

Codes, Rules and Guidelines of the Organisation

Since July 2014, the European Cultural Foundation has held the CBF's (Central Bureau for Fundraising organisations) Recognition Hallmark for fundraising organisations. Since then, as a member of Goede Doelen Nederland, the European Cultural Foundation complies with all the necessary codes and guidelines, including the annually reviewed code for good governance (issued by the FIN, the Dutch Alliance of Philanthropic organisations) and the 'Erkenningspaspoort Goede Doelen'.

In line with this, we adhere to the following principles:

Management, supervision and execution

The European Cultural Foundation makes a clear distinction between management, supervision and execution. The Supervisory Board appoints and supervises the Director. While the Director has managerial responsibilities, the Supervisory Board oversees the proper execution of these responsibilities. The Foundation's employees carry out the day-to-day tasks.

A. Management (ECF's Director)

B. Supervision (ECF's Supervisory Board)

C. Execution (ECF's employees)

A. Management

Director's responsibilities

The European Cultural Foundation's management consists of one Director. The Director is responsible for representing the Foundation, and carries the responsibility for overall management, strategic development, execution of the Foundation's strategy, management of the Foundation's resources (human and monetary) and fund development.

At least twice a year, the Director formally reports to the Supervisory Board in a meeting in which the Director, the Supervisory Board and the Head of Finance are present. More regular and informal contact is maintained outside these meetings with individual members of the Supervisory Board.

Every week, the Director meets with the Management Team (MT) to discuss strategic matters as well as to monitor activities and operational matters. The MT consists of the Head of Finance, Heads of Programmes, Head of Public

Policy, Head of Communications and Head of Operations.

B. Supervision

Supervisory Board's responsibilities

The Supervisory Board is the European Cultural Foundation's supervisory body. The Foundation's Articles of Association and Bylaws state the roles and responsibilities of the Supervisory Board.

The main responsibilities can be summarised as follows:

- deciding upon and evaluating the Foundation's strategy, and prioritising the Foundation's activities
- evaluating the efficient use of the Foundation's resources (approval of budget and annual reporting of the Director and the Chair of the Supervisory Board in the ECF Annual Report)
- appointing the Foundation's Director, members of the Supervisory Board and the President.

The President

The President holds an extraordinary, non-voting membership of the Supervisory Board and plays an active and visible role as specified in the Articles of Association.

Since 12 May 2007, the President of the European Cultural Foundation is HRH Princess Laurentien of the Netherlands.

Term

The term for Supervisory Board members is four years, renewable once (maximum 8 years), and

for Supervisory Board members of the Executive Committee renewable twice (maximum 12 years).

Recruitment/Selection

Appointments for the European Cultural Foundation's Supervisory Board are based on core criteria, including expertise, international perspective, cultural, regional and demographic diversity, and access to a European network. Additional functions should be of value and should not lead to conflicting interests. In case of upcoming vacancies, candidates are put forward by the Supervisory Board, the Director and the staff of the Foundation from their extended network.

Evaluation

In 2014, the Supervisory Board started self-evaluating, in line with #8 of Article 11 of the Foundation's Articles of Association. The annual evaluation is performed based on questions developed by the Supervisory Board members.

Remuneration

The Supervisory Board members do not receive remuneration for their work for the European Cultural Foundation. However, expenses incurred for travel etc. are reimbursed on request.

The Executive Committee and the Audit Committee

The Executive Committee consists of the Chair, Vice-Chair, Treasurer and Director. The Executive Committee meets at least twice a year. Their mandate is to help prepare Supervisory Board meetings, lay the groundwork for making decisions and offer guidance to the Director.

The Audit Committee consists of the Director, the Vice-Chair, the Treasurer and one more Supervisory Board member. The Audit Committee, which meets at least twice a year, advises the Supervisory Board on matters including financial reporting, internal risk management and checking systems, the role and functioning of the internal audit function, and the application of information and communication technology (ICT).

Conflicts of interest

Supervisory Board members are required to inform the Chair immediately of any activities, contracts/grants, etc. that could lead to a potential conflict of interest. Potential conflicts of interest are declared at each Supervisory

Board meeting. The Chair will decide whether the Supervisory Board member will need to leave the room during particular discussions, or while a decision is being made on a specific matter. In addition, all Supervisory Board members are required to sign a statement to declare their endorsement of the principles stated at the beginning of this document and confirming that there is no conflict of interest between the responsibilities they fulfil for the European Cultural Foundation and other relationships/positions they hold. This declaration is a requirement of the CBF hallmark.

C. Execution

Employees' responsibilities

The Management Team, together with their respective teams, is responsible for the implementation of the Foundation's strategy. Employees develop and execute the Foundation's activities, procedures and policies as outlined in the annual work plan and five-year strategy. The employees' tasks and responsibilities are defined according to structured job profiles that are assessed during regular annual performance reviews.

Evaluation

Growing a European sentiment, a European sense of belonging, remains our mission and relates to all our activities. We know that this is ambitious and ultimately never completely achievable. It is a promise.

While it is hardly possible to attribute the impact of ECF's work to the development of the European sentiment, we need to understand how the European sentiment is developing, what are the key drivers and what this means for ECF's current and future initiatives. For this reason, we started the **European Sentiment Compass** – a multi-annual research project in partnership with the European Council on Foreign Relations, which published its first edition in 2022. The second edition was published on May 9 of 2023. We use insights from the research to update our strategy and work plan.

Defining our expected impact is an important and ongoing process. It is not about perfection or being right. It is about making assumptions and imagining a process where impact is achieved. It will always be imperfect and a work in progress. We are committed to evaluation, to improve

our initiatives, gain tangibility and increase our impact. We are keen to learn from our programmes and partnerships and to share the results with our community and in the broader European context.

An example of an evaluation mechanism is the narrative and financial reporting provided by the grantee at the end of a project. We apply a variety of internal and external evaluation methods and tools to our programmes to take stock of our achievements, to learn from our experience, to share knowledge within and beyond the European Cultural Foundation, and to inform our decisions and strategies going forward.

Theory of Change

Our Theory of Change clarifies the relationship between our Programme initiatives, our Public Policy and Communication activities. We have developed a set of five success criteria: Relevance, Ambition, Creativity, Accessibility, and Sustainability. These criteria create transparency about what we regard as successful initiatives, become a point of reference for management decisions, create a certain level of standardisation in how we look at our initiatives, design new initiatives, and improve the steering of running projects.

Positions and Functions of Supervisory Board Members

Below are the relevant honorary/paid positions of ECF's Supervisory Board.

President

HRH Princess Laurentien of the Netherlands (NL)

Number 5 Foundation, The Hague - Co-founder and Director

Reading Unlimited (Vereniging Onbeperkt Lezen), The Hague - Patron

Dutch Language Society (Genootschap Onze Taal), The Hague - Patron

Centre of Expertise inclusive education (Expertisecentrum inclusief onderwijs), 's Hertogenbosch (NL) - Patron

Association of Public Libraries, The Hague - Honorary Chair

Fauna & Flora International, Cambridge, - President

Rewilding Europe, Nijmegen (NL) - Special Advisor

FutureNL, The Hague - Member of the Board

Better Time Stories, The Hague - Patron

Chair

Gerry Salole (UK)

Evens Foundation, Antwerp - Board Member

UniCredit Foundation, Milan - Board Member

Impact Trust, Cape Town and London - Board Member of both SA and UK Board

Center of African Philanthropy and Social Investment, Business School, University of the Witwatersrand, Johannesburg - Member of the Advisory Board

Africa Europe Foundation, Friends of Europe, Brussels - Strategic Advisor

AfroBarometer, Pan African based in Accra (GH) - Member of the International Advisory Council

Wits Business School, University of the Witwatersrand, Johannesburg - Visiting Adjunct Professor (from 1 September 2023)

Vice-Chair

Igno van Waesberghe (NL)

Various investment entities managed by Cerberus Capital Management, New York - Independent Director

Edgerston Trading (2006) Limited, Kelso, Scotland - Director

Van den Berch van Heemstede Foundation, The Hague - Board Treasurer (until 20 November 2023)

Learning 4 Life Foundation, The Hague - Board Member (until 22 February 2023)

Polish Culture NL Foundation, Amsterdam - Chair/Member of the Supervisory Board

Stichting Tahames Foundation, Amsterdam, Member of the Board (from 14 August 2023)

Treasurer

Rob Defares (NL)

IMC B.V., Amsterdam - CEO

IMC Weekendschool, Amsterdam - Board of Trustees Chair

MCA Museum of Contemporary Art Chicago, Chicago - Board of Trustees Member

Hartwig Medical Foundation, Amsterdam - Supervisory Board Member

Stichting Hartwig Foundation, The Hague - Supervisory Board Member

Manifesta, Amsterdam - Supervisory Board Member

Members

Florian Dautil (F)

Advisor to the French minister in charge of youth and universal national service, Paris
City of Saint-Ouen, Saint-Ouen (F) - City Councilor
Ecole Polytechnique, Palaiseau (F) - Lecturer
La Miel, Saint-Denis (F) - Board Member

Esra Küçük (D)

Allianz Foundation, Berlin - Chief Executive Officer
Schwarzkopf Foundation Young Europe, Berlin - Chair
Pro Helvetia, Zürich - Member of the Board of Trustees
Hessische Kulturstiftung (Hessian Cultural Foundation), Wiesbaden - Member of the Board of Trustees
Thalia Theater, Hamburg - Member of the Supervisory Board
Stiftung Genshagen (Genshagen Foundation), Genshagen (D) - Member of the Advisory Board
Deutsche Postcode Lotterie (German Post Code Lottery), Düsseldorf - Member of the Advisory Board
Thomas Mann House, Berlin - Member of the Jury
Tarabya Cultural Academy, Istanbul - Member of the Jury
German Commission for UNESCO, Bonn - Member

Andrea Silvestri (I)

University of Turin, Italy - General Director
Ashoka Italy, Rome - Member of the Advisory Board
COINFO – Italian Universities Consortium for Education, Scientific Committee - Member
CODAU – Italian Association of University Directors, Education Commission - Member

Catarina Vaz Pinto (PT)

AMEC - Associação Música - Educação e Cultura (Association Music – Education and Culture), Lisbon
- President of the Advisory Board
Artemrede - Teatros Associados (Artemrede – Associated Theatres), Santarém (PT) - Member of the Advisory Board
Fundação Arpad Szenes – Vieira da Silva Foundation, Lisbon - Member of the Board of Trustees
Izmir Metropolitan Municipality Mediterranean Academy, Izmir, Turkey - Member of the Board

Rana Zincir Celal (TR/CY)

Robert Bosch Stiftung GmbH, Stuttgart - Advisor (Inequality)
The Social Investment Business, London, Equality Impact Investing Project
Global Dialogue, London - Advisor
Greenpeace Mediterranean, Istanbul - Board Member
Lankelly Chase Foundation, London - Advisor