



We are the BDR Thermea Foundation

Strategy 2024 - 2028

We are a corporate foundation

An independent, non-profit organisation founded by BDR Thermea Shareholder*, to engage in philanthropic activities and contribute to social impact. In the communities BDR Thermea Group operates we give back to society and contribute to its well-being

While we operate separately, we maintain a close relationship and align our mission and goals with the overarching values. We receive funding from BDRTS, support from the BDR and involve their employees to contribute to our mission

* Sole shareholder of BDR Thermea Group





Our vision

To build a sustainable future and accelerate the energy transition, we must bridge the tech-talent gap. In today's rapidly evolving world, technology and STEM-education play a critical role in 21st-century learning:

- new **competences and solutions** to the challenges of the future are needed,
- the **interest and urge** to help make the energy transition happen must be stimulated and cultivated, and
- **diversity, equity and inclusion** of the future tech-workforce must be advanced



Our mission

Empowering youth to lead impactful careers, that make sustainable energy accessible to all.



Our goals

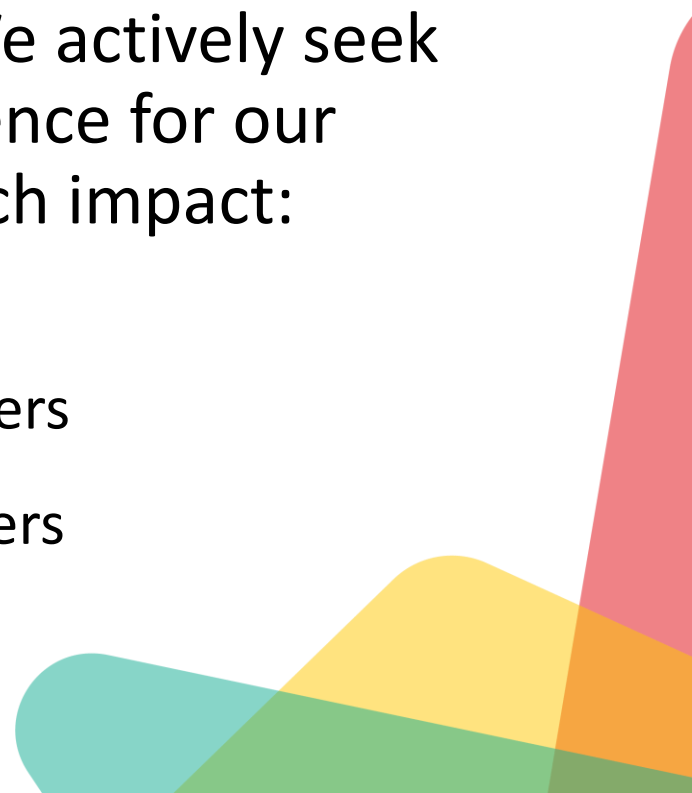
- **Remove barriers** and support youth from all backgrounds and genders, explore and pursue, pathways into careers that make the energy transition happen
- **Spark interest** to unlock potential and motivate youth to choose STEM education
- **Empower** youth with **STEM competencies*** to launch a life of education, career success, and contributions to society
- Advocate for **lifelong education** as a 21st century must, for adapting to change
- **Invest in research and active learning initiatives** to ensure access to affordable, reliable and sustainable energy for all

* knowledge, skills, attitude & values

Our role and partners

We are **not** government, education or business

We are a **catalyst for change**. We guide, navigate, and accelerate the people side of change. We have risk-tolerant capital. We actively seek partnerships with organisations that can make a difference for our mission and complement our role and expertise to reach impact:

- Non-profit, education & consortium partners
 - Business, foundation & institutional partners
 - Network, advocacy and research partners
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Our values

Change catalysts need to be comfortable with uncertainty. It involves active listening, effective communication, and the ability to inspire and motivate others. Our values allow us to make good decisions and react to opportunities that come along:

- We are **pragmatic**
 - We are **compassionate**
 - We are **curious**
 - We **collaborate**
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We are pragmatic

Solving problems in a way that suits the conditions that really exist now, rather than obeying fixed theories, ideas, or rules.

Encouraging calculated risk-taking and celebrate experimentation, understanding that failures can offer valuable lessons

We adapt well to change



We are compassionate

Actively understanding and empathizing with the experiences and challenges of others, without judgement or assumptions. Listening and evolving together, trust, helping and supporting each other



We are curious

It's all about the passion for learning and exploring, the desire to find new ways of thinking, learning, and doing. It's a love of learning, a curiosity about the world around us



We collaborate

Through collaboration we multiply our contribution. Together, we are stronger and can contribute more. Shared goals, lessons learned, scalability, transparency and mutual support lead to greater success

We focus on the following impact areas, key influencers and education stages of youth:

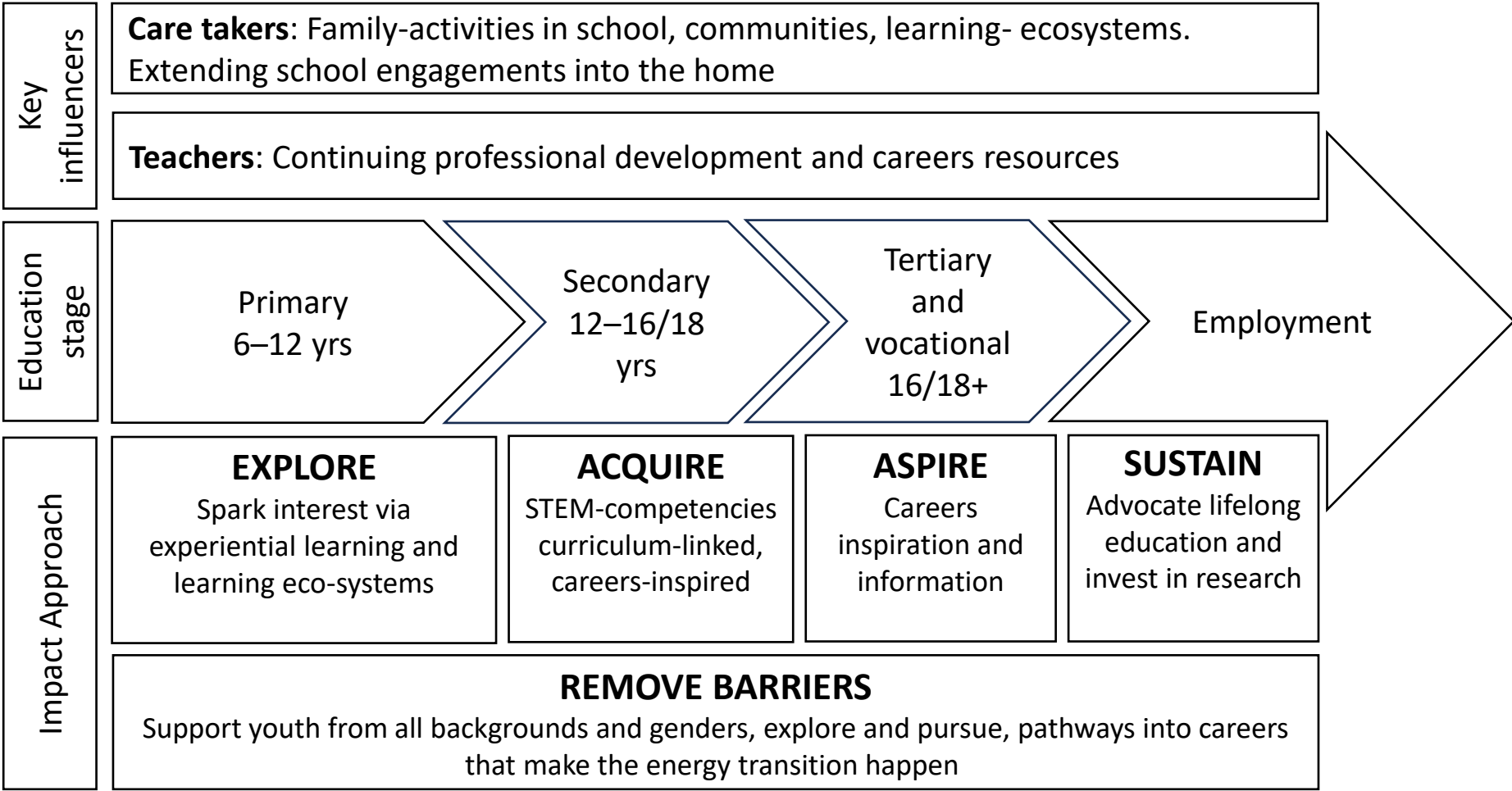


Figure model based on research done by [A Theory of Change for Improving Children’s Perceptions, Aspirations and Uptake of STEM Careers | Research in Science Education \(springer.com\)](#)



REMOVE BARRIERS

Advance diversity, equity and inclusion of the future tech-workforce and support youth from all backgrounds and genders, explore and pursue, pathways into careers that make the energy transition happen

Our partners:

- Primary education: Increase opportunities of kids growing up in poverty with Jeugdeducatiefonds
- MBO: VTi / ROC developed tech language modules for non-native speakers



EXPLORE

We spark interest at an early stage, the foundation of skills, knowledge and attitude. We build on the natural curiosity of youth age 6-12 via experiential learning at primary education and learning eco-systems

Our partners:

- CUO CUBES at Lucas School in Rotterdam and Horizon Primary School in Delft
- VTi with Wonderwell lessons for teachers, tips and home activities for caretakers



ACQUIRE

We empower youth age 12-16 with STEM competencies to launch a life of education, career success, and contributions to society: curriculum-linked and careers-inspired

Our partners:

- NewTechPark in Apeldoorn promotes tech-education and -careers with a focus on exploring, choosing, learning and continuing to learn
- Remeha with in-house career tours & outreach via De Rijdende Badkamer



ASPIRE

We focus on youth at MBO/HBO/WO and help to make tech-education more attractive. We provide careers inspiration and information

Our partners:

- VTi and ROC with Urban Technician, improved education facilities and expertise sessions for employers
- Windesheim University of Applied Sciences, Lectorate Energy Transition
- Remeha with in-house career tours, guest lessons and improved teaching materials



SUSTAIN

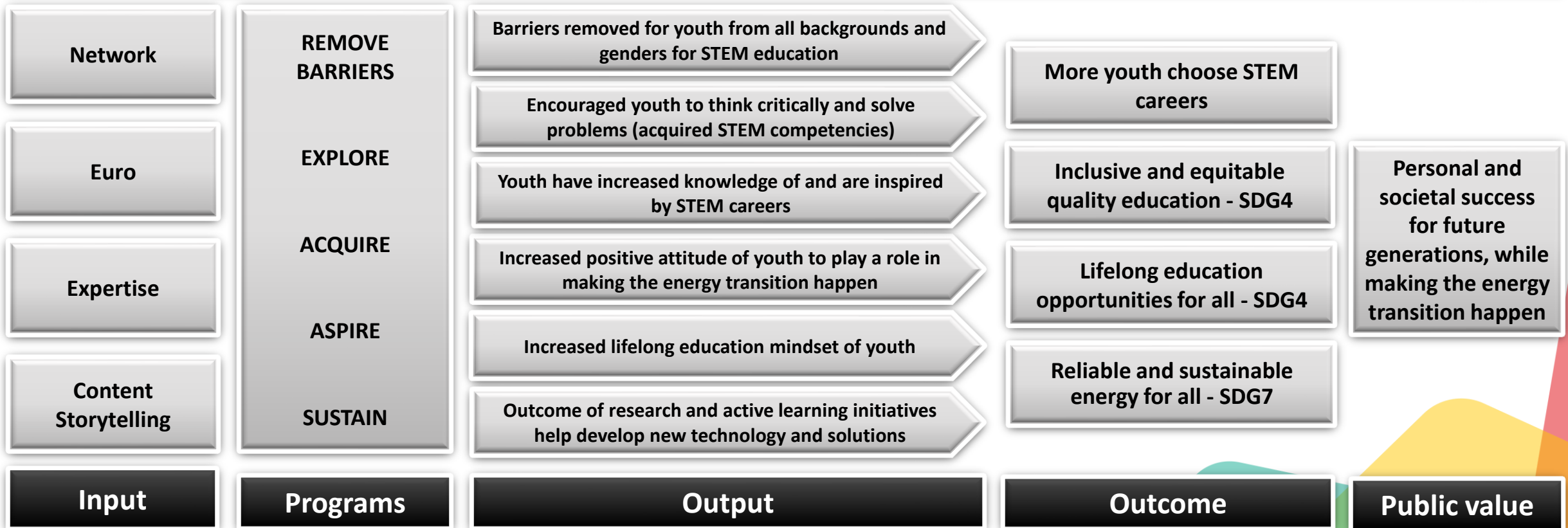
We advocate lifelong education as a 21st century must for adapting to change. We also invest in research and active learning initiatives to ensure knowledge and access to affordable, reliable and sustainable energy for all

Our partners:

- BDR Thermea Group, participates in research
- University of Twente, Tenure Track Associate Professor, focus on the integration of renewable-based hydrogen energy systems in the built environment
- Windesheim UoAS, Lectorate Energy Transition, focus on bringing the complexity of the transition to sustainable energy down to realistic and affordable steps that can be taken now

Our Dream and Theory of Change

It's our dream that we are not only preparing future generations for impactful careers but also ensuring that humanity can tackle its most pressing challenges with knowledge, creativity, and resilience.



How to make it happen

And ambition

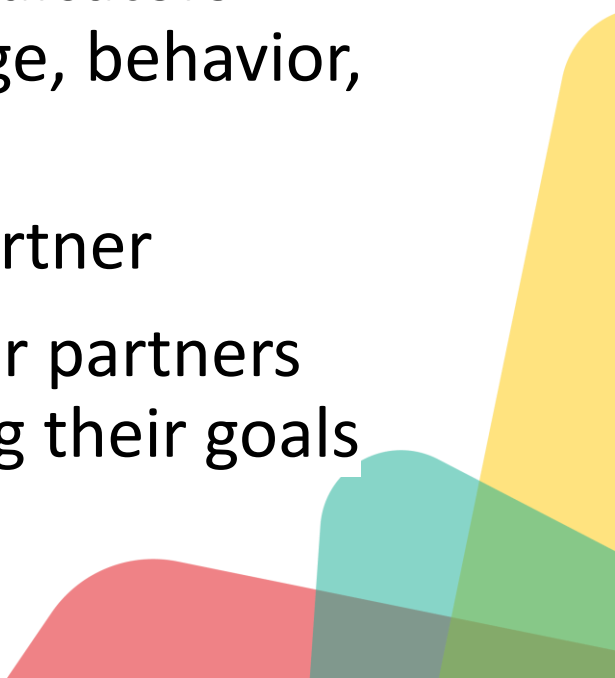
The way we work

- We let our **core values** guide us, on every level
 - We fund programs and build partnerships based on our **impact areas** and use our **theory of change** in our process
 - We create impact in the **countries BDR has presence**
 - We focus on **youth**, prioritize **people oriented** initiatives and place special emphasis on **diversity, equity and inclusion**
 - We prefer **repeatable and scalable** initiatives as they have a bigger impact on society. Other projects are difficult to leverage and manage
 - We **accelerate** initiatives after **proof-of-impact** phase
 - We **empower** organisations and **measure impact**
 - We strengthen the system by **connecting** stakeholders and **share lessons**
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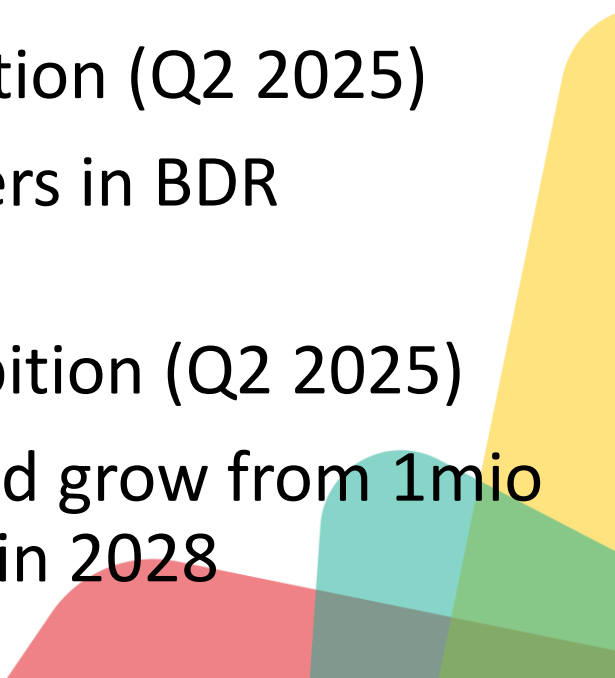
We use communication towards our key stakeholders to demonstrate our integrity legitimacy

- We identify promising initiatives grounded on our theory of change and implemented by a professional, well-equipped organisation
 - We are very disciplined and professional when it comes to demonstrating our impact
 - We involve external partners to avoid bias
 - We show independence, by communicating that we're driven by impact considerations, originated from the spirit of the shareholder, and not by the business agenda
 - We are transparent
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We focus on output with our partners and explore impact with a lens of curiosity and openness

- Our impact monitoring is data-driven and story based
 - Impact is a criteria for a donation and we work with partners who develop the right KPI's.
 - We use stories of change to supplement quantitative indicators with qualitative information about changes in knowledge, behavior, attitudes or practice
 - We ask questions that promote self-reflection of the partner
 - We try to get a better understanding of the needs of our partners and what we can do to better support them in achieving their goals
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We keep focus when executing our strategy, an important factor to accelerate growth

1. Work on expanding our current portfolio and acquisition of new partners (now)
 2. Get program & partner manager up to speed (Q1 2025)
 3. Recruit impact & communication manager (Q1 2025)
 4. Start shaping our impact measurement & communication (Q2 2025)
 5. International roll out via pilot WorldSkills & 2-3 partners in BDR countries (2025)
 6. Further grow impact, review multi-year budget & ambition (Q2 2025)
 7. Learn & make mistakes & learn for the next 4 years and grow from 1mio and 8 partners to 3-5mio and 25 partners (a 150K/yr) in 2028
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We will grow our partnerships , filling the program gap and geographical presence within the BDR top 7*

Programs

Current Partners

Output

REMOVE
BARRIERS

EXPLORE

ACQUIRE

ASPIRE

SUSTAIN



68% of
budget



Barriers removed for youth from all backgrounds and gender for STEM education

Encouraged youth to think critically and solve problems (acquired STEM competencies)

Youth have increased knowledge of and are inspired by STEM careers

Increased positive attitude of youth to play a role in making the energy transition happen

Increased lifelong education mindset of youth

Outcome of research and active learning initiatives help develop new technology and solutions

*Benelux, UK, France, Turkey, Germany, Iberia, Italy

We will review the multi-year budget & ambition from Beleidsplan

- Op basis van de verwachte en gecommitteerde donaties en de geschatte, geëxtrapoleerde algemene kosten zullen de cijfers van de BDRPF zich als onderstaand ontwikkelen.
- Afhankelijk van de nieuwe voor te stellen projecten naar mate de BDRPF haar activiteiten verder ontwikkelt, kunnen deze cijfers de komende jaren wijzigen.

	2023	2024	2025	2026	2027	2028
A. LOPENDE DONATIE COMMITMENTS						
Totaal	€ 616.902	€ 519.651	€ 477.890	€ 206.452	€ 145.550	€ 0
B. ALGEMENE KOSTEN						
Totaal	€ 205.952	€ 313.000	€ 313.000	€ 370.500	€ 420.500	€ 420.500
Waarvan aanloopkosten	€ 96.684					
C. TOTAAL COMMITMENT FOUNDATION (conf. Initieel beleidsplan)	900.000	1.000.000	1.300.000	1.600.000	2.000.000	2.000.000
C-A+B. BESCHIKBAAR VOOR NIEUWE COMMITMENTS	€ 77.146	€ 167.349	€ 509.110	€ 1.023.048	€ 1.433.950	€ 1.579.500

We will review the multi-year budget & ambition from Beleidsplan

		2023	2024	2025	2026	2027	2028
B. ALGEMENE KOSTEN							
1	Advies	€ 69.019	€ 12.500	€ 12.500	€ 20.000	€ 20.000	€ 20.000
2	Personeel incl. vervoer	€ 123.224	€ 280.000	€ 280.000	€ 330.000	€ 380.000	€ 380.000
3	Huisvesting/SLA	€ 5.957	€ 12.500	€ 12.500	€ 12.500	€ 12.500	€ 12.500
4	Communicatie	€ 5.000	€ 5.000	€ 5.000	€ 5.000	€ 5.000	€ 5.000
5	Verzekeringen	€ 2.500	€ 2.500	€ 2.500	€ 2.500	€ 2.500	€ 2.500
6	Bank/rente/overige kantoorkosten	€ 251	€ 500	€ 500	€ 500	€ 500	€ 500
Totaal		€ 205.952	€ 313.000	€ 313.000	€ 370.500	€ 420.500	€ 420.500
Waarvan aanloopkosten		€ 96.684					

