself market new products or introduce new regulations. This is why WUR is firmly committed to various ways of bringing knowledge to impact through others.

2.6.3.1 Academic start-ups (formerly spin-offs)

Spin-off companies play a crucial role in generating social impact. New enterprises contribute to the application of new knowledge and, through their growth, to economic development and the acceleration of societal transitions. Stimulating innovation and entrepreneurship and supporting start-ups are therefore important components of value creation for WUR. Since 1995, WUR has produced 48 spin-off companies and more than 98 start-ups (in total 146 start-ups). In 2025, 22 academic start-ups and two spin-offs (Seacreate & Eatpol) were established. This growth is due to more targeted support, including through the Wageningen Impact Catalyst programme. By investing in the start-up accelerator StartLife and the start-up ecosystem in Wageningen, WUR has not only increased the impact of academic spin-offs, but also significantly influenced national business activities. Some of the new companies also find a place on Wageningen Campus, contributing to the ecosystem.

2.6.3.2 StartLife

As a StartLife partner, WUR also encourages other start-ups in the agri-food domain. StartLife is one of Europe’s leading and longest-running agri-food technology startup accelerators. The accelerator offers start-ups business development, support, mentor, loans, and access to a global network of investors, corporates and experts. Since its inception in 2010, we have provided support to more than 400 AgriFood tech start-ups, which have so far raised over €830 million in follow-on capital and created more than 3,300 new jobs. In 2025, 24 start-ups were launched.

Rabobank, Anterra Capital, Invest NL, Foodvalley, StartLife and WUR organised the tenth F&A Next at Omnia. F&A Next promotes international collaboration and innovation in the agri-food sector by bringing together start-ups, investors, businesses and the scientific community. The event attracted 822 participants, including 261 start-ups, 231 investors and 94 corporate representatives from 36 countries.

2.6.3.3 Wageningen Campus ecosystem, community and local buzz

Together, the organisations on Wageningen Campus form an active ecosystem that contributes to impact. The interaction between organisations on campus encourages cooperation and economic activity in the region. The Wageningen Campus ecosystem is a vibrant community thanks to a wide range of events organised in 2025, such as the Wageningen Campus Expedition, during which organisations opened their doors for guided tours and presentations. Other key events included the Campus Connect cafés and the DocuScience series at Omnia, which contribute to a vibrant campus life. There were also cultural events such as lunch concerts and the Summervibes music festival.

Wageningen Campus aims for a mix of organisations on campus that represent the breadth of the agri-food and natural sciences sector, and for diversity among organisations: NGOs, corporates, SMEs, and international and national organisations. In 2025, several new organisations established themselves on campus, bringing the total number of established organisations to around 240.

There is plenty of construction happening on Wageningen Campus. The construction of the Plus Ultra III multi-tenant building was completed in 2025. Besides lab and office space for knowledge-intensive companies, the building also offers two pilot halls and a floor of small-scale laboratories for start-ups. Meanwhile, the construction of a brand-new Foodtech facility has reached its highest point and preparations have begun for a Biobased Process Hall of the same quality, but in an existing building. WUR’s greenhouse facilities are also being modernised, and space is being created for research greenhouses for businesses on the north side of Wageningen Campus. The expansion of the campus continues, with an ever-increasing number of businesses and research facilities establishing themselves at Campus West (Business & Science Park Wageningen) and the newly developed Campus East. The energy supply and green spaces on the campus are managed as far as possible by applying WUR’s expertise in line with the principle of ‘practice what you preach’, as evidenced by the flourishing gardens and a recently installed green water retention roof on the refrigerated Frigo storage building.

In 2025, the parties involved in Wageningen Campus jointly formulated the vision for the future. Wageningen Campus has a unique profile, with a wide diversity of organisations and people who work together to devise solutions to the major challenges within the Wageningen Campus domain.

2.6.3.4 Shared research facilities

WUR invests annually in advanced research facilities to maintain its leading position in education and research. The Shared Research Facilities (SRF) give external organisations access to WUR’s research facilities, contributing to cost-effective use of equipment and collaboration between researchers from different organisations. In addition to WUR, the RegioDeal Foodvalley is investing in the SRF with a subsidy of €7 million; this subsidy for shared equipment use will be finalised in early 2025.

In 2025, new investments were made in Nanosight PRO analysis equipment for nanoparticles, a Cytek Aurora flow cytometer, an Evident Living Cell Confocal Laser Scanning microscope, a Zeiss Confocal Vertical Stage microscope and a High-Throughput Experimentation Platform for research into food ingredients. In addition, work was carried out in 2025 to expand the equipment search and booking system for shared research equipment. This has led to the creation of a new database: WUR Research Equipment Platform. This platform provides access to 920 instruments, 450 of which are available to external users. In 2025, 880 users reserved this equipment 44,000 times (including 54 external users).

In 2025, €11.4 million was secured for research facilities through the Applied Research Facilities (FTO) scheme. In addition, €1.3 million in LVVN infrastructure subsidies and €0.5 million in Dutch Research Council (NWO) grants were awarded, bringing the total contribution to €13.2 million.

WFBR will receive €11 million for research infrastructure, enabling the Netherlands to remain a leader in applied bio-based and bioprocess technology research. The FTO grant supports the realisation of two major projects: a new upscaling facility for bioprocesses (BIO-SPEC), and the refurbishment of the existing Biobased Products Innovation Plant (BPIP).

2.6.3.5 Applicable knowledge for SMEs

The agri-food sector consists largely of SMEs, and WUR works closely with them on a wide range of research projects. The turnover generated by WUR in collaboration with SMEs has risen slightly again in 2025 following a decline over several years. Cooperation with SMEs takes place partly through non-monetary contributions by the SMEs and is therefore not visible in the financial data (see Table B2.13 in Appendix 2). The top sectors and the Ministry of LVVN, via the 'Kennis op Maat' programme, help to unlock available knowledge such that it offers a concrete framework for action for SMEs. In 2025, there were nearly 60 'Kennis op Maat' projects underway at WUR. Questions from SMEs are also addressed within 'Society Based Education' and the practical networks for WR's regional locations. In addition, Wageningen Campus provides space for many SMEs. Alongside these ongoing programmes and services, an SME pilot took place in the summer, in which ten demand-driven, short-term projects with SMEs were carried out. The pilot will contribute to knowledge development within SMEs and to the scalability of innovations to other SMEs.

2.6.3.6 Students contribute through Society Based Education

Businesses, government agencies and public bodies and research institutions can be supported through Society-Based Education, where questions from society are linked to subjects in our education system. Across various subjects, students and their tutors investigate the problem raised, enabling students to apply their academic skills to solve issues facing society. This usually takes place in a multidisciplinary environment. In 2025, this involved over 200 projects for more than 150 SMEs, start-ups, PPP consortia, government agencies and public bodies, and social organisations (see Table B2.10 in Appendix 2).

2.6.3.7 Science Shop for citizen initiatives

The Science Shop supports citizens' initiatives and social organisations in addressing societal issues. Drawing on Wageningen's expertise, we work together to develop practical, workable solutions. Projects are designed to be participatory and deliver results that contribute to the fulfilment of our ambitions in the field of *responsible change*. In 2025, the Science Shop celebrated its 40th anniversary.

The Hangar Foundation wanted to know which crops could be grown on the land surrounding the Hangar on Koningsweg in Arnhem. The aim was to use these crops to develop bio-based materials for various applications. Students of landscape architecture and spatial planning (BSc) produced a range of surprising designs for the site.

https://player.vimeo.com/video/1130873200

2.6.3.8 Wageningen in the region

WUR works globally but is also firmly integrated into its own locale. We participate in networks in the immediate vicinity of Wageningen Campus, such as FoodvalleyNL, Regio FoodValley and OostNL, and with the learning ecosystem and the City Agenda in collaboration with the Municipality of Wageningen.

WUR also works closely with other provinces and regions in the Netherlands. With the Delta Climate Center in Vlissingen, WUR collaborates with partners in Zeeland in research, education and value creation on climate and delta issues. The same applies to the AMS Institute in Amsterdam, Wetsus in Leeuwarden and OnePlanet in Gelderland. WUR's regional sites are active in various regional networks involving experimental sites: in 2025, De Marke published six articles on collaboration in the region.

2.6.4 Making an impact through (enterprising) students and employees

An entrepreneurial attitude is needed to make a difference in society. WUR therefore offers a wide range of opportunities within its regular course programme to support enterprising students at every stage of their studies. In most WU study programmes, entrepreneurial skills form part of the package of 'continuous learning pathways and are in line with the educational vision of *responsible change makers.*

Extracurricular follow-up activities are also available at StartHub Wageningen, which caters to students, PhD candidates and recent graduates who wish to learn more about entrepreneurship and/or who have already started their own business. For students, the Student Entrepreneurship Programme (STEP) and the Changemakers programme have been launched. For lecturers, the Entrepreneurial Educators Community of Practice has been launched with 35 participants. In 2025, the Wageningen Impact Catalyst programme was further expanded, with WUR employees also receiving intensive support in the further development of their business proposals.

StartHub Wageningen is the go-to hub for innovation and entrepreneurship, offering space, tools, a network and support to bring ideas to life for all WUR students, researchers and employees. StartHub Wageningen is an inspiring place to experiment, meet, collaborate and co-create with changemakers.

Within the Academic Career Framework, one of the four implementation pathways is Societal Impact. In 2025, a workshop was organised for employees to learn about various forms of societal impact: from applying for a patent to outreach activities aimed at primary school pupils. The workshop will be repeated in 2026 and converted into an (online) learning module, which will be available across WUR as part of the educational assortment.

2.6.5 Outlook

The 2025-2028 Strategic Plan underlines the importance of impact. In 2026, the focus will be on applying our research findings in practice, with particular attention to innovative SMEs and the private sector. We will do this partly by further developing the flagship programmes outlined in the Wennink report and through our involvement in the National Technology Strategy. The focus on identifying and protecting discoveries, and on developing them further to achieve impact, will remain strong.

Furthermore, within the Academic Career Framework, targeted support will be provided to researchers who wish to apply their results and knowledge in society: from transdisciplinary research and dialogues to citizen science. In addition, we will begin to implement the Wageningen Campus vision, resulting in an ecosystem where innovations in our field are developed and implemented in collaboration with other organisations.

2.7 Our staff

2.7.1 Developments and themes

2.7.1.1 Introduction

Every day, more than 7,000 employees contribute to realising our ambitions through research and innovation. By working together and drawing on the diversity of perspectives, expertise and backgrounds within our organisation, we strengthen one another. Our staff are at the heart of WUR’s impact. That is why we strive to ensure that our organisation is a healthy, pleasant and inspiring place to work, where there is scope for personal growth and where everyone’s contribution is recognised and valued.

2.7.1.2 Specific themes with national attention

- In 2024, the Labour Inspectorate published the research report *Psychosocial Workload at Universities*, a special edition of *Arbo in Bedrijf*, which shows that a large proportion of employees at the universities surveyed experience stress as a result of work pressure. Undesirable behaviour is also reported. That is why social safety is important for our organisation. As an organisation, we have been committed for many years to combating undesirable behaviour and reducing work pressure.
- Over the past year, we have been working on an integrated approach and a WUR-wide implementation of our Risk Inventory and Evaluation of Psychosocial Workload (RI&E PSA). Through this initiative, we are conducting research in every organisational unit into work-related stress caused by high workloads and undesirable behaviour, via interviews and group discussions with employees in which we ask about their practical experiences and what we, as an organisation, can do better. Various measures have been taken and we continue to work on improvements. In early 2026, the Labour Inspectorate will carry out a follow-up investigation to assess the current situation at Dutch universities. Based on the results of this investigation and with the help of our Employee Monitor, we will take further steps.
- Since March 2025, we have been operating in accordance with the Academic Career Framework (see also 2.7.2.2). In the coming years, we expect to involve more colleagues in the philosophy of Recognition & Rewards, so that by 2028 every academic colleague will be working within the ACF.

2.7.1.3 HR Strategy for 2025–2028

In 2025, we developed our new HR Strategy, building on WUR’s Strategic Plan. We developed a vision for the future of working at WUR and identified three roles for WUR as an employer:
1. a reliable, stable employer which, in a polarised environment, offers security to employees whilst prioritising diversity, leadership and collaboration

2. a flexible, resilient organisation that fosters open dialogue between different perspectives, strikes a balance between individual and team needs, and prioritises personal wellbeing and work-life balance
3. an open organisation that fosters creativity and entrepreneurship, through collaboration, unity and a sense of connection amongst employees, whilst prioritising lifelong learning for every individual.

Through **five key priorities**, we will work until 2028 to build an inspiring, enjoyable and healthy working environment in which everyone can develop their full potential, so that together we can make an impact on the world in which we live:

1. Attracting, nurturing and helping the best local, national and global talent to excel.
2. Enabling employees to grow: building high-performing teams by recognising, valuing and developing the potential of leaders, teams and individuals.
3. Ensuring, through HR services, the correct implementation of legislation and regulations with flexible processes, clear working methods and tools.
4. Developing successful, resilient organisations with clearly defined goals, roles and responsibilities.
5. Promoting an inclusive, socially safe culture based on trust and responsibility: cultivating a socially safe, diverse and inclusive organisation that promotes a healthy work-life balance.

2.7.2 Attracting employees and encouraging their development and growth

2.7.2.1 Attracting and onboarding new employees

Due to the announced budget cuts, the number of vacancies declined in 2025. Whereas in previous years more than 1,000 vacancies were advertised each year, that figure fell to 800 in 2024, and in 2025 there were 667 new vacancies. Nevertheless, the number of applicants remained high at 42,128.

- Despite the large number of applicants, WUR notes that the labour market is often still tight, especially for senior academic talent as well as in Finance and ICT. Although these vacancies do get filled, this requires more effort, additional recruitment activities and longer turnaround times. As the labour market for these positions is expected to remain structurally tight, a specific recruitment plan has been drawn up for hard-to-reach target groups.
- Contrasting with this scarcity are positions for which the number of candidates is very high, such as PhD and postdoc positions. WUR's international prominence and good reputation contribute to this. To manage the large numbers of applicants effectively, we have developed a specialised process for these roles to select the best candidates as efficiently as possible.

We welcomed 793 new colleagues and organised the 'Welcome at WUR' day on five occasions. Through two presentations, a campus tour and a social drinks event, we ensured that new colleagues felt welcome, got to know WUR better and got to know one another. At the end of 2025, we implemented a new recruitment system, which helps to further streamline the processes and embed these developments within the process. In addition, partly due to budget cuts, greater attention is being paid to our priority policy for internal candidates. We will continue to monitor this in 2026.

2.7.2.2 Recognition and Rewards

Our people share our intrinsic, pragmatic drive to shape a sustainable future. All teams and all academics contribute in their own unique way. We inspire them by offering opportunities for personal development and career flexibility, whilst recognising and valuing everyone's contribution to our collective effort. WUR has joined forces with other Dutch knowledge and research institutions to implement the Recognition and Rewards programme. This programme aims to encourage the diversification of career paths in the scientific sector, achieve a balance between the individual and the collective, promote a focus on quality, increase the emphasis on leadership and encourage Open Science.

Within WUR, these principles have been translated into a new career framework: the Academic Career Framework (ACF). This new framework has three career paths and, within the set limits of a career path, allows for more diversity within a profile and room to personally choose if and when to take a step. This will allow variation in academic work to flourish more. The ACF was launched in March 2025: since then, employees have been able to request a panel (for example, a career advice or PhD defence panel) based on the ACF. Various formats and guidelines have been developed, such as the Portfolio document, the Group Information document and the Guidebook on panels. These documents support colleagues using the ACF in working effectively. In addition, a dashboard has been created to monitor the impact of the ACF, and a proposal for its evaluation has been submitted to the central Works Council. In January 2026, the biennial 'Recognition & Rewards Culture Barometer' will be distributed; this is a nationwide evaluation of university staff commissioned by Universities of the Netherlands. The results of this evaluation will also serve as input for our own evaluation.

2.7.2.3 Leadership and talent development

In 2025, further work was carried out on a development programme designed to strengthen our leadership, in line with the focus on leadership both within the Recognition and Rewards Programme and across the rest of the organisation. There are now various programmes available for current managers:

- Welcome to Management for all new managers at WUR. Managers can join this programme at any time.
- For new managers, there is Leadership Essentials, which is very popular and has already been run twice in 2025.
- For more experienced managers, there is Leadership Advanced, which will start in early 2026.
- There is also a programme for managers in times of change: Leading Change.

These programmes are accessible and open to a wide range of participants. In addition, there are two programmes for high-potential managers, in which colleagues participate on the basis of nomination: Sprout and Flourish. Both programmes will be evaluated and put out to tender in 2026. Finally, attention is being paid to succession planning for senior management and the necessary personal development opportunities for this group.

Naturally, there is a wide range of development opportunities available to all employees, such as AI for MoAs, project management at various levels and a career development programme. In 2025, we introduced a new course administration system to improve efficiency and provide greater insight. In 2026, we will set up a new development programme within the Academic Career Framework, make the opportunities to work on communication skills more transparent, expand the range of courses on offer, and further develop the WUR Training Portal.

2.7.3 Working towards an inclusive, healthy and socially safe culture

2.7.3.1 Addressing workload and the RI&E PSA

In 2025, the WUR-wide RI&E PSA tool was developed to enable a uniform approach across the entire organisation to tackle work pressure and undesirable behaviour, with a view to improving psychosocial workload. Every organisational unit has begun implementing this, and the first action plans and measures are now in place. These local plans will serve as input for a central plan to tackle work pressure and undesirable behaviour. Using the PDCA methodology, the approach is systematically monitored and adjusted where necessary. This was also a specific recommendation from the Dutch Labour Inspectorate (NLA). As in 2023, the NLA will be visiting in February and March 2026, and preparations for that visit began in 2025. An exploratory study into work pressure has also been launched, which will likewise provide input for the RI&E PSA, so that the measures can be implemented. Our biennial Employee Monitor will be launched in January 2026 and will provide a clearer picture of how employees perceive their working environment. This is one of the most important sources of information for the RI&E PSA.

2.7.3.2 Vitality and health

The sickness absence rate has risen slightly from 4.7% to 4.9%. Mental health issues remain the main cause of long-term absence. Since 2024, Vital & Health advisers have been working in every organisational unit: they support and advise managers and employees on (the prevention of) sickness absence. We pay close attention to staff wellbeing, for example through a comprehensive wellbeing programme in which 613 unique participants are taking part. Short work breaks, such as chair yoga and PauseXpress, are particularly popular. New this year was the Tension Releasing Exercises (TRE) workshop. All sessions were fully booked within minutes. The contract with the FitterUp vitality app has been extended by one year. Participation in this app has risen further, from 2,548 to 3,034 active users. This year, we once again provided fruit in the workplace. A new administration system has been purchased to support the support process for employees on sick leave. This helps to gain a better understanding of long-term sickness absence. In 2026, this system will be used to continue analysing the causes of long-term absence and to determine the next steps.

2.7.3.3 Social safety

In 2025, we continued our work on the follow-up programme Social Safety 2025–2026, which is based on three pillars — culture, structure and system improvements — which we have developed as follows:

- To strengthen our culture, we are building an open and safe environment and encouraging dialogue between students, as well as between employees and managers. We do this through Let’s talk sessions and guided behavioural exercises within student groups. We also offer training courses and workshops for teams, managers and individuals.
- To structure our support, we are working on training managers and strengthening collaboration with and within the support network.
- To improve our systems, the Social Safety Contact Point is being further developed and we are focusing on information sharing.
- For students and PhD candidates, whom we see as extra vulnerable groups, we have set up additional actions, such as providing information sessions, support lecturers discuss difficult topics, and educating and guiding supervisors.
- Through the Social Safety Hotline, we have responded to specific cases in various ways (discussions, workshops) and have delivered Active Bystander train-the-trainer workshops.
- The Social Safety Office has been established as a project lead to ensure that social safety is structurally embedded within the organisation (once the programme concludes at the end of 2026).
- Cooperation with the Network of Social Safety Portfolio Holders, which focuses on coordination of social safety matters amongst Dutch universities, has been intensified.

2.7.3.4 Diversity and inclusion

WUR strives to create an inclusive campus. A university and employer where talent is allowed to grow and flourish, and where all groups and individuals feel welcome, heard and respected. In 2025, we took significant steps and organised events in the field of diversity and inclusion, such as meetings on neurodiversity. Expertise in the field of inclusive assessment has been integrated into the ACF’s various tools. In addition, we have achieved our target of 30% female professors, and a new target has been set: 40% female professors by 2030. All HR communications to employees have also been made fully inclusive.

2.7.3.5 HR Analytics

HR is increasingly adopting a data-driven approach, and HR Analytics is playing a greater role in this. We have been working with the IT team on the new data warehouse for personnel information and management dashboards for staffing and sickness absence. In addition, more detailed dashboards have been developed for strategic workforce planning, HR changes and the ACF. In 2026, Finance and HR will jointly produce the quarterly management reports. A study will also be conducted into potential pay disparities within the organisation in response to the EU Pay Transparency Directive.

2.7.4 Reliable operational HR services and information

2.7.4.1 Processes and applications

In 2025, HR Operations achieved excellent results. Employees and managers are increasingly able to manage matters themselves via Click-Call-Face. For example, the Optare simulation tool (a choice model for employment conditions) was developed, enabling employees to calculate potential financial benefits. In addition, managers, advised by HR, have greater control over the renewal, conversion or termination of contracts. Employees can handle more matters themselves, such as applying for maternity leave and informing the organisation of their due date. Multiple (ICE) emergency contacts can be specified for emergencies. A new notification system simplifies the registration of ancillary activities: professors receive an email reminder two months before the expiry date of their registered ancillary activities, asking them to update their registration. Furthermore, there is greater transparency regarding certain data: HR Business Partners and Support Officers can download an overview of contracts for each employee, and managers now have access to absence frequency data.

2.7.4.2 Provision of information and handling of enquiries: HR Contact Centre

The WUR Support Portal was revamped in 2025. The IT/HR menu structure has been replaced by a WUR-wide menu structure into which HR has been integrated. The new portal has set in motion improvements to HR information (in terms of findability and accuracy of content). We will continue this work in 2026, for example by improving the search function, consolidating knowledge articles and clustering information in a clear manner.

Once an enquiry to HR (case) has been resolved, a satisfaction survey is carried out by means of a short questionnaire completed by the employee. The results are analysed by the HR Contact Centre and used to improve the service. Once again, there has been a shift towards greater self-service: the use of the WUR Support Portal to search for information and submit enquiries to HR directly has increased compared with 2024.

2.7.4.3 HR Services

In 2025, there were 26% fewer applications for standard new employment contracts than in 2024. There were also fewer expense claimants, external staff and fictitious employment contracts. In 2025, a total of 18,528 HR changes were processed (excluding Optare). What was particularly striking was the increase in the number of contract extensions and terminations of employment initiated by the employer (by operation of law). There were fewer conversions of contracts to permanent contracts. We believe that this is likely due to the cost-cutting measures.

2.7.4.4 Wages administration and taxation

Every month, the salaries of around 8,500 employees are processed and paid out, with an average of 28 payroll runs abroad. In addition, we have correctly implemented the collective agreement amendments for WU and WR with retroactive effect. We are continuing to pursue our 2025 ambitions regarding digitisation and automation of Working Abroad Services (expatriate assignments). The collaboration with a partner specialising in long-term expatriate assignments and/or complex cases has been implemented.

Focus for 2026
Two key performance indicators (KPIs) are crucial to our service delivery: measured customer satisfaction and First Time Right (FTR), which are monitored in real time for the most important processes.
In addition, work is underway on major changes to the implementation of NextMyProjects (NMP), such as a link between MyHR and NMP for leave and absence management. Furthermore, we aim to ensure that employees have greater autonomy when it comes to parental leave and short- and long-term care leave. We are also looking into the integration of data into the MyHR-NMP link and simplifying the deployment of staff across different departments, including through a more standardised approach to secondments.

The provision of information on WUR Support is being improved, including the Optare simulation tool to better support employees in their choices. Finally, a tender process is being prepared in collaboration with Finance and Procurement to replace the current core applications, in conjunction with developing a vision for the business architecture across the entire organisation.

2.7.5 Employment conditions, regulations, complaints and disputes

2.7.5.1 Employment conditions

The two collective labour agreements (the Collective Labour Agreement Dutch Universities (CAO NU) and the Collective Labour Agreement for the Wageningen Research Foundation (CAO WR)) have been concluded for the period from 1 July 2025 to 30 June 2026 inclusive. We have been working for a number of years to better align the two schemes. In 2025, we carried out a study into the comparability of the employment conditions. This provides a basis for reviewing, in 2026, whether and how further alignment might be achieved in the future. In the context of the government's cost-cutting targets, we cannot avoid reorganisations. For this reason, a Supplementary Social Plan has been agreed with the trade unions which, in addition to the social framework laid down in both collective labour agreements, offers provisions that are, in principle, equivalent for employees at WU and WR.
The parties to the collective agreements have agreed that employers in the sector will set up an employability fund with the aim of supporting employees in their professional development and career mobility during times of government budget cuts, far-reaching legislative changes and reorganisations. We are currently looking into how this can be implemented.

2.7.5.2 Social Security

From a position of self-insurance, the Social Security Team focuses on the implementation of the Unemployment Insurance Act (WW), the Sickness Benefits Act (ZW) and Work Resumption for the Partially Disabled (WGA) Regulations in a broad sense. In addition, the team acts as a sounding board for Vital & Health advisers. They oversee the implementation of the compensation scheme covering transition payments, recourse claims, pensions, gap cover and occupational disability insurance, as well as voluntary severance schemes in the event of incapacity for work, and all the financial flows associated with these benefits.

Transition to a registration system
Work has begun on the selection and implementation of a new registration system. All ERD files will be recorded in this system. This is a solution for the digitisation of a large volume of UWV correspondence. Implementation is expected to be completed by mid-2026.

New Environmental and Occupational Health and Safety provider (EOHSS)
We have worked closely with Vital & Health on the tender process and implementation of the new occupational health and safety provider, which will commence on 1 January 2026.

Support for employees on unemployment benefit (WW)
Two new employment coaches have joined the team to help current and former employees on unemployment benefit in their search for a new job, in close collaboration with the Recruitment Team. They have achieved great success, as early support has enabled employees to avoid claiming unemployment benefit or to reduce the duration of their benefit period as they found a suitable job more quickly. The plan for 2026 is to automate this process within the new system and to further develop the policy.

Support for employees receiving sickness benefit (ZW) and those returning to work (WGA)
In collaboration with the external organisation Equivalence, support has been improved and efforts are being made to find the quickest route back to work for former employees receiving sickness benefit (ZW) and the WGA scheme.

Claims management
We are exploring ways of involving the Social Security Team at an earlier stage in cases of absence from work, so as to prevent people from entering the WGA scheme, for example through early interventions. Our aim is to minimise the current inflow into the WGA scheme and limit the number of people claiming unemployment benefit.

Pension Ambassadors
The WUR Pension Ambassadors have held a number of pension-related dialogues with employees. The Pension Ambassadors play an initial advisory role in this regard. They offer assistance in understanding your pension statement and refer you to the ABP for detailed pension advice.

Complaints
The Appeals Advisory Committee for the Supplementary Social Plan received four appeals, two of which were withdrawn and one of which was considered on its merits. In addition, one appeal was deemed inadmissible. The Complaints Committee on Undesirable Behaviour received three appeals. Of these, two were considered on their merits and one was deemed inadmissible.

The Transfer Office supports reorganisation processes within WUR
The Transfer Office was established on 1 July 2025 in the context of the cost-cutting targets, reorganisations and the associated obligation on WUR, as an employer, to redeploy staff. This central point of contact serves as a support centre for employees who are made redundant. The aim is to provide them with targeted and professional support in finding a suitable job, either internally or externally, within the redeployment period as laid down in the collective labour agreements. The Transfer Office consists of a team leader and career advisers and works closely with HR and managers. It takes charge of the redeployment process and offers tailored support: career guidance, coaching, job application support and further training or retraining where necessary. This is carried out in close collaboration with Learning & Development. The process is designed to offer employees as much say, support and clarity as possible within a carefully defined legal and organisational framework.

Job evaluation
In 2025, further work was carried out to broaden the knowledge of the HR Business Partners in the various sciences groups regarding job evaluation and the University Job Classification System (UFO). This took place through a number of meetings with the FUWA (Job Evaluation) Community of Practice and during a UFO workshop.

The national system of UFO profiles underwent a major overhaul on 1 January 2025 with the update of the IT/IV/AV profiles (information technology, information provision and audiovisual). On this basis, the job classifications of over 300 WUR employees have been reclassified with retroactive effect from 1 January 2025. This process has been completed without any further appeals or complaints procedures and, with a few exceptions, without any (positive or negative) salary implications for employees.

2.8 Sustainability

2.8.1 Sustainability Strategy

In the new Strategic Plan 2025–2028 *Shape responsible change*, WUR's mission remains unchanged and sustainability is one of its key principles: 'Our contribution to responsible innovation and transformation is driven by our sustainability principles: acting in an ecologically responsible, socially fair and just, economically viable and digitally sensible manner.' For education and research, this strategic direction has been translated into Science for Impact, an explicit guiding principle through which we aim to contribute to the major societal challenges in the areas of food, health, liveable cities and sustainable land use, and thereby to the United Nations' Sustainable Development Goals (SDGs). For our operational management, the strategic direction set out in the Strategic Plan has been translated into three key priorities that are central to our education and research: climate change, circularity and biodiversity.

In December 2025, WU was named the most sustainable university in the world in the UI GreenMetric ranking for the ninth time in succession. In SustainaBul, the annual ranking of Dutch educational institutions organised by students, WUR finished in seventh place in 2025. The Times Higher Education Impact Rankings lists universities according to their contribution to the SDGs. In 2025, WUR ranked in the top 100 for SDG 2 Zero Hunger (39th), Climate Action (63rd) and SDG 14 Life below Water (75th).

2.8.2 Sustainability in education

Sustainability is deeply embedded in Wageningen education. Our Vision for Education 2025 is rooted in the values set out in the Strategic Plan: sustainability, responsibility, courage, curiosity and collaboration. This vision centres on the *responsible change maker*, and in our teaching we help students to contribute to science and society based on these values.

For example, WU systematically offers a large number of courses with sustainability as their theme. In many study programmes, these courses are part of the compulsory curriculum, but they are also popular as optional courses. The number of courses in the course guide that explicitly focus on sustainability has increased to 65 in the 2025–2026 academic year (up from 59 in 2024–2025). Examples of new courses in 2025 include Finance and Sustainability and Sustainable Future Dairy Farming Systems. Sustainability also plays a key role in our extracurricular activities for students, for example in the 2025 Biodiversity Hackathon: working in a multidisciplinary team, students developed ideas to boost local biodiversity.
In 2025, our education for professionals comprised over twenty learning programmes on sustainability, ranging from Massive Open Online Courses (MOOCs) such as Co-Creating Sustainable Cities and Plant-Based Diets: Food for a Sustainable Future, to off-campus courses such as Black Soldier Fly: Boosting a Sustainable Future.

2.8.3 Sustainability in research

Research findings are most valuable when applied in practice. To support researchers in this regard, the Impact Guidelines have been developed — an interactive document containing useful tips and examples. The winner of the WUR Impact Award 2024 was prominently showcased at F&A Next 2025 and was able to demonstrate to companies and investors from around the world how crop production expertise, AI and entrepreneurship can lead to higher yields with fewer inputs. To increase transparency regarding sustainability in production chains, WUR has set up Wageningen Food Views. Projects in which we collaborate with those directly involved, for example through the Science Shop, also contribute to the societal impact of WUR's knowledge, such as the project on housing development in natural areas LiberTerra.

2.8.4 Sustainability in operational management

The principle of sustainability also guides the decisions we make regarding our operational management. WUR assumes its social responsibility by making its own operations more sustainable on various fronts, using insights from education and research wherever possible. In this way, we aim to minimise the negative impact of all our activities. The key priorities for our education and research — climate change, circularity and biodiversity — are central to making WUR's operations more sustainable.

What does this mean in practice? Facilities and Services is the driving force behind making WUR's operational management more sustainable. The focus is on ten themes: biodiversity, procurement, sustainable IT, sustainable laboratories, energy saving, food and drink, sustainable buildings and grounds, use of raw materials and waste, mobility and participation. To improve the sharing of knowledge and data on sustainable management within the organisation, further work was carried out in 2025 on the data model for Material Flow Management and the CO_2 dashboard.

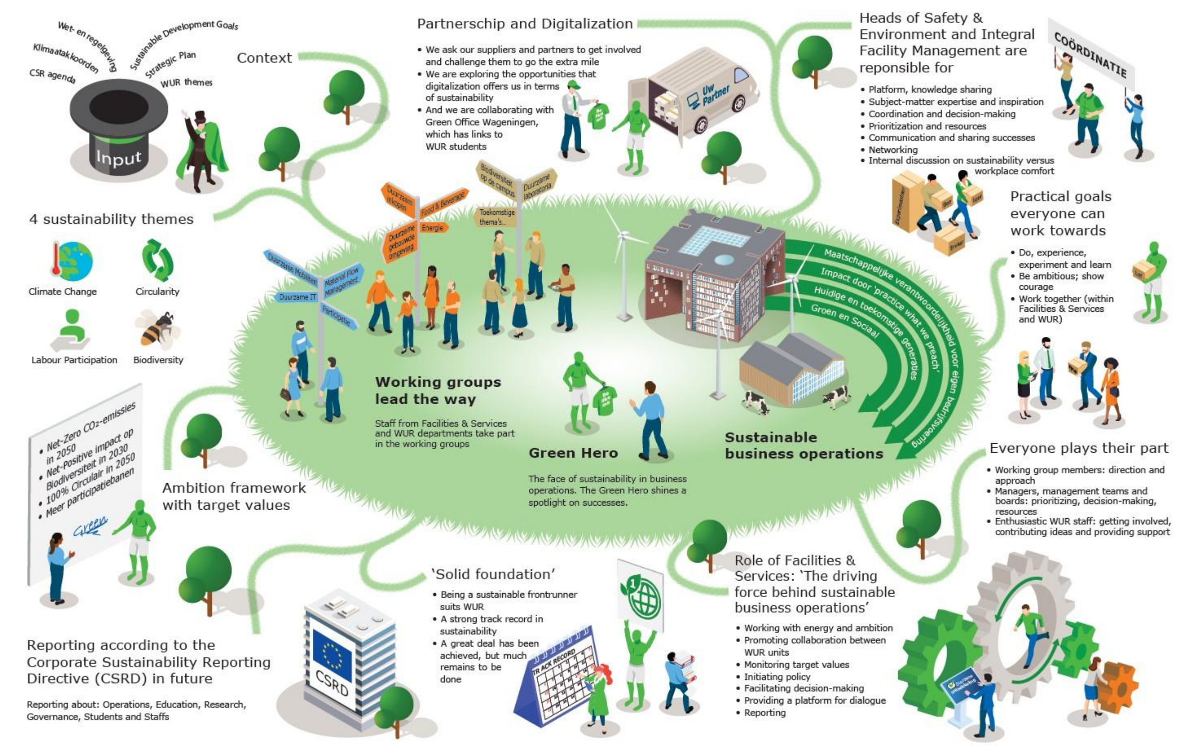


Figure 2.2 *Summary of the ambitions for sustainable management*

Using a 'living lab' approach, sustainability issues within the organisation's operational management are linked as much as possible to research and educational experiments. For example, research, education and facilities support come together in campus green space management (see 2.8.4.3) and the collaboration between teaching and research laboratories in Material Flow Management (see 2.8.4.2).

Further information on sustainable management at WUR can be found on our website. The activities and results relating to climate change, circularity and biodiversity are outlined below. The underlying figures are included in Appendix 4: Sustainability.

2.8.4.1 Climate change

Table 2.8 *Summary of the environmental results of operational management*

Topic	Objective	Achieved in 2025
CO_2 footprint	Net zero CO_2 emissions by 2050	33% reduction compared to 2019
Energy	Compared to 2005: 48% energy saving by 2025 72% energy saving by 2050	3% reduction compared to 2024 55% reduction compared to 2005
	Sustainable electricity purchasing	100% [a)]
	10,000 MWh from solar PV by 2030	4,925 MWh [b)]
	Energy consumption per m^2 GFA	173 kWh/m^2 [c)]
Mobility	2.0% reduction in transport-related CO_2 emissions per year	5.7% reduction compared to 2024
	Share of transport in CO_2 footprint	18%

a) Purchase of wind energy with guarantees of origin, registered with VertiCer.

b) Using wind turbines in Lelystad, ATES on Wageningen Campus and solar panels. This is 88% of WUR's total energy consumption.

c) Benchmark 2025.

To gain an insight into the impact of operational management on the climate, a CO_2 footprint is prepared annually.
The main sources of emissions relate to gas and electricity use and transport movements.

CO_2 footprint

The annual CO_2 footprint, in accordance with ISO 14064-1, is based on the Greenhouse Gas Protocol. The CO_2 emissions inventory is compiled in accordance with the Science Based Targets (SBT) methodology for climate change. This means that, in addition to Scope 1 and 2 emissions, virtually all indirect downstream and upstream emissions are accounted for. This will allow us to better monitor whether WUR is on track for the Paris climate goals in its own operational management. To achieve these targets, we aim to halve total emissions by 2030, using 2019 as the base year. By 2050, emissions must be reduced to (almost) zero. In 2025, further work was carried out on the development of the CO_2 dashboard. The data from the dashboard has been used in management reports, as a better understanding of emissions — including those from the supply chain — helps in taking targeted measures to reduce them.

WUR's CO_2 footprint in 2025 was 65.8 kt CO_2. Compared with the 2019 reference year, emissions were 33% lower. Emissions in the purchasing chain (the products and services we purchase) were the highest, amounting to 29 kt of CO_2, 44% of the total footprint. Back in 2019, the purchasing chain accounted for about 51% of the total. Other sources that contributed were the buildings (13%), commuting (9%), the use of agricultural land (9%) and business air travel (7%). Upstream and downstream Scope 3 emissions fell by 37%, mainly due to the reduction in emissions from the supply chain, air travel and commuting. For a complete overview of the emission sources, see Table B4.3 in Appendix 4. Figure B4.1 (Appendix 4) shows the trend in the CO_2 footprint compared with 2019.

Energy

In recent years, the urgency of the energy transition has increased due to geopolitical developments and grid congestion. There is now a strong focus on sustainability, security of supply and affordability. For WUR, for example, grid congestion and supply uncertainty have meant that the connection of campus buildings to the ATES loop has been delayed.

Looking at the results for 2025, we can see that the downward trend in energy consumption has continued. With weather conditions similar to last year's, energy consumption was 3% lower. The effects of connecting the buildings on Wageningen Campus to the ATES loop and the energy-saving measures implemented in 2022 (which remained in place in 2025) are clearly evident here.

The WUR 2050 Energy Transition outline describes WUR's energy targets and how we will achieve them. The draft plan was updated in 2024. The necessary measures have been adapted to reflect the latest developments, such as the impact of grid congestion and changes to legislation and regulations. The core objective is to achieve a 72% reduction in energy consumption by 2050 compared with 2005, through the phasing out of natural gas use, the reduction of energy consumption and a continued commitment to the generation of sustainable energy. Key elements in this are the ATES loop on Wageningen Campus and the use of solar panels on WUR buildings and fields in Wageningen and Lelystad. In 2025, the solar panels produced 4,925 MWh of renewable electricity.

The second monitoring report for the portfolio roadmap was delivered in 2025. In this report, we provide the government with an update on the sustainability measures being implemented in WUR's buildings, in line with the statutory requirements. It shows that WUR more than meets the Key Performance Indicators (KPIs) set by the government. In conjunction with the five-yearly audit under the Energy Efficiency Directive (EED), a sustainability strategy has been developed for those WUR buildings that do not yet comply with this directive. Together, these buildings account for approximately 40% of WUR's total gas consumption. The EED audit was approved by the competent authority in 2025.

Figure B4.2 and Table B4.5 (see Appendix 4) show that WUR is on track to meet the targets set out in the Energy Transition Blueprint.

Mobility

The policy on sustainable mobility, set out in the Mobility Vision 2030, focuses on encouraging the use of public transport for business travel, cycling for commuting, and reducing transport powered by fossil fuels. The ambition is to achieve an annual reduction of at least 2% CO_2 emissions. The approach is centred on reduction, change and sustainability. We are reducing our carbon footprint by flying less frequently for business trips and by facilitating remote meetings and working from home. Change involves making the transition to a different, more sustainable mode of transport, with the central question being: what is needed to encourage employees and students to switch more often to sustainable transport, such as public transport or cycling? Making transport more sustainable focuses in particular on the transition from fossil-fuel-powered to electric transport.

The expected increase in the number of kilometres flown compared with 2022 (post-Covid) also failed to materialise in 2025. Fewer tickets were booked in 2025. The need for cost-cutting measures could be a contributing factor. In 2025, business travel was scrutinised more closely, and the number of FTEs across WUR has decreased compared with last year. Two Sciences Groups are working with the Mindful Travel concept, which aims to encourage more conscious and greener choices when organising international business trips. There are also initiatives within the education sector to make student field trips more sustainable. One example of a shift towards more sustainable transport is the increase in the number of electric coaches hired; in 2025, 11% of coach journeys were made using a zero-emission vehicle.

The decline in CO_2 emissions from transport over the past two years is striking. Emissions remain lower than expected compared with 2019 (pre-Covid): fewer air journeys have been made and people are working from home more often. The shift towards electric transport is also contributing to this. Another factor is the decline in both the number of employees and students. Compared to 2024 and 2019, they flew 6% and 49% fewer kilometres, respectively. The number of business trips within the Netherlands decreased further compared to 2020-2022. A greater proportion of business trips were made using 'Mobility as a Service' electric shared cars. It is also noteworthy that emissions from travel by public transport have actually fallen. In 2025, CO_2 emissions from transport amounted to 12 kt of CO_2 equivalents (compared with 13 kt in 2024). CO_2 emissions from transport are 35% lower than in 2019. When compared to 2024, CO_2 emissions were 5.7% lower. Emissions from mobility account for 18% of the total CO_2 footprint. An explanation of the mobility figures is included in Appendix 4.

2.8.4.1 Circularity

Component/topic	Objective	Achieved in 2025
Inbound streams: raw material consumption	General benefit: 50% reduction in primary raw material consumption by 2030 compared to 2019	10% reduction
	Education and research: best-effort obligation to reduce primary raw material consumption compared to 2019	5% increase
Outbound streams: waste*	50% reduction in waste by 2030 compared to 2019	5% increase
	Annual improvement in the waste separation rate	75% (2% improvement compared to 2024)

* Waste = low-grade recycling (R8c) and incineration (R9).

The vision for circularity adopted in 2020 marked the transition for WUR from a waste policy to a circular raw materials policy. WUR aims to halve the use of (abiotic) raw materials by 2030 compared to 2019, which is in line with the Dutch government's circular economy policy. WUR's circularity objective is threefold:

- For the public good, the aim is to reduce by 50% the use of incoming primary raw materials (natural materials that are not processed for use).
- For Education and Research, there is a best-effort obligation to reduce the consumption of primary raw materials.
- The amount of waste incinerated (R9) or recycled into low-value products (R8c) should be reduced by 50%.

This approach will not only reduce WUR's consumption of raw materials; it will also reduce the volume of waste. This is also having an impact on procurement: circularity strategies are applied in new contracts with suppliers wherever possible.

To gain better control over our material flows and keep raw materials in the supply chain for as long as possible, WUR is working with two partners — a waste management company and a consultancy firm — on Material Flow Management (MFM). Two questions are central to this partnership: how can we procure more sustainably, and how can we process waste more sustainably? In 2025, the focus was on sustainable procurement and the internal reuse of laboratory materials, in collaboration with the laboratory heads and staff of the Laboratory Efficiency Assessment Framework (LEAF) network within WUR. Workshops were organised on sustainable procurement and on initiatives to clear out and share laboratory materials. A sustainable education module was also developed as part of the existing e-learning programme on laboratory safety, so that lecturers and students are more aware of sustainability before they start working in the laboratories.

The MFM Zero Waste project aims to increase the source separation rate from 65% to 85%, thereby reducing the amount of waste that is incinerated or recycled into low-value products. If waste is separated at source as much as possible, it can be processed in a higher-value manner (refurbishment, repair and reuse). To this end, a pilot project was carried out at the Leeuwenborch. The source separation rate there rose to 74%, mainly due to improved separation of vegetable, fruit and food waste. For the Fieldlab Tissues, two types of electric hand dryers were tested in 2025, with positive results. By using electric hand dryers, we are achieving a reduction in the purchase and waste of paper tissues in public toilet facilities. The results of the pilot will serve as the basis for the tender for electric hand dryers. The digital Material Flow data model has been expanded to include location-specific dashboards, enabling targeted efforts to reduce procurement and waste.

A number of MFM projects have now been completed, and we are beginning to see the results reflected in the figures. The incoming flow for General Services has decreased by 10% compared with 2019. The volume of waste that was incinerated (category R9) or low-grade recycled (category R8c) increased by 5% compared with 2019. The total mass of waste has decreased by 13% compared with 2024. This is mainly due to the reduction in green waste from research that is sent for incineration. There was also a reduction in the waste streams of industrial waste, bulky commercial waste and nut slurry. The development of Material Flow Management is explained in Section 2 of Appendix 4.

2.8.4.2 Biodiversity

Theme	Ambition for 2030	Achieved in 2025
Biodiversity	The net loss of biodiversity caused by WUR activities is 0	Unknown
Species diversity	Annual monitoring of species on WUR grounds during the BioBlitz	1,734 species
Climate-adaptive	Increase in green and blue infrastructure on our sites - % of area suitable for water absorption	Wageningen Campus: 72%

Greater biodiversity
As a participant in the Nature Positive Universities Alliance, WUR strives to restore species and ecosystems that have been damaged by the impact of a university and its activities, and to strengthen the positive effects of the university on nature. In 2025, WUR once again monitored its 50 plots on campus (see Figure B4.6 and Table B4.13 in Appendix 4). WUR will continue to collect this data in order to build up a picture over time. In 2025, the focus was on implementing projects, such as creating three toad pools in the Dassenbos on campus, to enhance biodiversity.

We also maintained our ecological gardens well in 2025. Attention was paid to the development of scrub on campus, as well as to keeping the blackberry bushes under control. Particular attention was given to the small meadow north of Droevendaal, where species-rich litter from the nature garden was added and extra mowing was carried out to keep the reeds in check. A green water-retention roof was installed on the new Frigo (cold) storage building, an innovative product incorporating knowledge derived from research by Wageningen Environmental Research. Work on Campus Oost has now begun with the creation of a green-blue zone along the rear of the site and the widening of the ecological corridor alongside the cycle path running along Droevendaalsesteeg.

Species diversity
To gain an insight into species diversity on campus and raise awareness of the issue of biodiversity loss, the Wageningen Biodiversity Initiative has organised another BioBlitz this year. This goal was to find at least 1,000 species in eight weeks on WUR's grounds. This search by employees and students for plants, animals and fungi yielded 9,493 records of 1,734 different species (see Table B4.14 in Appendix 4). During the BioBlitz, one group of students set out to map insect diversity by carrying out insect monitoring at locations on campus where vegetation monitoring is also conducted. The students used various trapping methods, such as Malaise traps and ground traps, to record a wide range of insect species. And they succeeded! Significantly more insects were observed than in previous years. Several very rare species were also found, including a remarkable fungus (*Bartheletia paradoxa*) and both a male and a female of *Aprosthema melanurum* in the wet nature garden near the Atlas building.

Climate-adaptive
It is important that there is sufficient space on Wageningen Campus to collect excess water. A total of 72% of the surface area of Wageningen Campus, including the test fields, was suitable for water absorption in 2025. 3.8% of that surface area has forest or woody vegetation, 25.9% is planted and 42.6% is permeable to water, including ponds, ditches and vegetation that was not planted.

2.9 Operational management

2.9.1 Management of information provision and ICT developments

Strategic oversight of information provision (IP) within WUR is carried out by the IP Portfolio Board, which is chaired by a member of the Executive Board and comprises representatives from Education, Research and Operations/IT.

In 2025, we began a review of the governance of information provision and ICT. As part of this, support functions in the areas of data and digitisation are being clustered to achieve greater coherence, effectiveness and clearer prioritisation. The Executive Board has taken a preliminary decision on this matter and the participational body has issued its advice. It is expected that 2026 will be characterised by the transition to the new structure.

Research domain
Within the Research domain, central support has been further strengthened in the areas of Research Data Management, High-Performance Computing and Digital Library Services, as part of the Open Science portfolio.
In collaboration with the sciences groups, we are exploring ways to consolidate and reuse data, and to improve the support for and integration of models and algorithms. This contributes to the quality, transparency and reproducibility of research, in line with national and international developments in the field of Open Science.

Education domain
In the domain of Education, we have built on our educational vision by investing in digital facilities and infrastructure that enable flexible and personalised learning.
The focus is on supporting individual learning pathways, collaboration with other universities and the further development of Lifelong Learning (LLO). These developments are taking place in collaboration with the national programme NPULS and our Teaching & Learning Centre.

Operational Management domain
Within the Operational Management domain, we have made progress in simplifying and harmonising processes and applications. The long-term strategy is aimed at standardisation, reducing complexity and improving user-friendliness.
In 2025, the internet and intranet environments were completely revamped, thereby strengthening WUR's online presence. In addition, the tender process for a new project administration system has been completed. Its implementation in 2026 will enable us to phase out several legacy systems, so that project leaders can find their information in one place.

IT and architecture
In 2025, further steps were taken to embed information security and privacy structurally within processes and decision-making. This will involve a shift from a primarily rules-based approach to a more risk-based approach, which is better suited to WUR's research-intensive nature.

Cybersecurity remains a priority, partly in collaboration with SURF. The implementation of the European NIS2 Directive requires ongoing management attention.
Within the IT organisation, investments have been made in staff development and continuity. Despite the tight labour market, the proportion of external staff has remained limited.
Within the architecture function, cross-domain efforts have been made to achieve further standardisation and coherence. The emphasis is shifting from technology-driven choices to process architecture, with a focus on value creation, efficiency and integration.

Digital resilience and information security
Wageningen University & Research is an international knowledge organisation in which data, collaboration and digital infrastructure play a central role in education, research and achieving societal impact. The reliability and security of this digital environment are therefore essential to the organisation's functioning. For WUR, information security means not only protecting confidential information, but also safeguarding the integrity, availability and continuity of the data and systems that underpin our scientific research and education. Digital resilience therefore directly affects the quality of our research, the reputation of our institution and the trust of our partners and society.

Research
A significant proportion of WUR's research data is shared in accordance with the FAIR principles and is publicly accessible. In these cases, confidentiality plays a less significant role, but the integrity of the data is paramount, as it directly affects the scientific reliability and reproducibility of research. At the same time, WUR works with data that is confidential in various research activities, for example in the context of statutory duties, collaborations with public partners or contract research. This requires the careful handling of information and appropriate security measures within both research environments and the systems used for teaching and operational management. In this context, WUR constantly strives to strike a good balance between academic openness and international collaboration on the one hand, and the protection of sensitive information and digital infrastructure on the other.
WUR's research is characterised by intensive collaboration with other national and international educational and research institutions. This open and collaborative approach presents specific challenges in the areas of information security, privacy and knowledge security. WUR therefore actively collaborates with partners within networks such as Universities of the Netherlands, SURF and the TO2 Federation, as well as through bilateral cooperations with research and education partners. Collaboration with technology and cloud providers is also becoming increasingly important, partly due to the growing dependence on digital infrastructure and software services. At the same time, geopolitical developments and international dependencies call for continued attention to digital autonomy and the maintenance of control over data and systems.

Information security
To manage information security risks, WUR uses a data classification model that categorises information according to sensitivity and risk. Based on this classification, we take appropriate measures and systematically identify and monitor risks. Information Security Officers and Privacy Officers act as the second line of defence and advise the first line — the organisational units responsible for teaching, research and operational management — on risks, appropriate measures and compliance with policy. At central level, the Chief Information Security Officer reports periodically to the Board and the management boards on organisation-wide risks, developments and measures.

In 2025, particular emphasis was placed on strengthening governance and processes, and on raising awareness regarding information security and privacy. External audits show that WUR has made progress in various areas towards further professionalisation in this field. At the same time, the structural safeguarding of risk management, the management of digital data and other assets and the management of operational continuity for our sometimes unique research facilities remain key priorities for the coming years.

In addition, WUR is preparing for new European regulations in the field of cybersecurity, including the implementation of the European NIS2 Directive in the Dutch Cybersecurity Act. This development requires further strengthening of governance, risk management and demonstrable control measures. In this context, WUR is also working on further professionalising its information security management, in line with international standards such as ISO/IEC 27001 and ISO/IEC 27002.
For employees, the first point of contact for reporting information security and privacy incidents is the IT Service Desk and the IT Security Services team (CERT/CSIRT). The second line of support consists of the Information Security Officers and Privacy Officers, who advise and support the organisational units in identifying risks, taking appropriate measures and complying with policy.

To ensure it can respond effectively to serious disruptions or security incidents, WUR has a Crisis Management Team that regularly conducts exercises based on crisis scenarios. In 2025, there were no incidents that required this team to be convened.
Digital resilience therefore remains an integral part of WUR's strategic development and requires ongoing attention from the Board, management and staff.

2.9.2 Protection of personal data (privacy)

In 2025, further work was carried out to ensure that security and privacy are firmly embedded within the organisation. The focus here is on strengthening governance, raising awareness, process design and collaboration between organisational units.
In line with the objectives of the General Data Protection Regulation (GDPR), efforts are being made to ensure socially responsible digitalisation. Where possible, IT solutions are chosen that contribute to strategic autonomy and reliable data processing. For critical suppliers, contractual exit scenarios and migration provisions are included, so that continuity and compliance with privacy requirements are guaranteed even in the event of changes to the service provision or ownership.
In 2025, further steps were taken to strengthen privacy and security governance. Risk management for privacy and security was further developed through the use of risk registers for the systematic monitoring of privacy risks. In addition, progress was made in catching up on the implementation of Data Privacy Impact Assessments (DPIAs). The results of this have led to concrete improvements in the management of personal data flows.

The operational processes relating to data breaches have also been strengthened. In 2025, seven confirmed reports of data breaches subject to mandatory reporting were recorded. The main causes were phishing, the risky use of unauthorised online tools and the careless handling of physical files. Employees do not always recognise a potential data breach in time. Consequently, procedural agreements have been put in place between the IT Service Desk, IT Security Services and the Privacy Officers. This has led to reports being submitted more promptly and comprehensively, although further organisational embedding remains necessary.
In the coming years, continued attention will be required for security and privacy awareness and the development of a reliable digital infrastructure. International developments regarding data sharing and privacy protection are continuing to gather pace. WUR will therefore continue to work on strengthening digital and data sovereignty and on the careful management of the international transfer of personal data. This is in line with growing societal and regulatory expectations regarding the governance of digital technology, surveillance and artificial intelligence.

2.9.3 International collaboration and knowledge security

Over the past year, WUR has further developed and implemented its knowledge security policy, both internally and in collaboration with other research organisations, within the existing frameworks, such as the National Guidelines on Knowledge Security and the WUR Principles of Collaboration. WUR has an internal Knowledge Security Advisory Team, whose tasks include promoting awareness about knowledge security within WUR. The Advisory Team monitors risks and advises the Executive Board on, amongst other things, measures to mitigate and manage knowledge security risks.

In accordance with the Principles of Collaboration, an ex ante assessment is carried out when entering into or renewing collaborations. Identifying knowledge security risks forms part of that assessment. Carrying out this assessment is a line responsibility that, in principle, lies with the researchers. WUR's Collaboration Advice Point (CAP) and the collaboration contact persons in the sciences groups provide support in this regard. Depending on the nature of the enquiries — which over the past year have often related to collaborations with parties in high-risk areas — a range of expertise may be called upon.

For sensitive collaborations, WUR closely monitored national developments in 2025, including through participation in the national project group on sensitive collaborations. Ethical conflicts and human rights violations are also part of the ex ante assessment, and the relevant WUR employees take these issues into account during the assessment when entering into or renewing collaborations.

2.9.4 Physical safety and health

WUR operates based on the principle of being a good employer and is alert to the physical and mental well-being of employees, PhD candidates and students. WUR's health and safety policy and the practical implementation of this policy are set out in various theme-related policy documents. WUR is therefore committed to creating a safe working and living environment, good working conditions and study feasibility. Our directors, managers, participational bodies, health and safety officers and experts are actively working together to achieve this ambition.
As part of further professionalisation of the Quality, Health & Safety and Environment (KAM) coordination in 2025, several employees passed courses in the field of safety science or occupational hygiene. This will increase the knowledge and skills of coordinators and prevention officers, making them better able to shape care for health and safety in relation to work at the university and in the research departments.
Last year, an annual consultation with the health and safety officers from the various organisational units provided an overview of the measures in place to ensure physical safety and health. These interviews focused on six key themes:

- *RI&E action plan*: the extent to which the risk assessment, including evaluation and implementation of measures, is being carried out.
- *Incident follow-up and resolution*: the extent to which we succeed in limiting the consequences of unforeseen events through in-house emergency response and the organisation's ability to learn from such events to prevent their recurrence.
- *Information, training and supervision*: the extent to which WUR succeeds in informing employees about the risks associated with their work, providing mandatory instructions for safe and healthy working practices and demonstrating these efforts, as well as supervising compliance.
- *Resources*: time, equipment, materials and supplies, and their maintenance, intended to keep the working environment safe and healthy whilst carrying out the work.
- *Compliance*: the extent to which we are able to demonstrate that we comply with legislation and regulations.
- *Management review*: the process of informing and involving management, and the role of management in maintaining and improving working conditions at a general level, as well as demonstrating leadership in decisions made for the future.

Through our own quality performance review, a picture was formed during the interviews for each theme regarding the various organisational units and, consequently, for WUR as a whole. It follows from this that WUR scores well in the areas of incident follow-up and resources. The RI&E (including the accompanying action plan) scores lowest.

A new incident reporting system was commissioned in 2025. With this new system, the transition has begun towards an integrated Quality Management System, which also encompasses the field of physical safety. Last year, 237 reports were received. The majority of reports concern incidents involving minor injuries: for example, minor cuts, pricks and bruises. Unfortunately, there was one incident last year involving a serious injury resulting from a fall caused by slippery conditions. Finally, it should be noted that there was an asbestos incident: a wall containing asbestos was accidentally breached. Once this was identified, work was halted and the matter handed over to a specialist asbestos removal contractor. Following the incident, WUR was fined by the Labour Inspectorate. The handling of the incident and the follow-up measures will continue into 2026.

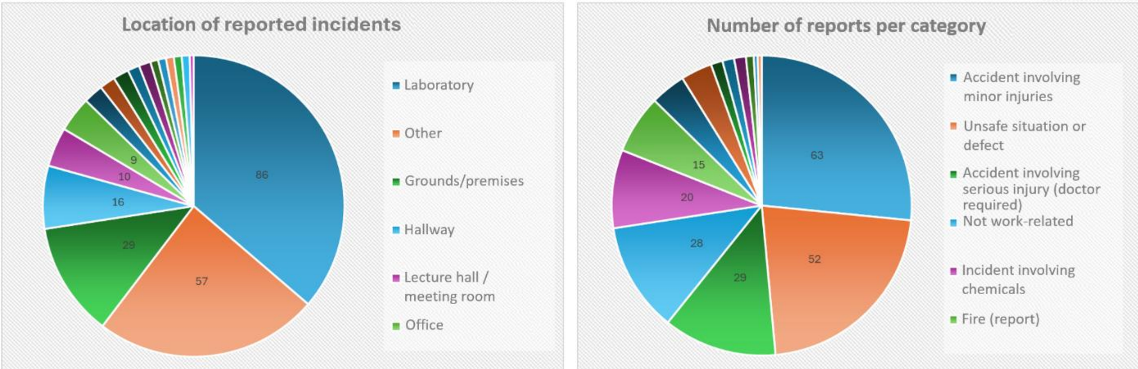


Figure 2.3 *Incident reports*

2.9.5 Purchasing policy and supply chain responsibility

The way in which WUR makes purchases has a great impact on its operational management as it directly affects the costs, quality and continuity of business processes.
WUR has to comply with laws and (European) regulations in the area of procurement and with the principles of proportionality, objectivity, non-discrimination and transparency. Within that statutory framework, the Purchasing Department’s mission is to provide optimal support for European calls for tenders when it comes to securing quality, reliability, risk management, innovation and sustainability in the purchasing process. Cost saving is also an important consideration.
In addition to existing laws and regulations, WUR also upholds its own purchasing policy. The policies and procedures for procurement were adopted by the Executive Board. The sustainability criteria of the Dutch government, as published at milieucriteria.nl, are applied as much as possible. Additional sustainability criteria are considered and upheld for each procurement, where possible.

WUR continues to play a leading role in sustainability, CSR and inclusiveness. With our procurement activities, we challenge chains to operate transparently, sustainably, circularly and free of modern forms of slavery. The results are discussed regularly with the directors of operational management and the responsible member of the Executive Board.
In 2025, the Procurement and Contract Management departments were merged. Bringing the Procurement and Contract Management departments together helps to further strengthen supply chain accountability amongst suppliers, as well as enabling more structured and effective monitoring of this.

2.10 Compliance

2.10.1 Governance

Wageningen University (WU) and Wageningen Research Foundation (WR) cooperate as separate legal entities under the name Wageningen University & Research (WUR). In terms of administration, this collaboration has been shaped by a governance union: the Executive Boards of WU and WR consist of the same members; this guarantees maximum administrative unity between the university and the research institutes. The Executive Boards and Supervisory Boards of WU and WR together form the Executive Board and Supervisory Board of WUR.

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 is advised by the WUR Management Board, the body in which the five sciences groups are represented by their managing directors and the Wageningen Food Safety Research institute by its director.

The participational bodies are important partners in the policy formation for the Executive Board and the management boards of the organisational units. Each sciences group has a works council for employees of WU and WR who work within this sciences group. Additionally, there are works councils for Wageningen Food Safety Research, Corporate Staff, and Facilities and Services. From these works councils, a Central Works Council (COR) has been formed for which members are elected by and from among the members of the works councils. The Student Council (SC) and the Student Staff Council (SSC) are participational bodies of the university. The SSC consists of members of the Central Works Council, supplemented by two directly elected employees, two directly elected PhD candidates and members of the SC. Students and staff have an equal number of votes in the SSC.

The COR and SSC together make up the WUR Council. The consultation meetings between the Executive Board and the central participational body take place in the WUR Council and the SC. The WUR Council does not have any authority, as this remains with the COR and SSC.

WUR strives to ensure complete transparency regarding the governance of the organisation, behaviour, and mutual rights and obligations. The general principles of good governance are set out in the Code for Good Governance in Dutch Universities as applied to Wageningen University & Research, effective 2020. The code is composed of the Code for Good Governance in Dutch Universities and supplemented by the provisions of the Dutch Corporate Governance Code 2022 that are relevant to WR. This transparency is also demonstrated through Administration and Management Regulations of WU and WR.

Open Government Act
WU is an executive body and therefore falls under the scope of the Open Government Act (WOO). This means that documents related to WU's public service mandate are available under WOO. WR does not fall within the scope of the WOO; with regard to its statutory investigative duties, WR falls under the responsibility of the Ministry of Agriculture, Fisheries, Food Security and Nature, which handles WOO requests relating to these statutory investigative duties.
WUR has a WOO desk, which is part of Corporate Governance & Legal Services. Besides handling WOO requests and requests for an opinion, the WOO desk is increasingly involved with internal issues relating to the scope and impact of WOO on research, our datasets and the communication (tools) used. The WOO desk thus plays an important role in supporting researchers and project leaders, amongst others.
Table 2.9 shows the number of requests received in recent years. The requests touch on many social issues. In 2025, the Executive Board of WU took decisions on requests concerning, amongst other things, wolves, De Dreijen and the dairy industry. The requests for an opinion dealt with in 2025 related to topics such as dioxin levels in wild game meat, collaborations with Israeli researchers and organisations, and avian influenza. An overview of the decisions taken recently can be found at WOO requests — decisions.

Table 2.9 *Number of requests in recent years*

	WOO requests	Opinion requests
2022	10	52
2023	15	63
2024	25	95
2025	13	73

2.10.2 Independence and integrity

The independence of scientific research is an important principle. At a time when universities are cooperating more than in the past with government agencies and public bodies, NGOs, and the business community, guaranteeing this independence is even more important. WUR has various regulations and procedures in place to guarantee the independence of research:

- Dutch Code of Conduct for Scientific Integrity
- Wageningen University & Research Integrity Code
- General Terms and Conditions
- The Anti-Corruption Code
- Regulations for side activities
- Guidelines for Appointing Professors
- Wageningen University & Research Whistleblower Regulations

Anyone who has complaints about the independent operation of researchers at WUR can address the WUR Executive Board. The complaint will then be examined by the Scientific Integrity Committee (see 2.7.2.5). This committee will assess the complaint on the basis of the Scientific Integrity Complaints Regulations.

In addition to these WUR guidelines, peer reviews are conducted, there is legal supervision, and national and international on-site visitations are carried out periodically. These official inspections to assess the quality of study programmes and research groups are carried out by both official bodies and independent external experts. Further information on quality assurance in education and research can be found on our website.

Independent research and the publication of research findings are core activities of WUR. Conclusions on all research are reported on the basis of facts that were proved and analysed in the research. Clients and other stakeholders have no influence on the results of our research. The publications mention the names of the providers of finance. More information can be found on our website.

WUR not only carries out independent research, but also seeks to forge impactful collaborations with partners from government, society, the business sector and the research community. These collaborations can take place at all levels, from the very local to the international. Our partners put knowledge into practice and challenge us to make change happen. This approach is a key aspect of our Strategic Plan 2025–2028 *Shape responsible change*. WUR strives for balanced partnerships, based on equality, reciprocity and sustainability. All our collaborations are carefully selected and must comply with the values that WUR has set out in the Principles of Collaboration. Where possible and relevant, these principles are incorporated into agreements with external parties and form part of WUR's general terms and conditions.

WUR's independence and integrity are further elaborated in the form of codes, regulations and working agreements. Employees declare to be familiar with these principles and to act accordingly this by signing their employment contract. Employees are also given the opportunity to attend workshops on integrity. It is important both for WUR and for potential clients to have insight into any side activities, in order to prevent a possible conflict of interest. WUR employees are therefore required to ask their employer for permission in advance to carry out side activities. The approved side activities can be found at website. Special and endowed chairs are funded by external parties. When appointing staff, WUR applies standard arrangements to safeguard its independence from these parties. The full list of these chairs is published on our website.

Even with this explicit focus on the principles of integrity and independence, there are situations in which our independence is called into question. Openness, discussion, and self-reflection are a great asset in a scientific environment. Input from our employees, students, clients, and stakeholders is important here. As WUR, we must and can be held to account for our independence, and we also wish to be a learning organisation in this regard, both with respect to actual breaches of our independence and to shortcomings in our communication on this matter.

2.10.3 Risk Management and Internal Control

2.10.3.1 Approach to risk control and integrated risk management

All our activities involve a certain degree of risk. Understanding these risks and managing them effectively is crucial to fulfilling our mission *To explore the potential of nature to improve the quality of life*. If we effectively identify and manage these risks, we can better protect our education and research, our people (employees, students and visitors), our resources and our reputation. By understanding and mitigating risks, WUR can make better decisions, respond quickly and effectively, and capitalise on opportunities.

These are WUR's objectives in the field of risk management:

a) to align risk management with WUR's objectives and core values (as set out in the Strategic Plan and elsewhere);
b) to protect and preserve WUR's core assets. Core assets are the essential resources an organisation needs to deliver its value proposition and carry out its core activities. They can be categorised as follows:
    - human resources (students, employees, alumni, associates)
    - intellectual assets (knowledge, IP, datasets, data models, brands, reputation)
    - financial resources (tuition fees, government funding, research grants, capital)
    - physical resources (buildings, research facilities, IT infrastructure)
c) to assess and manage risks and opportunities in a structured and timely manner, in accordance with WUR's risk appetite statement.

Risk management is a continuous process that is embedded in WUR's day-to-day operations. Risks are managed through sound, day-to-day operational management and effective decision-making. WUR's internal control systems comprise various regulations and procedures designed to provide safeguards and to identify and manage the most significant risks.

Integrated risk management within WUR means that risks are assessed collectively and holistically, and that the information is used to support planning and decision-making at all levels and to inform stakeholders. Top-down and bottom-up risk assessments are integrated to provide a comprehensive overview of the risks present within WUR. This integrated, risk-based approach, in which risks are no longer addressed on the basis of a single theme, is necessary due to the significant increase in regulatory pressure arising from a wide range of legislation and regulations. The relationship between the organisation's objectives and an understanding of the various strategic and thematic risks in their interrelated context is becoming increasingly important. Management bears primary responsibility and receives support from specialist departments for the various thematic risk areas, such as finance & control, information security & privacy, legal affairs, and health and safety, environment & security.

2.10.3.2 Reflections on 2025

In 2025, we took the first steps towards the systematic implementation of an integrated risk management process. This involved gathering and discussing information on the risks to WUR's strategic objectives and core resources. The Risk Committee met twice to discuss what a more structured integrated risk management approach would mean for WUR. This resulted in the formulation of an integrated risk management policy for WUR and a Statement of Risk Appetite. This

statement serves as a guideline for how WUR approaches risk acceptance. The applicable risk appetite classification has been defined for all of WUR's key risk categories.
The most significant risks and uncertainties that arose in 2025 were the development of turnover and student intake. The organisation anticipated these with a cost-cutting plan, which is reported on in Section 2.3.3.

2.10.3.3 A look ahead to 2026 (and beyond)

In February 2026, the Executive Board adopted the integrated risk management policy for WUR and the Risk Appetite Statement, following advice from the Risk Committee. A risk management toolkit has also been developed, enabling the staff directors and the management boards of the sciences groups to determine for themselves how they will approach risk management within their organisations. This will be evaluated after one year.

The priority is that risk management remains an integral part of day-to-day operational management, which is why we have opted for a pragmatic approach. The directors' meeting, comprising representatives from all sciences groups and staff departments, forms the risk committee which will advise the Executive Board on risk management policy and the assessment and management of the most significant risks. Reporting on (strategic) risks is included in the management report, which means that significant strategic risks are no longer listed separately on the agenda. The quarterly reports and the budget are a standard, integral part of the agenda for the meetings between the Executive Board and the management boards, which take place four times a year.

The focus of the risk management implementation is on the structured execution of risk assessment and the management of mitigating measures for the key core resources and strategic risks set out in the WUR Strategic Plan. The added value lies in the interconnection between the choices we must make regarding which risks we accept — if only for the time being — and for which risks we must take action.

2.10.3.4 Environmental analysis and threat assessment

In 2024, we carried out a risk analysis for the Strategic Plan 2025–2029. To this end, we analysed the key trends in the external environment that could have an impact on WUR, and assessed whether WUR is sufficiently prepared for the developments that can be expected. The findings of the analysis remain relevant and are included in the radar plot below.

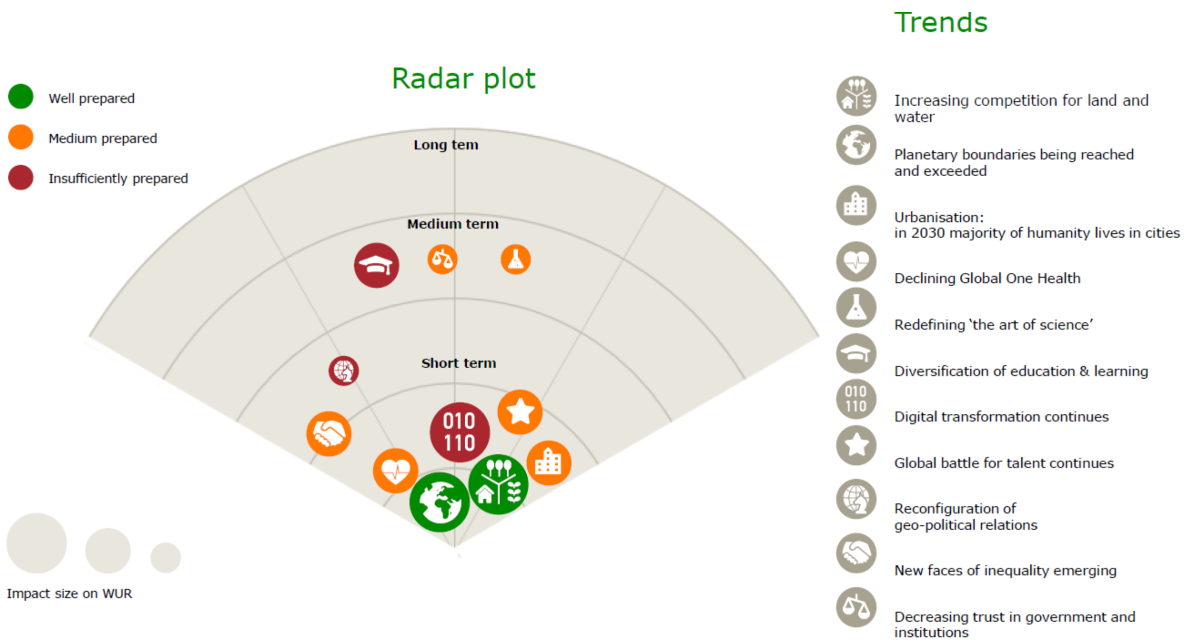


Figure 2.4 *Results of the risk analysis*

2.10.3.5 Key risks and measures

The main risks facing WUR are primarily due to external factors, such as breaches of our knowledge security, risks relating to information security and privacy, network congestion and government budget cuts. These risks lead to additional legislation and regulations and/or require adjustments to our core processes and strategy. In 2025, WUR once again implemented additional measures to reduce the impact of these and other risks to an acceptable level. Further details can be found in the other sections of this annual report. For example, Section 2.7 (Our staff) describes the risks relating to work pressure, whilst Section 2.9 (Operational management) explains the risks in the areas of cyber security, privacy and corruption. The continuity section examines the financial risks for the coming years in greater detail.

2.10.4 Remuneration of senior executives

The remuneration of WUR's senior executives and the remuneration of the members of the Supervisory Board comply with the standards set out in the Senior Executives in the Public and Semi-Public Sector (Standards for Remuneration) Act. In accordance with Article 1.1 of the WNT, WUR has set out the remuneration of the members of the Executive Board and the members of the Supervisory Board in Tables 2.11 and 2.12.

Table 2.10 *Classification of Wageningen University*

2025 classification		Results	Complexity points
A.	Turnover in 2023 (* €1,000)	494,800	10
B.	Number of students in 2023	11,553	4
C.	Number of education disciplines or sectors	3	5
	Total		**19**

The maximum remuneration for 2025 is €246,000.

Table 2.11 *Remuneration of Executive Board members*

Overview 2025 (amounts in €)		S. Heimovaara	C. Kroese	L.A.C. Buchwaldt	P. Ploegsma
A.	**Remuneration**	235,172	235,172	233,000	41,112
B.	**Compensation in the event of termination of contract**	-	-	-	-
C.	**Personal expenses**				
	Representation costs	2,400	2,400	2,400	400
	Domestic travel expenses	38,802	4,438	6,598	3,717
	International travel expenses	5,096	3,552	1,354	0
	Other costs	0	0	0	0
C1.	**Total personal expenses**	46,298	10,390	10,352	4,117
D.	**Total expenses**	**268,265**	**56,916**	**253,459**	**192,072**
Distribution across components[1]					
A.	**Remuneration**				
	WU	112,172	108,078	161,559	13,147
	WR	123,000	127,094	71,441	27,965
B.	**Compensation in the event of termination of contract**				
	WU				
	WR				
C.	**Personal expenses**				
	WU	42,550	7,914	8,975	3,917
	WR	3,748	2,476	1,377	200

[1] The Executive Board's commitment is 50% for both WU and WR. Due to the maximum amounts set out in the Senior Executives in the Public and Semi-Public Sector (Standards for Remuneration) Act (WNT) for charged-on employees, not all costs are charged on to WR equally.

Table 2.12 *Remuneration of senior executives (amounts in €)*
The WNT applies to WU and WR. The applicable maximum remuneration for WU and WR for 2025 is €246,000 (general remuneration limit).

	S. Heimovaara	**C. Kroeze**	**L.A.C. Buchwaldt**	**P.W. Ploegsma**
Job title	President of the Executive Board	Executive Board member	Executive Board member	Executive Board member
Period of employment in 2025	1-1 to 31-12	1-1 to 31-12	1-1 to 31-12	1-11 to 31-12
Extent of employment in FTE	1	1	1	1
(Fictitious) Employment relationship	Yes	Yes	Yes	Yes
Remuneration				
Remuneration and taxable expense reimbursements	212,104	212,105	209,932	37,263
Remuneration payable in the future	23,068	23,067	23,068	3,849
Subtotal	*235,172*	*235,172*	*233,000*	*41,112*
Individually applicable maximum remuneration	246,000	246,000	246,000	41,112
-/- Unduly paid amount and not yet recovered amount				
Remuneration	**235,172**	**235,172**	**233,000**	**41,112**
The amount of the excess and the reason why the excess has or has not been authorised				
Explanation of receivable for undue payment	N/A	N/A	N/A	N/A
Data from 2024				
Period of employment in 2024	1-1 to 31-12	10-3 to 31-12	1-1 to 31-12	
Extent of employment in FTE	1	1	1	
Remuneration				
Remuneration	209,627	170,179	209,627	
Provisions for remuneration payable in the future	23,373	18,895	23,373	
Total remuneration	**233,000**	**189,074**	**233,000**	
Individually applicable maximum remuneration	233,000	189,074	233,000	

Table 2.13 *Remuneration for Supervisory Board members (amounts in €, excluding VAT)*

	E. Dijkgraaf[1)]	**D.P.C. Fousert**	**T. Klimp**	**K.D. Schuijt**	**B. Jansen [2)]**	**F.P.T. Baaijens**	**S. Hoekstra [3)]**
Job title	Chair	Member	Member	Member	Member	Member	Member
Period of job performance in 2025	1-1 to 31-12	1-3 to 31-12	1-1 to 31-12	1-1 to 31-12	1-1 to 28-2	1-1 to 31-12	1-1 to 31-12
Remuneration							
Remuneration	21,700	12,056	14,467	14,467	2,411	14,467	17,505
Individually applicable maximum remuneration	36,900	20,624	24,600	24,600	3,976	24,600	24,600
Reason for exceeding standard and other notes	N/A	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	N/A
Data from 2024							
Duration of appointment in 2024	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							
Remuneration	20,360		13,574	13,574	13,574	13,574	
Individually applicable maximum remuneration	34,950		23,300	23,300	23,300	23,300	

1) Remuneration to Dijkgraaf Strategisch Advies B.V.

2) Remuneration to Wellant BV.

3) Remuneration paid to Cornerbusiness; amounts include VAT.

Table 2.14 Remuneration for non-senior executives

Job title	Professor
Period of employment in 2025	
Extent of employment in FTE	
Remuneration	
Remuneration and taxable expense reimbursements	
Remuneration payable in the future	
Remuneration	
Individually applicable maximum remuneration	
Reason for exceeding standard and other notes	
Data from 2024	
Period of employment in 2024	1-1 to 31-12
Extent of employment in FTE	1
Remuneration	
Total remuneration	250,345
Individually applicable maximum remuneration	233,000

2.10.5 Side activities of Supervisory Board members and Executive Board members

2.10.5.1 Relevant side activities of members of the Supervisory Board as of 31 December 2025

Prof E. Dijkgraaf (1970), Chair
Principal appointment: Professor of Empirical Public Sector Economics, Erasmus University Rotterdam (until 1 September 2025)
Appointed as of 1 April 2021, end of current term: 1 March 2029
Committees: Education and Research Committee, Audit Committee
Relevant side activities:
- member of the Advisory Board of the Stewardship Foundation
- member of the board of Noaber Foundation
- member of the board of Eleven Floawers Foundation
- owner of Dijkgraaf Strategisch Advies B.V.
- member of the Advisory Board of Van Westreenen
- member of the Supervisory Board of BrandMR Groep
- non-executive board member of De Vries en Verburg
- chair of the Supervisory Board of Lelie Zorggroep
- member of the Supervisory Board of New Amsterdam Invest
- member of the Expertisekring Begrotingsadvisering Raad van State
- member of the board of George Avenue Foundation
- chair of the PBL Advisory Board
- chair of the Strategic Roundtable on Agriculture, & Food

Prof F.P.T. Baaijens (1958)
Principal appointment: Professor at Eindhoven University of Technology
Appointed 1 September 2023, end of current term: 1 September 2027
Committees: Education and Research Committee (Chair), Appointments Committee
Relevant side activities:
- member of the Scientific Advisory Board, LifeMatrix Technologies AG
- visiting professor, University of Zurich
- member of the Advisory Board of the Department of Bioengineering at Imperial College London
- member of the Advisory Board of the Life Sciences & Health Top Sector
- member of the TNO Strategic Advisory Council

Mr D.P.C. (David) Fousert (1978)
Principal appointment: CEO Royal Avebe
Appointed on 1 March 2025, current term ends on 1 March 2029
Committees: Audit Committee
Relevant side activities:
- member of the Top Team Agriculture & Food
- board member of the Federation of the Dutch Food Industry

Ms S.K. (Sigrid) Hoekstra MGM (1969)
Principal appointment: Managing Director of the social housing organisation WoonFriesland
Appointed: 1 January 2025, end of current term: 1 January 2029
Committees: Appointments Committee
Relevant side activities:
- chair of the Supervisory Board of the family business De Groot en Slot
- chair of the Supervisory Board of Sport, Recreation, &, and Education, SRO N.V.
- board member of the National Renovation Platform
- founder of Dreamhûs, The Green Village in Delft

Ms T. Klimp (1972)
Principal appointment: CEO at Vion Food Group
Appointed 1 September 2018, end of current term: 1 September 2026
Committees: Audit Committee (chair)
Relevant side activities:
- member of the Supervisory Board of TopigsNorsvin
- board member of the Federation of the Dutch Food Industry

Dr K. Schuijt (1974)
Principal appointment: Director-General of WWF International
Appointed 1 September 2022, end of current term: 1 September 2026
Committees: Education and Research Committee
Relevant side activities: -
- member of the Advisory Board, Geneva School of Economics and Management

Mr B.C. Jansen (1959)
Principal appointment: -
Appointed on 1 March 2021, stepped down on 1 March 2025
Committees: Audit Committee, Appointments Committee
Relevant side activities:
- chair of the Supervisory Board of Koninklijke Zeelandia Groep B.V.
- member of the Supervisory Board of Darling Ingredients International Nederland Holding B.V.
- member of the Executive Board of Royal Cosun

An up-to-date overview of the side activities of the members of the Supervisory Board can be found on the website.

2.10.5.2 Relevant side activities of members of the Executive Board as of 31 December 2025

Dr S. Heimovaara (1965), President
Appointed: 1 July 2022, end of current term: 1 July 2026
Relevant side activities:
- UNL:
  - member of the Steering Committee on Strategy, Public Affairs & Governance
  - member of Algemene Presidenten Vergaderingen (APV)
- Wageningen Ambassadors
- chair of the 4TU Board
- member of the Scientific Advisory Committee of the UN Food System Coordination Hub
- member of 12.3 SDG Champion
- member of the Supervisory Board of the Naturalis Biodiversity Centre & the Siebold House
- member of the Supervisory Board of AIC4NL
- member of Advisory Committee of museum Staal
- member of the Varsity Advisory Committee
- member of the WSKOV Advisory Committee

Prof C. Kroeze (1964), Vice-President and Rector Magnificus of Wageningen University
Appointed as of 10 April 2025, end of current term: 10 March 2029
Relevant side activities:
- member of the Supervisory Board of Wetsus
- member of the Board of the OnePlanet Research Centre foundation
- UNL:
  - member of Rectorencollege VSNU
  - member of the Education and Research Steering Committee
- 4TU Federation, member of the education committee, member of the research committee
- member of the TO2 Federation
- member of the Board of the EWUU Alliance (Eindhoven University of Technology, Wageningen University & Research, Utrecht University, UMC Utrecht)

- member of the Association for European Life Science Universities (ICA)
- member of the Board of the Euroleague for Life Sciences (ELLS)
- member of the European Bioeconomy University
- member of the Green Pact 2.0 Steering Group; this involves regular consultation between the Ministry of Agriculture, Fisheries, Food Security and Nature, employers in the green sector and green education
- member of the Advisory Board of Landelijk Centrum Studiekeuze
- member of the Supervisory Board of IHE, Delft Institute for Water Education
- Globe Netherlands Ambassador
- member of Member's Council Coöperatie SURF
- member of the Advisory Committee of the Netherlands Student Orchestra
- member of the Advisory Committee of the Wageningse Studenten Koor en Orkest Vereniging
- member of the Advisory Committee of Stichting De Veluweloop

Mr P.W. Ploegsma (1968), member of the Executive Board
Portfolio of Finance, Business & Services
Appointed on 1 November 2025; end of current term 1 November 2029
Relevant side activities:
- member of the UNL Steering Group on Operational Management & Finance (SBF)
- member of the Economic Board of the Food Valley Region
- member of the jury for the Agrarische Ondernemer van het Jaar (Agricultural entrepreneur of the year)
- chair of the Supervisory Board of Cyclus NV
- chair of the Supervisory Board of the OHRA Utilities Fund (FNO)
- member of the Supervisory Board and Audit Committee of Koninklijke Kentalis

Mr L.A.C. Buchwaldt MBA (1961)
Portfolio of Finance, Business & Services
Appointed on 1 September2017, end of current term 1 November 2025
- member of Member's Council Coöperatie SURF
- member of the steering committee Operational Management and Finance UNL
- member of the DUWO Advisory Board (student housing)
- member of the Supervisory Committee of the EFRO 2021-2027 Operational Programme, Eastern Netherlands region, on behalf of WU, RUN and UT
- member of the Economic Board Regio Foodvalley
- member of the Economic Board Arnhem-Nijmegen
- chair of the Academic Transfer Supervisory Board
- member of the jury for the Agrarische Ondernemer van het Jaar (Agricultural entrepreneur of the year)
- member of the board of Foodvalley.nl foundation
- chair of the Advisory Council of the Belmonte Arboretum foundation
- member of the Board of ACCEZ (ACCelerating Circular Economy Zuid-Holland)
- member of the Administrative Steering Committee of Th!nk East Netherlands

2.11 Wageningen University Continuity Section

In accordance with the guidelines issued by the Ministry of Education, Culture and Science, the continuity section of WU forms part of this annual report. For the outlook for Wageningen Research for 2026, please refer to the financial report of the Wageningen Research Foundation.

Table 2.15 *WU indicators, forecast for 2026–2030 (excluding the Expat Centre)*

	2025	**2026**	**2027**	**2028**	**2029**	**2030**
Government funding (in € millions)	340.1	348.4	356.8	360.3	364.5	375.1
Tuition fees (in € millions)	48.7	48.7	48.7	49.3	49.9	50.4
Direct government funding and contract funding (including target funding) (in € millions)	142.0	148.5	150.8	153,2	155.8	158.5
Housing ratio (%)	9.5	9.2	9.5	9.8	10.4	10.5
Investments	24.2	32.8	41.8	48.4	35.7	20.7
Average number of employees (FTE) and allocation	4,035	4,085	3,974	3,872	3,818	3,805
Support staff (%)	5.2	5.2	5.2	5.2	5.2	5.2
Management (%)	16.3	16.3	16.3	16.3	16.3	16.3
Primary staff (%)	78.5	78.5	78.5	78.5	78.5	78.5
Number of enrolled BSc and MSc students	12,028	11,945	11,618	11,339	11,101	10,892
Number of PhDs awarded, including joint degrees	304	366	365	368	367	346
Net result excl. sale of assets (in € millions)	-4.4	-9.0	1.7	4.7	1.3	0.2
Net result incl. sale of assets (in € millions)	-4.4	-9.0	9.4	12.2	4.4	3.4
WU CAPITAL						
Capital in fixed assets (in € millions)	283.9	290.6	299.0	312.2	314.5	301.4
Equity capital (in € millions)	237.7	228.7	238.1	250.3	254.7	258.1
Total liabilities (in € millions)	546.1	516.0	518.5	523.6	521.0	517.5
Solvency Ratio 1 (%)[12]	43.5	44.3	45.9	47.8	48.9	49.9
Solvency Ratio 2 (%)[13]	47.0	49.1	50.7	52.5	53.6	54.6
WU LIQUIDITY						
Liquid assets (in € millions)	177.5	165.0	159.0	150.9	146.0	155.6
Current ratio	0.93	0.86	0.86	0.85	0.86	0.92

The multi-year forecast takes into account indexation of 2.9% per year, with the exception of depreciation, which is not indexed.

[12] Solvency ratio 1: equity capital / total liabilities.
[13] Solvency ratio 2: (equity capital + provisions)/ total liabilities.

2.11.1 Principles of the financial policy

WU will begin the plan period in 2026 with a projected operating result of € -9.0 million.
Due to declining student numbers at WU and the reduction in government funding resulting from the phasing out of balance sheet funds for starter grants, combined with the necessary additional costs arising from the Strategic Housing Plan (SHP), cost savings of approximately €37 million are required during the 2026–2030 plan period. Plans to achieve these cost savings were finalised in 2025. The normalised operating result for 2025, which is higher than budgeted, shows that the organisation is already anticipating the necessary cost-cutting measures.

The operating result is projected to remain positive for virtually the entire plan period, with a recovery anticipated at the end of this period. Solvency will remain above 46.6% throughout the entire plan period.
In recent years, WU has received substantial funding for sector plans and start-up and incentive grants. A significant portion of the additional funds associated with the latter two programmes has not been spent yet and remains outstanding on the balance sheet at the end of 2025. These will lead to additional expenses during the plan period.

The 2026 budget forms the basis for the multi-year projections. The 2026 budget provides for an increase in the central government funding of €8.3 million, mainly as a result of the expected compensation for wage and price adjustments and the higher expenditure of non-standard central government funding already received for, amongst other things, the sector plans. Costs are set to rise by €19.7 million as a result of inflation and the expected deployment of strategic budgets. No growth is expected in contract activities. However, the revenue from these activities has been indexed.

The composition of the operating result in the projections for 2027–2030 is changing due to a number of factors:

- Government funding is estimated to fall by €15.5 million after 2026. Part of this (€5.5 million) stems from the phasing out of balance sheet funds for start-up grants. The discontinuation of the temporary increase in QA funding will also lead to a reduction in government funding (€ -1.4 million). The remainder of the lower-than-estimated government funding is primarily due to the decline in funded student numbers and degrees. Tuition fee revenue will also decline slightly further after 2026 due to falling student numbers.
- Owing, amongst other things, to investments from the Strategic Housing Plan (SHP), it was expected at the time the multi-year projections were finalised at the end of 2025 that housing costs would rise over the coming years, ultimately reaching €7.9 million in 2030. The new research building to be constructed accounted for a large share of this, with a total impact of approximately €3.2 million. A reassessment has since taken place regarding the research building (see below).
- In order to absorb this expected decline in revenue and rise in costs, as well as the budgeted deficit for 2026, the Multi-Year Programme (MJP) has factored in total cost savings of €37 million by 2030. These cost savings will be achieved, on the one hand, by reducing the budgets of the chair groups with declining student numbers and, on the other hand, through the planned cuts to overheads and facilities support.

By 2025, the average staffing level will already have fallen by 42 FTE to 4,034 FTE. This means that the previous growth in staffing levels has been converted into a decline more rapidly than expected. During the plan period, staffing levels will shrink further by 322 FTE to 3,726 FTE.

Additional investments are being made to adequately accommodate the organisation, which grew significantly in an earlier phase, and to expand the research infrastructure whilst making it more sustainable. WU is investing in the SHP to address the space requirement for laboratory facilities in particular, but also for office workplaces for the long term. In doing so, WU aims to provide a good, modern working environment for employees and students, which also offers the option of hybrid working — partly from home and partly on campus. Although additional investment is being made in standard workspaces, this increase is not keeping pace with the rise in employee numbers. The previously drafted SHP has been slowed down significantly due to more recent developments. In 2025, it became apparent that the planned investment in the Bioma research building could not be carried out within the available budget, and, as indicated above, a reassessment took place in 2026. It is

highly doubtful whether a Bioma research building will still be built in this form and for this amount. Consideration is now being given to integrating this requirement into existing buildings, which are due to undergo large-scale renovation.
In 2026, WU will further evaluate the plans and assess how best to meet the housing requirements. WU expects to invest €91 million between 2026 and 2030 as part of the SHP, Unifarm and the sustainability programme. Investments in equipment, inventory, and major building maintenance are expected to amount to an average of €18 million per year.

WU will continue to valorise surplus real estate (especially land). These sales of land holdings are linked to the final, remaining sales of the Wageningen sub-areas of Kortenoord and De Dreijen. This will effectively complete this transition. The capital gains generated by these revaluations will be used, in part, to finance new investments in WU real estate.

WU BALANCE SHEET, 2026-2030 forecast (in € millions)

	2025	2026	2027	2028	2029	2030
Intangible fixed assets	0.6	0.6	0.6	0.6	0.6	0.6
Tangible fixed assets	282.0	290.0	298.4	311.6	313.9	300.8
Financial fixed assets	1.3	1.8	1.8	1.8	1.8	1.8
Total fixed assets	**283.9**	**292.4**	**300.8**	**314.0**	**316.3**	**303.2**
Stock	0.0	0.0	0.0	0.0	0.0	0.0
Receivables	84.7	58.6	58.7	58.7	58.7	58.7
Short-term securities	0.0	0.0	0.0	0.0	0.0	0.0
Liquid assets	177.5	165.0	159.0	150.9	146.0	155.6
Total current assets	**262.2**	**223.6**	**217.7**	**209.6**	**204.7**	**214.3**
Total assets	**546.1**	**516.0**	**518.5**	**523.6**	**521.0**	**517.5**
General reserve	219.8	213.1	222.5	234.7	239.1	242.6
Appropriated reserve	15.1	15.1	15.1	15.1	15.1	15.1
Designated fund	2.3	0.0	0.0	0.0	0.0	0.0
Miscellaneous reserve	0.5	0.5	0.5	0.5	0.5	0.5
Total equity capital	**237.7**	**228.7**	**238.1**	**250.3**	**254.7**	**258.2**
Provisions	19.3	24.5	24.5	24.5	24.5	24.5
Long-term debts	5.9	0.0	0.0	0.0	0.0	0.0
Short-term debts	283.3	262.8	255.9	248.8	241.8	234.8
Total liabilities	**546.1**	**516.0**	**518.5**	**523.6**	**521.0**	**517.5**

PROFIT AND LOSS STATEMENT for WU, FORECAST 2026-2030 (in € millions)

	2025	2026	2027	2028	2029	2030
INCOME						
Government funding	340.1	348.4	356.8	360.3	364.5	375.1
Tuition fees	48.7	48.7	48.7	49.3	49.9	50.4
Indirect government funding and target funding	44.0	52.4	52.7	53.0	53.4	53.8
Co-funding and grant market	43.9	44.5	45.1	45.6	46.3	46.9
Contract research	54.1	51.5	53.0	54.6	56.1	57.8
Ancillary activities and other income	24.1	22.9	23.5	24.2	24.8	25.6
Total income	**554.9**	**568.4**	**579.8**	**587.0**	**595.0**	**609.6**
EXPENSES						
Personnel costs	399.6	407.6	408.6	410.4	417.2	428.7
Depreciations	32.1	32.5	32.1	31.8	32.9	33.2
Housing costs	42.1	39.4	42.1	44.5	48.2	50.4
General costs	49.9	47.4	48.3	50.7	51.7	54.7
Specific costs	40.6	54.5	51.0	48.7	47.2	46.0
Total expenses	**564.3**	**581.4**	**582.1**	**586.1**	**597.2**	**613.0**
Operating result	**-9.4**	**-13.0**	**-2.3**	**0.9**	**-2.2**	**-3.4**
Financial income and expenses	3.4	4.0	4.0	3.8	3.5	3.6
Result from standard operational activities before tax	**-6.0**	**-9.0**	**1.7**	**4.7**	**1.3**	**0.2**
Result participating interests, incidental entries, and valorisations[14]	1.6	0.0	7.7	7.5	3.1	3.3
Net result	**-4.4**	**-9.0**	**9.4**	**12.2**	**4.4**	**3.5**

[14] The book profit on sold assets is included in this line in the multi-year plan. This income is recorded in the annual accounts under “other income”.

The multi-year plan comprises the 2026 budget and the 2027–2030 multi-year forecast. Both the 2026 budget and the multi-year forecast were adopted by the Executive Board and the Supervisory Board in December 2025. The multi-year plan incorporates the expected developments mentioned under "Principles of the financial policy". The actual results for 2025 differ in certain respects from the 2025 forecast, on which the 2026 budget and the multi-year plan 2027–2030 were based. This has implications for the opening balance of the equity capital and short-term debts. These consequences are reflected in the figures for 2025 onwards. No material drawdowns on reserves or changes in provisions are expected.

2.11.2 Internal risk management

The internal risk management and control system is described in Section 2.10.3. This section also contains a description of the risks that have no direct impact on the multi-year plan.

2.11.3 Risks and uncertainties

The results of WU will be influenced by several uncertain factors, both exogenous and endogenous, in the years to come.

Trends in student numbers (exogenous factor)
In recent years, the number of incoming Bachelor's students has fallen relatively. In the coming years, we expect a further decline in intake, based on the level of interest shown by prospective students and the government's recent request to recruit less actively on the international market. In the projections, this leads to a 9% decrease in student numbers by the end of the plan period. The organisation has now adjusted its educational facilities to the expected student numbers, but will assess in the course of 2026 whether further measures are required. The reduction in the number of FTEs resulting from the expected lower student numbers has already been factored into this multi-year forecast.

Trends in student numbers from non-EEA countries (exogenous factor)
WU has approximately 11% international non-EEA students across its study programmes; through the institutional tuition fees — which are based on the full cost of provision for this group of international students — they make a significant contribution to general cost recovery. The annual revenue directly attributable to these non-EEA students will amount to €22.7 million by 2025. This equals about 4% of the total income and about 13% of the size of the available liquid assets at the end of 2025. In the event of an unexpected sharp decline in this category of students (for example, in the context of the new coalition agreement), a few financially challenging years may follow, until WU's cost structure has been adjusted to the new situation.

Risk assessment of the funding allocation included in the projections (exogenous factor)
- **Wage and price compensation**: the multi-year projections take into account the inclusion of wage and price compensation in the government funding. If these funds are not allocated, this will — provided that cost trends continue at the current rate — result in an additional need for savings.
- **WU's relative market share**: a key question for WU is how its 'market share' in the student-based funding component of the funding model of the Ministry of Education, Culture and Science will develop in the coming years. Following a long period of growth, there appears to be a gradual decline in the total student population from 2024 onwards. WU's share of national student-based funding has also declined. If other universities continue to grow at a faster rate on average than WU in the coming years, this could lead to a further decline in its share of student-based funding. Whether the development in the OCW's macro framework after 2026 is sufficient to absorb this possible decrease will become clear in the coming years. The projections assume constant prices for variable funding. This means that the government adjusts the macro framework to the total population of students.
- **Risk of falling student numbers**: the intake of BSc and MSc students is falling by 9% and 8% respectively, and this could be a sign of a continued decline if future recruitment figures are disappointing. Within this decline in student numbers, the fall in non-EEA students affects us more severely, as this group also contributes to fixed cost coverage on a per-student basis, whilst a

decline in EEA students only affects WU through the reduction in statutory tuition fees and variable funding. The trend in the number of non-EEA students is relatively volatile and, due to the high level of the institutional tuition fee (€21,900), has a significant impact on the trend in government funding. The 2026–2030 Medium-Term Plan therefore distinguishes between EEA and non-EEA students when analysing the trend in tuition fee revenue. The number of non-EEA students is expected to fall by approximately 11% in the coming years compared with 2025.

Risk of the cost-cutting measures proving less effective than anticipated (endogenous factor)
In 2025, a substantial proportion of the cost-cutting measures planned for central support have been implemented. Of the total WUR-wide savings of €11 million achieved, WU's share was indicatively €6 million. WUR must achieve savings of approximately €27 million across the board over the period 2025–2027, of which indicatively about half will be borne by WU. This means that in 2025, approximately half of the cost-cutting programme relating to central support were already achieved. Measures were already been put in place for decentralised overheads in 2025. The risk of falling significantly short of the target for the 2025–2027 cost-cutting programme has therefore already been reduced.

Risk of real estate valorisations in the plan period (endogenous factor)
The revaluations included in the projections will contribute to positive results in the coming years. Whilst these revaluations are included in the projections, they significantly obscure the picture of the actual development of the operating result ('balance of income and expenses'). To obtain an accurate picture, it is therefore important to also examine the development of the result excluding revaluation gains. Two significant revaluations are planned, both of which are scheduled in the period 2027–2030. There are significant uncertainties regarding both the pace of the realisation and the amount of the valorisation. If the planned valorisations do not happen in the planned years, then the cumulative result over these years will be €22 million less. For every major investment, the effects on solvency, profit and liquidity are taken into account in the decision-making process, so that we can adjust our approach if developments in the external environment give cause to do so.

2.12 Reporting criteria and scope

With regards to the accountability for the societal impact of WUR, the materiality analysis took precedence in setting the limitations and scope of this report. In this analysis, topics relevant and material to WUR were determined on the basis of the Strategic Plan for the 2025-2028 period. Through identification, prioritisation, and validation, these topics were then assessed on the basis of their significance both for WUR and its stakeholders. This annual report focuses on these material topics.
These topics form WUR's CSR agenda; see Figure 2.2 in Section 2.8.

This report covers the 2025 financial year. Because the majority of the activities of WU and WR take place in the Netherlands, the sustainability reporting focuses on activities in the Netherlands.

3 Specific Ministry of Education, Culture and Science accountabilities

3.1 Green Deal for Nature-Inclusive Agriculture Green Education

The Green Deal on Nature-Inclusive Agriculture and Green Education (Green Deal NIL), in which Wageningen University & Research was a partner, came to an end in May 2025. However, this collaboration — in which WUR, together with other educational institutions (VMBO, MBO and HBO), the Dutch National government and the Interprovincial Organisation (IPO), worked to embed nature-inclusive agriculture in green education — has been continued in the ReGeNL Growth Fund project. As part of capacity building for the transition to regenerative agriculture, the participating educational institutions, including WUR, have committed to embedding the relevant skills and competences across all areas that influence learning, through a 'Whole School Approach'.
As part of this relaunch of the Green Deal NIL, the Nature-Inclusive Agriculture Portal on Groen Kennisnet has also been updated and adapted in collaboration with ReGeNL to make information, knowledge and learning materials on regenerative and organic farming freely available. For example, the website now offers a concise overview of the similarities and differences between these systems, and a wonderful short film has been produced especially for the revamped portal in which livestock farmer Marije Klever and arable farmers Joost van Strien and Theo Nieuwenhuis briefly outline, from their own perspectives and experiences, what these forms of agriculture entail, how this is reflected on their farms, and why freely accessible knowledge and lifelong learning are so important.

Within the WUR curriculum, various modules focus on aspects of nature-inclusive and regenerative agriculture. In 2025, the new compulsory module Agroecology & Agronomy was taught for the first time in the first year of the BSc in Plant Science, and through the minor in Sustainable Agriculture and Consumption, we reach a wide range of students (including those from universities of applied sciences). A new longitudinal module, Food Forestry, has been set up, in which students learn about food forests through practical experience throughout the year, thereby learning to work with and within nature across all seasons. Furthermore, a teacher training programme on Nature-inclusive Education has been set up, through which we aim to promote nature-inclusive education across the whole of WUR. In 2025, this module was delivered twice, enabling us to reach lecturers from a wide range of disciplines.
To improve collaboration with farmers for educational purposes and to optimise the value of this collaboration for the participating farmers, ReGeNL conducted a survey among a number of farmers who are involved in WUR education in various ways. The next step is to work with lecturers to explore how their findings can be acted upon.
The results of a workshop organised in 2024 by WUR and its partners, attended by around 20 teachers and lecturers from all levels of education, have been compiled into a publication on Groen Kennisnet: Warming Up to Biodiversity. This publication arose from a collaboration between the Green Deal on Nature-Inclusive Agriculture, the Delta Plan for Biodiversity Recovery and Aeres University of Applied Sciences. WUR was also once again involved in organising the annual national education day of the Green Deal on Nature-Inclusive Agriculture's 'Green Education' initiative, held on 8 December 2025. WUR-ReGeNL ran workshops on nature-inclusive education and the Whole School Approach, the latter in collaboration with Leren voor Morgen. In 2025, WUR, together with organisations in the ICA Life Science Universities network, organised the Biodiversity Challenge, in which we involved 14 Aeres VMBO/HBO sites in collaboration with Aeres University of Applied Sciences Wageningen. On 8 April 2025, WUR, in collaboration with Natuurcollege, the Horizon Europe eNaBlS project and ReGeNL, organised the symposium 'More Nature Deeper Education — it takes a whole school' on the Wageningen Campus. Around 150 teachers, education experts, students and policy makers took part in the day's programme, which featured a variety of workshops on nature-inclusive education.

3.2 Pilot: A Smarter Academic Year

Since 2023, WU has been actively participating in the national A Smarter Academic Year pilot. The aim of this pilot, funded by the Ministry of OCW, is to create more breathing space in the academic year for both students and lecturers. The pilot will be completed in 2026.
In 2025, the three projects submitted continued:

- Pilot 1: the Bachelor's programmes in Forest and Nature Management and Plant Sciences are using the course library to map out the curricula in detail. Information about courses has been entered in a more structured way, so that unwanted overlap between courses can be prevented. The Plant Sciences study programme was revised in 2024. In 2025, we began research into the possibility of using GenAI to analyse information more effectively, so that overlaps between courses become apparent.
- Pilot 2: we are utilising the resources from the A Smarter Academic Year pilot to make the most of the opportunities offered by digital assessment. In 2024, the 'Flexible Access' pilot was evaluated and incorporated into standard policy. Flexible viewing enables students to review their completed work at a time that suits them, without the lecturer needing to be present. In 2025, flexible viewing was further scaled up and professionalised. Evaluations show that both students and lecturers are satisfied with the opportunities this offers.
- Pilot 3: from the 2023–2024 academic year onwards, a new resit policy will apply across the entire university. The number of resits has been reduced, and the resit weeks have been rescheduled. This has created more breathing space in the academic calendar, and both students and lecturers now have a longer, uninterrupted summer holiday. This policy was evaluated in 2025. The evaluation revealed that the first-attempt pass rate had risen from 81% to 89%. Lecturers have also indicated that they experience less work pressure as a result of the new policy. However, attention must still be paid to students with disabilities who require personalised support. Where possible and reasonable, the Examining Board grants them additional resit opportunities. With the completion of the resit policy, it was decided to allocate the remaining time and resources of this sub-project in 2025 to the development of a digital environment in which students' study progress is more clearly visible. With this insight, study advisers, amongst others, will be able to provide more targeted advice, and lecturers will be better able to respond to students' prior knowledge, ensuring that teaching is better aligned with their needs and preventing unnecessary repetition.

3.3 Report on the Administrative Agreement

This section sets out the indicators that, in accordance with Appendix 2b of the 2022 Higher Education and Science Administrative Agreement, must be reported in the annual report.

Objective 1: Reinforcing the foundations

Start-up and incentive grants
The Ministry of Education, Culture and Science has not made any further funds available in the current financial year under the starter and incentive grants schemes. The withdrawal of these funds is a consequence of the budget cuts introduced by the Schoof I government. In 2023 and 2024, 48 research teams (57 women and 39 men) received a starter grant totalling €414,074. Under the policy initiated at the time by the Ministry of Education, Culture and Science, 14 individuals (12 women and 2 men) have received an individual grant of €156,929 since 1 April 2024. They all fall within the Agriculture domain of the Higher Education and Research Plan (HOOP).
In 2025, we utilised the balance reserve remaining from previous years to fund the grants awarded in 2023 and 2024. This was because not all of the funds made available could be utilised in those years. The main reasons for this were delays in implementation, particularly due to practical constraints (the need to form pairs) and uncertainty regarding policy from the Ministry of Education, Culture and Science. Furthermore, the funds for the starter grants were allocated in four annual instalments. As at the end of 2024, there was therefore a balance sheet reserve of €19.7 million. This balance sheet reserve was fully utilised in 2025 to fund the annual instalments of the starter grants already awarded, and this will also be necessary in the coming years. A portion of the awarded starter grants is funded from the organisation's own resources (the regular government funding).

In Wageningen, the entire allocated starter and incentive budget is used for starter grants. As WU considers it important to support all university lecturers who have been offered a permanent post and not to discriminate between them, we have initially opted to award starter grants to pairs, comprising a lead applicant and a co-applicant. In this way, we aim to promote team science and interdisciplinarity.
As government funding for starter and incentive grants will be discontinued from 2025, WU has now stopped awarding new starter grants.

Of the allocated funds, approximately 79% is allocated to *employee to be appointed*, approximately 18% to *research facility* and approximately 3% to *own research time to be increased*.

The system used for costs indirectly related to the research is as follows:

- Within WU, the full cost is determined annually at the department level. This is based on a retrospective calculation of the previous year. This cost is also used to determine the eligible costs. Every year, the external auditor checks the subsequent costing and the structure of the cost rates and sets this out in an assurance report.
- Within the calculation of full costs, mark-up percentages for indirect costs are determined; these are mark-up percentages on labour costs based on a retrospective calculation of the previous year. In 2025, the mark-up percentages for indirect costs ranged from 65% to 83% per department. Within WU, funding for starter grants is allocated at grant level and passed on in full to the decentralised units. There is therefore no centralised skimming for indirect costs. At the decentralised level, the start-up grants are allocated at project level and 20% is attributed for indirect costs. This allocated mark-up corresponds to the decentralised overheads (including decentralised staff, recharged IT infrastructure costs, remote workplace costs, Service Level Agreements (SLAs), etc.), The decentralised overhead costs, which are essentially closely linked to decentralised operations, are also allocated directly to the primary process at departmental level.
- The difference between the actual surcharge percentages for indirect costs based on subsequent costing and the compensation included of 20% for these indirect costs is a charge that is borne by the entire organisation itself.

Natural Science and Technology Sector Plans
As part of the sector plans, the Ministry of Education, Culture and Science has, since 2022, made funds available annually to strengthen the foundations of education and research and to create a sense of calm and breathing space. In 2025, €15.7 million was made available for this purpose. Added to this is an amount of €2.0 million, as an own contribution from the fixed basic research amount of the government funding, taking the amount available to €17.7 million.

The funds for 2025 have been allocated for the implementation of the sector plan Objectives for the following disciplines: Biology (€5.7 million), Earth and Environmental Sciences (€3.6 million) and Engineering (€6.4 million). In the course of 2025, all remaining vacant positions within the chair groups were filled. Due to recruitment difficulties, there were delays in the utilisation of these funds in the years leading up to 2025. The funds that have not yet been utilised as a result will be allocated per discipline for general investments, in support of the objectives set out in the sector plans. The resulting balance sheet provision for the sector plans of approximately €23 million as at the end of 2025 will be used largely for this purpose in the coming years.

Objective 2: **Providing opportunities for talent**

Work pressure

WU academic staff excl. PhD candidates		
FTEs as of December 2025	**Total 2024**	**total 2025**
Temporary employment contracts for equal to or shorter than 4 years	427.4	390.1
Temporary employment contracts for longer than 4 years	21.1	17.8
Temporary appointment with the prospect of a permanent contract*	81.5	51.0
Permanent contract	928.7	966.9
Total	**1,458.70**	**1,425.80**
Temporary employment contracts for equal to or shorter than 4 years	29.30%	27.36%
Temporary employment contracts for longer than 4 years	1.40%	1.25%
Temporary appointment with the prospect of a permanent contract*	5.70%	3.58%
Permanent contract	63.70%	67.81%
Total	**100.00%**	**100.00%**

* Temporary tenure-track appointments (to be phased out in preparation for the ACF).

Diversity

Diversity among students and employees is maintained in accordance with the Administrative Agreement. We show the intake (first-year students) by gender and the total number of students by gender.

Number of students, first-year at WU and in total, at Wageningen University by study phase and gender on 1 October 2025 (source: Osiris)

Types of Enrolment	**First-year***			**All students**		
	Male	**Female**	**Total**	**Male**	**Female**	**Total**
BSc	581	712	1,293	2,386	2,789	5,175
Pre-MSc	35	54	89	40	59	99
MSc	499	730	1,229	2,883	3,871	6,754
Total	**1,115**	**1,496**	**2,611**	**5,309**	**6,719**	**12,028**

* First-year students (institutional first-years) are the numbers of students who started between 1 September 2025 and 1 October 2025 and are still active on 1 October 2025; MSc includes MSc-DL.

Diplomas obtained in 2024-2025

	Male	**Female**	**Total**
BSc	584	725	1,309
MSc	1,071	1,586	2,657

Number of Bachelor's students at Wageningen University who drop out, by gender, for the 2024–2025 academic year

BSc-WU 2024	**First-year***	**First-year drop-out - N**	**First-year drop-out - %**
First-year registration for BSc (N)	1,441	171	12%
Male	641	88	14%
Female	800	83	10%

* First-year students are those who started during the entire 2024–2025 academic year, i.e. between 1 September 2024 and 31 August 2025, including those who dropped out in September 2024.

Number of Master's students at Wageningen University who dropped out, by gender, for the 2024–2025 academic year

MSc-WU 2024	First-year*	first-year drop-out - N	first-year drop-out - %
First-year registration for MSc *(N)*	2,516	80	3%
Male	1,053	34	3%
Female	1,463	46	3%

* First-year students are those who started during the entire 2024–2025 academic year, i.e. between 1 September 2024 and 31 August 2025, including those who dropped out in September 2024. MSc does not include MSc-DL.

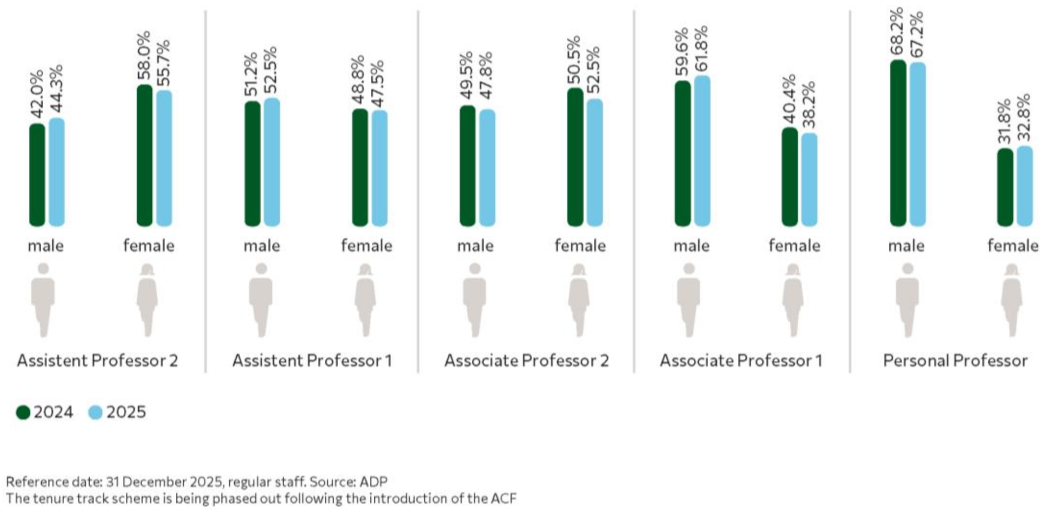


Figure 3.1 *Male/female ratio at WU by job category on the tenure track under an Individual Employment Contract (IEC)*

3.4 Wageningen University student support fund

A number of schemes for supporting students financially have been incorporated into the WU student support fund:

1. the Student Financial Support Regulation (FOS) for circumstances beyond one's control, including informal care, recognised administrative activities and professional sport.
2. WU study financing for students following a two-year Master's programme in Social Sciences (MCH, MDR, MID and MME) who are entitled to Dutch study finance.
3. Wageningen University Fellowship Programme (WUFP): grants and waivers for non-EEA students.
4. Social Emergency Fund.

Table 3.1 *Overview of Wageningen University student support fund in 2025*

Category	Number of applications	Number of allocations	Total allocations (€)	Average payment (€)	Total duration (months)	Average duration (months)
1. FOS Regulation[1])						
1. Circumstances beyond one's	221	221	251,411	1,137	634	2.9
control	521	521	794,402	1,524	1,875	3.6
2. Administrative/participational	3	3	3,738	1,246	11	3.5
body						
3. Professional sport						
Total FOS Regulation	**745**	**745**	**1,049,551**	**N/A**	**2,519**	**N/A**
2. Masters in Social Sciences 2-year[2])	63	63	350,156	5,558	756	11.7
3. Fellowships[3])						
1. WUFP grants[4])	N/A	62	1,570,300	25,327	744	12
2. WUFP tuition fee waivers[4])	N/A	24	127,200	5,300	288	12
4. Social Emergency Fund	14	7	3,698	528	N/A	N/A
Total incl. WUFP	**N/A**	**901**	**3,100,905**	**N/A**	**N/A**	**N/A**
Total excl. WUFP	**822**	**815**				

1) EEA + non-EEA

2) EEA

3) Non-EEA

4) WUFP: selection of accepted MSc students

Note:

1. A total of 745 students made use of the Student Financial Support Regulations, of whom 52 were non-EEA students (23 due to force majeure and 29 due to recognised administrative activities). The application process is designed in such a way that only students who are actually eligible for the scheme can submit an application.
2. A total of 63 students successfully applied for the two-year Social Sciences Master's scheme.
3. Only non-EEA students are eligible for the WUFP. Total expenditure from the WUFP amounted to €1,697,500 in 2025. This includes reductions and top-ups for scholarship programmes and bilateral agreements.
4. Donations from the Social Emergency Fund were granted to students who were in acute financial distress due to situations with circumstances beyond one's control. The Social Emergency Fund has been merged with the Louise O. Fresco Fund, and one-third of the payments are made from the student support fund.

3.5 Clarifications

Outsourcing of one or more parts of the curriculum of CROHO study programmes to a private organisation (+ costs)

WU does not outsource activities in the sense referred to above. Where educational expertise is contracted in from elsewhere (for example, as a result of previous initiatives in the area of Task Distribution & Concentration), this is done with sister higher education institutions and not with private institutions.

Customised programmes for companies/organisations

WU does not provide tailor-made courses for companies and/or organisations in the form of CROHO study programmes leading to a degree. Wageningen Academy provides tailor-made programmes in the form of post-initial courses, under the umbrella of WUR.

Exchange agreements

WU has 300 exchange agreements for a total of 319 incoming students and 548 outgoing students.

Tuition fees for government-funded international students
The international students for whom government funding is received meet the conditions listed under theme 4. The 'free movers' pay their own tuition fees.
There are no students enrolled who are not participating in one of the Central Register of Higher Education (CROHO) programmes.

Allocation of government funding for private activities
Some of WU's activities fall under the definition of private activities as per the 2025 policy rule on investing public funds in private activities. In this annual report, WU reports on the use of public funds for private activities and on funded activities carried out in collaboration with private organisations. In the tables below, WU has indicated whether the activities are private, in accordance with the definition in the policy rule, or fall under funded/public activities. In doing so, WU aims to be transparent about the choices made regarding the use of government funding. In accordance with the explanation issued by the Ministry of Education, Culture and Science, the tables account for all costs incurred and all investments made for the activities listed as invested public funds, regardless of whether these are reimbursed by private users (gross method).

Planning and Control Cycle
Compliance with the policy and risk management are ensured within the P&C cycle and in HR processes. Responsibility for this lies with the decentralised management boards. The P&C cycle and the allocation of responsibilities are therefore briefly explained below:

Within the P&C cycle, decisions are taken on the allocation of public funds and the implementation of the proposed policy is monitored. In doing so, the risks associated with the deployment of these funds are also taken into account. The P&C cycle broadly consists of three phases: in the framework letter, the Executive Board sets out the principles to be applied for the coming year's budgeting and specifies how much funding it intends to allocate to direct teaching and research tasks, central staff services, facilities management and group-wide activities. During the budgeting phase, the decentralised units draw up their detailed budgets and prepare proposals for the allocation of the funds allocated to their units. The Executive Board approves the proposals submitted. During the implementation stage, the decentralised units monitor the execution of their budgets and track the associated risks. A concise written report on this is submitted to the Executive Board on a monthly basis, and progress and risks are discussed with the Executive Board once a quarter.
Wageningen University has assigned integrated budgetary responsibility to the directors of the five departments, the director of Facilities and Services (F&S) and the staff directors of Corporate Staff (CS+). Within the departments, F&S and CS+, heads of department and project leaders are responsible for carrying out tasks within the agreed budget. They report on this monthly to their director, who bears overall responsibility. All legal acts with an impact exceeding €70,000, including the undertaking of new projects, are approved in advance by the director with overall responsibility. They receive advice on this from their finance departments and/or their HR advisers. This ensures that public funds are used appropriately. The tables below indicate the units in which the activities take place and where compliance with the policy rule is monitored.

WU distinguishes between six categories of private activities:
1. activities that are very closely related to the government-funded educational task and are aimed at optimising the functioning of the education system and supporting students;
2. activities in the 'research' domain carried out in collaboration with or commissioned by third parties;
3. activities related to our core task of valorisation;
4. activities aimed at generating additional income for the organisation;
5. activities carried out at the instruction or request of a private organisation;
6. activities in the context of cooperation with Wageningen Research Foundation

1. Activities that are very closely related to the government-funded educational task and are aimed at optimising the functioning of the education system and supporting students

Activity	Public funds invested in 2025[15]	Private income	Public/private	Invested with	Risk management
Small-scale student facilities	Not applicable	€0.2 million	Public	F&S	P&C cycle
Student canteen	€0.3 million	€0.0 million	Private	F&S	P&C cycle
Sports centre	€4.8 million	€1.6 million	Private	F&S	P&C cycle
Student housing	€0.2 million	€0.8 million	Private	F&S	P&C cycle

Explanation of the activities
Education-related activities include small-scale facilities in our education rooms, such as copying facilities and coffee machines. The Ministry described these activities as non-private in its letter of December 2024. In addition, WUR is making space available to catering companies for the student canteens. These canteens contribute to education as students can get lunch there.
The sports centre is used by staff and students. It is also used as an examination room. Employees can use the sports facilities at a market-oriented rate. Students pay a reduced rate. The Executive Board annually assesses the proportionality of the used government funding. In 2025, WU allocated a net total of €3.2 million to these facilities. The cost also includes the costs for the sports centre’s government-funded activities, such as the use of rooms for exams. WU intends to increase the rates for students in the coming years to a market-based rate. Even then, the use of public funds will remain necessary.
Although student housing is not one of the university’s primary responsibilities, the acute housing shortage led the Executive Board to decide in 2009 to invest in temporary accommodation for international students on the Haarweg. The Supervisory Board approved this decision, given the exceptional situation on the Wageningen (student) housing market. Accommodation is rented out at fair market value prices. The objective is to achieve break-even operations with these investments. Due to the extended service life and good occupancy rate, rental income exceeded costs in 2025. No investments were made in temporary student accommodation in 2025.

2. Research in collaboration with third parties
WU carries out numerous research projects that are funded partly or fully by third parties. The research activities co-funded by external organisations can be divided into activities carried out in a market and activities not carried out in a market. The Ministry is still conducting research into the area of ‘knowledge valorisation’, which also includes research funded or co-funded by third parties. WU assumes that only research activities carried out for private organisations, where the research results are made available to the paying organisation, are considered to be private. WU applies the following policy rules:

A Research activities not carried out in a market

- These projects involve an increase in public research capacity through the co-funding of research by third parties. Use of the government funding for subsidised projects is outside the scope of the scheme. Subsidised projects include all projects for which a public body has provided a subsidy to WU, such as the EU, the Dutch Research Council (NWO), the Netherlands Enterprise Agency (RVO) and Top Consortium for Knowledge and Innovation (TKI).
- WU treats projects for which a subsidy is received from a private charity fund or a foreign grant organisation as in the same way as projects funded by Dutch subsidy providers. This means that the costs are claimed on the basis of the full cost rates agreed with RVO, but that a contribution from WU is allowed. A condition for this is that the publication rights and intellectual property rights remain entirely with WU or are made publicly available (e.g. via open access).

[15] WU reports all costs relating to the activities in question as public funds used. The tables therefore only include the ‘public funds allocated’ column. The total costs are equal to the amounts in this column. This footnote applies to all tables in this section.

- WU carries out projects in collaboration with other government-funded institutions in the public domain (universities, research institutions, hospitals). The deployment of government funding for these projects is justified if the project is in line with the public remit of WU and the institutions. If the institutions jointly carry out activities commissioned by an external party, the project is assessed as such. This means that projects carried out in collaboration with other government-funded institutions on behalf of a market party are charged at no less than the full cost price.
- WU regards projects for which the research questions have been determined entirely by WU and for which all rights remain with WU as public activities, even if external sponsors contribute to the project costs. For such projects, the costs are also claimed at the rates agreed with RVO, but a contribution from WU is allowed. A condition is that the publication rights and intellectual property rights remain entirely with WU or are made publicly available (e.g. via open access).
- Supervising PhD candidates is a funded activity. The costs incurred in this regard may be borne by WU.

B Research activities carried out in a market

- For projects that are carried out at the request of external organisations (in the private or public domain) and which predominantly deliver added value to the external organisation, the conditions of the policy rule relating to the allocation of the full costs are applied. This means that at least the full costs of the project are passed on to the client on the basis of the internal cost price, including the corporate overhead contribution. These projects contribute to WU's knowledge transfer activities, as they involve the application of WU's knowledge to achieve societal objectives.

These activities are vested in the decentralised units. For every project for which government funding is used, WU determines whether such use is proportionate. The primary responsibility for this lies with the chair group holder of the group conducting the research. The line organisation assesses the risks, with advice and monitoring provided by the decentralised support staff.

The use of public funds in externally funded research in 2025:

Research activities carried out in the public domain			
	Public funds invested in 2025	External income	Public/private
Indirect government funding	€78.6 million	€43.1 million	Public
EU and international organisations	€53.2 million	€35.5 million	Public
Non-profit organisations and public institutions	€26.9 million	€19.3 million	Public
Government agencies and public bodies	€26.0 million	€21.1 million	Public
Other projects	-€5.1 million.	€4.0 million	Public

Research activities for the private market				Invested with	Risk management
	Public funds invested in 2025	Private income	Public/private		
Business community	€10.2 million	€10.6 million	Private	Departments	P&C cycle

In this table, the costs of projects carried out by the departments with external funding have been calculated on the basis of the hours recorded by employees, multiplied by the full cost for the employee concerned. The projects have been allocated on the basis of the dominant provider of finance. These activities are vested in the departments and chair groups. The risks of the unlawful use of public funds are assessed at the start of projects. An assessment is also performed several times a year to see whether projects are realised in line with the budget.

3. Knowledge valorisation
One of WU's statutory activities is knowledge valorisation. The collaboration with Wageningen Research Foundation as WUR during the performance of these activities delivers added value. WU aims to freely disseminate the knowledge gained through public funding via education and knowledge transfer, so that it can be applied in society. Research results only have impact when they are applied in society. WUR therefore works intensively with businesses, government agencies and public bodies and civil society organisations to valorise these results. We achieve this by making our facilities available, helping start-ups get started, offering Wageningen Campus as an exciting breeding ground for fresh ideas and developing solutions tailored to international issues. Most activities in this field are privately funded by Wageningen Research Foundation. WU's contribution consists of making knowledge available, either freely within the domain or made available on a restricted basis to a specific group, but always in return for an arm's-length fee, for example through a licensing or patent arrangement or through the sale of intellectual property rights. WU also encourages entrepreneurship (through platforms such as StartLife and StartHub). StartLife is an accelerator that promotes entrepreneurship in Food and Agrotechnology with the mentoring and coaching start-ups and with the organisation numerous (networking) activities. StartHub Wageningen is a startup incubator and trainer of students, PhD candidates and recent graduates. The focus is on developing entrepreneurial competencies in students and student entrepreneurs. Students are also guided in developing a business idea into an enterprise or social initiative. Both activities meet the definitions of the statutory task of knowledge valorisation, as explained by OCW in the letter of 27-01-2005, for example. WU's participation in start-ups and enterprises is extremely limited in terms of risk. This is always done through an in-kind valuation of the knowledge contributed by WU. WU has no intention of participating in the long term to start-ups to which it has contributed knowledge and does not provide any additional capital should this be required for the start-up's further development.
These activities are vested in the corporate department responsible for knowledge valorisation (CVI). This department reports periodically to the Executive Board on value development, milestones, risks and the exit strategy for each investment.
As part of its knowledge valorisation activities, WU organises conferences. These conferences are intended to facilitate the exchange of scientific knowledge with colleagues from other universities and research institutions. The organisational costs of conferences organised by WU itself are passed on to the participants.

4. Activities aimed at generating additional income

Activity	Public funds invested in 2025	Private income	Public/private	Invested with	Risk management
Wageningen University Fund	€0.5 million	€0.4 million	Private	Corporate Staff	P&C cycle
AMS	€1.0 million		Public	Corporate Staff	P&C cycle
Jan Ingenhousz Institute	€0.3 million		Public	Corporate Staff	P&C cycle
Proceeds from sales	€0.9 million	€0.9 million	Private	Departments	P&C cycle
Rental of real estate	€1.5 million	€1.7 million	Private	F&S	P&C cycle

Activities aimed at generating additional income include the contribution to the Wageningen University Fund (UFW). The UFW liaises with alumni on behalf of WU and raises and manages donations and funds from individuals and charities for the benefit of WUR's research and education. UFW staff capacity is provided by WUR. In return, WUR acquires additional funds from donations made to the UFW. The Executive Board periodically reviews whether the resources, used for the benefit of the UFW, outweigh the additional funds obtained from it. The cost of supporting the UFW is €919,000, of which €515,000 is contributed by WU.
WUR is a partner in Advanced Metropolitan Solutions (AMS), a partnership between Delft University of Technology, WUR and the Municipality of Amsterdam, and contributed €1.0 million towards the infrastructure costs in 2025. Together with WUR and Delft University of Technology, AMS conducts

research into the urban living environment and facilitates teaching for students at WU and Delft University of Technology. WU receives government funding for these activities. WU considers this activity a government-funded activity.
The Jan IngenHousz Institute is an institution that conducts research into photosynthesis intended for the public domain in collaboration with WUR. The PhD candidates funded by the institute are employed by WU and are also pursuing their PhDs at WU. WU contributes €0.3 million to the institute’s infrastructure costs. WU considers this activity a government-funded activity because it concerns public research activities in which WU is directly involved through the PhD candidates.

Product sales refer to the proceeds realised from the sale of arable crops, milk and livestock. These proceeds are a by-product of the experiments carried out at the test facilities. The products are sold at market price, and the proceeds contribute to lower costs for the government-funded research at the test farms.

The rental of surplus real estate also falls under this category. Surplus real estate is sold at the most financially attractive time. For the period between end of use and sale, real estate is rented out, including for student accommodation. The costs for the surplus real estate ran to €1.6 million, and the rental income was also €2.5 million. This provides WU with funds that can be used for the funded activities.

5. Other activities commissioned by third parties

Activity	Public funds invested in 2025	Private income	Public/private	Invested with	Risk management
Lifelong Learning	€2.2 million	€2.5 million	Public/private*)	Wageningen Academy	P&C cycle
Secondment of employees (CS+)	€0.3 million	€0.3 million	Private	Decentralised units	HR process
Rental of SRF/ATV equipment	€0.5 million	€0.5 million	Private	Shared Research Facilities	P&C cycle
Welcome Center Food Valley	€0.2 million	€0.2 million	Private	Corporate Staff HR	P&C cycle
Deployment of test facilities for third parties	€0.3 million	€0.5 million	Private	Department of Plant Sciences	P&C cycle
Under management contracts	€0.3 million	€0.3 million	Private	F&S	P&C cycle
NTU collaboration	€0.0 million	€0.2 million	Private	Corporate Staff	P&C cycle
Facility services for third parties	€0.5 million	€0.5 million	Private	F&S	P&C cycle

* Pending their inclusion in its statutory remit, WU reports the costs and revenues from Wageningen Academy’s courses under its private activities. The Ministry’s intention to include this task among its statutory tasks confirms the added value for the publicly funded activities.

As for activities commissioned by third parties, WU applies the criteria set out in the policy rule. All activities in this category are housed with the decentralised units, Facilities and Services or the central staff departments. Unit management boards and corporate directors are responsible for compliance with the policy rule.

WU develops and organises training programmes and courses for business community and government professionals within the framework of Lifelong Learning. WU applies a projected cost-covering rate for these activities. In addition, WU uses public funds for the development of strategy, policy and content. WU undertakes this activity in support of government policy on lifelong learning. The added value for the publicly funded activities lies in the enrichment of WU’s educational offerings.

WU seconds employees to other organisations on a project basis in order to contribute to joint activities that also contribute to WU’s public tasks. Furthermore, employees for whom no tasks are temporarily available are seconded. As a minimum, WU charges the personnel costs for these employees to the host organisation.

In the past, WUR received subsidies from the province of Gelderland to strengthen the infrastructure. They were used to invest in research equipment at parts of WUR, but also at other organisations. The equipment is administratively housed with WU's Shared Research Facilities (SRF) organisational component. The equipment is used for its own research, but is also available, at the full rate, to other parties. The positive results from the use of this equipment for projects are added to the equity capital and are available for funding new equipment. This enables WU to finance more equipment for the publicly funded activities. The portion of the result that relates to Wageningen Research Foundation is determined annually. This portion of the result is added to Wageningen Research Foundation's result and equity capital.

The Welcome Center Food Valley (WCFV) supports expats coming to the Netherlands. It contributes to the recruitment and retention of high-calibre employees from abroad and thus provides added value for the publicly funded activities. The costs are passed on to the expat's employer. Activities aimed at employees from organisations other than WU are accounted for as private activities. Costs are charged on a cost-covering basis. These activities are managed by the WCFV Foundation and the HR corporate department and are subject to the planning and control cycle. The risks of structural losses due to undercharging are assessed annually.
Other activities include, amongst other things, the provision of pilot facilities to third parties, facility services to third parties, collaboration with Nanyang Technological University (NTU) in Singapore, and under-management contracts with facility service providers that deploy WU employees. With these activities, WU's government-funded facilities are put to better use for the public domain and financial space is created to free up more resources for primary tasks.

6. Activities in the context of cooperation with Wageningen Research Foundation

Activity	**Public funds invested in 2025**	**Private income**	**Public/private**	**Invested with**	**Risk management**
Rental of buildings	€0.7 million	€0.7 million	Private	F&S	P&C cycle

WU works closely with Wageningen Research Foundation under the banner of WUR. Collaboration includes joint use of facilities as well as shared staff and facility services. External markets are also jointly approached. All joint costs and reciprocal services are settled based on transfer prices and on actual consumption. These transfer prices are determined based on the at-on an arm's length basis (cost including risk premium).

WU and Wageningen Research Foundation use each other's buildings. Investment in new buildings is made by the party that is expected to be the main user. Investment in existing buildings is made by the owner. A cost-covering rate including a risk premium is calculated to settle building costs. WU charged €0.7 million to Wageningen Research Foundation for this activity. By sharing the use of buildings, WU is able to reduce its housing expenses, leaving more funds available for its funded activities.

3.6 Treasury policy

WU has incorporated the conditions of the "Beleggen, Lenen en Derivaten OCW 2016" (2016 OCW investing, borrowing and derivative) regulations as policy in its Treasury Charter. Temporary liquidity surpluses are held with the Ministry of Finance through treasury banking. WU has no investments and has not negotiated any derivatives. Since 2025, WU has had no funds on deposit.

4 Abridged WUR annual accounts

4.1 Wageningen University

4.1.1 Financial Report

Results developments
In 2025, WU recorded a result of -€4.4 million, which is €2.2 million higher than was expected in the budget. The result includes non-recurring items of -€12.8 million (2024: €2.4 million). The operating profit amounts to €8.4 million, driven by positive results from the central units.

In 2025, Wageningen University anticipated the budget cuts announced in the previous government's framework agreement and the expected decline in student numbers in the coming years. Plans were drawn up in 2025 to reduce overhead and facilities support costs by approximately €35 million across the entire organisation, including Wageningen Research. In addition, targeted cost-cutting measures will be implemented in those units where the lower intake of students leads to reduced demand for teaching. The 2025 results show that the organisation is already responding to the expected decline in funding and that the growth in expenditure has been reversed, as evidenced, amongst other things, by a reduction in the workforce of 42 FTE.

Table 4.1 *WU's result (in € millions)*

	2025	**2024**
Reported result	**-4.4**	**-6.9**
Less: incidental results		
- Pro rata VAT over the years 2016-2024	-12.1	
- Depreciation of Bioma	-3.6	
- Capital gains on the sale of interests	1.4	
- Redistribution of compensation for tuition fee being halved in previous years	-1.3	
- One-off energy tax 2021–2024	-1.4	
- Non-recurring housing costs		-0.9
- Resources from the employability fund	2.3	
- Change to the appropriated reserve for project costs in later years	1.9	-1.5
Operating result	**8.4**	**-4.5**
Less: non-budgeted 2025 results		
- Unbudgeted wage and price adjustments	2.5	
- Government funding for work pressure management and talent policy	2.4	
- Pro rata VAT for 2025	-1.0	
- Higher interest income		1.7
- Total allocation provisions regarding WIA and WGA	-1.7	-2.0
- Other results	13.2	2.3
Budgeted operating result	**-7.0**	**-6.5**

The departments collectively recorded a net operating loss of €1.9 million, an improvement of €3.3 million on 2024. The departments' budgeted result was a loss of €7.5 million. The departments have therefore achieved a result that is €5.6 million better than budgeted, mainly due to lower costs.

The operational result of the central departments, including SRF and ISRIC, amounted to €10.3 million. This is the same as in 2024. This is due to a higher central government contribution and additional costs resulting from new agreements with the tax authorities regarding recoverable VAT.

The annual accounts include a number of non-recurring items. Key factors are as follows:

- In 2025, the tax authorities' audit of the correct allocation of VAT to taxable and non-taxable activities was completed, and agreement was reached on Wageningen University's claim for the period 2016–2022. Agreements were also made regarding the principles to be applied for the 2023–2025 tax returns. This has led to a reduction of €11.1 million in the claim against the tax authorities and an amount of €1.0 million to be paid for the years 2023–2024. The effect for 2025 of €-1.0 million has been recognised in the operating result.
- The tender for the new research building was unsuccessful as it transpired that all bids were well above the available budget. The Executive Board has decided not to proceed with the project in its current form and will assess in 2026 how best to meet the housing requirements. The expenses already incurred has been charged to the result in 2025.
- In 2025, WU Holding sold its shareholdings in three associated companies, resulting in a one-off gain of €1.4 million.
- The universities have decided by mutual agreement to distribute the compensation for the halving of tuition fees for the 2023–2024 academic year differently from how the Ministry of Education, Culture and Science had initially proposed. This redistribution was incorporated by the Ministry into the government contribution in 2025. For Wageningen University, this had a negative impact of €1.3 million.
- The non-recurring housing costs relate to an additional energy tax assessment of €1.4 million for the years 2021–2024 in connection with internal supplies between Wageningen University and the Wageningen Research Foundation on the Campus. It had previously been assumed that WUR functioned as a single tax entity for energy tax purposes, but after lengthy deliberation, the tax authorities ultimately ruled against this.
- The funds for the Employability Fund relate to an agreement with the Collective Labour Agreement (CLA) partners to allocate part of the wage compensation received in the coming years to employability initiatives. Wageningen University will reach agreements on this matter through local participation. This will result in costs in the coming years.
- The Executive Board and corporate staff also processed a number of negative result items amounting to €1.9 million that were or will be offset by positive results in other years. This relates to income from internal projects for which expenses will be incurred in the coming years. As the guidelines prescribe, WU provides accounting for the government funding in the year in which it was granted as income. Government funding related to project costs that will be incurred in later years is calculated as income in the reporting year and a write-down in later years. The distortion this causes is neutralised via the appropriated reserve. In accordance with this approach, €1.9 million of the result was added to this appropriated reserve in 2025.

Development of turnover and costs

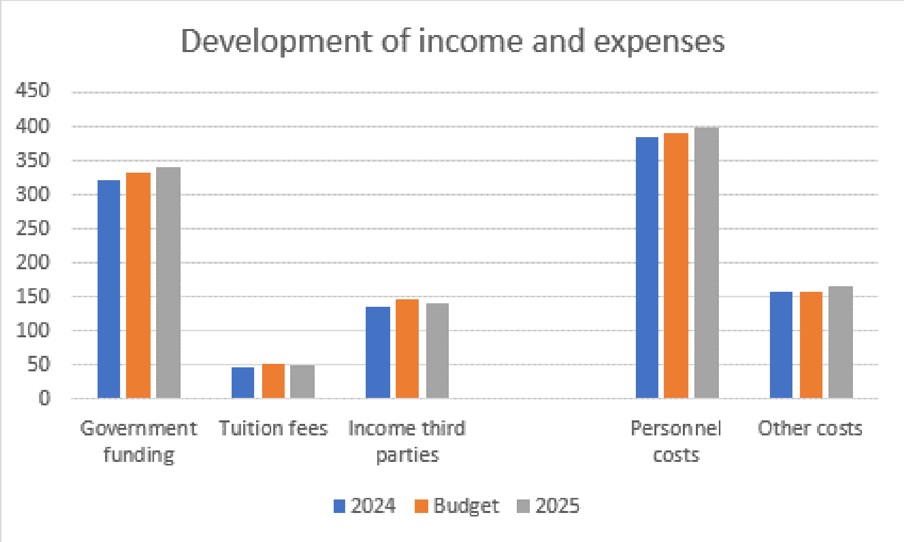


Figure 4.1 *Development of income and expenses*

Income increased by €28.1 million in 2025 in comparison to 2024. The basic funding (government funding excluding target funding and tuition fees) rose from €369.1 million to €388.8 million.

Compared to 2024, government funding increased by €19.1 million to €340.1 million in 2025. The compensation for increased wages led to an adjustment of +€12.1 million in 2025. The Ministry of Education, Culture and Science has not made any price compensation available for other expenses. Lower input parameters - in this case the numbers of funded enrolments, degrees and PhDs - and adjustment of the reference frameworks caused the government funding to fall by approximately €0.7 million. Due to government budget cuts, no funds have been made available for starter and incentive grants in 2025 (€-9.5 million). A sum of €2.5 million has been made available for Workload & Talent Policy. The reallocation of funds to compensate for the halving of tuition fees for first-year students has led to a reduction of €1.4 million in government funding.
The fact that, on balance, revenue slightly exceeded expenditure on the non-standard part of government funding in 2025 has resulted in a significantly lower change in the balance sheet than in 2024 (€0.7 million vs. €16.9 million). This includes, amongst other things, government funding for sector plans, starter and incentive grants, the GreenTE Gravity Project and the funds for Resilience (sensitive knowledge and technology), which will be spent in later years.
Other changes resulted in a net adjustment of € -0.2 million in 2025.

The income from work for third parties increased by 5% from €135.1 million to €142.0 million. This income consists of programme funding (indirect government funding and target funding), which increased by 8% to €44.0 million; co-funding projects and matching funds market, which increased by 18% to €43.9 million; and turnover from contract research and top sectors, which decreased by 5% to €54.2 million.

In comparison to 2024, personnel costs increased by €15.5 million to €399.6 million. This is due to a reduction in staffing levels (-41 FTE, € -3.6 million), a 5.8% increase in costs per FTE (€20.2 million) resulting from Collective Labour Agreement adjustments, increases in pension contributions and a higher average pay grade, a decrease in the costs of agency staff (€-1.2 million) and an increase in other personnel costs of €0.1 million.

Other expenses rose by €7.9 million. This is due to the one-off costs explained above.

Income was €1.0 million higher than budgeted. Among other things, this is attributable to a higher government contribution (€7.3 million) resulting from higher-than-budgeted compensation for wage and price adjustments, as well as additional funding for work pressure management and talent policy.

Tuition fees were €3.4 million lower than budgeted. In addition, income from work for third parties was €4.7 million lower than budgeted, and revenues from side activities and miscellaneous income excluding sales proceeds from fixed assets were €1.7 million higher than budgeted.

Costs were €3.0 million lower than budgeted. Staff costs were €9.6 million higher than budgeted due to higher costs for temporary agency workers and higher allocations to the provisions for unemployment (WW), disability (WIA) and illness (ZW). The staffing level was 100 FTEs higher than budgeted. The increase in personnel costs is offset by lower-than-budgeted general and specific costs. This is due to the fact that costs for new activities are budgeted under general costs but have been recorded as personnel costs in the actual figures.

Development of balance sheet items
WU's liquidity decreased from €181.0 million to €177.5 million in 2025. The factors that affected this decline in liquidity are listed in Table 4.2.

Table 4.2 *WU liquidity development*

	2025
Result excluding participating interests and interest	-9.4
Cash flows from fixed assets (depreciations and sales less cash flow from investments)	9.8
Decrease in receivables	2.4
Reduction in debt	-13.6
Increase in provisions	1.0
Received investment subsidy	2.2
Interest received	4.1
Total increase in liquid assets	**-3,5**

Investments in buildings, equipment and intangible assets (€24.2) are lower than depreciation (€32.1 million), the proceeds from the sale of assets (€1.7 million) and the book loss on disposed assets (€0.2 million). The decrease in short-term debts is due to a reduction in creditors and taxes payable. The total liquidity position of €177.5 million includes advances and pre-paid amounts on projects of €131.3 million, of which €14.2 million are funds to be passed on to partners. These funds to be passed on to partners were received due to WU being the lead party for a number of consortia. These funds will be passed on to partners in 2026.

WU's solvency ratio was 43.4% on 31 December 2025. This was 42.9% on 31 December 2024.

Changes in the legal structure and capital interests
In 2025, the shareholdings in Ceradis BV, A-Mansia Biotech Company, Green Dino and Rival Foods were sold.

Outlook for 2026
WU has budgeted an operating result of -€9.0 million in 2026. The result will be €4.6 million lower than in 2025. The expected 2.4% increase in revenue is lower than inflation, which will lead to a deterioration in the result. In addition, higher expenditure from the central policy budgets is expected in 2026.

Income will rise to €568.4 million in 2026. This €13.5 million increase is caused by an increase in basic funding of €8.3 million to a total of €397.1 million and an increase in indirect government and contract funding of €6.5 million to a total of €148.5 million. The other income and ancillary activities will decrease by €1.3 million to €22.8 million.

Government funding will increase by €7.3 million to €348.4 million. The main reasons for this increase are the expected compensation for wage and price adjustments, a one-off additional contribution towards quality agreements, and the discontinuation of the redistribution of compensation for the halving of tuition fees, which was accounted for in 2025.

Tuition fees will remain at the same level of €48.7 million. The decline in student numbers is leading to lower revenue, which is offset by higher amounts per student.

Personnel costs will increase by €8.0 million to €407.6 million. This is due to a reduction in staffing levels by 13 to 4,035 FTEs, a 4.0% increase in average salary costs due to accruals and wage cost trends, and a reduction in other personnel costs of €5.4 million resulting from a decrease in the number of temporary staff.

Liquidity will decrease by €12.5 million to €165.0 million. With this cash position, the continuity of operational management in 2026 is guaranteed. However, should an additional need for liquidity arise, WU also has the option of requesting peer funding from WR or provide access to treasury banking. Investments for WU are budgeted at €32.8 million. The budgeted investments at central level amount to €18.6 million. These mainly concern an investment in Unifarm Greenhouse (€7.7 million). There will also be investment in buildings partly under the strategic housing plan: Atlas (€2.7 million), Zodiac (€1.9 million), Polaris (€1.5 million) and the Leeuwenborch (€1.1 million). Facilities and Services will invest €7.6 million, mainly in IT hardware, expansion of data storage and inventory. Decentralised investments are budgeted at €3.6 million, while Shared Research Facilities will invest €2.9 million in laboratory equipment.

For further information on the development of the results in the coming five years, please refer to the continuity section in the Management Report.

4.1.2 Abridged Wageningen University Annual Accounts

Consolidated balance sheet after the allocation of the net result

		31-12-2025	31-12-2024
	ASSETS		
	FIXED ASSETS		
(1)	Intangible fixed assets	553	1,560
(2)	Tangible fixed assets	281,979	292,227
(3)	Financial fixed assets	1,350	1,695
	Total fixed assets	**283,882**	**295,482**
	CURRENT ASSETS		
(4)	Stock	5	5
(5)	Receivables	84,699	87,293
(6)	Liquid assets	177,523	180,997
	Total current assets	**262,227**	**268,295**
	TOTAL ASSETS	**546,109**	**563,777**
	LIABILITIES		
	EQUITY CAPITAL		
	General reserve	219,706	227,348
	Statutory reserve	511	1,494
	Designated reserve	15,123	13,241
	Designated funds	2,321	0
(7)	**EQUITY CAPITAL**	**237,661**	**242,083**
(8)	PROVISIONS	19,265	18,239
(9)	LONG-TERM DEBTS	5,882	1,159
(10)	SHORT-TERM DEBTS	283,301	302,296
	TOTAL LIABILITIES	**546,109**	**563,777**

Amounts in €1,000

Consolidated profit and loss statement

		Result 2025	Budget forecast for 2025	Result 2024
(11)	**INCOME**			
	Government funding	340,093	332,700	321,042
	Tuition fees	48,660	52,100	48,040
	Indirect government funding and target funding	43,962	47,600	40,682
	Co-funding and matching funds market	43,889	41,400	37,152
	Top Sectors	11,326	11,700	12,279
	Bilateral market	42,837	46,000	45,029
	Ancillary activities	19,866	11,800	18,472
	Other income	4,278	10,600	4,107
	Total income	**554,911**	**553,900**	**526,803**
	EXPENSES			
(12)	Personnel costs	399,581	390,000	384,031
(13)	Depreciations	32,073	33,300	33,281
(14)	Housing costs	42,082	40,400	36,349
(15)	General costs	50,011	45,400	46,541
(16)	Specific costs	40,570	55,600	40,602
	Total expenses	**564,317**	**564,700**	**540,804**
	OPERATING RESULT	**-9,406**	**-10,800**	**-14,001**
(17)	Financial income and expenses	3,352	3,900	7,171
	RESULT FROM ORDINARY OPERATIONAL ACTIVITIES BEFORE TAX	**-6,054**	**-6,900**	**-6,830**
	Taxation on ordinary operational activities	-42	0	-47
(18)	Result from participating interests	1,674	0	7
	RESULT FROM ORDINARY OPERATIONAL ACTIVITIES AFTER TAX	**-4,422**	**-6,900**	**-6,870**
	Third-party share	0	0	0
	NET RESULT	**-4,422**	**-6,900**	**-6,870**

Amounts in €1,000

Consolidated cash-flow statement

	2025	2024
OPERATIONAL ACTIVITIES		
Operating result	-9,407	-14,001
Adjustments for:		
Result from sale of assets	242	429
Depreciations and impairments	32,073	33,281
Changes in provisions	1,026	3,985
	23,934	**23,694**
Changes in working capital:		
Changes in stock	0	0
Change in receivables	2,383	-173
Changes in short-term debts	-13,599	26,202
Cash flow from business operations	**12,718**	**49,723**
Interest received	4,111	6,660
Interest paid	0	0
Corporation tax paid	-36	0
Cash flow from operational activities	**16,793**	**56,383**
INVESTMENT ACTIVITIES		
Investments in intangible assets	0	-374
Divestment in intangible assets	0	0
Investments in buildings and land	-4,985	-12,662
Investments in other tangible assets	-19,227	-8,305
Divestments in tangible assets	0	0
Investments in participating interests and members' capital	0	-1
Divestments in financial fixed assets	1,745	7
Cash flow from investment activities	**-22,467**	**-21,335**
FINANCING ACTIVITIES		
Newly acquired loans	0	0
Repayment of long-term debts	0	0
Change in long-term receivables	0	0
Investment subsidies received	2,200	0
Cash flow from financing activities	**2,200**	**0**
CASH FLOW	**-3,474**	**35,048**
CHANGE IN LIQUID ASSETS		
Balance of liquid assets on 1 January	180,997	145,949
Balance of liquid assets on 31 December	177,523	180,997
Change in liquid assets	**-3,474**	**35,048**

4.1.3 Accounting principles

General
WU is a legal entity on the basis of the Higher Education and Research Act. WU is located in Wageningen and registered with the Chamber of Commerce (KvK) under the number 9215846. The annual accounts were prepared and adopted by the Executive Board on 20 April 2026 and approved by the Supervisory Board on 27 May 2026. The annual accounts were prepared in accordance with the below accounting principles. Any deviation from these principles is stated alongside the relevant financial information.

The figures presented for the previous reporting year are in accordance with the figures in the annual accounts of the relevant year. Deviations may arise as a result of corrections, shifts between items or changes in the rounding-off method. Deviations of relevant significance are indicated in the annual accounts.

General accounting principles for the preparation of the annual accounts
WU is part of a group that also comprises Wageningen University Holding BV, ISRIC Foundation and Expat Center Foundation, in accordance with RJ940.

The annual accounts were prepared based on the continuity assumption.

Receivables and payables are stated at fair value plus transaction costs on initial recognition after which they are stated at amortised cost price minus any necessary provision for uncollectible debts. The amortised cost price generally matches the nominal value.

The amortised cost price is the amount at which a financial asset or financial liability is stated in the balance sheet on initial recognition, minus principal repayments, increased or decreased by the cumulative amortisation calculated on the basis of the effective interest method of the difference between the initial amount and the instalment, and minus any write-offs (either directly or by making a provision) due to impairments or uncollectible debts.

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 accounts were prepared in accordance with the requirements of the Reporting Guidelines for Educational Institutions and the guidelines issued by the Dutch Accounting Standards Board.

Use of estimates
The preparation of the annual accounts demands that the board draws conclusions and makes estimates and assumptions that affect the application of accounting principles and reported value of assets and liabilities, as well as of income and expenses. The actual outcome will deviate from these estimates. The estimates and underlying assumptions are continually evaluated. Adjustments to estimates are recognised 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 for receivables and projects
- Provisions
- Claims

Consolidation
The consolidated financial report incorporates the financial information of the institution, its subsidiaries and other organisations over which it exercises control (pursuant to the actual situation) or central management. The subsidiaries are legal entities directly or indirectly controlled by WU, 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 WU, its subsidiaries and other legal entities over which WU exercises control or central management are fully incorporated into the consolidated financial report. Third-party shares with respect to the group capital and the group result are reported separately.

Table 4.3 *Consolidated subsidiaries*

	Shareholder	Registered office	% 31-12-2024	% 31-12-2025
Wageningen Universiteit Holding BV	Wageningen University	Wageningen	100	100
ISRIC Foundation	N/A	Wageningen	N/A	N/A
Expat Center Foundation	N/A	Wageningen	N/A	N/A

Table 4.4 *Non-consolidated participating interests*

	Registered office	% 31-12-2024	% 31-12-2025
Innovation Industries	Amsterdam	0	0
Caribou Biosciences Inc.	Delaware	0	0
Scope Biosciences Holding B.V.	Wageningen	10	10

ACCOUNTING POLICIES FOR ASSETS AND LIABILITIES

Intangible fixed assets
Intangible fixed assets are valued at acquisition price or production price less cumulative amortisation and, if applicable, cumulative impairments. Development costs, patents and licenses, software, goodwill and production rights are activated if the conditions established for them are met. Intangible fixed assets are valued at acquisition or production price. Amortisation takes place on a linear basis over five years. Pursuant to the statutory obligation, a statutory reserve is maintained for the balance sheet value of the capitalised development costs. Write-offs as a result of permanent impairment, sale, loss or discontinuation are listed separately.

Tangible fixed assets
Tangible fixed assets are valued at acquisition price or production cost minus accumulated depreciation. Depreciation is applied using the linear method on the basis of the expected useful life and the residual value. Depreciation is time-proportionally applied in the purchase year.
Tangible fixed assets under construction or in production are valued at the acquisition price or for the amounts that have already been invoiced to the company by third parties. Equipment of less than €25,000 is charged directly to the profit and loss statement.

Amounts in €1,000

Table 4.5 *Depreciation periods*

Unit	Depreciation
Company land / Work in progress	None
Site layout and infrastructure	30 years linear
Company buildings	
○ Shell	60 years linear
○ Fittings	30 years linear
○ Greenhouses	20 years linear
○ Fittings and furnishings/interior of company buildings	15 years linear
Sheds, miscellaneous buildings/structures	15 years linear
Machinery and equipment:	
○ Office furniture/machines and equipment/inventory of restaurant facilities /fibre-optic network/other inventory	10 years linear
○ Laboratory equipment/audio-visual equipment/means of transport/PR and information material	5/8 years linear
○ ICT equipment including software (network hardware)	5 years linear
○ ICT equipment including software (other hardware)	3 years linear
○ Personal computers	4 years linear

Acquired investment subsidies and contributions from externally-financed projects are deducted from the capitalised amount in the year of purchase. Subsidies received in respect of assets for which a cost-covering market rate must be calculated based on subsidy rules and expected usage are shown as debts and are released during the asset’s useful life. Highly specialised equipment that can only be used for a specific project and that does not have any value beyond this project is capitalised, but is depreciated in its entirety over the potentially shorter term of the project (in accordance with the accounting principles). This is because the economic useful life of this specialised equipment is equal to the project’s term.
The expenses for major overhauls are included in the cost price of the assets as soon as these costs are incurred and comply with the capitalisation criteria. The book value of the components that are replaced is then considered as divested and is charged to the profit and loss statement as a lump sum. All other maintenance costs are directly charged to the profit and loss statement.

The institution carries out an evaluation on each 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 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 the higher of the net realisable value and the value in use.

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 assets in question is set no higher than the book value that would have been determined 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 permanent impairment, sale, loss or discontinuation are listed separately.

Financial fixed assets

Receivables
Receivables from and loans to participating interests, as well as the other receivables provided, are initially recognised at fair value plus the directly attributable transaction costs, and subsequently valued at amortised cost price using the effective interest method. Income and expenses are recognised in the profit and loss statement as soon as the receivables are transferred to a third party or are subject to an impairment (or a reversal thereof) as well as via the amortisation process.
Participating interests and members’ capital over 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 principles for the valuation and determination of the result.

Participating interests and members' capital over whose business and financial policy the institution does not exert a significant influence are valued at acquisition price. The valuation of these assets takes into account any permanent decline in value, where relevant.
Member certificates and member accounts at cooperatives are valued at the tax value determined by the cooperative on the balance sheet date.

Stock
This item comprises the trading stock. The trading stock is valued in accordance with the FIFO method at the acquisition cost or production cost increased by a margin for the indirect costs.
The value of unmarketable inventory or inventory with a lower market value is decreased accordingly.

Receivables and accrued income
Receivables and accrued income are stated at fair value plus transaction costs on initial recognition after which they are stated at amortised cost price minus any necessary provision for uncollectible debts.

Project costs yet to be invoiced
The balance of projects in respect of third-party contract research results in a receivable or a debt on the balance sheet. The third-party contract research is valued at the actual costs incurred, consisting of costs that are directly related to the project (such as direct personnel costs and the costs of the specially acquired equipment and inventory), costs that are attributable to the project activities in general and that are allocatable to the project (including the cost of technical assistance and the overhead costs of the project activities), and other costs insofar as they are contractually reimbursed by the client, minus the provision for expected losses and invoiced instalments or received advances relating to the third-party contract research. Projects for which the prepaid costs exceed the invoiced instalments / advances received are recorded under other receivables. Projects for which this occurs are included under short-term debts.

Liquid assets
Liquid assets are understood to mean cash and cash equivalents, the balances on bank accounts, and bills of exchange and checks that are recognised at nominal value. Deposits are included under liquid assets if they are in fact immediately available — although this may be accompanied by loss of interest income.

Liquid assets that are unavailable or are expected to be unavailable for more than twelve months are classified as financial fixed assets.

Equity capital
WU has only public equity capital.

- **General reserve**
  This reserve is credited with the operating result in any year in which the result is not allocated to a specific use.
- **Designated reserve**
  Two appropriated reserves have been formed within the equity capital at corporate level:
  - the innovation fund
  - reserve in relation to projects to be carried out in the future.
- **Designated fund**
  The employability fund was established in connection with the 2026 Collective Labour Agreement (CLA) provision regarding the allocation of a portion of the 2026 wage compensation received towards employability, in consultation with local representatives.
- **Statutory reserve**
  A legal reserve is maintained equal to the book value of the capitalised development costs.

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 indexations and price increases. If the effect of the time value is material, the provisions are stated at cash value. The amount of the provision included in the annual accounts 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 created for:
- legally enforceable obligations or actual obligations that exist on the balance sheet date;
- it is likely that the settlement of obligations will require an outflow of funds; and
- a reliable estimate can be made of the extent of those obligations.

Provision for unemployment insurance (WW) obligations and non-statutory (BW) obligations
The provision for WW and BW obligations is determined as the cover required for the WW and BW obligations on the balance sheet date and the expected future expenses in relation to personnel that have already left and personnel with a temporary employment contract.

Provision for WIA/ZW-flex
The provision for the flex obligations under the Work and Income according to Capacity for Work (WIA) regulation and Sickness Benefits Act (ZW) covers the WIA and ZW flex obligations as anticipated on the balance sheet date.

Provision for service bonuses
The anticipated obligation arising from future service (anniversary) bonuses is determined on the basis of historical 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 WU.

Provision for Vitality Pact
The provision for the Vitality Pact includes the liabilities for employees who make use of their rights relating to the Vitality Pact and the expected costs for employees who will meet the criteria for participation in the Vitality Pact over the next 10 years. The estimate of the last item takes into account the likelihood that an employee will remain in employment and the likelihood that an employee will exercise his or her right. The provision for future use will be built up in 10 years. The expected expenses are indexed in relation to expected wage developments, and the present value of the liabilities is determined on the basis of the prevailing market rate of interest for WU.

Provision for reorganisation expenses
This provision was formed to cover anticipated costs incurred as a result of decisions regarding current or intended reorganisations that have been made and announced within the organisation.

Provision for product and contract risks
This provision covers the expected costs of loss-making contracts, guarantees and claims arising from services and products delivered to third parties.

Long-term debts
Long-term debts concern liabilities that are due in more than one year from the end of the relevant financial year.
On initial recognition of long-term debts, these are stated at fair value, less the directly attributable transaction costs.

The long-term debts are valued after the first valuation at the amortised cost price according to the effective interest method. Profit or loss is recognised in the profit and loss statement as soon as the liabilities are no longer recognised in the balance sheet, as well as through the amortisation process.

Short-term debts
Short-term debts concern liabilities that are due within one year from the end of the relevant financial year.

On initial recognition of short-term debts, these are stated at fair value, less the directly attributable transaction costs.

The short-term debts are valued after the first valuation at the amortised cost price according to the effective interest method. Profit or loss is recognised in the profit and loss statement as soon as the payables are no longer recognised in the balance sheet, as well as through the amortisation process.

ACCOUNTING PRINCIPLES TO DETERMINE INCOME AND EXPENSES

General
Revenue and expenses which can be allocated to the relevant financial year or activity are considered to be income and expenses respectively, regardless of whether they have resulted in receipts and payments during the annual reporting period.

Proceeds are recognised in the year in which the products were delivered or the services were provided to clients. Losses and risks arising before the end of the financial year are recognised in the annual accounts if they are known before the preparation of the annual accounts.

Direct government funding and other payments
Direct government funding is included as income in the year in which the funding is received. Components of government funding that can be considered to have been specifically allocated (non-normative government funding) are added as income in the result to the extent to which costs have been incurred for the activity in question. Other payments are included in the result in the year in which the project is carried out or the costs are incurred.

Tuition and Course Fees
The statutory tuition fees and institution tuition fees are to be allocated to the accounts of the year are included under tuition fees. The payments for courses for professionals are included under course fees.

Other government funding and grants
Government subsidies are initially recognised on the balance sheet as income received in advance as soon as there is a reasonable certainty that they will be received and that WU will meet the associated conditions. Subsidies to compensate for costs incurred by the group are systematically recorded as revenues in the statement of income and expenses in the same period in which the costs are incurred. Subsidies to compensate the group for the costs of an asset are systematically recorded in the statement of income and expenses during the asset's service life. If the proceeds are related to a specific activity, they are recognised as income in proportion to the activities performed.

Income from third-party contracted research
Proceeds in respect of third-party contract research are recorded as income in the statement of income and expenses for an equal amount of incurred costs, insofar as these are contractually reimbursed by the client. If the contractually agreed service consists of several distinguishable performance obligations, the agreed fee is divided on the basis of the cost price of the performance obligations and the extent to which each performance obligation has been realised is determined.

Costs
The costs are determined with due observance of the aforementioned accounting policies and allocated to the relevant reporting year. Foreseeable payables and possible losses that originate before the end of the financial year are taken into account if they became known before drawing up the annual accounts and the conditions for recognising provisions have been met.
Wages, salaries and social security costs are recognised in the profit and loss statement on the basis of the employment conditions, insofar as they are owed to employees or the tax authority respectively.

Interest rate
Interest is allocated to consecutive reporting periods in proportion to the remaining principal. Premiums/discounts and repayment premiums are attributed to the successive reporting periods as interest charges so that, together with the interest payable on the loan, the effective interest is recognised in the profit and loss statement and the balance sheet shows the amortised cost of the debt on balance. Periodic interest expenses and similar charges are charged to the year in which they become due.

ACCOUNTING PRINCIPLES FOR THE PREPARATION OF THE CASH FLOW STATEMENT
The cash-flow statement was prepared using the indirect method.

Changes in accounting estimates
Not applicable.

System changes
Not applicable.

4.1.4 Auditor’s report by the independent auditor

The auditor’s report by the independent auditor is included in Wageningen University’s annual accounts.

4.2 Wageningen Research Foundation

4.2.1 Financial Report

Results developments
Wageningen Research Foundation (WR) obtained a positive net result of €5.4 million in 2025. This result is €3.5 million higher than the net result for 2024 (-€1.9 million). The pre-tax result from standard operational activities amounted to €5.4 million.
A key factor behind the higher pre-tax profit is the improved performance of the institutes; from €-5.7 million in 2024 to €+1.0 million, after normalisation for the reorganisation provision, in 2025. The operating profit has recovered compared with 2024 due to higher billability and a temporarily improved (diagnostic) market. The strong performance in a number of markets (Environmental/Animal) offset the weaker performance in other markets (Plant/Food). Sickness-related absenteeism was as high as before.

Table 4.6 *Breakdown of the result of Wageningen Research Foundation (in € millions)*

	2025	2024
Net result of Wageningen Research Foundation	**5.4**	**1.9**
Subtotal: Non-recurring	***-2.7***	***5.4***
HCU Designated Fund	-0.4	1.0
VAT pro rata over the years 2016–2024 (including interest component)	-2.1	
Allocations to reorganisation provisions	-2.1	
Distribution of SRF equity capital		
Tax deferral		0.6
Energy tax 2021–2024 (including interest component)	-0.7	
Bequest ‘Farm of the Future’	2.5	
Real estate sales	0.0	3.8
Operating subtotal	***8.1***	***-3.5***
Institutes and primary process excluding reorganisation provision	1.0	-5.7
Central departments excluding wind farms	-2.4	-7.1
Wind farms	2.4	4.0
Result from housing, internal WW/BW premiums including cost of capital	7.8	6.7
Result from participating interests	0.0	-0.8
Executive Board and Holding corporation tax	-0.7	-0.6

Development of turnover and costs
The turnover for 2025 was €443.6 million, an increase of 1.7% compared to 2024. For 2024, the total turnover was €436.1 million. This means additional turnover of €7.5 million was realised in 2025 compared to 2024. LVVN turnover increased by €1.6 million. The LVVN knowledge base has fallen sharply by €4.2 million, whilst, on the other hand, WOT turnover has risen by €5.8 million. The bilateral market has increased by €4.4 million, mainly as a result of a rise in turnover from the business sector, whilst research incentive funds (co-funding market) have increased by €2.3 million.

The direct personnel costs of temporary and permanent personnel increased by €8.1 million. This increase is caused by the following factors:
- Decline of staffing levels by 88 FTEs.
- Wages rose by over 6.9% per FTE, mainly as a result of the 2024 Collective Labour Agreement (a salary increase of +3.7% as of 1 September 2024, with the effects of this increase carried forward to 2025, and +1.0% per 1 January 2025) and the 2025 Collective Labour Agreement (a salary increase of +2.0% as of 1 July 2025, as well as an increase of €100 per month).

- Increase in social security costs by €0.6 million compared to 2024 and decrease in pension contributions per employee by €0.8 million compared to 2024.

Development of balance sheet items
The liquid assets at the end of 2025 (€155.1 million) had decreased by €-10.1 million compared with the end of 2024 (€165.2 million).

Table 4.7 *Wageningen Research Foundation liquidity development (in € millions)*

Net result	5.4
Net increase in fixed assets (investments minus depreciations and sales)	-26.8
Increase in short-term debts and decrease in short-term receivables and stocks	11.6
Changes in provisions	1.7
Decrease in long-term debts and decrease in long-term receivables	-2.0
Result from participating interests	0.0
Total decrease in liquid assets	**-10.1**

The change in fixed assets consists of €19.6 million in building and inventory depreciations, investment expenses (including participating interests and members' capital) in the amount of -€46.5 million, and divestments in the amount of +€0.1 million. The amount of the advances received, including funds to be passed on to partners, amounted to €83.6 million on the balance sheet date. Despite an increase in equity capital resulting from the positive result, the solvency ratio remained unchanged at 58.5% due to the rise in both equity capital (through the result) and current short-term debts. At the end of 2024, solvency was also 58.5%.

Changes in the legal structure and capital interests
In 2025, the capital interest in Isolife BV was sold. There were no further changes in the legal structure and capital interests of Wageningen Research Foundation in 2025.

Outlook for 2026
The Wageningen Research Foundation forecasts a loss of €-1.0 million. The institutes are budgeting a result of -€1.8 million. The central divisions are estimating a result of €+0.8 million. The negative result is mainly caused by additional organisational development costs due to general uncertainty about turnover.

The budgeted income amounts to €456 million. This represents a decrease of 1.7% compared with 2025. The decrease is mainly attributable to Programme Funding and Top Sectors. The budgeted costs amounts to €456 million. This represents a decrease of 3.5% compared with 2025. In particular, specific costs and third-party services are falling.

The investment budget is €39.3 million. The budgeted investments at the corporate level amount to €31.8 million. These relate mainly to investments in greenhouses in Bleiswijk (€10.8 million), the second Cibia processing hall (€3.6 million) and in thermal energy storage (€2.4 million). In addition, there are investments in the Radix West building (€2.1 million) and the Netherlands Centre for Genetic Resources (€1.7 million).
The institutes are estimating an investment of €7.6 million. This mainly concerns investments in laboratory equipment by the institutes Food Safety Research (€3.3 million), Plant Research (€1.8 million) and Animal Research (€1.4 million).

Wageningen Research Foundation expects a cash position of €140 million by the end of 2026. This is €15m lower than the final position for 2025 of €155 million. The decrease in cash and cash equivalents in 2025 is mainly due to investment expenses.
The expected solvency ratio (equity capital/total assets) at the end of 2026 is approximately 58%.

Key financial risks

The main financial risks for the coming years are:

- It is still uncertain how significant the expected decline in LVVN turnover will be and in which units it will occur. It is not possible to say in advance whether cost-cutting measures can be offset by natural staff turnover. Additional reorganisations may be needed. There is also a risk that units will retain insufficient earnings to cover their indirect costs.
- The programme to make substantial cuts to indirect costs has been set in motion. If it proves impossible to implement this programme — for example, due to the ongoing need to invest in IT — then the cost price will rise, making WR less competitive and reducing the number of hours it can allocate to the LVVN programmes.
- Due to stricter accounting rules, it is becoming increasingly difficult to pass on facility costs to grant-funded projects. This results in losses on facilities and projects that cannot be covered by other revenue streams, and there is a risk that, in the long term, WR will be unable to maintain the facilities.
- Significant investments are expected in the coming years, including in the HCU. The main risks relate to the scale of the investment required and the contribution that LVVN will make. Furthermore, investments will lead to higher costs over the long term, which will need to be accommodated within operational management.

Amounts in €1,000

4.2.2 Abridged Wageningen Research Annual Accounts

Consolidated balance sheet after the allocation of the net result

	Balance sheet	31-12-2025	31-12-2024
	ASSETS		
	FIXED ASSETS		
(19)	Intangible fixed assets	5,869	5,714
(20)	Tangible fixed assets	328,245	301,630
(21)	Financial fixed assets	21,329	24,844
	Total fixed assets	**355,443**	**332,188**
	CURRENT ASSETS		
(22)	Stock	5,382	5,232
(23)	Receivables and accrued income	102,356	106,748
(24)	Liquid assets	155,130	165,214
	Total current assets	**262,868**	**277,194**
	TOTAL ASSETS	**618,311**	**609,382**
	LIABILITIES		
	EQUITY CAPITAL		
	Foundation capital	118,280	118,280
	Designated fund	14,700	12,553
	Statutory reserve	5,595	5,700
	Miscellaneous reserves	222,878	218,824
	Appropriated reserve	623	1,329
(25)	**Total equity capital**	**362,076**	**356,686**
	THIRD-PARTY SHARE	0	0
	GROUP CAPITAL	**362,076**	**356,686**
(26)	PROVISIONS	21,635	19,915
(27)	LONG-TERM DEBTS	11,572	17,128
(28)	SHORT-TERM DEBTS	223,028	215,653
	TOTAL LIABILITIES	**618,311**	**609,382**

Amounts in €1,000

Consolidated profit and loss statement

		Result 2025	Result 2024
	INCOME		
	Basic funding	38,890	43,091
	Programme funding	149,656	143,603
	Co-funding and grant market	41,538	39,263
	Top Sectors	64,261	63,897
	Bilateral market	98,153	93,783
	Ancillary activities	45,563	46,040
	Other income	5,588	6,447
(29)	**Total income**	**443,649**	**436,124**
	EXPENSES		
(30)	Personnel costs	294,817	290,133
(31)	General costs	82,003	85,579
(32)	Specific costs	61,708	60,540
	Total expenses	**438,528**	**436,252**
	Other income and expenses	0	0
	OPERATING RESULT	**5,121**	**-128**
(33)	Financial income and expenses	229	2,767
	RESULT FROM ORDINARY OPERATIONAL ACTIVITIES BEFORE TAX	**5,350**	**2,639**
(34)	Taxation on ordinary operational activities	40	38
(35)	Result from participating interests	0	-804
	RESULT FROM ORDINARY OPERATIONAL ACTIVITIES AFTER TAX	**5,390**	**1,873**
	Third-party share	0	0
	NET RESULT	**5,390**	**1,873**

Amounts in €1,000

Consolidated cash-flow statement

	Result 2025		Result 2024
OPERATIONAL ACTIVITIES			
Operating result	5,121		-128
Adjustment for sale of assets	-25		-4,013
Depreciations and impairments	19,632		18,216
Changes in provisions	1,720		2,575
	26,448		**16,650**
Changes in stock	-150		375
Changes in receivables	4,132		10,969
Changes in short-term debts	9,636		-3,937
Cash flow from business operations	**40,066**		**24,057**
Interest received	4,155		5,201
Interest paid	-3,666		-3,538
Income tax paid	-1,210		11,458
Cash flow from operational activities	**39,345**		**37,178**
INVESTMENT ACTIVITIES			
Investments in intangible assets	-933		-973
Investments in buildings, land and WIU	-42,244		-26,621
Investments in other tangible assets	-4,291		-6,476
Investments in participating interests and members' capital	-22		-13
Divestments of fixed assets	80		8,504
Cash flow from investment activities	**-47,410**		**-25,579**
FINANCING ACTIVITIES			
Change in long-term receivable LVVN	3,944		3,944
Change in long-term debt LVVN	-3,944		-3,944
Changes in infrastructure fund	-1,689		-505
Change in miscellaneous long-term debts	-330		-1,213
Decrease in lease obligations	0		0
Changes in equity capital	0		0
Changes in third-party share	0		0
Cash flow from financing activities	**-2,019**		**-1,718**
CASH FLOW	**-10,084**		**9,881**
CHANGE IN LIQUID ASSETS			
Balance of liquid assets on 1 January	165,214		155,333
Balance of liquid assets on 31 December	155,130		165,214
Change in liquid assets	**-10,084**		**9,881**

4.2.3 Accounting principles

General

The Wageningen Research Foundation has its registered office in Wageningen and is registered in the commercial register under number 09098104.
The annual accounts were prepared and adopted by the Executive Board on 20 April 2026 and approved by the Supervisory Board on 27 May 2026. The annual accounts were prepared in accordance with the below accounting principles. Any deviation from these principles is stated alongside the relevant financial information.
The figures presented for the previous reporting year are in accordance with the figures in the annual accounts of the relevant year. Deviations may arise as a result of corrections, shifts between items or changes in the rounding-off method. Deviations of relevant significance are indicated in the annual accounts.

General accounting principles for the preparation of the annual accounts

Wageningen Research Foundation, Wageningen Research Holding B.V. and a number of (sub-)subsidiaries are grouped together. The annual accounts were prepared based on the continuity assumption.

Receivables and payables are stated at fair value plus transaction costs on initial recognition after which they are stated at amortised cost price minus any necessary provision for uncollectible debts. The amortised cost price generally matches the nominal value.

The amortised cost price is the amount at which a financial asset or financial liability is stated in the balance sheet on initial recognition, minus principal repayments, increased or decreased by the cumulative amortisation calculated on the basis of the effective interest method of the difference between the initial amount and the instalment, and minus any write-offs (either directly or by making a provision) due to impairments or uncollectible debts.

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 accounts are prepared pursuant to the Netherlands Civil Code, Book 2, Title 9, and the accounting standards issued by the Dutch Accounting Standards Board, in particular guideline 630.

Use of estimates

The preparation of the annual accounts demands that the board draws conclusions and makes estimates and assumptions that affect the application of accounting principles and reported value of assets and liabilities, as well as of income and expenses. The actual outcome will deviate from these estimates. The estimates and underlying assumptions are continually evaluated. Adjustments to estimates are recognised 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 for receivables and projects
- Provisions
- Claims

Consolidation

The consolidated report incorporates the financial information of Wageningen Research Foundation, its subsidiaries and other organisations over which it can exercise dominant control (pursuant to the actual situation) or central management. The subsidiaries are legal entities over which Wageningen Research Foundation can exercise dominant control, directly or indirectly, because it 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 the subsidiaries and other legal entities over which Wageningen Research Foundation can exercise dominant control or central management are fully incorporated into the consolidated financial report. Third-party shares with respect to the group capital and the group result are reported separately.

Table 4.8 *Fully consolidated subsidiaries*

	Shareholder	403	Registered office	% end of 2024	% end of 2025
Wageningen Research Holding BV	Wageningen Research Foundation	N	Wageningen	100%	100%
Exploitatiemaatschappij Windmolenparken Lelystad B.V.	WBG	N	Wageningen	100%	100%
Wageningen Business Generator B.V.	Holding	N	Wageningen	100%	100%
Windmolenpark Neushoorntocht B.V.	WBG	N	Wageningen	100%	100%
Windmolenpark Mammoethtocht B.V.	WBG	N	Wageningen	100%	100%
Stichting Akkerweb	N/A	N	Wageningen	N/A	N/A

Table 4.9 *Non-consolidated participating interests valued at acquisition cost*

	Shareholder	Registered office	% end of 2024	% end of 2025
Isolife BV	WBG	Wageningen	5%	0%
Wageningen Science & Technology Consulting Services Ltd.*	Holding	Beijing	100%	100%

* Incorporated at acquisition price due to small size.

ACCOUNTING POLICIES FOR ASSETS AND LIABILITIES

Intangible fixed assets
Intangible fixed assets are valued at acquisition price or production price less cumulative amortisation and, if applicable, cumulative impairments. Development costs, patents and licenses, software, goodwill and production rights are activated if the conditions established for them are met. Intangible fixed assets are valued at acquisition or production price. Amortisation is linear over five years except for the data warehouse Open Up which is depreciated over 10 years. Pursuant to the statutory obligation, a statutory reserve is maintained for the balance sheet value of the capitalised development costs. Write-offs as a result of permanent impairment, sale, loss or discontinuation are listed separately.

Tangible fixed assets
Tangible fixed assets are valued at acquisition price or production cost minus accumulated depreciation. Depreciation is applied using the linear method on the basis of the expected useful life and the residual value. Depreciation is time-proportionally applied in the purchase year.
Tangible fixed assets under construction or in production are valued at the acquisition price or for the amounts that have already been invoiced to the company by third parties. Investments in equipment of less than €25,000 are charged directly to the profit and loss statement.

Table 4.10 *Depreciation periods*

Unit	Depreciation
Company land / Work in progress	None
Site layout and infrastructure	30 years linear
Company buildings	
○ Shell	60 years linear
○ Finishings (limited to company building end date)	30 years linear
○ Greenhouses	20 years linear
○ Fittings and furnishings/interior design of company buildings (limited to company building end date)	15 years linear
Sheds, miscellaneous buildings/structures	15 years linear
Machinery and equipment:	
○ Office furniture/machines and equipment/inventory of restaurant facilities /fibre-optic network/other inventory	10 years linear
○ Laboratory equipment/audio-visual equipment/means of transport/PR and information material	5/8 years linear
○ ICT equipment including software (network hardware)	5 years linear
○ ICT equipment including software (other hardware)	3 years linear
○ Personal Computers	4 years linear

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

Highly specialised equipment that can only be used for a specific project and that does not have any value beyond this project is capitalised, but is depreciated in its entirety over the potentially shorter term of the project (in accordance with the accounting principles). This is because the economic useful life of this specialised equipment is equal to the project’s term. The demo greenhouses are an example of this and are depreciated over a period of 5 years.

The expenses for major overhauls are included in the cost price of the assets as soon as these costs are incurred and comply with the capitalisation criteria. The book value of the components that are replaced is then considered as divested and is charged to the profit and loss statement as a lump sum. All other maintenance costs are directly charged to the profit and loss statement.

The institution carries out an evaluation on each 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 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 the higher of the net realisable value and the value in use.

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 assets in question is set no higher than the book value that would have been determined 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 permanent impairment, sale, loss or discontinuation are listed separately.

Financial fixed assets

Deferred tax assets
For the valuation and processing of deferred tax assets, reference is made to the separate section on taxation of the profit or loss.

Receivables
Receivables from and loans to participating interests, as well as the other receivables provided, are initially recognised at fair value plus the directly attributable transaction costs, and subsequently valued at amortised cost price using the effective interest method. Income and expenses are recognised in the profit and loss statement as soon as the receivables are transferred to a third party or are subject to an impairment (or a reversal thereof) as well as via the amortisation process.

Participating interests and members' capital over 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 principles for the valuation and determination of the result.
Participating interests and members' capital over whose business and financial policy the institution does not exert a significant influence are valued at acquisition price. The valuation of these assets takes into account any permanent decline in value, where relevant. Member certificates and member accounts at cooperatives are valued at the value determined by the cooperative on the balance sheet date.

Stock
This item is comprised of the trading stock, finished products, livestock and harvested agricultural produce. The trading stock and finished product are valued in accordance with the FIFO method at the acquisition cost or production cost increased by a margin for indirect costs.
The valuation of livestock and stock of harvested agricultural produce is based on market prices.
The value of unmarketable inventory or inventory with a lower market value is decreased accordingly.
On the basis of the average annual use in the last 10 years, antisera is provided that according to this calculation has been in stock longer than 3 years.

Semi-finished products are valued in accordance with the FIFO method at the acquisition cost or production cost, including a supplement for the indirect costs.

Receivables and accrued income
Receivables and accrued income are stated at fair value plus transaction costs on initial recognition after which they are stated at amortised cost price minus any necessary provision for uncollectible debts.

Project costs yet to be invoiced
The balance of projects in respect of third-party contract research results in a receivable or a debt on the balance sheet. The third-party contract research is valued at the actual costs incurred, consisting of the costs that are directly related to the project (such as direct personnel costs and the costs of the specially acquired equipment and inventory), the costs that are attributable to the project activities in general and that are allocatable to the project (including the cost of technical assistance and the overhead costs of the project activities), and other costs insofar as they are contractually reimbursed by the client, minus the provision for expected losses and invoiced instalments or received advances relating to the third-party contract research. Projects for which the prepaid costs exceed the invoiced instalments / advances received are recorded under other receivables. Projects for which the instalments invoiced in advance/received advances exceed the prepaid expenses are recorded under short-term debts.

Liquid assets
Liquid assets are understood to mean cash and cash equivalents, the balances on bank accounts, bills of exchange and checks that are recognised at nominal value. Deposits are included under liquid assets if they are in fact immediately available — although this may be accompanied by loss of interest income. Liquid assets that are unavailable or are expected to be unavailable for more than twelve months are classified as financial fixed assets.

Equity capital
- **Designated fund**
  An HCU designated fund was created in 2023. This designated fund will be released to the miscellaneous reserve once the purpose of the fund (new HCU construction) is met.
- **Statutory reserve**
  There is an obligation to maintain a statutory reserve for research and development costs capitalised in the balance sheet.
- **Appropriated reserve**
  Concerns a future use established by means of a decision of the Executive Board, without establishing any obligation to a third party in this context, be it legal or factual.
- **Miscellaneous 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 accounts.

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 indexations and price increases. The amount of the provision included in the annual accounts is the best estimate of the amount that will be required to settle the relevant obligations and losses on the balance sheet date. If the effect of the time value is material, the provisions are stated at cash value.

Provisions are created for:
- legally enforceable obligations or actual obligations that exist on the balance sheet date;
- it is likely that the settlement of obligations will require an outflow of funds; and
- a reliable estimate can be made of the extent of those obligations.

Provision for unemployment insurance obligations
The provision for WW and BW obligations is determined as the cover required for the WW and BW obligations on the balance sheet date and the expected future expenses in relation to personnel that have already left and personnel with a temporary employment contract.

Provision for WGA/ZW-flex
The provision for the flex obligations under the Resumption of Work for Partially Disabled Persons Act (WGA) and Sickness Benefits Act (ZW) covers the WGA and ZW flex obligations for which the organisation bears the risk as anticipated on the balance sheet date.

Provisions for service bonuses
The anticipated obligation arising from future service (anniversary) bonuses is determined on the basis of historical information and withdrawals are made on a realisation basis. The present value is determined on the basis of the prevailing market rate of interest for Wageningen Research Foundation.

Provision for Vitality Pact
The provision for the Vitality Pact includes the liabilities for employees who make use of their rights relating to the Vitality Pact and the expected costs for employees who will meet the criteria for participation in the Vitality Pact over the next 10 years. The estimate of the last item takes into

account the likelihood that an employee will remain in employment and the likelihood that an employee will exercise his or her right. The provision for future use will be built up in 10 years. The expected expenses are indexed in relation to expected wage developments, and the present value of the liabilities is determined on the basis of the prevailing market rate of interest for WR.

Provision for reorganisation expenses
This provision was formed to cover anticipated costs incurred as a result of decisions regarding current or intended reorganisations that have been made and announced within the organisation.

Provision for product and contract risks
This provision covers the expected costs of loss-making contracts, guarantees and claims arising from services and products delivered to third parties.

Long-term debts
Long-term debts concern liabilities that are due in more than one year from the end of the relevant financial year.
On initial recognition of long-term debts, these are stated at fair value, less the directly attributable transaction costs.

The long-term debts are valued after the first valuation at the amortised cost price according to the effective interest method. Profit or loss is recognised in the profit and loss statement as soon as the liabilities are no longer recognised in the balance sheet, as well as through the amortisation process.

Short-term debts
Short-term debts concern liabilities that are due within one year from the end of the relevant financial year.
On initial recognition of short-term debts, these are stated at fair value, less the directly attributable transaction costs.
The short-term debts are valued after the first valuation at the amortised cost price according to the effective interest method. Profit or loss is recognised in the profit and loss statement as soon as the payables are no longer recognised in the balance sheet, as well as through the amortisation process.

ACCOUNTING PRINCIPLES TO DETERMINE INCOME AND EXPENSES

General
Revenue and expenses which can be allocated to the relevant financial year or activity are considered to be income and expenses respectively, regardless of whether they have resulted in receipts and payments during the annual reporting period.
Proceeds are recognised in the year in which the products were delivered or the services were provided to clients. Losses and risks arising before the end of the financial year are recognised in the annual accounts if they are known before the preparation of the annual accounts.

Other government funding and grants
Government grants are initially recognised on the balance sheet as income received in advance as soon as there is a reasonable certainty that they will be received and that WR will meet the associated conditions. Subsidies to compensate for costs incurred by the group are systematically recorded as revenues in the statement of income and expenses in the same period in which the costs are incurred. Subsidies to compensate the group for the costs of an asset are systematically recorded in the statement of income and expenses during the asset’s service life. If the proceeds are related to a specific activity, they are recognised as income in proportion to the activities performed.
Income from the Ministry of Agriculture, Fisheries, Food Security and Nature (LVVN) falling under the Ministry’s funding scheme for institutes for applied research is determined on the basis of direct costs, including a supplement for indirect costs. The margin for indirect costs is determined once a year in accordance with the prevailing system for calculating the margin.

Income from third-party contracted research
Proceeds in respect of third-party contract research are recorded as income in the statement of income and expenses for an equal amount of incurred costs, insofar as these are contractually reimbursed by the client. If the contractually agreed service consists of several distinguishable performance obligations, the agreed fee is divided on the basis of the cost price of the performance obligations and the extent to which each performance obligation has been realised is determined.

Taxes
Taxation on the profits includes the corporation tax (payable and deductible) for the entire financial year. The payable and deductible corporation tax for the financial year is the corporation tax expected to be payable for the taxable profit in the financial year, taking into account the fiscal regulations and facilities, calculated on the basis of tax rates set on the reporting date, and any corrections to the taxes owed for prior years, such as fiscally compensable losses from prior financial years.

Tax deferrals
Furthermore, Wageningen Research Foundation has formed a number of tax deferrals. Firstly, this concerns a deferral based on the difference between the valuations for tax and commercial purposes of tangible fixed assets (company buildings in particular) at the time of the introduction of the liability to pay tax and the limitation of fiscal depreciation to the value of buildings for municipal tax purposes (WOZ). The deferral relates to receivables and liabilities. The term of the tax liability has been used as the calculation period for both the tax asset and tax liability. This calculation period is 12 years. Secondly, it relates to a deferral based on the difference in settlement of equipment with a purchase value up to and including €25,000. These assets are expensed directly in the commercial annual accounts; for tax purposes, a depreciation period of 5 years is taken into account. This results in a tax asset.

Costs
The costs are determined with due observance of the aforementioned accounting policies and allocated to the relevant reporting year. Foreseeable liabilities and possible losses that originate before the end of the financial year are taken into account if they became known before drawing up the annual accounts and the conditions for recognising provisions have been met.
Wages, salaries and social security costs are recognised in the profit and loss statement on the basis of the employment conditions, insofar as they are owed to employees or the tax authority respectively.

Interest rate
Interest is allocated to consecutive reporting periods in proportion to the remaining principal. Premiums/discounts and repayment premiums are attributed to the successive reporting periods as interest charges so that, together with the interest payable on the loan, the effective interest is recognised in the profit and loss statement and the balance sheet shows the amortised cost of the debt on balance. Periodic interest expenses and similar charges are charged to the year in which they become due.

ACCOUNTING PRINCIPLES FOR THE PREPARATION OF THE CASH FLOW STATEMENT
The cash-flow statement was prepared using the indirect method.

Changes in accounting estimates
Not applicable.

System changes
Not applicable.

4.2.4 Auditor’s report by the independent auditor

The auditor’s report by the independent auditor is included in Wageningen Research Foundation’s annual accounts.

Appendix 1
Education at Wageningen University

Table B1.1 *List of Bachelor's and Master's programmes 2024-2025*

Bachelor's	**Master's**
WO Development studies	
International Development Studies	International Development Studies
WO Health Sciences	
Health and Society	
WO Leisure and Tourism	
Tourism (joint degree)	Tourism, Society and Environment
WO Environmental Sciences	
Environmental Sciences	Environmental Sciences Urban Environmental Management Metropolitan Analysis, Design and Engineering (joint degree)
WO Earth Sciences	
Soil, Water, Atmosphere	Earth and Environment
WO Management Studies Group	
Business and Consumer Studies	Management, Economics and Consumer Studies (with five programmes: Sustainable Business and Innovation, Sustainable Supply Chain Analytics, Consumer Studies, Economics of Sustainability and Governance of Sustainability Transformations)
WO *Communication Science*	
Communication and Life Sciences	Communication, Health and Life Sciences
WO Chemistry	
Molecular Life Sciences	Molecular Life Sciences
WO Life Sciences and Natural Resources 1	
Biosystems Engineering Biotechnology Food Technology Data Sciences for Global Challenges	Bioinformatics Biosystems Engineering Biotechnology Food Quality Management Food Safety Food Technology Biobased Sciences
WO Life Sciences and Natural Resources 2	
Animal Sciences Plant Sciences	Animal Sciences Plant Biotechnology Plant Sciences Resilient Farming and Food Systems
WO Life Sciences and Natural Resources 3	
Forest and Nature Conservation International Land and Water Management Landscape Architecture and Planning	Aquaculture and Marine Resource Management Climate Studies Development and Rural Innovation Forest and Nature Conservation Geo-information Science International Land and Water Management Landscape Architecture and Planning
WO Water Technology (jd)	
	Water Technology (joint degree)
WO Biology	
Biology	Biology
WED Economics Group 1	
Economics and Governance	
WO Biomedical Sciences	
Nutrition and Health	Nutrition and Health
Yet to be assigned to a visitation group	
Marine Sciences	
	Data Science for Food and Health
	Geographical Information Management and Applications (joint degree)

Table B1.2 *Number of students enrolled (first-year and total) at Wageningen University by type of enrolment and gender as at 1 October 2025 (source: Osiris)*

Type of Enrolment	First-year			All enrolments		
	Male	Female	Total	Male	Female	Total
Students	1,115	1,496	2,611	5,309	6,719	12,028
Other enrolments:	130	215	345	149	230	379
Contract Students	4	4	8	7	6	13
Second Enrolment Students	53	83	136	66	95	161
Exchange student / Erasmus student	73	128	201	76	129	205
Total	**1,245**	**1,711**	**2,956**	**5,458**	**6,949**	**12,407**

Table B1.3 *Number of students (first-year and total) at Wageningen University by study phase and gender on 1 October 2025 (source: Osiris)*

Types of Enrolment	First-year			All students		
	Male	Female	Total	Male	Female	Total
BSc	581	712	1,293	2,386	2,789	5,175
Pre-MSc	35	54	89	40	59	99
MSc	499	730	1,229	2,883	3,871	6,754
Total	**1,115**	**1,496**	**2,611**	**5,309**	**6,719**	**12,028**

Table B1.4 *Number of Bachelor's students (first-year and total) at Wageningen University by study programme and gender on 1 October 2025 (source: Osiris)*

Study programme	First-year			All students		
	Male	Female	Total	Male	Female	Total
Animal Sciences (BAS)	28	133	161	100	382	482
Agrotechnologie (BAT)	21	5	26	91	20	111
Bedrijfs- en Consumentenwetenschappen (BBC)	40	17	57	169	118	287
Biologie (BBI)	84	64	148	320	252	572
Bos- en Natuurbeheer (BBN)	56	45	101	221	177	398
Biotechnologie (BBT)	23	19	42	116	83	199
Communicatie en Life Sciences (BCL)	1	7	8	8	46	54
Data Science for Global Challenges (BDS)	11	5	16	11	7	18
Economie en Beleid (BEB)	17	3	20	89	36	125
Environmental Sciences (BES)	21	27	48	90	141	231
Food Technology (BFT)	42	59	101	173	219	392
Gezondheid en maatschappij (BGM)	8	22	30	31	97	128
International Land and Water Management (BIL)	15	13	28	96	72	168
Internationale Ontwikkelingsstudies (BIN)	7	31	38	48	129	177
Landschapsarchitectuur en Ruimtelijke Planning (BLP)	47	30	77	190	155	345
Molecular Life Sciences (BML)	15	15	30	96	71	167
Marine Sciences (BMS)	52	65	117	145	179	324
Plantenwetenschappen (BPW)	26	18	44	125	104	229
Soil, Water, Atmosphere (BSW)	21	23	44	101	79	180
Tourism (joint degree) (BTO)	6	16	22	24	49	73
Voeding en Gezondheid (BVG)	40	95	135	142	373	515
Total number of enrolled students	**581**	**712**	**1,293**	**2,386**	**2,789**	**5,175**

Table B1.5 *Number of Master's students (first-year and total) at Wageningen University by study programme and gender on 1 October 2025 (source: Osiris)*

Study programme	**First-year**			**All students**		
	Male	**Female**	**Total**	**Male**	**Female**	**Total**
Aquaculture and Marine Resource Management (MAM)	15	18	33	75	77	152
Animal Sciences (MAS)	27	37	64	101	237	338
Biosystems Engineering (MBE)	4	3	7	88	25	113
Bioinformatics (MBF)	18	9	27	65	46	111
Biology (MBI)	19	29	48	208	211	419
Biobased Sciences (MBS)	2	6	8	33	36	69
Biotechnology (BBT)	31	28	59	208	160	368
Communication, Health and Life Sciences (MCH)	0	7	7	18	65	83
Climate Studies (MCL)	6	23	29	48	81	129
Development and Rural Innovation (MDR)	1	8	9	13	52	65
Data Science for Food and Health (MDS)	2	8	10	16	38	54
Earth and Environment (MEE)	4	7	11	92	96	188
Environmental Sciences (MES)	26	28	54	159	197	356
Forest and Nature Conservation (MFN)	37	41	78	227	256	483
Food Quality Management (MFQ)	11	20	31	39	82	121
Food Safety (MFS)	6	26	32	30	75	105
Food Technology (MFT)	29	66	95	211	370	581
Geo-information Science (MGI)	13	12	25	85	63	148
Geographical Information Management and Applications (joint degree) (MGM)	27	16	43	65	45	110
International Development Studies (MID)	17	25	42	59	146	205
International Land and Water Management (MIL)	9	4	13	96	75	171
Landscape Architecture and Planning (MLP)	3	4	7	57	74	131
Metropolitan Analysis, Design and Engineering (joint degree) (MMD)	22	21	43	80	75	155
Management, Economics and Consumer Studies (MME)	29	39	68	187	220	407
Molecular Life Sciences (MML)	8	4	12	60	56	116
Nutrition and Health (MNH)	14	78	92	67	415	482
Plant Biotechnology (MPB)	18	21	39	72	77	149
Plant Sciences (MPS)	57	69	126	244	234	478
Resilient Farming and Food Systems (MRF) *(formerly MOA)*	16	45	61	90	182	272
Tourism, Society and Environment (MTO)	2	4	6	10	23	33
Urban Environmental Management (MUE)	14	17	31	59	68	127
Water Technology (joint degree) (MWT)	12	7	19	21	14	35
Total number of enrolled students	**499**	**730**	**1,229**	**2,883**	**3,871**	**6,754**

Table B1.6 *Success rates of the MSc study programmes for the cohorts of 2021-2022 to 2023-2024 (source: Osiris)*

Study programme	Class of 2021[16]				Class of 2022			Class of 2023	
	N[17]	%			N	%		N	%
		After 2 yrs	After 3 yrs	After 4 yrs		After 2 yrs	After 3 yrs		After 2 yrs
MAM	67	24%	64%	84%	49	33%	76%	78	23%
MAS	134	25%	72%	85%	140	23%	76%	123	28%
MBE	68	19%	76%	93%	48	19%	79%	52	25%
MBF	51	25%	75%	84%	31	19%	52%	37	22%
MBI	117	7%	50%	82%	128	9%	68%	125	10%
MBS	33	24%	76%	88%	39	23%	77%	33	30%
MBT	157	18%	66%	88%	180	17%	77%	157	14%
MCH	60	15%	72%	80%	39	8%	62%	31	35%
MCL	86	24%	71%	84%	52	23%	79%	46	28%
MDR	36	14%	58%	69%	22	50%	77%	29	28%
MDS					29	31%	72%	22	14%
MEE	65	5%	57%	86%	66	18%	62%	78	18%
MES	154	13%	73%	82%	151	21%	76%	175	22%
MFN	152	9%	65%	80%	158	13%	71%	183	18%
MFQ	51	33%	75%	84%	43	35%	74%	56	43%
MFS	37	11%	65%	76%	75	35%	73%	40	43%
MFT	252	32%	71%	86%	255	36%	84%	237	35%
MGI	54	15%	63%	76%	69	25%	77%	77	22%
MID	79	14%	75%	86%	62	11%	66%	68	24%
MIL	57	14%	68%	84%	46	13%	63%	58	9%
MLP	35	23%	54%	77%	36	22%	67%	45	27%
MMD	60	18%	75%	78%	48	21%	73%	55	31%
MME	152	18%	69%	78%					
MME-A					68	28%	76%	63	49%
MME-B					27	33%	74%	21	29%
MME-C					43	42%	91%	51	37%
MME-D					24	13%	75%	25	36%
MME-E					38	26%	76%	40	25%
MML	43	14%	63%	84%	47	23%	68%	53	19%
MNH	160	24%	71%	88%	157	15%	78%	157	29%
MOA	132	25%	69%	77%	66	15%	59%		
MPB	54	15%	70%	83%	52	23%	75%	58	33%
MPS	217	20%	73%	85%	175	17%	79%	151	19%
MRF								109	26%
MTO	23	52%	70%	87%	18	28%	72%	16	69%
MUE	69	13%	68%	86%	58	19%	81%	51	35%
MWT	18	50%	72%	78%	9	56%	78%	15	67%
Total MSc	**2,520**	**20%**	**71%**	**86%**	**2,403**	**22%**	**77%**	**2,477**	**27%**

[16] Class of 2021: students who commenced the study programme (first-year students) in academic year 2021-2022, etc.
[17] N: number of enrolments in the relevant academic year, excluding enrolments for the DL study programmes.

Table B1.7 *Success rates of the BSc study programmes on the basis of re-enrolments in the second year for the cohorts of 2020-2021 to 2022-2023 (N in absolute numbers, dropouts in first year and graduation after x years in %) (source: Osiris)*

Study programme	Class of 2020[18]					Class of 2021				Class of 2022		
	N[19]	%				N	%			N	%	
		Drop outs year 1	After 3 yrs	After 4 yrs	After 5 yrs		Drop outs year 1	After 3 yrs	After 4 yrs		Drop outs year 1	After 3 yrs
BAS	138	20%	27%	59%	76%	125	27%	33%	70%	150	24%	26%
BAT	42	7%	36%	74%	87%	26	8%	33%	75%	35	14%	20%
BBC	134	9%	20%	73%	87%	74	15%	32%	70%	89	8%	32%
BBI	177	16%	19%	59%	77%	173	18%	21%	64%	163	21%	30%
BBN	104	16%	28%	68%	83%	102	20%	26%	70%	111	17%	27%
BBT	86	16%	29%	69%	82%	72	25%	28%	83%	62	15%	34%
BCL	42	17%	34%	63%	80%	24	17%	50%	70%	23	39%	50%
BEB	34	35%	9%	68%	86%	36	22%	21%	64%	43	26%	22%
BES	128	15%	35%	72%	89%	117	15%	48%	87%	83	17%	59%
BFT	127	23%	35%	72%	80%	135	18%	44%	71%	132	21%	55%
BGM	49	12%	42%	79%	91%	50	16%	33%	83%	44	20%	60%
BIL	82	20%	18%	70%	92%	66	11%	29%	80%	65	14%	23%
BIN	77	8%	23%	76%	90%	71	13%	40%	82%	60	20%	52%
BLP	112	17%	20%	63%	83%	107	17%	27%	66%	98	17%	14%
BML	85	27%	34%	69%	79%	87	18%	23%	65%	72	13%	43%
BACHELOR PLANT SCIENCES	89	11%	25%	67%	85%	98	11%	23%	71%	81	25%	26%
BSW	62	16%	29%	73%	85%	61	16%	33%	82%	61	30%	16%
BTO	38	11%	47%	74%	79%	14	14%	58%	75%	26	19%	76%
BVG	174	18%	25%	71%	87%	155	21%	37%	84%	146	19%	35%
Total BSc	**1,671**	**12%**	**26%**	**68%**	**83%**	**1,480**	**12%**	**31%**	**73%**	**1,416**	**13%**	**33%**

Explanation of the tables:
WU migrated to a new student information system in December 2020. As of the 2021 annual report, some of the definitions used here have changed from those previously applied.

- Definition of first-year students for 2025: all students who commenced their first year of study at WU between 1 September 2025 and 1 October 2025 (tables B 1.2, 1.3, 1.4 and 1.5).
- The net yield data for all cohorts in Tables B1.6 and B1.7 are sourced from Osiris, so the data for these cohorts are comparable with one another.

[18] Class of 2020: students who commenced the study programme in academic year 2020-2021 etc.
[19] N: number of enrolments in the relevant academic year.

Appendix 2
Valorisation indicators

1 Indicators for the UNL domain "People"

1.1 Research into entrepreneurship

Table B2.1 *Percentage of MSc graduates who find employment in specific sectors*

	2021	2022	2023	2024	2025
Business community [1]	33%	33%	37%	39%	33%
Business services [2]	6%	6%	4%	2%	3%
Government [3]	12%	12%	9%	10%	13%
Other non-academic [4)]	39%	39%	37%	35%	32%
Universities [5)]	10%	10%	13%	13%	9%

Source: National Alumni Survey.

1) Industry, trade, transport.

2) Information and communication, financial services, legal services, human resources, press and information, other business services.

3) Government.

4) Research institutes, universities of applied sciences, other educational institutions, hospitals (including university medical centres), welfare organisations, other healthcare organisations, other sectors.

5) Academic universities (not including academic medical centres).

1.2 Entrepreneurship

Table B2.2 *Students and employees participating in courses and workshops relating to entrepreneurship*

Course code	# participating students / employees[20]
BSc. skills – Entrepreneurial skills	
BSc. Minor – Innovation and Entrepreneurship	
BMO-22706	52
BMO-36806	22
MSc. Entrepreneurship track	
MSc. Other courses on entrepreneurship	
BPE-37306	27
FQD-24306	71
STEP	55
PhD and Postdoc – courses and workshops, such as:	
- Entrepreneurship in and outside science	8
- PhD Carousel	16
- PostDoc Day	-
- Biotech101	-
- Veni Impact	-
- WIC programme	38

[20] WIC also includes employees other than PhD candidates and postdocs.

1.3 Lifelong Learning

Table B2.3 *Courses for professionals*

Wageningen Academy (WU)	2021	2022	2023	2024	2025
Number of participants in open enrolment courses	2,374	1,649	938	929	986
Number of courses with open enrolment	38	55	53	78	84
Number of participants in in-company courses	175	427	259	485	511
Number of in-company courses	5	10	8	17	16
Number of microcredentials awarded	--	--	37	30	61
WCDI (WR)	2021	2022	2023	2024	--
Number of participants in open enrolment courses	749	584	525	164	--
Number of courses taught	32	27	25	7	--
Number of completed course days*	12,460	9,450	7,500	2,950	--

* Number of course days x number of course participants. Explanation of WCDI figures: the decline in courses is a direct consequence of a number of programmes ending. Since 2025, WCDI has been part of WSER and no longer offers courses as an independent activity.

2 Indicators for the UNL domain “Results”

2.1 Patents

Table B2.4 *Number of new patent applications by Wageningen University & Research and the total number of active patent families in the portfolio*

	2021	2022	2023	2024	2025	Total number of active patent families in the Wageningen University & Research portfolio
WU	5	11	11	8	7	70
WR	8	2	5	4	2	43
New WUR applications	13	13	13*	12	8*	109

* Due to joint WU/WR applications.

2.2 Licences

Table B2.5 *Number of new licences*

	WU	WR	WUR
Number of new licences	11	15	26

2.3 Entrepreneurship

Table B2.6 *Number of new spin-offs and (student) start-ups*

	2021	2022	2023	2024	2025
Number of science-based ventures	0	1*	2	3	2
Number of academic start-ups	1	11	5	5	22

* Since 1995, WUR has spawned 48 spin-off companies and over 98 start-ups (a total of 146 start-ups).

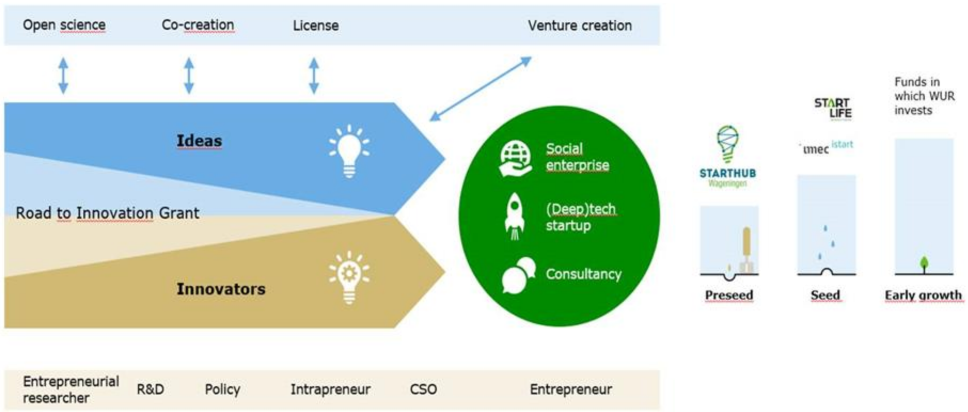


Figure B2.1 *From findings to societal impact*

2.4 Customer satisfaction and knowledge utilisation at Wageningen Research

Customer satisfaction in 2025: **8.9**
Rating of project results in 2025: **94.6% useful**

3 Indicators for the UNL domain “Collaboration”

3.1 Collaboration

Table B2.7 *Number of completed research projects in response to requests from social organisations lacking financial resources*

Initiative	Target group	Number of completed research projects in 2025	Number of students involved (Bachelor’s and Master’s)	Number of WU/WR employees involved (including project leaders)	Number of external stakeholders involved
Science Shop	Societal organisations	14	147	27	49

Table B2.8 *Number of student projects carried out in response to requests from various social stakeholders*

Initiative	Target group	Number of student projects in the reporting year	Number of students involved (Bachelor’s and Master’s)	Number of WU/WR employees involved in supervision
Society Based Education	SMEs & start-ups	69		
	Multinationals	11		
	PPS consortia	0		
	Government	12		
	Societal organisations	68	1,330	403
	Knowledge institutes	41		
	Miscellaneous	2		
	Total	**203**		

Table B2.9 *Contributions to other teaching activities; number of pupils and teachers reached and range of teaching materials in 2025*

Initiative	Target group	# schools reached	# pupils/teachers reached	Total selection of teaching materials
Science Hub	Primary education	243	4,447 pupils and 669 teachers *	21
Smaaklessen support centre	Primary education	6,115	28,714	28
EU school fruit and vegetables programme	Primary education	2,289	18,312	9
EU School Milk Scheme		557	4,456	3
Wageningen Pre-University + Wageningen Youth Institute	Secondary education (senior)	Approx. 200	4,253 pupils through campus visits/school visits and 705 teachers through workshops/training sessions	Approx. 80

* Including (teacher training) students.

Table B2.10 *Utilisation rate of the SRF equipment portfolio, as well as the proportion of external companies and institutions*

SRF equipment portfolio	2022	2023	2024	2025
Average utilisation (%)	65%	80%	73%	69%
Of which directly external users (%)	8%	12%	7%	6%
Number of external users	63	65	71	81

Table B2.11 *Turnover of SMEs*

Turnover* in € millions	2021	2022	2023	2024	2025
Total SME turnover (WUR)	25,3	19,8	18,7	16,5	19,2
Total SME turnover (WU)	5,4	6,1	4,7	4,5	4,3
Total SME turnover (WR)	19,7	13,7	13,8	12,0	14,9

* Based on invoiced turnover (disclaimer: an organisation's registration as an SME is not always accurate. Collaboration between WUR and SMEs involving in-kind funding has not been included in this turnover).

3.2 Funds

Table B2.12 *WUR turnover from the business sector (in € million)*

	2021	2022	2023	2024	2025
WU					
Contribution from the business sector to research in the Top Sectors	0.0	0.8	4.0	3.3	3.0
Contract research for the business sector	18.3	16.2	12.1	11.5	11.9
Total contribution from the business sector to research at WU	**18.3**	**17.0**	**16.1**	**14.8**	**14.9**
WR					
Contribution from the business sector to research in the Top Sectors	18.6	18.7	21.4	19.4	20.1
Contract research for the business sector	46.3	42.8	40.9	40.8	43.6
Total contribution from the business sector to WR research	**64.9**	**61.4**	**62.2**	**60.2**	**63.7**
TOTAL CONTRIBUTION OF THE BUSINESS SECTOR TO RESEARCH Wageningen University & Research	**83.0**	**79.0**	**78.4**	**75.0**	**78.6**

Table B2.13 *WUR turnover from EU subsidy programmes (in € million)*

	2021	2022	2023	2024	2025
EU turnover (WU)	18.0	22.7	30.2	30.6	34.6
EU turnover (WR)	21.3	22.5	27.7	29.9	29.9
Total EU Wageningen University & Research	**39.3**	**43.0**	**57.9**	**60.5**	**64.5**

3.3 Publications

Table B2.14 *Number of public-private co-publications by WUR*

	2023			2024			2025		
	WU	WR	WUR	WU	WR	WUR	WU	WR	WUR
Total number of publications, including:	**2,944**	**736**	**3,561**	**3,234**	**795**	**3,803**	**3,168**	**749**	**3,711**
Corporate (business)	238	68	279	219	78	276	231	62	262
Academic	2,707	648	3,276	2,958	691	3,479	2,915	678	3,428
Government	1,137	350	1,419	1,223	385	1,493	1,276	381	1,534
Medical	147	26	174	164	34	195	152	30	182
Miscellaneous	187	64	228	200	71	235	177	68	215

* Source: Scopus, Elsevier B.V. All rights reserved. SciVal ®, 3 February 2026 (last updated: 21/01/2026).

* In 2022, a distinction was made between WU and WR for the first time. To get an idea of the trends, WUR as a whole has also been included. Please note that the total number of publications in SciVal differs from the number in Pure, as not all scientific articles are included in Scopus.

Table B2.15 *Number of academic publications, social science publications and popular science publications*

Publication type	WU	WU	WU	WR	WR	WR
	2023	2024	2025	2023	2024	2025
SCIENTIFIC PUBLICATIONS						
Articles in journal[1]	80	69	60	198	181	154
Books	6	8	3	9	9	8
Book chapters	25	18	7	14	9	30
Reports	185	185	203	755	768	804
SOCIAL SCIENCE PUBLICATIONS						
Article in newspaper/magazine/journal	14	9	36	5	3	8
POPULAR SCIENCE PUBLICATIONS						
Abstracts	405	259	567	202	182	252
TV or Radio appearances[2]	138	49	38	93	69	24

* Source: My Research Dashboard dated 03/02/2026 and Pure for TV and radio appearances on 03/02/2026.

1 This category includes only articles in professional media written by WUR employees. Mentions or interviews in these media are recorded as media mentions in Pure and are not included in this table.

2 TV and radio appearances are taken directly from Pure. Please note that not all TV and radio appearances are recorded in Pure.

Appendix 3
Social Annual Report

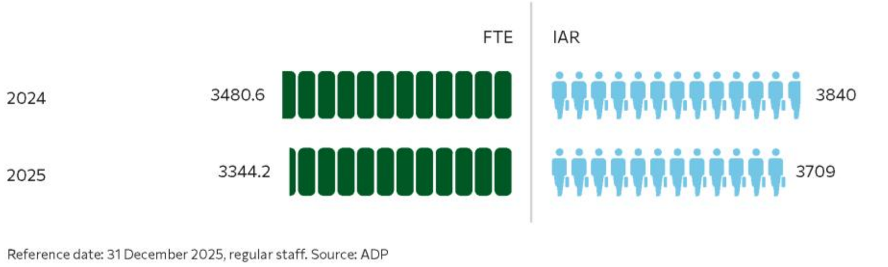


Figure B3.1 *WR workforce in FTEs and Individual Employment Contracts (IECs)*

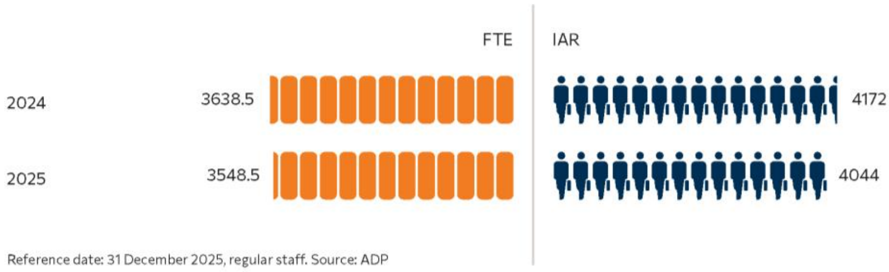


Figure B3.2 *WU workforce in FTEs and Individual Employment Contracts (IEC)*

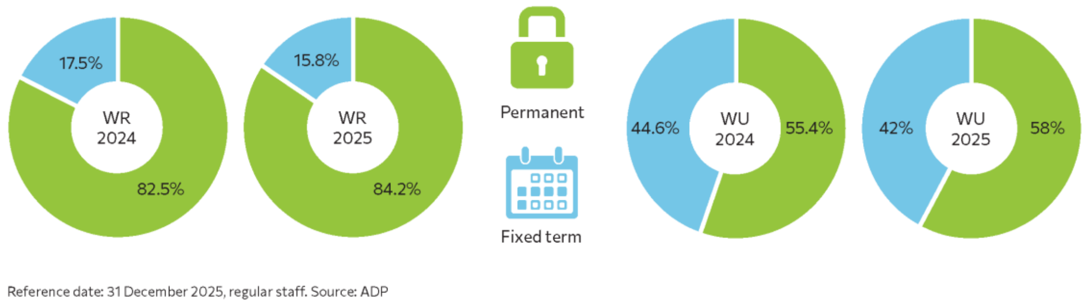


Figure B3.3 *Ratio of temporary to permanent staff in Individual Employment Contracts (IEC)*

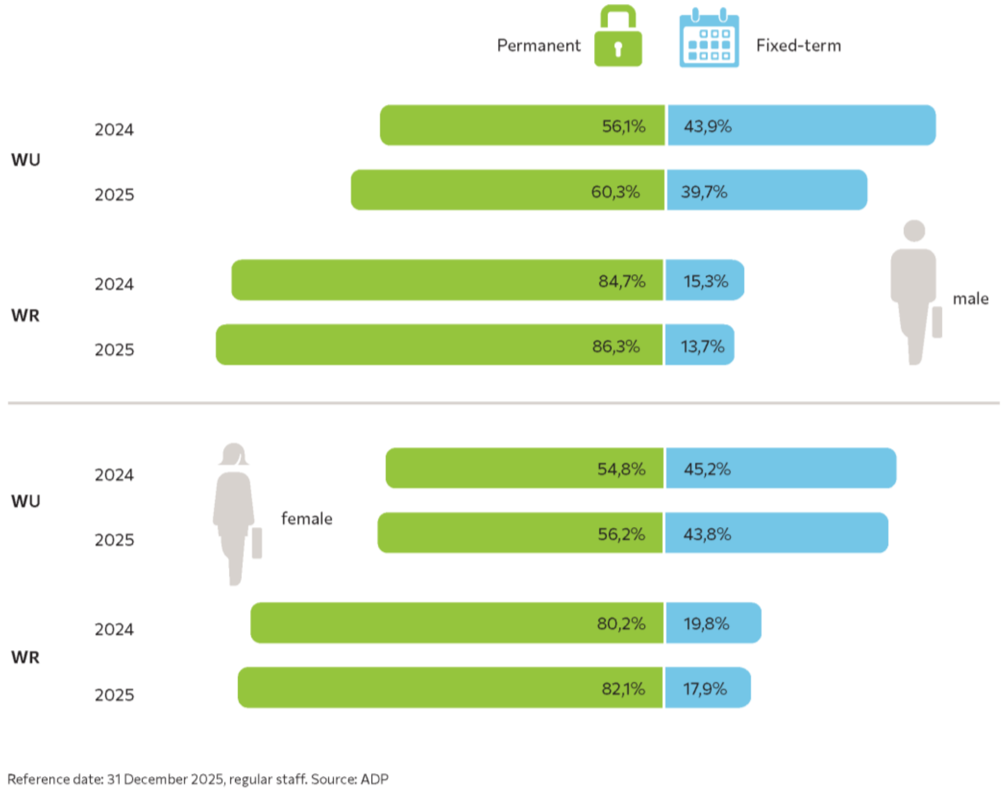


Figure B3.4 *Ratio of permanent to temporary staff by gender in Individual Employment Contracts (IEC)*

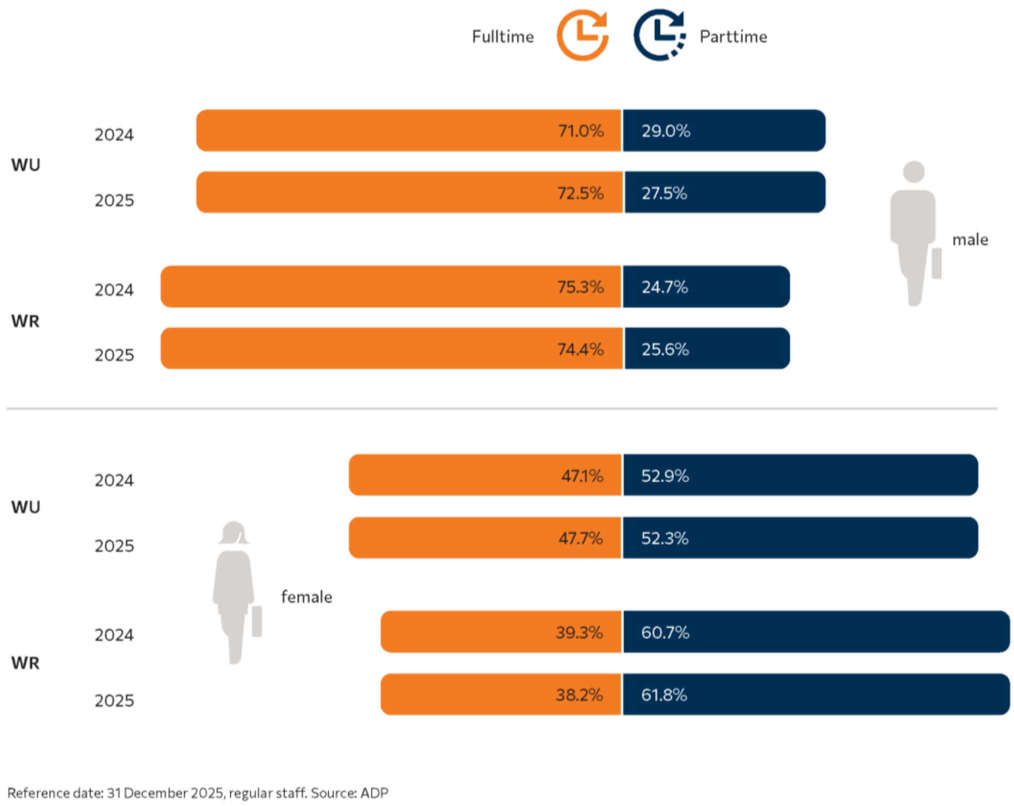
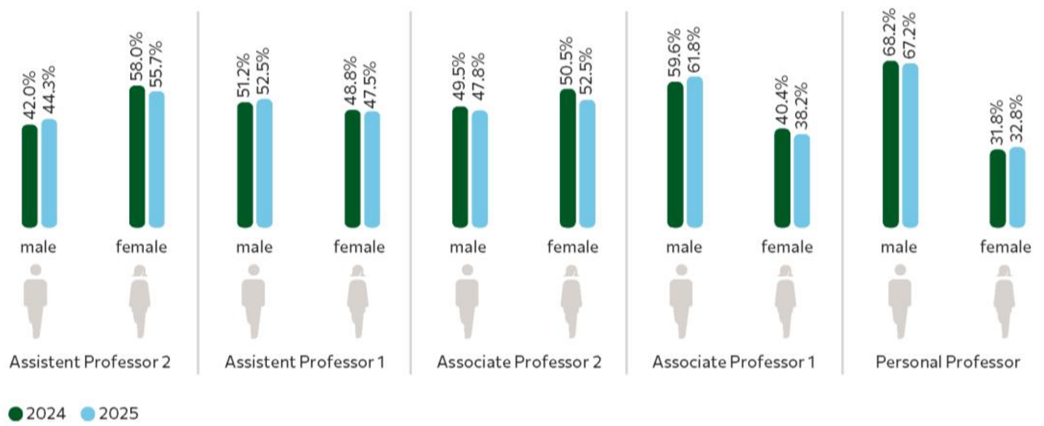


Figure B3.5 *Full-time/part-time by gender in Individual Employment Contracts (IEC)*

Reference date: 31 December 2025, regular staff. Source: ADP

Figure B3.6 *Pay classification by gender in Individual Employment Contracts (IEC)*



Reference date: 31 December 2025, regular staff. Source: ADP
The tenure track scheme is being phased out following the introduction of the ACF

Figure B3.7 *Gender ratio by job category in tenure track positions in Individual Employment Contracts (IEC)*

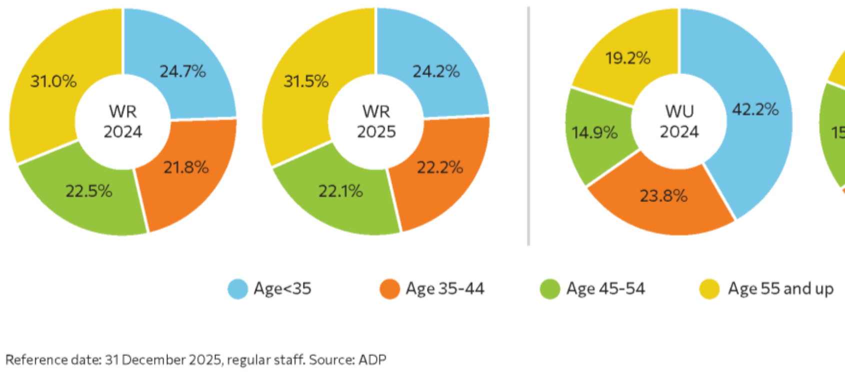


Figure B3.8 *Age distribution in Individual Employment Contracts (IEC)*

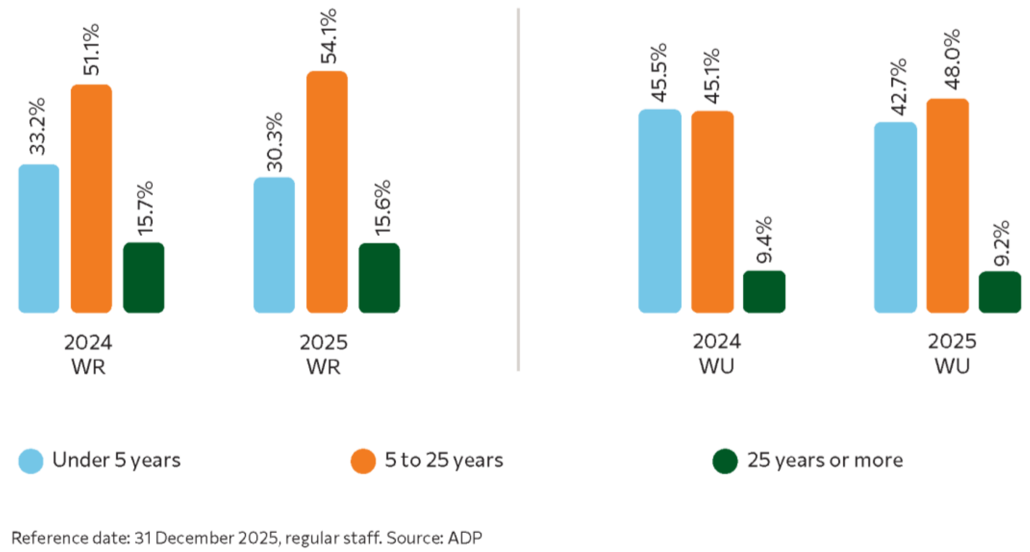


Figure B3.9 *Duration of Individual Employment Contracts (IEC)*

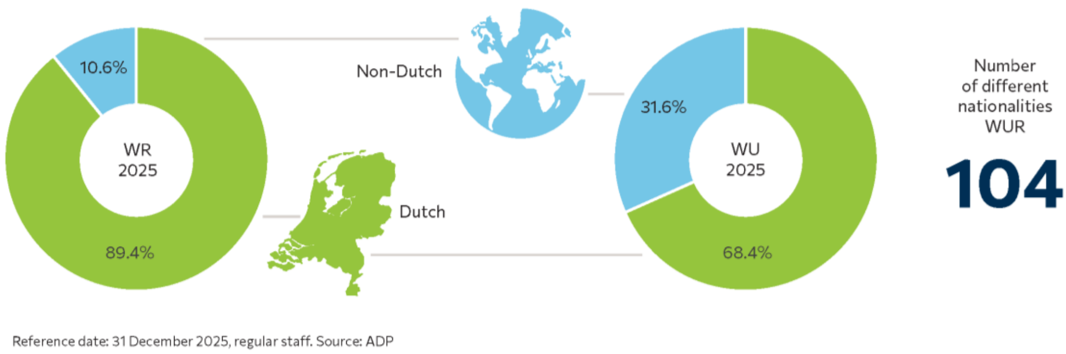
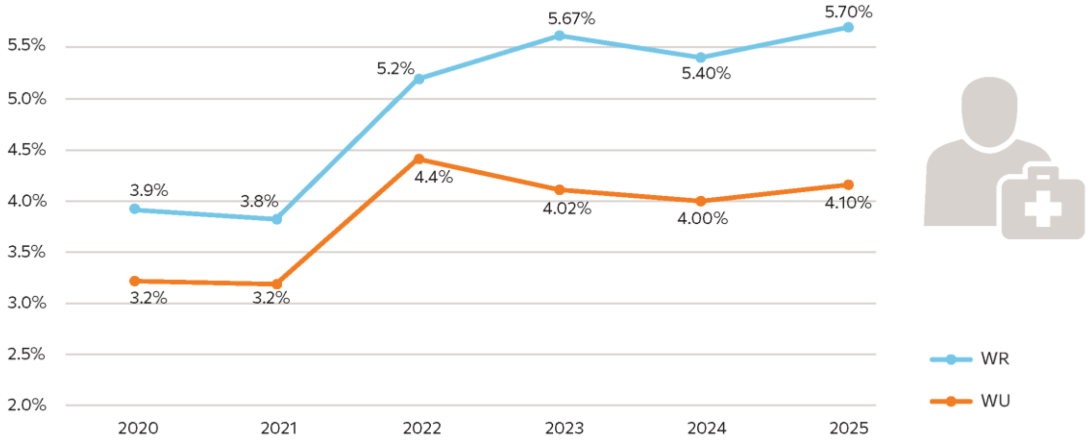
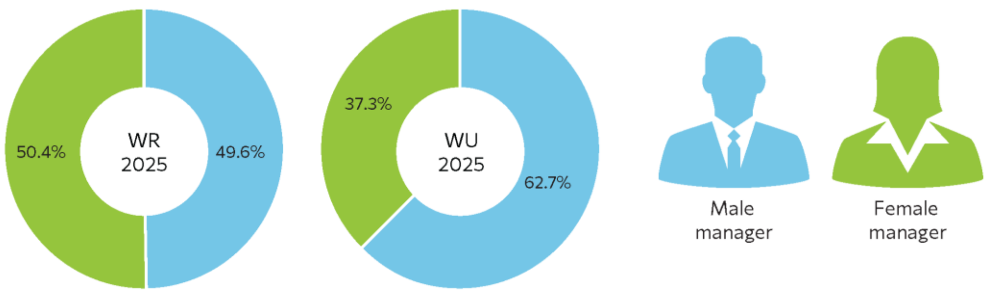


Figure B3.10 *Dutch/non-Dutch nationality in Individual Labour Contracts (IEC)*



Reference date: 31 December 2025, regular staff. Source: ADP

Figure B3.11 *Sickness absence*



Reference date: 31 December 2025, regular staff. Source: ADP

Figure B3.12 *Gender ratio among managers in Individual Employment Contracts (IEC)*

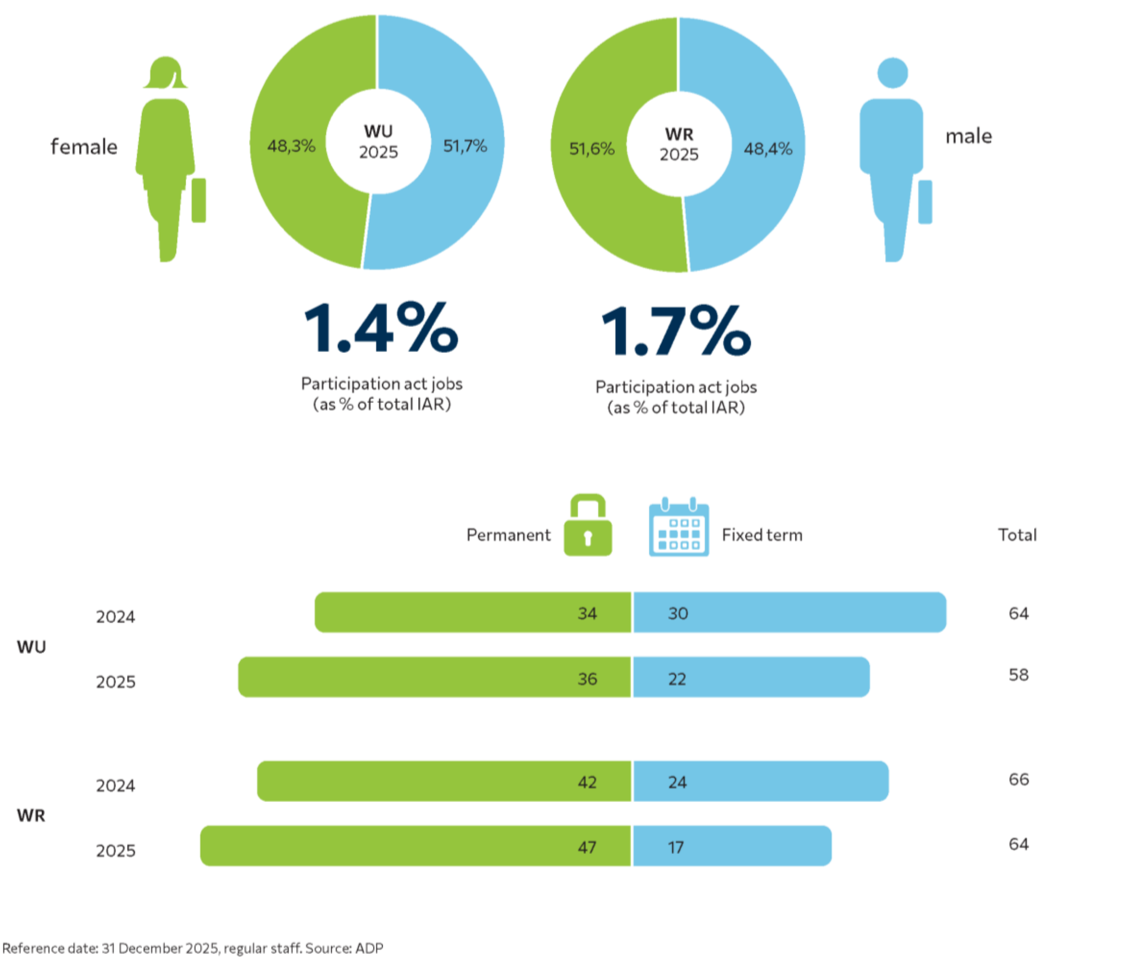


Figure B3.13 *Participation jobs in Individual Employment Contracts (IEC)*

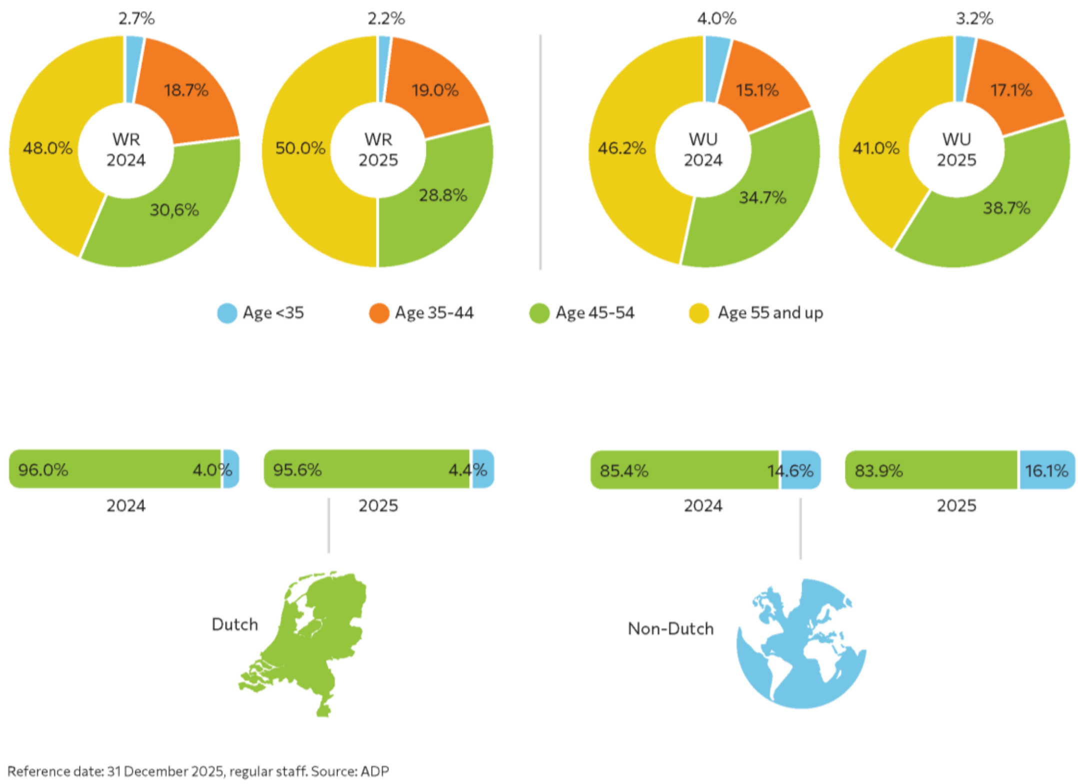


Figure B3.14 *Age distribution and nationality of managers in Individual Employment Contracts (IEC)*

Appendix 4 Sustainability

1 Climate change

1.1 CO_2 footprint

Table B4.1 *CO_2 emissions targets*

Targets	Achieved in 2025
Absolute reduction in CO_2 emissions of 55%, 85% and Net Zero in 2030, 2040 and 2050, respectively	33% reduction compared to 2019
Achieving Net Zero CO_2 emissions by 2050 requires:	
Reduction of scope 1 and 2 emissions: 3.2% absolute per year	0.1% reduction compared to 2024
Reduction of scope 3 emissions: 2.7% absolute per year	12% reduction compared to 2024

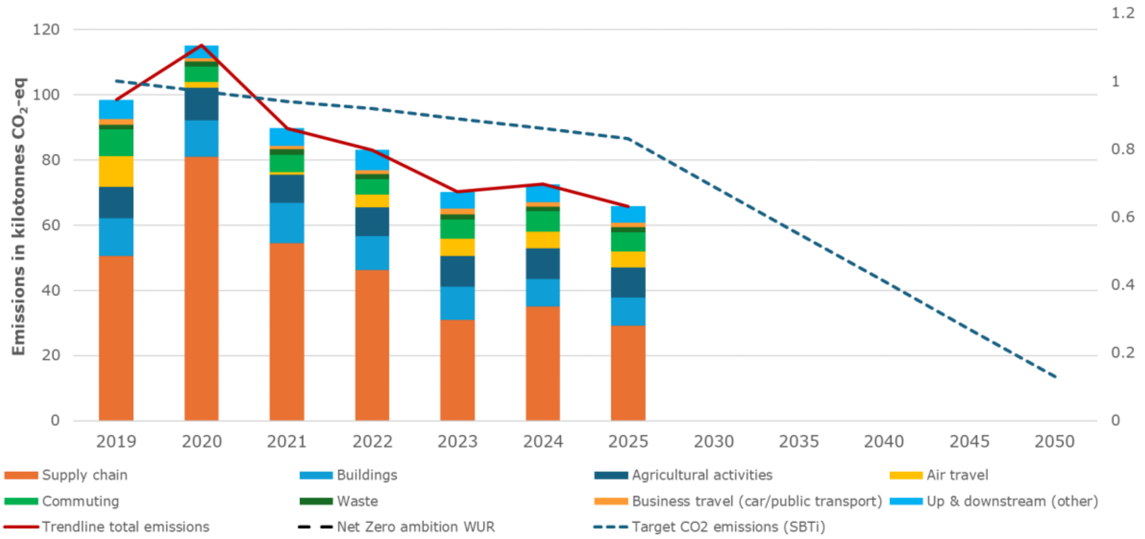


Figure B4.1 *CO_2 footprint in 2019-2025, including target*

Table B4.2 *CO_2 footprint (in CO_2 equivalents) by scope in 2023-2025 and performance compared to 2019*

Scope	Subject	2019	2023	2024	2025	Performance in 2025 compared to	
						2019	2024
1	Direct emissions	20,747	18,442	16,538	16,520	-20%	-0.1%
2	Indirect emissions from electricity use	0	0	0	0	-	-
3	Indirect emissions: upstream and downstream	77,704	51,775	56,028	49,256	-37%	-12%
Total		**98,450**	**70,217**	**72,566**	**65,775**	**-33%**	**-9%**

Table B4.3 *CO_2 footprint (in CO_2 equivalents) by theme in 2023-2024 and performance compared to 2019*

Theme		Unit	Scope	2019	2023	2024	2025	Performance in 2025 compared to 2019
Buildings	Natural gas use		1, 3	11,335	9,780	8,417	8,559	-25%
	Refrigerants		1	89	302	135	154	+73%
	Electricity consumption		2	0	0	0	0	-
Mobility	Commuting		3	8,411	5,943	6,230	6,048	-28%
	Air travel		3	9,320	5,310	5,077	4,750	-49%
	Business transport (car/public transport)		1, 3	1,782	1,743	1,431	1,219	-32%
Agricultural	Agricultural land		1	5,443	5,605	5,609	5,627	+3%
activities	Livestock		1	3,271	2,662	2,651	2,546	-22%
	Agricultural equipment		1, 3	982	1,161	1,163	1,140	+16%
Upstream and downstream	Purchasing chain		3	50,631	31,009	34,939	29,055	-43%
emissions	Waste		3	1,275	1,493	1,354	1,570	+23%
	Student mobility		3	5,369	4,717	5,070	4,680	-13%
	Investments		3	542	493	489	427	-21%
	Total			**98,450**	**70,217**	**72,566**	**65,775**	-33%
	% compared to 2019			**100**	**71**	**74**	**67**	

1.2 Energy consumption

Table B4.4 *Targets for WUR energy consumption from the 2050 Energy Transition Outline*

Targets	Achieved in 2025
55%/72% reduction in final energy consumption compared to 2005 in 2030/2050	51% reduction compared to 2005
89%/100% CO_2 reduction in total energy consumption compared to 2005 in 2030/2050	87% reduction compared to 2005

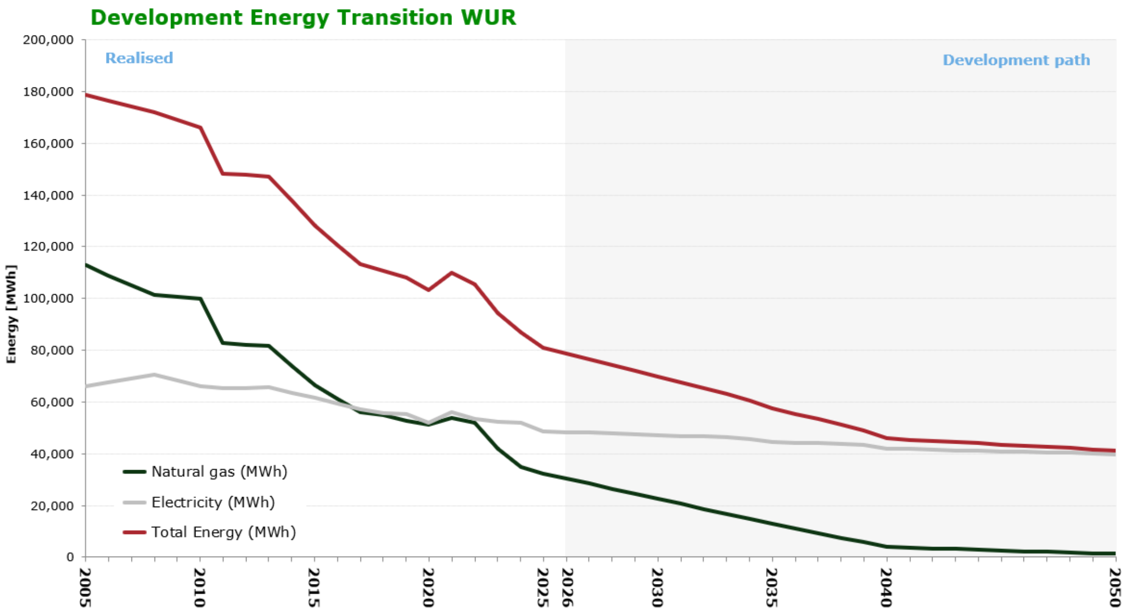


Figure B4.2 *Energy Transition 2050: Progress*

Table B4.5 *WUR energy use and energy performance in the 2023-2025 period*

Year	**2005 (base year)**	**2023**	**2024**	**2025**	**Performance in 2025 compared to 2024**
Electricity (kWh)	66,019,426	52,562,852	52,044,077	48,699,261	-4.8%
Gas (Nm_3)	12,828,768	4,767,786	3,952,051	3,675,051	-0.8%
Total energy (MWh)	**178,784**	**94,168**	**83,698**	**81,003**	-3.2%
CO_2 as a percentage of 2005	100	13	10	10	
Energy consumption as % of 2005 (% MWh)	100	53	49	45	
Annual energy reduction (% MWh)					3.2%

Table B4.6 *Sustainable energy generation by WUR in 2023-2025 period (in MWh)*

Year	**2023**	**2024**	**2025**	**Performance in 2025 compared to 2024**
Lelystad wind energy (MWh)	66,297	61,828	48,574	-27.6%
Thermal energy storage (ATES) of Wageningen Campus (MWh)	8,302	9,866	12,385	+20.3%
Solar energy (MWh)	4,516	4,343	4,925	+11.8%
Total energy generated sustainably	**79,116**	**76,037**	**65,883**	**-15.4%**
Sustainable generation compared to total energy consumption	84%	91%	81%	
Sustainable generation wind+solar electricity use	134%	130%	110%	

1.3 Mobility

Table B4.7 *Sustainable mobility targets from the 2030 Mobility Vision*

Targets	**Achieved in 2025**
24% reduction in CO_2 caused by mobility by 2030 compared to 2019 (2% per year)	38% reduction compared to 2019
Share of transport in CO_2 footprint	18%

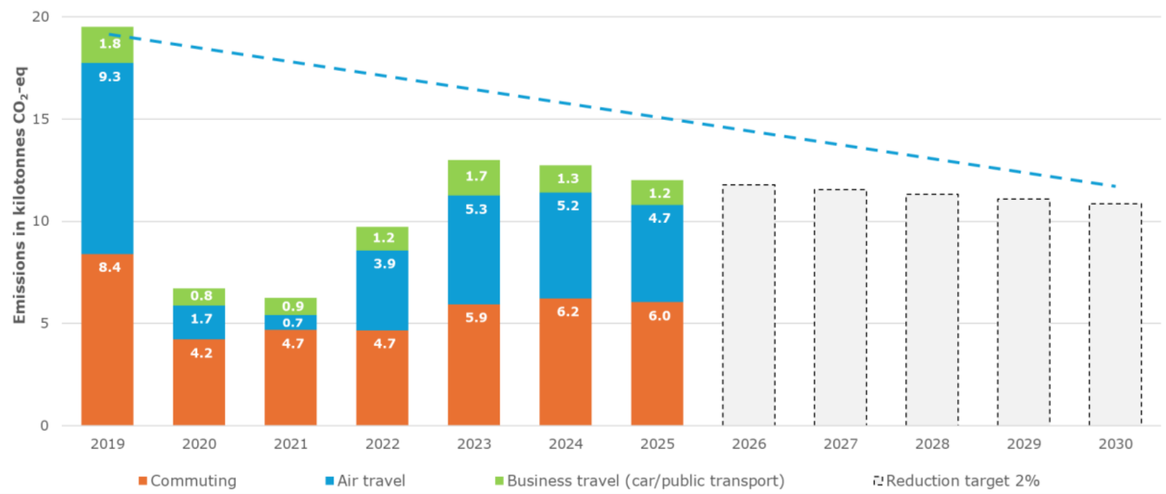


Figure B4.3 *CO_2 emissions from mobility; actual emissions and the reduction target (annually in kt of CO_2 equivalents)*

Table B4.8 *CO_2 emissions (tonnes of CO_2) by transport type in 2023-2025 and performance compared to 2019*

Scope	Theme	2019	2023	2024	2025	Performance 2025 compared to 2019
1	Business travel by car	410	601	237	188	-54%
3	Air travel	9,320	5,310	5,077	4,750	-49%
3	Commuting	8,411	5,943	6,230	6,048	-28%
3	Business travel by car	1,333	1,130	1,170	1,013	-24%
3	Business travel by public transport	39	12	24	19	-52%
	Total	**19,513**	**12,995**	**12,738**	**12,017**	**-38%**
	% of 2019	100	67	66	62	

Table B4.9 *Kilometres (km) and CO_2 emissions (tonnes of CO_2) by transport type in 2025*

Type of transport	Kilometres	% of total	CO_2 emissions (tonnes)	% of total
Business travel by car	**6,318,474**	**8%**	**1,201**	**10%**
Declared private car kms	4,101,787		783	
Own fleet (company cars)	692,990		207	
Own petrol/diesel fleet (passenger cars)	81,642		15	
Own electric fleet	220,027		14	
Petrol/diesel lease passenger cars	134,419		25	
Electric lease passenger cars	602,575		37	
Petrol/diesel rental cars	99,351		19	
Electric rental cars	281,650		17	
Fossil-fuelled coach hire	92,412		82	
Electric coach hire	11,621		0	
Business public transport	**2,333,495**	**3%**	**19**	**0.2%**
Domestic train	2,129,444		6	
Domestic bus	121,941		11	
Public transport bike	7,996		0	
Foreign train	74,114		1	
Air travel	**29,252,994**	**35%**	**4,750**	**40%**
Distance <700	913,075		214	
Distance 700-2500	5,776,275		994	
Distance >2500	22,563,644		3,542	
Commuting	**46,247,457**	**55%**	**6,048**	**50%**
Walking/bike	3,712,487		0	
E-bike	2,208,616		7	
Public transport train	6,417,362		19	
Public transport bus	294,554		27	
Fossil-fuelled car	29,935,829		5,718	
Electric car	2,908,288		180	
Motorbike	539,807		79	
Scooter/moped	230,514		18	
Total	**84,152,419**		**12,017**	

2 Circularity

Table B4.10 *Circularity targets from Circular Economy Vision*

Targets		Achieved in 2025
Inbound streams: raw material consumption	General benefit: 50% reduction in primary raw material consumption by 2030 compared to 2019	10% reduction compared to 2019
	Education and research: best-effort obligation to reduce primary raw material consumption compared to 2019	5% increase compared to 2019
Outbound streams: waste*	50% reduction in waste by 2030 compared to 2019	5% increase compared to 2019
	Annual improvement in the waste separation rate	A 2% improvement (75% compared to 73% in 2024)

* Definition of waste = low-grade recycling (R8c) and incineration (R9).

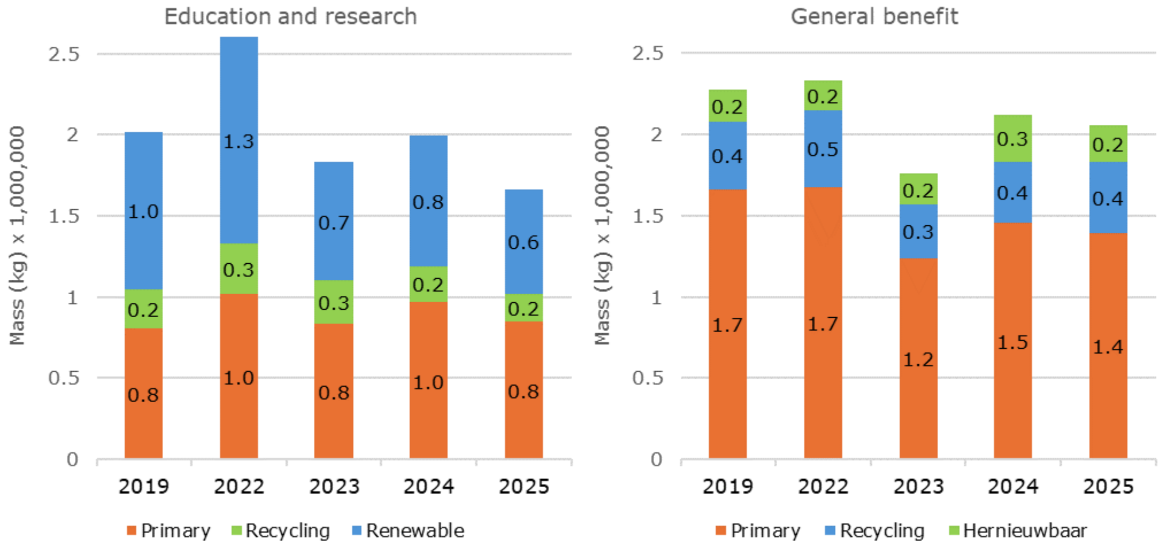


Figure B4.4 *Total inbound streams 'General benefit' and 'Education and research' in 2022-2025 and base year 2019*

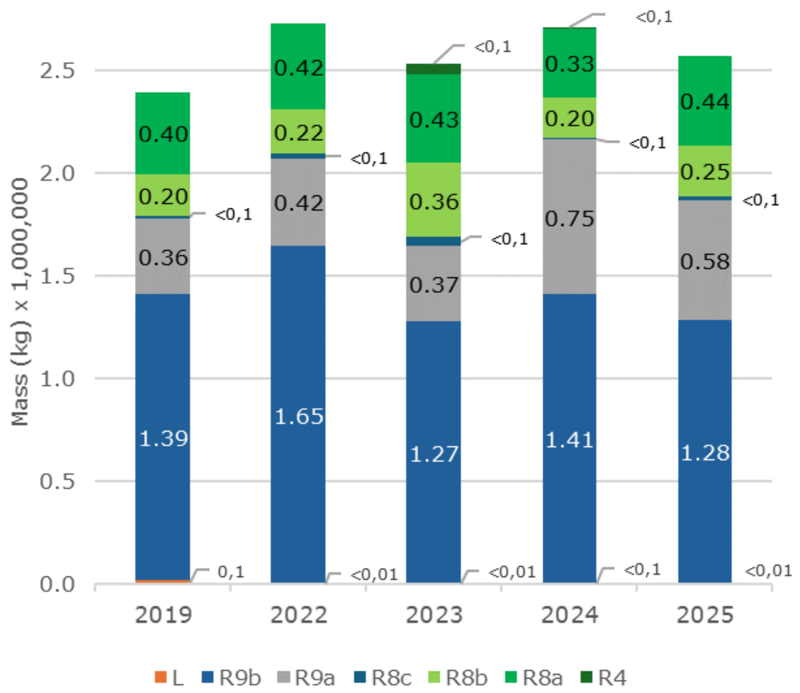


Figure B4.5 *Total outbound streams 'General benefit' and 'Education and research' in 2022-2025 and base year 2019*

Table B4.11 *Inbound and outbound waste streams (kg) by FTE+student in 2023-2025 and base year 2019*

Raw material streams in kg by FTE+student	**2019**	**2023**	**2024**	**2025**
Inbound raw materials				
All raw materials	233	174	203	193
General benefit	123	85	105	107
Education and research	109	89	98	86
Inbound primary raw materials				
All primary raw materials	**134**	**101**	**119**	**116**
General benefit	90	60	72	72
% change compared to 2019		*-33%*	*-20%*	*-20%*
Education and research	44	40	48	44
% change compared to 2019		*-8%*	*9%*	*0%*
Outbound raw materials				
All outbound streams	130	123	133	133
Waste streams (R8c and R9)	97	82	107	98
% change compared to 2019		*-16%*	*10%*	*1%*

The MFM (Material Flow Management) data model is still under development. This may result in changes compared with previous years.

Table B4.12 *Circularity glossary*

Inbound streams	
Primary	Raw materials extracted directly from nature and used in production processes for the first time.
Recycled	Materials that have been used previously and then processed or treated for reuse in production processes.
Renewable	Raw materials that are naturally replenished or renewed within short periods of time and therefore theoretically inexhaustible when used sustainably.
Inbound streams	
R4 Reuse	Reuse of materials within the organisation.
R8a High-grade recycling:	Recycling in which discarded materials are converted into new products of the same or higher quality, with minimal loss of valuable raw materials.
R8b Sub-optimal recycling:	Recycling in which discarded materials are converted into lower-quality products, leading to some material loss. This is a relatively optimal recycling method based on current technical developments on the market.
R8c Low-grade recycling:	Recycling in which discarded materials are converted into products of lower quality and limited functionality, often resulting in significant material loss.
R9a Incineration (including energy recovery)	Incineration including some energy recovery. The fermentation and composting of organic streams also comes under this category.
R9b Combustion	Incineration of materials with partial energy recovery.
L Landfill	Disposal of waste by dumping it in a landfill site.

3 Biodiversity

Table B4.13 *Biodiversity targets*

Targets	Achieved in 2024
Biodiversity: net loss of biodiversity due to WUR activities is 0	Unknown
Species diversity: annual monitoring of species on WUR grounds during the BioBlitz	1,734 species
Climate-adaptive: increase in green/blue infrastructure on our sites: % of area suitable for water absorption	Wageningen Campus: 72%

Figure B4.6 *Overview of locations*

Table B4.14 Baseline

Vegetation types	Communities (calculated with Associa)	Number of plots	Average species / plot / community	Average Shannon Index / plot / community
Grassland	14BA01 - Ornithopodo-Corynephoretum	5	34	2.60
	16RG01 - RG Holcus lanatus-Lolium perenne-[Molinio-Arrhenatheretea]	7	20	2.18
	14BB01B - Festuco-Thymetum anthoxanthetosum	1	34	2.71
	18AA02 - Hieracio-Holcetum mollis	2	26	2.31
	31AA02A - Erigeronto-Lactucetum papaveretosum	1	29	2.29
	12AA01A - Plantagini-Lolietum typicum	1	29	2.59
Deciduous woodland	33AA02 - Torilidetum japonicae	1	29	2.30
	42RG02 - RG Rubus fruticosus-[Quercion roboris]	1	11	1.82
	35AA02 - Rubetum silvatici	1	22	2.32
Wet grassland	16AA01B - Cirsio dissecti-Molinietum typicum	1	32	2.28
	16RG03 - RG Festuca rubra-Lotus uliginosus-[Molinietalia]	1	17	2.02
Water's edge	32AA01B - Valeriano-Filipenduletum holcetosum	1	19	2.24
	08BC02A - Caricetum gracilis typicum	1	25	2.56
Rugged grassland	31CA01B - Echio-Melilotetum typicum	4	36	2.69
	31CA02 - Bromo inermis-Eryngietum campestris	2	32	2.83
	31RG05 - RG Cirsium arvense-[Artemisietea vulgaris]	1	11	1.75
Megaphorb	31CA03A - Tanaceto-Artemisietum agrostietosum	7	33	2.66
	31CA03B - Tanaceto-Artemisietum typicum	2	23	2.30
	33AA05B - Urtico-Aegopodietum holcetosum	1	23	2.21
Ditch	08AB02 - Sagittario-Sparganietum	1	12	1.84
	29AA01 - Polygono-Bidentetum	1	23	1.90
	08RG01 - RG Glyceria maxima-[Phragmitetea]	4	17	1.66
	08RG03 - RG Typha latifolia-[Phragmitetea]	1	8	1.38
Shrubland	33DG01 - DG Rubus armeniacus-[Galio-Urticetea]	1	13	1.61
	43AB01F - Stellario-Carpinetum oxalidetosum	1	17	2.04

Table B4.15 *Results of Bioblitz 2025*[21]

Groups	Species	Observations
Vegetation	398	2,736
Moths (Lepidoptera)	282	1,387
Flies (Diptera)	197	629
Beetles (Coleoptera)	197	895
Bees, Wasps and Ants (Hymenoptera)	159	492
Bugs, Aphids and Cicadas (Hemiptera)	111	380
Birds	94	988
Mosses and Lichens	62	153
Other Arthropods (Arthropoda)	60	135
Insects (other)	37	174
Fungi	35	72
Dragonflies (Odonata)	26	608
Butterflies (Lepidoptera)	22	408
Mammals	18	292
Molluscs	15	54
Grasshoppers and Crickets (Orthoptera)	9	63
Fish	6	27
Reptiles and Amphibians	4	17
Other Invertebrates	2	2

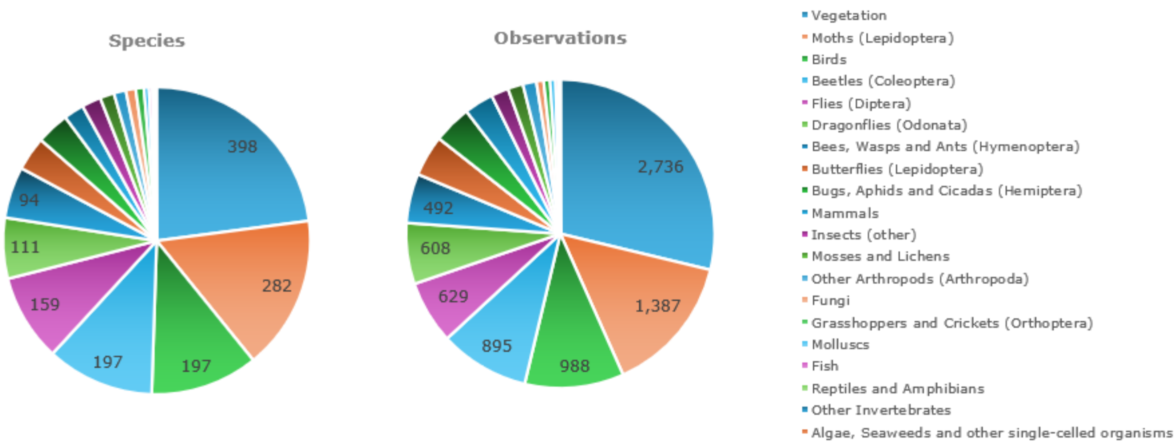


Figure B4.7 *Results of BioBlitz 2025*[1]

[21] Source: Bioblitz WUR 2025 at waarneming.nl

Appendix 5
Glossary

Limitations	Scope refers to the scope of the reporting, namely the choices the company has made regarding the boundaries of the activities covered by the report. 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 organised specifically 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 authorities and responsibilities.
Societal aspects of entrepreneurship	These are aspects of entrepreneurship that come to the fore when businesses are viewed from a broader perspective than just the traditional financial one. These include economic, environmental, and societal aspects. Here, the term is used as a synonym for corporate socially responsible or sustainable entrepreneurship.
Societal information	Social information refers to all information relating to the social aspects of business.
Societal results	Social performance refers to a company’s achievements in relation to the social aspects of business.
Societal reporting	Social reporting refers to external accountability information regarding a company’s policies and performance in relation to the social aspects of business. Societal reporting is a generic term for typically non-financial information published in sustainability reports or CSR reports, or integrated in the annual report by the organisation in order to satisfy stakeholders’ comprehensive information requirements.
Material topics	Material issues are those issues that are most relevant to a specific company and which are therefore eligible for inclusion in its social 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 performance indicator is a key figure that the company uses in relation to a specific issue to monitor its development, to measure the company’s progress in this regard, and to account for the company’s results.
Scope	The range of reporting, namely the entirety of topics reported on. The scope of the reporting relates to the choices the company has made regarding whether or not to report on specific topics.
Stakeholders	Stakeholders are individuals or parties, within or outside the organisation, who may reasonably expect the company to take their legitimate interests and expectations into account.
Value creation	Value creation means using the knowledge and infrastructure of WUR for the benefit of society. Our knowledge achieves economic and social added value (impact) through application.
Value chains	An organisation is active in a chain of activities leading to the production and delivery of products and/or services which are bought, 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 detraction of value at various places and moments due to the activities of the various players in the chain.

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WUR works on solutions to global challenges related to biodiversity, climate, sustainable food systems, and health. Its strength lies in an integrated approach: connecting disciplines, combining scientific depth with practical relevance, and bringing together science, policy, business, and society. Through the collaboration between Wageningen University and Wageningen Research, WUR contributes to knowledge, innovation and impact, and to responsible change towards a world in balance with nature.