



Policy Plan of the Impact Hub Association

January 26, 2026



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1. Introduction

1.1. Introducing the Impact Hub Network

Impact Hub (IH) is a global network dedicated to building a just and sustainable world through entrepreneurial action. Founded in 2005 in London, Impact Hub began as a community space for impact-driven entrepreneurs and social innovators who believed that entrepreneurship could be used as a force for good. Over the last 20 years, IH has grown to become the world's largest network of its kind, with more than 120 Impact Hubs in nearly 70 countries spanning globally, collectively serving more than 15,000 impact enterprises every year. Across the network, we provide physical spaces for collaboration & convening of like-minded people and a range of enterprise support services and capacity building programs that meet the entrepreneurs' needs at each stage of their journey.

IH's collaborative communities are made up first and foremost of impact-driven entrepreneurs: ⅔ of all members, who are surveyed annually, state they are founders or co-founders of their startups, and 90% are pursuing at least 1 of the UN SDGs. In addition, members include civil society leaders, innovators, investors, local authorities, and other impact economy actors. For thousands of entrepreneurs every year, IH represents an important entry point into local and international entrepreneurial ecosystems.

Every local IH is founded, owned, and run by a local team of entrepreneurs, and is thus deeply rooted in the local context. As a result, each founding team, upon being granted a licence to run an IH in their city or region, preserves its core DNA (e.g., values, overarching mission and strategy, branding, etc.), but expands it to ensure complementarity to the local entrepreneurial ecosystems and respond to the needs of each local community of impact entrepreneurs.

IH builds its global and local presence through a multi-layered partnership model that includes programmatic, knowledge, community, and funding partners. These collaborations are fundamental to driving inclusive and sustainable innovation across the world. Impact Hub works on a global level with the Argidius Foundation, Bayer Foundation, Bank of America Charitable Foundation, European Commission, GIZ, Nippon



Foundation, OECD, UNDP, the World Economic Forum, and others. IH is an active member of the Aspen Network of Development Entrepreneurs and also has numerous local partnerships with private and public sector organizations. IH collaborates with a variety of knowledge and network partners to co-create insights, advance thought leadership, and disseminate best practices in social innovation, impact entrepreneurship, and systems change.

Impact Hub has been recognized as a pioneer in the social innovation ecosystem, contributing thought leadership to global platforms such as the World Economic Forum, the United Nations, and at major international conferences. Our methodologies – from inclusive enterprise support, to ecosystem building and innovation scouting – are increasingly seen as best practice models for enabling inclusive climate action and sustainable enterprise growth.

Just in the last 5 years, the IH Network has supported 45,000 impact enterprises through effective support and valuable connections. Supported enterprises attracted \$1.7 billion in investment and created more than 12,000 new jobs.

1.2. Impact Hub Association

At the center of the Impact Hub Network is the Impact Hub Association, as it is the membership association of all local Impact Hubs worldwide. It is a non-profit association (Verein) registered in Vienna under Austrian law with association number ZVR 449698901. Its primary mission is to *“Support enterprising initiatives for a better world by growing a locally rooted, globally connected community for measurable positive impact. Around the world, the association seeks to inspire, connect, and enable people to take entrepreneurial action in order to pioneer a just and sustainable world where business and profit are used in the service of people and planet.”*

Together with its members, the Impact Hub Association collectively drives the values, mission, governance, and strategic direction of the global network. The association is also responsible for strategic governance and ensuring that its activities align with its publicly beneficial objectives, as defined in its Statutes.



The Impact Hub Association has established a second global entity, Impact Hub GmbH, a subsidiary wholly owned by the Impact Hub Association that serves as an operational backbone. It manages key systems of the network, its brand and trademark, facilitates support for new and existing Impact Hubs, develops global partnerships with key organizations, and coordinates global programs and initiatives. Its revenues (from membership fees, project grants, and services) are used to strengthen the network and deliver on commitments to its partners. To summarize, the Impact Hub Association embodies the community governance and nonprofit purpose. Its wholly-owned subsidiary Impact Hub GmbH provides the systems, capacity, and operational delivery.

Organizational Structure

The Impact Hub Association is governed by a 5-member Board, which also oversees the management of the Impact Hub GmbH, which is structured according to the main services to the network: Brand & Communications, Finance & Operations, Network Development & Technology, Programs, and Partnerships.

This organizational model ensures a high level of ownership and innovation on a local level as well as shared ownership of and responsibility for a resilient global network that thrives on the entrepreneurial capacity of its members.



2. Objectives and Activities

2.1. Purpose, Mission, and Vision

Purpose: Around the world, the association seeks to inspire, connect, and enable people to take entrepreneurial action to pioneer a just and sustainable world where business and profit are used in the service of people and planet.

Mission: Build locally rooted and globally connected entrepreneurial communities for impact at scale.

Vision: A regenerative impact economy that is accelerating positive social and environmental change.

2.2. Organizational Objectives

The statutory objective of Impact Hub Association is to pursue exclusively non-profit and publicly beneficial purposes. These objectives are centred on:

- Contributing to a regenerative impact economy that is accelerating positive social and environmental change
- Strengthening inclusive and sustainable entrepreneurship
- Supporting the transition to a regenerative impact economy
- Reducing inequalities in entrepreneurship and innovation ecosystems
- Advancing climate action through entrepreneurial and collaborative approaches

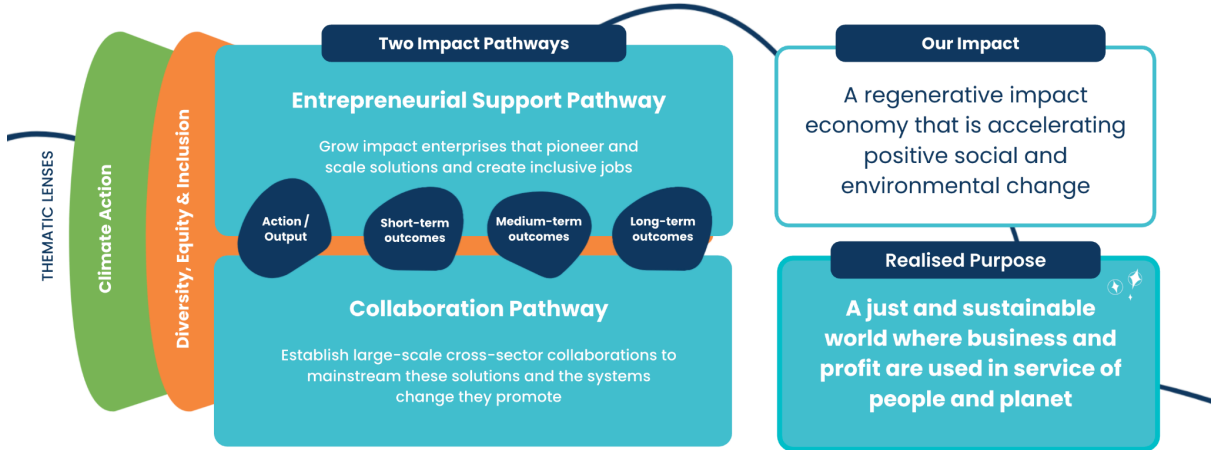
These objectives are derived from Impact Hub's Vision, Mission, and Ambition 2030 framework.

2.3. Organizational Strategy

Impact Hub's organizational strategy is designed to ensure that all activities of the Association, **including activities implemented through its network of local Impact Hubs or its wholly owned subsidiary**, are coherently aligned with its non-profit and publicly beneficial objectives.

The IH Association’s strategy is guided by Impact Hub’s Theory of Change, which frames how the organization contributes to a regenerative impact economy that is accelerating positive social and environmental change

We pursue this through a Theory of Change that drives our impact through two pathways **that are consistently applied across the global network and guide the design, implementation, and oversight of activities**, including those delivered in partnership with or by local Impact Hubs.: the **Entrepreneurial Support Pathway**, which supports impact-driven enterprises to pioneer and scale solutions that generate positive social and environmental outcomes and create inclusive jobs, and the **Collaboration Pathway**, which enables cross-sector and multi-stakeholder collaborations that mainstream these solutions and contribute to systemic change.



These pathways are enabled by a globally connected network of locally rooted Impact Hubs, which forms the foundation of the Association’s strategic approach. Local Impact Hubs contribute contextual knowledge of entrepreneurial ecosystems and the needs of entrepreneurs on the ground, enabling activities to be designed and adapted in ways that maximize public benefit in diverse local contexts, while remaining aligned with the Association’s global strategy and objectives.

Ambition 2030



Impact Hub Association operates under a shared long-term strategic framework known as *Ambition 2030*, which has provided strategic direction for the period 2020–2030. This framework articulates the collective ambition of the global Impact Hub Network and functions as a strategic anchor. It informs multi-year planning, guides the development of programs and partnerships, and ensures coherence between governance decisions, resource allocation, and the publicly beneficial objectives of the Association.

Ambition 2030 is grounded in the Association’s purpose, mission, and vision. It reflects a deliberate shift from operating primarily as a network of individual initiatives to functioning as a coordinated system for change, capable of contributing to large-scale social and environmental outcomes.

The framework identifies the following core elements:

- **Mission:** Building locally rooted and globally connected entrepreneurial communities for impact at scale
- **Vision (desired impact):** A regenerative impact economy that accelerates positive social and environmental change
- **Values:** Trust, collaboration, and courage, which guide governance, partnerships, and decision-making across the network.

Progress towards this ambition is reviewed periodically through strategic and governance processes involving the General Assembly and the Association Board.

Strategic Objectives

To operationalize the *Ambition 2030*, Impact Hub Association organizes its strategy around four interrelated strategic objectives for the period 2026–2028:

- **Impact:** ensuring that activities supported or governed by the Association contribute to tangible social and environmental outcomes, including climate action, inclusive job creation, and reduced inequalities

- **Influence:** contributing to systemic change by shaping public discourse, sharing evidence and learning, and engaging in thought leadership and advocacy through partnerships and collaborations.
- **Financial and organizational health:** safeguarding the financial and organizational sustainability of the Association and the network by strengthening diversified, mission-aligned income streams that enable long-term delivery of its non-profit objectives.

2.4. Activities

To achieve these strategic objectives, the Impact Hub Association carries out the following core activities:

Governance and stewardship of the global Impact Hub Network (130+ locally-led Impact Hubs)

Impact Hub Association serves as the membership association of all local Impact Hubs worldwide and retains overall responsibility for governance, strategic alignment, and compliance with its non-profit and publicly beneficial objectives. In this role, it provides strategic governance and safeguards the mission, values, and long-term direction of the global network. This includes setting shared frameworks, policies, and standards, as well as facilitating collective decision-making through the General Assembly and Association Board.

Strategic Development and Mission Safeguarding

The Association is responsible for the development, maintenance, and periodic review of the Impact Hub mission, values, Theory of Change, and Ambition 2030 framework. Through this function, the Association ensures coherence across the network and alignment of activities with its publicly beneficial objectives.

Convening and Enabling Collaboration Impact Hub Association actively convenes and enables collaboration among Impact Hubs and with external stakeholders across the public, private, and civic sectors. This includes representation of the network in international platforms and alliances, as well as the facilitation of peer learning,



knowledge exchange, and joint initiatives that contribute to inclusive and sustainable innovation.

For example, active participation and representation of the IH Network in [WEF Social Entrepreneurship Alliance](#), [Aspen Network of Development Entrepreneurs](#), and [GECES](#)

Supporting Entrepreneurial Ecosystems

The Association supports entrepreneurial ecosystems by developing and disseminating network-wide methodologies, frameworks, and learning resources that strengthen the capacity of impact entrepreneurs and ecosystem builders. These resources are designed to reduce barriers to entrepreneurship and improve access to knowledge, networks, and tools, particularly for underrepresented groups.

For example, [Better Entrepreneurship Toolkit*](#), [Embedding Circularity Toolkit*](#), [Indigenous Entrepreneurship Toolkit*](#), [Sublime Empowering Youth for Climate Justice Toolkit](#), etc.

Facilitating Cross-Sector, Multi-Stakeholder Initiatives

In line with its thematic focus on climate action and diversity, equity, and inclusion, the Association facilitates and coordinates cross-sector initiatives that address systemic challenges. This includes participation in and oversight of publicly funded and philanthropic projects, for which the Impact Hub Association maintains full accountability, ensuring alignment with the Association’s objectives. These projects aim to address systemic barriers to the sustainable and inclusive transition through collaboration between entrepreneurs, institutions, and other stakeholders.

For example, this includes EU-funded projects [CirculUp](#) and [Roots of Circularity in Nepal](#).

Supporting Impact-Driven Enterprises

Where relevant, Impact Hub Association leads programs that provide direct support to impact-driven entrepreneurs, with the primary aim of generating public social and environmental value. and initiatives. These programs are implemented in alignment



with the Association's non-profit purpose and are designed to generate positive social and environmental outcomes rather than financial returns.

For example, [Bayer Women Empowerment Award](#), [MedUp!](#), [AXES](#),

Through these activities, Impact Hub Association enables the conditions for impact-driven entrepreneurship and collaboration to flourish globally, while ensuring that all actions remain aligned with its statutory objectives and publicly beneficial mission.

Target Groups

The activities of Impact Hub Association are designed to serve a broad and diverse set of target groups in pursuit of its publicly beneficial objectives. While the Association operates through the network of local Impact Hubs, the intended beneficiaries of its activities extend beyond its formal members and contribute to wider societal impact. The Association's activities are designed so that benefits accrue primarily to impact entrepreneurs and the communities they serve.

The Association's activities ultimately serve:

- **Impact-driven entrepreneurs and social innovators**, particularly those developing solutions that address social and environmental challenges and contribute to inclusive and sustainable economic development.
- **Underrepresented groups in entrepreneurship**, including but not limited to women, migrants and refugees, people with disabilities, youth, seniors, and low-income entrepreneurs. A core objective of the Association's work is to reduce structural barriers to entrepreneurship and improve access to support, networks, and resources for these groups.
- **Entrepreneur support organizations and ecosystem builders**, including local Impact Hubs and partner organizations, benefit from shared frameworks, learning resources, and collaboration opportunities that strengthen their capacity to support impact-driven enterprises.

- **Public, private, and civic sector actors**, such as public authorities, foundations, corporates, and civil society organizations, that engage in cross-sector collaboration and contribute to systemic solutions addressing societal challenges, particularly in the areas of climate action and social inclusion.

Through the above activities, the Impact Hub Association contributes to the realization of the association's purpose as stated in Article 2.1 of the Articles of Association.

Impact

The impacts generated by the above-listed activities reflect intended public social, environmental, and economic outcomes resulting from the Association's activities. The Association or its members do not benefit financially from the growth of the impact enterprises we support.

Growth of impact-driven enterprises

- Growth in the number of customers/beneficiaries
- Number of net new jobs created
- Growth of revenue
- Growth of funding/investment attracted

Environmental impact

- GHG emissions reduction (metric tonnes)
- Reduction of waste (metric tonnes): e.g., food waste, plastic waste

Social impact

- Access to clean and affordable energy for rural communities
- Increased income for underrepresented communities (e.g., smallholder farmers)

Long-term impact on the just and sustainable transition

By supporting impact-driven enterprises and facilitating collaborations between key actors in the impact economy around the world, we aim to contribute to advancing the just and sustainable transition.



3. Financial Policy and Asset Management

3.1. Method of Acquiring Income

Impact Hub Association generates income solely to support its non-profit objectives.

Income sources include:

- Membership fees from member Impact Hubs under the membership agreement
- Grants from public institutions and philanthropic foundations

Based on the sources of income over the past 3 years, we plan for the sources of income to be represented in the following way in the 2026–2028 period:

- Membership fees from Impact Hubs: approximately 20%
- Grants: approximately 80% (e.g., grants from the European Commission, Bayer Foundation)

Membership fees from members of Impact Hub Association (Impact Hubs) are calculated as approximately 2.5% of the revenue of the local Impact Hubs. The fees are collected by Impact Hub GmbH, a wholly-owned subsidiary of the Impact Hub Association. Impact Hub GmbH transfers a part of this amount to the IH Association based on the following calculation: 85 EUR per open Impact Hub per month and a one-off payment of 3,000 EUR for each new Impact Hub that joins the network in a given year.

3.2. Management of Expenditures and Assets

Personnel and administration

The portion of membership fees that Impact Hub GmbH transfers to the IH Association covers the core operating and management costs of the Impact Hub Association. The amount of membership fees that is not transferred to the Impact Hub Association covers activities that are executed by Impact Hub GmbH on behalf of the IH Association: facilitating support for new and existing Impact Hubs, providing shared IT systems (email, websites, knowledge management, data, etc.), developing global partnerships with mission-aligned organizations, and managing the Impact Hub brand and the trademark.



The remuneration of Board members is at the discretion of the General Assembly and is specified at the time of election. Remuneration of Board members for the performance of their statutory duties (as defined in Article X of the Articles of Association) is prohibited. Board members may be remunerated for other duties, such as oversight of externally-funded programs of the IH Association, coordination of committees (i.e., Partnerships, Membership, and Finance committees), and facilitating collaborative processes with members of the Impact Hub network. Such remuneration is set according to market standards.

Members of the Impact Hub Association do not receive remuneration for the performance of their statutory duties, such as participation and decision-making of the General Assembly.

Members of the Impact Hub Association (local Impact Hubs) may receive payment for the execution of parts of externally grant-funded programs. The amount of such payment is set according to market standards and is in compliance with donor requirements.

The Impact Hub Association may hire employees and contractors to perform non-statutory duties, such as the management and coordination of public-benefit programs of the Impact Hub Association. Remuneration of employees and contractors is also according to market standards and in compliance with donor requirements.

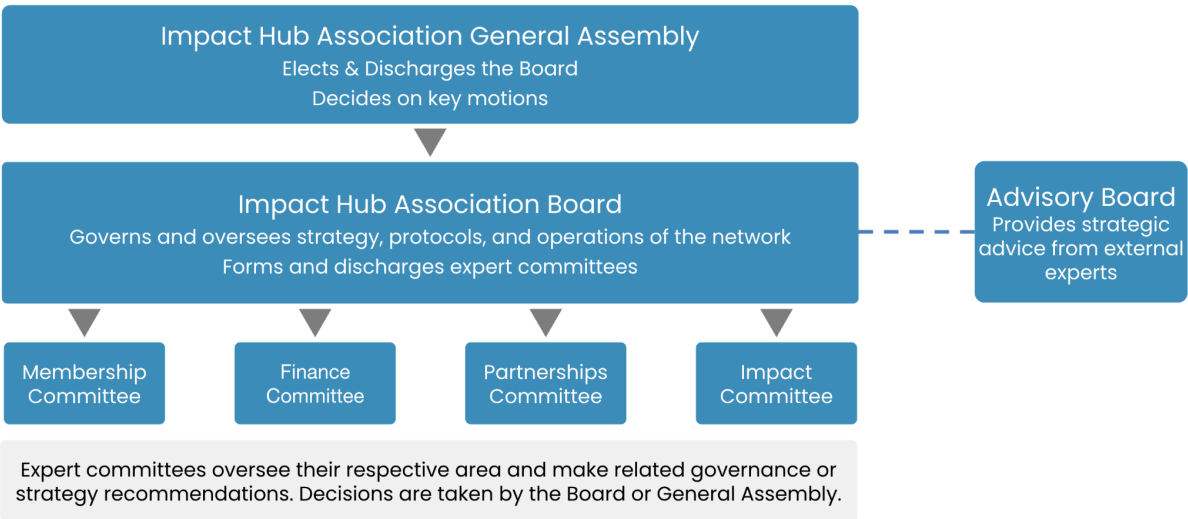
Expenditures are managed by the Treasurer of the Impact Hub Association.

Asset Management

- The only fixed asset the IH Association holds is the Impact Hub brand. The IH Association holds a trademark register that tracks trademark status, registration numbers, and renewals.
- As our only asset is the Impact Hub brand/trademark, there was no need for the IH Association to implement an asset management policy.
- Assets are managed by the Board of the Impact Hub Association as stated in its Budget Policy.

Annex

Governance of the Impact Hub Association



The highest decision-making forum is the General Assembly, in which each local Impact Hub has 1 vote. The General Assembly meets in person once every year and holds virtual legislative sessions twice per year. The General Assembly nominates a 5-member Association Board with 3-year terms. Its role is to govern the network according to its protocols and policies and oversee its strategic direction.

The main functions and responsibilities of the Board include the financial health of the association and related entities, governance of the association, external representation, strategy, planning & impact, talent management, network growth & performance, network engagement & communication, and asset management.

The Association Board can also enact committees that work as a sub-unit of the Board, supporting overall governance functionality and deployment of the association strategy by engaging relevant voices and expertise to advise, review, and recommend on Board and General Assembly decisions in key areas such as finance, impact, partnerships, and membership.



To ensure the global strategy development process also considers key expertise beyond our internal network, we have established a global Advisory Board. The Advisory Board meets twice a year and is currently formed of 11 members, all of whom are key players, innovators, and leaders within the field and across different continents, regions, and sectors.

Board of Impact Hub Association

