



**HOTELSCHOOL
THE HAGUE**
Hospitality Business School

Creating hospitable futures together

2020 Annual Report





Since 1929

Strong heritage, established in 1929



Top ranked Worldwide

Excellent worldwide reputation in a wide range of industries



Career Preparation

Business study set in context of hospitality with a focus on personal development, leadership and management



International

Over 65 nationalities on our campuses in Amsterdam and The Hague



Network

Respected network of Alumni working in senior management positions



Best Price/Quality Ratio

Best price/quality ratio of all the International Hotel Management Schools



100% English

International University of Applied Sciences



International Placements

Two international internships



Small Community

Small community and classes, warm atmosphere and personal guidance



Academia

International, industry experienced lecturers with strong academic credentials



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Foreword by the Board of Directors



We are delighted to present you with Hotelschool The Hague's 2020 Annual Report. In this report, we, the Board of Directors, account for the policy pursued and results achieved in 2020. We also present an overview of our organisation, strategic objectives, financial position, governance, and the social and economic world in which we operate.

Welcome Willkommen Welkom 歡迎
Dobrodošao Velkommen Teretulnud
Tervetuloa Bienvenue Üdvözlet Benvenuto
Powitanie Bienvenido Välkommen.

We would like to thank our inspiring community for its special contribution in 2020. The unconditional commitment, flexibility and involvement of our employees, students, Codetermination Council, the Board of Trustees, our alumni and many partners have cushioned the consequences of the global COVID-19 pandemic for Hotelschool The Hague well, and have even led to the elaboration of a vision of hybrid education and acceleration of innovations in digital transformation.

2020 will remain a memorable year for Hotelschool The Hague. Due to the COVID-19 pandemic, and for the first time in our 90-year existence, we were forced to temporarily close our Internaat and our buildings for education in March, and students had to cancel their internships. A switch to digital education was also made from one day to the next.

For the first time, students of the bachelor programme were able to choose from minors instead of smaller optional courses in the fourth year. In addition to the existing pre-master's degree with the University of Amsterdam, which permits studying for a master's to continue without delay, agreements were concluded with the Rotterdam School of Management (Erasmus University) and Nyenrode University. A new version of LYCar, the bachelor graduation programme, was launched in 2020. The emphasis in the new version is on incorporating Design Based Research (DBR). The MBA graduation programme was also refined.

The full bachelor programme was further elaborated by the Curriculum Committee in 2020, and both the Co-determination Council and the Board of Trustees gave the green light for implementation of the innovation.

Now that the funded master in Leading Hotel Transformation has received accreditation from the NVAO (Accreditation Organisation of the Netherlands and Flanders), it can start. Preparations were made in 2020 to receive the first students in Amsterdam in September 2021.

The COVID-19 crisis had a significant impact on work in the Research Centre. A scenario study was launched into the consequences of COVID-19 in March, and this served as the start of a more structural cooperation aimed at advising international hotel companies. The Research Centre also played an important role in education. Many graduates were forced to opt for research in the school instead of at an internship company; this was facilitated by the Research Centre.

The renovation of the building in Brusselselaan in The Hague started in 2020. The renovation is on schedule, and the building is expected to be officially opened in 2021. There was even room in the budget for an extra sustainability investment of €1.8 million. All the frames in the front and rear facades will be replaced by triple-glazed versions, which will enable Hotelschool The Hague to obtain an energy performance rating of A for this building.

In November, the Dutch Ministry of Education, Culture and Science (OCW) reported that the planning phase of the quality agreements had been positively assessed.

As part of the Organisation Optimisation project, the transition of expertise teams to year teams was realised for the theoretical part of the bachelor programme. This reinforces the focus on supporting the student journey. The Employee Day on 6 January 2020 was dominated by the kick-off of our new way of working. Sadly, COVID-19 restrictions meant it was not possible to proceed with the planned physical meetings, which are essential for working in new teams in a different way. As a result, the implementation of this project planned for 2020 was delayed.

The diversity platform was launched in mid-2020 on the initiative of a student collective. Representatives of students and employees have initiated a more inclusive policy in the broadest sense of the concept of inclusivity. This initiative was embraced by Hotelschool The Hague, and has led to employees, students and management working together towards the future. The DiverseMinds platform was set up at the end of 2020, with the aim of making inclusivity in the broadest sense visible and open to discussion at HTH, and creating a safe study and work environment for all.

In 2020, Hotelschool The Hague maintained its top position worldwide, with a Top-10 ranking for its Hospitality & Leisure Management course, according to QS World University Rankings. Hotelschool The Hague emerged as the best public hotel school in the Netherlands for the seventh year in a row, and was also the best in the Netherlands for a fourth time, according to the HBO Keuzegids 2020 (a guide to higher senior secondary vocational education). In addition, Hotelschool The Hague is proud to be listed in CEOWORLD Magazine's ranking 'Best Hospitality and Hotel Management Schools in the world 2020'. The MBA masters emerged in the 2020 edition of the Keuzegids Masters (a guide to master courses) as the best professional vocational master in the categories 'Management and Innovation' and 'Tourism and Leisure'.

The result for the 2020 financial year was €293,000, €576,000 lower than the budgeted result of €869,000. The main explanation for the lower result is the lost income from the F&B outlets and the Skotel, and contributions paid back to students from the Internaat. These were closed for part of the year due to government measures to combat COVID-19.

What is Hotelschool The Hague's main focus in 2021? Above all, the quality of our education and research. Innovation and improvement are continuous processes. In 2021, the emphasis will be on further implementation of the renewed bachelor programme, the launch of the new master in Leading Hotel Transformation, the implementation of the quality agreements, simplification of the organisation, and the reopening of the campus in the Hague.

2021 will certainly be characterised, above all, by the consequences of the COVID-19 pandemic. A substantial amount has been reserved for this in the budget. It will mainly be used for activities in the field of well-being, safety and security for our educational community, and workload relief for employees.

We will continue to respond to developments in the hospitality industry and education in hospitality management and worldwide during the years ahead. We are looking forward to a great, successful, and above all healthy 2021.

At the heart of hospitality,

Regine von Stieglitz and Arend Hardorff
Hotelschool The Hague Board of Directors

1.1 A look back at 2020

Supervision

Education, research and organisation at Hotelschool The Hague is characterised by a strong international focus, orientation and reputation. Hotelschool The Hague is part of the public higher education system. The Board of Trustees considers one of its tasks to be making sure that the resources and money provided by society and students to the Hotel School are spent responsibly on high-quality education and research. Healthy management is an indispensable part of this. The Board of Trustees acts proactively, with respect for and confidence in the professionalism of the board and employees. The Board of Trustees supervises the performance of the Board of Directors, the effectiveness and efficiency of management policy, and the general course of affairs within Hotelschool The Hague. The Board of Trustees promotes and supports the Board of Directors at all times, ensuring they remain in control.

Strategy of Hotelschool The Hague

During the strategy session in October 2019, the business and quality cycle, in which the institutional plan, multi-year plan and budget, management review, risk heat map, framework letter and annual plans are drawn up, was evaluated. It revealed that the coordination of these with the rhythm of the educational process and the planning of the current cycle could be improved. Broadly speaking, this meant that the cycle of the multi-year policy was shifted by six months. It was reported last year that the subsequent strategic session would not be held in October 2020, but in February 2021. Due to the ongoing problems with COVID-19, the strategic session was finally scheduled for June 2021. In another change to the business and quality cycle, the annual plan for Hotelschool The Hague is now no longer established over the course of the year, but at the end of the previous calendar year.

Changing organisation (Organisation Optimisation project)

In 2019, it was reported that the contours of the desired organisation (structure and culture) for realising the strategic objectives had been further elaborated. The basis of this continues to be the plan *'Hotelschool The Hague, a place where people love to teach and work'*. The implementation, which was delayed by COVID-19, consists of four phases.

- 1 New educational structure
- 2 Transition to self-organising teams - culture change
- 3 New structure of support employees
- 4 Vision of the future of practical education

Most of Phase 1 has been completed by realising the transition from expertise teams to year teams in theoretical education. After a start in January 2020, the transition to self-organising teams was suspended due to COVID-19. It will be partially implemented in 2021, with the focus on the management and the teams that will provide the renewed teaching in the bachelor programme

Strategic cooperation

The Board of Trustees regularly questions the Board of Directors according to the description in Chapter 2.2 under the heading 'strategic cooperation'. In this context, the potential partnership with Hong Kong Polytechnic to set up a professional doctorate was discussed last year, as were the pre-master agreements, and the question on updating the overview with the MOUs was raised.

the heart of HOSPITALITY. PASSIONATE,
PROFESSIONAL, DRIVEN
OPEN to new ideas and fresh perspectives
for dealings and school community



National and international recognition of Hotelschool The Hague

The rankings presented by the Board of Directors are in line with the aim of achieving a Top-3 position worldwide.

Quality of education and research

The Board of Trustees defines quality of education and research as follows: *The definition of quality is the extent to which Hotelschool The Hague fulfils its promise to the student and the professional field. This implies that students learn a lot during their studies and can make a good start when entering the professional field, or successfully go on to study at a higher level. Our quality definition also means that our students study with enthusiasm, and act as ambassadors for Hotelschool The Hague. In terms of work, it means our graduates are likely to be well received due to their suitable, practice-orientated knowledge, partly achieved by connecting education and research to practice, and having a vital link with the international sphere of action.*

In 2020, the Board of Trustees held periodic discussions with the Board of Directors on the progress of innovating the bachelor curriculum, renovation of the building in Brusselselaan in The Hague, additional sustainability measures, the application for the new funded master in Leading Hotel Transformation, the new research strategy, the preparation of the Research Branch Protocol (BKO), the digital transformation plan, the quality agreements, and the quality assurance system.

In addition, the Audit Committee held additional consultation with the Board of Directors about the closure of the Skotel in March 2020. The Board of Trustees was kept informed about the impact of COVID-19 (which is still ongoing) by the Board of Directors, with 'in-between' updates. The Board of Trustees expresses its appreciation for the way in which the Board of Directors has acted in the COVID-19 crisis. The rapid development of a vision on hybrid education meant on-campus education was available for a large part of the year where permitted by the government, and where this was not possible, a fully-fledged online alternative was provided.

The Board of Trustees advised and assisted the Board of Directors during the COVID-19 crisis, but also asked questions regularly about the priorities of the policy plans and activities awaiting implementation.

One important issue remains the progress of change in the organisation, namely the Organisation Optimisation project. The delay caused by COVID-19 has led to the project being rescheduled. As this concerns a change for all sections of Hotelschool The Hague in terms of structure, working methods and culture, the Board of Trustees emphasises that it is essential to respect this revised schedule. The Galan group completed its support activities for the internal project team as agreed. The Organisation Optimisation project is now being led by an internal project team.

In 2020, the Board of Trustees monitored the progress of the further elaboration of the 13 quality-agreement project plans. A progress report was set up by the team responsible for the quality agreements for this purpose. The extra efforts resulted in the Dutch Ministry of Education, Culture and Science approving the planning phase of the quality agreements in November 2020.

In recent years, the bachelor return rate has been a matter of concern for the Board of Trustees. The measures taken in recent years to increase the number of students graduating within 5 years resulted in a positive improvement in 2020. It should be noted here that COVID-19 did play a role, because students have been more focused on graduating. The measures taken must therefore be continued with the same intensity in the coming years.

Housing

The Board of Trustees has been closely monitoring the progress of the major renovation via the extra (temporary) renovation committee. Thanks to the professional project management of the contractor and the construction team, the renovation is on schedule and within budget. It even turned out to be possible to give the go-ahead to the additional sustainability investment proposed by the renovation committee within the target budget of €15.3 million.

In 2020, a lower result was realised than budgeted for the first time in many years. As indicated in the foreword of the Board of Directors and further elaborated in Chapter 7.2, this was caused by government measures in response to the COVID-19 pandemic. The Board of Trustees also found that the Board of Directors had kept the academic/non-academic employee ratio to around 70/30. The financial ratios are all still above the agreed level despite the disappointing result, and the investment in renovating the building in Brusselselaan. The Board of Trustees holds regular talks with the Board of Directors on the return on investment. Resources are used very efficiently compared to other universities of applied sciences.

The Board of Trustees notes that Hotelschool The Hague's results in recent years have been so high that the financial space created must be used in the coming years for investments that benefit the quality of education.

The framework letter for 2021 already states that a return of 1% is targeted for 2021, instead of the 2% budgeted for previous years. The question of whether the investment in manpower and money is justified must occupy a central place when looking at future output.

Hotelschool The Hague's healthy financial situation is a comfortable starting point to support the realisation of the strategic objectives.

1.2 General information

In 2020, the Board of Trustees consisted of 6 members; see Appendix 2 for more information. There were no changes in the composition of the Board of Trustees in 2020.

The Board of Trustees is of the opinion that its composition is sufficiently diverse in terms of diversity, expertise and competences. The composition and expertise of the Board of Trustees are in line with the profile of the Board of Trustees as published on www.hotelschool.nl.

Mr Neumann's second four-year term ends on 1 January 2022; he has been chair since 2018. Mr Neumann brings to the Board of Trustees his experience as a former CEO of the Radisson Hotel Group, and President of Hilton Europe & Africa. He currently holds a number of non-executive director positions in the international hospitality industry.

At the end of 2020, the Board of Trustees began preliminary explorations on how to fill this position. An internal review revealed that there were no candidates among the other members of the Board of Trustees capable of fulfilling the role of chair. This means that the new chair will have to be recruited externally.

After careful consideration, it was decided to request Mr Neumann to accept a third appointment for a period of 1 year until 1 January 2023. This appointment was confirmed at the Board of Trustees meeting on 26 January 2021. Mr Neuman will therefore remain chair of the Board of Trustees during 2022. Although this third appointment is permitted according to the statutes of Hotelschool The Hague, it does not comply with the Good Governance 2019 sector code. The reasons for derogating from the sector code are as follows.



Ms Eras-Magdalena will step down on 1 November 2022. Together with Mr Neumann, she brings expertise in the hospitality industry to the board. She is Executive Vice President, Chief Human Resources Officer, at Belmond. One of the two new members that will be recruited will therefore have to become chair. This will require a long induction period, because the new chair, coming from an international commercial environment, will have to become familiar with the ins and outs of a Dutch institute for higher education, and the associated rules and governance codes. This requires a dovetail structure in which the intended chair can work alongside the board for one year.

In view of Hotelschool The Hague's ambition to be one of the top 3 hospitality schools in the world, one of the two Board of Trustees members to be recruited must hold, or have held, an international background and a responsible position in a large hotel chain.

The COVID-19 situation will make it difficult to recruit candidates from the hospitality industry at this moment, and therefore take longer than usual. The Board of Directors and the Board of Trustees are interacting well at the moment. This is important in these times of uncertainty due to COVID-19, because it provides stability.

The Board of Trustees acts on the basis of the powers laid down in the statutes, and the Higher Education and Scientific Research Act (Wet op het Hoger Onderwijs en wetenschappelijk onderzoek). The Board of Trustees works with committees to support the work of the Board of Trustees. The Board of Trustees' working method is described in the Board of Trustees Regulations, and the working method of the committees in the committee regulations. The regulations are publicly available and can be consulted via www.hotelschool.nl.

The assessment framework sets out how the supervisory vision is implemented. In the review framework, the Board of Trustees made a distinction between formal supervision, i.e. supervision within the framework of governance, and policy related supervision, i.e. supervision on the quality of education, research and valorisation. The assessment framework, including supervisory vision, can be consulted at www.hotelschool.nl.

1.3 Activities of the Board of Trustees

The Board of Trustees held four formal meetings in 2020, one of which was an external evaluation session. The formal meeting scheduled for December 2020 was rescheduled for January 2021 due to a 3-week absence of the chair of the Board of Directors. In December 2020, the Board of Trustees and the Board of Directors did hold an informal meeting. The 2021 budget was approved during the meeting in January 2021, which means that the entire business and quality cycle has been completed.

Due to COVID-19, meetings from March 2020 onwards were held online via MS teams, with the exception of the July external review.

The Board of Trustees holds internal deliberations prior to the meetings. The meetings were attended by the Board of Directors. The chair of the Board of Trustees consults with the Board of Directors every 6 weeks. The auditor was present at the meeting in April 2020 to discuss the annual accounts.

In 2020/January 2021, the Board of Trustees approved:

- the 2019 annual reports, the 2021 framework letter, the 2021 budgets (including multi-year budget) for Hotelschool The Hague Foundation, Stichting Internaatexploitatie, Leadership Development BV and HTH Masters BV.
- the extra investment in sustainability during the renovation of the Hague campus in Brusselselaan.

The Board also established the remuneration for 2020, and the Standards for Remuneration Act (The Netherlands) (WNT) 2020 remuneration class. It was decided to extend the current auditing instruction with the auditor for 1 year, so it now includes the 2021 financial year.

At every meeting, the Board of Trustees was informed about progress in every area of the Hotel School by the management report, the corporate dashboard, feedback from the committees, and separate presentations on various subjects.

1.4 Committees

Topics discussed by the Board of Trustees are prepared by the committees set up for this purpose. The committees fulfil an advisory role within the Board of Trustees; decision-making takes place within the Board of Trustees. The composition of these committees in 2020 was as follows:

Audit Committee:

Mr Roel (chair) and Mr Farenhorst.

Remuneration Committee:

Ms Eras-Magdalena (Chair) and Mr Neumann.

Education and Research Committee:

Ms Bonhof (chair) and Ms Herder.

Renovation Committee (temporary)

Mr Neumann (chair) and Mr Roel.

The Audit Committee held four formal meetings over the year. These meetings were attended by all or some of the members of the Board of Directors and the Finance & Control Manager. The Audit Committee discussed the audit of the annual financial figures with the auditor in the first meeting without the Board being present. Permanent items on the agenda of the committee are budgets (multi-year and others), annual accounts (including filing with the Chamber of Commerce), monthly financial figures, the corporate dashboard, the risk heat map, follow-up of auditor's recommendations, funding of students, and periodic statements from the Board of Directors. The Audit Committee also examined the effectiveness of the Board of Directors' declarations, and discussed these with the board.

The Audit Committee discussed the management letter with the auditor in December.

The Education and Research Committee held two formal meetings this year. The Board of Directors attended the meetings. In view of the curriculum innovation, research strategy and the additional monitoring of the progress of quality agreements, three in-between meetings were held with the member of the Board of Directors in his capacity as Dean. These extra meetings were so valuable that the Board of Trustees meeting in January 2021 decided to hold four formal meetings of the Education and Research Committee in 2021. The agenda of this committee regularly includes the quality of education, the bachelor

curriculum innovation and its progress, the quality agreements and their progress, study success, the research strategy, the newly funded master in Leading Hotel Transformation, and participation in the pilot Professional Doctorate.

The Remuneration Committee held two formal meetings. In addition to that stated in Section 5 the Remuneration Committee was in frequent contact with the Board of Directors for guidance during the COVID-19 crisis in 2020,

The renovation committee held five formal meetings. These meetings were attended by some or all of the members of the Board of Directors, the Shared Services manager, and some by the finance manager. Permanent items on the agenda are the progress of the project with the related risks and finances. The renovation committee also visited the building and the temporary accommodation in September.

With the help of the reports and the meetings, the Board of Trustees is able to supervise the lawful acquisition and the efficient and lawful allocation and use of the resources obtained. It is also able to supervise the Board of Directors' compliance with legal obligations, and the way it deals with the sector code.

1.5 Employment practices

The functioning of the Board of Directors is assessed annually by the Remuneration Committee. For the performance of this procedure the committee relies on a review framework. Before the entire Board of Trustees is informed about this assessment, individual meetings are held with the directors.

One of the duties of the Board of Trustees is to review the remuneration policy for the members of the Board of Directors and the Board of Trustees and the implementation thereof in line with legislation and regulations and market conformity. Hotelschool The Hague applies the Law on Remuneration for Senior Officials in the Public and Semi-Public Sector (WNT2). The Board of Trustees establishes the remuneration class annually. In 2020, Hotelschool The Hague applied remuneration class D with a maximum of €157,000. The remuneration of the Board of Directors complies with the WNT2. For pensions, the ABP pension fund scheme for the sector is adhered to. There are no excess schemes in 2020. The remuneration policy does not include any variable components.

The remuneration of the members of the Board of Trustees also complies with the WNT2. The remuneration of the Board is established annually. In 2016, it was established that the maximum remuneration at Hotelschool The Hague is 75% of the WNT maximum for a Board of Trustees. This maximum is gradually being approached via annual increases. The remuneration of the members of the Board of Trustees complies with the requirements defined in the remuneration code for supervisors. The statement of the remuneration of the Board of Directors and the Board of Trustees is included as an appendix.

Apart from the remuneration policy, the Board of Trustees also reviews the expense claims of the Board of Directors. The auditor was instructed to examine the legality of the expenses of the Board of Directors for 2020. The Audit Committee annually checks the effectiveness of the Board's declarations through a random sample. The table with the Board of Directors' declarations is included as an appendix. In 2020 and earlier, shares, loans or guarantees were not provided to the Board of Directors or to members of the Board of Trustees, in line with policy.

Evaluation of the Board of Trustees' own performance

In 2020, the Board of Trustees was evaluated under the external leadership of Mr Jaap Winter and Ms Els Kroonenberg-Boonacker of Phyleon leadership & governance. They held individual interviews with the members of the Board of Trustees, the Board of Directors, the Corporate Secretary and the auditor in January and February. An online Board Readiness Questionnaire was subsequently completed. The session with the Board of Trustees scheduled in March, and with the Board of Directors later on the same day, had to be cancelled due to COVID-19. The meeting eventually took place on 6 July at Campus Amsterdam. Prior to this session, all participants were interviewed on the phone by Phyleon, and the report was sent by Phyleon.

After the session on 6 July, all the participants wrote down their main conclusions and recommendations. To conclude, these were compiled and discussed during the Board of Trustees meeting on 26 January 2021. The main subjects addressed concerned a further clarification of the role of the Board of Trustees, the strategic planning, frequency and timing of the meetings, how documents are submitted, how the dialogue with the Board of Directors is conducted, and reflection at the meetings.

Permanent education

Individual members of the Board of Trustees can attend training sessions in the context of Permanent Education. The most important findings were shared with the Board of Trustees, and mirrored in Hotelschool The Hague. A representation from the Board of Trustees attends the meetings of the Association of Supervisors of Universities of Applied Science. One member has completed the NCD Governance Essentials (Dutch Association of Supervisory Directors and Directors).



Wolfgang M. Neumann
(Chair of the Board of Trustees, Chair of the Renovation Committee, member of the Remuneration Committee)



Pim Breebaart
(Vice-Chair of the Board of Trustees, member of the Audit Committee, member of the Education and Research Committee)



Paulien Herder
(Member of the Board of Trustees, member of the Education and Research Committee)



Ingrid Eras
(Member of the Board of Trustees and Chair of the Remuneration Committee)



Geri Bonhof
(Member of the Board of Trustees and Chair of the Education and Research Committee)



Hendrik Jan Roel
(Member of the Board of Trustees, Chair of the Audit Committee and member of the Renovation Committee)



Rik Farenhorst
(Member of the Board of Trustees, member of the Audit Committee)

1.6 Board of Trustees and governance

Independence of members

In the opinion of the Board of Trustees, each member performed his or her work independently in 2020. This is expressed in the fact that all members comply with the independence criteria as outlined in the Governance Code for Proper Administration of Universities of Applied Sciences. Possible conflicts of interest are reported by members of the Board of Trustees in its meetings. In accordance with the Governance Code, the Board of Directors reports potential conflicts of interest to the Chair of the Board of Trustees. This did not arise in 2020.

Consultation with interested parties

For the performance of both the supervisory role and the role as sparring partner, the Board of Trustees deems it of essential importance to maintain contact with interested parties. The Board of Trustees or a delegation of the Board of Trustees meets twice a year with the Co-determination Council for this purpose. In addition to these consultations, the chair of the Remuneration Committee, as contact person for the Co-determination Council, consults with the chair or a delegation of the Co-determination Council prior to the meetings of the Council. The chair of the Remuneration Committee reports on these consultations in the meeting of the Board of Trustees. Members of the management team are regularly invited to the committee or other meeting of the Board of Trustees, and the Board talks with Hotelschool employees. This is nicely supplemented by the introduction day for new members of the Board of Trustees and participation in meetings of the International Advisory Board, employee days, and the jury of the Genio Student Challenge.

1.7 Conclusion

The Board of Trustees considers it important that the Board of Directors always manages to find the right balance between ambitions (including innovation) and fulfilling the social mission and the tensions between the people in our organisation. Some things can and must happen quickly, for other things, marking time is more appropriate. The emphasis for 2021 is making sure the organisation gets through the COVID-19 period well, especially that specified in the supervisory framework; to fulfil its promises to both students and the professional field. A HTH 2021 annual plan with priorities was established for this purpose. The most important three projects in this plan are organisation optimisation, bachelor curriculum innovation, and the completion of the renovation of Campus The Hague with accompanying sustainability measures. The long-term objectives will be reassessed during the strategy session in June 2021. The Board of Trustees will make sure that these policies are deployed and implemented in line with the school's strategic goal of remaining one of the best hotel schools in the world. The Board of Trustees wishes all employees, students and the Board of Directors every success.

In closing, the Board would like to thank all employees for the results achieved, and their dedication and commitment to the Hotel School and its students in these uncertain COVID-19 times full of additional challenges.

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Outline of Hotelschool The Hague





2.1 General information

Hotelschool The Hague, established in 1929, is the oldest independent hotel school in the Netherlands. Innovation and internationalisation have been key themes for over 90 years. Today, Hotelschool The Hague is a small, internationally-operating university of applied sciences. Education and research are provided at two locations: The Hague and Amsterdam. More than 2,600 students of 75 nationalities follow the English-language bachelor or master programme in the area of Hospitality Management. More than 250 employees from 16 different countries work at the school.

Legal structure

The legal structure is that of foundation with its corporate seat in The Hague. The Hotelschool The Hague Foundation (Hotelschool The Hague) is registered with the Chamber of Commerce under number 41150185. The articles of association, which can be found at www.hotelschool.nl, were last amended on 26 April 2012. The Hotelschool The Hague Foundation is the sole shareholder of the holding Hotelschool The Hague Leadership Development BV. Within this holding private (education) activities are offered. This structure provides for a strict separation of the private and public funding. 3 private limited companies, each with their own focus, fall under the holding:

- Hotelschool The Hague Performance Management BV;
- Hotelschool The Hague Curriculum Consultancy BV;
- Hotelschool The Hague Masters BV.

The Board of Trustees and the Board of Directors of The Hague Hotelschool Foundation also act as the Board of Trustees and the Board of Directors of Stichting Internaatsexploitatie Hotelschool The Hague. This foundation was established in response to the private financing of Skotels (student accommodation and hotel rooms). Appendix 1 contains more information about the legal structure of Hotelschool The Hague, including the current organisation chart.

Statutory objectives

Hotelschool The Hague's objective is "Creating hospitable futures together". Within the limits of its resources, this is put into practice by providing higher professional education, and conducting applied research in the field of international hospitality management. Education focuses on theoretical and practical preparation for careers in the international hospitality industry.

Mission

"To be a leading educational community that develops students into sought after hospitality graduates. Our students benefit from everything we do."

Vision

"Our community shapes the global hospitality industry and endeavours to have a positive impact on society."

Our promise "Our promise is to deliver a unique combination of theory, practice and research. This is how we distinguish ourselves from our competitors. Our real-life learning environment supports the integration of these three elements. We operate in an important, student-centred learning environment, where a unique combination of three types of skills are developed:

- Thorough foundational knowledge, an in-depth understanding of hospitality, and critical thinking skills (IQ);
- Highly developed personal and intercultural skills (EQ);
- Resilience (AQ).

WE ARE
Honest
Open
Sustainable
Professional
Integrity-Driven
Transparent
Ambassadors
Loyal
International
Trustworthy
Yes-Minded

Hotelschool The Hague's Values

The core values of Hotelschool The Hague are, in summary, 'a caring community, with a responsible business, based on our strong heritage'. Based on these core values, our mission and our vision, a *Code of Ethics* was drawn up. The letters of the word *Hospitality* provide a guide for reflection for students, lecturers and management. The objective is to inspire and to be decisive for conduct and the way that people work, both individually and together. For students, the *Code of Ethics* is part of the curriculum. The meaning of the values is discussed on the basis of various practical and theoretical examples.



Figure 2.1 Our values

Strategy

The strategic direction of Hotelschool The Hague is outlined in the Institutional Plan 2018-2023. In the coming years, Hotelschool The Hague wants to strengthen ties with its hospitality students, employees, alumni and the sector. Hotelschool The Hague is focussed on the following strategic objectives:

- We are one of the Top-3 hospitality business schools in the world.
- We're directly contributing to the United Nations Sustainable Development Goals (SDG).
- We intensify our educational community.

The objectives in the Strategic Plan have been elaborated in a multi-year plan 2019-2021, in which the most important projects for the coming period are also defined.



Figure 2.2 Translation to multi-annual plan through defining the key projects

Realisation of the objectives

To monitor the realisation of these objectives over the long term, they are measured in the annual framework letter, and adjusted where necessary in the HTH annual plan.

The overview below shows the goals for 2020, what was achieved in 2020, and the goals for 2021. Due to the demands of COVID-19, the previous objectives from the multi-year plan for 2021 have been modified.

	2020 (original)	2020 (realisation)	2021 (adjusted)
	Top 1 NL/ Top 3 EU <ul style="list-style-type: none"> 50% of graduates start in hosp. and 95% has job in 3 months 70% in 5 years in man. position Finalise year 4 and further courses First intake new master (40 students) Course satisfaction:4.0 NSE score 4.0 BRR > 67% 	Top 1 NL/Top 3 EU <ul style="list-style-type: none"> 62% of graduates start in hosp. and 88% has job in 3 months* 62% in 5 years in man. position* Finalise year 4 ✓ and further courses ✓ First intake new master (40 students) in Sept. '21 Course satisfaction: 3.8 NSE score 4.0 BRR: 65.5 % 	Top 1 NL/Top 3 EU/Top 5WW <ul style="list-style-type: none"> 60% of graduates start in hosp. (50% in 2021) and 95% has job in 3 months 75% in 5 years in man. position (70% in 2021) Course satisfaction: 4.2 (4.0 in 2021) NSE score 4.0 Restart C&T/Lifelong Learning if approved (postponed in 2021) 2 Strategic Partners in place BRR > 70 %
	SDGs <ul style="list-style-type: none"> Start Entrepreneurship Hub with SDGs initiatives SDG challenge launched 	SDGs <ul style="list-style-type: none"> Start Entrepreneurship Hub with SDGs initiatives -> part of quality agreements SDG challenge launched as Sustainable Hospitality Challenge -> planned but not delivered due to COVID-19 	SDGs <ul style="list-style-type: none"> Sustainability quality mark (postponed in 2021)
	Community <ul style="list-style-type: none"> 11 active alumni chapters 7 Learning Communities Plan for Hotelschool Everywhere approved Campus TH renovated & open Employee satisfaction: 4.0 Start Learning & Development Academy 	Community <ul style="list-style-type: none"> 11 active alumni chapters 5 Learning Communities Hotelschool Everywhere Plan approved to '21 Campus TH renovated & open August '21 Employee satisfaction: 3.7 (ESS 2018) Start Learning & Development Academy to '21 <p>*Accreditation 2018</p>	Community <ul style="list-style-type: none"> 13 active alumni chapters (11 in 2021) 8 Learning Communities (4 in 2021) Start HTH Everywhere (Postponed in 2021) Employee satisfaction: 4.2 (4.0 in 2021)

Figure 2.3 Translation to multi-annual plan through defining the key projects

The following priorities have been set in the 2021 annual plan *'Realizing ambitions while dealing with Corona'*.

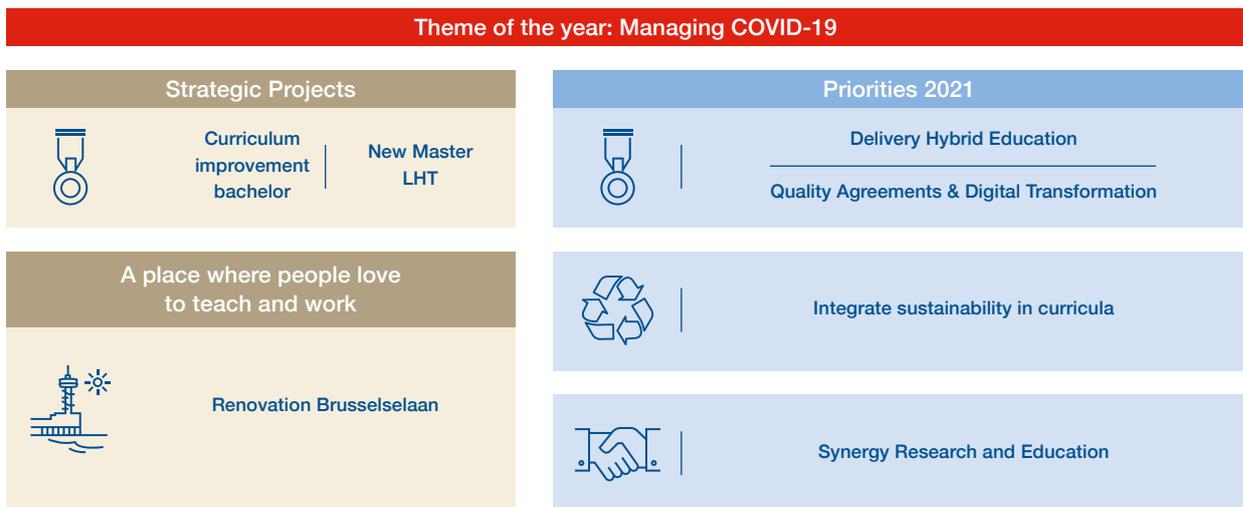


Figure 2.4 Key priorities for 2021

2.2 Governance at Hotelschool The Hague

The Universities of Applied Sciences Good Governance Code (hereinafter referred to as the Governance Code) is decisive for Hotelschool The Hague in terms of the structure of the governance within the Foundation. The principles from the Governance Code are endorsed. The Governance Code is applied as much as possible. This annual report explains situations where the code was not applied.

The Board of Directors acts as the board of the Foundation and as the governing body. As governing body, the Board of Directors is charged with the management of the University of Applied Sciences. It is responsible for achieving the organisation's objectives, the strategy, financial aspects, and the policy.

The Board of Directors has consisted of the following two members since 14 August 2018: Ms Regine von Stieglitz (chair) and Mr Arend Hardorff (member and dean). Further information about the Board of Directors can be found in Appendix 3.

The Board of Trustees internally supervises the performance of the Board of Directors, the effectiveness and efficiency of the policy of the Board of Directors and the general course of affairs within Hotelschool The Hague. In its role as sparring partner, the Board of Trustees provides solicited and unsolicited recommendations, and fulfils the role of employer of the Board of Directors. At the end of 2020, the Board of Trustees consisted of six members. Chapter 1 contains the annual report of the Board of Trustees.

The institutional plan, with the Board of Director's vision on the fulfilment of Hotelschool The Hague's social mission for the coming years, serves as the basis for formulating the guidelines for the strategic cooperation statute and the 'horizontal dialogue policy'.

Strategic cooperation

Hotelschool The Hague made a first step towards national and international strategic cooperation in its internationalisation policy 2018-2023. To realise the ambitions set out in the institutional plan, Hotelschool The Hague is ready for the next step in its strategic international course. It has decided to transition from an international hospitality business school to a global network. This is currently defined as a hospitality business school that connects at strategic, tactical and individual level with the best hospitality management schools, networks and partners worldwide who share the same passion for top-quality hospitality education, applied research and industry-centricity.

Hotelschool The Hague aims to assure and continuously improve its courses and research in order to become a top-quality global hospitality business school. The decision to move to a global network model means that Hotelschool The Hague will not invest in campuses outside the Netherlands.

This global network model will contribute to Hotelschool The Hague's:

- Position as an international thought leader on selected themes in the international hospitality management education arena.
- International, global and intercultural education and learning, research and knowledge production, and service to society.
- Expansion of its student base, income, and international presence.
- International reputation and positioning in course teaching and industry-based rankings.

In line with the above direction, Hotelschool The Hague:

- Is a member of the Association of Dutch Hotel Management Schools, whose members meet four times a year. This is the equivalent of the national consultations that other training clusters have.
- Is co-founder of Hotel Schools of Distinction (HSD). In Hotel Schools of Distinction, partnerships are established and knowledge exchanged on best practices for curricula and research, marketing, contacts with the professional field, and exchanging experiences between students and lecturers from the various universities and universities of applied sciences in the world. Mr Hardorff, the dean, is vice-president of the HSD.
- After successfully obtaining accreditation in 2018 for 'The International Centre of Excellence in Tourism and Hospitality Education (THE-ICE)', continues to play an active role in 2020 in this worldwide network of institutes centred on the hospitality industry.
- In the context of the professional doctorate pilot, entered into close cooperation with other universities of applied sciences under the leadership of the CeO CELTH.
- Is active in concluding international research partnerships.

In addition, HTH maintains one-on-one relationships with leading hospitality institutions: Cornell University, Hong Kong Polytechnic, and Ecole Hôtelière de Lausanne. In the Netherlands, contacts were made with TU Delft in the field of artificial intelligence in 2020. As indicated in the preface, agreements were concluded with the Vrije Universiteit Amsterdam, Rotterdam Business School and Nyenrode University about direct access to academic master courses after completing the pre-master course (variant of year 4) within the bachelor course at Hotelschool The Hague.

The Board of Directors and many employees participate in the various international meetings annually organised by the hospitality industry. Hotelschool The Hague has a long tradition of close cooperation with the international hospitality industry. Partners include HotelloTop, ITB, IHIF, MIF, EUHOFA, ICHRIE and EUROCHRIE. Hotelschool The Hague organises an Industry Exchange Event and a career fair for students at least twice a year. The "Genio Worldwide Innovation Summit" is also

organised annually. This year, Hotelschool The Hague set up a 'sustainability challenge' with industry partners and international hotel schools to make the industry more sustainable.

The COVID-19 crisis has led to almost all physical activities being cancelled. Representatives of HTH contributed to several new virtual conferences.

Horizontal dialogue and accountability (external)

Hotelschool The Hague accounts annually to the Dutch Ministry of Education, Culture and Science on how public funding is spent. Other stakeholders, such as students, employees, alumni and representatives from the hospitality industry, are also expressly involved in the activities and developments of Hotelschool The Hague.

The annual meeting of the Industry Advisory Board (IAB) in 2020 was cancelled. Our board members received an update from Hotelschool The Hague about how the university dealt with the COVID-19 pandemic. A new board meeting was scheduled for 2021. The IAB is composed of 19 members from across the hospitality industry who hold significant positions, mostly at CEO level. The most important objective of the International Advisory Board, chaired by Ms Eaststaff, is to provide the Board of Directors with independent and industry-orientated advice with regard to the trends, needs and challenges within the area of activity; an important source for educational and research innovation within Hotelschool The Hague. The International Advisory Board "next generation" is held once every 2 years, in principle.

The Board of Directors, managers and employees regularly consult with regional and other MBO, HBO and WO institutions and institutions/companies from the relevant professional field. For several years now, consultations have been held several times a year between the chairs of the boards of all the hotel schools based in Amsterdam. In 2020, a similar idea was also launched in The Hague at the initiative of Hotelschool The Hague.

Horizontal dialogue and accountability (internal)

In 2020, the Board of Directors held seven administrative consultations with the Co-determination Council (CDC). In addition to the four standard meetings and budget meetings, an extra meeting was held to adopt the COVID-19 measures in various addenda to the Teaching and Examination Regulations (OER) and student charter, and a 'vision day' was organised. Both employees and students are represented in the CDC. Important topics in 2020 were the budget and budget cycle, the COVID-19 measures, the job description and evaluation project (FuWa), organisation and organisation development, the curriculum renewal project, the monitoring of the quality agreements, quality assurance in general and evaluation of educational units in particular, and the amended education and examination regulations. With a view to preparing for these meetings and other things, the Chair of the Board of Directors consulted monthly with the Chair of the CDC. In preparation for the administrative consultation, the Board of Directors also participated in preparatory committee meetings of the CDC.

Appendix 5 contains the CDC's annual report.

'HTH The Voice' is organised once a term by and for students. Matters that concern students are discussed during these sessions of the Student Councils in Amsterdam and The Hague. Representatives from the Board of Directors were present during these sessions. The input of students is taken into account to formulate or amend policy, and to improve individual courses and facilities for students.

Once per block, a separate Heart-to-Heart meeting is organised where the representatives of the student associations, student councils and CDC examine issues in more depth. Last year, students were actively involved in preparing communications to students about COVID-19 and its impact on their courses and studies.

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Education and research





Figure 3.1 Education

Bachelor	240 EC
Master	75 EC

3.1 Education

Courses available

Hotelschool The Hague provides a full-time, specialised English-language bachelor course: Bachelor Hospitality Management (240 EC). An accelerated programme is offered within this bachelor course: the international fast track programme (IFT programme). The IFT programme is accessible to students with appropriate prior education and/or work experience in combination with a completed intensive preparation phase. Since 1 September 2018, students who complete the bachelor course or the IFT programme successfully be awarded the Bachelor of Arts in Hospitality Management (BA.HM).

Since 2015, Hotelschool The Hague also offers a full-time English-language master programme: Master of International Hospitality Management (75 EC). This programme centres on learning to develop and implement new strategies, business models and innovative hospitality services from a customer-centric perspective. Students who complete the master programme successfully are awarded the degree of Master of Business Administration in Hospitality Management (MBA.HM).

In 2019, the first steps were taken to implement Hotelschool The Hague's first professional master in Leading Hotel Transformation (60 EC), with a focus on sustainability and digital transformation issues. In 2019, a successful macro-efficiency application was submitted to the CDHO (Committee on the Efficiency of Higher Education), followed by an application to the NVAO for an assessment of a new course. After the positive accreditation subject to conditions in 2020, Hotelschool The Hague can now launch the first government-funded master in Hospitality in the Netherlands in September 2021. Students who successfully complete the master will receive the degree of Master of Arts in Leading Hotel Transformation.



THE HAGUE



AMSTERDAM

Guarantee of exit level

Hotelschool The Hague is characterised by small-scale residential education, which means that it pays attention to both the courses given and the range of extra-curricular activities. Characteristic of the programme is that the exit qualifications are attained in an inextricable correlation between curriculum and social context. In 2018, the accreditation panel assessed the characteristic small-scale and intensive education, and concluded that all standards had improved since 2011.

The quality of the educational attainment level is of utmost importance to graduated students, future employers and society as a whole. The Exam Committee plays an important role in guaranteeing and monitoring the exit level of the bachelor and master programme. It is essential that the Exam Committee can operate judiciously and independently. In 2020, the Exam Committee consisted of three lecturers, an external member from another university of applied sciences, and an administrative secretary. The Assessment Committee, which reports to the Exam Committee, is composed of four lecturers who are supported by the same administrative secretary as the Exam Committee. Via its annual report the Exam Committee reports on its findings regarding the guarantee of the quality of examinations and interim examinations. The annual report and the method of following-up the opinions are discussed with the Board of Directors. Launching Your Career (LYCar), the bachelor graduation programme, forms an important link in the curriculum when it comes to guaranteeing the exit level. Implementing improvements within the graduation programme is a continuous process. In 2020, a new version of LYCar, namely LYCar-20, was launched. In this revised version, students choose a track that combines research and internship from different models. The main focus in 2020 was on incorporating Design Based Research (DBR) into LYCar's modus operandi. The objective is solution-driven, implementable end products based on research and best practices. These can be put into practice during the management

internship. Further changes include more active focus on the emotional quotient (EQ) and the adversity quotient (AQ) in a student's development and reflection. Videos have been made to support this final phase, and a successful peer-group coaching pilot is now being implemented in the programme. In addition, steps were taken to make sure that the industry gives students enough time to work on their graduation programme. In 2021, LYCar-20 will be evaluated and possible points for improvement will be worked on, with the aim of making LYCar even more suited to the needs of both students and the future professional fields.

Educational innovation

In 2020, the implementation of curriculum innovation continued. The curriculum innovations are designed to make and keep the curriculum future-proof, increase the focus on data analysis, provide a range of minors in Year 4, and simplify language teaching, among other objectives. The curriculum's unique elements, including practical training and the focus on management skills, remain crucial parts of the curriculum.

HTH has decided to gradually innovate the curriculum:

- AY 2020-2021:** It was decided to start by introducing minors in Year 4. This is the result of an earlier decision to switch to a system based on 4 study years, instead of 3 study phases (one 12-month phase, and two 18-month phases). The advantage is that both students and lecturers are clear about which final level is being worked towards. It also offers clearer outflow routes for students, possibly to be followed in a master's course.
- AY 2021-2022:** Next academic year, a renewed Year 1 will be offered to students who are admitted from the February intake onwards. The most important changes in Year 1: more in-depth practical education and better integration of practical education with theoretical subjects, a clearer focus on the business fundamentals, a close look at data analytics from the start, and language teaching in Year 1 in preparation for the second-year internship. Students will also follow a renewed second semester in Year 3 from February.
- AY 2022-2023:** A renewed Year 2 will be provided in this academic year. The most important change for Year 2: the attention given to a project about doing business, with the aim of giving students the entrepreneurial mindset necessary in the hospitality industry.
- AY 2023-2024:** The final phase of the implementation is focused on Year 3. The most important change in Year 3: the introduction of a research lab, an environment where students can work on action research: experiments / testing of new products / services / processes / automation / leadership within the hospitality industry.

AY 2020-2021	AY 2021-2022	AY 2022-2023	AY 2023-2024
First time Year 4 (3 minors)			
Development Year 1 + Year 3 (Bus. dev.) + Year 4 (1 new minor)	First time (Feb. 2022). Year 1 + Year 3 (Bus. dev.) Year 4 (1 new minors)		
	Development Year 2 + Year 4 (1 new minor)	First time Year 2	
		Development Year 3 (MO leader + MO lab)	First time Year 3 (MO leader + MO lab)

Figure 3.2 Curriculum innovation

Digital Transformation

Vision

Digital tools and technology are always tools to achieve goals, not goals in themselves

Digital awareness and understanding the ethics of digital technology are key leadership competencies for the future

We can only deliver tech savvy students as we are tech savvy professionals ourselves

Real innovation takes place in networks, and with strategic partnerships

Design Based Research, data analytics and data visualisation are key qualities

Principles

People first

Focus on soft skills

Drive change from the top

Fast if we can, slow if needed

Act on data insights

Execution



Distance Learning



Digital Assessment & Online Proctoring



Blended Learning



Tools & Support



Professionalisation



Innovated Curriculum



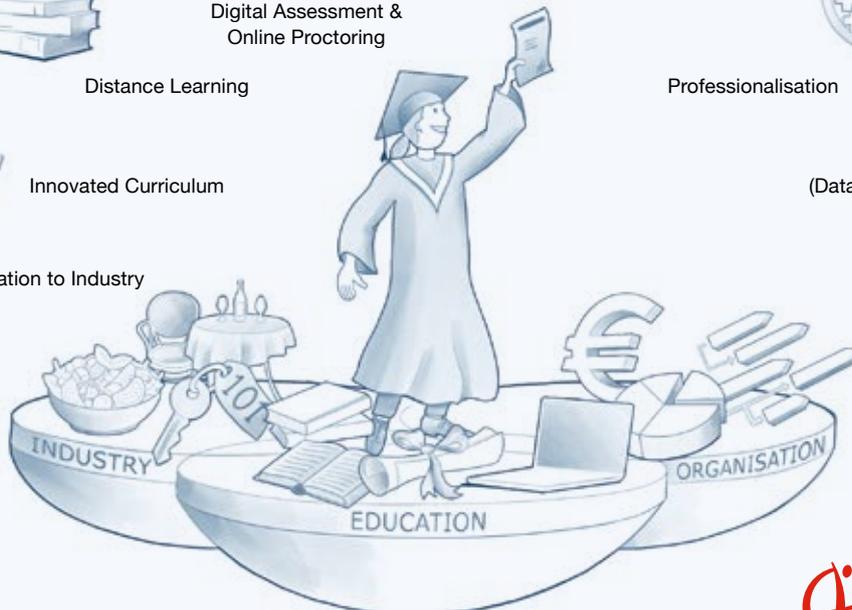
(Data) Analytics



Relation to Industry



Educational Logistics



Introduction of minors in 2020-2021

In the academic year 2020-2021, three new minors were offered for the first time in Year 4: Future of Food, Future of Business and Future of Work. We are working towards offering five minors. The range of minors improves links with the industry and the research centre, it means exchanges with foreign universities and hotel schools will be possible in the future, and it helps students prepare for their graduation phase (LYCar) and future jobs. The minors focus on innovation in the hospitality industry: dealing with uncertainty and change, analysing and solving complex hospitality issues, and conducting evidence-based research. Although the minors had to start in an online setting due to COVID-19, students scored two of the three minors with very high marks. At the moment, work is being carried out on the optimisation and further development of all the minors.

Digital Transformation

The Digital Transformation (Dx) programme accelerated rapidly in 2020. This programme is about 'connecting, accelerating and strengthening innovation in the areas of Education, Organisation and Industry'.

Extraordinary efforts were made in March 2020 to get lecturers familiar with distance learning. Within a short period, all lecturers were trained to teach via MS Teams. A sufficient basic level was achieved as a result.

Series of informative videos have been made for many courses, allowing students to learn independently of time and place (asynchronous). These have been used extensively in teaching. The completion of the AV studio in 2021 will make this process even easier.

In addition, various subjects made good use of a number of applications that were introduced previously, such as LinkedIn Learning and Graspale. The toolkit for lecturers was extended, but requires further development and training to get the best out of it. Gamification was also rapidly started in the educational process to replace various outdoor activities. The experiences have been so positive that gamification will be continued and expanded, even when the current situation draws to a close. The wide range of activities developed in the first months still feel like 'emergency measures', introduced to continue teaching as well as possible. However, this does not mean that we can speak of blended learning; this requires a thorough redesign of the curriculum (education by design). The Innovated Curriculum which is to be developed will have to express this.

At the end of 2020, preparations were made to accelerate the transition to digital testing and online proctoring. The assessment module in the Learning Management System (MyHotelschool / sakai) can facilitate full digital assessments. An external company was contracted for online proctoring. Test quality, test safety, and student privacy are essential aspects of the new processes. As part of the digital transformation, a process to digitise, automate and provide insight into various work processes through dashboards (educational logistics) was started. This began on a small scale with a few projects (e.g. Quality Agreements, Innovated Curriculum), but has considerable future potential.

Development of Year 1 in 2020-2021

Despite the unexpected additional workload due to COVID-19, it was decided to go ahead with the planned development of Year 1 and parts of Year 3. Thanks to COVID-19, all lecturers have acquired plenty of experience with online education, blended learning, and the importance of good course design. The renewal of the curriculum offers opportunities to change the course design from the outset according to the didactic principles of blended learning and action learning. In addition, it can be more appropriate for students with specific needs or a disability.

In total, 16 development teams were formed, each consisting of 2 to 4 lecturers. These development teams are working on developing their new subject throughout the academic year 2020-2021. The curriculum committee provides substantive support, and monitors the overall quality of the contents of the curriculum. A cockpit team was also appointed to monitor whether the associated support processes are running smoothly (development budgets, educational logistics, transitional arrangements, issues related to the Teaching and Examination Regulations (OER) etc.).

3.2 Practical Education (Outlets)

Skotel Experience

The Skotels in The Hague and Amsterdam house the accommodation units for students and hotel rooms for internal and external guests. During the first year, students live, work and study together in the Skotel. The aim is a mix of a Dutch and an international student per room. The aim of the Skotel Experience is to promote personal development, provide and experience hospitality, and learn and apply intercultural competences. Intercultural competence means the ability to communicate effectively and adequately in intercultural situations on the basis of intercultural knowledge, skills and attitude. As a result of the high educational intensity and extracurricular activities, a small-scale international “professional community” is developed. This professional community is being further expanded during further education and after graduation.

Each Skotel has 256 beds, divided over 128 double rooms. In total, 25 of the available places were not filled in the February 2020 admissions, so more students were admitted in August, which led to all the available places being filled.

Unfortunately, COVID-19 and the associated measures meant that the Skotel had to be closed on 13 March 2020. All the students present returned to their parental homes, while many international students found temporary or permanent accommodation with fellow students, or were helped by us to find alternative, external accommodation. The strong sense of community and willingness to help among students were notable. On the basis of government measures and regular consultations with the local health authority, it was decided to reopen the Skotel for accommodation in August, albeit subject to strict measures. This required considerable effort from the team of instructors. Students arriving from outside the Netherlands were given the opportunity to check in at the Skotel earlier, so they could comply with the mandatory quarantine period. In anticipation of government measures to discourage smoking among young people, and in the context of the “towards a smoke free generation” campaign, smoking was banned completely in both campuses in February, and all facilities for smokers were removed.

Campus Experience

The guiding principle of the Campus Experience is: “The Campuses are an example of innovative and successful hospitality education and rentability”. Both campuses are training companies. This enables practical education in all facets of hotel operation, at a qualitatively high level. The knowledge gained by students is applied in the practical





situation and vice versa. In addition to practical skills of the various outlets, students also develop management skills. In the second year, the students are given the opportunity to manage an international team. Cultural differences within this kind of team provide added value to the learning process of the students.

Due to the COVID-19 situation, all outlets, and as a result hotel accommodation for guests in both Skotels, were closed on 13 March 2020. The entire operational management of the school was taken over by the team of instructors.

In a short time, practical education was replaced by online education, fully supervised by the same instructors.

Practical education restarted in August at the start of the new academic year, with education provided both on location and online. Online education was particularly relevant for students who could not return to the Netherlands due to travel restrictions. Unfortunately, there were very few hotel guests, and due to an increasing number of infections among students, especially in our Amsterdam campus, both hotels were regularly closed.

Hotel Accommodation

Skotel The Hague and Skotel Amsterdam have 21 and 20 hotel rooms respectively for our practical education in the first and second years. The hotel rooms were furnished by various international hotel chains. This unique concept offers students a very varied and broader learning experience, while hotel guests will be delighted over and over again. The hotel rooms are available to both internal and external guests, and can be booked through popular online travel channels, such as Booking.com and Expedia. A new, in-house Skotel website also went live (www.skotel.nl), with which guests can book rooms directly.

A major step was taken in the professionalisation and digitisation of practical education with the commissioning of a new PMS system (MEWS) in November. In the coming year, we hope we can exploit this more in the context of the continuing integration between theory and practical education.

In 2018, renovation of the hotel rooms in Skotel The Hague started. The situation around COVID-19 gave us the opportunity to renovate ten rooms under our own management this year. A number of hotel rooms were permanently used as quarantine rooms for students who had tested positive for COVID-19 or were awaiting test results, or because they had been in direct contact with other students who tested positive.

The aim is to conclude this project in the coming year, and to renovate the remaining 6 hotel rooms, relying as much as possible on full or partial sponsorship from our industry partners.

The normally very successful activities held in the context of the summer courses organised by The Hague Academy of International Law and others were cancelled this year. However, the Skotel in Amsterdam did offer accommodation to the students of our IFT programme.

COVID-19 caused a dramatic decrease in occupancies and turnovers in the hotels of both Skotels. The occupancy of Skotel Amsterdam decreased from 83% in 2019 to 19% this year, and in Skotel The Hague from 61% to 14%. Turnover fell correspondingly; from €550,000 to €82,000 in Skotel Amsterdam, and from €284,000 to €62,000 in Skotel The Hague.



Food & Beverage outlets (F&B outlets)

For practical education in F&B, Hotelschool The Hague has six fully operational restaurants and a Banqueting Division. The Banqueting Division is responsible for the organisation of, inter alia, dinners, meetings, receptions for internal and external clients. Before the students start working in the outlets, they're taught a number of basic skills in a 'laboratory situation'. Procurement, inspection and cost price calculations are a recurrent theme in the outlets. The various outlets are also used to facilitate research with the help of students, employees, and external guests. Consumer behaviour, the testing of new products and equipment, and social developments are important themes.

As stated in previous annual reports, we started the Food Rescue research project in 2017, which was later further developed into Food Circularity. In 2020, we also launched a number of projects that appeared in an altogether different light due to the COVID-19 situation. The first is Vegan Masters, a concept with a vending machine where fresh meals can be bought when restaurants are closed, and heated by the buyer in the built-in microwave. This was aimed in particular at Skotel students.

Another example is the Orbisk project, a fully automatic food waste monitor. The device is mounted on the wall above a waste bin, and uses AI to reduce food waste by 50% reduction. Work on the major renovation of The Hague campus started in 2020.

Five projects were defined for F&B practical education, three of which we prioritised and were able to realise, partly due to the COVID-19 situation. First, we converted the old instruction kitchen into 2 classrooms; a smaller instruction lab/kitchen and a gastronomy classroom. A frame with a door links these 2 separate educational concepts, which can be used for events such as wine & food tastings for students, or for external guests who can rent these rooms and give presentations.

The third project was developed in partnership with Heineken; a multifunctional bar located in the former foyer near the auditorium. The last 2 projects, namely the renewed La Mangerie concept and Le Café, will be realised in 2021. Both will be integrated into the completely renovated and new parts of the ground floor of the building. Thanks to the renovation of the campus, we have been able to enter into a collaboration with Zorggroep Respect. De Windes Brasserie is located in the new building opposite the campus. As part of our practical education, we are operating the brasserie on a temporary basis with instructors and students until the renovation is finished. Hybrid practical training was developed before and during lockdown, which resulted in some fantastic online practical assignments despite the unpleasant situation. One example was the COVID-19 lunch party, where participants ate together online. It was based on a script sent in advance, so that everybody taking part across various countries could do the required shopping.

3.3 Research

Research offer

The practical research of Hotelschool The Hague strives for new insights. These insights give more substance to the curriculum, while simultaneously stimulating innovations in the hospitality industry. Hotelschool The Hague describes this principle as “thought leadership”. Both lecturers and students are actively involved in the research projects. and, in the area of applied research, Hotelschool The Hague cooperates with various companies, (knowledge) institutions and official authorities.

The Hospitality Research Centre employed 6.2 FTE at the end of 2020. It is responsible for research, and focuses on the following areas:

1. Hospitality and Hospitable Behaviour
2. The future of Hospitality

Currently, two new lecturer positions are being recruited (Digitisation in Hospitality and Business Resilience); another 0.5 FTE will have to be recruited for a senior researcher position. Discussions are underway with TU Delft about appointing a PhD candidate. The costs of this for one year will be covered by the Impuls subsidy.

2020 developments

Activities over the past year were obviously considerably impacted by the COVID-19 crisis. The consequences were particularly felt in the research conducted within companies, and in the practical outlets of the school (especially in the field of Food Waste). Investigations in or in partnership with hospitals also had to be reorganised or suspended. Many graduates had to opt to conduct research in the school instead of at an internship company; the Research Centre played a facilitating role in this.

The impact of the COVID-19 crisis was also one of the main topics of research. The Research Centre published a discussion paper on the topic at an early stage (April 2020). Together with Pace Dimensions, the crisis was the impulse for an extensive scenario study that extends into 2021. This scenario study was used as the start of a more structural partnership aimed at advising international hotel companies. Besides the financial proceeds (the marketing of the research is done by the commercial partner), the main objective of this project is to help strengthen HTH's reputation as an international research partner.

The Comenius Project was further shaped with the design of the research education in the bachelor and MBA. The pre-master and minors reinforce the focus of the programme on research. In addition, a proposal to give the practical outlets a permanent function as a lab in experimental research was awarded an Impuls subsidy.

The second edition of the Hospitality Research Symposium was cancelled promptly before any financial obligations had been entered into. Keynotes and guest lectures were converted to online versions, such as those for the Amsterdam Leadership Lab, the International Sustainability Summit 24hour Hackathon (Hotelschool Maastricht), the Untourist Movement in Amsterdam, and the Russian Hospitable Business Conference.

Publications in 2020 included the book with the proceedings of the research symposium in 2020, and a book on *The Overtourism Debate*.

Second funding flow

Previously obtained subsidies continued in 2020: the Comenius Leadership subsidy, the Comenius Teaching Fellowship with a one-year project, the NWO lecturer scholarships for PhD research, and a post-doc subsidy. The House of Hospitality Amsterdam also received a subsidy this year.

A new subsidy was received for maintaining/strengthening the research capacity (SIA - Impuls). HTH is a member of a consortium that includes Ghent University and the University of Tampere. Together with five Indonesian partner universities, the consortium will develop research programmes to combat food waste in Indonesia, funded by an Erasmus+ subsidy.

Third funding flow

The City Hospitality lectorate carried out externally-funded projects for Gastvrij Overijssel ((HISWA/RECRON) and Kennisnetwerk Destinatie Nederland. Rijkswaterstaat funded a study into the consequences of the COVID-19 crisis for circularity measures in hotels. Research projects have been set up together with consultants PACE Dimensions and Bain & Company that will lead to financial returns in 2021.

Research output 2020

In 2017, a dashboard was developed that measures the output of the Research Centre against a dozen indicators. These indicators combine traditional *research metrics* (A, C, G, J) and results for the wider dissemination of research findings (B, D, E, F, H, I).

Row Labels	Count	Sum of Amount
A. Academic Publications	13	
B. Trade Journal Publications	7	
C. Participation in Academic Conferences	3	
D. Presentations and workshops for professionals	17	
E. Contracted projects (i.e. contract funding)	3	€ 42,500
F. Grants and funding awarded (i.e. second funding flow)	2	€ 331,435
G. Citations	680	
H. Mentions in the news (i.e. others speaking about us)	8	
I. Students participating in research projects	144	
J. Membership of journal boards, professional field committees, PhD committees etc.	5	
Grand Total		€ 373,935

Figure 3.3 Indicators

The results under C (Participation in Academic Conferences) and H (Mentions in the news) are lower than the targets and results in previous years, which is directly related to the fact that there were virtually no conferences, and the news was dominated by COVID-19. Under F (Second funding flow), the full subsidy amounts are reported at the time of subsidy, which explains the amount subsidised (i.e. Impuls and Erasmus are reported in full here, but not the subsidies received for Comenius and NWO scholarships awarded in previous years).

Annual overview

With a view to internal dissemination above all (increasing the visibility for students and colleagues), an accessible overview of the activities of the Research Centre in 2020 was compiled, as in 2018 and 2019. This overview can be found at https://hotelschool.nl/sites/default/files/scrollpage-item-downloads/hotelschool_the_hague-research_centre_yearly_overview_2020web.pdf

3.4 Quality Assurance



Hotelschool The Hague strives for its students to achieve the highest possible personal and professional levels to prepare them as well as possible for a management career in the international hospitality industry. This is realised by imposing high quality requirements on incoming and existing students, the employees, the content and implementation of the curriculums, and the supporting processes. Hotelschool The Hague uses a Systematic Quality Assurance & Improvement system to design the formal quality assurance system.

The improved and consistently executed management cycle has successfully supported several important activities.

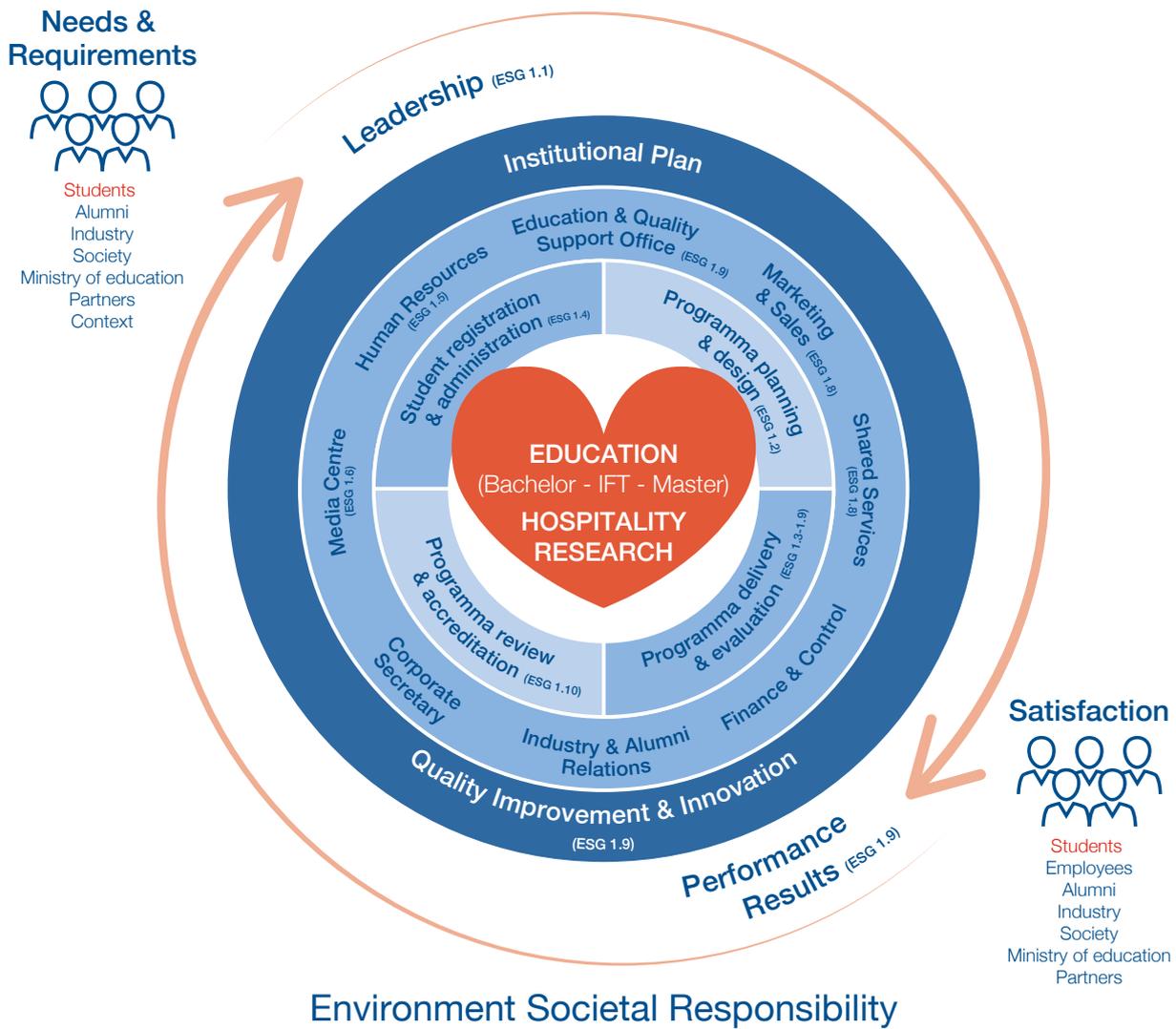


Figure 3.4 Quality Management System Model

	Institutional	Programme	Department	Course development	People	Frequency
P L A N	Institutional plan					6 year
	Policies	Policies				3 year
	Long-term plan & budget		Long-term plan		Career development plan	3 year
	Regulations/ procedures	Regulations/ procedures (e.g. Education & Examination Regulation - EER)	Regulations/ procedures	Regulations/ procedures Course set-up, budget and syllabus	Regulations/ procedures	yearly
	Framework letter		Annual plan (incl. budget)		Planning meeting	yearly
DO	Hotelschool The Hague fulfilling its promises to the student and the professional field. Deliver a unique combination of theory, practice and research in a real-life learning environment and a unique combination of development of skills (IQ, AQ and EQ).					
C H E C K	Student Voice / Employee lunches Risk heat map Corporate dashboard Progress of long-term plan Ranking / Accreditation	Vertical & horizontal alignment and achievement intended learning goals Benchmarks /mid-term audit/Accreditation	Departmental surveys /internal audits Departm. dashboard Progress of annual plan	Course surveys/focus groups Assessment evaluation Course dashboard Study progress report	Class visits Peer feedback Faculty eval. Intervision (peer group coaching)	Various
A C T	Improvement/ development plans	Improvement/ development plans	Improvement/project plans	Course improvement plan	Personal development plan	<3 year
C & A	Progress meeting BoD with BoT	Education Committee and Education Man. Team	Progress meeting managers with BoD	Core team meetings	Dialogue and performance meetings	Quarterly
C H E C K	Impact of forces driving change at Hotelschool The Hague and its stakeholders 'What is happening outside Hotelschool The Hague?'					Yearly
	Governance snapshot Management review (ACT)	Quality Programmes Quality Research	Organisation snapshot Culture snapshot	Quality Courses	Staff Snapshot	Yearly

Figure 3.5 The improved and consistently executed management cycle has successfully supported several important activities.



Figure 3.6 Successfully implemented projects



Figure 3.7 Ranking

Top ranked

No. 1

(Government-funded)

Hotel Management School
in the Netherlands

(HBO Keuzegids 2018)

In 2020, the initiatives to improve student engagement were continued and become a permanent part of the quality management cycle:

- Heart-to-Heart meetings, where student representatives from the Student Councils, CoDetermination Council and student associations enter into a dialogue with the board, chairpersons of various committees, and employees. The openness of these conversations improves insight into what is going on, and offers an opportunity to devise joint solutions.
- Student representatives who form the link between the students following courses in a specific block and the lecturers, management, and support services involved. These short lines of communication reveal problems within a subject or in the area of support earlier, allowing them to be solved more quickly.

The course evaluations will be conducted internally from January 2021. This decision was taken with a view to greater flexibility. The software for the evaluations is provided by Evalytics. The results are discussed with, and followed up by, the lecturers responsible for a course, together with the Bachelor Management Team. Individual feedback for lecturers was also discussed with the relevant Year Manager.

The Board of Directors conducted the management review this year in the form of a briefing. The established KPIs are discussed in the standard Management Team meetings. The 2021 HTH annual plan was also drawn up in 2020, with bottom-up input from all managers.

The attention paid to making the results more accessible and increasing the involvement of students, lecturers and managers has also strengthened the quality culture within Hotelschool The Hague.

Hotelschool The Hague is an active member of EURASHE, in order to use external knowledge to further professionalise quality assurance. The Quality Officer participated in various meetings in 2020.



3.5 Higher Education Quality Agreements 2019-2024

In April 2020, HTH submitted a request to the NVAO to start the quality agreements recovery assessment in higher education 2019-2024. After a successful digital audit in June 2020, the NVAO gave a positive recommendation to the Minister of Education, Culture and Science, which adopted it in November 2020, and with which quality funding was awarded until 31 December 2024.

Results

The focus for Hotelschool The Hague in the Higher Education Quality Agreements 2019-2024 is on digital transformation (high tech) and personalised training & support (high touch). There are a total of 6 themes with 13 intentions. These are:

Theme 1: More intensive and small-scale education

Intention 1 - Blended Learning

2020 Status:

- The advances in online teaching achieved and indeed exceeded the milestones of this intention. Blended learning is used by many lecturers, and is on the way to becoming a standard part of HTH's educational structure. Lecturers are supported in new developments in this field, and steps are being taken to integrate blended learning into the curriculum innovation.

2020 Budget:

- The available budget was 0.7 FTE, and 1.1 FTE was deployed. The transition to online and hybrid education as a result of COVID-19 measures has increased the interest in blended learning.

Intention 2 - Real-life Cases

2020 Status:

- A model was developed in consultation with stakeholders which can determine to what extent a course has included real-life cases. This model is part of the curriculum innovation. Real-life cases have also been developed and included in the new minor courses.

2020 Budget:

- The available budget was 0.5 FTE, and 0.6 FTE was deployed. More hours were worked because real-life cases for the minor subjects were developed.

Intention 3 - Sustainable Development Goals (Including Thinktank)

2020 Status:

- The Student Challenge Genio Worldwide Innovation Summit was organised online. In this, student teams from international hotel schools participated in a real-life case in search of innovative solutions to make the hotel industry more sustainable.
- The Learning Community (Thinktank) is operational, and various activities were started in consultation with students (including beach clean-ups, lecture on the donut economy, etc.).

2020 Budget:

- The available budget was 0.2 FTE, and 0.3 FTE was deployed. More hours were worked because of the support in transforming the Student Challenge to the online situation.

Theme 2: More and better guidance for students

Intention 4 - Increased Customised Student Support

2020 Status:

- The courses that rely on student tutoring were adapted to the available budget for students and lecturers. More lecturers were trained and deployed. Due to the COVID-19 measures, it was decided to use and intensify a hybrid form of student supervision (online and on campus) because of the consequences for students' mental resilience.

2020 Budget:

- The available budget was 0.5 FTE, and 0.1 FTE was deployed. Due to the COVID-19 measures, the resources of tutors (including the project lead) were used extensively, which meant that fewer hours were spent on further developing the project itself.

Intention 5 - Improve Placement Experience

2020 Status:

- Due to the COVID-19 measures, the fulfilling of internships was expanded to include more companies where internships and alternative assignments are possible. For the project, this means that objectives have to be reassessed (e.g. number of graduates in the hospitality industry, visits to internship companies). The internship supervisors received more training so they could guide the changes in the process well for students.

2020 Budget:

- The available budget was 0.5 FTE, and 0.3 FTE was deployed. Due to the COVID-19 measures, the resources of the placement tutors (including the project lead) were used extensively, which meant that fewer hours were spent on further developing the project itself.

Theme 3: Study success

Intention 6 - Learning Community Study Success

2020 Status:

- A Study Success Programme Manager was appointed, and a Student Progress Coordinator for longstay students was hired. The number of students who graduate increased this year (Bachelor Return Rate) because more long-term students decided to prioritise their studies due to COVID-19, and where HTH offered a 'back on track' programme to supervise these students.

2020 Budget:

- The available budget was 0.6 FTE, and 0.5 FTE was deployed. The programme manager was only appointed in Q2, so less of the budget was used in Q1.

Intention 7 - Knowledge Sharing LYCar

2020 Status:

- The introduction of peer group coaching in LYCar redesigned intensified knowledge sharing with internal and external stakeholders, and between students in particular. Students, in partnership with the hospitality industry and the HTH Research Centre, conducted many research assignments on the consequences of COVID-19.

2020 Budget:

- The available budget was 0.4 FTE, and 0.4 FTE was deployed.

Theme 4: Educational differentiation

Intention 8 - Pre-Master & Specialisation (Minor)

2020 Status:

- In 2020, the new minors (Future of Food, Future of Work, Future of Business) were developed and successfully implemented. Following a successful pilot, the pre-master is now also officially part of the HTH programme, and Rotterdam School of Management and Nyenrode have joined as partners, in addition to the University of Amsterdam.

2020 Budget:

- The available budget was 0.5 FTE, and 0.6 FTE was deployed. More resources were deployed with supervising the introduction of the minors and the pre-master.

Intention 9 - Extra Mile

2020 Status:

- A number of extra-curricular options were offered to students (Rock your Life, Investment club, Mindfulness in Business and Global Citizenship) in 2019, and a plan was drawn up for possible Extra Mile elements. This plan will be implemented in 2020. In 2020, Extra Mile was introduced at HTH. Existing activities were included, and new initiatives (Feminine Leadership, Debating Association, Student Council Leadership) were developed. Both students and employees received the launch of Extra Mile with great enthusiasm, and came up with many inspiring ideas.

2020 Budget:

- The available budget was 0.8 FTE, and 0.8 FTE was deployed.

Intention 10 - Customised English Training

2020 Status:

- In 2020, the Writing Labs (walk-in option for students with questions about writing reports in English) were deployed above all for the minors and LYCar (in which students hand in an essay and a thesis), and where further integration in these and other non-English subjects will be explored.

2020 Budget:

- The available budget was 0.3 FTE, and 0.3 FTE was deployed.

Theme 5: Appropriate and good educational facilities

Intention 11 - Invest In Virtual Learning & Sharing Environment

2020 Status:

- Alternative platforms for online events were necessary because of the COVID-19 measures, and a number of these platforms were tested for the Career Fair and online graduation. The Hotelschool Everywhere concept, in which all internal and external stakeholders can work together and share on an online collaboration platform, was studied for possible implementation in 2021.

2020 Budget:

- The available budget was 0.3 FTE, and 0.2 FTE was deployed. € 18,150 out-of-pocket costs were incurred for Hotelschool Everywhere.

Theme 6: Professional development of lecturers

Intention 12 - Extra time for Professionalisation and Learning Communities

Intention 13 - Customised learning development

2020 Status:

- Due to the COVID-19 measures, the workload among employees was higher and the development needs were more specific (digital skills and mental resilience). In 2020, the implementation plan was elaborated in detail, with external and internal validation, and the first interventions will be carried out in 2021.

2020 Budget:

- The available budget was 0.8 FTE, and 0.7 FTE was deployed. Due to lower availability of the project lead in Q1, not all hours were deployed in full.

The total budget for 2020 was 6.0 FTE, of which 6.0 FTE was also deployed. Fewer hours were deployed in the first half of 2020 due to the extra work caused by the COVID-19 measures (project leaders had to work on making the switch to online teaching), but these hours were deployed in full in the second half of the year for the projects. In addition, €18,150 in out-of-pocket costs were incurred.



QA total overview budget 2020	BC 19/20	BD 19/20	BA 20/21	BB 20/21	Year 2020	FTW actual
QA-Blended learning (T1)	290	290	420	408	1408	1,1
Real-life cases (T2)	160	160	210	210	740	0,6
Sustainable development goals (T3)	60	60	160	160	440	0,3
Increased customised student support (T4)	0	0	80	80	160	0,1
Improve placement experience (T5)	100	100	120	120	440	0,3
Learning community study success (T6)	90	195	290	245	820	0,6
Knowledge sharing LYCar (T7)	135	140	160	160	595	0,4
Pre-master & specialisation (T8)	160	200	200	200	760	0,6
Extra mile (T9)	180	260	260	383	1083	0,8
Customised English training (T10)	88	20	120	120	348	0,3
Invest in a virtual learning & sharing environment (T11)	100	100	0	20	220	0,2
Extra time for professionalisation and learning communities (T12)	30	208	185	134	557	0,4
Customised learning development (T13)	120	51	90	90	351	0,3
Total in hours	1513	1784	2295	2330	7922	
Total in FTE (1 FTE + 1327 hours)	4,6	5,4	6,9	7,0	6,0	

Total out of pocket						
QA-Invest in a virtual learning & sharing environment (T11)					€ 18.150	

Figure 3.8 Quality Agreements total budget overview 2020.

Reflection

The recovery procedure started in February 2020, with a session where all project leaders and representatives of the Co-determination Council and the student representatives (CDC and student council) were present. The NVAO recommendation endorses the extensive documentation and feasibility of the plans, but also provides advice on how to register the involvement of co-determination participation as a fully-fledged discussion partner during the execution of the project plans in a sufficiently visible and traceable manner. Every year, an inspiration day is organised for the project leaders, student assistants and the Co-determination Council (CDC) to share thoughts on the implementation of the plans. The Co-determination council is also involved in the six-monthly evaluation. Almost all projects have a student assistant who, in addition to the project leader, is part of the team. With respect to 'Intention 3 - Sustainable development goals' in particular, students initiated the Beach Cleanup, among other things. Students rate the pre-master programme (Intention 8 - Pre-Master & Specialisation) with a score of 4.4 (out of 5.0), and express their appreciation for the co-creative method used (involving alumni and students) to develop the pilot and further elaborate the final programme. The introduction of the Extra Mile programme (Intention 9 - Extra Mile) was enthusiastically received by students, and is widely supported by the student council through promotion of the programme in HTH Voice and participation in projects.

CDC reflection

The CDC is also closely involved in the process of monitoring and suggesting improvements in the design of the quality agreements. A number of student members joined the organised work and project groups, and were able to inform themselves well about the process. A focus group was set up in the CDC in 2020 to monitor the various sub-projects. In the autumn, the CDC received an extensive report of each project in Excel which used a standardised format. Following this, the CDC recommended taking another look at the reporting structure of the subprojects. The progress of the projects had been tracked in various ways, so there was no clear overall picture. Steps have since been taken in this respect by substituting Excel for another tool; Monday.com. As a result, the coordination between the various projects is now more transparent, and further boosted by the explanation during the 'QA inspirations days'. The CDC considers that its questions are answered quickly, and that it is frequently invited for updates.

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Students



4.1 Student population



Figure 4.1 Students

2,714 in 2021

2,702 in 2020

On the reference date of 1 October 2020, 2,702 students were registered at Hotelschool The Hague. Hotelschool The Hague limits admissions of first-year students to the full-time bachelor course, as this is what matches the educational concept best. The fact that students live 'internally' during the first year of study, is inseparable from this educational concept. As a result, admissions are equal to the housing capacity in both Skotels.

Student population on 01 October 2019	2,714
Enrolled, following education	2,714
Students returning after leaving	27
Admissions in February 2020	181
Bachelor's degrees 01 October 2019 - 01 October 2020	-/- 501
Master's degrees 01 October 2019 - 01 October 2020	-/- 2
Left without degree 01 October 2019 - 01 October 2020	-/- 123
Negative binding recommendation on the continuation of studies 01 October 2019 - 01 October 2020	-/- 6
Admissions in September 2020	387
Admission to master in September 2019	25
Student population on 01 October 2020	2,702

Figure 4.2 Student population

Admissions in academic Year 2019-2020

Hotelschool The Hague admits students for the full-time bachelor course on 2 dates; 1 September and 1 February. For the academic Year 2019-2020, 1,552 full applications were received from prospective students to participate in the selection procedure. This is a slight decrease of 5% compared to the previous academic year. 1,355 students eventually took part in a selection day inside or outside the Netherlands.

In September 2020, 167 students started studying at The Hague Campus and 161 students at Amsterdam Campus. In September 2020, 87 students started studying at The Hague Campus and 93 students at Amsterdam Campus. The full-time admission for the academic year was therefore 508 students.

Students are admitted to the IFT programme on one date; 1 September. This academic year, there was a decrease in the registrations of prospective students for the IFT programme; from 133 to 96 IFT registrations. In the summer of 2020, 62 students, of which 47% were international students, took part in the obligatory PIFT summer course. 59 IFT students started studying in September 2020, of which 28 at The Hague Campus and 31 at the Amsterdam Campus.

Students are admitted to the master programme on one date; 1 September. On 1 September 2020, 25 students started the master's programme at Amsterdam Campus.

An international student population is an important aspect of internationalisation at Hotelschool The Hague. Hotelschool The Hague aims to have a 50/50 ratio between national and international students. In the 2019-2020 academic year, the number of applications from international prospective students was 31% (based on first nationality).

At the moment, 34% of the total student population are not Dutch (based on first nationality) and students of 60 nationalities are studying. Most international students come from other EU countries, such as Germany, France, Romania, Italy, Belgium,



Figure 4.3 Number of graduated students per academic year

507 in 2019-2020

429 in 2017-2019

Bulgaria, England, Spain and Sweden. About 7% of the international students come from outside the European Union, from countries such as India, the United States, Russia, Syria, and China. On 1 September 2020, 34% of all new students (bachelor, IFT programme and master) were non-Dutch. This is a decrease of 4% compared to last year.

Outflow

In the 2019-2020 academic year (01 September 2019 – 31 August 2020), 507 bachelor course students graduated. The number of graduates is significantly higher than in the previous academic year (429 graduates in 2018-2019). 22 master students graduated (24 in 2018-2019).

Just as in recent years, the length of courses remained almost the same in 2019-2020. In 2021, Hotelschool The Hague will continue to take measures that ensure good progression within the courses.

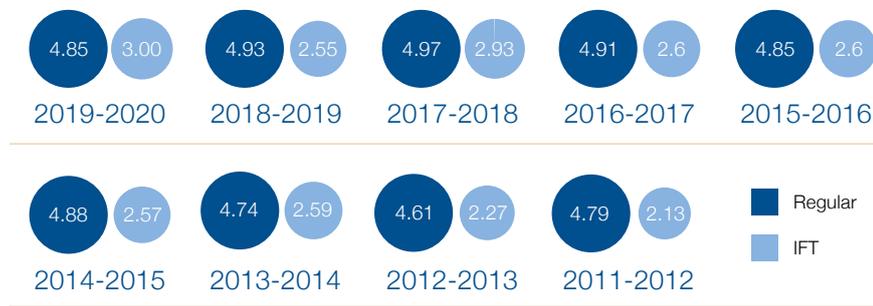


Figure 4.4 Average years of study in years bachelor

4.2 Recruitment and selection

Selection procedure and result 2020

As in previous years, the selection process remains subject to continuous monitoring, the adaptation of environmental factors, changes in the curricula, and the expectations of our industry.

Normally, Hotelschool The Hague organises ten selection days in the Netherlands (five at each campus) for admissions to the bachelor programme. However, the planning and holding of these days was brutally interrupted by the measures imposed by the government following the outbreak of COVID-19. The last physical selection day took place on 29 February 2020, after which the selection procedure had to be repackaged and restructured in a virtual environment for it to continue. The four physical selection days previous to the lockdown (in November, December and February) allowed 426 candidates to experience the selection process at one of the two campuses. From the lockdown onwards, the procedure was changed. The same tests and objectives were maintained to assess whether the identified skills of the candidates made them suitable for the course. The logistics were rapidly adapted to give candidates a virtual opportunity to meet their selectors through Zoom interviews, and to take the various skills tests (prior to these online interviews, the candidates had taken various online tests, such as maths and English).

A total of six selection rounds were held (in block weeks C11, D1, D2, D6, D7 and D8 - 5 days per week, 8 time slots per day). On average, 30 selectors participated in each round to assess the residual total of 809 candidates for their suitability for Hotelschool The Hague's bachelor programme. A total of 1,235 candidates registered for the selection procedure for the Academic Year 2021.

The selectors consist of HTH employees, alumni and students.

The results of this 2020 selection procedure:

1. Registrations

Total	NL	International	Of which IFT
1,235	953	282	37
1,552	1,082	470	96

2. Result

Total	No show	Accept	Reject	Reserve list
1,235	110	505	484	136
257 (outside NL)	27	173	53	4
1,492	137	678	537	140

Distribution by starting date

	Totals	International	Dutch	Male	Female
Feb 2020	180	131	49	90	90
Aug 2020	330	94 (*)	236	138	192
Total	508	284	224	228	280

(*) Due to the COVID-19 measures and travel restrictions, the number of international students for the Academic Year 2021 was greatly reduced due to travel bans/quarantine/finances/uncertainty. Students who were accepted were advised to start in February 2021.

3. Distribution M/F and Dutch/international total

Male (#)	Male %	Female (#)	Female %	Dutch (#)	Dutch %	International (#)	International %
228	44.9%	280	55.1%	224	44.1%	284	55.9%



Selection Committee

A new chair of the Selection Committee took office on 1 March 2020. There were also various changes within the committee. Besides the chair, the Selection Committee consists of 3 members and two student ambassadors.

Recruitment 2020

The increase in the numbers of national and international candidates for the selection days is a direct and indirect result of the recruitment team's efforts. This is because international selection days are also held outside the Netherlands at strategically valuable locations for HTH, in addition to the 10 selection days organised on the campuses (in normal circumstances). Bangkok, Barcelona, Bucharest, Curaçao, Dubai, Cologne, Munich, Oslo, Paris and Singapore were just some of the locations where selection procedures were planned or took place in 2020.

The primary focus in the recruitment strategy, which was developed and implemented in cooperation with the recruiters, was on the following markets/regions to guarantee both domestic and international growth (80%):

- The Netherlands
- Germany
- Romania
- France/Belgium/Luxembourg
- Italy/Spain
- Portugal

For increased international growth, it was decided to also approach the following secondary markets/regions (20%):

- Ireland
- Vietnam/Thailand/Asia
- Georgia
- Bulgaria
- Canada/United States
- The Middle East and North Africa

The situation surrounding COVID-19 meant that both the department and the organisation as a whole had to be alert and flexible, and search for alternative methods of recruiting candidates.

Despite the COVID-19 pandemic, HTH was able to organise seven physical selection days; two in the Netherlands, and one each in Singapore, Bangkok, Dubai, Bucharest and Munich.

An extra selection day was also organised especially for prospective students of the international fast track (IFT) programme.

All other selection days were held online.

Organisation of changes to recruitment

The Board of Directors set up a task force with two tasks. The first assignment was to investigate how to continue to grow the recruitment of candidates in order to continue to generate the highest possible quality intake for the various courses. The second was to improve synergy between the departments/entities involved (Selection & Admissions) to increase the efficiency of conversion to students.

This helped achieve the following objectives:

- To significantly increase the number and quality of registrations
- To strengthening the HTH community
- To contributing to SDGs 4 & 13

The recruitment team is assisted in its task by students, employees and alumni; all important ambassadors for the school.

Open days

Before 15 March, 17 physical information sessions were held outside the Netherlands, and 7 open days were organised in the Netherlands on the campuses.

Due to the pandemic and associated travel ban, most of the physical recruitment activities inside and outside the Netherlands were cancelled after 15 March 2020.

The recruitment team responded very flexibly, and quickly found virtual solutions to substitute the activities. This led to approximately 40 virtual online open days being held for different target groups: 31 virtual open days for the standard bachelor programme, and 9 for the shortened international fast track (IFT) programme.

A total of 1,050 physical and 1,000 virtual candidates applied on campus and online in 2020.

In addition to these online open days, the recruitment team also attended external virtual information sessions to represent HTH throughout the year.

In this context, 111 extra virtual information sessions were given, around 79 of which were aimed at international candidates, and 32 at domestic candidates.

The IFT (international fast track) programme was publicised through seven virtual information sessions for MBO schools. Candidates were also recruited in Germany for this programme through contacts via the German hotel industry, the 'Auszubildenden', students who are trained at the hotels via the vocational training pathway. A total of 16 hotels were visited virtually in Germany, and information about the IFT programme was provided.

An important target group for recruiters are student deans, study counsellors, and career counsellors at the various educational institutions who provide access to our courses. For this target group, special events were organised in collaboration with other universities of applied sciences in The Hague, such as Student Dean Days, so they could get acquainted with the school better. This also strengthened the bonds within the community of universities of applied science in The Hague, and improved cooperation with the other universities of applied sciences has improved.

Members of the recruitment team took part in various meetings in 2020, such as the hotel schools consultation and the Dhenim consultation (Dutch Higher Education for International Marketing), and attended the annual IACAC (International Association for College Admission Counseling) congress.

The recruitment team works closely with the marketing department, which provides the positioning and recruitment materials. It also supports the activities, and plays an important role in the representing the school online and the recruitment campaigns on social media. This department is supported by the online recruiter, who has been on board since Block A.

Recruitment and promotion

There was a particular emphasis on online recruitment and promotion in 2020, As a result, new methods were sought to establish better virtual contact with potential prospective students.

An online booking system with QR code was introduced (this was also printed on bicycle seat covers that were distributed at Dutch secondary schools). With this QR code, an appointment with one of the team members could be booked more efficiently. In addition, candidates could take a virtual 360° tour of the Amsterdam campus, and easily contact our current students through a chat function on the website.

The registered candidates were then approached proactively. For example they were called personally, or contacted by a recruiter via WhatsApp. Other activities; “Welcome” boxes were put together and sent to students who started in February, and ZOOM talks were organised with these students to prepare them and introduce them to HTH and its community.

Despite the perils surrounding COVID-19 which significantly advanced global digitisation, HTH recognises that giving students personal attention and support is an invaluable tool in really helping them find the right course, which undoubtedly led to the decision to apply to HTH.

The MBA programme received its 7th cohort in September 2020. 11 different nationalities are represented in the group of 25 students, including 6 non-EEA nationalities. The group consists of 3 students who have already obtained a master's degree, while the other students have one or more bachelor's degrees. 14 students have a clear educational background in hotel management or tourism. The others have a business administration background, and found their way to the MBA in International Hospitality Management through related work experience, mostly in the international hotel world or event industry.

4.3 Student Life

In 2020, COVID-19 had a major impact on student life; Fortunately, many student activities were able to take place online. The Skotel was able to open at the start of the academic year, and the lessons for first-year students and practical education were given on campus. However, COVID-19 did pose a challenge to the health of the students on campus and the guests at the practice outlets. It soon became clear that it was necessary to monitor for any infections among students, and make sure any infections did not spread. The COVID-19 Response Team was set up for this purpose in late August. Infected or possibly infected students reported to the team, and were provided with advice. In addition to questions about infections, the team also received questions about the safe organisation of student activities, and was able to give a helping hand in ensuring the safety of the activities of the student council and student associations. These included inaugurations, a Saint Nicholas celebration, and the distribution of packages to celebrate anniversaries of organisations. In October, the team was expanded to include student assistants. Since this time, the team has been a partnership between an equal number of students and lecturers. It has become a mouthpiece through which students' concerns are brought to the attention of management, and which enables students to be involved in the school even in times of social isolation. To revive social interactivity among students, a virtual “pub crawl” was held in December for first-year students, where teams competed against each other by creatively answering pub quiz questions while enjoying snacks and soft drinks. Unfortunately, further initiatives and the Christmas activities had to be cancelled due to the second lockdown. There are already plans in place for more activities when there is more room for social interaction.

4.4 Personal and financial support

Student Counselling

There are now more obstacles in the whole study process due to COVID-19. Important issues are keeping in touch with students, identifying new support needs, and searching for the best situations in the circumstances. The standard tutoring meetings, started three years ago, took place in a hybrid form. On-campus meetings continued as much as possible, and were replaced by online meetings where this was not possible.

In the curriculum, in the tutor line, it was decided 3 years ago to initially use a method in the first year where students learn about what they can do to take responsibility for their studies and life, get to know themselves better, and work on self-management. This serves as a foundation for the second and third years, when students are given a series of assignments that provide insight into who the student is, and help them decide what to study and the direction of their careers. This year, assignments were added that are even more focused on finding a job in the labour market or choosing the right further course. These portfolios are supervised by the tutor. In addition to this guidance by a personal tutor, students can also turn to the student counsellors.

Three student deans work at Hotelschool The Hague: two at the Amsterdam site and one at the Hague site (0.6 FTE per office).

In 2020, especially during the COVID-19 crisis, the main issues students visited the student deans were once again related to mental wellbeing (stress, loneliness, concentration problems, anxiety, and burnout). There were also many questions about financial problems. This led to the establishment of a COVID-19 fund alongside the existing Tuinema and Profiling funds, for which resources were allocated in the 2021 budget. This fund and the granting of scholarships to students will start in Q1 2021.

Students also visited the student dean to discuss medical complaints, study delays, the future of the hotel industry, decisions about courses, and information about master degrees.

Financial support

Hotelschool The Hague has two funds available for students who need financial support to complete their studies at our school.

The Profiling Fund offers financial support to students who have suffered delays to their studies due to special personal circumstances, and to students who have completed a year managing one of the student associations financed by Hotelschool The Hague.

The Hendrik Tuinema Fund offers financial support to students with special personal circumstances; it reduces the increased statutory tuition fees for the student in question to the normal statutory tuition fee.

The opinion of the deans, who issue recommendations to the Board of Directors, carries considerable weight when decisions on the allocation of both funds are made.

In 2020, €5,451 was paid out from the Hendrik Tuinema funds and €21,315.54 from the Profiling Fund. Of this amount, €15,720.30 was allocated to former board members and €5,595.24 to students with special personal circumstances, such as illness, a physical or mental disability, or special circumstances (family, etc.). The duration of the assistance, and thus the amount awarded, depends on the duration of the delay, but averages 4 months. The average amount awarded per student was €1,071.4 applications were refused. In 2 cases, there were insufficient grounds for the application, and in the other 2 cases the application was incomplete.



Profiling Fund and Tuinema Fund 2020	Number of applications in 2020			Number of applications in 2019	Total amount awarded
	Total	Education & Examination Regulation	Non-Education & Examination Regulation		
Personal circumstances	3	3	0	14	€ 5,595.24
Top-flight sport	0	0	0	0	
Management work	16	16	0	17	€5,720.30
Hendrik Tuinema Fund	5	4	1	2	€ 5,451.00
Total	24	23	1	33	€ 26,766.54

Figure 4.5 Overview of requests for Profiling Fund and Tuinema Fund 2020

4.5 Legal Protection

Legal Protection Desk

The Legal Protection Desk facilitates and supports the implementation and execution of the legal procedures set out in the Dutch Higher Education and Research Act. These legal procedures are also laid down in Hotelschool The Hague's Student Charter. Three different procedures can be distinguished: the appeal procedure, the objection procedure, and the complaints procedure. The Legal Protection Desk assesses whether an incoming document meets the admissibility requirements, and sends it to the competent institution for further processing.

Complaints

In 2020, the Legal Protection Desk received 5 complaints. 4 of these were admissible, and the substance of the complaint considered. 1 complaint related to the LYCar process, and the possible study delays that the student in question may have incurred as a result.

Whistleblower policy

The Whistleblower Policy applies to both students and employees who want to denounce abuse, or alleged abuse. In 2020, no complaints or reports were submitted on the grounds of the Notification of Abuse scheme.

Appeals Committee for the 2020 exams

In the year under review, 20 appeals were submitted to the Board of Appeal for Hotelschool The Hague exams, and the Board met 5 times.

Of the appeals submitted, 4 were declared unfounded and 3 declared well-founded. 8 appeals were withdrawn before the hearing after an amicable settlement was reached with the Board of Directors or the Examination Board; 5 appeals were withdrawn before the start of the hearing. During the year under review, the chair of the Board of Appeal received two requests for a preliminary injunction, which he did not grant. Reasons students lodged appeals included:

- the issue of a negative binding recommendation on the continuation of studies;
- the issue of a sanction or sanctions due to fraud;
- declaring an exam invalid as a result of fraud.
- not granting exemptions for the practical traineeship
- refusing to allow an examination to be retaken.

The Appeals Committee is composed of lecturers, students, an external chair and an independent secretary, as required by the Dutch Higher Education and Research Act (WHW).

Disputes Resolution Committee 2020

In the year under review, 7 objections were lodged with the Hotelschool The Hague's Disputes Resolution Committee. The Disputes Resolution Committee met twice in the year under review.

The Committee advised the Board of Directors to declare one objection unfounded and one objection inadmissible. The Board of Directors accepted these recommendations in its decision on the objection. 4 objections were withdrawn before the hearing after an amicable settlement was reached with the Board of Directors. One objector withdrew the objection before the start of the hearing.

The objections related to decisions by Hotelschool The Hague on the following:

- non-admission to the course;
- the amount paid out on the basis of the Hotelschool The Hague Hendrik Tuinema Scheme;
- payment of tuition fees;
- non-refund of Skotel contribution;
- non-refund of tuition fees.

The Committee is composed of lecturers, students, an external chair and an independent secretary, as required by the Dutch Higher Education and Research Act (WHW).

4.6 Alumni & Industry



Figure 4.6

23 Alumni Chapters

Since its foundation in 1929, Hotelschool The Hague has delivered thousands of graduates. An important part of Hotelschool The Hague's strategy is its relationship with industry and our alumni. Hotelschool The Hague prides itself on regular and intensive contact with our partners and alumni in the hospitality industry.

Alumni hold leading positions in hospitality and in industries related to hospitality, all over the world. At the moment, we have around 11 chapters active all over the world. These chapters connect Hotelschool The Hague with alumni through the exchange of knowledge and best practices, networking, counselling of trainees of Hotelschool The Hague, and support during international recruitment and selection of prospective students. Whereas we were able to organise Alumni events/meetings in previous years, 2020 was obviously very different. As of April, all physical Alumni events both inside and outside the Netherlands were cancelled. Online events were organised for three Alumni Chapters. The purchased Alumni Platform was launched internally as a test, with a planned official external launch in March 2021.

The annual meeting of the Industry Advisory Board was also cancelled in 2020. Our board members received an update from Hotelschool The Hague about how the university dealt with the COVID-19 pandemic. A new board meeting was scheduled for 2021.

Figure 4.7 Alumni Chapter Map



105

Employees

(Social Annual Report)



Introduction

The development of the HR strategy for the coming years is based on the three strategic objectives in the Strategic Plan 2018-2023 and the 2019-2021 multi-year plan 2019-2021. The HR policy is aimed at actively supporting and contributing to the realisation of these three strategic goals, and focuses on the following points:

- Building an organisation which is inspiring, challenging and rewarding to work in;
- We strive for personal lifelong learning for all employees;
- Aligning processes and organisational design.

These three spearheads are strategically important for making an active contribution to the guiding principle: “To create a place where people love to teach and work”.

2020 was, once again, a challenging year for the HR department in several aspects, and consequently for the further development of HR policy. 2020 was marked by significant internal changes that coincided with the COVID-19 pandemic. At the start of 2020, the HR team consisted of just three people. In February, the team was reinforced with an HR advisor, and in July with an HR manager.

In this part of the 2020 annual report, we explain how Hotelschool The Hague has implemented its HR policy in the past year, and outline some personnel characteristics, with 31 December 2020 as the reference date.

COVID-19

From mid-March, the focus of HR's activities partially shifted to COVID-19. A lot of time was spent on communications about employees working from home and the attention to well-being. The organisation of home workplaces was arranged in cooperation with ICT.

Organisation Optimisation

The organisational change Phase 1 (Wave 1) that was started in 2019, was completed in Q1 2020. This reorganisation resulted in the appointment of one internal candidate as bachelor manager, and two appointments as bachelor manager as of 1 June and 1 July 2020 through external recruitment. The positions of masters & development manager and research manager were also appointed/reappointed internally. The team was complete on 1 July. However, this organisational change occurred in the shadow of the pandemic, so it was virtually impossible for the new bachelor management team to make a flying start with the physical introduction of the new managers to their teams.

As part of the Organisation Optimisation project, the transition of expertise teams to year teams was realised for the theoretical part of the bachelor programme. This reinforces the focus on supporting the student journey.

Job evaluation (FUWA)

In 2020, the job evaluation process that was restarted in 2019 will be largely completed. Whereas management and teaching jobs were weighted with the help of Fuwa in 2019, the focus in 2020 was on support functions. Despite COVID-19, this process continued throughout the year, and only 3 jobs had not been weighed by the end of 2020. The job evaluation project is expected to be completed before the summer of 2021.

HRM & Payroll system

For 2020, it was decided to extend the current contract for personnel administration by one year, up to and including December 2021. At the end of Q4 2020, a tendering process was launched that will lead to a new contract being selected that will come into effect on 1 January 2022. A decision about the supplier and implementation will therefore be made in 2021.

Future-proof personnel policy

Developing agility and resilience is essential for our employees and the organisation as a whole. The quality of our employees is a crucial factor in achieving this. They set an example to students, and it is important that they are agile professionals. As an employer, HTH expects a lot from its employees, so every team and individual has to develop. We offer teams and employees numerous opportunities and facilities for professional development. The Collective Labour Agreement provides them opportunities to devote time and resources to develop their own position or career. In addition, hours from the Sustainable Employability (SDhours) scheme can be deployed. The facilities exist, the control of development can only improve. At the moment, not everyone's personal development is a structural part of the annual assessment cycle. In 2021, HR will pay more attention and provide more direction to structural development interviews.



Figure 5.1 Employees

249 in 2020

247 in 2019

5.1 Employees composition

The number of employees rose from 247 to 254. The number of full-time equivalents (FTE) therefore also increased from 215.30 FTE (end of 2019) to 221.9 FTE (end 2020). The composition of the employees complement shows a balanced distribution in full-time / part-time employees, the male / female ratio and the age structure.

	Full-time				Part-time				Total			
	Male		Female		Male		Female					
	Empl.	FTE	Empl.	FTE	Empl.	FTE	Empl.	FTE	Empl.	%	FTE	%
NTS	23	23.00	20	20.00	6	4.80	29	20.85	78	30.7%	68.65	30.9%
TS	60	60.00	41	41.00	21	13.90	54	38.35	176	69.3%	153.25	69.1%
Total	83	83.00	61	61.00	27	18.70	83	59.20	254	100%	221.90	100%
%	33%	37%	24%	28%	11%	8%	32%	27%				

Figure 5.2 Employees in 2020, subdivided into full-time/part-time, male/female, teaching employees (TS)/non-teaching employees (NTS) per main appointment

The table below shows how TS/NTS are distributed in terms of main appointment:

Age category	NTS		TS		Total	
	Male	Female	Male	Female	Empl.	%
25 years and under	1	1	1	2	5	2.0%
26 up to and including 35	2	12	7	13	34	13.4%
36 up to and including 45	6	19	18	36	79	31.1%
46 up to and including 55	10	8	31	24	73	28.7%
56 up to and including 65	10	8	21	19	58	22.8%
66+	0	1	3	1	5	2.0%
Total	29	49	81	95	254	100.0%

Figure 5.3 Age structure of teaching employees and non-teaching employees per main appointment

	Male	Female	Total
NTS	49.09	43.59	45.44
TS	50.06	45.78	47.88
Total	49.78	44.82	46.97

Figure 5.4 Average age of teaching and non-teaching employees per main appointment

The average age of the employees in 2020 increased slightly compared to 2019 from 46.25 years to 46.97 years. On 31 December 2020, Hotelschool The Hague had five employees aged 66 or older.

		Empl.	%	FTE	%
Male	Temporary employment	19	7.5%	17.10	7.7%
	Permanent employment	91	35.8%	84.60	38.1%
Female	Temporary employment	33	13.0%	30.40	13.7%
	Permanent employment	111	43.3%	89.80	40.5%
Total		254	100.0%	221.90	100.0%

Figure 5.5 Number of employees and FTEs in permanent or temporary employment in 2020

At the end of 2020, a total of 52 employees were in temporary employment; this is 20% of the total number of employees. In most instances, this concerns the first or a second temporary annual employment contract, where the intention is to convert these temporary employment contracts into permanent ones on termination of the second annual contract.

In 2020, Hotelschool The Hague did not use min-max contracts, zero-hour contracts or stand-by contracts. A flexible agreement (freelance or on the basis of temporary employment) was concluded for a specific (teaching) period with 124 people.

In 2020, the costs of hiring third parties was €2,067,710 (€1,199,320 TS and €868,388 NTS). The costs for hiring third parties TS correspond to approximately 13.3 FTE.

In 2020, one employee received a market-related allowance. Four employees were offered a temporary (D3) employment contract with the prospect of a permanent contract if they perform well.

Salary scale category	NTS		TS		Total			
	Empl.	FTE	Empl.	FTE	Empl.	%	FTE	%
No scale	2	2.00	0	0.00	2	0.8%	2.00	0.9%
1-4	3	2.50	0	0.00	3	1.2%	2.5	1.1%
5-9	48	40.45	58	52.85	106	41.7%	93.3	42.0%
10-12	15	13.80	112	95.50	127	50.0%	109.3	49.3%
>=13	10	9.90	6	4.90	16	6.3%	14.8	6.7%
Total	78	68.65	176	153.25	254	100.0%	221.9	100%

Figure 5.6 Number of employees and number of FTEs per salary and job grade category in 2020 per main appointment

5.2 Employees turnover and transfers

In 2020, 33 new employees (14 TS and 19 NTS) joined Hotelschool The Hague, and 25 employees (14 TS and 11 NTS) left the organisation. This results in a employees turnover of 10%. This is a decrease compared to 2019 (11%). In 2020, 15 employees were (temporarily) given different positions within the organisation.

5.3 Level of education of employees



Figure 5.7 Knowledge Academia

81,9% of Hotelschool The Hague's lecturers were educated to Master level or higher.

In the Green Paper of The Netherlands Association of Universities of Applied Sciences, the following target percentages for lecturers' level of education are mentioned: 81.9% of the lecturers are trained at university level of which 17% obtained a doctorate. 18% of the lecturers are trained at bachelor level. Hotelschool The Hague has met these target percentages since 2009.

As a result of completing a PhD or master's degree, along with the employment policy, 81.9% (86 lecturers) of the 105 lecturers at Hotelschool The Hague had obtained doctoral and master's degrees by the end of 2020. Of this 81.9%, more than 17.14% (18) of the lecturers were awarded PhDs and 64.76% (68) a master's degree.

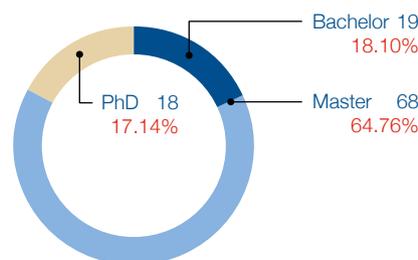


Figure 5.8 Level of education of lecturers at the end of 2020

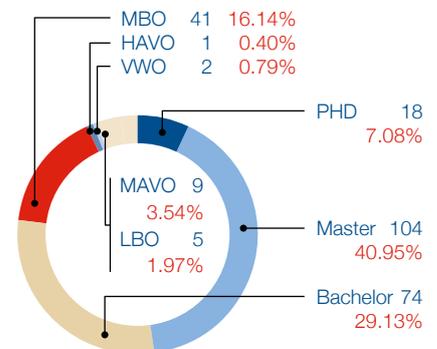


Figure 5.9 Distribution of level of education of all employees at the end of 2020

5.4 Absenteeism and prevention

Figure 5.10 Sickness Absence

Absence **0.6%**

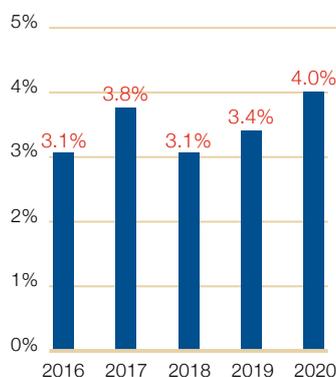


Figure 5.11 The sickness absence percentage over the past five years

Sickness absence

Sickness absence in 2020 was 4%. This is more than the 3.4% registered in 2019. In 2020, employees reported sick 0.47 times on average. This is lower than 2019 (0.58). The average duration of absenteeism in 2020 was 21 days, an increase compared to the 15 days in 2019.

The percentage of absenteeism due to illness is therefore 0.75% lower than the Dutch average in the education sector (provisional figures Statistics Netherlands 2020). The absenteeism figures were influenced by the pandemic, in the context of which it should be noted that in the first half of 2020 illness as a result of COVID-19 was not registered separately. From September 2020, employees who had to stay at home in quarantine as a result of a possible infection or travel abroad were registered, in addition to those registered ill.

The intake percentage in the WIA (work and income according to capacity) in the years 2002 up to and including 2020 remained at 0.5%. This means that not a single employee had to depend on the WIA or the WGA (partial incapacity for work) in 2020. The differentiated WGA premium for the year 2020 amounted to the minimum percentage of 0.32%. In 2020, working conditions at Hotelschool The Hague were again given a great deal of attention. For example, this year the full company-related work-related healthcare budget of Livvit was spent on interventions such as coaching and computer glasses.

COVID-19

2020 was dominated by COVID-19. On 15 March, all employees started working from home immediately, and HTH gave them all the opportunity to request the equipment they needed to create a good workplace at home.

At the same time, HTH started conducting well-being surveys, in which employees were asked about homeworking and the challenges they were facing. Employees indicated how they were feeling on a score of 1-10. Each employee who scored less than 6 was personally contacted, and solutions sought together with them. These varied from extra facilities to the possibility of a coaching scheme via Livvit aimed at health promotion.

WGA

HTH does not insure itself for the WGA (partial incapacity for work) scheme. HTH pays both WGA and health insurance premiums.

Sustainable employability

In conformity with the Collective Labour Agreement and effective from 1 August 2015, a large group of employees has been able to use the Sustainable Employability (SE) hours scheme. The scheme is designed to give employees the opportunity to continue to perform their jobs well, in good health and with pleasure in the long-term, so they can balance their working lives and private lives well.

In 2020, managers were also asked to talk to their employees about the use of SE hours for one of the spending goals designated for the purpose. This was an important topic in the planning discussions between managers and employees. Time was taken to think about how both can make sure that employees enjoy their work while respecting the ambitions and qualities. They also discussed if this could be supported with SE hours.

Figures show that many of the SE hours are not used sufficiently. HTH encourages its employees to actively think about the use of SE hours, as they can help employees to stay healthy and fit for work. It concerns more than health; the hours are also an opportunity to promote career development and look into new activities, which can keep employees energetic in their work.

Following the changes to rules regarding SE hours and the end of the savings option, HR paid extra attention in 2020 to better explaining the rules. From 2021 onwards, even more emphasis will be placed on sustainable employability and what each individual can do in this respect.

Workload

As in previous years, workload is an important issue. HTH recognises this, and considers workload as the greatest risk for professionals and the organisation.

At the same time, it has received insufficient attention due to the structural understaffing of the HR department during 2020 and the COVID-19 outbreak. The introduction of hybrid education and the switch to working from home load have increased the workload experienced. This is partly due to the new working method, and partly due to the real extra time that employees had to invest in the new way of working. To reduce the workload, extra freelancers and student assistants were hired for teaching, and extra support was arranged in the areas of safety & security and administration.

In Q4 2020, a project group was compiled from HR and educational employees to seek structural solutions to the issue of workload, and to come up with improvement proposals in 2021 to reduce the workload experienced.

5.5 Employee schemes

In total, 4 employees made use of the elderly pension scheme and 10 employees exercised the right to parental leave in 2020.

Hotelschool The Hague is obliged to bear the risk of unemployment benefit, meaning that the costs of the statutory and extra-statutory unemployment benefit of former employees entitled to it are always paid by the Hotelschool. As Hotelschool The Hague is the risk bearer, it is also obliged to reintegrate the ex-employee, while the latter is obliged to the ex-employer to seek employment in order to be entitled to unemployment benefit. In the context of this supervision, Hotelschool The Hague has an arrangement with Randstad, which helps former employees personally and intensively to find a new job. In 2020, Randstad guided zero ex-employees.

On 31 December 2020, there were two former employees claiming unemployment benefit (extra statutory). For 2021, Hotelschool The Hague foresees that 5 employees could claim statutory or extra-statutory unemployment benefits. A provision has been made for this. Providing guidance to a new job with the help of an organisation like Randstad or a career coach is, and remains, our goal. Not only does this avoid employees having to claim unemployment benefit, it also stimulates employee mobility. Hotelschool The Hague believes this is fully in line with the other HR instruments, such as sustainable deployment and professional development.



5.6 Diversity and inclusion policy

HTH is committed to being an inclusive and diverse university of applied sciences, where all students and employees are welcome, regardless of origin, gender, background or other characteristics. Together, we are responsible for a learning and working environment where everyone is seen and recognised, and where talents are used. We want students to identify with our employees, and for everyone to respect each other's opinions and backgrounds. HTH's HRM makes sure this remains on the radar, and steps taken.

Male/female distribution

Hotelschool The Hague has a fairly balanced gender distribution; 144 female (56.7%) and 110 male (43.3%) employees. At management level, the distribution is less balanced; 30% of management positions (managers and team leaders) are filled by women. The proportion of women and men in the lecturer teams does vary to some extent, often for historical reasons, but also due to the situation on the labour market. Where this is not the case, we take action, because our aim is even numbers in terms of size, composition of the teams, and salaries.

Nationality

In 2020, 17.8% (45 of the 253) of employees were non-Dutch nationals (based on first nationality). Amongst the lecturers, this percentage was 29.5% (31 of the 105).

Inclusivity

The diversity platform was launched in mid-2020 on the initiative of a student collective. Representatives of students and employees initiated a more inclusive policy. This initiative was embraced by HTH, which has led to employees and HTH management working together on this towards the future. DiverseMinds was set up at the end of 2020. Its aim is to make inclusivity in the broadest sense within HTH visible and open to discussion, and to create a safe study and work environment for all.

In September 2020, HTH signed the Amsterdam Treaty. This commits HTH, together with 10 other educational institutions, to ensuring a safe learning environment for everyone.

5.7 Participation jobs - disadvantaged groups in the labour market.

In 2019, HTH decided to release additional temporary resources to stimulate the use of candidates from disadvantaged groups in the labour market. The path which was set in motion was continued in 2020. At the end of 2020, this resulted in the deployment of 2 employees representing 1.4 FTE.

HTH's method for participation jobs for disadvantaged groups in the labour market involves offering a job for 2 years, during which the organisation offers a safe environment with plenty of supervision, support and attention. During this period, the person concerned begins with basic tasks that are gradually extended to meet their need and capacity. If a participant is suitable for a permanent position, this is of course possible if FTE is available.

COVID-19 limited the creation of additional participation jobs due to the obligation to work from home.

5.8 Professional development - Education & training

In 2020, HTH invested a total of €232,000 in employees training (out of pocket). This represents 1.78% of the wage bill (€13,000,000). It is €102,000 less than in 2019, which can be explained by the restrictions imposed by COVID-19. The investment in training is carried out under the direction of the HR department, and is supported by HR advisors, to safeguard the quality and links with practice.

To achieve our ambition for 2025, we are organising the professional development of employees differently. This reflects the changes in the way students are taught. The priority is on co-developing skills, coaching students, and working with technology. Learning activities are in line with the learning, research-orientated, entrepreneurial and responsible attitude of professionals. There is space for teams and employees to take the lead, and to design personal learning pathways. Learning increasingly takes place in practice, with real-life issues. Employees learn from and with each other, and also from the interaction with students. This could be through experimenting together, learning through research, evaluation or reflection, and takes place in teams, learning communities or development teams, among other situations. We provide the perfect blend of learning activities in line with the latest insights, and we also offer opportunities to learn outside the confines of HTH.

The Fit for Future project was launched in response to the impulse provided by the Quality Agreements. This project will help improve the quality of teaching employees.

A Fit for Future Blueprint was launched in 2020. This blueprint sets out the areas for development of HTH employees. The following areas were defined: 'World of Excellence', 'World of Innovation', 'World of Purpose', 'World of Well-being' and 'Valley of Beyond'. These development areas will form the basis of HTH Learning's multi-year strategic training plan. The blueprint will form the basis of the development interview between an employee and a manager.

1. At Hotelschool The Hague, four types of didactic courses are provided:

- An 'internal didactics' course for all new employees (both teaching and non-teaching employees).
- This course is given over 4 half-days, and is arranged by the educational advisors at HTH.
- The course is organised twice a year.
- In 2020, a total of 16 employees participated in this course.
- A new internal didactic course, in which 18 employees will participate, will be launched in 2021.

2. An 'external didactics/BDB basic didactic competence' course, for all new lecturers and for instructors interested in teaching. The BKE (Basic Examination Certificate) course and certification are part of this course.

- This course is given over 10 days, and is arranged by an external partner. In 2020, this external partner was Learn Academy of the VU.
- The course is organised once a year.
- In 2020, a total of 10 lecturers attended this course. 7 Lecturers obtained their BDB (Didactics for HBO lecturers), 2 lecturers still have to obtain their BKE (Basic Examination Certificate) in 2021 (due to pregnancy, this part was postponed for both).
- The Amsterdam University of Applied Sciences (HvA) and University of Amsterdam (UvA) provided the Didactic Skills course for 10 employees. The internal Didactics course about the teaching concept and the teaching lines of Hotelschool The Hague was once more offered to new lecturers and instructors.

3. An SKE (Senior Examination Qualification) course for lecturers who require in-depth knowledge about examinations (e.g. members of the exam committee, assessment committee, educational advisors).

- We do not provide this course as standard, but do if there are enough participants.
- The course is provided by an external partner.
- In 2020, we did not offer a separate SKE course. Only 1 of the lecturers who participated in the SKE course in 2018-2019 obtained the SKE certificate.

4. In addition, we occasionally offer separate BKE courses. This might be because new lecturers already have a didactic leaning, but no BKE certificate yet.

- A separate BKE course consists of 4 half-days and an assessment.
- The course is provided by an external partner.
- In 2020, we provided a separate BKE course for 18 participants (instructors, freelance lecturers, and practical placement employees who check assessments). Of the 18 participants, 9 participants obtained their BKE.

At the moment, 9 employees have an SKE certificate, and 84 employees have a BKE certificate (68 lecturers, 14 instructors and 2 non-teaching employees). 81% of the lecturers have obtained their BKE, 6% are currently working on it and 13% have no BKE. A total of 9 lecturers have obtained their SKE. There are 8 employees who will soon complete their SKE, and 10 employees who will soon complete their BKE course. 46 employees still have to start a BKE course. No SKE course was given this year.

The normal procedure of receiving new employees as a group through an extensive welcome and training programme was replaced by an individual welcome meeting; not every part of the training programme could be held, such as the media library intro.

PhD/Master

In 2020, Hotelschool The Hague offered 3 employees the opportunity of working on doctoral research. One employee successfully completed her PhD, and another 3 employees are currently working on their PhDs. Various lecturers have been appointed Research Fellows, so that they can conduct research one day a week within the Lectorates of the Hospitality Research Centre.

In addition, three employees were given the opportunity to follow a master's degree.

Lecturer grants

September 2020, 2 employees received a grant for the further education of lecturers (Lerarenbeurs) for the academic year 2020-2021, for which Hotelschool The Hague received substitution costs to pay for temporary substitutes.

5.9 Decentralised terms and conditions of employment resources

Consultations are held with the trade unions twice a year. The planned consultation at the end of 2020 was delayed to Q1 of 2021.

In 2020, Hotelschool The Hague's total expenditure was approximately €258,000. This put it above the norm of at least 1.41% (approximately €183,000) of the total annual income for 2020 (€13,000,000). Again, no policy was formulated in the field of a public transport plan in 2020. This was partly due to the impact of COVID-19 on the work of a large part of the employees. Everyone has received compensation on a declaration basis for commuting since September 2020.

Decentralised terms and conditions of employment	Description	Realisation 2020 (€)	Budget 2020 (€)
1 Childcare	Additional contribution as a result of statutory regulation for child care (an estimate)	€ 65,000 (0.5% of € 13,000,000)	€ 44,000 (0.5% of € 8,700,000)
2a Additional travelling expenses	additional arrangements with regard to the commuting scheme (no capping and public transport passes)	€ 10,000 ¹	€ 25,000
2b Additional travelling expenses	Travelling expenses for home visits for expats	€ 65,000	€ 35,000
3 Teleworking	Use of company mobile phones	€ 40,000	€ 30,000
4 Collective IPAP insurance	Contribution for cover of full invalidity	€ 38,000	€ 38,000
5 Parental leave	Accrual of pension rights is continued in full	€ 5,000	€ 5,000
6 Additional arrangements healthcare policy	Coaching, psychological counselling and social work	€ 35,000	€ 25,000
Total expenditure decentralised terms and conditions of employment resources (% of the total annual income)		285,000	202,000

Figure 5.12 Realisation of decentralised terms and conditions of employment 2020

¹ From June 2020, commuting costs were cancelled in connection with COVID-19, along with the additional agreements.



5.10 ESS (Medewerkerstevredenheidsonderzoek)

As stated in the 2018-2020 Collective Labour Agreement, every university of applied sciences must conduct employee satisfaction surveys every 2 years. In view of the developments surrounding the pandemic, HTH, in consultation with Integron, decided to have an abbreviated employee satisfaction survey conducted in the first six months of 2021, and to schedule a full ESS at the beginning of the academic year 2022-2023. Where possible, control questions will be asked in future surveys to ensure consistency with the last survey conducted in 2018.

As mentioned earlier, HR conducted three well-being surveys during 2020 to monitor the well-being of employees. The results of this are set out in section 5.4.

5.11 Confidential Counsellors

Hotelschool The Hague provides its students and employees a safe and inspiring work and learning climate. A procedure for dealing carefully with complaints about undesirable behaviour makes a significant contribution to this desired environment. There are two confidential counsellors at The Hague Campus, and two confidential counsellors at the Amsterdam Campus; 1 for students and 1 for employees at each site. Any employee or student who experiences unwanted behaviour during work or study can turn to the confidential counsellor at the local site, or, if desired for personal reasons, to the confidential counsellor at the other site. The confidential counsellor functions as a point of contact in the event of suspicions or complaints regarding sexual or other types of harassment, or other unacceptable behaviour.

“Our main task is to advise, support and guide students and employees in submitting a formal complaint, or finding a solution beforehand.”

All information about confidential counsellors, contact details and how they can be reached can be found on the HTH Intranet.

First-year students are informed during their introduction course about the position and duties of the confidential counsellor.

In 2020, 3 new confidential counsellors were appointed by the Board of Directors due to the retirement of 1 employee and the ending of this role by another employee for personal reasons.

All confidential counsellors are members of the National Association of Confidential Counsellors (Landelijke Vereniging voor Vertrouwenspersonen), and attend relevant conferences to increase their knowledge and share experiences with other confidential counsellors at institutes of higher education.

Professional development activities:

- Biennial national day for confidential counsellors in higher professional education
- 3-day course at Hubert Consult in Leiden

Exploratory discussions about visibility, place in the organisation, various roles and overlap in tasks were held with members of the Board of Directors, the HR manager, the senior legal counsellor, the examination committee, and the study progress coordinators.

In 2020, 3 employees and 12 students approached a confidential counsellor for various reasons.

Contact with confidential counsellors in 2020			
		The Hague	Amsterdam
Complaint	Employee		
	Student		
Notification of undesired conduct	Employee		
	Student	1	3
Consultation, advice	Employee	2	
	Student		3
Support	Employee	1	
	Student		5

Figure 5.13 **Contacts with confidential counsellors 2020**

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Management



6.1 Buildings and facilities

Housing

As already stated in the 2019 annual report, work began on renovating and modernising The Hague Campus building in 2020. In early 2020, the construction team converted the preliminary design into the final design, and determined that they could carry out the renovation within scope and schedule, within the target budget of €15.3 million. The work was therefore started in mid-2020. As part of the renovation, temporary accommodation was created on the HTM site, including all classrooms. The Skotel in The Hague is also equipped for employees and students to work there. The temporary Board of Trustees Renovation Committee that was set up also approved an extra investment of €1.8 million based on an additional sustainability study by the construction team. All the frames in the front and rear facades will be replaced with triple-glazed versions. This will enable Hotelschool The Hague's Brusselselaan building in The Hague to obtain an A rating in relation to energy performance.

As a result of COVID-19, the buildings in Amsterdam and The Hague were adapted in mid-March with walking routes and screens, and provided with relevant information.

ICT

The ICT Roadmap 2017-2020 was drawn up taking into account the elements innovations in the hospitality industry, innovations in general and higher education, innovations in ICT, and innovations at Hotelschool The Hague. The Roadmap gives direction to both current ICT projects and new projects. In 2020, a number of projects in the Roadmap were suspended or not fully implemented due to the realisation of the temporary accommodation as a result of the renovation of The Hague building (see Housing) and COVID-19. Nevertheless, these are still planned in the Roadmap. The specific projects for 2020:

Normal, ongoing ICT projects:

- Replacement and renewal of AV installations in Auditoria The Hague and Amsterdam, 100% completed.
- Replacement of 28 projectors in all classrooms (The Hague) by smart screens. 18 of these have been installed in the portacabins. After the renovation, they will be installed in the classrooms. 100% completed
- Replacement of firewalls on both campuses is 100% complete
- Upgrade of internet connections from 1 Gb to 10 Gb 100% complete on both campuses. The Wi-Fi (internet) capacity was doubled with this upgrade.
- Blueprint for Narrow Casting at The Hague (Amsterdam already complete in 2018) is 60% complete. Hardware and software implementation will be completed by mid-2020 after renovation.
- Plan and implementation of document management migration from file share to Microsoft Sharepoint was postponed to 2021 due to COVID-19.
- Vision document on integration of fixed/mobile telephony at Hotelschool The Hague complete. Implementation and onboarding of the new hosted telephone system will be completed by mid-2020 after renovation.
- 95% implementation of a new ICT solution (work-flow management tool) for Placement Office (to replace Otys) and digitisation of the LYCar process.
- Setup for the implementation of a new app for students and employees. The functionality of this app will cover "free" workplaces and chat function with the Help and Service desk, and also show planning, marks and push messages, (this project has not yet been carried out, but ICT is in full discussion with partners).
- Setting up a Hotelschool The Hague Portal by Winvision (99% implemented, but not yet taken into production). Schedule for Q2 2021.

- Security audit: in 2020, external parties (Cybery and NortWave) carried out cybersecurity and other security audits at HTH. The audit was conducted in 3 parts. Two parts, namely review HTH security architecture and penetration tests, were completed in 2020. In 2021, a physical security audit/check will be conducted on both campuses by a mystery guest. The audits will be reported in writing and verbally to the Board of Directors.

Roadmap ICT projects:

- Migration of the entire HTH virtual server system from a private hosting platform to Surf-Cumulus (Microsoft Azure platform). 100% complete.
- Online learning environment: partly as a result of COVID-19, online learning via MS Teams was successfully set up in March 2020. In 2020, HTH also invested in Cisco WebEx to integrate it with the MyHotelschool learning environment, in order to optimise the learning experience and cooperation with students.
- This Cisco WebEx solution will also be used to facilitate larger open and private online events (including alumni).
- Proctoring: partly as a result of COVID-19, extra attention was paid in 2020 to the possibilities of Proctoring for online exams in 2021. This ProctorTrack solution was successfully commissioned in mid-January 2021.
- Further research and development in the IoT and machine learning: In 2020, the renovation building team, together with ICT, made the first blueprint in relation to creating a smart building (see app for more). Air quality, energy, light and presence can be measured by sensors, to generate better consumption and usage data. The idea is that, besides facility services, this can be ‘embedded’ in education.

Help and service desk activities:

In the department, helpdesk employees are responsible for first-line (and partly second-line) ICT support for employees and students.

Service desk employees are the first point of contact for student and education-related questions, requests and issues. The service desk handles more than 80% of requests independently, which relieves a large amount of work for the various back offices.

Questions that cannot be answered by the service desk are forwarded to the relevant back office.

All inquiries, questions, requests and issues are recorded and managed in Topdesk.

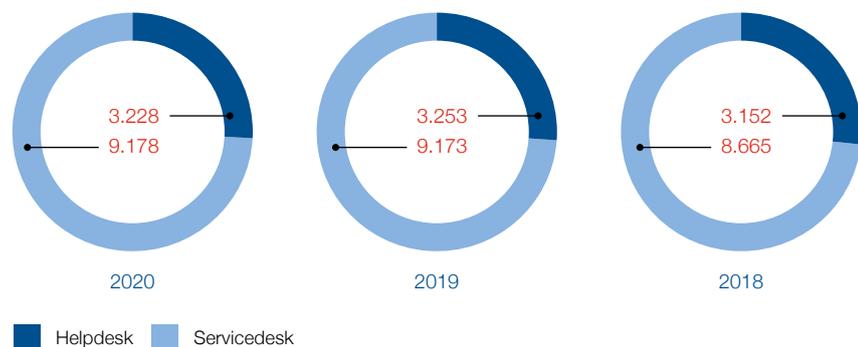


Figure 6.1 Topdesk service calls

Despite the COVID-19 pandemic, the number of registered calls for first-line support in 2020 remained virtually the same as in previous years.

Hotelschool The Hague Integrated Safety & Security

Partly as a result of COVID-19, integrated security is higher on the political and administrative agendas. An unending succession of developments at lightning speed due to increasing globalisation underline the importance of security at Hotelschool The Hague. To actively respond to these developments, safety has occupied an increasingly central position within our organisation. It is obvious that COVID-19 will have a major impact on business operations in 2020. Various lockdowns and other security measures have meant that the normal security policy was frequently transformed into a crisis policy, with the associated ad hoc solutions. After a number of weeks, policy implementation was taken over by the day-to-day management where possible. The importance of an integrated security policy has become increasingly clear; what at first sight appears to be an isolated incident or unwelcome occurrence are increasingly shown to be linked as part of a wider problem. The increasing polarisation of society also affects our organisation, so it is very important that there is much closer cooperation through all the pillars in the safety spectrum in the coming years 2021 will therefore be a year in which the security policy is optimised and rolled out throughout the organisation. The Safety & Security team has set itself the goal of implementing safety as a precondition within every part of our organisation. The solution is not to impose rules, but jointly search for the right balance of a safe learning and working environment. There is still room here for the innovative activities and small scale that are so important to Hotelschool The Hague.

To safeguard these in a safe environment, the staffing of the Safety & Security team was scaled up in the 2nd half of 2020 with an extra Safety & Security Officer. In addition, a COVID-19 Response Team, which students can contact with any questions in case of positive infection, isolation and self-quarantine, has been active since April 2020.

In the context of its integrated safety approach, Hotelschool The Hague goes through five process steps for each safety and security theme: risk management, policy, organisation, awareness, and continuity. It is important that these steps and themes are not seen separately, but as a coherent whole where synergy is the norm. Despite efforts to control security risks, it is never possible to completely rule out incidents, calamities and crisis situations.

Unfortunately, many activities were cancelled due to the crisis that arose. For example, we had to create an adapted training programme for in-house emergency responders, and participation in the Ozone cyber crisis course was cancelled. In its place, we launched a cyber security audit programme.

Partly as a result of the new homeworking and learning regime, ICT security was reinforced and the social safety policy geared at the well-being of our people and students has been more active. The existing relationships with chain partners, such as the police force, fire service, local authorities, local health authorities and competent authorities, were intensified. This is reflected in the periodic consultations held with community police officers, preventive inspections of buildings by the fire service and local authorities, and the national and regional consultations with key mental and general healthcare organisations.

Information security/privacy

In line with General Data Protection Regulation (GDPR) legislation, Hotelschool The Hague has appointed a data protection officer (DPO) This is based on a secondment agreement (0.1 FTE) with The Hague University of Applied Sciences, which was extended on 1 December 2019. Pursuant to Article 38 Paragraph 3 of the GDPR, the DPO reports directly to the senior manager of the controller (the Board of Directors). The DPO published a report on the activities carried out in 2020, and made it available to the Board of Directors.

In addition to the position of Data Protection Officer, Hotelschool The Hague also employs a Data Security Officer (DSO). This role is assigned to the manager of the IT

department. Each year, the DPO and the DSO report together to the Board of Directors, unless there is a reason to report earlier. There were no access requests in 2020. No Data Protection Impact Assessment (DPIAs) were carried out, and there were no data breaches.

The DPO continued in 2020 with the activities already started. HTH uses processing agreements, and the DPO gets involved if these derogate from the standards. Tools (i-Navigator and BlueDolphin) were purchased to record processing activities, processes, IT systems, and other systems. In practice, this was the responsibility of the ICT department. It was established in consultation that the latter has insufficient capacity and knowledge of information management to be able both record and manage information optimally. An information management advisor was therefore hired in 2020 for this specialist role (1 FTE). The information management advisor works closely with the DPO and DSO, and was also assigned the main task of further streamlining HTH's information management. In 2021, an i-strategy will be set out for this over the coming years.

Evaluation by the DPO

The cooperation is pleasant and professional. It is important that a privacy officer or GDPR specialist is available within Hotelschool The Hague for miscellaneous questions about privacy. It is also important that the GDPR project is restarted in 2021, so that the privacy organisation and privacy administration can be set up properly. This could include appointing Privacy Partners, launching initiatives to increase GDPR awareness, and meeting Hotelschool The Hague's accountability obligation as controller. The latter mainly concerns the complete and correct registration of processing activities, updating or setting up privacy processes in the field of DPIAs, data breaches and their evaluation, and the rights of data subjects. In addition, attention must be paid in 2021 to establishing and implementing retention periods for personal data.

These aspects largely correspond with the points already mentioned in the 2019 annual report.

Media library

The Hotelschool media library (The Hague and Amsterdam sites) is a modern, inspiring and inviting knowledge information centre with an international outlook.

Our mission:

"Hotelschool The Hague's Media Centre serves the community by providing quality resources, innovative services, and educational instruction to support research, stimulate creativity and facilitate lifelong learning."

The multimedia library is a partner of education. Its core tasks:

- to make relevant information available and accessible to support education and research for students and employees.
- to increase information literacy.
- to act as a 'Copyright information point'.

Professionally and academically trained information specialists provide support and advice on conducting research in different phases of a course. They design online subject guides and tutorials, teach information literacy workshops and classes, and cite sources at all stages of the course. In addition, the information specialists have a role to play in the digital transformation of the school, thanks to their media and IT backgrounds.

The current collection is specialised in information about the national and international hospitality industry and the hotel industry in particular, and is linked to all the other subjects of the curriculum.

The library website gives students and employees worldwide access to an up-to-date, organised, informative and relevant collection of digital materials, including academic and popular journals, hospitality, business, economic, and statistical databases, a repository of practical internship reports, graduation reports (LYCar), and publications by lecturers and members of the Research Centre.

6.2 Corporate Social Responsibility



SMART



SUSTAINABLE



HOSPITALITY

Corporate Social Responsibility

Since 2010, Corporate Social Responsibility has been high on the agenda of Hotelschool The Hague. Decisive is the vision document 'Smart – Sustainable – Hospitality'. Smart – Sustainable- Hospitality is an integrated approach in the field of sustainability and corporate social responsibility, where technical innovations can both drastically reduce energy consumption and increase human and social capital. Sustainability and corporate social responsibility are also important for students.

(Sustainable) Procurement and tendering

At the end of 2017, the Association of Universities of Applied Sciences and the Ministry of Infrastructure and the Environment drew up an action plan to raise socially responsible procurement (SRP) to a higher level. This implies various actions, and HTH is therefore striving for a sustainability percentage of 50% by 2025.

Almost all tenders therefore specify criteria aimed at achieving this percentage. Good and accurate purchasing and tendering, in combination with CSR, supplier and contract management, are very important for Hotelschool The Hague. This due to the fact that this regularly brings about substantial amounts and risks.

HTH has drawn up its own procurement policy with a corresponding procurement manual, taking into account the Public Procurement Act (Aanbestedingswet), the Proportionality Guide (Gids Proportionaliteit), amended legislation and regulations, threshold amounts, and the latest sustainability developments. HTH has also drawn up 4 of its own General Procurement Terms and Conditions: for services, research assignments, ICT, and deliveries. Wherever possible, one of these Terms and Conditions is declared applicable to all procurement and tenders.

The Procurement and Contract Manager is chair of the University of Applied Sciences Procurement Platform (Hogescholen Inkoopplatform - HIP).

Besides sharing knowledge, this platform is concerned with themes such as collective purchasing, sustainable purchasing and tendering, and contract management.

All tenders are recorded in a tender calendar that is discussed by the board every quarter; a register of contracts, standard formats, etc. is also available.

HTH depends on partnerships, professionalism, customer-centricity, reliability, and cost awareness. The organisation is therefore a member of both the HIP and of SURF (ICT cooperation organisation for education and research in the Netherlands), and the Procurement and Contract Management team is a member of the NEVI (Dutch trade association for purchasing professionals), the prime knowledge network for procurement, contracting and supply management.

These memberships facilitate partnerships for various European and other procurement processes in the world of education, and helps the team's professional development.

The Procurement and Contract Management team consists of 2.1 FTE.

In 2020, 29 tendering processes were executed, and 86 new or amended contracts were concluded.

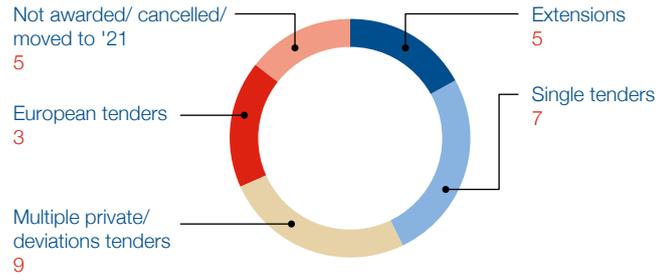


Figure 6.2 29 tenders were completed in 2019

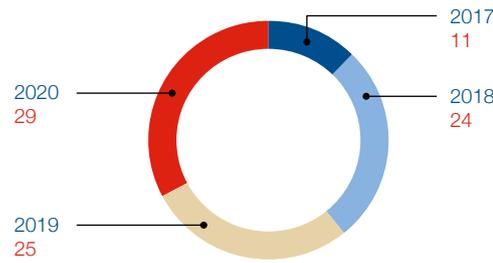


Figure 6.3 Overview of completed tendering processes in 2017 to 2020

This has led to changes in the number of suppliers, other forms of cooperation, different contract forms, new processor agreements in accordance with the General Data Protection Regulation (GDPR), stricter quality and other requirements, SLAs, and usable performance indicators with bonus/malus schemes.

The 2021 tendering calendar contains 33 new tendering processes.



6.3 Marketing & Communication

In 2020, a large part of the strategic marketing and communication activities (SMC) was aimed at providing support during the COVID-19 crisis, and the associated communications that were required. Despite this extra challenge, a lot of attention was once again paid to international and domestic positioning and branding, recruitment activities, internal and external online and offline marketing and communication, support in strategic projects such as renovation, and the development of new marketing and communication strategies which support Hotelschool The Hague's international ambitions.

Marketing

In 2020, Hotelschool The Hague maintained its top position worldwide, with its Hospitality & Leisure Management course ranked in the global Top 10, according to QS World University Rankings. Hotelschool The Hague emerged as the best public hotel school in the Netherlands for the seventh year in a row, according to the HBO Keuzegids 2020 (a guide to higher education courses). In addition, Hotelschool The Hague is proud to be listed in CEOWORLD Magazine's ranking 'Best Hospitality and Hotel Management Schools in the world 2020'.

The MBA masters emerged in the 2020 edition of the Keuzegids Masters (a guide to master courses) as the best professional vocational master's in the categories 'Management and Innovation' and 'Tourism and Leisure'.

This top position reflects the quality of our students. Our online visibility is becoming an increasingly important factor in attracting the right students. The online marketing strategy was adapted accordingly, and in the 2019-2020 academic year there was a strong focus on the Dutch market (Google Ads and campaigns via social media) in addition to the campaigns in the international markets. This resulted in a 30% increase in conversions on the website.

The COVID-19 pandemic meant that contact with potential students has only been able to take place digitally since March 2020. Extra cash was used to increase our online visibility and promote our online Open Days before the registration deadline of 1 June. Instagram ads were used in particular here. By using a combination of Instagram stories and Instagram ads in the feed for a very specific target group (NL market and top-international markets only), the engagement of the target group was 67% more than in 2019. Ultimately, this also leads to a higher conversion in the sales funnel.

The website has been a very important pivot in the online marketing strategy for the past few years, because all the channels have links to the website for more information. Now that everything is taking place online, we realised how important it is that the right information can be found in the right place with a single click. A number of improvements were incorporated, particularly in the orientation process and Open Day registrations. A virtual campus tour was posted on the website, along with a platform where potential students can chat with Student Ambassadors. The European tender for a new website was postponed due to all the extra work caused by COVID-19, so we only started it in late 2020.

External communication

The growth of the social media channels showed clear growth in terms of engagement and the number of followers in 2020, and has contributed to a stronger online and offline community. The continuous flow of content and publications on all channels was the subject of considerable attention. A content marketing strategy was drawn up to reach the community on a daily basis. Together with an extensive content calendar, this strategy forms the basis for all communications. The content marketing strategy directly contributes to Hotelschool The Hague's strategic objectives, such as the positioning of Hotelschool The Hague as a thought leader in food circularity and sustainability. Obviously, the various projects, events and initiatives for and by students are included in the content strategy.

The COVID-19 pandemic has meant all kinds of interesting research for the students, in partnership with the Research Centre. Graduate themes in 2020 include: Coping Strategies of Restaurants, and Transforming Restaurants and Take-Aways. Other students wrote a complete handbook for hoteliers who might want to convert their hotels into hospitals in times of crisis. This interesting research was posted on the blog, and actively shared through the various internal and external communication channels.

The SMC team also helped convert the open days and career fair format from an on-campus format to an online format. The development of presentations, press releases, videos and promotion was also supported via the social media channels of HTH initiatives, such as the Sustainable Hospitality Challenge, Industry PRO-ject, the Food Waste Challenge, and the TEDx event.

The Alumni Office decided to launch a new Alumni platform for the thousands of graduates of Hotelschool The Hague. This platform will form an important part of Hotelschool The Hague's communication strategy in relation to both our industry partners and alumni. The alumni platform was built in 2020, with a design reflecting the branding, and ready for the go-live. However, the COVID-19 pandemic led to postponement of the go-live of the alumni platform until Q1 2021.

Internal Communication

In addition to all the normal assistance with internal communication, the SMC department played an important role in various strategic projects, such as communication support for the renovation of The Hague Campus and the job description and appraisal project (FuWa). The various internal channels also generated attention for the extra-curricular activities offered to students (The Extra Mile), and the Fit For Future project for employees in the context of the quality agreements. The communication plan for the mindful sessions organised internally will be rolled out in February 2021. The weekly newsletter for employees and students was given a refreshing update.

See Appendix 7 for more detailed information.

6.4 Hospitality Consultancy



Hospitality Consultancy gives Hotelschool The Hague the opportunity to commercialise its hospitality-related courses. It provides HTH with a communication channel that can strengthen the organisation's position as one of the top suppliers of hospitality education.

In 2020, the focus was on making online learning modules available to two prominent hotel chains. These activities were aimed at offering blended learning through the existing collaboration with Lobster Ink. Providing online learning modules reflects Hotelschool The Hague's vision of innovative education, and stimulates lifelong learning.

Hospitality Consultancy can provide an extensive range of training courses at various levels, including video-supported training content. The training courses provide a practical learning experience in hotel management and include the development and implementation of an action plan with a clear and direct return on investment. The courses cover a period of three to seven weeks in all hotel related fields:

- Engineering Operations;
- Revenue Management;
- Finance Management;
- E-commerce Management;
- Front Office Management;
- Housekeeping Management;
- F&B Service Management;
- Kitchen Management.

In 2020, we could only organise 2 training courses due to the pandemic. The two hotel chains then indicated that they would suspend all training courses for the entire year, but may continue in 2021 if there is cash available in the budget.

We unilaterally cancelled the contract with LobsterInk due to the high costs. We have been able to organise the online training courses for our customers on our own platform, which will save us a lot of expense in the future.

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Finances



7.1 Financial policy

Hotelschool The Hague's objective is a healthy financial policy with a profitability ratio of at least 1%, a solvency ratio of at least 30%, and a liquidity ratio of at least one (1). The government funding method (T-2) in combination with the growth of the Amsterdam campus meant that these ratios were not achieved in the years 2014 to 2017, but the better than budgeted results for 2018 and 2019 have put them back on track. The profitability ratio of 2% was not achieved in 2020. Due to all the COVID-19 restrictions in 2020, the Stichting Internaatexploitatie Hotelschool Den Haag's result was very negative because the hotel rooms had to close, as did the student rooms for part of the year. The Hotelschool has sufficient financial buffers to absorb the impact of this.

7.2 Explanatory notes to result and balance

2020 ended with a positive operating result of €293,210, €575,290 lower than that established in the 2020 budget.

This result could mostly be attributed to the following items:

- Almost €2,060,000 less income than budgeted, mainly due to lower turnover of F&B outlets at the Hotel School and lower income from renting out student rooms and hotel rooms at the Stichting Internaat, all due to COVID-19 restrictions. The contribution from the central government is €643,000 higher than budgeted, mainly due to compensation for the increase in salaries following the new collective labour agreement for higher professional education; effect of increase €425,000.
- Around €1,500,000 lower expenditure, also here due to COVID-19 restrictions (F&B purchasing costs, travel costs, repro costs, etc.).

Equity capital increased from €11,552,350 to €11,845,560. As a result, the solvency ratio increased from 37.7% to 37.8%. The solvency ratio, including provisions, is 40.9%. In the key figures below, the threshold value (signaleringswaarde) of normative equity capital is also stated next to the solvency.

The provisions post of €942,000 consist of the following components:

Provision for redundancy pay schemes	€	205,000
Provision for senior citizen scheme	€	338,000
Provision for Sustainable Employability hours	€	300,000
Provision for anniversary bonuses	€	99,000

The cash flow excluding investments is positive for an amount of €2,203,446 (2019 €4,572,242). After subtracting the investments of €9,578,000 in, among other things, the renovation of Skotel The Hague, the facades of the Brusselseleen building (concrete rot) and other investments in tangible assets, loan repayments and a decrease in working capital, the cash and cash equivalents decreased by €7,202,000. This decrease in cash is mainly due to the expenditure on renovating the Brusselseleen building, which we can finance internally and was foreseen in the forecast.

7.3 Result 2020 and balance 2020

	2020 Result	2020 Budget	2019 Result
Income			
Government funding	21,062	20,419	20,050
Other subsidies awarded by the Dutch Ministry of Education, Culture and Science	79	0	147
Other government funding	0	0	0
Tuition, course, training and examination fees	8,685	8,528	8,622
Income from work commissioned by third parties	461	515	564
Other income	3,166	6,049	6,057
Total income	33,453	35,511	35,440
Expenditure			
Staffing costs	22,494	22,205	20,856
Depreciations and amortisation	1,910	2,015	2,108
Property and equipment	4,973	5,123	4,557
Other expenses	3,533	5,095	5,118
Total expenditure	32,910	34,438	32,639
Income and expenditure balance	543	1,073	2,801
Financial income and expenditure balance	-176	-204	-213
Taxes	-74	0	-124
Result	293	869	2,464

Figure 7.1 Consolidated income and expenditure statement over 2020 (x €1,000)

	2020	2019		2020	2019
Intangible fixed assets	30	84			
Tangible fixed assets	23,106	15,384	Equity capital	11,845	11,552
Inventory	32	38	Provisions	942	1,271
Current assets	1,621	1,388	Long-term liabilities	6,857	7,809
Cash and cash equivalents	6,523	13,725	Current liabilities	11,668	9,987
	31,312	30,619		31,312	30,619

Figure 7.2 Balance sheet on 31 December 2020 (x €1,000)

7.4 Performance indicators

Below, an overview is provided of the developments of the liquidity, solvency and profitability ratios from 2017 to 2020. Hotelschool The Hague uses the threshold values of the Dutch Education Inspectorate that apply from 2020. The signalling values included in this report provide insight into the financial management of the educational institutions and enable a better mutual comparison. In this respect the 2020 annual accounts provide the following picture:

	2020	2019	2018	2017
Liquidity ratio	0.70	1.52	1.31	1.00

Liquidity is expressed in the current ratio (the ratio between current assets and current liabilities). The ratio provides insight into the ability to comply with current obligations in the short term. Liquidity has deteriorated compared to last year. This deterioration is largely in accordance with the 2020 budget. The liquidity exceeds the lower threshold, as formulated by the Education Inspectorate, of 0.3. Internally, Hotelschool The Hague uses a ratio of 1.0. This ratio was not complied with in 2020; this was foreseen in connection with the internal financing of the renovation of the Brusselselaan building in The Hague.

	2020	2019	2018	2017
Solvency ratio	37.8%	37.7%	31.6%	24.2%

The solvency ratio is calculated by expressing the equity capital as a percentage of total capital. By adding the 2020 positive result to the assets, the equity capital increased from €11,552,350 to €11,845,560.

As a consequence, the solvency ratio increased from 37.7% to 37.8%. Thanks to the increase, Hotelschool The Hague is exceeding the limits recognised by the Inspectorate. The Board of Directors as well as the Board of Trustees formulated the guiding principle that the solvency needs to fall between 30% and 45%. This was met in 2020. Last year, it was also expected that the solvency in 2020 would be around this norm. This expectation is based on the budgeted positive 2020 result (T-2 funding). The equity capital, including provisions, is €12,801,037. The solvency ratio is therefore 40.9%.

Threshold value of normative capital:

The inspectorate has developed a new threshold value: the normative public equity capital. Normative public equity capital is calculated as follows:

- (0.5 x purchase value of buildings x 1.27)
- + book value of remaining tangible fixed assets
- + (size-dependent calculation factor x total income)
- Size-dependent calculation factor:
0.05 for boards with total income of €12 million or more

For the Hotelschool Foundation, this means the following:

0.5 purchase value of buildings x 1.27 =	€	15,211,000
Book value of other assets	€	1,208,000
0.05 x income	€	1,554,000
Maximum Normative Equity Capital	€	17,973,000
Public Equity Capital Hotel School	€	8,475,908

Due to the investments in fixed assets in this year in the Brusselselaan building, we are therefore well below the threshold value.

Educational institutions with a higher public equity capital than the normative equity capital may have accumulated too much capital, and have to justify why this capital is held or how it is being phased out. The Hotelschool is not in this category.

	2020	2019	2018	2017
Profitability ratio	0.9%	6.9%	8.1%	4.4%

In 2020, the profitability ratio (operating result compared to the total income from general operations) was 0.9% positive. This is considerably less than the 2020 budget (2.4% positive), and considerably lower than 2019 (6.9% positive).

As stated previously, the result was severely affected by all the COVID-19 restrictions.

	2020	2019	2018	2017
Resilience ratio	35.4%	32.6%	26.9%	20.2%

The resilience ratio expresses the ability to absorb financial setbacks without jeopardising the continuity of the organisation, and is determined by the ratio between the equity capital and the total income. Compared to 2019, there was an increase from 32.6% to 35.4%.

7.5 Investment policy

Hotelschool The Hague made some major investments over the past few years.

€1,495,000 was invested in 2019, more than €900,000 of which in renovation and overdue maintenance of buildings in The Hague.

€9,578,000 was invested in 2020, more than €8,500,000 of which in renovation and maintenance of the Brusselselaan building.

The investment policy distinguishes between regular replacement investments and new investments. An investment budget is annually available for the business units on the basis of the annual budget.

Budget excluding renovation:

Investments in 2021	(x € 1,000)
Intangible fixed assets	€ 0
Fixed assets	€ 1,000
Total	€ 1,000

The renovation of the Brusselselaan building in The Hague is planned for 2020 and 2021. The building will therefore be closed from the 2020-2021 academic year, and lectures given on the Skotel site in The Hague.

This renovation involves an amount of more than € 15 million, which was taken into account in the multi-year plan.

7.6 Treasury policy

The general objective of the treasury policy is to safeguard the financial continuity in combination with the minimisation of the financial risks and the financing expenditure. The policy also includes that cash and cash equivalents that are not required for the repayment of debts or for investments are to be deposited in the school's business bank account.

Subsequently, Hotelschool The Hague Foundation makes use of so-called State Banking, whereby every night the balance of the current account is transferred to the Ministry, and thus ensuring that no financial risks arise in practice for Hotelschool The Hague Foundation.

As a result, the Hotel School Foundation is unaffected by the negative interest fee charged by normal banks on credits above €1,000,000.

No new outstanding investments and loans were issued in the 2019 financial year, nor were any new loans taken out or any derivative agreements entered into.

No use is made of derivatives.

The long-term liabilities consist of a 10-year loan from 'Stichting Beheer' and a 20-year loan from the Ministry of Finance, a mortgage with a term of 20 years at the Rabobank for the purchase of the Zwolsestraat property, and a new 10-year development deposit account at Rabobank. The loan from 'Stichting Beheer' has a fixed interest rate of 2.18% over the term. The loan from the Ministry of Finance has a fixed interest rate of 2.18% over the term. The mortgage at Rabobank has a fixed interest rate of 1.5% for 5 years. new development deposit account has a variable interest rate.

Consolidated 2020 statements of cash flows

	2020	2019
Cash flow from operating activities		
Result	293	2,464
Adjustments for:		
Debits and additions to provisions	1,595	2,140
Change in current assets:		
Inventory	6	(5)
Accounts receivable	(234)	(354)
Debts	1,668	284
Cash flow from business operations	3,328	4,529
Cash flow from investment activities:		
Investments in tangible fixed assets	(9,578)	(1,495)
Cash flow from funding activities:		
Repayment of long-term liabilities	(952)	(952)
Change in cash and cash equivalents	(7,202)	2,082

Figure 7.3 Consolidated 2020 statement of cash flows

7.7 Transparency

This section describes how Hotelschool The Hague handles the themes as included in the memorandum “Transparency in the Funding of the Higher Education”.

Theme 1: Outsourcing

Hotelschool The Hague does not outsource (parts of) government-funded education or components thereof on a payment basis.

Theme 2: Investing public funds in private activities

Hotelschool The Hague does not invest public funds in private activities which do not contribute to the improvement of the quality of the education or research, or to the effectiveness or accessibility of the education.

Theme 3: Granting exemptions

Hotelschool The Hague grants exemptions in accordance with the Transparency memo. This memo stipulates under which conditions it is allowed to grant exemptions. In the context of admitting various target groups, Hotelschool The Hague developed the international fast track (IFT) programme. In the IFT programme, the Hotelschool grants an exemption for part of the full-time bachelor course. Inflow in the IFT programme is only possible if the student has successfully completed the highly intensive summer course.

Theme 4: Funding of international students

Hotelschool The Hague has international students who are taking a degree in the Netherlands. All students who study at Hotelschool The Hague are enrolled as a student. Non-EU students pay institution-imposed tuition fees. Hotelschool The Hague does not have any exchange students and no course participants.

Theme 5: Tuition not paid by students

The registration procedures employed at Hotelschool The Hague comply with laws and regulations related to this theme. In almost all instances the tuition is paid by the student or the parents. Students can also apply for financial support via the Profile Fund.

Theme 6: Students according to modules

Within Hotelschool The Hague students do not follow modules. All enrolled students follow the entire programme. Hotelschool The Hague does not offer students the option to follow an individual module. Hotelschool The Hague has no certification as mentioned in this theme.

Theme 7: Students follow a different training

A student personally indicates for what training he / she registers and enrolls without intervention of Hotelschool The Hague.

Theme 8: Customised courses

Hotelschool The Hague does not offer any customised courses.

Theme 9: Funding for art education

Not applicable.

7.8 Remuneration

Board of Directors

The remuneration of directors of Hotelschool The Hague is based on the Haysystem for directors in higher professional education, and takes the Standards for Remuneration Act (The Netherlands) (WNT) into account.

Board of Trustees

The members of the Board of Trustees receive a fee based on the WNT for their work. Hotelschool The Hague attaches ample value to the recruitment of high-quality members of the Board of Trustees. In 2016, the Board of Trustees established a maximum remuneration. This is a maximum of 75% of the WNT remuneration for supervisors over 5 years. The remuneration of the director and members of the Board of Trustees is included in the SESRA specification in Appendix 4. This appendix also includes the overview of the expense claims of the Board of Directors.

7.9 Continuity section

	2020	2021	2022	2023	2024	2025
Income						
Government funding of the Ministry of Education, Culture and Science	21,062	21,885	22,400	22,500	22,750	22,900
Other government funding	79	100	100	100	100	100
Tuitions and other course income	8,685	8,800	8,850	8,875	8,900	8,800
Income from work commissioned by third parties	461	455	390	390	390	390
Other income	3,166	5,686	6,085	6,535	6,769	7,000
Total income	33,453	36,926	37,825	38,400	38,909	39,190
Expenditure						
Staffing costs	22,494	23,386	24,057	24,542	24,825	24,879
Property and equipment	4,973	4,842	4,557	4,625	4,684	4,709
Depreciations and amortisation	1,910	2,388	2,685	2,630	2,655	2,780
Other expenses	3,533	5,790	5,806	5,844	5,882	5,897
Interest	176	164	144	124	104	89
Taxes	74	0	25	33	51	62
Total expenditure	33,160	36,570	37,274	37,798	38,201	38,416
Operating revenue	293	356	551	602	708	774
Number of students at year-end	2,551	2,508	2,477	2,424	2,356	2,278

Figure 7.4 Multi-year budget 2021 - 2025 (x €1,000)

From 2021 onwards, student numbers on each course will fall slightly as a result of an increase in diplomas. The step-by-step growth resulting from the expansion in Amsterdam has been completely realised since 2018. From 2019 onwards, the government grant will be based on this full capacity. This is due to the manner of funding by the government (T-2).

Tuition fees are calculated based on monthly prognosis of student numbers up to and including the end of 2025. Since September 2018, the 50% tuition fee reduction has been applied to first-year students, which is compensated (approximately 500 students x € 1,700) by a higher contribution from central government. From 2020, this compensation

from the government is based on 50% of the statutory tuition fee (approximately €1,050). This will affect tuition fees in 2021; these will increase by € 650 euros per student for first-year students, with the same negative effect on the government grant. The staffing costs post takes into account an annual increase in salaries of 1.5% in connection with the annual periodical increase.

From 2020, the additional increase in the government grant for study advances will be used on a project basis in the item personnel costs.

The property and equipment post is indexed by 1.5% per year.

The effects of the National Education Programme (Nationaal Programma Onderwijs - NPO) presented in February 2021 have not been included in the multi-year budget, as this budget was already approved in 2020.

The outbreak of COVID-19 in 2020 is also affecting the Hotelschool and the Internaat. There is a lot of uncertainty, and the consequences remain unclear. A whole sequence of developments are currently taking place in rapid succession, and it is not yet clear when all activities will be able to be resumed in full again. The Hotelschool is mainly financed from government contributions and tuition fees, so this income is stable and the financial consequences compared to other sectors are relatively limited. The measures taken do affect secondary revenue streams, such as F&B and hotel room rental in 2021. It is expected that from the new academic year 2021-2022, plenty of class-based learning will be resumed.

The Hotelschool has sufficient financial buffers to absorb the impact of this.

For 2021, the budget includes €666,000 for a number of COVID-19-related measures. We also expect that the intake of new students will remain at the maximum of 512 per year.

In the years 2022 - 2025, these COVID-19 measures will no longer be included in the multi-year budget, since it is expected that class-based learning will resume in full from the 2021-2022 academic year.

Risk management

The most important building blocks of the internal risk management system for Hotelschool The Hague are internal governance and the annual planning and budget cycle. The organisation is too small for setting up a special function in the area of risk management. The managers of Hotelschool The Hague are primarily responsible for managing the risks in the management of their departments. A considerable part of the processes were described within the framework of quality assurance. Investments were also made in working with a procurement and tender calendar. Hotelschool The Hague has strengthened various parts of its internal control through with various tools, such as the institutional plan, the administrative and management regulations, the power of attorney regulation, and professionalisation of the management information system, including monthly reports for the Board of Directors and Board of Trustees.

Hotelschool The Hague has also adopted a Risk Heat Map. The latest version, including mitigating measures, was developed this year in close consultation with the managers. It was agreed that the Risk Heat Map will not be updated annually, but twice a year. The Risk Heat Map is discussed in the Board of Directors and the Board of Trustees.

Major risks that have been recognised:

- Impact of COVID-19: closure of Skotel, increase of infections among students and employees, study delays, and a deterioration in student well-being.
- A reduction in the quality and quantity of intake students
- Relationship with the professional field too fragmented.

- Deterioration in educational quality
- Privacy. Insufficient awareness of GDPR rules, and the introduction of health checks and on-line proctored exams due to COVID-19.

For each risk, mitigating measures have been established that have been or are being implemented, such as:

- Setting up a COVID-19 Response Team, hiring extra safety stewards, regular consultation with the municipal health department, setting up well-being activities, on-line exams with proctoring, and setting up a COVID-19 fund.
- Taskforce selection introduced, and additional deployment of FTEs for recruitment and selection.
- Evaluation with the industry (COVID-19 has put this under pressure), setting up an industry office with targeted account and relationship management, and the continuous development of alumni chapters.
- Follow-up of accreditation recommendations, implementation of the Comenius project, professional development of lecturers and support employees (Fit for Future), and continuous improvement of curricula through the phased introduction of newly designed courses.
- Appointment of an information management advisor, and follow-up of the recommendations of the Data Management Officer.

Multi-year perspective

In the coming years, the result will increase following the increase in government funding due to the Student Loans Act (wet studievoorschotmiddelen). Hotelschool The Hague will use these extra resources to increase the FTEs for lecturers. This will guarantee the quality of education (quality agreements) on the one hand, and reduce the workload for lecturers on the other.

The multi-year budget shows that Hotelschool The Hague continues to achieve healthy profitability figures.

Planning and Control

In 2021, the focus must be on maximising income (maximum intake, maximum outflow, minimal interim drop-out of students), and on continually monitoring expenditure effectively. A number of KPIs have now been established. These are recorded monthly in a corporate dashboard, and increase the transparency of financial management and control.

	2020	2021	2022	2023	2024	2025
Staffing						
Management - Board of Directors	2.0	2.0	2.0	2.0	2.0	2.0
Teaching employees	149.0	151.4	153.2	153.7	155.0	155.0
Scientific employees	7.4	7.4	7.4	7.4	7.5	7.5
Other employees	67.5	68.2	68.5	68.5	68.5	68.5
Number of students at year-end	2,551	2,508	2,477	2,424	2,356	2,278

Figure 7.5 Key figures 2020 - 2025 multi-year budget (x €1,000)

The guiding principle for 2020 was to fill teaching employees vacancies with permanent employees. At the end of 2020, part of the vacancies were still filled by freelancers. The growth in teaching employees from 2020 is related to the aforementioned expansion of the Amsterdam campus, investment in the quality of education, spending of financial resources on student advances, and filling the vacancies that already existed in 2019 and 2020.

Student numbers on each course will decrease in line with the expectation that the number of diplomas will increase in the years 2021-2025, and this decrease will be even greater considering the dropout rate will exceed the intake.

	2020	2021	2022	2023	2024	2025
Asset						
Fixed assets						
Intangible fixed assets	30	0	0	0	0	0
Tangible fixed assets	23,106	29,171	27,641	26,216	24,766	23,191
Financial fixed assets	0	0	0	0	0	0
Total fixed assets	23,136	29,171	27,641	26,216	24,766	23,191
Current assets	8,176	3,090	4,124	5,155	6,475	7,880
Total assets	31,312	32,261	31,765	31,371	31,241	31,071
Liabilities						
Equity capital						
General reserve	8,502	8,675	9,026	9,386	9,750	10,106
Earmarked public funds	237	215	200	180	160	150
Earmarked private funds	3,106	3,312	3,527	3,789	4,153	4,581
Total equity capital	11,845	12,202	12,753	13,355	14,063	14,837
Provisions	955	865	771	728	743	752
Long-term liabilities	6,857	7,904	7,026	6,148	5,270	4,392
Current liabilities	11,655	11,290	11,215	11,140	11,165	11,090
Total liabilities	31,312	32,261	31,765	31,371	31,241	31,071

Figure 7.6 Balance sheet Multi-year budget 2021 - 2025 (x €1,000)

The result of the Stichting Internaatexploitatie and of Hotelschool The Hague Leadership Development BV is included in the earmarked private funds. The result of Hotelschool The Hague Foundation is included in the General reserve.

Hotelschool The Hague expects to renovate the Brusselselaan building in The Hague in 2020 and 2021, originally with a total budget of €15 million. This investment can largely be financed from internal resources. A follow-up plan was also added to this original plan to extend this renovation to include a number of investments in the facade of the building. This proposal involves an additional amount of roughly €1.8 million, €2 million of which will be arranged via Stichting Beheer, to be repaid in 10 years, with a current interest rate of 1%.

Stichting Beheer is a non-consolidated related party.

Appendices

Appendix 1

The Hotelschool The Hague Foundation's legal structure and organisation chart (end of 2020)

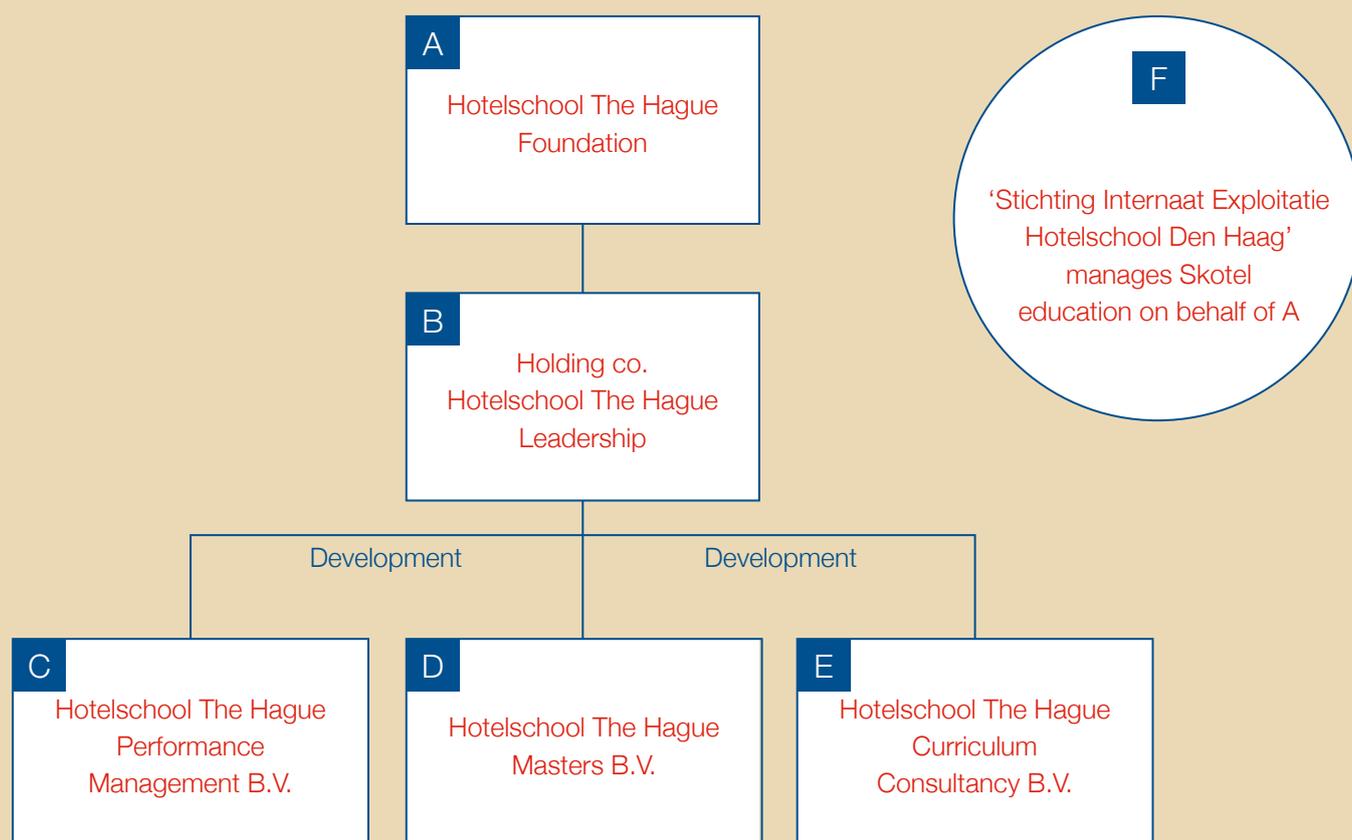


Figure A.1 Organisation chart Hotelschool The Hague



A. Hotelschool The Hague Foundation

The Board of Directors is responsible for the day-to-day management of the Hotelschool The Hague Foundation as well as the university of applied sciences, Hotelschool The Hague, that is maintained by the Foundation. The Board of Directors reports to the Board of Trustees. The Co-determination Council (CDC) plays an important role in the decision-making process within Hotelschool The Hague. The Hotelschool The Hague Foundation is mainly financed through public resources from the Ministry of Education, Culture and Science.

B. Hotelschool The Hague Leadership Development B.V.

The Hotelschool The Hague Foundation is 100% shareholder of Hotelschool The Hague Leadership Development B.V. (Hotelschool The Hague LD), a holding company. The day-to-day management is in the hands of a one-member board of directors, from the Board of Directors of the Hotelschool The Hague Foundation. The budget and annual report are approved during the shareholders' meeting. Hotelschool The Hague LD is financed by the proceeds of commercial activities conducted by the holding. It has no employees.

C. Hotelschool The Hague Performance Management B.V.

Hotelschool The Hague Performance Management B.V. (HPM BV) is also known as Consultancy & Training or Hospitality Consultancy. Hotelschool The Hague LD is 100% shareholder of HPM BV. The day-to-day management consists of one member of the Board of Directors of the Hotelschool The Hague Foundation. As of 2017, the focus is placed solely on the activities and products that are already available at Hotelschool The Hague or that provide added value to the required developments within Hotelschool The Hague. Since 2018, the focus has been on blended/online learning for existing partners in the hospitality industry. The budget and annual report are approved during the shareholders' meeting. HPM BV is financed by the proceeds of commercial activities of the business.

D. Hotelschool The Hague Masters BV

The non-funded Master's programme is developed by this private limited company. In September 2020, the seventh batch of students started the accredited master programme. Hotelschool The Hague LD is 100% shareholder of Hotelschool The Hague Masters BV.

The day-to-day management consists of one member of the Board of Directors of the Hotelschool The Hague Foundation.

The day-to-day management is in the hands of the Master Programme Manager. The budget and annual report are approved

during the shareholders' meeting. Hotelschool The Hague Masters BV is financed by the proceeds of commercial activities of the company. Hotelschool The Hague Masters BV had two employees in 2020, who are paid by the Hotelschool The Hague Foundation.

E. Hotelschool The Hague Curriculum Consultancy BV

Hotelschool The Hague Curriculum Consultancy B.V. focuses on supporting other hotel schools in developing new curriculums, including, if so desired, a training chair for the lecturers at the relevant school. The day-to-day management consists of one member of the Board of Directors of the Hotelschool The Hague Foundation. The budget and annual report are approved during the shareholders' meeting. Hotelschool The Hague Curriculum Consultancy BV is financed by proceeds of commercial activities of the company. Hotelschool The Hague Curriculum Consultancy BV employs no employees members.

F. Stichting Internaatexploitatie Hotelschool The Hague

The Stichting Internaatexploitatie Hotelschool The Hague was founded for the Skotel Amsterdam and the Skotel The Hague. The Board of Directors of Hotelschool The Hague Foundation (A) is responsible for the day-to-day management. The Board of Trustees of Hotelschool The Hague Foundation is the supervisory body that is also responsible for the approval of the budget and the annual report of the Stichting Internaatexploitatie Hotelschool The Hague. The foundation is financed by private resources. In the Skotels, first-year students are housed, practical education takes place under the supervision of instructors and practical supervisors, and hotel rooms are rented out. The instructors are employed by Hotelschool The Hague. 70% of the costs of the Skotel are building-related costs. The other costs are related to employees, organisation, administration and overnight guest expenses. Hotelschool The Hague deducts no costs for support employees and overhead costs. The costs of the Skotel are financed by the student contribution, the proceeds generated by the hotel rooms and from renting out classrooms.

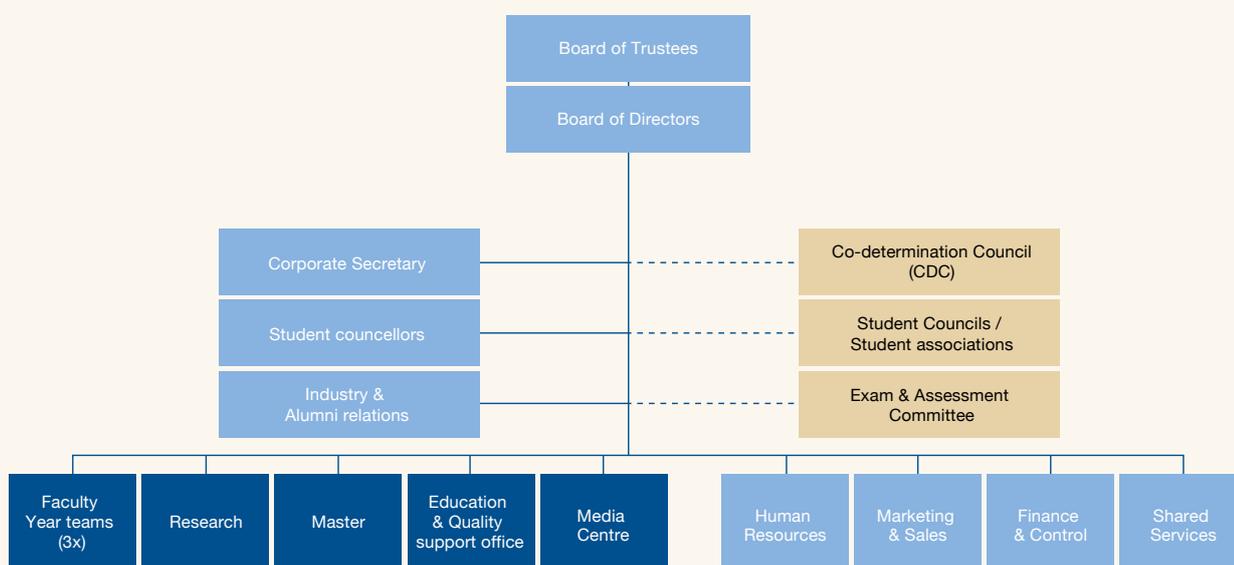


Figure A.2 Hotelschool The Hague organisation chart

Appendix 2

The Board of Trustees' composition and additional functions in 2020

The Board of Trustees consists statutorily of at least five members. The members are appointed for a period of four years, after which reappointments can be made once on the basis of the sector code for good governance of university colleges.

The qualification requirements and competences of the members of the Board of Trustees individually and the Board of Trustees as a whole are included in the profile of the Board of Trustees. The profile is published on the website of Hotelschool The Hague. The profile departs from the more general profile characteristics, as formulated in the Applied Sciences Good Governance Code, as well as the more specific profile characteristics based on the articles of the Hotelschool The Hague Foundation and the Board of Trustees Regulations. These regulations (just like those of the various other committees) are available on the website of Hotelschool The Hague.

Each and every member of the Board of Trustees is sufficiently competent to assess the key points of the policy of Hotelschool The Hague, but also has a specific area of expertise. The Board of Trustees is composed in such a manner that the members can, in relation to each other, the Board of Directors and other interested parties, operate independently and critically. This appendix includes an overview of the members of the Board of Trustees, including main and additional functions. In 2020 the Board of Trustees consisted of the following members:

Wolfgang M. Neumann

(Chair of the Board of Trustees, Chair of the Renovation Committee, member of the Remuneration Committee)

Name: W.M. Neumann (1962)

Date of first appointment: 01 January 2014

Current appointment to: 1 January 2023 (including a third appointment for a period of 1 year)

Eligible for reappointment: no

Additional functions:

- Chair of the Sustainable Hospitality Alliance
- Non-Executive Director and Strategic Advisor, Guestline Hospitality Software (UK)
- Non-Executive Director of Grivalia Hospitality, Luxembourg/Greece

Ingrid Eras-Magdalena

(member of the Board of Trustees and chair of the Remuneration Committee)

Name: Ingrid Eras-Magdalena (1965)

Position: Executive Vice President, Chief Human Resources Officer, Belmond

Date of first appointment: 01 November 2014

Current appointment until: 01 November 2022

Eligible for reappointment: no

Additional functions: none

Geri Bonhof

(member of the Board of Trustees and Chair of the Education and Research Committee)

Name: Geri Bonhof (1954)

Date of first appointment: 15 March 2018

Current appointment until: 15 March 2022

Eligible for reappointment: yes

Additional functions:

- Chair of the board of the Perinatal Care College (College voor Perinatale Zorg);
- Member of the Committee on the Efficiency of Higher Education (CDHO);
- Member Top Team Sport at the Ministry of Health, Welfare and Sport;
- Member of the Kennisnet Board of Trustees;
- Chair of the FC Utrecht Social Advisory Council .

Hendrik Jan Roel

(member of the Board of Trustees, Chair of the Audit Committee and member of the Renovation Committee)

Name: Hendrik Jan Roel (1966)

Position: CFO of Albert Heijn & Ahold Delhaize Nederland

Date of first appointment: 01 September 2018

Current appointment until: 01 September 2022

Eligible for reappointment: yes

Ancillary duty:

- Chair of the board of GS1 Nederland
- Member of the Board of Trustees of the Van Gogh Museum Amsterdam

Rik Farenhorst

(member of the Board of Trustees, member of the Audit Committee)

Name: Rik Farenhorst (1981)

Position: CIO, Transavia (1 Jan - 31 May 2020)

Founder/Owner, Rethink Digital (1 June - 31 Dec 2020)

Date of first appointment: 01 June 2019

Current appointment until: 01 June 2023

Eligible for reappointment: yes

Additional functions:

- Board member CIO Platform Nederland (1 Jan – 31 Aug 2020)
- Advisory board member of VERSEN (Association Software Engineering Netherlands) (Jan 1 - Dec 31, 2020)
- Chair of the Enterprise Leadership Forum DASA (DevOps Agile Skills Association) (1 Jan - 31 Dec 2020)

Appendix 3

2020 Composition and additional functions of the Board of Directors

Paulien Herder

(member of the Board of Trustees, member of the Education and Research Committee)

Name: Paulien Herder (1971)

Position: Professor of Energy Systems Engineering, TU Delft

Date of first appointment: 01 September 2019

Current appointment until: 01 September 2023

Eligible for reappointment: yes

Additional functions:

- Member of the domain board NWO-TTO, NWO
- Member of the Institute Advisory Council, Differ
- Member of the Strategic Advisory Council, TNO Energy Transition
- Member of the Energy Top Team, Energy Top Team / Ministry of Economic Affairs and Climate
- Member of the Board of Trustees, TKI Biobased Economy and TKI Energie
- Associate editor, Systems Engineering
- Chair of the Energy Transition Task Force of the Zuid-Holland Economic Board
- Member of the Board of Trustees, Wageningen University & Research

In 2020, the Board of Directors consisted of the following members:

Regine von Stieglitz (1965)

Position: Chair of the Board of Directors (from 1 March 2018)

Date of appointment: 1 August 2016 (as a member of the Board of Directors; Director of Operations; Dean a.i.)

Ancillary duty:

- Board member, F.C.-B.vonStieglitz Verwaltungs GmbH
- Chair of the international advisory board of QL (Quality Lodgings) Hotels & Restaurants

Arend Hardorff (1976)

Position: Member of the Board of Directors/Dean

Date of appointment: 14 August 2018

Additional functions:

- Member of the Board of Trustees of Het PON
- Member of the Advisory Committee Brabant C Cultuurfonds
- Chair of the Board of Mezz
- Vice-chair of Hotel Schools of Distinction

Appendix 4

Remuneration and invoices of the Board of Directors 2020

The 2018 Board of Directors expense claims

The WNT statement and remuneration of the members of the Board of Directors and Board of Trustees are included in Chapter A.18 (Annual report 2020, Hotelschool The Hague Foundation, The Hague: Financial statements, other information and appendices)

Overview of accounts and administrative costs of the members of the Board of Directors of Hotelschool The Hague:

Administrative costs that qualify for compensation and are accounted for in the annual report.

			Representation	Travel: Netherlands	Travel: Foreign	Other	Shared Costs	Total
Regine von Stieglitz	President BoD	2020	€ 0	€ 1.025	€ 790	€ 1.815	€ 777	€ 4.407
		Total 2019	€ 259	€ 1.471	€ 1.738	€ 1.553	€ 3.151	€ 8.172

Arend Hardorff	Dean	2020	€ 119	€ 1.412	€ 2.471	€ 0	€ 0	€ 4.002
		Total 2019	€ 256	€ 940	€ 2.326	€ 0	€ 0	€ 3.522

Appendix 5

Annual Report of the Co-determination Council (CDC)

In 2020, the CDC carried on its work in the same direction, and continued as a combined body of education committee (EdCom) and participation council (RAC). Four new members joined in February 2020, and in 2020 the CDC also includes representatives of the instructors (practical training), the support services (planning and internship office), and the unpaid MBA course.

The CDC therefore sees itself as a good, broad representation and reflection of the employees. The student section of the CDC contains students from the bachelor course and fast-track programme (IFT), but no students from the MBA programme yet. This is a registered improvement and action point that still requires action.

Educational innovation

In 2020, the committees and bodies involved continued with the curriculum innovation of the bachelor programme; once again, the CDC is well involved in this. The main concern expressed by the CDC was safeguarding and organising a good transition setting for the students and colleagues involved. It was recommended to work closely with colleagues from Student Affairs in this regard, to make sure that the estimated numbers of students who end up in a transition situation actually belong there, and can be provided with the right amount of support. In 2019, it was clearly indicated that the CDC must be involved earlier and more fully in decision-making, because many things only became known at the last minute. Much of this information is context-dependent, and cannot be studied at a rapid pace. This situation improved in 2020, with better and more structured communications and transparency.

In 2020, the accreditation phase of the newly funded MA in Leading Hotel Transformation was started. The CDC was informed about this by the Master Programmes Manager, ACAD and Master Programmes Coordinator, and was given insight into the start-up and implementation plans. The CDC chair was also heard during the NVAO panel visit that was part of the official new course assessment. The panel provided positive feedback on how the CDC reported its involvement in the process of creating the MA in Leading Hotel Transformation.

This panel visited on 11 March 2020, which turned out to be the last moment that the school could literally and figuratively open its doors to students and employees. The school had to make a rapid decision to switch to online education, which required amendments and addenda to the Teaching and Examination Regulations (OER). In line with the suggestion from the Association of Universities of Applied Sciences (Vereniging Hogescholen), it was decided in mutual consultation to implement a special accelerated procedure

for all consent and advice documents related to the impact of COVID-19 on education. People worked together closely on the addenda, during which the Board of Directors was asked a number of times to make the structure of the exams more student-friendly and, where possible, to look at individual situations. Additional consultation was required on the interpretation of the hardship clause; did it apply to individuals, or also to groups? This clause will be clarified in the next Teaching and Examination Regulations (OER) to make it clearer and more manageable.

Between March and December 2020, the CDC mainly focused on ongoing issues, all related to COVID-19 and its effect on colleagues and students. Little time or attention was paid to long-term projects. Issues such as the organisation optimisation and redesign of the job classification system were only handled where there was an urgent need.

In the last weeks of 2020, the Board of Directors decided to postpone the assessment interviews to the end of Q2 2021. There were several reasons behind this proposal, the most important of which was that the newly hired managers had not had time to get to know their employees well, and that this move would coincide with the existing plan to align the assessment cycle with the academic year instead of the calendar year. The CDC supports the adaptation of the cycle to the academic year, but was unable to agree to moving the assessment interviews without organising alternative interviews. In general, the Board of Directors has difficulty getting HR projects off the ground, and giving substance to, for example, the Workload Reduction Project, the overtime inventory, and DAM resources. Compensation or allowance for additional work during COVID-19 or a homeworking allowance is only awarded individually, and not available collectively. In the light of this, the CDC could also not agree to delay the assessment interviews for more than 6 months. Fortunately, this position was taken very seriously, and the proposal was amended and updated with all employees obliged to take part in an interview by the end of December 2020. The proposed adjusted remuneration with retroactive application based on the Q2 interviews is still being considered by union representatives.

Restructuring of the organisation

In 2019, a start was made on a new way of working, with the aim of getting it off the ground by 2020. However, this did not happen due to the unexpected situation surrounding COVID-19. The task force dealing with culture change was partially put on hold, and no clear steps were taken to implement the transition to self-organising teams.

Nor was any additional attention paid to involving support services in this process, and no progress was made in lowering the ratio of management/executive employees.

The CDC is satisfied with the cooperation, transparency and approachability of the Executive Board, but remains concerned about the lack of time and manpower available to properly address clearly defined HR issues that fall under good employment practices. It has been important to draw attention to these themes repeatedly. However, since a virtually new HR team and manager were appointed at the end of 2020, the CDC assumes that this will be realised in 2021.

Appendix 6

2020 Publications of the Research Centre

Books

- **The Overtourism Debate: NIMBY, Nuisance, Commodification**, Jeroen Oskam (ed.). Bingley: Emerald Publishers. ISBN: 9781838674885
- **Sustainable Hospitality Management: Designing Meaningful Encounters with Talent and Technology Vol: 24**, Huub Ruël and Angelique Lombarts (eds.) Bingley: Emerald Publishers, ISBN: 9781839092664
- **The Routledge Handbook of Tourism Experience Management and Marketing**, Saurabh Kumar Dixit (ed.) London/New York: Routledge. ISBN: 9780367196783. This new handbook includes a chapter by **Karoline Wiegerink and Jan Huizing** on 'Resident-driven city hospitality design and delivery'.

Academic publications

- **De Visser-Amundson, Anna**. A multi-stakeholder partnership to fight food waste in the hospitality industry: A contribution to United Nation's Sustainable Development Goals 12 and 17. *Journal of*
- **Ferguson, Julie; Wiegerink, Karoline; Majoor, Stan**. Urban consumption spaces as living labs: A novel hospitality experience measure toward a futureproof equilibrium. *Digital Living Labs*, Research in Progress Paper.
- **Klima, Sophie; Augenstein, Marko; Mersmann, Bastiaan; Tshen la Ling, Ottenbacher Lopez, Ricardo; Lombarts, Angelique**. *The Medicalisation of Hospitality Properties in times of crisis Best practices, do's and don'ts*. Amsterdam/ The Hague: Hotelschool The Hague. ISBN: 9789090337746.
- **Lombarts, Angelique**. The Hospitable Patient Journey in a Dutch Cancer Clinic. In Ruël, H. and Lombarts, A. (Ed.) *Sustainable Hospitality Management (Advanced Series in Management, Vol. 24)*, Emerald Publishing Limited, pp. 43-62.
- **Oskam, Jeroen A**. Eiffel Tower and Big Ben, or 'off the beaten track'? Centripetal demand in Airbnb. *Hospitality and Society* 10(2), pp. 127-155.
- **Oskam, Jeroen A**. Assumptions, plans and actual responses. The uncharted territory of the Covid-19 pandemic. *Hotelschool The Hague Discussion Paper*, DOI: 10.13140/RG.2.2.36157.08169. https://hotelschool.nl/sites/default/files/rc_discussion_paper_-_may_2020.pdf
- **Oskam, Jeroen A**. The Will to Travel. In: Oskam, Jeroen A. (ed.), *The Overtourism Debate: NIMBY, Nuisance, Commodification*. Bingley: Emerald Publishing, pp. 43-58.
- **Oskam, Jeroen A. and Wiegerink, Karoline**. The unhospitable city. Residents' reactions to tourism growth in Amsterdam. In: Oskam, Jeroen A. (ed.), *The Overtourism Debate: NIMBY, Nuisance, Commodification*. Bingley: Emerald Publishing, pp. 95-118.
- **Oskam, Jeroen A**. Commodification of the 'Local' in Urban Tourism: The Airbnb Contradiction. In: Oskam, Jeroen A. (ed.), *The Overtourism Debate: NIMBY, Nuisance, Commodification*. Bingley: Emerald Publishing, pp. 151-170.
- **Park, Youree and Wiegerink, Karoline**. Smart Resident-

- **Driven City Hospitality: An Explorative Study About How Smart Principles Can Create Long-term Value for the Communities of the City Centre**. In Ruël, H. and Lombarts, A. (Ed.) *Sustainable Hospitality Management (Advanced Series in Management, Vol. 24)*, Bingley: Emerald Publishing, pp. 63-82.
- **Teeuwisse, Vicky, & Brannon, David W. (2020)**. A Qualitative Exploration of Sustainable Talent Management of Hospitality Interns' Career Intentions based on their Pre-, Post-and Present Practical Placement Experiences. In Ruël, H. and Lombarts, A. (Ed.) *Sustainable Hospitality Management (Advanced Series in Management, Vol. 24)*, Bingley: Emerald Publishing, pp. 63-82.
- **Van Rheede, Arjan and Lim, Andrew**. Understanding Corporate Responsibility in the Hospitality Industry: A View Based on the Strategy-as-Practices. In Ruël, H. and Lombarts, A. (Ed.) *Sustainable Hospitality Management (Advanced Series in Management, Vol. 24)*, Bingley: Emerald Publishing, pp. 159-166.

Other publications

- **Broekema, Marc; Van der Rest, Jean-Pierre; Oskam, Jeroen; Adriaanse, Jan; Van Geel, Derk**, 29 April 2020. Wapenen tegen de crisis. Een faillissement kan worden voorkomen (deel 4) [Arms against the crisis: Bankruptcy can be avoided (part 4)]. *Hospitality Management*, <https://www.hospitality-management.nl/wapenen-tegen-de-crisis--een-faillissement-kan-worden-voorkomen-deel-4>
- **Guicherit, J., Guicherit, O., Lombarts, A.** 26 March 2020. Wat een ziekenhuis kan leren van een hotelschool [What a hospital can learn from a hotel school]. *Medisch Contact* 13, pp. 22-23. <https://www.medischcontact.nl/nieuws/laatste-nieuws/artikel/wat-een-ziekenhuis-kan-leren-van-een-hotelschool.htm>
- **Huizing, Jan & Wiegerink, Karoline**. July 5, 2020. Bewonerstrots vergroten door City hosts [Increase resident pride with City hosts; in NBTC Toolkit 'Bewoners betrekken' [Involve residents]'. <https://nbtcmagazine.maglr.com/toolkitbewonersbetekken/bewonerstrots-vergroten>
- **Landen, Thomas; Oskam, Jeroen**. 11 June 2020. Pandemic Scenario Planning Explained. COVID-19 & Hotels, by Revinate, <https://www.COVID19hotel.info/videos/?wchannelid=yswww8otdz&wvideoid=y9mrrnresmz>
- **Lombarts, A., Vincent, F.** February 21, 2020. Uitchecken bij een hotel of ziekenhuis: is dat echt zo verschillend? [Checking out at a hotel or hospital: is it really that different?] *Facto*, <https://www.facto.nl/hospitality/artikel/2020/02/uitchecken-bij-een-hotel-of-ziekenhuis-is-dat-echt-zo-verschillend-10110544>.
- **Oskam, Jeroen**. 3 June 2020. Aannames, plannen en werkelijke reacties. Hoe we onze weg zoeken in de Covid-19 pandemie [Assumptions, plans and actual responses. How we are navigating the COVID-19 pandemic]. *Hospitality Management*, <https://www.hospitality-management.nl/aannames-plannen-en-werkelijke-reacties-hoe-we-onze-weg-zoeken-in-de-covid-19-pandemie>.
- **Rheede, Arjan van**. 24 January 2020. World Panel on Sustainable Hospitality: Who makes hospitality sustainability happen: Governments, Industry, Consumers? *HospitalityNet World Panel on Sustainability*, <https://www.hospitalitynet.org/panel/125000024/126000263.html>.
- **Wiegerink, Karoline, Jan Huizing**, 16 September 2020. Wat maakt een plek een gastvrije plek? [What makes a place a hospitable place?] *NRIT*. <https://www.nritmedia.nl/kennisbank/42920/>

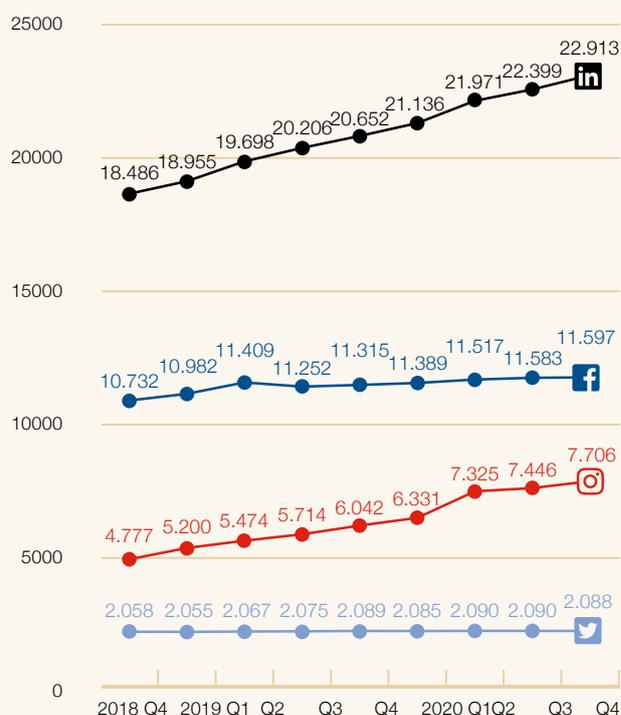
Appendix 7

Online and PR activities Hotelschool The Hague

Website

The website had 38% fewer visitors over the entire year. This can be partly explained by the COVID-19 pandemic. A clear decrease was visible in March and April, before stabilising again from May. Online marketing is much more targeted, which means fewer visitors in terms of quantity but better quality leads.

Our goal is for that 50% of the visitors to the website every year are from outside the Netherlands. This medium is an important means of attracting potential students and employees in an international context. In 2020, 51.57% of the website visitors came from abroad, compared to 52.18% in 2019. In 2020, we also advertised online in the Dutch market for the first time. Most international visitors come from: The Netherlands, United States, Germany, Belgium, Romania, United Kingdom, France, Italy and Spain.



Social Media

The table below shows the growth of our social media channels. The greatest growth is in LinkedIn and Instagram, two important channels for Hotelschool The Hague's target groups. Twitter remains stable, partly because a lot less is posted compared to the other channels.

Blog

In 2020, the blog's goal shifted slightly: it is not only used to share stories about students, alumni and the Hospitality Research Centre, but also been used to share news related to Hotelschool The Hague and the hospitality industry. The number of visitors to the blog increased slightly compared to 2019 (+ 3%) as did the number of page visits (+ 5%). Hotelschool The Hague will launch a new website with a blog and news section in 2021. We will draw up a new action plan for this.

Public Relations

The table below shows the press value of the various messages posted in 2020.

Month	Press value	# Messages	Reach
January	€ 40,570	11	623.139
February	€ 61,013	11	285.443
March	€ 30,049	11	257.793
April	€ 11,948	4	602.216
May	€ 241,073	9	421.542
June	€ 279,136	9	783.7
July	€ 51,895	4	172.896
August	€ 68,540	8	159.876
September	€ 8,804	6	89.423
October	€ 32,542	6	216.696
November	€ 77,316	9	297.704
December	€ 35,362	7	51.467

Press releases

In 2020, HTH issued the following press releases:

- Keuzegids HBO 2021: Hotelschool The Hague once again best hotel school in the Netherlands.
- Hotelschool The Hague, IHIF (Questex) and International Tourism Partnership launch Sustainable Hospitality Challenge.
- Overtourism book publication The Overtourism Debate | Jeroen Oskam | Hotelschool The Hague.
- From hotel to hospital - The preparations for the next pandemic or crisis.
- Renovation of Hotelschool The Hague campus in The Hague officially started!
- Six hospitals in the Netherlands and Hotelschool The Hague are going to enter into a unique collaboration.
- Knowledge Network Destination Netherlands focuses on the hospitality experience through cooperation with Hotelschool The Hague.

Colofon

Text: Hotelschool The Hague

Design: Haagsblauw - concept + design

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