

Impact & Sustainability Report 2024

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Introduction



Foreword

This report marks a defining moment for Erasmus University Rotterdam.

With the conclusion of Strategy 2024, we reflect on five years of transformation, a period in which we reshaped our university around a single, guiding ambition: to make a meaningful contribution to the world through knowledge, education, and engagement. What began as a vision to create societal impact has become part of our academic culture, our governance, and our identity.

At the same time, the urgency of the global sustainability crisis has deepened. Climate change, social fragmentation, and rising inequality are no longer future risks, they are shaping our present. As a university, we cannot afford to address these challenges in isolation. We must face them together, with coherence, courage, and action.

That is why this *Impact & Sustainability Report 2024* is different. It reflects a growing understanding that impact and sustainability are not separate ambitions, but deeply interconnected responsibilities. Creating positive societal impact requires a long-term, systemic commitment to sustainability, in environmental, social, and economic terms. Likewise, our sustainability efforts gain strength and relevance when they are tied to the real-world impact we seek to generate through research, education, and engagement. This report signifies our shift towards a more integrated approach: one in which these perspectives are not added on, but embedded into our strategies, our structures, and our everyday decisions.

This report is more than a reflection, it is a signal of who we are becoming. It includes examples of research driving transitions, education evolving to meet societal needs, partnerships rooted in trust and shared purpose, and a university community mobilising around shared challenges. In addition, there are also honest reflections on where we fall short and where we must do better. Because impact and sustainability are not boxes to be checked, they are commitments that must be continuously renewed, embedded, and acted upon.

We know that building a university equipped for the future means asking difficult questions of ourselves: about what we teach, how we partner, where we invest, and how we show up in society. This report is part of that process. It helps us learn from the past, take stock of the present, and sharpen our vision for the road ahead. It reflects our belief that the role of a university is not only

to understand the world, but to help change it through knowledge, connection, and integrity.

As we move toward Strategy 2030, our course is clear. We will further integrate these principles into the fabric of our university. We will empower our community to lead change, and we will hold ourselves accountable for the future we help shape.

This is our collective task. And we are proud to take it on together.



The Executive Board
Erasmus University Rotterdam

About the report

The *Impact & Sustainability Report 2024* of Erasmus University Rotterdam (EUR) addresses the organisation's most significant environmental, social, and economic impacts and its contribution to the Sustainable Development Goals (SDGs). The report offers insights for everyone with an interest in the EUR approach to and contributions toward impact and sustainability.

Reporting period and scope

This report refers to the fiscal year 2024 and covers impact and sustainability contributions within the period from 1 January 2024 through 31 December 2024. The report describes the progress towards the impact and sustainability related goals of EUR's Strategy 2024 and is based on data and information specific to 2024, collected through diverse methodologies to provide a comprehensive overview of impact and sustainability-related developments. It includes all faculties and institutes of EUR.

Structure and context

This is the first time EUR is publishing a combined Impact & Sustainability Report, integrating what were previously separate reporting processes. The structure of the report reflects the university's strategic transition from Strategy 2024 to Strategy 2030 and is designed to offer a cohesive account of institutional progress.

The initial chapter ([Impact & Sustainability at EUR](#)) establishes the university's overarching vision on impact and sustainability. It describes how EUR defines its societal impact mission, contributes to the SDGs, and operationalises its ambitions through strategic planning. This chapter also outlines the transition from *Strategy 2024* to *Strategy 2030* and introduces the university's sustainability materiality.

The subsequent chapter, [Institutional highlights](#), presents how EUR has worked to institutionalise impact and sustainability across the organisation. It focuses on enabling structures, such as educational innovation programmes, support platforms, and engagement initiatives that have helped embed impact into academic and operational practice. These developments form the foundation on which EUR builds its transition to a more integrated and systemic approach under *Strategy 2030*.

The main body of the report is structured around the five strategic Impact Domains introduced in *Strategy 2030* (our impact agenda, see chapter [Transition to Strategy 2030](#)). These domains now serve as the primary framework through which EUR articulates, monitors, and advances its contribution to societal transitions. To ensure continuity and transparency, the university's strategic priorities and goals from *Strategy 2024* have been mapped onto these new domains, illustrating how past initiatives are evolving within a long-term perspective.

Each Impact Domain chapter includes:

- **Goals & progress**
tracking the implementation of institution-wide strategic goals
- **Highlights**
showcasing illustrative examples from across the EUR community that demonstrate how we, as an engaged university, are working towards our impact agenda

Two final chapters provide a complementary perspective:

- **Collaborative efforts and partnerships** highlights the university's role as a connector and co-creator in society, focusing on interdisciplinary alliances and long-term collaborations with public, private, and civic partners.
- **Operational impact & sustainability** covers progress in areas such as energy, mobility, circularity, biodiversity, food systems, procurement, and campus design, demonstrating how EUR integrates sustainability into its internal operations.

Together, these chapters offer a comprehensive and structured account of how EUR is embedding impact and sustainability across its organisational culture and daily practices, during a period of strategic and institutional transformation.

Integration and references

This is EUR's first Impact & Sustainability Report and it builds upon and continues the work of the [Sustainability Progress Report 2023](#) and the [Impact Report 2024](#) while including references to the [IDEA Center Annual Report 2024](#), and EUR's [Annual Report 2024](#). As EUR is currently transitioning between strategic periods, and due to the integration of formerly separate reporting processes, this 2024 edition may contain some overlap and internal cross-referencing between reports. Efforts are underway to streamline and improve alignment, which will be reflected in the report showcasing developments in 2025.

Global Reporting Initiative (GRI) Standards

EUR has reported in accordance with the GRI Standards for the period 1 January to 31 December 2024. It has applied the GRI Reporting Principles (Accuracy, Balance, Clarity, Comparability, Completeness, Sustainability Context, Timeliness, and Verifiability) to ensure a high-quality and transparent presentation of information. For a complete list of GRI disclosures, please refer to the GRI Content Index in the Appendix ([II. GRI Index](#)).



Key figures 2024



Education & Research

Number of students:

20,138

Bachelor and
pre-master

11,335

Master

Degrees awarded:

5,359

Bachelor

6,319

Master

Publications:

6,774

Peer reviewed



Employees

3,298

Academic employees

3,124

Professional services



Impact & Sustainability in Education

3,958

Students have been enabled to address real life challenges through the connections Erasmus Verbindt established with societal partners

541 EC

Credits of impact education co-developed via Impact at the Core

32%

of Study programmes include impact-driven education



Impact & Sustainability in Research

±120

engaged research projects have been identified with a multitude of topics, partnerships, and methodologies

37%

of research outputs in 2024 are linked to the UN SDGs

91%

of research outputs in 2024 published in open access



Engagement & Inclusion

86.7

FTE positions through the Banenafpraak programme under the Dutch Participation Act

66

Academic staff members supported through the Beyond 25/25 equity programme

+1,400

Students reached through the Academic Outreach Programme



Sustainability in Operations

100%

Renewable electricity from Dutch wind powers EUR's buildings

34%

total CO₂ emission decline compared to 2022

9

Campus buildings equipped with solar panels

Executive summary

The Impact & Sustainability Report 2024 marks a defining moment for Erasmus University Rotterdam (EUR). As the university concludes its Strategy 2024 and prepares for the transition to Strategy 2030, this report reflects a broader institutional shift from separate efforts in impact and sustainability to a fully integrated, university-wide approach. For the first time, EUR is combining both areas in a single report, underscoring the understanding that creating positive societal impact and advancing sustainability are not parallel ambitions, but deeply interconnected responsibilities.

EUR's new strategic direction is articulated through five **Impact Domains**, which now serve as the primary lens through which the university monitors and strengthens its contributions to a just, inclusive, and sustainable future.

In the domain of the resilience and robustness of our society, EUR advances societal resilience by fostering trust, inclusion, and democratic accountability through open science, ethical research, and civic collaboration. Initiatives like the Open and Responsible Science programme, the Knowledge Lab Liveable Neighbourhoods, and the Vital Cities & Citizens programme strengthen ties between academia and society. EUR co-creates knowledge with local partners through community-engaged research, inclusive urban design, and platforms like HefHouse. Scholars like Jun Borrás exemplify global leadership in justice-oriented research. Together, these efforts build a university culture committed to transparency, equity, and impactful engagement with the pressing challenges of our time.

Within **sustainable entrepreneurship and inclusive prosperity**, EUR fostered a more inclusive, sustainable, and future-proof economy through responsible entrepreneurship, interdisciplinary research, and community engagement. Via Erasmus Enterprise and partner platforms, over 4,300 students and researchers were supported in developing impact-driven ventures. Education and research are increasingly focusing on new economic thinking, sustainable finance, and human rights. Initiatives like the Dynamics of Inclusive Prosperity and Knowledge Labs address urban inequality, labour

markets, and talent development. Through strong ties with the City of Rotterdam and regional investment, EUR anchors innovation locally while advancing equity and sustainability in the broader economy.

The domain of **a just transition to a sustainable society**, promotes a just and inclusive transition to a sustainable society through research, education, and partnerships. It embeds sustainability across disciplines, fosters transdisciplinary learning, and aligns with the UN SDGs where its impact is strongest. Initiatives like the Design Impact Transition platform and the Erasmus Centre for Energy Transition drive systemic change, while new programmes such as the Master in Societal Transitions prepare students to lead complex transformations. Through collaborative research, curriculum reform, and public engagement, EUR ensures sustainability efforts are not only effective, but also equitable, participatory, and grounded in real-world challenges.

In the area of **healthy society and accessible and affordable health care**, although not a core focus of Strategy24, EUR has made major strides in fostering a healthy, equitable, and sustainable society. Through interdisciplinary research, education, and partnerships, EUR institutions like ESHPM and Erasmus MC address key issues, from prevention and health equity to sustainable care systems. Initiatives such as Smarter Choices for Better Health, the Sustainable Health Care track, and the Rotterdam Global Health Initiative connect local and global challenges. By linking planetary and human health, training future leaders, and supporting policy

innovation, EUR lays a strong foundation for health as a strategic priority in Strategy 2030.

Finally, in **the responsible use of technology**, EUR promotes the responsible and inclusive development of technologies, particularly artificial intelligence, to address societal challenges and strengthen education, research, and governance. Through initiatives like the Erasmus Initiative Societal Impact of AI and AICON, EUR ensures ethical, human-centred digital innovation. Investments in EdTech, digital skills, and data-driven decision-making enhance academic operations while upholding transparency and accountability. Research explores AI's role in public health, labour, media, and urban planning, emphasising equity and public values. Collaborations with the City of Rotterdam and cross-disciplinary partnerships position EUR as a leader in digitalisation that serves the public good.

Together, these efforts illustrate a university in transition, not only from one strategy to the next, but from programme-led innovation to a culture in which impact and sustainability are embedded across all levels. New governance structures, including the Engagement Board and the appointment of a Strategic Dean for Impact & Engagement, reflect this shift. What began as experimentation is now becoming shared responsibility, shaping how EUR teaches, researches, partners, and operates.

As the university moves forward into Strategy 2030, it does so with a renewed sense of purpose. Guided by its Erasmian values and strengthened by institutional learning, EUR will continue to foster societal transitions (locally and globally) through knowledge, collaboration, and integrity.



About Erasmus University Rotterdam

EUR is a public research university in the Netherlands, named after the Dutch philosopher and humanist Desiderius Erasmus. Established in 1913, the university has grown into a multidisciplinary institution with particular focus on the social sciences, humanities, and medicine.

EUR's mission is to create positive societal impact through education, research and societal engagement. This mission is anchored in the university's vision: to be an internationally leading academic institution that contributes to solving complex societal challenges. The strategic focus on impact has guided the development and implementation of Strategy 2024 and will continue to shape the university's direction beyond 2024 into Strategy 2030.

At the heart of EUR's identity are the Erasmian values: being socially engaged, globally oriented, connecting, enterprising, and open-minded. These values serve as a compass for the university community and reflect a commitment to academic excellence, inclusiveness, and relevance to society.

The university comprises seven faculties and three affiliated institutes, including:

- [Erasmus School of Economics](#) (ESE)
- Rotterdam School of Management, Erasmus University (RSM)
- [Erasmus School of Law](#) (ESL)
- [Erasmus School of Social and Behavioural Sciences](#) (ESSB)
- [Erasmus School of Health Policy & Management](#) (ESHPM)
- [Erasmus School of History, Culture and Communication](#) (ESHCC)
- [Erasmus School of Philosophy](#) (ESPhil)
- [Erasmus MC](#), the university's medical centre, which operates semi-independently but is an integral part of EUR's academic structure

- [International Institute of Social Studies](#) (ISS), a graduate school for development studies based in The Hague
- [Erasmus University College](#) (EUC), an international and interdisciplinary liberal arts and sciences programme located in central Rotterdam

EUR has a strong international profile and maintains extensive partnerships with public, private, and civic organisations, both within the Rotterdam region and globally. Its research and education are embedded in international networks and oriented toward contributing to solutions for societal challenges.

The university's governance is organised to support strategic decision-making, transparency, and academic autonomy. The [Executive Board](#) is the highest executive body, responsible for the university's overall management, including strategy, finance, education, research, and operations. It consists of a President, a Rector Magnificus (who oversees academic affairs), and a Vice-president responsible for operations and services.

The [Supervisory Board](#) provides independent oversight and advises the Executive Board. Its members are appointed by the Minister of Education, Culture and Science and are responsible for monitoring the university's performance, policy compliance, and long-term sustainability.

The [University Council](#) is the university's central participatory body, comprising elected representatives of academic staff, professional staff, and students. It holds rights of approval and advice on a wide range of matters,

including the university budget, strategy, and regulations, ensuring democratic input into university governance.

In addition to these bodies, each faculty and institute has its own Dean and Management Team, as well as participatory councils, ensuring that governance at the institutional level remains connected to academic practice and the wider university community.

Impact and sustainability governance

In 2023, the university articulated what it means to create positive societal impact, resulting in a shared definition and a guiding framework for shaping and organising its impact strategy. As a result, EUR positions engagement as a third core portfolio alongside education and research. As part of this approach, each faculty is expected to define its own school-wide impact ambition and corresponding strategy, including clear governance structures and accountability for both engagement and impact.

To support this process, the Evaluating Societal Impact (ESI) initiative – embedded within Strategy24 and the core driver of the university-wide impact framework – has provided the practical tools and oversight mechanisms to ensure coherence across education, research and engagement. ESI has also actively supported faculties in articulating and aligning their impact ambitions and strategies, further embedding impact into the fabric of EUR's academic mission.

ESE was the first school to appoint an Engagement Director, doing so already in 2022, where all the schools had an Engagement Director appointed by the start

of 2025. The Engagement Directors come together in the **Engagement Board**, established in 2024, to advise central management regarding EUR's engagement portfolio and policy.

With respect to sustainability, the Sustainability Programme – also embedded within Strategy24 – coordinated centrally the embedment of sustainability within research, education, and operations, while laying the foundation for long-term governance.

To ensure strategic oversight, the Sustainability Steering Committee was convened throughout the Strategy 2024 period. This committee, composed of representatives from across the university, met bi-monthly to advise the Executive Board and offer cross-university input on sustainability-related decisions. Complementing this, the Sustainability Liaison Network (SLN) brought together representatives from faculties, services, and affiliated institutes. Functioning as a decentralised coordination body, the SLN facilitated alignment, information exchange, and the practical implementation of sustainability initiatives across EUR.

Since these programmes concluded at the end of 2024, engagement and sustainability will transition into an embedded organisational responsibility across the university, supported by targeted central functions. In April 2024, the university established the role of [Strategic Dean Impact & Engagement](#), which includes sustainability in its portfolio. This new executive position represents a further step toward integrating engagement

and sustainability into core institutional leadership and decision-making.

Together, these governance mechanisms reflect a maturing institutional approach to impact and sustainability, one that is moving from programme-based coordination toward fully integrated and shared responsibility across the university.



Impact & Sustainability at EUR

Preamble

What does it mean to be an engaged university, a university that truly serves society? At Erasmus University Rotterdam, we believe it means engaging fully with the complexity of today's world: its crises, its contradictions, and its opportunities. It means recognising that academic knowledge alone is just one piece of the puzzle, but it needs reciprocal and equal collaboration with all other partners who have the other pieces to solve societal issues.

In recent years, impact and engagement have taken a prominent place within EUR's strategic agenda. Across disciplines, researchers and educators are increasingly seeking ways to connect their expertise to societal challenges. Students are being offered more opportunities to work on real-world issues. And in various parts of the university, new methods and partnerships are being developed to support meaningful engagement, especially on urgent themes such as societal resilience, climate change, social inequality, the consequences of digitalisation, and public health.

As Strategic Dean Impact & Engagement, my role is to help consolidate and support our transition towards an engaged university that maximizes its impact potential. We fuel this development by fostering strategic initiatives, building bridges between society and our university, partnering with schools to develop and implement their impact strategy and engagement initiatives, and strengthening the institutional conditions that foster impact creation. This includes addressing questions of capacity, leadership, and recognition, as well as ensuring space for reflection, collaboration, and experimentation.

Sustainability plays an important role in this work. Not only as a topic, but as a lens through which we understand and pursue societal impact. It challenges us to act in ways that are socially engaged, globally aware, and committed to long-term thinking. These ambitions are closely aligned with our Erasmian values: being socially engaged, world citizens, connecting, enterprising, and open-minded. Together, these values guide our efforts

to contribute meaningfully to the transitions our society is facing.

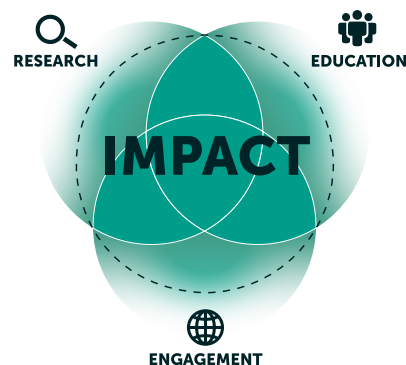
This report brings together key developments in impact & engagement and sustainability from 2024. It highlights not only progress, but also the work still ahead: building a university culture in which societal engagement is supported structurally, valued academically, and pursued with integrity. This is essential to staying connected to the complex transitions shaping our society—and to fulfilling the contribution we are committed to making.



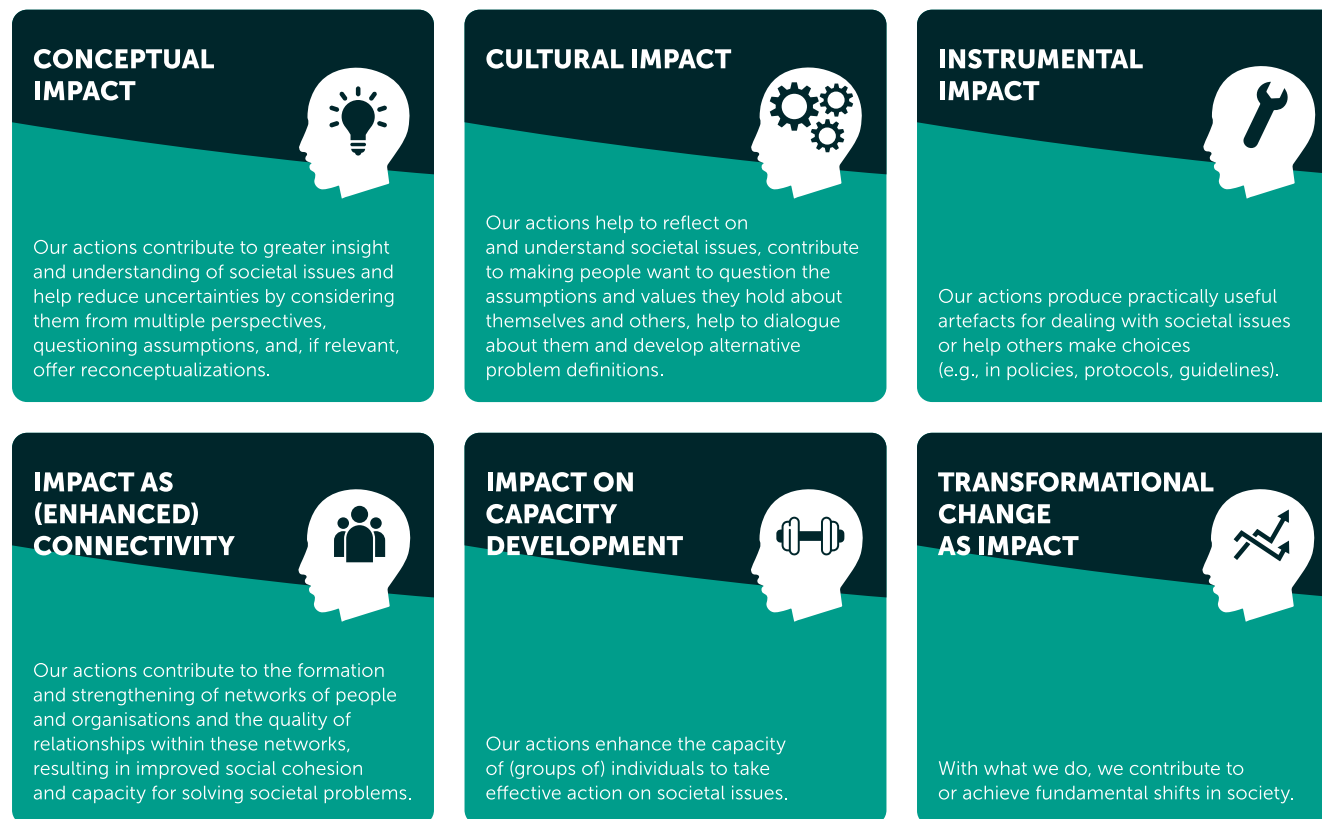
Prof. Dr. Arwin van Buuren
Strategic Dean for Impact & Engagement
Erasmus University Rotterdam

Impact at EUR

At EUR, we have positive **societal impact** if, through our teaching, research, or societal engagement, we make a (sustainable) contribution to a better understanding of societal issues, possible approaches to dealing with these issues or the collective ability to develop and apply these approaches.



Our impact can have different forms; we have distinguished the following six:



Our three core activities contribute (individually and in synergy) to advancing this impact:

- **Education** equips graduates with the knowledge, skills, and values to make a difference in society.
- **Research** enables better understanding of complex issues and informs effective responses.
- **Engagement** mobilises our resources in service of society, reinforcing our academic mission with real-world relevance.

We pursue this impact through a set of **guiding principles**: we act from intrinsic motivation, co-create with society, and commit for the long term. Our impact is directed toward justice and sustainability, rooted in integrity and academic freedom, and fostered within an inclusive, open-minded community. We remain transparent and accountable, continuously learning and improving; through this, we embody our Erasmian Values.

A Strategic and Embedded Approach

EUR's approach to societal impact is multi-layered and strategic, embedded at all institutional levels, from individuals and teams to departments and the university as a whole. This is supported by four key components:

1. Clear Impact Ambitions and Strategies

Each department, research group or programme defines its societal ambition and designs a strategy informed by a Theory of Change and dialogue with stakeholders. These strategies align to our core activities and operations with clearly defined societal goals.

2. Deliberate and Diverse Impact Activities

Impact is pursued through targeted activities, tailored to different disciplines and societal contexts. These activities form impact pathways: linked chains of actions and outcomes. Pathways are selected while keeping specific goals in mind.

3. Ongoing Monitoring, Evaluation, and Learning

We use formative evaluation across all project phases to reflect, adjust, and grow. Impact is not a by-product, but a planned and measurable objective, integrated into our academic culture.

4. Building Institutional Capacity and Culture

Impact requires the right environment: people, infrastructure, and culture. EUR promotes impact literacy, empowering staff and students with the tools to design and deliver meaningful impact. Initiatives like the Impact Dialogues foster a university-wide conversation on impact.

Erasmus Professors: Exemplars of Impact

The Erasmus Professors are a powerful example of how EUR puts its mission into practice. Appointed by the Executive Board, these distinguished scholars lead on strategic societal themes and serve as visible figureheads of impact.

Erasmus Professors:

- Work transdisciplinarily across research, education, and engagement.
- Collaborate closely with societal partners, from communities to industry.
- Lead diverse and interdisciplinary teams, bringing together a range of perspectives.
- Are chosen for their proven track record in creating societal value.

Together, they form the Erasmus Table: a platform for collaboration, synergy, and collective learning. Rooted in Erasmian values, they exemplify EUR's ambition to be a university that not only studies the world but actively helps shape it. Read more about the work of the Erasmus Professors in the Highlight sections of Impact Domains 1, 2, 4 and 5.



Strategy 2024: A new direction for positive societal impact

In 2019, EUR adopted Strategy 2024, marking a significant new direction for the institution – one centred on *creating positive societal impact*. This strategy redefined the university's mission around the question, “*How can we make a difference?*”, emphasising the responsibility of academic institutions to actively contribute to solving complex societal challenges through education, research, and collaboration.

Strategy 2024 introduced a new, impact-driven identity for the university, rooted in Erasmian values such as social responsibility, inclusiveness, curiosity, and critical thinking. These values continue to guide our activities as we seek to align with global frameworks like the UN Sustainable Development Goals (SDGs) and prepare students and staff to engage meaningfully with today's social, environmental, and economic transitions.

The strategy was structured around seven strategic priorities, which together provide the foundation for the university's long-term ambitions:

1. Fostering our societal impact identity
2. Ensuring our education is future-oriented
3. Embedding excellent academic research in society
4. Taking responsibility for sustainable development
5. Investing in our people for the future
6. Stepping up our professional services
7. Making the most of our interdisciplinary potential

Of these, the first four priorities are most directly connected to EUR's impact and sustainability ambitions. They reflect a comprehensive approach to rethinking education, research, operations, and institutional identity in service of a more just and sustainable future.

In 2022, the Executive Board commissioned the midterm review with the aim to learn from the first phase of strategy implementation (2019-2021), as well as to generate concrete improvement proposals for the second phase (2022-2024). The panel's recommendations included

simplifying the core of the strategy from seven to three priorities based on: strategic ambitions (impact & sustainability), core activities (education, research & interdisciplinarity), and preconditions (professional services and Being an Erasmian), as well as making impact the central theme by embedding impact more in the organisation and governance structure and integrating this with research and education.

While the formal timeline for Strategy 2024 concluded in 2024, the impact-driven direction it set continues to shape EUR's identity and practice. At the time of publishing this report, the university has just launched its next institutional strategy for 2025–2030, which builds on this foundation and continues to prioritise positive societal impact, sustainability, and academic excellence as core principles for the years ahead.

Transition to Strategy 2030

EUR' Strategy 2030 builds on its mission to create positive societal impact. In a world increasingly shaped by complex challenges, such as climate change, social fragmentation, technological disruption, and health inequities, EUR recognises the urgency of transformative change and its own responsibility as an engaged university. The new strategy reaffirms the university's role not only as a centre of academic excellence, but as a platform for societal transitions and an engaged partner in building a more just, sustainable, and prosperous future.

Launching in the 2025–2026 academic year, Strategy 2030 builds upon Strategy 2024 as well as its mid-term review's interrelated themes: Engagement, Sustainability, and Culture & Leadership, as described in the previous chapter. It emphasises simplification, integration into core academic and operational activities, and alignment with Erasmian values. Developed through multiple phases, including a participatory, university-wide process, the strategy aims to embed impact thinking into the fabric of everyday decision-making and governance.

Sustainability plays a central and cross-cutting role in Strategy 2030. It is no longer treated as a separate theme, but as a structural element of EUR's identity, translating to our education, research priorities, partnerships, and operational choices. It is understood as a long-term, shared responsibility, calling for coherent policy, strong governance, and strategic collaboration. Rather than incremental improvements, EUR is moving toward a systemic approach aligned with global ecological and social imperatives.



This vision includes fostering transdisciplinary knowledge, empowering students and staff as change agents and creating an enabling environment for sustainable innovation. It also defines the five strategic impact domains that guide EUR's impact agenda:

1 The resilience and robustness of our society

Our society faces major challenges where trust in each other as well as in our democratic government, the rule of law, the business community and market forces is becoming increasingly less obvious. We aim to find ways to restore trust in our rule of law and enable society to better address these challenges.

2 Sustainable entrepreneurship and inclusive prosperity

We recognise that prosperity encompasses more than just financial gain. We see the need for a robust economy, healthy trade and strong businesses. Simultaneously, companies face the societal task of becoming sustainable. Therefore, we assist entrepreneurs, the business community and civil society organisation to organise their activities in a future-proof way and develop new revenue models. By doing so, we contribute to the creation of broad prosperity, a prosperity that is available to all.

3 A just transition to a sustainable society

Transitions are necessary in various areas – such as energy, social, climate - to achieve a more sustainable society and a healthy planet. Together, we explore how individuals, government and organisations can implement these changes so that the benefits and burdens are shared more equitably and new opportunities arise for as many people as possible.

4 Healthy society & accessible and affordable health care

With our knowledge, we contribute to people's health and strive to reduce health inequalities. We seek innovative ways to address the growing demand for care by promoting new and innovative healthcare concepts. In doing so, we ensure that the accessibility and affordability of care is guaranteed.

5 Responsible use of technology

New innovations and technologies such as artificial intelligence, presents both opportunities and challenges. We assist in the responsible development of (digital) technologies, deploying them to address societal problems while considering the ethical, economic and societal impacts.

This report concludes the series of impact and sustainability reports developed in the period of Strategy 2024. As the university transitions toward Strategy 2030, the impact agenda now provides our reporting framework. They reflect a broader shift in how EUR defines, communicates, and drives its contribution to sustainability and societal impact.

The Sustainable Development Goals

At EUR, we are committed to contributing to solutions for the major societal challenges defined by the 17 SDGs. As an engaged university, we have the unique ability and responsibility to invest, innovate, and lead through our research, education, and operations. By aligning our efforts with the SDGs, we aim to contribute in areas where our expertise is most relevant and can meaningfully address societal challenges.

Our current thematic priorities – as highlighted by the five strategic Impact Domains as part of Strategy 2030 (see [Transition to Strategy 2030](#)) – are directly linked to specific SDGs:

1. The resilience and robustness of our society

We focus on strengthening societal resilience and enhancing democratic accountability, aligning with:

- SDG 11: Sustainable Cities and Communities
- SDG 16: Peace, Justice and Strong Institutions

2. Sustainable entrepreneurship and inclusive prosperity

We promote economic systems that are inclusive and equitable, supporting:

- SDG 8: Decent Work and Economic Growth
- SDG 10: Reduced Inequalities

3. A just transition to a sustainable society

Our work contributes to creating fair and inclusive pathways toward sustainability, especially in urban and environmental contexts:

- SDG 7: Affordable and Clean Energy
- SDG 11: Sustainable Cities and Communities
- SDG 12: Responsible Consumption and Production

4. Healthy society & accessible and affordable health care

We aim to support a healthy society with accessible, high-quality healthcare by contributing to:

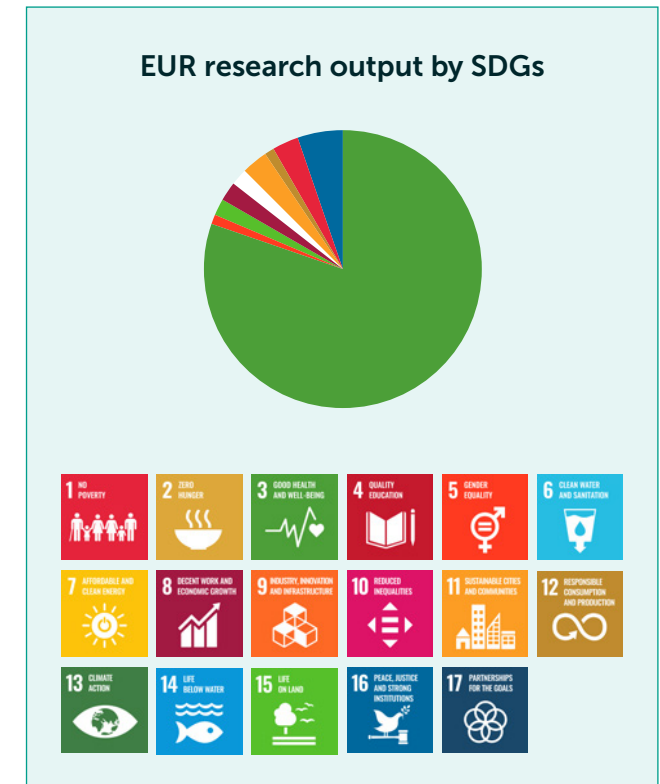
- SDG 3: Good Health and Well-being

5. Responsible use of technology

We advocate for innovation that serves the public good and fosters sustainable development, with a focus on:

- SDG 9: Industry, Innovation and Infrastructure

In 2024, EUR's research output was distributed across the SDGs, as illustrated by the figure below. Notably, 70% of our research output originates from Erasmus MC, resulting in a strong emphasis on SDG 3 – Good Health and Well-being.



Furthermore, we launched a new initiative in 2024 to improve how we classify and assess sustainability-related education. The first version of this framework is now complete, and a pilot was launched in January 2025 to test and enhance its usability. (For more information on this initiative, see the chapter [Impact domain 3: A just transition to a sustainable society](#).)

Materiality assessment

To guide its sustainability strategy and reporting, EUR conducted a materiality assessment to identify the most important sustainability topics for the university and its stakeholders. The process ensured that EUR's focus areas reflect both the institution's significant impacts and the priorities of its community and partners.

Process overview

EUR conducted an institution-wide series of Sustainability Dialogues in 2023–2024 to engage its internal community in shaping the university's sustainability agenda. These faculty-level and cross-campus dialogues brought together students, staff, and leadership to discuss sustainability in education, research, operations, and governance. The series culminated in a public summit, where insights were shared and reflected upon with a broader group of internal and external stakeholders.

Based on the outcomes of these dialogues and the summit, a longlist of sustainability topics was compiled. This list was further informed through benchmarking against peer institutions, global sustainability frameworks, and sector-wide trends, ensuring alignment with societal expectations and academic relevance.

To refine and validate the longlist, targeted focus group sessions were held to explore specific themes in greater depth. These sessions helped assess the significance of different sustainability impacts and EUR's capacity to influence them.

Stakeholder engagement

Stakeholder engagement was central to the materiality process. EUR actively involved a wide range of stakeholders, including students, researchers, support staff, (institutional) leadership, and external partners. This ensured that a diverse range of perspectives, priorities, and concerns were reflected in the identification and assessment of material topics. The process helped build shared ownership of the university's sustainability ambitions and fostered a sense of collective responsibility for future action.

Material topics

The materiality assessment resulted in a list of topics that reflect EUR's most significant impacts on people, the environment, and the economy. These topics capture the sustainability priorities identified via the process described above. The list includes both standard sustainability topics and EUR-specific priorities that reflect the university's role as a knowledge institution. These topics are addressed throughout the report and together they inform EUR's strategy for sustainability and societal impact.

1. Sustainability in Education
2. Sustainability in Research
3. Community Engagement and Societal Partnerships
4. Climate Action (GHG reduction, energy use, renewables)
5. Sustainable Food & Catering
6. Circularity and Waste Management
7. Biodiversity on Campus
8. Inclusion, Diversity, and Equal Opportunity
9. Health, Well-being, and Safety on Campus
10. Sustainable Procurement and Supplier Practices
11. Ethical Institutional Partnerships
12. Ethics, Transparency, and Integrity

Institutional highlights

Embedding impact and
sustainability across EUR

Priorities & Goals from Strategy 2024



Fostering our societal impact identity

Goal 2 - Engaged education



Ensuring our education is future-oriented

Goal 1 - Engaged and challenged by societal challenges

Goal 3 - Becoming an Erasmian

Goal 4 - Erasmian education

Goal 2 - Personal learnership, personal leadership



Embedding excellent academic research in society

Goal 2 - Superior support for researchers

Between 2019 and 2024, EUR took important steps to embed impact and sustainability more deeply into its organisational structure and operations.

This was driven by the recognition that achieving meaningful societal impact requires not only individual efforts, but also dedicated institutional frameworks. By investing in capacity and support structures, EUR created the conditions for a more integrated, university-wide approach to societal impact and sustainable development.

This chapter presents the initiatives and institutional support services that have helped translate strategic ambitions into daily academic practice. Together, these structures have enabled faculties, staff, and students to work more effectively across disciplines and with external partners, laying the groundwork for a systemic approach under *Strategy 2030*.

Engaged education

Three major innovation programmes, Impact at the Core, ErasmusX and Design Impact Transition (DIT) platform, played a central role in enabling this transformation in education. Together, they provided the vision, resources, and experimental space needed to co-create new educational models aligned with EUR's ambition to connect academic learning with complex societal challenges, thereby enabling real-world impact.

Impact at the Core developed a model of impact-driven education, emphasising co-creation with societal stakeholders and active student participation in addressing complex societal and sustainability challenges. From 2020 onwards, the programme collaborated closely with

faculties to redesign courses and curricula that foster essential skills such as interdisciplinary collaboration, empathy, and critical thinking. To support implementation, the programme introduced a comprehensive framework, including a didactic model known as the *learning landscape*, training modules, and practical tools. This effort resulted in 541 credits worth of redesigned education and the integration of impact-driven learning in 32% of study programmes by the end of 2024.

In addition, [Erasmus Verbindt](#) – a student initiative aimed at linking science and society in the city of Rotterdam through connecting teachers and their courses with specific societal challenges and partners – has connected 206 cases to 94 courses, providing real societal challenges to 7,500 students. Elements of Erasmus Verbindt are further developed under the leadership of the Strategic Dean of Impact & Engagement from 2025 onwards. Going forward, under the dean's leadership and in close cooperation with the faculties, EUR will focus even more explicitly on connecting urgent societal themes – such as the energy transition and accessible healthcare – and neighbourhood-based networks – such as Werkplaats Crooswijk – to our educational programmes.

Furthermore, ErasmusX focused on the future of education by creating a culture of innovation and experimentation. Its mission was to prepare students for 2050 by promoting personalised, experience-based learning and responsible engagement with emerging technologies such as artificial intelligence (AI). The programme piloted and scaled innovations like a stakeholder-centred youth hub in Rotterdam Zuid and competency-based learning

tools such as the ACE Yourself app. ErasmusX also created safe environments for experimentation, both technologically and pedagogically, with initiatives like the *Fail Fast Forward* workshop series and dedicated AI test spaces.

At the same time, DIT focused on developing the supporting context for transformative research, education and engagement. It brought together academics and staff to experiment with new academic practices that support societal transitions to a just and sustainable future. As part of their experiments, they have developed both a minor (hosted at EUC) and master programme (hosted at ESPhil) focusing on sustainability transitions. They have also specifically supported teachers and their teaching practices through the transformative education community.

After the completion of Impact at the Core, ErasmusX, and DIT in 2024, their insights and approaches were embedded in the [Community for Learning and Innovation](#) (CLI). This ensures continuity and long-term support for impact-driven and engaged education at EUR.

To ensure that students can co-create knowledge with partners from other disciplines, cultural backgrounds and partners from society – a key element of EUR's educational vision – EUR also focused on personal and professional development. By 2024, all bachelor programmes had established structured skills tracks or dedicated courses which focused on study skills, career readiness, and academic competencies. Additional teachers and mentors were appointed to support students in building the resilience and collaborative skills needed to address today's societal challenges. The focus

on skills development for impact & engagement empowers students not only to succeed academically, but also to become reflective, adaptive professionals capable of co-creating sustainable solutions with others.

Engaged research

Much of EUR's engaged research is carried out through the Erasmus Initiatives, further detailed in the Impact Domain chapters, and through our strategic partnerships, which are described in the Collaborative Efforts chapter.

Furthermore, to support research excellence and its connection to societal engagement, EUR established Erasmus Research Services (ERS) in 2020, renamed as Engagement & Research Services in 2024. As part of central professional services and closely collaborating with the Schools, ERS aims to advance high-quality research with real-world impact. Its three strategic goals are: 1) to make Open and Responsible Science the norm; 2) to increase income from competitive funding and to diversify income streams; and 3) to strengthen societal partnerships that accelerate knowledge-driven innovation.

Through these interconnected efforts, EUR has built a comprehensive support structure that enables its community to learn, research, and engage with society in meaningful ways, laying the groundwork for continued impact in the years to come.



Highlights

Sustainability Dialogues & Summit

In 2023, by acknowledging [the climate and ecological emergency](#) – a step directly linked to EUR's strategic priority on taking responsibility for sustainable development – EUR has sharpened its sustainability ambitions. With the explicit aim of involving the entire EUR community in drafting the plans for achieving these ambitions, the EUR hosted twelve dialogues on sustainability in 2023 and 2024. The dialogues created spaces to share experiences and ideas, spanning from innovating research methodologies and educational approaches to our operations. The faculty dialogues were specifically designed to spark internal debate on sustainability in research and teaching, and the contribution of disciplines to sustainability. In the cross-faculty dialogues, participants focused on systematically addressing and aligning on sustainability goals. The final dialogue reflected on the prioritisation of the action and policy proposals emerging from this collective process.

In October 2024, the Sustainability Dialogues series culminated in a [public summit](#) focusing on the role of universities amid climate and ecological crises. Almost 300 participants from more than 15 Dutch universities and knowledge institutions gathered to explore innovative solutions and share insights on creating a more sustainable future. The summit also served as a platform for presenting three interuniversity initiatives: the Academic Green Deal, which outlines how higher education can effectively respond to the climate crisis with

guidelines for achieving climate-neutral campuses and enhancing teaching and research practices; the Network of Sustainable Educators in the Netherlands, aimed at writing a book on pedagogy for a sustainable future; and the Community of Practice for Transdisciplinary Work, an initiative that emphasises collaboration across disciplines.



Societal Impact Days

The [Societal Impact Days](#) in October 2024 offered a vibrant and reflective two-day programme celebrating the university's commitment to creating positive societal impact through education, research, and engagement. The event opened with a focus on impact-driven education, highlighting the transition of responsibility from the central programme *Impact at the Core* to the university's Schools. Keynote speaker Taslim Alade shared an inspiring case from RSM's Sustainable Business Model course, showcasing the mutual benefits of involving students

and societal partners in impact-driven education. This was followed by a panel discussion, emphasising how collaboration enhances learning and relevance.



The second day shifted to BlueCity and focused on the importance of working together with society. Through interactive sessions and keynote speeches, participants explored how universities can foster meaningful engagement. The Impact Fair showcased the breadth of experiences and projects relating to societal impact at EUR. Keynote speakers Mags Bradbury, Head of Social Responsibility and Civic Engagement at the University of Manchester, and Inge Hutter, Professor of Participatory and Qualitative Research in Population and Development at ISS, urged the university to listen deeply, embrace cultural change, and structurally support engagement. The day also marked the launch of the first edition of the university's [Impact Report](#), reflecting on achievements and lessons from the past strategic period.

These two days not only celebrated our current efforts, but also underscored the urgency and direction of our strategic ambition: to further accommodate, communicate, and measure impact in ways that align with the identity of EUR as an engaged university.

Inclusion, Diversity, Equity and Access Center

In 2024, [Inclusion, Diversity, Equity & Access \(IDEA\) Center](#) at EUR continued to build an inclusive learning and working environment through a wide range of targeted initiatives. Their [2024 annual report](#) offers an elaborate overview of their activities and results, of which we provide some highlights here.



Under new Chief Diversity Officer prof. dr. Jane Murray Cramm, IDEA Center emphasized creating a supportive atmosphere amidst global and local challenges. Events included organising Ketu Koti Dialogue Tables and an event with Sarina Wiegman for International Women's Day, highlighting IDEA Center's commitment to inclusivity.

The IDEA Center focused on supporting first-year students in their transition to university by providing training and workshops for student leaders and staff to help create welcoming environments. New students participate in introductory activities such as the Pre-Academic Programme and Eurekaweek, where they meet student leaders in roles like team captains, guides, or mentors. These leaders play a vital role in shaping students' first impressions and experiences at EUR. To support them in fostering inclusive, brave, and safe spaces, the IDEA

Center offers targeted training that equips them with the skills to create a positive environment for EUR's diverse student population.

Another key focus in 2024 was the promotion of inclusive education. The IDEA Center collaborated with the Psychology Department of ESSB to develop policy recommendations for an inclusive curriculum, co-authored a working paper on inclusive curriculum design, and partnered with CLI and Risbo to launch a successful microlab on intercultural communication for lecturers.

Through the Academic Outreach Programme, aimed at breaking down systemic barriers in education, the IDEA Center organised 36 activities across Rotterdam, reaching over 1,400 students and 200 parents while training 20 EUR student ambassadors and role models. It also played a pivotal role in research, including data collection to evaluate the programme's impact as it concluded its four-year strategic period in 2024. In addition, the Center partnered with ERS to create a diversity-focused Erasmus+ workshop and co-conducted research with Statistics Netherlands on the representation of students from classic migration backgrounds. Findings revealed that, while national enrolment rates remained stable, EUR saw a decline in diversity among new students, prompting reflection on inclusive access strategies.

The IDEA Center also made strides in inclusive employment practices. A major achievement was a university-wide pay gap analysis, which showed a remaining adjusted gap of 1–2% between genders and nationalities. The expanded Beyond 25/25 programme promotes

equity in academic career progression, particularly for women and staff with a migration background. The most recent cohort included 66 participants from all faculties and offered mentoring, workshops, and career coaching. Many reported a stronger sense of community, and some secured promotions or funding to strengthen their academic portfolios. Additionally, the IDEA Center launched an inclusive language guide using the mnemonic R.E.S.P.E.C.T. to help the EUR community communicate more thoughtfully and inclusively.



Erasmus Sustainability Hub: Student-Powered Change

Alongside collaborations with Erasmus Verbindt and ErasmusX, in 2024 EUR worked closely with the Erasmus Sustainability Hub (ESH), the only student organisation fully dedicated to sustainability. Through its committees, the Hub translated student energy into tangible action, combining grassroots engagement with institutional collaboration.

The annual Erasmus Sustainability Days were a major highlight: a five-day programme of more than 30 events that brought together students, academics, NGOs, startups, and companies to explore sustainability from multiple angles. From a Sustainability Fair with 15 external partners to a Climate COP simulation, case-solving sessions, and in-company days with PwC and Milgro, the event bridged learning, practice, and professional networks.

Beyond this flagship event, the Hub made important contributions to EUR's broader sustainability agenda. Students trained as Climate Fresk facilitators and, in collaboration with ESSB, offered workshops to staff and peers. At the Sustainability Summit, co-hosted with DIT, they designed a workshop on building sustainable communities. With the IDEA Center, they contributed to the FreshEUR magazine with sustainable living tips for incoming students. Notably, together with the Erasmus School of Philosophy, the Hub secured a national grant to launch the Green Philosophical Café, embedding sustainability dialogue and reflection into campus life.

In addition, the Hub's thematic committees organised a broad range of activities: weekly cooking workshops with rescued produce, a sustainable fashion show and film screening with the International Film Festival Rotterdam, and consulting projects with local organisations on EU Taxonomy, circular economy, and corporate sustainability. These activities illustrate the Hub's role in complementing EUR's institutional ambitions with student-driven initiatives that promote skills, awareness, and community engagement.

Impact domain 1:

The resilience and robustness of our society

"Our society faces major challenges where trust in each other as well as in our democratic government, the rule of law, the business community and market forces is becoming increasingly less obvious. We want to find ways to ensure that trust in our rule of law is restored and society can better meet these challenges."

Our society faces increasing challenges of inclusion and democratic resilience. This chapter highlights EUR's efforts to strengthen the foundations of a robust and trustworthy society through scientific integrity, open and responsible research, and ethical collaboration. It also showcases how researchers work with communities and public partners to address issues such as discrimination, public space, and inclusive urban development, contributing to a more just and resilient society.

Priorities & Goals from Strategy 2024



Fostering our societal impact identity

Goal 1 - Accommodating impact



Embedding excellent academic research in society

Goal 3 - Open and responsible science

EUR is deeply committed to fostering trust, transparency, and integrity in its collaboration with societal partners. Central to this commitment is the belief that open, reliable, and responsible science is essential for maintaining public confidence and for enabling meaningful societal impact. EUR is therefore continuously working to further embed integrity and accountability into the core of its academic and research culture.

Key developments over the past strategic period include the establishment of a [university-wide ethical review system for research](#) and the introduction of a general [integrity code](#), addressing scientific, social, and professional integrity in an integrated manner. Transparency regarding [externally funded chairs](#) was also enhanced, reflecting the university's dedication to openness in academic collaboration. One of the standout initiatives was the continued development of the [Dilemma Game App](#), designed to facilitate dialogue on scientific integrity. Recognised by the Council of Europe, the app was further professionalised in 2024 with additional funding, broadening its reach and impact.

Building on these efforts, EUR fully embraced the principles of Open and Responsible Science (ORS), aiming to make scientific practices more transparent, accessible, and socially accountable. A dedicated ORS programme, coordinated by ERS, was launched to promote these values throughout the academic community. Two large-scale thematic campaigns were organised annually, engaging around 3,000 participants through workshops, events, and public discussions. These campaigns not

only raised awareness but also encouraged the adoption of ORS practices across disciplines. A robust infrastructure was built to support these ambitions, particularly around FAIR (Findable, Accessible, Interoperable, and Reusable) data practices. This included the appointment of data stewards and the establishment of a Digital Competence Centre, which together offer essential support for responsible data management and reuse.

To support long-term cultural change, extensive training and professional development related to ORS opportunities were provided. In 2024 alone, approximately 2,000 researchers participated in over 80 graduate courses, workshops, and training sessions focused on ORS practices. The university also played a leading role in supporting the Open Science Community Rotterdam, which grew to over 100 active members and became a hub for cross-disciplinary exchange and innovation in open science.

Through these combined efforts, EUR not only reinforces the trustworthiness and relevance of its academic work, but also contributes to the democratic functioning of society. By ensuring that research is conducted transparently, collaboratively, and with integrity, the university helps safeguard the public value of knowledge and the institutions that generate it.

Highlights

Leading Example: Erasmus Professor Jun Borrás

[Prof.dr. Jun Borrás](#), Professor of Agrarian Studies at the ISS in The Hague, is widely recognised for his work on agrarian political economy, land rights, and rural social movements. His research addresses land reform, food sovereignty, and agrarian change, with a strong focus on the role of grassroots movements and peasant organisations in shaping fair and inclusive land policies. He currently leads the European Research Council Advanced Grant project [Commodity & land rushes](#), which examines how global land deals reshape food systems, climate politics, migration, citizenship, and geopolitics across Africa, Asia, and Latin America. This project, grounded in empirical research and a multi-disciplinary approach, explores the potential for socially just and ecologically sustainable reforms. In addition, Borrás is also Distinguished Professor at China Agricultural University and an associate at the Transnational Institute.

Borrás's decades-long involvement in rural movements, beginning in the Philippines and expanding internationally, illustrates how grassroots mobilisation and bottom-up knowledge production build more resilient and inclusive societies. By supporting peasants and small farmers in claiming their rights, he contributes to communities' capacity to withstand political and economic pressures. His work also advances democratic accountability by exposing opaque land deals and amplifying local voices, thereby promoting institutional transparency and justice.



Who Gets Heard? Education, Recognition and Political Trust

[Dr. Kjell Noordzij's](#) research examines the political discontent of less-educated citizens, focusing on their perception of politicians as culturally distant and their sense of lacking recognition. His study explores how education shapes political trust, representation, and status conflicts, arguing that discontent stems not merely from a lack of political knowledge or economic position, but also from cultural and lifestyle disparities between citizens and politicians.

One of his key findings is that less-educated citizens often feel unseen or unheard in political spaces, reinforcing distrust and leading them to support populist movements or disengage from politics altogether.

Noordzij highlights the concept of "diploma democracy," in which highly educated individuals dominate political institutions, further widening this gap.

His research was recognised with the [Erasmus Research Prize 2024](#) for its exceptional academic quality and societal relevance. The jury praised his interdisciplinary approach and his ability to contribute meaningfully to both academia and public debate. His work does not just provide insights but also offers solutions, such as increasing political representation for less-educated citizens and fostering mutual understanding between social groups.

Borrás' influence is evident not only in academic circles but also in global policy arenas, including his active engagement with the Food and Agriculture Organization of the United Nations and European Parliament. These roles reflect his commitment to embedding justice and accountability in international decision-making. By challenging power structures and advocating for local communities, Borrás contributes to both societal resilience and the legitimacy of governance systems.



Empowering Communities Through Education

[The HefHouse](#) is a unique collaboration space in Rotterdam South where different educational institutions (EUR, Rotterdam University of Applied Sciences, and Albeda College), the municipality, and local youth work together. Students are actively involved in real-life social issues in the Feijenoord neighbourhood and learn alongside local youth and residents. Since 2024, the youth hub of Stichting L.E.S. has added new opportunities for youth participation and talent development.

By learning *in, with, and from* the city, students and community members build mutual understanding and work together to create a more inclusive and robust society. Through these experiences, students learn how to listen, cooperate, and take action. This helps them grow personally and understand how to contribute to democratic life. At the same time, the HefHouse also supports the democratic accountability of institutions. It brings the university closer to the community and makes education and research more open, responsive, and relevant.

Building inclusive & resilient cities and communities: Engaged action research with and by communities

In 2024, the Erasmus Initiative [Vital Cities & Citizens](#) (VCC) continued to strengthen its mission of enhancing the resilience, just sustainability, inclusivity, and quality of life of urban societies. Through a wide portfolio of inter- and transdisciplinary research, VCC worked closely with societal partners to address pressing urban challenges.



Resilient Value: The Role of Collective Action

Tine de Moor, professor of Social Enterprises and Institutions for Collective Action at RSM, delivered the 20th Rotterdamlezing titled "How Value Becomes Resilient". De Moor is passionate about citizen collectives and founded the [CollectieveKracht.eu platform](#) to stimulate knowledge exchange between the stakeholders involved in this movement. In her lecture, she highlighted how citizen collectives foster resilience by offering people control, ownership, and a sense of belonging, especially in cities like Rotterdam where social inequality is high. Her lecture reflects the core themes studied by the [SEICA research group](#), which investigates how community-driven initiatives shape more inclusive and sustainable societies.

Drawing on historical research, De Moor showed that collectives flourish through mutual trust rather than punishment and that collaboration among collectives

enhances their long-term resilience. She stressed that collectives not only meet social needs, but also shape policy and improve neighbourhoods. In Rotterdam, many focus on supporting low-income groups and often serve individual economic needs. De Moor concluded that citizen collectives offer valuable lessons on how societies can become more inclusive, participatory, and resilient in the face of today's complex challenges.



An important initiative in 2024 was the [WijkWijs Rotterdam](#) programme, developed in strong collaboration with the Resilient Delta Initiative, Rotterdam University of Applied Sciences, several neighbourhood cooperatives and Rotterdam-based researchers. WijkWijs exemplifies VCC's commitment to emphasising community perspectives and living experiences in reciprocal research practices, as residents are not treated as passive research subjects but are active co-creators and owners of

knowledge. WijkWijs facilitated nine pilot projects across various neighbourhoods in Rotterdam, some of them already existing, and some newly initiated.

In Beverwaard, for example, the "Mijn Beverwaard" project was launched. This project was designed to collaboratively explore the dynamics within the Beverwaard neighbourhood and identify areas needing change. Residents were integral to the process, guiding research efforts, assisting

with recruiting respondents and organising community meetings. Reciprocity was essential; the goal was not only to gather data but also to ensure the neighbourhood benefits from the findings, fostering positive changes. Conversations and observations revealed that enhancing safety in Beverwaard is a primary concern for residents. Recommendations focus on increasing visible enforcement, investing in community projects, improving communication, and supporting vulnerable youth. Other pilots explored themes such as food security, health, social safety, housing, and the social use of public space, all driven by neighbourhood-specific needs and knowledge.

Across its activities, VCC has deepened the university's societal embedding in Rotterdam, developed innovative research methodologies, and facilitated new forms of collaboration between academic researchers, policymakers, and communities. By translating citizen perspectives into concrete urban policy insights and experimenting with new forms of democratic participation, VCC has laid a strong foundation for a more just and resilient urban future.

Collaborations with the city of Rotterdam

The [Knowledge Lab Liveable Neighbourhoods](#) is a long-standing collaboration between the City of Rotterdam and EUR, established in 2012. The Knowledge Lab aims to shape the agenda on urban liveability in Rotterdam by bridging research, policy, and practice through co-producing knowledge with researchers, policymakers, civil servants, civil society organisations, and local residents.



Growing Up Resilient

Children's well-being and development are strongly influenced by the neighbourhoods they grow up in, according to research by [Dr. Joyce Weeland](#) from ESSB. Through the [CORNER project](#) (Collaborative Research on Neighbourhood Resilience Enablers), researchers, residents, welfare organisations, and policymakers explore how social, physical, and institutional factors in neighbourhoods foster resilience in children.

In this project resilience is not approached as a personal trait, but something that is facilitated by the environment. Access to green spaces, safe playgrounds, social networks, and opportunities to develop talents are key factors that support children's ability to cope with adversity. The CORNER project specifically involves

children to understand their experiences and needs. For example, children from Bospolder-Tussendijken, Reyerwaard and Crooswijk contributed by photographing their neighbourhood, sharing stories, and designing plans for improvements.

Weeland emphasises that simply providing facilities such as playgrounds is not enough; factors like social and physical safety, cleanliness, and accessibility play a major role in whether children actually use them. She urges policymakers to consider children's perspectives when designing neighbourhoods. A liveable city is a child-friendly city, offering space where children can play, explore, and grow. Who better to ask what children need than children themselves?

In 2024, one of the key studies focused on how young women experience safety in public spaces in Rotterdam South. Conducted by EUR, Inholland University of Applied Sciences, TU Delft and local organisation *Chicks 'n The City*, the research found that public spaces are often designed from a male perspective, leaving many young women feeling unsafe. The researchers developed seven inclusive design principles to help address this gender bias. Their findings sparked a wider public discussion, were covered in the media, and even led to questions in City Council. The report was presented during a public discussion event with urban designers,

policymakers, researchers, and residents. To make the research visible in the neighbourhood, posters with key insights were displayed for two weeks around Zuidplein.

In October, the Lab hosted a Contemporary Issues Talk on *Connective Greening*, which focused on the social value and risks of urban greening. Panelists from various backgrounds – including science, design, municipality and civil society – discussed how urban greening efforts can promote social cohesion and liveability, while also reflecting on how inequalities can be reproduced through spatial green interventions.

Next to these short-term projects, the Knowledge Lab supports long-term research, by cofinancing two PhD projects: *Emotion in Citizen Participation* and *Green & Healthy Lombardijen*. The Lombardijen project investigates how socio-spatial interventions can make green spaces more inclusive and health-promoting, while the participation project explores the emotional dynamics between citizens and government actors in participatory settings. Throughout both studies, results are shared and interpreted collaboratively with the municipality and community partners.

Since 2021, the [Rotterdam Inclusivity Project](#) has been researching discrimination in the city, contributing valuable insights to improve municipal policies. In 2024, EUR, the anti-discrimination agency RADAR, and the Municipality of Rotterdam have agreed to continuation of the Rotterdam Inclusivity Project for the next four years. The long-term alliance allows the three parties to achieve their goals in synergy. For the municipality, it offers the possibility of creating evidence-based policies on anti-discrimination and inclusion. RADAR can contribute its expertise on discrimination experiences and advise the municipality, while EUR can conduct research 'in the heart of the city' and share knowledge with the involved organisations.



Impact domain 2:

Sustainable entrepreneurship and inclusive prosperity

“We recognise that prosperity encompasses more than just financial gain. We see the need for a robust economy, healthy trade and strong businesses. Simultaneously, companies face the societal task of becoming sustainable. Therefore, we assist entrepreneurs, the business community and civil society organisations to organise their activities in a future-proof way and develop new revenue models. By doing so, we contribute to the creation of broad prosperity, a prosperity that is available to all.”

This chapter explores how EUR contributes to a more sustainable, inclusive, and future-proof economy. It highlights the university's efforts to support responsible entrepreneurship, foster innovative business models, and integrate sustainability and equity into economic thinking. Through education, research, and incubation, EUR empowers students, researchers, and partners to develop ventures and insights that promote long-term value creation beyond financial returns. The chapter also showcases interdisciplinary platforms and collaborations that foster inclusive prosperity and strengthen the economic and social fabric of the Rotterdam region and beyond.

Priorities & Goals from Strategy 2024



Fostering our societal impact identity

Goal 3 - Accommodating impact

EUR has made considerable progress in strengthening its societal impact identity by fostering sustainable entrepreneurship – an area that plays a central role in EUR's Strategy 2024. One of the university's key vehicles for this is [Erasmus Enterprise](#) (EE), a dynamic ecosystem that brings together the [Erasmus Centre for Entrepreneurship](#) (ECE), [Erasmus Research & Business Support](#) (ERBS), and [YES!Delft](#). Through education, incubation, and community engagement, EE supports student and academic entrepreneurs in turning their ideas into impact-driven ventures. In the last two years, EE has reached over 4,300 students, equipping them with entrepreneurial skills and pathways through programmes such as the Erasmus University Challenge, the Startup Voucher, and Talent for Transition.

EE also contributes to academic entrepreneurship through ERBS, EUR's academic incubator, which helps researchers translate scientific insights into enterprises with societal relevance. Operating as part of ERS, ERBS also fulfils the role of Knowledge Transfer Office at EUR. In this capacity, it supports researchers in valorising their knowledge through both commercial and non-commercial pathways. This includes advising on intellectual property, developing spin-offs, facilitating societal partnerships, and guiding public-private collaboration for long-term impact. At the same time, ECE cultivates entrepreneurial competencies throughout the EUR community, with a focus on long-term impact and resilience in the face of global challenges. Together, these efforts not only amplify EUR's identity as an impact-oriented university, but also ensure that entrepreneurship

is embedded as a means for advancing sustainable development.

As a university rooted in the social sciences and humanities, EUR also fosters social and civic forms of entrepreneurship that prioritise societal impact over profit. Many of the university's academic disciplines are not oriented toward patentable inventions but rather toward creating public value in areas such as urban development, education, law, and policy. As a result, EUR emphasises inclusive, collaborative, and mission-driven forms of innovation. The formation of Impact Centres, and programmes such as [Erasmus Verbindt](#) and [SHE LEADS+](#) reflect this focus on empowering students and researchers to develop solutions that are not only viable, but also just, inclusive, and future-proof.

Sustainable entrepreneurship is also increasingly being integrated into education and research. The [minor New Economic Thinking & Social Entrepreneurship](#), offered by [Impact Centre Erasmus](#) and [Dutch Research Institute for Transitions](#), immerses students in the world of social enterprises and enables them to co-develop practical solutions for sustainability challenges. The [Erasmus Research Platform on Sustainable Business & Human Rights](#), a collaboration between ESL and RSM, examines how business can act responsibly and effectively in advancing sustainable development while safeguarding human rights. Furthermore, the [Erasmus Platform for Sustainable Value Creation](#) (RSM) aims to promote a sustainable economy by encouraging integrated thinking in finance. It recognises that our current growth-driven economic

system is unsustainable and calls for a shift that respects both planetary boundaries and social foundations. The Platform supports this transition by fostering a mindset that values financial, social, and environmental returns equally, positioning the financial sector as a key driver of sustainable development. These initiatives are reinforced by academic programmes such as the MSc in [Global Business & Sustainability](#) and the MSc in [Strategic Entrepreneurship](#), which prepare students to lead with purpose. Research through [Erasmus Research Institute of Management](#) further explores how companies can balance economic viability with social and environmental responsibility, reflecting the university's vision of impact-led innovation.

EE is also the entity which holds the Erasmus participations in Graduate Entrepreneur pre-seed and seed funds, as well as the [UNIIQ](#) regional fund. These funds support the development of companies strongly tied to the EUR through knowledge transfer or alumni. These funds have a strong regional focus and help accelerate societal impact. Due to the strong embedding with the regional knowledge institutes (TU Delft, EUR, Erasmus MC), as well as the municipality of Rotterdam, these investments have advanced the position of EUR/Rotterdam as an innovation ecosystem.

Through the outreach with several programmes, our buildings at the heart of campus and the EE team with its comprehensive programmes around Entrepreneurship, EE serves as a true connector within the ecosystem. With successful continuation of the NL Startup Competition (partnering with Up!Rotterdam & MT/Sprout) and the addition of the European ScaleUp institute, EE's sphere of influence was also stretched beyond the immediate regional framework, yet enriching our EUR position as a node of impact entrepreneurship in society.

While a formal university-wide framework to measure long-term outcomes of these initiatives is still evolving, the growing reach of entrepreneurial education, the establishment of interdisciplinary research platforms, and the creation of new pathways for academic and student ventures demonstrate clear and accelerating progress.



Highlights



Leading Example: Erasmus Professor Frank van Oort

[Prof.dr. Frank van Oort](#) is Professor of Urban and Regional Economics at ESE and a research fellow at the Tinbergen Institute. In 2025, he was appointed Distinguished Erasmus Professor of Regional Structural Change and Inclusive Prosperity, reflecting his pivotal role in shaping how economic geography contributes to more equitable and sustainable development. His research explores how urban structures, knowledge networks, and regional planning impact innovation, productivity, and well-being: key themes in the pursuit of inclusive prosperity.

By combining scholarly rigor with practical engagement, Van Oort bridges academia and policy. He regularly advises public institutions and sits on the Scientific Advisory Boards of Platform31 and the Netherlands Institute for Social Research. Through his expertise, he supports initiatives tied to the UN Sustainable Development Goals, such as Sustainable Cities and Communities and Decent Work and Economic Growth. Each year, he contributes directly to strengthening local economies by monitoring and advising on economic strategies for Rotterdam (Economic Outlook Rotterdam), The Hague (Economic Outlook Den Haag), and the province of Zuid-Holland (Growth-agenda Zuid-Holland).

With over 200 publications and editorial roles at leading journals, Van Oort is a respected voice in both

academic and policy circles. His work continues to inform how cities and regions can transition toward prosperity that benefits all.

Dynamics of Inclusive Prosperity

The [Dynamics of Inclusive Prosperity](#) (DoIP) is one of EUR's flagship initiatives, focused on reshaping the concept of prosperity to ensure it is inclusive, equitable, and sustainable. A collaboration between ESL, RSM, and ESPhil, the initiative addresses the pressing question of how economic and societal progress can benefit everyone. It explores how benefits are distributed, stakeholder interests protected, and what legal mechanisms and institutions foster inclusion. The initiative also interrogates the epistemologies of injustice and barriers to transformative change.

The UN SDGs are central to assessing current realities and identifying pathways for improvement. DoIP aims to align the interests of governments, businesses, citizens, and entrepreneurs to support long-term inclusive prosperity beyond traditional economic metrics.

DoIP's work is organised around three core interdisciplinary themes:

- **Inclusive Cities:** Research on how urban environments can foster opportunity, reduce inequality, and support resilience, including partnerships with municipalities like the City of Rotterdam.
- **Sustainability and Ecological Inclusion:** Investigating how global systems—particularly supply chains—can

operate within planetary boundaries while ensuring fair outcomes.

- **Inclusive Financial Systems:** Exploring how financial institutions can reduce inequality, promote sustainable investment, and expand access to services.

DoIP has delivered over 40 scholarly outputs, including articles, doctoral theses, and policy reports on topics such as sustainable cities, inclusive finance, and social equity. It secured significant international funding, notably a joint grant from the Netherlands and China on urban sustainability. Its applied research, like work on energy poverty in Rotterdam, has shaped local policy. Events such as the *Frontiers in Pluralist Economics* conference have fostered vital dialogue across academia, policymaking, and civil society. Through these efforts, DoIP continues to shape a more inclusive and sustainable vision of prosperity.

In 2024 the academic lead of DoIP, [Martin de Jong](#) and researcher [Kees Krul](#) engaged in a project to study the impact of the Blankenburgverbinding on inclusive prosperity in the surrounding region. The Blankenburgverbinding is a new tunnel connecting Maassluis and Rozenburg west of Rotterdam and opened in late 2024. The report finds that the tunnel will improve the overall accessibility in the region, but not without drawbacks. Another key finding is that it is designed exclusively for car owners and those without are much less likely to benefit from the tunnel.

Collaborations with the city of Rotterdam

EUR actively engages in initiatives aimed at enhancing the urban labour market and nurturing local talent. Two notable programmes in this realm are the Knowledge Labs Urban Labour Market and Rotterdam Talent.

Knowledge Lab Urban Labour Market

The [Knowledge Lab Urban Labour Market](#) is a collaborative initiative between EUR and the City of Rotterdam, chaired by Prof. Dr. Menno Fenger. It aims to address complex labour market challenges, especially the mismatch between labour supply and demand, by



combining academic research, experiential knowledge, and policy development. The Knowledge Lab fosters a learning public administration and promotes inclusive, practice-based solutions.

In 2024, the Knowledge Lab carried out a series of projects tackling urban labour market issues. The *KNAPR'Z* initiative enhanced reflective practices within the municipality, while the learning lab *"Mensontwikkelbedrijf van*



Learning from the Gig Economy: Research on Bike Delivery in the Hague

Dr. Roy Huijsmans, associate professor at the ISS, immersed himself in the gig economy by becoming a bike-based meal courier in The Hague. This hands-on research approach aimed to understand the experiences and vulnerabilities of platform workers, particularly young migrant men who dominate this sector in many European cities. Using the ethnographic method of participant observation, Huijsmans explored how these workers navigate precarious employment, algorithmic control, and urban inequality.

His findings reveal how food delivery platforms present flexible, low-threshold access to work but shift financial risk to workers, many of whom are highly educated. Social media platforms like WhatsApp also play a key role in shaping how riders share strategies, form networks, and maintain solidarity. This lived research

offers nuanced insights into the challenges and agency of migrant youth in the urban gig economy.

Beyond academic relevance, the study contributes to debates on labour rights, migration policy, and digitalisation. It reflects EUR's commitment to engaged, justice-oriented research that brings real-world complexities into focus through direct societal involvement.



de toekomst" empowered civil servants to co-create solutions. A similar collaborative approach was applied in the *RET-werktafel*, resulting in a grant application and plans to scale up.

Action-oriented research also played a central role. Studies on precarious work and the working poor combined data analysis with real-world insights to inform effective interventions. The *"Klaar voor een Kind, Klaar*

voor Werk" project explored how to support women's labour participation around pregnancy and reduce reliance on social assistance.

To share insights, the Knowledge Lab contributed to events such as the *Dealing with Complexity in Work and Income* seminar, the Divosa Autumn Congress, and the Economic Outlook Rotterdam. These activities highlight

the Knowledge Lab's continued contribution to inclusive labour market innovation in Rotterdam.

The [Knowledge Lab Rotterdam Talent](#) aims to attract and retain talent in the city by improving educational policies and practices. Through research, knowledge sharing, and collaboration with the municipality and local institutions, it enhances education quality and supports the growth of talented individuals in Rotterdam. Coordinated by Risbo, it investigates how schools, universities, and public policy can better support diverse learners.

The Rotterdam Talent Week celebrates the city's diversity and energy through lectures, clinics, and cultural events that highlight talent in education, entrepreneurship, sport, and the arts. These events deepen the university's ties with the broader community and promote a culture of aspiration and recognition.

In 2024, the Knowledge Lab contributed to the [Education Conference Rotterdam 2024](#) with two sessions, presenting [their study](#) on working smarter in primary education to maintain the quality of education in a time where personal limitations are high on the agenda.

Stimulating innovation through university–city collaboration

On 11 December 2023, EUR and the Municipality of Rotterdam signed a declaration of intent to jointly invest €150,000 per year to stimulate innovation and entrepreneurship in the region. Their shared goal is to empower young entrepreneurs to tackle urban challenges such as inequality, sustainability, and the energy transition, and to

ensure that new companies not only emerge in Rotterdam, but stay and grow.

At the heart of this mission is EE, which supports students in developing innovative start-ups. One example is [Teachbuddy](#), a tutoring platform co-founded by alumnus Rik Roosenstein, which connects students for free peer-to-peer tutoring, especially in schools where families cannot afford private help. Teachbuddy now operates in 15 schools and is scaling nationally, with support, space, and coaching from EE.

Through initiatives like Talent for Transition, site visits to innovation hubs like BlueCity and RDM, and competitions such as the Erasmus University Challenge and NL Startup Competition, students learn to develop and pitch ideas, meet investors, and build impact-driven ventures. While enthusiasm is high, both staff and students highlight the need for greater awareness of available support and better integration of entrepreneurship into academic life.

Together, the university and the city aim to translate academic knowledge into concrete, real-world solutions, strengthening Rotterdam's capacity for sustainable and inclusive growth.

Incubator programmes

In 2024, EE further expanded its support for high-impact entrepreneurship by deepening partnerships with investment funds like [UNIIQ](#) and the [Graduate](#) Entrepreneur Fund, providing early-stage ventures with increased access to capital, mentorship, and scale-up support.

For health-focused startups, the [Erasmus MC Incubator](#) provides a launchpad within the Life Sciences & Health

sector. Launched in Q4 2024, key facilitators in this programme are ECE and Yes!Delft. Strategically located in the Rotterdam Science Tower and Erasmus MC campus, the incubator is set to expand into a new 2,000 m² facility by 2026 as part of the Erasmus MC Masterplan 2050, further creating an integrated environment for research, education, and entrepreneurship in the Life Sciences & Health sector.

Students continued to drive the entrepreneurial ecosystem in 2024. Talented student entrepreneurs are supported and receive guidance by ECE in the Talent for Sustainable Entrepreneurship Programme. [ECE Students](#) runs the Student Founders Programme, a 4-month incubator for student-led startups, alongside workshops and Entrepreneurial Career Days. The newly established Ecosystem Committee fosters closer collaboration between student organisations, faculty staff, and support services to strengthen campus-wide entrepreneurial engagement.

[Enactus EUR](#) adds a social entrepreneurship dimension, with seven student-led ventures tackling social and environmental issues. It offers training in lean startup, design thinking, and impact measurement. In 2024, Enactus co-organised the annual Entrepreneurship Week in partnership with EE and ECE Students, now the largest entrepreneurial gathering on campus..

ECE also brought the prestigious [Top 250 Scaleups](#) back to Rotterdam in 2024. The event showcasing the fastest-growing companies in the Netherlands, brought together C-level executives, researchers, students, and alumni for inspiration and peer learning, based on EUR's research and expertise. Organised in collaboration with

public and private partners, the event reinforces EUR's role in supporting high-growth entrepreneurship. Remarkably, one in five Top 250 companies have EUR alumni in their leadership team, many of whom remain involved in student education and mentoring.

At the European level, ECE continued its leadership role in the [European Scaleup Institute](#), an alliance of eight leading universities focused on scaling and high-growth ventures. The Institute facilitates shared research, education, and policy dialogue to foster inclusive economic growth and innovation capacity.

Alongside scale and growth, ECE is also committed to inclusive entrepreneurship, ensuring access to entrepreneurial opportunities for underrepresented groups. A leading example is [SHELEADS+](#), spun off as an international non-profit in 2025, hosted its 2024 Annual Event drawing 200 participants from 19 countries. Through LAUNCH HER, ECE piloted a free, online incubation programme for female impact entrepreneurs in Southeast Asia, while as a research partner in Code-V, it supported the development of the first global investment dashboard for women-led ventures, in collaboration with over 80 financiers and the World Bank. ECE also supports neurodiverse entrepreneurship, including targeted support for founders with ADHD. These efforts reflect ECE's broader mission to build an entrepreneurial ecosystem that is not only innovative, but inclusive by design.

Bridging the Gap Between Impact Ambition and Impact Achievement

As pressure grows on organisations to demonstrate their social and environmental contributions, many are stepping up their sustainability efforts. But a key question remains: how effective are these efforts in practice? Increasingly, concerns are being raised about a gap between what organisations aim to achieve (their impact ambitions) and what they actually deliver (impact achievements). This gap, explored through the concept of "means–end decoupling", is attracting growing interest in academic research. It helps to identify the organisational, institutional and structural barriers that can stand in the way of creating social and environmental value.

The issue is especially relevant in cities like Rotterdam and Istanbul, where entrepreneurship is seen as a key strategy for innovation and sustainability, as reflected in the UNIC Local Engaged Research Roadmaps. To explore how impact-driven entrepreneurs in these cities navigate the gap between ambition and achievement, a collaborative research project was launched by [Impact Centre Erasmus](#), Koç University Social Impact Forum, Vrije Universiteit Amsterdam, and societal partners such

as TSEN, EUCLID Network, and MVO Nederland. The study involved 37 participants from 32 organisations across both countries, and marked the first time that the theory means–end decoupling was applied to impact-driven enterprises – organisations founded specifically to create social or environmental value.

While the concept of decoupling was new to many societal partners, they immediately recognised its relevance for understanding the challenges they face in translating vision into results. The project sparked valuable exchanges between researchers and practitioners. One of the key findings was that, although these enterprises are deeply committed to their missions, they often face systemic pressures that redirect their resources toward reporting and compliance, rather than learning and improvement ([see this interview](#)).

The project team is now working on two academic publications and seeking new funding to further explore and address the underlying barriers to meaningful, lasting impact.

Together, these initiatives create a dynamic, inclusive environment for entrepreneurship: empowering students, researchers, and professionals to build ventures in health tech, sustainability, and social innovation.

Impact domain 3:

A just transition to a sustainable society

“Transitions are necessary in various areas – such as energy, social, climate – to achieve a more sustainable society and a healthy planet. Together, we explore how individuals, government and organisations can implement these changes so that the benefits and burdens are shared more equitably and new opportunities arise for as many people as possible.”

This chapter highlights how EUR contributes to a just and inclusive transition toward a more sustainable society. Addressing complex challenges such as climate change, the energy transition, and social inequality requires integrated approaches that combine scientific insight, ethical reflection, and societal collaboration. EUR advances this agenda through research that supports systemic change, education that prepares students to lead transitions, and partnerships that promote fairness in the distribution of risks and opportunities. The chapter showcases efforts to embed sustainability across disciplines, stimulate transdisciplinary learning, and ensure that sustainability transitions are not only effective, but also equitable and democratic.

Priorities & Goals from Strategy 2024



Taking responsibility on sustainable development

Goal 1 - Contribution to Sustainable Development Goals (SDGs)

Goal 2 - Education for sustainability

EUR has committed to making a meaningful contribution to solving the major challenges society faces, as defined in the 17 SDGs. By leveraging our research capacity, educational reach, and societal partnerships, we aim not only to advance the global SDG agenda but to do so selectively and intentionally where our contribution can be most impactful.

We have taken concrete steps to integrate the SDGs into our university's strategy. We supported cross-disciplinary initiatives such as the DIT platform, to foster transdisciplinary sustainability research. Our academic work has also contributed directly to policy change, for instance, legal research from ESL informed new legislation banning floating degassing, reducing emissions from inland ship-ping. To improve transparency and support collaboration, we make research outputs and their SDG relevance publicly accessible through the [EUR PURE portal](#).

Sustainability is also becoming a structural part of our education. EUR is embedding sustainability across its educational portfolio to equip students with the mindset and skills needed for socio-ecological transitions. Over 100 courses now address sustainability themes, with a growing number of dedicated programmes emerging in recent years. Notable examples include the [Master in Societal Transitions](#), developed in collaboration between ESPhil and the DIT platform, the [Master in Economics of Sustainability](#) at ESE, and the [Master in Global Business & Sustainability](#) at RSM.

ESE and ESL have developed proposals to integrate sustainability into their bachelor's programmes, with ESL already incorporating it into a curriculum redesign. To build a shared foundation of awareness, an introductory sustainability course has been developed for (new) students. The course introduces key sustainability concepts and transitions through four modules. Its first pilot was held in late 2024, with further pilots scheduled for 2025.

While a full evaluation of the integration of sustainability across the education portfolio is still in progress, early developments are promising. A pilot system is currently being tested to classify sustainability-related courses. Furthermore, support is being offered to teaching staff who wish to embed sustainability into their education. These efforts align closely with our broader educational vision: preparing students to think critically, work across disciplines, and take responsibility for addressing the world's most urgent challenges.

Highlights

Master in Societal Transitions: Educating the Change-Makers of Tomorrow

Launched in 2023, the [Master in Societal Transitions](#) is a one-year, full-time programme housed at ESPhil and developed in close collaboration with the university's DIT platform. The programme was created in response to the growing need for professionals who can navigate and shape complex transitions in areas such as climate, energy, fashion, urban environments, and health. It is built on the belief that systemic challenges require systemic solutions, and that these solutions demand transdisciplinary thinking, ethical reflection, the right mindset, and real-world engagement.

Unlike traditional academic programmes, this Master's combines insights from philosophy, sociology, transition science, economics, and other disciplines with hands-on methods such as design thinking, participatory governance, and action research. Students learn to critically analyse societal systems, design transformative interventions, and lead change. A hallmark of the programme is its graduation project, where students co-create and implement a practical intervention in collaboration with societal partners, rather than writing a conventional thesis.

The curriculum is structured into four thematic blocks, beginning with real-world sustainability challenges and progressing through methods, philosophical tools, and thematic specialisations tailored to students' interests. A Leadership and Reflection track support personal development, encouraging students to explore their

Award-winning sustainability initiatives led by students

EUR actively encourages student engagement in sustainability, recognising outstanding contributions through awards that highlight impactful projects.



In 2024, students Stefanie Essaadi and Emma Kibel from EUC received the [Sustainability Award](#) for their initiative to transform a paved square adjacent to EUC into a public park, alongside creating large planting beds in front of the building. This project was fully initiated and designed by these students, with the support from EUC staff and the Municipality of Rotterdam. Through integrating ecological and social concerns, the design of the garden aims not only to enhance biodiversity and climate resilience, but also foster connections, to one another and with nature. The arrangement of plants forms outdoor rooms where people can come to sit among the plants, creating screens of privacy but also social spaces. The award's prize money is allocated for the garden's

maintenance and the establishment of a student-led Garden Committee to ensure its sustainability.

Another notable recognition is the [Student Societal Impact Award](#), bestowed upon Ise Lau, a medical student at Erasmus MC. Her research focused on assessing the hospital's climate footprint, revealing that significant emissions stem from external factors like the production of medical supplies, waste disposal, and transportation. By identifying emission hotspots across 46 departments, her work has initiated discussions on sustainable practices within the hospital, such as choosing eco-friendly inhalers and reconsidering single-use instruments. Her findings contribute to a broader understanding of sustainability in healthcare and have been published in *Frontiers in Public Health*.



role in transformation processes. The Master in Societal Transitions thus equips graduates to become reflective, action-oriented leaders capable of guiding just and sustainable transitions across sectors.

Erasmus Centre for Energy Transition: shaping tomorrow's energy leaders

The [Erasmus Centre for Energy Transition](#) (ECET) is a pioneering initiative by EUR, established to accelerate the shift toward a more sustainable and equitable energy future. Founded in 2023, ECET brings together expertise from across disciplines, spanning law, economics, business, governance, and innovation, to address one of the greatest challenges of our time: the energy transition. As energy systems around the world undergo rapid transformation, ECET positions itself as a leading academic hub where research, education, and industry meet to drive meaningful change.

At the heart of ECET's mission is the development of future-proof leadership. The centre offers specialised educational programmes aimed at training students and professionals as "(future) directors of the energy transition": individuals equipped to lead complex, cross-sectoral change within businesses, governments, and civil society. Beyond the classroom, ECET facilitates cutting-edge interdisciplinary research and works closely with industry partners, government bodies, and other academic institutions to co-create practical, scalable solutions. Through this collaborative approach, ECET not only contributes to regional innovation but also plays a strategic role in helping societies meet their global climate and energy goals.



Publication series on Just Sustainability Transitions

The [Just Sustainability Transitions](#) initiative is a publication series within EUR's VCC programme. It brings together interdisciplinary perspectives on how to design and implement sustainability transitions that are socially just. The series responds to the growing recognition that systemic changes in areas such as energy, housing, mobility, and food must not only address ecological concerns, but also actively confront social inequalities. By connecting research with real-world practices, the series seeks to deepen, translate, and connect knowledge that supports more equitable and inclusive transformations.

Each publication in the series examines how justice can be embedded in the processes and outcomes of sustainability transitions, with attention to the roles of grassroots movements, urban actors, and institutional policies. The series offers a platform for critical reflection as well as actionable insights, co-produced with stakeholders from policy, civil society, and academia. Ultimately, Just Sustainability Transitions contributes to the broader ambition of building sustainable futures that are not only ecologically sound, but also fair and democratic.

Impact domain 4:

Healthy society & accessible and affordable health care

“With our knowledge, we contribute to people’s health and strive to reduce health inequalities. We seek innovative ways to address the growing demand for care by promoting new and innovative healthcare concepts. In doing so, we ensure that the accessibility and affordability of care is guaranteed.”

This chapter outlines EUR's growing contribution to building a healthy society and ensuring accessible, affordable, and sustainable healthcare. While health was not a primary focus in Strategy 2024, faculties and affiliated institutions such as ESHPM and Erasmus MC have shown strong leadership in advancing interdisciplinary research, innovative education, and practical collaborations to promote public health and reduce inequalities. It highlights efforts to integrate sustainability into healthcare, train future health leaders, and support evidence-based policy, while linking planetary health with human well-being. These developments provide a strong foundation for EUR's strategic focus on health moving forward.

While EUR's central Strategy 2024 did not explicitly prioritise health and healthcare, this theme is one of the five impact domains in Strategy 2030. In the interim, EUR's affiliated institutions, ESHPM and Erasmus MC, have demonstrated strong leadership in advancing a healthy and sustainable society through accessible, equitable, and high-quality healthcare.

[ESHPM's Strategy 2020–2024](#) emphasises its mission to contribute to high-quality, accessible, affordable, efficient, equitable, and sustainable healthcare globally. By integrating disciplines such as policy sciences, sociology, economics, management, and law, ESHPM addresses complex healthcare challenges through multidisciplinary research and education. Its research is structured around three interdisciplinary themes: Global Health, Planetary Health, and Sustainable Healthcare Workforce, which together reflect the school's commitment to understanding and shaping healthcare systems in relation to global inequities, environmental sustainability, and workforce resilience. The school aims to educate future healthcare leaders and professionals capable of formulating effective solutions to these challenges.

In its [Impact Report for Strategy Development 2024–2026](#), ESHPM outlines its commitment to making a positive societal impact on healthcare. The report highlights the school's focus on engagement, research, education, and operations as core pillars to advance societal impact. ESHPM acknowledges the importance of viewing physical health and planetary health in tandem and emphasises the need for care delivery and technologies designed under sustainable principles.

[Erasmus MC's Research Strategy 2023–2029](#) centres on addressing major societal challenges in health, such as promoting a healthy life course, ensuring accessibility of care, and enhancing sustainability in healthcare. The strategy outlines four strategic research goals: promoting a healthy life course through prevention and early diagnosis; understanding mechanisms of health and disease across the lifespan; responding to emerging health threats including infectious diseases and climate-related risks; and enabling tailored, sustainable healthcare through precision medicine and digital innovation. Erasmus MC emphasises the importance of interdisciplinary collaboration with regional and international partners to effectively contribute to solutions for current and future health challenges.

Highlights

Leading Example: Erasmus Professor Eveline Crone

[Prof. dr. Eveline Crone](#) is a leading expert in developmental neuroscience, holding the position of *Professor of Developmental Neuroscience in Society* at EUR, alongside a professorship in Neurocognitive Developmental Psychology at Leiden University. She is the founder and director of the Society, Youth and Neuroscience Connected lab, which explores how brain development interacts with social environments, particularly during adolescence. Using a cognitive neuroscience approach, her research delves into self-regulation, empathy, and social learning from childhood through young adulthood.

Crone's work has been instrumental in highlighting adolescence as a critical period for personal growth, civic engagement, and societal contribution. Through longitudinal studies and innovative outreach, she aims to improve youth development by informing education, mental health, and social policy. Her initiatives, such as the Young Participation Platform YoungXperts, actively involve youth in shaping research agendas and translating findings into practice.

Her contributions have earned her numerous awards, including the Spinoza Prize, the highest scientific honour in the Netherlands. She is a member of several leading academies, including the Royal Netherlands Academy of Arts and Sciences, the British Academy and the American National Academy of Sciences, and is also known for her commitment to science communication. Her bestselling book *Het puberende brein* ('The adolescent brain') and

Partnering for Impact: A Decade of Research and Reform in Ethiopia's Health Insurance System

A long-standing collaboration between ISS, the Ethiopian Health Insurance Agency (EHIA), Addis Ababa University, and other partners has played a key role in shaping Ethiopia's community-based health insurance (CBHI) system. Originally launched with NWO funding, the project assessed the effects of health and economic shocks and evaluated the outcomes of Ethiopia's 2011 rural CBHI pilot. Over four years, the team collected extensive longitudinal data from 1,600 households, health facility surveys, and interviews, with EHIA actively involved in co-defining research questions and workshops.

The research informed policy revisions on benefit design, co-payments, and adverse selection, and supported capacity-building through joint training courses. Continued support from Erasmus University Rotterdam enabled further studies on financial sustainability, urban rollout, and social protection linkages. As of 2021, the CBHI had expanded from 13 pilot districts to over 830

nationwide, covering nearly 9 million households, with enrolment and renewal rates at 63% and 82%, respectively.

Recent studies published since 2024 have deepened insight: insured members often delay treatment, suggesting moral hazard risks; satisfaction rates average 66%, though concerns remain around service quality; and a large majority of urban formal-sector workers expressed willingness to subsidise CBHI, highlighting growing societal support.

Beyond policy influence, the project contributed to academic development: three Ethiopian researchers earned PhDs, and now have leading roles at the World Bank, School of Public Health of Addis Ababa University, and ISS. This long-term, co-created partnership illustrates how sustained academic engagement can drive both national reform and research capacity in the Global South.

public engagement efforts bring neuroscience to a broader audience. At the intersection of science and society, Professor Crone's work continues to inspire new ways of supporting young people to thrive – both cognitively and socially – in a rapidly changing world.



Sustainable Health Care track

The Sustainable Health Care track within the [Master's in Health Care Management](#) at ESHPM is a four-month specialisation designed to equip students with the knowledge and skills necessary to address sustainability challenges in healthcare. The track comprises two courses, *Sustainable Care Systems* and *Sustainable Healthcare Organisations*, and culminates in a thesis focused on sustainability in healthcare. Through this curriculum, students explore the environmental impact of healthcare systems, study the effects of climate change on health and care, and develop strategies for creating more sustainable healthcare systems and organisations.



In its inaugural offering, over 50 students completed the track, analysing issues such as reducing waste in operating rooms and implementing reusable medical instruments. The programme emphasises transdisciplinary collaboration, with students working on real-world challenges in the Rotterdam region, including heat stress and the spread of infectious diseases due to climate change. Guest speakers from organisations like Erasmus

MC, TU Delft, and the Green Care Alliance contribute to the programme, providing insights into sustainable practices in healthcare. This track reflects ESHPM's commitment to integrating sustainability into education and preparing future professionals to lead in creating environmentally responsible healthcare systems.

Smarter Choices for Better Health

The [Smarter Choices for Better Health](#) (SCBH) initiative is one of EUR's interdisciplinary research programmes, launched in collaboration with Erasmus MC, ESHPM, and ESE. Its overarching aim is to contribute to more sustainable societies by enabling smarter, evidence-based choices in healthcare policy, system design, and individual behaviour. By addressing the root causes of poor health and promoting efficient, equitable healthcare systems, SCBH supports healthier populations and more resilient social structures.

Centred on Prevention, Health Equity, Outcome-Based Healthcare, and Evaluation of Healthcare, the initiative takes a systemic approach to health as a public good. It explores how preventative strategies and behaviour change can reduce long-term burdens on healthcare systems, how to mitigate health inequalities that undermine social cohesion, and how healthcare interventions can be assessed beyond cost and clinical outcomes.

To drive real-world impact, SCBH offers targeted seed grants of up to €15,000 to early-career researchers for interdisciplinary pilot studies addressing themes such as prevention, health equity, and healthcare evaluation. It provides structured internships for PhD candidates and coordinates a dedicated minor to equip students

with systems-level insight into sustainable healthcare. SCBH also engages with partners like the [Pandemic and Disaster Preparedness Center](#) and the [Erasmus Centre for Health Economics Rotterdam](#) to translate research into policy and practice, ensuring that evidence-based insights inform responses to urgent societal health challenges.

In doing so, SCBH reinforces the idea that sustainable societies require not only environmental responsibility but also robust, inclusive, and forward-thinking approaches to public health. Through interdisciplinary grants, education, and collaborative research, SCBH builds the capacity of early-career researchers, students, and partner institutions to make smarter, evidence-informed choices that support long-term societal well-being.

Planetary Health Diet

EUR is actively advancing the principles of the Planetary Health Diet through research, education, and sustainable campus initiatives. ESHPM launched its Investment Agenda including the [Planetary Health](#) Theme in 2023. The Theme has brought together a multidisciplinary group of experts with deep experience in education, research, policy, and advocacy, to explore and address the urgent challenges where human health and environmental sustainability meet.

Several international and national research projects led by the Theme are ongoing, like Caring Nature and ESCH-R. In education, courses such as "Sustainable Care Systems" help students explore the intersection of healthcare and sustainability, encouraging cross-disciplinary thinking to develop resilient, eco-conscious health systems.

On campus, EUR is exploring ways to align its food services with the Planetary Health Diet while maintaining freedom of choice. This includes considering more plant-based and sustainable options in cafeterias. The university is also taking a leading role globally, hosting the Planetary Health Annual Meeting in October 2025, where experts will gather in Rotterdam to address systemic challenges in food, health, and sustainability. These efforts reflect EUR's growing commitment to integrating planetary health into its institutional practices and academic mission.

Rotterdam Global Health Initiative

The [Rotterdam Global Health Initiative](#) (RGHI) is an interdisciplinary network jointly led by ESHPM, ISS, Erasmus MC, and ESE. RGHI closely aligns with the EUR's central strategy 2030, which identifies "accessible and affordable healthcare" as one of its main impact domains and expands the university's focus from local to global.



Since its inception in 2011, RGHI has evolved into a vibrant community of over 250 members including researchers, policy makers, healthcare providers and patient advocates

Bringing Health Students into the Heart of Society: GIDS

At Erasmus MC, the student-run initiative [Gezondheidsstudenten In De Samenleving](#) (GIDS) is reimagining how future healthcare professionals engage with the city around them. Founded to connect medical and health sciences students with societal challenges beyond clinical walls, the GIDS bureau acts as a bridge between students and local government or community organisations. Through diverse, real-world projects, from supporting vulnerable residents to addressing social health determinants, students gain hands-on experience while contributing meaningfully to Rotterdam's well-being. The impact is twofold: students step out of their academic bubble and develop a stronger sense of civic responsibility, while community partners gain access to fresh perspectives and motivated volunteers. By acting as both a connector and platform for idea-sharing, GIDS strengthens social ties

and builds mutual understanding between the university and society.

In 2024, GIDS collaborated with 'Werken als een Paard', an organisation dedicated to broadening children's horizons and help them discover their place in the world. As part of this collaboration, GIDS hosted elementary school students from Rotterdam-Zuid at Erasmus MC, introducing them to the variety of professionals working in the hospital and offering a guided tour. This initiative provided young students with an early glimpse of into healthcare careers.

Looking ahead, GIDS aims to scale its model nationally, inviting students across the Netherlands to step into their communities and become more socially engaged health professionals from the very start of their careers.

engaged in academic projects across nearly 30 low- and middle-income countries. Its mission is to contribute, through equitable partnerships, to good health as well as accessible and quality health care, informed by excellent interdisciplinary research and education. Specific research and teaching expertise of RGHI members lies in the areas of Social and environmental determinants of health, Health care systems and Disease Modelling. This expertise is highly sought after by parties including Ministries of Health, partner universities globally, the World Health Organization and Non-Governmental Organisations.

RGHI members have published a substantial body of high-impact, peer-reviewed work, contributing to both academic knowledge and societal progress. These outputs stem from individual efforts and collaborative initiatives under RGHI. In education, RGHI members have developed new Bachelor and Master courses inspired by cutting-edge global health research. RGHI supports Early Career Researchers through initiatives like the "RGHI Best Poster Award", "RGHI Best Pitch Award", and "RGHI Travel Grant".

Impact domain 5:

The responsible use of technologies

“New innovations and technologies, such as artificial intelligence, present both opportunities and challenges. We assist in the responsible development of (digital) technologies, deploying them to address societal problems while considering the ethical, economic and societal impacts.”

This chapter explores how EUR advances the responsible development and application of technologies, particularly AI, to address societal challenges. It furthermore highlights the university's commitment to human-centred, ethical, and inclusive approaches to digitalisation across its research, education, and operations.

Priorities & Goals from Strategy 2024



Ensuring our education is future-oriented

Goal 2 - Personal and personalised learning



Stepping up our professional services

Goal 2 - Alignment with digital society

EUR is committed to the responsible use of technologies, including AI, to enable innovative and impactful solutions for societal challenges. This commitment extends to our education, research, and professional services. The overarching goal is to future-proof the university by integrating advanced technologies in ways that enhance learning, support data-driven decision-making, and maintain ethical standards.

In the domain of education, EUR has strategically invested in digital tools and methods to create space for more personal and personalised learning. Initially, the focus was on strengthening teaching resources and supporting interaction through online and hybrid models. These approaches were expanded in response to the COVID-19 pandemic, with new insights captured and shared through a university-wide Community of Practice. Now, the university is taking the next step: moving beyond crisis-driven innovation toward a sustainable integration of EdTech and AI. This includes exploring how these technologies can support flexible, inclusive, and high-quality education that meets the needs of a diverse student population.

Parallel to developments in education, EUR has also worked to align its professional services with the demands of a digital-first environment. This involved developing a [digital vision](#) aimed at optimising processes and delivering user-focused solutions across the university. A key milestone was the training of over 200 employees in essential digital skills, equipping staff to work more effectively with emerging tools and

systems. In addition, EUR supported evidence-based policy and planning by strengthening data-driven decision-making. For example, through collaboration between the [Erasmus Centre for Data Analytics](#), Erasmus Digitalisation and Information Services and Real Estate & Facilities, the university used data to optimise campus usage. However, these advancements have also highlighted ongoing challenges, particularly regarding IT investments and system integration. Some digital initiatives lacked alignment with the broader IT master plan, which limited their overall impact and scalability.

Looking forward, EUR recognises the need to strengthen its digital infrastructure and governance to fully harness the potential of AI and other technologies. This includes ensuring that new tools are implemented responsibly, with attention to ethical, legal, and societal implications. By doing so, the university aims to remain at the forefront of technological innovation while safeguarding public trust and maximising societal benefit.

Highlights



Leading Example: Erasmus Professor Moniek Buijzen

[Prof.dr. Moniek Buijzen](#), Professor of Communication and Change at ESSB, has been at the forefront of employing AI for society in responsible and innovative ways. She does so through her leadership in the Movez Network, the Erasmus Initiative Societal Impact of AI, and the Public Values in the Algorithmic Society programme. By fostering cross-disciplinary collaboration among social sciences, health, computer science, and law, she ensures AI development is grounded in public values and societal needs. In addition, she launched [AICON](#), a movement fostering cross-sector collaboration between science, society, art, and nature to ensure AI is integrated in a humane and socially responsible way.

Her work on data-driven decision-making promotes transparency and accountability, tackling algorithmic biases and ensuring that AI applications prioritise public interests. Her SocialMovez project also advances digital health campaigns, leveraging peer influencers and data-analytic technologies to improve outreach while protecting youth privacy.

Buijzen's advocacy underscores the importance of safeguarding public values amid growing big tech influence. Her contributions have positioned her as a prominent voice on responsible AI, widely recognised for advancing interdisciplinary approaches that link technological



Blended Learning and Analytics in Action

[Dr. Dr. Peter Marks](#) and [Dr. Pieter Tuytens](#) won the [Education Prize 2024](#) for their innovative approach to teaching the Economics, Welfare & Distribution course at ESSB. They engaged a diverse group of students by implementing blended learning and learning analytics, transforming a traditionally challenging subject into a more effective and accessible course.

Their use of the flipped classroom method, where students watch knowledge clips before lectures, allowed learners to study at their own pace and focus on problem areas during class. Interactive activities, debates, and role-playing further deepened students' understanding.

This method not only increased the pass rate from 60% to 75% but also enhanced students' enjoyment

and engagement. Supported by the CLI and advanced learning analytics, their approach exemplifies personalised education through technology, earning them the prestigious award.



innovation with ethical and social imperatives. Through her pioneering work, she continues to inspire new models for integrating AI into society in ways that are transparent, fair, and aligned with collective well-being.

Technology and Responsible Innovation in Education

EUR is committed to understanding and shaping the societal impact of AI through the Erasmus Initiative Social Impact of AI, offering [programmes and courses](#) that promote both innovation and responsible AI development.

Researching AI and Digitalisation for a Better Society

The Erasmus Initiative [Societal Impact of AI \(AiPact\)](#) explores the transformative potential of AI across four pillars focusing on fostering inclusivity, creativity, and ethical application. In arts and culture, AI serves as both a subject of study and a living lab, unlocking opportunities for individuals and organisations while setting expectations for its societal benefits. In media and communication cognitive communication is investigated, aiming to promote healthier and more sustainable lifestyles through innovative research, education, and technological applications.



In healthcare policy and management, AI is examined from a societal perspective, shifting the focus from managing diseases to promoting overall health. Researchers explore the implications of personalised prevention, integrated public health, and evolving roles for healthcare professionals. Meanwhile, in work and labour, AI is reshaping organisational practices, introducing data-driven decision-making and

Beyond the Code: Ethics, Trust, and the Social Dimensions of AI

In an age where AI plays an increasing role in sectors like finance, ethical concerns are becoming more urgent. In 2019, [Joris Krijger](#) launched a hybrid research project combining a PhD at ESPhil on AI and ethics with a practical role as Ethics & AI Officer at De Volksbank. While recognising the innovative potential of AI, he remains deeply concerned with its broader societal impact on inequality and broader potential injustices.

While these concerns are not new, Krijger begins by confronting the persistent and widening gap between abstract ethical principles and the realities of AI in practice. Building on the combination of research and practical experience, he argues that bridging this gap requires a more holistic

understanding of AI ethics that acknowledges the normative choices embedded in their design. This understanding must also critically examine the power structures and institutional contexts in which those choices are made.

Rather than providing new frameworks or design methods to address ethical issues on a technical level, he calls for a restructuring of the organisational processes and structures that shape AI development to make them better geared towards normative reflection and justification. The AI Ethics Maturity framework he published together with RSM PhD Tamara Thuis has been broadly taken up by [municipalities](#), [De Belastingdienst](#) and [higher education institutions](#).

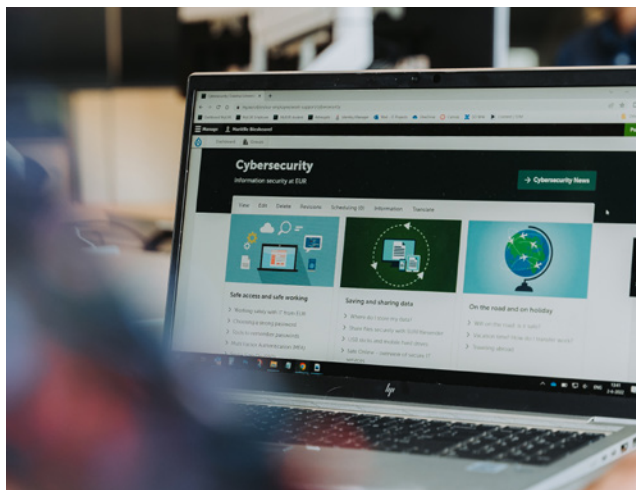
workplace automation. This line of research emphasises human-machine collaboration, aiming to ensure employee safety and well-being while preparing for an inclusive future of work. Across all domains, the initiative takes a human-centred, interdisciplinary approach, balancing AI's potential with ethical considerations to maximise positive societal impact.

The [SSH-Breed sector plan](#) at EUR focuses on the societal effects of digitalisation, particularly on work, prosperity, and entrepreneurship. It explores five key themes: the digital society, platformisation of work, digital decision support, new ways of working, and

data and cyber harms. Researchers investigate how digital technologies reshape jobs, decision-making, organisational structures, and societal risks, aiming to understand both opportunities and inequalities arising from digitalisation.

In its first year, the focus was on building the foundation for this interdisciplinary initiative. Besides appointing 36 new researchers, the six participating faculties (ESL, ESE, ESHCC, ESPhil, ESSB, RSM) work closely together on research and education and have focused on building a growing community of over 100 members. Early results include cross-faculty teaching modules, joint research

proposals, and a stronger culture of multidisciplinary collaboration, both within EUR and with external partners like the University of Twente, Open University and TU Eindhoven.



Collaborations with the city of Rotterdam

Arthur De Jaeger's research on citizen participation within Urban Digital Twins (UDT) highlights both the opportunities and challenges of using these data driven digital replicas to enhance urban development processes in Rotterdam. His thesis, which won the [Rotterdam Thesis Award 2024](#), critically evaluated the UDT pilot project for redeveloping the Slotboomplein in Oud-Charlois. It identified key obstacles in the participation process, including the limited focus on inclusion and transparency, distrust of residents towards local authorities, and communication barriers between residents and the municipality. The study emphasises the responsible use of urban technologies by shifting the discussion from technical feasibility to socio-technical inclusivity, ensuring that emerging urban innovations serve public interests. His findings have been shared with the Municipality of Rotterdam's Digital City programme, contributing to the development of guidelines for urban planners and UDT developers.

Furthermore, EUR and the municipality of Rotterdam have launched the [Future Society Lab](#) in 2024. This Knowledge Lab is a knowledge and networking platform at the intersection of digital transformation and urban development. It works together with various local and regional knowledge institutions and involves experts and creative professionals from other organizations in and around Rotterdam.

The Lab operates through three thematic teams:

- Citiverse develops a European alternative to the metaverse, merging physical, social, and digital layers in urban life. The emphasis is on public values like inclusion,

interoperability, and ethics, making the digital infrastructure open to public scrutiny.

- Digital Humans investigates the use of empathetic digital entities in public dialogue. A pilot by the City of Rotterdam and TU Delft introduced a virtual citizen to engage in city planning discussions, prompting rich interactions and raising questions about representation and data ownership.
- Society explores the soul of Rotterdam in a digital age, asking how technology affects citizens and vice versa. It advocates for inclusive digital innovation shaped by diverse perspectives, especially from youth and marginalized groups.

A collective memory is emerging from these efforts, revealing interconnections among themes and challenges in shaping ethical technology. The Lab continues expanding locally and online, now engaging over 600 stakeholders. Frequent online and in-person gatherings foster deeper partnerships and new pilot projects.



Collaborative efforts and partnerships

Partnering for impact and sustainability
across institutions and society.

Collaborative partnerships are a key driver of EUR's impact and sustainability ambitions. This chapter highlights how the university works with academic institutions, public authorities, civil society, and business to co-create solutions to pressing societal challenges. These strategic partnerships enable interdisciplinary research, inclusive education, and real-world experimentation. By working across sectors and disciplines, EUR strengthens its societal relevance, fosters innovation for sustainability, and supports transitions toward a more just and future-proof society.

Priorities & Goals from Strategy 2024



Societal Impact

Goal 1 - Building on the existing Erasmus Initiatives (Dynamics of Inclusive Prosperity, Smarter Choices for Better Health and Vital Cities, Vital Citizens) and establishing a fourth initiative to address the societal impact of disruptive technologies (digitisation/datafication).

Collaboration and partnership have been central to advancing interdisciplinarity at EUR throughout the Strategy 2024 period. Rather than treating interdisciplinarity as an end in itself, EUR embraced it as a powerful means to address complex societal challenges. By bringing together diverse academic disciplines, each with its own theories, methods, and perspectives, EUR created room for innovation, new insights, and impactful solutions. This approach has not only enriched research and education, but also strengthened the university's ability to contribute to both local and global transformations.

Key to this success were strategic partnerships such as the Leiden-Delft-Erasmus (LDE) Universities partnership, the European University Alliance UNIC, and the Convergence initiative. These partnerships enabled EUR to work across institutional boundaries, co-creating knowledge with a wide range of societal stakeholders. The Convergence initiative, in particular, demonstrated the power of transdisciplinary collaboration by uniting academic institutions with public and private partners to address urgent challenges with her [Resilient Delta](#), [Health & Technology](#), [AI, Data & Digitalisation](#), [Healthy Start](#), and [Pandemic & Disaster Preparedness programmes](#). Leveraging the region of South Holland as a real-world testing ground, this initiative embedded research and innovation within the communities it aims to serve, reinforcing EUR's commitment to societal relevance and impact.

These collective efforts have not only strengthened the university's research and educational ecosystems, but also laid a strong foundation for its future ambitions. As EUR looks ahead, the continued development of strategic, cross-sector collaborations will remain essential to its mission: creating positive, meaningful change in society through knowledge and innovation.





Education

Goal 1 - EUR will implement organisational changes to remove barriers and enable interdisciplinary collaboration to achieve its full potential.



Research

Goal 1 - We will strengthen a climate in which there is room and appreciation for the extra effort required for an interdisciplinary approach. We will use concrete incentives to stimulate interdisciplinary work.

Goal 2 - We will focus on effective alignment with existing and new funding schemes and collaboration, eliminating the barriers to interdisciplinary collaboration.

Highlights

Convergence: Collaborating for Transitions in Health, Climate, and Resilient Societies

The [Convergence](#) is a strategic collaboration between TU Delft, Erasmus MC, and EUR, bringing together expertise in social sciences, medicine, and engineering to address urgent societal transitions. Its activities include joint research programmes, the development of transdisciplinary education, and collaboration with public and private partners to create sustainable, inclusive, and future-proof solutions for society. In 2024, Convergence underwent significant structural changes under the leadership of a newly appointed director, introducing a new governance model and organisational structure to enhance collaboration across its initiatives.

Resilient Delta advanced climate resilience through a feasibility study for Maasterras in Dordrecht, a memorandum of understanding with the Dutch Association of Insurers on climate-adaptive living, and the launch of [Heat Lab Rotterdam](#) to tackle urban heat challenges. Collaborating with Erasmus Verbindt, students developed tools addressing youth engagement, healthcare waste, and port sustainability, while international summer schools and a five-year partnership with the University of São Paulo strengthened its research outreach.

Health & Technology introduced a transdisciplinary master in Sustainable Health, working alongside GGD Rijnmond and the Municipality of Rotterdam. Two new labs, the MOBI Lab for early osteoarthritis treatment

and the Capture Lab, where AI aids surgical teams, were opened. AI, Data & Digitalisation launched the Feminist Generative AI Lab and the Immersive Technology Lab to promote inclusive and experiential research, alongside supporting Small and Medium-sized Enterprises (SMEs) via the MKB Data Studio. Meanwhile, the Pandemic & Disaster Preparedness Center emphasised healthcare resilience, publishing reports and conducting avian influenza simulations. Healthy Start focused on youth engagement, among other things through launching a podcast series and co-creating a theatre production on youth mental health and inequality.

UNIC: Advancing Transitions in Post-Industrial Cities

The European University of Cities in Post-Industrial Transition, [UNIC](#), is dedicated to fostering inclusive, innovative, and interdisciplinary education and research that addresses the challenges faced by post-industrial cities. Its mission is to connect universities, students, and local communities to drive societal impact through engaged research, education, and collaboration. The alliance comprises ten European partner universities, coordinated by EUR, working together on urban transformation, sustainability, and social inclusion.

UNIC advances its goals through seven thematic lines: Superdiversity, Sustainability & Green Cities, Urban Resilience & Smart Cities, Health & Well-being, Security & Inclusion, Entrepreneurship, and Arts & Culture. These thematic lines serve as interdisciplinary research and

education hubs, and bring together researchers, educators, and policymakers to create impactful solutions for urban environments in transition.

In 2024, UNIC deepened its interdisciplinary and societal engagement through a range of initiatives. The alliance launched the first UNIC Dialogues, special student-centric events under the common theme of an “Inclusive Campus”, providing a platform for creative and meaningful exchanges across partner universities. It also opened nominations for the UNIC Thematic Lines Best Paper Awards and the CityLabs Award, recognising outstanding contributions to urban innovation. Additionally, the nominations for the UNIC HEI Awards for Inclusive Higher Education highlighted efforts to make education more accessible. A new course on Superdiversity was introduced in October, alongside the UNIC VIP Fund, supporting virtual and international educational projects.

Collaboration extended beyond the alliance, with UNIC co-founding a joint Community of Practice with other European Universities alliances to address shared higher education challenges. Events such as the UNIC Working Conference in Oulu inspired to break down the silos and encouraged collaboration across disciplines, departments, and campuses. Leadership changes included the appointment of Semiha Denктаş as UNIC's new Alliance Coordinator, reinforcing the alliance's commitment to impactful research and education.

Cultuur & Campus: Fostering Creativity, Inclusivity and Transdisciplinary Collaboration

Cultuur & Campus Putselaan is a European-financed project, part of the New European Bauhaus Lighthouse Demonstrator. It is developing a hub for shared learning, collaboration, and social impact, bringing together local residents, students, researchers, artists, and entrepreneurs. Developed through a partnership between Codarts, University of the Arts, EUR, Rotterdam University of Applied Sciences, Willem de Kooning Academy, the Afrikaanderwijk Cooperatie, the Buzinezzclub, European League of Institutes of the Arts, ICLEI and the Municipality of Rotterdam, the hub fosters experimentation at the intersection of science, the arts and culture. Located on the Putselaan in the Bloemhof neighbourhood of Rotterdam South, the hub is expected to officially open its doors in September 2025.

Leading up to its opening, in 2024, Cultuur & Campus Putselaan played a key role in fostering creativity, inclusivity, and interdisciplinary collaboration through a diverse range of events. For example, the Bloemhof Festival brought together residents through circus workshops, sustainable playground initiatives, and cultural exchanges, underlining the importance of coexistence and environmental awareness. Another highlight was the 'ISSUE Wrestling: the dark side of placemaking' event with artist Natasha Taylor. The evening combined a theatrical show wrestling performance which brought social tensions into the ring and involved debates about placemaking, gentrification and city development. It engaged professional show wrestlers, local residents,

European placemakers, researchers, and policy makers. The “Skills for Creative Ecosystems in Transition” workshop was part of the Rotterdam Programme of Creative Skills Week, promoting learning innovations within the New European Bauhaus movement. That same day, Tomas Mutsaers’ “Front Window” exposition explored themes of home, illness, and social isolation, inspired by his personal experience with Long COVID. These events demonstrated the Cultuur & Campus Putselaan’s commitment to art, education, and social impact, bridging formal and informal communities while inspiring innovation in Rotterdam and beyond.



Issue Wrestling The Dark Side of Placemaking, Gemaal op Zuid, 2024
photos: © Lavinia Xausa Drawing: © Nathan van der Veer

Leiden-Delft-Erasmus Universities collaboration: Joining Forces for Transitions in Sustainability and Society

The LDE collaboration is a strategic alliance between Leiden University, TU Delft, and EUR. Together they address complex societal challenges through interdisciplinary research and education. This partnership drives innovation, sustainability, and societal impact, strengthening the economic and knowledge landscape of South Holland and beyond.

LDE actively builds regional and international partnerships, working with companies, governments, and knowledge institutions to develop impactful solutions. The alliance supports a wide range of joint educational initiatives – such as minors, master's tracks, and online courses – and hosts multidisciplinary research centres and programmes focused on global issues like health-care, AI, resilient cities, and environmental sustainability.

A highlight in 2024 was the deepened collaboration with Indonesia. In September, LDE signed an agreement with the Indonesian Ministry of Education, Culture, Science and Technology, launching the Indonesian Netherlands Consortium on Sustainable Futures with five Indonesian universities. This partnership fosters joint research and education in health, digitalisation, tourism, heritage, and the green and blue economy, with a key focus on developing Indonesia's new capital, Nusantara. The Future Challenges Lab minor in Jakarta exemplifies this collaboration. To continue the dialogue, LDE hosted the "Delft Global Lunch – LDE Edition", where researchers explored ongoing and future projects in Indonesia.

Another 2024 focus was the intersection of space and society. LDE launched the [Space & Society Honours Programme](#), inviting bachelor students to apply space technology to societal challenges. The [LDE NL Space Campus Summer School](#) provided hands-on industry experience, while the LDE Space Day brought students, researchers, and industry together to explore applications in robotics, climate action, and beyond.

Additionally, in partnership with Naturalis Biodiversity Center, LDE published a [white paper](#) on climate change and biodiversity loss, calling for integrated, cross-disciplinary approaches to these urgent issues.

Operational impact & sustainability

Driving change through campus operations

This chapter outlines how EUR puts its sustainability ambitions into practice through its campus operations, infrastructure, and institutional culture. From energy and mobility to food systems, biodiversity, and circular procurement, the university is taking concrete steps to reduce its environmental footprint and foster a healthy, inclusive, and future-proof learning and working environment. It also highlights EUR's commitment to social sustainability through policies and programmes that promote well-being, safety, inclusion, and ethical conduct. Together, these efforts demonstrate how sustainability is being embedded in the daily functioning of the institution.

Priorities & Goals from Strategy 2024



Taking responsibility on sustainable development

Goal 3 - Sustainability as a prerequisite

Under Strategy 2024, EUR positioned sustainability as a fundamental cornerstone and prerequisite for campus development and facility management.

This commitment has become increasingly visible in the way buildings are constructed, food services are organised and working and outdoor environments are designed—ensuring that sustainability is integrated into the daily experience of staff, students, and visitors.

In 2024, EUR continued to advance sustainable campus development through the implementation of circular building principles, energy-efficient systems, and climate-conscious design. Following the benchmark set by the Langeveld Building's BREEAM-NL 'Outstanding' certification in 2023, attention shifted to operationalising these standards in ongoing renovations, such as those of the Tinbergen Building. Meanwhile, the university expanded its renewable energy capacity and strengthened energy monitoring efforts across campus buildings. Solar panels are in operation on nine buildings, and the full switch to 100% Dutch wind power continues to play a central role in reducing scope 2 emissions. These measures reflect a campus-wide shift toward climate-neutral infrastructure, aligned with long-term ambitions for net-zero emissions and circular construction.

Sustainable food and catering have also been reshaped as part of this goal. In line with sustainability and health objectives, the university fully transitioned to vegetarian catering by default, phased out disposable cups across campus, and introduced a 25% discount on vegan meals to encourage plant-based choices. These changes are

designed to reduce the environmental footprint of campus food services and model behaviour change in line with EUR's climate ambitions.

The design of the working environment and outdoor spaces has similarly adopted sustainability as a guiding principle. The university has increased incentives for sustainable commuting, such as cycling and public transport allowances, while simultaneously raising parking fees to discourage car use. EUR also continues to invest in green, accessible outdoor spaces that enhance biodiversity and well-being on campus—important elements of a liveable, climate-resilient urban environment.

In 2024, EUR consolidated earlier sustainability goals, including those from the Emergency Declaration, into revised objectives presented in this report. Ambitious but achievable, they provide a bridge into Strategy 2030, where sustainability is structurally embedded in the university's identity.

Throughout 2024, the university has continued to build on these foundations as part of the new Strategy 2030. Insights from campus-wide Sustainability Dialogues are informing how sustainability will be embedded even more deeply in the design and operation of facilities in the years to come. The university's recognition in the 2024 SustainaBul ranking, where it rose to third place among all Dutch higher education institutions, further affirms its leadership role in integrating sustainability into the built environment.

Highlights

Energy & climate change

EUR is committed to having a net positive impact on the climate and ecosystems. To achieve this, the university has outlined a clear roadmap toward becoming a climate-positive campus:

- **Net-zero CO₂ emissions for scope 1 and 2** by 2030
- **Net-zero CO₂ emissions for scope 3** by 2035
- **Net-positive CO₂ emissions for scope 1 and 2** by 2040

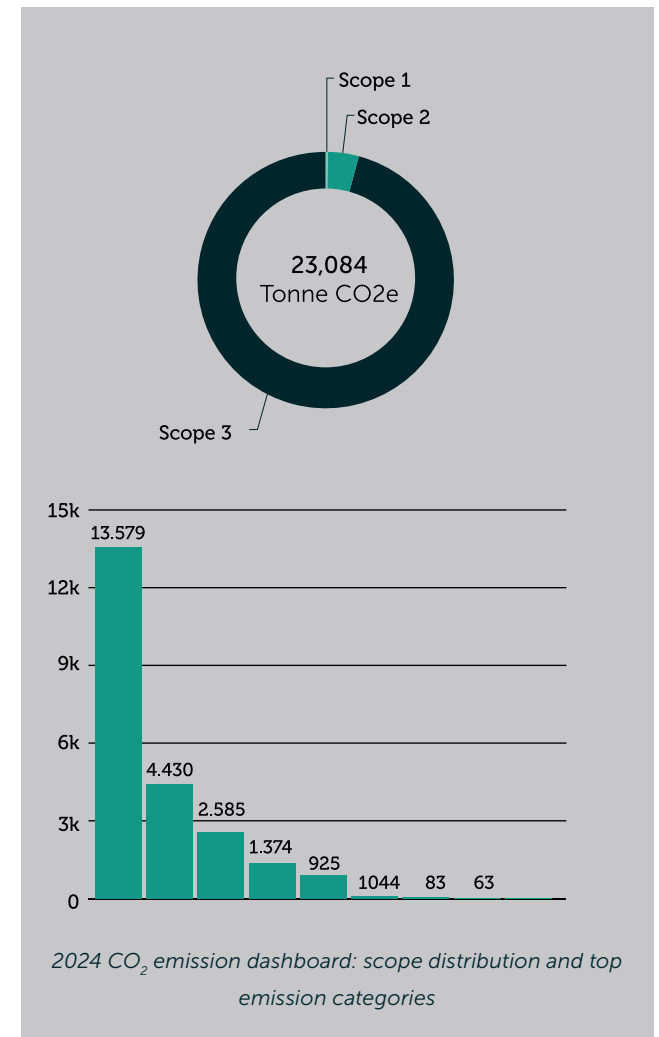
To realise these targets, a range of carbon-reduction measures and initiatives have been implemented in recent years. These include investments in heat and cold storage systems, solar energy, and behavioural campaigns to reduce energy consumption. Notably, the Langeveld Building was designed to be energy-positive, and the Tinbergen Building has been awarded a BREEAM Outstanding design certificate, signifying that its design meets the highest international standards for environmental performance and sustainability.

In addition, guidelines are being developed for the use of carbon credits to offset unavoidable emissions. These credits will only be used as a last resort, reinforcing the principle of reducing emissions first, rather than compensating for them.

To monitor progress, the EUR has been reporting on its carbon footprint annually since 2011. Since 2022, carbon

accounting practices have been aligned with the EU's Corporate Sustainability Reporting Directive (CSRD). The methodology used follows the internationally recognised Greenhouse Gas (GHG) Protocol, which divides emissions into three categories:

- **Scope 1:** Direct emissions from sources controlled by the university
- **Scope 2:** Indirect emissions from purchased electricity and heating
- **Scope 3:** Indirect emissions from activities not directly controlled by the university, such as commuting and business travel



Category	2022 GHG-emissions (tCO ₂ e)	2023 GHG-emissions (tCO ₂ e)	2023 % N/N-1	2024 GHG-emissions (tCO ₂ e)	2024 % N/N-1	2024 % N/2022
Total scope 1	39	214	546%	83	39%	213%
1.1 Stationary combustion	32	76	238%	48	63%	149%
1.4 Fugitive emissions	7	137	1954%	36	26%	507%
Total scope 2 (location based)	7560	6343	84%	5037	79%	67%
2.1 Use of electricity	6327	4700	74%	4113	88%	65%
2.3 Use of heating	1233	1642	133%	925	56%	75%
Total scope 2 (market based)	1233	1642	133%	925	56%	75%
2.1 Use of electricity	0	0	0%	0	0%	-
2.3 Use of heating	1233	1642	133%	925	56%	75%
Total scope 3	33788	23348	69%	22076	95%	65%
3.1 Purchased goods and services	12011	13686	114%	13579	99%	113%
3.2 Capital goods	17347	3424	20%	2585	76%	15%
3.3 Fuel- and energy-related activities not included in scope 1 or scope 2	373	364	98%	104	28%	28%
3.5 Waste	3	3	116%	3	100%	115%
3.6 Business travel	3126	4586	147%	4430	97%	142%
3.7 Commuting	928	1286	139%	1374	107%	148%
Total all scopes (location based)	41387	29095	72%	27197	91%	66%
Total all scopes (market based)	35060	25204	72%	23084	92%	66%

Total emissions by scope and category: detailed comparison table
2022-2024

Compared to 2023, the total GHG emissions have further decreased (from 29,551 to 27,050 tonnes or 8.5% decrease location-based and from 24,850 to 22,937 tonnes or 8.7% decrease market-based). In total, between 2022 and 2024, EUR achieved a 34% decrease in location-based emissions, or 34% decrease in market-based emissions.

The largest contributor in 2024 remained scope 3 with 81.6% of total emissions (22,076 tonnes CO₂e). The largest contributors within scope 3 are 'Purchased Goods and Services' (50.2%) and 'Business Travel' (16.4%), closely followed by 'Electricity Use' (15.2%).

The carbon footprint of 'Capital Goods' is comparable to 2023, as there were again no major construction projects in this year. The carbon footprint in this category returned closer to typical annual levels.

As for scope 1, the carbon footprint of fugitive emissions spiked in 2023 and declined again in 2024. The 2023 spike is attributed to a major leakage in the Sanders building involving 78 kg of R410A refrigerant. In contrast, 2024 figures reflect only minor routine leaks, such as 0.8 kg in the Polak building, aligning with historical trends.

Building management

Since 2011, EUR has been redeveloping the Woudestein campus under the “Tomorrow’s Campus” initiative, with the aim of creating a sustainable, inclusive, and vibrant campus environment. The vision includes not only sustainable new construction and renovations but also circular demolition and dismantling practices, energy-saving measures, and the use of circular building materials.

As part of this long-term transformation, **the Portfolio roadmap energy transition** has been developed for the period 2022–2050. This roadmap outlines how each university property will be adapted over time to meet energy and climate targets.

To reduce energy use and CO₂ emissions across the built environment, the university is implementing a broad package of measures:

- Sustainable heat recovery systems
- Geothermal heating and cooling combined with heat pumps
- Use of district heating
- Procurement of 100% Dutch wind energy
- Smart lighting systems, including extensive use of LED
- Energy-efficient cooling for data centres
- Installation of solar panels
- Connection to combined heat and power systems
- Installation of green roofs (sedum roofs)

Also, the EUR is fully powered by renewable electricity. In 2024, the university purchased a total of 15,232,477 kWh of electricity, backed by Dutch Guarantees of Origin from wind energy. This means 100% of our electricity use is renewable and produced in the Netherlands.

To put this into perspective:

- This amount of green electricity avoids approximately 6,500 tonnes of CO₂ emissions, compared to conventional energy sources.
- That is roughly equivalent to the annual carbon sequestration of over 325,000 trees.

Additionally, none of our buildings use natural gas. All campus connections are linked to the district heating network, a more sustainable source of thermal energy that reduces reliance on fossil fuels.

Mobility

Mobility is one of the major contributors to the university’s carbon footprint. To reduce emissions from commuting and travel, EUR has taken several targeted actions in recent years.

In alignment with the Rotterdam Climate Accord, the university has committed to reducing CO₂ emissions from passenger transport by at least 50% by 2030 (compared to 2016 levels).

CO₂ emissions from mobility (in tonnes of CO₂)

Category	2022	2023	2024
Business travel	3,126	4,586	4,430
% of previous year	-	147%	97%
Employee commuting	928	1,286	1,374
% of previous year	-	139%	107%

For business travel, the university’s policy since 2022 is to choose train travel for all destinations under 700 kilometres. The sustainable mobility scheme for employees has also been revised, expanding the bike and public transport programmes while increasing parking fees to discourage car use.

In 2024, EUR took a further step by contracting a mandatory travel agent for all international business travel. Through Diversity Travel, employees gain access to sustainable travel options and real-time insights into the CO₂ emissions associated with their trips, ensuring alignment with university travel policies and encouraging more climate-friendly choices.

However, as emissions from both business travel and employee commuting have increased compared to 2022, mobility will remain a point of attention to improve on for the coming years.

Student mobility is also being addressed. Between 2022 and 2024, the university conducted two surveys to assess travel behaviours among students and student organisations. Based on the results, EUR has developed a pilot programme to promote sustainable student travel. The pilot is expected to launch during the 2025–2026 academic year.

Biodiversity

EUR aims to be one of the most sustainable universities in the Netherlands, with a nature-positive campus as a key priority. In recent years, several nature-inclusive measures have been taken to enhance campus biodiversity. The Langeveld Building (opened in 2022) features a biophilic design and nesting boxes for birds, bees, and bats. Green roofs have been installed on buildings including Sanders, Mandeville, and Erasmus. During the 2024 renovation of the Tinbergen Building, trees were sustainably replanted, and a bat protection protocol was implemented.

In spring 2024, new native vegetation was planted in and around the pond to boost biodiversity, attract insects, birds, and aquatic life, and support water quality and sustainable rainwater management. Information boards educate visitors about local species and the importance of biodiversity, aligning with the university's educational mission. The pond project is the first to fully reflect EUR's ecology vision, offering both environmental and community benefits.



A green, relaxing environment supports well-being and reflects EUR's broader goal of a sustainable, healthy campus. To support this, ecological design tools were developed to guide future projects, including the pond renovation. Looking ahead to 2025, biodiversity and sustainability are central to the new Park Management Plan. A campus-wide biodiversity framework and baseline ecological assessment are being developed with consultancy Tauw, aiming to make the campus more resilient, attractive, and climate-conscious.

Waste, circularity & responsible use of resources

EUR aims to become a fully circular university, with zero waste by 2030 as a major milestone. This involves reducing waste, improving separation, and enabling high-quality reuse of waste streams.

In 2024, a waste management tender reflecting this ambition was awarded to Seenons, a leader in sustainable logistics. The new system will be implemented in 2025 to support a more circular and transparent approach to waste.

Waste separation is already part of campus operations. Since 2020, dedicated bins for organic waste, coffee cups, paper, plastics, and residual waste have been installed. Additional streams, such as small chemical waste, glass, swill, white goods, and construction waste, are managed through a dedicated procedure. Composting machines have also been introduced to manage food waste more sustainably.

Behavioural change is essential. A 2024 pilot with cleaning partner GOM tested litter-reducing interventions, building on previous collaboration with BIG'R, which achieved a 63% reduction in litter using (neuro)scientific insights.

As of January 2024, disposable cups were removed from Vitam coffee corners and machines at Woudestein, EUC, and ISS. A reusable system now allows users to buy or borrow cups and cutlery, which can be returned for cleaning and exchanged via a token system managed by Swapbox.

Circular construction is also advancing. The renovation of the Langeveld Building reused materials from other EUR and external projects, earning a BREEAM Outstanding score of 91.5% and a Circularity Performance Building score of 9.

Circularity is increasingly embedded in procurement. By 2026, all tenders will apply the R-ladder, prioritising reduction, reuse, and recycling. EUR aims to halve the use of primary raw materials by 2030 and promotes purchasing practices that consider environmental and social impacts. Waste is treated as a resource and, wherever possible, converted into high-quality raw materials to reinforce a circular system.



Waste related emissions: CO₂e (tonnes)

2022	2023	2024
2,900	3,356	3,347

The data shows that since 2022, the reported CO₂ emissions from waste have remained stable at approximately 3 tonnes CO₂e per year.

In 2024, the total amount of coffee cups collected as waste fell sharply from 0.67 tonnes in 2023 to just 0.035 tonnes. This reflects the full implementation of the bring your own cup policy, which removed disposable cups from Vitam coffee corners and machines. Additionally, the amount of spent coffee grounds decreased from 10.17 tonnes in 2023 to 5.15 tonnes in 2024. This decline was achieved after the university began collaborating with a specialised partner that collects coffee grounds.

All waste types except for residual waste and dangerous waste are recycled. Residual and hazardous waste is incinerated with energy recovery.

Category	Weight (x1000kg)	Weight (%)
Recycled	115,57	22%
Incineration with energy recovery	399,13	78%

Waste overview

Waste stream x1000 kg	2018	2019	2020	2021	2022	2023	2024
Demolition waste	0	0	3,8	0	0	0	0
Electronical waste	0	0	0	0	0	0	0
Plastic	3,18	4,8	2,57	2,99	2,86	2,61	2,82
Glass	12,52	12,52	7,04	7,95	10,92	11,01	13,39
Coffee cups	0,69	0,69	1,6	1,45	1,92	0,67	0,04
Coffee residual	0,13	9,61	6,5	1,41	1,8	10,17	5,15
Paper, cardboard	164,36	102,62	64,7	66,9	71,54	77,75	67,56
Residual waste	565	516,62	250,32	202,67	317,78	362,74	399,11
Organic waste & swill	18,7	13,7	4,67	4,52	4,62	11,32	13,88
Confidential paper	28,48	19,88	12,22	9,95	14,89	9,45	12,09
Electronical appliances	0	0,42	0	0	0,16	0,16	0,64
Dangerous waste *	-	-	-	-	-	-	0,02
Kg/(student + employee)	25,94	21,60	10,56	9,27	11,95	12,97	13,58
Total tonnes	793,06	625,37	353,42	297,84	426,49	485,72	514,70

* Dangerous waste was not reported for the previous years.

Water

EUR integrates water sustainability into its campus operations through both efficiency measures and pilot initiatives. While a formal water reduction target is not yet in place, the university has implemented a range of actions to reduce water use and manage its environmental impact. These include the installation of low-flow fixtures in selected buildings, behavioural nudges to encourage responsible water use, and the adoption of reusable cup systems to reduce single-use waste and its associated water footprint.

The university's Green Campus approach promotes nature-based solutions that contribute to improved water management. This includes expanding permeable surfaces and green infrastructure to support rainwater infiltration and reduce runoff. Living lab-style projects are gradually being integrated into the campus environment, testing innovations such as rainwater harvesting and green roofing. These efforts are supported by interdisciplinary collaboration between campus operations and academic departments focused on urban sustainability and climate resilience.

Through these initiatives, EUR is taking practical steps toward more sustainable water use, while using its campus as a testing ground for innovative, scalable solutions.

In 2024, total drinking water consumption at EUR amounted to 77.307 m³. Compared to 78,000 m³ in 2023, this number has remained relatively stable, and it is also consistent with the water use in 2018 and 2019, prior to the COVID-19 pandemic.

Water use (in m³) per year

Year	Water use in m ³
2018	79.451
2019	75.572
2020	33.551
2021	55.000
2022	58.882
2023	78.000
2024	77.307

Food & catering

EUR is working toward a predominantly plant-based and sustainable food system as part of its commitment to become one of the most sustainable universities in the Netherlands. The university aims to transition to a mainly plant-based campus by 2030 and has taken several concrete steps in recent years to support this shift.

While the original ambition focused on becoming fully vegan, the university is now considering a more inclusive and evidence-based approach: the Planetary Health Diet. This flexitarian model promotes 80% plant-based and 20% animal-based foods to support both planetary and human health. A final decision on this direction is expected in 2025, following a roadmap developed by Real Estate & Facilities, the Erasmus Food Lab, and the Erasmus Sustainability Hub.

To drive change, all EUR-funded catering for employees has been fully vegetarian since July 2023, excluding milk and buttermilk. A temporary subsidy campaign in late 2024 offered a 50% discount on vegan meals at campus restaurants, leading to a significant shift in consumption—75% of all meals sold were plant-based. Following strong student support, caterer Vitam has made this discount permanent with a 25% price reduction.

Beyond food services, the Erasmus Food Lab offers weekly plant-based cooking classes and collaborates with researchers and educators on health and nutrition. The student-led Erasmus Sustainability Hub supports awareness-building through its Food & Agriculture Committee and Edible EUR initiative, which maintains the campus garden and promotes regenerative practices.

Sustainability is also embedded in events like Eureka Week, where all official meals have been vegetarian since 2022, encouraging students to adopt plant-based habits from the start of their studies.



Sustainable procurement

Sustainable procurement relates to the procurement and contracting of supplies and services. The 2021–2024 Procurement Policy includes the following six social frameworks: circularity, CO₂ reduction, social return, promotion of the local economy and SMEs, OECD guidelines, and sustainability principles or measures derived from EUR's sustainability programme.

The ambitions within EUR have been further detailed and structured in the Guiding Framework for Sustainable Procurement, using the government's flower model from the Manifesto on Socially Responsible Procurement and Commissioning, and are divided into six themes:

- Climate
- Circular
- Chain responsibility
- Diversity and inclusion
- Social return
- Environment and biodiversity

The Guiding Framework is applied in tenders by making sustainable procurement a standard topic during the kick-off of the tendering process. For tenders with high potential impact in terms of sustainability, separate thematic sessions were organised to explore contributions and set goals. For example, in the tender for "hot beverage services," several sustainability improvements were achieved. Climate-positive coffee and climate-positive tea were introduced. This means that more CO₂ is retained than is emitted during the cultivation, processing, transport, and roasting of the coffee and tea. CO₂ retention includes forest conservation, the role of forests as carbon sinks, and the sustainable

use of forests as a natural resource. Additionally, vegan oat milk toppings are now available in hot drink machines, and the supplier uses emission-free transport.

Procurement will continue to collaborate with other sustainability stakeholders to further increase the visibility of its impact. In 2025, the ambitions in the Guiding Framework will also be evaluated, recalibrated, and, if necessary, adjusted or expanded.

Health & safety: Supporting a safe and caring community

At EUR, the health and safety of both students and employees is a vital foundation for social sustainability. We are committed to creating a safe, inclusive, and supportive environment where everyone can thrive, physically, mentally, and socially.

For students, well-being is an institutional priority. EUR offers a wide range of support services to promote mental health and resilience, including free or low-threshold psychological counselling, well-being workshops, and group sessions. Initiatives like [Student Wellbeing Programme](#) and the work of the [Erasmus Love Lab](#) raise awareness and empower students to care for themselves and each other. A network of confidential advisors, together with our Code of Integrity and the Code of Conduct for Student Organisations ensures that students have access to safe and trusted channels for reporting undesirable behaviour, discrimination, or harassment. In addition, students are supported in maintaining a healthy lifestyle through access to sports facilities, health promotion

campaigns, and information about healthcare services, especially for international students.

For employees, EUR follows Dutch occupational health and safety legislation and takes a proactive approach to workplace well-being. Regular risk assessments and ergo-



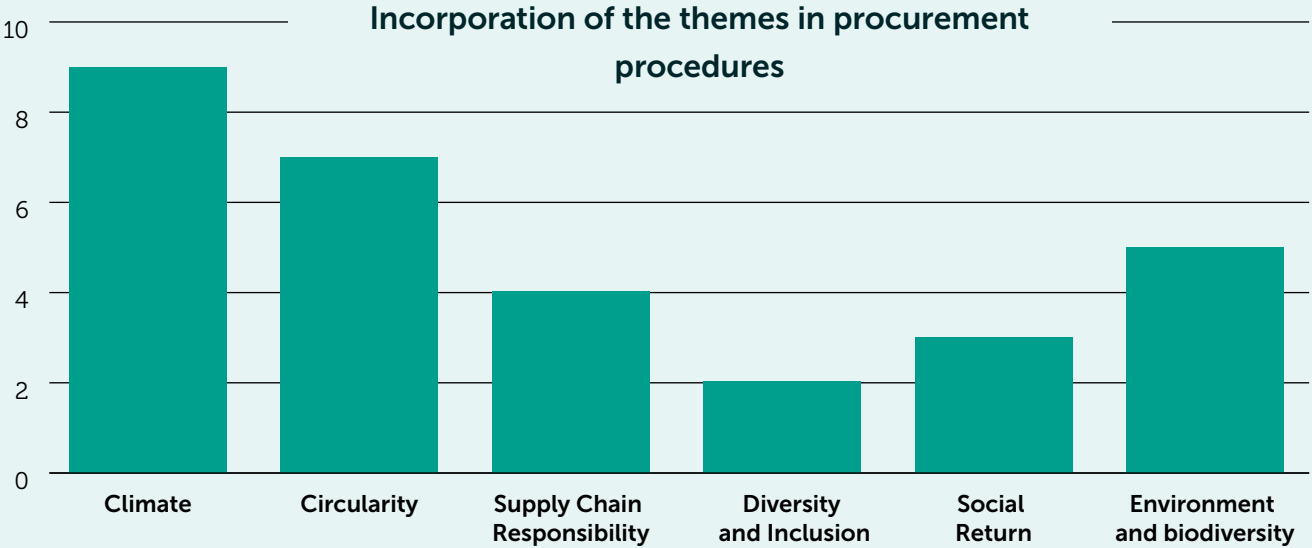
nomie evaluations are conducted to ensure a safe physical working environment, including for remote work setups. Mental health and sustainable employability are supported through vitality programmes, resilience and professional skills training, and confidential online mental health coaching with [OpenUp](#). Employees also have access to occupational health services and a structured network of HR advisors, confidential advisors, and research integrity officers. Policies on undesirable behaviour, integrity, and whistleblowing are in place and actively communicated. For PhD, specific support like the PhD psychologist and career swifter training is available.

Across the university, additional structures reinforce safety and well-being. The Safety & Security Team is

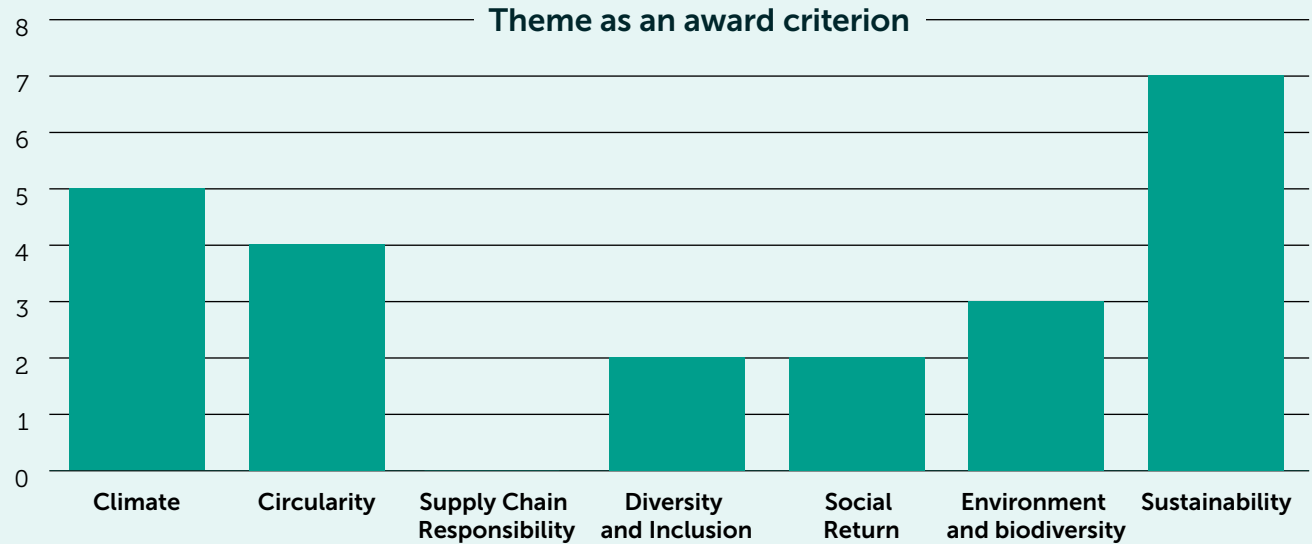
responsible for campus security, emergency preparedness, and crisis management. Meanwhile, the IDEA Center plays a critical role in fostering psychological safety by promoting inclusive policies and training. These efforts are underpinned by EUR's Code of Integrity, which sets clear expectations for respectful, honest, and responsible behaviour across the academic community.

Organisation-wide, we work on a healthy, inclusive and engaged culture to improve mental well-being of employees, e.g., by the recognition & rewards and leadership development programmes. These developments are continuously further embedded in the schools and enable staff members to give room to the diverse talents in a team.

Through these efforts, EUR continues to strengthen its social sustainability, ensuring that both students and staff are supported in an environment where health, safety, and resilience are promoted.



*The application of the themes in tenders, whether as a selection criteria, as requirements in the Programme of Requirements, as objectives, or as elements incorporated into the Descriptive Document.



Inclusion, diversity, equity and accessibility: Building a culture of belonging

Fostering inclusion, diversity, equity, and accessibility (IDEA) at EUR is a shared responsibility, and it is essential to achieving meaningful engagement and social impact. A diverse and inclusive academic community enhances the quality of education and research, and ensures that all students and employees feel valued, respected, and supported. While the [IDEA Center](#) plays a pivotal role as the university's central expertise and coordination hub, not all DEI efforts fall directly under the IDEA Center. Many initiatives are implemented in collaboration with Human Resources, faculties, employee networks, and other institutional actors. This section outlines broader, university-wide efforts, that contribute to building a more inclusive EUR.

In 2024, the university continued to strengthen its commitment to IDEA through close collaboration between IDEA Center and Human Resources. The shared focus was on embedding inclusive leadership and supporting fair, transparent recruitment. This included training hiring committees, providing feedback on vacancy texts, and encouraging inclusive hiring practices to broaden the university's talent pool. In times of financial uncertainty and societal pressure, reinforcing team cohesion and inclusion remains more important than ever. As detailed in the chapter [Institutional highlights](#), through the expanded Beyond 25/25 programme 66 academics received tailored support to overcome structural barriers.

Accessibility is another key priority. In 2024, EUR filled 86.7 FTE positions through the Banenafspraak

programme under the Dutch Participation Act. Although this fell short of the legal quota due to limited candidate availability, EUR remains committed to improving its inclusive hiring efforts. Supervisors received training to better support new colleagues with disabilities or support needs.

Supporting international staff is also vital. With 26% of EUR employees coming from abroad, the university provides practical and social support, such as onboarding guidance, dual-career services, and collaboration with the Municipality of Rotterdam to ease access to housing. Language courses and conversation sessions are offered to promote belonging. EUR is also developing tailored guidance for staff working temporarily or permanently from abroad, addressing complex issues like social security coverage.

Employee networks play a crucial role in shaping an inclusive culture. EUR actively supports networks such as [FAME](#) (Females in Academia Moving towards Equity), QuEUR (for LGBTQIA+ staff and allies), and Young@EUR. These networks host workshops, events, and community-building activities. In 2024, EUR was recognised by Workplace Pride with two awards, for Best Role Model (President of the Executive Board Prof. Annelien Bredenoord) and Best Employee Network (QuEUR), scoring 54.6% on the Workplace Pride Benchmark, well above the average.

As mentioned in the chapter [Institutional highlights](#), EUR commissioned an external pay gap analysis based on gender and nationality and developed inclusive

language guides, surveys, and training sessions. These tools support continuous reflection and progress as EUR prepares for new regulatory requirements, including annual pay equity reporting from 2026 onward.

Through these interconnected initiatives, EUR continues to evolve as a truly inclusive, diverse, equitable, and accessible university, one that puts people at the centre of its mission.



Ethical & responsible culture

EUR is committed to nurturing an ethical and responsible culture that underpins its mission to create positive societal impact. This commitment is embedded in governance, partnerships, and everyday academic and professional practices.

At the foundation lies the university's [Code of Integrity](#), which outlines core values such as respect, honesty, academic freedom, and accountability. This code is reinforced by a suite of supporting frameworks, including the [Scientific Integrity Code](#), the Code of Conduct for Education, and the

Code of Conduct for Behaviour in the Workplace. Together, they set clear expectations for responsible behaviour among students, researchers, and staff.

To ensure a safe and respectful environment, EUR provides access to confidential advisors for issues such as academic integrity and workplace harassment. A dedicated Whistleblower Regulation allows for the secure and anonymous reporting of serious concerns, further safeguarding the integrity of the academic community.

Promoting a culture of diversity, equity, and inclusion is also a key component of responsible conduct at EUR. The university's ongoing efforts in this area, described in earlier chapters of this report, complement the broader ethical culture by supporting fairness, representation, and mutual respect.

EUR also takes a proactive approach to ethics in research and education. Ethics Review Committees evaluate the societal and ethical dimensions of research involving human participants or sensitive data. Across its programmes, the university integrates themes of sustainability, responsibility, and impact, aligned with its strategic focus on "Creating Positive Societal Impact."

Recognising the ethical implications of external collaborations, EUR has implemented several mechanisms to guide responsible partnerships. A key element of this is the [Advisory Committee on Sensitive Collaborations](#) (ACSC), established in 2023. The ACSC supports the Executive Board by reviewing proposed collaborations that may involve societal, ethical, or reputational risks—such as those linked to the fossil fuel industry, arms, tobacco, or

authoritarian regimes. The committee applies a structured framework to assess each case in terms of its alignment with EUR's values, potential risks, and societal impact. Through this process, the ACSC enables transparent and well-informed decisions and contributes to a broader culture of critical reflection on academic collaboration.

In 2024, EUR further deepened its commitment to ethical engagement through a temporary [Fossil Fuel Committee](#), tasked with advising the university on its relationship with the fossil fuel sector. The committee examined the ethical, societal, and sustainability implications of such partnerships and submitted its advisory report to the Executive Board in May 2025. Its findings will guide future decisions on responsible engagement with the energy sector and inform broader policy on external collaboration.

To enhance transparency and enable public accountability, EUR launched the Industry Engagement Monitor at the end of 2024. This platform provides publicly accessible insight into the university's collaborations with external partners, allowing for internal reflection and stakeholder oversight. By mapping partnerships across faculties and disciplines, the monitor helps ensure that EUR's engagements align with its ethical standards and societal mission.

Together, these structures, initiatives, and tools demonstrate Erasmus University Rotterdam's dedication to fostering a culture of integrity, responsibility, and transparency, laying the foundation for research, education, and partnerships that contribute meaningfully to society.



Reflection & conclusions

Between 2019 and 2024, EUR took significant steps toward becoming a university where societal engagement and sustainability are central to our academic mission and campus culture. Guided by Strategy 2024, the university invested in a new institutional direction – one that redefined success not solely by academic output, but by meaningful engagement with society in order to contribute to a prosperous, just, inclusive, and sustainable future.

This transition was made possible by the energy and commitment of many across the university. Strategic initiatives such as Impact at the Core, ErasmusX, DIT, and Erasmus Verbindt, together with initiatives from our Schools, catalysed innovation in education and research. New educational models emerged, connecting learning with societal challenges; while inter- and transdisciplinary programmes explored solutions to issues such as climate transitions, urban inclusion, and digitalisation. Across faculties and services, students, staff, and societal

partners co-developed projects that highlighted our engagement and with which we realized societal impact.

At the same time, the past years have highlighted the conditions required to ensure that these innovations can grow beyond their original contexts. Many initiatives relied heavily on temporary structures, external funding, or individual champions. As a result, promising ideas were sometimes difficult to sustain or scale, especially when institutional incentives are not aligned with what impact-oriented and engaged practices need.

Looking forward, the transition from programme-based innovation to structural integration in the new strategic period will be essential. Embedding impact and sustainability into the core of the university's systems, such as curriculum development, funding models, and quality assurance, can ensure that they become enduring dimensions of how EUR functions, not just inspiring stories. Establishing leadership roles on both the level of the EUR as a whole as well as on the level of the schools are important steps in this direction and will need to be accompanied by broader academic anchoring and faculty-level capacity.

There is also a growing recognition that the university must strengthen its capacity for shared learning and adaptation. The introduction of new data dashboards and pilot KPIs offers a foundation for steering, but further investment is needed in faculty-specific monitoring, transparent communication, and reflexive feedback loops. These mechanisms will support strategic

alignment and enable the university to remain responsive to emerging societal needs.

Cultural development remains equally vital. Faculties and institutes should retain the flexibility to respond to disciplinary and local contexts, but within a shared framework that supports collaboration, experimentation, and institutional coherence. Sustained investment in professional development, community engagement, and inclusive governance can help foster a stronger community of practice, one that recognises the complexity of impact work and supports it accordingly.

The past five years have also underscored the power of collaboration. Whether through the Convergence alliance, the UNIC network, or local engagement in Rotterdam, EUR has shown that durable, trust-based partnerships are key to tackling complex challenges. Central to this is the role of transdisciplinary research. By bringing together diverse forms of knowledge – scientific, practical, and experiential – it enables more sustainable and innovative solutions. However, this approach often pushes against conventional expectations of output and efficiency. Progress can be slow, collaboration may be uncomfortable, and disciplinary boundaries are frequently challenged. Yet it is precisely in these tensions that new insights emerge. Embracing this friction is essential if we are to understand and address tomorrow's most pressing problems.

As EUR enters the Strategy 2030 period, it does so with a clearer understanding of what long-term transformation requires: not just new projects or policies,

but deep alignment between values, structures, and everyday practices of engaged education and research. Sustainability is no longer a separate theme, but a thread that runs through the university's education, research, operations, and external engagement. Within this new period we will focus our efforts towards a specific set of societal issues, our impact agenda. We will strengthen our profile as an engaged university, by investing in structural, inclusive, reciprocal and equal relationships with society. Not only in our own city and region, but also worldwide. We will internalize the principles and practices of open and social innovation and join forces with all relevant partners in order to contribute to societal challenges in a truly engaged way.

Our new strategy is thus a continuation of our former one. The groundwork has been laid. Our new strategy will help us to stay the course and continue in the chosen direction. More emphasis will be put on embedding our efforts within all entities of the EUR. Other strategic objectives, with regard to culture and leadership and acting as one connected EUR, will help us to realize our mission as an engaged university. With strategic clarity, institutional commitment, and community-wide engagement, EUR is well-positioned to further evolve as an engaged, internationally relevant, impact-driven university, one that lives its values and helps improve the world it studies.



Appendix

I. List of Abbreviations

ACSC	Advisory Committee on Sensitive Collaborations	ESPhil	Erasmus School of Philosophy
AI	Artificial Intelligence	ESSB	Erasmus School of Social and Behavioural Sciences
AiPact	Societal Impact of AI	EUC	Erasmus University College
CBHI	Community-Based Health Insurance	EUR	Erasmus University Rotterdam
CLI	Community for Learning and Innovation	GHG	Greenhouse Gas
CORNER	Collaborative Research on Neighbourhood Resilience Enablers	GIDS	Gezondheidsstudenten In De Samenleving
CSRD	Corporate Sustainability Reporting Directive	GRI	Global Reporting Initiative
DIT	Design Impact Transition	IDEA	Inclusion, Diversity, Equity & Access
DoIP	Dynamics of Inclusive Prosperity	ISS	International Institute of Social Studies
ECE	Erasmus Centre for Entrepreneurship	LDE	Leiden-Delft-Erasmus
ECET	Erasmus Centre for Energy Transition	ORS	Open and Responsible Science
EE	Erasmus Enterprise	RGHI	Rotterdam Global Health Initiative
EHIA	Ethiopian Health Insurance Agency	RI&E	Risk Inventory and Evaluation
ELC	Erasmus Labour Council	RSM	Rotterdam School of Management
ERS	Engagement & Research Services	SCBH	Smarter Choices for Better Health
ERBS	Erasmus Research & Business Support	SDGs	Sustainable Development Goals
ESE	Erasmus School of Economics	SLN	Sustainability Liaison Network
ESI	Evaluating Societal Impact	SME	Small and Medium-sized Enterprises
ESHCC	Erasmus School of History, Culture and Communication	UDT	Urban Digital Twins
ESHPM	Erasmus School of Health Policy & Management	UNL	Association of Universities in the Netherlands
ESL	Erasmus School of Law	VCC	Vital Cities & Citizens

II. GRI Index

Statement of use

Erasmus University Rotterdam has reported in accordance with the GRI standards (GRI Foundation 2021) for the period 1 January 2024 to 31 December 2024.

GRI 2 General Disclosures

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
2-1	Organisational details	About Erasmus University Rotterdam	-
2-2	Entities included in the organisation's sustainability reporting	About the report	-
2-3	Reporting period, frequency and contact point	About the report	-
2-4	Restatements of information	-	There are no restatements of information in our 2024 Impact & Sustainability Report with respect to our 2023 Sustainability Report.
2-5	External assurance	-	EUR has not assured this report.
2-6	Activities, value chain and other business relationships	About Erasmus University Rotterdam	-
2-7	Employees	Bijlage 4 Personeelssamenstelling > Jaarverslag 2024	-
2-8	Workers who are not employees	-	Omitted due to unavailable data. EUR does not currently track this data.
2-9	Governance structure and composition	About Erasmus University Rotterdam Hoofdstuk 1 Bericht Raad van Toezicht > Jaarverslag 2024	-

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
2-10	Nomination and selection of the highest governance body	<u>Hoofdstuk 1 Bericht Raad van Toezicht › Jaarverslag 2024</u>	-
2-11	Chair of the highest governance body	<u>Hoofdstuk 1 Bericht Raad van Toezicht › Jaarverslag 2024</u>	-
2-12	Role of the highest governance body in overseeing the management of impacts	<u>Hoofdstuk 1 Bericht Raad van Toezicht › Jaarverslag 2024</u>	-
2-13	Delegation of responsibility for managing impacts	<u>About Erasmus University Rotterdam</u>	-
2-14	Role of the highest governance body in sustainability reporting	<u>Hoofdstuk 1 Bericht Raad van Toezicht › Jaarverslag 2024</u>	The Executive Board holds final responsibility for the content, oversight, and approval of the university's Impact & Sustainability Report. As part of EUR's broader commitment to transparency and accountability, the Board ensures that the report reflects both institutional strategy and the university's most significant social, environmental, and economic impacts.

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
2-15	Conflicts of interest	<u>Integrity Erasmus University Rotterdam</u> <u>Ancillary activities Erasmus University Rotterdam</u> <u>Sector regeling nevenwerkzaamheden 2024 inclusief FAQ - ENGELS_0.pdf</u>	<p>EUR has formal policies and procedures in place to prevent, identify, and manage conflicts of interest among members of its highest governance bodies (i.e. the Executive Board and the Supervisory Board). These are guided by Dutch public governance standards, university regulations, and codes of conduct.</p> <p>All board members are expected to act in the best interests of the university and must disclose any personal, professional, or financial interests that could give rise to a conflict. These disclosures are addressed in accordance with the Dutch Higher Education and Research Act and the university's Code of Integrity.</p> <p>If a potential conflict arises, the board member in question must recuse themselves from discussions and decisions on the matter. The Supervisory Board monitors these procedures for the Executive Board, while the Supervisory Board itself is subject to external oversight by the Ministry of Education, Culture and Science.</p> <p>EUR also adheres to sector-wide guidelines for public accountability and good governance, including those issued by the Association of Universities in the Netherlands (UNL). These ensure transparency and public trust in academic governance.</p>

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
2-16	Communication of critical concerns	<u>Ethical & responsible culture</u> <u>Dutch Universities Whistleblower Policy 2025.pdf</u>	<p>At EUR, critical concerns, such as ethical, legal, or reputational risks, can be raised and escalated through multiple formal channels. These include:</p> <ul style="list-style-type: none"> • Confidential advisors and integrity officers, available for both staff and students • A structured Whistleblower Regulation, allowing secure and, if desired, anonymous reporting of serious concerns • The Advisory Committee on Sensitive Collaborations (ACSC), which advises the Executive Board on high-risk partnerships • The University Council, with elected student and staff representatives, which has the right to raise strategic or operational concerns with the Executive Board • Works councils, faculty councils, and dedicated advisory boards for specific domains (e.g. ethics, diversity, sustainability) <p>Concerns raised through these channels are communicated to the Executive Board, which is responsible for appropriate follow-up. The Supervisory Board monitors the Board's response where applicable. Depending on the issue, concerns may trigger internal investigations, external audits, policy reviews, or public statements.</p> <p>These mechanisms reflect EUR's commitment to transparent governance, ethical conduct, and the protection of academic freedom and institutional integrity.</p>
2-17	Collective knowledge of the highest governance body	<u>Hoofdstuk 1 Bericht Raad van Toezicht › Jaarverslag 2024</u>	The Supervisory Board is regularly updated on the progress of sustainability initiatives and developments. The Supervisory Board is convinced that impact and sustainability have become more relevant strategically and need to be further integrated into EUR's processes and structures.
2-18	Evaluation of the performance of the highest governance body	<u>Hoofdstuk 1 Bericht Raad van Toezicht › Jaarverslag 2024</u>	-
2-19	Remuneration policies	<u>Algemeen Universiteiten van Nederland</u> (See 03 Bezoldiging)	EUR follows the collective labour agreement for Dutch universities, which include remuneration agreements. EUR has a transparent remuneration system based on the system of job evaluation and benchmarking of the Dutch universities (UNL).

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
2-20	Process to determine remuneration	<u>Algemeen Universiteiten van Nederland</u> (See 03 Bezoldiging)	EUR follows the collective labour agreement for Dutch universities, which include remuneration agreements. EUR has a transparent remuneration system based on the system of job evaluation and benchmarking of the Dutch universities (UNL).
2-21	Annual total compensation ratio	-	Omitted due to confidentiality.
2-22	Statement on sustainable development strategy	<u>Impact & Sustainability at EUR</u>	-
2-23	Policy commitments	<u>Impact & Sustainability at EUR</u> <u>Inclusion, Diversity, Equity and Access Center</u> <u>Inclusion, diversity, equity and accessibility (IDEA): Building a culture of belonging</u> <u>Ethical & responsible culture</u>	-
2-24	Embedding policy commitments	<u>Impact & Sustainability at EUR</u> <u>Institutional highlights</u>	-
2-25	Processes to remediate negative impacts	<u>Sectoral regulation on disputes for Dutch universities 2024.pdf</u> <u>2021-08-regulations-advisory-committee-complaints-and-objections-2021</u>	-

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
2-26	Mechanisms for seeking advice and raising concerns	<u>Dutch Universities Whistleblower Policy 2025.pdf</u> <u>2021-01-klokkenluidersreglement-2021-en</u>	-
2-27	Compliance with laws and regulations	<u>Ethical & responsible culture</u>	<p>In the reporting year 2024, EUR did not identify any instances of non-compliance with laws or regulations in the social or environmental domain.</p> <p>EUR maintains a strong internal control environment and compliance culture, supported by regular audits, legal reviews, and integrity mechanisms. Policies and procedures are in place to ensure adherence to applicable laws and regulations, including in areas such as data protection (GDPR), occupational health and safety, academic integrity, and public sector governance.</p>
2-28	Membership associations	<u>Collaborative efforts and partnerships</u> <u>Participation in external bodies Annelien Bredenoord Erasmus University Rotterdam</u>	<p>EUR is affiliated with a range of academic, professional, and sectoral associations at national and international levels. These affiliations are often held through faculty and staff participation in governance bodies, expert committees, and collaborative projects.</p> <p>Examples of significant memberships include participation in the Association of Universities in the Netherlands (UNL), the European University Association, and partnerships such as the LDE alliance, Convergence and the UNIC European University.</p> <p>Where material or relevant to institutional strategy, these memberships are coordinated centrally. Individual professors also contribute their expertise to various scientific societies, policy advisory groups, and international consortia, further enhancing EUR's societal impact. The list of these engagements are publicly available on an individual level, on their online profiles.</p>

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
2-29	Approach to stakeholder engagement	<u>Impact & Sustainability at EUR</u> <u>Material topics</u>	<p>At EUR, engagement is not only an input for sustainability reporting and strategic decision-making, it is one of the university's three core activities, alongside education and research. As articulated in our institutional mission, we aim to create positive societal impact through continuous, meaningful collaboration with our stakeholders.</p> <p>For the purposes of this report, stakeholder engagement was conducted as part of our materiality assessment. This process involved dialogue with internal and external stakeholders, including students, staff, faculty, city and policy partners, and academic collaborators. Engagement activities included workshops, surveys, interviews, and working sessions facilitated by independent consultants.</p> <p>Beyond reporting, stakeholder engagement is embedded across EUR's academic and operational activities. Examples are included across the report. Engagement is designed not only to inform the university's strategic direction, but also to co-create knowledge, foster mutual learning, and build trust with society.</p>
2-30	Collective bargaining agreements	<u>Collective Labour Agreement of Dutch Universities Universiteiten van Nederland</u>	-

GRI 3 Material Topics

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
3-1	Process to determine material topics	Material topics	-
3-2	List of material topics	Material topics	-
3-3	Management of material topics	Institutional highlights Impact domain 1: The resilience and robustness of our society Impact domain 2: Sustainable entrepreneurship and inclusive prosperity Impact domain 3: A just transition to a sustainable society Impact domain 4: Healthy society & accessible and affordable health care Impact domain 5: The responsible use of technologies Operational impact & sustainability	-

GRI 101 Biodiversity 2024

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
101-1	Policies to halt and reverse biodiversity loss	Biodiversity	-
101-2	Management of biodiversity impacts	Biodiversity	-
101-4	Identification of biodiversity impacts	-	Omitted due to unavailable data. EUR does not currently track this data.
101-5	Locations with biodiversity impacts	-	Omitted due to unavailable data. EUR does not currently track this data.
101-6	Direct drivers of biodiversity loss	-	Omitted due to unavailable data. EUR does not currently track this data.
101-7	Changes to the state of biodiversity	-	Omitted due to unavailable data. EUR does not currently track this data.
101-8	Ecosystem services	-	Omitted due to unavailable data. EUR does not currently track this data.

GRI 205 Anti-corruption 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
205-1	Operations assessed for risks related to corruption	Hoofdstuk 7 Financiën > Jaarverslag 2024	-
205-2	Communication and training about anti-corruption policies and procedures	Ethical & responsible culture	

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
205-3	Confirmed incidents of corruption and actions taken	-	<p>In the reporting year 2024, EUR identified no confirmed incidents of corruption.</p> <p>As a public academic institution, EUR operates under strict national regulations regarding integrity, governance, and public accountability. The university has a Code of Integrity, a Whistleblower Regulation, and designated integrity officers to investigate and act on potential violations.</p> <p>While outcomes of investigations are not publicly disclosed on a case-by-case basis due to legal and privacy considerations, EUR is committed to transparency and will report publicly should any material incidents occur in the future.</p>

GRI 302 Energy 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
302-1	Energy consumption within the organisation	<u>Energy & climate change</u>	-
302-2	Energy consumption outside of the organisation	-	Omitted due to unavailable data. EUR does not currently track this data.
302-3	Energy intensity	-	Omitted due to unavailable data. EUR does not currently track this data.
302-4	Reduction of energy consumption	<u>Energy & climate change</u>	
302-5	Reductions in energy requirements of products and services	-	Omitted as it is not applicable. Being a university, it is not possible to measure EUR's reductions in energy requirements by product or service.

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
305-1	Direct (Scope 1) GHG emissions	Energy & climate change	-
305-2	Energy indirect (Scope 2) GHG emissions	Energy & climate change	-
305-3	Other indirect (Scope 3) GHG emissions	Energy & climate change	-
305-4	GHG emissions intensity	Energy & climate change	See the GHG emission intensity data for 2022-2024 in the table below.

Year	Number of students and staff	Floor area (m2)	Scope	Emissions	Intensity (kg CO ₂ e/ person)	Intensity (kg CO ₂ e/m2)
2022	32459,3	207940	Scope 1	39	1,2	0,2
			Scope 2	1233	38,0	5,9
			Scope 3	33788	1040,9	162,5
			Scopes 1+2	1272	39,2	6,1
			Scopes 1+2+3	35060	1080,1	168,6
2023	32088,8	230194	Scope 1	214	6,7	0,9
			Scope 2	1642	51,2	7,1
			Scope 3	23348	727,6	101,4
			Scopes 1+2	1856	57,8	8,1
			Scopes 1+2+3	25204	785,4	109,5
2024	38189	245233,818	Scope 1	83	2,2	0,3
			Scope 2	925	24,2	3,8
			Scope 3	22076	578,1	90,0
			Scopes 1+2	1008	26,4	4,1
			Scopes 1+2+3	23084	604,5	94,1

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
305-5	Reduction of GHG emissions	<u>Energy & climate change</u>	
305-6	Emissions of ozone-depleting substances (ODS)	-	Omitted due to unavailable data. EUR does not currently track this data.
305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	-	Omitted due to unavailable data. EUR does not currently track this data.

GRI 306 Waste 2020

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
306-1	Waste generation and significant waste-related impacts	<u>Waste, circularity & responsible use of resources</u>	-
306-2	Management of significant waste-related impacts	<u>Waste, circularity & responsible use of resources</u>	-
306-3	Waste generated	<u>Waste, circularity & responsible use of resources</u>	-
306-4	Waste diverted from disposal	<u>Waste, circularity & responsible use of resources</u>	-
306-5	Waste directed to disposal	<u>Waste, circularity & responsible use of resources</u>	-

GRI 308 Supplier Environmental Assessment 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
308-1	New suppliers that were screened using environmental criteria	-	Omitted due to unavailable data. EUR does not currently track this data.
308-2	Negative environmental impacts in the supply chain and actions taken	-	Omitted due to unavailable data. EUR does not currently track this data.

GRI 403 Occupational Health and Safety 2018

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
403-1	Occupational health and safety management system	<u>Health & safety: Supporting a safe and caring community</u>	As an employer, EUR is obliged to pursue a policy aimed at achieving the best possible working conditions (art. 3 of the Working Conditions Act), known as the Health and Safety Policy. The basis for this policy is a so-called Risk Inventory and Evaluation (art. 5 of the Working Conditions Act) which identifies all occupational risks. By means of the action plan, the risks are controlled. Within the EUR, we work according to the RI&E Master Plan, which covers all organisational units.
403-2	Hazard identification, risk assessment, and incident investigation	<u>Health & safety: Supporting a safe and caring community</u>	As an employer, EUR is obliged to pursue a policy aimed at achieving the best possible working conditions (art. 3 of the Working Conditions Act), known as the Health and Safety Policy. The basis for this policy is a so-called Risk Inventory and Evaluation (art. 5 of the Working Conditions Act) which identifies all occupational risks. By means of the action plan, the risks are controlled. Within the EUR, we work according to the RI&E Master Plan, which covers all organisational units.
403-3	Occupational health services	<u>Health & safety: Supporting a safe and caring community</u> <u>Social Annual Report 2024</u> (page 8)	-

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
403-4	Worker participation, consultation, and communication on occupational health and safety	<u>Erasmus Labour Council (ELC) Erasmus University Rotterdam</u>	Employees are represented in the Erasmus Labour Council (ELC), the local negotiating platform where the Executive Board negotiates with the employees about the legal position and employment conditions at the institution. The ELC also has oversight on how the EUR makes changes to adapt to the modifications in the Collective Labour Agreement.
403-5	Worker training on occupational health and safety	<u>Social Annual Report 2024 (pages 13-14)</u>	In addition to the training overview shared in the Social Annual Report 2024, EUR has health and safety officers for each organisational unit. These are employees that are trained to provide information and advice regarding working conditions and occupational health and safety.
403-6	Promotion of worker health	<u>Health & safety: Supporting a safe and caring community</u>	-
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<u>Health & safety: Supporting a safe and caring community</u> <u>Hoofdstuk 6 De EUR - Bedrijfsvoering > Jaarverslag 2024</u>	-
403-8	Workers covered by an occupational health and safety management system	<u>Social Annual Report 2024</u>	All employees at EUR are covered by a university-wide occupational health and safety management system aligned with national legislation. This system includes regular risk assessments, mental and physical health support, and workplace safety procedures. The system is not externally certified but applies to 100% of the workforce.
403-9	Work-related injuries	-	Omitted as it is not applicable. EUR is a knowledge-based institution where the vast majority of employees engage in academic, administrative, and other low-risk professional tasks. As such, the risk of work-related injuries is extremely low and not material to our operations. Standard occupational health and safety policies apply, but no significant incidents have occurred or are expected due to the nature of our work.

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
403-10	Work-related ill health	Hoofdstuk 6 De EUR - Bedrijfsvoering > Jaarverslag 2024 Bijlage 4 Personeelssamenstelling > Jaarverslag 2024	-

GRI 404 Training and Education 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
404-1	Average hours of training per year per employee	Working conditions Working at Erasmus University Rotterdam	Each employee has three development days available, based on the collective labour agreement.
404-2	Programmes for upgrading employee skills and transition assistance programmes	Hoofdstuk 6 De EUR - Bedrijfsvoering > Jaarverslag 2024	-
404-3	Percentage of employees receiving regular performance and career development reviews	Hoofdstuk 6 De EUR - Bedrijfsvoering > Jaarverslag 2024	100% of employees receive an annual development review.

GRI 405 Diversity and Equal Opportunity 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
405-1	Diversity of governance bodies and employees	Hoofdstuk 6 De EUR - Bedrijfsvoering > Jaarverslag 2024 Bijlage 4 Personeelssamenstelling > Jaarverslag 2024 2025-02-idea-center-annual-report-2024-strengthening-and-engaging-en (See 04 Facts & figures)	-
405-2	Ratio of basic salary and remuneration of women to men	-	In 2024, EUR conducted a pay gap analysis based on gender and nationality. The results showed that men earn 15% more than women. Among academic staff this amounts to a difference of 20% and among professional services to a difference of 9%. When controlled for different variables in our analyses, such as function, function level and age, the average adjusted pay gap is 1-2%.

GRI 413 Local Communities 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
413-1	Operations with local community engagement, impact assessments, and development programmes	-	Omitted due to unavailable data. EUR does not currently track this data.
413-2	Operations with significant actual and potential negative impacts on local communities	-	Omitted due to unavailable data. EUR does not currently track this data.

GRI 414 Supplier Social Assessment 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
414-1	New suppliers that were screened using social criteria	-	Omitted due to unavailable data. EUR does not currently track this data.
414-2	Negative social impacts in the supply chain and actions taken	-	Omitted due to unavailable data. EUR does not currently track this data.