

# Outline Lean Next Policy Plan

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# 1. Introduction

Lean Next envisions a world where becoming a successful leader – in and out of the workplace – is independent of people's gender, race, functional diversity and neurotype. We are a volunteer organization currently working to enable a workplace where anybody can thrive and succeed while being 100% themselves.

For the organisations who work with us, we offer the insight and consultancy to help build a diverse workforce and gain awareness of business benefits of having strong Diversity, Equity and Inclusion (DEI) programs. For our individual community members, we provide opportunities that support their career advancement, improve access to leadership resources, and support career growth for underrepresented groups.

The ability to support the members of Lean Next community and offer them access to key tools for personal and career development is a core part of the service Lean Next offers to society.

Given that Lean Next:

- Looks to consolidate and deepen its impact on the community and DEI landscape across the Netherlands, our partners, and communities in which we operate,
- Aspires to retain the ability to reinvest funds and donations received from our operations,
- Aims to build upon and expand our services for those who strive to build a more diverse, equitable and inclusive future of leadership,

We are asking Belastingdienst to consider approval of our application to become an *Algemeen Nut Beogende Instelling* (ANBI).

# 2. Background

This document is intended to outline the Business and Policy Plan for Lean Next. It serves as an overview for the Belastingdienst on:

- key aspects of Lean Next work;
- our aim to conducting the matters of ANBI with due consideration, regard and stewardship of resources;
- our commitment to regulatory and compliance principles that will govern the ANBI proposition going forward.

Lean Next culture relies on a set of values that reflect its vision and mission. These values are:

- Learn, Grow, Take Action
- Gender Equity

- Diverse Representation
- Authentic Leadership
- Positive Role Modeling

These values and expectations from volunteers and the Board of Lean Next are outlined in the following internal governance documents:

- Mission and vision statement of Lean Next
- Lean Next Code of Conduct
- Lean Next Volunteer Handbook

## 2.1. Mission of Lean Next

At Lean Next, we believe in gender equity and the power of role models.

In order to amplify diverse representation in leadership, we empower women to lead and we support organisations in their DEI strategies. We work to enable a workplace where anybody can thrive and succeed while being 100% themselves, by offering:

- Leadership Development Programs,
- DEI Consulting Services,
- Community Engagement & Mentoring Activities.

## 3. Strategic Decision to function as ANBI

As Lean Next does not have a profit motive, and its activities are largely focused on serving public interest, the decision to seek ANBI status is funded in these three main strategic reasons:

1. Status and recognition of the ANBI quality mark. This makes it easier for donors, funds and subsidy providers, to be convinced of the solidity and reliability of our organisation and cause.
2. Harnessing the opportunities of tax benefits for our donors and our organisation. The latter makes it more attractive for donors who will be able to deduct gifts to our foundation from their income or corporate tax. The former one allows us to have more funds available to spend on the benefit of our target group.
3. To ignite an accelerated growth of our organisation's reach by enabling access to larger financial funds e.g. from donors, subsidies and fund applications.

This new growth phase will allow us to increase impact in the individual community by being able to start a Leadership Development program and sponsor skill training for the community.

## 4. Overview of Intended Services

Lean Next plans to have the following services offered to its target groups, business partners and broader community in the Netherlands:

### 4.1 Leadership Development Program

A three-tier program intended to enable, (up)skill and mentor the members of the Lean Next community (and target groups) on their Leadership Capabilities.

The program consists of these three sequential steps:

1. Mandatory participation on a curated list of events, workshops and/or courses enabling education and development of authentic and inclusive leadership skills.
2. Selected one-on-one mentorship sessions for members of the target groups, given by professional mentors on the areas of leadership & DEI.
3. Rewarded participation in an accredited professional leadership program, in cooperation with partner organisations.

### 4.2 DEI Consulting Services

Diversity, Equity and Inclusion (DEI) services will be provided at on-demand basis to business in the Netherlands and may include but not limited to:

- Introduction into DEI practices for organisational benefits;
- Diverse recruitment and talent management;
- Diversity workshops and masterminds;
- Leadership workshops on DEI topics.

Revenue generated from such services will be used for community-facing services as described in points 4.1, 4.3 and 4.4 and section 6 of this Policy Plan.

### 4.3 Community Engagement

Lean Next will be actively engaging with the community based on shared vision and needs coupled with capabilities and value offered by the organisation. This engagement is primarily facilitated through:

1. **Circles:** self-organised groups of people (6-12 participants) united by a common topic or interest which meet regularly and utilise meeting and support framework provided by Lean Next;

2. **Events:** may vary from small-scale workshops to conferences dedicated to DEI efforts and wider connections within the community, volunteers and professional partners of Lean Next.

Other forums and means of communication may be explored as per feedback and needs of the community with Netherlands.

## 4.4 Mentoring Activities

The Lean Next community will be able to directly benefit from mentoring activities, facilitated by both direct volunteers of the organization and invited guests. Examples of topics of mentorship include:

- Support in career progression, promotion or pivot;
- Crafting of meaningful professional profile for recruitment;
- Situation-based mentorship (stakeholder management, negotiation, conflict resolution);
- Management of change and transition into leadership roles.

## 5. Business Strategy

### 5.1. Envisaged market and user base for the services / activities

Services proposed in section 4 of this Policy Plan will be offered in the Netherlands exclusively. The expected audience for this service consists of:

1. Individuals who become a part of Lean Next community via our social channels, newsletter subscriptions and signing up to our program.
2. Private and public organisations with offices in the Netherlands;

### 5.2. Growth ambitions

For the next 5 years Lean Next envisions growth in three main areas: status, community and financial. To that end, its goals are:

1. To reach the top 5 recognised organisations focused on DEI in Leadership in The Netherlands.
2. Have 100 candidates (on their way to) completing our Leadership Capability Program.
3. Have 40 organisations signed agreements for our DEI consulting services.
4. Grow to 10,000 subscribers to our newsletter and social channels.
5. Raise EUR 2MM funds to develop and deliver our community programs.
6. Reach 30% market share of organisations focused on DEI consulting for corporates in The Netherlands.

### 5.3. Activity Report 2022

Our operational activities in 2022 were made possible through volunteer work, collaboration and implementation of the strategies. All input and decisions were recorded in minuted meetings involving the board of directors and/or leadership team, as follows:

- 12x Monthly meetings with the volunteer Leadership Team.
- 10x meetings with the board of directors.

Two Strategy Development sessions (Board members only) - June 2022 and November 2022.

In 2022 Lean Next engaged with both non-for-profit and for-profit organizations for: the delivery of activities for the community, services and mutually beneficial collaboration, connected to our mission. The activities organised to engage, upskill and mentor the target groups in 2022 were:

1. Circle Leaders Event - January 2022
2. 2x Foster Circle Events - January & May 2022.
3. "50 Ways to Fight Bias against Women in the Workplace" by Lean In - March 2022
4. Keynote on Bias Awareness at Leiden University - March 2022
5. #IamRemarkable Workshop - March 2022
6. "50 Ways to Fight Bias against Women in the Workplace" by Lean In - May 2022
7. DEI workshop - June 2022
8. Volunteering Engagement Event - September 2022
9. Lean In Circle Leaders Roundtable - November 2022

Besides the above mentioned activities, the Lean Next foundation has been engaged since August 2022 in organising a conference for the target groups which will take place in January 2023. The theme is "Connect, Grow, Lead: Together for an Inclusive Future".

Partners, sponsors and collaborators that Lean Next engaged with in 2022 include:

- Women in Tech: partners for delivering a workshop of "50 ways to fight bias" and collaborators of Lean Next Conference "Connect, Grow, Lead: Together for an Inclusive Future".
- Lean In Equity and Sustainability: partners for delivering a workshop "50 ways to fight bias".
- B.Equal: sponsor of Lean Next Conference "Connect, Grow, Lead: Together for an Inclusive Future".
- Female Ventures: collaborators of Lean Next Conference "Connect, Grow, Lead: Together for an Inclusive Future".
- International Federation of Medical Students' Associations - University of Leiden: delivered a keynote for the concept of Women's International Day.
- Miele X: recipient of DE&I workshop from Lean Next;
- Lenovo NL: sponsor of 2023 Lean Next Conference "Connect, Grow, Lead: Together for an

Inclusive Future”.

- Hogeschool Utrecht: collaborators of 2023 Lean Next Conference "Connect, Grow, Lead: Together for an Inclusive Future".
- Quaker Houghton: sponsors of 2023 Lean Next Conference "Connect, Grow, Lead: Together for an Inclusive Future".
- Sanctum: sponsor of 2023 Lean Next Conference "Connect, Grow, Lead: Together for an Inclusive Future"
- Maastricht University: sponsors of 2023 Lean Next Conference "Connect, Grow, Lead: Together for an Inclusive Future"
- Techleap: collaborators of 2023 Lean Next Conference "Connect, Grow, Lead: Together for an Inclusive Future".

In addition, Lean Next engages services from reputable third parties for its operationalisation and day-to-day governance. Examples include Rabobank for bank account and insurance handling, and Deloitte NL for ad-hoc consultancy.

## 6. Financial Outlook

### 6.1. Three-Year Projection of Lean Next’s financial position

From a financial perspective, Stichting Lean Next has redefined its financial strategy to align with the overall business strategy and mission as described in the above chapters.

As a volunteer-led organization, up to and including 2022, Stichting Lean-Next self-funded its activities through events (webcasts, webinars, conferences) for circle members and for the public, and, to a lesser extent, corporate training. The impact of COVID has been significant and most of the activities in 2020-2022 have been organized remotely. In 2023 a hybrid conference (with physical and remote attendance) will be organized.

For the period 2023-2025, in line with the foundation’s strategy, the sources of income will be as follows:

- Fundraising activities;
- Provision of services for private and public companies;
- Accessing public grants.

The income of the foundation is used for delivering impact programs for the community and for self-supporting its operational activities, aligned with its mission, more specifically:

- The Leadership Capability Building program. This is a tiered program including engagement through events & circles participation, mentorship and a leadership program training.

- The development of programs to enable an inclusive workplace in public and private companies, including the Impact Assessment Program and other programs in the tier offering.
- Operating costs.

Any profit from its operations will be reinvested for developing the leadership capacity building program with the aim to benefit the community, the workplace, and the society.

## 6.2. Profit and Loss Account 2022.

This section will be completed before July 1st, 2023.

## 6.3. Balance Sheet

This section will be completed before July 1st, 2023.

## 7. Legal Structure

The Foundation is established on 18th of January 2019 and registered with the Chamber of Commerce under number 73729205:

- Volunteers: 23
- Capitalisation: under 50K per year
- Address: Boomgaardlaan 32, 1036KJ, Amsterdam.
- Intended board appointments: 3 Board members

## 8. Operating Structure

The current operating structure of Lean Next includes the Board and the underlying team of leaders, each responsible for a team of volunteers. Current total headcount of volunteers excluding the Board and temporary volunteer support is 23 (twenty three). This number will expand by symbiotic growth and by individual growth as Lean Next will develop additional capabilities and support mechanisms for its mission.

Lean Next has three board members who are resident in the Netherlands.

- Silvia Elena Román Balladares - Chair
- Andreina Romero Fernández - Vice-Chair
- Samantha van Hoof-Flores - Board Member

All board meetings will be held in the Netherlands or by means of virtual collaboration.

### 8.1 Functions of organization and their responsibilities

Execution of mission and vision on Lean Next, its commitments to the community and assurance of compliant and controlled operations is ensured by the following functions:



1. Externally-facing functions:

- Circles: responsible for facilitation of community building and growth and attraction of new community members;
- Professional partnerships: responsible for partnerships and service provision to corporate clients as well as engagement with sponsors and donors during fundraising;
- Marketing: responsible for facilitation of marketing activities and promotion of Lean Next through paid and organic channels;
- Events: responsible for organizing and facilitating events for Lean Next, including workshops, annual conference, round tables and internal engagement activities.

2. Internally-facing functions:

- Legal: responsible for legal advice and suite of documentation required for compliant functioning of Next Next. Includes oversight over policy framework, code of conduct and compliance with GDPR regulations.
- Finance and Treasury: responsible for accounting, business control and financial projections of the organization as well as relevant financial and tax reporting.
- Operations and Staff: responsible for facilitating an efficient operating structure, including communication channels, documentation storage, governance of entity matters and volunteer retention.

The organizational structure of Lean Next can be visualized as follows:

Lean Next Board		
<i>Samantha van Hoof Flores</i>	<i>Andreina Romero</i>	<i>Silvia Roman</i>
<b>Finance &amp; Treasury</b>	<b>Legal</b>	<b>Operations and Staff</b>
<i>Head of Treasury and Finance Members: [1]</i>	<i>Head of Legal Members: [5]</i>	<i>Head of Operations and Staff Members: [3]</i>
<b>Circles</b>	<b>Corporate Relations / Partnerships</b>	<b>Marketing</b>
<i>Head of Circles and Community Growth Members: [2]</i>	<i>Head of Partnerships Members: [4]</i>	<i>Head of Marketing Members: [4]</i>
		<b>Events</b>
		<i>Head of Events Members: [4]</i>

The composition of teams executing these functions may change and expand based on the needs of the organisation.

## 8.2 Entity governance and reporting

Lean Next maintains the following communication cadence for facilitation of successful delivery of its services:

1. Monthly Leadership Meeting: takes place on the first Wednesday on every month to ensure alignment on key topics and provide functional updates;
2. Monthly Board Meeting: takes place on the fourth Tuesday on every month to ensure alignment on strategic topics and minute key decisions;
3. Bi-annual volunteer meeting: takes place to ensure alignment and engagement from across volunteer community;
4. Individual team meetings: take place in weekly or bi-weekly basis based on size and needs of functional teams;
5. Functional one on ones: take place between line leaders and individual volunteers for purpose of alignment and individual growth within the organization;
6. Continuous communication through online communication channels: maintained via messaging apps available for public use.

Board and Leadership meetings are minuted. Minutes are stored in the protected Google Drive which is part of not-for-profit Google suite package (acquired for the purpose of the Lean Next governance and documentation storage).

Reporting, within Lean Next and to external parties, take place on an as-needed basis. It is expected to include the following elements within 12 months of the organization obtaining ANBI status:

- Tax reporting as per regulations
- Public financial reporting when required and with frequency determined by the relevant regulatory guidance and best practice;
- Periodic Internal reporting on the progress of strategic goals and tactical deliverables;

Reports for public knowledge shall be published and made available on the website: <https://anbi.nl/publicatieverplichting/stichting-lean-next/>

## 9. Compliance and Policy Framework

The entity will have a dedicated Legal and compliance team. The main job of the team is to oversee the entity's control environment and compliance with applicable regulations, European Union regulatory laws and internal policies.

### 9.1 Powers of the Management Board and Remunerations.

The Management Board shall be vested with the conduct and management of the business and

the affairs of the Foundation.

Provided that the relevant resolutions will be passed with unanimous votes of all the Management Board members, the Management Board shall have the power to resolve that the Foundation enters into agreements under and in pursuance of which the Foundation binds itself as surety or severally liable co-debtor, to answer for a third party/person or to give security for binding itself for a debt of another party or person. The Management Board shall not have the power to resolve that the Foundation enters into agreements for the acquisition, alienation, encumbrance and disposal of registered real estate.

No remuneration can be granted to the Management Board members. Expenses will be reimbursed to the Management Board members on production of the necessary proof.

## 9.2 Volunteering and Remuneration

It is mutually expressed and understood that the Services provided are voluntary and the Volunteer agrees that they will not be considered to be an employee of the Foundation. The Volunteer is not entitled to, nor expects, any present or future salary, wages, or employment benefits from the Services.

Volunteers may only declare and be compensated for expense claims which have obtained prior authorization from the Board of Directors. The Volunteer will follow the Foundation's Reimbursement Policy for all expense claims.

If at any time the Foundation grants the Volunteer a volunteer allowance (Vrijwilligersvergoedingen) the Volunteer understands this allowance is not guaranteed and wholly left to the discretion of the Board of Directors. All dispersed allowances will be within the statutory limits of the volunteer allowance. The reimbursements or benefits will not exceed a combined maximum value of € 170 per month and a maximum of € 1,700 per calendar year.