UNIVERSITEIT VAN AMSTERDAM

Update
2025 Accommodations Plan

University of Amsterdam

https://www.uva.nl/over-de-uva/beleid-en-regelingen/financien/huisvestingsplan/huisvestingsplan.html

Part of the 2025 budget
Version 1.0 – including annexes
November 2024
Finance, Planning & Control

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1 Introduction and conclusion

1.1 Conclusion

The 2025 Accommodations Plan was written in a different environment from previous versions. Previous versions focused more on raising quality and accommodating growth in education and research activities. A change was already visible in 2024 and in the 2025 Framework Letter; in light of external developments, this change is being accelerated and expanded. The 2025 Accommodations Plan therefore discusses in greater detail the uncertainties regarding the funding available for education and research and the possible impact on the real estate strategy. Flexibility and efficiency in both supply and demand of floor space are more important than ever.

The supply of floor space has expanded over the past year, as envisaged in the 2024 Accommodations Plan. In the first half of 2024, two major Accommodations Plan projects on the Roeterseiland Campus were completed (REC JK and REC P). Meanwhile, the new University Library building in the University Quarter is progressing well. In terms of planning, preparatory work is continuing for the OMHP, BG5 and LabQ projects. In the spring of 2024, the renovation of the office space in the existing Faculty of Science building (ASP904) was added to this list. All UvA buildings require major and minor maintenance, both planned and unplanned.

In this way, the accommodation projects gradually ensure that the UvA's academics, students and support staff have sufficient floor space of the right quality, with the aim of facilitating the primary process as effectively as possible.

In terms of improving accommodation quality, the main factors that affect investment are grid congestion, insurance and the technical and structural condition of buildings. Due to grid congestion, funds have been included each year for five years to enable measures to be taken that provide sufficient power (temporarily in some cases) for the planned Accommodations Plan and sustainability improvement projects. Additional funds have been included to ensure that the listed buildings meet the insurer's fire safety requirements. In addition, extra funds will be required for day-to-day and major maintenance over the next few years, particularly in light of the desire to clear backlogs and the longer continued use of some older properties.

The investment estimates for the Accommodations Plan projects that are yet to be completed have also been updated. The estimates for BG5, the first two phases of OMHP and the new University Library show that these complex projects involving listed buildings will cost more to complete. This means that expenses will be incurred later than expected due to delays at the preparation stage. By pushing back the third phase for the OMHP (large-scale renovation), we can ensure that overall expenditure in the University Quarter remains within the frameworks in the coming years. Over the next twelve months, we will examine whether the cost increases for the University Quarter can be offset by reducing the overall programme for this campus.

In order to update the Accommodations Plan, the demand for floor space in the years ahead was identified in close consultation with the organisational units. There are strong signs that demand for floor space will start to fall in the next few years. Due to the Schoof government's spending cuts, the UvA's revenue is declining, and fewer teaching and research activities are likely to be planned. The Balanced Internationalisation Bill may lead to a sharp drop in student numbers for some faculties. An initial exploration of scenarios on the possible consequences of the Balanced Internationalisation Bill will provide more insight into the range of space requirements in the years ahead so that timely adjustments can be made to the accommodation strategy. The spatial impact may be significant, amounting to 10–15% of the total portfolio. As the Balanced Internationalisation Bill has not yet been passed into law, this exploration was not included in the basic analyses; instead, it is presented separately.

All parts of the UvA have been asked to cut costs from the overall budget (under the ViDi plan). In terms of the Accommodations Plan, there has already been a freeze on rate increases for several years. As a result, the faculties already have a total of around €1.9 million more financial headroom in 2024 and 2025 combined than would otherwise have been the case. To keep the Accommodations Plan balanced, indexation will be phased in from 2026. On a pro rata basis, the Accommodations Plan should be contributing €4 million to the overall target. Savings of up to about €8 million per year are expected to be possible, including a reduction in the amount of internal charging-on for floor space.

In addition to the proposed ViDi savings target, the need to reduce operating costs across the board will increase. In the summer of 2024, an impact analysis of the government's coalition agreement was performed, in combination with a UvA-wide approach to deal with the impact on finances as best as possible. There are opportunities to save space, especially in office space.
An initial step towards more efficient use of office space was taken in 2022 with the adoption of a new space standard for offices. As a result of hybrid working, there are also good opportunities to save costs by further reducing the use of floor space. This is an example of how accommodation costs can be reduced. The effects of the space standard have not yet been incorporated into the Accommodations Plan. However, scenarios have been included to provide insight into the range within which potential savings from a reduction in office space could be made, and the impact on the space requirements for each campus is also described.
It will be increasingly important for the faculties to properly manage the amount of space they use and to align the cost of that space with their financial capacity.

To achieve savings, we want to look at all possible actions and not just the options that fit within the existing Accommodations Plan frameworks. This will allow a wider range of actions to be considered to keep accommodation costs within the set frameworks and increase the pace of implementation. For example, a different allocation of space between the campuses and different construction projects could be considered, or more shared use of facilities between faculties and with partners. Making the same accommodation choices throughout the UvA, for example in terms of office layout, will increase usability and further reduce costs. This could significantly increase flexibility and efficiency.

The principles of this strategic update should be available by the time the 2026 Framework Letter is drafted, so that the financial impacts can be included in long-term planning. Based on the update, a new version of the Accommodations Plan can then be submitted for a decision as part of the 2026 budget.

1.2 Purpose of the UvA Accommodations Plan

The Accommodations Plan is a strategic and financial plan that aims to create strategic frameworks within which current and future space requirements in relation to education, research and valorisation can be met, in quantitative as well as qualitative terms. The Accommodations Plan is part of the budget of the UvA; in adopting the budget, the Executive Board also lays down the targets and ambitions of the long-term accommodation policy for the UvA within a set of clear financial criteria. The plan is updated annually to take account of the effect of ongoing developments on accommodation requirements.

The Accommodations Plan establishes spatial and financial frameworks for an efficient, effective and inflation-proof real estate portfolio. All accommodation decisions involve a careful balancing of quality and cost. The concept of quality encompasses long-term building quality and quality of use.

Figure 1. Illustration of the strategic framework of the Accommodations Plan: 1) Quantitatively, this means sufficient space for the right function at the right time; 2) Qualitatively, it means the space is able to be used intensively and is future-proof, sustainable, etc.; and 3) 'Affordable and feasible' means that the plans can be achieved for an acceptable cost.

The Accommodations Plan provides a reliable forecast for the investments to be undertaken in the period to 2035 and for sound long-term real estate operations. The basic principles and preconditions are as follows:

- The ability of the UvA to obtain financing: whether it has sufficient liquidity to implement its plans;
- The financial standards: changes in the solvency and debt service coverage (DSCR) ratios within the standards of the UvA, as set out in the budget;
- Reasonable cost of accommodation (the share of "owners' accommodation costs" for all units is within the range of 10–12% of the total turnover);
- Accommodation and investment decisions are assessed against existing policies, such as the current space standard;
- The cost-covering rent of the investments is comparable to the rate in the Accommodations Plan. Investments with a cost-covering rent above the internal rental rate are loss-making in the Accommodations Plan.

1.3 Structure of this document

The structure of the Accommodations Plan corresponds to the structure and classification of the budget. The Accommodations Plan begins by outlining the main features and current developments, in Section 2, followed by an analysis of the financial aspects of the Accommodations Plan in Section 3. Developments on the campuses are described in Annex 1. Annex 2 contains a description of the existing Accommodations Plan policy. The annexes also include up-to-date overviews of the Functional Modifications Plan and the Major Maintenance Plan.

2 Main features of the 2024 Accommodations Plan

The UvA has a notable portfolio of properties that provide a home for teaching, research and valorisation. The space requirements for these activities vary widely. This combination gives rise to varied and complex accommodation issues, which need to be placed within the financial frameworks at the time.

The UvA's buildings, both owned and rented, cover approximately 337,000 m² LFA in total,[1] spread across four campuses: University Quarter, Roeterseiland Campus, Amsterdam Science Park and Amsterdam Medical Business Park. The UvA also uses space on the VU Campus (Faculty of Dentistry in ACTA, the Academic Centre for Dentistry in Amsterdam). The agreements made between the institutions with regard to this space are not part of the Accommodations Plan.

2.1 Accommodations Plan developments

This section outlines various internal and external developments that will influence space requirements in the short and long term and the financial result from real estate operations, such as general and policy developments. Only current and new developments are included in this section. Annex 2 provides more detailed information on a number of themes and an overview of the UvA's current accommodation policy.

2.1.1 External developments

The main external development is the political uncertainty arising from the Schoof coalition government's programme, including the introduction of the Balanced Internationalisation Bill. The coalition government's programme will have a negative impact on the UvA's budget and therefore indirectly on the demand for floor space. Other developments such as inflation, rising construction costs, grid congestion and complexity in the city centre will also have a negative financial impact. In response, internal developments have focused on the efficient use of space and savings in operating costs.

From coalition agreement to government programme
The Schoof government's programme includes major cuts to funding for research-oriented higher education and research in general. This policy has major implications for the quality and accessibility of research and higher education at research universities, and staff and student numbers will decrease. The impact on the Accommodations Plan will be significant, both financially and in terms of floor space. In this Accommodations Plan, possible scenarios for the size of the UvA are translated into floor space scenarios, so that the impact on the portfolio can be assessed. In addition, the possible financial impacts of the coalition government's programme are taken into account by postponing real estate investments affected by the new uncertainties wherever possible.

Balanced Internationalisation Bill
The Balanced Internationalisation Bill presents the UvA with a tough challenge. Depending on the exact wording of the eventual law and the non-Dutch education test, it could lead to a significant drop in the international student intake. This in turn will affect universities' revenue and the international position of the UvA. The bill is currently being reviewed by the Council of State and is yet to be passed by the House of Representatives. Once enacted, the law will have an effect on student numbers in about two years' time.

Grid congestion
The electricity grid in the Netherlands is full and overloaded. The maximum capacity of the grid in the Amsterdam region was reached at the end of last year. This has implications for the UvA,

[1] Excluding ACTA and AMC-UvA, source: Planon, reference date 1 June 2024

especially for new construction and renovation projects. For several new construction projects, sufficient power has not yet been contracted to allow the buildings to be occupied. For existing buildings, grid congestion complicates the transition away from gas.

Given the size of its building portfolio, the UvA is exploring options to share the limited available power by creating clusters of buildings within which power can be exchanged. Power requirements can also be influenced, for example by improving energy efficiency and reducing or shifting energy demand. Ongoing and new projects will be assessed to check whether the available power matches the power required for the programme. If the contracted power is not sufficient, measures or proposals will be submitted as part of the project brief.

The UvA's Energy Company has provided insights into current and future energy consumption, conceivable solutions to grid congestion, the consequences of choices in the accommodation portfolio and potential risks. These form the basis for the measures in projects.

However, it is likely that with redistribution and reduced use alone, there will still be too little power available. So as not to jeopardise the progress of the primary process, this Accommodations Plan update takes into account additional investments in temporary power. This involves an as yet unspecified combination of generation and storage capacity. The best solution will be considered on a campus-by-campus basis, in cooperation with other parties.

Insurance
Insurers impose fire risk requirements on large portfolios of high-value properties. To ensure that new construction and renovation projects meet these requirements, they are incorporated into the standard schedule of requirements. In addition, a valuation is included in the assignment letter and an insurability test is incorporated into the project assessment framework (Annex 2.5).
Insurers' requirements are expected to lead to adjustments in the scope of the BG5 and OMHP projects. The Accommodations Plan allows for additional costs and, for some projects, additional preparation time.

Complex partnership in the University Quarter
The UvA developed the University Quarter Strategic Master Plan in partnership with the City of Amsterdam. The partnership between the UvA and the city council was supposed to help achieve the ambitions for this knowledge quarter. Due to the complexity of the projects and the divergent interests and different ways of working of these two large organisations, the partnership did not produce the desired results.

Options for restoring the partnership are being explored and a new foundation for and method of embedding the partnership are being worked on.

Rising construction costs
Investments in Accommodations Plan projects have been indexed to price levels as at 1 January 2024. Construction cost inflation was 4.16% in 2023, 1.3% higher than general inflation (2.8%). This cost increase is more or less offset by the 1% construction cost inflation applied by default in the model.

Construction costs have been very uncertain for about three years, with periods of rapid increases, then slight decreases, followed by more increases. The causes include rising material prices and supply uncertainty, as well as rising labour costs.
Prices are expected to rise further in 2024, especially for the complex, high-risk projects. In the longer term, there is a lot of uncertainty about price movements, due to rising labour costs and geopolitical uncertainty as well as shrinking order books at construction companies.
The Accommodations Plan model includes a 1% cost increase on top of inflation. Forecasts for construction cost developments do not currently indicate a necessity to adjust this parameter.

Environment and Planning Act: implications for UvA participation in accommodation projects
The Environment and Planning Act took effect on 1 January 2024, uniting existing laws and regulations relating to our physical environment. The Environment and Planning Act contains new rules for participation in initiatives and developments. If you are an initiator or developer applying for a permit, you must state whether you involved parties in the surrounding area in your plans, how you did so and what the outcome was. The City of Amsterdam has prepared a set of participation guidelines.

The UvA works in line with the City of Amsterdam's participation bylaw. The Have Your Say page for the University Quarter lists the current participation processes and the goals and principles for participation as currently applied by the UvA.
UvA wants to work in dialogue, with genuine interest in what users and other stakeholders want and know, to find solutions to the UvA's accommodation issues and plans. Input from stakeholders, followed by careful decision-making, contributes to better plans and high-quality building and area development and to a good relationship with parties in the surrounding area.

2.1.2 Internal developments

Strategic Plan mid-term review
The UvA is characterised by a combination of academic excellence and social engagement. The Strategic Plan, 'Inspiring Generations', enhanced that profile while focusing on maintaining the University's good position in teaching and research. Talent, flexibility, responsibility and digitalisation are the key concepts in the Strategic Plan.
The university community is characterised by interacting, exchanging and collaborating in many forms. The UvA is aiming to create lively campuses where learning (teaching, research, valorisation and support for these three core tasks) is optimally facilitated. Pleasant and safe working and learning environments form the basis for achieving this aim. At the same time, online learning and working from home took off during the pandemic, and we want to keep the benefits we experienced.
With government spending cuts on the horizon, the impact on strategy is also being looked at throughout the UvA. These spending cuts will have such a major impact that continuing on the path of the current Strategic Plan is simply not an option. We will have to rethink what kind of university we want to be and are able to be in the future, and what kind of strategy that will entail. This will include an appropriate accommodation strategy.

ViDi: 5% reduction in operating costs by 2027
To achieve the ambitions in the UvA's Strategic Plan, the UvA-wide ViDi programme was created to improve internal service provision.
The aim of ViDi is to increase the capacity of our service provision to improve so that UvA staff and students are optimally supported and quality and costs are balanced. Reducing costs will free up more money for education and research. Improving quality will also increase the effectiveness and satisfaction of staff and students.
The targeted savings were made concrete with a 5% reduction in operating costs by 2027. In the Accommodations Plan, this translates to keeping the Accommodations Plan rate low and a commitment to the efficient use of space. Taken together, these actions will produce a multiplier effect: after all, an efficient use of space will also result in the UvA having to invest less in adding accommodation or making existing accommodation suitable. With this combination of actions, it is expected to be possible to achieve savings greater than 5%.
The budget includes progressively higher savings targets for the years 2025 and beyond.

Updating the UvA's Energy Transition Road Map
The UvA's Energy Transition Road Map was adopted four years ago. In response to progress and monitoring, a memo has been drafted to update the Roadmap to meet the intended objectives.

Achieving the Paris Proof All Electric (PPAE) ambition by 2040 will be critical. The total amount of work required, such as better insulation and glazing, heat pumps, LED lighting, etc, is such that implementation will take more time. To ensure the target is still achievable, we are committed to a smaller portfolio in the city centre by making more intensive use of available floor space and making labs more sustainable (user-related energy demand). The energy transition is a comprehensive task (behaviour and use), not just a real estate task (technical). Because of grid congestion, the need for sustainability improvements is increasing right now, preventing new plans from getting an electricity connection.

What this means in concrete terms for the Accommodations Plan is that we have to add a future-proofing test: on top of the current space standard, we will apply a long-term use factor of 0.7 to ensure the Road Map goals remain feasible. This use factor corresponds to the stricter standard in the scenario analyses in this Accommodations Plan. Whether this use factor matches the reduced demand for offices due to hybrid working will be investigated. The reinvestment and major maintenance policy frameworks also include sustainability improvements, to strengthen the commitment to make the existing portfolio more sustainable.

Protests
The protests resulted in damage to several buildings and facilities. In addition, the protests affected work on Accommodations Plan projects. Above all, the protests led to unplanned work for faculties, service units and executive staff, reducing the time and attention available for other work, including maintaining and updating the property portfolio. Several projects have been delayed as a result.

The space standard for offices and the rise of hybrid working
The space standard for offices was revised in 2022. Faculties are working on concrete concepts to align with activity-related working and a more efficient use of space. The declining growth in staff numbers means that the difference (about 10,000 m² in 2025) between actual use and use that complies with the standard cannot be made up without disposing of space. More effort is therefore needed to implement a more efficient office concept and create a disposal assessment framework.

The increase in hybrid working is another issue that faculties are considering. It has led to greater differences on the peak days when staff come to the campus and the need for online meeting facilities and meeting rooms on campus has increased. While space requirements are becoming increasingly dynamic, at the same time, for a variety of reasons (energy, availability, finance), the need for an even more careful use of scarce resources is increasing. An office concept is needed that is efficient and, above all, provides the necessary facilities and quality to support modern teaching methods.

2.2 Portfolio analysis

The portfolio analysis focuses on the supply and demand of floor space, with the aim of identifying opportunities and managing risks over the medium to long term. The analysis contributes to the making of properly substantiated decisions with regard to investment in accommodation, in which long-term commitment to the use of space is an important criterion.

The Accommodations Plan incorporates developments in the portfolio and in the space requirements of users into a multi-year supply and demand analysis, with the aim of ensuring that the UvA has sufficient high-quality floor space available for its needs. Optional developments are also highlighted and quantified, wherever possible. In addition, for each campus, an optional margin of 5% of the primary process space requirement is built in over the long term, rising by 1.25% per year for the first four years.

More than in other years, there is currently great uncertainty about government measures relating to research-oriented higher education and research in general. To gain an insight into the potential impact of the coalition agreement and the Balanced Internationalisation Bill, calculations have been performed for multiple scenarios (see Section 2.2.4).

2.2.1 Space requirement analysis

The demand for space is partially calculated by translating faculties' growth projections based on the parameters in the space standard. The analysis of space requirements is therefore largely based on the data for the projected long-term trends in student numbers and staffing levels provided by units during the budget process. In addition, use that does not comply with the space standard and new developments within and outside of the UvA have also been translated into the space requirements.

When analysing space requirements, a distinction is made between the basic demand, with respect to which there is a high degree of certainty and awareness, and the optional demand, which largely concerns accommodation issues that may need to be addressed in the coming years.

The analysis below is based on projected changes in staff and student numbers as at June 2024. The possible effects of the coalition programme and the Balanced Internationalisation Bill have not yet been included in this analysis.

Totaal UvA vraag	2024	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**
Primair	178.813	175.890	176.872	175.959	175.705	182.975	181.523
Partners	9.438	8.802	8.138	8.138	8.138	11.221	11.221
Studenten	11.291	11.318	11.318	11.318	11.318	11.318	11.318
Support	23.207	22.065	20.421	20.421	20.421	20.678	20.277
Commercieel	3.812	1.648	1.648	1.648	1.648	1.293	1.293
Totaal vraag basis	**226.561**	**219.722**	**218.396**	**217.483**	**217.229**	**227.484**	**225.632**
Primair	3.651	1.901	1.329	1.089	1.045	1.045	1.045
Partners	0	0	750	1.250	1.750	1.750	2.500
Studenten	0	0	750	750	750	750	750
Support	0	0	0	0	0	0	0
Commercieel	0	0	0	0	0	0	0
Totaal vraag optioneel	**3.651**	**1.901**	**2.829**	**3.089**	**3.545**	**3.545**	**4.295**
Gewenste frictiemogelijkheden	**1.948**	**1.911**	**3.847**	**5.736**	**7.635**	**7.999**	**7.926**
Totale vraag	**232.160**	**223.534**	**225.072**	**226.308**	**228.409**	**239.029**	**237.853**

Table: Projected space requirements in the expected scenario per year in m² UFA, with a distinction made in terms of purpose of use (primary, partners, etc.) and basic and optional demand. A margin has been added to cope with new and temporary accommodation requirements.

Even without taking into account the effects of the Balanced Internationalisation Bill, for the first time in years most faculty projections no longer assume growth in staff and student numbers. This can be seen in the slight downward trend in demand for space for the primary process. In 2029, a one-off increase is assumed due to additional space requirements for the new quantum research facilities envisaged in LabQ. After that, the gentle decline in space requirements will continue.

The effect of caps on growth resulting from the Balanced Internationalisation Bill, the effect and extent of hybrid working and learning, the adaptability of the organisation in terms of applying the new standard for the use of office space and, last but not least, the UvA's ambitions in the areas of lifelong learning, research and valorisation will all have an impact on space requirements.

There are several signs, such as the introduction of the Balanced Internationalisation Bill, proposed spending cuts and hybrid working, that suggest space requirements will be lower than expected. For this Accommodations Plan, an analysis was performed of the range of space requirements as a result of these developments. As the diagram below indicates, a maximum scenario is also still in the picture, albeit smaller than assumed in previous years and less likely

in the short term. However, as the possibility may arise in the long term, a potential long-term growth scenario will be taken into account in the further development of the real estate strategy.

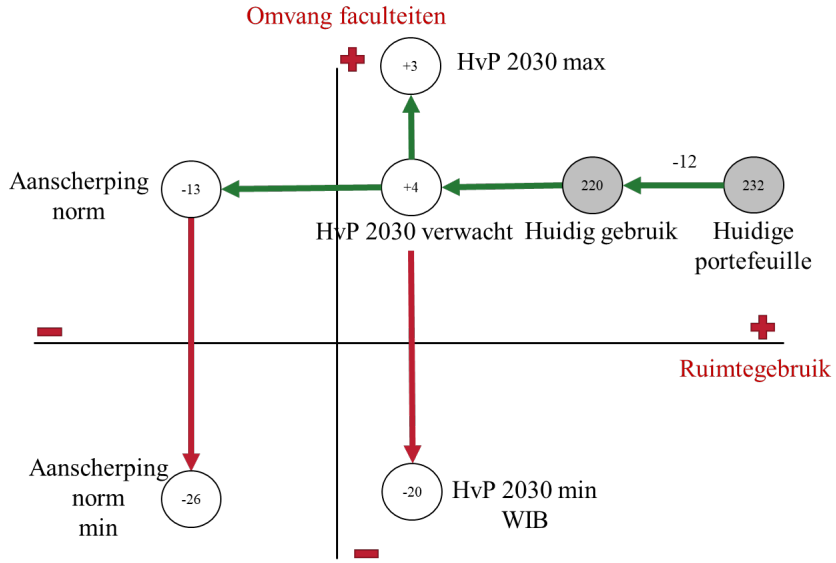


Figure: Basic space requirement scenarios in m² UFA (x 1,000) current and 2030, plotted on axes for faculty size and use of space. 'Use of space' refers to the extent to which organisational units are able to use accommodation efficiently.

The above range shows that a reduction in space through a stricter space standard for offices in particular has great savings potential. If the Balanced Internationalisation Bill results in a proportional reduction in space, it will also lead to a sharp decline. Cumulatively, this could lead to a space requirement in 2030 that is 26,000 m² less than expected. Once the faculties have been able to do a more in-depth assessment of the impact of the measures on staff and student numbers, a more accurate analysis can be performed.

The difference between the current portfolio size and current use can be explained by construction-related vacant space due to ongoing or upcoming renovations. Once these projects are completed, the amount of space that will remain is yet to be determined.

The pace and extent to which these trends manifest in the years ahead will be significant factors. In addition, the pace at which the UvA can adjust the use of space to the likely decreasing demand will also be of great importance to keep accommodation costs low when necessary. The updates to this Accommodations Plan were therefore written with this in mind.

2.2.2 Available space analysis

The table below presents an analysis of the total amount of available space (supply) in the real estate portfolio, based on current project planning. A distinction is made between the basic available supply and the optional supply. The optional supply results from extending leases, continuing to use buildings that would otherwise no longer be used due to relocations or taking advantage of opportunities to increase the size or efficiency of buildings.

Within the basic and optional supply, for the properties owned by the UvA a distinction is made in terms of structural quality and the leased floor space is identified separately. The available supply is adjusted for the floor space in vacant buildings, which is included in the optional supply. This floor space can only be rendered usable with additional investment, for which no funds have yet been allocated. The space is thus not automatically and immediately available.

Totaal UvA aanbod	2024	2025	2026	2027	2028	2029	2030
Goed	141.863	139.589	147.523	147.320	147.320	158.881	167.164
Voldoende	43.134	52.589	44.745	44.745	44.745	50.311	32.680
Matig	12.200	7.790	7.790	7.790	7.790	2.982	1.546
Aanhuur	31.897	32.360	31.396	31.396	31.396	30.996	30.996
Basis aanbod	**229.094**	**232.328**	**231.455**	**231.251**	**231.251**	**243.170**	**232.386**
Goed	410	410	1.010	1.272	1.272	1.272	1.010
Voldoende	0	0	0	0	0	0	0
Matig	11.723	13.726	21.758	14.175	242	242	242
Aanhuur	0	330	1.294	0	0	0	0
Optioneel aanbod	**12.133**	**14.466**	**24.061**	**15.447**	**1.514**	**1.514**	**1.252**
Totaal aanbod	**241.228**	**246.794**	**255.516**	**246.698**	**232.765**	**244.684**	**233.639**
Renovatie	13.420	13.627	9.075	11.239	11.239	11.411	10.462
Nader te bepalen	0	0	11.706	11.706	11.706	23.359	23.359
Totaal m² NO	**254.648**	**260.421**	**276.297**	**269.643**	**255.711**	**279.454**	**267.460**

Table: Total supply in UvA portfolio in m² UFA

The analysis shows that the basic supply will fluctuate over the next few years due to renovations and new construction. This is mainly due to the planned redevelopment of the OMHP and BG5 buildings in the University Quarter, reinvestment in ASP 904, the renovation of ASP 107 and the construction of LabQ at the ASP.

Over the next few years, the amount of floor space will increase by a yet to be determined amount. The future use of these buildings will be determined in line with current policies. If the UvA does not need the floor space itself, it will be disposed of externally, either temporarily or permanently, with the aim of generating external revenue and minimising operating expenses in the Accommodations Plan.

Implementation of the projects in the Accommodations Plan will be accompanied by a significant increase in the quality of the available supply of floor space in the years ahead. Once the development of the University Quarter has been largely completed, which is expected to be in 2030–2035, virtually all the basic and optional supply will be of good quality (including leased floor space). Once the poor-quality properties in the optional supply stop being used, they will be assessed for future usability. The Accommodations Plan does not prejudge any repurposing of these buildings.

2.2.3 Match between space requirements and supply

Initially, the overall match between supply and space requirements (demand) is made between the basic space requirement and the basic available supply of floor space. The optional supply indicates the extent to which the optional demand and margin can be met.

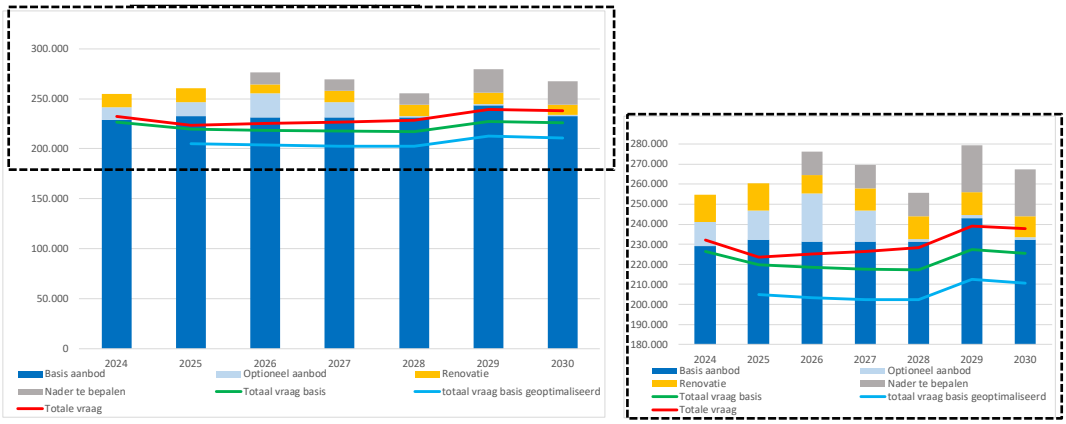
portefeuilleanalyse Totaal	2024	2025	2026	2027	2028	2029	2030
Match basis vraag en aanbod	**2.533**	**12.605**	**13.058**	**13.768**	**14.022**	**15.686**	**6.755**
Optionele vraag	-3.651	-1.901	-2.829	-3.089	-3.545	-3.545	-4.295
Gewenste frictiemogelijkheden	-1.948	-1.911	-3.847	-5.736	-7.635	-7.999	-7.926
Match ruimtebehoefte en basis aanbod	**-3.066**	**8.794**	**6.382**	**4.943**	**2.842**	**4.141**	**-5.467**
Optioneel aanbod	12.133	14.466	24.061	15.447	1.514	1.514	1.252
Match ruimtebehoefte en totaal aanbod	**9.067**	**23.260**	**30.444**	**20.390**	**4.356**	**5.656**	**-4.215**
renovatie	13.420	13.627	9.075	11.239	11.239	11.411	10.462
Nader te bepalen	0	0	11.706	11.706	11.706	23.359	23.359

Table: Portfolio analysis of total supply and space requirements in m² UFA based on the expected scenario

The match between supply and demand shows that there will be more than enough space in the portfolio over the next few years. In practice, however, this may be perceived differently. The

supply/demand ratio is different for each campus. Above all, there is still a lot of office space being used in a way that exceeds the standard (+10,000 m²). This space will only be available once it is freed up. The organisational units have indicated that they need time to take this step; both to make the office environment suitable, and to make the necessary change in use.

On top of that, it is possible to further optimise the use of space with a stricter standard for offices. For example, if a use factor of 0.7 is applied, the total demand could be around 13,000 m² UFA lower. The graphs below show the range of space requirements compared with the supply. These graphs assume an expected growth scenario. The effects of the Balanced Internationalisation Bill and government spending cuts have not yet been taken into account.



Graph: Total basic and optional supply, showing future trends in demand

In conclusion, changes in space requirements depend on a number of factors of which the impact cannot yet be identified, but which are expected to further reduce space requirements. Planning for accommodation projects will therefore be assessed in the light of this trend.

There are also qualitative risks in the real estate portfolio: will the available types of floor space meet the functional demand? As well as matching supply and demand in terms of the overall amount of floor space, it is also important to match supply and demand in terms of the type of space (lecture rooms, offices, labs). These developments are also monitored in the portfolio analyses. When making concrete accommodation decisions, it is important in each instance to look at how these qualitative risks have developed.

2.2.4 International student intake scenario analysis

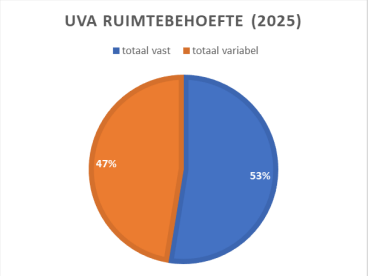
The portfolio analysis in the Accommodations Plan is based on the expected numbers of students and staff, but it does not take into account the Balanced Internationalisation Bill and government spending cuts.

The effects of the Balanced Internationalisation Bill are expected to be major and will have a significant impact on future space requirements. To explore the range of possible effects, a scenario analysis was performed on the impact on space requirements. It resulted in the following scenarios:

- Expected scenario: The number of students and staff expected by the organisational units following the usual trend. The starting point is the current policy.
- Maximum scenario: The maximum number of students and staff expected by the organisational units. The starting point is the current policy with possible upward effects due to an increase in market share, new degree programmes, an increase in research funding, etc.

- Minimum scenario: The minimum number of students and staff expected by the organisational units. Taking into account the expected effects of the Balanced Internationalisation Bill for the faculty and any other downward effects on the number of students and staff.
- Balanced Internationalisation Bill scenario: The number of international students if the language test proposed in the Balanced Internationalisation Bill is applied to the English-language Bachelor's programmes.

The number of students and FTE staff affects the demand for teaching space and offices, which have been calculated as variables using the parameters in the space standard. The variable part of the space requirement in 2025 is 104,000 m² UFA (47% of total demand).
Other use of space in 2025 is about 115,000 m² UFA (about 53% of total demand), which has been included as a constant in the scenarios.

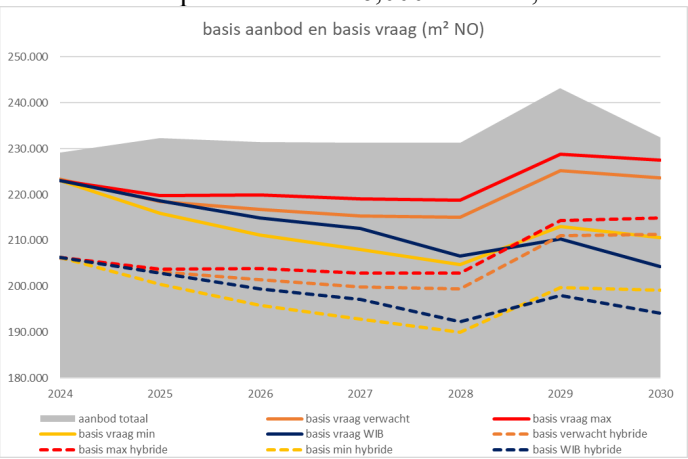


The difference between the maximum and minimum scenarios is about 17,000 m² UFA in 2030. This is significant, and will be a key focus in the further development of the real estate strategy. In particular, the size and flexibility of use of a flexible reserve of space will play a bigger role.

Totaal UvA	2024	2025	2026	2027	2028	2029	2030	2030
aanbod totaal	**229.094**	**232.328**	**231.455**	**231.251**	**231.251**	**243.170**	**232.386**	**verschil met aanbod 2030**
basis vraag verwacht	223.309	218.463	216.795	215.321	215.005	225.166	223.636	8.750
basis vraag max	223.043	219.730	219.979	219.109	218.735	228.832	227.547	4.839
basis vraag min	223.043	215.859	211.206	208.098	204.692	213.002	210.576	21.810
basis vraag WIB	223.032	218.686	214.960	212.654	206.627	210.331	204.315	28.071

Table: Changing space requirements at the UvA in various growth scenarios and difference compared with supply in 2030

In addition to a possible reduction in space requirements due to the number of students and staff, a further reduction may occur through the efficient use of office space. The graph below compares the supply with the growth scenarios. The dotted lines are the scenarios based on a space standard for offices with a use factor of 0.7 in line with an initial estimate of the impact of hybrid working and the sustainability goals from the update of the Road Map, with a further reduction in the use of space. In total, the minimum scenario combined with the stricter space standard could lead to a reduction in space of about 26,000 m² UFA, or around 11% of the current portfolio.



Graph: Changing space requirements at the UvA in various growth scenarios including growth scenarios with a stricter space standard, compared with supply in m² UFA.

A brief explanation of the portfolio analysis for each campus is given below. More detailed information on the portfolio analysis and scenario calculations for each campus can be found in Bijlage 1: Analyse ruimtebehoefte 2025.

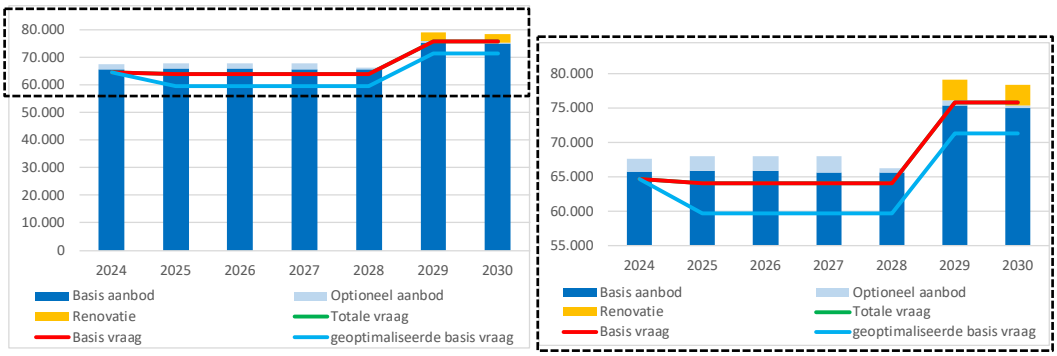
2.2.5 Amsterdam Science Park (ASP)

With the occupation of LAB42 in 2022, there is once again sufficient space available at the ASP for the Faculty of Science. It was desperately needed, due to the growth of the faculty in recent years. The faculty expects overall growth to stabilise in the next few years, but there will be differences in growth or contraction between disciplines. The proportion of international students is low, particularly in the Bachelor's programmes, which means the Balanced Internationalisation Bill will have little effect on the size of the faculty.

In 2022, it was decided to further develop a new building, LabQ, where the growth of the Faculty of Science can be absorbed, in combination with research and teaching facilities focusing on quantum technology. A grant of about €10 million was made available from the Growth Fund. Planning has been delayed, and completion is now expected in mid-2029. Around the time the building is completed, there is expected to be additional demand for lab space for quantum sciences and space to accommodate quantum-related partners.

Supply and demand for space at the ASP are in balance, but planning in this area is a cause for concern. The various projects need to be better coordinated to ensure that the primary process can be properly accommodated. With ASP 107, for the time being there is a sufficient reserve of flexible space to cope with short-term demand.

The graph below shows that demand and supply are in step with each other and are appropriate. There is only a small margin in the portfolio. An efficient office concept can create more room for growth or new ambitions. There are options at the ASP for renting additional space on a temporary basis and there is still sufficient space to construct new buildings, should that be necessary in the future.



Graph: Basic and optional supply, including changing demand at the ASP (shown in detail in the right-hand graph)

The Faculty of Science continues to have an ambition to make efficient use of its office space, and wishes to accommodate staff in ASP 904, LAB42 and, in the future, LabQ. The faculty is working on a new office concept, which will serve as input for the planned reinvestment in ASP 904. ASP 904 will get a functional and qualitative upgrade, along with sustainability improvements.

ASP 107 will be used as a reserve building for the next few years, and will be fully vacated after the reinvestments and occupation of LabQ. Its future use is yet to be determined, but the decision will take into account new developments at the ASP. ASP 107 is of poor quality, and investment was required to enable it to continue to be used. After around 18 months of renovations, ASP 107 is once again ready for use. How it will be used is yet to be determined.

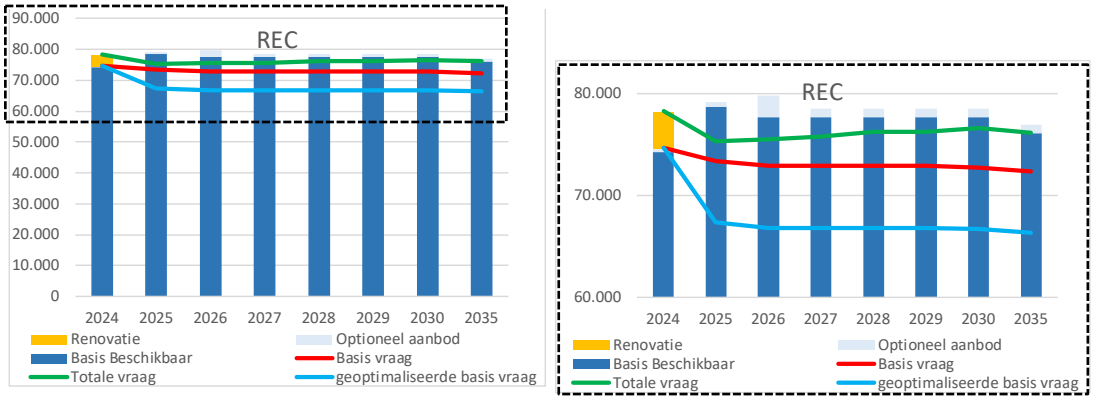
For the ongoing development of the campus, it is important to constantly allow new initiatives to emerge and to connect relevant partners to the ASP. The UvA is working to further develop the area, in partnership with the City of Amsterdam and the Dutch Research Council. New initiatives are being facilitated via land allocation and have no impact on the Accommodations Plan.

2.2.6 Roeterseiland Campus (REC)

The numbers of students and staff on the Roeterseiland Campus have risen rapidly in recent years. The faculties expect this growth in staff and student numbers to stabilise. The introduction of the Balanced Internationalisation Bill could have a major effect on student numbers in the Faculty of Economics and Business and the Faculty of Social and Behavioural Sciences.

Developments in supply show that the amount of available floor space at the REC will increase in 2025 due to the completion of the REC P and REC JK buildings. In 2026, the supply will decrease slightly due to the expiry of the lease for the Gijsbert van Tienhoven building. After that, the supply will be stable for several years. In 2035, the supply will decrease, based on the assumption that the REC V temporary teaching building will be removed from the portfolio. Based on its technical lifespan, the building could continue to be used for longer; whether this will be the case will have to be assessed in due course.

Total demand at the REC has fallen sharply since 2024 due to a number of factors. Office space being used in a way that exceeds the standard is no longer included in the demand, as the standard was set several years ago and it is assumed that use that exceeds the standard will disappear in the near future. Moreover, the growth forecast for staff numbers has been revised downwards, meaning that faculties will no longer 'grow to fit' their office space.
Another explanation for the decrease in space requirements is that the unmet demand for teaching space and study spaces has dropped. This is partly due to more available supply in the REC JK and P buildings and partly because the growth forecast for student numbers has been revised downwards.



Graph: Basic and optional supply, including changing demand at the REC (shown in detail in the right-hand graph)

Stagnant growth coupled with the completion of the REC P and REC JK buildings will ensure that there is enough space on this campus again in both the short and long term. In practice, a shortage of space is still being experienced at the REC in particular, due to office space still being used in a way that exceeds the standard and pressure on the availability of study spaces.

Because of the phased approach, renovation of the teaching rooms in the OMHP will take longer, to minimise the amount of time for which the rooms are out of use. The problem of the availability of lecture rooms at the REC has been temporarily solved, aside from the desire for one more large lecture room. Currently, this demand is being met through leasing. Given the uncertainties around

changes in student numbers, there has been no commitment to create a permanent lecture room in the short term.

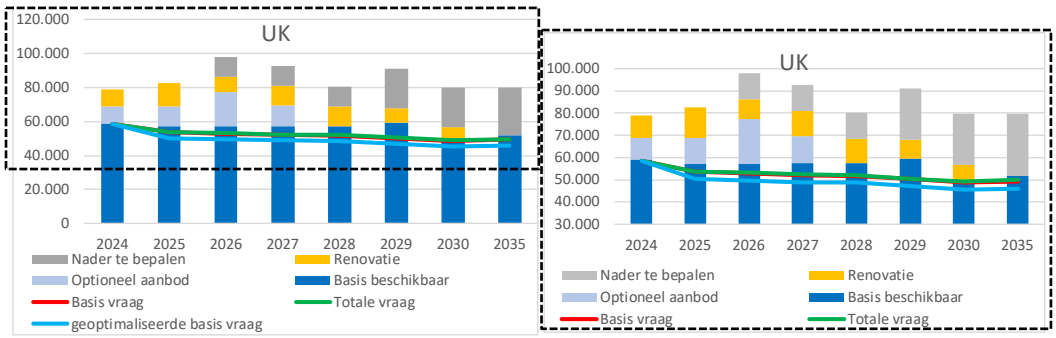
The optional supply for the REC comprises the option of creating more lettable floor area in REC JK and leasing office space in the Gijsbert van Tienhoven building (UvA Holding).

The possibility of adding more floor space to the REC is being explored as part of the further development of this campus. There are opportunities in several places to construct new buildings or extend existing buildings. Based on the space requirements analysis, there is no reason to add to the UvA real estate programme for the time being, nor have any funds been budgeted for any additions in this Accommodations Plan. The funds for a large-scale redevelopment of REC JK in the long term are no longer available. To ensure that the building remains of good quality, funds for reinvestment has been included instead. However, it is conceivable that the UvA will achieve any desired densification of the campus in collaboration with other parties or a desire may arise to accommodate programmes from other campuses at the REC. This will be explored further in the next Accommodations Plan.

2.2.7 University Quarter

The University Quarter is still developing rapidly. Renovating and making sustainability improvements to listed buildings in the Amsterdam city centre is a complex task requiring considerable coordination, both internally and externally. In this Accommodations Plan, the schedule has been amended in light of the latest developments. The construction schedule for the University Quarter is a significant factor in determining the amount of floor space that the UvA has in its portfolio on this campus.

The graph below provides insight into the current state of the University Quarter portfolio analysis.
The renovations will enable the organisational units concerned (the Faculty of Humanities and the University Library) to achieve a more efficient use of space, which means that, in time, less floor space will be needed to meet the accommodation demand.
Once the University Quarter development is complete, there will be buildings that the UvA no longer intends to use. The future use of these buildings will be determined in due course, and will not involve any investment under the Accommodations Plan.



Graph: Basic and optional supply, including changing demand in the University Quarter (shown in detail in the right-hand graph)

Staff and student numbers in the Faculty of Humanities have increased in recent years. The baseline forecast is that this trend will stabilise in the years ahead, but if measures are taken to curb the international student intake, this picture could change considerably. This would have a major impact on space requirements, and will therefore be a major focus area in future campus development.

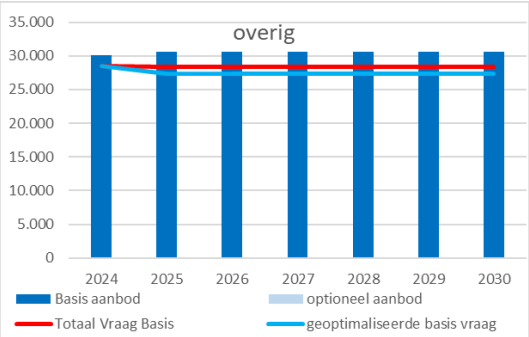
The demand for floor space in the University Quarter will decrease in the next few years, due to the steps the faculty is making with its relocations to meet the new space standard for offices. At present, the accommodation of the Faculty of Humanities is still well above the space standard. The pace of work on the ongoing projects in the OMHP and BG5 is the determining factor for the extent to which the Faculty of Humanities can reduce its use of space in the years ahead.

All recent developments, including the consequences of the proposed legislation, will be included in an update of the 2019 University Quarter Programme, so that a clear picture can be obtained of the current demand and necessary investments in the University Quarter. In next Accommodations Plan, the final University Quarter programme will become more concrete, as will an appropriate portfolio strategy.

2.2.8 Other locations

Other locations include the IWO near the AMC-UvA, Hogehilweg in Amsterdam Zuidoost and ACTA in the VU Amsterdam Knowledge Quarter (Kenniskwartier).

There is generally a good match between supply and demand at these other locations because in many cases the leases relate to the specific space requirement, making the differences relatively easy to manage. For that reason, no additional margin is included. Due to the University Library's success in downsizing the storage of collections, vacant space was freed up in the IWO in 2023. For now, there is no prospect of this space being filled; because of its specific repository function, it cannot be used for other purposes either.



Graph: Basic and optional supply, including changing demand in the other locations, in m² UFA

The shared service units (shared between the UvA and AUAS) are accommodated on Hogehilweg. In terms of layout, a flexible workplace concept was selected. Over the next few years, the impact of hybrid working on both quality and quantity will become apparent. Combined with good working arrangements, the workplace concept provides possible space for accommodating more staff.

2.3 Affordability of the Accommodations Plan

A number of reference points are important in ensuring the affordability of the Accommodations Plan and the ability of the university to obtaining financing for projects under the plan. The first reference point is that the Accommodations Plan reserve may not be negative in 2035. There will be monitoring throughout the period to ensure shortfalls and surpluses are balanced. In the 2025 Framework Letter, the financial analysis of the Accommodations Plan was balanced, but after the Accommodations Plan was updated, it became negative €6.4 million due to cost increases and new investments. The negative position will be improved following the strategic update that has been announced.

The most recent financial project insights for the University Quarter have been taken into account. We have gained a better understanding to inform the strategic decisions ahead; on the other hand, new complexities are emerging due to stricter insurance requirements and grid congestion.
Development has continued on the phased approach to the OMHP project, with a concrete plan for a maintenance project as the first phase and further quality improvements in the second phase. Overall, the costs for Phases 1 and 2 will be higher. During the finishing work on the University Library, circumstances have arisen that have caused costs to increase further. The overall approach to the BG5 building is also expected to be more expensive.
The ASP904 reinvestment project has been added as an Accommodations Plan project, with the funds coming from the financial headroom for reinvestment.

Overall, compared with the 2025 Framework Letter, more financial headroom has been included in this Accommodations Plan due to a higher investment volume. A delay will actually be seen in the first four years, due to the planned postponement of one of the Accommodations Plan projects (yet to be identified).

Significantly more funds have been allocated for maintenance, creating scope for more intensive maintenance in the near future. Due to the deteriorating quality of the buildings in the University Quarter, more funds will be needed in the short term to enable effective use of these buildings for longer. With the delays to the projects in the University Quarter, this will be an issue for a longer period of time. In 2024, the municipality issued several notices, all of which were dealt with as a matter of urgency. For the reasons set out above, the central budget includes an additional risk item for maintenance of €3.2 million.
Once the University Quarter development is completed, ongoing maintenance costs are expected to be lower and more in line with the market. These costs will be gradually incorporated into the Accommodations Plan.

Generally speaking, the calculation model used for the Accommodations Plan does not take inflation into account. This is based on the general assumption that cost increases due to inflation will be covered by the government on the income side. Only in relation to investments is consideration given to the fact that the rise in construction costs is 1% higher than inflation on average (long-term average, over a 20-year period). In addition, this year we looked again at whether it would be sensible to take account of additional price developments due to market risks. At present, there is no reason to assume that the inflation correction applied to the projects' future expenditure is insufficient to compensate for the actual and expected construction cost increase.

The 10–12% income-to-rent ratio reference point is met (2025: 8.9%). This reference point states that the overall costs of the use of space by units may not exceed 10–12% of the UvA's turnover. With a contracting university due to government spending cuts, the income-to-rent ratio will come under pressure if a commensurate reduction in accommodation costs is not achieved.

An internal rent rate that is the same for every organisational unit and every unit of floor space applies across the entire UvA. This rent covers the costs of long-term development and maintenance of the entire real estate portfolio. As a matter of policy, the rent is subject to an annual adjustment for inflation (CPI). In this Accommodations Plan, in line with the Framework Letter, the steep indexation from 2023 is incorporated gradually. Instead of starting immediately in 2024, it was decided to start in 2026 and continue for a period of 4 years, at +2.5% per year, on top of the inflation rate applicable at the time. Suspending the price increase reduces the burden on the faculties by about €1.9 million. The higher and additional investments included since the Framework Letter have put more pressure on the Accommodations Plan. The 2026 Accommodations Plan will explore ways to keep the Accommodations Plan price as low as possible.

The Accommodations Plan includes investments and reinvestments to keep accommodation future-proof. In line with the commercial depreciation period, the plan's models are based on an

initial reinvestment point after 15 years. Since the specific reason for reinvestment is the technical condition of a building, experience shows that it is usually later.
The reinvestment funds are not released until concrete plans are in place or are being drafted. Among other things, this means that these funds may also be used by faculties that are developing a concrete plan to optimise their use of office space and, to that end, require an investment in construction in the office environment.
There is a high correlation between reinvestment, replacement maintenance and the desired sustainability measures. Where possible, the work will preferably be performed simultaneously, as part of a combined approach. The timing of reinvestment will be different for each building due to the diversity in the portfolio. Investment needs will also vary. More specific details of the reinvestments combined with the sustainability measures will be included in next Accommodations Plan.

For the next five years, the investment plans provide for cash requirements of €384 million. This estimate is based on the latest information on the Accommodations Plan projects and on the context in which the projects are to be implemented (city council, environment, risk overview of the complexity of the task as a whole, etc.). Several complex and high-risk projects are planned for the next few years, with delays expected to arise in one or more projects. As it is not possible to determine at this stage which projects will be delayed, a general planning correction has been included. The purpose of this correction line is to show long-term investment projections that are both realistic and feasible.

It is important that we actively share information about developments at the university and their impact on the quality of the accommodation and the space requirements of the campuses. As our understanding of the effects of hybrid working and the digitalisation of education evolves, these learnings can be taken into account in the preparation of projects. This will help ensure that accommodation is aligned with the needs of students and staff. Given the spending cuts announced in the Schoof coalition government’s programme, it is important not to invest more than is actually necessary.

2.3.1 Changes from the 2025 Framework Letter

Since the 2025 Framework Letter, a number of changes have been made that have had a combined negative effect on the real estate accounting operating result presented. The changes are as follows:

- The 2024 forecast has been adjusted and the investment plans updated to include the most recent information from the Real Estate Development Unit (HO) and Facility Services.
- The latest estimates for the University Library have led to an adjustment (€4 million)
- Higher costs are anticipated for the BG5 project, to be decided when the next phase document is adopted.
- The cost of Phases 1 and 2 of the OMHP project is expected to be higher, however, this will be offset in Phase 3 (from 2036 onwards).
- Maintenance costs have been increased due to intensification (additional funds of €2.8 million for major maintenance in 2024 plus €2.8 million for day-to-day maintenance) in the planning period, with a gradual reduction to a more normal level in later years. In addition, a risk item for emergency maintenance of €3.2 million has been included at the central level.
- Risk line item included for grid congestion (€3 million per year for 5 years).
- Risk line item included for insurance requirements related to fire risk (€11.4 million for the installation of sprinklers in BG5 and OMHP).
- The sustainability measure of accelerated replacement of fluorescent tubes with LED lighting has been delayed and pushed back in the schedule (€20 million from 2024 to 2031).
- The additional price risk for market developments, on top of the 1% increase assumed in the Accommodations Plan model, is negligible and therefore no adjustment has been made for it.
- Proceeds from the sale of activities. This was included in the 2024 budget, but the forecast now is that these proceeds will be realised in 2025.

3 Finances

3.1 Accommodations Plan long-term financial forecast

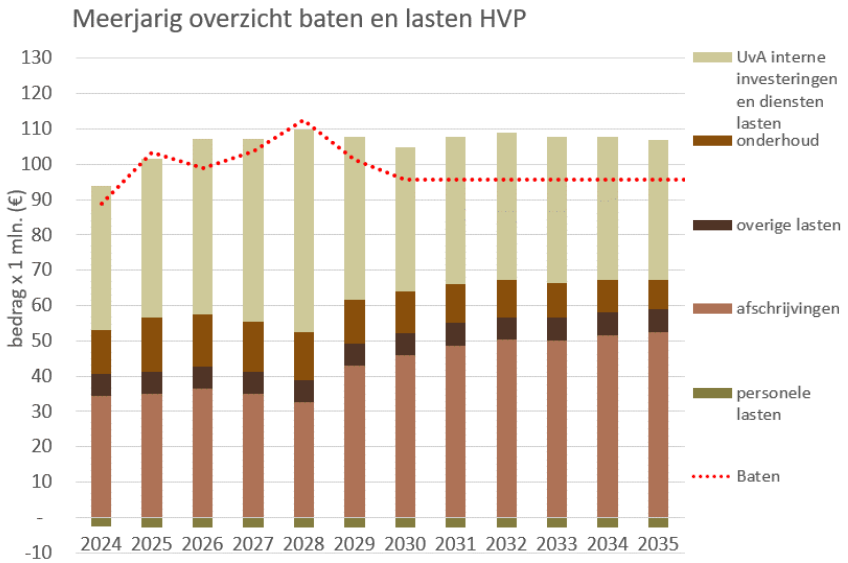
The calculation model in the Accommodations Plan is an investment and operating calculation from 2005 over a period of 30 years. The Accommodations Plan reference points apply to this calculation. The calculation model has now been extended to cover the period up to 2045, to show the long-term impact of decisions made today.

Revenue from internal and external letting constitutes the *income*, which is occasionally increased by the revenue from property disposals. Buildings that become vacant and are no longer needed for the University's own use will be made available for use by collaboration partners or other third parties. The university prefers to collaborate at locations close to its campuses. Locations situated further away are candidates for disposal to third parties. The Accommodations Plan includes a conservative estimate of rent revenue, based on the current condition and designated use of the buildings.

Expenditure consists of depreciation and interest expenses for investments in land and buildings, as well as property charges, maintenance costs, insurance and rental expenses relating to various properties that the UvA leases from third parties, including the buildings housing the service units.

Result of real estate operations

Real estate expenditure can fluctuate from one year to the next due to a variety of causes, such as asbestos removal or the write-off of residual book values. While rental income is predictable, total income may fluctuate significantly as a result of non-recurring items, such as revenue from sales. Furthermore, the Accommodations Plan does not constitute a zero net investment, in the sense that annual investments are roughly equal to annual depreciation. On the contrary, as the Accommodations Plan shows, the majority of the UvA's buildings are gradually going to be renovated, refurbished or rebuilt within a period of 20 to 25 years. There will therefore be a major investment requirement during this period, followed by a long period that will mainly be characterised by maintaining buildings and keeping the functionality future-proof. Due to the straight-line system of depreciation, this will result in a period in which expenditure exceeds income, which will later be followed by a period with relatively little investment in which these losses have to be recovered. The graph below shows the developments in income and expenditure from real estate operations during the years to 2035, according to the calculation model underlying the Accommodations Plan.



Graph: Developments in income and expenditure from real estate administration to 2035

In accordance with the 2025 Framework Letter, the internal rent rate for 2025 has been set at €283.92 per m² LFA, and is thus 3.9% higher than the 2024 rate (€273.26).

In 2022, inflation was more than 10% on average. This was immediately noticeable in the Accommodations Plan, due to higher expenditure in areas such as maintenance. However, as far as investments are concerned, this effect is experienced later, in the form of higher depreciation. This provides an opportunity to spread out the cost of inflation in 2022 through incremental charging-on. In line with the Framework Letter, the Accommodations Plan applies the principle of incorporating this inflation from 2022 into the Accommodations Plan price over four years from 2026, at a rate of 2.5% per year. Postponing this process and doing it incrementally creates room for organisational units to achieve their ambitions for a more efficient use of space and reductions in accommodation costs.

Tarief vastgoed	2024	2025	2026	2027	2028
Vastgoed / m2	273,26	283,92	291,02	298,29	305,75

Table: Changes in internal rent rate, 2024 price levels (Source: 2025 Framework Letter)

External tenants with close ties to the UvA are charged the cost-covering rent at a minimum, and, where possible, the internal rent rate (which is higher). Other external tenants are charged rent at a rate that is in keeping with the actual quality, market value, lease term and policy in relation to the space leased.

On the cost side, an adjustment to investments has led to a change in depreciation and interest expenses and an adjustment of the capitalised construction interest attributable to projects. In addition, increased maintenance expenditure (comprising both investments and costs) is included for a longer period than in the 2024 Accommodations Plan. The extended use of buildings in the city centre will require additional maintenance to be carried out, particular on the building envelope, and in some cases systems will also need to be replaced. Decisions will be made in line with the schedule for proposed renovations.

Long-term operations are more negative than was presented in the 2024 Accommodations Plan. This is mainly caused by cost increases for day-to-day and major maintenance, but also by depreciation costs, internal charging-on and further adjustments to the investment schedule. The higher Accommodations Plan price from 2025 onwards will only partially compensate for these factors.

Given the rise in uncertainty with regard to developments in the size of the university and the associated space requirements, it is more critical than ever to not invest more than necessary, and it is important for investment decisions to be made within the frameworks in the Accommodations Plan.

Generally, the effects in terms of changes in costs are managed by investment planning considerations and quality differentiation in accordance with the policies outlined in the Accommodations Plan. Rescheduling investments will spread out liquidity needs and improve both real estate operations and the balance of the Accommodations Plan reserve in 2035, as it will enable depreciation and interest expenses to be deferred. A building-oriented approach, active risk management and involving cost experts at the initial design phase will lead to a better understanding of projects. This will enable plans to be implemented in an affordable way.

The annual results, with the exception of those charged to the asbestos special-purpose reserve or the Amsterdam Science Park Area Development, are charged or taken to the Accommodations Plan special-purpose reserve, which can be considered as equalisation reserve. At the end of 2023, this reserve stood at €25.7 million, and is effectively a “reserve” for the Accommodations Plan, created in the years before the costs of the entire construction of Amsterdam Science Park began

to impact on operational results. The forecast annual result for 2024 is a positive result of €3.3 million.

The impact of inflation is not taken into account in the financial analysis of the Accommodations Plan. The movement in the Accommodations Plan reserve at 1% inflation works out at €7.2 million.

Adjustments to the investment estimate since the 2024 Accommodations Plan
The 2025 update of the Accommodations Plan includes an adjustment for cash flow and investment planning in connection with the schedule for renovations and the latest project estimates, based on the established phase documents. A 'planning optimism correction' line item has also been added to the investment table. This line item mainly concerns a correction to the Accommodations Plan projects based on the assumption that, due to risks and complexity, delays will occur in one or more projects. Experience gained in recent years shows that this will be the case for the portfolio as a whole, even if a good justification can be given for schedule changes on a project-by-project basis. The purpose of this correction line is to show long-term investment projections that are both realistic and feasible.

Due to an absence of agreement with the city council regarding the redevelopment of the OMHP, a phased approach will now be applied. The investment estimate for the first two phases of the project has been increased by €17.3 million as a result of the higher costs due to price rises, the implementation complexity of the overall project and the phased approach. In this Accommodations Plan, a decision was made to keep the overall cost of the OMHP project (€98 million) equal to the amount in the 2024 Accommodations Plan (aside from inflation). The change to the timing of Phases 1 and 2 and the price increases have therefore led to an adjustment of the Phase 3 budget from €56.3 million to €37.0 million.
The 2024 Accommodations Plan stated that, in practical terms, the financial limit for the University Quarter had been reached. The phased approach to the OMHP project enables the final phase (Phase 3) to be deferred to a date outside of the planning period for the Accommodations Plan.

Based on the project forecasts for the University Library, the investment estimate has been increased by €4 million. In addition, the estimate for the BG5 project was adjusted by €6.9 million, of which €5.1 million was due to price movements.

ASP 904 was transferred from reinvestments to the Accommodations Plan portfolio as a major reinvestment project (€28 million). The REC P building was completed and reoccupied in 2024, with the final cost coming to €20.3 million. This figure was still recorded as €19.3 million in the previous Accommodations Plan. The task-based budget for LabQ has increased from €51 million to €64.6 million, to be confirmed in the next phase document. Underlying this, however, quite a few scope-related and other changes have been made and a benchmarking of investment costs has been done.

The completion of the University Library, which will quickly be followed by BG5, and the OMHP with its project-based, phased approach, will create a solid and sizeable cluster of high-quality floor space. Subsequent projects such as OTM and the BOS cluster will have to be reassessed in the light of recent developments. Exceeding these frameworks is possible only if space can be found in another project in the University Quarter. With all the knowledge that has been acquired, it should be possible to draw up better contracts, with an ambition matched by the budget, based on a building-oriented approach and, if necessary, with the involvement of a listed buildings specialist.

The planned reinvestments have remained largely unchanged from the 2024 Accommodations Plan, apart from the Accommodations Plan project for ASP904 that has been launched at a cost of €28 million. Part of this amount will come from the scope for reinvestment and part will be

funded from the sustainability measures. In addition, instead of a large-scale redevelopment of the REC JK building, a reinvestment has been included over a period of around 15 years, building on the recent quality improvement and based on the principle that an expansion of volume is no longer necessary for UvA purposes.

The drop in the projected intake means that no more money will be spent on expanding the REC. The 2024 Accommodations Plan included a permanent expansion of 3,000 m^2 UFA to replace the temporary accommodation in the REC V building. Based on stagnant growth and the likely decline in student numbers, the need for a permanent replacement of REC V will not arise within the planning period.

The estimate for LabQ has been incorporated, in accordance with the latest developments, requiring an adjustment to the schedule and an increase in the estimate by €0.4 million due to price movements and an expansion of the programme. The investment is capped at the upper end of the range for a market rate. In the next few months, it will be investigated whether it is indeed possible to complete the building within this framework.

In accordance with the framework letter, the financial project estimates are based on the price level as at 1 January 2024, with a model projection for the price level upon work completion (1% per year, being the long-term average difference between increased construction costs and inflation). Unlike in previous years, no additional price increase for market risks has been included this year. The procurement index forecast shows a downward trend, which suggests lower pricing. The model projection is therefore considered adequate. The 2024 forecast column has been updated since the Framework Letter, based on information from Real Estate Development and Facility Services on the progress of projects.

Additional funding was included in the budget for the first few years to bring the buildings up to the desired level of quality and maintain them at that level. This included additional funds for painting and necessary replacements. In addition, based on modelling, additional maintenance costs were taken into account due to the expansion of the portfolio. Facility Services is working on professionalising maintenance management, which includes developing a vision for maintenance quality over the long term. This will contribute to more focused decisions and increase the predictability of the programme.

In recent years, many investment plans have been pushed back, sometimes repeatedly. This has resulted in a substantial amount of cash being available, which should now be earmarked for expenditure. The investment plans included in this Accommodations Plan reflect an ambition to do so in the coming years. More capital expenditure is planned in total than is covered by available funding within current financing agreements. In addition to preparing for a concrete approach to additional financing, making sure the plans are easy to control remains a key focus. To avoid borrowing money too early or borrowing too much, certainty around the planning progress of projects must be further increased. We will work with the units concerned over the next few months to look at how this can be done.

The investment programme in the long-term budget amounts to €287 million in total, and to €651 million for the period up to 2035. Accordingly, the investment estimate for the Accommodations Plan in the 2025 budget is as follows:

HvP investeringsraming, bedragen in € 1.000	Begroting 2024					Begroting 2025									Wijzigingen ten opzichte van HvP 2024							Toelichting
	2024	totaal 2025-2028	totaal 2029-2035	Aannames 2036-2040	totaal	Prognose 2024	2025	2026	2027	2028	totaal 2025-2028	totaal 2029-2035	Aannames 2036-2040	totaal	programma-uitbreiding	duurzaamheid in K€	prijsont-wikkeling	risico's	programma-kwaliteit	plannings-wijziging	Totaal wijzigingen	
Universiteitskwartier	**38.294**	**161.298**	**16.363**	**41.058**	**218.720**	**36.981**	**30.389**	**30.903**	**41.286**	**38.528**	**141.106**	**56.687**	**28.166**	**225.959**	-	-	-	-	-	**7.239**	**7.239**	
Renovaties Universiteitskwartier	10.747	146.797	16.363	41.058	**204.218**	2.519	18.067	30.903	41.286	38.528	128.784	56.687	28.166	**213.637**						9.418	9.418	Dit betreft met name planningswijzigingen, door verschuivingen in de tijd van de grotere projecten BG5 en OMHP. OMHP project 1 en 2 worden fors duurder, maar voor het totale project is deze stijging taakstellend verwerkt in proj 3
Renovatie UB in uitvoering	27.547	14.501	-	-	14.501	34.463	12.322	-	-	-	12.322	-	-	**12.322**						-2.179	-2.179	De verlaging wordt voornamelijk verklaard door de planningsverschuiving, waarbij de verwachting is dat termijnen eerder betaalbaar gesteld kunnen worden.
Roeterseilandcampus	**8.818**	**872**	**11.124**	**48.772**	**60.769**	**9.020**	**2.626**	**746**	**-**	**-**	**3.372**	**-**	**-**	**3.372**	**-56.572**	**-**	**-1.330**	**-**	**-**	**505**	**-57.397**	
Onderwijsruimten	6.418	-	11.124	1.150	12.274	8.624	-	-	-	-	-	-	-	**-**	-12.274						-12.274	Er is in de begroting 2025 niets meer opgenomen voor de uitbreiding van REC. Uitbreiding van vierkante meters loopt niet vooruit op ambities valorisatie en is nu meer in lijn gebracht met ontwikkeling ruimtebehoefte onderwijs (in totaal minder meters).
Programmauitbreiding REC	2.399	872	-	47.622	48.495	396	2.121	746	-	-	2.867	-	-	**2.867**	-44.298		-1.330				-45.628	REC JK is uit HVP gehaald en teruggekomen als herinvestering
REC P nazorg						-	505	-	-	-	505	-	-	**505**						505	505	
Amsterdam Science Park	**3.506**	**81.644**	**141**	**-**	**81.786**	**1.380**	**9.569**	**21.898**	**18.110**	**26.500**	**76.076**	**16.382**	**-**	**92.458**	**-**	**-**	**-**	**-**	**3.000**	**7.672**	**10.672**	
Programmauitbreiding ASP	3.506	81.644	141	-	81.786	1.380	4.014	10.302	5.555	22.220	42.091	12.120	-	54.211					3.000	-30.575	-27.575	Investering in LabQ -rekening gehouden met de subsidie van het Nationaal Groeifonds van M€ 10 - is hoger door toegenomen programma eisen.
Renovaties ASP						-	5.555	11.596	12.555	4.280	33.985	4.262	-	38.247						38.247	38.247	ASP904 (28mln) is HVP geworden, overgeheveld uit herinvesteringen. ASP 107 gelabeld als renovatie
Portefeuillebreed	**2.335**	**25.477**	**30.109**	**24.639**	**80.225**	**951**	**2.637**	**9.303**	**10.769**	**10.894**	**33.605**	**36.397**	**26.746**	**96.747**	**-**	**-**	**-**	**26.664**	**-**	**-10.141**	**16.523**	
Extra risicoraming prijsstijgingen (naar einde werk)	-	-			-	-	-	-	-	-	-			-			-				-	
Netcongestie						-	-	3.030	3.030	3.030	9.090	6.060	-	15.150				15.150			15.150	Nieuwe maatregelen om effecten van netcongestie op de projecten op te vangen
Verzekeringseisen						-	-	2.303	2.303	2.303	6.908	4.606	-	11.514				11.514			11.514	Met name het risico dat meer sprinklerinstallaties vereist zijn
Duurzaamheid	2.335	25.477	30.109	24.639	80.225	951	2.637	3.971	5.437	5.562	17.606	25.731	26.746	70.083						-10.141	-10.141	Een gedeelte van de duurzaamheidsinvestering wordt gedekt middels de herinvesteringen en het DMJOP die als aparte categorie zijn opgenomen in het begrotingsmodel. Deze regel geeft weer wat daarboven de extra benodigde investeringen zijn. De investeringen stijgen door projecten REC-G, FNWI, Versnelling verduurzaming en kassen FNWI. Voor het project ASP904 zijn duurzaamheidsgelden overgeheveld.
Instandhouding en FA	**12.120**	**72.749**	**-**	**-**	**72.749**	**12.090**	**17.968**	***17.494***	***26.978***	***32.388***	***94.828***	**-**	**-**	***94.828***	**-**	**-**	**-**	**-**	***21.671***	**-2.018**	**19.654**	
Meerjaren Onderhoudsplan (structureel)	9.090	34.929	etc	n.t.b.	34.929	9.090	14.908	14.403	13.898	13.393	56.600	etc	n.t.b.	*56.600*					*21.671*		21.671	Deze regel betreft de onderhoudsinvesteringen (groot onderhoud). In 2025 en de jaren daarna zijn de onderhoudskosten verhoogd vanwege het langer in gebruik houden van panden.
Functionele Aanpassingen (structureel) plus wet- en regelgeving/toegankelijkheid	3.030	12.426	etc	n.t.b.	12.426	3.000	3.060	3.091	3.122	3.153	12.426	etc	n.t.b.	*12.426*					-		-	Extra ramingen voor wet- en regelgeving en toegankelijkheid zijn vervallen met de procesafspraak dat deze onderwerpen in de reguliere aanpak (onderhoud en FA en projecten) worden opgenomen.
Herinvesteringen (modelraming, na afloop van afschrijvingstermijn 30% initiele inv)	-	25.394	etc	n.t.b.	25.394	-	-	-	9.959	15.842	25.801	etc	n.t.b.	*25.801*						*407*	407	Verschuiving herinvesteringen betreft voornamelijk ASP 904 wat een HVP project geworden is en REC JK wat juist andersom van HVP naar herinvesteringen is overgeheveld
Effect pre- pro rata BTW regeling	**-1.355**	**-7.124**	**etc**	**n.t.b.**	**-7.124**	**-1.258**	**-1.212**	**-1.569**	**-1.607**	**-1.839**	**-6.227**	**-3.321**	n.t.b.	***-9.548***						*-2.424*	-2.424	Schatting van het effect van de pre- pro rata btw regeling voor de begrotingsperiode (uitgangspunt is de vigerende afspraak van 12% teruggave van de BTW).
Correctie plan optimisme		-29.000	29.000		-		**-5.000**	**-5.000**	**-20.000**	**-20.000**	**-50.000**	**50.000**		**-**						-	-	Betreft correctie plan optimisme voor de kasstroom van de investeringen zoals opgenomen voor duurzaamheid, onderhoud ,verbouwingen en herinvesteringen.
Totaal in plannen opgenomen	**63.717**	**305.918**	**86.737**	**114.470**	**507.125**	**59.164**	**56.977**	**73.775**	**75.537**	**86.471**	**292.760**	**156.144**	**54.912**	**503.816**	**-56.572**	**-**	**-1.330**	**26.664**	**24.671**	**833**	**-5.733**	Een aantal wijzigingen betreft overhevelingen tussen HVP en herinvesteringen, REC is aangepast naar nieuwste inzichten. In UK wordt OMHP naar de planperiode gehaald, maar totaalbudget blijft gehandhaafd.

Table: 2025 Accommodations Plan investment table

3.1.1 Functional Modifications (FM)

The Functional Modifications plan is the investment programme to facilitate changes in the use of space. The framework included in the Accommodations Plan is formed by an annual investment budget of around €3 million, based on an average depreciation period of 10 years.

The Functional Modifications procedure for 2025 is still ongoing; the basic principle is that it must remain within both the €3 million investment budget and the scope for depreciation of €300,000 per year. The 2025 Functional Modifications List is attached as an annex.

3.1.2 Sustainable Long-Term Maintenance Plan (DMJOP)

Investing in the existing building stock is an important part of the Accommodations Plan. Major maintenance improves the quality and sustainability of the buildings. The annual plan for major maintenance is attached as an annex to this Accommodations Plan. A strategic asset management plan is also being developed, on the basis of which a Sustainable Long-Term Maintenance Plan (DMJOP) can be drawn up for each building. The catch-up work begun in 2022 to clear the maintenance backlog will continue for a number of years.
Deferred investment projects mean more resources are needed to maintain the buildings currently in use for longer. The current plan includes all the work that is deemed necessary to carry out in 2025 to prevent maintenance on the buildings from falling too far behind. In doing this work, we will be pushing the limits in terms of feasible implementation capacity. The 2025 plan includes investments worth €14.8 million, which is a substantial increase from 2024. About €4 million of the increase consists of maintenance that was budgeted for in 2024 but carried forward for implementation in 2025. Facility Services is committed to increasing capacity to ensure the implementation of the additional maintenance work in the coming years.

There is an ambition to make a number of technical replacements in all buildings, following a thematic approach. These are replacements/improvements that will contribute to improving the sustainability of the portfolio. They include replacing fluorescent tubes with LED lighting, hydronic balancing of building systems and a further rollout of meters. A tendering procedure the work was launched in 2024, and investment will start in 2025. However, the pace of the work will be half what was stated in the 2024 Accommodations Plan.

3.1.3 Day-to-day maintenance

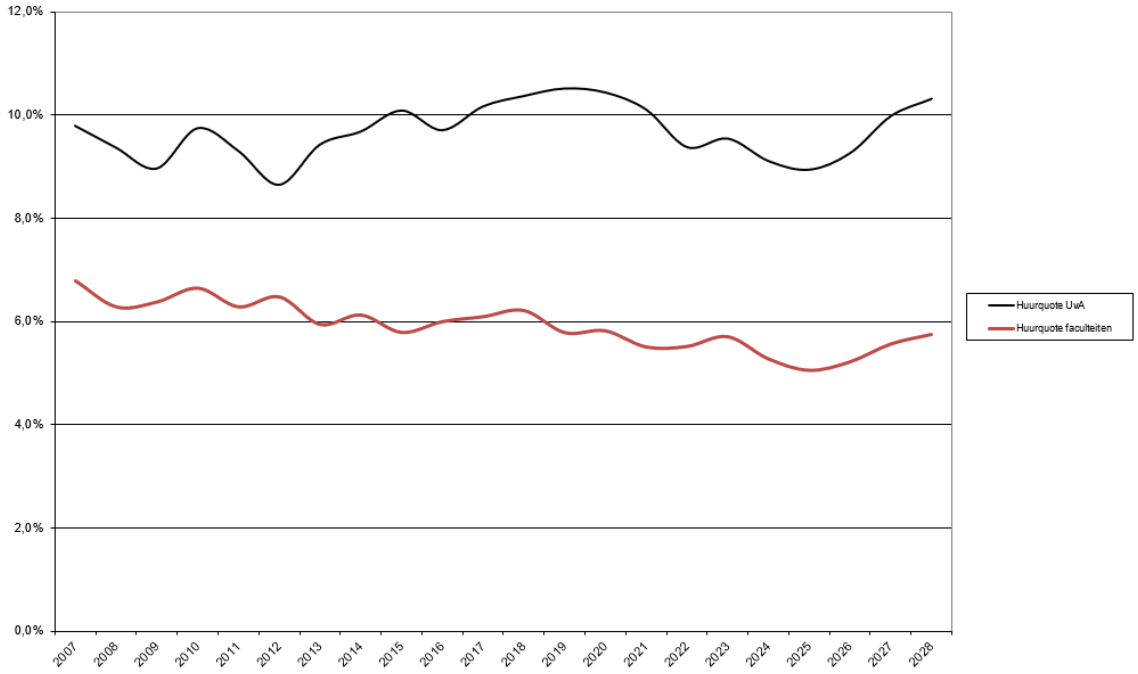
Day-to-day maintenance is unplanned maintenance; it mainly consists of preventative and breakdown maintenance. Maintenance on buildings earmarked for renovation is scaled back to a basic level of safety, wind resistance and watertightness. Day-to-day management includes acting on fault reports (relating to building systems), since the necessary replacement investments will be included in the upcoming renovations. Because preparations for the University Quarter projects are taking more time, quality issues have emerged in the buildings that are remaining in use for longer. Additional maintenance is required, and these buildings are also being actively monitored. The poor condition of buildings in the city centre in particular is causing higher day-to-day maintenance costs. For this reason, the budget has been increased from €8.4 million to €11.2 million.

The size of the real estate portfolio, the diversity of management and maintenance issues, coordination with other project programmes and the need for process design focused on a longer maintenance horizon have prompted Facility Services to work on further professionalisation of maintenance management. The goal is to create a more programme-based approach for the construction strategy and to develop long-term plans, thus achieving greater predictability of maintenance and replacement expenses.

3.2 Criteria

The overall affordability of the Accommodations Plan is assessed on the basis of the following three criteria:

- The Accommodations Plan special-purpose reserve must not be negative in 2035. In other words, any interim negative balance must be made up by then, as a new round of renovations will need to be financed from that date.
- Solvency must be above 30% on a long-term basis (Education Inspectorate Standard). When the Accommodations Plan began in 2005, the solvency requirement was 20%, which was 5% higher than the solvency demanded by the banks. The debt service coverage ratio (DSCR) must be above 1. These levels also apply to the planning period of the long-term budget, and are calculated for the very long term in the Accommodations Plan. In its long-term forecast, the UvA is well above the standard.
- The percentage of turnover that the UvA has to allocate to internal rent (the income-to-rent ratio) must remain stable at 10–12% in the long term.
  In 2025 (9.2%), the income-to-rent ratio was slightly below the 10–12% range determined by policy. In recent years, the turnover has risen more quickly than the costs of accommodation use, which means the income-to-rent ratio is now lower than 10%. As a consequence of the completion of a number of projects in the next few years, the amount of usable floor space will gradually increase; accordingly, so will the costs of accommodation use.



Graph: Percentage cost of accommodation (rent, excluding service charges) of the units compared to the total turnover of the UvA, adjusted for ACTA and AMC.

3.3 Finances conclusion

In this Accommodations Plan, the focus for the next few years is on implementing major projects in the University Quarter (BG5, the phased approach to the OMHP and finishing the University Library project), completing construction of the new LabQ building and investing in future-proofing ASP904. The complexity of the projects has increased due to stricter insurance requirements and grid congestion issues. Additional funds have been included in the Accommodations Plan to cover these issues. Particular attention will also be given to ensuring quality through intensification of maintenance and taking a proactive approach to sustainability improvements (such as TES in the University Quarter and the thematic approach).

The long-term forecast is for stagnant space requirements for the next few years. At the same time, we have received more clarity this year about the Balanced Internationalisation Bill and higher education spending cuts, and scenario analyses show that the impact on space requirements could be significant. The Accommodations Plan strategy will have to more specifically take account of a contraction scenario and the Accommodations Plan projects will have to be reassessed in this light.

Based on the ViDi target, the Accommodations Plan had a savings requirement of around 5% by 2027. The spending cuts announced in the coalition government's programme make it even more imperative to explicitly examine opportunities to make savings in accommodation costs. With declining turnover, accommodation costs have to come down to keep the income-to-rent ratio at 10–12%. This can be done by reducing spending in the Accommodations Plan, but also by translating hybrid working into less floor space. In the final budget, it was decided to impose targets on the organisational units, amounting to €1 million for 2026, €3.5 million for 2027 and €7 million for 2028. These amounts have been incorporated into the Accommodations Plan and the budget.

This Accommodations Plan contains a substantial investment ambition for the next few years. As planning progresses, a better estimate has been made of the funding needed to meet the accommodation requirements. This shows that the projects are once again becoming more expensive and, in addition, new complexities are emerging (insurance requirements, grid congestion), increasing overall investment expenditure.

Part of the investment ambition relates to risky and complex projects involving listed buildings in the city centre. In addition, projects have been scheduled where the future use of the building concerned is yet to be determined (ASP 107) or which have a high rental risk due to partner programmes (LabQ). The projects involve significant uncertainties, making it unlikely that they will all be implemented at the envisaged pace. The Accommodations Plan model takes into account a substantial planning correction of around €55 million, from 2025–2029 to 2030–2032.

The high degree of uncertainty around the financial capacity of the UvA as a whole and the size of future space requirements requires a reassessment of the Accommodations Plan. In addition, it will be important over the next few years to make well-considered decisions with regard to ongoing projects to avoid unnecessary increases in preliminary planning costs. Any further increase in risks must be compensated by adjusting ambitions.

This Accommodations Plan shows that there will be pressure on liquid assets from 2027. Additional financing is expected to be needed in the period between 2027 and 2029. The exact amount and the timing may change, due to a range of factors.

Annex 1: Space requirement analysis for 2025

B1.1 Amsterdam Science Park (ASP)

Amsterdam Science Park is situated in the eastern part of the city (Amsterdam Oost), between the A10 motorway, the Ringdijk and the Science Park train station. Since its founding 20 years ago, Amsterdam Science Park has developed into one of the largest concentrations of scientific institutes in Europe. Amsterdam Science Park houses the Faculty of Science, as well as Amsterdam University College (AUC), Innovation Exchange Amsterdam (IXA) and the University Sports Centre (USC). In combination with SARA, Dutch Research Council institutes Amolf, Nikhef and CWI, as well as a large number of companies occupying their own buildings and sharing space in the buildings of Matrix IC, the ASP is a unique hub of research, education and knowledge-intensive companies. Following the creation of the Startup Village, Ace Venture Lab has joined many other start-ups in setting up a base at the ASP. In partnership with the Dutch Research Council and the City of Amsterdam, the UvA is working to further develop the area. To that end, it is developing land in the eastern section, where the Faculty of Science is located, in collaboration with the city council. The spatial development vision has four ambitions for the further development of Amsterdam Science Park: Colouring, Compacting, Connecting and Campus Sustainability.

Current use of the ASP

The UvA occupies roughly 67,000 m2 of usable floor area in Amsterdam Science Park. Part of the ASP 107 building is vacant; this will be used as a reserve building for the next few years.

ASP		onderwijs	onderzoek	kantoren	onder steunend	overige	totaal
	totaal	**14.221**	**16.995**	**26.780**	**3.229**	**5.901**	**67.126**
	gebruik	**14.017**	**16.995**	**25.411**	**3.229**	**5.901**	**65.553**
	leegstand	**203**	**0**	**1.369**	**0**	**0**	**1.573**
primair		**13.991**	**16.951**	**22.102**	**396**	**524**	**53.964**
	FNWI	4.826	16.921	20.877			**42.624**
	AUC	1.848	30	1.113	396		**3.387**
	UB	2.347		112		524	**2.983**
	BOL	4.971					**4.971**
intern overig		**0**	**0**	**651**	**1.769**	**164**	**2.584**
	FS			241	1.701	164	**2.107**
	ICTS			99	68		**166**
	IXA			311			**311**
derden		**26**	**44**	**2.658**	**1.064**	**5.213**	**9.005**
	NWO/ Nikhef			52			**52**
	USC sport	26	44	371	1.064	5.162	**6.667**
	SustainaLab			287			**287**
	Co-creatie Lab42			1.881		51	**1.933**
	contractpartijen			66			**66**
leegstand		**203**	**0**	**1.369**	**0**	**0**	**1.573**
	bouwkundig			1276			**1.276**
	economisch	203		93			**297**

Table: Use of space at the ASP in 2025

Developments at the Amsterdam Science Park

Part of the strength of the Faculty of Science lies in the fact that education and research are housed side by side at the ASP. The neighbouring Dutch Research Council institutes (Nikhef, AMOLF, CWI, ARCNL and the eScience Research Centre) also contribute to the success of the Faculty of Science. In addition, collaboration with businesses and civil society organisations is becoming increasingly important, as is the connection with the Amsterdam start-up scene (including through the Startup Village). In the future, the Faculty of Science sees itself playing a bigger role in linking scientific knowledge to value creation. This will require it to raise its profile in world-leading, internationally recognised research themes. The shift in sources of funding, with less direct

research funding from the government and more money coming from grants and partnerships, is also a driving force.

One of the special features of the ASP is that it is a place where accommodation can contribute through stimulation, in the form of places that invite co-creation and knowledge sharing. The natural sciences have strong valorisation potential. Initiatives focusing on co-creation frequently emerge at the ASP. It is expected that this will only increase, since co-creation is an excellent way to solve complex issues.

In view of the ambitions of the faculty and taking into account the new space standard, the Faculty of Science has reassessed its future space requirements. This reassessment has clarified the decisions that need to be made with regard to the portfolio and has led to funds being made available to meet the increasing demand for space. The ambitions for quantum technology will be achieved with LabQ. In addition, with the reinvestments in ASP 904, the desire for an improvement of the overall office environment in combination with optimisation of the use of space will be achieved. Given the envisaged accommodation concept, ASP 107 will probably not be needed to house staff from the Faculty of Science, while the institutes have managed to fit into ASP 904, LAB42 and LabQ.

Campus development

The completion of LAB42 has resolved the acute lack of space experienced by the Faculty of Science, taking into account the new space standard. In addition, there is reserve space in ASP 107 and in the Startup Village pavilion that can be used while a new layout is being implemented in ASP 904. This will enable the faculty to consider a new, more logical office layout for Building 904, which will better facilitate collaboration within and between the institutes. The investments are included as a separate line in the Accommodations Plan, in the section on the financial scope for reinvestments.

LabQ

Another building is in development, which will focus on quantum technology. Quantum.Amsterdam is part of a wider network, Quantum Delta NL. The building will have facilities for the quantum scientists of QuSoft (the Faculty of Science in collaboration with the CWI), Quantum.Amsterdam and quantum education, and will also offer space to the wider quantum community. The allocation of money from the Growth Fund has enabled additional space to be created, which will contribute to the development of new research pathways within Quantum and the development of the Quantum community in general. The building will mainly contain offices (including meeting rooms and collaboration spaces), supplemented by teaching, lab and public spaces as well as hospitality, bicycle parking and services facilities. The Executive Board made a decision on the project in 2022 and the funds were included in the Accommodations Plan. In 2023, a schedule of requirements was established and a design team was contracted. The first draft of the construction cost estimate significantly exceeded the budget, prompting an exploration of possible savings on both construction and ancillary costs. This resulted in an adjustment to the task-based budget.
In early 2024, a survey of the quantum community's needs and desires was conducted by Yellow Concepts and a number of improvement proposals were put forward. The recommendations can be accommodated within the budget and taken into account in the preliminary design.

Lab42

In 2023 and 2024, the use of external letting increased, resulting in 52% of the offices being let (August 2024), with a number of outstanding leads that could lead to new contracts. The findings will be incorporated into an evaluation of the rental concept. Based on this evaluation, possible improvement proposals will be made concerning the building itself as well as the rental process, service provision and community management.

Future use of ASP 107

The Science Park 107 building, also known as the former Astronomy building, is attached to the FOM/Nikhef (Dutch Research Council) building. The UvA has a right of use in respect of the building, linked to the duration of FOM/Nikhef's ground lease rights. In view of the UvA's desire to retain the building in the long term, new agreements concerning its use will be made with FOM/Nikhef.

Nikhef (the National Institute for Subatomic Physics) plans to renovate its section of the building. The UvA's section is also technically outdated, and modifications are required to future-proof the building. The UvA agrees with Nikhef's view that similar renovation work should be undertaken on the façade if the building is to remain occupied.

Because of the reinvestments, the building is currently being used as reserve space for the Faculty of Science. It is expected that the building will not be needed by the Faculty of Science after the renovations, and the UvA will explore other uses in the near future.

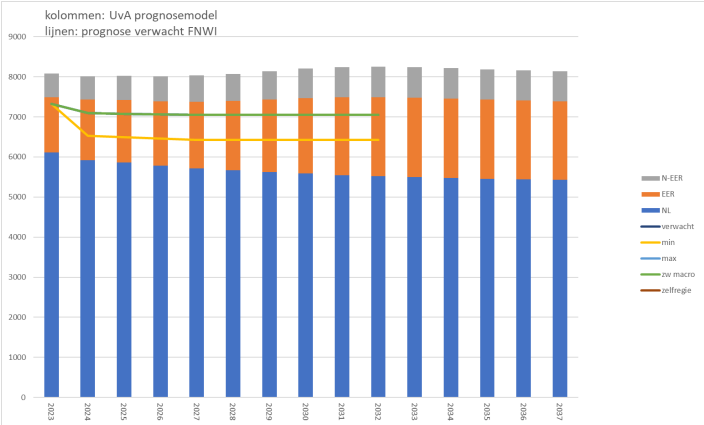
Developments in the Faculty of Science
For the 2024–2025 academic year, the Faculty of Science has 7,073 enrolled students and has budgeted for around 1,800 FTE staff members. This academic year saw a significant drop in student numbers, mainly due to a lower student intake in the Bachelor's programmes. Despite the faculty's ambitions, for the sake of caution, it is assumed that staffing levels will remain constant. Most Bachelor's programmes are taught in Dutch, which means the international intake for Bachelor's degrees in the Faculty of Science is extremely small. Any measures to restrict the international student intake will therefore have only a limited effect on student numbers.

jaar		24-25	25-26	26-27	27-28	28-29	29-30	30-31
studenten	max	7.096	7.073	7.062	7.051	7.051	7.051	7.051
	verwacht	7.096	7.073	7.062	7.051	7.051	7.051	7.051
	min	6.526	6.490	6.456	6.422	6.422	6.422	6.422

jaar		2025	2026	2027	2028	2029	2030	2031
fte	max	1.800	1.800	1.800	1.800	1.800	1.800	1.800
PID+PNID	verwacht	1.800	1.800	1.800	1.800	1.800	1.800	1.800
excl. gast	min	1.800	1.800	1.800	1.800	1.800	1.800	1.800

Table: Forecast of the numbers of enrolled students and FTE staff in the Faculty of Science (NB: The Faculty of Science has not provided forecasts for 2028 onwards; for the purposes of the Accommodations Plan, it is assumed that numbers will remain constant)

Student numbers in the Faculty of Science have declined in the past two years. The natural sciences had seen significant growth in student numbers in previous years. According to the baseline estimate by the Ministry of Education, Culture and Science, this growth will stagnate over the next few years. The forecast of the Faculty of Science is in line with this estimate as regards the Dutch-language cohort, but projects a steeper decline in the number of international students. As the Bachelor's programmes are primarily taught in Dutch, the passing of the Balanced Internationalisation Bill will have no effect on student numbers.



Graph: Education Executive Agency (DUO) forecast (bars) showing the faculty forecast (max., expected, min.) and the Balanced Internationalisation Bill scenarios (language test and self-management) if they were to take effect by 2027.

Space requirements for teaching

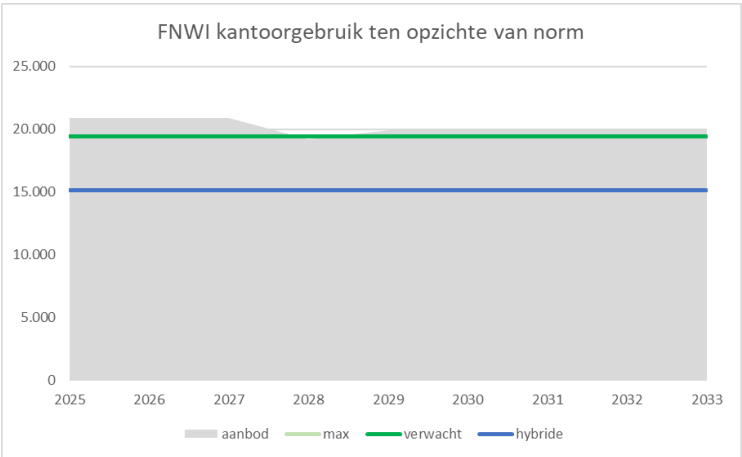
In recent years, the Faculty of Science has been able to absorb growth within its available teaching space. The average occupancy and use of rooms are relatively high. The initial effect of a decline in student numbers will be to ease the pressure on teaching facilities. For now, it is not plausible to expect a surplus to be created. Nevertheless, changes in student numbers combined with educational innovation will require regular monitoring of the suitability and availability of sufficient supply.

In combination with the study spaces offered by the Faculty of Science, for the next few years the target of one study space for every seven students will be met.

Office space requirements

Based on projected staff numbers and the space standard for offices, the total amount of office space is sufficient. The temporary use of ASP 107 provides reserve space during the reinvestment project. In 2029, there will still be about 750 m² of office space in LabQ. With the space standard being made stricter due to hybrid working, the faculty can save over 4,000 m² UFA, or accommodate any growth or new space requirements.

The graph below compares the supply of office space with the space requirements according to the space standard (green) and a stricter standard (blue).



Graph: Supply of office space for the Faculty of Science and demand for office space under the new space standard

AUC

The AUC (Amsterdam University College) is a partnership between the UvA and Vrije Universiteit Amsterdam (VU Amsterdam). The annual intake of students to the AUC is capped. The AUC occupies a building that was purpose-built for teaching. Accordingly, the supply and demand of space are considered to be in balance.

ASP portfolio analysis

The table below compares the basic and optional supply and demand. This is followed by a variance analysis including the desired margin.

AANBOD gecategoriseerd ASP		2024	2025	2026	2027	2028	2029	2030	2035
Goed		63.922	63.981	63.982	63.720	63.720	75.281	74.845	77.893
Voldoende		0	0	0	0	0	0	0	0
Matig		1.456	1.456	1.456	1.456	1.456	96	96	96
Aanhuur		400	400	400	400	400	0	0	0
Basis aanbod		**65.778**	**65.838**	**65.838**	**65.576**	**65.576**	**75.377**	**74.941**	**77.989**
Goed		410	410	410	672	672	672	410	410
Voldoende		0	0	0	0	0	0	0	0
Matig		1.409	1.688	1.688	1.688	0	0	0	0
Aanhuur		0	0	0	0	0	0	0	0
Optioneel aanbod		**1.819**	**2.098**	**2.098**	**2.360**	**672**	**672**	**410**	**410**
TOTAAL aanbod		**67.597**	**67.935**	**67.935**	**67.935**	**66.248**	**76.049**	**75.351**	**78.399**
Renovatie		0	0	0	0	0	3.048	3.048	0
TOTAAL m2		**67.597**	**67.935**	**67.935**	**67.935**	**66.248**	**79.097**	**78.399**	**78.399**
VRAAG gecategoriseerd ASP		**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2035**
Primair		53.946	53.325	53.325	53.325	53.325	61.372	61.372	61.372
Partners		2.336	2.336	2.336	2.336	2.336	5.419	5.419	5.419
Studenten		6.667	6.667	6.667	6.667	6.667	6.667	6.667	6.667
Support		1.735	1.735	1.735	1.735	1.735	1.992	1.992	1.992
Commercieel		0	0	0	0	0	300	300	300
Basis vraag		**64.684**	**64.063**	**64.063**	**64.063**	**64.063**	**75.750**	**75.750**	**75.750**
Primair		0	0	0	0	0	0	0	0
Partners		0	0	0	0	0	0	0	0
Studenten		0	0	0	0	0	0	0	0
Support		0	0	0	0	0	0	0	0
Commercieel		0	0	0	0	0	0	0	0
Optionele vraag		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Totale vraag		**64.684**	**64.063**	**64.063**	**64.063**	**64.063**	**75.750**	**75.750**	**75.750**

Portefeuilleanalyse ASP	2024	2025	2026	2027	2028	2029	2030	2035
Match basis vraag en aanbod	**1.094**	**1.774**	**1.775**	**1.513**	**1.513**	**-373**	**-809**	**2.239**
Optionele vraag	0	0	0	0	0	0	0	0
Gewenste frictiemogelijkheden	-674	-667	-1.333	-2.000	-2.666	-3.069	-3.069	-3.069
Match ruimtebehoefte en basis aanbod	**420**	**1.108**	**441**	**-487**	**-1.154**	**-3.442**	**-3.878**	**-829**

Optioneel aanbod	1.819	2.098	2.098	2.360	672	672	410	410
Match ruimtebehoefte en totaal aanbod	**2.239**	**3.206**	**2.539**	**1.873**	**-482**	**-2.770**	**-3.468**	**-419**

scenario hybride norm

Portefeuilleanalyse ASP	2024	2025	2026	2027	2028	2029	2030	2035
Match ruimtebehoefte en basis aanbod	**420**	**1.108**	**441**	**-487**	**-1.154**	**-3.442**	**-3.878**	**-829**
geoptimialiseerde vraag		-4.389	-4.389	-4.389	-4.389	-4.389	-4.389	-4.389
Match geoptimaliseerde ruimtebehoefte en basis aanbod		**5.497**	**4.831**	**3.902**	**3.235**	**947**	**512**	**3.560**

Table: ASP portfolio analysis, showing the match in m² UFA between basic and optional supply and demand

In 2025 and subsequent years, the match between basic demand and basic supply will be almost consistent with the premise that the faculty will temporarily use ASP 107. The poor quality of the building is a concern, so a number of necessary improvements have been made to the building through maintenance.
The Faculty of Science is eventually aiming to accommodate all staff in 904, LAB42 and LabQ and further optimise the use of its office space. Optimisation to meet a stricter office standard will free up a margin in which new demand and potential growth can be accommodated.

In 2030, surplus floor space will be created by the renovation of ASP 107, since the future use of the building has not yet been determined. This future use will be explored in the near future.

Long-term growth and contraction at the ASP
The campus site still has sufficient space for the construction of new buildings. However, the construction of a new building requires a lead time of at least five years, and usually longer in practice.

In addition to the expected growth forecast, the Faculty of Science has provided minimum and maximum forecasts. Space requirement calculations were also performed for possible scenarios relating to the Balanced Internationalisation Bill. These forecasts will have zero impact on the Faculty of Science, as shown in the table below.

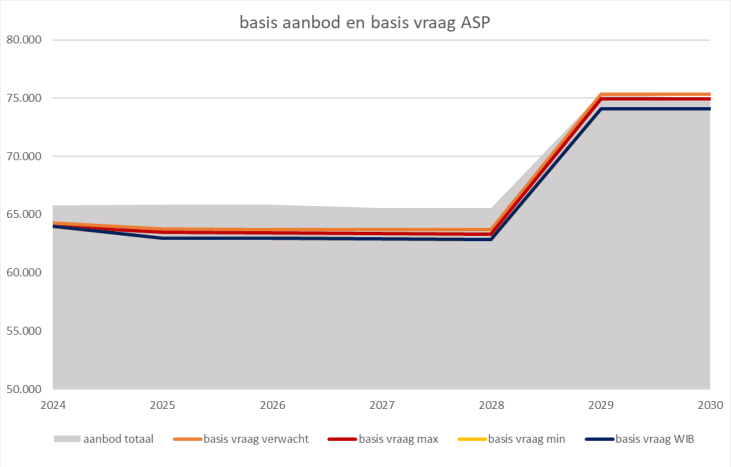


Table: Effect on the portfolio analysis in m² UFA of the expected growth/contraction of the Faculty of Science

The spectrum of growth and contraction for the Faculty of Science is relatively narrow. The envisaged minimum and maximum growth would have little impact on the availability of the portfolio. The international intake scenarios fall between the minimum and maximum values on the spectrum.

When planning new accommodation, the spectrum of developments will have to be identified as clearly as possible, to ensure that further growth can be absorbed within the available space.

B1.2 Roeterseiland Campus (REC)

The Roeterseiland Campus is situated between Roetersstraat, Sarphatistraat and Plantage Muidergracht. The campus is home to the Faculty of Social and Behavioural Sciences (FMG), the Faculty of Economics and Business (FEB) and Amsterdam Law School. This heavily populated campus (with more than 24,000 students) is also home to the cultural centre CREA, Student Services and the Executive Board of the UvA. With the REC and the AUAS' Amstel Campus, the area around Weesperplein has two innovation districts which are in close proximity and can enhance each other.

As well as the faculties, the Roeterseiland Campus also provides space to partners such as UvA Holding, ITTA, SEO, CREA, Folia, ONCAMPUS Amsterdam and the health centre. In addition, REC Impact opened in 2024. This is the valorisation part of REC JK, where collaboration partners and spin-offs can rent offices.

Current use of space at the Roeterseiland Campus

The REC P building was completed and occupied in early 2024. In the summer of 2024, the second phase of REC JK (top section) was completed. This completes the major construction work on the REC for now.

There is temporary vacant space in the Van Tienhoven building in 2025, due to CELA relocating to the University Quarter earlier than expected and due to the term of the lease agreement with UvA Holding. The parties will endeavour to find a new user for this space as soon as possible.

Roeterseilandcampus	onderwijs	onderzoek	kantoren	ondersteune	overige	totaal
totaal	**28.264**	**1.824**	**34.683**	**3.954**	**9.468**	**78.194**
gebruik	**27.856**	**1.661**	**32.901**	**3.437**	**9.468**	**75.322**
leegstand	**408**	**163**	**1.783**	**517**	**0**	**2.871**
primair	**24.651**	**1.526**	**28.753**	**42**	**1.990**	**56.962**
FEB	1.236		7.431		96	**8.763**
FMG	1.391	1.526	15.424	8	483	**18.832**
FdR (excl. PPLE)	1.211		4.892		1.080	**7.183**
PPLE	576		564			**1.140**
UB /erfgoed	5.683		440	34	332	**6.489**
BOL	14.554					**14.554**
intern overig	**0**	**0**	**2.915**	**3.133**	**5.638**	**11.687**
FS			721	2.531	5.638	**8.890**
StS			1.128			**1.128**
B&B			298	250		**547**
ICTS			422	347		**769**
AC			145	5		**150**
SGZ			201			**201**
derden	**3.204**	**135**	**1.232**	**262**	**1.840**	**6.674**
LAW Hub			502			**502**
REC Impact					692	**692**
CREA	2.590	135	556	258		**3.539**
Folia	82					**82**
On Campus	532		83			**615**
Neurensics			69			**69**
Gezondheidscentrum					342	**342**
Contractpartijen			23	4		**27**
commerciele plint					806	**806**
leegstand	**408**	**163**	**1.783**	**517**	**0**	**2.871**
bouwkundig	125		35	27		**187**
economisch	283	163	1748	490		**2.684**

Table: Use of space at the REC in m² UFA in 2025

Developments on the Roeterseiland Campus

Student numbers

Over the past few years, student numbers in the Faculty of Social and Behavioural Sciences and the Faculty of Economics and Business have grown strongly. This growth has mainly been seen in the number of international students in Bachelor's programmes, particularly those taught in English. Due to the introduction of an enrolment quota for certain degree programmes, the student intake for a number of Bachelor's programmes has fallen sharply. In contrast, without measures in place, other degree programmes continue to grow.

Without measures or tools to restrict or regulate the international intake, the number of international students at the REC will continue to increase. The Balanced Internationalisation Bill will therefore have a major impact on student numbers on this campus. The impact of the Balanced Internationalisation Bill has been calculated in terms of space requirements in various scenarios.

Temporary measures

Space at the REC has been tight in recent years, but the completion of the REC P and REC JK renovations means that there is no longer a shortage. Based on current projections, a new shortage is unlikely to arise in the next few years. The only space-related issues on this campus are a shortage of study spaces in relation to the 1-to-7 standard and demand for a lecture room, which is currently being leased externally. For now, no further temporary measures are needed.

Teaching space

The changing demand for lecture rooms is subject to developments in education and growth in student numbers. Several projects have been launched to obtain insights into the nature and extent of the future demand for lecture rooms. Based on this information, it will be determined whether a new demand for space will arise at the REC, and how this demand can be met through development of the campus. This determination will take account of recent developments with regard to the Balanced Internationalisation Bill.

Pressure on lecture rooms at the REC has been high for a number of years. External rooms have been leased for a number of lectures, while others are being held in rooms in the OMHP. In the short term, this has been sufficient to meet demand for lecture rooms.

With the phased approach to the renovations, the OMHP rooms will remain available for the time being. In addition, some of the demand for lecture rooms is being met by leasing rooms elsewhere in the city. If demand continues at these levels, it would be preferable in the long term to create additional rooms on campus. As demand is strongly related to the effects of the Balanced Internationalisation Bill, we will first wait to see what these will be.

Pressure on the availability of tutorial rooms remains high; every year, it is a challenge to timetable teaching hours. For the 2024–2025 academic year, the distribution of tutorial rooms among the faculties worked out well. With the completion of the REC JK building, the amount of floor space available for teaching has increased. Demand is being met for now, and since student numbers are not expected to increase, there is currently no demand for expansion.

However, the effects of the educational reform are starting to become visible. There is more demand for smaller lecture rooms for small-scale, skills-based education. This may result in a change to teaching space capacity.

Study spaces

Most study spaces are now equipped with sensors, giving the University Library good information about how much they are used. Examining the actual occupancy confirmed the picture that had emerged from the policy-based approach. There is still a shortage on the campus (around 800 spaces, based on the standard).

To meet the demand for study spaces, the university is constantly looking at new options and expanding the supply where possible. Possibilities are also being investigated in the nearby

University Quarter to temporarily make an additional supply of study spaces available in both the short and medium term.

In addition, combined use is also becoming an increasingly important part of the solution. Where possible, lecture rooms are made available as study spaces. The University Library, the Teaching Logistics Office and the faculties are investigating how temporary use can become a permanent part of the supply of study spaces. During peak periods (such as during exams), these measures would enable the supply to be scaled up by around 800 temporary places.

Further development of the REC

With the renovation of REC P and REC JK, all buildings at the REC are of sufficient quality - the basic supply matches the basic demand. With a more efficient office standard, there will also be a sufficient margin in the longer term to accommodate new demand or growth. The feasibility of possibilities for expansion on the campus has been investigated, but in the meantime, the need for a longer-term expansion of floor space has evaporated. Accordingly, the funds allocated for this purpose in the Accommodations Plan have been removed. For now, the focus on the REC will therefore be on increasing quality rather than expansion.

The REC position paper was adopted in 2024, setting out the REC's ambitions. The position paper was then translated into a development vision, containing the space-related opportunities and desires that contribute to these ambitions. The space-related opportunities and desires are linked to all future building work, including maintenance, sustainability improvements, reinvestment and functional modifications, through an implementation agenda.

Valorisation

The faculties have worked with UvA Holding to develop their ambitions to create more space for valorisation in REC Impact. REC Impact offers multiple opportunities to develop entrepreneurship in the social sciences. The valorisation space in REC JK was ready for use by tenants in early 2024. It also includes a large space for events and teaching with a focus on entrepreneurship.

In the longer term, the numbers of partnerships with faculties, start-ups and scale-ups, and established companies in the social science domain, on and around the campus, will significantly increase. The combination of the social science entrepreneurship-focused programme of the UvA and UvA-VH at the REC will offer opportunities for all parties concerned. As part of the further development of the REC, the UvA and its partners are investigating the possibility of making space available for valorisation.

REC JK upgrade

The first phase (lower section) of REC JK was completed in the summer of 2023, and the top section was completed in the summer of 2024. This upgrade has given the building a fresh new look and better functionality. Exploratory studies are currently being conducted to investigate the creation of a sports facility (USC) and additional study spaces in the basement of REC JK. Where possible, this would make additional floor space available for use.

Renovation of REC P

In early 2024, the REC P building was completed and began to be used for small-scale and exclusive forms of teaching, such as PPLE, contract teaching by the Amsterdam Business School and contract teaching by UvA Academy. REC P is thus the flagship for lifelong learning at the UvA.

REC E1

With the relocation of PPLE to REC P, space has become available in the REC E1 tower for the Faculty of Economics and Business and the Faculty of Social and Behavioural Sciences. With minor adjustments, a stronger connection has been created between the use of space in REC ABCD and the REC E, L, G and H cluster.

Faculty of Social and Behavioural Sciences (FMG)

The Faculty of Social and Behavioural Sciences is housed in the REC BCD and REC G buildings and the REC L lab building. In 2024, the accommodation for 'Computational Social Science' in REC JK was completed, the UvA Academy was able to move into REC P and part of REC E1 was occupied. With 11,216 students, the FMG is the largest faculty at the UvA.

The faculty has experienced strong growth in recent years, particularly due to the increase in degree programmes taught in English. Restrictions on the intake of international students in Bachelor's programmes will therefore have a major impact on student numbers. The faculty has made a downwards adjustment to its student numbers forecast. The minimum scenario is based on the Balanced Internationalisation Bill being passed into law.

To cope with growth, an enrolment quota was imposed on several large Bachelor's programmes for this academic year. This raised the threshold for enrolment, resulting in the number of enrolled students coming in below the quota.

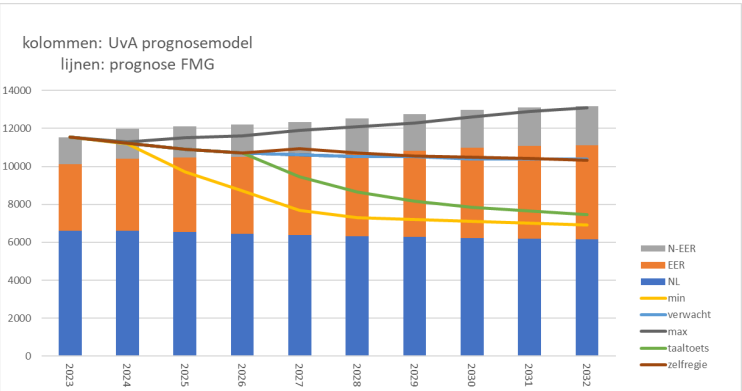
With the expected student numbers, sector plan funds and grants, the faculty will grow to around 1,400 FTE staff. As well as having a major impact on student numbers, the Balanced Internationalisation Bill will also have a huge impact on the faculty's staffing levels. The minimum scenario shows a sharp decline.

jaar		23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
	max	11.557	11.300	11.500	11.600	11.900	12.100	12.300	12.600
	verwacht	11.557	11.216	10.900	10.700	10.600	10.500	10.500	10.400
studenten	min	11.557	11.200	9.700	8.700	7.700	7.300	7.200	7.100

jaar		2024	2025	2026	2027	2028	2029	2030	2031
fte	max	1.365	1.450	1.500	1.500	1.500	1.500	1.500	1.500
PID+PNID	verwacht	1.365	1.380	1.400	1.400	1.400	1.400	1.400	1.400
excl. gast	min	1.365	1.250	1.200	1.200	1.200	1.200	1.200	1.200

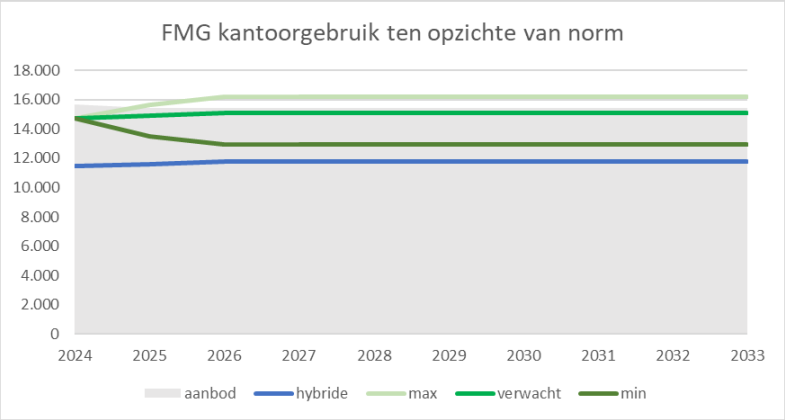
Table: Numbers of enrolled students and FTE staff in the FMG

The bars in the graph below show the student numbers forecast from the Education Executive Agency. The lines in the graph are the faculty forecasts plus the language test and self-management scenarios, which fall within the range of the faculty's forecasts.



Graph: Education Executive Agency (DUO) forecast (bars) showing the faculty forecast (max., expected, min.) and the Balanced Internationalisation Bill scenarios (language test and self-management) if they were to take effect by 2027.

The current amount of office space is sufficient to accommodate expected staff numbers. If the Balanced Internationalisation Bill is passed and/or a stricter office standard is implemented, there will be surplus floor space. If this can be freed up, there will be significant savings on accommodation costs.
However, the faculty has indicated that the current office layout is not always suitable for the application of a stricter standard. In addition, some departments are short of floor space, while others have too much.



Graph: Current supply of office space for the FMG and expected changes in demand for offices.

Faculty of Economics and Business (FEB)
The FEB is housed in REC M, which is primarily used by the Amsterdam Business School (ABS), and REC E, which is home to the Amsterdam School of Economics (ASE) and the Faculty Service Department. The faculty has 8,071 students in the 2024–2025 academic year and expects that it has reached the maximum. Like the FMG, the FEB has a large number of international students in its Bachelor's programmes, and these numbers may continue to increase unless measures are imposed. However, the passing of the Balanced Internationalisation Bill will have a major effect on the size of the faculty.

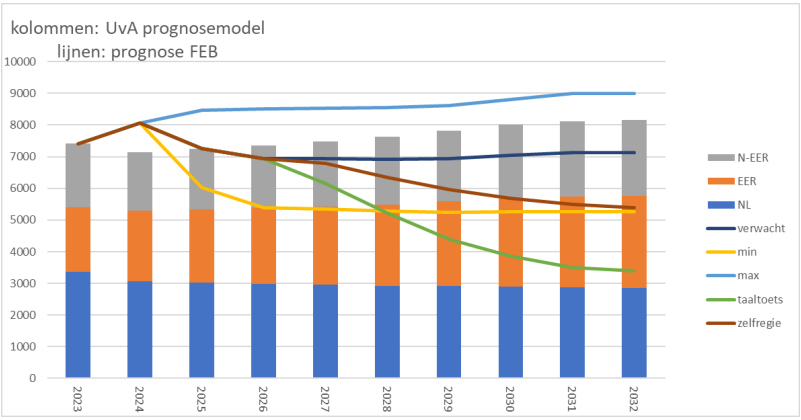
Staffing levels have stabilised at 615 FTEs in 2025.

jaar		23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
studenten	max	7.400	8.071	8.475	8.500	8.525	8.550	8.625	8.813
	verwacht	7.400	8.071	7.247	6.942	6.933	6.914	6.930	7.034
	min	7.400	8.071	6.020	5.384	5.341	5.277	5.235	5.256

jaar		2024	2025	2026	2027	2028	2029	2030	2031
fte	max	617	630	630	630	630	630	630	630
PID+PNID	verwacht	617	615	615	615	615	615	615	615
excl. gast	min	617	600	600	600	575	575	575	575

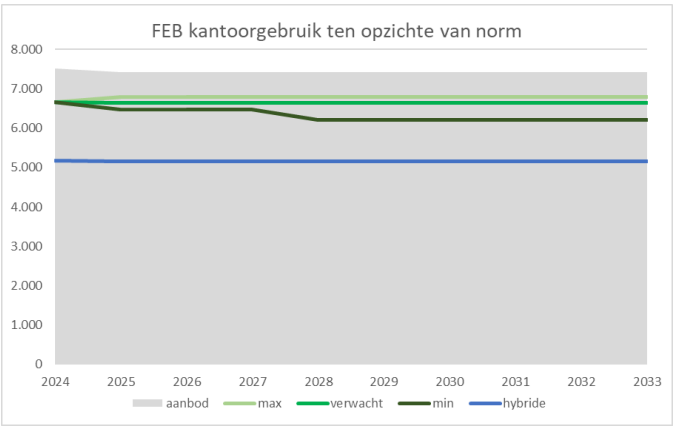
Table: Numbers of enrolled students and FTE staff in the FEB

The bars in the graph below show the student numbers forecast from the Education Executive Agency. The lines in the graph are the faculty forecasts plus the language test and self-management scenarios, which fall outside the faculty's forecasts. The FEB is looking into other modes of study for international students that could still be offered if the Balanced Internationalisation Bill is passed, and hopes that these will go some way towards compensating for the sharp decline.



Graph: Education Executive Agency (DUO) forecast (bars) showing the faculty forecast (max., expected, min.) and the Balanced Internationalisation Bill scenarios (language test and self-management) if they were to take effect by 2027.

The amount of office space is more generous than the standard allows, based on staffing levels in the FEB. Further growth in staff numbers was previously assumed, but numbers have stabilised, so there is no longer a scenario in which the faculty will grow to fit its space. A stricter office standard will offer significant potential for savings. Changes to the office environment are expected to be needed in order to implement a new way of working.



Graph: Current supply of office space for the FEB and expected changes in demand for offices.

Amsterdam Law School

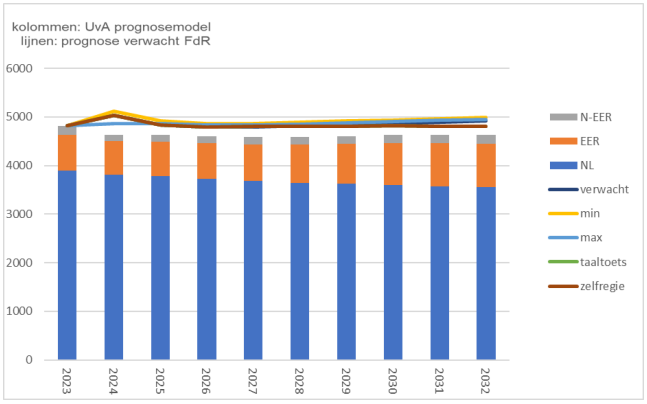
Amsterdam Law School is housed in REC A. The faculty begins the 2024–2025 academic year with 5,035 students and expects to have 430 FTEs in 2025. This is a slight increase on last year's numbers.

jaar		23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
	max	4.823	4.869	4.864	4.831	4.830	4.855	4.879	4.903
	verwacht	4.823	5.035	4.841	4.785	4.793	4.817	4.841	4.865
studenten	min	4.823	5.111	4.914	4.857	4.865	4.889	4.914	4.938

jaar		2024	2025	2026	2027	2028	2029	2030	2031
fte	max	422	438	438	438	438	438	442	447
PID+PNID	verwacht	422	430	430	430	430	430	434	438
excl. gast	min	422	422	410	399	385	389	393	397

Table: Numbers of enrolled students and FTE staff at Amsterdam Law School

Student numbers at Amsterdam Law School have risen steadily for several years now. This was initially caused by the launch of PPLE, but in recent years it has also been due to an increase in market share. Because many of the courses offered focus on the Netherlands, the proportion of international students is relatively small and the passing of the Balanced Internationalisation Bill will have little effect. All Bachelor's and Master's programmes are going through a process of educational reform with more small-scale, skills-based education.

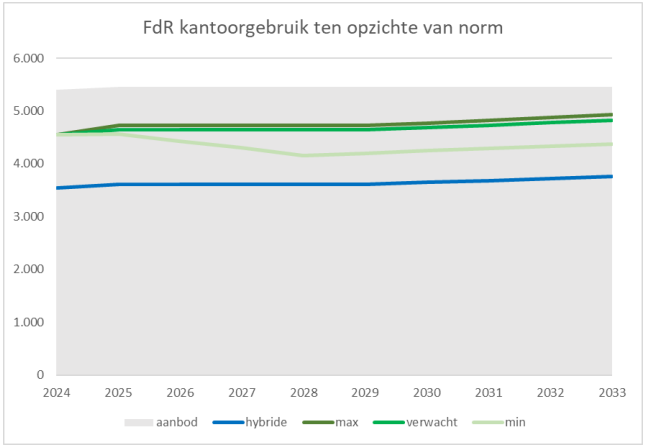


Graph: Education Executive Agency (DUO) forecast (bars) showing the faculty forecast (max., expected, min.) and the Balanced Internationalisation Bill scenarios (language test and self-management) if they were to take effect by 2027.

The growth of staffing levels at Amsterdam Law School has led to the faculty growing to fit its accommodation in REC A, which was initially rather spacious. Because accommodation costs are passed on directly to the departments, the faculty is careful in how it uses space, resulting in relative growth and contraction between departments. In addition, over time, some of the office space has been converted to teaching space through functional modifications.

Slight growth is expected over the next few years, due in particular to the focus on research. When the number of FTE staff increases, the faculty will use the available space in REC A more efficiently. The space standard will still be exceeded by a small amount. This provides room for further growth or potential savings, which could be enhanced by the implementation of a stricter space standard.

In recent years, small adjustments have been carried out to make the accommodation in REC A more suitable. This is helping the faculty move towards the new space standard, but minor adjustments have their limit. Under the supervision of an external adviser, the faculty is holding discussions about a workplace concept that will be more consistent with the new space standard and hybrid working. Among other things, the faculty is looking at creating more meeting rooms.



Graph: Current supply of office space for Amsterdam Law School and expected changes in demand for offices

Roeterseiland Campus portfolio analysis

The table below compares the basic and optional supply and demand. This is followed by a variance analysis including the desired margin.

AANBOD gecategoriseerd REC		2024	2025	2026	2027	2028	2029	2030	2035
Goed		67.775	68.292	68.292	68.292	68.292	68.292	68.292	66.724
Voldoende		3.002	9.052	9.052	9.052	9.052	9.052	9.052	9.052
Matig		2.058	0	0	0	0	0	0	0
Aanhuur		1.400	1.305	341	341	341	341	341	341
Basis Beschikbaar		**74.236**	**78.649**	**77.685**	**77.685**	**77.685**	**77.685**	**77.685**	**76.117**
Goed		0	0	600	600	600	600	600	600
Voldoende		0	0	0	0	0	0	0	0
Matig		334	187	187	187	187	187	187	187
Aanhuur		0	330	1.294	0	0	0	0	0
Optioneel aanbod		**334**	**517**	**2.081**	**787**	**787**	**787**	**787**	**787**
TOTAAL aanbod		**74.570**	**79.165**	**79.765**	**78.472**	**78.472**	**78.472**	**78.472**	**76.904**
Renovatie		3.555	0	0	0	0	0	0	0
TOTAAL m2		**78.459**	**79.352**	**79.952**	**78.659**	**78.659**	**78.659**	**78.659**	**76.904**

VRAAG gecategoriseerd REC		2024	2025	2026	2027	2028	2029	2030	2035
Primair	*basis*	63.663	62.375	62.591	62.591	62.591	62.591	62.591	62.591
Partners	*basis*	2.049	2.049	1.385	1.385	1.385	1.385	1.385	1.385
Studenten	*basis*	4.093	4.093	4.093	4.093	4.093	4.093	4.093	4.093
Support	*basis*	4.051	4.051	4.051	4.051	4.051	4.051	3.898	3.504
Commercieel	*basis*	806	806	806	806	806	806	806	806
Basis vraag		**74.663**	**73.375**	**72.927**	**72.927**	**72.927**	**72.927**	**72.774**	**72.380**
Primair	*optioneel*	3.651	1.901	1.329	1.089	1.045	1.045	1.045	1.045
Partners	*optioneel*	0	0	500	1.000	1.500	1.500	2.000	2.000
Studenten	*optioneel*	0	0	750	750	750	750	750	750
Support	*optioneel*	0	0	0	0	0	0	0	0
Commercieel	*optioneel*	0	0	0	0	0	0	0	0
Optionele vraag		**3.651**	**1.901**	**2.579**	**2.839**	**3.295**	**3.295**	**3.795**	**3.795**
Totale vraag		**78.314**	**75.276**	**75.506**	**75.766**	**76.223**	**76.223**	**76.569**	**76.175**

Portefeuilleanalyse REC	2024	2025	2026	2027	2028	2029	2030	2035
Match basis vraag en aanbod	**-427**	**5.274**	**4.758**	**4.758**	**4.758**	**4.758**	**4.911**	**3.737**
Optionele vraag	-3.651	-1.901	-2.579	-2.839	-3.295	-3.295	-3.795	-3.795
Gewenste frictiemogelijkheden 5%	-796	-780	-1.565	-2.347	-3.130	-3.130	-3.130	-3.130
Match ruimtebehoefte en basis aanbod	**-4.874**	**2.593**	**614**	**-428**	**-1.667**	**-1.667**	**-2.014**	**-3.188**

Optioneel aanbod	334	517	2.081	787	787	787	787	787
Match ruimtebehoefte en totaal aanbod	**-4.539**	**3.110**	**2.694**	**359**	**-880**	**-880**	**-1.227**	**-2.401**

scenario hybride norm

Portefeuilleanalyse REC	2024	2025	2026	2027	2028	2029	2030	2035
Match ruimtebehoefte en basis aanbod	**-4.874**	**2.593**	**614**	**-428**	**-1.667**	**-1.667**	**-2.014**	**-3.188**
geoptimialiseerde vraag		-6.038	-6.086	-6.086	-6.086	-6.086	-6.053	-6.019
Match geoptimaliseerde ruimtebehoefte en basis aanbod		**8.632**	**6.700**	**5.658**	**4.419**	**4.419**	**4.039**	**2.831**

Table: REC portfolio analysis, showing the match in m² UFA between the basic and optional supply and demand

Now that the Roeterseiland Campus is complete as far as Accommodations Plan projects are concerned, it is time to take stock. No more renovations are planned and the size of the faculties has stabilised in 2025 for the time being, pending changes in government policy. The adopted position paper, development vision and implementation agenda will guide further campus development.

In the 2024 Accommodations Plan, the portfolio analysis on the match between supply and demand was still mostly coloured red. The expected decline in student numbers, which in some places has already begun, will have a visible impact on space requirements. Therefore, from 2025 onwards, there will be more scope for optional demand.

The optional demand should therefore be specified in more detail over the next twelve months. Is the demand for study spaces being met through dual use, or is a permanent expansion of spaces required? Has educational reform led to an expansion of space? To what extent is there a need for an interfaculty working environment on this campus? In addition, the ambition to accommodate valorisation and partnerships on campus is taking shape with the opening of REC Impact and may

start to be translated to specific space requirements in the years ahead. Besides the scale of these space issues, the speed with which space is provided is also important.

Optimised demand based on a stricter space standard for offices will create even more space. For the REC, the question is where the potential space may start to emerge, how to cluster the excess space in one area and what functions can conceivably be accommodated at the REC.

Based on the space requirement analysis, the previous Accommodations Plan included funds for an expansion of 3,000 by 2035. Based on the current analysis, a future expansion in floor space does not appear necessary, and we are even looking at how space can be saved. This does not alter the possibility of a future expansion at the REC; however, such an expansion is currently unlikely to be a UvA programme.

Long-term growth or contraction
In their growth forecasts, the REC faculties provided both minimum and maximum scenarios for staff and student numbers. These developments have been translated into floor space in the table below, along with two scenarios that involve limiting the international intake.

The passing of the Balanced Internationalisation Bill and other potential cuts to research and education spending will have a major impact on overall space requirements at the REC.

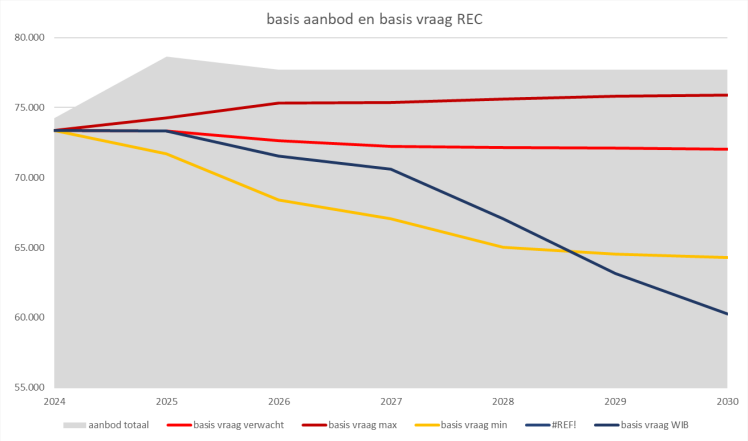


Table: Effect on the portfolio analysis in m² UFA of the expected growth/contraction of the REC faculties

In a scenario where demand declines, the pressure on available space will decrease and there will be excess capacity. If there is surplus space, the possibility of moving UvA programmes to the REC will be explored. Furthermore, it is expected that there would be sufficient interest in leasing the space to address a drop in demand.

B1.3 University Quarter

The University Quarter is the building complex around Binnengasthuisterrein, Oude Turfmarkt, Nieuwe Doelenstraat and Oudemanhuispoort, stretching as far as the Bushuis, Oost-Indisch Huis and Spinhuis. The current city centre cluster also includes other buildings (PC Hoofthuis, UB Singel, Maagdenhuis, the Aula auditorium and Handboogstraat).

The University Quarter is home to the Faculty of Humanities, the University Library and the heritage collections, as well as the UvA's administrative centre. A lease agreement was concluded with the Royal Netherlands Academy of Arts and Sciences (KNAW) in 2016 for the Oost-Indisch Huis and Spinhuis, which house a number of humanities institutes.

Current use of the University Quarter

A total of approximately 56,700 m² UFA in and around the University Quarter is used by the UvA and its partners. There is approximately 22,000m² UFA of vacant space due to relocations and renovations (mainly the latter). Some of this has had to be temporarily used as reserve space during the renovations. A letting policy is actively pursued to accommodate new initiatives (temporarily or permanently) and the use of space by third parties. Depending on the final plan for the development of the University Quarter and the timing of the various phases, the use of space will temporarily be intensified or reduced. The location enables a range of activities, but quality (and safety in particular) imposes limitations.

Universiteitskwartier	onderwijs	onderzoek	kantoren	ondersteune	overige	totaal
totaal	**12.435**	**2.632**	**36.092**	**9.714**	**17.652**	**78.526**
gebruik	9.180	1.445	26.864	5.928	13.306	**56.723**
leegstand	3.255	1.187	9.228	3.786	4.346	**21.803**
primair	**9.058**	**1.409**	**17.634**	**2.342**	**6.321**	**36.765**
FGw	800	1.409	13.393	15	181	**15.799**
UB	3.449		2.473	518	3.284	**9.723**
UB erfgoed	74		1.295	1.808	2.856	**6.034**
BOL	4.736					**4.736**
IAS			473			**473**
intern overig	**56**	**29**	**4.727**	**2.941**	**4.227**	**11.980**
FS	56		693	2.108	1.854	**4.711**
B&B			2.434	565	2.373	**5.372**
SGZ		29	456	72		**557**
BC			542	20		**562**
HO			182			**182**
AC			39			**39**
ICTS			382	175		**558**
gelieerd	**0**	**0**	**822**	**5**	**0**	**827**
DIA			322	5		**326**
Humanities Venture Lab			500			**500**
derden	**66**	**6**	**3.680**	**641**	**2.758**	**7.151**
KNAW	66	6	3.272	246	500	**4.090**
DUWO					2.164	**2.164**
overig commercieel			382	366		**748**
contractpartijen			26	29		**55**
woningen OMHP					94	**94**
leegstand	**3.255**	**1.187**	**9.228**	**3.786**	**4.346**	**21.803**
bouwkundig	2.988	1.187	8.298	3.588	4.346	**20.408**
economisch	267		930	198		**1.395**

Table: Use of space in the University Quarter in m² UFA in 2025

Developments in the University Quarter

The development of the University Quarter is extensive and ambitious. The complexity of the city centre (construction logistics, municipal regulations, heritage status, construction risks) means that the ambitions often cannot be realised within existing project reserves. This requires decisions to be made, and also requires optimisation. That process is well underway, particularly for BG5 and the OMHP. For the Faculty of Humanities and the University Quarter as a whole, it would be

desirable for these projects to be completed within the next few years. The University Quarter BG5 and OMHP projects also face grid congestion for which solutions have yet to be found.

Decisions and optimisations will be sought through improvement of the process (vision for the listed buildings, decisions about the tendering strategy, better risk management, improvements to permit application processes, etc.) and the programme (a building-oriented approach, intensification of use, potential relocations, etc.). For the OMHP project, this has led to a phased building-oriented approach.

Amsterdam Humanities Hub

The UvA is working on developing the University Quarter in the heart of Amsterdam. The ambition is to create a university quarter that stimulates the interdisciplinary exchange of ideas and promotes interactions between students, lecturers, researchers, collaboration partners, neighbours and alumni.

With the largest market share in humanities and the strength of a campus in the centre of Amsterdam, the University Quarter is shaping up to be a national humanities hotspot. Having the humanities institutes of the Royal Netherlands Academy of Arts and Sciences (KNAW) setting up offices in the Spinhuis and Oost-Indisch Huis will strengthen this position. The UvA has entered into a partnership agreement with the City of Amsterdam and the KNAW. This has resulted in the Amsterdam Humanities Hub, in which the two parties have joined forces to position the University Quarter with international allure. This will make it especially attractive for other partners to set up offices in or around the University Quarter, particularly with the Faculty of Humanities labs being combined in the Research Building in the Bushuis.
The Germany Institute Amsterdam (DIA) has already found a home in Oost-Indisch Huis. Student initiative VoxPOP has already been a success, with a full and well-attended programme. The Humanities VentureLab and start-ups such as Buzzhouse have also been successful.

Area development: University Quarter Strategic Master Plan

The University Quarter is located in a sensitive urban area with many listed buildings. All stakeholders (city, university, residents, businesses and visitors) have an interest in the harmonious and coherent development of the area. The UvA and the City of Amsterdam jointly drew up a Strategic Master Plan (SMP) for the University Quarter to ensure cohesion in terms of both scheduling and quality. The SMP was adopted in 2021. It includes social, academic and economic development opportunities for the area and sets out the basic principles underlying topics such as sustainability improvements, logistics and management and development frameworks for the buildings and outdoor spaces.
Implementation of the SMP is under financial pressure. The complexity and ambitions of the development as a whole have required more investment than anticipated. Consequently, it is going to take longer to realise the ambitions in the SMP.

New University Library

After years of delays, the completion of the new University Library is finally in sight. The building is expected to reopen in mid-2025. At that time, the final cost will become clear.

Gasthuiskerk

In 2024, the Gasthuiskerk was renovated and occupied by the CEDLA. The office wing below the Allard Pierson Museum was added to the museum. This freed up space in the Oude Turfmarkt building for the Strategic Plan Theme-based Groups.

Phased approach to the OMHP project
The sections of the OMHP along Oudezijds Achterburgwal and Kloveniersburgwal are being renovated. The sections on Slijkstraat and the quadrangle will remain in use. This is subject to the addition of new infrastructure (including ICT) to ensure these building sections are of sufficient quality for the next 15 years.

BG5
The design for the basement (part of the foundation plan) does not comply with the listed buildings policy and will be modified. Additional justification for carrying out repairs to the foundations is required to obtain M&A approval and thus a permit.
The design of the building is still subject to coordination with the city council and a participation process with nearby residents. Grid congestion is also causing an issue for this building, and an additional requirement from the insurer (installation of a sprinkler system) must be met.

TES
The development of the TES plan for the University Quarter is close to producing a final design. This project has suffered from delays and changes to the scope of Accommodations Plan projects, since it is dependent on sustainability improvements being made to all buildings before the system can be connected to those buildings. The effect of the changes is not yet entirely clear; decisions on these changes will be made later this year.

Faculty of Humanities (FGw)
The Faculty of Humanities is located in the University Quarter and had 8,686 students at the start of the 2024–2025 academic year. In 2025, the faculty expects to grow to 926 FTE staff.

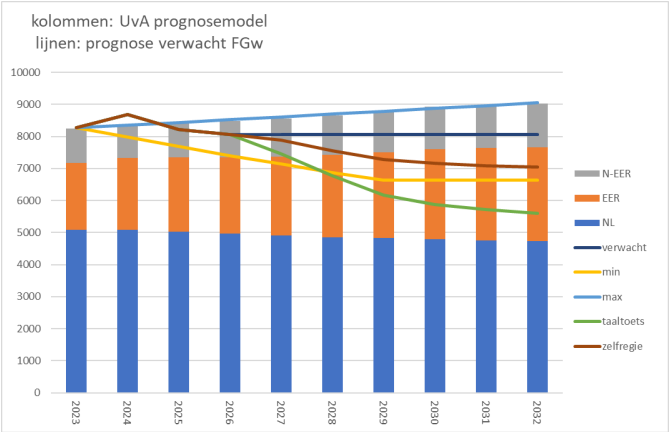
jaar		23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
studenten	max	8.276	8.359	8.442	8.527	8.612	8.698	8.785	8.873
	verwacht	8.276	8.686	8.214	8.053	8.053	8.053	8.053	8.053
	min	8.276	7.976	7.686	7.407	7.138	6.879	6.629	6.629

jaar		2024	2025	2026	2027	2028	2029	2030	2031
fte	max	903	926	921	916	911	911	911	911
PID+PNID	verwacht	903	926	916	906	896	896	896	896
excl. gast	min	903	926	892	860	829	799	770	742

Table: Numbers of students and FTE staff according to Faculty of Humanities forecast

After a significant drop, student numbers in the Faculty of Humanities have increased strongly since 2016. This growth has partly been driven by international students, as a result of the English-language Bachelor's programmes. The faculty aimed to attract students by updating and expanding its profile, and as a result its market share has increased. Even without the Balanced Internationalisation Bill, student numbers are expected to decrease slightly over the next few years.

Due to the large proportion of international students in Humanities Bachelor's programmes, measures to restrict internationalisation (the Balanced Internationalisation Bill) will have a major impact on the size of the faculty. The chart below shows that the language test scenario in particular could be drastic.



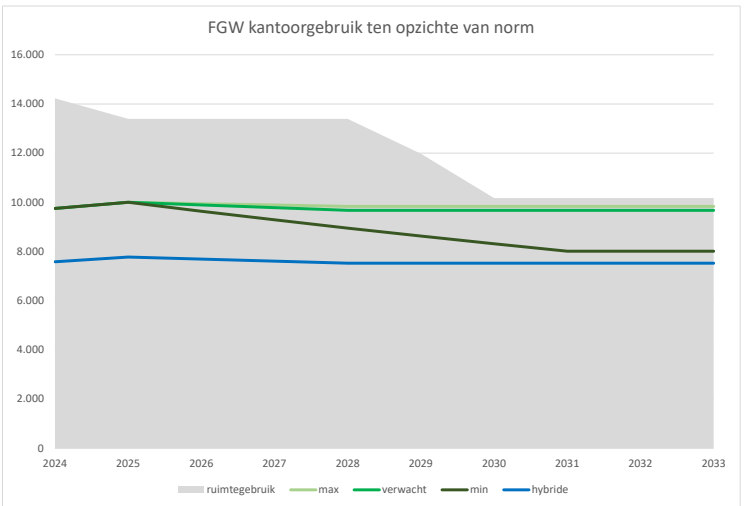
Graph: Education Executive Agency (DUO) forecast (bars) showing the faculty forecast (max., expected, min.) and the Balanced Internationalisation Bill scenarios (language test and self-management) if they were to take effect by 2025.

Staff numbers in the Faculty of Humanities are expected to decrease, then stabilise around 900 FTE. In spite of the growth in the number of FTE staff over the past few years, the faculty's accommodation is still well above the standard.

Once the faculty moves into its final accommodation in the University Quarter, there will be a considerable reduction in the amount of office space it occupies. Due to the delays in building projects in the University Quarter, the faculty is investigating whether it is possible to take steps to accommodate its staff more efficiently in the meantime.

A stricter space standard for offices could further reduce space requirements, as would the minimum scenario in the forecast of FTE numbers. In that case, the space requirement would fall by around 2,000 m², which would have a major impact on the floor space required in the University Quarter.

In the meantime, the surplus accommodation rules[2] still apply to the Faculty of Humanities. Once the new accommodation in the University Quarter is complete, the use of space by the faculty will decrease and the surplus will be reduced.



Graph: Current supply of office space for the Faculty of Humanities and expected changes in demand for offices

[2] Financial compensation for inefficient use of space by faculties that have not yet implemented their final accommodation arrangements.

University Quarter portfolio analysis

The table below compares the basic demand and supply with the optional demand and supply. This is followed by a variance analysis including the desired margin.

AANBOD gecategoriseerd		2024	2025	2026	2027	2028	2029	2030	2035
Goed		10.166	7.315	15.249	15.308	15.308	15.308	24.027	31.382
Voldoende		40.132	43.537	35.693	35.693	35.693	41.259	23.628	18.988
Matig		8.685	6.334	6.334	6.334	6.334	2.886	1.450	1.450
Aanhuur		0	0	0	0	0	0	0	0
Basis beschikbaar		58.984	**57.187**	**57.277**	**57.336**	**57.336**	**59.454**	**49.105**	**51.820**
Goed		0	0	0	0	0	0	0	0
Voldoende		0	0	0	0	0	0	0	0
Matig		9.979	11.851	19.883	12.300	55	55	55	55
Aanhuur		0	0	0	0	0	0	0	0
Optioneel beschikbaar		9.979	**11.851**	**19.883**	**12.300**	**55**	**55**	**55**	**55**
TOTAAL aanbod		68.963	**69.038**	**77.160**	**69.636**	**57.391**	**59.509**	**49.161**	**51.876**
Renovatie		9.866	13.627	9.075	11.239	11.239	8.362	7.414	0
TOTAAL m2		78.829	**82.665**	**86.235**	**80.875**	**68.630**	**67.871**	**56.575**	**51.876**
Nader te bepalen	***ntb***	0	**0**	**11.706**	**11.706**	**11.706**	**23.359**	**23.359**	**28.000**
TOTAAL portefeuille		78.829	**82.665**	**97.941**	**92.581**	**80.336**	**91.231**	**79.934**	**79.876**

VRAAG gecategoriseerd		2024	2025	2026	2027	2028	2029	2030	2035
Primair		38.207	37.192	37.958	37.045	36.791	36.014	34.562	35.628
Partners		5.053	4.417	4.417	4.417	4.417	4.417	4.417	4.417
Studenten		531	557	557	557	557	557	557	557
Support		11.871	10.805	9.161	9.161	9.161	9.161	8.913	8.541
Commercieel		3.006	842	842	842	842	187	187	187
Basis vraag		58.667	**53.812**	**52.934**	**52.022**	**51.767**	**50.335**	**48.636**	**49.330**
Primair		0	0	0	0	0	0	0	0
Partners		0	0	250	250	250	250	500	500
Studenten		0	0	0	0	0	0	0	0
Support		0	0	0	0	0	0	0	0
Commercieel		0	0	0	0	0	0	0	0
Optionele vraag		0	**0**	**250**	**250**	**250**	**250**	**500**	**500**
Totale vraag		58.667	**53.812**	**53.184**	**52.272**	**52.017**	**50.585**	**49.136**	**49.830**

Portefeuilleanalyse UK		2024	2025	2026	2027	2028	2029	2030	2035
Match basis vraag en aanbod		**316**	**3.374**	**4.343**	**5.314**	**5.569**	**9.118**	**469**	**2.490**
Optionele vraag		0	0	-250	-250	-250	-250	-500	-500
Gewenste frictiemogelijkheden	van primair	-478	-465	-949	-1.389	-1.840	-1.801	-1.728	-1.781
Match ruimtebehoefte en basis aanbod		**-161**	**2.909**	**3.144**	**3.675**	**3.479**	**7.067**	**-1.759**	**209**

Optioneel aanbod		9.979	11.851	19.883	12.300	55	55	55	55
Match ruimtebehoefte en totaal aanbod		**9.818**	**14.761**	**23.027**	**15.975**	**3.535**	**7.123**	**-1.704**	**264**
Nader te bepalen		0	0	11.706	11.706	11.706	23.359	23.359	28.000

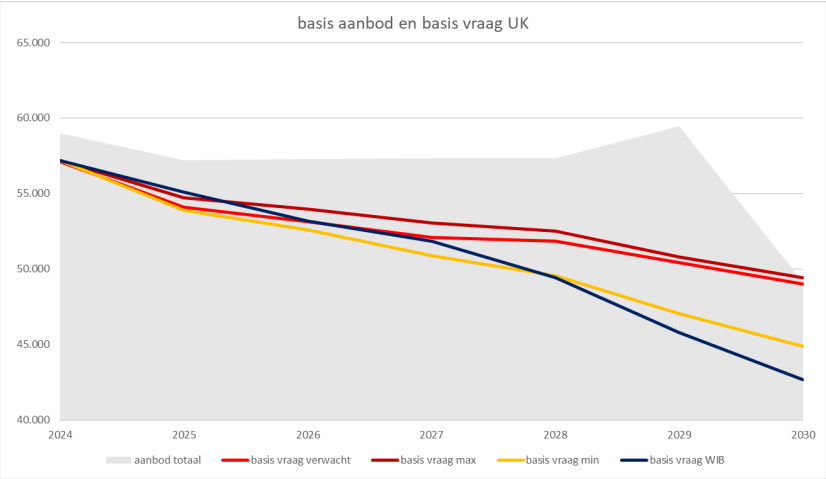
scenario hybride norm

Portefeuilleanalyse UK		2024	2025	2026	2027	2028	2029	2030	2035
Match ruimtebehoefte en basis aanbod		**-161**	**2.909**	**3.144**	**3.675**	**3.479**	**7.067**	**-1.759**	**209**
geoptimialiseerde vraag			-3.511	-3.210	-3.186	-3.162	-3.246	-3.246	-3.246
Match geoptimaliseerde ruimtebehoefte en basis aanbod			**6.420**	**6.353**	**6.860**	**6.641**	**10.313**	**1.486**	**3.454**

Table: University Quarter portfolio analysis, showing the match in m² UFA between basic and optional supply and demand

Due to the implementation complexity and difficulties around collaborating with the city council, planning for the University Quarter is subject to scope and schedule changes. In 2024, following an evaluation of the collaboration, the partnership has moved into calmer waters. Renovations to listed buildings remain complex and risky, which is reflected in the rising costs. In addition, construction logistics are an area of concern. The high cost of floor space in the University Quarter will determine the size of the programmes to be accommodated, bearing in mind the possible contraction due to government policies. At the same time, it would be highly desirable for the Faculty of Humanities to move to the Binnengasthuis site. The faculty is still scattered around the city centre and the quality of the buildings to be vacated is poor. The need for other programme components, such as executive staff and service units, to be accommodated in the University Quarter is being reconsidered.

Long-term growth or contraction
The minimum and maximum space requirements were able to be estimated based on the range of scenarios provided by the Faculty of Humanities in its growth forecast. Space requirement calculations were also performed for the international intake scenarios.
The table below shows that a wide range of space requirements has emerged.



Graph: Effect on the University Quarter portfolio analysis in m² UFA of the growth/contraction of the Faculty of Humanities

The maximum growth scenario in the University Quarter can be absorbed within the envisaged portfolio.
Over the next few years, greater clarity will emerge around the changes in student numbers. If there is a sharp drop in demand, the UvA must consider which buildings it wishes to invest in for its own use.

Some of the floor space could be repurposed, on a temporary basis if necessary. This would preferably be done by attracting partners who can add value to the campus. Because of the high demand, the risk profile of the floor space in the centre of Amsterdam is fairly small.

B1.4 Other locations

In addition to the REC, University Quarter and ASP campuses, the UvA uses space in the Medical Business Park on the AMC site, at ACTA on the Zuidas campus and on Hogehilweg in Amsterdam Zuidoost.

overig		onderwijs	onderzoek	kantoren	onder steunend	overige	totaal
	totaal	**2.687**	**0**	**5.010**	**12.746**	**0**	**20.443**
	gebruik	**2.687**	**0**	**5.010**	**10.639**	**0**	**18.336**
	leegstand	**0**	**0**	**0**	**2.107**	**0**	**2.107**
primair		**2.687**	**0**	**525**	**10.004**	**0**	**13.216**
	BOL	2.687		94			**2.781**
	UB			431	10.004		**10.435**
intern overig		**0**	**0**	**2.561**	**556**	**0**	**3.116**
	AC			828	41		**870**
	FS			327	419		**746**
	ICTS			1.406	95		**1.501**
derden		**0**	**0**	**1.924**	**79**	**0**	**2.003**
	HvA			1.924	79		**2.003**
leegstand		**0**	**0**	**0**	**2.107**	**0**	**2.107**
	bouwkundig				2107		**2.107**
	economisch						**0**

Table: Use of space by the UvA in other locations in m² UFA

Hogehilweg

The Facility Services, ICTS and AC service units are housed on Hogehilweg in Amsterdam Zuidoost. The building has been leased for at least 10 years. Structural modifications have been carried out to make it suitable for the shared service units of the UvA and AUAS within the more stringent standard applied by the AUAS, with a workplace concept that is aligned with current and desired ways of working, including agile working.

Housing the service units in Amsterdam Zuidoost means that small office hubs have had to be set up on the campuses, to give staff in the service units somewhere to work when they visit the campuses. This is in line with the orientation to the desired forms of service delivery on campus. Through collaboration, it would probably be possible to use less space overall.

Amsterdam UMC (IWO)

The Amsterdam University Medical Centre (Amsterdam UMC) was created through a merger in 2018 and is responsible for the accommodation of the Faculty of Medicine. The Medical Business Park was developed on the AMC site in Amsterdam Zuidoost.
This campus is home to the IWO, which houses the University Library's book storage depot. It also contains rooms where digital and paper exams are held. The University Library is focusing on reducing its use of the IWO storage depot, which has created an increasing amount of vacant space. This vacant space could be used to accommodate new collections, both within and outside of the UvA.

ACTA

The Faculty of Dentistry set up the Academic Centre for Dentistry in Amsterdam (ACTA) in collaboration with the Faculty of Dentistry of VU Amsterdam. In 2010, ACTA moved to a new building constructed by VU Amsterdam on its Zuidas campus. In total, ACTA uses 18,567 m² UFA; the UvA share in the building lease is 10,212 m² UFA.

Portfolio analysis – Other locations

The table below compares the basic and optional supply and demand. This is followed by a variance analysis.

AANBOD gecategoriseerd overig			2024	2025	2026	2027	2028	2029	2030
Goed			0	0	0	0	0	0	0
Voldoende			0	0	0	0	0	0	0
Matig			0	0	0	0	0	0	0
Aanhuur			30.097	30.655	30.655	30.655	30.655	30.655	30.655
Basis aanbod			**30.097**	**30.655**	**30.655**	**30.655**	**30.655**	**30.655**	**30.655**
Goed			0	0	0	0	0	0	0
Voldoende			0	0	0	0	0	0	0
Matig			0	0	0	0	0	0	0
Aanhuur			0	0	0	0	0	0	0
Optioneel			**0**	**0**	**0**	**0**	**0**	**0**	**0**
TOTAAL aanbod			**30.097**	**30.655**	**30.655**	**30.655**	**30.655**	**30.655**	**30.655**
Renovatie			0	0	0	0	0	0	0
TOTAAL m2			**30.097**	**30.655**	**30.655**	**30.655**	**30.655**	**30.655**	**30.655**

VRAAG gecategoriseerd overig			2024	2025	2026	2027	2028	2029	2030
Primair			22.997	22.997	22.997	22.997	22.997	22.997	22.997
Partners			0	0	0	0	0	0	0
Studenten			0	0	0	0	0	0	0
Support			5.550	5.474	5.474	5.474	5.474	5.474	5.474
Commercieel			0	0	0	0	0	0	0
Totaal Vraag Basis			**28.548**	**28.472**	**28.472**	**28.472**	**28.472**	**28.472**	**28.472**
Primair			0	0	0	0	0	0	0
Partners			0	0	0	0	0	0	0
Studenten			0	0	0	0	0	0	0
Support			0	0	0	0	0	0	0
Commercieel			0	0	0	0	0	0	0
Optionele vraag			**0**	**0**	**0**	**0**	**0**	**0**	**0**
Totale vraag			**28.548**	**28.472**	**28.472**	**28.472**	**28.472**	**28.472**	**28.472**

Portefeuilleanalyse overig	2024	2025	2026	2027	2028	2029	2030
Match basis vraag en aanbod	**1.549**	**2.183**	**2.183**	**2.183**	**2.183**	**2.183**	**2.183**
Optionele vraag	0	0	0	0	0	0	0
Gewenste frictiemogelijkheden	0	0	0	0	0	0	0
Match ruimtebehoefte en basis aanbod	**1.549**	**2.183**	**2.183**	**2.183**	**2.183**	**2.183**	**2.183**
Optioneel aanbod	0	0	0	0	0	0	0
Match ruimtebehoefte en totaal aanbod	**1.549**	**2.183**	**2.183**	**2.183**	**2.183**	**2.183**	**2.183**

scenario hybride norm

Portefeuilleanalyse overig	2024	2025	2026	2027	2028	2029	2030
Match ruimtebehoefte en basis aanbod	**1.549**	**2.183**	**2.183**	**2.183**	**2.183**	**2.183**	**2.183**
geoptimialiseerde vraag		-1.182	-1.182	-1.182	-1.182	-1.182	-1.182
Match geoptimaliseerde ruimtebehoefte en basis	**1.549**	**3.366**	**3.366**	**3.366**	**3.366**	**3.366**	**3.366**

Table: Portfolio analysis for the other locations in m² UFA

Of the other locations, Hogehilweg and ACTA are fully occupied. The IWO has around 2,100 m² of vacant storage space. This is only suitable for collection storage, but it is not needed by the University Library for the time being.

Annex 2: Established Accommodations Plan Policies

B2.1 The Accommodations Plan in general

B2.1.1 History

In 1995, the government transferred ownership of university buildings to the universities. As a result, the UvA became the owner of an extremely diverse real estate portfolio.
The origins of the Accommodations Plan date back to 1998, when the vision for forming UvA accommodation into clusters on campuses was born. This strategy was developed in greater detail in the 2000–2015 Accommodations Plan. At that time, the plan consisted of an investment programme spread over the period of the plan, with a financial assessment focused mainly on the liquidity and affordability of the investment programme. Before the first major investment for the construction of a new building in the Amsterdam Science Park, the plan was revised in the 2005–2020 Accommodations Plan. That plan used a space standard to ensure that sufficient floor space of good quality would be created. It also added more financial parameters, such as solvency and the 12% standard. The Accommodations Plan was updated again in 2010. Since then, due to changes in space requirements, it has been updated annually as part of the University's budget. Because of the lengthy preparation time for renovations, the horizon of the plan is now 2030. The first reinvestments are due to occur in this period, which means the Accommodations Plan has become more of a rolling forecast.

B2.1.2 Organisation

The UvA has set up a real estate accounting structure with its own balance sheet, in which all UvA buildings are listed and all ownership costs are accounted for, along with revenue from use-of-space offsets. The Finance, Planning and Control (FP&C) unit manages the real estate accounting structure, as well as the Accommodations Plan, and acts as an internal lessor of space. In doing so, the unit takes on the internal role of owner. FP&C also offers support with drafting plans and developing ideas, working through issues, and understanding risks, processes and financial consequences.

Units are not allowed to acquire, lease or let space independently, other than for short periods of time (less than a year). The organisation of real estate and accommodation is shaped in collaboration with the Real Estate Development and Facility Services units as well as with the faculties and service units.

The Real Estate Development unit is responsible for the construction and ongoing development of the campuses and for actively communicating the campuses' ambitions. This means it has primary responsibility for UvA construction and renovation projects, but it also actively communicates the missions, visions and ambitions of the campuses. The campuses form part of and operate within a big city, and are firmly embedded in its neighbourhoods and districts. The activities of the Real Estate Development unit include shaping the strategic contours of the campuses in programme activities and managing construction and renovation projects.

Facility Services performs the management tasks associated with real estate. This includes planning and implementing major maintenance and functional modifications, measures relating to accessibility and safety, building management, cleaning, energy supply, and carrying out the maintenance tasks to be performed by tenants.

B2.2 Accommodation strategy

Accommodation is a key infrastructure component, and should contribute to the achievement of the UvA's objectives. The UvA's accommodation strategy is in line with the UvA's ambitions and is focused on developing the campus to provide high-quality facilities for teaching, research and valorisation at the lowest possible cost. Strategic accommodation decisions are made based on changes in supply and demand, planning and financial headroom.

B2.2.1 Amsterdam Research Based Campuses (ARBCs)

The UvA's campuses are ARBCs: dynamic and attractive environments where teaching, research and knowledge valorisation take centre stage. Synergy and collaboration contribute to strengthening the academic ecosystem. The campuses can make a significant contribution to this aim by creating attractive places for collaboration, sharing facilities and providing space for partners. In other words, campus development is more than just a question of accommodation; it requires a comprehensive vision of the campus's profile and the way it is used.

On the campuses, there is an interactive interplay between academic research and the complex issues facing society and the business community. When knowledge, businesses and talent share the same space, cross-fertilisation occurs. In that space, work can be done to accelerate innovation when we work together on the challenges facing society. In that space, work can be done to actively promote crossovers between sectors, so we can learn from each other and innovation and impact can be accelerated and strengthened.

B2.2.2 Strategic partnership/ownership

In terms of accommodation, a shift is taking place from coordination to true collaboration. A healthy, longstanding partnership requires professional agreements and reciprocity. The collaboration between the City of Amsterdam and the UvA becomes stronger each year. This is particularly evident when a number of developments are taking place. The city council and the UvA need each other to achieve their ambitions. That also increasingly applies to parties such as Matrix IC and UvA Holding. Strategic partnerships make it possible to resolve accommodation issues in situations of shared ownership.

B2.2.3 Disposal policy

A building can be disposed of through sale or long-term external letting without management responsibility for the UvA. This means no investment requirements for the UvA, and it also shifts the maintenance risk to the external party.

Some of the vacant space may be eligible for disposal if it meets the following conditions:
- The entire building is vacant and unused;
- The building does not occupy a strategic location on or near a UvA campus;
- No prospective internal users (or future users) exist;
- No prospective affiliated users exist;
- Continued operation of the building would increase management risks;
- Letting to third parties would require an investment to make the building suitable.

B2.3 Control and assessment policy

For major renovation and construction investments, an assessment framework is used. The aim of the assessment framework is to make it clear as early as possible in the plan development process that the facilities to be provided are affordable, meet the desires of the end user and can be operated for an extended period of time. The financial checks in particular test the affordability within the assumptions of the Accommodations Plan. In conjunction with the qualitative test, insight is gained into any new risks for the Accommodations Plan. The assessment framework is kept up to date based on established policies and frameworks under the Accommodations Plan.

To maintain a focus on and to assess feasibility and efficiency during the process of developing accommodation plans, the assessment framework is completed at the end of each phase in the process and assessed at each decision-making stage.
The assessment framework forms part of each phase document and will also be included in assignment letters. The accuracy, completeness and quality of the information are important to enable a proper assessment.

Unlike the other reference points, the sustainability reference points are project specific. Accommodations projects must contribute as much as possible to the achievement of the goals set out in the White Paper. The ways in which projects will contribute will be specified in the assignment letter. The Transition Council (portfolio holders and sustainability advisers from HO, FS and FP&C) will monitor progress and decisions relating to sustainability by assessing and making recommendations in phase documents.

The assessment framework comprises the following components:
Investment assessment:

- The design is compatible with the investment frameworks of the Accommodations Plan and the balance sheet ratios, i.e. it is affordable and it will be possible to obtain financing for it;
- There is a reasonable degree of certainty that the resources for building the campus overall are sufficient;
- The investment per square metre compares favourably with the market;
- There is a reasonable degree of certainty regarding the extent of the vacancy risk.

User assessment:

- All available floor space, in m² LFA, will be occupied and paid for by end users for a period of at least 10 years;[3]
- The programme is implemented in such a way as to ensure that the services are in line with the rates charged;
- The way in which the programme will be integrated into the building is assessed by the user as compatible with the services it intends to provide, i.e. meeting its service quality criteria;
- There is no programme displacement to other buildings, i.e. that functions are pushed out of the building necessitating their accommodation elsewhere.
- The involvement of students and staff in the formulation of the request is clearly demonstrated, e.g. through the fact that a positive recommendation has been issued by representative advisory bodies (whether centralised or decentralised, i.e. project dependent).

Operating assessment:

- The operating expenses of the building are within the set limits.
- The building and contents are insurable based on the requirements set by the insurer.

Grid congestion test:

- The contracted power for the building or building complex corresponds to the power required for the programme of the entire building or complex.

Sustainability assessment:

- Paris Proof All Electric: The design is gas-free, with total building-related energy consumption of ≤ xx[4] kWh/m2 and user-related energy consumption of ≤ xx[4] kWh/m2
- It is clear from the design that the energy requirement is as low as possible (priority review and integrality test).
- The design meets the circular performance requirements in accordance with the schedule of requirements in terms of value preservation, the environment and accessibility. In areas where the schedule of requirements does not contain specific requirements, the ambition is set in line with the sustainability ambitions in the White Paper.
- The sustainability performance is weighed against investment and operation costs using a Total Cost of Ownership (TCO) approach.
- Aspects relating to energy use, circularity and nature inclusiveness are submitted to the Transition Council, and their opinion and advice form part of the phase document.

Assessment against the standard:

[3] Balancing online and on-campus teaching is part of this assessment.

[4] The value is determined on a project-by-project basis and recorded in the assignment letter.

- The creation of spaces that are subject to the space standard complies with or is below the standard;
- Integration of the schedule of requirements will not result in a shift from use that complies with the standard to use that does not;
- There is no increase in use that does not comply with the space standard.

When drafting plans and developing ideas, the synergy assessment framework can be used. This exists alongside the assessment framework for projects.

Synergy assessment:

- Added value is delivered for teaching, research and/or valorisation in both the short and long term (future-proof);
- The ecosystem is strengthened and/or enriched, e.g. in terms of collaboration, composition, interdisciplinarity, etc.;
- There is a positive impact on the campus, e.g. through increased meeting and interaction, lively atmosphere, visitors or exposure

B2.4 Letting policy

The leasing and letting model was introduced in 2006. The core of the model is that every unit in the UvA 'leases' the space it uses for a uniform price per m² LFA. When the model was introduced, it was decided that this price would not take into account aspects such as quality and location. The pricing was introduced to give the units a kind of enlightened self-interest in genuinely reducing their use of space, as had been intended with the Accommodations Plan.

When it was first introduced, the price was set at €135 (the amount of the real estate operations expenses divided by the amount of floor space in 2006), well below the market price for real estate in Amsterdam. Moreover, it was decided that the internal rent rate would increase each year until 2022 by no more than the CPI plus 3.5%. This additional increase of 3.5% represented the strategy that in the future, by implementing the Accommodations Plan, the UvA would have less floor space but it would be of better quality. So, on average, the units' actual rental expenses would not increase by 3.5%, because renovation and construction projects would lead to a reduction in the amount of floor space they needed. As a result, accommodation costs as a percentage of turnover for the UvA as a whole (the income-to-rent ratio) will not increase by 3.5%, but will remain under 12%. For the faculties, these costs will remain approximately 7% on average.[5] This is illustrated in the graph below. The difference between the income-to-rent ratio of the faculties and of the UvA as a whole is due to the fact that spaces in the library, study centres and teaching rooms are managed by the units. These accommodation costs are ultimately borne by the faculties via the rates set by the service units. Accordingly, the UvA as a whole has an interest in striving for an efficient use of teaching and study spaces.

[5] 5% for most faculties and 9% for the Faculty of Science, which has a lot of laboratories

B2.4.1 Use-of-space policy

The UvA is aiming to create lively campuses where learning (teaching, research, valorisation and support for these three core tasks) is optimally facilitated. To make this possible, it is important to maintain a good balance in terms of the quality and quantity of the use of space: sufficient floor area, which is suitable for the intended purpose. The space must be available on time, but must also be affordable. The campus has space for all functions and facilities that belong on campus. In the context of the UvA's sustainability ambitions, the effective use of accommodation is an important subject.

To achieve an efficient and effective use of space, two policy instruments have been introduced:

- The leasing and letting model, introduced in 2006, allows units to pay for their use of space and thus gives them a measure of self-interest in preventing unnecessary use of space;
- The UvA Space Standard, introduced in 2007 and adopted by the Executive Board, calculates space requirements and provides a test for assessing spatial plans and desires.

B2.4.2 UvA standard for the use of office space

The UvA Space Standard is a calculation standard used to determine the university's space requirements, based on the number of staff (office space) and the number of students (teaching space). It is also a touchstone for space-related desires and schedules of requirements. When a decision has to be made, the size of a unit is translated into a reasonably appropriate use of space. In theory, units are free to make their own decisions within the overall scope of standardised use, for example in relation to the workplace concept, provided the unit will be using the facilities over a long period of time. Units always pay for the actual amount of space they use.

The standard is used to determine the size of a unit's space requirements. In other words, the space standard is a calculation standard for investment and accommodation decisions. The standard ensures that it is possible for everyone to work, collaborate, learn and interact on campus.

B2.4.2 UvA standard for education-related space

The main categories of space for which a standard has been developed are:

- Education-related space: lecture theatres, tutorial rooms, education desks, study spaces and break rooms.
- Staff-related space: integrated workplaces supporting a variety of activities such as work requiring concentration, communication (formal and informal meetings, working online, etc.) and facilities such as kitchenettes, print services rooms, cupboards, bookshelves, etc.

These spaces are important for the primary process and make up the majority of the accommodation portfolio. It is important to monitor developments affecting these categories of space. They provide insight into possible changes in requirements and demand for these spaces.

Space requirements also cover:

- Research rooms
- Special facilities
- Support services

These types of space requirements are so specific that they are difficult to capture in a generic standard, which is why they are not standardised. The basic principle applied by the Accommodations Plan is that any new demand for these facilities must be assessed before it can be included in a project.

Demand for floor space is defined as usable floor area (m² UFA) in accordance with NEN 2580. The use of space is paid for on the basis of the lettable floor area (m² LFA), which NEN 2580 prescribes as being 35% higher than the UFA.
As well as deducting a surcharge of around 35% for communal space in accordance with the NEN 2580 guideline, the UvA applies a system in which a number of additional spaces are designated as communal space, such as sanitary facilities, first aid rooms, contemplation rooms, etc. This space is credited to building users pro rata, which means the surcharge factor to convert UFA to LFA is higher than 35%, working out at 40%.

The Space Standard is a touchstone for space-related desires and schedules of requirements. When a decision has to be made, the size of a unit is translated into a reasonably appropriate use of space. The Space Standard was structured to underpin the analysis that was done in 2022 of the use of space at the UvA, and serves to ensure that a sufficient amount of appropriate floor space is planned for in the Accommodations Plan, taking into account the expected size of faculties and service units. In theory, units are free to make their own decisions within the overall scope of standardised use, for example in relation to the workplace concept, provided the unit will be using the facilities over a long period of time. The Space Utilisation Regulations are also applied to ensure efficient use. Units always pay for the actual amount of space they use.

The table below summarises the basic principles and parameters of the Space Standard:

Type of space	Standard	Explanation
Education-related space:		
Study spaces	0.43 m² / student	0.14 spaces per student, 3.0 m2 per space
Tutorial rooms	Occupancy >80%	Based on the curriculum
Lecture theatres	Occupancy >80%	Based on the curriculum
Training area	None	Based on need
Study associations	None	In staff-related floor area
Staff-related space:		
Integrated workplace	10 m² per FTE UvA-employed personnel + personnel not employed by the UvA	6 m2 for work requiring concentration
		3 m2 for communication
		1 m2 for support services
Storage for part-time staff and guests	20% (only for faculties and APM)	
Use factor	0.9	
Other:		
Research facilities	None	Based on need/research budget
Library	None	Based on need
Support services	None	Facilities, special storage, etc.

B2.5 Accommodations Plan Quality

The quality of the buildings should reflect the high level of quality that the UvA aims to achieve in teaching and research. That translates into a certain desired level of quality in terms of usability, flexibility, maintenance and sustainability.

At a minimum, all construction and renovation projects carried out under the Accommodations Plan must comply with the following requirements:

- All renovations and construction will be carried out in accordance with the laws and regulations.
- All renovations and construction will be carried out in accordance with internal UvA policies:
    - Accessibility: The building complies with the highest possible level of accessibility performance, based on a building-oriented approach and giving consideration to historic value.
    - Occupational health and safety: Facilities provided in the building comply with occupational health and safety guidelines, and are set up in such a way that the authorised representative can agree that the building is fit for occupation.
    - Asbestos: In accordance with the asbestos policy, before renovations begin an asbestos inventory must be performed and any asbestos that is found must be removed so that the building is asbestos-safe. All work must be carried out in compliance with current laws and regulations.
    - Safety: The building complies with the UvA Safety Policy. Any issues that arise from a HIRA must be taken into account in the plan.
    - Use of space: The creation of spaces that are subject to the space standard complies with or is below the standard. After modifications, the surcharge factor is no greater than 1.4.
    - Upon delivery, the building must be fully finished and ready for lease; users can occupy the building without having to make any adjustments themselves.
    - Insurance: The building is insurable and meets the requirements of the insurer.
- The building complies with the FS and ICTS schedules of requirements. The service units are responsible for keeping the schedules of requirements up to date; they must provide for the delivery of services to take place without restrictions;
- The new building operations are feasible within the financial frameworks of the units concerned: user, service provider and owner.
- The building components have a technical service life that is equal to or exceeds the economic service life of the investment:
    - Building systems: 15 years
    - Fit-out package: 15 years
    - Finishing: 30 years
    - Landscaping: 30 years
    - Shell: 60 years
- The building will be used in a flexible way, for example:
    - The functions in the building can be adjusted with minimal building work;
    - System capacity is such as to allow for flexibility in terms of a change in function. Air treatment in particular is a determining factor;
    - The size of the rooms can be adjusted with minimal work;
    - The building has a clear structure, with horizontal and vertical division possible;
    - The building has logical dimensions.

When a building undergoes maintenance, Class 3 of NEN 2767 Condition measurement serves as a guide. When a building has been in use for a long time and renovations are nearly due, the quality may be scaled back. Buildings must comply with the current laws and regulations at all times, and must be safe, wind resistant and watertight.

B2.5.1 Sustainability

The Sustainability White Paper was adopted in 2021. It set out five goals for a sustainable UvA. The Accommodations Plan is in line with the first goal: *Towards a fair ecological footprint: 25% reduction in 5 years.* The objectives are explained in greater detail in relation to business operations in the Annex to the White Paper. The following objectives apply specifically to real estate:
1. Make the campuses 'Paris-proof'
2. Make the campuses fossil free
3. Achieve optimal sustainable energy production on the campuses
4. Make the campuses circular, nature inclusive and climate resilient

Accommodations projects must contribute as much as possible to the achievement of the goals set out in the White Paper. The ways in which projects will contribute must be specified in the assignment letter, and subsequently in all phase documents. This substantiation is then submitted to the Transition Council (portfolio holders and sustainability advisers from HO, FS and FP&C) for review. The Transition Council issues an opinion that forms part of the phase document when it is sent to the accommodation steering group. The Transition Council monitors the implementation of ambitions and objectives relating to sustainability, including by giving advice to the programme and project managers with regard to effective and efficient measures to improve sustainability.

Energy transition – 'Paris Proof All Electric'
The pathway to achieving the first two of the above goals, 'Paris-proof' and fossil free (or all electric) is explained in detail in the UvA's Energy Transition Road Map, which was adopted in 2021 with the objective of making the real estate portfolio 'Paris proof all electric' by 2040. 'Paris-proof' means that we are striving to achieve a maximum energy consumption of 70 kWh/m² (including energy consumed by users) for our real estate portfolio. Based on this level of energy use, it will be possible to meet the climate goals in the Paris climate agreement. 'All electric' means that by 2040, natural gas will no longer be used as part of the energy supply for any of our buildings.
Before 2040, sustainability improvements will be made in a one-off operation to each building in the portfolio, in addition to the sustainability improvements made as part of major maintenance.

Not all buildings are the same. For the portfolio as a whole to be Paris-proof, a specific and appropriate energy ambition must be achieved for each building. This building-specific energy ambition will depend on the characteristics of the building and how it is used. As a general rule, this means that the energy used for renovations must be below (preferably well below) the Paris-proof standard. At present, the ambitions for each building have not yet been established. The ambition for a building/project must be made explicit in the initial phase of construction and renovation projects (in a project initiation document or assignment letter) so that the basic principle is clear right from the start. New-build projects must have an energy-neutral ambition at a minimum, in line with the Road Map and the White Paper.

Climate adaptation and nature inclusiveness
The new Climate-adaptive and Nature-inclusive Campuses policy took effect in September 2023; see 2.1.2. Control and responsibility for the implementation of this plan are incorporated in the line organisation. HO and FS have responsibility for project and programme management. The policy is included in schedules of requirements (the FS schedule of requirements and/or project-specific schedules of requirements) and forms part of the scope of projects. Responsibility for management and expertise in landscaping and management lie with FS. Users are involved through participation in project teams and programme and steering groups as well as campus or project-specific participation processes.

Ground rules that serve as basic principles for the implementation of this plan:
General

- ✓ Based on the management of the site layout and ongoing projects, measures will be taken that contribute to the objectives;
- ✓ Coordinate plans and projects with other stakeholders and partners to ensure consistency and good management.

1. The campuses are climate adaptive. This means that the buildings and public spaces can withstand both major flooding and long periods of drought. Providing shaded areas creates a more comfortable climate.
   - ✓ Minimise paved surfaces, maximise infiltration and water storage.
   - ✓ Create shaded areas for a comfortable climate and water retention;
   - ✓ Use rainwater for a grey water circuit and irrigation of green spaces, and guide water runoff towards the green areas of the campus;
2. The campuses are nature inclusive. This means a green, attractive campus that provides a living environment with high biodiversity.
   - ✓ For new construction and redevelopment projects: the design must comply with the 30 points[6] for nature-inclusive buildings;
   - ✓ Minimise the dependence of green spaces on technology or systems: grow plants in the open air with sufficient sunlight;
   - ✓ Where possible, use native plant species that are resilient against climate change. The plants must be able to sustain themselves in the local microclimate;
   - ✓ Create a good biotope for native animal species, including foraging areas and nesting sites;
   - ✓ Coordinate plans and projects with other stakeholders and partners to ensure consistency and good management.
   - ✓ Indoor greenery makes a positive contribution to the working environment. The goal of the UvA is to create multiple 'green lungs' by making indoor greenery a standard service.
3. The campuses are testing grounds for education and research relating to water quality and biodiversity. We conduct research into the impact of the way in which we design the campus and involve staff and students in the design process.

Circularity
The Facility Services Schedule of Requirements contains important provisions relating to circularity. Appropriate, comprehensive policies to achieve our objectives for this theme are still being developed. The Accommodations Plan contains a number of fundamental rules and objectives that could serve as a starting point for these policies. The knowledge and expertise of the Transition Council could be used to help formulate more concrete and explicit objectives.

B2.5.2 Real estate data management

Developments around data and the use of data are moving quickly, and the amount of data available has grown enormously. We obviously depend on data for our work, and there are many possible ways we could use data in our processes. At the moment, two things are important to the UvA:

- Making data and data systems universally available;
- Being in control of data.

This means that we are able to use and manage data well, which involves ensuring that our use of data is accessible and reliable.

Tools

[6]https://www.amsterdam.nl/wonen-leefomgeving/duurzaam-amsterdam/publicaties-duurzaam-groen/puntensysteem-natuurinclusief-bouwen/?PagClsIdt=16294772#PagCls_16294772

We have acquired a great deal of experience with the use of simulations, energy management systems and reflective monitoring. Several pilot projects are underway, in collaboration with academics and users.

GDPR
The UvA complies with the General Data Protection Regulation (GDPR). This means that we are careful when collecting data. That can lead to restrictions in policies and projects.

B2.5.3 Protecting historic value

The UvA owns a large number of buildings that have been designated as national or city heritage sites. In addition, some buildings are part of a protected cityscape or protected district. The UvA considers it important to take great care when dealing with these buildings of historic value. At the same time, the UvA faces the challenge of making and keeping the buildings suitable for modern education and research, in a sustainable way.

When undertaking renovation and refurbishment projects in protected buildings, the UvA engages in formal and/or informal coordination with the City of Amsterdam. The cultural and historical underpinning is written down, and research is done into the building's history, including an assessment of value. Based on this knowledge and underpinning, the university engages in discussions with the city council, specifically the Monuments and Archaeology (M&A) Department, to ensure effective coordination.

B2.5.4 Safety and security

The building owner is responsible for ensuring that a building is safe. At the UvA, responsibility for ensuring building safety lies with the management organisation (Facility Services). The safety policy is based on the following basic principles:

- It must be safe for staff, students and visitors to use UvA buildings;
- The safety of a building's users is the highest priority at all times;
- 'Safety' includes safe campuses and grounds, building safety and social safety;
- The UvA's Code of Conduct, which was recently updated and adopted;
- The UvA policy on building safety is complete and has been updated to reflect current laws and regulations;
- Any safety risks in or on buildings are communicated to the people responsible and actively managed with respect to internal and external parties;
- The management organisation has a proactive attitude with regard to reporting new risks.

It is also safe for contractors and other parties to perform work on UvA buildings. Alongside the current laws and regulations, this is ensured by the safety policy through:

  - The Asbestos policy (2022)
  - The management plan for buildings containing asbestos
  - Rules for third parties
  - Work permit procedure
  - The NEN-3140 manual on the operation of electrical installations
  - The 'Working on roofs' instructions
  - The Facility Services Schedule of Requirements for Facilities 2019
  - Regular tests and inspections

The regulations, procedures and protocols will be amended and supplemented where necessary.

An Owner HIRA (Hazard Identification and Risk Assessment) will be performed on a regular basis. This involves assessing the risks associated with the buildings, facilities and grounds in the UvA's real estate portfolio and/or that are used by the UvA. Topics to be covered in a HIRA include asbestos, systems, working at height, electrical safety, legionella, fire safety, construction safety, and grounds and outdoor facilities. For each topic, there will be an examination of current legislation and UvA policies, measures taken to ensure safety in the organisation and the risks for the various categories of people who use our buildings. The recommendations from the 2020

HIRA were implemented as actions by Facility Services, to achieve a comprehensive embedding of the management cycle within the departments.

Safety with regard to *activities performed by staff and students in the building* falls under the mandate of the organisational units.