LETTER OF ENDORSEMENT AND COMMITMENT

With reference to your email dated 10 August 2017 in which you ask us to consider various options. By way of introduction, we must acknowledge that the Norwegian University of Life Sciences (NMBU) has not provided feedback to you on the developments that have taken place at the University since the Norwegian University of Life Sciences (UMB) was given an HR Excellence in Research Award in 2013. This is in large part due to the extensive internal work that has taken place at the University.

We would like to provide feedback based on point 3 and inform you of our continuous work on implementing the Charter and Code principles. In spite of the lack of feedback on the implementation of the Charter and Code, our university has systematically followed up the GAP analyses, action plan and factors that required improvement as they were described in the letter from NMBU on which the presentation of an HR Excellence in Research Award was based. This will be a continuous process in which NMBU will become ever better.

I will ensure you that the Norwegian University of Life Sciences is committed to continue our work on the implementation of the C&C principles. NMBU entirely agrees with all the C&C principles and is highly committed to support the development of researchers and research career structures now and in future.

Heidi Blom
hege.amsen@nmbu.no

P.O. Box 5003
1432 ÅS, NORWAY
+47 67 23 00 00

post@nmbu.no
www.nmbu.no
November 10, 2017,

Sincerely,

Mari Sundli Tveit
Rector

The document has been electronically approved and therefore does not contain handwritten signatures.


<table>
<thead>
<tr>
<th>Receiver</th>
<th>Contact person</th>
<th>Address</th>
<th>Zip</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Commission -</td>
<td>Irmela Brach</td>
<td>ORBAN 4/71</td>
<td>B-10 Brussels</td>
</tr>
<tr>
<td>Research &amp; Innovation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>