



2025 Action Plan



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From the CEO

In Zimbabwe, Innocent Sibanda, a member of the local Internet Society Chapter, noticed that networks in his region were insecure. In 2022 he enrolled in a six-week, hands-on networking course we offered and learned how he could ensure that people could get online safely. He went on to become a trainer himself and is now helping connect local schools and other organizations to the rest of the world.



The Internet changes lives. It opens up opportunities for people like Innocent and so many more. For those of us with access, the Internet has become woven into the fabric of our lives. We use it for everything. And for the third of the world without access, they are being left even farther behind.

In 2024, the Internet Society Board of Trustees adopted our Strategy 2030, laying out a five-year vision with two strategic goals:

1. People everywhere have access to affordable, reliable, and resilient Internet
2. People everywhere have an Internet experience that is safe, secure, and protects them online.

The focus on people is critical. We must remember that every encrypted connection helps protect someone's private information. Every new Internet exchange point adds resilience that ensures that a business remains online. Every new community network unlocks opportunities for a child or a family in that community. Our work may involve technology, but ultimately, it is about changing people's lives for the better.



The following Action Plans for both the Internet Society and Internet Society Foundation outline our priorities in 2025, the first year of our five-year strategy. These priorities demonstrate our collective ambition to ensure that the Internet is a resource that enriches people's lives and is a force for good in society.

We can't do this alone – it will take all of us. If we are to achieve our vision that the Internet is for everyone, we need to unite to be the voice that the Internet needs.

Please join us in making these action plans a reality!

Sincerely,



Sally Wentworth

President and CEO





Community-Centered Connectivity



Over 2 billion people have zero or insufficient Internet connectivity; these people are the hardest and most expensive to reach.

To address this, the Community-Centered Connectivity program seeks to support community-centered connectivity for marginalized and underserved populations by (a) providing easy, sustainable solutions and (b) advocating for policies that support community-centered connectivity.





2030 Direction

Over the next five years, we will:

- **Invest in local communities** so they can establish and sustain their own connectivity;
- **Bring connectivity** to vulnerable populations including Indigenous communities, women-led enterprises, and refugees;
- **Advocate for policies and regulations** that enable community-based connectivity models to thrive;
- **Scale impact** through partnerships, community, fundraising, and impactful giving; and
- **Create positive and enduring impact**, including:
 - Meaningful connectivity for more people;
 - Favorable policy outcomes; and
 - An empowered and mobilized community that promotes community-centered connectivity.

2025 Priorities

In 2025, our efforts will focus on:

- **Improving and scaling** our approach to supporting community-centered connectivity;
- **Helping people connect** to the Internet by identifying and promoting simple and easy connectivity solutions;
- **Delivering training and strengthening** local technical communities so they can maintain and defend the Internet; and
- **Providing grants** and advocating for policies that support community-centered connectivity.





Measuring Success in 2025

6

Number of grants distributed to build or expand community-centered connectivity solutions

1,400

Number of people trained to support community-centered connectivity

25%

Percent of chapters that take action in support of community-centered connectivity





Affordable

and Reliable Access



Access is more expensive and unreliable where Internet interconnection infrastructure is weak or lacking.

To address this, the Affordable and Reliable Access program seeks to make access affordable and resilient for marginalized and underserved populations by (a) improving local Internet interconnection infrastructure and (b) advocating for an enabling policy environment that supports a thriving digital ecosystem.





2030 Direction

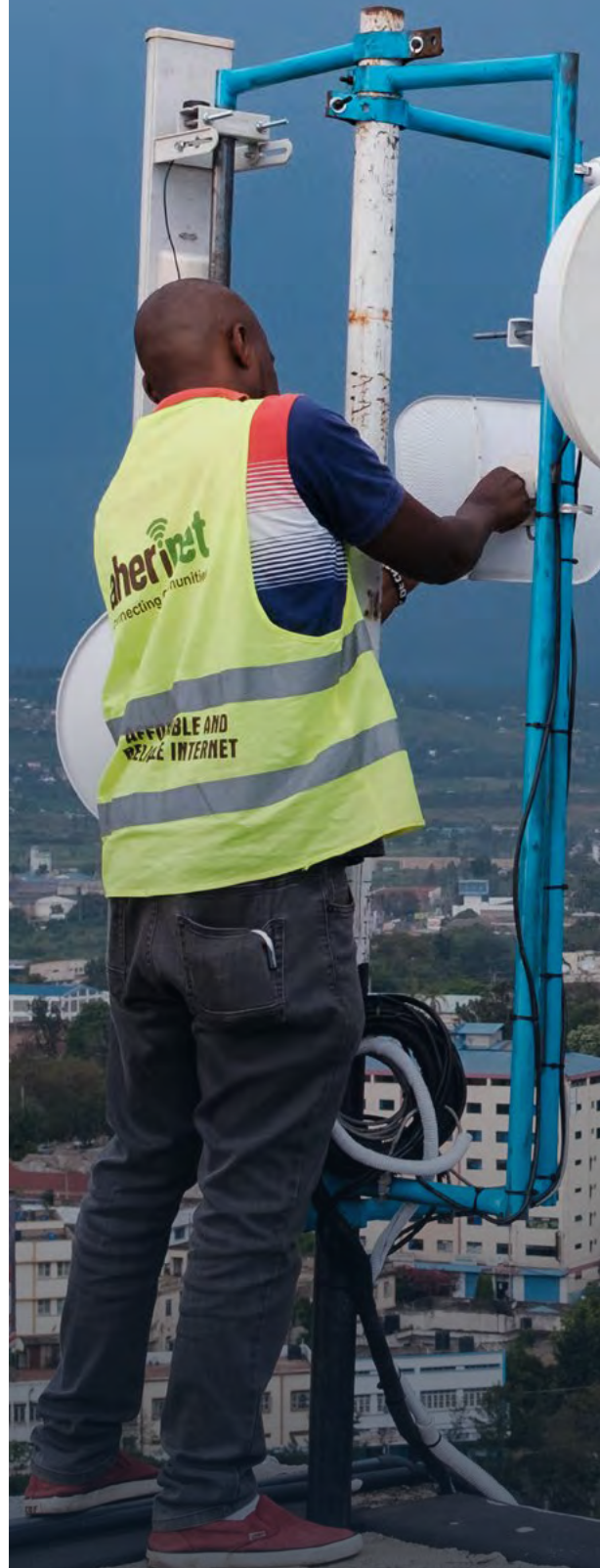
Over the next five years, we will:

- **Provide equipment and training** to support the development of sustainable community-led Internet Exchange Points in Least Developed Countries and Small Island Developing States;
- **Demonstrate with evidence** that local traffic contributes to more reliable and affordable Internet;
- **Advocate for policies and regulations** that enables community-led infrastructure to thrive;
- **Scale our impact** through partnerships, community, fundraising, and impactful giving; and
- **Create positive and enduring impact**, including:
 - More affordable Internet;
 - More reliable Internet;
 - Favorable policy outcomes; and
 - An empowered and mobilized community that advances the Internet's resilience and affordability.

2025 Priorities

In 2025, our efforts will focus on:

- **Continuing to improve and scale our approach** to supporting local peering infrastructure, with focus on Small Island Developing States and Least Developed Countries and
- **Strengthening local peering infrastructure** through training, providing grants, advocating, improving materials and resources, and strengthening local technical communities.





Measuring Success in 2025

10

Number of grants distributed
to build or improve IXPs

1,250

Number of people trained to
support affordable and reliable access

25%

Percent of chapters that take action in
support of affordable and reliable access

15

Number of peering events
supported by the Internet Society

20

Number of technical
communities supported

600

Number of Autonomous
System Number representatives
who participate in Internet Society
supported peering events





Online Trust and Safety



Without access to knowledge and resources, newly connected people, especially marginalized and underserved populations, face a higher risk of safety and security threats during their online experiences.

To address this, the Online Trust and Safety program seeks to (a) equip recently connected people with knowledge and skills to protect themselves and their communities online; (b) to advocate for choices made by commercial and government decision-makers that prioritize safety, security, and privacy; and (c) to equip our chapters with tools and resources to promote online safety in their local communities.





2030 Direction

Over the next five years, we will:

- **Co-create an online safety program** with the Internet Society community that responds to local needs, challenges, and opportunities;
- **Curate and exchange** online safety knowledge and resources with our community and partners;
- **Integrate practical online safety skills** resourcing and training into all Internet Society programs targeting the newly connected, particularly Indigenous groups, refugees, and women-led social enterprise populations; and
- **Create positive and enduring impact**, including:
 - Safer online experience;
 - Favorable policy outcomes; and
 - An empowered and mobilized community that supports people's online safety, security, and privacy.

2025 Priorities

In 2025, our efforts will focus on:

- **Developing diverse partnerships** with leading experts, including the Accessibility Standing Group, chapters, partners, and alumni, to co-create innovative and sustainable approaches to helping people make safer online choices and
- **Assessing needs** as well as available online trust and safety resources.





Measuring Success in 2025

10

Number of outreach activities to the community related to online trust and safety program co-creation

1,200

Number of people trained to support online trust and safety

25%

Percent of chapters, organization members, Special Interest Groups, and Standing Groups that engage in online trust and safety program co-creation

4

Number of pilot trainings held





Open and Trustworthy

Internet



Governments, courts, and commercial entities make decisions that weaken the Internet, which limit the potential of the Internet as a global public resource for social and economic opportunities.

To address this, the Open and Trustworthy Internet program seeks to empower policymakers, courts, decision-makers, and commercial entities with the knowledge and awareness to facilitate change. We will advocate for policies and practices that defend the Internet as an open and accessible platform for free expression and the exchange of ideas, safeguarding fundamental rights, ensuring the well-being of users, and fostering trust in digital technologies.





2030 Direction

Over the next five years, we will:

- **Enhance the influence** of technical communities and expertise in Internet governance, using our ability to bring people together, and diplomacy to strengthen the collective voice of our community on important Internet matters and Internet governance;
- **Support** policies, regulations, legal, and commercial decisions that promote an open and trustworthy Internet;
- **Oppose** policies, regulations, legal, and commercial decisions that endanger the Internet and individual participation online;
- **Provide support for our community** to mobilize and advocate for issues that promote an open and trustworthy Internet; and
- **Create positive and enduring impact**, including:
 - Favorable policy outcomes and
 - An empowered and mobilized community that protects and defends an open and trustworthy Internet.

2025 Priorities

In 2025, our efforts will focus on:

- **Continuing our efforts** to build powerful Internet technical communities and together respond to policy threats and opportunities to support an open and trustworthy Internet around the world;
- **Positioning the Internet Society as a powerful voice** and thought leader in the policy arena at national, regional, and global levels;
- **Updating Internet Society Policy Briefs** and crafting new ones as topics emerge;
- **Training and engaging** with officials from governments guiding the development of national and regional Internet policy;
- **Strengthening the Internet Society's position** as the trusted partner that will be the voice of the Internet in United Nation-led processes;
- **Informing courts** how the Internet works and the risks or benefits of laws related to the Internet;
- **Fostering information exchange** by hosting the Network and Distributed Systems Security Symposium; and
- **Leading in-person community workshops** focused on developing advocacy skills.





Measuring Success in 2025

3

Number of new legal briefs filed

21

Number of policymakers who participate in the Policymakers Program

1,700

Number of people trained to support an open and trustworthy Internet

9

Number of new or updated policy briefs

70%

Percent of chapters that participate in advocacy

2

Number of community advocacy workshops

3

Number of times the Policymakers Program is delivered in conjunction with IETF

10

Number of advocacy campaigns that support an open and trustworthy Internet





Internet Insights and Innovation



A thriving Internet ecosystem requires reliable data and clear standards to understand the forces shaping it. Without accurate data and cohesive standards, stakeholders cannot make informed decisions, leaving the Internet vulnerable to fragmentation and threats

To address this, the Internet Insights and Innovation program is focused on providing trusted, actionable data about the health, availability, and evolution of the Internet. It will also focus on standardizing information about terrestrial fiber optic networks to encourage widespread use of the standard.





2030 Direction

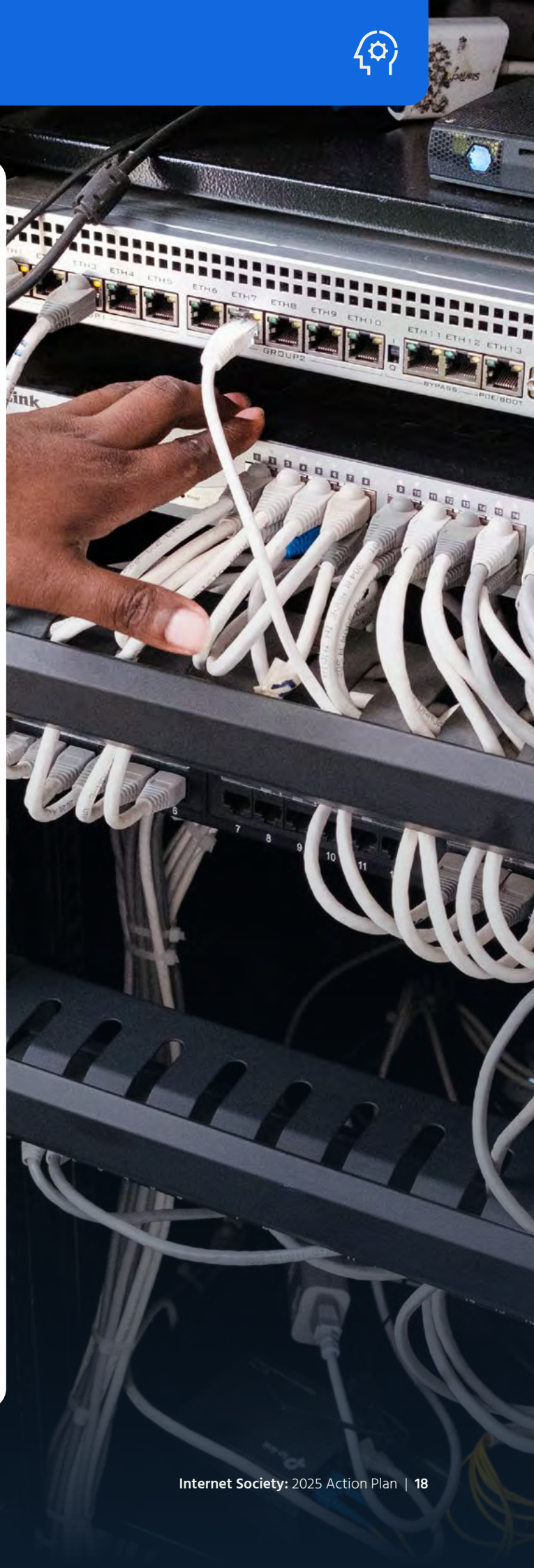
Over the next five years, we will:

- **Improve and expand** the Pulse platform;
- **Provide tailored, and actionable data**, research, analysis, and insights;
- **Map terrestrial fiber optic infrastructure**;
- **Embed data insights** within all Internet Society programs as well as advocacy, community mobilization, and fundraising efforts; and
- **Create positive and enduring impact**, including:
 - An empowered and mobilized community committed to evidence-based advocacy.

2025 Priorities

In 2025, our efforts will focus on:

- **Expanding Pulse data library** and resources and improve Pulse user experience;
- **Launching the Pulse supporters' program** and sponsored research fellowships; and
- **Initiating Open Fibre Data Standard (OFDS) work** and developing a sustainable approach to the maintenance of the standard.





Measuring Success in 2025

Set baseline

Number of times the Pulse website is viewed and number of times materials on Pulse are downloaded

7

Number of Pulse fellows

120

Number of references to Pulse data in media, advocacy, and research

5

Number of Internet Measurement Days

10

Number of outreach activities to the community, partners, Standing Interest Groups, Alumni, and Fellows

5

Number of organizations that accept to hold an OFDS workshop and proceed to include OFDS in their plans





Community and

Partner Mobilization



The Internet is powered by people, for people. It’s a human technology that enriches our lives, and it falls on all of us to help safeguard this vital resource. Keeping the Internet protected as the people’s resource doesn’t happen by itself. It’s up to all of the Internet Society to act to keep the Internet trustworthy, reliable, and secure for decades to come.

The Community and Partner Mobilization program is dedicated to empowering and uniting our global community and partners to amplify the collective impact of the Internet Society. We achieve this by providing vital resources, comprehensive support, and targeted capacity building while creating dynamic opportunities for collaboration. By fostering a vibrant, engaged community and equipping our partners with the tools and knowledge they need, we aim to drive meaningful change and advance our shared vision of an open, accessible, and resilient Internet for all.





2030 Direction

Over the next five years, we will:

- **Enable meaningful participation** to ensure that our community and partners are equipped with the necessary tools and resources to support our mission;
- **Scale and improve** the quality of engagement with our diverse community and partners by creating more opportunities for collaboration, capacity building, and collective advocacy;
- **Celebrate the contributions** of Internet pioneers and innovators through our awards programs;
- **Collaborate with the global Internet technical community** to uphold and protect the multistakeholder model of Internet governance; and
- **Creating positive and enduring impact**, including:
 - A mobilized community that is ready to act in support of our mission.

2025 Priorities

In 2025, our efforts will focus on:

- **Delivering high-quality awards programs** (Postel Awards and Internet Hall of Fame) to recognize the visionaries who made the Internet what it is today;
- **Strengthening relationships** with the Internet technical community and partners in support of our shared goals;
- **Prioritizing community mobilization** that will support program and fundraising needs;
- **Considering new and innovative ways** to meet community needs;
- **Maintaining a strong community** that is ready to collaborate; and
- **Collaborating with existing and new organization members** to identify exciting approaches to build, promote, and defend the Internet.



Measuring Success in 2025

20

Number of outreach activities to the community, partners, SIGs, Alumni, fellows related to advocacy

30%

Percentage of organization members that participate in advocacy to protect the Internet

90%

Percentage of engaged, effective chapters with strong performance evaluation results

10

Number of community events hosted

80%

Percentage of organization member revenue retained

90%

Percentage of organization members retained





Organizational Transformations



In addition to our programmatic work, we are committed to improving the Internet Society's operations as well as strengthening support provided by the Internet Society Foundation.





2030 Direction

Over the next five years, we will prioritize:

1. Powerful Advocacy
2. Cultivation of Future Internet Leaders
3. Impactful Giving
4. Financial Health & Sustainability
5. Strong Ethics & Governance Framework
6. Recognized Global Brand
7. Talented Workforce Committed to Innovation & Inclusion
8. Inspired & Mobilized Global Community
9. Data-Driven Decision Making

Intended Impact

By focusing on these transformations over the next five years, we will create positive and enduring improvements to both Internet Society operations and the support the Internet Society Foundation provides.





2025 Priorities

In 2025, the Internet Society will focus on:

- **Fostering Governance and Ethical Best Practice**
 - We strive for good governance and ethics to ensure our processes are transparent and fair. In 2025, we will evaluate and improve our procurement and vendor management processes. As a result, we will strengthen accountability, enhance efficiency, reduce costs, and drive strategic value.
- **Empowering a Talented Workforce Driven by Innovation and Committed to Inclusion**
 - Our Internet Society and Internet Society Foundation staff spans over 30 countries, creating a diverse and dynamic global team. In 2025, we will invest in a human resource information system to simplify how we connect and support our people. This system will enhance data security, streamline everyday processes, and provide valuable insights, empowering us to make strategic decisions that enhance the employee experience, nurture engagement, inclusion, and growth for every member of our global team.
 - Aligned with our commitment to inclusion, we will take steps to more fully embrace a culture of accessibility by ensuring staff are equipped with the necessary knowledge and resources to ensure accessibility of the materials and resources we produce.
- **Connecting an Inspired Community**
 - Our global community of volunteers is critical to advancing our mission. That's why we will ensure greater connectedness and improved

communications with and among our community members, Chapters, and organization members. We'll do this by simplifying pathways for communications, adding mobile-friendly functionality, and making other improvements to our Association Management System (AMS), Fonteva.

- We are committed to working as one global community. To do this, everyone must be able to access the content, products, services, policies, and programs. We will work to ensure that all materials and resource we deliver to our valued community are as accessible as possible.

- **Embracing a Data-driven Culture and Decision-Making**

- In 2025, we will ensure our global teams have a shared understanding of the value of data in driving growth, impact, and innovation and encourage data-driven decision making. We will also establish data governance frameworks to ensure data is accurate and is used consistently and securely. And last, we will invest in quality data tools to make data easily available.



The Internet Society Foundation is also leading several efforts related to the transformations.

For more information, [read their 2025 Action Plan.](#)

2025 Budget

Unrestricted	2025 Budget (000's)
Revenue	
Memberships & Donations	1,950
Grants & Co-funding	5,131
Event Sponsorships	500
Registration & Fee Revenue	600
PIR Contribution to ISOC	30,000
Total Revenue	\$38,181
Expenses	
Community-Centered Connectivity	593
Affordable and Reliable Access	2,569
Online Trust and Safety	125
Open and Trustworthy Internet	2,389
Community and Partner Mobilization	1,503
Internet Insights and Innovation	1,689
New Opportunities	2,000
Philanthropic Funding	2,500
Personnel	19,608
Program & Corporate Operations	4,637
Governance	569
Total Expenses	\$38,182
Net Surplus/(Deficit) before Investments	-
Board-Designated Funds	
Data Transformation	395
Enhancing Technology	55
Opportunity Fund	250
ESG Initiatives	570
HCM/HRIS	260
Accessibility	125
Vendor Management	140



Conclusion

The Internet Society is committed to making the Internet accessible, affordable, and secure for everyone. We will work to reduce the barriers to Internet access and foster an environment where innovation and creativity can flourish.

The success of our action plan hinges on collaboration and collective advocacy. By harnessing the strengths of our diverse network of chapters, technical communities, and partners, we can amplify our impact and create a more inclusive Internet. Together, we can advocate for policies that protect the open and interoperable nature of the Internet, safeguarding it as a resource for social and economic advancement.

Our focus on online trust and safety is equally vital. By equipping individuals with the knowledge and skills to navigate the digital world safely, we can enhance trust in the Internet. Through our programs, we will advocate for their safety and empower people to make informed choices online.

As we move forward, we remain inspired by our global community. Together, we can create a brighter digital future where the Internet is a force for good—empowering individuals, supporting communities, and driving positive change, ensuring the Internet’s promise is realized for future generations.





@internetsociety

The Internet Society is a U.S. 501(c)(3) charity (EIN 54-1650477) with a multi-year top 4-star ranking from Charity Navigator. Organization membership dues are tax-deductible to the fullest extent allowable by law. For non-profit organizations, we offer a discount on membership fees. The Internet Society does not endorse private companies or their products or services, regardless of membership status.

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