



Remuneration report 2024

Remuneration Committee
Board of Trustees, Hotelschool The Hague
20 November 2025

Introduction

This report provides an overview of the remuneration for the Board of Directors and the Board of Trustees at Hotelschool The Hague. It outlines the policy and the role of the Remuneration Committee, reviews the remuneration of the Board of Directors, and evaluates the application in 2024. It also sets out the remuneration framework for the Board of Trustees.

The aim is to offer clear insight into the compensation and benefits for both boards and how the policy has been applied in practice. The report is prepared by the Remuneration Committee on behalf of the Board of Trustees and will be published on the Hotelschool The Hague website.

The Remuneration Committee aims to assist the Board of Trustees in its function as a supervisory body and in its role as an employer.

The Remuneration Committee has the following duties:

- a. making a proposal to the Board of Trustees regarding the remuneration policy to be pursued for the members of the Board of Directors;
- b. making a proposal regarding the remuneration of the individual members of the Board of Directors, which proposal shall in any case include the remuneration structure and other terms of employment;
- c. making proposals on the subject of remuneration and reimbursement of expenses/expenses of the members of the Board of Trustees and the Board of Directors;
- d. suspension and dismissal of members of the Board of Trustees and the Board of Directors;
- e. performing preparatory work in respect of (re)appointments of members of the Board of Trustees and members of the Board of Directors, including:
- f. drawing up selection criteria, appointment procedures and profiles;
- g. timely hearing of the Co-Determination Council on a proposed decision to (re)appoint or dismiss a member of the Board of Directors;
- h. annually assessing the performance of (the members of) the Board of Directors;
- i. preparing a remuneration report on the remuneration policy pursued;
- j. reviewing the declarations of the Board of Directors in accordance with the declaration regulations.

The Remuneration Committee Regulations were renewed on 24 June 2024.

Remuneration Committee 2024

The committee consisted of Ms C. van Eekelen (Chair) and Mr. R. Vos.

Composition Board of Directors

As of 1 January 2024, the Board of Directors consisted of three members: Ms A.R. von Stieglitz (President), Mr R. Busser (Member and Dean) and Mr. J.W.M. van Brouwershaven.

As of 1 August 2024, the Board of Directors consisted of two members: Ms. A.R. von Stieglitz (President) and Mr. R.B.P.M. Busser (Member and Dean).

Ms von Stieglitz has the position of President of the Board of Directors since 1 March 2018. She started at Hotelschool The Hague on 1 September 2016, as a Member of the Board of Directors; Director of Operations. The end of her 2nd Appointment ended 1 September 2024. She was appointed for a third term until 1 August 2025.

Mr R.B.P.M. Busser has the position of Member of the Board of Directors and Dean, he started on 1 October 2023. The end of his first appointment will be on 1 October 2027.

Mr. J.W.M. van Brouwershaven has the position of Member Operations of the Board of Directors, he started on 1 January 2023 as temporary third member and was discharged as agreed upon per 1 August 2024. He continued working at Hotelschool The Hague in his previous position as Corporate Secretary.

Recruitment process new President

On 16 December 2024 the Board of Trustees appointed Mr. J.J.J. Vranken as President per 1 April 2025. The recruitment and selection process went as planned thanks to the support of an external executive search agency selected after a multi-private tender process.

The profile for the President was updated by the Board of Trustees and approved by the Co-Determination Council after collecting input from the hospitality sector and higher educational sector.

From 10 October to 10 November 2024, the vacancy for President of the Board of Directors was promoted through an online campaign on national and international job platforms related to hospitality, as well as on LinkedIn, targeting the desired audience. In addition, potential (national and international) candidates were actively approached to gauge their interest in the position. The appointment advice committee, consisting of three members of the Board of Trustees, member Board of Directors-Dean and the HR manager, created a shortlist, held interviews and selected a preferred appointable candidate. Compatibility interviews were held by the chair and representatives of the Co-Determination Council, and representatives of the management. They unanimously supported the preferred candidate.

Board of Directors Compensation

The remuneration of the Board of Directors of Hotelschool The Hague is based on the *Wet Normering bezoldiging Topfunctionarissen publieke en semipublieke sector (WNT2)* – the Compensation Standards for Top Public and Semi-Public Sector Officials Act. The Board of Trustees reviews the compensation policy for members of the Board of Directors and the Board of Trustees, ensuring its compliance with laws, regulations, and market standards.

Annually, the Board of Trustees determines the compensation class. In 2024, Hotelschool The Hague was classified under compensation class D with a maximum of €173.000. The compensation of the Board of Directors complies with WNT2. Pension arrangements adhere to the sector's industry pension fund regulations, specifically with ABP. No excess arrangements were present in 2024. The compensation policy does not include a variable compensation component. Section A.1.8 in the annual report includes the table on the Board of Directors' 2024 salary, below:

1. Bezoldiging topfunctionarissen

1a. *Leidinggevende topfunctionarissen met dienstbetrekking en leidinggevende topfunctionarissen zonder dienstbetrekking vanaf de 13e maand van de functievervulling.*

Bedragen x € 1	A.R. von Stieglitz	J.W.M. van Brouwershaven	R.B.P.M. Busser
Functiegegevens	Voorzitter CvB	Lid CvB	Lid CvB
Aanvang en einde functie in 2024	1/1 - 31/12	1/1 - 31/7	1/1 - 31/12
Omvang dienstverband (als deeltijdfactor in fte)	1,0	1,0	1,0
Dienstbetrekking?	ja	ja	ja
Bezoldiging			
Beloning plus belastbare onkostenvergoedingen	€ 146.212	€ 79.398	€ 135.328
Beloningen betaalbaar op termijn	€ 23.125	€ 13.499	€ 23.109
Subtotaal	€ 169.336	€ 92.897	€ 158.437
Individueel toepasselijke bezoldigingsmaximum -/- onverschuldigd betaald	€ 181.000	€ 105.583	€ 181.000
Totaal bezoldiging	€ 169.336	€ 92.897	€ 158.437

In addition to the compensation policy, the Board of Trustees reviews the declarations of the Board of Directors. The accountant has been assigned the task of auditing the Board of Directors declarations for legality in 2024. The Remuneration Committee annually examines the efficiency of management declarations through a spot check. Chapter 8.1 in the annual report includes the table on Board of Directors' declarations, below included:

		Travel						
		Representation	Netherlands	Foreign	Other	Shared Costs	Total	
A.R. von Stieglitz President CvB	2024	€ 0	€ 662	€ 490	€ 0	€ 0	€ 1.152	
	2023	€ 0	€ 732	€ 1.518	€ 61	€ 0	€ 2.311	
R.B.P.M. Busser Dean en Lid CvB	2024	€ 306	€ 284	€ 6.790	€ 1.517	€ 0	€ 8.897	
	2023	€ 0	€ 188	€ 155	€ 0	€ 0	€ 343	
J.W.M. van Brouwershaven Lid CvB (tot 1 augustus 2024)	2024	€ 0	€ 0	€ 0	€ 452	€ 0	€ 452	
	2023	€ 0	€ 27	€ 0	€ 732	€ 0	€ 759	

No shares, loans, or guarantees were issued in 2024 or earlier.

Board of Trustees

The Board of Trustees is constitutionally composed of a minimum of five members. Members are appointed for a term of four years, after which, based on the Code of Good Governance for Universities of Applied Sciences, one reappointment can take place. In its role as a sparring partner, the Board of Trustees provides advice to the Board of Directors (solicited and unsolicited) and serves as the employer of the Board of Directors. The Board of Trustees operates within the powers defined in the articles of association, as well as the Higher Education and Scientific Research Act (WHW). The Board works with committees to support its tasks.

Board of Trustees composition

There were no changes in the composition of the Board of Trustees.

Board of Trustees members	Board of Trustees role	Remuneration Committee	Audit Committee	Education & Research Committee	
Mw. G.T.C. Bonhof	Vice chair			Chair	
Mr. H.J. Roel	Member		Chair		
Mw. P.M. Herder	Member			Member	
Mr. R. Farenhorst	Member		Member		
Mr. R. Vos	Chair	Member			
Mw. C. van Eekelen	Member	Chair			

Board of Trustees Compensation

The Board of Trustees receives fixed compensation based on responsibilities and time commitment. Additional fees may be granted for specific tasks or committee work within the Board of Trustees. Based on the "*Wet normering topinkomens (WNT)*", the Board of Trustees approves yearly the remuneration class for the University of Applied Sciences. There is a direct link between this remuneration class and the maximum remuneration of members of the Board of Trustees and members Board of Directors. The "*Regeling bezoldiging topfunctionarissen OCW-sectoren*" defines the remuneration classes as well as the calculation for the remuneration classes. The calculation for Hotelschool The Hague is in remuneration class D for 2024. The maximum remuneration for the Board of Trustees of 75% of the WNT maximum. The remuneration of the members of the Board of Trustees also adheres to the requirements set in the compensation code for supervisors.

Board of Trustees members	started as member	End of term as member	2024 Board member	2024 Committee member	2024 Total
Mw. G.T.C. Bonhof	15-Mar-18	15-Mar-26	€13.575	€1.000	€14.575
Mr. H.J. Roel	1-Sep-18	1-Sep-26	€13.575	€1.000	€14.575
Mw. P.M. Herder	1-Jan-19	1-Sep-27	€13.575	€1.000	€14.575
Mr. R. Farenhorst	1-Jul-19	1-Jul-27	€13.575	€1.000	€14.575
Mr. R. Vos	1-Apr-22	1-Apr-26	€20.363	€1.000	€21.363
Mw. C. van Eekelen	1-Jan-23	1-Jan-27	€13.575	€1.000	€14.575

Transparency and Communication

To enhance transparency and communication regarding remuneration, the Board of Trustees and the Board of Directors' rewards and benefits are included in Hotelschool The Hague annual report 2024. This remuneration report will be posted on the Hotelschool The Hague website available for all stakeholders.