rapport

STICHTING DOGGERLAND (DOGGERLAND FOUNDATION)

FINANCIAL STATEMENTS 2025

confianza accountants

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FINANCIAL REPORT

2025 MANAGEMENT REPORT

Vision, statutory objective and mission

The vision of the Doggerland Foundation is that by 2050, the North Sea will be a healthy ecosystem, carefully managed, appreciated and enjoyed by all and contributing to economic and social well-being.

To this end, the Doggerland Foundation has set itself the statutory objective of promoting the protection, recovery, and resilience of nature—including biodiversity and climate-buffering seabed - in particular, but not exclusively, of the North Sea—against degradation by human activities.

Our mission is to protect and restore the nature of the North Sea in order to contribute to solving both the biodiversity and the climate crisis. Our focus is on the Dogger Bank, a vast transboundary marine area in the middle of the North Sea, for which we deploy a combination of strategies. We combat violations of statutory agreements for the protection of the North Sea through legal interventions (Guarding the red line - protect), we increase the ambition for marine restoration through active nature restoration on the Dogger Bank (Nature restoration), and we stimulate new ideas and perspectives on nature conservation by creating systemic changes, with the aim of ensuring the viability of ecosystems and improved representation and rights of ecosystems in the public, political, and legal domain (Shift perspectives – ecosystem's right to exist).

Governance

In 2025, the Management Board or Executive Board of the Doggerland Foundation consisted of two general directors employed by the Foundation: Emilie Reuchlin and Thomas Rammelt. Thomas Rammelt was absent during the major part of 2025 and granted Emilie Reuchlin power of attorney.

In 2025, Thomas Rammelt decided to step down as co-director and explore a new direction in his work and career. As of January 31, 2026, Thomas Rammelt has left the organization.

In 2025, the (unpaid) Supervisory Board consisted of the same 3 members: Chair Ilke Tilders and Supervisory Board members Michel Scheepens and Rob van den Berg.

At the end of 2025, the budget and the annual plan for 2026 were approved by the Supervisory Board. The Management Board also discussed the 2026 Policy Plan with the Supervisory Board.

Achievement of objectives

The budget and plans for 2025 were divided into four work lines: 1. functional foundation, 2. guarding the red line - protection, 3. nature restoration, and 4. shift perspectives – right to exist

1. Functional foundation

The goal for Stichting Doggerland is to be a functional and financially stable foundation.

At the beginning of 2025, 2 directors were employed. Due to Thomas Rammelt's absence from January to mid-November and full reimbursement of absence through health insurance, total salary costs turned out to be significantly lower.

In April 2025, a new employee joined Stichting Doggerland: the program manager for the Rewilding Dogger Bank Seascape Programme. In July 2026, an independent legal advisor was hired. Additionally, a communications manager, a financial and operational coordinator, and a fundraiser were hired in 2025.

In 2025, Stichting Doggerland met the requirements set for foundations with ANBI status and published its articles of association, policy plan, annual report, and ANBI reporting on the website www.doggerland.earth. The reports to Stichting Doggerland's donors were submitted on time and approved by the donors.

Stichting Doggerland's fundraising goal was amply achieved. This was due, among other things, to a prize awarded by the Stanford University Bright Award personally to Emilie Reuchlin, which she donated to Stichting Doggerland. This also allowed the international Rewilding Dogger Bank Seascape Programme to commence at the end of 2025: 7 organizations working together in 4 countries on cross-border protection, restoration, and viability of the Dogger Bank. The programme started later than scheduled due to the necessary match funding that had to be secured and due to contract negotiations with the project partners.

The Rewilding Dogger Bank Seascape Programme joined the European Rewilding Network, and grant applications were submitted by Doggerland and by coalition partners. These contributions form a solid financial basis for the next phase of the programme.

2. Nature Restoration

The goal of this line of work is to enable ecosystems to recover to the maximum extent in terms of biodiversity, resilience, and the climate-buffering capacity of the seabed through (active) restoration of the Dogger Bank.

In 2025, we established our international team consisting of Atlantic Technical University, Blue Marine Foundation, Embassy of the North Sea, ARK Rewilding Netherlands, BUND Germany, and WWF Denmark, with a shared vision including critical reflections on the current technocracy and marine landscape restoration viewed from the perspective of the Dogger Bank's inhabitants. Together, a plan was drawn up and funds were raised by the Doggerland Foundation to get started with Rewilding Dogger Bank and to take the first steps towards this with experiments for the active restoration of horse mussel reefs on the Dogger Bank. In September 2025, this international programme, “Rewilding Dogger Bank Seascape”, was launched and the founding declaration of the Dogger Bank Coalition was signed, with the aim of protecting, restoring, and representing the Dogger Bank ecosystem.

The School of Dogger Bank, led by partner organization Ambassade van de Noordzee, became fully operational in 2025 with five working groups covering topics including worldviews, North Sea policy, and reef restoration. Stichting Doggerland raised funds for and actively participates in a number of working groups of the School of Dogger Bank.

Stichting Doggerland was invited to join the Senckenberg Institute expedition to the Dogger Bank in July 2026. During this 12-day biodiversity monitoring samples of seabed, marine life, as well as core dredge samples were taken, and CTD measurements were performed. Doggerland was responsible for additional eDNA monitoring. Analyses were conducted under the leadership of Doggerland in collaboration with Wageningen University. The activities and results support the vision and plans for the restoration of the Dogger Bank. Furthermore, Doggerland has actively advocated throughout the year for the protection, restoration, and right to exist of the Dogger Bank in national and international media.

The entire Rewilding Dogger Bank Seascape program started later than planned, and we were able to set up the program with less capacity than initially anticipated, resulting in a significant underspending on nature restoration in 2025. This underspending is being added to the reserves for future work in this area.

Achieving the target is still a long way off: after centuries of decline that is still occurring today, the deterioration of protected marine areas must first be halted by guarding the red line.

3. Guarding the red line, protection

The goal of this line of work is to achieve nature conservation by monitoring the red line: ensuring that existing nature conservation laws and regulations are implemented.

In 2025, significant steps were taken regarding the legal proceedings we are conducting with various parties, including ARK Rewilding Nederland, Blue Marine Foundation, and ClientEarth. In three strategic lawsuits concerning management plans, trawling, and gas extraction, important steps were taken for better protection and legal representation of the Dogger Bank. These proceedings are led by Stichting Doggerland together with a lawyer, and are often endorsed and supported by other organizations. The key results of monitoring the red line are:
- In October 2025, a partial closure of the Dogger Bank to trawling (2,243 km²) was realized through new EU regulations. This is the result of years of societal and legal pressure. The legal proceedings to achieve a full closure are ongoing; The first hearing in The Hague is scheduled for March 2026.
- In December 2025, the European Commission closed an ongoing complaint regarding trawling because a partial closure had been achieved, but ClientEarth, Blue Marine Foundation, and Doggerland have objected to this because the measures taken do not comply with the Habitat Directive.
- In December 2025, a landmark ruling was obtained regarding management plans for the Dogger Bank, Frisian Front, and Cleaver Bank: harmful activities such as sonar, large-scale discharges of toxic substances from oil and gas extraction, and the detonation of explosives and conducting shooting exercises are prohibited, even during the appeal procedure. If this ruling is also implemented, it will have a direct positive impact on more than 9,100 km² of protected marine area.

Parallel to this, the procedure to designate the Borkum Stone area as a Natura 2000 area is underway, and documents were submitted to the court to that end in 2025. Next steps were also taken with regard to banning gas extraction from the Borkum Stone area and related activities such as harmful seismic research.

In 2025, work was carried out to improve environmental impact assessments, ensure the correct application of legislation and independent scientific review, and conduct a broader legal analysis of new permits. Recommendations were sent to the parliamentary groups of political parties prior to the Dutch national government elections.

Legal costs amounted to approximately the pre-estimated and budgeted expenditures. The objective of achieving legally effective protection was partially realized through the management plan procedure ruling of December 2025. The first rulings regarding the other cases are expected in 2026.

4. Change perspectives, right to exist

The goal is to propose perspectives and solutions that contribute to systematic improvements in the management of marine ecosystems, including improved representation and rights of ecosystems in the public, political, and legal domain.

In February 2025, the North Sea Embassy and the Doggerland Foundation published their vision for the Dogger Bank in a joint pamphlet, outlining how we can improve our human relationship with the North Sea. We will be working on this in the coming years with a broad international coalition of knowledge institutions, nature organizations, designers, artists, and civil society programs. The program consists of a plan for rewilding, reef restoration, lawsuits, and a 'School of Dogger Bank', aiming for improved representation of the area in the legal, public and political domains and building a healthy relationship with the sea.

A major highlight was our founding meeting of the Dogger Bank Coalition in Amsterdam on September 24, 2025, with more than 200 participants. This launched a broad international coalition of knowledge institutions, nature organizations, designers, artists, and civil society parties. Shortly thereafter, the first in-person meeting took place with all seven program partners, laying the foundation for intensive collaboration. One of the intended results of our international coalition is to democratize decision-making on the Dogger Bank, get more people involved in what is happening with and on the Dogger Bank, and encourage governments to work together on the protection, restoration, and viability of the Dogger Bank.
The School of Dogger Bank is also now fully operational with five multidisciplinary working groups, in collaboration with, among others, the Institute for Advanced Study (UvA) and Wageningen University. The first results have been presented and will be on display in the 2026 exhibition DRIFT Dune to Dogger Bank at Museum Panorama Mesdag (March–September 2026). Parallel to this, the development of a joint seascape vision is progressing, conceived as an ongoing process of dialogue and alignment between partners. Action plans are also being developed based on this vision. We have started with the following components: Four research cases centered around four main themes. The research teams are independent but work with regular coordination and exchange. Each team includes at least one scientist, one artist/designer, and one storyteller. The perspectives of the research cases are: Worldview and Mythology; Technocracy and Democracy;
Designing the Dogger Bank as an ecological public space; Ecology: Possibilities for Passive and Active Reef Restoration. We also started an exploration into four types of boundaries (between generations, administrative, physical, human vs. marine representation), on and around the Dogger Bank as an overarching design framework in collaboration with MUST Stedebouw.

Expenditures on Shift Perspectives - Right to Exist' are at zero, but were actually incurred in the form of direct contributions from a number of funds to the Embassy of the North Sea for work including on the School of Dogger Bank. By 2025, a number of important building blocks will have been put in place to make other perspectives and solutions known to the broader societal landscape and to the authorities responsible for the management of (human activities in) marine ecosystems.

Communication

In the field of communication, Doggerland also achieved good results in 2025: more people became familiar with the societal problem of the poor state of the North Sea and the opportunities and solutions to restore and rewild the North Sea and to rethink our relationship with the sea. For instance, Stichting Doggerland could be seen and heard via radio in programs such as Langs de Lijn en Omstreken and Vroege Vogels; via national and regional newspapers Trouw, NRC, Gooi- en Eemlander, Haarlems Dagblad, Noordhollands Dagblad, and Leidsch Dagblad; via television Nieuwsuur; through the podcast De Vlinderstichting – Toekomst voor Natuur; and specialist and online media such as Visserijnieuws, World Fishing & Aquaculture, Undercurrent News, Oceanographic Magazine, Stanford Report, Mongabay, Krant van de Aarde, H2O Waternetwerk, and Schuttevaer. Doggerland grew from 1140 to 2161 followers on LinkedIn, from 152 to 589 newsletter subscribers; in 2025, there were 8041 website sessions and 17964 page views.

Financial developments

For the year 2025, the expenditures of Stichting Doggerland were budgeted at € 689,335, of which € 500,912 was spent (72.7%), of which 79% was spent on the objectives of Stichting Doggerland, 13% on management and administration costs and 8% on fundraising. Fundraising costs amounted to 8% of the sum of revenue raised.

In the area of fundraising, Stichting Doggerland achieved very good results: total income in 2025 was € 825,291. That is € 106,299 more than we had budgeted for 2025, namely an amount of € 718,992. Income comes from 12 different funds in 2025 and for the years 2026, 2027, and 2028. One-off donations from individuals have doubled compared to 2024. Our fundraising method involves contacting funds focusing on nature restoration and conservation, and discussions were also initiated in 2025 regarding a potential subsidy for nature restoration on the Dogger Bank.

The total reserve increased by € 324,379 in 2025. Of this, a small portion, namely € 9,194, goes to the continuity reserve, and the remainder, € 315,185, goes to the earmarked reserve. The total reserve amounts to € 544,696, composed of a continuity reserve of € 136,955 and an earmarked reserve of € 407,741. With this, Doggerland is another step closer to the goal to have a reserve covering one time the annual operating costs. There is no obligation to repay the accrued continuity reserve to donors.

Risks

Since the establishment of Stichting Doggerland, attention has been paid to the need to alleviate the workload, and this has been achieved through the increase in income in 2025. We were able to appoint a Rewilding Program Manager, hire a legal advisor, and post a vacancy for a marine ecologist. For 2026, we are also taking potential organizational growth into account and have included a vacancy for an additional employee.

Stichting Doggerland has taken out insurance for risks that could be assessed in advance, such as directors' liability and sickness absence insurance.

In particular, long-term financial risks were reduced in 2025: in October, we received the first funds for the 3-year Rewilding Dogger Bank Seascape Programme. With the awarded funds, Doggerland was able to secure not only its own team and work but also the contributions and capacity at six other partner organizations. Doggerland is therefore very grateful for all contributions from our supporters and financiers to our work on the restoration, protection, and viability of North Sea nature.

Future changes

Up to 2030, we will continue working in accordance with the goals and plans of the work lines as established in 2025. For the year 2026, total revenue is budgeted at €1,140,768, including a fundraising target of €300,000. Expenses for 2026 are budgeted at €1,098,052.

Ongoing legal proceedings will continue and the international Rewilding Dogger Bank Seascape Programme, which formally started in October 2025, will continue. Additional funding needs to be secured and we will reach out to the public regarding improved representation and viability of North Sea and Dogger Bank ecosystems. The Doggerland Foundation will increase its staff in the coming years to implement the international Rewilding program, make progress in the areas of nature conservation, restoration, and viability, and to run the foundation.

Social aspects of the organization

Environment: The Doggerland Foundation strives to keep negative effects on the planet as small as possible. For instance, we travel by public transport whenever possible (even when this entails additional costs compared to, for example, flying).

Economic: The Doggerland Foundation is aware of the social aspects of our work and therefore remains in dialogue with the various North Sea ‘stakeholders’. In the short and long term, the protection and restoration of ecosystems is economically responsible and necessary: after all, without oxygen, food, biodiversity, and a livable climate, a sustainable economy is not possible.

Social: We are particularly focused on the lack of effective representation of ecosystems and the problems this creates for the broader society that is directly dependent on these ecosystems for oxygen, food, and a livable climate.

Stichting Doggerland, Zandvoort
Financial statements

1 BALANCE SHEET AS AT DECEMBER 31, 2025
(after appropriation of results)

		12/31/2025	12/31/2024
		€	€
ASSETS			
Fixed assets			
Tangible fixed assets			
Other fixed operating assets		1,805	1,258
Current assets			
Receivables, prepayments and accrued income		2,035	74,934
Cash and cash equivalents		740,151	278,926
		742,186	353,860
		743,991	355,118
RESERVES AND LIABILITIES			
Reserves and funds	(1)		
Continuity reserve		136,955	127,761
Allocation reserves		407,741	92,556
		544,696	220,317
Current liabilities		199,295	134,801
		743,991	355,118

2 STATEMENT OF ACTIVITIES

	Results 2025	Budget 2025	Results 2024
	€	€	€
Income			
Income from individuals	6,850	-	3,242
Fundings	733,130	718,992	549,642
Other income	85,311	-	10,000
Sum of income	825,291	718,992	562,884
Expenses			
spent on objectives			
Nature restoration	22,424	142,150	43,522
Guard the red line	63,927	60,000	27,735
	86,351	202,150	71,257
Fundraising and communication expenses			
Communication & fundraising	114,716	101,357	85,779
Management and administration			
Wages and salaries	159,800	177,078	192,131
Social security charges	34,852	86,580	24,631
Pension expenses	24,528	30,708	21,559
Amortisation and depreciation	482	-	378
Travel and accommodation expenses	8,156	17,880	3,076
Backoffice	62,580	65,972	40,957
Field running costs	9,447	7,610	7,038
	299,845	385,828	289,770
Result	324,379	29,657	116,078

	Results 2025	Budget 2025	Results 2024
	€	€	€
Appropriation of the results			
Continuity reserve	9,194	29,657	23,522
Allocation reserves	315,185	-	92,556
	324,379	29,657	116,078

3 NOTES TO THE FINANCIAL STATEMENTS

GENERAL

The annual accounts have been drawn up in accordance with the generally accepted principles for financial reporting in the Netherlands, partly based on the Guideline for annual reporting for small legal entities C2 "Small fundraising organisations".

The annual accounts have been drawn up on the basis of historical cost price. Assets and liabilities are valued at nominal value, unless otherwise stated. References are included in the balance sheet and the statement of income and expenditure. These references refer to the notes.

Activities

The activities of Stichting Doggerland (Doggerland Foundation) consist mainly of promoting nature, including biodiversity and climate soils of land and sea (in particular, but not exclusively, of the North Sea). And the protection an restoration of nature to damage done by human activities.

Registered office, legal form and registration number at the chamber of commerce

The registered and actual address of Stichting Doggerland is Regentesseweg 5, 2042 NX, in Zandvoort. The registered office of the legal entity is Zandvoort and is registered at the chamber of commerce under number 86841688.

ACCOUNTING PRINCIPLES APPLIED TO THE VALUATION OF ASSETS AND LIABILITIES

Tangible fixed assets

Tangible fixed assets are presented at acquisition price less cumulative depreciation and, if applicable, less impairments in value. Depreciation is based on the estimated useful life and calculated as a fixed percentage of cost, taking into account any residual value. Depreciation is provided from the date an asset comes into use.

Reserves and fundings

Continuity reserve

A continuity reserve is formed to cover short-term risks and to ensure that the fundraising institution can continue to meet its obligations in the future. The size of the continuity reserve is set at approximately once the Fund's organisational costs. The level of the continuity reserve is within the standard of the VFI's ‘Charity Reserve’ guideline, which is a maximum of 1.5 times the costs of working organisation.

Allocation reserves

Allocation reserves are reserves with more limited spending options, where the restriction has been made by the board.

ACCOUNTING PRINCIPLES FOR THE DETERMINATION OF THE RESULT

General

The result (balance) is determined as the difference between the total income and the total expenses. Receipts and expenditures are allocated to the period to which they relate in the statement of income and expenditure. A consistent method is followed in the allocation. This means that account is taken of the amounts attributable to a period that are or will be received or paid in another period.

NOTES TO THE BALANCE SHEET

1. Net assets

Movements in reserves were as follows:

	2025	2024
	€	€
Continuity reserve		
Carrying amount as of January 1	127,761	-
Allocation other reserves	-	104,239
Allocation of financial year result	9,194	23,522
Carrying amount as of December 31	136,955	127,761

	12/31/2025	12/31/2024
	€	€
Allocation reserves		
Nature restoration	143,392	65,259
Legal procedures	17,297	17,297
Shifting perspectives	10,000	10,000
ELSP Coalition reserve	237,052	-
	407,741	92,556

	2025	2024
	€	€
Nature restoration		
Stand per January 1	65,259	-
Result allocation	78,133	65,259
Carrying amount as of December 31	143,392	65,259

	2025	2024
	€	€
Legal procedures		
Stand per January 1	17,297	-
Result allocation	-	17,297
Carrying amount as of December 31	17,297	17,297

Shifting perspectives		
Stand per January 1	10,000	-
Result allocation	-	10,000
Carrying amount as of December 31	10,000	10,000

ELSP Coalition reserve		
Stand per January 1	-	-
Result allocation	237,052	-
Carrying amount as of December 31	237,052	-

Zandvoort, May 7, 2026

E.L. Reuchlin, Board

R. van den Berg, Supervisory Board Member

I. Tilders, Chair Supervisory Board

M. Scheepens, Supervisory Board Member