



# *Annual Financial Report* 2023

**mazars**

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GJU | 28-03-2024



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## General information

This document contains the directors' report and the financial statements of the foundation Stichting PUM Netherlands senior experts (PUM). This directors' report describes last year's course of events; please refer to the 2023 PUM Annual Report ([www.pum.nl/annual-report-financial-statement/](http://www.pum.nl/annual-report-financial-statement/)) for a detailed report of our activities and results.

The foundation has its registered office in The Hague, the Netherlands, and is included in the Commercial Register under Chamber of Commerce number 41160229. The foundation does not aim to make a profit and seeks to operate as a public benefit organisation within the meaning of Section 5b of the Dutch State Taxes Act (registered under number RSIN 805699041).

## Objective

PUM is an impact-driven organisation with knowledgeable, committed and entrepreneurial people. PUM empowers ambitious entrepreneurs in building a structurally better future for their community; socially, ecologically and economically.

The foundation seeks to achieve these objectives by, for instance:

- a) recruiting and deploying experts on a voluntary basis, who use their knowledge and skills, working jointly with entrepreneurs to optimise entire business ecosystems.
- b) promoting and facilitating entrepreneurship in the countries where the entrepreneurs are located, thereby creating jobs and fostering the local economy, the environment and well-being in the long term;
- c) promoting, and causing the promotion of, the incorporation, development and support of national and sectoral business organisations in the countries as well as projects and activities carried out to achieve this;
- d) sharing knowledge, networks and experiences in order to promote economic and social development activities in the countries and developing or strengthening entrepreneurial ecosystems at SME level;
- e) incorporating legal entities, sustainably exploiting know-how, financing and otherwise warranting the performance of third parties, all in the broadest sense and all to the extent that this is conducive to the above;
- f) raising funds.

## Composition of the Executive Board

On 31 December 2023, the Executive Board of Stichting PUM Netherlands senior experts consisted of:

- Ms A.D. Brouwer-Bom, Chair of the Executive Board
- Mr P.J.L. Bongaerts, member of the Executive Board

## Composition of the Supervisory Board

The composition of the Supervisory Board was as follows in 2023:

|                       | Position               | Period                  |
|-----------------------|------------------------|-------------------------|
| Ms I.D. Thijssen      | Chair                  | 01/01/2023 - 31/12/2023 |
| Mr J. Vonhof          | Vice-Chair             | 01/01/2023 - 31/12/2023 |
| Mr R.E. Wolleswinkel  | Audit Committee Member | 01/01/2023 - 31/12/2023 |
| Ms T.O. Fierens       | Member                 | 01/01/2023 – 04/07/2023 |
| Mr A.C. van Haeringen | Audit Committee Member | 01/01/2023 - 31/12/2023 |
| Mr R.L.M.H. Puts      | Member                 | 01/04/2023 - 31/12/2023 |
| Ms L. Ait-Baali       | Member                 | 04/07/2023 – 31/12/2023 |

## ***Soft controls***

Soft controls are steering and control measures aimed at promoting desired, integer, behaviour among employees and management. Importantly certain norms and values and or desired behaviour must be clear and endorsed by everyone. For this PUM has a code of conduct, misconduct reporting rules and an anti-fraud and corruption policy. This policies can be found on the SharePoint page of MyPUM.

## Background and main features of the annual figures

### Comparison between 2023 budget and actuals

For PUM 2023 was the inaugural year as fully merged organisation and the roll out of the new, integrated proposition. The year 2023 meant the start of a significant transformation of our geographical portfolio. The phasing out in 12 countries and a reshaped engagement in a substantial number of countries because either PUM or DECP were not active in these countries. Our activities in 2023 can largely be categorised in three broad types:

- A new integrated proposition including a shift to a new business model
- Continuing the activities and doing what we are good at, namely providing peer-to-peer support to SMEs and other key stakeholders in the business ecosystem
- We have the ambition to innovate and to develop ourselves in new directions for the sake of achieving more sustainable impact.

For 2023 the total requested subsidy was €10,775,000 in reality we spent €9,406,629 being 87% of the requested amount. The underspending has a number of reasons.

- In 2023 the number of projects we realised were lower than expected due to external factors, ( countries we could not visit), internal factors ( mismatch between customer demand and available expertise) and fine tuning primary process.
- In 2023, we had a large number of vacancies for country coordinators and sector coordinators which inhibited the progress of projects.
- The budgeted amount for the South-South exchange was not used due to the priority given to focus on improvement of the primary process.
- The reservation budgeted to hire paid social dialogue experts was not used, instead we ensured that the dedicated volunteer expert pool is adequately staffed.

It goes beyond saying this had consequences for the expenditure in 2023.

For a detailed explanation of the deviation from the budget see the financial statements.

In accordance with the grant decision, the grant period is divided into two phases:

Phase 1 is from Januari 1 2023 till December 31 2026 with a grant of €41,050,000

Phase 2 is from Januari 1 2027 till December 31 2030 with a grant of €35,775,000

### Overview of actual revenues for phase 1

| Income                             | 2023              | 2024 | 2025 | 2026 | Granted            | Unused             |
|------------------------------------|-------------------|------|------|------|--------------------|--------------------|
| Contribution from DGIS-DDE         | €9,406,629        |      |      |      | €41,050,000        | €31,643,371        |
| Other contributions                | €528,173          |      |      |      | 0                  |                    |
| <b>Total Income</b>                | <b>€9,934,802</b> |      |      |      | <b>€41,050,000</b> | <b>€31,643,371</b> |
| Expenses                           |                   |      |      |      |                    |                    |
| Country programme expenses         | 4,203,029         |      |      |      |                    |                    |
| Personnel expenses                 | 4,317,637         |      |      |      |                    |                    |
| Monitoring and evaluation expenses | 147,601           |      |      |      |                    |                    |
| Overhead expenses                  | 1,323,065         |      |      |      |                    |                    |
| Total expenses                     | 9,991,332         |      |      |      |                    |                    |
| Operating result                   | -56,530           |      |      |      |                    |                    |
| Financial income                   | 17,645            |      |      |      |                    |                    |
| Result                             | -38,885           |      |      |      |                    |                    |

## ***Deficit and reserves***

A loss of €38,885 was posted as the Ministry of Foreign Affairs requires that the operating reserve in 2023 is 5% of the average grants received in the period 2020-2022 and will be reduced to nil the coming three years.

## ***Solvency and liquidity***

The operating reserve is intended to absorb budget differences associated with the execution of the grant decision issued by the Ministry of Foreign Affairs. However the Ministry of Foreign affairs intends to reduce this and phase out the reserves in the years 2024-2026. It goes without saying that the Ministry of Foreign affairs has a duty of care towards its implementing partners and in the event of discontinuation of subsidies, this does not have to be overcome by maintaining an operating reserve and this can therefore be carefully phased out. For 2023 it was reduced by €38,885 and therefore the operating reserve now totals €331,310.

The equalization reserve is intended to cover the risks we run on all other income. This free reserve amounted to €329,326 as at December 2023. The amount of the reserve exceeds the prescribed amount set at 15% of the value of the contracts on which PUM runs risks.

Liquidity as at 31 December 2023 was lower than last year as we received an advance of €5,000,000 at the end of 2022 for the new subsidy period. PUM has no liquidity problem as an advance is received every six months.

## ***Outlook for 2024 and beyond***

### **2024**

PUM empowers ambitious entrepreneurs in building a structurally better future for their community; socially, ecologically and economically. PUM is operating in a changing world where global trends are affecting our work. Migration and climate change, and inequality between and within societies, pose challenges to SMEs. At the same time, entrepreneurs can contribute to sustainable solutions for these challenges. Digitalisation is changing society, the working environment, and business operations at a rapid pace. Artificial Intelligence has the potential to enhance businesses and improve access to information, education and training. Clients and experts are eager to explore these opportunities and implement innovative solutions. Current geopolitical tensions are preventing or complicating the execution of projects. Until further notice, PUM will not be sending any volunteers or employees to Burkina Faso, Jordan, Lebanon, Mali, and the Palestinian Territories.

In this complex global context, there is need for a different mindset and impactful approaches that lead to sustainable systemic change. Therefore, as an organisation, PUM is undergoing a transformative shift, which will be further realised in 2024. This is reflected in the re-branding, including elements like a new logo, colors and website, which will be launched and implemented in 2024.

In PUM's projects, this transformation involves moving from a focus on expertise to an emphasis on ambitious entrepreneurs, the so-called 'changemakers', and from economic effects to a broader impact that includes economic, ecological, and social aspects. Equality and equity are becoming guiding values, and we embrace diversity and inclusion. We will emphasize the quality of our work and the impact of entrepreneurial ecosystems instead of valuing just project quantity. Additionally, PUM is moving away from a mainly Netherlands-driven approach to one that is more locally driven.

Looking ahead to 2024, we outline three main priorities. The focus is on achieving impact through entrepreneurial ecosystems and enhancing the quality of projects; fostering social dialogue; and identifying the right changemakers, both on the clients and on the experts' side.

PUM aims at strengthening business ecosystems, which accelerate the growth and impact of

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entrepreneurship within a particular region, industry or value chain. Business ecosystems comprise various stakeholders such as SMEs, employers' organisations, education and business support organisations. In a multi-annual approach PUM will coordinate activities with various clients and partners under an ecosystem and stimulate collaboration and cross-fertilization to realise sustainable impact.

PUM promotes social dialogue to provide fertile ground for sound industrial relations between employers and employees. Together with the Dutch trade unions FNV and CNV, PUM aims to strengthen social dialogue in countries by providing joint advice and training to employers' organisations and trade unions.

Finding the right changemakers emphasizes a more selective client acquisition approach and a more diverse expert pool. PUM wants to cooperate with ambitious entrepreneurs committed not only to economic advancement but also to social and ecological progress. This involves in-country marketing and communication activities, and targeted recruitment efforts.

PUM believes in the power of collaboration, and in the magic that happens when diverse perspectives meet. By bringing together unique expertise, all pursuing the same goal, solutions that no one had thought of before are generated. Creating value that cuts through borders and benefits everybody involved.

For 2024 we presented a balanced budget and workplan approved by the Ministry of Foreign Affairs.

### **Summary of 2024 budget**

| <b>Income</b>                      | <b>Amount</b>     |
|------------------------------------|-------------------|
|                                    | €                 |
| Contribution from DGIS-DDE         | 10,628,738        |
| Other contributions                | 845,000           |
|                                    |                   |
| <b>Total income</b>                | <b>11,473,738</b> |
|                                    |                   |
| <b>Expenses</b>                    |                   |
|                                    |                   |
| Country programme expenses         | 5,866,500         |
| Personnel expenses                 | 4,175,000         |
| Monitoring and evaluation expenses | 90,000            |
| Overhead expenses                  | 1,408,500         |
|                                    |                   |
| <b>Total expenses</b>              | <b>11,540,000</b> |
|                                    |                   |
| Result                             | -66,262           |
| Appropriation of result            |                   |
| Operating reserve                  | -66,262           |

**Risks Analysis**

The table below includes the main risks PUM faces and the measures we take to mitigate them.

| Contextual risks   | Probability | Impact | Control Measure   |
|--|-------------|--------|---|
| Political and social instability and relevant public health risks in the countries where PUM operates. | Moderate    | High   | In 2023 due to violent extremism in the Sahel we could not operate in Mali and Burkina Faso. Due to the conflict in the Middle East we had to suspend our activities in the Palestinian Territories, Lebanon and Jordan. We try to mitigate safety risks by enforcing a safety policy, which has been updated end of 2023. This safety policy includes strict protocols for decision making whether or not travel to an orange travel advise. In addition, we are actively monitoring the safety situation in the PUM countries. Risk assessments are conducted by PUM's representatives during the acquisition and intake procedure. Experts are briefed accordingly before a project starts before support is provided. |

| Programme risks  | Probability | Impact | Control Measure   |
|--|-------------|--------|---|
| Lack of availability of volunteers. As the trend in volunteering is towards short-term and flexible assignments, it is more difficult to retain experts on a structural basis. | Medium      | Medium | To mitigate this risk, we are simplifying our primary process, and we strive for operational excellence to match the volunteer on an assignment as efficiently as possible. To have sufficient multilingual experts on board, we have increased the exchange opportunities with the French PUM-likeminded organisation and we are piloting working with experts who are non-Dutch passport holders but live in the Netherlands. Corporate volunteering, in which deploying the knowledge and skills of employees of Dutch companies in sectors and countries where PUM works, will also be reinforced in 2024. By investing more in being a good employer and presenting PUM as a relevant and contemporary organisation, we want to attract new talent who want to be part of PUM. |



| Programme risks   | Probability | Impact | Control Measure  |
|---|-------------|--------|--|
| Inappropriate behaviour of our volunteers and employees.                                | Low         | Medium | Nurturing a culture of equitable collaborative behaviour in which we are One PUM. All volunteers receive a mandatory training in intercultural communication & advisory skills before their first deployment.<br>Promoting a diversified volunteer pool in terms of gender, age and background aspects.  |
| Unlawful removal of assets/theft and corruption.  | Low         | Medium | Valuables are kept in the safe to which only two employees have access.<br>PUM has an Anti-Fraud & Anti-Corruption policy.<br>Ruling out cash transactions.  |
| Unauthorised financial management, fraud, corruption or other financial irregularities. | Low         | Medium | Only three people have financial management authority.<br>Positioning the controller next to the CEO.<br>Maintaining a strict and automated financial administration and control procedures.<br>PUM shares knowledge and does not donate cash.   |
| Reputation damage to our organisation   | Low         | Medium | We mitigate the risk of reputation damage by enforcing several policies (code of conduct, integrity policy, general data protection regulation, etc.). In addition, we have updated our complaints procedure in 2023. PUM has a solid reputation. We operate in various sectors undergoing fundamental changes and we believe it is important to be transparent and accountable for the use of public funds. |
| Exposure or loss resulting from a cyberattack or data breach                            | Medium      | Medium | Ensuring GDPR compliance.<br>Dedicated team of employees in place that monitors data security and immediately acts in case of incidents.<br>Informing employees on how to safeguard data security.   |

The Hague, 27 March 2024

A.D. Brouwer-Bom

Chair of the Executive Board

P.J.L. Bongaerts

Member of the Executive Board

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*Financial Statements 2023*

## Balance sheet as at 31 December 2023

(after appropriation of result)

|   | <u>31 Dec 2023</u>      | <u>31 Dec 2022</u>      |
|---|-------------------------|-------------------------|
| Assets                                  |                         |                         |
|   | €                       | €                       |
| <b>Tangible assets</b>                  |                         |                         |
| Software                                | 1,776                   | 8,035                   |
| Hardware                                | 28,601                  | 21,027                  |
| Fixtures and fittings                   | 580,792                 | 538,934                 |
| Office machines                         | <u>1,913</u>            | <u>2,412</u>            |
|   | <b>613,082</b>          | <b>570,408</b>          |
| <b>Current assets</b>                   |                         |                         |
| Accounts receivable                     | 16,705                  | 28,063                  |
| Taxes and social security contributions | 124,001                 | 118,512                 |
| Other receivables                       | <u>225,773</u>          | <u>267,111</u>          |
|   | 366,449                 | 413,686                 |
| Cash and cash equivalents               | <u>2,066,100</u>        | <u>6,488,749</u>        |
|   | <b><u>3,045,631</u></b> | <b><u>7,472,843</u></b> |

## Balance sheet as at 31 December 2023

(after appropriation of result)

|   | <u>31 Dec 2023</u>      | <u>31 Dec 2022</u>      |
|---|-------------------------|-------------------------|
| <b>EQUITY AND LIABILITIES</b>                   | €                       | €                       |
| <b>Equity</b>                                   |                         |                         |
| Operating reserve                               | 331,310                 | 370,195                 |
| Equalisation reserve                            | <u>329,326</u>          | <u>329,326</u>          |
|   | <b>660,636</b>          | <b>699,521</b>          |
| <b>Current liabilities</b>                      |                         |                         |
| Advances received                               | 1,548,660               | 5,645,255               |
| Accounts payable                                | 359,357                 | 547,404                 |
| Taxes and social security contributions         | 187,861                 | 152,884                 |
| Other liabilities, accruals and deferred income | <u>289,117</u>          | 427,779                 |
|   | <b>2,384,995</b>        | <b>6,773,321</b>        |
|   | <u><b>3,045,631</b></u> | <u><b>7,472,841</b></u> |

**Statement of Income and Expenditure 2023**

|   | <b>Budgeted for 2023</b> | <b>Actual 2023</b> | <b>Actual 2022</b> |
|---|--------------------------|--------------------|--------------------|
| <b>Income</b>                           |                          |                    |                    |
| Contribution from Ministries            | 10,775,000               | 9,406,629          | 9,407,158          |
| Sponsorship and other contributions     | <u>730,000</u>           | <u>528,173</u>     | <u>543,310</u>     |
| <b>Total income</b>                     | <b>11,505,000</b>        | <b>9,934,802</b>   | <b>9,950,468</b>   |
| <b>Expenses</b>                         |                          |                    |                    |
| Country programme expenses              | 6,105,000                | 4,203,029          | 4,661,350          |
| Personnel expenses                      | 4,250,000                | 4,317,637          | 3,925,810          |
| Monitoring & Evaluation expenses        | 155,000                  | 147,601            | 73,482             |
| Rent, facilities & office expenses      | 600,000                  | 593,058            | 669,928            |
| Communication expenses                  | 120,000                  | 254,257            | 82,657             |
| IT expenses                             | 55,000                   | 121,521            | 141,393            |
| Audit & consultancy expenses            | 95,000                   | 143,882            | 213,062            |
| Depreciation costs                      | 55,000                   | 113,942            | 65,233             |
| General expenses                        | 70,000                   | 96,405             | 99,319             |
| Merger costs                            | 0                        |                    | 72,909             |
| <b>Total expenses</b>                   | <b>11,505,000</b>        | <b>9,991,332</b>   | <b>10,005,143</b>  |
|   | <b>0</b>                 |                    |                    |
| <b>Operating surplus/deficit</b>        |                          | <b>-56,530</b>     | <b>-54,675</b>     |
| <b>Financial income and expenses</b>    |                          |                    |                    |
|   | 0                        | 17,645             | 0                  |
| <b>Surplus/deficit</b>                  |                          |                    |                    |
|   | <b>0</b>                 | <b>-38,885</b>     | <b>-54,675</b>     |
| <b>Appropriation of surplus/deficit</b> |                          |                    |                    |
| Operating reserve                       | 0                        | -38,885            | -54,675            |
| Equalisation reserve                    | 0                        | 0                  | 0                  |

**Statement of Cash Flows for 2023**

|   | <b>2023</b> |                   | <b>2022</b> |                  |
|---|-------------|-------------------|-------------|------------------|
| Operating surplus/deficit                               |             | <b>-56,530</b>    |             | <b>-54,675</b>   |
| Adjustments for:  |             |                   |             |                  |
| Depreciation (and other changes in value)               | 113,942     |                   | 65,233      |                  |
|   |             | 113,942           |             | 65,233           |
| Movements in working capital:                           |             |                   |             |                  |
| Movement in current receivables                         | 40,691      |                   | 28,399      |                  |
| Movement in current liabilities                         | -4,234,819  |                   | 4,093,742   |                  |
|   |             | -4,194,128        |             | 4,122,141        |
| Cash flow from business operations                      |             |                   |             | 4,132,699        |
| Interest received/paid                                  |             | 17,645            | 0           | 0                |
| Cash flow from operating activities                     |             | -4,119,171        |             | 4,132,699        |
| Additions to/disposals of property, plant and equipment | -156,516    |                   | -582,446    |                  |
| Cash flow from investing activities                     |             | -156,516          |             | -582,446         |
| Cash flow from financing activities                     |             |                   |             |                  |
| Net cash flow   |             | <b>-4,275,687</b> |             | <b>3,550,253</b> |
| Exchange rate and translation differences on cash       |             | 0                 |             | 0                |
| Movement in cash  |             | <b>-4,275,687</b> |             | <b>3,550,253</b> |

## **Accounting policies**

### **General**

|  |  |
|--|--|
| Name under the Articles of Association | Stichting PUM Netherlands senior experts                     |
| Chamber of Commerce number             | 41160229   |
| RSIN/tax registration number           | 805699041  |
| PBO (ANBI) status                      | Yes  |
| Address                                | Bezuidenhoutseweg 12<br>2509 AB The Hague<br>The Netherlands |

### **PUM's objective and activities**

PUM contributes to sustainable and inclusive economic development by financially reinforcing SMEs in the countries PUM operates.

### **General principles for the preparation of the financial statements**

In preparing its financial statements, PUM follows the guideline RJ 640 for organisations without profit motive. The general basis for valuation of assets and liabilities, as well as for the determination of the balance of the current financial year is the acquisition price. Unless stated otherwise, assets and liabilities are stated at nominal value.

### **Integration of PUM contracts**

PUM's financial statements include the financial information concerning the grants contributed by:

- Ministry of Foreign Affairs (Sustainable Economic Development Department; DGIS-DDE) and the sponsorship contributions of:
  - Ministry of Agriculture, Nature and Food Quality (LNV)
  - Argidius Foundation
  - International Trade Centre Youth Empowerment Project
  - FG Africa
  - Technoserve Uganda

### **Comparative figures**

The comparative figures have been reclassified in the financial statements where necessary for presentation purposes; this was necessary for the 2023 financial statements due to the adapted presentation in the subsidy proposal .

### **Legal Merger**

On January 1, 2023 , Stichting PUM senior experts (acquiring legal entity) and DECP (disappearing legal entity) were legally merged. This merger has been accounted for in the 2023 financial statements of Stichting PUM using the "pooling of interest" method (RJ216). In accordance with the guideline the comparative figures 2022 have been adjusted as if the merger was already a fact from the beginning of that financial year.

### **Foreign currency translation**

The reporting currency is the euro. Receivables, payables and liabilities in foreign currencies are converted at the exchange rate applicable on the balance sheet date. Transactions in foreign currencies effected during the reporting period are recognised in the financial statements at the exchange rate applicable on the transaction date. Exchange rate differences ensuing from the conversion as at the balance sheet date are recognised in the statement of income and expenditure.

## ***Accounting policies for the valuation of assets and liabilities***

### ***Property, plant and equipment***

Property, plant and equipment are measured at the cost of acquisition less accumulated depreciation and, if applicable, impairments. Depreciation is based on the estimated economic life and calculated using a fixed percentage of the cost of acquisition, taking account of any residual value. Property, plant and equipment are depreciated from the date they are put into use.

The depreciation periods are as follows:

- Software 3-5 years (33%-20%)
- Hardware 5 years (20%)
- Fixtures and fittings 5-8 years (20%-12.5%)

### ***Receivables, prepayments and accrued income***

Receivables are carried at amortised cost net of the provisions for bad debts that are deemed necessary. These provisions are determined based on an individual assessment of the receivables. The costs of implementing the new CRM system are capitalised as prepaid expenses and will be released in the next years, which is the expected useful life of the new system.

### ***Cash***

Cash consists of bank balances and deposits with maturities of twelve months or less. Current account overdrafts at banks are recognised as amounts due to credit institutions, at current liabilities. Cash and cash equivalents are carried at face value.

### ***Equity***

#### *Equalisation reserve*

PUM has a free reserve. Its size is set normatively at about 15% of the value of the contracts on which PUM is at risk. These are, price-value and payment risk.

#### *Operating reserve*

The operating reserve is intended to absorb budget differences associated with the execution of the grant decision issued by the Ministry of Foreign Affairs. However the Ministry of Foreign affairs intends to reduce this and phase out the reserves in the years 2024-2026. It goes without saying that the Ministry of Foreign affairs has a duty of care towards its implementing partners and in the event of discontinuation of subsidies, this does not have to be overcome by maintaining an operating reserve and this can therefore be carefully phased out

### ***Pension scheme***

Since 2018, PUM has had a pension scheme with Nationale Nederlanden that qualifies as a defined contribution scheme, in which future pension benefits are based on the value on the retirement date. There is no mandatory indexation; the Executive Board determines this annually. For 2023, the maximum amount is €114,866. PUM applied an average-pay scheme before 2018; since that year, indexation has taken place on the rights accrued. The contributions due are recognised as costs in the financial year in accordance with the Dutch Guidelines for Annual Reporting.

An indexation deposit was formed in the past for indexation for active and deferred members. No funds have been available for active members since 1 January 2018. The policyholder finances indexation for active members by paying single contributions. These costs are invoiced and allocated as pension costs to the period to which they relate.

The amount of the indexation deposit is such that indexation can be financed for deferred members.



## ***Current liabilities***

Current liabilities are measured at fair value upon initial recognition. Liabilities are measured after initial recognition at amortized cost.

## ***Accounting principles for the determination of result***

### ***General***

The balance for the financial year is the difference between income and expenses that may be allocated to the reporting year.

Surpluses/deficits arising from other PUM contracts are recognised in the year in which they are realised. Where a deficit is expected, a provision is formed in accordance with the prudence principle as soon as we become aware of the potential deficit.

### ***Income***

Income is recognised in the year to which it relates, taking into account contributions yet to be received.

### ***Expenses***

Direct costs are allocated directly to the individual contracts.

Other costs are allocated to the contracts according to a general allocation formula based on the number of cases realised. If these costs can be allocated directly to the contracts, they are effectively passed on to the relevant contract.

### ***Statement of cash flows***

The statement of cash flows is prepared according to the indirect method.

**Notes to the Statement of Financial Position as at 31 December 2023**

**Property, plant and equipment**

A breakdown of property, plant and equipment is presented below:

**Software**

|   |              |
|---|--------------|
| Cost  | 697,373      |
| Accumulated depreciation                    | -689,338     |
| <b>Carrying amount as at 1 January 2023</b> | <b>8,035</b> |

|              |        |
|--------------|--------|
| Additions    | 0      |
| Disposals    | 0      |
| Depreciation | -6,259 |
| Movements    | -6,259 |

|   |              |
|---|--------------|
| Cost  | 697,373      |
| Accumulated depreciation                      | 695,597      |
| <b>Carrying amount as at 31 December 2023</b> | <b>1,776</b> |

**Hardware**

|   |               |
|---|---------------|
| Cost  | 466,200       |
| Accumulated depreciation                    | -445,173      |
| <b>Carrying amount as at 1 January 2023</b> | <b>21,027</b> |

|              |         |
|--------------|---------|
| Additions    | 27,465  |
| Disposals    | 0       |
| Depreciation | -19,891 |
| Movements    | 7,574   |

|   |               |
|---|---------------|
| Cost  | 493,665       |
| Accumulated depreciation                      | -465,064      |
| <b>Carrying amount as at 31 December 2023</b> | <b>28,601</b> |

**Fixtures and fittings**

|   |                |
|---|----------------|
| Cost  | 894,156        |
| Accumulated depreciation                    | -355,222       |
| <b>Carrying amount as at 1 January 2023</b> | <b>538,934</b> |

|              |         |
|--------------|---------|
| Additions    | 129,152 |
| Disposals    | 0       |
| Depreciation | -87,294 |
| Movements    | 41,858  |

|   |                |
|---|----------------|
| Cost  | 1,023,308      |
| Accumulated depreciation                      | -442,516       |
| <b>Carrying amount as at 31 December 2023</b> | <b>580,792</b> |

|   |              |
|---|--------------|
| <b>Office machines</b>                        |              |
| Cost  | 2,495        |
| Accumulated depreciation                      | -83          |
| <b>Carrying amount as at 1 January 2023</b>   | <b>2,412</b> |
|   |              |
| Additions                                     | 0            |
| Disposals                                     | 0            |
| Depreciation                                  | -499         |
| Movements                                     | -499         |
|   |              |
| Cost  | 2,495        |
| Accumulated depreciation                      | -582         |
| <b>Carrying amount as at 31 December 2023</b> | <b>1,913</b> |

*Notes to the Statement of Financial Position as at 31 December 2023*

|   | <u>31 Dec 2023</u> | <u>31 Dec 2022</u> |
|---|--------------------|--------------------|
| <b><u>Receivables, prepayments and accrued income</u></b> |                    |                    |
| <b>Accounts receivable</b>                                |                    |                    |
| Debtor contribution from clients to projects              | 16,705             | 28,063             |
|   | <b>16,705</b>      | <b>28,063</b>      |
| No provision for bad debts necessary                      |                    |                    |
| <b>Taxes and social security contributions</b>            |                    |                    |
| VAT receivable  | 124,001            | 118,512            |
|   | <b>124,001</b>     | <b>118,512</b>     |
| <b>Other receivables</b>                                  |                    |                    |
| IT implementation costs                                   | 117,685            | 158,828            |
| Prepaid invoices  | 108,088            | 98,764             |
| Other receivables DECP                                    | 0                  | 6,546              |
| Advances provided   | 0                  | 2,973              |
|   | <b>225,773</b>     | <b>267,111</b>     |
| <b><u>Cash</u></b>  |                    |                    |
| <b>Bank current accounts</b>                              |                    |                    |
| Rabobank current account                                  | 216,363            | 5,646,090          |
| Triodos current account                                   | 0                  | 247,865            |
| ABN Amro current account                                  | 94,253             | 146,962            |
|   |                    | <b>6,040,917</b>   |
| <b>Savings/deposit account</b>                            |                    |                    |
| RABO Doelreserveren                                       | 150,315            | 447,832            |
| ABN Amro  | 1,605,168          | 0                  |
|   | <b>1,755,483</b>   | <b>447,832</b>     |
| <b>Total cash</b>   | <b>2,066,100</b>   | <b>6,488,749</b>   |
| <i>All cash is fully freely available</i>                 |                    |                    |

## Notes to the Statement of Financial Position as at 31 December 2023

### Equity

|                      | <u>31 Dec<br/>2023</u> | <u>31 Dec<br/>2022</u> |
|----------------------|------------------------|------------------------|
| Operating reserve    | 331,310                | 370,195                |
| Equalisation reserve | <u>329,326</u>         | <u>329,326</u>         |
|                      | <b>660.636</b>         | <b>699,521</b>         |

### Notes to the operating reserve

In the addendum to the grant decision for 2023-2030 dated 4 march 2024 (MINBUZA-2024.232311) establishes the reduction of the operation reserve. The purpose is to phase out the reserve in the years 2024-2026 according to the following schedule:

- In 2023 a 5% reserve of the average grants effectively approved 2020-2022
- In 2024 a 4% reserve of the average grants effectively approved 2020-2022
- In 2025 a 2% reserve of the average grants effectively approved 2020-2022
- In 2026 a 0% reserve of the average grants effectively approved 2020-2022

|                                     |                   |
|-------------------------------------|-------------------|
| Grant effectively approved for 2020 | €6,643,977        |
| Grant effectively approved for 2021 | €5,523,655        |
| Grant effectively approved for 2022 | <u>€7,710,954</u> |
|                                     | €19,878,586       |
| Average                             | €6,626,195        |
| Permitted 5% of average             | € 331,310         |

Movements in the operating reserve, including proposed appropriation of the surplus for 2023:

|  |                       |
|--|-----------------------|
| Balance as at 31 December 2023         | 370,195               |
| Withdrawal in 2023                     | <u>-38,881</u>        |
| Balance after appropriation of surplus | <u><b>331,314</b></u> |

### Notes to the equalisation reserve

The equalisation reserve is a free reserve. Its prescribed size is approximately 15% of the value of the contracts on which PUM runs risks. These are price, exchange rate and payment risks.

|                                       |                       |
|---------------------------------------|-----------------------|
| Balance as at 31 December 2022        | 329,326               |
| Appropriation of result 2023          | <u>0</u>              |
| Balance after appropriation of result | <u><b>329,326</b></u> |

The amount of the reserve exceeds the prescribed amount of approximately 15% of the value of the contracts, i.e. 105%. We expect a substantial increase in the contract value with effect from 2023, which, in our opinion, justifies holding this reserve amount.

**Notes to the Statement of Financial Position as at 31 December 2023**

**Current liabilities**

|  | <u>31 Dec 2023</u> | <u>31 Dec 2022</u> |
|--|--------------------|--------------------|
| <b>Advances received</b>                               |                    |                    |
| Ministry of Foreign Affairs, DGIS-DDE 2023-2030        | 1,093,372          | 5,000,000          |
| Ministry of Foreign Affairs, DGIS-DDE 2017-2022        | 0                  | 89,047             |
| Ministry of Foreign Affairs, DGIS-DDE DECP             | 0                  | 121,346            |
|  | <u>1,548,660</u>   | <u>5,645,253</u>   |
| <b>Accounts payable</b>                                |                    |                    |
| Accounts payable                                       | <u>359,357</u>     | <u>547,404</u>     |
|  | <b>359,357</b>     | <b>547,404</b>     |
| <b>Taxes and social security contributions</b>         |                    |                    |
| Payroll tax payable                                    | <u>187,861</u>     | <u>152,884</u>     |
|  | <b>187,861</b>     | <b>152,884</b>     |
| <b>Other liabilities, accruals and deferred income</b> |                    |                    |
| Staff costs payable                                    | 230,627            | 266,622            |
| Accruals and deferred income                           | 58,490             | 128,995            |
| Other liabilities DECP                                 | 0                  | 32,162             |
|  | <u>289,117</u>     | <u>427,779</u>     |

## **Notes to the Statement of Financial Position as at 31 December 2023**

### ***Off-balance sheet liabilities***

#### ***Long-term financial obligations***

##### ***Business accommodation***

A covenant was signed with VNO-NCW on 7 December 2022, which is valid until 31 December 2030. The covenant includes arrangements on the lease of the office on the 15th floor of the Malietoren office tower. The rent, including parking spaces and service charges, amounts to €368,723 per annum. Procurement of facility services totals €88,342 per annum.

##### ***New website for PUM***

A contract was signed between PUM and Lama Lama on 30 November 2023 with the purpose to create a brand new website for PUM. The maximum obligation for this contract is €36.200 (ex VAT). In 2023 90% was billed.

##### ***PUM indexation fund***

As at 1 January 2024, an amount of €1,528,546 was deposited with Nationale Nederlanden, which is earmarked for persons who were deferred pension scheme members on 31 December 2017 and whose employment has ended. The employer has formed this indexation deposit with Nationale Nederlanden to finance the increases. If the balance in the deposit is insufficient to grant the indexation described, the employer will pay Nationale Nederlanden an additional single contribution.

The agreement entered into force on 1 January 2021, is open-ended and can be terminated at the end of every year.

##### ***Subsequent events***

There were no subsequent events with an impact on the 2023 financial accounts.



**WNT justification for 2023, Stichting PUM Netherlands senior experts**

Stichting PUM Netherlands senior experts is subject to the Dutch Executives' Pay (Standards) Act (*Wet normering topinkomens*; WNT). As from 2023, the individually applicable maximum is the general maximum, i.e. €223,000 per annum.

**Remuneration of senior executives**

| <b>Data for 2023</b><br>amounts x €1<br>Position details                     | A.D. Brouwer<br>CEO | P.J.L. Bongaerts<br>COO |
|--|---------------------|-------------------------|
| Beginning and end of job performance in 2023                                 | 01/01-31/12         | 01/01-31/12             |
| Scope of employment (part-time factor in FTEs)                               | 1.00                | 1.00                    |
| Employment relationship?   | Yes                 | Yes                     |
| <b>Remuneration</b>  |                     |                         |
| Remuneration plus taxable expense allowance                                  | 143,070             | 130,722                 |
| Remuneration payable on a future date  | 33,219              | 27,208                  |
| <b>Subtotal</b>  | <b>176,289</b>      | <b>157,930</b>          |
| Individually applicable maximum remuneration                                 | 223,000             | 223,000                 |
| -/-Amount unduly paid and not yet recovered.                                 | Not applicable      | Not applicable          |
| <b>Remuneration</b>  | <b>176,289</b>      | <b>157,930</b>          |
| The amount of the excess and the reason why the excess is or is not allowed. | Not applicable      | Not applicable          |
| Explanation of the claim for undue payment.                                  | Not applicable      | Not applicable          |

|  |                    |                            |                     |
|--|--------------------|----------------------------|---------------------|
| <b>Data for 2022</b><br>amounts x €1<br>Position details | D.E. Ernste<br>CEO | G.J.M. Wehkamp<br>Director | A.D. Brouwer<br>CEO |
| Beginning and end of job performance in 2022             | 01/01-31/03        | 01/01-31/12                | 01/09-31/12         |
| Scope of employment (part-time factor in FTEs)           | 0.85               | 1.00                       | 1.00                |
| Employment relationship?                                 | Yes                | Yes                        | Yes                 |
| <b>Remuneration</b>                                      |                    |                            |                     |
| Remuneration plus taxable expense allowance              | 39,444             | 129,704                    | 43,838              |
| Remuneration payable on a future date                    | 5,767              | 33,807                     | 10,115              |
| <b>Remuneration</b>                                      | <b>45,211</b>      | <b>163,511</b>             | <b>53,953</b>       |
| <b>Individually applicable maximum remuneration</b>      | <b>45,271</b>      | <b>216,000</b>             | <b>72,197</b>       |

|   |                    |
|---|--------------------|
| <b>Data for 2022, termination of employment</b><br>Amounts x €1<br>Name | D.E. Ernste<br>CEO |
| Position  | 2022               |
| Year of termination of employment                                       | 0.85               |
| Scope of employment   | 64,000             |
| Payment agreed  | <b>64,000</b>      |
| Individually applicable maximum<br>Paid in 2022                         | <b>64,000</b>      |

**Senior executives with total remuneration of €1,800 or less**

| Name             | Position | Period      |
|------------------|----------|-------------|
| A.H. Ridders     | Director | 01/01-31/03 |
| H.A. Voortman    | Director | 01/01-31/03 |
| P.J.L. Bongaerts | Director | 01/04-31/12 |

**Supervising senior officials**

The members of PUM's Supervisory Board do not receive any remuneration or fee for their activities.

|                       | Position               | Period                  |
|-----------------------|------------------------|-------------------------|
| Ms I.D. Thijssen      | Chair                  | 01/01/2023 - 31/12/2023 |
| Mr J. Vonhof          | Vice-Chair             | 01/01/2023 - 31/12/2023 |
| Mr R.E. Wolleswinkel  | Audit Committee Member | 01/01/2023 - 31/12/2023 |
| Ms T.O. Fierens       | Member                 | 01/01/2023 – 04/07/2023 |
| Mr A.C. van Haeringen | Audit Committee Member | 01/01/2023 - 31/12/2023 |
| Mr R.L.M.H. Puts      | Member                 | 01/04/2023 - 31/12/2023 |
| Ms L. Ait-Baali       | Member                 | 04/07/2023 – 31/12/2023 |



**Notes to the Statement of Income and Expenditure for 2023**

|  | <b>Budget for<br/>2023</b> | <b>Actual in<br/>2023</b> | <b>Actual in<br/>2022</b> |
|--|----------------------------|---------------------------|---------------------------|
| <b>Contribution from Ministries</b>        |                            |                           |                           |
| Ministry of Foreign Affairs, DGIS-DDE+E&L  | 10,775,000                 | 9,406,629                 | 7,710,954                 |
| Ministry of Foreign Affairs, DECP          |                            |                           | 1,696,204                 |
|  | <b>10,775,000</b>          | <b>9,406,629</b>          | <b>9,407,158</b>          |
| <b>Sponsorship and other contributions</b> |                            |                           |                           |
| Contribution from VNO-NCW                  | 380,000                    | 380,000                   | 350,959                   |
| Contribution from clients                  | 10,000                     | 0                         | 0                         |
| Contribution from sponsors                 | 310,000                    | 116,708                   | 143,351                   |
| Contribution from HBF sponsors             | 30,000                     | 31,465                    | 49,000                    |
|  | <b>730,000</b>             | <b>528,173</b>            | <b>543,310</b>            |
| <b>Total income</b>                        | <b>11,505,000</b>          | <b>9,934,802</b>          | <b>9,950,468</b>          |

The contribution from the Ministry of Foreign Affairs is based on the following decision and addenda:

- Decision NL Employers 4 SDG8 2023-2023 dated 22 November 2022 (valid 2023-3030) for an amount of €77,025,000. This decision is accompanied with the following addendum:
- Decision NL Employers 4 SDG8 activity number 4000006606 dated 4 March 2024 with a downward adjustment of the available PMEL budget for the total program period 2023-2030 with a total amount of €200,000 now that the endline evaluation will no longer be marketed by PUM, but by DDE.
- On December 15 2023 The Ministry of Foreign Affairs amended the determination decision as follows the grant for the grant period January1, 2017 to December 31, 2022 is set at an amount of €49,663,067. The advances paid out were €49,752,113 means that amount of €89,046 was unduly paid as an advance. PUM paid this back in December 2023.

**Explanation of the difference compared with the budget**

The revenue generated from grants was €1,368,371 lower than initially budgeted (13%), this was mainly due to:

- The lower number of realised projects in 2023.
- No costs were made for the South-South exchange
- The reservation budgeted to hire paid social dialogue experts was not used, instead we ensured that the dedicated volunteer expert pool is adequately staffed.
- Contribution from clients is nil as was decided not to invoice clients in 2023 as PUM first wants to fine tune the primary process.
- Contribution from sponsors is €193,292 lower than budgeted as raising funds to finance programs was difficult in 2023. For a great part of the year we were understaffed. With the new partnership manager and an improved partnership policy we expect that this will improve in the future.

**Notes to the Statement of Income and Expenditure for 2023**

|   | Budget for<br>2023 | Actual in<br>2023 | Actual in<br>2022 |
|---|--------------------|-------------------|-------------------|
| <b>Direct expenses for country programmes</b> |                    |                   |                   |
| Flight and travel expenses                    | 3,200,000          | 1,691,984         | 1,158,992         |
| Visas, insurance and medication costs         | 200,000            | 120,021           | 102,019           |
| DSA and costs of accommodation                | 850,000            | 727,141           | 558,043           |
| Material and other direct costs               | 100,000            | 38,474            | 47,652            |
| Hans Blankert Fund                            | 275,000            | 231,372           | 300,339           |
| Representatives' expenses                     | 900,000            | 787,784           | 656,611           |
| Project management costs                      | 20,000             | 58,200            | 48,391            |
| Program support costs                         | 560,000            | 548,053           | 493,021           |
| Country activities DECP                       | 0                  | 0                 | 1,047,515         |
| Cross cutting activities DECP                 | 0                  | 0                 | 248,767           |
|   | <b>6,105,000</b>   | <b>4,203,029</b>  | <b>4,661,350</b>  |

***Explanation of the difference compared with the budget***

The direct expenses incurred were €1,901,971 (30%) lower than budgeted, which is explained by the fact that less advice on location projects were realised than budgeted. This also resulted in lower variable compensation for representatives.

Furthermore no costs were made for the budgeted South-South exchange and social dialogue.

**Notes to the Statement of Income and Expenditure for 2023**

|  | Budget for<br>2023 | Actual in<br>2023 | Actual in<br>2022 |
|--|--------------------|-------------------|-------------------|
| <b>Staff costs</b>   |                    |                   |                   |
| <b>Management and support staff</b>  | 2,111,732          | 2,211,356         | 1,856,143         |
| <b>Programme staff</b>   | 2,138,268          | 2,106,284         | 1,777,489         |
| <b>Total staff costs</b>   | <b>4,250,000</b>   | <b>4,317,640</b>  | <b>3,633,632</b>  |
| <b>Specification:</b>  |                    |                   |                   |
| <b>Wages and salaries</b>  |                    |                   |                   |
| Gross salaries   | 2,600,000          | 2,623,718         | 2,167,043         |
| Bonus  |                    | 0                 | 5,500             |
| Holidays   |                    | -24,129           | 51,481            |
| Transition payments  |                    | 7,723             | 93,740            |
| Absence insurance paid less benefit  | 75,000             | -70,110           | 30,897            |
|  | <b>2,675,000</b>   | <b>2,537,202</b>  | <b>2,348,661</b>  |
| <b>Social security charges</b>   |                    |                   |                   |
| Employer contribution to unemployment benefits (WW)/disability benefits (WAO)/industry-wide fund | <b>575,000</b>     | <b>501,626</b>    | <b>433,277</b>    |
| <b>Pensions</b>  |                    |                   |                   |
| Pension costs  | 535,000            | 457,490           | 376,146           |
| Life-course savings  | 132,000            | 62,286            | 64,802            |
|  | <b>667,000</b>     | <b>519,776</b>    | <b>440,948</b>    |
| <b>Other staff costs</b>   |                    |                   |                   |
| Miscellaneous staff costs  | 75,000             | 152,981           | 160,876           |
| Travel expenses  | 55,000             | 77,679            | 30,225            |
| Costs of temporary and agency staff  | 75,000             | 476,071           | 134,097           |
| Training costs   | 128,000            | 52,302            | 85,550            |
|  | <b>333,000</b>     | <b>759,033</b>    | <b>410,748</b>    |
| <b>Staff costs DECP</b>  |                    |                   | <b>292,176</b>    |
| <b>Total staff costs</b>   | <b>4,250,000</b>   | <b>4,317,637</b>  | <b>3,925,810</b>  |
| Average FTEs DECP  |                    |                   | 2,81              |
| Average FTEs   | 42,6               | 39,6              | 38,3              |

**Explanation of the difference compared with the budget**

On balance, total staff costs ended up 2% higher than budgeted, mainly due to the necessity of deploying interim staff for HR, Operations, Communication and Business Development. This was necessary due to long-term illness of an employee, and the difficulty to fulfil some vacancies.

## Notes to the Statement of Income and Expenditure for 2023

| Monitoring & Evaluation Expenses    | Budget for<br>2023 | Actual in<br>2023 | Actual in<br>2022 |
|-------------------------------------|--------------------|-------------------|-------------------|
| Monitoring & evaluation expenses    | 75,000             | 68,427            | 73,482            |
| Subcontracted evaluation & learning | 80,000             | 79,174            | 0                 |
|                                     | <b>155,000</b>     | <b>147,601</b>    | <b>73,482</b>     |

### Explanation of the difference compared with the budget

Monitoring & Evaluation expenses are virtually identical to the amounts budgeted.

| Rent, facilities and office expenses |                |                |                |
|--------------------------------------|----------------|----------------|----------------|
| Rent and services                    | 370,000        | 373,761        | 359,750        |
| Facilities expenses                  | 190,000        | 158,391        | 167,287        |
| Office expenses                      | 40,000         | 60,906         | 47,797         |
| Rent, facilities and expenses DECP   |                |                | 95,094         |
|                                      | <b>600,000</b> | <b>593,058</b> | <b>669,928</b> |

### Explanation of the difference compared with the budget

Rent facilities and office expenses are virtually identical to the amounts budgeted.

| Communication expenses      |                |                |               |
|-----------------------------|----------------|----------------|---------------|
| Publications                | 10,000         | 5,880          | 11,394        |
| Promotional material        | 40,000         | 65,649         | 6,850         |
| Website                     | 40,000         | 61,702         | 28,685        |
| Other communication         | 30,000         | 45,091         | 24,013        |
| Corporate Identity          |                | 75,935         | 0             |
| Communication expenses DECP |                |                | 11,715        |
|                             | <b>120,000</b> | <b>254,257</b> | <b>82,657</b> |

### Explanation of the difference compared with the budget

In 2023 PUM invested in the development of the new house style appropriate to the positioning of PUM, in addition there was an investment in developing the new website. A zero measurement was also taken in 2023 regarding PUM's name and proposition awareness. This resulted in €134,257 higher expenses.

| IT expenses                 |               |                |                |
|-----------------------------|---------------|----------------|----------------|
| Small items                 | 2,000         | 6,525          | 13,873         |
| Data communication          | 20,000        | 12,992         | 9,435          |
| Software support            | 30,000        | 97,650         | 80,145         |
| Costs of equipment leases   | 1,000         | 606            | 26,020         |
| Costs of telecommunications | 2,000         | 3,748          | 9,402          |
| IT expenses DECP            |               |                | 2,518          |
|                             | <b>55,000</b> | <b>121,521</b> | <b>141,393</b> |

**mazars**

Mazars N.V.

Initialled for

identification purposes only

GJU | 28-03-2024

## ***Explanation of the difference compared with the budget***

The IT expenses in 2023 were 120% higher than budgeted due to some factors that were not predicted:

- Server migration to Azure
- It was decided to purchase a reservation system for the meeting rooms of the office
- Higher general increase of IT costs dan predicted
- Higher remote support costs from Exact needed due to merger with DECP and interfacing with Microsoft Dynamics.

### **Audit & consultancy expenses**

|                      |               |                |                |
|----------------------|---------------|----------------|----------------|
| Consultancy expenses | 55,000        | 77,663         | 122,371        |
| Audit expenses       | 40,000        | 66,219         | 48,750         |
| Audit expenses DECP  |               |                | 41,941         |
|                      | <b>95,000</b> | <b>143,882</b> | <b>213,062</b> |

## ***Explanation of the difference compared with the budget***

The consultancy expenses are 51% higher than budgeted because consultation was hired on the topics of “change processes and communication approach” and positioning strategy. The audit expenses are higher due to the expertise needed in the settlement of the previous subsidy period.

### **Depreciation**

|                                       |               |                |               |
|---------------------------------------|---------------|----------------|---------------|
| Depreciation of fixtures and fittings | 25,000        | 87,793         | 43,259        |
| Depreciation of hardware & software   | 30,000        | 26,149         | 21,974        |
|                                       | <b>55,000</b> | <b>113,942</b> | <b>65,233</b> |

## ***Explanation of the difference compared with the budget***

Depreciation charges are in total 107% higher than budgeted due to the investments made in the office in 2022 and 2023.

### **General expenses**

|                       |               |               |               |
|-----------------------|---------------|---------------|---------------|
| Insurance             | 25,000        | 46,655        | 32,001        |
| Bank charges          | 20,000        | 22,927        | 29,120        |
| General – other       | 25,000        | 26,823        | 12,307        |
| General expenses DECP |               |               | 25,891        |
|                       | <b>70,000</b> | <b>96,405</b> | <b>99,319</b> |

## ***Explanation of the difference compared with the budget***

General expenses are in total 37 % higher than budgeted. The main reason is caused by the insurances, an appraisal of the office inventory took place in 2023 resulting in higher policy costs. Until the end of 2022 PUM could benefit from the policy terms of VNO-NCW as far as disability insurance is concerned. In 2023 a policy was taken out with an insurer for all PUM staff. Bank charges are 15% higher mainly because the bank transaction costs are higher and a new bank account with ABN-Amro was opened.



***Signature page Executive Board and Supervisory Board***

**Adopted in The Hague on March 27 2024**

A.D. Brouwer-Bom  
Chairman of the Board of Directors

P.J.L. Bongaerts  
Member of the Board of Directors

I.D. Thijssen  
Chairman of the Supervisory Board

J. Vonhof  
Vice-Chairman of the Supervisory Board

R.E. Wolleswinkel  
Member of the Supervisory Board

A.C. van Haeringen  
Member of the Supervisory Board

R.L.M.H. Puts  
Member of the Supervisory Board

L. Ait-Baali  
Member of the Supervisory Board

## *Other Information*

### *Determination of result*

The Articles of Association of Stichting PUM Netherlands senior experts do not include any provisions on the determination of surplus or deficit.

If and when a surplus or deficit has been achieved on the other contracts, this surplus or deficit will be added to or deducted from the equalisation reserve.

*Auditor's Report*

**mazars**

Mazars N.V.  
Initialed for  
identification purposes only  
GJU | 28-03-2024