

RFN Annual Report 2025

About Rainforest Foundation Norway

The Rainforest Foundation Norway (Regnskogfondet) is a Norwegian non-governmental organisation with headquarters in Oslo. Rainforest Foundation Norway (RFN) supports indigenous peoples of the world's rainforests in their efforts to protect their environment and secure their customary rights. RFN was established in 1989 and works alongside local environmental, Indigenous, and human rights organizations in the main rainforest countries in the Amazon region, Central Africa, Southeast Asia, and Oceania. RFN is an independent organization, and part of the international Rainforest Foundation network, with sister organizations in the United Kingdom and the USA.

Introduction

Less rainforests were lost in 2025 compared to the year before, mainly driven by positive developments in Brazil. However, forest loss remains high and is significantly higher than a decade ago.

With the annual global climate conference being held in the Amazon, expectations were high for increased rainforest protection. More international funding was promised, and rainforest countries committed to increased and improved rainforest protection from Indigenous Peoples and Local Communities. The task for the next few years is clear; we need to make these commitments a reality and bit by bit increase ambition.

RFN continued to expand its activities, with a 12 percent increase in revenues. This has made it possible for us to increase our support to Indigenous Peoples and Local Communities and their forest management.

Key achievements in 2025

- 210 592 km² of rainforests where sustainably managed by Indigenous Peoples and Local Communities through the support of RFN
- Indigenous Peoples and Local Communities attained formal rights to or government protection of 36 362 km² of their traditional territories with support from RFN
- Public policies were improved or kept intact despite efforts to weaken them, especially globally and in the Amazon
- The private sector introduced new requirements to tackle deforestation risks and Indigenous Peoples rights

Result examples

Indigenous land rights victory after years of struggle

The formal recognition of Kaxuyana-Tunayana indigenous territory in Brazil covers 22 000 km² and comes after twenty years of collaboration with our partner Iepé. This collaboration has prepared and updated territorial documentation, documentation of Indigenous occupation and land use, and continuous engagement with FUNAI and other authorities.

“The recognition of the Kaxuyana Tunayana Indigenous territory is of great importance because it provides security for us, the forest people, our territory, and the biodiversity. We Indigenous peoples are not only fighting for ourselves, but for the community, for nature”, says Juventino Kaxuyana, leader of the Kaxuyana people.

First grants from community led forest fund reach forest communities

The Community Fund for Forests – a pioneering funding mechanism for and by Indigenous Peoples and local communities in DRC – made its first grant, to eleven forest communities, protecting 79 201 hectares of rainforests in the Democratic Republic of Congo.

“What seemed like just a story has become reality. I am happy because the CFF has kept its promise. We have signed our contract and received the necessary equipment to manage funds,” said Alain Iloku, president of the community forest concession of Samba in the rainforest-covered Equateur province.

Wampis and Achuar Peoples halt oil project in Amazon rainforest

Thanks to immense opposition from Indigenous Peoples in the Peruvian Amazon, no companies want to get involved in attempts to establish oil production in Indigenous territories.

“We have never welcomed the oil companies into our territories. We want to protect our territories, not pollute them. With the support of our allies, we have presented our demands regarding the elimination of the oil block in different entities,” says Elmer Kunchim, President of FENAP, the representative organization of the Achuar people.

Contributions to the Tropical Forest Forever Facility (TFFF)

RFN has been a vocal supporter of TFFF, working to mobilize political and financial support from Norway and Germany through coordination with civil society in these countries, media attention and direct engagement with parliamentarians and governments.

Institutional investors send clear signal to halt deforestation

Rainforest Foundation Norway convened the Belém Investor Statement on Rainforests, together with global partners, uniting 51 investors with USD 4.6 trillion in assets to call for strong, enforceable policies to halt deforestation by 2030.

At a time when no other collective investor message on forests was emerging, the statement filled a crucial gap. It highlighted the material financial and systemic risks linked to tropical deforestation, from exposure to forest-risk commodities to the erosion of essential ecosystem services, and urged governments to act.

By securing these commitments and sending a clear signal to policymakers in the lead-up to COP30 in Belém, RFN helped strengthen global momentum for deforestation-free finance.

Improved company commitments to nickel sourcing

The Investor Initiative on Responsible Nickel Supply Chains, facilitated by RFN, brings together 36 institutional investors representing around USD 4.5 trillion in assets under management. The initiative has engaged with 16 companies, leading to improved policy commitments by Renault, BYD, Geely and BMW.

RFN also engaged with Norges Bank Investment Management (NBIM), leading to the exclusion of Eramet, a French mining company, due to severe violations against indigenous people rights in isolation, and deforestation in Indonesia. This has again initiated efforts to improve operations within Eramet.

Mobilizing religious leaders on rainforests

RFN became the host organization of the Interfaith Rainforest Initiative (IRI), a movement to mobilize religions in favor of rainforest protection and Indigenous peoples' rights in five countries: Brazil, Colombia, Democratic Republic of the Congo, Indonesia and Peru. The initiative reached an estimated 9 million people in 2025 through digital and traditional communications, under the slogan “No forests, no future”.

Social and environmental responsibility

RFN seeks to actively mitigate risks of unintended harm on gender equality, human rights and wellbeing, climate and environment. In 2025, we focused on strengthening safeguarding against sexual, exploitation, abuse and harassment, and reducing negative climate effects of our work.

RFN invested significantly in safeguarding efforts to detect, prevent and respond to sexual exploitation, abuse, and harassment (PSEAH) in 2025, particularly to strengthen partners' accountability and capacity. We provided PSEAH sessions or trainings to partners in all country programmes, and partners were supported to undertake institutional diagnostics and develop or revise safeguarding policies and procedures. These efforts were supported through our Partner Risk Mitigation Fund and continued in 2026. Over time this should ensure clearer organisational standards, improved internal awareness and stronger accountability mechanisms at partner level. This is essential for protecting staff and community members, managing risk and ensuring that civil society organisations can operate responsibly.

RFN's whistleblowing mechanism has reporting channels for financial irregularities and sexual misconduct, at RFN or partner level, that ensure safe and GDPR compliant handling of personal information. All staff complete a mandatory PSEAH training module during onboarding.

Concerning environmental safeguarding, carbon emission from air travel is RFN's most significant footprint. While travel is necessary to foster global cooperation and on-the-ground impact with our partners, RFN seeks to reduce carbon emissions from air travel per staff member (on average) with 20% by 2030. In 2025, there was a 12% reduction from 2024, indicating a stabilization after post-COVID travel increase. Travel planning and prioritization is an ongoing focus area.

RFN has an insurance protecting the Board of Directors and the Executive Director against possible responsibilities towards RFN and third parties.

The Transparency Act

RFN is subject to the Transparency Act, which entered into force on 1 July 2022. Since its implementation, RFN has continued to strengthen its processes and procedures for due diligence related to fundamental human rights and decent working conditions. The RFN Procurement Manual supports compliance by helping to ensure that procurement processes are carried out in accordance with the requirements of the Act. The RFN Transparency Report 2025 will be published on www.rainforest.no by 30 June 2026.

Working environment and human resources

Sick leave

Overall, in 2025, RFN's total sick leave rate was 5,07 %, and the average rate for Norway in 2025 was 6.63%. We experienced a decrease in total sick leave compared to 2024, when the sick leave rate was 5,82 %. The self-declared sick leave rate had a decrease in 2025 to 0,92% from 1,22% previous year. The sick leave rate for medical certificates was 4.15% compared to last year's 4,60 %. The focus has been on improving the follow-up on long-term sick leave, both system-wise and HR follow-up with leaders.

RFN reported no work-related accidents to NAV in 2025.

Salary system

RFN is committed to a fair system for salaries and benefits. With assistance from Mercer, RFN developed a salary policy and a new salary system in 2022. Regarding the gender aspect of the

salary system, men and women are paid the same salary within the respective salary categories. RFN uses the Mercer NGO survey to benchmark salaries against other organisations.

In 2025, we reviewed our salary system and revised it. The result was adding 1 salary pay step and extending Seniority Progression (before 10 yrs, now until 20). This revision resulted in 16 men and 24 women stepping up one or more salary steps based on their seniority in relevant experience. A review of salary data shows a small increase in women's average wage differentiating 2,7 % higher than the men's average wage.

The discrepancy in average salary between genders is a natural result of the revised salary system.

Part-time and temporary

All employees hold 100 % positions, apart from two female employees working part-time at their own request, in percentage 80% and 60%. We have no employees in involuntary part-time positions. We aim to exercise flexibility in accommodating staff needs regarding working hours.

RFN had two temporary positions as well as four temporary substitutes filling in on sick/parental leave. All six of these temporary positions were female employees. We also had 2 paid interns during 2025, one male and one female.

Parental leave

We have mapped the gender parental leave uptake and found that three female employees had parental leave during 2025, no male employees had parental leave. Total weeks of average parental leave was 9 weeks in 2025.

Unions

As of 2025, the staff members are organized in the unions Handel og Kontor (Norwegian Union of Commerce and Office Employees) and Samfunnsviterne/Akademikerne. The union Samfunnsviterne/Akademikerne being the largest union.

RFN is a member of the employers' organisation Virke (The Enterprise Federation of Norway).

Engagement

RFN conducts the Great Place to Work "Trust Index™" engagement survey, a research-backed employee experience surveys each year.

We were in 2025 certified as a Great place to work, and we see an overall increase of engagement since 2024. Feedback from the annual survey is translated into an organisational action plan proposed by the work environment committee (AMU), focusing on areas of improvement for the organisation in the year to come.

In 2025 the focus areas were:

- Meaningful Involvement & Engagement
- Workload Management
- Leadership

In addition, all departments create measures for improvement in their workshops, based on the survey result in each department. Departmental measures are followed up in SMT every quartal for consistency.

Gender equality

In 2025, the overall gender balance in the organisation remained stable, with a decrease in female representation (55,9% women compared to 61% in 2024) and a corresponding increase in male representation (44,1% vs. 39 % in 2023).

The senior management team maintained the same composition as previous year, with two women and four men.

Team Leaders increased male representation in 2025, from nine women and two men at the end of 2024, to eight women and three men by the end of 2025.

The gender distribution across different job categories:

- Senior adviser category 3 is the largest group, with 45 employees, 66,67% are women.
- Special adviser category 4 includes 11 employees, with women representing 45%.
- Principle adviser category consists of one position held by a man.
- Management/Team Leaders comprises 9 employees, with a high proportion of women at 89%.

There is an increase in female representation in more advanced specialist roles in RFN compared to 2024. Overall, the data indicates a strong representation of women in team leader roles, where they make up a clear majority.

RFN remains committed to promoting gender equality and achieving a better gender balance across all levels of the organisation.

Our work to promote equality and prevent discrimination

Over the past few years, we have extensively reviewed our routines, policies, and physical work environment. Our goal is to place a high emphasis on identifying and minimizing the risk of discrimination.

- We conduct an annual employee survey for all staff to combat unconscious biases and promote an inclusive work culture.
- We conduct leadership recruitment processes with transparency and active union involvement to ensure the selection of the best candidate for RFN while minimizing bias and promoting fairness, equity, and inclusion throughout the process.

In 2025 we conducted the annual employee survey without collecting demographic information (age group, gender, seniority etc.), while keeping pre-defined data of 'Department name', 'Team name' and 'HQ/Deel'.

This decision reflected our commitment to maintaining a high level of confidentiality and ensuring that everyone could share their honest feedback in a way that felt safe and secure.

Survey results show that:

- 99% of employees felt we treat staff equally regardless of sexual orientation (also 99% in 2024)
- 88% felt we treat everyone equally regardless of ethnicity (up 3% from 2024)
- 92 % thought we treat everyone equally regardless of gender (also 92 % in 2024)
- 87% felt we treat everyone equally regardless of age (also 87 % in 2024)
- 88% People are treated fairly regardless of race (up from 85% in 2024)

We continue to focus on equality going forward with focus on:

- Ensuring a fair and transparent salary structure.
- Encourage diversity in recruitment processes
- Procurement for a new Employee survey to ensure confidentiality and trust to collect open data.

The Board of Directors sustained full gender balance, with five women and five men.

Risk management

At organisational level, six key risks to RFN were assessed as high at the end of 2025: 1) insufficient or imbalanced funding; 2) partner safety and security; 3) financial mismanagement;

4) result achievement and prioritisation; 5) DRC country office capacity; 6) sexual exploitation, abuse and harassment (SEAH) in RFN supported projects.

On SEAH, by end 2025, RFN had strengthened control, particularly at RFN level, with partner support being the focus going forward. The partner risk is higher due to their higher exposure to communities. SEAH incidents are commonly underreported but still (highly) likely, with potential severe consequences for those affected, hence the risk grading is high.

Overall, programme-related risks represented RFN's highest residual risks in 2025, as they combined external contextual volatility with internal partner capacity constraints, requiring sustained strategic attention and flexible funding decisions for risk treatment. Risk management improved through more systematic prioritisation, stronger alignment between the RFN risk register and country-level interventions, and increased use of targeted funding to address partner-level risks. This contributed to a more proactive and structured approach, particularly in financial management, safeguarding and partner security, with implementation of similar measures continuing in 2026. While measures improved partner capacity and risk preparedness in 2025, programme risk levels remained high due to increasingly complex operating environments affecting partner capabilities.

Financial highlights

The activity statements for 2025 show a result for the year of NOK 0.3 million (NOK -1.2 million in 2024). The total costs in 2025 were NOK 368.3 million (NOK 329.0 million in 2024) of which 88.8 % were allocated to RFN's primary objectives (88.4% in 2024).

Of total funds at disposal for rainforest protection purposes (NOK 368.6 million), government revenues constituted NOK 235.4 million. In 2025, RFN had NOK 34.1 million in revenue from donations from private donors and the business sector in Norway. International institutions contributed an additional NOK 94.6 million, and financial income NOK 4.5 million.

The return on the financial portfolio generates an annual contribution to RFN activities. In 2025, the financial portfolio was limited to bank accounts in Norwegian banks and liquidity funds, hence, the financial risk connected to the financial portfolio was very low.

Total changes to liquidity were NOK -65.2 million in 2025 (NOK 19.0 million), consisting of Activity Account profit for the year of NOK 0.3 million (NOK -1.2 million), Items in the activity accounts that have no direct influence on liquidity of NOK 0.7 million (NOK 0.7 million), Investments, divestments and financing of NOK -51.9 million (NOK -1.9 million) and Other modifications of NOK -14.3 million (NOK 21.4 million).

The surplus in 2025 increases the Project Fund by NOK 0.3 million. As of year-end 2025, total equity was NOK 90.4 million (NOK 90.1 million as of 31 December 2024).

Total capital was NOK 240.1 million (NOK 255.1 million). RFN has no mortgage debt, and the liquidity is good.

No research and development activities have been performed by RFN in 2025.

In accordance with Section 3-3a of the Norwegian Accounting Act, it is confirmed that the assumptions for a going concern are present. This is based on the organization's strong equity situation, the revised budget for 2026, the long-term commitments made by several donors (governmental and institutional) and the expected private and corporate contributions.

RFN is in a healthy financial position, and it is confirmed that no significant events have occurred since the balance sheet date that has affected this.

Oslo, 18 June 2026

Oslo, 18th June 2026

Marius Holm

Chair of the board

Hanne Inger Bjurstrøm

Deputy chair of the board

Abhimanyu Manimaran

Board member elected by staff

Julia Naime Sanchez-Henkel

Board member elected by staff

Espen Ruud

Board member

Christina Voigt

Board member

Dag Olav Hessen

Board member

Jan Erik Saugestad

Board member

Zacharias Frank The Lord Goldsmith

Board member

Kari Bucher

Board member

Tørris Jæger

Secretary General

Dag Olav Hessen

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Christina Voigt

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Marius Holm

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Jan Erik Saugestad

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Tørris Tillmann Jæger

Company - Yritys - Företag - Selskap - Virksomhed: Rainforest Foundation Norway

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Authority to sign - Asemavaltuutus - Ställningsfullmakt - Autoritet til å signere - Myndighed til at underskrive

Espen Ruud

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Hanne Inger Bjurstrøm

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custodial	huoltaja/edunvalvoja	förvaltare	foresatte/verge	frihedsberøvende

SIGNATURES

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Kari Bucher

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Zacharias Frank The Lord Goldsmith

Board member

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