



Accelerating Impact

Through Collaborative Actions

2023 Impact Report

www.catalyst2030.net



Changing Systems At All Levels Through Collective Actions

Catalyst 2030 is a fast-growing global movement of people and organisations committed to advancing the UN Sustainable Development Goals (SDGs) by 2030.

Joining forces with communities, governments, businesses and others, Catalyst 2030 members are changing systems at all levels through collective action and bold new strategies.



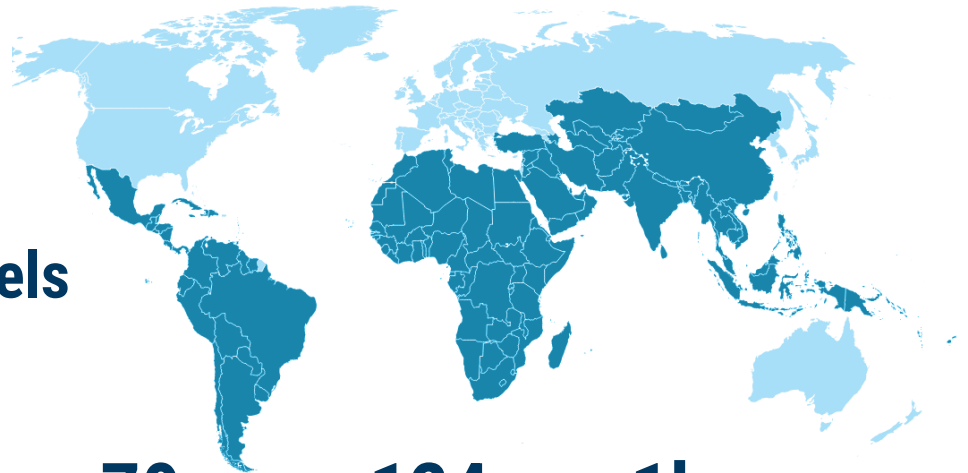
Vision

A thriving social innovation economy that is inclusive, regenerative and sustainable – present in every corner of the world



Mission

To grow the social innovation ecosystem across the globe unleashing the potential for local social innovators to influence global systems change



70

Total number of local chapters

124

Total number of collaborations

1bn

Lives touched



Vision



Objectives



Support

Strategic Pillars

A world where social change innovators achieve the SDGs by 2030 through an unprecedented mobilisation of social entrepreneurs, partners and resources.

1

Develop Enabling Environment for SE to Flourish

2

Catalyse Collaborative Action

3

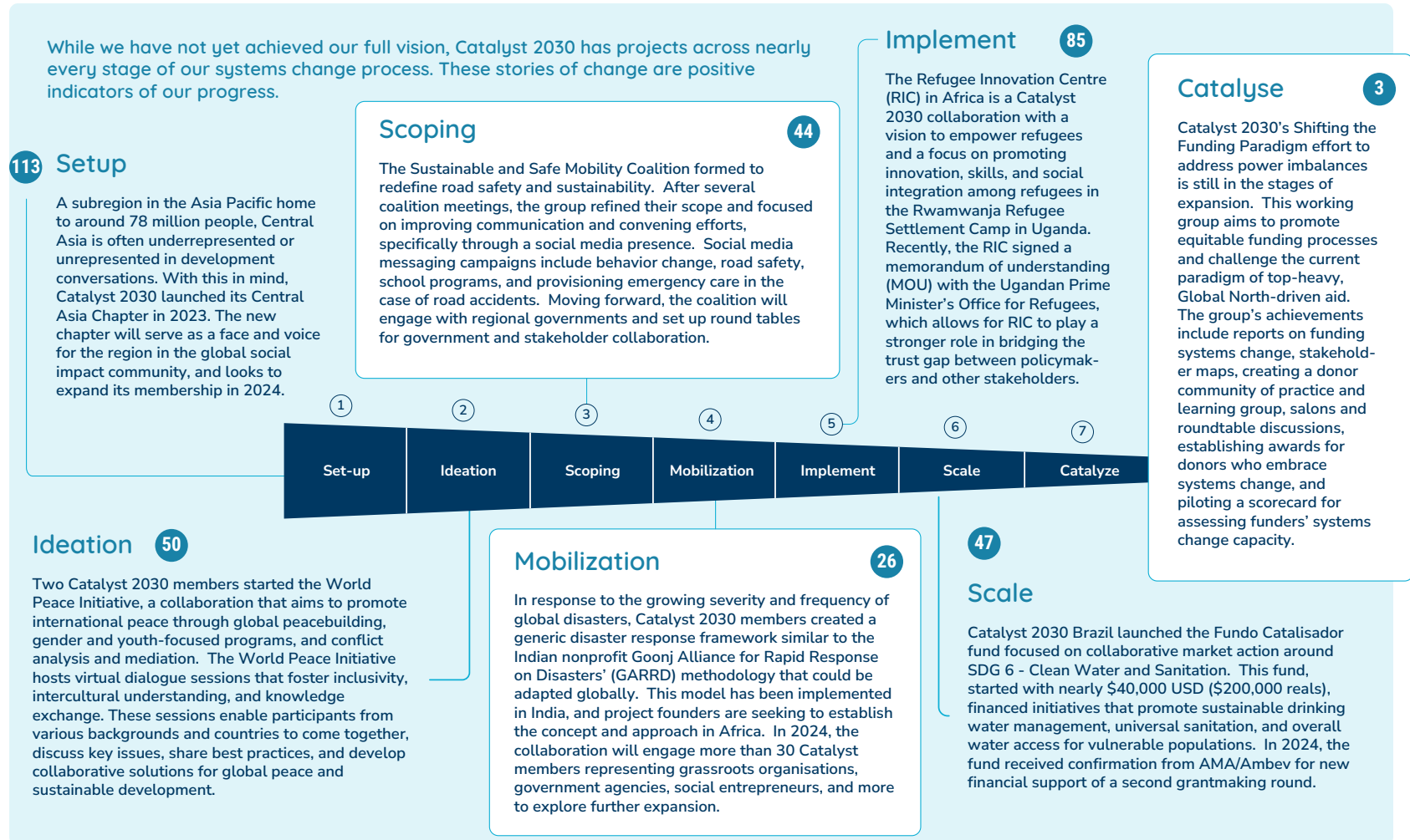
Facilitate Systems Change Learning Ecosystem

Ⓑ Foundation: Support Dominant Culture Shifts Towards Equity

Ⓐ Base: Build and Maintain the Movement of Social Change Innovators

Accelerating Systemic Change

Catalyst 2030's vision for the future is accelerated systemic change – the kind of change where social innovators are empowered to achieve the Sustainable Development Goals (SDGs). We see this change through our process of systems impact:



Develop Enabling Environment for Social Entrepreneurs to Flourish



Catalyst 2030 influences policy and empowers members to engage with policymakers on issues of social impact

>50% 

Catalyst 2030 members advised or provided research to policymakers in 2030.

>25%

Of members use Catalyst 2030 to influence policy

14 Catalyst 2030 Chapters are engaging with government
78% in the global south

A key focal point of Catalyst 2030 is changing funding paradigms to be more responsive, systems-change friendly, and adaptive to local needs. Funding is still driven by a top-down, Global North-oriented approach.



>700
Funders

Accessed our Funder Self-Assessment Tool, which measures an organisation's progress to systemic change initiatives

>50
Members



>1,100
Organisations



signed our *An Urgent Invitation to Shift Funding Practices* open letter, which challenges traditional funding practices and proposes ten principles for donors to embrace, including investing in capacity building and funding networks.

Catalyse Collaborative Action



Catalyst 2030 emphasises collaboration
- and removes barriers to do so



>80%

Of members used the
Catalyst 2030 Network to
start collaborations in 2023

2250

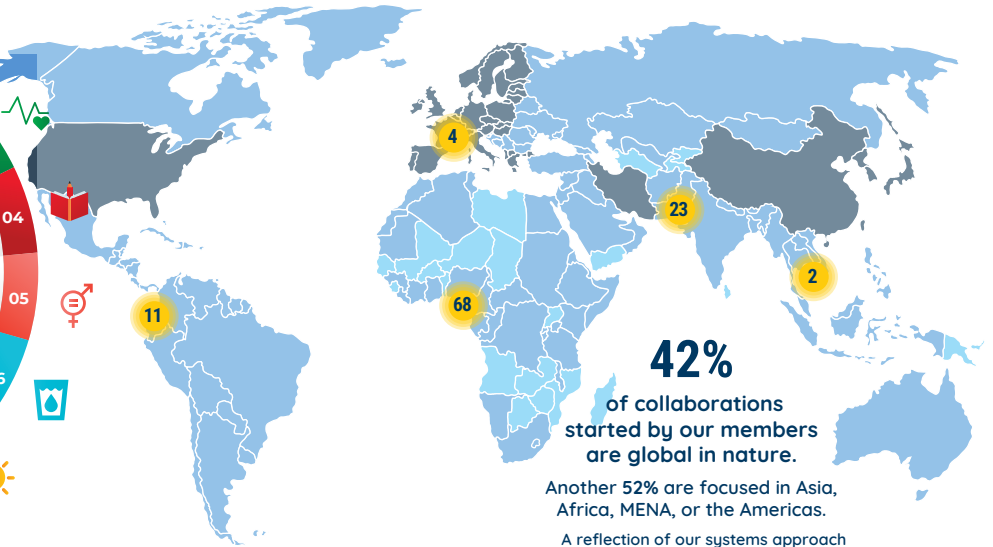
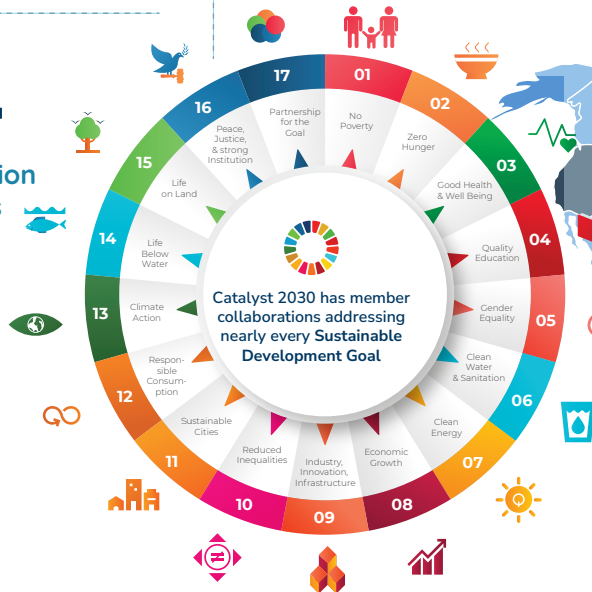
Organisations collaborating
across the Catalyst 2030 Network

“Being a member of Catalyst 2030 has profoundly shaped my perspectives. It’s been an inspiring journey, connecting with diverse stakeholders and collectively working towards the UN Sustainable Development Goals. The collaborative spirit has not only enriched my professional understanding but has also fueled a sense of purpose in contributing to positive global change.”

99

>124

Social innovation
collaborations
started since
2020



Members are encouraged to use the Catalyst 2030 web portal to join or gain support for their projects. Additionally, network members can join one of three task forces or 11 working groups to address social issues such as systems thinking in higher education, shifting donor values, or translating research to practice.

Facilitate Systems Change Learning Ecosystem



Catalyst 2030 promotes systems change practices across our network and equips our members to apply these practices as a tool of collective action.

35

Modules in the online Systems Change Learning Series

3

Peer-to-peer learning communities

1,700

Resources in the Social Change Innovators online resource platform

27

Systems learning presentations by members in conferences and events

82%

Of members say that Catalyst 2030 has inspired their systems change journey



Catalyst 2030 has provided me with access to a wide range of resources, including research, best practices, and innovative approaches. These resources have been instrumental in enhancing my work and allowing me to stay updated with the latest developments in my field.”

99



Catalyst 2030 is supporting the research and practitioner nexus through our Academic Hub Initiative.

New academic hubs launched in Africa and the MENA region **2**

Papers, cases, and practitioner articles published by members on systems change

15

Academic hubs planned in 2024 for Europe, Asia-Pacific, North America, and Latin America **4**

Foundation. Support Dominant Culture Shifts Towards Equity



Catalyst 2030 advocates to shift power and change dynamics around social change using both virtual and in-person events, conferences, and awards. These events and platforms are designed to convene social innovators and break into existing spaces of power.



Catalysing Change Week (CCW)

Our largest convening platform and event

5,000+

Individual registrants for 2023 CCW



Global Social Innovation Day
Catalysing Action in Communities

Our signature Global Social Innovation Day celebrates social innovation leaders through multimedia content that focuses on local communities

> 800,000

Impressions generated at the inaugural #GSID

120

Countries represented by registrants to the event

The Catalyst 2030 Awards

The Catalyst 2030 Awards are annual awards to social innovators, donors, and other change makers who practice systems change principles. In recognition of our network's inclusive approach, we award bilateral/multilateral organisations, government ministries, donors, and corporate partners.



45 Social Innovators recognized including Echoing Green, Azim Premji, The Ministry of Health of the Kingdom of Lesotho, and the United Nations World Tourism Organisation (UNWTO).

ECHOING GREEN



Azim Premji



The Ministry of Health of the Kingdom of Lesotho



UN Tourism

Build And Maintain The Movement of Social Change Innovators



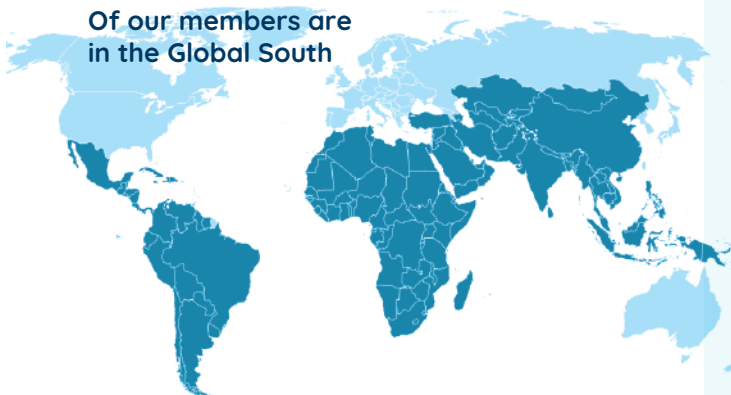
Our base is the Catalyst 2030 network - our success depends on a healthy and interconnected network that seeks to shift discourse and power

I am located in an ecosystem desert, and my organisation and I were suffering from this lack of like-minded peers, supporting resources, and infrastructures...Thankfully, Catalyst 2030 allowed us to connect with an inspiring and thriving network of peers despite all barriers".

99

60%

Of our members are in the Global South



Nearly

50%

Of our members identify as women



In 1 year, we have grown...

80%

Increase in new member organisations

53%

Increase in individual members

53%

Increase in new local chapters



Members are satisfied and engaged

70%

of members agree that the Catalyst 2030 community has brought significant or life-changing value to their organisations or work

11

Working groups across global

>100

Initiatives to help build our base - including 70 country, regional and sub-national chapter

Catalysing Collaboration

Impact Stories: Dispelling The Myths

Myth #1 - Social entrepreneurs don't collaborate

Not all collaborations focus on fixing systemic problems in society but all systems change efforts require collaboration. - Catalyst 2030

Catalyst 2030's mechanism for achieving the Sustainable Development Goals is systems change, at the core of which is collaboration across industries and stakeholders. Often, social entrepreneurial collaborations decline and eventually are abandoned due to lack of different funding options or support.

Using a networked approach, we bring together entrepreneurs, change makers, practitioners, academics, and other experts to collaborate and drive real change. Over 80 percent of members used the Catalyst 2030 Network to start collaborations in 2023. Catalyst 2030 has collaborative projects touching nearly every SDG.

>80%

Of members used the Catalyst 2030 Network to start collaborations in 2023

A member of Catalyst 2030, India-based Catalyst Foundation works to deliver vocational and other training programs. Its work became more important than ever in 2020, when the COVID-19 pandemic destabilized life for already vulnerable communities such as farmers, street vendors, and sex workers.

In response, Catalyst Foundation developed Community Action Collab, a multidisciplinary platform centred around vulnerable peoples. The platform contains over 350 government, nonprofit, and academic actors serving 13 vulnerable communities. The platform has responded to 14 emergencies, including the June 2023 Odisha train accident. These collaboration efforts include responding to disaster relief and long-term resilience projects such as vocational training, combating vaccination hesitancy, and micro credit.

The leader of Community Action Collab is the chair of Catalyst 2030's localization committee, which is focused on bringing funding and support to localised action. Community Action Collab is an example of linking theory to practice through the facilitation of the Catalyst 2030 Secretariat and network by directly facilitating local-level actors to respond to these disasters.

To date, Catalyst 2030 has led to over 124 collaborations globally. Through expanding the Secretariat and Catalyst 2030's membership, we aim to increase collaborations and South X South cooperation for social change.

>124

 Social innovation collaborations started since 2020

>700

 Exponential reach of the impact of our collaborations as the movement grows

COMMUNITY ACTIONCOLLAB

In response to the destabilizing effects of the COVID-19 pandemic, Catalyst Foundation developed Community Action Collab, a multidisciplinary platform centred around vulnerable people.

350

Government, non-profit and academic actors collaborated to serve

13



Emergencies Responded



Catalysing The Chapters

Impact Stories: Dispelling The Myths

Myth #2 - Networking and collaboration are a waste of time

“Pull a thread here and you’ll find it’s attached to the rest of the world.” — Nadeem Aslam

Participating in network organisations frequently is seen as valuable but time consuming – a “nice to have” option, but not necessary for enacting social change. Catalyst 2030 believes that networking and collaboration are a social change accelerator.

Using the power of networking, Catalyst 2030 has been able to gain a seat at the table for G20 summits, World Bank meetings, the annual UN Climate Change Conference (commonly known as COP), the World Economic Forum, and more. For our social entrepreneurs and innovators, we know that our network can help them achieve accelerated change.

42%

Of collaborations started by our members are global in nature.

Another 52% are focused in Asia, Africa, MENA, or the Americas.



The Secretariat of Catalyst 2030 is the backbone organisation of the Catalyst 2030 network, and helps to facilitate our member collaborations, promote systems thinking education, and promote social innovation at a policy level. While these important projects are started and taken forward by network members, Secretariat collaborations coordinators facilitate the creation of these projects and oversee their scaling. As a reflection of our systems approach, 42 percent of collaborations started by our members are global in nature. Another 52 percent are focused in Asia, Africa, MENA, or the Americas, which is a success indicator for Catalyst 2030 to amplify collaborative power in the Global South.

The South X South Alliance for Equitable Green Development is an example of this power-shifting global collaboration and how the local can scale to global impact. Because of Catalyst 2030 gaining access to global policy environments, the South X South collaboration was launched at COP28 in Dubai, where it advocated for a dedicated COP pillar to social innovation. As part of its strategy, the South X South Alliance focuses on nature based solutions, addressing resilience and poverty, promoting green industrialization, and creating circular economies.

Under these umbrellas, the South X South Alliance has 10 collaborations already underway, including efforts to rethink informal settlements, using local solutions to respond to forest fires, develop programs to recycle and upcycle waste, bioregional approaches to food resilience, and more. 70 network members are part of the alliance, including representatives from the World Bank, H&M



The South X South collaboration was launched at COP28 in Dubai, where it advocated for a dedicated COP pillar to social innovation.

South X South Alliance uses local solutions to respond to forest fires, develop programs to recycle and upcycle waste, bioregional approaches to food resilience, and more

Foundation, Climate KIC, and the World Economic Forum (WEF).

Thanks to the Catalyst 2030 network, this alliance has engaged with over 600 organisations across private, nonprofit, and financial sectors and partnered with over 50 policymakers. Additionally, six cross-sector stakeholder organisations have been connected to the collaboration. A dedicated fund for scaling climate-focused social innovators will be co-created with the World Bank, having mobilized nearly EUR 15,000 and supported by 22 bilateral connections and scaling matches.

Catalyst 2030's Secretariat is seeking to continue to develop alliances such as South X South and deepen its existing programming.

Catalysing The Shifting In Funding

Impact Stories: Dispelling The Myths

Myth #3 - Funding systems can't be changed

A river starts at the head of a mountain and it knows it has to reach the sea. But it goes this way and that, turning until it reaches its destination. That's what systems change is about. You go slowly and negotiate your way through. - Jerroo Billimoria

Catalyst 2030 centres systems thinking and approaches to achieve the Sustainable Development Goals and tackle the interconnected challenges they address. Our education and advocacy efforts extend to funders and advance a funding paradigm that supports proximate systems change leaders.

Despite localisation efforts, the current funding paradigm of philanthropy and humanitarian aid is still driven by a top-down process from resource-rich countries. To address this, Catalyst 2030 founded the Shifting the Funding Paradigm Working Group composed of network leaders, social innovators, and funding partners. The group's achievements include:

>700 Funders accessed the Self-Assessment tool to assess their own journey towards supporting systems change and support action to shift power



Published three reports and open advocacy letter on funding systems change principles



Built an ecosystem stakeholder map of global organisations, networks, and initiatives working to advance funding for systems change



Created a collaboration to address barriers posed by compliance and due diligence processes and to strengthen trust between donors and doers



Convened donor salons in five regional hubs to promote systems change funding dialogue



Established Catalyst 2030 Awards: Celebrating donors, corporate entities, governments, and bilateral/multilateral actors who embraced systems change in their giving, support social innovators



Created the Catalyst 2030 Donor Learning Group of 70 leaders at the intersection of systems change and philanthropy, including the H&M Foundation, Skoll Foundation, the Omidyar Group, and the Rockefeller Foundation.

13 new initiatives, including reports and funds, started across Catalyst 2030's network aiming to shift the existing funding paradigm.



The Funder Self-Assessment tool is a significant achievement, the tool has been used by over 700 funders to assess their own journey towards supporting systems change and support action to shift power. Catalyst 2030 developed this tool by directly building on research and practices in their flagship *Embracing Complexity* report, along with other sources.

Three elements are required for funding organisations to embrace systems change:

- 1 **Culture** - new norms and values that reflect how funders are engaged with the root causes of an issue; the power imbalances between them and their grantees; level of risk acceptance; and more
- 2 **Strategy** - how a funders' strategy integrates systems change concepts and principles, such as how inclusive the funding decisions are or how MEL processes are applied
- 3 **Process** - level to which changes in strategy and culture manifest in day-to-day practice, such as the level of financial and non-financial support to grantees and partnership with grantees.

The Secretariat is Catalyst 2030's backbone and helps to facilitate these successful programs. Having been active since 2020, the Secretariat is moving to scale and further develop collaborations and programs that support the mission to Shifting the current funding paradigm.

Join Social Innovators and Entrepreneurs and other change makers in accelerating systemic change around the world



Our Ecosystem Partners*

*These are the social entrepreneur fellowship organisations that helped to establish Catalyst 2030



Founding and Fiscal Partner



Catalysed by the generous support of



catalyst2030.net

Stichting One Family Foundation
Aerdenhout

Financial statements for financial year 2023

Stichting One Family Foundation
Koekoeksweg 1
2111 HD Aerdenhout

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Board report

About us

One Family Foundation is a family foundation which began its operations in the summer of 2018. Our open- door policy and collaborative working methods have quickly led to high network individuals and social entrepreneurs joining forces with us to create a network enhancing and growing impact across all regions of the globe. One Family Foundation focuses on incubating and scaling projects based on the principles of Collaborative Systems Change and Social Franchising.

Vision

One Family Foundation aims to initiate positive change in the world through incubating various initiatives to focus on achieving the SDGs and ensuring peaceful global coexistence. Through this the foundation hopes to alleviate poverty especially for children and young people.

Mission

We aim at achieving our mission by creating partnerships, both large and small in order to work towards a peaceful coexistence and initiate the change that is so greatly needed in the world. Thereby proactively working on:

- Achieving the SDGs by 2030
- Alleviating poverty
- Ensuring peaceful global coexistence
- Undertaking the projects which will ensure this based on the need of the moment

Goals 2020- 2025

The following are the key goals of the foundation till 2025:

- To ensure the SDGs are achieved by 2030 through mobilising social entrepreneurs and innovators and collaborating to create the greatest impact.
- To facilitate a truly global platform where social innovators can showcase their work to invite and create collaborations to multiply impact.
- To develop scale-up strategies for organisations wishing to expand their reach and impact.

Governance

One Family Foundation is governed by the board.

Chair: Bertjan Janzen

Secretary: Jeroo Billimoria

Treasurer: Kris Kohlstrand

Board member and senior advisor: Koen Vermeltfoort

Youth advisors: Laxmi Janzen and Guru Janzen

The board is responsible for approving the strategy & direction of the foundation and for approving finances and budgets. The executive director is charged with overseeing the strategy and finances and reports to the board. Board members do not receive remuneration for the work they carry out for the foundation and work on a purely voluntary basis.

Forward

Catalyst 2030

One Family Foundation has once again dedicated its efforts in 2023 to scaling the growing network of Catalyst 2030. After a two-year period of incubation plus secretariat support during the last two years of scaling, One Family Foundation and the Catalyst 2030 Governing Council have been collectively creating the conditions for Catalyst 2030 to become an independent entity. We will be collaborating well into 2024 to ensure the financial and operational viability of the Catalyst 2030 movement before taking a backseat in its operations. With the help of our pro bono law firm, DLA-Piper US, we have been able to build the foundations for an entity to be opened in the US sometime in late 2024.

The One Family Foundation board would like to thank all our stakeholders, trusted donors and our dedicated team who have been paramount in the success of the network. Due to their combined efforts, we have been able to double the number of individual members in for Catalyst 2030 in 2023. Joining forces with communities, governments, businesses and others, Catalyst 2030 members are changing systems at all levels through collective action and bold new strategies. Our focus in 2023 has been on community and proximate leadership. With more than half our members based in the global south, Catalyst is well positioned to create collaborations led by the social innovators from and working in the regions. Our membership covers 136 countries around the globe with almost 3000 member organisations and 4500 individual members.

Risks and Uncertainties

2023 was a year of global uncertainty for many sectors, including the non-profit sector. With government investment for the development sector reduced once again, we have come to rely on donors both large and small from philanthropic and the philanthropic private sector. The continuing war in Europe, the start of the war in the Middle East and economic uncertainty has prompted One Family Foundation to build on our efforts to seek out more multi-year grants. With high interest rates not being reflected in the rates offered on savings by the banks, the foundation has been conscious of the need to be frugal.

Fraud Risks

In 2023, One Family Foundation drafted a fraud policy to support the Operations and Finance team in facilitating the development of internal controls to mitigate risk through early detection and prevention of potential fraud against the foundation. The policy has been a guide to the team in creating an internal control and fraud prevention matrix to streamline processes and procedures and identify possible risks.

This newly implemented risk assessment introduced the key procedures included the following: segregation of duties, bolstering banking protocols and controls, timely and accurate donor reporting, cash flow management and budget control. This enabled the Operations and Finance team to fine tune the internal procedures. The finding of this first assessment have led us to make the following changes in our processes:

Salary payments

Salary of the Operations Director will need payment approval in the banking system from another Director with bank transaction access.

Reimbursements

While reimbursements are compliant with the 4-eyes process, all reimbursements will undergo one extra stage of approval by the department's Director.

Donor reporting

Although the risk is primarily associated with human error rather than fraud, after submitting a report it would be beneficial to convene a meeting with Facilitator, Coordinator, and Bookkeeper to collectively review and approve any reallocations made during the drafting process.

Events vendor payments

While compliance with the 4-eyes principle is in place, the process still poses risks, particularly concerning reimbursement procedures, challenges with exchange rates in events held in countries with non-EUR or non-USD currencies, and notably, cash payments.

- Cash payments will be allowed only under exceptional circumstances.
- Enhanced collaboration between the event organization team and the payment department will be implemented to prevent issues arising from incomplete or unclear vendor invoices.

We will continue to build on this initial risk analysis throughout 2024 to cover our full operations. Further, our finance manual created in 2023 to standardise procedures was updated to incorporate these changes.

Funding

Over the years, we have had a number of trusted donors who have actively supported One Family Foundation and the projects it incubates and scales. We have been successful in 2023 in building our portfolio to include new donors. As our multi-year funding is coming to an end in 2024, One Family Foundation is proactively seeking not only to renew funding from our trusted sources but to find new ways of bringing funds to the foundation. With the help of our donor relations team, we are creating ground-breaking strategies for bringing in unrestricted funding, the fruits of which will be seen in early 2024.

Operations and staff

Global recruitment has been the focus of the foundation's HR department in 2023. Our team and management team are diverse both in gender and regional spread with 60% from the global south and slightly more females than males on the staff.

Our HR and Employee policies can be found in manuals and are all aligned with Dutch law. The foundation has 6 FTE on the payroll, has 5 FTE employed through Employees of Record (EOR) and around 10-12 consultants working on diverse projects.

As a non-profit, we attract many interns. We average around 20 interns at one time. We provide not only on-the-job training, but also monthly skills training and allow 4 hours a month to join the vast variety of learning sessions provided by the Catalyst 2030 systems learning team. We pay an intern stipend that is in line with Dutch law.

With Catalyst 2030 moving out of One Family Foundation and becoming an independent entity, we will be scaling down staff in 2024 in line with this move.

Communication with Team and Stakeholders

At One Family Foundation we fulfil our obligations to report to all our donors and stakeholders. Our policy is one of transparency. We report on an individual basis to donors and on a larger scale to all our stakeholders via a monthly newsletter, monthly General Assemblies, Board meetings and biweekly Operations & Finance Committee meetings.

Although fully remote and global, the team is committed and connected. In 2023, we held weekly full team meetings and management team meetings throughout the year, built on our training programme for staff and interns and dedicated more time for individual development. Our modus operandi in staying on top of connectivity is to be continued into 2024.

Social Responsibility Policy

At One Family Foundation, the foundation of our work culture is one of the honest broker. This method of working enables us to connect and convene our members in a manner that reflect our values. We work to enable our membership and facilitate collaborations that enhance the work of others and assist in creating global impact on a scale not seen in the sector before.

Financial Policy

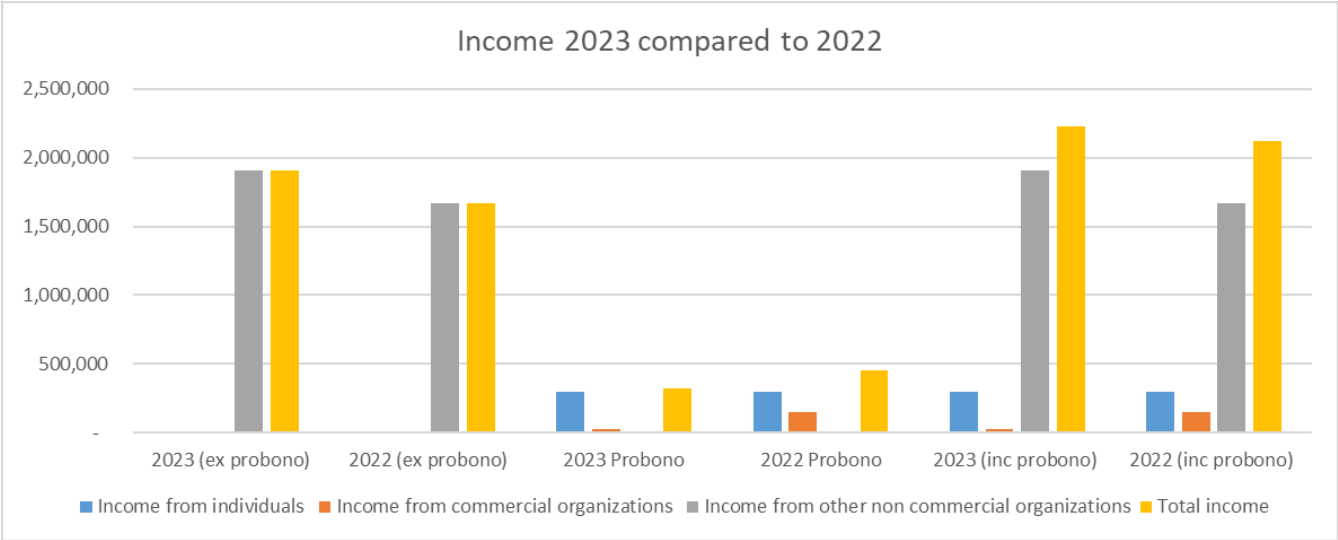
One Family Foundation has a policy of funding its operational costs from funds, individuals and businesses, be that in monetary donations or in services given pro bono.

In 2023, the foundation was able to recognize funding of EUR 2,229,069. This was spent for EUR 2,125,011 on operational activities, including management, administration, website, communications and our project costs. Operational costs are kept as always to a minimum so as much funding as possible can go to the projects themselves.

Moving into the second year of the operational plan of our major project this year, Catalyst 2030, our spend was concentrated on building the Catalyst network and its secretariat which is housed at One Family Foundation.

Financial results

The income of One Family Foundation in 2023 was EUR 2,229,069 compared with EUR 2,117,241 in 2022. The income relates to income from commercial organizations of EUR 22,269 (2022 EUR 150,000) income from other non-commercial organizations EUR 1,906,100 (2022: EUR 1,667,241) and income from individuals EUR 300,000 (2022 EUR 300,000). Out of the total income in 2023 EUR 322,969 (2022: EUR 450,000) relates to pro bono contributions and EUR 1,906,100 relates to actual cash receipts. Exclusive pro bono contributions the income for 2023 is significantly higher compared to 2022 (income exclusive pro-bono contributions in 2022: EUR 1,667,241). The increase relates to the general increase of activities and thus expenses in 2023 compared to 2022.



The income is aligned with the volume of expenses including a mark-up for some of the donor contracts in order to build up a continuity reserve. The total amount of expenses for 2023 is EUR 2,125,011. This is divided in EUR 1,605,659 of expenses relating to strategic objectives, EUR 88,300 relating to expenses from own organizational fundraising and EUR 431,052 of operational and administrative expenses.

Balance sheet

December 31, 2023

(before proposed appropriation of the balance of income and expenses)

A s s e t s

	2023	2022
	EUR	EUR
Current assets		
Cash at banks and in hand (1)	1,946,714	790,669
Other receivables (2)	250,847	4,579
Total assets	<u>2,197,561</u>	<u>795,248</u>

R e s e r v e a n d l i a b i l i t i e s

Reserve (3)

Continuity reserve	22,248	10,226
Balance of income and expenses for the period	104,058	12,022
Total reserves and funds	<u>126,306</u>	<u>22,248</u>

Current liabilities

Income received in advance (4)	1,950,804	432,808
Other current liabilities (5)	120,451	340,192
Total current liabilities	<u>2,071,255</u>	<u>773,000</u>

Total reserve and liabilities

<u>2,197,561</u>	<u>795,248</u>
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Balance of income and expenses for the period ended December 31, 2023

	Actuals 2023	Budget 2023	Actuals 2022
	EUR	EUR	EUR
Source of income			
Income from individuals (6)	300,000	300,000	300,000
Income from commercial organizations (7)	22,969	23,000	150,000
Income from other non-commercial organizations (8)	1,906,100	2,214,324	1,667,241
Total income sources	2,229,069	2,537,324	2,117,241
Expenses			
Expenses made for Strategic Objectives			
Objective 1: Incubating: Imagining change is the seed of making change happen our incubation projects are the ideas of shared change we facilitate to fruition. Once up and running the project will become an independent organization or handed over to one of our partners to take forward.	-	-	-
Objective 2: Scaling up: Take projects and organisations to scale and work with Established organisations to help grow their role Bringing the change to the world that is so greatly needed.	1,605,659	1,697,955	1,610,766
Subtotal Objectives 1 & 2	1,605,659	1,697,955	1,610,766
Expenses for fundraising			
Expenses from own organizational fundraising	88,300	90,000	90,397
Operational and administrative expenses	431,052	685,525	404,056
Total expenses	2,125,011	2,473,480	2,105,219
Balance of income and expenses	104,058	63,844	12,022

Appropriation of balance of income and expenses

It is proposed to appropriate the balance of income and expenses of 2023 as follows:

	EUR	EUR
Addition to continuity reserve:		
- General income, income for future activities	104,058	
		104,058
		104,058

The balance of income and expenses is EUR 104,058 is concerned with the difference between income recognized in 2023 and expenses recognized in 2023 relating to various donors for which no agreement is in place where specific requirements for spending are agreed.

Index numbers	2023	2022
-Operational and administrative expenses in % of Total expenses	20%	19%
-Expenses made for strategic objectives in % of Total expenses	76%	77%
-Expenses for fundraising in % of income of fundraising	4%	4%
-Expenses made for strategic objectives in % of Total income	72%	76%

The operational and administrative cost reached 20% of the total expenditure in the financial year 2023. This includes direct and indirect costs as well as pro-bono contribution relating to work at Secretarial level in support of the strategic objectives and work supporting activities directly related to the strategic objectives.

Commentary on actuals versus budget 2023

The balance of income and expenses in 2023 ended up with EUR 104,058 in actuals compared to EUR 63,844 in the budget. Actual income of 2023 is EUR 2,229,069 compared to the budget of EUR 2,537,324. Actual expenses of 2023 are EUR 2,125,011 compared to the budget of EUR 2,437,480.

The budget versus actuals for 2023 shows an underspend of EUR 348,469. This is particularly due to the reasons such as staff transition and delays in filling vacant positions.

The budget for Mastercard Foundation and the Hilton Foundation grant in particular included the new recruitment of senior, mid-level staff including the Africa Forward Manager and a Coordinator in Chapters department and as well as project cost for establishing Africa Forward's legal entity within the African region.

However, delays in establishing Africa Forward's legal entity have had a direct impact on our project's critical personnel recruitment, specifically the position of the Africa Forward Lead and Manager and contributed to a significant underspend in 2023.

Furthermore, concerning the Mastercard Foundation's purpose restricted Africa Forward contract, we were significantly underspending due to hiring delays for the Africa Forward Manager position, Africa Forward Strategy Consultant positions. The Event Expenses on Africa Forward Conference and Governing Council were also lower than anticipated.

Besides, prolonged contract negotiations from certain funders led to additional delays in hiring for critical leadership positions such as Collaborations Facilitators and certain other key roles. Overall, in 2023 the foundation experienced transitions in several positions such as Francophone Africa Chapters Coordinator in; Senior Operations Coordinator, Impact Coordinator, as well as Systems Learning Coordinator. Additionally several of the mid-level positions were replaced by talented entry-level staff which further reduced the overall payroll expenses.

Cash flow statement

	2023		2022	
	EUR	EUR	EUR	EUR
Cash flow from operating activities				
Net result	104,058		12,022	
		104,058		12,022
<i>Changes in working capital</i>				
Current receivables	-246,268		21,764	
Current liabilities	1,298,255		-332,006	
		1,051,987		-310,242
Cash flow from operating activities		1,156,045		-298,220
Net cash flow		1,156,045		-298,220
Increase/(decrease) cash and cash equivalents		1,156,045		-298,220
Movements in cash and cash equivalents				
Opening balance cash and cash equivalents		790,669		1,088,889
Increase/(decrease) cash and cash equivalents		1,156,045		-298,220
Closing balance cash and cash equivalents		1,946,714		790,669

Notes to financial statements

General

Activities

One Family Foundation is a small scale family foundation which began its operations in the summer of 2018. Our open door policy and collaborative working methods have quickly led to high network individuals and social entrepreneurs joining forces with us to create a network enhancing and growing impact across all regions of the globe.

One Family Foundation focuses on incubating and scaling projects based on the principles of Collaborative Systems Change and Social Franchising. The founder of One Family Foundation has been working with Collaborative Systems Change and Social Franchising for more than 25 years and has founded several organisations that have devoted themselves to these two concepts.

One Family Foundation has its statutory seat in Aerdenhout. The foundation was founded on 1 July 2018 and is registered with the number 66742838 at the Chamber of Commerce.

The strategic objectives are structured along the two pillars of the organization:

- 1 Incubating: Imagining change is the seed of making change happen. Our incubation projects are the ideas of shared change we facilitate to fruition. Once up and running, the project will either become an independent organisation or be handed over to one of our partners to take forward.
- 2 Scaling up: We have the expertise and a proven track record in taking projects and organisations to scale and are currently working with a number of established organisations to help grow their role in bringing the change to the world that is so greatly needed.

The reporting period of the foundation is the period from 1 January 2023 to 31 December 2023.

The comparative information is the period from 1 January 2022 to 31 December 2022.

Accounting principles

The financial statements are prepared under the historical cost convention in accordance with accounting principles generally accepted in the Netherlands pursuing RJ 650 (Fund Raising Organizations).

Going concern assumption

The financial statements have been prepared based on the going concern assumption.

Index numbers

The index number operational and administrative expenses provides the percentage from total expenses used for operative and administrative tasks.

The index number expenses made for strategic objectives provides the percentages from total expenses used for expenses made for strategic objectives.

The index number expenses from fundraising provides the percentages from total income from fundraising or expenses made for fundraising.

The index number expenses made for strategic objectives provides the percentages from total income used for expenses made for strategic objectives.

Summary of significant accounting policies

Foreign currencies

Assets and liabilities denominated in foreign currencies are translated into EUR at year-end exchange rates; exchange gains and losses are charged to the Statement of revenue and expenditures. Transactions in foreign currencies during the financial year are translated into euro's at the rate of exchange ruling on transaction date.

Cash at bank and in hand

Cash at bank and in hand includes cash in hand, bank balances, notes and checks. It also includes deposits if these are effectively at the Foundation's free disposal, even if interest income may be lost.

Cash at bank and in hand not expected to be at the Foundation's free disposal for over twelve months is classified as financial fixed assets. Cash at bank and in hand are carried at face value.

Receivables

Current receivables are initially recognized at fair value plus transaction costs and subsequently stated at amortized cost based on the effective interest method net of a provision for doubtful debts when necessary.

Current liabilities

Income received in advance

Project liabilities are presented in the year during which the liability becomes definite. Estimates of costs required to complete running projects up to their end date are compared with the committed project funds on an annual basis. As soon as an inevitable funding gap (excluding overhead costs) is identified, it is accrued in the year it is identified.

Other current liabilities

On initial recognition, current liabilities are carried at fair value less directly attributable transaction costs. After initial recognition, current liabilities are carried at amortized cost. This is usually the face value for current liabilities.

Principles of determination balance of income and expenses

General

The result is determined as the difference between income generated by contributions, membership fees and others, and the costs and other charges for the year. Income is recognised in the year in which it is realised.

Income relating to services in kind and expenses of pro bono services received are valued at their respective fair value amounts.

Income

Grant income is recognized in the year in which the entitlement becomes definite. Changes to the value of grants are added to or deducted from the grant income during the year in which the grant awarded changes.

As the foundation follows the Dutch Accounting Standard 650, income from private funds is recognized in the year for which it was pledged. All other income is based on the new commitments signed during a particular year and on actual costs incurred for operations and direct program costs.

Expenses

All costs, with the exception of extraordinary items, are allocated to the various cost categories, based on business criteria and with due observance of the relevant guidelines.

Wages, salaries, and social security charges are presented in the statement of income and expense in accordance with the terms of employment, insofar as they are payable to employees.

Allocation of expenses

The expenses recognized in the reporting year are allocated to the objectives or to operational and administrative costs. The allocation has been prepared in the schedule allocation of expenses to objectives.

Realized currency translation differences

Currency translation differences stemming from the settlement or translation of monetary items are presented in the statement of income and expense during the period in which they arise.

Cash flow statement

The cash flow statement has been prepared applying the indirect method.

Notes to the balance sheet

Cash at banks and in hand (1)

	2023	2022
	EUR	EUR
Current account ABN AMRO Bank	1,946,714	790,669
	<u>1,946,714</u>	<u>790,669</u>

All cash is at free disposal of the foundation and immediately accessible.

Other receivables (2)

	2023	2022
	EUR	EUR
Income receivable from other non-commercial organizations	170,450	-
Prepaid expenses and other receivables	80,397	4,579
	<u>250,847</u>	<u>4,579</u>

The income receivable from other non-commercial organizations comprises the receivable from the Hilton Foundation.

Reserve (3)

	Continuity reserve	Balance of income/expenses	Total
Balance on 1 January 2023	10,226	12,022	22,248
Appropriation of balance of income and expenses	12,022	(12,022)	-
Balance of income and expenses 2023	-	104,058	104,058
Balance on 31 December 2023	<u>22,248</u>	<u>104,058</u>	<u>126,306</u>

In accordance with the provisions of the articles of association, the Board decides on the appropriation of the balance of income and expenses. The appropriation of balance income and expenses for the financial year 2023 is proposed on page 10 of the financial statements.

Continuity reserve

The Foundation wants to ensure sustainability of the organization so that its international network is not affected. Therefore, the Foundation wants to create a continuity reserve to cover operational and program costs for a period of 6 months. This time frame is based on a prudent assessment of the time required to source additional funding.

According to 'The Wijffels code' this reserve should not exceed 1,5 times the operational costs. A higher reserve will need clarification. On December 31, 2023, the reserve was below this limit. The continuity reserve is built up by income primarily from private donors that are not specified for a particular activity.

Income received in advance (4)

	2023	2022
	EUR	EUR
Income received in advance from other non-commercial organizations	1,950,804	432,808
	<u>1,950,804</u>	<u>432,808</u>

In 2023 funding (excluding probono services) increased and the balance of EUR 1,947,447 relates to funding not spend yet and therefore recognized as income received in advance. Spending on activities for this funding will be realized in 2024.

	2023	2022
	EUR	EUR
Mastercard Foundation	922,483	250,454
The Skoll Foundation	903,555	135,256
Schwab Foundation for Social Entrepreneurship	74,201	-
SAP Stiftungsfonds	35,652	-
European Entrepreneurs Forum	10,000	-
GM Rockefeller	3,615	-
Others	1,298	427
Dalberg Catalyst	-	46,671
	<u>1,950,804</u>	<u>432,808</u>

The full amount of income received in advance is expected to be short-term, <1 year.

Other current liabilities (5)

	2023	2022
	EUR	EUR
Other payables	78,972	283,806
Accounts payable	31,967	35,246
Accrued holidays	9,512	21,140
	<u>120,451</u>	<u>340,192</u>

Notes to the statement of revenue and expenditure

Income from individuals (6)

	2023	2022
	EUR	EUR
Probono services	300,000	300,000
	<u>300,000</u>	<u>300,000</u>

The probono services relate to services from individuals that are not charged and therefore recognized as income.

Income from commercial organizations (7)

	2023	2022
	EUR	EUR
Probono services	22,969	150,000
	<u>22,969</u>	<u>150,000</u>

The probono services relate to services from commercial organizations that are not charged and therefore recognized as income.

Income from other non-commercial organizations (8)

	2023	2022
	EUR	EUR
Mastercard Foundation	1,032,078	1,038,738
The Skoll Foundation	605,511	499,475
The Hilton Foundation	170,450	-
Dalberg Catalyst	46,671	-
Schwab Foundation for Social Entrepreneurship	16,980	-
SAP Stiftungsfonds	14,348	-
GM Rockefeller	13,156	16,387
Others	6,906	-
Peter Brach	-	47,619
Chandler Foundation	-	43,311
Digital Opportunity Trust	-	21,711
	<u>1,906,100</u>	<u>1,667,241</u>

Allocation of expenses to objectives

	Strategic objective	Strategic objective	Fundraising	Operations	Total 2023	Total 2022
	1	2				
	EUR	EUR	EUR	EUR	EUR	EUR
Objective: Incubating	-	-	-	-	-	-
Objective: Scaling up	-	524,741	-	-	524,741	522,846
Wages	-	654,967	79,380	160,439	894,786	785,593
Social securities and taxes	-	102,982	8,920	27,383	139,285	145,418
Other costs	-	-	-	243,230	243,230	201,362
Subtotal	-	1,282,690	88,300	431,052	1,802,042	1,655,219
Probono services	-	322,969	-	-	322,969	450,000
Total expenses	-	1,605,659	88,300	431,052	2,125,011	2,105,219

Allocations of costs to objectives have been made based on actual costs and salary costs spent on meeting the said objective.

Pro bono goods and services for 2023 are valued at EUR 322,969 and have been added to the expenses totals for 2022.

The operational and administrative cost reached 20% of the total expenditure in the financial year 2023. This includes direct and indirect costs relating to work at Secretarial level in support of the strategic objectives and work supporting activities directly related to the strategic objectives.

The subtotal of expenses is divided into the below further categories and is allocated to the income from other non-commercial organizations as follows:

	The Mastercard Foundation	The Skoll Foundation	The Hilton Foundation	Schwab Foundation for Social Entrepreneurship	SAP Stiftungsfonds	GM Rockefeller	Dalberg Catalyst	Total 2023
	EUR	EUR	EUR	EUR	EUR	EUR	EUR	EUR
Build & maintain the movement	442,988	55,031	106,030	2,099	-	-	3,017	609,164
Shifting the dominant culture	140,892	132,928	28,544	5,425	-	-	-	307,789
Enabling environment	122,342	13,440	173	-	14,348	-	-	150,303
Catalyse collaborative action	2,388	58,897	2,272	-	-	12,193	-	75,749
Facilitate systems	24,915	114,752	17	-	-	-	-	139,685
Expenses for fundraising	88,300	-	-	-	-	-	-	88,300
General & operations	153,770	233,449	33,414	9,455	-	964	-	431,052
Total	975,596	608,497	170,449	16,980	14,348	13,157	3,017	1,802,042

Employee information

In 2023, the Foundation employed on average 8 (FTE:7,5) and in 2022 on average 8 employees (FTE:7,4).

In 2023, there were no FTE's employed by the Foundation outside the Netherlands (2022: none).

The salary expenses also include contractors in both 2023 as 2022 figures.

	2023	2022
	EUR	EUR
Gross salary	894,786	785,593
Social contributions	139,285	145,418
	<u>1,034,071</u>	<u>931,011</u>

Remuneration Board of Directors

The secretary of the Board of Directors provided services that are valued as probono contribution of EUR 300,000 for the year 2023 (2022: EUR 300,000).

Rights, contingencies and commitments

Mastercard Foundation income relates to a multi-year contract with the commencement date of 28 October 2021 and expiry date of 30 April 2025. The total contract value is USD 3.3 million. Out of this amount USD 3.1 million is received as of 31 December 2023 in EUR amounts based on the exchange rate of the moment of the bank transactions. The remaining contract value is to be received in future years. The EUR equivalent is based on the exchange rate upon the moment of bank transactions.

Events after balance sheet date

The Chair is not aware of other significant events that have occurred since the balance sheet date that were not included in the financial statements.

Signatories to the financial statements

Aerdenhout, 27 June 2024

Chairman of the Board of Directors:

E.J. Janzen

Other information

Proposed result appropriation

In accordance with the articles of association, the annual proceeds from the reserve as well as the gains whatsoever named and received in any year, not destined to be regarded as reserve, can be used for the realisation of the objectives of the foundation.

The balance of income and expenses is EUR 104,058 and it is proposed to add this to the continuity reserve.

Awaiting a decision from the Chair, the balance sheet is prepared before appropriation of the balance of income and expenses.

Independent auditor's report

INDEPENDENT AUDITOR'S REPORT

To the board of Stichting One Family Foundation

Report on the audit of the financial statements 2023

Our opinion

We have audited the financial statements 2023 of Stichting One Family Foundation, based in Aerdenhout.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting One Family Foundation as at 31 December 2023 and of its result for 2023 in accordance with Guideline 650 of Dutch Accounting Standards.

The financial statements comprise:

1. The balance sheet as at 31 December 2023.
2. Balance of income and expenses for 2023.
3. The notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

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

We are independent of Stichting One Family Foundation 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).

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

Information in support of our opinion

We designed our audit procedures in the context of our audit of the financial statements as a whole and in forming our opinion thereon. The following information in support of our opinion was addressed in this context, and we do not provide a separate opinion or conclusion on these matters.

Audit approach fraud risks

We identified and assessed the risks of material misstatements of the financial statements due to fraud. During our audit we obtained an understanding of the entity and its environment and the components of the system of internal control, including the risk assessment process and management's process for responding to the risks of fraud and monitoring the system of internal control, as well as the outcomes. We note that management has formalised its fraud risk assessment.

We evaluated the design and relevant aspects of the system of internal control and in particular the fraud risk assessment. We evaluated the design and the implementation of internal controls designed to mitigate fraud risks.

As part of our process of identifying fraud risks, we evaluated fraud risk factors with respect to financial reporting fraud, misappropriation of assets and bribery and corruption. We evaluated whether these factors indicate that a risk of material misstatement due fraud is present.

We identified the following fraud risks and performed the following specific procedures:

1. The risk exists of expenses made within Spend on objectives without a proof of delivery and therefore inappropriately funded by the donor. We performed the following procedures:
 - evaluation of the design and implementation of relevant internal controls within the process;
 - substantive procedures: For our substantive procedures we performed inspections of source documentation.
2. We presume a risk of material misstatement due to fraud related to management override of controls. We performed the following procedures:
 - make inquiries of individuals involved in the financial reporting process about inappropriate or unusual activity relating to the processing of journal entries and other adjustments;
 - data-analytics, including selection of journal entries based on risk-based characteristics;
 - select journal entries and other adjustments made at the end of a reporting period;
 - consider the need to test journal entries and other adjustments throughout the period;
 - we incorporated elements of unpredictability in our audit. We also considered the outcome of our other audit procedures and evaluated whether any findings were indicative of fraud or non-compliance;
 - we considered available information;
 - we tested the appropriates of journal entries recorded in the general ledger and other adjustments made in de preparation of the annual accounts;
 - we evaluated whether the selection and application of accounting policies by the entity, particularly those related to subjective measurements and complex transactions, may be indicative of fraudulent financial reporting;
 - we evaluated whether the judgments and decisions made by management in making the accounting estimates included in the financial statements indicate a possible bias that may represent a risk of material misstatement due to fraud.

These procedures did not lead to indications for fraud potentially resulting in material misstatements.

Audit approach compliance with laws and regulations

We assessed the laws and regulations relevant to the entity through discussion with board and management, reading minutes.

As a result of our risk assessment procedures, and while realizing that the effects from non-compliance could considerably vary, we considered the following laws and regulations: the requirements of Guideline 650 of Dutch Accounting Standards, with a direct effect on the financial statements as an integrated part of our audit procedures, to the extent material for the financial statements.

We obtained sufficient appropriate audit evidence regarding provisions of those laws and regulations generally recognised to have a direct effect on the financial statements.

Apart from these, the entity is subject to other laws and regulations where the consequences of non-compliance could have a material effect on amounts and/or disclosures in the financial statements, for instance, through imposing fines or litigation.

Given the nature of the Stichting One Family Foundation's business and the complexity of these other laws and regulations, there is a risk of non-compliance with the requirements of such laws and regulations.

Our procedures are more limited with respect to these laws and regulations that do not have a direct effect on the determination of the amounts and disclosures in the financial statements. Compliance with these laws and regulations may be fundamental to the operating aspects of the business, to the entity's ability to continue its business, or to avoid material penalties (e.g. compliance with the terms of operating licenses and permits or compliance with environmental regulations) and therefore non-compliance with such laws and regulations may have a material effect on the financial statements. Our responsibility is limited to undertaking specified audit procedures to help identify non-compliance with those laws and regulations that may have a material effect on the financial statements. Our procedures are limited to (i) inquiry of management, board and others within the entity as to whether the entity is in compliance with such laws and regulations and (ii) inspecting correspondence, if any, with the relevant licensing or regulatory authorities to help identify non-compliance with those laws and regulations that may have a material effect on the financial statements.

Naturally, we remained alert to indications of (suspected) non-compliance throughout the audit.

Finally, we obtained written representations that all known instances of (suspected) fraud or non-compliance with laws and regulations have been disclosed to us.

Audit approach going concern

The board has prepared the financial statement on the basis of the continuity of all activities of at least twelve months from the date of preparation of the annual accounts. Our procedures to review the board's going concern assessment include:

- Consider whether the board assessment contains all relevant information of which we have knowledge as a result of our audit.
- Considering whether the board identified events or circumstances that could give rise to reasonable doubt about the ability of the One Family Foundation based on, among other things, the budget till 2024.

Our audit procedures have not revealed any information that conflicts with the assumptions of the board regarding going concern.

Report on the other information included in the annual accounts

The annual report contain other information, in addition to the financial statements and our auditor's report thereon.

The other information consists of:

- Board's Report
- Other information

Based on the following procedures performed, we conclude that the other information:

- Is consistent with the financial statements and does not contain material misstatements.
- Contains all the information regarding the management report and the other information as required by Guideline 650 of the Dutch Accounting Standards.

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

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

The board is responsible for the preparation of the other information.

Description of responsibilities regarding the financial statements

Responsibilities of the board for the financial statements

The board is responsible for the preparation and fair presentation of the financial statements in accordance with Guideline 650 of the Dutch Accounting Standards. Furthermore, the board is responsible for such internal control as the board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment 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 errors and fraud during our audit.

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

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

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control.
- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board.

- Concluding on the appropriateness of the board's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the foundation to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures.
- Evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with 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 identified during our audit.

Den Haag, 27 June 2024

Deloitte Accountants B.V.

M.A. van Dreumel