

POLICY PLAN

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1. Introduction

Stichting PIE Foundation (the Foundation) has been established as part of the evolution of the Pooled fund on International Energy (PIE), a collaborative philanthropic initiative originally founded in 2013 to support and accelerate the global transition towards clean and reliable energy systems. Over the past decade, PIE has operated as part of a broader international ecosystem of foundations and partners and has been administratively hosted by the European Climate Foundation (ECF) working across multiple regions to coordinate efforts, mobilise resources, and support practical solutions for the transformation of energy systems.

Building on this experience, the Foundation provides an independent legal and operational structure to continue and strengthen these activities in a manner aligned with international best practice in governance, transparency, and public benefit delivery.

This document sets out the work plan of the Foundation for the coming multi-year period and is prepared in line with applicable requirements for organisations seeking ANBI (algemeen nut beogende instelling) status in the Netherlands. It outlines the foundation's public benefit objective, its strategic orientation, and intended activities within the context, as well as the principles guiding its governance and means of generating income, including the use and allocation of such income and other resources. The work plan is intended as a high-level policy document, providing clarity on the organisation's direction of travel without prescribing detailed operational strategies.

The Foundation's core mission is to contribute to the **public benefit** by supporting the global transition towards clean, reliable, and affordable energy systems, contributing to the reduction of pollution and environmental harm, and supporting improved air quality, public health, and a safer climate. This includes advancing solutions that enable the progressive reduction of emissions from energy production and use, while supporting broader societal

objectives such as economic development, environmental protection, reduced pollution and environmental damage, and improved public health.

All activities undertaken by the Foundation are directed exclusively or almost exclusively (for at least 90%) towards serving the public benefit, through a combination of grant making, knowledge development, and collaboration with partners across different sectors and geographies.

2. Organisational Mission and Mandate

The Foundation's mission is to support a just and orderly transition towards clean, reliable, and affordable energy systems, with a particular focus on accelerating the shift towards clean electrification. This reflects the PIE's long-term vision that electricity will become the backbone of the global energy system, playing a central role in enabling sustainable economic development, environmental protection, reduced environmental and pollution-related harm, and improved societal outcomes including healthier living conditions and improved air and water quality. In this context, the Foundation works to help enable the progressive reduction of emissions from energy production and industrial processes, while supporting practical and scalable solutions that contribute to a stable and sustainable energy future. All activities of the Foundation are directed exclusively or almost exclusively (for at least 90%) towards serving such cause for the public benefit.

To fulfil its mandate, the Foundation operates through a combination of interrelated roles that together enable coordinated and effective action at scale. These include providing strategic analysis to identify key opportunities and pathways for progress, supporting implementation through targeted financial contributions, and fostering collaboration across a broad ecosystem of partners. The Foundation works in a multi-regional and internationally connected manner, engaging with stakeholders across different sectors and geographies to support alignment, knowledge sharing, and collective progress.

The Foundation's guiding principles reflect its commitment to operating in a manner that is effective, responsible, and aligned with its public benefit purpose. These include maintaining an evidence based and systems oriented approach; fostering collaboration and constructive engagement across diverse stakeholders; and prioritising transparency, learning, and accountability in its work. The Foundation seeks to act as a reliable and neutral partner, supporting solutions and collective progress in a way that is responsive to different regional contexts and grounded in practical delivery. Across all its activities, the Foundation is guided by a commitment to integrity, proportionality, and the responsible use of resources, ensuring that its work remains focused on delivering tangible outcomes.

3. Activities and Methods

The Foundation implements its mission through a set of complementary activities that support the development and delivery of clean, reliable, and affordable energy systems with the aim of reducing environmental pollution and contributing to improved public health and environmental outcomes. The Foundation does not directly implement projects but supports aligned organisations and initiatives (serving the same public benefit objective as the Foundation) through a combination of (ringfenced) financial support, analytical work, and facilitation of collaboration.

3.1 Grant making and Financial Support

A core activity of The Foundation is the provision of financial support to organisations and initiatives that contribute to its mission. This includes funding for programmes, research, and collaborative initiatives across different geographies and thematic areas.

Grant making is undertaken in a structured and proportionate manner, guided by the Foundation's strategic priorities and selection criteria. Funding is directed towards activities that contribute to the development, scaling, and implementation of solutions aligned with the Foundation's objectives, while ensuring that resources are used effectively and exclusively for public benefit purposes.

The Foundation shall cooperate with grantee organisations by either acting jointly in achieving their common goals and/or maintaining proper control and monitoring over the allocation and disbursement of its financial support in line with the public benefit objective of the Foundation, as further described in Section 7.

3.2 Research, Analysis and Knowledge Sharing

The Foundation supports analytical work and the development of knowledge that informs decision making and enables effective action. This includes the generation and dissemination of data, research, and insights relevant to energy system transformation.

Activities in this area aim to strengthen the evidence base, support understanding of opportunities and barriers, and facilitate the sharing of knowledge across stakeholders and regions. This work contributes to informed and coordinated approaches to addressing complex system challenges.

3.3 Convening and Coordination

The Foundation facilitates collaboration among a range of stakeholders by convening partners and supporting coordination across initiatives. These activities are designed to enhance alignment, enable knowledge exchange, and support the development of shared approaches.

Through convening and coordination, the Foundation contributes to strengthening networks and collaborative structures, helping to reduce fragmentation and improve the overall effectiveness of efforts within the wider ecosystem.

3.4 Incubation and Hosting Initiatives

The Foundation supports the incubation and development of initiatives that contribute to its strategic objectives, particularly in areas where coordinated approaches or new organisational capacity are required. This includes the early stage development of programmes and collaborative platforms that address specific challenges within the energy system.

In addition, the Foundation may host selected initiatives where this provides an effective structure for development and coordination. In such cases, the Foundation provides operational and organisational support within the Foundation's governance framework, enabling initiatives to establish, function, and collaborate within the wider ecosystem.

4. Planned Activities (2026–2030 Outlook)

In the period 2026–2030, the Foundation will continue to implement its activities in alignment with its **2030 Strategic Plan**. The overall direction of work is centred on supporting the development of clean, reliable, and affordable energy systems, with a particular focus on the role of clean electrification, with the aim of reducing environmental pollution and contributing to improved public health and a safer climate.

The Foundation's planned activities will build on its established approach of supporting coordinated action across multiple parts of the energy system, including power generation, infrastructure, industrial processes, and end-use sectors. This includes maintaining a system-level perspective, recognising the interdependencies between different sectors and the importance of aligning efforts across geographies and stakeholders.

Over this period, the Foundation will continue to prioritise activities that contribute to scalable and replicable approaches, while remaining responsive to evolving contexts, emerging opportunities, and lessons learned from implementation.

4.1 Priority Areas of Activity

Within this overall direction, the Foundation anticipates focusing its activities across a set of priority areas of work. These areas reflect where the Foundation's methods and partnerships can contribute to broader system-level progress. The Foundation expects to support and enable activities including:

- development and implementation of **country and regional strategies**, including work led through regranting partners across priority geographies
- support to initiatives addressing key system bottlenecks, including **electricity grids, system flexibility, and the integration of renewable energy**
- advancement of **electrification across** end-use sectors, including industry, transport, and buildings, through coordinated programmes and partner-led initiatives
- support for the transition away from **high-emission energy sources**, including through work on policy frameworks, financial approaches, and implementation pathways
- strengthening of **industrial transition** efforts, including initiatives focused on electrification of industrial processes and alignment with power system development
- convening and support of **networks and alliances**, including multi-stakeholder collaborations that contribute to coordination across finance, policy, and implementation actors
- development and scaling of targeted **initiatives and platforms**, including those incubated or hosted to address specific strategic gaps within the energy system

These areas are indicative and may evolve over time, reflecting the Foundation's adaptive approach and responsiveness to changing conditions.

4.2 Delivery of Activities

Activities will be delivered through partnerships and supported initiatives, using the Foundation's established methods of grant making, alliance building and strategy support.

This includes:

- providing **financial support** to partners delivering programmes and activities across priority areas
- supporting the operation and development of key **initiatives and collaborative platforms**

- facilitating **coordination** across stakeholders through convenings, networks, and joint planning processes
- supporting the development and application of **analytical and evidence-based approaches** to inform implementation
- enabling the **sharing of knowledge and learning** across partners and regions

Through this approach, the Foundation contributes to strengthening the conditions for implementation and enabling coordinated progress across the wider ecosystem.

4.3 Expected Outcomes

Through the implementation of its planned activities, the Foundation seeks to contribute to a range of high-level outcomes that support its public benefit purpose. These include:

- reduced pollution and associated environmental and health impacts, including improvements in air quality and reduced environmental damage
- advancement of **clean electricity systems**, including increased integration of renewable energy and improvements in enabling infrastructure such as grids and system flexibility
- progress in the transition away from **high-emission energy sources**, supported by improved policy, financial, and implementation conditions
- expansion of **electrified solutions** across key sectors, including increased adoption in **industry** and other end-use areas
- strengthened **coordination** across actors and regions, resulting in more aligned and effective approaches to shared challenges; and
- development and maturation of **initiatives and collaborative platforms**, including those incubated or supported by the foundation

5. Governance and Organisation

5.1 Governance Structure

The Foundation will operate under a governance structure that combines strategic oversight with a collaborative leadership model.

At the governance level, the Foundation is structured with an **Executive Board** and a **Supervisory Board**, in line with its articles of association.

Executive Board Members

- Matthew Robert Phillips;
- Rebecca Anne Collyer; and
- Zeina El Haj

Supervisory Board Members

- Robert Allen Cook; and
- Keith Douglas Allott

The Executive Board is responsible for the management and legal representation of the Foundation, including the implementation of its strategy, oversight of activities, and overall organisational performance.

At the highest level of oversight, the Foundation is supervised by a **Supervisory Board**, which ensures that the organisation operates in line with its statutory objectives, public benefit purpose, and applicable regulatory requirements. The Supervisory Board will provide strategic guidance, oversight, and accountability, and will act as an independent body supporting and supervising the Executive Board, including in relation to major strategic decisions and organisational development.

5.2 Executive Leadership and Management

The day-to-day direction and strategic leadership of the Foundation is led by an **Executive Leadership Team (ELT)**, which represents and manages the organisation. The ELT is responsible for overall strategy, organisational leadership, and ensuring that activities are aligned with the Foundation's mission and strategic plan.

Supporting the ELT is a broader **Leadership Team (LT)**, comprising senior leads across geographies, sectors, and operational functions. The LT plays an active role in organisational management and is involved in decision making processes, contributing to a distributed and collaborative leadership model.

This structure reflects a deliberate approach to organisational governance, designed to:

- enable decentralised and participatory decision-making
- strengthen collaboration across teams and functions
- distribute leadership responsibilities across the organisation

The Foundation adopts a **"cohesive decentralisation"** model, combining clear accountability with inclusive participation in decision-making processes.

The Foundation operates through a structured but adaptable organisational model designed to support its strategic objectives. The organisation is structured across a range of functions and teams, including international programme and geography programme, and operation department.

These include areas such as strategy, grant making, partnerships, and core enabling functions including finance, people and operations, legal and compliance, and learning and impact.

The organisational structure is intended to remain flexible and responsive, allowing the foundation to adapt to evolving priorities while maintaining clarity in roles and responsibilities.

6. Funding and Financial Approach

The Foundation is funded through contributions from philanthropic organisations and aligned partners through grants and donations, supporting its mission to advance the transition towards clean and reliable energy systems, with the aim of reducing air pollution and environmental harm and supporting broader public benefit outcomes.

A part of the income is re-granted to partner organisations and initiatives that contribute to its public benefit objectives. Funding is allocated through structured processes designed to ensure continuous alignment with strategic priorities, effective use of resources, and delivery of public benefit.

The Foundation shall in any case apply the following conditions when financially supporting other organisations.

- The recipient shall apply the financial support provided by the Foundation exclusively for activities or projects that directly serve one or more of the Foundation's public benefit objectives as set out in its articles of association (the Purpose). The recipient shall be required to represent and warrant that the financial support is not used for any commercial or profit-driven purpose, nor for any purpose unrelated to, or inconsistent with the Foundation's public benefit objectives.
- The Foundation shall maintain an active involvement with the recipient in connection with the Purpose, to ensure that the use of the financial support is and remains aligned with its public benefit objectives. Prior to providing any financial support, the Foundation shall identify whether any board member of the Foundation – or any related person or entity – holds any role as founder, director, shareholder, capital provider, or employee in the recipient organisation. Where such a connection exists, the relevant board member or staff member shall make written disclosure of the

potential conflict of interest prior to the relevant deliberations and shall reclude him- or herself from both the discussions in respect of and the decision-making process in respect of that grant. The decision whether to provide the grant shall thus be taken by the remaining unconflicted members and recorded accordingly.

- The precise scope and form of the involvement from and the cooperation of the Foundation with the recipient shall be determined in good faith by mutual agreement, provided that such involvement shall in any event serve to safeguard that the financial support is used in accordance with the Foundation's public benefit objectives. The Foundation shall further require that a recipient provides such information as is reasonably necessary to enable the Foundation to verify that the financial support is being continuously applied in accordance with the Purpose.

All financial support provided by the Foundation shall be recorded as such in its financial administration and reflected in its policy plan. The Foundation shall further demand that, if it determines, acting reasonably, that the financial support is not or no longer being applied in accordance with the Purpose, the recipient shall promptly repay any portion of the financial support that is not yet expended as well as any portion that was expended but not in accordance with the Purpose.

6.1 Remuneration Policy

The Foundation's remuneration policy follows a market-based approach and is in line with that of comparable non-profit organisations. Board members with policy-making responsibilities are not remunerated for the performance of their board duties. They may, however, be reimbursed for reasonable expenses incurred in connection with their role and may receive non-excessive attendance fees, in accordance with the articles of association and applicable Dutch law. Executive Board members may also be employed or otherwise engaged by the Foundation under an employment or service agreement. The remuneration payable in such cases shall be determined by the Supervisory Board and will be reasonable and proportionate to the responsibilities of the position and consistent with the Foundation's charitable objectives.

7. Financial Forecast

The Foundation's asset management strategy strictly adheres to the legal requirement of "no accumulation beyond need." The foundation does not hold or accumulate more capital than is reasonably necessary to guarantee the continuity of its planned public benefit activities.

Budgeted income (in EUR)

Income	2026	2027	2028
Grants, donations & gifts	EUR 88,589,059	EUR 86,663,000	EUR 89,613,650
Total budgeted income	EUR 88,589,059	EUR 86,663,000	EUR 89,613,650

Estimated costs (in EUR)

Costs	2026	2027	2028
Direct project / regranting costs	EUR 76,193,636	EUR 75,050,000	EUR 77,420,000
Direct programme delivery (incl. direct staff costs)	EUR 4,348,650	EUR 6,967,800	EUR 7,316,190
Management, fundraising & administration	EUR 7,069,551	EUR 4,645,200	EUR 4,877,460
Total annual expenditures	EUR 87,611,837	EUR 86,663,000	EUR 89,613,650