CSR IMPACT REPORT

2025

Contents

Foreword

In 2025, SURF faced a dual challenge. Whilst societal expectations regarding sustainability, digital resilience and collaboration in education and research continued to grow, we were working internally on a reorganisation of our organisation. We did this as part of the Fit for Purpose programme, which aims to make SURF organisationally stronger. By clarifying our structures, improving our processes and placing greater emphasis on leadership and collaboration, we remain agile and are better prepared for what lies ahead.

These organisation-wide changes demanded a great deal of time and attention. As a result, in 2025 we made less progress in the area of Corporate Social Responsibility (CSR) than we had hoped; not all targets were met. At the same time, this year has made it clear what is needed to make sustainability – ecological, social and governance – a genuine part of how we work and make decisions. Following the withdrawal of the European requirement for sustainability reporting (CSRD), we have therefore also updated our CSR approach to better reflect SURF's current situation.

In this report, we outline where we stand: what is going well, what could be improved and what lessons we have learnt. In doing so, we are laying the foundations to embed CSR step by step into our daily practice in the coming years.

Pauline Satter
Member of the SURF Executive Board

Corporate Social Responsibility

CSR & SURF

SURF works on technological developments that are important for future generations. That is why we want to contribute to sustainability and provide insight into our impact. CSR is therefore an essential part of our business operations. We do this not just ‘because we have to’, but because we believe corporate social responsibility (CSR) is important for remaining future-proof and aligning with our members’ sustainability ambitions.

Key topics

This is the second time we have published a CSR Impact Report. The first time, in 2024, we used a double materiality analysis (DMA) to investigate which CSR topics are most relevant to SURF. A double DMA looks, on the one hand, at themes over which an organisation has influence, and, on the other hand, at topics that influence the organisation itself. Based on this, we identified the most important topics for SURF.

How the results were obtained

We then collected data on a larger scale for the first time to gain insight into the impact of these topics. During this initial data collection, it emerged that some of the data was incorrect. This data has been corrected, and we are incorporating the insights gained into the further development of our reporting. We aim to make more high-quality and reliable data available every year, including this year.

At the SURF-wide level, CSR is still in its infancy. That is why we have not yet established an organisation-wide ambition or a concrete goal on the horizon. However, various departments and teams are already doing a great deal of work in the field of CSR. You can read the results of this in this report.

The CSR reporting framework

To provide a consistent overview of our social impact, SURF works with its own CSR reporting framework. The initial impetus for establishing this framework was the European legislation and regulations on sustainability reporting: the CSRD. In that context, we had already made significant progress over the past two years in collecting sustainability data and setting up the associated processes.

Once it became clear that SURF was no longer subject to the CSRD requirements, we had the opportunity to develop our own CSR reporting framework. This bespoke framework is better suited to our role as a cooperative for education and research, and is also well aligned with the CSR policy currently being developed within SURF. The SURF CSR framework is intended for internal use and is therefore not available externally.

Existing guidelines as a basis

To develop this framework, we have combined two existing guidelines:

- **Guidance on voluntary sustainability reporting for education and knowledge institutions**
  This guide provides sector-specific guidelines for education and knowledge institutions and helps organisations to implement sustainability reporting in an appropriate manner.

- **Voluntary Sustainability Reporting Standard for non-listed SMEs (VSME)**
  This European standard provides a proportionate and practical framework for sustainability reporting for organisations not subject to the CSRD obligation.

By bringing these two frameworks together and aligning them with SURF, we have created a reporting framework that is both substantively robust and practically feasible. In doing so, we have retained as many indicators as possible from both guidelines and consolidated those that overlapped.

At the same time, the CSR themes previously identified in the double materiality analysis (DMA) remain our guiding principles. The substantive focus of the SURF CSR framework therefore lies on the themes that have the greatest impact and relevance for our organisation.

These themes are elaborated in the five pillars explained below.

The five pillars

Within corporate social responsibility (CSR), SURF works with five pillars. These pillars form the basis of this impact report and guide our choices, activities and ambitions.

Pillar 1: Climate change

This pillar focuses on reducing our climate impact. This includes measuring our carbon footprint, improving energy efficiency and taking measures to reduce our emissions.

Pillar 2: Circular economy

The circular economy is about using and reusing products and materials for as long as possible. This includes extending the lifespan of ICT equipment and the responsible disposal of electronic waste.

Pillar 3: SURF staff

SURF is all of us. This pillar focuses on, among other things, a safe and inclusive working environment, good employment practices and opportunities for personal and professional development.

Pillar 4: Members, customers and end users

Our services are dedicated to our members, customers and end-users. They must be able to rely on safe, reliable and accessible services and projects, clear communication and good support.

Pillar 5: Business conduct

This pillar covers topics such as relationship management, the necessary guidelines and policies for socially responsible conduct and procurement, and the way in which we handle our social and political role.

Other CSR topics

In addition to these five pillars, there are other issues that fall under corporate social responsibility, such as water consumption, biodiversity, pollution and working conditions within the value chain. These issues remain important. Once the above pillars have been further developed and integrated into the organisation, we will explore how we can also address these issues in greater detail.

Data collection

In the following chapters, we explain which data has been collected for each pillar. Not all the necessary data is available yet. We aim to expand and improve our data collection every year.

At the same time, we believe it is important to be transparent about information that is still missing. That is why we also state when data is incomplete. Figures from 2024 have been included in various sections of this report to enable us to track developments.

Pillar 1 - Climate change

From insight to action

We believe it is important to have an understanding of our own CO_2 emissions. In recent years, various departments have tracked their CO_2 emissions, but a comprehensive SURF-wide overview of our CO_2 emissions is still lacking.

CO_2 footprint

In 2025, we took steps to provide insight into our total electricity consumption via the Milieubarometer tool. In the coming period, we will expand this data to arrive at a complete CO_2 footprint. Based on these insights, we can take appropriate measures to further reduce our CO_2 emissions. SURF does not currently have an organisation-wide policy for reducing CO_2 emissions or greening the energy mix, but the development of such a policy is on the agenda.

The scopes in the tables below are based on the emissions classification of the Greenhouse Gas Protocol (GHG Protocol):

SCOPE 1: direct emissions, for example from the use of natural gas;

SCOPE 2: indirect emissions, such as purchased energy;

SCOPE 3: other indirect emissions, such as upstream (e.g. the purchase of physical products) and downstream (e.g. e-waste) emissions in the value chain.

Offices

Both SURF offices use green electricity, including 100 per cent Guarantees of Origin from Dutch wind and solar energy for 100 per cent of their consumption. Certificates are available for this.

Amsterdam office

		2024		2025	
SOURCE	SCOPE	NUMBER	CO_2-EQ	NUMBER	CO_2-EQ
Electricity	2	242.259 kWh	130 tonnes CO_2	217.852 kWh	108 tonnes CO_2
Local green electricity		100%	-130 tonnes CO_2	100%	-108 tonnes CO_2
Natural gas	1	11.148 m³	23,8 tonnes CO_2	12.257 m³	26,2 tonnes CO_2
Intensity		78,4 kWh/ m²		63,5 kWh/ m²	

In Amsterdam, an investigation was carried out to determine whether additional structural measures were required, such as extra façade insulation. This proved not to be the case; the building is optimally insulated.

Utrecht office

		2024		2025	
SOURCE	SCOPE	NUMBER	CO_2-EQ	NUMBER	CO_2-EQ
Electricity	2	291.287 kWh	156 tonnes CO_2	Not available*	
Local green electricity		100%	-156 tonnes CO_2	100%	
Natural gas	1	0 m³	0 tonnes CO_2	0 m³	0 tonnes CO_2
Intensity		62,7 kWh/ m²		Not available*	

* Due to a faulty meter at the Utrecht office, it was not possible to obtain this data for this report. We are working on this and hope to update it as soon as the data becomes available.

In 2025, the office was expanded from three to four floors. The lighting throughout the building will also have been replaced. In 2026, we will focus on further optimising cooling, heating and the indoor climate, with the aim of improving comfort and reducing energy consumption.

Network operations

		2024		2025	
SOURCE	SCOPE	NUMBER	CO_2-EQ	NUMBER	CO_2-EQ
Electricity for network equipment	2	2.024.000 kWh	1.085 tonnes CO_2	1.993.086 kWh	991 tonnes CO_2
Electricity for network equipment	3	1.416.800 kWh	465 tonnes CO_2	996.543 kWh	267 tonnes CO_2

The SURF network's equipment is spread across various data centres in the Netherlands and abroad, partly at the institutions themselves and partly at commercial providers (e.g. Digital Realty). Based on available data, the average PUE (Power Usage Effectiveness) of the data centres used is 1.5. Not all data centres publicly report on their energy mix. As a result, a complete picture of the origin of all energy used is not yet available.

Data centre operations

		2024		2025	
SOURCE	SCOPE	NUMBER	CO_2-EQ	NUMBER	CO_2-EQ
Electricity for data centre equipment	2	15.641.856 kWh	8.384 tonnes CO_2	10.987.724 kWh*	5.461 tonnes CO_2

* Data for AM1 and AM8 (Equinix, Amsterdam Zuidoost) is missing. This will be updated as soon as the data becomes available.

The national supercomputer Snellius consumes around 70 per cent* of the total electricity used by the data centre equipment. Snellius' cooling system consists of approximately 80 per cent water cooling and approximately 20 per cent air cooling. Water cooling in supercomputers is more energy-efficient than air cooling.

Smart PDUs (power distribution units) have been installed in our data centres to monitor energy consumption remotely. Servers run in 'balanced mode' by default, which means that both maximising performance and minimising energy consumption are monitored.

Travel movements

Domestic travel

SOURCE	SCOPE	2024 NUMBER	2024 CO_2-EQ	2025 NUMBER	2025 CO_2-EQ
Public transport	3	3.779.279 km	77 tonnes CO_2	4.313.360 km	60 tonnes CO_2
Car, motorbike, other	3	255.970 km	33 tonnes CO_2	359.353 km	47 tonnes CO_2

International travel

SOURCE	SCOPE	2024 NUMBER	2024 CO_2-EQ	2025 NUMBER	2025 CO_2-EQ
Total train journeys	3	Not calculated	Not calculated	34.535 km*	0,5 tonnes CO_2
Total air travel	3	Not calculated	Not calculated	245.673 km*	42 tonnes CO_2
Regional (<700 km)	3	Not calculated	Not calculated	22.348 km	5,2 tonnes CO_2
Europe (700–2,500 km)	3	Not calculated	Not calculated	113.818 km	19,6 tonnes CO_2
Global (>2,500 km)	3	Not calculated	Not calculated	109.507 km	17,2 tonnes CO_2

*These figures only include train and air travel booked via Travel Support. Travel booked independently via credit card or expense claim is not included here. It is estimated that the number of kilometres entered above represents less than 25% of the total travel booked.

At SURF, all staff members have a first-class NS Business Card, which may also be used for private travel in accordance with the fair use policy. Due to the increase in staff numbers compared to 2024, the number of travel kilometres has also risen.

Travel policy for business travel

In 2025, we began developing a travel policy for business travel. We will continue to work on this policy in 2026. It sets out when the train is the preferred option and under what conditions flying is permitted. The aim is to encourage as many train journeys as possible to replace (regional) flights.

At present, not all business travel is centrally recorded. This will become a mandatory requirement under the new policy, including for business travel booked by employees themselves rather than via Travel Support

Overall overview of the CO_2 footprint

PART	2024	2025	EXPLANATION
Offices	23,8 tonnes CO_2	26,2 tonnes CO_2	100% local green electricity at both offices. In Amsterdam, we use natural gas
Network operations	1.550 tonnes CO_2	1.258 tonnes CO_2	Average PUE 1.5
Data centre operations	8.384 tonnes CO_2	5.461 tonnes CO_2	AM1 and AM8 are missing
Domestic travel	110 tonnes CO_2	107 tonnes CO_2	More car/cycle kilometres claimed
International travel	Not calculated	42,5 tonnes CO_2	Estimated 25% of total number of journeys
Total	10.067,8 tonnes CO_2	6.894,7 tonnes CO_2	

As there is no comparable organisation offering the same combination of network, data centre and educational services, there is no direct benchmark for SURF. We therefore see positive developments primarily in individual areas:

- Emissions from both offices remain low due to the use of green electricity.
- Travel-related emissions are low, as SURF does not have a vehicle fleet and uses public transport for commuting and domestic travel.
- Within network and data centre operations, active efforts are being made to improve energy efficiency. This is reflected in the falling emissions figures.

However, reducing natural gas consumption remains a priority. In addition, we are monitoring benchmark developments so that we can better assess these issues in the future and compare them with other organisations.

Targets

SURF does not currently have a formal CO_2 reduction target, partly because not all the necessary data is yet available. However, we are actively working on energy efficiency, partly to limit costs for ourselves and our members, and to take into account the increasing pressure on the electricity grid (grid congestion).

For specific areas, such as international business travel, we are currently drawing up guidelines to limit the number of air miles. We are also exploring ways to make our offices more sustainable. These initiatives form the basis for a future SURF-wide transition plan.

Pillar 2 - Circular economy

Extending, not replacing

In a circular economy, products and raw materials are (re)used for as long as possible and preferably sourced from renewable sources. The aim is to reduce waste, minimise the need for new raw materials, and cut down on waste and harmful emissions.

SURF aims to make a positive contribution to this by taking a critical look at the use of materials and raw materials. To this end, we follow our 2021 e-waste policy (internal use only).

This includes the following:

- Our IT equipment, such as servers, laptops and other workplace equipment, is only replaced when it no longer meets functional requirements.
- There is no maximum lifespan for equipment. This means that new employees are sometimes given a used laptop instead of a new one. We also use our data centre equipment for as long as possible.
- For training courses and workshops, we use a pool of reused (loaner) laptops.
- When equipment is no longer usable, it is processed via a fixed certified recycling partner.

E-waste from workplace equipment

In 2025, SURF launched a partnership with Digidromen, an organisation that provides laptops to children growing up in poverty. Thanks to equipment from SURF, 29 children received a laptop for school and social contact.

The equipment that was no longer usable raised a total of €3.160. Digidromen uses these proceeds to refurbish equipment and to fund accessories and their helpdesk. In addition, Digidromen issues certificates of compliance with relevant legislation and regulations, including the Environmental Management Act, the WEEE Directive and Weeelabex certification (20-0054).

Devices delivered	Children made happy	Proceeds for Digidromen
139	29	€ 3.160

Waste streams

Although we now have a good understanding of e-waste, we lack insight into other waste streams. This is partly because SURF relies on external parties. The office in Utrecht is located in Hoog Catharijne, where waste processing is centrally managed by the landlord. The office in Amsterdam is part of a business park where waste is collected and disposed of collectively.

To date, we have not yet systematically recorded our own waste streams. Over the coming years, we will work on improving our monitoring so that we can report on this more transparently in future reports.

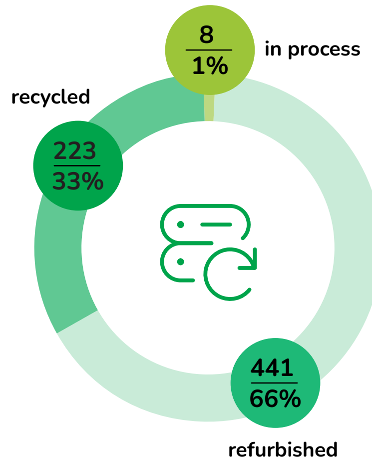
E-waste from servers

SURF uses the services of SIMS Lifecycle Services to manage the e-waste from our decommissioned server equipment. Once they have reached the end of their useful life, we supply server components – such as memory modules, switches, PDUs and data storage devices – for reuse or recycling. In 2025, a total of 672 components will have been reused.

Of these components, 66 per cent were given a second life through refurbishment. The remaining 33 per cent are recycled; SIMS dismantles the equipment responsibly and uses the materials as raw materials for new products. In this way, e-waste is not turned into rubbish, but into a new raw material stream.

SIMS works exclusively with certified processing sites (ISO 14001, ISO 9001 and R2v3) and operates a closed-loop system with no export obligations. By opting for refurbishment over direct recycling, a saving of 397.8 tonnes of CO_2 equivalent was achieved in 2025.

We invest the proceeds from the refurbished equipment in new hardware.



CO_2 savings in 2025 Through refurbishment rather than new production
397,8 tonnes

Procurement of equipment

Working in a circular way is not just about responsible disposal and reuse; it starts with making more conscious choices when purchasing equipment. Our e-waste policy stipulates that we give preference to equipment that lasts longer or for which the supplier offers longer warranties. SURF staff can, for example, opt for a Fairphone, a smartphone with a modular design that makes it easier to repair.

Looking ahead, we are also exploring new forms of service provision, such as Hardware as a Service. Under this model, suppliers retain ownership of the equipment and are encouraged to keep products in use for as long as possible and to reuse them efficiently.

Pillar 3 - SURF staff

Together we are SURF

Our staff are the foundation of everything SURF does; without them, there would be no SURF. That is why we make a structural commitment to a working environment that is safe, inclusive and stimulating for everyone, at every level within the organisation.

We aim to be a diverse organisation in which people from different backgrounds, living conditions, ages, gender identities, beliefs and perspectives feel at home and are treated as equals. Diversity must be visible at all levels of the organisation. At SURF, we use both Dutch and English as working languages for communication.

In this chapter, we report on our people, our policies and our results in the areas of diversity, inclusion, health and development. The figures relate to permanent staff. External contractors are discussed separately at the end of the chapter.

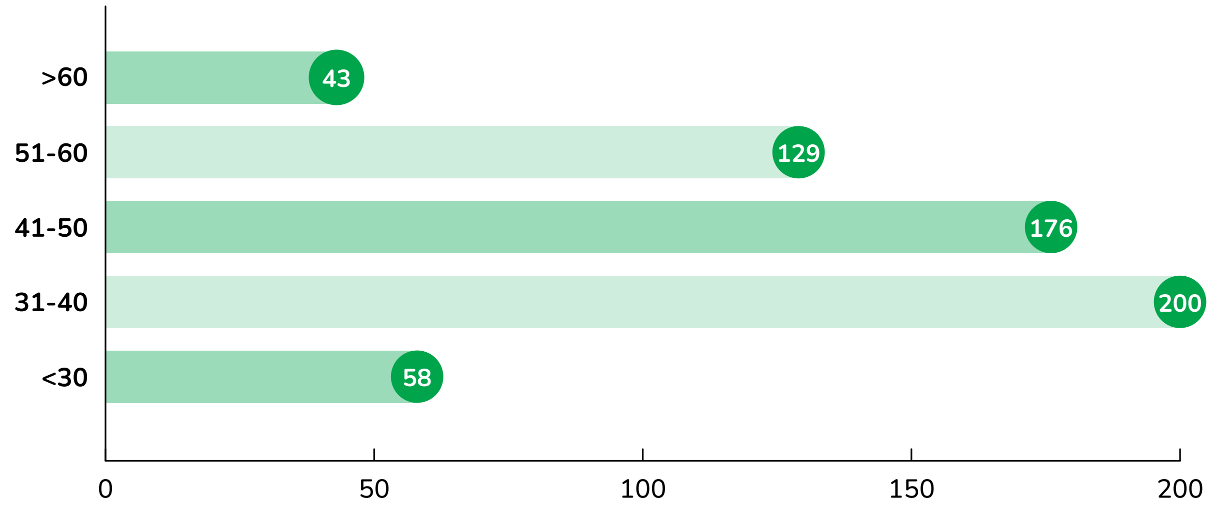
Who are we?

Our people in figures

Total number of internal staff employed by SURF
606

Dutch nationality	EU nationality	Non-EU nationality	Outflow ratio
540	46	20	37 / 5%

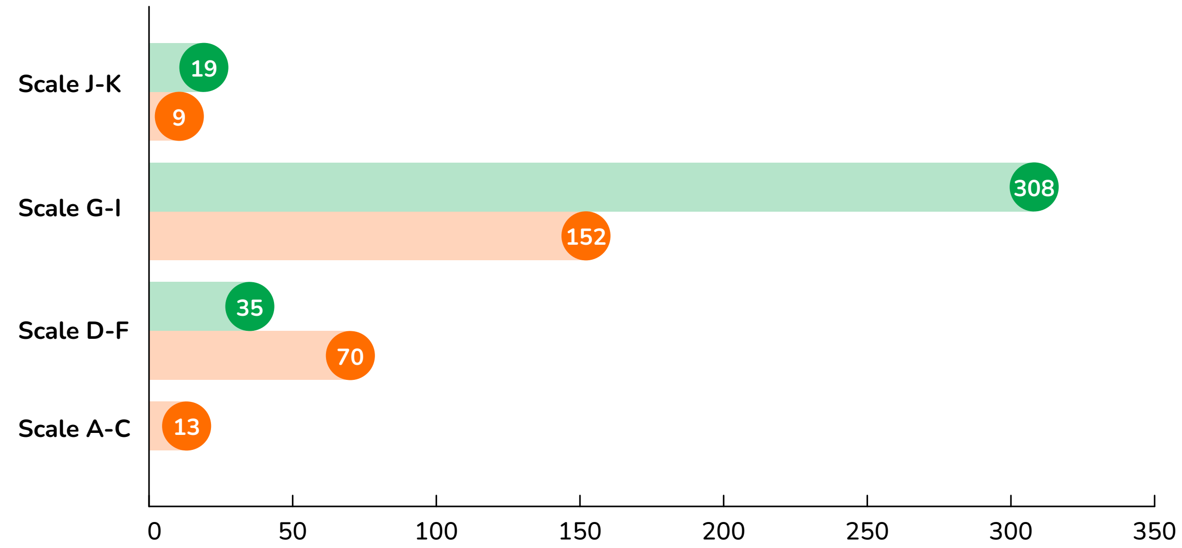
Age distribution



Male/female ratio

Male	Female
362	244

Gender distribution by scale



The gender breakdown shows that women are over-represented in the lower pay scales (A to F), whilst men make up the majority in the higher scales (G to K). This is particularly evident in grades G–I, the largest group within SURF. This distribution can be partly explained by the distribution of roles within SURF: ICT roles, which are on average graded higher, are more often filled by men. Communication and support roles are relatively more often filled by women. SURF takes this pattern into account in the development of its policy on diversity, inclusion and equality (DIG).

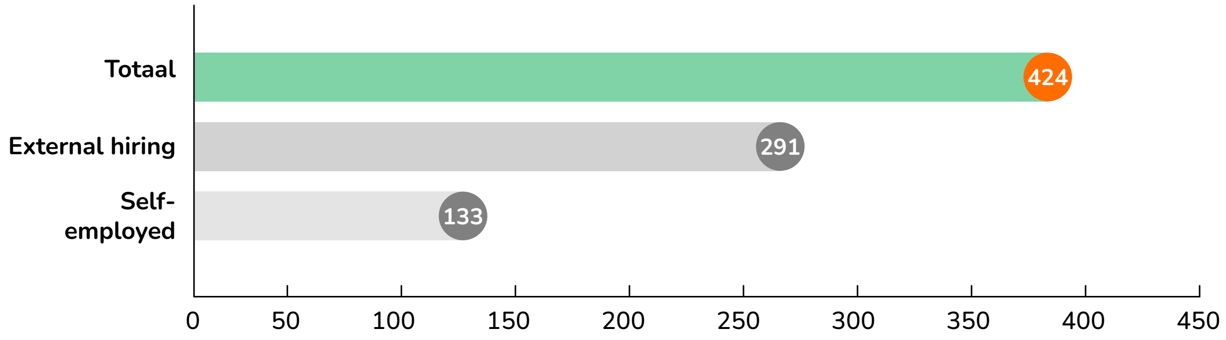
Management team

Men MT	Women MT	Average age of MT
7	8	53

Flexible workforce

In addition to permanent staff, SURF also works with external professionals, such as agency workers, seconded staff and freelancers/self-employed individuals.

Clear guidelines apply to self-employed individuals, with SURF striving for a lawful, manageable and transparent hiring process that complies with legislation and regulations, including the DBA Act. Central to this is our broader organisational ambition of good employment practices, compliance with legislation and regulations, and cost control.



The total number of external hires is broken down by gender as follows:

Men	Women
239	185

Fair remuneration

SURF considers fair and transparent remuneration to be important. We apply our own terms and conditions of employment and actively promote equal pay for work of equal value.

Pay gap

Unadjusted	Adjusted
11.7%	0.2%

The average hourly pay gap between men and women, *without* taking into account factors such as job type, level of experience and pay scale – the so-called unadjusted pay gap – is 11.7 per cent at SURF. This figure can be explained by the fact that more men work in higher-paid roles (scales G–I).

When the above factors are taken into account, the difference – the adjusted pay gap – is 0.2 per cent. This means that employees in comparable roles within SURF are paid almost equally.

The main challenge lies in achieving a more balanced progression to higher roles and pay scales. We will address this as part of our work on DIG (Diversity, Inclusion and Equality).

Coverage rate of SURF schemes

In addition, SURF applies its own terms and conditions of employment, including a scale and step system, annual indexation, 8.33 per cent holiday pay and a thirteenth month's salary. Furthermore, we invest in flexibility and individual development, tailored to the needs of our staff.

Health and safety at work

Absenteeism

Indicator	Value	Explanation
Absenteeism rate	5.2%	Driven by a few long-term cases; both personal and work-related absenteeism
Absenteeism frequency	1.2	Indicates limited short-term absenteeism
Main reasons	Medical/long-term	

In 2026, we will place extra emphasis on prevention and sustainable employability. Attention will be paid to the timely identification of work-related stress and the promotion of well-being.

To reduce absenteeism, managers undertook the 'The Good Conversation' training course in the third quarter of 2025. In this course, managers learn how to conduct effective conversations, how to better handle conflicts and challenging situations, and how such conversations fit into a conversation cycle.

Social and physical safety

In 2025, an external organisation conducted a study into social safety within SURF. To this end, they gathered feedback from staff on organisational culture, psychological safety, inappropriate and unwelcome behaviour, and the organisation's systems. The results of this study were shared with staff in early 2026. This was followed by information sessions and drop-in consultation hours to keep everyone informed and to jointly follow up on the findings.

In 2025, a total of 29 staff members reported incidents to the confidential advisors.

Emergency response and workplace safety

Trained emergency response team members	Designated evacuation officers
37	16

In terms of workplace safety, all incidents in 2025 were minor in nature; no worrying trends were identified. A point of focus for the coming year is the larger office in Utrecht (four floors), for which several colleagues have been trained as emergency response team leaders. We are also working on further professionalising incident reporting.

Type of incident	
Medical incident	4
Fire (alarm)	1
Evacuation	1
Workplace safety incident	1

Well-being

SURF colleagues organise many activities that contribute to wellbeing, such as walking afternoons, sports competitions and winter sports trips. In addition, HR offers chair massages on a regular basis and employees can take part in an annual preventive medical check-up.

Inclusion & development

Diversity, Inclusion & Equality (DIG)

SURF is working towards an inclusive organisational culture in which everyone is welcome, regardless of background, disability or neurodiversity. In 2025, we explored the possibilities of making more jobs available to people who are distanced from the labour market. This will be followed up in 2026.

To strengthen inclusivity, we are placing extra emphasis on leadership and culture. We are also in the process of developing a policy on diversity, inclusion and equality (DIG). We expect to finalise this by 2026.

Training and professional development

Staff can make use of digital learning and development platforms such as GoodHabitz and the EnergyPlatform. The EnergyPlatform is also used to organise themed weeks, such as Diversity Week and Recharge & Perform.

In addition, SURF organised a number of organisation-wide training courses in 2025, including:

- Stakeholder management;
- Workshops on project-based and agile working: design thinking and scrum;
- The effective conversation (focused on absenteeism).

Participant numbers have not been tracked to date. However, additional training sessions are organised if there is high demand; this was the case, for example, with the 'Managing stakeholders' training.

Every SURF employee has a training budget that can be spent on training courses, workshops or further training relevant to their own field of work. At the time of writing, there is not yet a full picture of how these budgets are being used.

How do staff experience SURF?

We measure staff satisfaction annually to understand what is going well and where we can improve. The results form the basis for our policy and our 'Fit for Purpose' initiatives.

	What is going well	Areas for improvement
73% response rate (401/546*)	Collaboration with colleagues (8.5)	Work processes (3.7)
	Inclusion & safety (8.4)	Decision-making (3.8)
+34 Employer reputation eNPS	Relationship with manager (8.4)	Clarity of roles (4.0–4.4)

*Employed at the time of the survey

The results of the most recent employee satisfaction survey (ESS) show that SURF staff are proud of their work and their colleagues. Engagement levels are high, and inclusion and job satisfaction score above average.

At the same time, staff have noticed that SURF has grown significantly in recent years. Processes and systems are not yet sufficiently aligned with that growth. There is also a need for clarity regarding roles and for improving collaboration between teams. These results confirm the importance of the Fit for Purpose programme and provide direction for the priorities in the coming years.

Pillar 4 - Members, customers and end-users

Safe, reliable and accessible

As a cooperative, SURF works for and with education and research institutions – our members – and for everyone who works, studies or conducts research there. We also provide services to organisations that are not members of SURF. The same principle applies to all these groups: our services must be secure, reliable and easy to use. Central to this are public values such as inclusivity, privacy, non-discrimination and control over one's own data.

In addition to providing high-quality services, we also focus on responsible marketing, digital accessibility and the careful provision of information, so that members and customers always know where to turn with questions, complaints or feedback.

Access to and use of customer channels

Members and customers can contact us in various ways: via service desks, email, telephone and account managers.

In 2025, 32,490 tickets were received via the External Service Desk – including tickets regarding network outages and requests for NWO computing time. As we use multiple channels, this does not provide a complete picture of all contact moments. Nor is the average turnaround time for a ticket – from problem to solution – tracked. To gain a better understanding of this, we will launch a so-called Response Time Check in 2026. This will enable us to report more effectively on turnaround times, response times and the total number of resolved reports.

Complaints procedure

In 2025, we worked on a SURF-wide complaints procedure, including a complaints policy and the accompanying process description. The further development and finalisation of this will take place in 2026. In the complaint's procedure, we set out, amongst other things:

- where complaints are registered;
- the processing time we apply to complaints;
- who is responsible for handling them.

Once this procedure is operational, we will also be able to report systematically on the number of complaints and the average processing time.

Customer satisfaction

In 2025, another customer satisfaction survey (CSS) was conducted. This survey is carried out every two years by an independent research agency, so that participants can give their opinions freely and anonymously. 452 people took part in the survey. SURF received an average rating of 8, the same result as in 2023.

Areas for improvement

As part of the Fit for Purpose programme, SURF is working on better integration between services and simplifying processes. This is already addressing various areas for improvement identified in the survey. Each service has been assessed separately, and the results have been shared with the relevant service owners, so that they can work on targeted improvements.

	What is going well	Areas for improvement
8 Average score 452 participants Same as 2023	Reliable service provision	Integration between services
	Good support	User-friendliness
	Services are easy to use	Simplification of processes

Relationship management with members

SURF maintains active contact with the Coordinating SURF Contact Persons (CSCs) at the institutions via relationship managers. Relationship managers meet with CSCs across the various sectors on average once every two months. This ensures that developments, needs and bottlenecks remain clearly in focus.

In addition, the Members' Council meets four times a year. The Members' Council consists of 36 representatives, spread across six departments. A fixed number of seats is available per department, ensuring that the voice of all members within the cooperative is heard. Members serve on the Members' Council for a maximum of four years and may be re-elected twice by their department.

Transparency of service information

SURF works with standard service agreements (SVAs) for all SURF services, under a framework agreement for each institution. This ensures that members always know in advance which agreements apply and which services are and are not contracted.

- Standardised SLAs for 95% of services — *Active*
- First services in accordance with the WCAG — *Baseline measurement to start in 2026*

Digital accessibility

In terms of user-friendliness and digital accessibility, we follow the international guidelines of the Web Content Accessibility Guidelines (WCAG). In 2026, we will begin a baseline assessment to gain an understanding of the current accessibility of services and websites. Based on this, we will determine where further improvements are needed and which standards or versions of the WCAG we wish to implement further.

Privacy and security for end users

We take the protection of personal data very seriously. In 2025, we identified 11 data breaches involving members, customers or end users. Of these 11 reports, two were reported to the Dutch Data Protection Authority (AP) and those affected were informed. At present, we do not yet track whether the risks of data breaches are assessed as high, medium or low. We are investigating whether this would be desirable in the future.

There were no requests for access in 2025.

- ISO 27001 for all services — *Certified*
- Privacy & Security Centre of Expertise — *Active*
- Annual internal & external audits — Active
- SURF-wide complaints procedure — *Completed in 2026*

All SURF services are ISO 27001-certified. In addition, we conduct annual internal and external audits to ensure our services remain up to date with the latest security guidelines.

Furthermore, SURF has a centre of expertise for privacy and security. This centre of expertise supports members, customers and end-users with, among other things:

- awareness and training
- legislation and policy,
- risk analyses
- maturity models in the field of privacy and cybersecurity

Further information on privacy and cybersecurity can be found on the SURF website. .

Pillar 5 - Business conduct

Corporate social responsibility

As a cooperative, SURF has a social responsibility. We work together with members, suppliers and partners and influence the sector as a whole. That is why we believe it is important to act honestly, transparently and with due care. This is reflected in our culture and is also formally enshrined in our anti-corruption and anti-bribery policy, whistleblower scheme, responsible procurement policy and clear governance.

Corporate culture and conduct

Core values and code of conduct

SURF's core values – passion, reliability and openness – form the basis of our organisational culture and the way we work together. Our Code of Conduct, adopted in 2024, sets out how we interact with colleagues, business partners, information and company assets. In 2026, the Code of Conduct will be reviewed and amended where necessary.

Whistleblowing policy

SURF has a whistleblowing scheme and two designated officers. In 2025, the digital reporting platform SpeakUp was also set up. Employees can use this external software tool to make reports confidentially and anonymously. This makes it easier and safer to report misconduct.

Embedding CSR

Within SURF, a single CSR Officer has been appointed on a 0.8 FTE basis. This role forms part of the quality team within operations and maintains close links with management and the board. Every four months, the CSR Officer reports internally to the management and the board. We provide public accountability annually via this CSR impact report.

A formally established CSR policy is currently still under development. CSR does not currently have the highest priority within the organisation, as developments surrounding cybersecurity and AI require more attention. However, we continue to work actively on corporate social responsibility and report on this transparently each year. The new policy is being developed based on the five pillars in this report.

Code of Conduct adopted (2024)	*Active*
Whistleblower scheme + SpeakUp (2025)	*Active*
CSR Officer appointed	*Active*
4-monthly CSR reporting to management & board	*Active*
CSR policy adopted	***Under development***
SURF-wide CSR framework (Corporate Social Responsibility)	***Under development***

Relationship management and procurement

Payment policy

SURF applies a payment term of 30 days from receipt of a purchase invoice. A shorter term may be agreed in individual contracts. In 2025, the average payment term was 31 days. Of all invoices, 67 per cent were paid within 30 days. According to the formal payment agreement, 55 per cent of invoices were paid on time.

To process invoices more quickly, we are working on further automating the payment process. We are doing this by encouraging suppliers to submit invoices in XML format. This reduces the need for manual processing on our part and makes the process more efficient.

Socially Responsible Procurement (SRP)

The current procurement policy from 2022 centres on social principles, such as public values, sustainable procurement, social return, integrity, data and open standards. Sustainability and CSR are taken into account in every procurement process that SURF facilitates on behalf of and for its members.

A core team of experts from SURF and affiliated institutions elaborates these principles in the procurement strategy and in a Specification of Requirements (SOR). In practical terms, this means that we expect suppliers to have a sustainability policy and to contribute to social return. We specify this further for each individual process. Since 2025, we have been working on a more comprehensive MVI framework that provides the entire organisation with better guidance.

Cloud Sourcing Strategy

In addition, we operate in accordance with the SURF Cloud Sourcing Strategy of 2024. Through this, we aim for secure, future-proof cloud services that align with the public values of education and research. In doing so, we believe it is important that the sector retains control over infrastructure and data. We promote awareness of responsible cloud sourcing and support institutions in making (joint) informed and strategic choices.

Fraud and integrity

SURF considers it important to prevent and tackle fraud and unlawful conduct. To this end, we have established a fraud policy and a fraud response plan (for internal use only). Information on the investigation of incidents and the number of reports in 2025 can be found in the SURF Annual Report 2025. All secondary activities of the Executive Board and the Supervisory Board are also described on the website.

Political engagement and advocacy

SURF is committed to creating the right conditions for digital education and research. We do this through a single joint lobbying agenda that focuses on opportunities and risks within the current political and social landscape. By maintaining active contact with our stakeholders, we stay informed of policy changes that may impact SURF. This enables us to respond promptly to relevant developments.

SURF's first lobbying agenda was adopted in 2024; it remained in force in 2025. The key themes within the lobbying dossiers are:

- research infrastructure (high-performance computing)
- digital autonomy
- intercontinental connectivity

We maintain contact with relevant stakeholders on these matters through various lobbying activities, such as working visits, collaborations and partnerships, membership of DINL (Digital Infrastructure Netherlands) and our contribution to the position paper on intercontinental connectivity.

SURF does not make political contributions itself, but where necessary we do provide feedback on policy development or decision-making. SURF is registered in the EU Transparency Register; this registration is renewed annually.

Author(s)
Laura de Kievit, *CSR Officer*
Chantal van Zeeland, *CSR Data Coordinator*

Editing
Evelyne Hermans, *Final Editor*

Design
Vrije Stijl

Version 1.0
9 July , 2026

SURF Cooperative

Digitally stronger together

Within the SURF cooperative, universities, universities of applied sciences, vocational colleges, university medical centres and research institutions work together to provide the best ICT for education and research. We develop and deliver reliable, state-of-the-art ICT services, or procure them centrally on favourable terms. We collaborate on new, innovative applications of ICT in education and research. And we come together to exchange knowledge, vision and expertise. In this way, Dutch education and research remain among the best in the world.

SURF Utrecht
Hoog Overborch Office Building
(Hoog Catharijne)
Moreelsepark 48
3511 EP Utrecht
+31 88 787 30 00

SURF Amsterdam
Science Park 140
1098 XG Amsterdam
+31 88 787 30 00

info@surf.nl
www.surf.nl