

Impact & Sustainability

Report 2025

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List of Abbreviations

AI	Artificial Intelligence	GRI	Global Reporting Initiative
AiPact	Societal Impact of AI	IDEA	Inclusion, Diversity, Equity & Access
C&CP	Cultuur&Campus Putselaan	ISS	International Institute of Social Studies
CLI	Community for Learning and Innovation	LDE	Leiden-Delft-Erasmus
CSRD	Corporate Sustainability Reporting Directive	NGO	Non-governmental organisation
DMA	Double Materiality Assessment	NURISH	NURturing transformative capacities, Innovation in nature-based Solutions, and Harmonious resilience in rural areas
DoIP	Dynamics of Inclusive Prosperity	NWA	Dutch Research Agenda
ECE	Erasmus Centre for Entrepreneurship	OECD	Organisation for Economic Co-operation and Development
ECET	Erasmus Centre for Energy Transition	OIN	Open Innovation Network
EFRAG	European Financial Reporting Advisory Group	ORS	Open and Responsible Science
ESG	Environmental, Social and Governance	RESIST	Resistance Evaluation and Surveillance Initiative for Schistosomiasis Treatment
ELC	Erasmus Labour Council	RI&E	Risk Inventory and Evaluation
ERS	Engagement & Research Services	R&R	Recognition & Rewards
ESE	Erasmus School of Economics	RSM	Rotterdam School of Management
ESHCC	Erasmus School of History, Culture and Communication	SCBH	Smarter Choices for Better Health
ESHPM	Erasmus School of Health Policy & Management	SFYN	Slow Food Youth Network
ESL	Erasmus School of Law	SDGs	Sustainable Development Goals
ESPhil	Erasmus School of Philosophy	UNL	Association of Universities in the Netherlands
ESSB	Erasmus School of Social and Behavioural Sciences	V2G	Vehicle-to-Grid
EUC	Erasmus University College	VCC	Vital Cities & Citizens
EUR	Erasmus University Rotterdam	VSME	Voluntary Sustainability Reporting Standard for Small and Medium-sized Enterprises
EQI	Erasmus Q-Intelligence		
GDPR	General Data Protection Regulation		
GHG	Greenhouse Gas		

Introduction



Foreword

This is our second *Impact & Sustainability Report*, and already, it feels different from the first.

A year ago, this report marked a new beginning: the integration of two separate reporting traditions into a single, coherent account of who we are and what we stand for. That integration was itself a statement of intent: a signal that impact and sustainability are not parallel tracks, but two sides of the same commitment.

This year, we are no longer making that argument. We are living it.

Strategy 2030 is now fully underway. The five impact domains that structure this report, from the resilience of our society to the responsible use of technologies, are not abstract categories. They are the areas where our researchers, educators, and students are doing consequential work, in collaboration with the partners and communities that surround us. The Open Innovation Networks we are building are the clearest expression of what it means, in practice, to be an engaged university: not an institution that delivers knowledge to society, but one that shapes knowledge together with it.

At the same time, we write this foreword in a moment that calls for honesty. The world around us is not moving in a single direction. Political and financial pressures are real; the consensus around climate ambition is being tested; the expectations placed on universities have never been higher, even as the resources available to meet them are under strain. We are not immune to any of this. But we are clear about our responsibilities, and we are not stepping back from them.

What this report shows is a university that is building trust through consistency. Across research, education, and our campus operations, we see a community that is not waiting for ideal conditions but is finding ways to act, connect, and contribute within the constraints of a demanding moment. That, to us, is what it means to be an engaged university.

We are grateful to everyone across EUR whose work, dedication, and critical spirit make this report possible. The stories here belong to our whole community.



The Executive Board

Prof. dr. Annelien Bredenoord, President

Prof. dr. ir. Jantine Schuit, Rector Magnificus

Dr. Ellen van Schoten RA, Vice-President

Erasmus University Rotterdam

About the report

The *Impact & Sustainability Report 2025* complements the annual report of Erasmus University Rotterdam (EUR) by providing an in-depth overview of 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 towards impact and sustainability, the progress made and the challenges ahead.

Reporting period and scope

This report refers to the fiscal year 2025 and covers impact and sustainability contributions within the period from 1 January 2025 through 31 December 2025. The report describes the progress towards the impact and sustainability related goals of EUR's Strategy 2030 and is based on data and information specific to 2025, 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

The structure of the report reflects EUR's *Strategy 2030* and is designed to offer a cohesive account of institutional progress.

The initial chapter (Impact & sustainability) 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 relevant aspects of Strategy 2030 and introduces the university's sustainability materiality.

The main body of the report is structured around the five strategic Impact Domains introduced in Strategy 2030 (see chapter Strategy 2030: an engaged university). These domains serve as the primary framework through which EUR articulates, monitors, and advances its contribution to societal transitions. Each Impact Domain chapter showcases 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 in and co-creator with society, focusing on interdisciplinary alliances and long-term collaborations with public, private, and civic partners.

Driving Impact & Sustainability Across EUR

describes how EUR has institutionalised impact and sustainability across the organisation through enabling structures such as educational innovation programmes, support platforms, and engagement initiatives that have helped embed impact and sustainability into academic and operational practice. It also covers progress in operational sustainability, highlighting areas such as energy, mobility, circularity, biodiversity, food systems, procurement, and campus design.

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 second Impact & Sustainability Report, it follows up on the *Impact & Sustainability Report 2024* and includes references to the *IDEA Center Annual Report 2025*, and EUR's *Annual Report 2025*. As EUR is currently transitioning to Corporate Sustainability Reporting Directive (CSRD)-aligned reporting, this edition may contain some overlap and internal cross-referencing between reports. Efforts are underway to streamline and improve alignment over the next years.

Reporting standards

EUR has reported in accordance with the Global Reporting Initiative (GRI) Standards for the period 1 January to 31 December 2025. 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).

In addition to reporting in accordance with the GRI Standards, EUR has aligned this report with the Voluntary Sustainability Reporting Standard for non-listed small and medium-sized undertakings (VSME). The VSME is a voluntary sustainability reporting framework developed by the European Financial Reporting Advisory Group (EFRAG) and

adopted by the European Commission to support structured and comparable Environmental, Social and Governance (ESG) disclosures.

EUR reports in accordance with both the Basic and Comprehensive Modules of the VSME standard. The reporting period covers 1 January to 31 December 2025, and includes the activities within the defined organisational boundary of EUR.

Although EUR is not currently subject to the CSRD, the university has chosen to adopt the VSME framework as a reference point to enhance the structure, comparability, and completeness of its sustainability disclosures. This approach supports EUR's broader ambition to strengthen transparency and accountability in line with its Strategy 2030.

The application of the VSME standard represents a crucial step in EUR's ongoing development towards more comprehensive sustainability reporting. Over the coming years, EUR intends to progressively align its disclosures with the European Sustainability Reporting Standards, which underpin the CSRD, reflecting its commitment to continuous improvement and alignment with emerging European best practices.

A complete VSME disclosure index is included in the Appendix (I. VSME Index).



Key figures 2025



Education & Research

Number of students:

19,929

Bachelor and
pre-master

11,312

Master

Degrees awarded:

5,497

Bachelor

6,393

Master

Publications:

6,247

Peer reviewed

6,342

Open access



Employees

3,712

Academic employees

2,571

Professional services



Impact & Sustainability in Education

115

bachelor's and master's courses
addressed real life challenges through
the connections Erasmus Verbindt
established with societal partners

> 10,000

students worked on
real-world challenges
in the classroom across
all faculties

7

faculty-led projects
funded to embed
sustainability literacy
into curricula



Impact & Sustainability in Research

196

engaged research
publications identified¹

38.1%

of research outputs in
2025 are linked to the
SDGs

89.7%

of research outputs in
2025 published in
open access



Culture, Community & Responsible Organisation

313

high school students reached
through the Academic
Outreach Programme

166

Academic staff members
supported through the
Advancing Inclusive
Academia programme

800+

employees from
all faculties and
professional services
participated in Active
Bystander Trainings



Sustainability in Operations

TOP 10%

Tinbergen Building renovation
recognised among the top 10%
most sustainable building
renovations in the Netherlands

24%

reduction in CO₂-
emissions (scope 1 & 2)
in 2025 compared
to 2024

27.4%

reduction in waste
in 2025 compared

¹ Engaged research involves active collaboration with citizens, communities, civic initiatives, and/or (non-profit) organisations across the research cycle. A wide range of engaged methodologies is applied, including citizen science, participatory research, living labs, co-design, patient-driven research, and science communication.

Executive summary

The marks another step in EUR's evolution as an engaged university. Where last year's report brought impact and sustainability together in a single account for the first time, this edition shows what that shared direction looks like in practice across research, education, campus operations, and the partnerships that connect EUR to the world around it.

Strategy 2030's five impact domains serve as the primary framework through which EUR articulates and advances its societal contributions. The initiatives highlighted in this report represent a selection from a much broader body of work underway across EUR's faculties and institutes; chosen to illustrate the range and depth of engagement rather than to provide a complete picture.

In the domain of **the resilience and robustness of our society**, EUR's work centres on strengthening the foundations of a trustworthy, inclusive, and democratically resilient society. WijkWijs Rotterdam embeds citizen perspectives into neighbourhood policy through co-created research, while the Vital Cities & Citizens initiative produced practical tools to support inclusive engagement across communities. The European Civil Justice Centre formally launched, shaping how European justice systems adapt to digitalisation and growing demands for accessible dispute resolution. JUSTGREEN helps European municipalities integrate equity into climate adaptation planning. Behavioural research with Eneco explored how students can contribute to reducing grid congestion. And when funding cuts threatened the Dutch National Museum of Education, a EUR researcher mobilised a coalition that secured parliamentary support to keep it open.

Within **sustainable entrepreneurship and inclusive prosperity**, EUR's contribution is oriented towards economic systems that are both future-proof and genuinely inclusive. SCENSUS builds a rigorous evidence base on how community enterprises can scale without

losing their democratic character, influencing policy at OECD and European Commission level. Fair Repair research made the case that circular economy transitions must account for labour justice, centring the voices of repair workers. The Erasmus Centre for Entrepreneurship supported Ukrainian deep-tech founders, shaped national policy on female entrepreneurship, and expanded entrepreneurship education to the Democratic Republic of Congo. Port of Rotterdam research connects EUR's expertise to one of Europe's most strategically significant industrial clusters in transition. A trans-disciplinary project on EU sustainability legislation is helping companies navigate corporate responsibility law more coherently and effectively.

In **a just transition to a sustainable society**, EUR's work addresses how societies can implement the changes needed for sustainability in ways that distribute benefits and burdens fairly. The Erasmus Centre for Energy Transition expanded through student-led initiatives and a new lifelong learning programme for professionals in the Rotterdam port-industrial complex. V2G-QUESTS examines how vehicle-to-grid technology can be governed equitably across three European cities. The Perspectives on Sustainability course at ESL won the Best CityLab Award at the UNIC conference. Two MA Societal Transitions graduation projects moved well beyond academia: one team founded the Future Design Institute Netherlands; another rolled out a food waste toolkit now active in eighteen countries. ClimateHUB Rotterdam developed a decision framework for integrating public health into urban climate adaptation.

Furthermore, co-hosting the 7th Planetary Health Annual Meeting brought together nearly 600 participants from 53 countries.

In **healthy society and accessible and affordable healthcare**, EUR and Erasmus MC contributed across multiple fronts to a healthier, more equitable society. The Healthy Society Programme advanced a systemic, cross-sector approach to reducing health inequalities in South Holland, engaging citizens as co-researchers and students as co-designers. CEPHIR marked its 20th anniversary, reflecting two decades of connecting research, policy, and practice on challenges ranging from obesity and mental health to infectious disease and climate risks. The RESIST project tested over 14,000 students in Zanzibar to map schistosomiasis prevalence and monitor potential drug resistance. Pan Cancer T raised € 10 million to advance a first-in-human clinical trial for a novel cell therapy targeting aggressive breast cancer. And LentiCure accelerated development of affordable gene therapy for rare diseases, with first patient treatments targeted for 2027.

In **the responsible use of technologies**, EUR's work focuses on ensuring that AI and digital innovation serve society in ways that are ethical, transparent, and inclusive. The *Unravel the AI Machine* initiative strengthened AI literacy among children through an interactive performance co-created with Science Museum NEMO. A study conducted by RTL Nieuws, Mediahuis, and Open Rotterdam examines how news organizations can shape the responsible use of AI and contribute to the development of AI guidelines that strengthen

public trust. LEAP-AI is developing explainable AI for greenhouse horticulture with industry partners. The TWIN4DEM project, coordinated by EUR and funded through Horizon Europe, is building computational digital twins of democratic systems to help policymakers detect early warning signs of democratic erosion. And Erasmus Q-Intelligence is demonstrating how data science can serve societal fairness; from reducing gender pay gaps to an algorithm that increases kidney transplant matches by up to 50%.

On campus, **operational sustainability** made measurable progress. The Tinbergen Building renovation, ranked among the top 10% most sustainable building renovations in the Netherlands, embedded circular construction principles throughout, from low-carbon aluminium and recycled materials to the harvesting of existing building components for reuse. Waste-related emissions dropped by 47.3%, supported by the introduction of Seenons as EUR's waste management partner and a shift towards more comprehensive primary data on waste streams. For the first time in a decade, student mobility emissions were calculated and included in EUR's scope 3 reporting: a crucial step towards a more complete picture of the university's total carbon footprint. EUR also became the first university in the Netherlands

to commit campus-wide to the Planetary Health Diet, signing a covenant with all campus food and beverage entrepreneurs setting clear 2030 targets.

EUR's sustainability commitments were further strengthened in 2025 through the appointment of prof. mr. dr. Harriët Schelhaas as Portfolio Holder for Sustainability and the signing of the *Manifesto Duurzaam Denken, Duurzaam Doen*; a national commitment that encourages universities to strengthen collaboration and accountability in accelerating the sustainability transition.



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 continues to shape the university's direction under 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 towards 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

While impact and sustainability are deeply interconnected at EUR, and both are central to the university's identity as an engaged institution, they operate through distinct governance structures. Impact and engagement are by nature relational and outward-facing, requiring coordination with societal partners, civic networks, and communities. Sustainability calls for deep integration into internal processes: education, research, operations, and institutional decision-making. Separate governance structures therefore reflect not a disconnect between the two, but a recognition that each requires its own enabling conditions to be effectively embedded across the organisation.

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. This forms the foundation of EUR's positioning as an engaged university, as set out in Strategy 2030. Within this approach, engagement is recognised as a third core portfolio alongside education

and research, aimed at contributing to a better society through meaningful societal collaboration.

In April 2024, EUR established the role of [Strategic Dean for Impact & Engagement](#), held by prof. dr. Arwin van Buuren. Acting as an ambassador for the university's engagement ambitions, the Strategic Dean drives strategic priorities such as open innovation networks, advises the Executive Board and Board of Deans, and fosters connections with societal partners. Supported by the Impact & Engagement team, this role plays a key part in further developing the organisational infrastructure for impact, facilitating collaboration with external stakeholders, and advancing expertise in evaluating societal impact.

All faculties had appointed a member to the [Engagement Board](#) by the start of 2025, which is chaired by the Strategic Dean Impact & Engagement, and which advises the Executive Board on strengthening the university's societal engagement, facilitates knowledge exchange, and supports the development of a shared vision and the embedding of engagement across the university.

In addition, the [Societal Advisory Council](#) provides external, society-based perspectives on the university's strategic direction. Composed of representatives from civil society, the council advises EUR on long-term developments and helps ensure that the university remains responsive to societal needs and opportunities.

In Strategy 2030, sustainability is no longer a standalone theme but a structural element of EUR's identity —

a long-term, shared responsibility embedded across education, research, partnerships, and operations. Translating this ambition into practice requires governance arrangements that reflect that shared ownership.

EUR's sustainability governance model is designed to balance decentralised ownership with central coordination. Strategic direction and final decision-making authority rest with the Executive Board and Board of Deans collectively, with responsibilities distributed across Board members: the Vice President holds the executive portfolio for sustainability and operational integration; the President leads on EUR's sustainability positioning in relation to societal partners and networks; and the Rector Magnificus steers the integration of sustainability into education and research. In line with the broader portfolio management approach introduced in Strategy 2030 — whereby a dean and a member of the Executive Board have been jointly appointed as portfolio holders for each strategic priority — prof. mr. dr. Harriët Schelhaas has been appointed as Portfolio Holder Sustainability at Dean level, working in tandem with the Vice President to ensure sustained leadership attention, strengthen the connection between institutional ambitions and faculty-level strategies, and maintain shared ownership across the institution.

Central coordination and support are provided by a cross-departmental sustainability coordination team, which prepares institutional agendas and proposals, connects initiatives across faculties and services, and supports the embedding of sustainability into core activities. Faculties and professional services hold ownership of implementation within their respective domains, with sustainability commitments further anchored through formal policies and management agreements. Students and staff contribute to agenda-setting and decision preparation through structured participation mechanisms, while the University Council safeguards democratic oversight and transparency.

Together, these governance developments reflect a maturing institutional approach to impact and sustainability; moving towards integrated governance, strengthened external engagement, and shared responsibility across the university.



Impact & Sustainability at EUR



Leadership in impact & sustainability

EUR's commitment to impact and sustainability is reflected not only in its strategy, but in the people who give it direction. Prof. dr. Arwin van Buuren, Strategic Dean for Impact & Engagement, and prof. mr. dr. Harriët Schelhaas, Dean of ESL and portfolio holder for Sustainability, are responsible for translating these ambitions into practice across the university. Together, they work to embed societal engagement and sustainability across research, education, and operations — not as separate programmes, but as a shared way of working. We asked them both about what drives them, where they see progress, and what still needs to be done.



Prof. dr. Arwin van Buuren
*Strategic Dean for
Impact & Engagement*

Building a university that earns its place in society

For Arwin van Buuren, the role of Strategic Dean is fundamentally about strengthening EUR's connection to the world around it. "My role is about strengthening the societal involvement and engagement of the university as a whole, both in research and education," he explains. That means not simply disseminating our knowledge to society but genuinely listening first. Understanding what partners need, building relationships of trust before and letting that shape what the university does, rather than departing from a predetermined agenda.

At the heart of this work is EUR's emerging structure of Open Innovation Networks (OINs): structured collaborations with public, private, and civic partners around

urgent societal themes. Van Buuren is actively shaping how these networks come to life, conducting stakeholder interviews, connecting internal colleagues who often don't know what the other is doing, and signalling to the Executive Board when internal hurdles are getting in the way of collective impact. "We do a lot, but we don't always know what everyone's doing," he notes. "When I see that happening, it's my role to signal it."

His conviction that engagement must be treated as a long-term investment, not as a cost, is rooted in his own academic journey. As a researcher in public administration, van Buuren early on sought out applied, client-facing work alongside his academic writing: "You know it serves a real-world need." That same drive led him to pioneer design science approaches in his field, launch a Design Atelier for master students, and develop courses and impact theses that connect students directly with real-world challenges. "I connected my students with case studies and applied problems, and now we have impact theses, which gives this work a formal label."

Van Buuren sees sustainability as inseparable from this broader impact mission. In his view, the hardest sustainability challenges are no longer primarily technological; they are behavioural, institutional, and social. Whether it concerns resistance to the heat transition, the discontinuation of unsustainable fossil fuel production and use, or the risk that green transitions deepen existing inequalities, the questions facing society require exactly the kind of interdisciplinary thinking EUR can offer. "We need a better integration between technology and the social sciences."

Looking ahead, he hopes EUR will become a trusted partner that can also play the role of critical friend by asking difficult questions, debunking policy myths, and helping external partners think beyond their immediate horizons. “When we have the position of a trustworthy partner, we can be a better critical friend.” For van Buuren, building that dual role of being engaged and independent, ambitious and rigorous, is what the next phase of EUR’s impact agenda is all about.



Prof. mr. dr. Harriët Schelhaas
Dean Portfolio Holder for Sustainability

Keeping sustainability on the agenda — for the long term

Harriët Schelhaas did not start out as a sustainability advocate. Before joining academia, she worked as a

lawyer at a corporate law firm where sustainability was simply not part of the conversation. She is candid about this: “I was not an early believer.” What changed her thinking was the environment of academia itself: the space to read, reflect, and engage with the evidence. “That is one of the privileges of a university: time to read, think and reflect on societal issues having an academic angle.”

Today, as Dean Portfolio Holder for Sustainability, she is one of the most committed voices in EUR’s leadership for keeping climate and sustainability firmly on the institutional agenda, particularly at a moment when political winds are shifting and attention is fragile. Her role is less about running dedicated programmes and more about ensuring that sustainability remains embedded across all of EUR’s priorities. “People tend to forget it, so we have to put it back on the agenda again and again.” That means raising it in conversations with Deans and the Executive Board, giving feedback on documents, and making sure there is a consistent story: sustainability is not a project with a start and end date, but a permanent dimension of who EUR is.

What Schelhaas is most proud of from the past strategic period is not any single initiative, but a shift in culture: the fact that sustainability has become self-evident at EUR. “It’s everywhere: in research, in education, in operations. Not only by lip service.” Student projects,

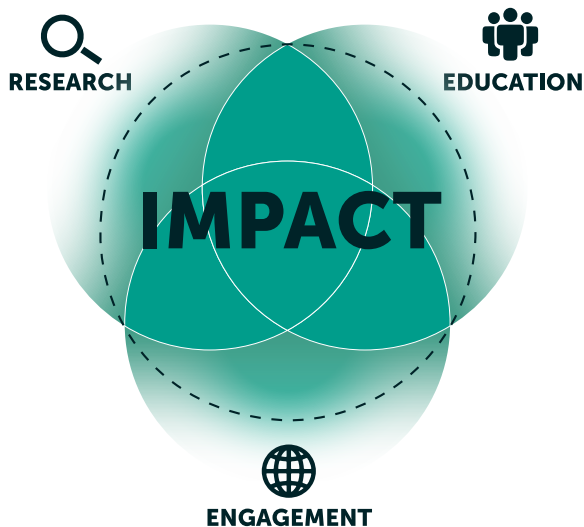
faculty research groups, operational changes, and interdisciplinary hubs have all developed organically around sustainability themes. Within ESL, she points to the strength of the corporate sustainability track and an early sustainability report that brought researchers across the faculty together. A process that has since evolved into a lively sustainability hub spanning multiple legal fields.

From her work in contract law, she recently did research on ESG clauses in commercial contracts, she sees how the legal and business worlds are themselves being transformed by sustainability demands. And she brings this perspective into the classroom, where she observes a new generation of students for whom engagement with societal challenges is simply part of what it means to study.

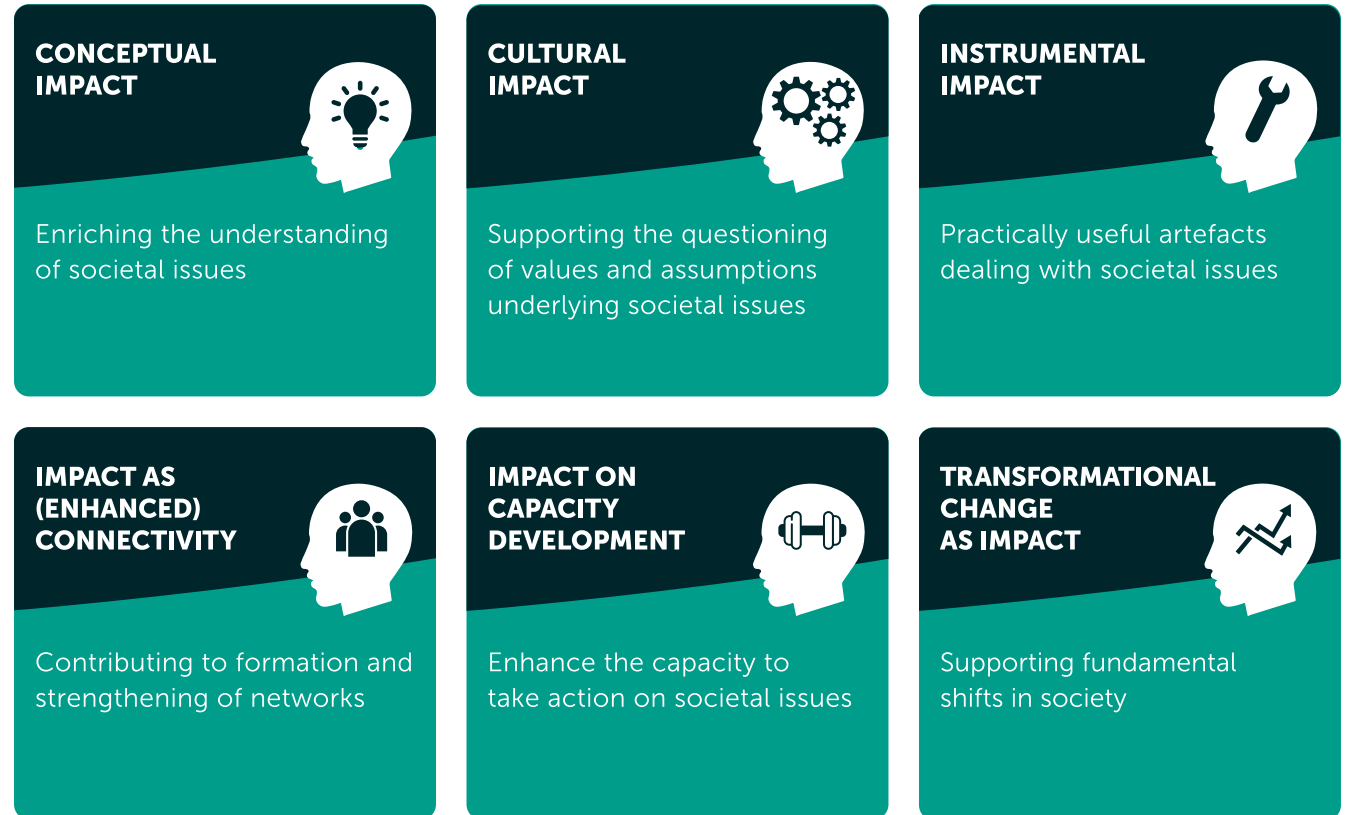
Her five-year ambition is equally telling: not a headline project, but a genuinely interdisciplinary research initiative, ideally connected to the city of Rotterdam, for instance Rotterdam’s port, in which researchers from every faculty contribute their expertise to a shared challenge. “We have so many people with connections to Rotterdam’s business and more specifically the harbour. If we can make one project that really helps them too, that would be fantastic.” For Schelhaas, that kind of connected, cross-faculty engagement is what would make EUR’s sustainability commitment truly visible and real.

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.

Our approach to impact is guided by a number of **core principles**. We work in collaboration with societal partners, commit to long-term engagement, and strive to contribute to justice and sustainability. Impact activities are grounded in academic integrity and freedom and supported by an inclusive, open-minded academic community. Through continuous reflection, learning, and accountability, EUR looks to strengthen both the quality and relevance of its societal contributions. At the same time, we recognise that societal impact is often complex and difficult to measure. Impact may emerge only over the long term, result from cumulative efforts, include both intended and unintended consequences, and encompass both positive and negative effects. We therefore approach impact with humility, acknowledging that meaningful change is rarely attributable to a single intervention and that not all valuable contributions are at once visible or easily quantified.



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 school, 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.

To support this ambition in practice, the [Impact Toolbox](#) has been developed. The toolbox offers practical resources to help staff plan, assess, and communicate the societal contributions of their work. For example, the [Journey of Progress](#) card game helps teams develop a Theory of Change and think strategically about impact. By September 2025, more than 300 boxes were being used in 120 organisations across 22 countries, and the tool is recommended by the Dutch Research Council for researchers developing a Theory of Change.

Other tools support the communication and institutional embedding of impact. The [Impact Narrative Tool](#) helps users articulate compelling impact stories through interactive exercises, while the [Impact Strategy Development Toolkit](#) supports organisational units in systematically embedding impact into structures, processes, and shared responsibilities.

Although the Evaluating Societal Impact team no longer operates in its original form, these tools remain self-standing, practical resources that continue to support impact-oriented work across the university and beyond. EUR continues to improve and expand the toolbox, recognising that creating impact is an ongoing process of learning, collaboration, and improvement.

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.

A recent example is the appointment of prof. dr. [Vincent Jaddoe](#) as Erasmus Professor in 2025, during the university's Dies Natalis. As a leading researcher at Erasmus MC and initiator of large-scale, transdisciplinary programmes such as [Generation R](#) and the [Healthy Start Convergence](#), he brings together researchers across disciplines to address complex challenges related to child health and prevention. His work exemplifies how impact-driven, collaborative research can generate new insights and translate them into practical solutions that contribute to healthier future generations.

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.



Strategy 2030: an engaged university

Building upon Strategy24, [Strategy 2030](#) is centred on EUR's mission to create positive societal impact as an engaged university that is globally connected and locally embedded. In response to complex and interconnected challenges, the university positions itself as both a centre of academic excellence and an active partner in society.

Education, research, and engagement are understood as mutually reinforcing core activities. EUR aims to operate as a knowledge institution at the heart of society, working closely with external partners at local, national, and international levels. Through co-creation and continuous dialogue, scientific insights are translated into actionable knowledge and real-world solutions.

To guide its development, Strategy 2030 is built around three interrelated strategic goals. These define how EUR strengthens its impact through its core activities and organisational development:

- **Leading academic education and research**
By 2030, EUR aims to further solidify its position as a leading university recognised for high-quality academic education and research. It offers research- and impact-driven education that fosters critical and analytical thinking, while enabling students to apply their knowledge in real-world contexts. Research is curiosity- and demand-driven and conducted in close collaboration across disciplines and with external partners to generate new knowledge and innovative solutions.

- **Collaboration in networks and with society**
EUR aims to be the engaged and active knowledge partner of choice within society. By fostering reciprocal and equal relationships with public, private, and civil society partners, the university strengthens its contribution to addressing societal challenges through collaboration, co-creation, and shared learning.
- **One connected EUR**
EUR strives to be an agile and engaged organisation in which students and staff feel valued and connected. By strengthening internal collaboration and organisational coherence, the university enhances its capacity to respond to change and to deliver on its societal ambitions.



To focus its efforts, Strategy 2030 also defines five strategic impact domains. These are areas where societal challenges converge and where EUR's expertise can make a meaningful difference:

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 help 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.



Sustainability within Strategy 2030

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 towards a systemic approach aligned with global ecological and social imperatives.

While sustainability is integrated across EUR's impact domains, strategic goals, and priorities, it also carries its own dedicated ambitions across three interconnected areas:

- **Research:** significantly growing the share of output that demonstrably contributes to sustainable development, supported by sustainability-aligned incentives, interdisciplinary collaboration, and co-creation with societal and regional partners.
- **Education:** full integration of sustainability into all bachelor and master programmes, through foundational modules, discipline-specific applications, impact-driven learning, and a growing lifelong learning offer.
- **Operations:** a climate-positive, zero-waste, and nature-inclusive campus — reducing emissions across all scopes, transitioning to a predominantly plant-based food environment, and expanding biodiversity and living lab infrastructure.

Strengthening commitment through shared principles

In 2025, EUR reinforced its sustainability ambitions by [signing the Manifesto Duurzaam Denken, Duurzaam Doen](#), a national commitment initiated by the Young Academy and the Green Young Academy. The Manifesto recognises the climate and ecological emergency and encourages universities to strengthen collaboration, coherence, and accountability in accelerating the sustainability transition.

For EUR, the Manifesto does not introduce a new direction but rather reinforces and formalises ambitions already embedded in Strategy 2030. By signing, EUR further anchors sustainability as a guiding principle across education, research, engagement, and operations, while strengthening opportunities for interuniversity collaboration and shared learning.



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.

In doing so, we adopt an integrated perspective on sustainability, aligned with the concept of planetary boundaries and reflected in the SDG 'wedding cake' model. This perspective recognises the biosphere as the foundation of all human activity, with social systems and economies embedded within broader social-ecological systems. A thriving biosphere is therefore understood as a precondition for social justice, health, wellbeing, and economic development.

By aligning our efforts with the SDGs through this lens, we focus on areas where our expertise can meaningfully contribute to resilient and long-term solutions that address interconnected ecological and societal challenges.

Our current thematic priorities – as highlighted by the five strategic Impact Domains (see Strategy 2030: an engaged university) – 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 towards 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 Wellbeing
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 2025, EUR's research output included 3,547 SDG-related publications, distributed across the SDGs, as illustrated by the figures below. Notably, 68% of this output originates from Erasmus MC, resulting in a strong emphasis on SDG 3 (Good Health and Wellbeing). Beyond SDG 3, the largest areas of research output are SDG 16: Peace, Justice and Strong Institutions (139 publications) and SDG 13: Climate Action (107 publications), reflecting the breath of EUR's contributions to societal challenges. As Erasmus MC represents a substantial share of EUR's research output, a second figure presents the SDG distribution excluding Erasmus MC. This provides a more balanced view of the research profile across the university's other schools, where contributions are distributed more evenly across the SDGs, with particular strengths in SDG 16 (Peace, Justice and Strong Institutions), SDG 13 (Climate Action) and SDG 11 (Sustainable Cities and Communities).

EUR research output by SDG's

SDG	Research output	Percentage
SDG 1	21	0.59%
SDG 2	28	0.79%
SDG 3	2802	79.00%
SDG 4	17	0.48%
SDG 5	26	0.73%
SDG 6	5	0.14%
SDG 7	64	1.80%
SDG 8	64	1.80%
SDG 9	28	0.79%
SDG 10	59	1.66%
SDG 11	80	2.26%
SDG 12	66	1.86%
SDG 13	107	3.02%
SDG 14	7	0.20%
SDG 15	22	0.62%
SDG 16	139	3.92%
SDG 17	12	0.34%

EUR (excl. Erasmus MC) research output by SDG's

SDG	Research output	Percentage
SDG 1	21	1.96%
SDG 2	12	1.12%
SDG 3	432	40.37%
SDG 4	14	1.31%
SDG 5	24	2.24%
SDG 6	5	0.47%
SDG 7	53	4.95%
SDG 8	61	5.70%
SDG 9	25	2.34%
SDG 10	56	5.23%
SDG 11	71	6.64%
SDG 12	58	5.42%
SDG 13	84	7.85%
SDG 14	4	0.37%
SDG 15	11	1.03%
SDG 16	127	11.87%
SDG 17	12	1.12%

Double Materiality Assessment

A Double Materiality Assessment (DMA) identifies the sustainability topics most relevant to an organisation by looking through two lenses simultaneously: the impact EUR has on society and the environment, and the sustainability-related risks and opportunities that affect EUR as an institution. Together, these two perspectives determine which topics are material: that is, significant enough to require strategic attention, action, and reporting.

EUR's DMA follows the logic of the CSRD and its VSME, adapted to the context of a public knowledge institution, and aligns with the Ministry of Education, Culture and Science's guidance for voluntary sustainability reporting in Dutch higher education.

Process overview

The DMA was built on three layers of input: institution-wide Sustainability Dialogues (2023–2024), engaging students, staff, and leadership across all faculties; benchmarking against Dutch and international peer institutions, sector rankings, and the Ministry's sector-level DMA for higher education; and targeted focus groups and internal leadership dialogues to deepen understanding of specific topics and connect them to EUR's strategic direction.

Twelve sustainability topics were identified through this process and assessed across both materiality dimensions, using defined scoring scales and a medium-term horizon to 2035.

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.

The two materiality dimensions

Impact materiality considers how significant EUR's impacts are on people, society, and the environment, covering both the positive contributions EUR makes through education, research, and engagement, and the negative impacts arising from its operations. Impact severity is assessed on four dimensions: scale, scope of affected stakeholders, irreversibility, and time horizon.

Financial materiality considers how sustainability topics affect EUR's financial position, operational continuity, and strategic development, including risks such as rising costs, regulatory pressure, and reputational exposure, and opportunities such as access to funding, cost savings, and strengthened positioning.

Material topics

Twelve topics were assessed. Seven are classified as core material topics: material in both dimensions and central to EUR's societal role and institutional resilience. Five are classified as material topics, significant in at least one dimension.

How the results are used

The material topics identified through the DMA form the thematic backbone of EUR's sustainability strategy and reporting. They decide which sustainability themes EUR prioritises in its Strategy 2030 implementation, which topics are reported on in this Impact & Sustainability Report, and which indicators and targets are tracked through EUR's central Monitoring & Evaluation framework.

The DMA is not a one-time exercise. EUR will periodically review and update the assessment, informed by changes in the regulatory landscape, stakeholder expectations, or EUR's institutional strategy.

The full DMA, including methodology, scoring definitions, topic definitions, and detailed risk and opportunity statements, is available as a standalone document.

Topic	Impact materiality	Financial materiality	Classification
Sustainability in Education	High	High	Core material
Sustainability in Research	High	High	Core material
Community Engagement & Societal Partnerships	High	High	Core material
Climate Action (GHG, energy, renewables)	High	High	Core material
Ethical Institutional Partnerships	High	High	Core material
Ethics, Transparency & Integrity	High	High	Core material
Inclusion, Diversity & Equal Opportunity	High	High	Core material
Biodiversity on Campus	Medium	High	Material
Health, Wellbeing & Safety on Campus	Medium	High	Material
Sustainable Procurement & Supplier Practices	Medium	High	Material
Circularity & Waste Management	Medium	Medium	Material
Sustainable Food & Catering	Medium	Low	Material

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 aim to find ways to restore trust in our rule of law and enable society to better address these challenges. ”

Our society faces increasing challenges of inclusion and democratic resilience. This chapter highlights how EUR is working to strengthen the foundations of a robust and thrustworthy society.

Researchers work together with communities and public partners to address issues such as discrimination, inclusion, and urban development, contributing to a more just and resilient society.

Highlights

Vital Cities & Citizens: advancing just and resilient urban futures

In 2025, the Erasmus Initiative [Vital Cities & Citizens](#) (VCC) continued to strengthen its mission to enhance the resilience, inclusivity, and just sustainability of urban societies. Through inter- and transdisciplinary research, VCC worked closely with societal partners to address complex urban challenges, with a strong focus on community-based and engaged research approaches.

A key milestone was the completion of nine postdoctoral research projects, which delivered both academic outputs and tangible societal impact. For example, the *Doing Diversity* project led to the development of the “Diversity Dilemma” game, supporting schools, sports clubs, and cultural organisations in facilitating dialogue around diversity-related challenges. Another project developed practical tools for professionals working with resident initiatives, helping them reflect on assumptions and strengthen inclusive engagement.

The [WijkWijs Rotterdam](#) programme remained central to VCC’s approach. In collaboration with the Resilient Delta Initiative, Rotterdam University of Applied Sciences, neighbourhood cooperatives, and municipal partners, WijkWijs further advanced community-based research practices. In Beverwaard, the *Mijn Beverwaard* project deepened its impact through co-creation sessions with residents and local stakeholders, exploring solutions to

issues such as safety and public space use. Follow-up research, including diary studies and focus groups, continues to inform locally grounded interventions.

WijkWijs also strengthened partnerships with housing corporations such as Hef Wonen and Havensteder to expand the community-based research approach to new neighbourhoods. These collaborations enable shared learning between residents, professionals, and institutions, contributing to more responsive policies and interventions. Additional follow-up funding supports research into improving quality of life through spatial interventions.

Through these activities, VCC is strengthening EUR’s societal embedding in Rotterdam, developing innovative methodologies, and translating citizen perspectives into actionable insights for more inclusive and resilient urban futures.

Shifting energy use: how students help tackle grid congestion

As the Netherlands accelerates its transition to renewable energy, a new challenge is emerging: balancing when energy is produced and used. With annual electricity consumption around 110 TWh and peak demand reaching up to 23 gigawatts on winter evenings, pressure on the grid is increasing. These peaks often require fossil fuel backup, undermining climate goals and contributing to grid congestion.

In 2025, [dr. Sophie van der Zee](#) contributed to addressing this challenge within the Applied Behavioural

Economics seminar. In collaboration with Eneco, four student teams worked on real-world cases focused on shifting household energy use away from peak hours; a topic made more urgent by recent congestion challenges.

Students designed and tested behavioural interventions based on insights such as loss aversion and social comparison. One team developed an app concept using rewards and leaderboards to encourage off-peak laundry behaviour among young adults. Another conducted a randomised experiment, showing that loss-framed notifications (emphasising risks like power outages) increased willingness to shift energy use. A third project explored gamification and real-time feedback, while others assessed broader behavioural strategies such as awareness campaigns.

Alongside this teaching, Sophie supervised five master theses on sustainability-related behaviour. These studies explored topics such as consumer responses to greenwashing on social media, nudging reusable product use, and encouraging adoption of dynamic energy contracts. One finding was that verified sustainability claims in social commerce environments can help consumers identify greenwashing. In other words, when consumers saw that a sustainability claim had been falsified, their willingness to pay decreased. While the other experiments found limited or no significant effects of framing interventions, they consistently highlighted an important insight: sustainable behaviour is strongly linked to underlying attitudes, and changing behaviour is more complex than applying a single nudge.



This work contributed to several forms of impact. Conceptually, it deepened understanding of when behavioural interventions are effective and when they are not. Instrumentally, it generated practical ideas that Eneco can test and scale. In terms of capacity building, over 64 students developed hands-on skills in designing experiments, analysing data, and working with external partners.

This matters because the energy transition is not only a technological challenge, but also a behavioural one. By equipping students and partners with evidence-based insights, this work contributes to small but concrete steps towards a more flexible, resilient, and sustainable energy system.

From analysis to action: how NURISH built its foundations in 2025

Across Europe, rural and small urban communities are facing growing climate pressures, including flooding, water scarcity, wildfires, and land degradation. Many of these places have limited access to data, planning tools, and networks that support long-term climate adaptation. [NURISH](#) (NURturing transformative capacities, Innovation in nature-based Solutions, and Harmonious resilience in rural areas) a Horizon Europe project led by a consortium including [IHS](#), responds to this challenge by strengthening climate resilience at the local level, starting with a better understanding of local conditions and supporting communities to shape their own pathways forward.

In 2025, NURISH focused on building this foundation through research, collaboration, and design. Activities centred on the development of integrated profiles for four Resilience Hubs in Greece, Cyprus, Finland, and the United Kingdom. These profiles brought together social, economic, environmental, spatial, and institutional information into a single overview for each hub. This process helped partners translate broad climate concerns into concrete, place-specific priorities that could guide future action.

In parallel, stakeholder mapping and capacity needs assessments were carried out across both the Resilience Hub and the Resilience Nodes. These activities identified key local actors, governance arrangements, and value chains, while also highlighting skills gaps related to climate adaptation, nature-based solutions, and circular economy practices. For the Resilience Nodes, this work was particularly important, as it clarified how they could engage from the start and prepared them to learn from and later adapt solutions tested in the hubs. NURISH also marked the start of a long-term climate risk assessment for rural areas, aligned with the EU Vision for Rural Areas 2040, helping local and regional actors situate their risks within a broader European context.

A key milestone in 2025 was the NURISH Kick-off Meeting, held in Athens in October 2025. The meeting brought together all 27 consortium partners, ranging from universities to municipalities, utilities, and non-governmental organisations (NGOs). Dedicated sessions and workshops helped formally establish the Resilience Hubs

and Resilience Nodes as a connected learning network, clarify roles, and agree on shared methods.

By the end of 2025, NURISH had built a common evidence base that local actors can use to plan and prioritise climate action.

Unlocking civil justice for all

By [*prof. mr. dr. Xandra Kramer*](#)

Citizens and small businesses often face high costs and other barriers in accessing the justice system. As digitalisation accelerates and collective harms increase, ensuring accessible and effective dispute resolution is essential to uphold the rule of law and democratic values. While many jurisdictions face similar challenges, they often develop different approaches to addressing them.

The [European Civil Justice Centre](#) at ESL is an international hub for research, education, and policy engagement. The Centre contributes to more accessible justice systems, more resilient and inclusive societies, fair markets, and stronger trust in legal institutions. Building on over fifteen years of work supported by Dutch and European grants on [innovative means to improve access to justice](#), it brings together expertise and connects scholars, policymakers, judges, lawyers, civil society organisations, and innovators. Its focus includes collective actions addressing mass harm, sustainable funding of litigation, digitalisation and Artificial Intelligence in justice systems, and alternative dispute resolution.

In 2025, the Centre formally launched and began expanding its research, policy and outreach activities. The inaugural event, held in late 2025, marked a new phase of collaboration with Leuven University and other European institutions, focusing on changes in civil justice driven by technological and market developments.

In its first year, activities included participation in the [evaluation of the Dutch collective action system](#), a [policy report on the market for legal services](#) aimed at improving access to justice for people with low and middle incomes, and the publication of a comprehensive [handbook on European civil procedure](#) for practitioners, researchers, and master's students. Beyond research and policy work, over the past year the Centre has engaged in public outreach through news media and broadcasts



on collective actions arising from [data leaks](#) and [environmental harm](#) among others.

The Centre also supports early-career researchers through an [online research forum](#) for feedback, work-in-progress discussions, and international networking. Ongoing initiatives include book projects, a webinar series on innovations in civil justice, and preparations for an international conference, alongside training and regular research exchanges.

In the coming years, the Centre will continue to strengthen links between academia and practice, support policy dialogue, and promote knowledge exchange with the aim of unlocking civil justice for all.

Advancing just green cities

By [dr. ir. Beitske Boonstra](#)

As climate change intensifies, cities face growing inequalities in access to green space and the climate benefits these offer. Districts with low-income households tend to be less green, often correlating with poorer health outcomes. Not all groups in society feel evenly welcome in green urban areas. Not all affected groups have equal access to decision-making processes on climate adaptation.

The INTERREG project [JUSTGREEN](#) aims to improve the greening and climate adaptation policies of European cities by giving greater weight to equity and involvement of vulnerable communities. A dedicated consortium of Rotterdam, Burgas, Ghent, Katowice, Murcia, Tallinn and the Region of Attica participates in the project by

exchanging experiences, lessons learned and sharing best practices in the twice-annual consortium meetings, always organised in one of the partnering cities.

ESSB is Advisory Partner and facilitates knowledge exchange and knowledge accumulation through the organisation of webinars on distributive, recognitive and procedural justice (with speakers from practice and academia), as well as through in-depth city analysis and comparison on the governance, climate, spatial, policy and social dimensions of just greening. This analysis, called the “transferability matrix”, supports the partners in identifying opportunities for policy improvements (based on their own strengths, weaknesses, opportunities and threats) as well as how and on what dimensions to derive inspiration from the other cities, that are each visited in the course of the project. In addition, EUR supports the mutual and collective learning by translating insights into a series of “serious games”, in which the cities are confronted with new climate challenges and dilemmas and are invited to negotiate quick and smart interventions based on what they learned from other partners.

JUSTGREEN enables partner cities and EUR to combine state-of-the-art academic insights with the real-life challenges and dilemmas cities face in making their climate adaptation policies more just. Lessons and academic insights are not only developed when it comes to climate policies alone, but also on how to organise knowledge integration, mutual and collective learning and how playful interventions can strengthen learning and knowledge exchange.



Growing up in poverty: making children visible, making systems work

Rotterdam has some of the highest child poverty rates in the Netherlands. Structural solutions partly depend on adequate social minimum standards and the benefits system. At the same time, an integrated approach to poverty, addressing multiple life domains and all family members, is essential for some families. Prof. dr. [Nicole Lucassen](#) (ESSB) and her team study how such an integrated approach works in Rotterdam, and what it takes to make it effective.

They followed families and support workers across four Rotterdam neighbourhoods for several months, mapping both barriers and facilitators in integrated care. A photo project with children provided insight into what supports their resilience. Their research shows that children can clearly identify what matters to them, across relationships, activities, and their physical environment. In 2025, findings were documented in a report (see photo; forthcoming May 2026) and translated into concrete policy building blocks.

This programme is a joint initiative of four partners: the National Fund Children's Aid (Kinderhulp), the City of Rotterdam, Hogeschool Rotterdam, and EUR. Lector [Mariëtte Lusse](#) and prof. dr. Lucassen lead the programme together, collaborating with researchers, frontline professionals, and families with lived experience of poverty.

Their policy building blocks are actively being taken up by the City of Rotterdam and the National Fund Children's Aid, and so they are directly involved in shaping (municipal) policy. Key recommendations include early outreach through trusted community organisations, sustained support across all life domains, explicit attention to children as individuals with their own needs and strengths, and investment in their pedagogical foundations.

Poverty shapes children's health, safety, development, and future. By combining rigorous research with the voices of children and families, their aim is to contribute to tackling poverty and reducing its negative effects on children and families.

Society's lost lessons: educational memory at risk

What happens when a society loses its educational memory? In 2025, the Ministry of Education, Culture and Science announced funding cuts that also threatened educational heritage. Due to discontinued funding, the Dutch National Museum of Education, home to the world's largest collection of educational heritage, was being forced to close its doors. The tangible memory of 150 years of educational history was on the verge of disappearing. The collection includes experimental teaching machines, Nazi youth propaganda, colonial school posters, and historical textbooks.

As a historian dedicated to the history and heritage of education, [dr. Tina van der Vlies](#) (ESHCC) was deeply alarmed by this prospect. Her research has shown how widely used history textbooks play a central role in constructing memory and meaning, shaping worldviews well into adulthood. How can we understand who we are, or navigate where we are going, without the lens of our own past?

The implications go beyond preserving heritage: without access to the historical record of how knowledge, values, and power were transmitted through education, society risks repeating past injustices, normalising biased worldviews, and overlooking the voices and experiences that were historically marginalised.

In response, she co-authored [an op-ed](#) in *de Volkskrant* (2025), together with [Hilda Amsing](#), professor in the



history of Dutch education and vice-dean at University of Groningen. Both serve on the Scientific Advisory Board of the Museum. The op-ed was signed by many scholars in the field and disseminated across various channels. It sparked public debate, prompted parliamentary questions, and reached the new Standing Committee on Education, Culture, and Science. Moreover, after the new government took office, a budget amendment was submitted.

On 24 March 2026, the vote took place and an overwhelming political majority voted in favour of structural funding. Yet the future of the Museum remains uncertain, as the State Secretary has not yet committed to a long-term solution. Continued advocacy and public engagement will therefore be essential. As the op-ed argues: 'Citizenship and democracy can only thrive if we are aware of the roots on which they are built'.



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, 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 highlights interdisciplinary platforms and collaborations that foster inclusive prosperity and strengthen the economic and social fabric of the Rotterdam region and beyond.

Highlights

Rethinking prosperity for a more inclusive society

Economic growth does not automatically lead to prosperity for everyone. Climate change, technological innovation and growing inequalities are reshaping societies, highlighting the need for new ways of understanding prosperity that go beyond economic growth alone.

The [Dynamics of Inclusive Prosperity](#) (DoIP) is one of EUR's interdisciplinary flagship initiatives. Bringing together researchers from ESPhil, RSM and ESL, it explores how prosperity can be created and shared in ways that are socially inclusive, environmentally sustainable and economically resilient. Using the SDGs as an important framework, the initiative examines how legal, economic and institutional arrangements can support fairer outcomes for individuals, communities and future generations.

In 2025, DoIP advanced interdisciplinary research on a broad range of societal challenges. Research addressed topics including sustainability reporting, corporate sustainability governance, industrial pollution, urban accessibility and the governance of smart cities. New doctoral research explored universal sustainability reporting metrics and the legal implications of corporate sustainability for directors' responsibilities, while a

study on the Blankenburgverbinding examined how major infrastructure investments affect labour market accessibility and inclusive prosperity in the Rotterdam region.

International collaboration also expanded through a UNIC partnership with HEC Liège. Researchers investigated the changing role of consultants in the development of smart cities in India, Belgium and the Netherlands, examining how responsibilities traditionally held by governments are increasingly shared with commercial actors.

Beyond research, DoIP actively contributes to societal dialogue. In 2025, a symposium on environmental harm brought together researchers, policymakers, regulators and civil society organisations to discuss the long-term consequences of industrial pollution. The initiative has since informed discussions with organisations including the Dutch Inspectorate for the Environment and Transport, the National Institute for Public Health and the Environment and the police, laying the foundation for a new Environmental Harm Programme.

DoIP also translates research into education. In 2025, researchers from ESPhil and RSM launched the master's course The Scientific Method in Finance, equipping future finance professionals with the critical and ethical perspectives needed to address complex societal challenges. Through research, education and societal engagement, DoIP contributes to a broader understanding of prosperity that values inclusion, sustainability and long-term resilience.

Scaling community enterprises for a sustainable and democratic economy

Across Europe, citizens are increasingly taking the lead in sustainability by creating community enterprises: from energy cooperatives to repair cafés and shared mobility initiatives. With over 10,000 energy communities active across 31 countries, this movement is growing rapidly. Yet it faces a critical challenge: how can these organisations scale their impact without losing the democratic governance and local roots that make them effective?

SCENSUS, a European Research Council-funded research project led by [dr. Thomas Bauwens](#) at RSM, builds the evidence base to address this question. In 2025, the project combined large-scale comparative data (covering 9,933 energy communities across Europe) with in-depth field research to understand how community enterprises navigate growth, governance, and collaboration. A dedicated research team of two postdoctoral researchers and two PhD candidates drove this work forward.

A defining feature of SCENSUS is its close collaboration with partners beyond academia. The project works with cooperative networks such as [Energie Samen](#) (representing more than 450 Dutch renewable energy cooperatives), as well as with policymakers, international organisations, and practitioner networks. Through workshops, roundtables, and co-produced research, these collaborations ensure that insights are grounded in practice and respond to real-world challenges.

This approach is already contributing to change. Research connected to SCENSUS has generated over



140 policy citations, reaching national parliaments, the Organisation for Economic Co-operation and Development (OECD), the International Renewable Energy Agency, and the European Commission. In the Netherlands, the project organised national roundtables on energy communities, bringing together policymakers, practitioners, and researchers to inform policy discussions. It has also contributed to policy discussions with the Ministry of Climate and Green Growth and to the development of standards under the new Dutch Energy Act; translating academic insights into concrete governance frameworks.

Beyond policy, SCENSUS connects research, education, and society. Around 170 students annually engage with real sustainability challenges through partner organisations, while practitioners contribute directly to teaching and knowledge exchange.

“The real question is not how big these organisations can grow, but whether they can grow without losing what makes them different,” Bauwens says. Community enterprises offer a glimpse of a more democratic and sustainable economy, and SCENSUS contributes to making that model viable at scale.

Valuing labour in repair: circular just transitions in Rotterdam

By [Ilaha Abasli](#)

Repair is essential to the circular economy, yet repair workers remain among the most undervalued, and least regulated workers in the sustainability transition. Circular economy policies overwhelmingly focus on material flows and product design, while the people doing the work of keeping goods in use are often overlooked. This is not only an economic injustice, but also a structural gap that undermines the long-term viability of circular transitions.

[The project](#) was initiated to address this gap. Funded by a Resilient Delta initiative Kickstarter grant, the project combined ethnographic fieldwork, semi-structured interviews with repair workers, co-creation workshops with practitioners and experts, and interdisciplinary research across labour rights, sustainability, and cultural history. In 2025, the team published a full research report, a teaching case, and a public-facing blog, disseminating findings to policy, research, and civil society audiences. The project also developed a Fair Repair Practice Framework, structured around three pillars: Fair Product Cycle, Fair Work, and Fair Repair Culture.

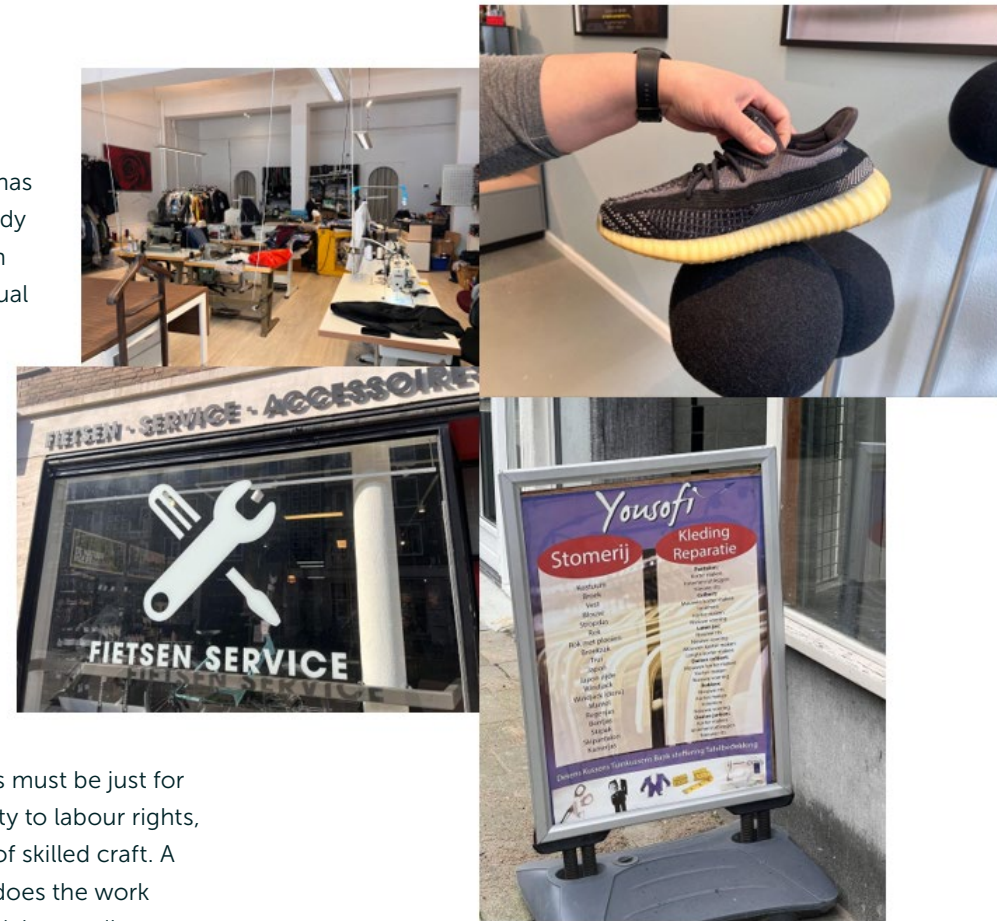
The project was co-developed with [IN4ART](#), an arts organisation that contributed historical and cultural analysis of repair guilds. Academic partners included colleagues from ESHCC and the Case Study Centre. Repair practitioners across Rotterdam were central participants, helping to shape the research and its outcomes.

The Fair Repair Practice Framework has been adopted as a teaching case study by multiple universities. The research has contributed to growing conceptual awareness that labour justice must be integrated into circular economy frameworks, not treated as an afterthought, by centring the voices of repairers, and bringing these insights to the Municipality of Rotterdam, and wider academic audiences through presentations at the LDE Sustainability Centre, EUR, and TU Delft.

Fair Repair shows that just transitions must be just for workers too; connecting sustainability to labour rights, urban equity, and the cultural value of skilled craft. A circular economy that ignores who does the work reproduces the same inequalities it claims to disrupt.

Turning entrepreneurial potential into lasting impact across three continents

Societal transitions require entrepreneurship that is both innovative and inclusive. As [Erasmus Centre for Entrepreneurship](#) (ECE), Annique de Greef and her team are committed to making minds matter through entrepreneurship and innovation, and — true to their motto Global reach with local impact — they engage with partners worldwide through insights, skills and connections. In 2025, that meant working across three continents and twelve countries.



Together with EUR, RSM, Hogeschool Rotterdam, Saxion, ROC van Twente, Albeda College and other higher education partners, ECE co-organised the Netherlands Enterprise Agency's national O2LAB Event and the Erasmus Entrepreneurship Festival. With the participation of Her Majesty Queen Máxima, the event brought 700 educators, students, entrepreneurs and policymakers together to reframe entrepreneurial skills from a niche topic into something essential for navigating societal transitions.

Their research also reached The Hague. The [Code-V report](#) on female entrepreneurship, produced with Deloitte and on behalf of 107 public and private organisations, informed a parliamentary motion to improve access to finance for women founders. The Minister of Economic Affairs backed the motion, making the report a direct lever on national policy.

At European level, ECE and RSM hosted the 3rd [European Scaleup Conference](#), convening 100+ PhD candidates, 40+ scaleup entrepreneurs and leading experts around one question: where should Europe's scaleup ecosystem be ten years from now? The conference strengthened connections between researchers, entrepreneurs, and policymakers working on Europe's future innovation ecosystem.

Through the EU-funded [Seeds of Bravery project](#), ECE and 17 partners across 10 countries trained and mentored 260+ Ukrainian Deep tech founders, who together raised € 20 million in private capital to keep their companies, and Ukraine's innovation capacity, alive through the war.

Beyond Europe, ECE has partnered with the University of Kinshasa since 2021 to expand entrepreneurship education in the Democratic Republic of Congo, a country of 90 million today, with 150 million expected within two decades. The aim is clear: train job creators, not unemployed graduates. In 2025 it grew into a full curriculum, including three master's programmes ready for nationwide accreditation, with 20+ local ambassadors trained to lead the work alongside investors, policymakers, students and incubators such as Ingenious City and Orange Corners.



ECE's 2025 work also earned the Jackstädt Foundation's Outstanding Innovation Enabler Award. Together, these initiatives show that when entrepreneurship education, research and community work together, they build the capacity societies need to shape their own transitions, in Rotterdam, in The Hague, in Kyiv and in Kinshasa alike.

A port in transition: supporting the Port of Rotterdam's transition through knowledge

By [prof. dr. Rob Zuidwijk](#)

Like several important ports in the world, the Port of Rotterdam is in transition. As an energy hub, its industrial cluster faces the energy transition from fossil-based to bio-based. As a smart logistics hub, it faces a digital transformation from paper-based to digital information processing. The [Port Vision 2050](#) document of the Port of Rotterdam sketches ambitious futures of the port that embrace these transitions. Knowledge plays a key role in guiding such transitions, and scholars at EUR do their part by executing research projects together with peers and stakeholders.

In 2025, EUR researchers continued their work across a range of projects on sustainable and digital innovation in the port. In the EU Horizon project [MAGPIE](#), led by the Port of Rotterdam Authority, research teams at EUR work on the integration of smart energy and logistics systems. This research inspires innovative logistics solutions where, for instance, inland vessels do not only consume electricity to move cargo containers but also distribute battery containers to be used by other inland vessels.

In the Dutch Research Agenda (NWA) project [Freight Mobility as a Service](#), researchers focused on the behaviour of users of digital matching platforms. In-depth analysis of transactional data provides insight into how these platforms are used, helping improve their design to support more sustainable freight transport. In projects like PATH2Zero and [PortCall.Zero](#), multi-disciplinary researchers work closely with stakeholders to help reduce port emissions by developing innovative ideas and solutions.

Researchers at EUR have been working with port stakeholders to identify and address knowledge questions. National and European funding sources also help mobilise young talent to tackle interesting research challenges. Together with TU Delft, the Port of Rotterdam Authority, and other partners, EUR co-founded [SmartPort](#), which has supported more than 100 research projects worth a total of 70 million euro over the last 10 years. In 2025, research projects such as those described above were supported through SmartPort and Convergence initiatives like the [AI Port Centre](#).

By connecting research, collaboration, and practical application, EUR contributes to a more resilient and sustainable future for the Port of Rotterdam and its stakeholders.

Towards smarter implementation of EU sustainability legislation

By [prof. dr. Liesbeth Enneking](#)

Across Europe, companies are facing a rapidly growing body of European legislation on corporate responsibility and sustainability, covering both their own activities and those of business partners in their global value chains. Topics range from non-financial reporting and human rights due diligence to deforestation, forced labour, packaging waste and carbon border adjustments.

Each law has its own structure, requirements and definitions, with oversight entrusted to different supervisory bodies. If companies implement each law separately, the result is more rules, more paperwork and additional costs, potentially diverting attention from the very objective of these laws: protecting human rights, the climate and the environment against the adverse impacts of economic activities.

In 2025, a multidisciplinary team of researchers at EUR joined forces with three societal project partners to address this challenge through the pilot project [Integrated Implementation of EU Sustainability Legislation](#), funded by the Dutch Ministry of Economic Affairs. The project brings together legal, economic and business expertise, from both a theoretical and a practical perspective, to develop a more coherent approach to implementing EU legislation on corporate responsibility and sustainability.

A key output is an analysis by the EUR project team of the interconnections between the most relevant EU laws in this area, developed in the autumn of 2025. This analysis has been tested for practical relevance by the project partners, including through multi-stakeholder dialogue sessions bringing together businesses, supervisors, policymakers and societal partners to identify practical challenges and exchange perspectives on possible ways forward. Building on this analysis, the team is developing an integrated implementation methodology, grounded in international frameworks such as the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

Through collaboration with project partners [FoodFIRST](#), [RBConnect](#) and [Future Up](#), the EUR team's insights are being translated into practical tools, training programmes and e-learning for businesses. The project deadline is May 2026. Early results show increased understanding of the legislation, improved capacity to implement requirements, and reduced resistance within and between organisations.

By helping companies navigate sustainability legislation more effectively, this project contributes to reducing regulatory burden while strengthening the impact of EU sustainability laws. Supporting the transition towards more responsible and sustainable business practices across Europe.

Impact domain 3:

A just transition to a sustainable society



“ Transitions are necessary in various areas – such as energy, social, and 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 towards 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.

Highlights

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

The [Erasmus Centre for Energy Transition](#) (ECET) is an initiative by EUR, established to accelerate the shift towards a more sustainable and equitable energy future. Bringing together expertise from across disciplines – including law, economics, business, governance, and innovation – ECET addresses one of the most complex challenges of our time: the energy transition. As energy systems continue to transform, ECET positions itself as an academic hub where research, education, and societal collaboration converge to drive meaningful change.

In 2025, ECET further strengthened its role by expanding both its educational and societal engagement activities. A key development was the launch of the Erasmus Energy Club, a student-led initiative aimed at engaging EUR's broad student community in the energy transition. Through workshops, consulting projects, and direct interaction with industry experts, the club connects academic learning with real-world challenges and empowers students to explore careers and impact opportunities in the energy sector.

At the same time, ECET advanced lifelong learning for professionals. In collaboration with partners such as Hogeschool Rotterdam and industry stakeholders, ECET was awarded a Lifelong Learning Catalyst grant for the [AnchorED project](#). This initiative focuses on developing

innovative “transition arenas” within the Rotterdam Port Industrial Complex, where professionals, researchers, and organisations jointly address complex challenges related to energy, materials, and climate transitions. These arenas provide collaborative learning environments that foster systems thinking, stakeholder engagement, and process leadership; competencies essential for managing large-scale transitions.

Through these initiatives, ECET strengthens the connection between academia and practice, supporting both students and professionals in developing the skills needed to lead the energy transition. By combining interdisciplinary research, education, and collaboration with societal partners, ECET contributes to a more resilient and sustainable future.

Showcasing MA Societal Transitions graduation projects and their societal impact in 2025: Finance for the Future and The Fermolution

During the final Graduation Project for the [MA Societal](#) at ESPhil, groups of students collaborate with societal partners to identify, analyse, and propose responses to complex problems of their choosing. In 2025, two project outcomes stood out through their implementation in a broader context.

After completing the MA Societal Transitions in 2024, a team of five students addressed the problem of short-termism in the finance industry. In collaboration with two Dutch banks as societal partners, this Graduation Project team co-designed a future design masterclass to



identify barriers to create long-term value in the financial system. Participants in future design sessions were encouraged to analyse their organisation's policies through the lens of an imaginary future generation by imagining themselves as part of this future generation.

In 2025, this group founded the '[Future Design Institute - Netherlands](#)', an initiative dedicated to helping organisations establish long-term thinking in their work processes.

Another group completed their Graduation Project in

2025, focusing on the issue of food waste. That project, called The Fermolution, explores how fermentation can help reduce food waste while strengthening food culture and community connections.

Working with the [Slow Food Youth Network](#) (SFYN) and the [Erasmus Sustainability Hub](#), this Graduation Project team explored a practice that enhances flavours, reduces food waste through preservation, and strengthens community bonds. Through open fermentation workshops in public spaces and a co-production workshop with



eighteen SFYN members, this group developed a toolkit to help spread the Fermolution concept through SFYN's global network. In 2025, SFYN began implementing this toolkit in eighteen countries around the world, demonstrating the initiative's wider reach.

The Graduation Project, a favourite part of the MA Societal Transitions for most students, demonstrates how students can obtain a master's degree while putting transition science into practice and implementing durable solutions for persistent societal challenges.

Perspectives on Sustainability: CityLabs and The Green Village collaboration

The LL.M-level course *Perspectives on Sustainability*, taught by [dr. Alberto Quintavalla](#) and [Renée Knoop](#), explores how the idea of sustainable development has shaped society. Specifically, it examines how sustainability influences policies and laws in everyday practices at local, national, and supranational levels. The course is designed not only to develop policy and legal knowledge, but also to provide students with practical skills they can use in public policy and civic initiatives. In doing so, the course equips students with the theoretical and practical knowledge needed to address pressing urban sustainability challenges and help keep cities liveable for current and future generations.

To do so, the course combines theory with hands-on learning through two different learning environments. The first learning environment is the “CityLab”, where students engage with real sustainability challenges through collaboration with researchers from different UNIC knowledge institutions and local stakeholders. The first CityLab, held in 2024 with EUR and University College Cork, brought together students, academics, and city partners from Rotterdam and Cork. Participants explored challenges faced by post-industrial cities, including climate change and urban development, and discussed both the strengths and the limitations of different policy approaches.

This initiative, which allows students to engage directly with real-world problems and learn from people working on them, demonstrated a new model of applied and collaborative learning. The project received the [Best CityLab Award](#) at the UNIC thematic conference in 2025. Following its success, the CityLab was held again in collaboration with the University of Deusto in [2025](#) and with the University of Zagreb planned for 2026.

The second learning environment is developed through a collaboration with [The Green Village](#), an open-air laboratory connected to the campus of TU Delft, where governments, entrepreneurs and researchers test sustainability innovations. As part of their final assessment, students work on real legal questions linked to ongoing projects involving external stakeholders. In 2025, students produced legal advice on topics such as the use of energy sheet piles for heating and cooling, turning waste into building materials, improving rainwater management, and implementing new flood defence solutions in emergency situations.

One student group’s legal advice on emergency flood defences led to a publication with the [Dutch Foundation for Applied Water Research](#), highlighting how combining academic study with practical experience can lead to meaningful societal impact. This collaboration demonstrates how students’ knowledge of sustainability law, policy and practice can contribute to understanding and addressing urban sustainability challenges.

Powering a just energy transition through governance and regulation for vehicle-to-grid

Europe’s twin energy and transport transitions demand not only technological innovation but also regulatory frameworks that leave no community behind. For example, vehicle-to-grid (V2G) technology allows electric vehicles to store surplus energy and feed it back to the grid. Yet ownership of electric vehicles is concentrated in higher-income households. Without regulation, the benefits of V2G technology risk being distributed in the exact same way.

In the [V2G-QUESTS Project](#), EUR researchers collaborate with engineers, social scientists, and public authorities to address this challenge. The project focuses on three European cities: Utrecht (the Netherlands), Aveiro (Portugal), and Tartu (Estonia). In 2025, the research (involving [prof. dr. Leonie Reins](#), [prof. dr. Martin de Jong](#), Laura Kaschny and [Mirko Camanna](#)) focused on two areas.

First, the team examined structural barriers related to the roll-out of infrastructure and technologies needed for V2G systems. This research explored positive energy districts, charging infrastructure, public transport, parking, and the division of responsibilities between public and private actors. Preliminary findings point to increasingly harmonised EU rules on electrification, accelerated infrastructure adoption, renovation, and energy efficiency of the built environment. At the same

time, Member States continue to have significant flexibility in how these rules are implemented nationally.

Second, the team studied social barriers to access, including affordability, availability, accessibility, and the adequacy of V2G technologies. Preliminary findings suggest that energy poverty and transport poverty overlap substantially, particularly around the core questions of affordability and accessibility. This points to the need for closer coordination between energy and mobility policies.

By identifying gaps in current regulation, the project contributes to developing governance strategies for decentralised digital infrastructure and a more just and inclusive energy transition.

ClimateHUB Rotterdam: designing cities with health in mind

Rotterdam is strengthening its resilience to climate change, including rising temperatures, sea level rise and extreme weather. But could some climate adaptation measures unintentionally create new health risks?

Climate adaptation measures, including water buffers and storage systems, support urban cooling and preparedness for heavy rainfall and drought. Yet they may also create mosquito breeding sites, increasing the risk of mosquito-borne diseases in urban areas. This connection remains insufficiently addressed in policy discussions and planning practice.

[ClimateHUB Rotterdam](#), initiated within Convergence by [dr. Reina Sikkema](#) (Erasmus MC), [dr. Maike Tietschert](#)

(ESHPM), [dr. Maarten Schrama](#) (Leiden University) and [Pauline de Best](#) (Erasmus MC), starts from a simple idea: climate adaptation should not only protect cities, but also safeguard health.

In 2025, the team focused on making this connection more visible and actionable. Through interviews with stakeholders in spatial planning and public health, researchers mapped climate adaptation decision-making and identified where health considerations could be integrated more explicitly.

In a transdisciplinary workshop, scientists, public health professionals, and urban planning and design practitioners discussed the findings. Scientific insights combined with an urban field visit demonstrated how adaptation measures work in practice. This shared perspective helped identify concrete moments where mosquito risks could be considered more explicitly in the urban planning process. The result was a practical decision framework to support integrating health into climate adaptation design.

ClimateHUB also built a growing learning network through newsletters, student involvement, and a national symposium. Moreover, the initiative expanded beyond the Rotterdam region, with interviews and workshops in Amsterdam, Utrecht and Heidelberg (Germany), supported by Convergence follow-up funding and growing interest from other cities. Momentum is further strengthened through involvement in national and European initiatives, including [CINPHIA](#) (an NWA-funded research programme on integrated Planetary Health policy) and the COST Action [LILY network](#).



ClimateHUB shows that bringing health into climate adaptation planning can support better decision-making and demonstrates the value of transdisciplinary learning spaces. Stakeholders are increasingly exploring the connection between climate adaptation and infectious disease, while partners such as the Municipality of Rotterdam are seeking advice on planned measures. In this way, ClimateHUB contributes to a broader shift towards climate-resilient cities designed with health in mind.

Urgency and agency for system change: the 7th Planetary Health Annual Meeting in Rotterdam

Humanity faces a growing interconnected crisis, where human health, planetary health and peace are deeply linked and no single discipline or sector can respond alone. Planetary health provides a framework for understanding the drivers of these challenges and their effects on health, but addressing them requires global coordination, cross-sector collaboration, and grounded local action.

In 2025, ESHPM co-hosted the 7th [Planetary Health Annual Meeting](#) in Rotterdam together with the [Planetary Health Alliance](#). The event brought together nearly 600 participants from across the world, scientists, youth advocates, policymakers, educators, private sector representatives, and artists, to share research, build connections, and develop responses to urgent challenges affecting people and planet.

The programme was designed to go beyond academic exchange. As co-chair of the event, [dr. Chiara Cadeddu](#) stressed that “Planetary health can only thrive when participation is open, diverse and accessible to all”. In addition to academic activities, the meeting actively engaged Rotterdam communities, including school children and residents of a disadvantaged neighbourhood, through a collaborative video project and a green intervention that brought a tangible environmental improvement to their district.

The meeting drew on partnerships with international organisations within the Planetary Health Alliance



network, local government, and Rotterdam communities. This multi-stakeholder design was intentional: lasting change requires contributions from research, policy, civil society, and the communities most affected.

The meeting strengthened the global planetary health community by creating new cross-disciplinary connections and amplifying research. Locally, it generated direct impact: Rotterdam school children and residents became active participants, not just an audience, in a

global conversation about their city's future. The green intervention created a visible, lasting improvement in a deprived neighbourhood, while the video project strengthened awareness and a sense of agency among young children.

Planetary health challenges require systemic, cross-boundary responses. By hosting the Planetary Health Annual Meeting 2025, EUR helped position Rotterdam as a place where global and local perspectives converge and where science is linked to policy.

Impact domain 4:

Healthy society & accessible and affordable health care

A photograph of a paved path leading towards a body of water. In the foreground, a person in a blue long-sleeved shirt and black pants is riding a bicycle away from the camera. Further ahead, a person in a black tank top and shorts is jogging away from the camera. The path is flanked by green grass and some trees. In the background, there are industrial structures, including a tall tower with a platform, and a bridge or overpass. The sky is blue with some clouds.

“ With our knowledge, we contribute to improving 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 wellbeing. These developments provide a solid foundation for EUR's strategic focus on health moving forward.

Highlights

Building healthier societies through smarter healthcare choices

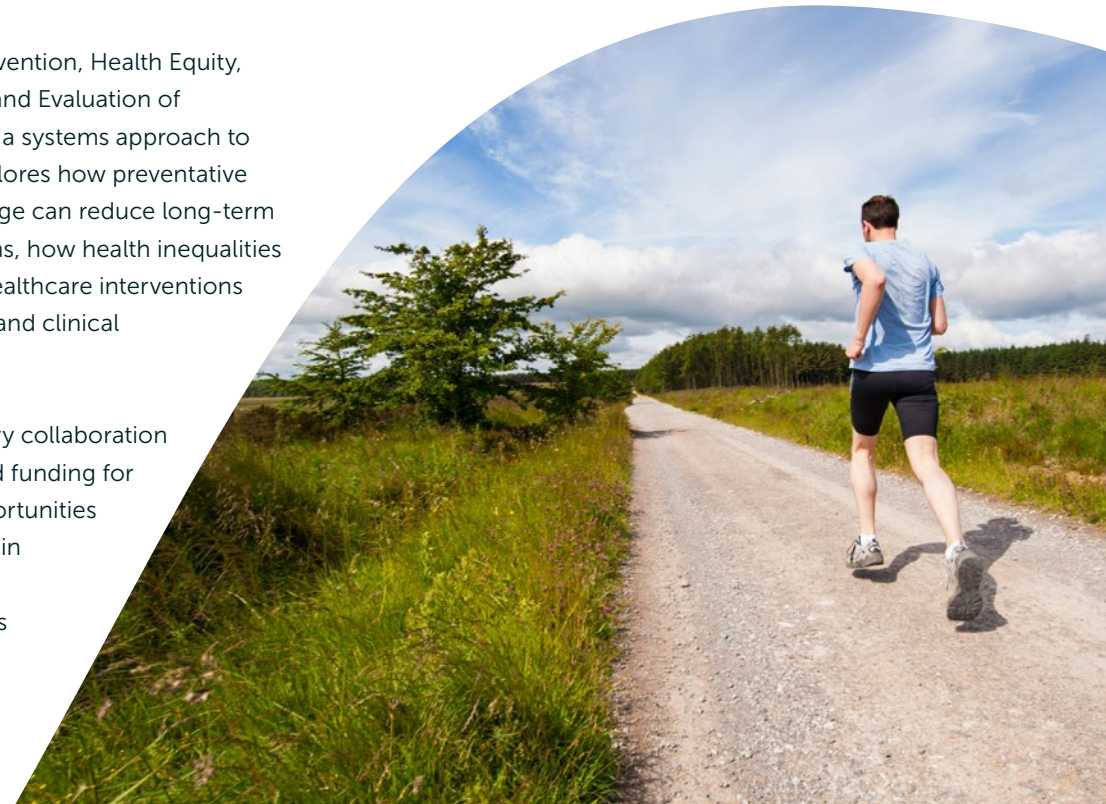
The [Smarter Choices for Better Health](#) (SCBH) initiative is one of EUR's interdisciplinary research programmes, bringing together researchers from Erasmus MC, ESHPM, and ESE. Its overarching aim is to contribute to more sustainable societies by enabling smarter, evidence-informed choices in healthcare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

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

SCBH supports interdisciplinary collaboration through activities such as seed funding for early-career researchers, opportunities for PhD candidates to engage in interdisciplinary research, and education that equips students

with systems-level perspectives on sustainable healthcare. The initiative also collaborates with partners, including the [Pandemic and Disaster Preparedness Center](#) and the [Erasmus Centre for Health Economics](#) Rotterdam, to strengthen the translation of research into policy and practice and to support evidence-informed responses to societal health challenges.

Through its interdisciplinary approach to research, education, and collaboration, SCBH demonstrates how improving public health contributes to broader societal sustainability. By connecting researchers, students, and societal partners, the initiative helps build the knowledge and capacity needed to support long-term societal wellbeing.



Healthy Society Programme: bridging science and society for a healthier South Holland

Unequal Health, Rising Urgency

Health inequalities in South Holland are severe and growing. Socioeconomic position continues to shape both life expectancy and quality of life, as structural conditions such as housing, food environments, and chronic stress compound health risks. At the same time, rising chronic disease and increasing mental health problems, particularly among young people, are placing growing pressure on healthcare systems. These challenges cannot be solved with fragmented, discipline-specific interventions. Lasting health gains require a preventive and integrated approach that addresses root causes across medical, social, and physical domains, with explicit attention to those facing the greatest barriers to health.

A Regional Coalition for System Change

The [Healthy Society Programme](#) was established to help drive this systemic shift. It is a strategic collaboration between [Leiden-Delft-Erasmus](#), [Medical Delta](#), and the [Province of South Holland](#), linking knowledge institutes with municipalities, healthcare organisations, municipal public health services (GGDs), companies, community members, and civil society partners. Structured around six cross-cutting themes, including mental health, behaviour change, food environments, and community wellbeing, the programme aligns research, policy, and practice around real societal needs.



Scaling What Works

A key ambition of the programme is to scale and strengthen approaches that have already shown promise. In 2025, five scale-up projects were selected to embed successful interventions more deeply in everyday practice and extend their reach. These include Virtual Reality-based resilience training for vulnerable young people, a personalised lifestyle programme for women with high blood pressure during menopause, participatory action research in Dordrecht neighbourhoods, and a youth-led food innovation challenge designed to make healthy, plant-based eating more accessible and attractive.

Citizens and Students as Drivers of Change

A defining principle of the programme is that people are not only research participants, but also co-designers. For example, in the USE-IT! Project – co-led by [dr. Lieke Oldenhoff](#) (ESHPM) – residents in Rotterdam-Zuid and The Hague South-West are trained as community researchers. In Dordrecht, the *Inhabitants in the Lead* project – co-led by [dr. Marielle Beenackers](#)

(Erasmus MC) – enables residents to actively evaluate and improve their neighbourhoods. In addition, students from the interdisciplinary LDE minor *Co-creating a Healthy Society* contribute by developing practical solutions together with partners such as the GGD and the municipality of Leiden.

Building a Strong Healthy Society Network

Health innovations are increasingly being adapted and implemented in different local contexts across South Holland, while connections between disciplines, sectors, and communities continue to strengthen. Communities are becoming more involved in shaping the environments that influence their health, and organisations are learning together how proven approaches can be adapted and expanded. Improving health outcomes requires collaboration beyond healthcare alone. By bringing together science, policy, education, and communities, the Healthy Society Programme supports the conditions to strengthen what already works, learn across contexts, and contribute to a more connected and resilient regional health ecosystem.

Facing the threat of drug-resistant parasitic worms in Zanzibar

By [Luc Coffeng](#)

Schistosomiasis is a chronic infectious disease caused by parasitic *Schistosoma* worms. It affects more than 200 million people worldwide, primarily in low-income settings in the global south. On the islands of Zanzibar, more than 20 years of annual mass deworming of school students has reduced schistosomiasis prevalence from over 50% to only a few percent. In some schools, however, infection numbers remain high. Researchers fear this may be linked to *Schistosoma* worms becoming resistant to the deworming drug. Since there is currently no alternative treatment, resistance would seriously affect efforts to control schistosomiasis.

To address this potential threat, the Public Health Department of Erasmus MC joined forces with researchers from Zanzibar, Switzerland and the United Kingdom

to form the *Resistance Evaluation and Surveillance Initiative for Schistosomiasis Treatment* (RESIST), running from 2024 to 2027.

The RESIST project aims to determine whether drug resistance is developing in *Schistosoma* worms in Zanzibar, and if so, how to address this. The project centres on a field study among primary school students in Zanzibar, with field work beginning in 2025. In close collaboration with the Zanzibar Ministry of Health, RESIST tested more than 14,000 students to map current schistosomiasis prevalence. This work relied on close coordination with local schools, teachers, district officials, and the Ministry of Health.

In addition, RESIST conducted surveys in two schools to evaluate the effectiveness of the deworming drug. Results suggest the drug continues to work as expected, although in some individuals treatment effects appeared lower than expected and are now being investigated further.

Meanwhile, the team at Erasmus MC is developing cost-efficient strategies to monitor schistosomiasis drug effectiveness and respond if resistance emerges. Based on this work, RESIST aims to develop a toolkit for preparedness and response to *Schistosoma* drug resistance.

In this way, the project seeks not only to strengthen the resilience and sustainability of schistosomiasis control in Zanzibar but also inform future World Health Organization guidelines for controlling and eliminating this neglected tropical disease.

LentiCure: a social enterprise delivering gene therapy to patients

Rare diseases pose a growing societal challenge. More than 10,000 rare diseases have now been identified, affecting an estimated 5-7% of the population, or about around one million people in the Netherlands. Most conditions are chronic, progressive and often severely debilitating.

Gene therapy offers a promising path to stop the progression of some of the most severe disorders. Lentiviral gene therapy requires only a single treatment with potentially life-long effects and has already shown effectiveness in five rare diseases. Yet commercial developers price these therapies at up to € 3 million per patient. At this level, healthcare systems cannot sustain broad access. As payers hesitate to reimburse these costs, companies increasingly prioritise more profitable markets. The result is a clear market failure: therapies can be developed, but they do not always become available to patients.

Erasmus MC founded [LentiCure](#) to address this challenge, supported by [Spierziekten Nederland](#), the [Prinses Beatrix Spierfonds](#) and several other charities. LentiCure is a social enterprise, fully owned by Erasmus MC, with a single mission: deliver lentiviral gene therapy at a socially acceptable price. The first target is Pompe disease. Even with current treatment, patients with the most severe form often live only 15-25 years and face increasing disability. Existing therapy costs roughly € 400,000 per patient per year. LentiCure aims to provide a one-time gene therapy for a comparable amount, meaning the investment could potentially offset treatment costs within one to two years.



In 2025, LentiCure accelerated its development. The Prinses Beatrix Spierfonds awarded two grants of € 1 million each, supported by the foundations [Ziekte van Pompe](#), [Piet Poortman Fonds](#) and [Zwaluwen Jeugd Actie](#). Erasmus MC and LentiCure also secured two Top consortium for Knowledge and Innovation grants of € 1 million each, with support from [Erasmus MC Foundation](#). This funding enabled completion of the gene therapy product design and a successful trial production: critical steps towards treating the first patients in 2027.

These developments positioned LentiCure as a key pilot within the national initiative [FAST](#) (Centre for Future Affordable Sustainable Therapy Development), supported by ministries of Healthcare and Economic Affairs, and strengthened its visibility within European innovation networks, including the European University Hospital Alliance.

By exploring new ways to make advanced therapies more affordable, LentiCure contributes to improving long-term access to treatment for people living with rare diseases.

Connecting knowledge to action in public health: 20 years of CEPHIR

By [Mariëlle Beenackers](#)

People living in more disadvantaged neighbourhoods live shorter lives and spend more years in poor health. These differences are intricately linked to living conditions such as housing, income and the environment. At the same time,

prevention efforts do not always reach those who could benefit most.

[CEPHIR](#), an academic workplace for public health, works towards a society in which equal opportunities for health are self-evident and health inequalities belong to the past. It does so by connecting researchers, policymakers, professionals, and citizens to work together on a healthier and more equitable society. Core partners within CEPHIR include Erasmus MC and the municipalities and municipal health services of Rotterdam-Rijnmond, Zeeland, and Zuid-Holland Zuid. Since 2005, this collaboration has grown into a long-term network connecting research, policy and practice.

In practice, this means working on major regional challenges, from health inequalities and obesity to mental health, ageing, infectious diseases and climate risks. Prevention and the living environment are key entry points, alongside equal access to care. Reaching people in vulnerable situations and building trust are recurring priorities across this work.

In 2025, this translated into several studies responding directly to regional questions. Research on people without health insurance highlighted how gaps in access to care continue to affect vulnerable groups. Work on vaccination programmes in specific neighbourhoods is helping researchers and practitioners better understand how trust and local context shape whether preventive care reaches those who need it most.



Research on school meals in Rotterdam showed how everyday settings can support healthier behaviour, while also highlighting broader effects on concentration, family stress and parent involvement. Work on childhood overweight similarly highlighted the importance of understanding how families actually live, including the role of culture, stress and trust.

Together, and reinforced by systems-oriented obesity research conducted in 2025, these findings underline how health is shaped through the interaction of social conditions, environments, and behaviour. They also point to the need to address these underlying determinants more systematically.

Research, education and knowledge exchange are intricately connected, for example through student projects and public seminars. CEPHIR marked its 20th anniversary in 2025, with a lustrum symposium and booklet in February 2026 reflecting on two decades of collaboration. The anniversary also highlighted that this work remains ongoing and depends on continued collaboration to address complex public health challenges.



Multi-million euro investment for new cell therapy against aggressive breast cancer

Aggressive breast cancer affects around 2,000 people each year in the Netherlands. Current treatments often provide limited benefit and can cause severe side effects. Once the disease has metastasised, survival rates are low: nine out of ten patients die within five years.

Research at Erasmus MC has led to the development of a new cellular therapy that has shown promising results in laboratory studies, with the potential to improve outcomes for patients with this form of cancer. In this treatment approach, a patient's white blood cells are collected, genetically modified to strengthen their anti-cancer response, and then returned to the patient. According to researchers, the therapy is designed to recognise tumour cells while avoiding healthy cells and

to remain effective in the challenging environment of aggressive breast cancer.

"It is great to find ways to empower a patient's own immune cells to tackle hard-to-treat cancers like aggressive breast cancer", said [Reno Debets](#), Principal Investigator at the laboratory of Tumour Immunology, department of Medical Oncology, Erasmus MC.

To move this therapy closer to patient testing, the company [Pan Cancer T](#) was spun out from Erasmus MC. The company focuses on developing next-generation cell therapies for hard-to-treat solid tumours, with aggressive breast cancer as its lead focus.

In 2025, Pan Cancer T raised €10 million to advance a first-in-human clinical trial for women with this disease. This financing includes investments from existing

stakeholders alongside an Innovation Credit loan from the Dutch Ministry of Economic Affairs. "This significant investment marks a pivotal moment as we transition to treating patients with our first novel cell therapy", said Rachel Abbott, Chief Executive Officer of Pan Cancer T.

Securing this funding enables regulatory submission to the European Medicines Agency in 2026, with treatment of an initial group of 12 patients expected to begin in 2027. The upcoming trial will assess safety and early signs of effectiveness. If results are positive, later stages of testing could involve larger groups of patients and support further development towards broader clinical use.

By combining scientific innovation with investment and clinical development, this work contributes to expanding treatment possibilities for patients facing aggressive forms of breast cancer.

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 Artificial Intelligence (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. An important foundation for this work is the **SSH-Breed Sectorplan**, EUR's largest interfaculty collaboration, bringing together more than 140 researchers, teachers and support staff from six faculties to strengthen interdisciplinary research and education on the societal impact of digitalisation.

Highlights

Unravel the AI Machine: an Erasmus Chair initiative

Children are growing up surrounded by AI-powered technologies, often without fully understanding how they work or the potential risks involved. Teaching AI literacy helps children make more informed and responsible choices and gives them the confidence to use AI technology in a safe and positive way.

In co-creation with researchers, experts, artists, and visitors, and in collaboration with [Science Museum NEMO](#), this initiative developed an interactive

intervention aimed at increasing awareness and knowledge about AI among children aged 8 to 12. This process led to the interactive performance Unravel the AI Machine, which combines education, creativity, and awareness through a hands-on experience.

At the heart of the performance is a unique 'AI Machine', designed by artist [Maarten Bel](#), which allows visitors to explore in a playful way what AI is and how it works. Questions such as how AI learns, as well as its potential risks and ethical implications, are addressed in an accessible and engaging way. The performance makes a complex digital topic easier to understand by translating it into a playful and interactive experience. Afterwards, children can ask questions and reflect together with the hosting artist and EUR researcher



[David Blok](#), creating a direct dialogue that deepens understanding. In addition to a structured script, there is room for spontaneous audience input and feedback.

This project is an initiative of [prof. dr. Moniek Buijzen](#)'s Erasmus Chair and part of [AICON](#), and contributing to the broader ambitions of the Erasmus Initiative [Societal Impact of AI](#) (AiPact). Both organisations bring together multidisciplinary teams working within a broader network of partners. This transdisciplinary collaboration is guided by three core elements: exploration, co-creation, and public dialogue.

By actively involving children and guiding them through how AI works, the performance helps build understanding and confidence in using new technologies. Because it connects to children's everyday experiences and uses humour and creativity, it makes learning about AI accessible and engaging. Positive audience feedback has also supported further development and new collaborations in Rotterdam and beyond.

Do we trust AI to tell the news?

By [dr. Mijke Slot](#)

Public trust in the news is increasingly being challenged by the rise of AI. Trust is crucial for the future of news organisations, but young people in particular are less likely to trust or follow traditional news brands. Many of them experience news mainly through social media feeds rather than directly through news outlets.²

At the same time, generative AI is playing a growing role in news production, from data analysis to text generation. While these tools may improve efficiency, an important question for news organisations is how AI use affects the perceived trustworthiness of the news they produce. To help news organisations respond to this challenge, this research project, funded by [the Dutch Journalism Fund](#), investigates how the use of AI in newsrooms may influence public trust across different age groups.

In collaboration with Dutch news organisations [RTL Nieuws](#), [Mediahuis](#), and [Open Rotterdam](#), the project brings together the perspectives of journalists and news audiences. Through focus groups and interviews, participants discussed their trust in news and how they view AI developments in both broader society and in the field of journalism. They also ranked examples of AI use in journalism from acceptable to unacceptable. Based on these conversations, new insights into audience perspectives on AI were generated. In the coming months, these insights will be discussed in the [podcast](#) *Prompt: Vertrouwen* and used in design thinking sessions with journalists.

Researchers will also visit news organisations to discuss the implications of the findings. This can help news organisations draft or refine guidelines for responsible AI use in ways that strengthen public trust. The research may also support more transparent communication with audiences about how AI is used in journalism. By

involving both audiences and news organisations, the research project helps bridge the gap between technological innovation and societal acceptance.

LEAP-AI brings together universities and industry to develop explainable AI for greenhouses

[LEAP-AI](#) is a Dutch Research Council-funded collaboration between RSM, TU Delft (led by [prof. dr. Tamas Keviczky](#)), and Wageningen University & Research. The project brings together expertise in management, engineering, and plant science to develop layered, explainable AI for greenhouse horticulture. Launched in 2025 and running until 2031, the project investigates, together with industry partners, how AI can strengthen Dutch horticulture by increasing efficiency, reducing production costs, and supporting the transparent and responsible use of new technologies.

From EUR side, the project team consists of PhD candidate [Patryk Jarmakowicz-Westphal](#), [prof. dr. Dirk Deichmann](#), and [dr. Jana Retkowsky](#) from the Department of Technology and Operations Management at RSM.

Greenhouse horticulture is an important sector for the Netherlands, contributing to food security, sustainability, and economic resilience. As AI tools become more advanced and widely used, their value depends not only on technical performance, but also on whether growers and other professionals can understand, trust, and work with them effectively.

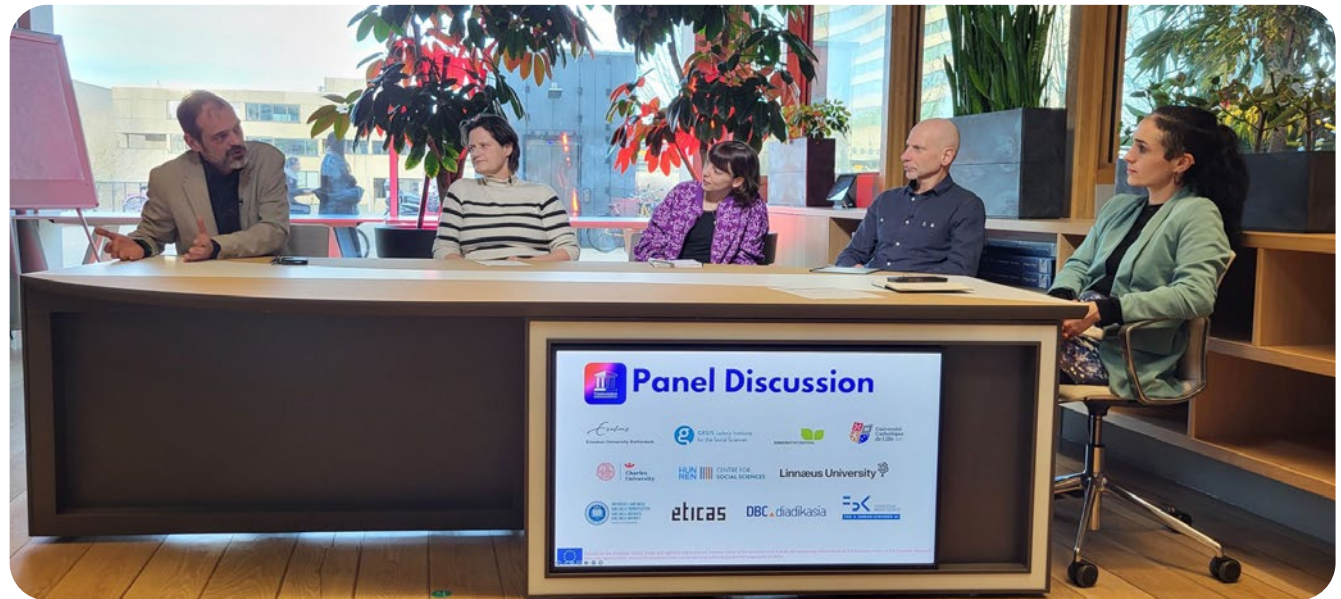
² Newman, N., Ross Arguedas, A., Robertson, C. T., Nielsen, R. K., & Fletcher, R. (2025). Reuters Institute digital news report 2025. Reuters Institute for the Study of Journalism.

LEAP-AI responds to that challenge by combining technological development with research on adoption, decision-making, and implementation in practice. As Erik Persoon from ForeverPlants Group/Stichting Hagelunie explains: ***“Data and AI are the game changers in our greenhouse horticulture industry. Hopefully this research will help us identify areas where they can have the most positive impact.”***

A key achievement of the project so far is the establishment of a new multidisciplinary partnership linking fields that do not often collaborate closely. The project also involves greenhouse growers and technology developers as active research partners, helping ensure that the work reflects practical needs and sector expertise.

In this way, LEAP-AI is creating the conditions for co-developing AI applications that are both cutting-edge and grounded in everyday horticultural practice.

Bram van Rens, Principal Data Strategist at BlueRadix, adds: ***“As one of the leading providers of autonomous greenhouse management, we need to stay at the forefront of innovation. That is why we joined the LEAP-AI project, in which we combine forces with renowned universities and frontrunners in the industry to develop new concepts and cutting-edge, intelligent technologies that create value for our horticulture customers.”***



Co-creating digital tools for stronger democracies: the TWIN4DEM project

By [dr. Clara Egger](#)

Democracy is under growing pressure. Globally, 2024 marked the ninth consecutive year in which more countries declined democratically than improved, the longest unbroken trend since records began in 1975.³ Europe is far from immune: democratic backsliding within the region, including countries such as Hungary, illustrates how democratic erosion can occur even in established democratic systems. In the Netherlands, concerns are also emerging about ‘deparliamentarisation’, a gradual

shift in which Parliament delegates broader lawmaking powers to the executive.

A key challenge is that democratic backsliding is typically recognised only after institutional damage has already occurred. Policymakers and civil society actors therefore need tools to identify early warning signals, understand how democratic erosion develops, and explore potential interventions before problems escalate.

[TWIN4DEM](#), Strengthening Democratic Resilience Through Digital Twins, aims to develop those tools. Funded through Horizon Europe and coordinated by

³ Shah, S., Runey, M., & Hudson, A. (2025). The global state of democracy 2025: Democracy on the move. International IDEA. Stockholm, Sweden.

EUR, the project is developing computational 'digital twins' of democratic systems in four countries: Czechia, France, Hungary and the Netherlands. These models simulate how democratic erosion may spread under different conditions and how policy responses could interrupt it. Alongside this modelling work, the consortium is developing General Data Protection Regulation (GDPR)-compliant, open-source tools for the near real-time collecting and analysing of large-scale political data, including parliamentary records and public discourse.

The project brings together eleven partners across ten European countries, combining expertise in social science, computational methods, digital humanities and ethics. Importantly, TWIN4DEM is co-created with stakeholders. In 2025, a first round of focus groups engaged policymakers, civil society representatives, researchers and citizens to shape the project's theoretical foundations.

Early results are already reaching beyond academia. An intermediary policy brief has translated emerging findings for policymakers, open-source tools have been made publicly available, and participants report gaining new ways of understanding democratic risk in their national contexts.

When democratic institutions weaken, societies become less able to address other major challenges. By developing practical and evidence-based tools, TWIN4DEM seeks to strengthen democratic resilience across Europe.

4D PICTURE: better conversations about cancer treatment

By [Ida Korfage](#)

Cancer treatment often involves complex treatment decisions. Patients and healthcare professionals must weigh treatment options and their consequences, including survival, quality of life, and side effects. At the same time, wider societal challenges, such as staff shortages and the environmental impact of healthcare, make these decisions even more complex.

Clear communication about treatment options is essential for shared decision-making. Yet care pathways are often fragmented, limiting opportunities for meaningful conversations between patients and healthcare professionals.

The European research project [4D PICTURE](#) aims to improve these conversations through data-driven decision-support. Building on the MetroMapping design intervention, researchers redesigned care pathways and developed tools to support shared decision-making for patients with cancer.

The project brings together researchers, clinicians, ethicists, designers, modellers and patient participants across nine countries. In the Netherlands, Erasmus MC collaborates with its patient and public involvement board, alongside partners including Leiden University Medical Centre, TU Delft's Faculty of Industrial Design Engineering, and healthcare design firm Pantón.



In 2025, researchers identified areas where algorithms used in cancer care could be improved and developed new prediction models with stronger prognostic quality. The project also increased awareness among clinicians and model developers about the responsible use of predictive tools in conversation with patients.

Change is also visible in attitudes towards patient participation. Patients are increasingly involved as research partners, while healthcare professionals and researchers are exploring ways to recognise and support their contributions more structurally. At the same time, clinicians are gaining clearer insight into care pathways and how predictive tools can support conversations about realistic treatment options.

By improving communication and supporting shared decision-making, 4D PICTURE contributes to more personalised, transparent, and patient-centred cancer care.

From algorithms to impact: how data science improves lives

How can data contribute to a fairer and healthier society? [Erasmus Q-Intelligence](#) (EQI), affiliated with ESE, demonstrates how academic expertise can be translated into societal impact. By combining data science, AI, and econometrics, EQI supports organisations in addressing complex societal challenges, from workplace inequality to healthcare innovation.

A key example is EQI's work on equal pay. In collaboration with organisational partners, EQI developed a data-driven methodology to assess gender pay gaps and support compliance with the principle of equal pay for equal work. In a recent study for housing corporation Woonstad Rotterdam, an initial pay gap of 8.3% was reduced to 1.5% after correcting for objective factors such as job level and experience. Through its Equal Pay Employer certification, aligned with the EU Pay Transparency Directive, EQI supports organisations in taking concrete steps towards greater transparency and fairness.

EQI's impact also extends to healthcare. In collaboration with Erasmus MC, EQI developed the Cross-over+ algorithm, which improves kidney donor-recipient matching. By integrating multiple exchange strategies

into one model, the algorithm can increase the number of transplants by up to 50%, and for patients who are difficult to match, even up to 200%. This innovation illustrates how advanced mathematics, combined with close collaboration with medical professionals, can directly save lives.

Education plays a crucial role in amplifying this impact. EQI's Data Science & AI programmes help professionals develop the skills to apply data-driven approaches in their own organisations.

Looking ahead, EQI aims to further expand its societal role by scaling proven solutions and strengthening interdisciplinary collaboration. As regulations around transparency and AI continue to evolve, EQI is well-positioned to lead the way, using data not as an end, but as a powerful tool for creating a more equitable and healthier society.



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 towards a more just and future-proof society.

Highlights

Convergence: collaborating for transitions in health, climate, and resilient societies

Convergence is the strategic alliance between TU Delft, Erasmus MC, and EUR. By combining expertise in engineering, medicine and the social sciences, Convergence addresses urgent societal transitions through transdisciplinary research, education and collaboration with public and private partners.

In 2025, Convergence strengthened its societal impact by deepening collaboration across its initiatives and translating research into partnerships, tools and real-world applications.

Resilient Delta unites knowledge institutions, public and private parties, and citizens to shape pathways towards a just and climate-resilient urban delta. Expert meetings explored new forms of cooperation under conditions of scarcity. The initiative also supported the launch of the Brede Welkaart, an interactive platform using AI-assisted analysis of more than 113,000 municipal motions to map broad prosperity priorities across Dutch municipalities. Another milestone was the publication of Making Knowledge Integration Work, the first GLUON booklet.

It introduced the GLUON researcher: a dedicated integration expert who leads co-creation processes in inter- and transdisciplinary collaborations, helping accelerate collective learning in complex societal challenges.

Pandemic and Disaster Preparedness Center advanced resilience through interdisciplinary modelling. Its Modelling for Preparedness programme launched projects on pandemic response, flood risk and climate adaptation. Researchers also worked with students in vocational education in Rotterdam to explore the social effects of school closures, while studies on urban heat vulnerability and wastewater monitoring generated practical knowledge for healthier, climate-resilient cities.

Within Healthy Start, youth participation remained central. Recent studies on drug prevention, mental wellbeing and social polarisation positioned young people as co-creators in research and policy.

Ten new Sprint projects were launched, while TeleNeo strengthened regional neonatal care by improving coordination and helped prevent unnecessary hospital transfers.

Within Health & Technology, responsible digital innovation gained momentum. In June, leading healthcare institutions established the RIGH:T consortium to accelerate the responsible deployment of generative AI in healthcare. The year also saw the opening of the Innovation Lab at Erasmus MC, where clinicians, researchers, students and external partners jointly develop, test and scale healthcare innovations.

UNIC: advancing transitions in post-industrial cities

In 2025, UNIC further strengthened its commitment to impactful research, education, and engagement across the alliance. A key milestone was the election and current mandate of the UNIC Student Board during the [Working Conference](#) in Deusto, ensuring stronger student representation. The signing of the multilateral learning agreement by all partners marked another significant step, facilitating student exchange programmes.

Across its Thematic Lines, EUR contributed to a range of interdisciplinary initiatives. Highlights included an

[exchange on artistic methodologies in Rotterdam](#), where creative and emotion-driven approaches to innovation were explored, and the [Academic to Entrepreneurial Impact \(A2EI\) programme](#), supporting over 30 PhD candidates in translating research into societal and entrepreneurial impact. The [Sustainability Autumn School](#) in Cork addressed liveability and net-zero transitions, while the [UNIC Thematic Conference](#) in Malmö fostered dialogue on urban resilience and the future of inclusive post-industrial societies. The [UNIC HEI Award 2025](#) was awarded to a RSM course on diversity and the future of work, while the [UNIC VIP Fund](#) funded 16 joint teaching activities in

2025, fostering innovative, collaborative learning across the alliance.

Engagement with the urban environment was further deepened through collaborations with local stakeholders. The launch of the [Centre for City Futures in Rotterdam](#) connected researchers, policymakers, and community partners around themes such as urban inequality and green spaces. Initiatives like the [Lightning Bites series](#) expanded knowledge exchange through accessible online talks. In 2025, the series *Creative Sectors and Engaging Artistic Methods in the PostIndustrial City* attracted more than 300 online participants.



The European University of Cities in Post-Industrial Transition, **UNIC**, is dedicated to fostering inclusive, innovative, and interdisciplinary education and research addressing the challenges and opportunities faced by post-industrial cities. Its mission is to connect universities, students, and local communities to drive societal impact through collaboration and co-creation. The ten European partner universities, coordinated by EUR, work together on urban transformation through seven thematic lines: Superdiversity, Sustainability & Green Cities, Urban Resilience & Smart Cities, Health & Well-being, Security & Inclusion, Entrepreneurship, and Arts & Culture. Through these interconnected themes, UNIC aims to contribute to more inclusive, sustainable, resilient and vibrant urban futures across Europe.

Cultuur&Campus: fostering transdisciplinary collaboration and societal impact

Cultuur & Campus Putselaan (C&CP) is a shared hub for transdisciplinary learning, engaged research, and community collaboration around arts, culture, and societal challenges. The initiative aims to co-create a space where students, researchers, residents, and societal partners learn from one another and build meaningful, reciprocal relationships, bringing together formal and informal learning.

C&CP is the result of a long-term partnership between EUR, Codarts, Willem de Kooning Academy, the Municipality of Rotterdam, and in partnership with local organisations including Afrikaanderwijk Coöperatie, Buzinezzclub, Stichting Bruggenslaan, Stichting Steensoep, Stichting Samen Sterk, as well as informal networks of residents and creative collectives. The initiative was boosted by a Horizon Europe New European Bauhaus Lighthouse Demonstrator grant. In September 2025, C&CP officially opened its doors, with a long-term commitment to continue its activities for at least six years.

Research at C&CP brings together participatory approaches on creative placemaking, sustainability transitions, and cultural heritage. A notable outcome is Platform Zuid, an interactive tool that combines qualitative and quantitative data to support local perspectives in urban sustainability and climate transitions. Developed in collaboration with TU Delft and supported by the Resilient Delta Initiative, it serves as both a research output and a platform supporting further connections, collaborations and exchanges across diverse stakeholders.

Creative programming and education further drive impact. The Studio Programme for collective learning curated and hosted by the Afrikaanderwijk Coöperatie offered a platform for critical discussion, performances and visual arts in various locations in the surrounding neighbourhoods as well as the Cultuur&Campus building. Additionally, student-led initiatives such as the Spring Fest, created

opportunities for artistic expression, skills development, and community building. Moreover, Makersweken, co-organised with local partners, especially Makers op Zuid, offered accessible workshops and training for residents, strengthening local capacity and participation.

Through these activities, C&CP fosters transdisciplinary collaboration, strengthens local networks and resilience, and enhances student engagement with urban challenges. At the same time, it offers valuable insights into how universities can build trust-based relationships with local communities, positioning C&CP as a living example of an engaged and impact-driven university.





Leiden-Delft-Erasmus Universities: joining forces for sustainability and societal transitions

The [Leiden-Delft-Erasmus alliance](#) is a strategic partnership between Leiden University, TU Delft, and EUR. Since 2012, the three universities have joined forces to address complex societal challenges through interdisciplinary and transdisciplinary research and education, with a focus on innovation, sustainability, and societal impact in South Holland and beyond.

The alliance actively develops regional and international partnerships with companies, governments, NGOs, and knowledge institutions, and attracts collaborators from around the world, including countries such as Indonesia and Kenya.

For more than ten years, the [LDE Centre for Governance of Migration and Diversity](#) has brought together researchers to study societal challenges and contribute to solutions through transdisciplinary education and collaboration. In 2025, the Centre celebrated its tenth anniversary and welcomed the tenth cohort of students

in the Master's track Governance of Migration and Diversity. The year also marked the launch of a new professional education programme:

[Perspectives on the Migration Society](#).

Creating impact on the ground is a key objective of the [LDE Thesis Labs](#), where master's students conduct graduation projects in close collaboration with societal partners. In the Thesis Hub [The Hague Southwest](#), students collaborate with residents, professionals, and policymakers to address current social issues in the neighbourhood and their research often results in policy recommendations. In the Thesis Lab *Groene Hart*, ten students explored how the region can develop into a thriving economic and ecological biodiversity hotspot within the Randstad by 2100. Their research resulted in a "realistically optimistic" vision, presented in a [booklet](#) for local decision-makers and featured in regional media.

The [LDE Centre for Sustainability](#) promotes repair as a key element of the circular economy, in line with new

European legislation. As a permanent partner of the [Repair Coalition](#), the Centre collaborates with businesses, governments, and NGOs, including through the Repair Lab for master's students. In 2025, a structural partnership with [Techniek Nederland](#) led to a conference dedicated to the role of repair in the circular economy.

Creating positive societal impact is a shared ambition across South Holland. However, important questions remain: who will finance future societal challenges, and how can sustainable economic prosperity be secured? These themes were explored in the 2025 white paper [The Economy of South Holland](#), launched during the annual *State of the Economy* event with contributions from researchers affiliated with the Leiden-Delft-Erasmus universities and Rotterdam University of Applied Sciences.

Internationally, the LDE alliance continued its impact-driven research and education activities in Morocco, Indonesia, and East Africa through thesis labs, minor programmes, professional learning and long-term partnerships supported by the annual LDE Global Seed Money projects.

Driving Impact & Sustainability Across EUR

From institutional embedding to operational change



Embedding impact and sustainability into the fabric of a university requires more than strategy; it requires action at every level of the organisation. This chapter brings together developments from across EUR that show how that is happening in practice: from the initiatives, structures, and programmes that are building an institutional culture of engagement, to the concrete steps being taken on campus to reduce our environmental footprint and promote a healthy, inclusive working and learning environment. Together, they reflect a university that is working to close the gap between ambition and daily reality.

Academic Impact: Education & Research

Advancing impact-driven and future-oriented education

In 2025, the [Community for Learning & Innovation](#) (CLI) further strengthened its role as a central hub for educational innovation, supporting faculties in advancing impact-driven, future-oriented education aligned with Strategy 2030. Within this strategy, the university is working towards firmly embedding impact-driven education, with the ambition that every EUR student has the opportunity during their studies to contribute to societal impact through education.

A renewed governance structure marked a major step forward. After seven years of leadership, Academic Director Jeroen Jansz stepped down, and a new academic leadership team was appointed. [Arwin van Buuren](#) (impact-driven education) and [Jason Pridmore](#) (digitalisation and AI in education), together with CLI manager Mirjam van de Woerd, now form the [management team](#), reflecting a stronger focus on both societal impact and technological innovation in education.

CLI continued to build capacity across the university by expanding support for teaching staff and fostering a growing community around educational innovation. A university-wide event on impact-driven education,

for example, brought educators together to explore how teaching can more effectively connect to real-world societal challenges.

In 2025, [Erasmus Verbindt](#) continued to build bridges between EUR, Erasmus MC and TU Delft education and the Rotterdam region. In close cooperation with a dynamic network of over 250 societal partners, it developed tailored case studies and other forms of civic engagement for 115 bachelor's and master's courses across all faculties. Over 10,000 students worked on real-world challenges in the classroom: from energy transition and digitalisation to neighbourhood resilience and accessible healthcare. From 2026 onwards, Erasmus Verbindt will be embedded within Engagement & Research Services. From that new position, the programme will work to expand its support for teaching staff and contribute to the thematic and neighbourhood-based approaches which are increasingly central to the EUR's strategic agenda.

In 2025, CLI also coordinated several innovation programmes. The [Diamant Project](#), developed with the Municipality of Rotterdam and regional educational institutions, explored how students from vocational education, universities of applied sciences, and universities can jointly contribute to societal challenges in the

city. Through co-creative sessions, the project generated practical insights into building sustainable partnerships between education and urban communities.

CLI also strengthened the integration of sustainability in education, in line with the strategic ambitions of Strategy 2030. A dedicated [funding call](#) supported seven faculty-led projects embedding sustainability literacy into curricula. In addition, a new sustainability [theme page](#) on Teach EUR provides educators with practical guidance on integrating sustainability competencies in an interdisciplinary and accessible way.

To further strengthen impact-driven learning, CLI launched a call for proposals to innovate graduation projects. Through this, CLI supported programmes in transforming theses into more impact-driven trajectories, in which students collaborate with societal partners, address real-world challenges, and produce outputs with practical relevance.

Together, these efforts contribute to an educational ecosystem in which students are equipped to become engaged, reflective professionals who can contribute to societal transitions.

Engagement & Research Services: connecting research excellence to societal impact

EUR's ambition to contribute to a better society depends on more than strong research alone. Engagement & Research Services (ERS) plays a vital role in making that ambition tangible: connecting faculties, external partners, and the wider world in pursuit of research that

genuinely matters. ERS support spans the full research lifecycle, structured around key domains including Open & Responsible Science, research funding and project management, innovation and partnerships, legal support, and public affairs. Through this integrated approach, ERS contributes to three strategic ambitions: making Open and Responsible Science the norm, strengthening and diversifying research funding, and building societal partnerships that accelerate knowledge-driven innovation.

A key enabler of societal impact within this ecosystem is science communication. At EUR, science communication is increasingly embedded throughout the research process, from proposal development to dissemination and valorisation. By making research accessible and meaningful to non-academic audiences, such as policymakers, practitioners, and citizens, it enhances the potential of research to inform decision-making and contribute to societal change.

In 2025, ERS expanded its support for science communication across three levels. At the individual level, more than 100 researchers and staff participated in training sessions and workshops focused on communication, dissemination and exploitation. These included practical guidance on translating academic work into accessible formats, such as opinion pieces, blogs, or multimedia content, as well as the responsible use of generative AI to support these processes.

At the project level, communication specialists are increasingly embedded within research consortia. By contributing to communication strategies from the proposal stage and throughout project

implementation, they support researchers in effectively reaching relevant audiences. Examples include major interdisciplinary projects such as [FAiR](#) (Finding Agreement in Return), [AI Maps](#), and [UNIFIED](#), where communication is integrated as a core component of the research approach.

At the organisational level, ERS is working with faculties to strengthen strategic positioning through science communication. Pilot initiatives demonstrate how coordinated communication efforts can enhance both the visibility and societal relevance of research portfolios.

Across these levels, ERS contributes to building the skills, structures, and partnerships needed to translate research into impact. In a context where misinformation and distrust in science remain challenges, this work is essential. By investing in the connection between knowledge and society, ERS helps ensure that research at EUR not only advances academic excellence but also contributes meaningfully to addressing complex societal challenges.



Sustainable Campus & Operations

Priorities & Goals from Strategy 2030

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 wellbeing, safety, inclusion, and ethical conduct. Together, these efforts demonstrate how sustainability is being embedded in the daily functioning of the institution.

Under Strategy 2030, we aim to have climate and nature-positive campuses, advancing planetary health, resilience, and wellbeing for everyone in an inclusive and accessible environment. Our campuses implement sustainable practices through combining academic inquiry with operational experiments, creating a living laboratory for innovative solutions. It is an inviting space for collaboration, empowering students, staff, and the broader Rotterdam community and beyond to address sustainability challenges together. This ambition is structured around six priorities, each with concrete goals and a 2030 deadline. Taken together, they reflect the university's commitment to making the campus an example we can all be proud of.

The first two priorities focus on reducing emissions at the source. Sustainable and energy-efficient buildings and facilities set the path to net-zero scope 1 and 2 emissions by 2030, and net-zero scope 3 by 2035, through Paris-aligned building performance, renewable energy, and circular construction. Sustainable and low-carbon travel targets with a 50% reduction in travel-related emissions by 2030 against a 2016 baseline, because how we travel is as important as how we build.

Thirdly, sustainability in campus operations and consumption brings together EUR's commitments on circularity, food, and procurement. The goals here are ambitious: a zero-waste campus and an 80% plant-based campus. The fourth priority of a green and resilient campus, also referred to as a nature-positive campus, extends the university's vision into the outdoors, with a target of at least 30% more biodiverse green space by 2030, in line with the global goal to stop and reverse nature loss set out in the [Kunming-Montreal Global Biodiversity Framework](#).

The final two priorities reflect what makes EUR's approach unique. Living Labs, which EUR will implement 10 of by 2030, are physical and collaborative spaces in which students, staff and community partners come together to tackle sustainability challenges through experimentation and collective ideation, directly contributing to EUR's mission of engagement and being a force for positive

change. An inclusive and accessible campus ensures that as spaces are redesigned and renewed, they remain welcoming and open to everyone, aligned with the Erasmian values of being socially engaged and open-minded.

Energy & climate change

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

- 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

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 has implemented 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)
- Behavioural campaigns to reduce energy consumption

Solar panels are in operation on nine buildings, which is the maximum capacity given that many of EUR's remaining rooftops are home to green roofs that support biodiversity and rainwater management across campus. Together, these measures reflect EUR's integrated approach to sustainability, balancing renewable energy generation with climate adaptation and biodiversity, while contributing to its long-term ambitions for net-zero emissions and circular construction.

In addition, EUR is currently developing its net-zero strategy, which will guide the university primarily on emission reduction approaches and the use of abatement strategies for unavoidable emissions. These strategies will only be used as a last resort, reinforcing the principle that we must first work to reduce emissions before exploring any form of abatement.

To monitor progress, EUR has been reporting on its carbon footprint annually since 2011. Since 2022, carbon accounting practices have been aligned with the CSRD. The methodology used follows the internationally

recognised Greenhouse Gas (GHG) Protocol, which divides emissions into three scopes:

- **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
- **Location-based emissions:** Emissions calculated using the average emissions intensity of the local electricity grid where the energy is consumed. This reflects the overall mix of energy sources supplying a national/regional grid.
- **Market-based emissions:** Emissions calculated based on the specific electricity products or contracts an organisation chooses to buy, such as renewable energy tariffs or energy attribute certificates.



Category	2023 GHG emissions (tCO ₂ e)	2024 GHG emissions (tCO ₂ e)	2024 % N/N-1	2025 GHG emissions (tCO ₂ e)	2025 % N/N-1	2025 % N/2023
Total scope 1	214	83	39%	58	70%	27%
1.1 Stationary combustion	76	48	63%	26	54%	34%
1.4 Fugitive emissions	137	36	26%	32	89%	23%
Total scope 2 (location based)	6,343	5,037	79%	4,783	95%	75%
2.1 Use of electricity	4,700	4,113	88%	3,261	79%	69%
2.3 Use of heating	1,642	925	56%	1,522	165%	93%
Total scope 2 (market based)	1,642	925	56%	1,522	165%	93%
2.1 Use of electricity	0	0	0%	0	0%	0%
2.3 Use of heating	1,642	925	56%	1,522	165%	93%
Total scope 3	23,348	22,076	95%	23,641	107%	101%
3.1 Purchased goods and services	13,686	13,579	99%	13,033	96%	95%
3.2 Capital goods	3,424	2,585	76%	2,884	112%	84%
3.3 Fuel- and energy-related activities not included in scope 1 or scope 2	364	104	28%	565	543%	155%
3.5 Waste	3	3	100%	2	67%	67%
3.6 Business travel	4,586	4,430	97%	2,169	49%	47%
3.7 Commuting	1,286	1,374	107%	4,989	363%	388%
Total all scopes (location based)	29,095	27,197	91%	28,482	105%	98%
Total all scopes (market based)	25,204	23,084	92%	25,221	109%	100%

Compared to 2024, total GHG emissions increased slightly, from 27,197 to 28,482 tonnes CO₂e (a 5% increase) location-based, and from 23,084 to 25,221 tonnes CO₂e (a 9% increase) market-based. Looking at 2023, however, EUR achieved a 2% reduction in location-based emissions, with market-based emissions returning to virtually the same level as 2023. It ought to be noted that the scope of emissions was broadened in 2025, by including Student Mobility in category 3.7 Commuting which hadn't been included before due to the data being unavailable. This inclusion alone has significantly raised the yearly emissions (accounting for 3,818 T CO₂e).

The largest contributor in 2025 remained scope 3, accounting for 23,641 tonnes CO₂e or 83% of total location-based emissions, and specifically the categories 'Purchased Goods and Services' (13,033 tonnes, 55% of scope 3) and 'Commuting' (4,989 tonnes, 21%), followed by 'Capital Goods' (2,884 tonnes, 12%) and 'Business Travel' (2,169 tonnes, 9%).

Scope 1 emissions continued their downward trend, falling from 83 tonnes in 2024 to 58 tonnes in 2025, a 73% reduction since 2023. Looking at location-based emissions, scope 2 decreased from 5,037 to 4,783 tonnes, driven by a 21% reduction in emissions from electricity use. On a market-based basis, however, scope 2 emissions rose from 925 to 1,522 tonnes CO₂e. This increase is not the result of higher energy consumption but reflects [the revision of emission factors by the RVO in the Co2emissiefactoren database](#): the emission factor for district heating increased from 25.05 to 38.43 kg

CO₂e /GJ, a steep increase reflecting the latest developments in Dutch district heating infrastructure and generation. This annual review process ensures that emission factors remain highly representative of the actual Dutch energy landscape, even where that means reporting higher emissions despite stable or lower consumption.

The commuting figures show an apparent increase from 1,374 tonnes in 2024 to 4,989 tonnes in 2025. As mentioned above, this is explained by the fact that for the first time, student mobility has been included in the commuting category, accounting for 3,818 of the 4,989 tonnes CO₂e reported. Employee commuting emissions decreased by 15%, from 1,374 tonnes in 2024 to 1,171 tonnes in 2025, confirming that EUR's sustainable commuting incentives continue to have a positive effect.

EUR is fully powered by renewable electricity. In 2025, the university used a total of 15,080.09 MWh. Of this, 14,660.41 MWh was purchased, backed by Dutch Guarantees of Origin from wind energy, and 419.68 MWh was self-generated. This means 100% of our electricity use is renewable and produced in the Netherlands.

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. Each of these measures brings EUR a step closer to its 2030 net-zero target for scope 1 and 2 emissions, contributing to a greener campus for our Erasmian community.

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.

Notably, the Langeveld Building was designed to be energy-positive, and the Tinbergen Building was awarded a BREEAM Outstanding design certificate, signifying that its design meets the highest international standards for environmental performance and sustainability.

EUR has continued to embed sustainable construction standards into its ongoing renovations. The Tinbergen Building renovation is the most tangible example of these ambitions in 2025. Ranked among the top 10% most sustainable building renovations in the Netherlands, it shows EUR's commitment to circularity and low-carbon construction. With the roof dismantled and the beginning of a new glass floor being constructed that will bring the building to a total height of 79 metres, sustainability was woven into the construction process itself. Sustainable materials are used throughout, including low-carbon aluminium, which produces around 4 kg of CO₂ per kilo compared to 15.1 kg for traditional aluminium, without compromising on quality and strength. Other materials such as low-carbon steel, and partly recycled gypsum

were also used. A harvesting card was used to identify materials from the original building suitable for reuse, including air ducts (fun fact: the metal interior walls in the building were previously used for the NATO summit in June 2025). The tower crane runs on electricity rather than diesel, and the scaffolding design was deliberately adapted to protect the building's colony of 4,000 protected pipistrelle bat roosts in the façade.

As a testament to EUR's special bond with nature, a peregrine falcon has made its home at the top of the building. Although the nest was temporarily displaced by the ongoing renovation, it will be restored once construction is complete, with plans to livestream the breeding season.

In other news, five buildings (F, G, N, Q and V) were closed in 2025 as part of the Campus in Development programme, ahead of their planned demolition in 2027. Long identified for removal, these buildings have become outdated, energy-inefficient and surplus to EUR's evolving space requirements.

EUR is working to maximise the reuse of materials and assets from the buildings. Lighting fixtures, fire extinguishers, Wi-Fi access points and electronic locking systems are being repurposed elsewhere on campus, supporting the university's circularity ambitions. The early closure and future demolition of the buildings are expected to generate approximately € 5 million in savings, while freeing up valuable space for the sustainable campus of the future.

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)

n.m.	2022	2023	2024	2025
Business travel	3,126	4,586	4,430	2,169
% of previous year	n.m.	147%	97%	49%
Employee commuting ⁴	928	1,286	1,374	1,171
% of previous year	n.m.	139%	107%	85%

⁴ Excluding student commuting. Total commuting emissions including student mobility amounted to 4,989 tonnes CO₂e in 2025.

For business travel, EUR works with DGI (formerly Diversity Travel) as its travel agency for all international business travel. DGI supports more sustainable travel options and provides employees with real-time information into the CO₂ emissions associated with their trips. This encourages

more climate-friendly decisions and raises awareness in addition to reducing emissions. It is important to note that the significant drop in business travel emissions from 4,430 to 2,169 tonnes CO₂e between 2024 and 2025 primarily reflects a methodological improvement in our carbon accounting: by switching from km-based calculations to activity-based data in collaboration with DGI, EUR now captures actual emissions more accurately.

Student mobility is also being addressed. In 2025, EUR completed a new survey on student travel behaviour, the results of which have been used to calculate student mobility emissions for the first time in a decade, now included in EUR's scope 3 reporting. 130 responses were collected among students, upon which assumptions were drawn for the total student population of the EUR over 2025. Most students travel to campus 3 or more days a week during term, and use a mix of Public Transports, Tram, Train, Metro, Bus (52%) closely followed by students using their bike to come to campus (34%). Only a small minority of students use car to come to campus (3%).

To support sustainable travel choices, the campus offers a wide range of infrastructure and facilities: covered bicycle parking, e-bike charging points, a bicycle repair shop, OV (public transport) card charging points, shared e-bikes and e-scooters, and 22 electric vehicle charging points. Employees can apply for an NS Business Card for public transport and receive a reimbursement of up to half the purchase price of a bicycle, e-bike or electric scooter. Car use is actively discouraged through increased parking fees and the removal of free parking for employees. Reducing

mobility-related emissions will remain a continued priority under Strategy 2030.

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. During the renovation of the Tinbergen Building, trees were sustainably replanted. In addition, the peregrine falcon's nest box, which had been installed on the building, will be reinstalled once the work is completed, thereby also contributing to the preservation of biodiversity on campus.

The planned demolition of the five campus buildings mentioned earlier has added an unexpected but exciting angle to EUR's biodiversity story. Before any demolition can proceed, a full year of mandatory ecological monitoring is required, because bats may be living in the buildings. Depending on the findings, measures will be put into place to ensure the bat population is not harmed: from guiding them towards alternative flight routes to providing another place for them to call home.

Another measure contributing to biodiversity is that since 1 January 2025, campus Woudestein and EUC falls within Rotterdam's Zero Emissions Zone, within which all business vans or trucks must be zero-emission (electric or hydrogen-powered). Cleaner deliveries mean cleaner air, and a healthier campus for all our students and faculty.

In late 2025, plans begun for a temporary new living feature of the campus pond: **POND**, a bio-art installation by designer Ermi Van Oers that gives water a literal voice. The installation, to be launched in early 2026 will serve as a visual representation of the water quality for anyone passing by. Its floating spheres, powered by microbes in the water, glow blue green for healthy water and red for ecological disturbance, for around half an hour after sunset, if the microbes remain relatively active. The underlying objective of this project is to bring awareness: only one percent of Dutch surface water meets the European standard for water quality. As such, the initiators aim to bring awareness and provide the tools to change that for the better.

Across all these efforts, a common thread emerges: a green liveable campus. EUR is committed to making its vision a reality, and to ensure this, a campus-wide biodiversity framework and baseline ecological assessment are being developed with consultancy Tauw, aiming to make Woudestein more resilient, attractive and climate-conscious for years to come.

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. Seenons became EUR's waste management

partner in 2025, supporting a more circular and transparent approach to waste on campus, though they were not active for the entire calendar year.

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.

However, 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.

To further pursue circularity, EUR has continued to develop its reusable cup system. Following the removal of disposable cups from Vitam coffee corners and machines in 2024, the university has expanded its approach in 2025. Three reusable cup machines, operated through a partnership with Maas, are now running as an ongoing pilot at the University Library, Sanders, and Theil buildings. Alongside this, reusable cups remain available for purchase through Vitam and at the university library, and pulp-based plastic-free disposable cups are offered as a fallback option at a small additional cost.

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. The Tinbergen Building renovation, officially launched in May 2025, continues this approach, with valuable materials from the inside of the building being harvested for reuse by specialist partner Alba Concepts as part of a circular stripping process. The renovated building is due to reopen in 2027.

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 overview

With the zero-waste ambition in mind, reducing our waste on campus is an important goal we continue to focus on. In 2025, the total weight of waste was the lowest since COVID, with a nearly 30% drop in 2025 compared to 2024. Campus-wide, our plastic waste has gone down nearly 30% since 2020. Coffee cups waste went under 0.01 tonnes in 2025, from 1,6 tonnes in 2020



Waste stream x1000 kg	2018	2019	2020	2021	2022	2023	2024	2025
Demolition waste	0	0	3.8	0	0	0	0	0
Electronical waste	0	0	0	0	0	0	0	0
Plastic	3.18	4.8	2.57	2.99	2.86	2.61	2.82	1.89
Glass	12.52	12.52	7.04	7.95	10.92	11.01	13.39	21.8
Coffee cups	0.69	0.69	1.6	1.45	1.92	0.67	0.04	0
Paper, cardboard	164.36	102.62	64.7	66.9	71.54	77.75	67.56	37.9
Residual waste	565	516.62	250.32	202.67	317.78	362.74	399.11	271.4
Organic waste & swill ⁵	18.83	23.31	11.17	5.93	6.42	21.49	19.03	17.1
Confidential paper	28.48	19.88	12.22	9.95	14.89	9.45	12.09	11.03
Electronical appliances	0	0.42	0	0	0.16	0.16	0.64	0
Dangerous waste	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	0.02	3.0
Bulky waste	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	1.9
Construction & demolition	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	2.3
Industrial waste	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	n.m.	5.6
Total tonnes	793.06	625.37	353.42	297.84	426.49	485.72	514.70	373.92
Kg/(student & employee)	25.94	21.60	10.56	9.27	11.95	12.97	13.58	10.32

N.M.: The categories Dangerous waste, Bulky waste, Construction & demolition and Industrial waste were not measured in the years prior to 2025.

⁵ Coffee residuals are included in the reported values for organic waste and swill. To ensure consistency across reporting years, coffee residual weights from previous years have been incorporated into their respective organic waste and swill totals.

In 2025, all waste streams were either recycled or recovered through incineration with energy recovery, ensuring that even waste that cannot be recycled is put to productive use. The only exception was bulk waste, which went to landfill.

Category	Weight (x1,000 kg)	Weight (%)
Recycled	110.68	24%
Incineration with energy recovery	346.22	76%

Waste related emissions: CO₂e (tonnes)

2022	2023	2024	2025
2.900	3.356	3.347	1.765

The data shows a significant decrease in waste-related emissions in 2025, from 3.34 to 1.76 tonnes CO₂e. This reduction is largely attributable to the integration of Seenons as EUR’s waste management partner, which has provided more comprehensive primary data and enabled more efficient waste processing across campus.

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. In addition, green roofs contribute to rainwater retention and climate adaptation, while the Langeveld Building pilots the collection of rooftop rain-water for the irrigation of indoor plants, exploring opportunities for more circular water use on campus.

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 towards more sustainable water use, while using its campus as a testing ground for innovative, scalable solutions.

In 2025, total drinking water consumption at EUR amounted to 82,113 m³. Compared to 79,451 m³ in 2018, this number has remained relatively stable, although lower in the years of the Covid pandemic.

Year	Water use (in m ³) per year
2018	79,451
2019	75,572
2020	33,551
2021	55,000
2022	58,882
2023	78,000
2024	77,307
2025	82,113

Food & catering

EUR is working towards a more sustainable and predominantly plant-based food system as part of its ambition to become one of the most sustainable universities in the Netherlands. In 2025, considerable progress was made in translating this ambition into a long-term roadmap for food and catering on campus.

Building on earlier discussions around a fully vegan campus, the university developed a roadmap based on the Planetary Health Diet. Developed by the [EAT-Lancet Commission](#), the Planetary Health Diet provides a scientific framework for healthy diets within planetary boundaries and promotes a balance of approximately 80% plant-based and 20% animal-based food options.

Throughout 2025, the roadmap was refined through a co-creation process involving food retailers, caterers, students, researchers and university staff. The proposal received positive feedback through the university's governance process and was formally adopted, providing a clear direction for the future of food on campus. In October 2025, campus food retailers and caterers signed a joint covenant committing to work towards the ambitions set out in the roadmap.

To support behavioural change, all EUR-funded employee catering has been fully vegetarian since July 2023. In addition, a plant-based meal discount campaign at campus restaurants demonstrated strong demand for more sustainable food options and informed future policy development.

Beyond food services, the [Erasmus Food Lab](#) continued to offer plant-based cooking classes and collaborated with researchers and educators on food system innovation. The student-led Erasmus Sustainability Hub contributed through awareness campaigns, community engagement and Edible EUR, the campus garden initiative that promotes regenerative food practices and hands-on sustainability education (see also: Erasmus Sustainability HUB: Connecting Sustainability to Student Life).

Looking ahead, the Planetary Health Diet programme will increasingly serve as a living lab for research, education and operations. In collaboration with four faculties, Real Estate & Facilities, the Erasmus Food Lab and the Erasmus Sustainability Hub, interdisciplinary research will be launched to monitor implementation,

evaluate impacts and generate insights that can contribute to sustainable food system transitions beyond the university itself.

Sustainability is also embedded in major university events. Since 2022, all official meals during Eurekaweek have been vegetarian, helping introduce new students to more sustainable food choices from the start of their university experience.

Sustainable procurement

Based on the Dutch government's 'petal model' from the 'Socially Responsible Contracting and Procurement' (MVOI) manifesto, EUR's ambitions for sustainable procurement have been set out in six specific themes:

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

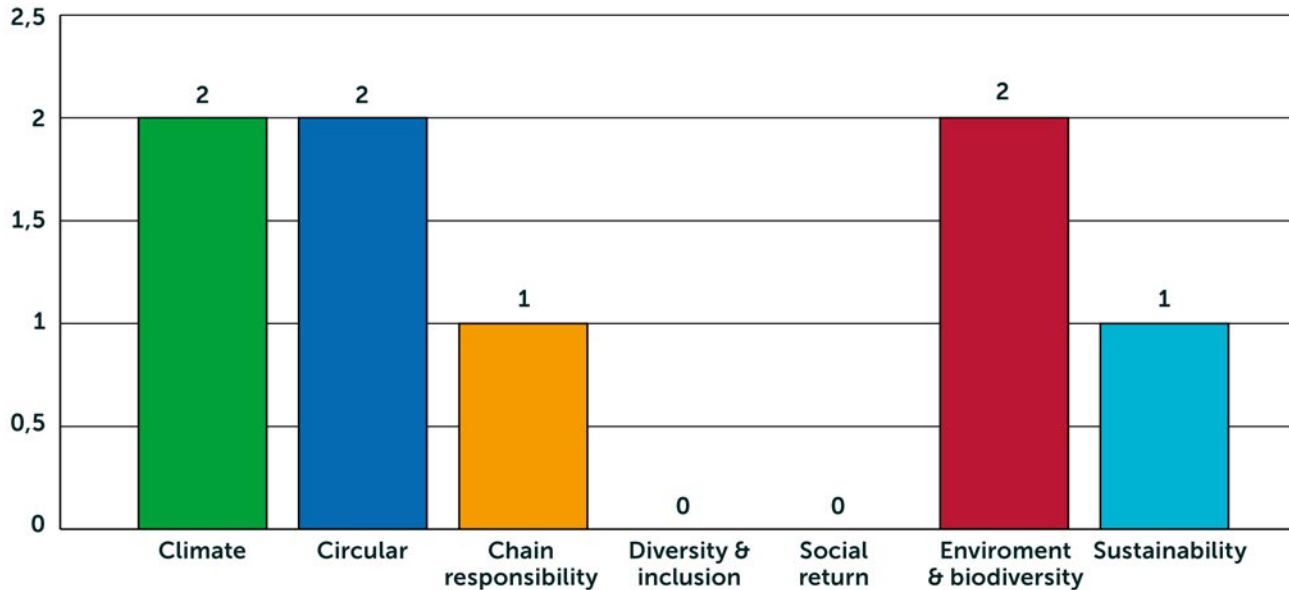
In 2025, Procurement introduced a new approach to ensure more sustainable procurement and improve sustainability reporting. For all tenders, Procurement organises a 'Sustainable Procurement' ambition web workshop. During these sessions, the priority of the MVOI themes for the project is determined. This reveals which themes will be prioritised within the existing requirements and preferences. Project ambitions are also

formulated for the tender. This provides direction for the procurement process and helps to better capitalise on opportunities in the field of sustainable procurement.

As a result of this process, in 2 of the 11 tenders completed in 2025, sustainable procurement was included as an award criterion. In addition, in 4 of the 11 tenders completed in 2025, sustainable procurement was included in the tender documents, such as the specifications, eligibility criteria or objectives (see chart on next page).



Sustainability as an award criterion



Furthermore, in 2025, various steps had been taken to support lead buyers in further implementing Sustainable Procurement, such as integrating existing and/or new processes and developing tools and working methods. The 'Sustainable Procurement Growth Plan' served as the basis for further implementation. Some concrete examples have been:

- Integrating Sustainable Procurement into existing and/or new processes: intake form, identifying the impact of tenders on the tender calendar, incorporating Sustainable Procurement into tender evaluations, closing tenders.
- Implementing the ambition web template and ambition web sessions.

- Organising inspirational and practical ambition web sessions.
- Implementing the Sustainable Procurement results form.
- Worked on the Sustainable Procurement visibility strategy.

Work was also carried out in 2025 on the review of the Sustainable Procurement Guiding Framework, based on Strategy 2030. Various discussions and stakeholder sessions took place, and a systematic approach to the revision was developed. The revision is expected to be completed in 2027.



Culture, Community & Responsible Organisation

Inclusion, Diversity, Equity and Accessibility: building a culture of belonging

In 2025, EUR continued to strengthen inclusion, diversity, equity and accessibility (IDEA) as a foundation for creating positive societal impact. In line with Strategy 2030, the university further embedded inclusion both through the work of IDEA Center and through institutional HR and organisational policies that support a culture of belonging.

As EUR's expertise and engagement centre, [IDEA Center](#) continued to play a key role in advancing inclusive education, research, and societal engagement.

This story offers a selective overview of IDEA Centre's activities and results; please have a look at their [2025 annual report](#) for a complete overview.

Against a backdrop of global uncertainty and shifting political climates, IDEA Center emphasised the importance of fostering environments where diverse perspectives are recognised and where open, respectful dialogue can take place. This commitment was reflected in the event [Fostering Inclusive Engagement](#), which brought together students, staff, and local and international partners to exchange insights and explore how universities can become more inclusive in their engagement with society.

A key example of inclusive external engagement is the development of [Kansenbord](#), an educational board game designed for pupils aged 10 and above. Co-created with primary school pupils, educators, students, and external partners, the game introduces pupils to the Dutch education system, helps them prepare for key educational choices, and supports equal opportunities at an early stage. Its launch, planned for 2026, marks a tangible outcome of long-term collaboration.

Complementing this effort, IDEA Center is developing a *Step-by-Step Guide for Inclusive and Engaged Outreach*, aimed at supporting higher education institutions in designing outreach initiatives that are both inclusive and impactful. At the same time, through its active involvement in the UNIC alliance and the completion of the European IDEA-net project, IDEA Center contributed to knowledge exchange and capacity building across Europe, supporting other universities in establishing inclusive policies and practices.

In the domain of research, IDEA Center contributes to advancing inclusive and responsible research practices. A PhD project explores how inclusivity can be embedded throughout the research process, providing insights into how academic work can better reflect and serve diverse communities. The expertise centre also secured funding

for the collaborative research project *INCLUDE*, in partnership with the LDE alliance. This project examines how institutional structures, rather than students' cultural backgrounds, shape the experiences of students with a migration background, identifying critical moments of inclusion and exclusion and how these influence opportunities in higher education.

IDEA Center also expanded its efforts in inclusive education and academic development. [Guidelines](#) on how to facilitate classroom discussions about political conflicts were developed and actively shared through workshops and trainings, equipping educators with tools to navigate sensitive topics. Furthermore, the [Advancing Inclusive Academia programme](#) was broadened to include a wider range of academic staff, now including postdocs and lecturers, offering mentoring, training, and community-building opportunities to support career development in an inclusive environment. All colleagues of IDEA Center share their knowledge throughout the year, internally, and externally. For example, a session was presented on inclusive soft landing for EUR student counsellors, and IDEA Center's HR policy advisor shared knowledge on their integral approach to inclusive HR to Thai court officials visiting EUR.

Alongside these efforts, **HR and university-wide policies** continued to strengthen the institutional conditions for inclusion and belonging. Accessibility remained a key

priority, with EUR continuing its commitment to the *Banenafpraak* programme under the Dutch Participation Act and investing in supervisor training to better support colleagues with disabilities or additional support needs. The university also expended support for international staff, who represent 26% of employees, through onboarding guidance, dual-career services, housing assistance in collaboration with the Municipality of Rotterdam, language courses, and guidance for staff working temporarily or permanently from abroad.

Advancing diversity in academic leadership remained another important priority. Although women represent approximately half of EUR's academic staff, they account for only 26.7% of professors, while nearly 70% of EUR's PhD candidates are women. In 2025, EUR therefore adopted a university-wide ambition to increase the proportion of female professors to 40% by 2030. To support this goal, the university is investing in measures such as transparent recruitment and promotion procedures, leadership development programmes, and policies that promote a healthy work-life balance. While gender remains an important focus area, EUR applies an intersectional approach to inclusion, aiming to strengthen equal opportunities for all groups that have traditionally been underrepresented in academia.

Employee networks continued to play a vital role in fostering community and belonging. EUR actively supports networks such as FAME (Females in Academia Moving towards Equity), QuEUR (for LGBTQIA+ staff and allies), and Young@EUR. In addition, EUR strengthened its institutional approach to equity and inclusion through

initiatives such as an external pay gap analysis, inclusive language guides, surveys, and training programmes, while for new regulatory requirements, including annual pay equity reporting from 2026 onward.

Creating an inclusive environment also requires psychological safety. In 2025, IDEA Center and HR continued to foster respectful and inclusive interactions through policies, training, and awareness activities. More than 800 employees from all faculties and professional services participated in *Active Bystander Trainings*, equipping staff with practical tools to recognise and respond to undesirable behaviour and to contribute to a safe and respectful working and learning environment.

Together, these interconnected efforts demonstrate how EUR is building a more inclusive, diverse, equitable, and accessible university; one in which inclusive engagement, supportive structures, and equal opportunities reinforce one another in service of the university's broader societal mission.

Academic culture & recognition

Since 2020, EUR has worked to realise the ambitions of [the national Recognition & Rewards \(R&R\) programme](#), which aims to create greater recognition for the diverse talents and contributions of academic staff beyond traditional measures of success. At EUR, this has translated into concrete changes, including the renewal of the development cycle, strengthened leadership development, more diverse career paths within schools, and revised HR and Academic Affairs policies aligned with R&R principles.

To support implementation in practice, the R&R programme team developed the [R&R Toolbox](#), offering practical resources for teams, supervisors, and organisational units. For example, the *Unlocking Your Team Potential* workshop helps teams reflect on how different talents and competencies contribute to shared ambitions. Other tools support schools in shaping diverse career paths and recognising a broader range of academic contributions, including societal impact and engagement. By strengthening recognition, development, and collaboration, R&R contributes to a more inclusive and future-oriented academic culture at EUR.

Wellbeing, health & sustainable employability

At EUR, the health, safety, and wellbeing of students and employees form an important foundation for social sustainability. The university is committed to creating a safe, supportive, and inclusive environment in which people can thrive physically, mentally, and socially.

For students, wellbeing remains an institutional priority. EUR offers a broad range of support services, including psychological counselling, wellbeing workshops, and group sessions to strengthen resilience and mental health. Initiatives such as the [Student Wellbeing Programme](#), including the [ROOM app](#) (a digital tool for mental health literacy and personal development), and the [Erasmus Love Lab](#) help raise awareness and encourage students to support themselves and one another. Confidential advisors, together with the [Code of Integrity](#) and the [Code of Conduct for Student Organisations](#), provide trusted channels for addressing 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 wellbeing and sustainable employability. Regular risk assessments and ergonomic evaluations support a safe working environment, including for remote work. Mental wellbeing is supported through vitality programmes, resilience training, and confidential online coaching via [OpenUp](#).

Career development and employability are supported through individual career coaching, the Your Next Step training programme, and the Job2Job programme, which assists employees in exploring internal or external career opportunities. Tools such as the Talent Management Analysis help employees gain insight into talents, motivations, and development potential. Additional support structures include occupational health services, HR advisors, confidential counsellors, and tailored support for PhD candidates.

Additional university-wide structures reinforce safety and wellbeing. The Safety & Security Team is responsible for campus security, emergency preparedness, and crisis management, helping ensure a safe learning and working environment across EUR.



Together, these efforts contribute to a healthy, resilient, and engaged university community in which wellbeing, safety, and professional development are mutually reinforcing.

Ethical & responsible culture

EUR is committed to nurturing an ethical and responsible culture that underpins its mission to create positive societal impact. In 2025, this commitment is reflected

not only in established codes and support structures, but increasingly in how the university critically evaluates its partnerships, research practices, and societal role.

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 complementary frameworks covering research integrity (including the [Scientific Integrity Code](#))

and workplace conduct (including the EUR Complaints regulations for Undesirable Behaviour). Together, these provide clear guidance for responsible conduct across the academic community. [Confidential counsellors](#) and a [Whistleblower Regulation](#) further support a safe environment in which concerns can be raised and addressed.

EUR continues to strengthen ethical awareness in research and education. [Ethics Review Committees](#) evaluate the societal and ethical dimensions of research involving human participants or sensitive data. In 2025, this was complemented by new developments in responsible data practices. As part of a national [collaboration](#) with partners such as SURF, DANS, Leiden University and PNN, EUR led the development of the first Dutch [guide](#) on the CARE Principles for data governance. These principles emphasise collective benefit, responsible data governance and ethical data use in research involving Indigenous Communities while providing a space for reflection on how other underrepresented groups can also benefit from lessons that CARE offers. The CARE Principles and the published guide support a broader shift towards more inclusive and socially responsible research data practices.

In parallel, EUR further embedded Open & Responsible Science (ORS) as a core pillar of its ambition to become an engaged university, as outlined in Strategy 2030. ORS practices strengthen transparency, reliability, accessibility, and collaboration in science, and are therefore increasingly recognised as essential to creating societal impact and trust in research. In 2025, considerable

progress was made in integrating ORS into academic practice across research, education, and engagement. Open Access publishing reached 99.6% of EUR and Erasmus MC publications, mandatory ORS training for PhD candidates was further embedded, and support for FAIR data and software practices was strengthened through the final phase of the Digital Competence Centre, with full implementation expected in 2026.

Beyond infrastructure, EUR invested in cultural change through targeted faculty-based workshops, lectures, and expert sessions organised together with communities such as the [Open Science Community Rotterdam](#) and the Engaged Research Study Group. Civic engagement and transdisciplinary collaboration were further strengthened through initiatives such as the [Hub for Impactful and Engaged Research](#), a four-year LDE collaboration supported by Open Science NL. ORS was also increasingly embedded institutionally through its connection to R&R and faculty HR policies, reinforcing the recognition of open research, education, and societal engagement as valued academic contributions.

A key area of development in 2025 is the university's approach to responsible collaboration. The [Advisory Committee on Sensitive Collaborations](#), continues to play a leading role in assessing partnerships that may involve ethical, societal, or reputational risks. In 2025, the committee published a context assessment on collaborations in Israel and Palestine, highlighting risks related to human rights and academic integrity. Based on this assessment, EUR adopted a different approach to partnerships in the region. Following the committee's

advice, the Executive Board decided to freeze institutional collaborations and exchange programmes with Bar-Ilan University, the Hebrew University of Jerusalem, and the University of Haifa, citing unacceptable risks of indirect involvement in human rights violations. This decision illustrates EUR's willingness to set clear boundaries where fundamental values are at stake, while continuing to encourage dialogue and safeguard academic freedom within the university community.

In parallel, EUR has taken further steps to guide responsible engagement with the fossil energy sector. Building on the work of the Committee of Experts on the Fossil Fuel Industry, the university introduced an [assessment framework](#) to evaluate collaborations with fossil energy companies. This framework includes a "moral minimum" test, assessing whether potential partners are aligned with the goals of the Paris Climate Agreement and are not actively undermining climate policy. Faculties and student associations will begin applying this framework in the 2025-2026 academic year, with an evaluation planned before summer 2026. This approach enables more consistent and transparent decision-making, while supporting EUR's ambition to contribute to sustainability transitions.

Together, these developments demonstrate a shift towards more explicit, structured, and value-driven approach to ethics at EUR. By combining strong foundational principles with active governance on complex societal issues, the university continues to embed integrity, responsibility and critical reflection into its research, education, and partnerships.

Students in Action: Impact Beyond the Classroom



Students are central to EUR's contribution to society. Beyond lectures, assignments, and exams, many students develop initiatives that address societal challenges in Rotterdam and beyond. Through volunteering, entrepreneurship, sustainability engagement, and collaboration with community partners, students translate their academic experiences into practical action. In 2025, a range of student-led initiatives demonstrated how students contribute to societal impact while strengthening connections between the university and the communities it serves.

Younity: lowering barriers to volunteering

Many students want to volunteer but face practical barriers, including long-term commitments, limited flexibility, or a lack of opportunities for international students. In response, five second-year International Business Administration students at RSM founded Younity Rotterdam in 2025, a non-profit initiative designed to make volunteering in Rotterdam more accessible and flexible.

Supported by STAR, Younity organised short-term volunteering activities in collaboration with more than ten non-governmental organisations across Rotterdam. In its first months, the initiative involved around 150 students, growing to more than 350 active participants across 2025 and early 2026.

The activities addressed a range of societal challenges, including food insecurity, healthcare support, youth wellbeing, cancer fundraising, and environmental



clean-up. Students cooked meals for families of children receiving treatment at Erasmus MC through a partnership with Ronald McDonald Huis Sophia Rotterdam, supported food collection drives with Voedselbank Rotterdam, and participated in community activities for local children in Feyenoord. Together, these efforts also raised close to € 1,000 for charitable causes.

Younity further expanded its societal contribution through a partnership with the student-led consultancy I DO Foundation, connecting Erasmus students to short-term volunteering opportunities with NGOs in areas such as IT support, communications, and digital strategy.

While still relatively small in scale, Younity demonstrates how student-led initiatives can reduce barriers to civic engagement and strengthen connections between students and Rotterdam communities.

Erasmus Sustainability HUB: connecting sustainability to student life

For many students, sustainability can feel abstract and disconnected from daily university life. [The Erasmus Sustainability HUB](#) addresses this challenge by creating opportunities for students to engage with sustainability through practical activities, community initiatives, and partnerships that connect learning with everyday experiences.

Throughout 2025, the HUB operated across four interconnected work lines. In **Food and Agriculture**, 34 cooking workshops for students and 23 for staff members were organised at the Erasmus Food Lab, alongside initiatives such as the Bildung Climate School, providing hands-on experience with plant-based cooking and sustainable food systems. Through Edible EUR, students participated in 12 gardening sessions and the BioBlitz biodiversity challenge, strengthening knowledge of agroecology and biodiversity through experiential learning. In **Sustainable Fashion**, more than eight clothing swaps encouraged reuse and reflection on the environmental impacts of consumption. Within **Institutional Change**, the Planetary Health Diet initiative worked with on-campus catering providers to explore how food offerings could better align with planetary health principles. A documentary was also produced to



document the university's efforts to offer more sustainable and healthy food options.

A particular highlight was [Erasmus Sustainability Days](#) (19-23 May 2025), which brought together more than 30 events and 28 partner organisations from academia, business, government, and civil society. Across the year, the HUB provided a platform for students to organise

more than 100 initiatives in collaboration with university and societal partners.

By creating opportunities for students to translate sustainability ambitions into concrete action, the Erasmus Sustainability HUB demonstrates how universities can support student leadership, strengthen community engagement, and embed sustainability more deeply within campus life.

Humming'Card: making sustainable choices more accessible

For many students, sustainable consumption remains financially challenging. Research shows that sustainable products often come at a higher cost, making responsible consumption difficult to prioritise within student budgets.

In response, two EUR students founded [Humming'Card](#) in 2025 while serving as SDG Ambassadors for SDGs 9 (Industry, Innovation and Infrastructure) and 12 (Responsible Consumption and Production). The initiative combines a student discount card and mobile application that connects students to sustainable local businesses and services.

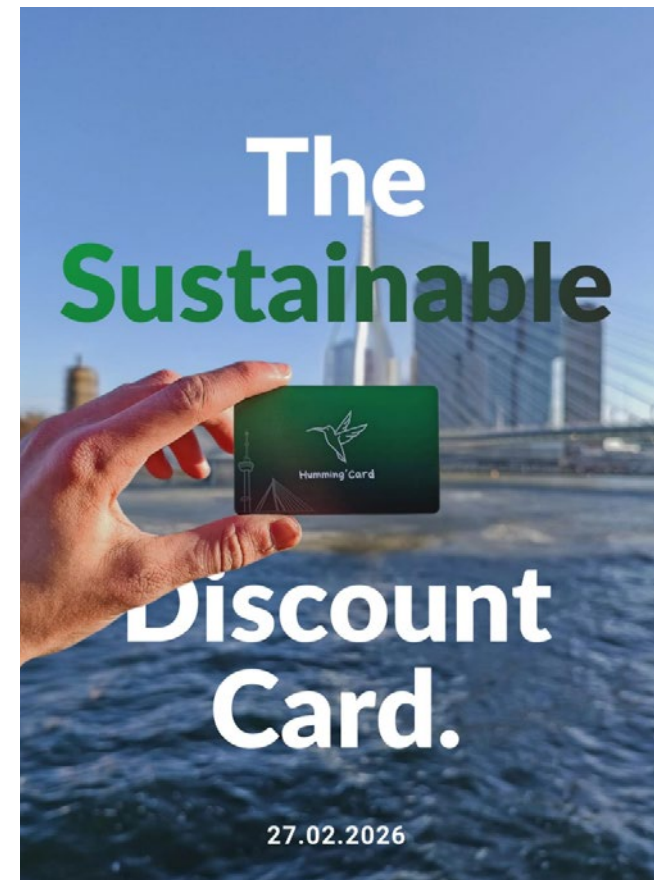
For a small annual fee, students receive discounts at participating cafés, restaurants, retailers, and other sustainability-oriented businesses in Rotterdam. In late 2025, the founders expanded the initiative through a mobile application featuring a reward system for sustainable purchases and participation in partner events, alongside educational content on the SDGs.

By the end of 2025, Humming'Card had attracted around 150 app users and 50 cardholders while building a

network of more than 25 commercial and charitable partners. The initiative received early-stage financial support from RSM's [Hummingbird Fund](#) and the [SDG Ambassador programme](#), helping the founders test and expand their concept.

Although still in an early phase, Humming'Card illustrates how student entrepreneurship can contribute to making sustainable choices more accessible, while strengthening connections between local businesses, sustainability goals, and student communities.

Together, initiatives such as Younity, the Erasmus Sustainability HUB, and Humming'Card illustrate the diverse ways in which students contribute to societal impact beyond the classroom. Through civic engagement, sustainability initiatives, and social entrepreneurship, students address challenges ranging from social inclusion and responsible consumption to community wellbeing and environmental sustainability. These initiatives reflect EUR's broader ambition to be an engaged university in which education, research, entrepreneurship, and community involvement reinforce one another in contributing to positive societal change.



Reflection & conclusions



Building an engaged university in times of transition

The stories in this report reflect a university responding to a world in transition. Across domains as diverse as public health, democratic resilience, sustainability transitions, entrepreneurship and technology, one message stands out: the challenges society faces are increasingly interconnected, complex, and urgent. Climate change, inequality, democratic pressures, digital transformation, and demands on healthcare do not occur in isolation. They reinforce one another and require interdisciplinary, collaborative responses grounded in practice.

For EUR, 2025 marked a major step in translating the ambitions of Strategy 2030 into institutional practice. This report shows that impact and sustainability are increasingly embedded across research, education, engagement, and operations, not as separate activities, but as a shared way of working. The five Impact Domains have helped create clearer direction and language for societal engagement, while simultaneously revealing how deeply interconnected these domains are in practice.

A clear pattern throughout this report is the growing importance of collaboration. Meaningful societal change rarely happens through universities acting alone. Instead, impact increasingly emerges through long-term partnerships between researchers, students,

governments, healthcare institutions, businesses, communities, and civil society organisations. Through Open Innovation Networks, regional alliances such as LDE and Medical Delta, European collaborations, and neighbourhood-based initiatives in Rotterdam, EUR increasingly operates as a connector and knowledge partner.

Equally important is a shift in *how* knowledge is created. Many initiatives in this report move beyond traditional models of knowledge transfer towards co-creation. Residents contribute as community researchers. Patients help shape healthcare innovations. Students work alongside practitioners on real-world challenges. Policymakers, professionals, and researchers jointly design interventions and test solutions. This reflects an increasingly mature understanding that complex societal problems require not only scientific expertise, but also lived experience, trust, and reciprocal learning.



At the same time, this report demonstrates that impact often develops gradually. In many cases, the most significant changes in 2025 were not yet final outcomes, but enabling conditions for future transformation: new partnerships, improved governance frameworks, stronger professional networks, policy building blocks, educational innovations, and practical tools for implementation. Progress can be seen in strengthened institutional capacity, increased awareness, improved decision-making, and new forms of collaboration. These developments matter because they create the foundations upon which longer-term societal change becomes possible.

The university's role in sustainability transitions deserves reflection. Throughout this report, sustainability is approached not only as an environmental challenge, but also as a social, economic, ethical, and institutional one. Questions of justice, affordability, health, accessibility, and democratic legitimacy repeatedly emerge alongside climate and technological concerns. This reinforces an important insight: transitions only succeed when they are perceived as fair and when benefits and burdens are shared more equitably.

2025 also showed increasing institutional maturity. Impact and sustainability are becoming more firmly embedded into governance structures, education, research support, campus operations, and evaluation practices. New forms of leadership, stronger coordination, communities of practice, and evolving impact tools and support structures all point towards an organisation

moving from ambition to implementation. Concrete operational progress, from renewable electricity and emission reductions to sustainable buildings and biodiversity planning, further demonstrates that institutional commitments are increasingly being translated into practice.

At the same time, this report also invites humility. Many societal challenges are intensifying faster than institutions can adapt. Universities operate in the context of financial pressure, political polarisation, changing public expectations, and increasing scrutiny. Trust in institutions cannot be taken for granted. Technological developments such as AI raise new ethical and societal questions at high speed. Complex societal transitions do not follow linear paths, and evidence of impact often takes years to emerge. This means that EUR's next phase will require continued reflection and learning. Several themes stand out for the years ahead.

First, the university will need to further strengthen its ability to scale successful initiatives. Many examples in this report demonstrate promising local or regional impact, but broader societal transformation requires sustained investment, institutional continuity, and the ability to move from pilot projects to structural change.

Second, measuring societal impact remains an evolving practice. While this report showcases many examples of meaningful contribution, impact is often difficult to quantify and unfolds over extended periods of time.

Continued investment in evaluation, learning, and transparent reporting will therefore remain essential.

Third, universities increasingly face the challenge of balancing engagement with independence. Societal relevance requires close collaboration with external partners, but academic institutions must also retain their critical role: asking difficult questions, challenging assumptions, and contributing evidence-based perspectives, especially where societal debates are polarised or politically sensitive.

Looking ahead, the central question is no longer whether universities should contribute to societal transitions, but how they can do so responsibly, effectively, and inclusively. The examples in this report suggest that EUR is increasingly finding its role: not as an institution standing outside society, but as an engaged university that works alongside others to understand problems, test solutions, and contribute to long-term change.

The work presented in this report does not represent an endpoint. Rather, it reflects a university in transition itself, learning how to better connect knowledge with action, ambition with implementation, and academic excellence with societal relevance. The challenges ahead remain considerable. Yet so too does the collective capacity and commitment of the EUR community and its partners to contribute meaningfully to a more sustainable, healthy, resilient, and just society.

Appendix



I. VSME Index

Statement of use

Erasmus University Rotterdam has reported in accordance with the VSME standards (EFRAG) basic and comprehensive modules for the period 1 January 2025 to 31 December 2025.

Note on references to the Jaarverslag 2025

Several disclosures in the indices below refer to Erasmus University Rotterdam’s Jaarverslag 2025 (Annual Report), published July 2026. Where referenced, the relevant chapter and page number are indicated in the Location column. The Jaarverslag 2025 is publicly available at [Jaarverslag 2025](#).

VSME Reference	Disclosure	Report Section	Response & Notes
General Disclosures			
B1	Basis for Preparation	About the report	Including List of subsidiaries
B2	Practices, policies and future initiatives for transitioning towards a more sustainable economy	Impact & Sustainability at EUR	EUR’s sustainability goals, policies, practices and future initiatives are described in the indicated chapters.
		Driving Impact & Sustainability Across EUR	
Environmental Disclosures			
B3	Energy and Greenhouse Gas Emissions	Energy & climate change	Including total energy consumptions, energy breakdown, full Scope 1,2 & 3 GHG Protocol compliant emissions, and Emission intensity per turnover
B4	Pollution of Air, Water and Soil	N/A	Non-Applicable, non-heavy industry sector.
B5	Biodiversity	Biodiversity	No Site on biodiversity sensitive areas, Land-Use Footprint was reported
B6	Water	Waste, circularity & responsible use of resources	Total Water Consumption reported
B7	Resource Use, Circularity and Waste Management	Waste, circularity & responsible use of resources	Including Circular principles, waste generated breakdown per type.

VSME Reference	Disclosure	Report Section	Response & Notes
Social Disclosures			
B8	Workforce – General Characteristics	Bijlage 5 Personeelssamenstelling, p. 202–209 (Jaarverslag 2025)	Including Type of Contract, Gender, Country of Employment, Turnover rate.
B9	Workforce – Health and Safety	“Sociale veiligheid en welzijn” / “Arbo en Verzuim,” p. 44–45 (Jaarverslag 2025)	Workforce health and safety information is reported in EUR’s Annual Report (Jaarverslag 2025).
B10	Workforce – Remuneration, Collective Bargaining and Training	“Loopbaan en ontwikkelen,” p. 47–49; remuneration tables in Jaarrekening, “Overzicht Wet Normering Topinkomens,” p. 165–169 (Jaarverslag 2025)	Including Renumeration and Collective Agreement. Training Hours have been partially reported.
Governance Disclosures			
B11	Convictions and Fines for Corruptions and/or Bribes	N/A	Nothing to report

VSME Reference	Disclosure	Report Section/Page	Response & Notes
Strategy			
C1	Strategy: Business Model and Sustainability-Related Initiatives	<u>Impact & Sustainability at EUR</u>	EUR’s approach to impact and sustainability and their place in Strategy 2030 is described in the chapter Impact & Sustainability at EUR.
C2	Description of Practices, Policies and Future Initiatives	<u>Impact & Sustainability at EUR</u> <u>Driving Impact & Sustainability Across EUR</u>	EUR’s sustainability goals, policies, practices and future initiatives are described in the indicated chapters.

VSME Reference	Disclosure	Report Section/Page	Response & Notes
Environmental			
C3	GHG Reduction Targets and Climate Transition	<u>Priorities & Goals from Strategy 2030</u> <u>Energy & climate change</u>	Main action plan to achieve targets (Net Zero).
C4	Climate Risks	N/A	EUR has conducted a Climate Risk Assessment in early 2026, the document is available upon request.
Social			
C5	Additional Workforce Characteristics	Bijlage 5 Personeelssamenstelling, p. 202–209 › Jaarverslag 2025	Gender ratios at management level are reported in EUR's Annual Report (Jaarverslag 2025)
C6	Human Rights Policies and Processes	<u>Ethical & responsible culture</u>	Including Code of Conduct on Human Rights
C7	Severe Negative Human Rights Incidents	N/A	There was no confirmed human rights incident at EUR in 2025.
Governance			
C8	Revenues from Certain Sectors and Exclusion from EU Benchmarks	N/A	EUR holds data that would allow reporting on this disclosure; however, processing was not completed in time for the 2025 reporting cycle. EUR intends to report on this disclosure from 2026 onwards.
C9	Gender Diversity Ratio in Governance Body	Bericht Raad van Toezicht, p. 10–16 (Supervisory Board); Bijlage 1 Bestuur en medezeggenschap, p. 179 for full governance body composition (Jaarverslag 2025)	Gender diversity across EUR is reported in EUR's Annual Report (Jaarverslag 2025)

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 2025 to 31 December 2025.

Note on references to the Jaarverslag 2025

Several disclosures in the indices below refer to Erasmus University Rotterdam’s Jaarverslag 2025 (Annual Report), published July 2026. Where referenced, the relevant chapter and page number are indicated in the Location column. The Jaarverslag 2025 is publicly available at [Jaarverslag 2025](#).

GRI 2 General Disclosures

GRI disclosure	Disclosure title	Location	Additional information / reasons for omission
2-1	Organisational details	About Erasmus University Rotterdam	N/A
2-2	Entities included in the organisation’s sustainability reporting	About the report	N/A
2-3	Reporting period, frequency and contact point	About the report	N/A
2-4	Restatements of information	N/A	There are no restatements of information in our 2025 Impact & Sustainability Report with respect to our 2024 Impact & Sustainability Report.
2-5	External assurance	N/A	EUR has not assured this report.
2-6	Activities, value chain and other business relationships	About Erasmus University Rotterdam	N/A
2-7	Employees	Bijlage 5 Personeelssamenstelling, p. 202–212 › Jaarverslag 2025	N/A

GRI disclosure	Disclosure title	Location	Additional information / reasons for omission
2-8	Workers who are not employees	N/A	EUR engages workers who are not employees primarily in the form of externally hired staff for temporary or specialist capacity. In 2025, EUR continued its policy to reduce reliance on external hire; the share of external hire fell to below 4% of total staff costs (down from 4.7% in 2024 and approximately 4.5% in the preceding year). EUR does not currently track the total number of external workers or their breakdown by type of work and region. A systematic approach to tracking this is under development.
2-9	Governance structure and composition	About Erasmus University Rotterdam Bericht Raad van Toezicht, p. 10–16 › Jaarverslag 2025	N/A
2-10	Nomination and selection of the highest governance body	Bericht Raad van Toezicht, p. 10–16 › Jaarverslag 2025	N/A
2-11	Chair of the highest governance body	Bericht Raad van Toezicht, p. 10–16 › Jaarverslag 2025	N/A
2-12	Role of the highest governance body in overseeing the management of impacts	Bericht Raad van Toezicht, p. 10–16 › Jaarverslag 2025	N/A
2-13	Delegation of responsibility for managing impacts	About Erasmus University Rotterdam	N/A

GRI disclosure	Disclosure title	Location	Additional information / reasons for omission
2-14	Role of the highest governance body in sustainability reporting	Bericht Raad van Toezicht, p. 10–16 › Jaarverslag 2025	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.
2-15	Conflicts of interest	Integrity Erasmus University Rotterdam Ancillary activities Erasmus University Rotterdam Sector regeling nevenwerkzaamheden 2024 inclusief FAQ N/A ENGELS_0.pdf	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. 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. 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. 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.

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>	At EUR, critical concerns, such as ethical, legal, or reputational risks, can be raised and escalated through multiple formal channels. These include: • 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, 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) 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. These mechanisms reflect EUR's commitment to transparent governance, ethical conduct, and the protection of academic freedom and institutional integrity.
2-17	Collective knowledge of the highest governance body	Bericht Raad van Toezicht, p. 10–16 › Jaarverslag 2025	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.

GRI disclosure	Disclosure title	Location	Additional information / reasons for omission
2-18	Evaluation of the performance of the highest governance body	Bericht Raad van Toezicht, p. 10–16 › Jaarverslag 2025	N/A
2-19	Remuneration policies	Algemeen Universiteiten van Nederland (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).
2-20	Process to determine remuneration	Algemeen Universiteiten van Nederland (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	N/A	Omitted due to confidentiality.
2-22	Statement on sustainable development strategy	Impact & Sustainability at EUR	N/A
2-23	Policy commitments	Impact & Sustainability at EUR Driving Impact & Sustainability Across EUR	N/A
2-24	Embedding policy commitments	Impact & Sustainability at EUR Driving Impact & Sustainability Across EUR	N/A
2-25	Processes to remediate negative impacts	Sectoral regulation on disputes for Dutch universities 2024.pdf 2021N/A08N/AregulationsN/AadvisoryN/AcommitteeN/AcomplaintsN/AandN/AobjectionsN/A2021	N/A

GRI disclosure	Disclosure title	Location	Additional information / reasons for omission
2-26	Mechanisms for seeking advice and raising concerns	Dutch Universities Whistleblower Policy 2025.pdf 2021N/A01N/AklokkenluidersreglementN/A2021N/Aen	N/A
2-27	Compliance with laws and regulations	Ethical & responsible culture	In the reporting year 2025, EUR did not identify any instances of non-compliance with laws or regulations in the social or environmental domain. 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.
2-28	Membership associations	From algorithms to impact: how data science improves lives Participation in external bodies Annelien Bredenoord Erasmus University Rotterdam	EUR is affiliated with a range of academic, professional, and sectoral associations at (inter)national levels. These affiliations are often held through faculty and staff participation in governance bodies, expert committees, and collaborative projects. 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. 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 is publicly available on an individual level, on their online profiles.

GRI disclosure	Disclosure title	Location	Additional information / reasons for omission
2-29	Approach to stakeholder engagement	Impact & Sustainability at EUR Double Materiality Assessment Culture, Community & Responsible Organisation	At EUR, engagement is not only an input for sustainability reporting and strategic decision-making, but also 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. 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. 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.
2-30	Collective bargaining agreements	Collective Labour Agreement of Dutch Universities Universiteiten van Nederland	N/A

GRI 3 Material Topics

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
3-1	Process to determine material topics	Double Materiality Assessment	N/A
3-2	List of material topics	Double Materiality Assessment	N/A

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
3-3	Management of material topics	<u>Impact domain 1: The resilience and robustness of our society</u> <u>Impact domain 2: Sustainable entrepreneurship and inclusive prosperity</u> <u>Impact domain 3: A just transition to a sustainable society</u> <u>Impact domain 4: Healthy society & accessible and affordable health care</u> <u>Impact domain 5: The responsible use of technologies</u> <u>Driving Impact & Sustainability Across EUR</u>	N/A

GRI 101 Biodiversity 2024

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
101-1	Policies to halt and reverse biodiversity loss	<u>Biodiversity</u>	N/A
101-2	Management of biodiversity impacts	<u>Biodiversity</u>	N/A
101-4	Identification of biodiversity impacts	N/A	In 2025, EUR commissioned an external biodiversity vision for the Woudestein campus (Tauw, 2025), drawing on an earlier campus-wide fauna survey conducted in 2024. Together, these documents identify the main drivers of biodiversity impact on campus: land use and impervious surfaces, artificial lighting (which disturbs nocturnal species such as bats and moths), water quality pressures in campus ponds and waterways, the presence of invasive exotic species, and human disturbance. Systematic impact identification fully aligned with GRI 101-4 is under development.

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
101-5	Locations with biodiversity impacts	N/A	EUR's biodiversity impacts are concentrated at its primary campus, Woudestein, located in Rotterdam, the Netherlands. This urban campus was the subject of a dedicated biodiversity vision commissioned in 2025 (Tauw), which scoped its assessment to this site and noted its position adjacent to ecologically significant green corridors, including the Kralingse Bos, Arboretum Trompenburg, and the campus pond area.
101-6	Direct drivers of biodiversity loss	N/A	Based on a campus-wide fauna survey (Buiting Advies, 2024) and a subsequent biodiversity vision developed for EUR in 2025 (Tauw), the following direct drivers of biodiversity loss have been identified for the Woudestein campus: land use and the extent of impervious surfaces; artificial lighting affecting nocturnal species including bats and moths; water quality pressures in campus ponds and waterways due to nutrient deposition, leaf fall, and shading; the presence of invasive exotic species including Japanese knotweed, water crassula, and giant hogweed; and human disturbance of green areas. EUR does not yet report quantitatively on these drivers.
101-7	Changes to the state of biodiversity	N/A	A baseline fauna survey of the Woudestein campus was completed in late 2024 (Buiting Advies), inventorying the species currently present on campus and establishing a reference point for future monitoring. The 2025 biodiversity vision (Tauw) recommends developing a monitoring plan for identified target species as a follow-up to this baseline. As monitoring has not yet been structurally implemented, trend data on changes to the state of biodiversity is not yet available. EUR expects to be able to report on this in future reporting cycles.
101-8	Ecosystem services	N/A	EUR's 2025 biodiversity vision (Tauw) acknowledges that the university likely benefits from a range of ecosystem services provided by campus green spaces, including air quality, water management, temperature regulation, and a healthy learning and working environment. However, the extent to which these services are delivered has not yet been systematically assessed. Further investigation of ecosystem services on campus has been identified as a priority for future work.

GRI 205 Anti-corruption 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
205-1	Operations assessed for risks related to corruption	N/A	As a public institution, EUR is subject to regular external audits that include assessment of fraud risks across its financial operations. These audits are conducted as part of EUR's annual financial accountability cycle and are reflected in the Jaarverslag 2025. EUR does not currently conduct a systematic assessment of all operations for the full range of corruption risks as defined by GRI 205 (which includes, in addition to fraud, risks such as bribery, facilitation payments, and conflicts of interest). Policies and mechanisms to address specific forms of corruption risk — including a Code of Integrity, a Whistleblower Regulation, and conflict of interest disclosure procedures — are in place and described under GRI 2-15 and 2-16. EUR acknowledges that a broader, more structured corruption risk assessment across all operations is an area for further development.
205-2	Communication and training about anti-corruption policies and procedures	<u>Ethical & responsible culture</u>	N/A
205-3	Confirmed incidents of corruption and actions taken	N/A	In the reporting year 2025, EUR identified no confirmed incidents of corruption. 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. 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.

GRI 302 Energy 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
302-1	Energy consumption within the organisation	<u>Academic Impact:</u> <u>Education & Research</u>	N/A
302-2	Energy consumption outside of the organisation	N/A	Omitted due to unavailable data. EUR does not currently track this data.
302-3	Energy intensity	N/A	Total Electricity Consumption 14,824,408 kWh Total District Heating 13,229,158 kWh (Converted from 47624,97 GJ Primary Data) Total intensity per Employee and Student 701,14 kWh per Employee/Student based on a total of Employees and Student of 40011 for the year 2025.
302-4	Reduction of energy consumption	<u>Academic Impact:</u> <u>Education & Research</u>	N/A
302-5	Reductions in energy requirements of products and services	N/A	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 305 Emissions 2016

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
305-1	Direct (Scope 1) GHG emissions	<u>Academic Impact:</u> <u>Education & Research</u>	N/A
305-2	Energy indirect (Scope 2) GHG emissions	<u>Academic Impact:</u> <u>Education & Research</u>	N/A
305-3	Other indirect (Scope 3) GHG emissions	<u>Academic Impact:</u> <u>Education & Research</u>	N/A

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
305-4	GHG emissions intensity	<u>Academic Impact:</u> <u>Education & Research</u>	See the GHG emission intensity data for 2022-2025 in the table below.
305-5	Reduction of GHG emissions	<u>Academic Impact:</u> <u>Education & Research</u>	N/A
305-6	Emissions of ozone-depleting substances (ODS)	N/A	Not applicable. EUR is a knowledge-based institution and does not operate industrial processes, refrigeration systems at scale, or other activities that generate reportable ODS emissions. As such, this disclosure is not material to EUR's operations.
305-7	Nitrogen oxides (NO _x), sulphur oxides (SO _x), and other significant air emissions	N/A	Not applicable. EUR does not operate combustion processes, industrial equipment, or other significant sources of NO _x , SO _x or other regulated air emissions. As a university, these emission categories are not material to EUR's operational profile.

GHG emission intensity data for 2022-2025

Year	Number of students and staff	Floor area (m ²)	Scope	Emissions (tonnes CO ₂ e), market-based	Intensity (kg CO ₂ e/person)	Intensity (kg CO ₂ e/m ²)
2022	32,459.3	207,940	Scope 1	39	1.2	0.2
			Scope 2	1,233	38.0	5.0
			Scope 3	33,788	1,040.9	162.5
			Scopes 1+2	1,272	39.2	6.1
			Scopes 1+2+3	35,060	1,080.1	168.6
2023	32,088.8	230,194	Scope 1	214	6.7	0.9
			Scope 2	1,642	51.2	7.1
			Scope 3	23,348	727.6	101.4
			Scopes 1+2	1,856	57.8	8.1
			Scopes 1+2+3	25,204	785.4	109.5

Year	Number of students and staff	Floor area (m ²)	Scope	Emissions (tonnes CO ₂ e), market-based	Intensity (kg CO ₂ e/person)	Intensity (kg CO ₂ e/m ²)
2024	38,189	245,233.82	Scope 1	83	2.2	0.3
			Scope 2	925	24.2	3.8
			Scope 3	22,076	578.1	90.0
			Scopes 1+2	1,008	26.4	4.1
			Scopes 1+2+3	23,084	604.5	94.1
2025	40,011	172,177	Scope 1	58	1.4	0.3
			Scope 2	4,783	11.9	27.8
			Scope 3	23,641	590.8	137.3
			Scopes 1+2	4,841	120.9	28.1
			Scopes 1+2+3	28,482	711.8	165.4

GRI 306 Waste 2020

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
306-1	Waste generation and significant waste-related impacts	<u>Biodiversity</u>	N/A
306-2	Management of significant waste-related impacts	<u>Biodiversity</u>	N/A
306-3	Waste generated	<u>Biodiversity</u>	N/A
306-4	Waste diverted from disposal	<u>Biodiversity</u>	N/A
306-5	Waste directed to disposal	<u>Biodiversity</u>	N/A

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	N/A	Omitted due to unavailable data. EUR does not currently track this data.
308-2	Negative environmental impacts in the supply chain and actions taken	N/A	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>Wellbeing, health & sustainable employability</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 (RI&E; 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. Safe@EUR received 95 staff reports and 75 student reports in 2025; Network of Confidential Counsellors received 150 staff reports (+69% vs. 2024) and 34 student reports (up from 23).
403-2	Hazard identification, risk assessment, and incident investigation	<u>Wellbeing, health & sustainable employability</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. Safe@EUR received 95 staff reports and 75 student reports in 2025; Network of Confidential Counsellors received 150 staff reports (+69% vs. 2024) and 34 student reports (up from 23).

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
403-3	Occupational health services	<u>Wellbeing, health & sustainable employability</u>	EUR's occupational health services are provided through several channels available to all staff. The health and safety service Salude serves as occupational physician and advises on recovery, rehabilitation and working conditions. OpenUp provides accessible online mental health and coaching support; in 2025, 735 active users used the service (including one-on-one and group sessions), with an average user rating of 9.9. Zorggenoot offers dedicated support for employees with informal care responsibilities; since April 2024, over 100 employees have used the service. The Safe@EUR contact point and the Network of Confidential Counsellors for Undesirable Behaviour are available for psychosocial safety concerns. Student psychologists and a PhD psychologist provide accessible support to students and PhD candidates, respectively.
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	N/A	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. In addition, in 2025 EUR organised 37 Active Bystander Training sessions reaching 816 employees, plus 56 more via custom team training; two Gatekeeper suicide-prevention training courses run with 113 participants.

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
403-6	Promotion of worker health	<u>Wellbeing, health & sustainable employability</u>	Additional data on promotion of worked health: • Work-life balance average score: 6.5 (up from 5.6 in 2024) • Work pressure average score: 5.9 (up from 5.7 in 2024); work stress: 5.2 (down from 5.3) • OpenUp: 735 active users, 168 one-on-one sessions + 88 group sessions, rated 9.9 • Zorggenoot: 100+ employees since launch; majority of informal carers provide care several times per week • Career & Wellbeing Month 2025: included workshops on Coping with Change, bereavement, and a pilot suicide prevention training (positively evaluated, now added to TOP offer)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<u>Wellbeing, health & sustainable employability</u> Chapter 3 “Een verbonden EUR” – Mensgerichte organisatie en cultuur, p. 44–49 › Jaarverslag 2025	N/A
403-8	Workers covered by an occupational health and safety management system	N/A	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. The RI&E (Risk Inventory and Evaluation) per organisational unit was completed by health and safety officers in 2025, and the Labour Inspectorate visited EUR in late 2025 in the context of the Work Pressure and Social Safety project, for a deepened RI&E.

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
403-9	Work-related injuries	N/A	Omitted as it is not applicable. EUR is a knowledge-based institution where most 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.
403-10	Work-related ill health	"Arbo en Verzuim," p. 45 › Jaarverslag 2025 Bijlage 5 Personeelssamenstelling, p. 202 › Jaarverslag 2025	In 2025, sickness absence rate was 4.11%, down from 4.23% in 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	<u>Working conditions Working at Erasmus University Rotterdam</u>	Each employee has three development days available, based on the collective labour agreement.
404-2	Programmes for upgrading employee skills and transition assistance programmes	"Loopbaan en ontwikkelen," p. 47–49 (incl. Mobiliteit – Loopbaanbegeleiding – Job2Job, p. 48) › Jaarverslag 2025	N/A
404-3	Percentage of employees receiving regular performance and career development reviews	"Loopbaan en ontwikkelen," p. 47 › Jaarverslag 2025	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	"Verbinding door leiderschap, benutten van divers talent en teamwerk," p. 46 › Jaarverslag 2025 Bijlage 1 Bestuur en medezeggenschap, p. 173–180 › Jaarverslag 2025 Bijlage 5 Personeelssamenstelling, p. 202–209 › Jaarverslag 2025 <u>Dedication, inspiration and engagement</u> (See 04 Facts & figures)	Employees (reference date: 31 December 2025; source: HR Monitor, retrieved 19 January 2026) Total: 3,859 employees (academic + professional services staff) Full professors: 67.3% is male and 32.7% is female. Academic staff (excl. PhDs): 51.2% is male and 48.8% is female. PhD students: 34.1% is male and 65.9% is female. Professional services staff: 34.6% is male and 65.4% is female. Student assistants: 50.5% is male and 49.5% is female. Nationality (academic staff excl. PhDs): 59.8% NL, 25.9% EEA, 14.2% non-EEA Nationality (PhD students): 47.9% NL, 22.8% EEA, 29.3% non-EEA Nationality (professional services): 88.7% NL, 7.4% EEA, 3.9% non-EEA Age distribution (academic staff excl. PhDs): <26: 2.5%; 26–35: 28.6%; 36–45: 38.0%; 46–55: 19.7%; 56+: 11.0% Students (reference date: 1 October 2025; source: Education Monitor, retrieved 8 January 2026) Total: 31,852 students Bachelor students: 53.9% female, 46.1% male; 72.1% NL, 19.6% EEA, 8.3% non-EEA Master students: 55.2% female, 44.8% male; 71.9% NL, 20.7% EEA, 7.4% non-EEA

GRI Disclosure	Disclosure title	Location	Additional information / reasons for omission
405-2	Ratio of basic salary and remuneration of women to men	N/A	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%. While we do not have updated data for 2025, EUR is currently in the process of developing a dashboard to be able to monitor pay gap; it is expected to be ready in the course of 2026.

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	IDEA Center Annual Report 2025 “Dedication, inspiration and engagement”, p. 6–15	EUR engages with local communities through structured programmes and partnerships. The Academic Outreach Programme reached 313 children in 2025, with a network of 50+ organisations in Rotterdam and beyond, since 2020 the programme has reached over 5,000 children and youth and more than 300 caregivers. EUR collaborated with Rotterdam primary school pupils, educators and the game developer Identity Games to develop Kansenbord, an educational board game on the Dutch school system (to be launched in 2026). EUR organised the event Fostering Inclusive Engagement, featuring the municipality of Rotterdam as a partner in a UNIC City Lab on health, equity and community-based care. EUR commemorated Ketikoti at the Rotterdam slavery monument on 30 June 2025 in partnership with Stichting Gedeeld Verleden Gezamenlijke Toekomst. IDEA Center is represented in external bodies including 010 Inclusief (Sociaal-Economische Raad) and LanDO.
413-2	Operations with significant actual and potential negative impacts on local communities	N/A	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	N/A	Omitted due to unavailable data. EUR does not currently track this data.
414-2	Negative social impacts in the supply chain and actions taken	N/A	Omitted due to unavailable data. EUR does not currently track this data.

