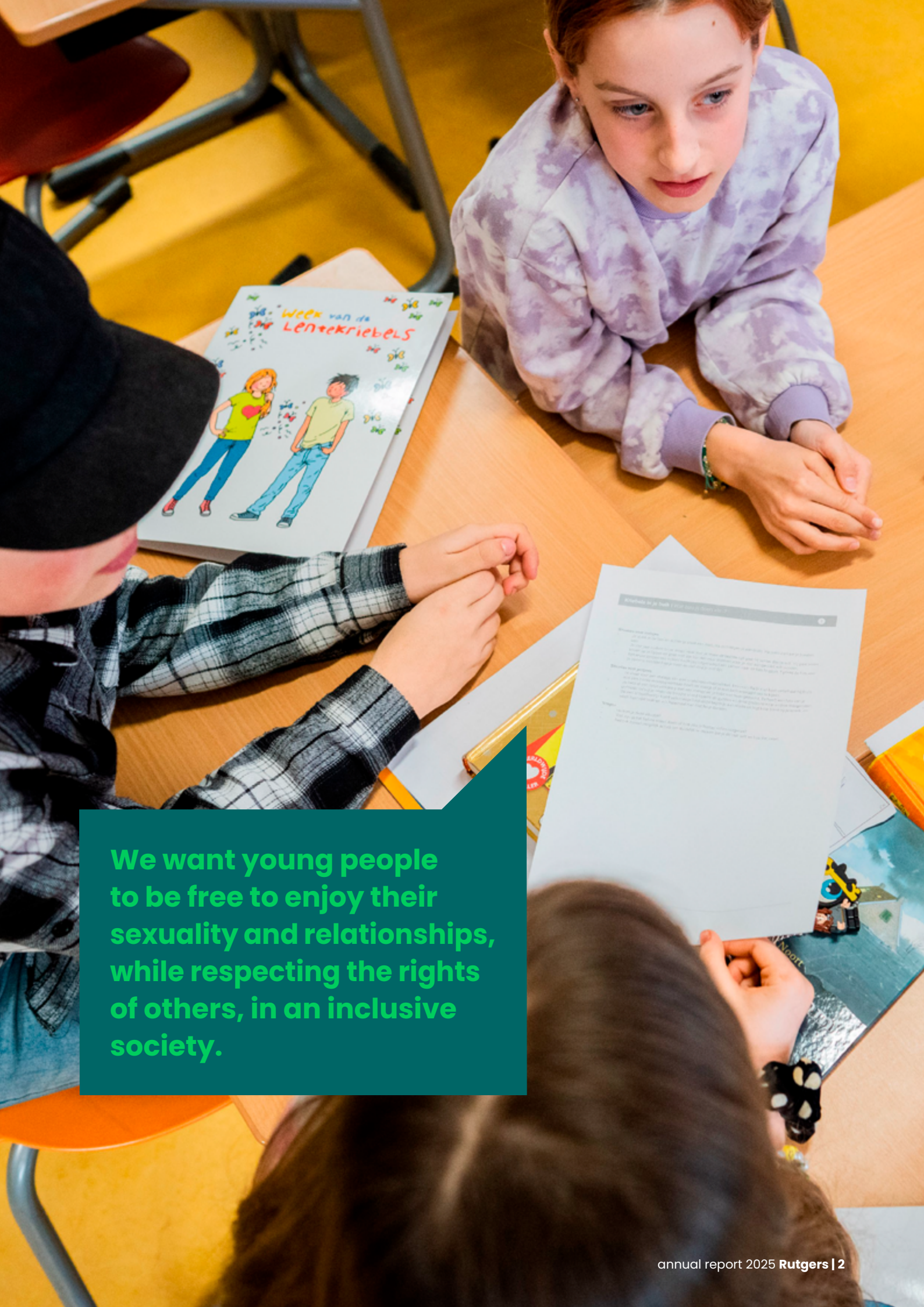




Rutgers

For sexual and
reproductive health
and rights

Annual report 2025



We want young people to be free to enjoy their sexuality and relationships, while respecting the rights of others, in an inclusive society.

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Highlights

In 2025, Rutgers continued to advance sexual and reproductive health and rights (SRHR) worldwide and concluded several multi-year programmes. Through long-term partnerships, evidence-based programmes and public engagement, we reached millions of young people, professionals and communities.

These highlights show the scale of our work and the change we are helping to create.



17 multiyear programmes were implemented in 2025 — 8 in the Netherlands and 9 internationally — across more than **20 countries**.



Kleine @#\$% dingen worden !@#\$% dingen, our awareness campaign on harmful peer pressure among boys, reached over **3,5 million young people** between the age of 18 and 25. The campaign had almost 17 million views.



At Lowlands Festival in the Netherlands, **1.325 young people** participated in our research on sexual pleasure, contributing to new insights into young people's experiences and perceptions of sexuality.



Over three years, Ado Avance Ensemble reached **8,8 million** adolescents and young people with sexuality education and sexual and reproductive health and rights information in francophone Africa.



Over five years, Generation G reached nearly **90 million people worldwide**, challenging harmful gender norms and helping prevent sexual and gender-based violence.



We launched the renewed [Zanzu.nl](https://zanzu.nl), an educational website with information on sexual and reproductive health, family planning and contraceptives provided in **16 languages**.



8.000+ educational professionals in the Netherlands attended Rutgers' professional development programmes.



We shared our learnings and best practices in strategic litigation against misinformation and disinformation with partners, both nationally and internationally.



The Right Here Right Now programme reached nearly **7,5 million young people** in 10 countries with comprehensive sexuality education, both in and outside schools.

1

Introduction and outlook

2025: A Year of Change – Transforming sexual health and rights globally.

We are proud of our contributions to sexual health over the past year, working with partners in the Netherlands and worldwide. We successfully closed four impactful international programmes and invested in new proposals to advance sexual and reproductive health and rights (SRHR) and gender justice. We embraced our values of ‘courageousness’ and ‘learning’ and won a court case against disinformation. This victory highlighted our commitment to truth and justice, and we shared our experience with partners at home and abroad. Our dedication to improving SRHR and ensuring reliable knowledge and information is stronger than ever, with several important research studies published this year addressing critical issues locally and globally.

This year showcased our organisational resilience as we embarked on a necessary journey to refine our organisational model and announced our ambition to merge with Aidsfonds Soa-Aids Netherlands. These changes are set to sustain our efforts, enhance collaboration, and expand our impact on advancing SRHR while dealing with an ever-changing context. Consequently, we had to say goodbye to valued colleagues, who will remain part of our Rutgers’ community. Together, we are making a real impact and are motivated to continue our essential work in the coming years.

This year we reported that SRHR are improving in some countries and policy areas, but budget cuts globally will cause major setbacks in the years to come. Luckily, countless young people, parents, health, and educational professionals and many of our partners remain committed to the healthy and safe development of children and young people, as well as to freedom and equality in relationships and sexuality for all. This is making a difference; the percentage of schools in the Netherlands providing education on safe and healthy relationships and sexuality has notably increased, climbing from 92% in 2022 to 96% in 2025. This significant progress is particularly crucial in the face of online disinformation, hate campaigns, and the vocal opposition of a small group.

In 2025 we ran 17 multiyear programmes - eight in the Netherlands and nine internationally - in more than 20 countries. These programmes shaped our work within three thematic areas: sexuality education, reproductive freedom and the prevention of sexual and gender-based violence (SGBV). This year we harvested many results after building robust and inclusive global partnerships with young people, civil society, and other stakeholders in the past five years.

Our interventions and advocacy are grounded in our research, which we undertake with our partners to academic standards. We are constantly learning and challenging ourselves to better connect to our target audiences. This has been fruitful, enabling us

to share best practices with colleagues locally and abroad. Unfortunately, like many partners around the world, we continued to face organised attacks on our work in the Netherlands. We confronted disinformation by starting a court case against Civitas Christiana. We are motivated to further invest in our mission to ensure that quality information and support on healthy sexual development are widely available.

Financially, 2025 showed improvements in various areas. We continued our route to ensure revenue generation by improving billability, strong leadership in international programmes and by strengthening our fundraising strategy, which resulted in a positive result. Despite the necessary reorganisation we managed to restore backlogs and continued working towards a sustainable business model with a changing project portfolio. This positive change in trajectory after a difficult year has been made possible by dedicated and valuable partners like the Postcode Lottery – for which we are grateful.

As Executive Director, I have dedicated myself to identifying opportunities for innovative partnerships and strengthening public and political support for sexual health issues. Additionally, I have concentrated on maintaining Rutgers' thematic knowledge and expertise in the reorganisation while ensuring the long-term sustainability of the organisation and its mission. This will allow our experts to continue their effective work on core issues in the long run and reach an increasing number of young people, empowering them as agents of change.

Looking ahead, 2026 is a year of transition. We will evaluate and report on the results of our multi-annual programmes that achieved significant impact. While having said goodbye to highly valued colleagues at



the end of 2025, in 2026 new programmes, projects and proposals will take off, ensuring that our impact and partnerships last. We continue conversations with Aidsfonds Soa-Aids Nederland, to potentially join forces as one strong, impactful organisation. We will remain open and courageous and continue to learn to contribute to a just world where all can enjoy healthy sexual development.

Marieke van der Plas
Executive Director, Rutgers



2 Our strategy, in short, and indicators of progress

Who we are

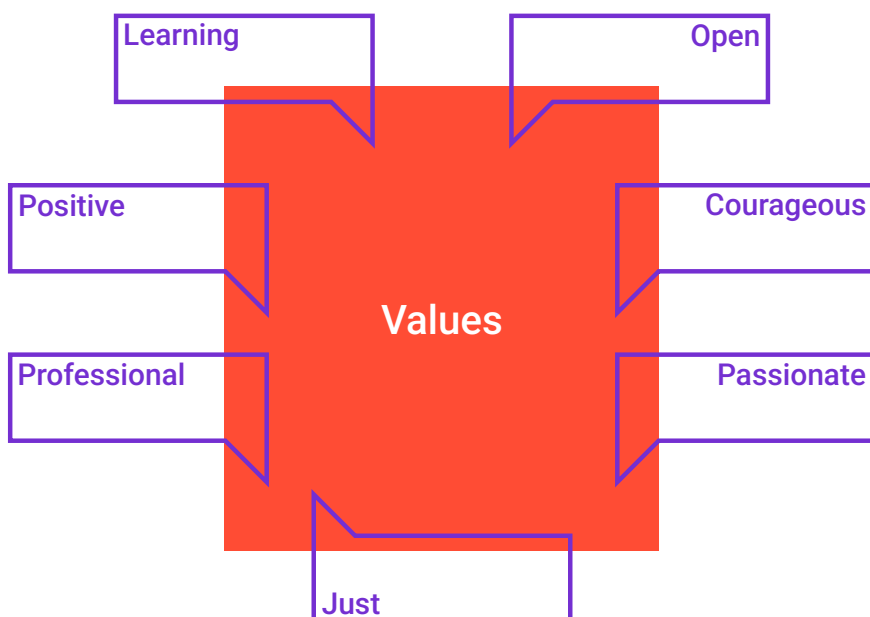
Rutgers is the Dutch centre of knowledge and expertise on sexual health, safety and wellbeing.

We provide reliable information and resources. In collaboration with partners and experts in education, healthcare and wellbeing, we support young people to grow up healthy, safe and happy. Our work spans the Netherlands, Europe and beyond.

SRHR are about being mentally and socially as well as physically healthy when it comes to sexuality and reproduction. SRHR relate to the individual, their relationships and society. They go beyond the absence of sickness: good sexual health is about having pleasurable sexual relationships, self-esteem, and relationships based on trust and communication.

At Rutgers, we talk about sexuality openly and practically. We base our work and content on research and experience and dare to address complex and controversial issues. We commit ourselves to always working inclusively and respecting diversity in context and culture.

Our values (2020–2025)



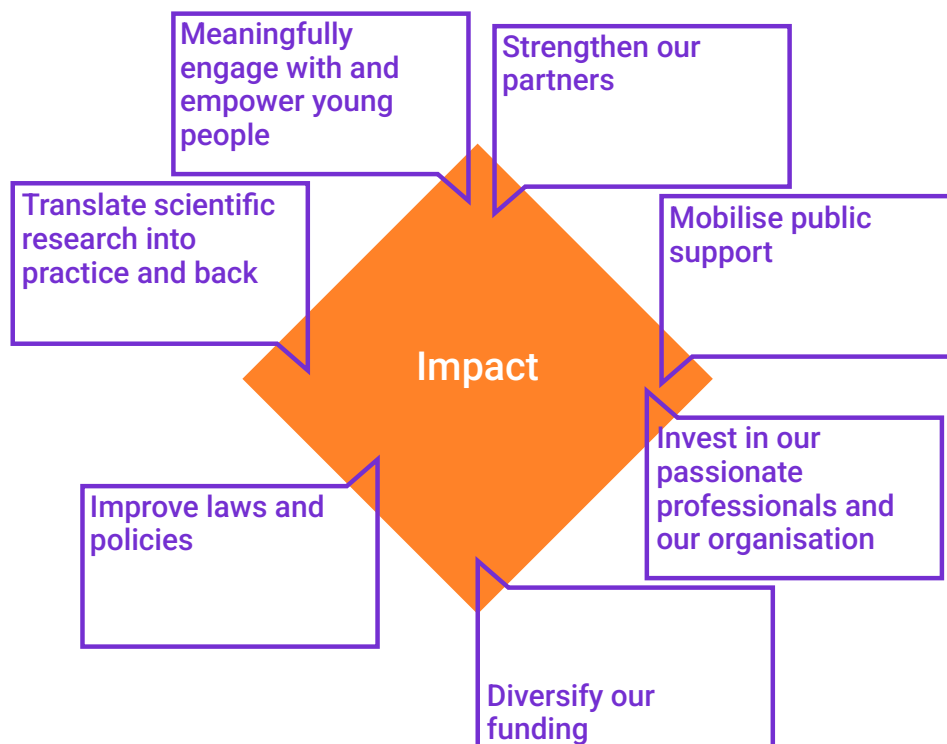
Why, what, how

[In our Strategy \(2021-2025\)](#), we formulated the ‘why’ of our organisation: being free to enjoy our sexuality and relationships contributes to our happiness. In 2025 we published our new strategy 2026-2030 that is further focusing on our three themes, core disciplines, reaching a broader public audience and ensuring organisational resilience.

We work daily to improve young people’s position, health, and rights. We work on sexuality education and information, access to contraception and safe abortion, and the prevention of sexual violence. Our priority themes lead us to strategise and collaborate

with partners who are working on related issues, including HIV and AIDS, reproductive health, and those from the women’s movement and lesbian, gay, bisexual, transexual, queer and intersex (LGBTQI+) movement.

To impact these themes, we work on many programmes and projects in over 20 countries and with diverse partners. Each programme is shaped according to its context, uses participatory approaches, and translates evidence (from research) into practice (implementation and advocacy) and vice versa. This ensures the quality and relevance of our work.



The impact

The figures in Table 1 indicate Rutgers' impact and progress towards the results we aimed to achieve by 2025.

Table 1: Rutgers' corporate indicators

	2021	2022	2023	2024	2025	Cumulative	Target*
Number of young people (up to 30) provided with comprehensive sexuality education as part of Rutgers' programmes	799.400	272.978 ***	505.768 ***	1.850.057	1.198.019	4,6 mln	4,0 mln
Number of people reached with SRHR information**	1,0 bln	99 mln	59 mln	82 mln	47 mln	1,2 bln	600 mln
Number of civil society organisations (CSOs) strengthened in SRHR programming	97	66	218	389	256	1026	135
Number of professionals trained in SRHR	14.718	14.877	15.928	25.897	13.306	84.726	40.000
Number of external publications and presentations that contribute to the SRHR knowledge base	137	207	162	131	175	812	1.412
Number of allies/stakeholders/influencers who actively support our SRHR work***	129	243	7.741	96.063	273.521	377.697	
Number of occasions in which youth organisations and CSOs have participated in policy decision-making processes that affect their lives	58	94	55	113	64	384	
Number of positive changes in (implementation of) laws and policies on SRHR	13	25	26	72	58	194	140
Number of regional and international agreements that maintain or strengthen progressive language on SRHR	14	19	14	10	8	65	

* Source: *Together we are Rutgers, Strategy 2021-2025*

** The numbers are high as this indicator includes social media, online media, print media and radio/TV at national and international levels.

*** These figures refer to our international work only.

We made significant progress in 2025.

- We have scaled up in reaching young people with comprehensive sexuality education (CSE) and surpassed our ambitious target of reaching 4 million.
- We have doubled our target of empowering 40.000 professionals on SRHR.
- The focus over the years has shifted towards publishing in high-quality professional journals, increasing public reach, and translating findings into practice. Less emphasis has been placed on the number of publications.
- The surge in allies, stakeholders, and influencers supporting SRHR work is accounted for by the Ado Avance Ensemble programme making an impact. Thanks to our online success, the original targets for the first year have been greatly exceeded.
- The target of 140 positive changes to law and policy has been surpassed marking a significant milestone in our mission.

3 Rutgers in the Netherlands

The year 2025 was a successful year for our work in the Netherlands. We achieved significant results in informing and engaging parents and caretakers, teachers and health professionals in supporting children and young people in a healthy and safe development; promoting respect and equality for all; and respecting differences in identities, backgrounds and opinions.

Our national work focuses on promoting the sexual health of the Dutch population through relationships and sexuality education for parents and educators; initiating and facilitating open and honest conversations about reproduction and contraception; the prevention of SGBV as well as continuing to promote a positive cultural shift towards a just and inclusive society.

At the core of this work is **continuous learning, research, and knowledge development**. Most research is conducted in-house. As well as the periodic population-based surveys and registered sexual health care services, other qualitative research is conducted with our target audiences, and in collaboration with other knowledge institutions. The latter include universities, RIVM, NWO, TNO, Pharos, Trimbos, Soa Aids Nederland and FIOM. The cross-fertilisation with our international work and partners overseas is another important source of learning.

In addition to knowledge development, our national work includes the following:

- Dissemination of reliable information and knowledge. We provide public education through media, campaigns, and online platforms to inform people and counter disinformation. Our information is easily accessible and free of charge, to promote equal opportunities and support young people and young adults in making healthy, safe and respectful choices.
- Supporting policy and practice. We share our knowledge with education, health care, youth services, societal organisations and policymakers, and develop supportive tools to improve the competency of professionals working with young

people. Special attention is given to professionals working with groups in more vulnerable situations, such as children, young people, people with disabilities, youth in (residential) youth- and healthcare, refugees, and migrants.

- Collaborating with our partners and target audiences. To be effective, efficient, integrated, and coherent, we collaborate with our key target audiences, professionals, societal organisations, the private sector and public institutions. In our participatory approach, our beneficiaries are involved in the design, development, and evaluation of our knowledge and supportive tools

Rutgers' National Department is organised thematically along the following lines:

1. Education and parental support
2. Reproductive health and care
3. Prevention of sexual and gender-based violence.

Two programmes support our work on the above themes and across the breadth of SRHR:

4. *Sexuality and care* focuses on young people in need of extra attention or support, for example in mental healthcare, disability care, and youth care.
5. *Monitoring and knowledge development*, monitors the SRH of young people, adolescents and adults, and identifying significant trends and developments. So that all (our) interventions and policies aimed at promoting SRH are based on reliable evidence.

These five programmes are funded by the Dutch Ministry of Health, Welfare and Sports (VWS). They are supplemented by multi-year and shorter-term programmes and project funding, enabling us to work effectively and cost-efficiently in achieving

our strategic objectives and supporting the SRH of all Dutch citizens. By working together with social partners and the private sector, as an organisation we can guarantee our independence, increase our support base, and innovate to keep up with a rapidly changing and digitalising society.

Rutgers also participates in three strategic partnerships (2023-2027) commissioned by the Netherlands Ministry of Education, Culture and Science (OCW):

1. **Alliantie Gezondheidszorg Op Maat 2** on equal physical and mental health opportunities for all, including women and LGBTQI+ people. Partners: Women INC (lead), Rutgers and COC.
2. **Act4Respect Unlimited** on reducing SGBV, with specific attention to cyber violence. Partners: Rutgers (lead), Atria and COC.
3. **Jong Gelijk** on social safety and youth participation. Partners: Rutgers (lead), the National Youth Council, Femmes for Freedom, and Colored Collective.

The following sections describe some of our results for the Netherlands by strategic theme.

Research and knowledge development

In 2025, there were 20 external publications within the programme research and knowledge development, including research reports, national and international peer-reviewed articles, presentations at national and international scientific conferences and presentations and workshops for professionals, ranging from child psychiatrists and sexologists to public health workers. The new edition of the Handbook of Sexual Health was published in 2025 and included five papers by Rutgers' authors, on the sexual life course; sexuality policy in healthcare; culture and religion; sexual and gender diversity; and contraception and abortion. We published international articles on refugees' reproductive agency, sexual wellbeing among LGBTQI+ people, contraceptive care by midwives, masculinity among fraternity men, and how to measure intersex in a survey.

In August we did research on sexual pleasure among visitors of Lowlands festival. 1.325 visitors took part in the survey; 198 people also participated in a short interview. In October we published a [factsheet](#) and an abstract to a special issue on sexual pleasure in the

International Journal of Sexual Health. The results of the study highlight the importance of sexual pleasure and what this entails for many people: safety, connection, and communication.



Information and education: In March we published [research](#) into a method for measuring the relational and sexual development of children aged 6 to 10 in an age-appropriate and sensitive manner. This method was developed under the guidance of independent scientists and experts, and in consultation with schools and parents.



Between March and September, we published two reports and two articles on how parents and caretakers teach their children about sexuality. The first was a [qualitative and participative research amongst parents](#) and caretakers, of various backgrounds, who highlighted their need for information and examples of situations in which they can talk to their child about safe and healthy relationships and sexuality. The second was [quantitative research](#) with a representative audience to gain better knowledge of and insight in how often, when and on which topics parents and caretakers provide relationship and sexuality education.

Furthermore, we conducted [a study among primary school](#) principals which showed that 96% of schools engage in relationship and sexuality education. Almost 45% of schools do this using a teaching method recognised by the RIVM (National Institute for Public Health and the Environment), which is in line with the school's approach and philosophical vision.

Prevention of sexual and gender-based violence:
In June we published [our research on consent among queer and heterosexual youth](#), which was also presented to NVVS sexologists and youth professionals. This study showed the importance of

young people actively discussing each other's wishes and boundaries and not simply making assumptions. Talking about consent becomes easier as young people gain more sexual experience and develop a sense of sexual agency, influenced by social norms in their environment, their gender and sexual identity, and their learning experiences.

Together with Bi+ Netherlands we conducted an exploratory study on [sexual victimisation of bi+ individuals](#) and access to appropriate care. This exploratory study consisted of a literature review; a scan of several support organisations focused on bi+ inclusive support and focus groups/interviews with healthcare workers. The prevalence of sexual victimisation was found to be substantially higher among bi+ people although bi+ people are more or less invisible in victim support.

Furthermore, we published [a peer reviewed article on our study on masculinity and sexual harassment at Dutch student organisations](#).

Health: Regarding gender and LGBTQI+-sensitive healthcare we conducted research on the needs of asexual people. Key findings are that asexual individuals often feel unrecognised by healthcare providers; questionnaires and forms rarely take asexuality into account; healthcare professionals often make unconscious assumptions about sexual

orientation; and these assumptions can lead to uncomfortable conversations or inappropriate care. We also conducted qualitative exploratory research among women and experts [on the use of menstrual cycle apps as a method of contraception](#). The study shows that women are willing to accept the risks of this form of contraceptive if other methods do not suit their needs, lifestyle or beliefs. Their choice is therefore rarely based on ignorance, but on the lack of suitable alternatives. Overall, the study found that choosing to use a menstrual cycle app as a method of contraception is often a conscious and well-considered decision.

In December, in collaboration with FIOM, we completed an [exploratory](#) study of online misinformation and disinformation about contraception, unintended pregnancies, and abortion care. This report identifies strategies and interventions to limit the impact of online misinformation and disinformation, which will be tested in 2026.

We published a peer reviewed article on [reproductive choices and needs of refugees](#), following up on the research [New Perspectives on Reproductive Choice](#).

Information and education

Grounded in our research (see research section above) we supported parents in their role as primary educators in relationship and sexuality education. We made educational information, content and supportive tools on our website [seksueleopvoeding.info](#), which were the focus of an online campaign, including videos and various outings for parents and caretakers.

Regarding school education, Rutgers promotes structural and sensitive CSE. This means that children and young people receive information throughout their lives and get answers to their questions in a way that aligns with their school. In 2025, 96% of schools report they give education on safe and healthy relationships and sexuality (2025). In 2022, the number of schools was 92%. This is an important increase against the backdrop of online misinformation and hate campaigns, and resistance of a small but vocal group of opponents. Yet there is still room for improvement: only about 45% of schools provide this structurally and comprehensively, using a teaching method recognised by RIVM.



In 2025, Rutgers organised the 20th annual *Week of Springfever* for primary and special education and the 8th annual *Week of Love* for secondary and vocational education. These initiatives encourage schools to actively engage with relationships and sexuality in a structural and age-appropriate way that aligns with the development of children and their environment, as well as the identity of the school.

36% of schools participated in the *Week of Springfever*. This translates to roughly 2,352 schools, 36,250 teachers and 526,000 pupils. Four out of five schools involve parents in their lessons. This collaboration is crucial because both parents and schools play a vital role in raising children. [Research shows](#) that 9 out of 10 parents are in favour of mandatory relationship and sexuality education, while only 2% oppose it. [Five out of 10 schools](#) report experiencing resistance from parents. This represents a small group of typically one to five parents per school. Rutgers supports parents and schools in protecting children and working together in this.





250 schools, 4.000 teachers and 70.000 students participated in the *Week of Love*. Secondary schools and vocational schools face no resistance from parents or other opponents, and the number of schools participating in the *Week of Love* increases every year.

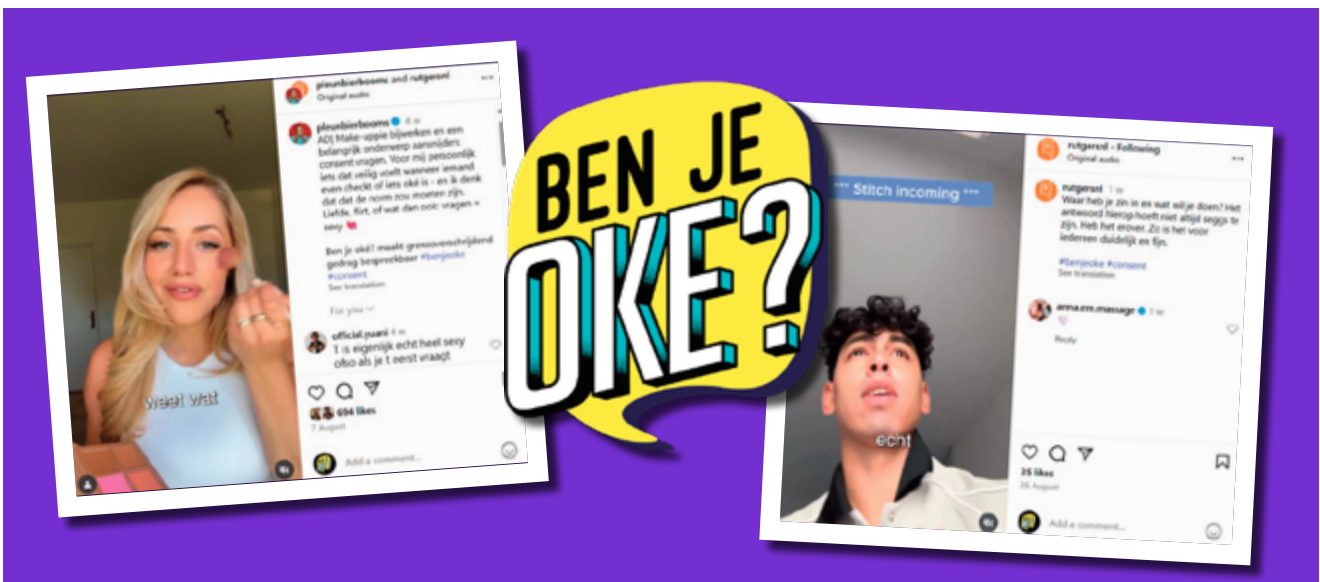
The total number of participating schools and young people reached: 3.452 schools and 666.332 young people.

In 2025 we began updating 19 lessons of our teaching package '*Kriebels in je buik*'. Our partner organisation Famia Planea Aruba (FPA) is translating '*Kriebels in je buik*' into Papiamentu and to the context of Aruba.

Almost 3,5 million people visited our educational websites for specific target audiences:

- [Seksualiteit.nl](https://www.seksualiteit.nl), developed to support adults had 600.000 visitors.
- [Sense.info](https://www.sense.info), developed to support 13-25 year olds, had 2,2 million visits.
- [SEGGSY.nl](https://www.seggsy.nl), related to Sense.info, had 5.000 visitors.
- [Can You Fix It!](https://www.canyoufixit.nl), also related to Sense.info, had 14.000 visitors.
- [Pubergids.nl](https://www.pubergids.nl), for 10-13 year olds, had 16.000 visitors.
- [Seksueleopvoeding.info](https://www.seksueleopvoeding.info), for parents and caretakers, had 36.000 visitors.
- [Seksuelevorming.nl](https://www.seksuelevorming.nl), for teachers and professionals in childcare, had 305.000 visitors.
- [Seksindepraktijk.nl](https://www.seksindepraktijk.nl), for healthcare professionals, had 33.500 visitors.
- [Zanzu.nl](https://www.zanzu.nl), supporting people with a refugee or migrant background, had 120.000 visitors.

8.203 education and health professionals have attended Rutgers' professional development programmes, with a total of 101 courses and a satisfaction rating of 8/10. Compared to 2024,



we see a small decrease in the number of participants due to the fact that, firstly, some longer-term programmes have ended after several successful years, and secondly, we developed fewer new training courses last year, whereas new courses often attract many new attendees. A good example of this is the [Nu Niet Zwanger](#) training course, which attracts many participants yearly.

Due to changing internet usage and AI-generated search results such as Google’s AI Overview, visitors and views only tell us half of the story. In 2025 we therefore worked on our online discoverability and visibility, ensuring that AI systems pick up and share our websites and information. This requires us to identify areas for improvement for each website, as well as to utilise updated indicators to better map out the impact of our websites and information.

During 2025, all our social media channels gained a significant number of new followers:

Channel	New followers 2025	Total followers start 2026
Instagram Rutgers	+ 1.888	11.952
LinkedIn Rutgers	+ 2.873	21.146
TikTok Rutgers	+ 486	692
TikTok Ben je oké?	+ 1.270	23.209
YouTube Rutgers	+ 309	4.540

Prevention of sexual and gender-based violence

Ben je oké is our long-term, successful campaign on the prevention of sexual harassment, which includes behavioural guidance for young people. The campaign reached over 3 million young people between the age of 18 and 25 on TikTok, Snapchat and Instagram. The campaign had over 18 million views and almost 34.000 interactions.



[Kleine @#\\$% dingen worden !@#\\$% dingen](#), our awareness campaign on harmful peer pressure among boys, reached over 3,5 million young people between the ages of 18 and 25. The campaign had almost 17 million views and over 56.000 interactions.

In October 2025, Rutgers and Movisie presented the new dossier [What works in preventing sexual harassment and LGBTQI+ violence?](#) This document brings together available scientific knowledge on



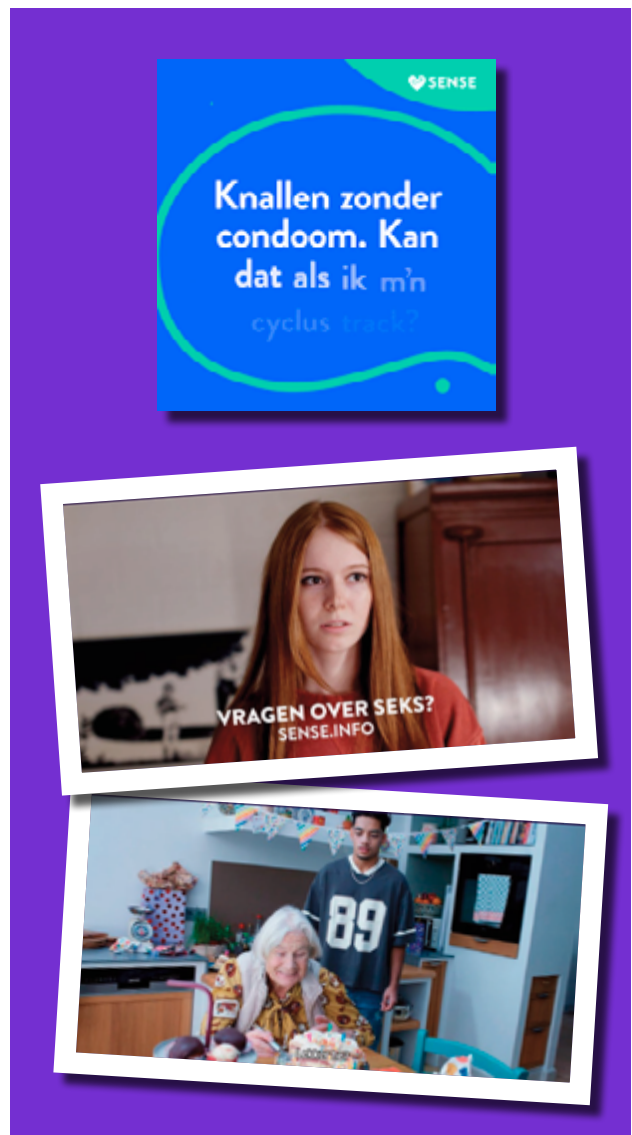
the issue and offers professionals working on prevention an overview of promising and effective ways to address sexual harassment and sexual violence, and violence against LGBTQI+ people. 1.469 professionals followed one of our trainings to support young people at risk of becoming a victim or perpetrator of sexual violence and rated these trainings with an average score of 8.1/10.

We started T@ckle, short for Transdisciplinary Analysis and Co-creation of Knowledge to Lead Efforts against Online and Offline Sexually Transgressive Behaviour and Sexual Violence. This is a five-year research project which Rutgers is participating in with Erasmus University, Utrecht University and the Sexual Assault Centre, together with more than 30 consortium partners. Rutgers as lead ensures sustainable impact of the project and ongoing transdisciplinary collaborations between scientists, practitioners, and stakeholders.

Finally, we conducted various studies, including on the experiences of sexual violence among bi+ and on intersex people; organised a webinar for professionals about people with mild intellectual disabilities; developed a variant of an intervention to prevent online sexual harassment for young people with a mild intellectual disability; developed e-learning modules for our interventions for young people; and evaluated various interventions for recognition in the database and for reaccreditation.

Reproductive health and care

At the end of 2025 we relaunched our campaign '[Weten hoe het echt zit](#)' together with Soa Aids Netherlands under the SENSE brand. It had



34.599.873 impressions, 3.110.495 video views and 115.541 link clicks. It was also nominated for a community management award.

We updated our [abortion background file](#) and published a [new factsheet](#) on contraceptives and unwanted pregnancies which presents key data on reproductive health in the Netherlands. We also developed [an infographic on the menstrual cycle and the fertile period](#). Based on the menstrual cycle apps research on women who use this method as contraception, we also created [an overview of Clue, Flo, Daysy and Natural Cycles](#).

On our educational website [sense.info](#), nearly half a million views (494.873) from young visitors (13-25 year old) could be tracked to the information specifically related to the prevention of unintended pregnancies and reproductive health in general.

In 2025 the renewed [Zanzu](#) website was launched, an educational website with information on SRH provided in 16 languages.

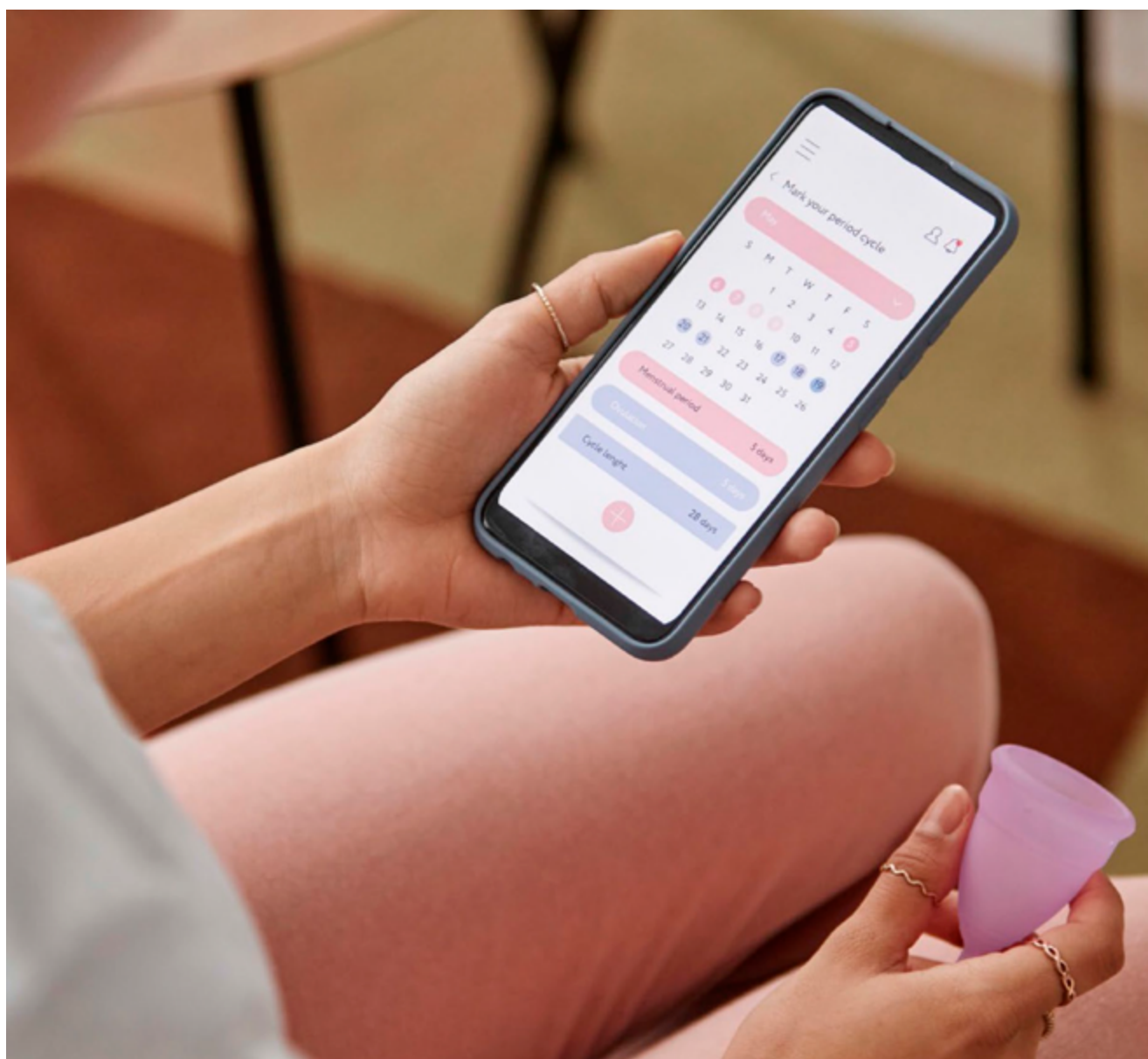


651 professionals finished our e-learning on contraceptive choices (rated 8,1/10), the prevention of (repeated) unintended pregnancies (rated 7,8/10)

and culturally sensitive working (rated 8,1/10). Together with Soa Aids Netherlands we also developed an e-learning on contraceptive counselling, with a total of 540 participants and an average rating of 8,2/10.

596 professionals attended a presentation on reproductive health, 162 professionals were trained face-to-face on culturally sensitive working in relation to reproductive health and 150 health care professionals followed an online webinar.

3.854 professionals have been trained in the [Nu Niet Zwanger](#) method, giving a high rating of 8,1/10. The Nu Niet Zwanger programme is available in all 25 GGD (public health services) regions, and in 313 out of 342 municipalities in the Netherlands (91%).



Rutgers triumphed in landmark court case against lies, online hate and disinformation

Disinformation, misinformation and online hate speech continues to be a challenge for civil society organisations (CSOs), including Rutgers. The ultra-conservative organisation Civitas Christiana is a key driver of this, attacking schools, teachers and parents who provide reliable information that children and young people need to grow up healthy and safe.

In recent years, Civitas Christiana has consistently spread lies and disinformation about Rutgers, our teaching materials and our annual *Week of Springfever*. During this campaign, accurate, age-appropriate information and resilience on sexuality are key, helping children learn what is and is not acceptable, and how to set their boundaries. Schools participate voluntarily by providing structured, age-appropriate lessons on these topics to their primary school students. Together with schools and parents, Rutgers ensures that children can be themselves and grow up in a healthy and safe environment.

When at the beginning of 2025 Civitas Christiana launched their so-called *Black book Springfever*, Rutgers decided to take a stand and summon Civitas Christiana to support parents, teachers, and schools, and to combat misleading and dangerous misinformation.

As Rutgers declared in their statement, the legal case is not about a difference of opinion on education, but about the spreading of fake news that endangers children rather than protecting them. Everyone has the right to their own values, beliefs, opinions, religious convictions, and way of life – including in matters of education and parenting. That is a fundamental pillar of our democratic legal system. However, the freedoms of expression and religion that Civitas Christiana appeals to are not without limits.

The court ruled completely in favour of Rutgers; all statements made by Civitas Christiana – made through their social media channels, mainstream media and direct outreach efforts – were not only found to be false, but also harmful and unlawful, and had to be retracted.

The court's ruling sends a clear message: there is no place for hate and disinformation in public discourse, especially when it risks the lives, safety and health of young people. This important decision affirms support for parents, teachers, schools and all who are committed to ensuring children grow up healthy, safe and happy. It is a crucial step forward in protecting young people's health, safety and wellbeing from harmful narratives designed to undermine their rights.



4 Rutgers International

The year 2025 was pivotal for Rutgers International. We successfully concluded four major multi-year, multi-million, programmes spanning 20 countries, focused on our core themes: sexuality education and information; access to contraception and safe abortion; and the prevention of gender-based violence (GBV). This year was dedicated to strengthening sustainability and accountability, ensuring that our work continues to have a lasting impact. While we celebrated remarkable achievements, we also navigated significant global challenges, including shifts in policy and funding that affected our key focus areas. The following section highlights our accomplishments, our learnings and the progress made towards creating healthier, safer and more equitable communities worldwide.



Launch of *The Maze Women Face: Stuck between rights and reality*

In 2025 through the Ado Avance Ensemble and She Makes Her Safe Choice programmes, Rutgers launched a groundbreaking regional research report, [The Maze Women Face: Stuck between rights and reality](#), shedding new light on the persistent barriers to safe abortion care in West and Central Africa.

Released at the International Conference on Family Planning in Bogotá, the study exposes a disturbing disconnect between legal protections and real access to care — even in cases where abortion is lawfully permitted, including pregnancies resulting from rape or incest.

Led by Rutgers in partnership with CERRHUD in Benin and research teams across Burkina Faso, Côte d'Ivoire, Togo and Cameroon, this first-of-its-kind analysis links unsafe abortion to sexual violence and systemic obstacles that trap women in a “maze” of bureaucratic and social constraints.

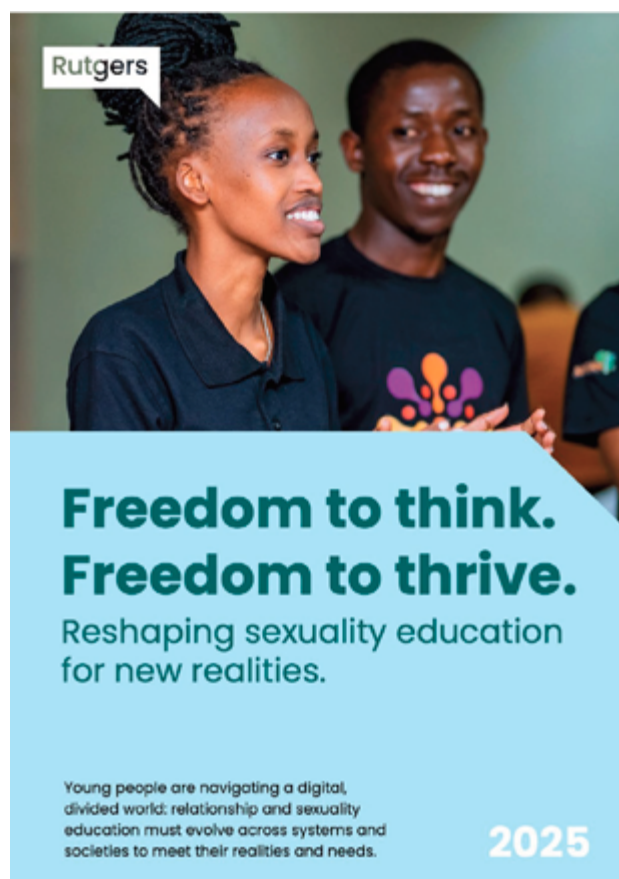
Requirements for proof of rape, procedural delays, lack of information and deep-rooted stigma were shown to push women toward unsafe methods, with devastating consequences for their health and survival.

Accounts/testimonies from women and girls reveal how legal rights on paper fail to translate into meaningful protection. The research underscores that policy alone is not enough: genuine access requires clear implementation, better-resourced health systems and the dismantling of stigma that deters women from seeking care.

In response, Rutgers has launched a global campaign calling for urgent action to turn legal rights into reality, urging governments to remove barriers, invest in safe services and ensure health systems fully respect women's rights to safe abortion care.

Education and information

In 2025, Rutgers highlighted the evolving realities young people face in an increasingly digital and divided world through the white paper [Freedom to Think. Freedom to Thrive](#). This paper explores



the barriers adolescents encounter in accessing accurate SRH information and highlights proven approaches to support their sexual health, safety and wellbeing. By framing the challenges and opportunities in today's context, the paper sets the stage for understanding the importance of adaptive, inclusive relationship and sexuality education across systems and societies.

With support from Global Affairs Canada and IPPF, Rutgers continued its role as a Center of Excellence on comprehensive sexuality education (CSE), capturing best practices and strengthening knowledge exchange across regions. This platform has supported partners in more than 20 countries through training, co-designed capacity development and practical online resources to improve the delivery and scale-up of CSE, digital CSE, gender transformative education, effective advocacy and pedagogical approaches. In 2025, this work increasingly focused on regional exchange, evidence generation and helping partners respond to opposition to CSE. It also culminated in *Transitioning to Scale*, a practical toolkit developed with eight civil society organisations to turn programme learning into guidance for scaling sustainable, education system-embedded CSE, to be published in 2026.



Rutgers also finalised the development of three e-learning courses on CSE for young people commissioned by UNFPA (the ‘UNFPA CSE Academy’), expected to be launched in 2026.

Meanwhile, the Right Here Right Now programme reached nearly 44 million young people across 10 countries with relationship and sexuality education both in and out of school. Combining digital and offline approaches, the programme ensured access even in challenging contexts. End-term evaluation confirmed that the education provided equipped young people to confidently “voice their needs, claim rights and influence their surroundings as active agents of change.”

Right Here Right Now also achieved notable policy and systems impact. In Bangladesh, Whole School Approach activities were integrated into government channels for the first time; in Benin, partners secured ministry authorisation to deliver educational content on sexual health and wellbeing in high schools; in Nepal, relationship and sexuality

education was formally integrated into the school curriculum; and in Indonesia, a nationally launched relationship and sexuality education module incorporated Islamic perspectives.

Meanwhile, the Ado Avance Ensemble programme expanded access to SRHR information for 2.1 million adolescents, including 1.1 million girls, training over 6,500 peer educators. By the final year, contextualised, learner-centred materials—guides, comics, videos and chatbots—reached out-of-school youth, while enhanced facilitator networks, hotline, and counsellor training strengthened discrimination-free delivery of sexuality education.

Rutgers also collaborated with global partners — including UNESCO, UNFPA and the Global Partnership Forum on CSE — to strengthen how CSE programmes measure their impact. Together, we developed a new monitoring and evaluation framework that focuses on young people’s learning, wellbeing, and sexual health outcomes.





Prevention of sexual and gender-based violence

2025 marked the final year of the Generation G programme, which mobilised young people, influencers and communities to challenge harmful gender norms and prevent SGBV. Through campaigns, community dialogues and creative media, more than 16 million people were reached in 2025 alone, contributing to a cumulative reach of nearly 90 million people over the programme's lifetime.

Across countries, young people played a pivotal role in driving change. In Indonesia, youth-led publications, podcasts and faith-based dialogues opened space for more gender-just interpretations



of social and religious norms. In Lebanon, young advocates led community conversations on non-violent parenting and women's leadership, while regional feminist activists worked to strengthen gender-sensitive media standards. In Rwanda, a national online campaign sparked widespread conversations about safety and inclusivity in digital spaces. In Jordan, a high-profile campaign on online extortion rapidly reached over a million people and contributed to increased reporting of abuse cases.

Beyond awareness raising, the Generation G programme helped secure concrete policy and institutional changes. In Indonesia, GBV prevention guidelines were adopted across more than 500 religious boarding schools. In South Africa, a landmark court ruling extended equal parental leave to all parents. In Rwanda and Morocco, civil society coalitions strengthened accountability mechanisms and advanced reforms to better protect women and girls.

Meanwhile, the Power to You(th) programme, led by Amref with Rutgers as SRHR, advocacy and gender equality expert, contributed to reforms in more than 70 laws and policies on child marriage, female genital mutilation, age of consent, SGBV and sexuality education. In Ghana, for instance, young women were able to influence local policies and in Indonesia,

adolescent girls shaped local decision-making through planning forums and public hearings.

Access to contraception and safe abortion

The She Makes Her Safe Choice programme, funded by the Postcode Lottery, continued to advance access to safe abortion care in a rapidly shifting global context. In 2025, the programme combined research, advocacy and strategic communications to support women's rights to make informed decisions about their bodies.

In Cameroon, partners were supported in their advocacy for the domestication of the Maputo Protocol, guiding national policy makers to align policies and plans with Cameroon's regional commitments on women's rights and safe abortion. At the global level, Rutgers co-organised with the Global Safe Abortion Dialogue a side event during the Commission on the Status of Women (CSW) in New York, creating space for dialogue on the urgent need to safeguard access to safe abortion care amid growing political opposition.

A key milestone was the launch of the regional research report *The Maze Women Face: Stuck between rights and reality* online and at the

International Conference on Family Planning. The launch, a collaboration between the She Makes Her Safe Choice and Ado Avance Ensemble programmes, highlighted the persistent barriers preventing women from accessing safe abortion care despite legal provisions in five countries: Benin, Burkina Faso, Cameroon, Cote D'Ivoire and Togo. The accompanying campaign continues to amplify the findings internationally, calling for tangible action to close the gap between rights on paper and the real experiences facing women and girls.

The reinstatement of the US government's 'global gag rule' in 2025 further threatened access to SRHR worldwide. In response, Rutgers strengthened public communications on the implications for safe abortion care and supported partners through webinars and briefings, helping them navigate funding uncertainties and sustain critical services. These efforts will continue into 2026, reinforcing partners' capacity and Rutgers' commitment to advancing SRHR.

The Ado Avance Ensemble programme strengthened adolescent-friendly SRH services by training more than 30,000 health providers to deliver confidential, non-judgmental, youth-focused care, including on contraception and safe abortion. Over 120,000



adolescents were referred to services, with more than half completing their visits, ensuring young people could access the care they needed. In 2025, the programme introduced innovative approaches — including digital helplines, telemedicine, referral tickets, and youth-led accountability mechanisms — to further improve service uptake and quality. Adolescents played an active role in shaping services, recommending improvements such as private consultation spaces and more respectful, confidential care.

Sexual and reproductive health and rights of young people

At the 2025 International Conference on Family Planning (ICFP), Rutgers centred its participation around “Unlock the Future: healthy, safe and powered by young people.” At our booth, Colombian youth artist Maria Fernanda Roa created “*Gozar(me) es conocer(me)*” — “To know myself is to enjoy myself” — a mural developed in dialogue with the ICFP Youth Summit’s artwork. Featuring the jaguar, a Colombian symbol of strength, the piece explores sexuality through self-knowledge, bodily autonomy, and female empowerment, highlighting Rutgers’ commitment to elevating youth voices. The artwork will be displayed in a youth-friendly clinic by Profamilia (Colombia).

During the conference, Rutgers also launched the regional research report *The Maze Women Face: Stuck between rights and reality* and convened side events on CSE, providing platforms for dialogue, evidence sharing, and advocacy on critical SRHR issues.

The Ado Avance Ensemble programme strengthened adolescent-friendly SRH services by training more than 30,000 health providers to deliver confidential, non-judgmental, youth-focused care, including on contraception and safe abortion. Over 120,000 adolescents were referred to services, with more than half completing their visits, ensuring they could access the care they needed.

In 2025, the Generation G programme strengthened young people’s capacity to challenge harmful gender norms and prevent GBV. A total of 3,466 young people increased their knowledge and reported having more equitable attitudes on gender and violence. The programme also supported 122 young influencers to create 179 public messages promoting gender justice and non-violence.

The Right Here Right Now programme continued to advance meaningful and inclusive youth participation. In 2025, 15 youth groups in Benin formalised into registered organisations and in Uganda, partnerships with local governments integrated youth advocacy platforms into district planning and service delivery frameworks, ensuring youth voices are embedded in institutional systems.

Finally, the YIELD Hub, an independent initiative hosted by Rutgers since 2022, entered a new phase in 2025. Rutgers provided legal, financial, and operational support while the Hub grew, and in 2026 it will operate under Global Dialogue. Rutgers celebrates its role in supporting YIELD Hub’s growth and looks forward to seeing it flourish in its next chapter.

5 Report on the organisation

Tensions in the world and closer to home remained a challenge for our working environment in 2025. We embraced change and adopted a new organisational model to adapt to the declining levels of development cooperation, while expressing heartfelt gratitude to our valued colleagues for their contributions. After an exploratory phase we announced the intention to merge with Aidsfonds Soa-Aids Netherlands and began in-depth preparations for decision-making. The Rutgers Works Council continued to play an essential role in constructive governance practice. Despite the organisational changes our staff managed to reach many multi-year ambitions of which we are proud.

Governance

A team of managers from all departments assists the Executive Director. In 2025, the Management Team members were:

- Luc Lauwers, Manager National Programmes and Deputy Director
- Geert Jan Braber, Manager Human Resources
- Olloriak Sawade, Manager International Programmes
- Leon Steenbrink, Manager Finance and Control
- Esther van Blitterswijk, Manager General Affairs (until October 2025)
- Merlijn Stoffels, Manager Communications, Marketing, and Fundraising (until June 2025)
- Maaïke van Veen, Interim Manager Communications, Marketing, and Fundraising (from May 2025).

Annual work plan and budget

The team discussed progress towards the work plan quarterly. The results can be found in this annual report. The Management Team adopted an annual work plan for 2026, which the Supervisory Board approved in December 2025. The budget for 2026 is presented in the financial part of this report.

People and culture

We continued measuring our staff's work experience monthly, which was particularly important during a challenging year with many transitions to contend with, and discussed the findings within our staff teams. The results show that staff are committed to our strategy, vision, and culture and feel a high level of engagement and participation in their work. The outcomes show that our efforts on reducing workload and improving resilience and wellbeing were welcomed, though these remain areas of attention in a volatile context.

With the growing opposition to themes that Rutgers works on, we are focusing increasingly on staff's vitality, morale, and mental resilience. In 2025, we again organised several fully booked and well-received trainings around workload, practical working, energy management and mental resilience. Also, tailor-made support was organised around the reorganisation process to assist colleagues in outplacement, resilience conversations and career advice. Furthermore, we updated our vision on Justice, Equity, Diversity, and Inclusion.

In 2025, we moved quickly on preparing a new organisational model and reorganisation. The new model facilitates the organisational strategy for 2026 – 2030. We will structure our workforce around three strategic themes; sexuality education, reproductive freedom and the prevention of SGBV, focusing

even more on building and sharing knowledge and on fundraising. This new strategy will start to be implemented in 2026, preparing Rutgers for the period beyond the strategic partnerships with the Dutch Ministry of Foreign Affairs.

At the end of the year a transition was made to a new Human Resources software system.

Sick leave for 2025 was 7.29%, higher than sick leave for 2024 and above our goal of 4%. This can be explained by the high workload in a year of many transitions as well as personal and medical circumstances.

Type	2025	2024
Average #FTE	92,3	102,5
Average headcount	104	118
Vacancies filled (internal and external, excluding interns)	5	21
Attrition rate (%)	38%	25%
Attrition rate (headcount)	39	30
- Career move (own choice)	13	17
- End of temporary contract	13	6
- Retirement	0	4
- Other (including settlement agreement)	13	3

Works Council

The Works Council meets with the Executive Director every other month to formally discuss operations and requests for advice and approval. In 2025, the focus of the Works Council lay with the Rutgers Future Proof programme (a reorganisation, new organisational strategy, organisational model, etc.) and the possible merger. Additionally, quarterly Human Resources and Financial updates were discussed. During the year, the Works Council received several requests for advice. The Works Council advised on the reorganisation plan, on the research phase of the potential merger (including hiring an agency for this phase), and lastly on the letter of intent for the merger. The Works Council started the year complete with seven members. At the end of the year, a vacancy was posted that the Works Council hopes to fill in early 2026, so that there will be a full Works Council of five members for the new, smaller organisation.

Collective labour agreement

Rutgers is follower of the collective labour agreement for the mental health care sector (CAO GGZ). This

means that the salary scales and all the other regulations from the CAO apply to Rutgers. Some of those regulations apply to specific target groups or functions within mental health care. As a result, these are not relevant to Rutgers. In addition, Rutgers has several regulations that supplement the collective labour agreement such as gender transition leave. In 2025 a new agreement was made midway applying to the period 1 January 2025 to 31 July 2026. This led to the following salary raises: an increase of 1% as of 1 July 2025; and on 1 December 2025 an additional 2.25% raise. In addition, employers and trade unions have agreed on a new version of the work-life balance budget. The balance budget will amount to EUR 1,000 for a 36-hour-per-week contract. If you opt for an additional personal training budget, this amount increases to EUR 1,400. Furthermore, the new agreement included an increase to 8.33% holiday pay (previously 8%), an internship compensation of EUR 500 per month for a 36-hour-per-week internship and during maternity and parental leave, 100% of the salary will continue to be paid. At Rutgers, this was already in place as we have been a major proponent of equal parental leave.

Quality management

Rutgers is ISO9001 certified. In 2025, we were audited by an external certified auditor on the ISO9001:2015 standard and the Partos9001:2018 standard. The auditor reviewed all our processes and systems from start to finish and spoke to different programme teams about their commitment to continuous improvement. The auditor reported the findings to the Executive Director and the management team. No non-conformities were identified.

In 2025 most teams have transitioned from the local G-server to SharePoint. As result the teams can collaborate more efficiently across locations, access up-to-date documents in real time, and improve data security and version control.

Integrity

Rutgers applies the ‘zero-tolerance to inaction’ principle. This means that we invite people to report misconduct when they experience it, and we also expect people to speak up if they see (possible) misconduct. We will always follow up any reports of misconduct.

In 2025, the integrity committee published several additional policies to our holistic Integrity Framework.

Type	2021	2022	2023	2024	2025
Rutgers Netherlands					
Fraud					
SEAH	1				
Other					
Partner organisations					
Fraud	3	3	1	1	1
SEAH		3	2		
Other				1	
Total	4	6	3	2	1

This included a policy on preventing fraud and bribery aligning with our Code of Conduct and Reporting Procedure and Regulations; a policy on safeguarding Children, Youth and Vulnerable Adults and a Corporate Social Responsibility Policy. Several moral deliberations were held to discuss moral dilemmas we face in our day-to-day work.

Speaking up and making a report is courageous. Rutgers therefore welcomes all incoming reports and handles them carefully. The interests and rights of the survivor(s) are paramount. Reports are registered anonymously.

In 2025 one new case was handled related to suspected fraud and will be investigated in 2026.

Staff have access to an external confidential counsellor to address any instances of undesirable behaviour or uncomfortable work situations they may encounter. In 2025, no consultations were conducted with the confidential counsellor. Due to the sensitive and private nature of these sessions, no reports are provided to the organisation, ensuring confidentiality and trust in the process.

There were no reports concerning Rutgers' integrity in 2025 and fewer reports in our programmes. This raises the question of the accessibility of our reporting system, and it could also be that issues are properly dealt with at an early stage. In 2026, we will again run an internal campaign to raise awareness and inform staff about reporting channels and how we ensure confidentiality in handling cases.

Risks and risk management

Rutgers manages its financial, organisational, programmatic and reputational risks at several levels. As a not-for-profit charity, Rutgers has a low appetite for financial risks.

The Management Team's annual work plan includes several indicators based on the organisational objectives. These are monitored and discussed every quarter, which allows us to steer our choices and interventions. Our strategy and policies are regularly checked and adapted if required. Rutgers uses scientific intervention development methods. Monitoring and evaluation offer regular feedback and input for improvement and innovation. Rutgers adheres to the specific monitoring and evaluation requirements formulated by Ministries of Foreign Affairs, Health and Education and non-governmental donors for the programmes they finance.

The Management Team identifies the most critical risks annually, appoints a member to manage each risk, plots them at a scale of 1-5 on likelihood and impact and establishes the measures to mitigate each risk to an acceptable level (low to high likelihood or impact). The team reviews the risks every quarter.

We started the year with challenges and risks that we monitored. Several programmes were ending and we planned a reorganisation. These could have impacted our financial position or thematic work. However, we managed to mitigate these risks timely, with limited impact on our financial stability or thematic track.

record. Given developments in 2025, the outlook and our work plan, these were the most critical risks and how we addressed them:

- Insufficient cost recovery from funding – we manage this risk by developing a sustainable revenue model and central fundraising strategy. *Likelihood 4 – Impact 5*
- Loss of leadership role and track record in the Netherlands and internationally due to reorganisation – we mitigate this through knowledge management and a new organisational model that is theme based with a diversity of skills. *Likelihood 4 – Impact 4*
- Smaller political and public support base leads to lower impact and revenues – we address this by implementing strategies to combat misinformation, build community support, and expand outreach. *Likelihood 3 – Impact 3*
- Worse SRHR outcomes due to political situation and conservatism in the US and EU - we focus on preventing maternal mortality by investing in movement building with partners like SheDecides, supporting multi-party initiatives and advocacy – *Likelihood 4 – Impact 4*

Corporate Social Responsibility

We invested in green and fair procurement and prioritised collaboration with B-corps, ensuring responsible sourcing. Flights taken by our staff are offset: Rutgers purchased 362 tons of carbon credits to compensate for the remaining CO₂ emissions in 2025. We discontinued the rental of our Amsterdam office and will adapt the square meter office rent to the size of the organisation as of 1 January 2026. Additionally, we focused on our staff's wellbeing by offering various training programmes for professional and personal growth. These efforts reflect our dedication to creating a positive impact on both our community and the environment. We updated our CSR policy that embodies a balanced approach to serving people and planet. We look forward to continued progress with the support of our stakeholders. In our activities and programmes, we continue to contribute to Sustainable Development Goals 3 (Health) and 5 (Gender Equality) amongst others.

Looking forward

Internal focus

Internally, we maintained a focus on finance and securing our financial position. Our finance processes have been reviewed, adjusted where needed and documented in the Finance Handbook. Strongly reduced staff in the finance department led to improved efficiency and higher quality support. We updated our funding strategy, and the fundraising team is exploring new innovative partnerships on our core themes. In response to the announced budget cuts from 2026 onwards, we will review our income, and costs; 2026 will be a crucial year for ensuring that our organisation is resilient and that our impact lasts. The new organisational model will focus our work on themes and the merger plans must ensure that sexual health in the Netherlands is safeguarded by stronger collaboration.

Regarding our response to widespread disinformation and organised attacks to our work, 2026 will be a year to apply the lessons we have learned in the past three years – including from the continuing court case – share these with others and implement appropriate staffing, security, and communication measures. It will also require further strategic thinking and action to ensure we can continue our work and reach our target audiences.

Programmes

In 2026, we will strategically realign our efforts to maximise our impact on our core themes. We will start new programmes and projects, such as Health Happens Here, and will bid for new innovative ones. We aim to foster new, creative and strategic partnerships with both the public and private sectors that will drive significant advancements and ensure lasting change. Our commitment to making a difference remains unwavering, and this focused approach will enable us to achieve powerful results.

Strategy

Developments in the Netherlands and worldwide will inevitably colour how we operationalise our forthcoming 2026-2030 strategy. With a leaner organisation in 2026 we will focus on our core three

themes — sexuality education, reproductive freedom, and the prevention of SGBV. We will continue our work through our distinctive approaches: research, implementation, and advocacy. And we will put greater emphasis on digitalisation, broadening our audience and building new partnerships.

New future for YIELD Hub

The YIELD Hub, an independent initiative hosted by Rutgers since 2022, entered a new phase in 2025. Rutgers provided legal, financial, and operational support while the Hub grew, and now in 2026 it will continue its journey under Global Dialogue. Rutgers celebrates its role in supporting YIELD Hub's growth and looks forward to seeing the initiative flourish going forward.

6 Report of the Supervisory Board

2025 was a defining year for Rutgers. In a context of societal pressure on its core themes and declining resources for development cooperation, the organisation faced difficult but necessary choices, including a restructuring that affected valued colleagues. In our view, Rutgers responded with determination and professionalism by renewing its organisational model, securing new funding and acting decisively against disinformation through legal channels.

The Supervisory Board is confident that Rutgers has emerged from this period more focused and resilient. The Board will continue to support and challenge the organisation in equal measure as it strengthens its strategic position and advances its long-term mission to promote sexual health.

Strategic outlook

Sound governance is essential for Rutgers to operate effectively in a complex and evolving environment. Rutgers operates in accordance with CBF regulatory standards and the Dutch Governance Code for charities, which provide a clear separation between governance and supervision. Within this framework, the Supervisory Board oversees the organisation's overall direction, strategic execution and financial sustainability.

In 2025, we approved the new multi-annual strategy for 2026–2030, which we consider a robust foundation for Rutgers' future focus, innovation and partnerships. We also endorsed exploratory discussions regarding a potential merger with Aidsfonds Soa Aids Nederland. In our view, closer collaboration between strong organisations in the field of sexual health offers meaningful opportunities to increase impact, strengthen resilience and enhance the accessibility of reliable information and care, both nationally and internationally.

Throughout the year, the Board maintained close and active oversight through both regular and additional meetings, particularly in relation to the reorganisation and potential merger. We monitored organisational performance, strategic risks, financial developments and programme progress, and approved key documents including the annual report 2024, the 2026 year plan, the 2026 budget and the Executive Director's remuneration in accordance with applicable governance standards.

In addition to its formal oversight role, the Board devoted specific attention to staff wellbeing, organisational resilience and internal dialogue, including meetings with the Works Council. We also assessed situations in which Rutgers faced misinformation and supported decisive legal action where appropriate. The Presidium was informed of one report submitted under the Integrity Framework, which was handled in accordance with established procedures.

The Board remains closely connected to the organisation and its people, including through regular engagement moments with staff. These interactions strengthen our understanding of developments within Rutgers and support our ability to provide informed and responsible supervision during a period of significant transition.

The Board considers Rutgers' strategic direction realistic, coherent and achievable.

Financial supervision

The Supervisory Board approved the 2026 budget following thorough review and discussion of financial projections, risks and strategic assumptions. During the year, the Audit Committee maintained intensified oversight, particularly regarding the financial consequences of the reorganisation and potential merger. This enabled the Board to closely monitor financial developments and ensure that decisions were taken on a sound and well-informed basis. We are satisfied that Rutgers' financial management remains prudent and aligned with its strategic priorities. The Board confirms that appropriate controls and safeguards are in place.

Supervisory Board vision and composition

The Supervisory Board adopted its Vision and

Governance Framework in 2023. In accordance with this framework, the Board conducted a self-evaluation in December 2025. This evaluation focused on the Board's effectiveness as a team, the depth of its engagement with the organisation, the adequacy of information provision and the prioritisation of strategic and financial oversight. The relationship with the Executive Director was assessed as open, constructive and transparent. The Board also acknowledged the demanding circumstances faced by the organisation and the impact this had on staff. The Board is satisfied that its functioning meets the standards expected of a supervisory body of a public-interest organisation.

Members of the Board are appointed for an initial term of three years and may be reappointed for a maximum of two additional terms. In May 2025, the terms of Femke Aarts and Mina Morkoç were renewed. Tikhala Itaye decided not to seek reappointment after her first term ended on 1 June 2025. The Board expresses its sincere appreciation for her dedication to SRHR and for the valuable international perspective she brought to Rutgers' work. In light of the anticipated merger discussions with Aidsfonds Soa Aids Nederland, the Board decided not to fill the resulting vacancy at this stage.

Rutgers maintains diversity principles for the composition of its Board, including the guideline that at least 50% of members should be women and that at least 20% should be under the age of 25 at the time of appointment. These principles were fully observed during the reporting period. The Board is satisfied that its composition, expertise and diversity provide a solid basis for effective supervision in the years ahead.

Standing committees

The Supervisory Board has established two standing committees: the Presidium and the Audit Committee. The Presidium is responsible for matters relating to the appointment and employment conditions of the Executive Director, the preparation of nominations for Supervisory Board membership, and oversight of integrity matters. The Audit Committee supervises financial reporting, risk management and internal control.

The Presidium consists of Femke Aarts, Lotte Dijkstra and Joost Smits. The Audit Committee consists of Joost Smits and Karel van der Flier.

As of January 2025, the Board consisted of the following [members](#) (year of appointment and end of current term in brackets):

Femke Aarts

(April 2022/April 2028, second term)
Chair, and Member of the Presidium.

Lotte Dijkstra

(May 2018/May 2027, third term)
Vice Chair, Member of the Presidium, and Youth member.

Karel van der Flier

(June 2018/June 2027, third term)
Member of the Audit Committee.

Thikala Itaye

(June 2022/June 2025, first term - not renewed)

Mina Morkoç

(June 2022/June 2028, second term)
Youth Member.

Joost Smits

(June 2024/June 2027, first term)
Chair of the Audit Committee, and Member of the Presidium.

Professor Dr Rob Ruiter

(June 2024/June 2027, first term)

Allowance and integrity

Members of the Supervisory Board receive an attendance allowance of €150 per meeting. Travel and accommodation expenses for members residing abroad are reimbursed where applicable; no such reimbursements were made in 2025.

All members sign an annual conflict-of-interest declaration. During the reporting period, no conflicts of interest were reported.

Executive director

Marieke van der Plas has served as Executive Director since 1 May 2022. In addition to her role at Rutgers, she is a member of the Supervisory Board

of Collectief Kindontwikkeling and serves on the steering committee of the Goede Doelen Platform.

The Executive Director's remuneration is governed by the Collective Labour Agreement for Dutch Mental Health Care Services (CAO GGZ). Her gross salary for 2025 amounted to 173.492, which falls within the applicable regulatory framework for recognised charities (BSD classification).

The Executive Director is responsible for the organisation's strategy, performance and day-to-day management, both internally and externally. Her performance is evaluated annually by the chair and vice-chair of the Supervisory Board.

The Supervisory Board confirms that the remuneration policy complies with applicable governance and regulatory standards.

Thank you

In closing, the Supervisory Board recognises the resilience and professionalism demonstrated by Rutgers during a demanding period of financial pressure and organisational transition. The positive financial results achieved confirm that the organisation has strengthened its internal controls and is well positioned for the future. Equally important is the lasting societal impact Rutgers has delivered in recent years, which forms a strong foundation for the next strategic cycle.

The conclusion of several major programmes meant saying farewell to valued colleagues whose work has contributed substantially to Rutgers' mission and international reputation. The Board extends its appreciation to all staff and partners for their dedication, expertise and perseverance in advancing SRHR worldwide.

The Board remains confident in Rutgers' direction and fully committed to its continued success.



Utrecht, 24 June 2026

Femke Aarts
Supervisory Board Chair

7 Finance

Financially 2025 was a continuation of the turnaround initiated in 2024 with again a positive result despite significant reorganisation cost. Billability improved and organisational costs were managed closely.

The total income was € 33,8 million, which is 6% above budget and a decrease of 7% compared to 2024. This is partly explained by an increase in government subsidies for the larger programmes compared to budget. The year 2025 was the last implementation year for three larger five-year programmes funded through the MoFA: Right Here Right Now, Generation G and Power to Youth. Increased activities in the last year resulted in an increase in expenses for and income from these projects.

Rutgers also received an additional funding from the Postcode Lottery amounting to € 375.000 for the year 2025.

Rutgers' net result in 2025 at € 756.173 exceeded budget (€ 500.000 excluding reorganisation expenses) by € 256.173. Total income minus expenditure directly allocated to objectives exceeded budget by € 454.975 mainly due to new acquisitions. The cost of management and administration was negatively affected by a large reorganisation in anticipation of a material reduction in funding from the MoFA in 2026 and potentially onwards. The reorganisation cost consisted mainly of termination fees, additional training costs and additional depreciation related to termination of part of the office rent and amounted to € 1.050.000 in total. This could partly be compensated by not replacing personnel that left early in 2025, a lower than budgeted impact of the collective labour agreement and lower ICT costs.

Total expenses decreased to € 33,1 million from € 36,3 million in 2024, mostly caused by costs related to project activities.

This decrease is mainly the result of lower costs made by consortium members and implementing partners. Of the total costs € 8,1 million (2024: € 8,8) is related to the expenses of consortium members in programmes where Rutgers leads (RHRN, GenG and Safe Choice) which are recognised in our Income statement both as income and as expenses. Within the programmes and projects that Rutgers implements € 9,2 million (2024: € 11,8) is related to expenses made by our implementing partners whose programmes are coordinated by Rutgers. Both these items represent 52% of the total costs of Rutgers (2024: 57%).

We have a responsibility as lead agent regarding the subsidy provided to consortium members. We have to show our own actual expenditures and those of our consortium members in our Statement of Income and Expenditure. As the income and expenditures of consortium members is reported for the same amounts, there is no impact on the result or equity of Rutgers. The audit protocol of MoFA and the RJ650 require multi-annual partners to account for costs when signing the contract. This principle does not affect the result but does increase the amount of income and expenditure reported in the year of signing multi-annual partner contracts. Since the beginning of 2021, for risk management reasons, and to avoid large fluctuations in income and expenditure, Rutgers has contracted implementing partners year by year.

Table Financial monitoring

Monitoring data in %	Actual 2021	Actual 2022	Actual 2023	Budget 2024	Actual 2024	Budget 2025	Actual 2025
Spent on mission versus total expenses	90	91	91	91	90	88	88
Spent on mission versus total income	93	97	94	93	90	87	87
Spent on private fundraising versus fundraising income	3,1	1,0	0,8	1,0	0,8	1,0	0,9
Spent on administration and control versus total expenses	7,5	8,2	8,0	8,0	9,2	10,2	10,6

Income from individuals and companies increased by 10% to € 154.770 during 2025 with the majority from private donations.

Fundraising Rutgers adheres to the Central Bureau on Fundraising (CBF) guidance on fundraising costs and has a ratio of costs compared to the total income from fundraising below 25%. Management and administration costs Rutgers adheres to the guideline and recommendations of Goede Doelen Nederland, published in January 2008. CBF does not prescribe a target for management and administration costs. The target set by Rutgers is a maximum of 10% of the total expenditure. This was determined on the basis of various factors including project portfolio, diversity of donors, the scale in which activities are carried out. The percentage cannot be too high, as our activities are funded by private, corporate and public donors, but also not too low, to guarantee high-quality quality management control.

Productivity in hours

For 2025 we planned for 106.029 productive hours (2024: 116.168) and we realised 98.193 productive hours (2024: 115.029).

Continuity reserve

The continuity reserve aims to guarantee the organisation's sustainability, to cover risks and provide working capital. The operational costs represent staff costs (for contracts over one year), and contractual obligations (rent, office equipment lease, etc.) for the Utrecht and Amsterdam offices. The continuity reserve needs to enable Rutgers to downsize the organisation if deemed necessary in the near future. Generating such a reserve is in accordance with the code 'Reserves of Charities' of the Association of Fundraising Institutions which allows 1 to 1,5 times the annual costs of the working organisation (operations). Annually the level of the continuity reserve is assessed by the Management Team and the Supervisory Board.

The continuity reserve at the end of 2025 was increased due to the strong financial performance to € 2.326.933 from € 1.719.177 at the end of 2024 and is sufficient to cover the risks. Due to increases in de equalisation fund VWS and the SheDecides fund the total reserves increased to € 2.697.531 at the end of 2025 (€ 1.941.361 at the end of 2024).

Equity and cash position

Rutgers invests surplus cash and cash equivalents in such a way that the principle remains intact (working capital is sufficient). Surplus cash and cash equivalents are held in deposit accounts at three large Dutch banks which can be withdrawn at short notice. Positive interest is added as an additional income for programmes. There are no securities held by the organisation. As a result of the policy not to engage in securities there are no non-financial criteria in place with regard to the reserve policy and/or treasury policies related to securities. Rutgers has limited cash and cash equivalents in foreign exchanges, only a US dollar account is in place due to grants transferred in dollars.

Ratios

The solvability ratio increased from 7,2% to 22,6% mainly because the current liabilities decreased and the current ratio (current assets/ short term liabilities) also increased to 1,30 from 1,06. A current ratio above 1 is generally considered to be healthy. A solvency between 25% and 40% is considered healthy. With the aim of adding to the continuity reserve in the coming years it is planned to increase the solvency ratio.

Preview 2026

The budget for 2026 shows a significant decrease in planned activities due to the strong (56%) reduction in government subsidies. This leads to a significant reduction in amounts available for partner contracts.

The reorganisation as executed in the last quarter of 2025 will lead to 23% lower organisational costs. The budgeted result for 2026 is € 470.000 positive as a result of the timely actions to control cost in relation to the expected income.

In 2026 we will work on the merger with Aidsfonds. We believe that together we can make a difference – for young people, women and girls, LGBTQI+ people and people living with HIV. This will allow us to shape the future ourselves, ensuring we are prepared for the challenges of the coming decades. The financial outline for the years 2027 and beyond is expected to be stable for both Aidsfonds and Rutgers.

Building towards a single, stronger organisation, we do expect additional costs in 2026 related to integration of processes, systems and policies.

Multi-year financial plan

Income			
	Budget 2026	Forecast 2027	Forecast 2028
Income from individuals & companies	150.000	300.000	309.000
Income from lotteries	2.296.150	1.500.000	1.500.000
Income from government subsidies	8.648.726	7.988.726	8.228.388
Income from other non-profit organisations	809.027	1.059.027	1.090.798
Total income fundraising	11.903.903	10.847.753	11.128.186
Income from goods and services and other income	380.000	380.000	391.400
Total income	12.283.903	11.227.753	11.519.586
Expenditure			
Total direct project costs	3.270.883	3.057.583	3.149.310
Organisation costs			
Costs of personnel	7.466.732	6.900.590	7.107.608
Costs of management and administration	1.101.700	1.021.276	1.051.914
Total organisation costs	8.568.432	7.921.866	8.159.522
Total expenditure	11.839.315	10.979.449	11.308.832
Financial Income	25.000	25.000	25.000
Result	469.588	273.304	235.753

1) Budget and forecast are excluding the costs of the merger and are based on expectations as if the situation remains unchanged compared to 2025 without any considerations of the financial effects of the potential merger starting 2027. I.e. excluding Aidsfonds - Soa Aids Nederland.

8 Annual Financial Statement 2025

Balance sheet

(after appropriation of result)

Amounts in euros

Assets			
		31-12-2025	31-12-2024
Fixed assets			
Tangible fixed assets	A	193.745	395.623
Current assets			
Receivables, prepayments and other current assets	B	3.462.299	3.125.296
Cash and cash equivalents	C	8.289.821	23.508.025
		11.752.117	26.633.321
Total assets		11.945.865	27.028.944
Liabilities			
Reserves and funds	D		
Continuity reserve	D1	2.326.936	1.719.177
Equalisation fund VWS	D2	272.460	164.503
SheDecides fund	D3	98.138	57.681
Reserves and funds		2.697.534	1.941.361
Provisions	E		
Provision jubilee employees	E1	66.730	47.765
Provision for reorganisation	E2	132.003	-
		198.733	47.765
Current and accrued liabilities	F		
		9.049.598	25.039.818
Total liabilities		11.945.865	27.028.944

Statement of income and expenditure for 2025

Amounts in euros

Income				
		Actual 2025	Budget 2025	Actual 2024
Income from individuals & companies	G	154.770	100.000	140.112
Income from lotteries	H	3.481.284	3.149.602	3.207.359
Income from government subsidies	I	28.583.939	27.256.550	31.450.699
Income from other non-profit organisations	J	1.332.328	1.324.314	1.354.719
Total income fundraising		33.552.321	31.830.466	36.152.889
Income from goods and services and other income	K	268.446	180.000	307.907
Total income		33.820.767	32.010.466	36.460.796
Expenditure				
		Actual 2025	Budget 2025	Actual 2024
National	L1	4.482.242	4.150.009	4.676.007
International	L2	24.368.171	23.457.189	27.439.324
Lobby and Advocacy	L3	472.070	359.959	568.383
Directly allocated to objectives	L	29.322.483	27.967.157	32.683.714
Costs of generating income	M	295.284	307.572	292.808
Costs of management and administration	N	3.494.657	3.295.737	3.331.501
Total expenditure		33.112.423	31.570.466	36.308.022
Operational result		708.344	440.000	152.774
Financial Income	O	47.829	60.000	112.515
Result		756.173	500.000	265.289
Result appropriation				
Continuity reserve		607.759	4.018	251.775
Appropriated reserve		-	-518.325	-110.228
Equalisation fund VWS		107.957	-	164.503
SheDecides fund		40.457	-	-40.761
		756.173	-514.307	265.289

Cash Flow Statement for 2025

Cash flow from operating activities

	2025	2024
Result	756.173	265.289
Adjustments:		
Depreciation intangible fixed assets	93.096	99.568
Changes in provision and reserve exchange rate differences	150.968	-
Changes in working capital:		
- Receivables, prepayments and other current assets	-337.003	2.965.000
- Current and accrued liabilities	-15.990.220	-1.089.019
- changes in receivables		
	-15.326.980	2.240.838

Cash flow from investing activities

Adjustments for		
Investments in tangible fixed assets	-7.517	-47.257
Disinvestments in tangible fixed assets	116.299	-
Total	108.782	-47.257

Cash flow from financing activities

Movements cash and cash equivalents	-15.218.204	2.193.581
Position of cash and cash equivalents at the end of the financial year	8.289.821	23.508.025
Position of cash and cash equivalents at the start of the financial year	23.508.025	21.314.445
Movement cash and cash equivalents	-15.218.204	2.193.580

The cash flow statement is determined using the indirect method. The investment activities relate to the tangible fixed assets.

Explanatory notes related to the financial statements

‘Stichting Rutgers’ with Chamber of commerce number 41193594 (Rutgers) resides at Arthur van Schendelstraat 696, in Utrecht, The Netherlands. Under its Articles of Association, Rutgers has as its statutory objective: to support people, especially young people, in the field of sexual and reproductive health and rights or gender equality in The Netherlands and worldwide, especially in countries where young people are at increased risk. By doing so, Rutgers aims to contribute to global development and combating poverty. Rutgers does this by, among other things:

- Developing and implementing programmes under the name Rutgers with and for young people or other target groups.
- Conducting research to gain insight into the state of affairs to substantiate and furnish proof.
- Supporting professionals in education and care with information, educational materials, advice, training and tools.
- Advocating with governments and policy makers to embed sexual and reproductive health in laws and regulations and monitoring compliance therewith.
- Involving and cooperating with national and international organisations, companies, governments and ambassadors.
- And furthermore, performing all other acts that are related to the above or that may be conducive thereto in the broadest sense of the word.

General accounting principles

The financial statements have been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650). The RJ 650 requires Rutgers to commit all expenditures to its objectives, which are defined as International, National and Lobby & Advocacy, income generation and management and administration. All amounts in this report are in Euro (€).

Use of estimates

The preparation of the financial statements requires Rutgers’ executive director to make judgments, estimates and assumptions that influence the application of accounting principles as well as the

reported value of assets, liabilities and income and expenditures.

The accounting principles are based on historical cost. Unless otherwise indicated, assets and liabilities are reported at face value.

Accounting period

These financial statements have been drawn up on the basis of an accounting period of one year. The financial year is concurrent with the calendar year.

Transactions in foreign currencies

Transactions denominated in foreign currencies conducted during the reporting period are recognised in the annual accounts at the rate of exchange on the transaction date.

Monetary assets and liabilities denominated in foreign currencies are translated into Euros at the rate of exchange ruling at the balance sheet date.

As a result of the political developments in the Netherlands, there is uncertainty about the future of the International Cooperation budget for our international work from 2026 onwards. For the next 12 months, there is no doubt that we can meet our obligations and carry out our activities as planned. The annual report has been prepared on the basis of the continuity assumption.

Notes to the cash flow statement

The cash flow statement has been prepared using the indirect method. The funds in the cash flow statement consist of the cash and cash equivalents. Cash flows in foreign currency have been translated at an estimated monthly average exchange rate. Interest income and expenditure are included under the cash flow from financing activities.

Accounting principles for the balance sheet

(in)Tangible assets

(in)Tangible fixed assets are carried at costs less straight-line depreciation over their estimated useful lives. The depreciation is calculated as a percentage of the acquisition price according to the straight-line method on the basis of the estimated useful life. Depreciation in the first year of an asset's life is calculated on a time-weighted basis.

Software	20%
Renovation	10%
Furniture	20%
Hardware	20%

Impairment of fixed assets

Rutgers assesses at each balance sheet date whether there are indications that a fixed asset may be subject to impairment. If such indications exist, the realisable value of the asset is determined. Impairment is processed directly as an expense in the statement of income and expenditure, while simultaneously reducing the book value of the relevant asset.

Receivables

Receivables are valued at the fair value of the consideration at initial processing. After initial processing, the receivables are valued at the amortised cost and/or less a provision for bad and doubtful debts.

Cash and cash equivalents

Cash and cash equivalents are stated at face value. Cash and cash equivalents denominated in foreign currency are translated into Euros at the rates of exchange ruling at the balance sheet date. Any exchange differences are taken to the statement of income and expenditure.

Financial instruments

Financial instruments currently used by Rutgers only include receivables, cash and cash equivalents, creditors and other payables. Financial instruments are held at the fair value. The credit risk, the interest and the cash flow risks are limited. All cash and cash equivalents are held by 'systemic banks' in the Netherlands.

Other assets and liabilities

These are stated at face value. Other assets and liabilities denominated in foreign currency are translated into Euros at the rates of exchange ruling at the balance sheet date.

Continuity reserve

This reserve is meant to guarantee the organisation's continuity, to cover risks and provide working capital. The level of continuity reserve is assessed annually against the risks it is intended to cover.

Provisions

Provisions are created for legally enforceable or constructive obligations that exist at the balance sheet date, for which it is probable that an outflow of resources will be required and the amount of which can be reliably estimated. Provisions are measured at the best estimate of the amounts necessary to settle the obligations at the balance sheet date.

Breakdown of current programmes and projects end of year position

Rutgers' funds to a large extent consist of project or programme related subsidies. Programmes are mostly multi-annual and are implemented within a consortium. In order to provide insight in the end of year position, the balance positions related the current projects and programmes are presented under section C 'grants to be received' and section G 'grants received in advance'. In order to provide insights in the end of year position of the programmes and projects, a breakdown per project/programme is included in section R.

Accounting policies for the statement of income and expenditure

Income is recognised in the year to which it relates.

Income from individuals

Donations and contributions are recorded in the year in which they are received.

Income from government subsidies

Government subsidies are recognised based on the actual costs related to the progress of the implementation of the grant, with the maximum of the approved budget. The income is allocated is based on the realised indirect and direct project costs, implying that this income is only reflected if and when the related costs have been made.

Rutgers is lead agent in several programmes financed by the MoFA and a programme financed by the European Union. Our role as lead agent is also reflected in the Statement of Income and Expenditure by including the actual income and expenditure of consortium members in our Statement of Income and Expenditure. As the income and expenditure of the consortium members is reported for the same amounts, there is no impact on result or equity of Rutgers.

Expenditure

Stakeholders require insights into the level of the costs of fundraising organisations. The notes provide a breakdown of these costs in accordance with model C of the RJ650 guidelines.

Costs are allocated to the following categories:

- Objectives of Rutgers (National, International and Lobby & Advocacy).
- Costs of generating income.
- Management and administration.

The direct programme costs are allocated to the specific project/programme. The indirect costs are allocated using allocation keys. These allocation keys are based on hours worked by staff and the use of resources and services. The management and administration costs are calculated in accordance with the standards for the Recognition Scheme for Charitable Organisations - Category E.

They include costs for the Board of Directors, the Supervisory Board, the financial accounting function, the general secretariats, the project controllers and all costs indirectly allocated thereto, to the extent that these cannot be allocated directly to the goals and generation of income.

Employee benefits/pensions

Rutgers is registered with the Zorg & Welzijn Pension Fund (PFZW), formerly called PGGM. The plan is based on an average salary arrangement. Rutgers has no other obligation than to pay the yearly pension premium to the pension fund and no other risk other than future increases in premiums.

Interest income and expenditure

Interest income and expenditure are processed on an accrual basis, considering the effective interest rate of the relevant assets and liabilities.

The table below shows the allocation

Organisational unit	Charge 2024-2025
Board	40% on mission objectives 20% on fundraising 40% on management and administration
General Affairs	25% on mission objectives 8% on fundraising 67% on management and administration
Human Resources	100% on human resources
Finance	65% on mission objectives 35% on management and administration
Communication	44% on mission objectives 1% on fundraising 55% on management and administration
Fundraising	100% on fundraising
Advocacy	99% on mission objectives 1% on fundraising
National	100% on mission objectives
International	99% on mission objectives 1% on fundraising

Explanatory notes to the balance sheet

A. Tangible fixed assets

The development in the tangible fixed assets can be represented as follows:

	Renovation	Furniture & equipment	Hardware	31-12-2025	31-12-2024
Acquisition value (cumulative)					
Balance 1 January	602.230	418.262	609.562	1.630.054	1.582.798
Acquisitions	-	-	7.517	7.517	47.256
Disposals/disinvestments	-162.855	-12.867	-	-175.722	-
Balance 31 December	439.375	405.395	617.079	1.461.849	1.630.054
Depreciation (cumulative)					
Balance 1 January	350.154	398.673	485.605	1.234.432	1.134.863
Depreciation	32.302	7.145	53.649	93.096	99.568
Disposals/disinvestments	-52.005	-7.419	-	-59.424	-
Balance 31 December	330.451	398.399	539.254	1.268.104	1.234.431
Book value 31 December	108.924	6.996	77.825	193.745	395.623

At the end of December as part of the re-organisation we were able to find a new party to rent the 6th floor of the premises of which we rented 5th and 6th floor. As a result we have to depreciate earlier than anticipated around 50% of the renovations and 44% of the inventory invested in the past.

B. Receivables, pre-payments and other current assets

	31-12-2025	31-12-2024
Debtors	137.018	220.965
Grants to be received	3.231.542	2.011.122
Provision bad debtors	-20.932	-25.000
Advances consortium members	-	273.686
Advances partners	-	337.959
Receivable amounts	57.473	59.055
Current account Indonesia	-	118.416
Tax	-	2.591
Other prepaid expenses	57.194	126.499
	3.462.296	3.125.293

Receivables have a maximum term of one year. Grants to be received relate to finished and current projects and programmes. A breakdown is included in Annex Q: Breakdown of current programmes.

Advances to consortium members consist of paid advances exceeding the actual expenditures cumulative for the running years of the programmes and projects.

C. Cash and cash equivalents

	31-12-2025	31-12-2024
Bank current accounts	635.828	4.350.650
Bank current accounts foreign currency	371.849	293.049
Bank deposits	7.282.144	18.864.326
	8.289.821	23.508.025

The amounts on the bank's current accounts in Euros are lower than in 2025. The amount of advances received for grants which ended in 2026 decreased.

The exposure on the foreign currency (USD) is around the same level as 2025 due to the fact that Rutgers' policy is to only hold balances in foreign currency if offset against project commitments in foreign currency.

The cash and cash equivalents are available on short term notice, with the exception of bank guarantees amounting to € 66.764.

Rutgers invests surplus cash and cash equivalents in such a way that the principal remains intact (working capital is sufficient). Surplus cash and cash equivalents are held in deposit accounts at large Dutch banks which can be withdrawn on short term notice.

D. Reserves

	31-12-2025	31-12-2024
D1. Continuity reserve		
Situation as of 1 January	1.719.177	974.724
Reallocation appropriated reserve	-	492.678
Result appropriation	607.759	251.775
Situation as of 31 December	2.326.936	1.719.177

Annually the level of the continuity reserve is assessed by the Management Team and the Supervisory Board.

Due to the deficit in 2022 and 2023 this analysis indicates the current level is on the low end of what is needed to cover the risks. The aim is to structurally add to the continuity reserve in the coming years.

	31-12-2025	31-12-2024
D2. Equalisation fund VWS		
Situation as of 1 January	164.503	-
Under-/ overspending subsidy	107.957	164.503
Situation as of 31 December	272.460	164.503

Based on paragraph 6 articles 34 up to 36 of the framework VWS-grants, the differences between the annual amount granted and the actual expenditures are recognised under this reserve.

This fund holds unspent funds from the Netherlands Ministry of Public Health institutional grants. In 2025 the addition to the fund is equal to the unspent contracted amount for 2025 that can be used for expected costs in later years

	31-12-2025	31-12-2024
D3. She Decides fund		
Situation as of 1 January	57.681	98.442
Use	-	-70.372
Addition	40.457	29.611
Situation as of 31 December	98.138	57.681

In January 2017 Minister Ploumen launched the She Decides Global Fundraising Initiative to compensate organisations world wide who were affected by the Mexico City Policy. Rutgers has taken on the role to collect the private donations and transfer those donations to affected organisations. In 2025 funds amounting to € 40.457 were received for the SheDecides fund. Activities are planned and will be implemented in 2026. It was decided that for 2026 onwards the fund balance and new additions to the fund will contribute towards access to safe abortion in West and East Africa.

E. Provisions

E1. Provision for jubilee employees

	31-12-2025	31-12-2024
Situation as of 1 January	47.765	47.765
Changes during the year	-9.920	
Addition 5 year jubilee	28.885	-
Situation as of 31 December	66.730	47.765

The jubilee provision was formed to cover jubilee benefit. The provision was frozen at the level of December 2023 in the annual accounts 2024, under the assumption that after the reorganisation is implemented in 2025 the requirements for jubilee employees in the future will certainly be less. According to article 19, Gratification in chapter 3 of the collective labor agreement an employee is entitled to a single gratification at 5, 12.5, 25 and 40 years' service. The gratification for the 5 year jubilee was added in the new CAO 2025-2026 early 2025. The provision is based on the number of years of employment and expectancy that a gratification date is achieved. The possibility of early departure of employees is included in the calculation. The addition of the commitment for the 5 year jubilee mainly contributed to the increase of the provision (€ 28.885).

E2. Provision for reorganisation

	31-12-2025	31-12-2024
Situation as of 1 January	-	-
Changes during the year	132.003	-
Situation as of 31 December	132.003	-

In 2025, Rutgers was undertaking a reorganisation. The main reason is a significant reduction in funding from the Dutch government as of 1 January 2026. This reorganisation has led to a reduction in the number of jobs. This provision was formed with the decision to proceed with this reorganisation being taken in 2025. The obligation also takes into account the expected payments to be paid additionally to the WW benefits based on the CAO stipulations, which we estimated for the current employees receiving the WW benefits. Given the short-term nature of this provision, the provision has been valued at nominal value.

F. Current and accrued liabilities

	31-12-2025	31-12-2024
Subsidies received in advance, running projects	1.500.098	20.865.999
Subsidies received in advance, new projects 2026	3.545.151	-
Reorganisation costs	242.730	-
Contract obligations	1.152.703	1.780.983
Liabilities consortium members	725.445	193.132
Creditors	388.186	657.378
Contributions for national insurance, income tax and pensions	204.877	231.162
Holiday provision	717.338	905.132
VAT	75.576	-
Accrued liabilities	497.495	406.032
	9.049.599	25.039.818

Subsidies received in advance are specified in annex: Breakdown Q. In 2025 we are finalising the Power of Voices programmes for the Ministry of Foreign Affairs and as a result the outstanding balance has decreased.

Liabilities of consortium members consist of accepted expenditures exceeding the advances this far send to consortium members.

The contract obligations and creditor balances are decreasing because underspend is reduced and programmes are ending.

In 2025, the decision was taken to undertake a reorganisation of Rutgers. The main reason is a significant reduction in funding from the Dutch government as of 1 January 2026. This reorganisation has led to a reduction in the number of jobs. In forming the shortterm liabilities, based on the provisions of the applicable social plan, the current salaries of these employees, the social security surcharge, and the budgeted collective labor agreement increase for 2025 were taken into account. The obligation also takes into account the expected payments to be paid for the transition fees in 2026.

Off balance commitments

	End date contract	Obligation beyond 2030	Obligation 2027-2029	Obligation 2026
Rent agreement office space Utrecht	31-05-2030	93.435	672.732	224.244

Bank guarantees

A bank guarantee was stated on the 1st of April 2016 for the total amount of € 66.764 to NSI HNK B.V. for the rent of the building.

Lead agent Ministry of Foreign Affairs and European Union partnerships

Rutgers is lead agent in two programmes financed by the MoFA for the period 2021-2025.

The programmes are Right Here Right Now2 (Strengthening Civil Society, SRHR partnership fund) and Generation-G (Strengthening Civil Society for Power of Voices). Rutgers was also the lead partner in European Union funded Ado Avance Ensemble.

Because we have a responsibility as a lead agent regarding the subsidy provided to the consortium members, we have to show both the funds disbursed to our consortium members and the relevant subsidies in our Statement of Income and Expenditure. As costs and revenue are equal on balance there is no influence on result or equity of Rutgers.

Explanatory notes to the summary statement of income and expenditure

G. Income from individuals and companies

	Actual 2025	Budget 2025	Actual 2024
Income from private donations SheDecides	40.457	35.000	29.611
Income from individuals	82.812	65.000	28.352
Income from companies	31.500	-	82.149
Total	154.770	100.000	140.112

Income from individuals amounted to € 123.269. The income from individuals is better than expected and budgetted, as a result of several campaigns.

H. Income from lotteries

Dutch Postcode Lottery Dreamfund	758.208	624.934	564.079
Dutch Postcode Lottery Dreamfund consortium and partners	848.076	1.124.668	1.143.280
Dutch Postcode Lottery	1.875.000	1.400.000	1.500.000
Total	3.481.284	3.149.602	3.207.359

In 2023 we were awarded additional funding from the Dreamfund for Safe Choice amounting to € 4.530.000 of which is spent in 2025 € 1.606.284 within the consortium. Starting in 2024 expenses of partners and consortium members are recognised in the income statement.

I. Income from government subsidies

	31-12-2025	Budget 2025	31-12-2024
Dutch Ministry of Public Health (annual institutional grant)	2.725.560	2.595.203	2.782.761
Dutch Ministry of Foreign Affairs RHRN2 programme	10.178.913	9.656.006	10.892.909
Dutch Ministry of Foreign Affairs (alliance members RHRN2)	2.589.028	2.219.370	2.266.081
Dutch Ministry of Foreign Affairs Generation G programme	2.423.209	2.475.161	2.669.804
Dutch Ministry of Foreign Affairs (alliance members GenG)	3.165.469	2.907.138	3.594.259
Dutch Ministry of Foreign Affairs Power to you(th) programme	2.138.431	2.702.050	2.309.363
Dutch Ministry of Public Health (project grants)	439.336	328.920	574.758
European Union (Ado Avance Ensemble)	1.218.074	1.058.150	1.149.619
European Union (Alliance members Ado Avance Ensemble)	1.511.883	1.399.760	2.962.004
Dutch Ministry of Education, Culture and Science (OCW) Act4Respect	504.950	425.812	515.025
Dutch Ministry of Education, Culture and Science (OCW) AGOM	245.363	261.107	261.481
Dutch Ministry of Education, Culture and Science (OCW) Jong Gelijk	504.950	494.899	518.865
Dutch Ministry of Education, Culture and Science (OCW) other	189.775	166.374	188.866
Dutch Ministry of Education, Culture and Science (OCW) lead COC	211.378	175.247	126.717
ZonMw	70.545	91.403	252.326
United Nations Population Fund (UNFPA)	178.470	150.909	310.391
New venture fund			89.548
Other income from government grants	288.605	149.041	-14.078
	28.583.939	27.256.550	31.450.699

Income from the government subsidies include all grants from various government departments and agencies.

- SRHR partnership fund "Right Here Right Now2". This programme is being implemented through a consortium that consists of Rutgers (lead), RNW Media, ARROW, CHOICE for Youth and Sexuality, Bandhu, AMPF and RHU. The contract amount is € 57.460.365 for the period 2021-2025.
- Strengthening Civil Society "Generation-G". This programme is being implemented through a consortium that consists of Rutgers (lead), ABAAD, Promundo and Sonke Gender Justice. The contract amount is € 25.065.792 for the period 2021-2025.
- European Union funded Ado Avance Ensemble. This programme is being implemented through a consortium that consists of Rutgers (lead), ABPF, ABBEF, AIBEF, ATBEF, CAMNAFAW, DKT International and Ipas. The total contract amount is € 9.893.537 for the period August 2022 - July 2025.
- The funds received from the Dutch Ministry of Public Health for the annual institutional grant relate to the rewarded amount in 2025. The difference between the annual budget granted in 2025 and the actual expenditure is recognised in Equalisation fund VWS.
- In general procurement requirements are considered and donors are notified when needed, when deviations occur. The programmes financed by the MoFA follow the guidelines published by the Ministry for the "Power of Voices" funding and include annual audited financial reports and narrative reports. In 2025 a required end term evaluation is planned for all projects.

- The projects for the Ministry of OCW and Public Health also have separate requirements for reporting and auditing on an annual basis or related to the final end report of the project.
- The other grants and subsidies are earmarked and not structural in nature. Reporting to the donor takes place at least on an annual basis and most projects required an audited (end) financial statement and a narrative report including reporting on indicators defined within the context of the project.

J. Income from other non-profit organisations

	31-12-2025	Budget 2025	31-12-2024
Summit/Hewled/Packard (Yieldhub)	774.601	807.113	854.975
IPPF	357.870	368.118	366.624
GGDGHOR	121.769	126.469	-
NUFFIC/Niche	19.451	22.614	41.139
Other income	58.636	-	3.867
SOA Aids Nederland	-	-	52.411
Bill & Melinda Gates Foundation	-	-	35.703
Total	1.332.328	1.324.314	1.354.719

The funds received from other non-profit organisations are related to grant agreements for a period varying from one to four years.

K. Income from goods and services and other income

	31-12-2025	Budget 2025	31-12-2024
Income webshop	344.874	175.000	163.841
Expenditure webshop	-101.428	-175.000	-189.564
Result webshop	243.446	-	-25.723
Other income	25.000	180.000	333.630
Total	268.446	180.000	307.907

Rutgers, in pursuit of its objective, sells articles and/or provides services whereby persons belonging to the target group only pay a small contribution as a result of which the activities are not cost-effective. The gross result must be included as expenses spent on the objective (in accordance with RJ650). The other income consists of revenues from training and workshops. This income includes income through the web shop, as well as trainings for external parties. Both reporting lines were higher than budgeted due to increased demand and conservative budget.

L. Expenditure directly allocated to objectives

	31-12-2025	Budget 2025	31-12-2024
L1 National	4.482.242	4.150.009	4.676.007
L2 International	24.368.173	23.457.189	27.439.324
L3 Advocacy/communication	472.070	359.959	568.383
Total costs	29.322.484	27.967.157	32.683.714

The costs of the national activities are related to staff costs of the Rutgers' staff. The activities carried out with the institutional subsidy were extensively reported on to the Ministry of Public Health. The costs of national activities in 2025 were € 4,5 million against a budget of € 4,7 million.

The total expenditure within the international programmes was € 24,4 million. This expenditure decreased compared to 2024. Withing the total costs € 8,1 million (2024: 8,8) was transferred to consortium partners in the larger programmes for the Ministry and the National Postcode Lottery. Expenditures occurred by partner organisations amounted to € 9,2 million (2024: 11,8) in 2025.

Below, the proportion of the total expenditure on the objective(s) to the total income has been represented as a percent for the relevant years:

	31-12-2025	Budget 2025	31-12-2024
Total direct expenditures for the objectives	29.322.484	27.967.157	32.683.714
Total income	33.820.767	32.010.466	36.460.796
Spending percentage	86,7%	87,4%	89,6%

Below, the proportion of the total expenditure on the objective(s) to the total expenditure has been represented as a percent for the relevant years:

Total direct expenditures for the objectives	29.322.484	27.967.157	32.683.714
Total expenditure	33.112.423	31.570.466	36.308.022
Spending percentage	88,6%	88,6%	90,0%

M. Costs of generating income

	31-12-2025	Budget 2025	31-12-2024
Raising funds	295.284	307.572	292.808

Below, the proportion of the fundraising costs to the total income fundraising has been represented as a percent for the relevant years:

Total income fundraising	33.552.321	31.830.466	36.152.889
Total fundraising costs	295.284	307.572	292.808
Cost percentage fundraising	0,9%	1,0%	0,8%

The costs of income generating amounted to € 295,284. This is lower than budgeted. In 2025 efforts for fundraising have been increased to have more diversity in funding and adjust the strategy.

N. Costs of Management and administration

	31-12-2025	Budget 2025	31-12-2024
Management and administrative costs	3.494.661	3.295.737	3.331.505
Total expenditure	33.112.423	32.182.408	36.308.022
Management and administration percentage	10,6%	10,2%	9,2%

Management and administration costs accounted for € 3,5 million, higher than budgeted and higher than 2023. The increased expenditure is caused by the cost of temporary staff for Finance and inflation corrections. The target set by Rutgers for costs of management and administration is a maximum of 10% of the total expenditure. This standard has been calculated based on various factors that influence Rutgers such as project portfolio, donor diversity, the scale of programme activities etc. The Central Bureau on Fundraising (CBF) does not prescribe a target.

The departments indicated below have been broadly assigned to these main activities:

Departments	Objective	Fundraising	Management & administration
Board & management	40%	20%	40%
General affairs & Secretary	25%	8%	67%
Human Resources	0%	0%	100%
Finance & Control	65%	0%	35%
Communication	44%	1%	55%
Fundraising	0%	100%	0%
Advocacy	99%	1%	0%
National	100%	0%	0%
International	99%	1%	0%

Number of staff

During 2025 the average number of staff based in Utrecht amounted to 92,3 FTE (2024: 110,6 FTE).

Fte per department

	2025	2024
Advocacy	1,1	2,2
General Affairs	6,2	9,0
Communication & fundraising	13,5	17,3
Team Director	3,6	4,0
Finance & Control	12,5	13,5
International Programmes	32,4	38,5
National Programmes	20,0	23,5
HR	3,0	2,6
Total	92,3	110,6

O. Income from interest and exchange result

	31-12-2025	Budget 2025	31-12-2024
Interest	73.563	0	171.255
Exchange result	-25.734	1.838	-58.740
	47.829	1.838	112.515

Interest income is included for an amount of € 73.563. Of this amount € 71.361 (2024: € 101.801) is allocated to projects of the MoFA. The exchange result is related to the actual conversion of dollars to euro of the amounts we receive on our USD account. We do not speculate on exchange rates, when the account holds over USD 300.000 we convert dollars to euro, taking into account outstanding payment obligations.

Remuneration of senior executives

P. Remuneration of senior executives according to Standards of Remuneration Act (WNT) guidelines

The WNT applies to Stichting Rutgers. The alternative remuneration maximum in 2024 is € 233.000, the general WNT remuneration maximum applies.

1a. Senior executives with employment and senior executives without employment from the 13th month of job performance

Senior executive officers with service and senior executive officers without service from the 13th month of job performance including those who are considered senior officers for another 4 years by virtue of their former positions.

Data 2025	
Amount x € 1	M.R. van der Plas
Job details	Executive Director
Commencement and end of job duties in 2024	1/1 - 31/12
Scope of employment (full-time equivalent)	1,0
Employment relationship	Yes
Remuneration	
Remuneration plus taxable expense reimbursements	157.544
Post-employment benefits	15.948
<i>Subtotal</i>	173.492
Individually applicable remuneration maximum	246.000
-/- Amounts unduly paid and amounts to be paid	-
Total remuneration 2025	173.492
The amount of the excess and the reason why the excess is or is not allowed	N.A.
Explanation of claim for undue payment	N.A.
Data 2024	
Amount x € 1	M.R. van der Plas
Job details	Executive Director
Commencement and end of job duties in 2024	1/1 - 31/12
Scope of employment (full-time equivalent)	1,0
Employment relationship	Yes
Remuneration	
Remuneration plus taxable expense reimbursements	153.114
Post-employment benefits	16.050
<i>Subtotal</i>	169.164
Individually applicable remuneration maximum	223.000
-/- Amounts unduly paid and amounts to be paid	-
Total remuneration 2024	169.164

1d. Senior supervisors with total remuneration of € 2.100 or less

Senior supervisors including those who are considered top officials by virtue of their former positions for another 4 years with total remuneration of € 2.100 or less

Data 2025	
Name of Supervisor	Position
F. Aarts (Femke)	Chair Supervisory Board
K.H. van der Flier (Karel)	Member Supervisory Board and Audit committee
L.G. Dijkstra (Lotte)	Member Supervisory Board
M.T. Morkoç (Mina)	Member Supervisory Board
T. Itaye (Tikhala)	Member Supervisory Board
J.H. Smits (Joost)	Member Supervisory Board and Audit committee
R.A.C. Ruiter (Rob)	Member Supervisory Board

Other reporting requirements under the Standards of Remuneration Act (WNT)

In addition to the senior executives listed above, there are no other officials in service who received remuneration above the individually applicable threshold amount in 2025.

Remuneration of senior executives according to Vereniging Goede Doelen Nederland

The Supervisory Board adopted the remuneration policy, the amount of the director's remuneration and the amount of other remuneration components. The policy is updated periodically, last time in August 2025.

In determining the remuneration policy and setting remuneration, the director follows the Regulations on Remuneration of Directors of Charitable Organisations (see www.goededoelennederland.nl).

The scheme provides a maximum standard of annual income using severity criteria. The weighing of the situation for the director was done by the Board of Supervisors. This resulted in a so-called BSD score in job group I of 480 points with a maximum gross standard annual income of € 168.377.

Annual income, taxed benefits and employer pension contributions remained for the director within the maximum amount of € 212.515 included in the scheme. Moreover, the taxed benefits and the employer's pension contribution were in reasonable proportion to annual income.

We need to comply to both WNT and Goede Doelen Nederland criteria.

Senior executives employed in 2025	
Amount x € 1	M.R. van der Plas
Job title	Executive Director
Employment	
Employment contract	Indefinite
Scope employment (fte)	38
Parttime percentage	1,0
Period employment	Yes
	1/1 - 31/12
Remuneration for the year	
Remuneration	134.983
Vacation pay	10.802
Fixed year-end payment	11.259
One-time payment	500
<i>Subtotal</i>	157.544
-/- Amounts unduly paid and amounts to be paid	-
Benefits payable on term	15.948
Total remuneration 2025	173.492

Senior executives employed in 2024	
Amount x € 1	M.R. van der Plas
Job title	Executive Director
Employment	
Employment contract	Indefinite
Scope employment (fte)	38
Parttime percentage	1,0
Period employment	Yes
	1/1 - 31/12
Remuneration for the year	
Remuneration	131.914
Vacation pay	10.249
Fixed year-end payment	10.950
One-time payment	
Subtotal	153.113
-/- Amounts unduly paid and amounts to be paid	
Benefits payable on term	16.050
Total remuneration 2024	169.163

No loans, advances and/or guarantees were made to the director and supervisors in 2025 and 2024.

Events after the reporting period

Rutgers and Aidsfonds – Soa Aids Nederland intend to merge into a single organisation. By joining forces, our organisations can achieve even more for young people, women, LGBTIQ+ individuals, and people living with HIV. At a time when sexual and reproductive rights and AIDS prevention are under pressure worldwide, cooperation is more important than ever, both now and in the future.

With the announced merger, we want to combine our expertise, network, and resources to improve the sexual health of people in the Netherlands and worldwide. A decision was made by the respective Board of Directors and Supervisory Boards on an administrative merger per 1 July 2026.

Q. Breakdown of current programme- and projects end of year position

	2025		2024	
	To be received from donor	Unspent project subsidies	To be received from donor	Unspent project subsidies
Dutch Ministry of Foreign Affairs RHRN 2 programme		77.695		11.244.697
Dutch Ministry of Foreign Affairs Generation G programme	678.324			4.867.006
Dutch Ministry of Foreign Affairs Power to you(th)		132.370		457.374
Dutch Ministry of Foreign Affairs GUSO programme				
Dutch Ministry of Education, Culture and Science (OCW) Act4Respect		111.014		219.978
Dutch Ministry of Education, Culture and Science (OCW) Jong gelijk	15.141			130.194
Dutch Ministry of Public Health (annual institutional grant)				92.049
Dutch Ministry of Public Health (project grants)	188.075		159.839	
Dutch Ministry of Education, Culture and Science (OCW) AGOM		43.094		18.895
Dutch Ministry of Education, Culture and Science (OCW) TNO(ZonMW)	64.695		31.013	
NWO	21.316	42.016		
KPN MC fonds		25.687		
Dutch Postcode Lottery Dreamfund She Makes Her Safe Choice		836.885		2.353.456
Dutch Postcode Lottery	1.125.000		1.500.000	
COE (IPPF)		15.351	57.732	
IPPF		42.517		56.198
Packard				879.684
United Nations Population Fund (UNFPA)			30.663	
European Union (Ado Avance Ensemble)	929.973			476.348
ZonMw	4.673		85.461	
Niche/Nuffic				45.074
Gemeente Rotterdam			68.986	
Gemeente Zaanstad			5.351	
Viva Glam foundation		20.000		
Universiteit Maastricht			19.052	
GGD Ghor	95.274		154.921	
COC	87.004			12.825
Council of Europe			6.000	
ZonMw		14.899	6.644	6.941
Ben je oke campagne		57.469	2.879	
Projet Jeune Leader	22.067			5.280

Other

	81.101	103.546	
3.231.542	1.500.098	2.232.087	20.865.999

Total project balance

1.605.888	-18.633.912
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Explanatory notes to model W

	Actual 2025	Budget 2025	Actual 2024
Staff costs			
Wages and salaries	6.934.831	7.217.058	7.282.699
Restructuring costs	374.733	-	-
Jubilee	20.305	-	-
Social security costs	1.260.834	1.204.645	1.324.620
Pension	656.700	812.383	715.674
<i>Provision sick/parental leave</i>	-	137.585	-
Expected decrease holiday reserve	-77.598	-60.000	-
Sickpay insurance refunds	-76.734	-	-64.613
Sub-total salary-costs	9.093.072	9.311.671	9.258.380
Hired personnel projects	638.854	506.124	1.697.973
Other hired staff	247.463	217.500	-
Commuting and working from home	142.851	167.809	175.037
Balance budget	55.344	47.419	181.259
Training individual budget	-	54.708	-
Training and conferences	184.912	45.000	-
Occupational health & safety costs	36.177	30.000	29.221
Recruitment costs	15.646	40.000	61.985
Other office costs	11.794	20.000	10.923
Other staff costs	68.378	64.371	80.058
Sub-total staff-costs	10.494.491	10.504.603	11.494.836
Accommodation costs			
Rent	426.440	423.500	398.703
Maintenance costs	42.816	46.720	38.868
Other accommodation costs	52.344	28.114	27.723
Sub-total accomodation-costs	521.601	498.334	465.294
Office and general expenses			
Supervisory Board costs	1.950	10.200	3.202
ICT costs	416.637	509.225	488.770
Advice - and administration costs	327.750	193.950	247.315
Subscriptions	198.458	204.599	-
Promotion costs	19.244	53.662	-
Other general expenses	44.338	120.893	100.180
Provision for bad debts	-173	-	25.000
Sub-total office and general-costs	1.008.203	1.092.529	864.467
Depreciation and bankcosts			
Depreciation	209.394	100.533	99.569
Bank costs	14.653	19.788	18.476

Sub-total depreciation-costs	224.047	120.321	118.045
Start-up costs Indonesia	-	-	151.000
Total	12.248.342	12.215.787	13.093.642

Specification and cost allocation to appropriation

Appropriation	Objective			Fundraising	
	National	International	Lobby & Advocay	Total	Direct fundraising
Expenditure					
Programme spending	1.154.824	11.060.313	-		-
<i>(directly funded locally)</i>		9.247.920			
Subsidies consortium members		8.114.456	-		-
Staff costs	3.047.375	4.448.340	378.400	184.436	32.692
Accomodation and travel costs	6.404	528.091		-	
Office and general expenses	240.969	191.068	82.486	97.613	5.255
Depreciation	32.670	25.905	11.183	13.234	712
Total	4.482.242	24.368.173	472.070	295.284	38.660

			Management and administration	Total 2025	Budget 2025	Total 2024
Third party campaign	Subsidies					
-	-	-		12.215.137	12.198.301	13.777.543
				9.247.920	9.178.843	11.813.595
-	-	-		8.114.456	7.151.200	8.820.487
19.955	131.789	2.435.940		10.494.491	9.969.780	11.495.691
				534.495	540.000	616.353
4.332	88.027	932.315		1.544.452	1.610.652	1.498.382
587	11.934	126.402		209.394	100.533	99.567
24.873	231.751	3.494.657		33.112.426	31.570.466	36.308.023

Other information

Profit appropriation

The result is distributed according to the result distribution included in the 2025 Statement of Income and Expenditure under Result appropriation.

Adoption and approval of financial statements

The Executive Director Rutgers approved the 2025 financial statements at its meeting on May 26, 2026.

Signed in Utrecht,

Marieke van der Plas
Executive Director

The Supervisory Board of Rutgers approved the 2025 financial statements at its meeting on June 24, 2026.

Signed in Utrecht,

Femke Aarts
Chair Supervisory Board

In connection with publication, all signatures have been omitted. It is indicated that the person named has signed. The original signed annual report is archived at the office of Rutgers.

Independent auditor's report

To the Executive director and the Supervisory Board of Stichting Rutgers

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 Rutgers based in Utrecht.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting Rutgers as at 31 December 2025 and of its result for 2025 in accordance with the RJ-Richtlijn 650 'Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising Organisations' of the Dutch Accounting Standards Board) and the provisions of and pursuant to the 'Wet normering topinkomens' (WNT, Act on limiting the remuneration of senior officials in the public and semi public sector).

The financial statements comprise:

1. the balance sheet as at 31 December 2025;
2. the statement of income and expenditure 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 and the Regeling Controleprotocol WNT 2025. 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 Rutgers 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.

Unaudited compliance with the anticumulation clause in the WNT

In accordance with the 'Regeling Controleprotocol WNT 2025' we have not audit the anti-cumulation clause referred to in Section 1.6a of the WNT and Section 5, subsection 1, sub n and o of the 'Uitvoeringsregeling WNT'. Consequently, we have not verified whether or not a senior official has exceeded the norm of maximum remuneration due to possible employment as senior official at other institutions subject to the WNT, and whether the WNT-disclosure as required in relation to this clause is accurate and complete.

Report on the other information included in the annual report

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

- ▶ the board report;
- ▶ the list of financial donors;
- ▶ the list of publications;
- ▶ the list of abbreviations.

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 Accounting Standards Board and the Dutch Auditing Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Executive director is responsible for the preparation of the other information, including the board report, in accordance with RJ-Richtlijn 650 'Fondsenwervende organisaties'.

Description of responsibilities regarding the financial statements

Responsibilities of Executive director and the Supervisory Board for the financial statements

Executive director is responsible for the preparation and fair presentation of the financial statements in accordance with RJ-Richtlijn 650 Fondsenwervende organisaties and the provisions of and pursuant to the Wet Normering Topinkomens. Furthermore, Executive director is responsible for such internal control as Executive director determines is necessary to enable the preparation of the financial statements that are free from material misstatements, whether due to fraud or error.

As part of the preparation of the financial statements, Executive director is responsible for assessing the entity's ability to continue as a going concern. Based on the financial reporting framework mentioned, Executive director should prepare the financial statements using the going concern basis of accounting, unless Executive director either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Executive director should disclose events and circumstances that may cast significant doubt on the entity's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for overseeing the company's financial reporting process.

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 and 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, the Regeling Controleprotocol WNT 2025, 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 entity's internal control;
- ▶ evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Executive director;
- ▶ concluding on the appropriateness of Executive director'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 entity'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 an entity 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 the Supervisory Board 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.

Utrecht, 30 June 2026

For and on behalf of BDO Audit & Assurance B.V.,

J. de Groot MSc RA

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List of financial donors

We would like to thank all organisations that in recent have made a financial contribution or donation to the programmes of Rutgers:

- Amref
- Europese Unie
- IPPF European Network
- IPPF/ Global Affairs Canada
- Mac Viva Glam Fund
- Ministry of Foreign Affairs
- Ministry of Education, Culture and Science
- Ministry of Health, Welfare and Sports
- Nationale Postcode Loterij (nu Postcode Loterij)
- Nuffic
- KWF
- Stichting Mooiste contact fonds (KPN)
- Stichting Terre Des Hommes
- Nji Stichting Nederlands Jeugdinstituut
- NWO(Erasmus Universiteit Amsterdam)
- Div Nederlandse Gemeenten - Ben je Oké campagne
- Private donations Rutgers and Dance4Life
- Private donations SheDecides
- Summit/Hewlett/Packard
- United Nations Population Fund
- ZonMW

9 List of publications

Peer Reviewed Articles (EN)

- Bakboord, C., Keuzenkamp, S., Cense, M. & van Lisdonk, J. (2026). Same-sex love and gendered scripts: Internalizing and renegotiating scripts within family-centered collectivist contexts in Suriname and the Netherlands. *Journal of Homosexuality*.
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- Meiborg, H. (2025). Barriers to accessing safe and legal abortion following rape or incest in West and Central Africa (Presentation RHNK conference, Kenya)
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Workshops / Expert meetings / webinar

- De Blécourt, K. (2025). Workshop De piramide van geweld. Themamiddag grensoverschrijdend gedrag van COC voor AZC medewerkers.
- Derckx, T. (2025). Presentatie bespreekbaar maken van seksualiteit, huisartsenopleiding
- Derckx, T. (2025). Presentation 'Chronische aandoening en daten', YouthRWell
- Derckx, T. (2025). Lunchlezing bij OCW 'sekse, gender en seksuele oriëntatie in de zorg'
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- De Graaf, H. & Van der Ploeg, J. (2025). Pornogebruik onder jongeren: feiten versus onderbuikgevoel. Soa*Hiv*Seks congres, Utrecht.
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- Van Reeuwijk, M. (2025). Webinar for World Sexual Health Association (WAS): How can the Porto Proclamation support the way forward for comprehensive sexuality education
- Van Reeuwijk, M. (2025). UNESCO workshop Developing New M&E Framework for CSE: How to go about developing a generic ToC for CSE that works for different programs/contexts?
- Van Reeuwijk, M. (2025). UNESCO Technical Meeting Mexico: Impact pathways of CSE: Use of evidence to counter opposition and What works to achieve impact
- De Graaf, H., Cense, M., & Koole, J. (2025). Factsheet Onderzoek naar seksueel plezier op Lowlands. Rutgers.
- De Haan, I., Finkenflügel, R. & Oldenhof, A. (2025). Factsheet Anticonceptiegebruik en onbedoelde zwangerschap. Rutgers.
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- De Heun, F., & De Haan, I. (2025). Kaartspel GewoonGestelde vragen
- Power to Youth Ghana. Norsaac, Rutgers, Action 4 Change (2025) Meaningful and inclusive youth participation and engagement (MIYPE) in research: Insights from the Power to Youth Central Operational Research in Ghana. Learning Brief.
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Other (Factsheets / Intervention Materials / Manuals / Tutorials / Other)

- Bergh, S., & De Haan, I. (2025). E-learning In gesprek over anticonceptiemethodes op Soa Aids Academy en Rutgers Leerportaal
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9

List of abbreviations

AAE	Ado Avance Ensemble (EU programme 2022-2025)
AGOM	Alliantie gezondheidszorg op Maat (OCW funded alliance on equal physical and mental health opportunities)
CAO	Collective Labour Agreement
CBF	Central Bureau on Fundraising
CoE	Centres of Excellence (Global Affairs Canada & International Planned Parenthood Federation programme 2019-2023)
CSE	Comprehensive Sexuality Education
CSW	Commission on the Status of Women
COC	Cultuur en Ontspanningscentrum (Dutch LGBTQ+ advocacy group)
CSO	Civil Society Organisation
GBV	Gender Based Violence
GGD	Gemeentelijke Gezondheidsdienst (municipal health services)
GenG	Generation Gender (MoFa programme 2021-2025)
GGZ	Dutch Mental Health Care Service
HIV	Human Immunodeficiency Virus
IPPF	International Planned Parenthood Federation
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer
MoFa	Ministry of Foreign Affairs
NGO	Non-Governmental Organisation
NPL	Nationale Postcode Loterij (Dutch Postcode Lottery)
OCW	Dutch Ministry of Education, Culture and Science
PME(L)	Planning, Monitoring, Evaluation (and Learning)
PtY	Power to You(th) (MoFa programme 2021-2025)
RHRN2	Right Here Right Now (MoFa programme 2021-2025)
RIVM	Rijksinstituut voor Volksgezondheid en Milieu
SEAH	Sexual Abuse, and Sexual Harassment
SRH	Sexual and reproductive health
SRHR	Sexual and Reproductive Health and Rights
UNFPA	United Nations Population Fund
VWS	Dutch Ministry of Health, Welfare and Sports
ZonMW	The Netherlands Organisation for Health Research and Development

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Colophon

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On the front page:

On the cover: Ira stayed silent when a friend confided in her about an unsafe abortion in high school. Today, she's part of groundbreaking Rutgers research in Benin, uncovering the hidden barriers women and girls face when looking for safe care and support. Read her full story at rutgers.international/stories

Throughout the report, additional photos—credited to our partners and colleagues from our international programmes—highlight the vibrant efforts and diverse initiatives undertaken around the world.