

Stichting Centre for Future Generations

Policy Plan 2026-2028

Version 1.0 - Approved November 2025

1. Introduction and general information

This policy plan of Stichting Centre for Future Generations (CFG) describes its mission, objectives and activities, the manner in which the organisation may be funded, and how those funds should be managed and used. Furthermore, this policy plan sets out the organisation and governance of CFG for the coming years (2026–2028). This policy plan will be updated when necessary or deemed desired by the Board. A log of changes to the policy plan is maintained on the last page of this document. This version of the Policy Plan was approved at a Stichting Board Meeting on 4 November 2025.

1.1 General information of Stichting Centre for Future Generations

- Statutory name: Stichting Center for Future Generations
- PO address: Hof van Zevenbergen 1A, 5211HB 's Hertogenbosch, Netherlands
- Contact details: info@cfg.eu
- Fiscal number (RSIN number): 862370279
- Number Chamber of Commerce (KvK number): 82190720
- Bank account details: NL24 BUNQ 2057 6592 75
- Composition of the Board: Steven Schuurman (chair), Cressida Pollock (secretary), Ian Goldin (treasurer).
- Website: <https://cfg.eu>
- Contact: info@cfg.eu

2. Mission, Vision and Values

Mission

Stichting Centre for Future Generations (“CFG”) is an independent “think-and-do tank” with a mission to help policymakers anticipate and govern rapid technological change.

Vision

CFG believes in a world where powerful technologies are used to help tackle the challenges of our time while protecting human life, autonomy, rights and freedoms.

Values

Our values guide us in how to work with each other and inform the tone and posture of our work with stakeholders.

- **Intellectual humility** - we recognise the limits of our knowledge, acknowledging our biases and being willing to revise our views in the light of new evidence or better arguments. We cultivate a curiosity about our blind spots and use the insights we gain through our enquiry to continually strengthen our work.
- **Collaboration** - we work together within the organisation and with external partners to solve problems and create better outcomes. We value open communication, trust and mutual respect when working with others in the service of our mission.
- **Compassion** - we take a long-term view and empathise with the needs of future generations - working to safeguard a future they would want to inherit.

3. Our objectives, operating model, principles and work programme:

Objectives

We seek to enhance the capacity of policymakers to govern effectively in the public interest by providing independent, well-researched information on emerging technologies, their societal implications, and possible policy responses.

To do this, we:

- engage closely with experts and organisations in our cause areas;
- convene information sharing meetings between policy makers and experts in academia, civil society and industry;
- develop actionable policy recommendations to address emerging policy challenges;
- build public and political support for science-driven and value-based policy solutions, in areas which may have been underserved;

Operating model

Our work follows a consistent model, with outputs designed for impact at different stages of the policy lifecycle. We work to:

- **Anticipate:** We use foresight methods to identify emerging scenarios and issues.
- **Inform:** We educate policy makers and those that influence them about the opportunities and risks of emerging technologies
- **Influence:** We propose solutions to policy challenges and advocate for their adoption.

Our principles

Our principles guide us in what we do and how we do it. We strive for our work to be:

Independent

We remain cause-neutral and solution agnostic, treating people kindly and respectfully regardless of their worldview, values, background and identity.

Innovative

We operate as a catalyst for positive change. We recognise the world is a complex and unpredictable place. We therefore remain cautious, open to informed critique as well as appreciative of unusual ideas and alternative points of view.

Evidence-based

We base our actions on scientific evidence and reasoning. Meanwhile, we remain flexible and change our direction and priorities when presented with new insights. Future advancements (in research and academia) will tell us where our blind spots are and we might come across risks of emerging technologies of which we are currently unaware.

Solutions-orientated

We embrace the development and deployment of technological and policy solutions - our work is focused on helping policymakers navigate complex issues, rather than simply pointing out where those issues lie.

Optimised for impact

We choose our projects based on our impact framework. In order to maximise impact, our projects consider the:

- Full policy lifecycle from agenda setting to implementation.
- Potential for disproportionate impact by addressing neglected risks and opportunities.
- Likelihood of shaping political priorities.

Work programme 2026–2028

CFG is a global organisation, currently focused on shaping the European agenda on governing emerging technologies. By influencing EU policy, we shape international governance. Our objective is to define and advocate for a limited but strategic set of EU policy interventions that further our mission, and to help the EU become a more effective actor in technology governance at home and globally.

We regularly review our work programme in line with emerging needs. Our 2026 programmes are:

- **Advanced AI:** our efforts revolve around the conception and development of a CERN for AI - an international research institute that can helm potentially dangerous frontier AI research, with democratic and international oversight.
- **Biotech:** a rare area of tech-based opportunity for Europe, as this is a sector where it can hold the entire value chain - from raw materials to research to manufacturing to services - thus boosting European economic and geopolitical prospects.
- **Climate Interventions:** Europe has the right values-based approaches to lead an ethical exploration of *whether* and *how* planet cooling technology can be deployed.
- **Neurotech:** the next frontier for Surveillance Capitalism, this is a technology area where the EU lacks any clear strategy to respond to rampant US and China investment.

In addition, in 2026, we intend to establish a **Policy Incubator** which will enable us to test emerging policy, research and project ideas that fall within our mission and funding priorities but outside of our primary work programme.

4. Organisational Structure

4.1 Board of Directors

The board of The Center for Future Generations Foundation consists of an odd number of members, at least three, with equal voting rights. The board arranges the appointment and dismissal of its members. Currently, the Stichting is governed in The Netherlands by a board consisting of co-founder Steven Schuurman (chair), Cressida Pollock (secretary) and Ian Goldin (Treasurer). It is the intention of the Board of Directors to add two new board directors - including co-founder Laurens de Groot - to the Board in 2026 ensuring a board of five members.

4.2 Managing Director (CEO)

The Stichting board appoints a managing director (CEO). The duties and powers of the director are laid down in the statutes and the internal regulations. The CEO is supported in the performance of his function by the management team. The director of the foundation will be appointed for an indefinite period.

4.3 Roles and responsibilities

The directors are all jointly authorized to represent the organisation (with one other director). The operational management of the Foundation is in the hands of the managing director (CEO), who is therefore authorized to independently perform legal acts up to a maximum of € 50,000. Board members oversee the development of strategy and programmes by the CEO and Executive team.

4.4 Geographic focus

Stichting Centre for Future Generations is domiciled in The Netherlands however the scope of our activities is international. During the period 2026 to 2028 we expect the majority of our work to be focused in Europe, and for administrative reasons the Stichting Centre for Future Generations will also operate locally in Brussels through a Belgian association (vzw). This association will employ staff and execute activities in line with the Stichting's overall public benefit mission and vision which will be funded by donations from the Stichting. CFG vzw is governed by a board consisting of Stichting CFG, represented by Steven Schuurman, and Laurens de Groot. For transparency the basic details of the Belgian registered association are provided below:

- Statutory name: Center for Future Generations vzw
- PO address until 31 December 2025): Avenue des Arts, 1000 Brussels, Belgium
- PO address (from 1 January 2026) Norrsken House, Rue du Commerce, 72, Brussels
- Registration number: BE 0801.920.576
- Since May 2023, CFG has been established as a Non-Profit Association under Belgium law (ASBL/VZW)

5. Financial Management

5.1 Funding principles

Our seed funding came from two philanthropic foundations (Dreamery Foundation and Tanka Foundation) and we are now growing and diversifying our funding model to include donations and grants from foundations, research agencies and public institutions. In line with our principle of independence, we do not accept primary funding from governments or corporations, nor do we accept funding from political parties or groups who exist to further party political interests.

We aim to broaden our range of philanthropic funding, both for our programme overall through general operating support, and for programme specific funding. In line with our principle of Independence, we would ultimately like to achieve a funding position where no one donor or foundation has a majority share of CFG's annual income. We expect however that this may take time to achieve..

5.2 Funding transparency

We seek to be transparent about our funding sources and publish a list of our funders on our website and in our Annual Report and Accounts.

5.3 ANBI

The requirements of the ANBI (charitable status) have been taken into account when drawing up this policy plan. ANBI status has the advantage that organizations and individuals can deduct their donations from tax and the foundation is exempt from paying tax on gifts and donations.

5.4 Spending policy

The funding will be used to support initiatives that meet the criteria defined by the Foundation as well as for the operational costs of the foundation. At least 90% of CFG's activities serve the public benefit. Any reserves are maintained at a prudent level to ensure organisational continuity and are used exclusively to advance the Foundation's statutory objectives

5.5 Remuneration policy

Members of the board, excluding the founder, may receive an expense allowance or a not excessive vacation fee for preparing and attending board meetings. Directors and staff receive financial compensation that is in line with the standards in the sector.

5.6 Non-profit motive

The institution is not for profit, as is apparent from the articles of association and from the actual activities. The foundation does not strive for profit for the sake of profit itself. This is apparent from the fact that the institution allows any proceeds obtained from the activities to benefit its objective.

5.7 Liquidation balance

Any remaining assets upon dissolution will be transferred to a Dutch ANBI or, if unavailable, a foreign institution with comparable public benefit aims and compliance with Dutch public benefit standards.

6. Recent Activities and Achievements

During the previous reporting period (2025), Stichting Centre for Future Generations carried out the following key activities:

- Helped get the 'CERN for AI' idea onto the EU's policy agenda by engaging directly with policymakers at political and technical levels on the need for a CERN for AI, with media appearances in Brussels and in the national and international press, and by organising high-profile public and technical private events.
- Supported EU policymakers in addressing the benefits and risks of new biotechnologies, emphasising the importance of including biosecurity in key EU strategies like the Preparedness Union Strategy and Medical Countermeasures Strategy.
- Secured high-level briefings with officials in Italy, France, Finland, Denmark, Belgium, the UK, and the Netherlands as well as meetings with the European Commission discussing both the governance and climate security implications of this solar radiation modification.
- Launched the Enforcement Initiative to help close the EU's digital enforcement gap. We're helping policymakers, politicians, activists, researchers, and journalists to understand and improve how the EU's new suite of digital and data laws are actually working in practice.
- Partnered with leading European research institutes to publish two landmark reports on the societal and commercial implications of emerging neurotech.
- Used our foresight and modelling approach to produce five comprehensive scenarios about how AI could develop, allowing governments to stress-test policies against a range of different potential futures.
- Secured additional funding from philanthropic foundations to support public outreach campaigns on ethical climate interventions.
- Hosted more than 650 guests at various events and receptions in Brussels, building a network of officials, scientists, industry representatives, diplomats and policymakers.
- Our team has spoken at dozens of events and engagements as our reputation has grown, reaching events far beyond the Brussels Bubble - including in the Netherlands, France, Turkey, the USA, UK and South Africa.

Periodic updates on completed activities will be published each year on the CFG website and in our Annual Report.

7. ANBI Publication and Transparency Statement

Stichting Centre for Future Generations ensures compliance with the Dutch ANBI publication requirements. The following information is published and regularly updated on our website (<https://cfg.eu>):

- Statutory name, RSIN number, Chamber of Commerce registration
- Mission, objectives, and core activities
- Up-to-date policy plan (including recent activity reports and annual financial statements)
- Names and positions of board members
- Remuneration policy
- Contact details (postal address, email)
- Most recent financial statements and annual reports

All mandatory information is updated within six months of the financial year-end, as set out by Dutch Tax Authority guidelines.

8. Risk Management and Annual Assessment

From 2026 onwards, the CFG Board will undertake a systematic assessment of internal risk management and governance effectiveness. This includes:

- Identifying principal risks to mission delivery, financial stability, and compliance with CFG's public benefit obligations.
- Implementing mitigation strategies in line with good governance standards.
- Monitoring the implementation of these strategies
- Reviewing the design, effectiveness, and any updates to controls with oversight from the Board.

9. Document Version Control and Approval Log

Version	Approval Date	Revision Note
1.0	04/11/2025	Initial approval for 2026–2028. This policy plan supersedes the document 'ICFG Governance Plan 2021–2025 (updated September 2023).