

Digital Freedom Fund  
Korte Lijnbaanssteeg 1-4513  
1012SL, Amsterdam  
Dutch Chamber of Commerce number 69525749  
RSIN number 857905922

## 2025 ANNUAL REPORT

### REPORT

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On the 2025 financial statements



## 2025 ANNUAL REPORT

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1. MANAGEMENT REPORT/DIRECTORS' REPORT

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## **1.1 General**

### **1.1.1 Introduction**

In the digital space, Big Tech is driving a ruthless agenda that prioritises profit, market dominance and control. The explosion of artificial intelligence and Big Tech’s control of public discourse through social media platforms has meant corporate greed, rather than care for humanity, has taken priority. Additionally, governments are embracing these technologies not to empower, but to surveil, repress, and strengthen authoritarian control including use of spyware and drones.

The Digital Freedom Fund (DFF) exists to support the digital rights community in Europe and beyond to use strategic litigation to advance and protect human rights in digital spaces and reduce the negative impact of technology in the world. Since our inception in 2017, we have built a strong record of conscientious grantmaking and creating tools and organising events to strengthening and support the community to fight back against digital harms. We have made 150 grants in over 30 countries supporting a wide range of issues including surveillance, platform accountability, data protection, AI and digital welfare.

With our unique approach combining funding for digital rights strategic litigation projects with community strengthening, we have been instrumental in shaping the digital rights community as it currently exists. Since inception, we have actively sought to expand the digital rights community by breaking work silos and supporting activists, lawyers and other actors to litigate stronger digital rights cases that are centred on affected communities. We believe it is immensely import to shift resources and power to those within marginalised communities who are most affected by digital harms. Digital technologies have deepened and accelerated the injustices already embedded in our societies. For racialised, gender minoritised, queer, migrant, disabled, and impoverished communities—those who already bear the weight of systemic oppression—these technologies often act as new tools of surveillance, control, and exclusion. What is framed as innovation for some becomes a tool to profile, target and discriminate against the same marginalised communities.

### **Weaving Liberation**

Weaving Liberation is an ecosystem-building and regranting initiative focused on supporting and resourcing digital justice organising in Europe. Weaving Liberation coordinates the implementation of “A vision for digital justice organising in Europe”, a programme of activities that were an outcome of the Decolonising the Digital Rights Field Programme led by DFF together with EDRi from 2020-2024. The programme helps create the conditions for communities to work towards anti-colonial and liberatory digital futures.

Weaving Liberation was launched as a separate entity led by Co-Directors Laurence Meyer and Salmana Ahmed in mid-2024. Weaving Liberation is currently a hosted entity at DFF. The relationship between DFF and Weaving Liberation is regulated by a Memorandum of Understanding between the two organisations. Weaving Liberation staff and activities are subject to the policies and procedures of DFF

but operates independently from DFF's core programmes. DFF and Weaving Liberation Leadership have regular coordination meetings. The DFF Board is responsible for overseeing both DFF's and Weaving Liberation's activities.

## 1.2 Achievement of objectives

In DFF's 2023-2026 strategic plan, DFF laid out overarching objectives for its areas of activity and operations:

- 1) increase the grantmaking budget to better accommodate high demand for grants to support strategic litigation, especially to organisations and individuals outside the traditional digital rights community;
- 2) bring Community Strengthening and Support (CSS) activities up to operational capacity while bringing more intersectionality into the work; and
- 3) stabilise operational capacity and internalise our organisational values to improve staff well-being and satisfaction.

In 2025, DFF continued to progress on these objectives. Particularly in grantmaking, DFF expanded grantmaking to several less traditional organisations, including LGBTQI+, Roma, women's and workers' rights groups. We also piloted participatory grantmaking for pre-litigation research grant applications in the first half of 2025. The pilot was by all measures a great success. Therefore, in the second half of the year, we expanded the pilot to include litigation applications too, with the prospect of permanently shifting all grantmaking to a participatory model that empowers those closest to the work to decide which litigation and research will have the most impact.

In 2025, DFF took the next step in consolidating its Community Programme work and making work as efficient for the community as possible by shifting organisation of activities into "strategic litigation hubs". Each strategic litigation hub hosts a series of events and activities focused on a particular area of digital rights. These events and activities are accompanied by a cohort of participants with focused work on the hub's topic to foster collaboration and support them in building their litigation strategies. The first two hubs launched were 1) AI and digital infrastructure and 2) digital democracy.

DFF officially moved to a distributed leadership model in 2024. In DFF's distributed leadership model, decision making is placed with those closest to the work through formal delegation of decision-making authority to operational "circles". DFF strategic oversight lies with two Co-Directors, Darrah Hassell and Nikita Kekana. Rather than a full-time director role, the Co-Directors still lead in the operational area while also taking up executive responsibilities as Co-Directors. This ensures that the strategic vision and direction of the organisation remain fully aligned with the operational reality of carrying out the work. In 2025, we worked to further formalise the shift to distributed leadership by documenting processes and adjusting our tools to facilitate decision making and collaboration internally. Feedback from staff on the model continues to be very positive with staff unanimously agreeing to continue with distributed leadership.

## Weaving Liberation

Weaving Liberation ran its first full programmatic year in 2025. The consultant Esra Özkan joined the team as the team's Movement Doula in May and led work on the Life-affirming Visions of Tech work stream. Weaving Liberation achieved its fundraising goals in 2025, fully securing its 2026 grantmaking budget. With the budget secured, in the second half of 2025, Weaving Liberation began preparations for launch of the grantmaking programme, which is scheduled for the first half of 2026.

Operationally, Weaving Liberation adopts DFF policies and procedures by default. However, as Weaving Liberation further establishes itself as a separate entity, the team has prioritised some areas, especially those related to staff well-being and compensation, where it would like to have its own distinct policies. Therefore in 2025, Weaving Liberation worked internally on establishing its own processes and procedures as needed and formalising their own policies when deemed necessary with oversight of the Board.

### **1.2.1 Litigation Support - Grantmaking**

We ran two calls for grant applications in 2025. Of the 132 applications received, we approved funding for 24 new projects, plus additional funding to two ongoing projects, worth EUR 834,633 in total (2024: 21 new and three ongoing projects worth 885,739). Of the 24 projects, 16 are for litigation track support, providing funding for up to 53 instances of litigation and 8 are for pre-litigation research. From these projects and other on-going projects, EUR 699,010 was contracted in 2025 (2024: EUR 674,359) while the other part was set aside for future instances.

The volume of approved applications (EUR 834,633) is higher than the committed funds of EUR 699,010. This is due to the uncertainty of future instances and the benefits gained from the Litigation Track Support Reserve model used to provision for future instances. With far more viable applications received than grantmaking budget available (funding covered only 24 of the 132 applications), we will continue to pursue additional funding for grantmaking.

So far 74 individual instance grants of DFF-supported litigation and 31 pre-litigation research grants have been completed. As of January 2026, 52 DFF-supported litigation projects and 17 pre-litigation research projects are ongoing.

### Supported project impact in 2025

front-LEX and Refugees in Libya are involved in litigation at the Court of Justice of the European Union pushing for the termination of Frontex's aerial surveillance activities in the Central Mediterranean, with a view to terminating the unlawful provision of coordinates and other information regarding refugee

boats. As of August 2025, for the first time the General Court rejected Frontex's plea of inadmissibility and reserved its decision until ruling on the substance of the case.

On 27 February 2025, a court ruled in Iridia's favour and ordered the indictment of three NSO Group executives. The indicted individuals held positions of responsibility in NSO related companies when a lawyer was allegedly spied on using Pegasus spyware. This is the first time that NSO Group executives have been formally notified that they are under criminal investigation. Iridia's litigation challenging the use of Pegasus spyware has raised awareness about illegal surveillance by reaching national and international audiences, with news sites like TechCrunch, Netzpolitik, Follow the Money and The Intercept writing about case, and international movements such as the BDS movement also publishing information about the case.

In May, 5Rights Foundation and the Good Law Project filed a complaint to the Competition and Markets Authority (CMA) regarding the failure of Apple and Google to inform and enforce the legal requirements around app ratings, allowing downloaded apps to process children's data for surveillance advertising purposes.

In December, the European Commission announced it had begun a formal antitrust investigation into whether Google has breached EU competition rules through its use of AI Overviews. This followed a complaint filed by UK group Foxglove, calling for an injunction requiring Google to provide a permanent opt out for newsrooms.

For their pre-litigation research about the invasion of privacy of people living with HIV in North Macedonia, Stronger Together published two reports, including on the legal framework of medical data protection in North Macedonia, and comparison with other countries with similar frameworks concerning medical data protection - Slovenia, Estonia and Portugal. In February 2025 there was a workshop to present the research, including with representatives from the Ministry of Health. The Ministry acknowledged the problems and confirmed that access to medical data should be more comprehensively regulated, and agreed to address this by amending the relevant legislation. According to Stronger Together, the Ministry is creating a working group to draft amendments. This is a great example of how even the pre-litigation stage can lead to change before court proceedings begin—the information gathered to prepare for litigation and the threat of litigation itself was enough to persuade the government to change its practices.

In noyb's case against the Luxembourg data protection authority (the CNPD) for failing to respond to a complaint against the company RocketReach, the Court of Appeal ruled in noyb's favour, confirming that noyb has an interest in bringing proceedings. The case was sent back to the Administrative Court who then ordered the CNPD to start the investigation against RocketReach that it had originally said it would not do. This was a victory for the wider community as it sets a precedent that the CNPD has an obligation to investigate complaints of this kind.

On 4 April 2025, the European Commission issued a comprehensive study on the state of algorithmic management in the European Union. Worker Info Exchange's DFF-supported litigation against both Uber and Ola Cabs on behalf of UK and EU workers was highlighted, with a case study and the European Commission stating:

*“Both the Uber and Ola cases are prime examples of successful strategic litigation that has led to the mobilisation of GDPR data subject rights vis-à-vis digital labour platforms.”*

This indicates that gig economy workers can effectively resist unfair algorithmic management and that doing so is an important vector in mobilising workers towards effective union organizing for building and sustaining long term power.

### 1.2.2 Community Strengthening and Support

We will now organise our work around various strategic litigation hubs (Hubs) rather than hosting standalone events. These Hubs focus on key digital rights thematic topics such as AI accountability, digital democracy and human rights protection in the digital infrastructure sector.

The core goals of these Hubs are to:

- foster meaningful and long-lasting collaborations amongst participants; and
- collectively brainstorm and bring about strategic litigation cases on digital rights issues.

In June, we launched our first Hub, the AI and Digital Infrastructure Strategic Litigation Hub (AI Hub), through a workshop on AI and digital environmental justice. The AI Hub aims to foster collaboration on strategic litigation holding Big Tech, governments and other relevant actors accountable for the harms caused by AI and development of digital infrastructure. AI is provoking, facilitating, and exacerbating social injustice and human rights violations.

The AI Hub Workshop was co-hosted with La Quadrature du Net in Marseille, France. Topics covered included climate justice and AI accountability issues, including the environmental and human costs of data centres, climate misinformation and countering online and digital threats such as strategic lawsuits against public participation (SLAPPs) to environmental activism.

In October, we facilitated a strategic litigation retreat for the AI Hub just outside of Munich, Germany. The retreat focused on developing legal cases that relate to both AI and Digital Infrastructure. The cases spanned a wide range of sub-topics, including greenwashing, human rights and environmental degradation and human rights violations relating to data centres, online child safety, and the use of AI to stifle activism and protests. The cases being developed spanned multiple countries, including the Netherlands, France, Mexico and Hungary.

We hosted our last standalone event in May 2026 in Portugal. The Movement Lawyering Strategic Litigation Retreat focused on platform accountability and was co-hosted by Weaving Liberation. During the retreat, we held peer-led sessions designed to equip participants with practical skills in movement lawyering such as trauma-informed legal practice and advocacy, survivors of online harm, the use of lawyering as a tool for movement-building, navigating the positionality of lawyers when working between, for and with movements, as well as effective strategies in communication and outreach work centring those directly affected in strategic litigation cases.

In addition to our events, we published our latest practical guide, *Legal Pathways for Platform Accountability in Europe*, in May. This collaborative work supports litigators, civil society organisations, and communities in resisting platform power through the application of five EU legal frameworks: the Digital Services Act, the AI Act, the Platform Work Directive, the General Data Protection Regulation, and Corporate Sustainability Due Diligence Directive. Each section was written by a different person from the community.

Throughout 2025, different members of the team have represented DFF, attending a total of 14 events, and directly facilitating sessions at nine events. For example, Grants Lead, Thomas Vink, facilitated a workshop on funding strategic litigation in collaboration with Access Now and Center for Intimacy Justice at Rightscon in March. Our Legal Officer and Partnership Lead, Alexandra Giannopoulou, participated in workshops on automated decision-making in welfare at the Fourth European Workshop on Algorithmic Fairness in June and co-organised a session on using strategic litigation against tech harms with AWO and Data Rights at PrivacyCamp in Brussels. Alexandra also presented DFF's work at a webinar for the Digital Democracy Initiative and participated in Equinet's workshop about building cases on algorithmic discrimination. DFF is a member of funder networks, EDGE and Ariadne, with our co-directors, Nikita and Darrah, respectively attending the annual conferences for each network. Nikita also co-facilitated a session on digital environmental Justice in September in Portugal at Global Gathering.

### 1.2.3. Weaving Liberation

After starting the year co-hosting the Movement Lawyering Strategic Litigation Retreat with DFF in May, Weaving Liberation kicked off its Life Affirming Visions of Tech work with the recruitment of the work stream lead, the Movement Doula, Esra Özkan. The Operationalising Life-affirming Visions of Tech Retreat was held in September in Lesbos. Twenty police monitoring and anti-repression organisers, technologists, digital rights advocates and social justice activists came together to map visions for collective safety and liberation - and to collectively design a peer learning and practice programme that supports and equips organisers to operationalise those visions in their work. This programme will roll-out over the course of 2026 with the coordination and resourcing support of Weaving Liberation. Working groups comprised of participants will steward different components of the programme which includes online community learning spaces, an activist exchange programme and the development of new resources and tools.

In the second half of 2025 after successfully fundraising for the envisaged grantmaking programme, Weaving Liberation began preparations for the launch of the Digital Justice Fund including consultations with other intermediary funds to inform the design, and recruitment for a Fund Lead to lead work. The Fund will be the first Europe-wide participatory fund supporting digital justice organising in Europe and the half of 2026 will be focussed on designing and launching the Fund, with the aim of bringing the first cohort of grantees to the second Digital Liberation Retreat which will be held in early September in Bosnia.

Alongside the work on the Fund, the resource justice work at Weaving Liberation expanded in 2025 to include work with a collective of other intermediary funders, organisers, artists on mobilising resources to support the longer-term financial autonomy and resilience of movements. The 'Solidarity

Infrastructures' collective has been meeting on a regular basis in 2025 and engaging in research and consultations with similar initiatives to prepare for work in 2026 that will seek to operationalise a plan to build / acquire collectively-owned property that can be used by different groups as a space for organising, refuge and community wealth-building activities.

Weaving Liberation finalised and published the Resisting Digital Policing Toolkit in early 2025. This community-centred and informed toolkit offers a rich overview of what digital policing is and aims to do. It also showcases some examples of how we can resist digital policing and surveillance, and the importance of building collective and international, cross-movements solidarity. This work was featured in several public engagements in 2025, including a radio show on Refuge Worldwide, where Weaving Liberation facilitated a conversation with peers on the topic.

### **1.3 Financial policy and financial results**

DFF's 2025 budget was formulated contingent on the outcome of pending applications. Due to the outcome of those applications in early 2025, we carried out a rebudgeting exercise in the spring of 2025 to ensure the long-term sustainability of DFF. The exercise used conservative budgeting principles to ensure that DFF could comfortably sustain itself till the end of 2026 with secured funding. This meant a reduction in operational spending as well as a slight reduction in the grantmaking budget.

Total organisational spending including financial gains/losses decreased by EUR 290,000 in 2025 to EUR 1.85 million (2024: 2.16 million). The reduction in spending compared to 2024 is largely due to the end of the two-year DigiRISE programme supported by the European Commission.

DFF's grantmaking budget (excluding Weaving Liberation) of EUR 725,000 was fully committed to 24 projects. After the netting out of cancelled projects, there was a net result of EUR 680,194 grants contracted in 2025 (2024: EUR 674,359). This is on par with grantmaking in 2024 when we approved the highest volume of grantmaking in a single year. Although grantmaking was slightly higher in 2025 to 2024, grantmaking spending only reached 51% of budget. The underspending was due to the delay of the launch of the Digital Justice Fund to early 2026. None of the EUR 530,000 budget destined for the Fund was utilised. When looking at DFF's spending excluding Weaving Liberation, grantmaking made up 45% of total spending (target range of 35-50%).

After expanding rapidly over three years with the addition of major projects each year, Community Programme spending contracted from EUR 626,975 back to a basic programme level of EUR 149,907. The massive reduction in spending is due to a cluster of factors. First, the digiRISE project ended which was a project with many heavy deliverables and events, hence being a project with very heavy expenditure. Additionally, part of the activity spending in 2024 was for consultancies that were eventually converted into staff roles. Therefore, part of the costs was not actually reduced year on year, they were reclassified to operational costs. Activity spending was also substantially under budget due to planned activities that did not take place or were postponed to 2026. This led to Community

Programme spending falling to 8% (2024: 27%) of total spending, signalling that 2026 was a year of transition for both organisations.

Consider the reclassification of consultancies as operating costs in 2025, naturally operational spending increased, especially when coupled with the additional role creation by Weaving Liberation (2.0 FTE). Although operational spending grew from EUR 883,107 to EUR 969,716, this growth was done considerably and in a controlled manner. Spending came in well below the revised budget of EUR 995,828. Underspensing was almost exclusively in staff costs where funds were conserved to roll over into and reinforce the 2026 budget. The operating ratio increased from 38% in 2024 to 52% in 2025. This is due to the increase of operational spending as Weaving Liberation set up grantmaking although no grantmaking took place in 2025. The operating ratio will return within the recommended range (38-42%) in 2026 with the launch of the Digital Justice Fund.

In 2025, the funding base remained stable with several multi-year grants. Oak Foundation was onboarded as a new funder and renewals were received from Luminate Projects and Limelight. Weaving Liberation received fresh funding from OSF, Civic Futures, Ford Foundation and the European AI & Society Fund as well as a renewal from Robert Bosch Foundation. After several years of support, DFF received its final tie off grant from Adessium Foundation after they announced that they would not continue support strategic litigation under their new strategy.

Most funding continues to be received in foreign currency, primarily USD. Since DFF does not keep open currency positions, all dollars are sold as they are received and any foreign currency loss or gain immediately realised. The foreign exchange losses on received foreign currency were higher than expected (EUR 58,186) but this is because Weaving Liberation was extremely successful in fundraising and received more funds than expected resulting in higher foreign currency losses. Besides foreign currency losses and gains, the other major portion of financial gains (losses) is interest income (expense). Interest income was lower than in 2024 due to cuts in interest rates but was still EUR 42,262 which partially offset foreign exchange losses, leading to a total financial expense of EUR 15,918 (2024: gain of EUR 12,352).

Balance of income and expenses after financial income came to 16,386 (2024: -110,702). The positive result was attributed to the appropriated and continuity reserves for use in future periods.

At the close of 2025, DFF's balance sheet positions were satisfactory with no significant changes in structure. DFF's total balance sheet expanded to 5.13 million (31.12.2024: EUR 3.45 million in assets). The relatively high assets are due to the receipt of multiyear funding in a single tranche as well as reserves and funds on reserve for grants to be paid out to grantees over the course of their project. 99% of the balance sheet continues to be constituted of cash and cash equivalents. Liquid assets are largely offset by liquid liabilities consisting of deferred grants (2025: EUR 2,984,641; 2024: EUR 1,323,346) and grants to be paid at EUR 719,816 (31.12.2024 EUR 733,793). Deferred grants from donors increased from EUR 1.3 million to nearly EUR 3.0 million as large tranches of multiyear funding received in 2025. With no physical business premises, fixed assets remain minimal. Other liabilities are minimal with the accounts payable consisting primarily of reservations for costs associated with the 2025 annual accounts.

Besides liquid liabilities, reserves make up a significant portion of the balance sheet. DFF holds two types of reserves: 1) continuity reserves and 2) appropriated and other reserves. In accordance with the Operating Reserve Policy, DFF began building a continuity reserve in 2019 and achieves its goal of reaching the minimum reserve target of three months operating expenses by the end of 2020. After maintaining reserves in 2021, the Operating Reserve Policy was updated in 2022 at the request of the Board. Since DFF is a grantmaking organisation, the Board found to account for coverage of a wind down scenario. DFF came into compliance with the new reserve target at the end of 2023 resulting in an operating reserve level of EUR 302,499. In 2025, some small donations were attributed to the continuity reserve bringing the new reserve level to EUR 315,228.

Appropriated and other reserves consist of unrestricted funding destined for future periods. The appropriated reserves consist of unrestricted donations given to DFF, most notably from Luminare and OSF, destined for DFF's normal operations. These donations were booked into reserve in the period they were received rather than being booked against expenses in the period the expense was incurred, like other grant income. In 2025, these reserves were deferred for future periods (combined reserve balance 31.12.2025: 1,020,380; 31.12.2024: 1,005,788).

Besides the on-balance sheet reserves, there are the funds DFF sets aside off-balance sheet for future litigation instances not yet contracted in the Litigation Track Support Reserve. In 2025, we decided to release a portion of the reserve in line with our policy limits to make sure we could maintain the grantmaking budget despite budget cuts. Even after this reduction in the reserve, the Litigation Track Support Reserve still represent a substantial portion of the cash on hand. These funds accounted for EUR 387,736 (2024: EUR 516,881) of liquid assets. Together, these funds and the other reserves described above account for 25% (2024: 24%) of total liabilities.

#### **1.4 Governance**

The DFF Board closely accompanied DFF's transition to a distributed leadership model. The Board did this through several working groups where DFF Board members and DFF staff worked together in the formulation of the new model and working through other issues related to the transition. This close cooperation built a stronger trust and collaboration between DFF staff and the DFF Board. DFF permanently adopted distributed leadership in 2025 with a unanimous vote from the staff and Board.

There was a reduction in FTE from 2024 from 11.5 FTE to approximately 10.5 FTE average. While two roles were dissolved and other staff were on long-term statutory leave, new staff was recruited for Weaving Liberation. At the end of 2025, DFF was working with three full-time and one part-time staff and two project consultants, while Weaving Liberation was working with one full-time staff, one part-time staff and four project consultants.

The DFF Board carried out a self-evaluation with guidance of an external consultant in the fall of 2024 to identify gaps in expertise in the Board, particularly due to the move to a distributed leadership model and founding of Weaving Liberation. DFF was very successful in recruiting members for the Board,

adding three members to the Board with two more to join in early 2026. One board member resigned from the Board in 2025 and another will complete their term in early 2026. Therefore, Board membership stood at eight directors as of 31.12.2025 and will increase to nine in the first half of 2026. Costs related to carrying out Board duties, such as travel and accommodation, are covered by DFF. DFF's statutes also allow Board members to receive token compensation for their volunteer activities as allowed under Dutch law.

Board of directors :

- Co-Chair : Audrey Gaughran, Executive Director at Centre for Research on Multinational Corporations
- Co-Chair : Joan Monic (Monique) Steijns, Consultant
- Treasurer : Joyce Materego-Woodall, Director of Finance and Operations at Global Greengrants Fund UK, term began 1 June 2025
- Secretary : Björn van Roozendaal, Consultant
- Member : Karmen Turk, Litigation Attorney and Partner at Pan-Baltic TRINITI
- Member : J. Bob Alotta, Independent filmmaker and strategist, term began 1.08.2025
- Member : Nora Mbagathi, Director at Katiba Institute, term began 1.08.2025
- Member : Rupert Skilbeck, Director at Redress
- Member : Jiefan Hsu, Independent Finance Consultant, resigned 31.07.2025

The Board operates with a tiered term system to avoid a complete Board turnover at any time. The general term for Board membership is four years, which can be extended once with another four-year term. A Board member will automatically resign after serving two terms.

The DFF Board has two Co-Chairs. The Co-Chairs are responsible for ensuring that the Board meets its obligations in a timely fashion, i.e. responding to grant recommendations, signing off on budgets and accounts, approving minutes, and any other tasks that may be required, and are the main point of contact for DFF's Leadership. The Co-Chair roles are taken on by Board members for the duration of two years on a rotating basis. The Secretary is responsible for ensuring the administration and documentation of the Board's work through the Board's work plan and supports DFF Leadership with legal compliance. The Board also has a Treasurer who is a finance professional and has oversight on DFF's financial management. The Secretary and Treasurer roles do not have a specified term limit.

### **1.5 Communication with stakeholders**

As an organisation with a clear objective to facilitate coordination amongst actors in the digital rights community, all DFF's activities revolve around continually engaging digital rights stakeholders. All Community activities explicitly involve bringing actors in the community together for dialogue and strategic cooperation. DFF's communication with stakeholders is supported by in-house support as well as several external communications and design experts who support DFF in both strategic communications, design and other communications work.

DFF continues to centre the community in the strategy process, and feedback mechanisms are a central part the process. DFF's strategy process is a systematic exercise in communication with the digital rights and other affected communities. DFF invests resources into strategic activities and gathering feedback to ensure maximum effectiveness of its activities. Hosted events offer a forum for dialogue with DFF and to connect actors in the field, such as thematic litigation events and workshops. We continue to strive to further integrate activities so that all workflow areas within the Community Programme and grantmaking are aligned under the strategy and can be clearly communicating to DFF's network in a transparent manner.

### **1.6 Expected course of events in 2026**

In 2025, the DFF team led by Nikita Kekana drafted DFF's 2026-2030 strategic framework. The new strategic period beginning in 2026 will focus on promoting strategic litigation as a tool for change and shifting strategic litigation resources to marginalised groups to build stronger strategic cases to defend everyone's digital rights.

The external environment remains difficult for all civil society. Resources for the sector are shrinking as human rights violations increase due to encroaching authoritarianism world-wide. DFF and Weaving Liberation have budgeted 2026 careful to ensure their long-term stability. Entering 2026, we expect DFF budget stability while Weaving Liberation's will increase spending substantially in their first year of a secured full programme including grantmaking. DFF still plans to hold at least two calls for grant applications, with a budget of at least EUR 725,000. Weaving Liberation plans to hold its first call for applications in the first half of 2026 with a budget of EUR 500,000.

At least four DFF and three Weaving Liberation events are to take place in 2026. Early in the year, DFF will be focused on the launch of the second Strategic Litigation Hub on Digital Democracy. Both the Digital Democracy and AI & Digital Infrastructure Strategic Litigation Hubs will run a full programme this year with monthly online meetings and in-person workshops and retreats. The participants from both hubs will also be invited to join an interhub event. The interhub event will bring together participants from both hubs for networking and strategising on cross cutting strategic litigation on top priority digital rights issues.

Weaving Liberation will be coordinating the implementation of the collectively designed Life-affirming Visions of Tech peer-learning and practice programme which includes participant-led online and offline workshops and discussions, and the development of new resources and tools to support the work. They will also be holding another Knowledge and Imagining Retreat and the second iteration of the Digital Liberation Retreat towards the end of the year. The Digital Liberation Retreat will be a larger event this time, building on the cross-movement space created in 2024, integrating elements of the Life-affirming Visions of Tech workstream and with the aim of including the participation of the first grantees of the Digital Justice Fund. Work will also continue with the Solidarity Infrastructures Collective on property purchase and building community-owned spaces.

Fundraising will still be focused on restructuring DFF's funding base. DFF plans to do this by both expanding support from existing funders while bringing in new funders into DFF's funder mix. Raising fresh funding to boost the grantmaking budget is a top priority. DFF's fundraising structure has now been solidified with all responsibilities clearly assigned across the team. Meanwhile the fundraising circle has been hard at work throughout 2025 submitting several renewal and applications to new funders. In 2025, DFF will largely focus on further deepening relationships with private foundations while extending cooperations with other organisations and funders.

On the operational side, we will continue to focus on maintaining staff well-being while remaining in a conservative operational spending mode. In DFF's distributed leadership model, well-being and care is a priority with its own circle. Since DFF did not have a formal HR department or role before, the well-being and care circle had the large task of creating structures for well-being and care. With limited resources, setting up the well-being and care structures has taken time, but we plan to set up the remaining essential structures in 2026. Weaving Liberation also made a significant effort to set up care structures in the organisation to better prepare their team to absorb all the new recruits.

The planned 2026 activities result in a total annual organisational budget before financial losses/gains including tentative activities of EUR 2.69 million. When segregated, the DFF budget is expected to grow from EUR 1.42 mio spending in 2025 to 1.65 mio in 2026. If any additional flexible funding is secured, it will be dedicated to boosting grantmaking. Weaving Liberation will have a large expansion of activities, increasing from total spending of EUR 0.44 mio. in 2025 to EUR 1.34 mio. in 2026. Although an increase of nearly EUR 1 million may seem ambitious, the programme is fully secured, and a lot of the groundwork for the work to take place in 2026 was already laid in 2025, so the team is confident they will be able to execute all of the planned activities. As always, our plans remain ambitious, but we have a long established administrative base and have built the operational capacity and established the relationships with partners to be positioned to grow activities to this scale in the planned timeframe.

Budget Summary

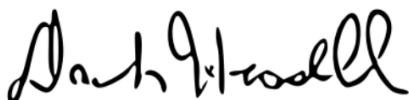
	<u>2026</u> <u>Budget</u>	<u>2025 actual</u> <u>spending</u>	<u>2025</u> <u>Budget<sup>1</sup></u>	<u>2024 actual</u> <u>spending</u>
Income	€ 2,798,959	€ 1,867,647	€ 2,687,272	€ 2,075,024
Grantmaking	€ 1,336,150	€ 715,719	€ 1,292,333	€ 687,995
Community activities	€ 343,000	€ 149,907	€ 389,111	€ 626,975
Operating costs	€ 1,104,809	€ 969,716	€ 995,828	€ 883,107
<b>Sub-total</b>	<b>€ 2,783,959</b>	<b>€ 1,835,342</b>	<b>€ 2,677,272</b>	<b>€ 2,198,078</b>
Contingency	€ -	€ -	€ -	€ -
Financial gains/losses	€ -15,000	€ -15,918	€ -10,000	€ 12,352
<b>Result</b>	<b>€ 0</b>	<b>€ 16,386</b>	<b>€ 0</b>	<b>€ -110,702</b>

1.7 Social aspects

As a non-for-profit human rights organisation, DFF is strongly grounded in social responsibility. With no profit motive, DFF is focused on protecting all our digital rights in the European region and beyond. DFF strives to put social concerns first in all its activities and to ensure that all its work is ethically grounded.

DFF strives to be an employer of choice. We operate with a distributed leadership model to empower staff in their work and have continued to invest in our staff's well-being by offering self-determined human resource policies and conditions. We work fully remote, four-days a week and offer maximum flexibility in working hours and location. DFF and Weaving Liberation have fully transparent compensation models so all staff can see and question any disparities in compensation. These policies have proven to be a great investment since for three years now, DFF has been able to keep staff turnover at a minimum with no need for recruitment while Weaving Liberation has recruited to staff their growing programmes. We aim for the well-being and care circle to keep us accountable and for staff well-being to continue to be a priority at DFF and Weaving Liberation.

On behalf of the Board of Digital Freedom Fund,



Darrah Hassell  
Co-Director



Joan Monic (Monique) Steijns  
Co-Chair

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<sup>1</sup> Figures shown are from the rebudgeting exercise carried out in May 2025.



Nikita Kekana  
Co-Director



Audrey Gaughran  
Co-Chair

Amsterdam, 18 March 2026



2. 2025 FINANCIAL STATEMENTS

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2.1 Balance sheet as at 31 December (after appropriation of result)

ASSETS		31-12-2025	31-12-2024
		€	€
<b><u>Non-current assets</u></b>			
Equipment	2.5.1	9,067	11,165
		<u>9,067</u>	<u>11,165</u>
		-----	-----
<b><u>Current assets</u></b>			
Receivables	2.5.2		
Taxes and social securities		-	2,055
Accrued assets		28,118	10,182
Other current assets		37,974	123,051
		<u>66,092</u>	<u>135,288</u>
		-----	-----
Cash and cash equivalents	2.5.3	5,053,897	3,304,960
		-----	-----
<b>Total assets</b>		<u>5,129,056</u>	<u>3,451,413</u>
		-----	-----

2.1 Balance sheet as at 31 December (after appropriation of result)

LIABILITIES		31-12-2025	31-12-2024
		€	€
<b><u>Reserves and funds</u></b>	2.5.4		
<b>Reserves</b>			
Continuity reserve		315,228	302,499
Appropriated reserves		1,020,380	1,005,788
Other reserve		-	10,935
		<u>1,335,608</u>	<u>1,319,222</u>
		-----	-----
<b><u>Current liabilities</u></b>	2.5.5		
Accounts payable		30,414	10,781
Taxes and social securities		3,514	-
Other current liabilities		3,704,457	2,057,139
Other accruals		55,063	64,271
		<u>3,793,448</u>	<u>2,132,191</u>
		-----	-----
<b>Total liabilities</b>		<u>5,129,056</u>	<u>3,451,413</u>
		-----	-----

## 2.2 Statement of income and expenditure

	Actual 2025	<i>Budget</i> 2025	Actual 2024
	€	€	€
<b><u>INCOME GRANT GIVERS</u></b>			
<b>2.6</b>			
Income from other non-profit organisations	1,867,647	2,687,272	1,823,909
Income from governments	-	-	251,115
<b>Total income</b>	<b>1,867,647</b>	<b>2,687,272</b>	<b>2,075,024</b>
<b><u>EXPENSES</u></b>			
<b>2.7.1</b>			
<b>Direct external project costs</b>			
Grantmaking	715,718	1,292,333	687,996
CSS - Skill building, knowledge building and networking	92,406	176,111	143,363
Weaving Liberation	47,821	213,000	285,650
CSS - EU DIGIRISE	9,680	-	197,963
	<b>865,625</b>	<b>1,681,444</b>	<b>1,314,972</b>
<b>2.7.2-2.7.6</b>			
<b>Operating expenses</b>			
Staff costs	839,889	866,853	743,988
Office costs	41,086	45,850	42,846
Finance, legal and administration	38,937	43,235	41,179
Travel and accommodation	16,149	15,000	11,338
Other operational costs	33,655	24,890	43,755
	<b>969,716</b>	<b>995,828</b>	<b>883,106</b>
<b>Total expenses</b>	<b>1,835,341</b>	<b>2,677,272</b>	<b>2,198,078</b>
<b>Balance before financial income and expense</b>	<b>32,306</b>	<b>10,000</b>	<b>-123,054</b>
<b>2.7.7</b>			
Financial income and expense	-15,920	-10,000	12,352
<b>Balance of income and expenses</b>	<b>16,386</b>	<b>-</b>	<b>-110,702</b>

### 2.2.2 Result appropriation

	Actual 2025	Budget 2025	Actual 2024
	€	€	€
<b>Additions to:</b>			
Continuity reserve	12,729	-	-
Appropriated reserve OSF	-13,157	-	-
Appropriated reserve Luminare	27,749	-	-121,637
Other reserve	-10,935	-	10,935
<b>Total</b>	<b>16,386</b>	<b>-</b>	<b>-110,702</b>

### 2.3 Cash Flow Statement

	2025	2024
	€	€
<b>Cash flow from operational activities</b>		
Total income	1,867,647	2,075,024
Total expenses	1,835,341	2,198,078
Income less expenses	32,306	-123,054
Depreciation	4,899	4,581
<b>Cash flow</b>	37,205	-118,473
<b>Movements in:</b>		
Receivables	69,196	59,961
Accounts payable	19,633	-51,621
Other current liabilities	1,641,624	-342,000
	1,730,453	-333,660
Income from interest	42,262	51,283
Total cash flow from operational activities	1,809,920	-400,850
<b>Cash flow from investing activities</b>		
Investments in equipment	-2,801	-2,668
Divestments in equipment	-	-
Total cash flow from investing activities	-2,801	-2,668
<b>Cash flow from financing activities</b>		
Exchange differences	-58,182	-38,931
Total cash flow from investment activities	58,182	-38,931
<b>Total cash flow</b>	1,748,937	-442,449

**2.3 Cash Flow Statement (continued)**

	2025	2024
	€	€
Balance of Cash and cash equivalents as at beginning of	3,304,960	3,747,409
Total cash flow	1,748,937	-442,449
Balance of Cash and cash equivalents as at year-end	<u>5,053,897</u>	<u>3,304,960</u>



## 2.4 Principles of valuation and determination of the result

### 2.4.1 General principles

The financial statements have been drawn up on the basis of Guideline C1 for 'Small Non-profit Organisations' of the Council for Annual Reporting. The purpose of this Guideline is to provide insight into the costs of organising and spending the funds in relation to the purpose for which they were raised. The financial statements are presented in euros. The cash flow statement has been prepared using the indirect method. The financial year relates to the dates from 1 January 2025 to 31 December 2025.

### 2.4.2 Error correction

Last year (2024) a correction of an error in a booking a previous period was made. For two funds received in 2022 were allocated to the extent that costs occurred in 2022 and 2023. However, these two grants were given with no binding conditions and therefore should have been treated as fully unrestricted funding such as donations from the public are treated. Therefore, an error correction took place. Since these funds were received in 2022, these two grants were fully booked as income in 2022. This resulted in € 1,269,466 more income and a corrected result of € 1,335,866 in 2022. The correction in 2022 impacted several other positions in the 2023 and 2024 accounts such as the starting balances, income from non-for-profits, foreign currency losses, reserves and final results. The excess income was allocated to the appropriated reserves resulting in an appropriated reserve balance on 1 January 2023 of € 1,269,467. As part of the funding received in 2022 was utilised in 2023, the result in 2023 was - € 42,042. The appropriated reserves as of 1 January 2024 should have been € 1,127,424. For a more specific explanation, see the notes to the balance sheet and the statement of income and expenditure.

### 2.4.4 Assumption of continuity

The annual report has been compiled based on the continuity of the organisation.

## Principles of valuation

### 2.4.4 General principles of valuation

Assets and liabilities are included at amortised cost, unless stated otherwise.

Foreign currency transactions during the reporting period are incorporated in the financial statements at the exchange rate on transaction date. Monetary assets and liabilities in foreign currency at balance sheet date are converted into the functional currency (euros) at the exchange rate. The resulting exchange differences from the conversion are charged to the profit and loss account, unless hedge accounting is applied.

### 2.4.5 Equipment

Equipment required to achieve the objectives and to carry out business operations are carried at historical cost less depreciation based on the estimated useful lives of the assets, taking into account any residual value. Depreciation is determined as a percentage of historical cost.

## **2.4 Principles of valuation and determination of the result (continued)**

### **2.4.6 Cash and cash equivalents**

Cash and cash equivalents consist of bank balances with a term of less than twelve months. Cash and cash equivalents are carried at nominal value.

### **2.4.7 Reserves and funds**

Reserves are funds that can be spent at the foundation's discretion. The board may hold target reserves that may be used for a specific purpose.

Funds concern money to be spent within the framework of the objective for which they have been made available. This relates to the unused portion of donations granted and other funds, as well as funds that are fixed in fixed assets.

### **2.4.8 General principles of recognition and measurement of income and expenses**

The result is determined as the balance of income and all related expenses and other charges attributable to the reporting year, in accordance with the valuation principles referred to above.

### **2.4.9 Income**

Income consists of all income attributable to the year under review unless the income has no binding conditions and is fully unrestricted, such as unsolicited donations from the public. All fully unrestricted income is booked in the period it is received.

Advances are recognised in the financial year in which they are received.

### **2.4.10 Costs**

The grantmaking costs are attributed to the financial year of the approved board decision, in the moment DFF becomes committed to the third party. Other costs are allocated to the related period.

## 2.5 Notes to the balance sheet as at 31 December 2025

### ASSETS

#### NON-CURRENT ASSETS

##### 2.5.1 Equipment

The movements in equipment assets are summarised in the following table:

	Equipment 2025	Equipment 2024
	€	€
Balance at 1 January		
Historical cost	26,066	23,398
Cumulative depreciation	-14,901	-10,320
	<u>11,165</u>	<u>13,078</u>
<b>Movements in financial year</b>		
Investments	2,801	2,668
Divestments	-	-
Depreciation	-4,899	-4,581
Depreciation divestments	-	-
	<u>-2,098</u>	<u>-1,913</u>
Historical cost	28,867	26,066
Cumulative depreciation	-19,800	-14,901
Balance at 31 December	<u>9,067</u>	<u>11,165</u>

Depreciation is calculated based on the following annual depreciation rates:

Equipment	20 %
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**2.5 Notes to the balance sheet (continued)**

	31-12-2025	31-12-2024
	€	€
<b>CURRENT ASSETS</b>		
<b><u>2.5.2 Receivables</u></b>		
Taxes and social securities	-	2,055
Balance as at 31 December	-	2,055
<b>Accrued assets</b>		
Prepaid accommodation costs	190	187
Prepaid office expenses	-	32
Prepaid general expenses	9,421	8,233
Prepaid direct costs	18,507	1,730
Balance as at 31 December	28,118	10,182
<b>Other current assets</b>		
Deposit	5,256	5,256
Deferred grants	-	79,083
Amounts to be received	32,718	38,712
Balance as at 31 December	37,974	123,051

**2.5 Notes to the balance sheet (continued)**

	31-12-2025	31-12-2024
	€	€
<b><u>2.5.3 Cash and cash equivalents</u></b>		
Current account ABN AMRO .053	122,667	114,217
Savings account ABN AMRO bank .088	1,888,805	843,078
Current account ABN AMRO bank .096	1,503,160	832,805
Dollar account ABN AMRO .867	1,590	375
Triodos .350	25,591	25,903
Triodos .308	1,512,667	1,491,634
Cash	15	160
Creditcard	-598	-3,212
Balance as at 31 December	<u>5,053,897</u>	<u>3,304,960</u>

Cash balances are directly available.

The balance of the US dollar account in US dollar as at 31 December 2025 is USD 1,869.

**2.5.4 Reserves and funds**

**Reserves**

	2025	2024
	€	€
<b>Continuity reserves</b>		
Balance as at 1 January	302,499	302,499
Increase due to appropriation of result	12,729	-
Balance as at 31 December	<u>315,228</u>	<u>302,499</u>

The continuity reserve is formed to cover short-term risks and to ensure that obligations can continue to be met in the future.

2.5 Notes to the balance sheet (continued)

	31-12-2025	31-12-2024
	€	€
<b>Appropriated reserve</b>		
Appropriated reserve OSF	347,246	360,403
Appropriated reserve Luminare	673,134	645,385
Balance as at 31 December	<u>1,020,380</u>	<u>1,005,788</u>
	<u>2025</u>	<u>2024</u>
	€	€
<b><i>Appropriated reserve OSF</i></b>		
Balance as at 31 December previous year (reported)	360,403	-
Error correction cumulative as at 1 January	-	360,403
Balance as at 1 January (corrected)	<u>360,403</u>	<u>360,403</u>
Increase due to appropriation of result (corrected)	-13,157	-
Balance as at 31 December	<u>347,246</u>	<u>360,403</u>

As a result of the error correction the starting balance of the appropriated reserve OSF in 2023 and 2024 has changed. The effect of for the starting balance of 2023 is € 448,103, which causes a change from € 0 to € 448,103. The effect for the starting balance of 2024 is € 360,403, which causes a change from € 0 to € 360,403.

**2.5 Notes to the balance sheet (continued)**

	2025	2024
	€	€
<b><i>Appropriated reserve Luminare</i></b>		
Balance as at 31 December previous year (reported)	645,385	-
Error correction cumulative as at 1 January	-	767,022
Balance as at 1 January (corrected)	645,385	767,022
Increase due to appropriation of result (corrected)	27,749	-121,637
Balance as at 31 December	673,134	645,385

As a result of the error correction the starting balance of the appropriated reserve Luminare in 2023 and 2024 has changed. The effect of for the starting balance of 2023 is € 821,364, which causes a change from € 0 to € 821,364. The effect for the starting balance of 2024 is € 767,022, which causes a change from € 0 to € 767,022.

**Other reserve**

Balance as at 1 January	10,935	-
Increase due to appropriation of result	-10,935	10,935
Balance as at 31 December	-	10,935

31-12-2025	31-12-2024
€	€

**2.5.5 Current liabilities**

<b>Accounts payables</b>	30,414	10,781
Balance as at 31 December	30,414	10,781
<b>Taxes and social securities</b>	3,514	-
Balance as at 31 December	3,514	-

**2.5 Notes to the balance sheet (continued)**

	31-12-2025	31-12-2024
	€	€
<b>Other current liabilities</b>		
Deferred grants	2,984,641	1,323,346
Grants to be paid	719,816	733,793
Balance as at 31 December	<u>3,704,457</u>	<u>2,057,139</u>
 <b>Other accruals</b>		
Vacation days' reserve	7,462	24,534
Net salary to be paid	-	-
Accrued personnel costs	15,298	9,423
Accrued office costs	606	123
Accrued banking costs	47	38
Accrued general costs	23,826	28,499
Accrued direct costs	7,824	1,654
Balance as at 31 December	<u>55,063</u>	<u>64,271</u>

## 2.5 Notes to the balance sheet (continued)

### 2.5.6 Assets, liabilities and commitments not included in the balance sheet

#### Conditional obligations (grantmaking)

Since 2021 DFF's litigation finance is given in the form of Litigation Track Support, grants that support long-term litigation projects through all litigation instances. These projects can consist of only one single instance or multiple instances over several years. A new instance begins when the previous instance has been completed and meets a certain set of criteria laid out in the framework agreement. Each instance is granted through a separate contract called a "Instance Grant Order". Therefore instances that are yet to be contracted are conditional obligations. On 31 December 2025, DFF has twenty-six active litigation track support framework agreements with uncontracted amounts. Those frameworks contain provision for up to 95 litigation instances with 39 instances already contracted and underway, leaving 56 potential instances with an estimated cost of EUR 504,641 to be contracted if earlier instances are unsuccessful.

#### Grants

Funds still to be received in 2026 and beyond:

- \$ 750,000 (total funding of \$ 1,500,000)
- \$ 100,000 (total funding of \$ 200,000)
- £ 20,000 (total funding of £ 50,000)
- € 366,675 (total funding of € 600,000)
- € 200,000 (total funding of € 300,000)
- € 150,000 (total funding of € 225,000)
- € 82,500 (total funding of € 165,000)

## 2.6 Notes to income

	Actual 2025	<i>Budget</i> 2025	Actual 2024
	€	€	€

### INCOME GRANT GIVERS

#### 2.6.1 Income from other non-profit organisations

Organisational support (restricted core funding)	920,993	-	1,093,774
Project funding	944,807	-	730,135
Funder organisations	-	2,687,272	-
Donations	1,847	-	-
	<u>1,867,647</u>	<u>2,687,272</u>	<u>1,823,909</u>

In 2025, seven grants for the purpose of organisational support were received or on-going and are largely structural. The period of these contracts vary from one year to three year. These contracts (with core and organisational support) are largely with basic requirements for timely and transparent reporting on the usage of funds and financial procedure. One these contracts ended in 2025.

Eight grants were received or ongoing for specific projects. Two of these contracts ended in 2025.

#### 2.6.2 Income from governments

EU Horizon programme	-	-	251,115
	<u>-</u>	<u>-</u>	<u>251,115</u>

## 2.7 Notes to expenses

	Actual 2025	<i>Budget</i> 2025	Actual 2024
	€	€	€

### 2.7.1 Direct external project costs

#### Grantmaking

Grant communications	4,823	6,000	536
Honorarium grants	25,950	40,000	8,400
Grant management software	4,751	21,000	4,701
Grants (given before 2021)	-	-	-17,705
COVID-19 litigation grants	26,058	-	8,239
Discretionary fund	3,000	-	-
Litigation track support grants	651,136	1,225,333	683,825
	<u>715,718</u>	<u>1,292,333</u>	<u>687,996</u>

#### CSS - Skill building, knowledge building and networking

Annual strategy meeting	20	-	72,297
Platform Accountability Retreat	28,224	30,000	71,066
Guide to Legal Pathways	10,820	25,000	-
AI & Environmental Justice Workshop	30,231	30,000	-
AI & Environmental Justice Retreat	21,921	30,000	-
Other CSS costs	1,190	61,111	-
	<u>92,406</u>	<u>176,111</u>	<u>143,363</u>

**2.7 Notes to expenses (continued)**

	Actual 2025	<i>Budget</i> 2025	Actual 2024
	€	€	€
<b>Weaving Liberation</b>			
ISOC Project	-	-	19,275
Community Centred Imagining Retreat & Research	-608	130,000	88,554
Digital Policing Toolkit	2,250	-	35,366
Operationalising Life-Affirming Visions of Tech	23,549	56,000	-
Weaving Liberation consultancies & other direct costs	22,630	27,000	142,455
	<u>47,821</u>	<u>213,000</u>	<u>285,650</u>
<b>CSS - EU DIGIRISE</b>			
WP 1 - Coordination and Administration	9,680	-	8,730
WP 2 - Essay Series and Workshops	-	-	16,780
WP 3 - Mapping Country Reports	-	-	46,634
WP 4 - Community Consultations and Synthesis	-	-	55,270
WP 5 - Communications	-	-	24,713
DIGIRISE Coordinator consultant	-	-	45,836
	<u>9,680</u>	<u>-</u>	<u>197,963</u>

**Operating expenses**

**2.7 Notes to expenses (continued)**

	Actual 2025	<i>Budget</i> 2025	Actual 2024
	€	€	€

**2.7.2 Staff costs**

The average number of employees, expressed in full-time employees, was as follows during the financial year 2025: 6.6 FTE (2024: 8.5 FTE) on payroll and approximately 4.0 FTE outsourced (2024: 3.0 FTE).

Wages and salaries	407,953	482,804	487,441
Social security charges	51,211	37,241	56,841
Employers contribution to pension costs (voluntary)	31,454	43,488	39,746
Employers contribution to pension costs (mandatory)	34,487	25,097	42,686
Reservation holidays	-14,227	-	5,942
Employers contribution to reservation holidays	-2,845	-	1,188
Costs of outsourced work	295,498	242,478	75,677
Staff training	784	237	1,253
Transition consultancy	-	-	6,053
Other personnel costs	35,574	35,508	27,161
	<u>839,889</u>	<u>866,853</u>	<u>743,988</u>

## 2.7 Notes to expenses (continued)

### Management remuneration

Name	Darrah Hassell	Nikita Kekana
Function	Co-Director	Co-Director
Nature of contract	Indefinite	Indefinite
Percentage	100%	100%
Period	January 01 to December 31, 2025	January 01 to December 31, 2025
Remuneration (euros)		
Total gross income	75,150	69,600
Pension insurance subsidy	5,436	5,436
Non-taxable payments	240	240
Annual bonus	1,323	1.310
<b>Total 2025</b>	<b>82,149</b>	<b>76,586</b>

### Board member remuneration

According to DFF's statutes, members of the board can receive an honorarium or token amount in appreciation of their service of up to € 1,800 per year. In 2025 € 4,500 in honorarium were paid out to Board members. An additional amount of € 1,711 was provided to the members of the board in expense reimbursement. No loans, advances or guarantees have been provided to board members or management.

	Actual 2025	Budget 2025	Actual 2024
	€	€	€

### 2.7.3 Office costs

Office	5,199	2,900	7,148
IT	15,523	15,250	14,920
Communications	11,989	21,500	12,101
Business relations	7,615	5,000	7,166
Other office costs	760	1,200	1,511
	<b>41,086</b>	<b>45,850</b>	<b>42,846</b>

**2.7 Notes to expenses (continued)**

	Actual 2025	<i>Budget</i> 2025	Actual 2024
	€	€	€
<b><u>2.7.4 Finance, legal and administration</u></b>			
Administration	13,676	14,035	12,338
Payroll	3,452	3,000	6,033
Banking	3,145	2,000	2,808
Accountant	18,664	24,200	20,000
	<u>38,937</u>	<u>43,235</u>	<u>41,179</u>
<b><u>2.7.5 Travel</u></b>			
Staff travel & travel insurance	16,149	15,000	11,338
	<u>16,149</u>	<u>15,000</u>	<u>11,338</u>
<b><u>2.7.6 Other operational</u></b>			
Board expenses	9,636	8,400	15,908
Insurance	10,182	8,290	12,925
Legal advisory	-	-	8,199
M&E	7,438	6,200	2,142
Committee stipends	1,500	2,000	-
Depreciation inventory	4,899	-	4,581
	<u>33,655</u>	<u>24,890</u>	<u>43,755</u>

**2.7 Notes to expenses (continued)**

	Actual 2025	Budget 2025	Actual 2024
	€	€	€
<b><u>2.7.10 Financial income &amp; expense</u></b>			
Currency differences	58,186	10,000	38,931
Interest	-42,262	-	-51,283
Payment differences	-4	-	-
	<u>15,920</u>	<u>10,000</u>	<u>-12,352</u>

## 2.8 Signing by the Board

Adopted and approved at Amsterdam on 18 March 2026.



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Joan Monic Steijns  
Co-Chair



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Audrey G  
Co-Chair



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Joyce Materego-Woodall  
Treasurer



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Björn van Roozendaal  
Secretary

*Rupert Skilbeck*

---

Rupert Hugh Skilbeck  
Member

*Karmen Turk*

---

Karmen Turk  
Member

*Nora Mbagathi*

---

Nora Mbagathi  
Member



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J. Bob Alotta  
Member

3. OTHER INFORMATION

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## INDEPENDENT AUDITOR'S REPORT

To: Stichting Digital Freedom Fund  
Nieuwezijds Voorburgwal 104  
1012 SG Amsterdam

### Report on the audit of the financial statements 2025 included in the annual report

#### Our opinion

We have audited the financial statements 2025 of Stichting Digital Freedom Fund based in Amsterdam.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Digital Freedom Fund as at 31 December 2025 and of its result for 2025 in accordance with the 'RJK C1 kleine organisaties zonder winststreven' (Guideline for annual reporting RJK C1 'Not-for-profit organisations' of the Dutch Accounting Standards Board).

The financial statements comprise:

1. the balance sheet as at 31 December 2025;
2. the profit and loss account for 2025; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

#### Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Digital Freedom Fund in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics for Professional Accountants).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Report on the other information included in the annual report

The annual report contains other information, in addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- the director's report.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

The board is responsible for the preparation of the other information, including the management report in accordance with Part 9 of Book 2 of the Dutch Civil Code and other information as required by the 'RJK C1 kleine organisaties zonder winststreven' (guideline for annual reporting RJK C1 'for small not-for-profit organisations' of the Dutch Accounting Standards Board).

#### *Description of responsibilities regarding the financial statements*

##### **Responsibilities of management for the financial statements**

The board is responsible for the preparation and fair presentation of the financial statements in accordance with the 'RJK C1 kleine organisaties zonder winststreven' (Guideline for annual reporting RJK C1 'Not-for-profit organisations' of the Dutch Accounting Standards Board). Furthermore, the board is responsible for such internal control as the board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the board is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the board should prepare the financial statements using the going concern basis of accounting, unless the board either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so. The board should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

##### **Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material misstatements, whether due to fraud or error, during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board;
- concluding on the appropriateness of the board's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a foundation to cease to continue as a going concern.
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Schoonhoven, March 18, 2026

Versluis Accountancy B.V.

Digitaal ondertekend door:

N.P.H. Tramper AA MSc RA CFE  
18 maart 2026 13:25 +01:00

N.P.H. Tramper AA MSc RA CFE

#### 4. APPENDIX

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**4.1 2026 Budget**

	Budget 2026	Actual 2025	Budget 2025
	€	€	€
<b><u>INCOME</u></b>			
Income from other non-profit organisations	2,798,959	1,867,647	2,687,272
<b>Total income</b>	<b>2,798,959</b>	<b>1,867,647</b>	<b>2,687,272</b>
<b><u>EXPENSES</u></b>			
<b>Direct external project costs</b>			
Grantmaking	1,336,150	715,718	1,292,333
CSS - Skill building, knowledge building and networking	121,000	92,406	176,111
Weaving Liberation	222,000	47,821	213,000
CSS - EU DIGIRISE	-	9,680	-
<b>Spent on objectives</b>	<b>1,679,150</b>	<b>865,625</b>	<b>1,681,444</b>
<b>Operating expenses</b>			
Staff costs	963,668	839,889	866,853
Office costs	51,811	41,086	45,850
Finance, legal and administration	36,980	38,937	43,235
Travel and accommodation	25,000	16,149	15,000
Other operational costs	27,350	33,655	24,890
	<b>1,104,809</b>	<b>969,716</b>	<b>995,828</b>
<b>Total expenses</b>	<b>2,783,959</b>	<b>1,835,341</b>	<b>2,677,272</b>
<b>Balance before financial income and expense</b>	<b>15,000</b>	<b>32,306</b>	<b>10,000</b>
<b>Balance of financial income and expense</b>	<b>15,000</b>	<b>-15,920</b>	<b>-10,000</b>
<b>Balance of income and expenses</b>	<b>-</b>	<b>16,386</b>	<b>-</b>

# Verification

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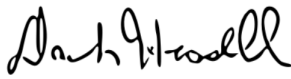
2.1.2 Annual report DFF 2025 (18-03-2026)\_to sign  
Main document  
47 pages  
Initiated on 2026-03-19 12:26:56 CET (+0100) by Digital  
Freedom Fund (DFF)  
Finalised on 2026-04-01 10:58:52 CEST (+0200)

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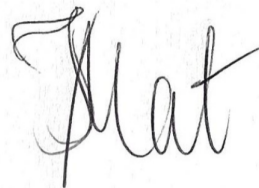
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Signed 2026-03-19 13:53:24 CET (+0100)

Joyce Materego-Woodall (JM)  
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Signed 2026-03-19 13:51:02 CET (+0100)



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<p>Nora Mbagathi (NM) norambagathi@gmail.com</p> <p><i>Nora Mbagathi</i></p> <hr/> <p>Signed 2026-03-19 12:59:48 CET (+0100)</p>	<p>j. bob alotta (jba) alotta.jba@pm.me</p> <p></p> <hr/> <p>Signed 2026-03-19 13:55:32 CET (+0100)</p>
<p>Rupert Skilbeck (RS) rupert@redress.org</p> <p><i>Rupert Skilbeck</i></p> <hr/> <p>Signed 2026-03-19 16:58:22 CET (+0100)</p>	<p>Karmen Turk   TRINITY (KT T) karmen.turk@trinity.ee</p> <p><i>Karmen Turk</i></p> <hr/> <p>Signed 2026-04-01 10:49:09 CEST (+0200)</p>

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