



Policy Plan 2025-2027

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This Policy Plan outlines the vision, mission, theory of impact, core values, objectives, and key activities of the Foundation, along with its financial and governance policies. It is designed as a “living document” that evolves with the organisation’s growth and context. The Policy Plan is reviewed and updated at least every two years to ensure continued relevance and alignment with the Foundation’s objectives.

1. Introduction

The world of cycling is a fast-growing global community, a tight-knit ecosystem of passionate cyclists, businesses, network organisations, media, professional teams, and event organisers. We all share one common thread: our love for the bicycle, and where it takes us.

The last few decades have seen a lot of changes to our shared playground. Extreme weather conditions, changing landscapes, diminishing biodiversity – climate change is no longer a future threat, it has become a reality.

As cycling consumers in a billion-dollar economy, we are also playing a role in this. We extract, produce, consume and discard tons of resources every year in pursuit of our shared passion. While the numbers are substantial, they are matched by our strength. We are a large, global community.

By mobilising organisations and enthusiasts alike, we can have a real impact in addressing these environmental challenges, becoming the solution, not the cause.

As Shift Cycling Culture, we strive to be the catalyst for this change, by bringing the cycling community together and driving the shift towards a systemic change resulting in a positive impact.

Shift Cycling Culture was co-founded by three passionate cyclists as a global movement and registered as a non-profit Foundation in 2021.

2. Core Values

Our team culture is built on the planet being our primary stakeholder and is driven by creating meaningful impact for the cycling world.

This is how we work:

Planet First

We treat the planet as our primary stakeholder and make decisions based on protecting and regenerating the natural world we all rely on.

Impact-driven

We build global networks, bring people together, and turn ideas into meaningful impact.

Lead with Positivity

We focus on opportunities, celebrate progress, and inspire action.

Accessible

We ensure what we do is accessible to all, and share learnings in an open-source spirit.

Lean and independent

We align all our actions with our mission, stay independent, remain agile and efficient.

3. Vision, Mission & Theory of Impact

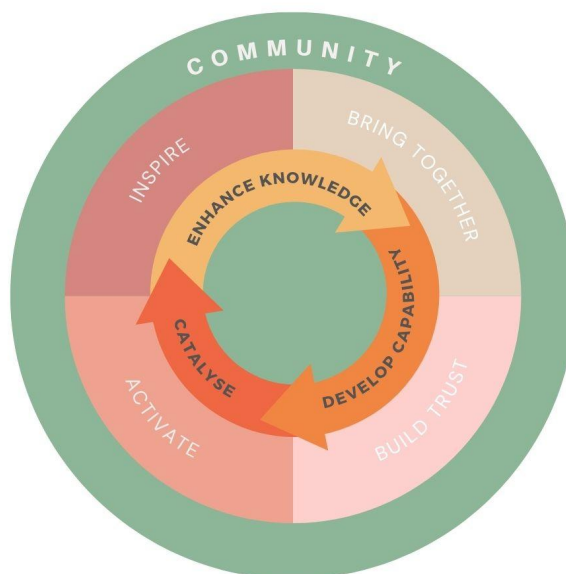
VISION

Create a future where cyclists can satisfy their desire for adventure, speed, mobility, innovation and design while having a positive impact on our planet.

MISSION

Shift Cycling Culture drives the change towards responsible production and use in the cycling world by creating knowledge, developing capability and accelerating collaboration - enabling both industry and cyclists to thrive within planetary boundaries.

THEORY OF IMPACT



We're a global community driving change towards responsible production and use across the cycling world, with the planet as our primary stakeholder. We inspire people, bring them together, build trust, and help turn ideas into action - creating the foundation and momentum that makes change possible. Through our core activities - growing knowledge, strengthening capability, and catalysing collaboration and solutions - we turn that momentum into meaningful impact.

4. Objectives

Enhance Knowledge

We equip cyclists and organisations with the knowledge to take informed action on climate, circularity, and responsible business through data, insights, and storytelling.

Develop Capability

We create learning experiences tailored to the cycling world that build practical skills and confidence, strengthen peer networks, and help people and organisations embed climate action, circularity, and responsible innovation into everyday decision-making.

Drive Change

We connect the cycling industry to turn ideas into collective action. We co-create practical solutions, develop shared resources, and accelerate the transition towards a cycling sector that operates within planetary boundaries.

5. Key Activities 2025-2027

Industry Meetups & Events

Shift Cycling Culture continues to host regular online Industry Meetups and in-person events that support companies in reducing environmental impact and connect like-minded organisations for cross-company collaboration.

We maintain a presence at major industry events such as national, regional or global trade shows to broaden visibility and build new connections.

Impact growth aim: Increase participation in the Shift events to reach a wider and more diverse audience and grow the strength of our community.

Forums

We facilitate participant-driven forums that bring together key stakeholder groups from

across the cycling world for open and honest peer-to-peer knowledge exchange, such as our *Campfire* that connects sustainability professionals worldwide.

Leadership Engagement

We bring together committed and driven industry leaders on a regular basis to co-develop ideas and define clear actions that steer the sector toward a more resilient and sustainable future.

Impact growth aim: Building on the success of our *C-suite Barcamp* in 2025, we expand our existing *CEO Forum* to increase the number of engaged and committed C-suite representatives actively contributing to this work.

Knowledge Development

We create new knowledge through meetups, events, and publications on key topics and shared challenges.

Impact growth aim: Co-develop and publish white papers on relevant topics, designed to offer practical solutions and inspire future direction across the cycling world.

Training & Workshops

We continue to deliver our existing training programmes, including *Climate Action Training* and the *Circular Design Course*, supporting individuals and organisations to build the knowledge and skills needed to understand and reduce environmental impacts.

Impact growth aim: Create the *Shift Academy* as the umbrella for these training programmes and to train a growing number of practitioners across the cycling world.

Transparency & Benchmarking

We continue to share inspiring case studies and track industry progress through our annual *Climate Action Pulse Check*. This global survey provides companies with a way to benchmark their efforts, and to drive further ambition and action across the industry. It also gives cyclists a voice to share with the industry what matters most to them, influencing future strategies, and helping companies make the business case to invest in technology that makes better products for us all.

Impact growth aim: Increase the participation in the annual survey and coverage of the results by the media.

Collaborative Projects

We drive the initiation of new collaborative, industry-wide projects that accelerate shared progress and support a shift toward more responsible production and use.

Impact growth aim: Launch at least two new collaborative projects in 2026.

Organisational Development

We mature the organisation to ensure long-term impact:

- Achieve ANBI status - ANBI (*Algemeen Nut Beogende Instelling*) recognition reflects our credibility and transparency as a public-benefit organisation. It opens doors to new partners and funding opportunities, helping us grow sustainably and operate more effectively.
- Access new funding streams to strengthen financial resilience and reduce reliance on patronage
- Expand the operational team to support increased activity and project delivery

6. Measuring Progress

How we'll track progress

- Number of event participants
- Number of organisations engaged in our activities and workstreams
- People trained through our courses and workshops
- Publications produced and downloads/engagement metrics
- Climate Action Pulse Check participation and public reporting instances
- Number of collaborative projects launched and project outcomes
- Total funding received, and diversity of funding sources

7. Governance

Structure and Responsibility

The Foundation is governed by a Management Board, which holds overall responsibility for the strategic direction, policy, and financial supervision of Shift Cycling Culture. The daily operations of the Foundation are led by an Executive Director, who is accountable to the Management Board. This structure ensures a clear separation between governance and management while maintaining close collaboration.

Composition

The Management Board consists of at least three members, including a Chair, Secretary, and Treasurer. Board members are appointed based on their expertise, integrity, and commitment to the Foundation's objectives and values. The Management Board aims for an odd number of members to facilitate decision-making. Temporary deviations may occur due to vacancies.

Executive Director

The Executive Director is responsible for the day-to-day management of the Foundation, including programme execution, partnership development, communications, and financial administration. The Executive Director implements the policy and strategy set by the Management Board and reports regularly on progress, results, and risks. The Executive Director receives a remuneration in line with sector standards for comparable non-profit leadership positions, consistent with the Foundation's Remuneration Policy.

Decision-Making and Oversight

The Management Board meets regularly - at least four times per year - to review progress, approve policy updates, and monitor financial performance. Major strategic decisions and budget approvals remain the responsibility of the Management Board. Decisions are made collectively, with each member holding one vote. In case of a tie, the Chair's vote is decisive.

Accountability and Transparency

The Management Board is collectively accountable for the Foundation's performance and compliance. Annual reports, and financial statements are recorded and made publicly available as required by Dutch law and ANBI transparency standards.

Conflict of Interest

Management Board members and any staff members must declare any potential conflicts of interest. They refrain from participating in decisions where such conflicts exist. The Foundation records and manages these situations transparently to protect its integrity.

Advisory and Working Groups

To strengthen its programmes and maintain close engagement with the cycling community, the Foundation may establish Advisory or Working Groups. These groups consist of professionals, researchers, and community representatives who provide expertise and feedback on programme development, partnerships, and impact strategy. They operate under clearly defined terms of reference, report to the Executive Director and the Management Board, and hold no voting rights or financial authority.

8. Assets and Financial Policy

8.1 Assets

The Foundation does not hold assets in the form of long-term reserves or investments. All funds received are applied directly toward the realisation of the Foundation's objectives.

The Foundation's financial resources may consist of:

- A) Patron support:** Corporate contributions from the cycling industry, commercial organisations active in the cycling world, and other beneficiaries.
- B) Service provision:** Income generated through tailored workshop programs, educational programs, and research & development initiatives.
- C) Philanthropic donations:** Contributions from private donors, charitable funds, and other parties who share the Foundation's mission and values.
- D) Grants:** Perennial and/or one-off grants awarded by foundations and government bodies.
- E) Other lawful sources of income** in line with the Foundation's mission.

All financial assets shall be used exclusively to achieve the objectives of the Foundation. The Foundation will not retain more assets than are, in the opinion of the Management Board, reasonably necessary to ensure operational continuity and long-term organisational sustainability.

The Foundation's assets remain the property of the Foundation at all times. No individual or external entity shall use, manage, or dispose of these assets as if they were their own.

In 2025, the Foundation received recognition as a **Public Benefit Organisation (Algemeen Nut Beogende Instelling – ANBI)** under Article 5b of the Dutch General Tax Act (Algemene Wet inzake Rijksbelastingen). The Foundation operates in accordance with the principles and requirements applicable to ANBI institutions to ensure full compliance upon formal registration.

Expected Expenses

The Foundation's expenditures will primarily relate to the effective delivery and management of its activities to achieve its objectives. The expected expenditures include:

- **Personnel costs**, including fair compensation for staff, project leads, and temporary professionals directly involved in programme delivery and operations;
- **Operational and project costs** related to organising activities, events, communication, and partnerships;
- **Travel and logistical expenses** necessary for the implementation of projects and attending events;

- **External expertise and professional services** for research, training, and technical support;
- **Administrative and organisational costs** to ensure proper governance, financial management, and compliance.

8.2 Remuneration and Expense Policy

General Principle

The Foundation operates on a not-for-profit basis. All financial resources are used to achieve the objectives of the Foundation. Management Board members and staff act in service of the public good and the Foundation's mission.

Board Remuneration

Members of the Management Board do not receive remuneration for their regular board duties. They may be reimbursed for reasonable expenses directly connected to fulfilling those responsibilities, such as travel or representation costs. All reimbursements must be documented and approved by the Management Board.

If a board member occasionally carries out executive or operational work beyond their normal governance role, they may receive compensation for that specific work. Any such payment must reflect the actual time spent, remain proportionate to the assignment, and comply fully with ANBI standards. These activities must be clearly defined, properly recorded, and reported transparently in the organisation's ANBI disclosures.

Personnel and Contractors

Personnel directly engaged in the Foundation's programmes, administration, or operations may receive appropriate compensation that reflects the nature and scope of their responsibilities. Compensation levels are to be in line with market standards for comparable positions in the Dutch non-profit sector, taking into account the Foundation's size and financial capacity.

Temporary or freelance professionals may be contracted for specific services when necessary to ensure high-quality execution of projects, research, or development initiatives. All engagements are made transparently and recorded in accordance with financial policy and Dutch labour and tax regulations.

Volunteers

Volunteers form an essential part of the Foundation's activities. They may receive reimbursement for actual costs incurred while performing their duties, in line with

Dutch tax authority guidelines for volunteer allowances. No volunteer receives structural remuneration.

Review and Oversight

The remuneration policy is reviewed annually by the Management Board to ensure alignment with the Foundation's objectives, financial position, and applicable ANBI standards. Any changes to this policy require formal approval by the Management Board and will be disclosed in the Foundation's annual report.

9. Management Board

- **Chair:** Lian van Leeuwen
- **Secretary:** Jane Dennyson
- **Treasurer:** Dr. Rachel Fenton
- **Member:** Mike Bascombe
- **Member:** Tori Fahey
- **Member:** Julian Lings
- **Member:** Sören Ronge

Last update: 30 July 2026

Updates from V1.1 to V1.2 from 30 March 2026:

- Revision of the Management Board Members as three new Board Members were appointed and one resigned
- Revision of the Objectives as we updated the wording of our three key pillars of our Theory of Impact

Updates from original V1 to V1.1 from 25 November 2025:

- Added the recognition of the ANBI Status into chapter 8. Assets and Financial Policy