

WRI EUROPE STICHTING

Policy Plan 2022

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Background – The World Resources Institute

The World Resources Institute (WRI) – a not for profit corporation governed by the laws of the State of Delaware, United States of America – Is a global research organization which main objective is to move human society to live in ways that protect the earth’s environment and its capacity to provide for the needs and aspirations of current and future generations by focusing on global and long-term strategies. People are inspired by ideas, empowered by knowledge, and moved to change by greater understanding, WRI provides – and helps other institutions provide – objective information and practical proposals for policy and institutional change that will foster environmentally sound, socially equitable development. WRI states that natural resources are the foundation of economic opportunity and human well-being, therefore securing sustainability of resources will increase global living standards. WRI strives for a world where government, business, and civil society actions combine to sustain the environment, eradicate poverty and expand opportunities for all people.

WRI’s Approach

Count It - We start with data. We conduct independent research and draw on the latest technology to develop new insights and recommendations. Our rigorous analysis identifies risks, unveils opportunities, and distills recommendations for decision makers. We focus our efforts on influential and emerging economies where the future of sustainability will be determined and on the least developing countries where the need is greatest.

Change It - We use our research to influence government policies, business strategies, and civil society action. We test projects with communities, companies, and government agencies to build a strong evidence base. Then, we work with partners to deliver change on the ground that alleviates poverty and strengthens human well-being. We set measurable objectives and hold ourselves accountable to ensure our outcomes will be bold and enduring.

Scale It - We don’t think small. Through our signatures initiatives, we create positive tipping points for change. We work with partners to build networks and scale our efforts regionally and globally. We evaluate our success by transformative policies and actions by government, business, and civil society that will sustain a healthy environment and expand opportunities for all people.

OUR APPROACH



Topics

WRI organizes its work around seven topics, climate, energy, water, food, sustainable cities, forest and ocean, in order to secure a sustainable future for all. Projects and activities are developed to address six interrelated global environmental and development challenges, which are defined as follows:

- Forests: WRI emphasizes that reducing forest loss and restoring productivity to degraded, deforested lands will alleviate poverty, enhance food security, conserve biodiversity, and mitigate climate change. Therefore, WRI states that mass deforestation must be stopped, and restoration of 2 billion hectares of degraded land must be accelerated.
- Water: The world's water systems face threats, people who live in water-scarce regions, increasing pollution degrades freshwater and coastal aquatic ecosystems and climate change is poised to shift precipitation patterns and speed glacial melt, altering water supplies and intensifying floods and drought. WRI wants to achieve a water-secure future by mapping, measuring, and mitigating global water risks. WRI works with businesses, governments, and civil society to ensure a water-secure future. We seek to address both water quantity and quality challenges.
- Food: According to WRI research, the world will have to close a gap of nearly 70 percent between the amount of food available today and that required by 2050. It must reduce agriculture's impact on climate, ecosystems, and water. And it needs to ensure that agriculture supports inclusive economic and social development. WRI works to meet these three needs. We develop analyses, partnerships, and strategies to secure a sustainable food future.
- Climate: Stabilization of the rising global climate is current greatest challenge. WRI engages businesses, policymakers, and civil society at the local, national and international levels to advance transformative solutions that mitigate climate change and help communities adapt to its impacts. Global greenhouse gas emissions must peak by 2020, while building a strong, low-carbon economy.
- Energy: The world's energy system must undergo a tremendous change. WRI emphasizes the importance of the scale-up of clean, affordable power systems throughout the world to deliver sustainable socio-economic development. The transition to clean and affordable energy must be accelerated across a tipping point. • Sustainable cities: Improve quality of life in cities by developing and scaling environmentally, socially, and economically sustainable urban and transport solutions. The shift to efficient, livable, low-carbon cities must be taken to support the world's urban dwellers today and the 1.5 billion who will be added by 2030.
- Ocean: The Ocean adds \$2.5 trillion each year to the global economy, feeds 3 billion people, is home to more than half the world's species, produces half the planet's oxygen and absorbs a quarter of all carbon dioxide emissions. Yet it is a treasure in peril. WRI works to help identify a pathway where profitability and sustainability operate together to the benefit and health of people and the Ocean.

Addressing these challenges requires input and action from four cross-cutting disciplines:

- Equity: Empower people to build an equitable, resilient, and sustainable future for all.
- Finance: Shift investment toward sustainable development.
- Business: Create business value through environmental sustainability.
- Economics: Make the economic case for better environmental management.

What makes WRI unique

Throughout its 40 years of activities, WRI has been able to create for itself a specific role within the international arena, still remaining independent and non-partisan. Its distinctiveness is to work at the intersection of ideas and action and balance the health and vitality of the natural world with human society's needs and aspirations. The underlying goal of the World Resources Institute is to affect perceptions and events: to improve capability and willingness of government, the private sector and civil society to address global, resource, and environmental issues. WRI is not an activist environmental group but a research center, strongly grounded in science, economics, and practical affairs, yet committed to engagement in the policy debates and the policy process. WRI prides itself with an Institutional commitment to open data: every research finding is shared for free with the public, and a cutting-edge data lab in the Silicon Valley, partnerships with technology companies and a strong dedication to research quality ensure excellence in WRI products.

WRI Europe Stichting

The WRI Europe Stichting (Foundation) was established as a legal entity in February 2016 in the Netherlands, including a WRI Europe Board comprising of 4 members. WRI Europe Stichting represents the World Resources Institute in Europe. WRI Europe works to increase the Institute's global impact by fostering innovative partnerships, sharing WRI research findings, and ensuring that WRI learns from European insights and experience in development and environmental protection. WRI Europe also actively engages with bilateral donors, foundations, and other partners to mobilize funding to support WRI's work. A few of WRI's programmatic activities are also based within WRI Europe, according to its 5-year strategic plan. The Europe office is part of a unified network that operates with highly integrated approach and global perspective. WRI Europe's strategy, branding and functional processes is fully consistent with WRI's mission, values, approach and goals, and common standards, procedures and commitment to teamwork binds it with WRI's Global Network. Having a 'central hub' for Europe, in charge with WRI Europe's strategic positioning, has several advantages. First, to centralize support functions such as representational duties, fundraising and communication, as well as operational support positions, in a single location. Secondly, there are significant cost benefits of living in The Hague, if compared to other capital cities in Europe. Thirdly, its central position in the heart of Europe and connectivity by low-carbon transport options make it easy to reach and connect with donors and partners in Europe. Having several EU-based Development team members working from The Hague enables team-spirit and cohesion. Currently, the office in The Hague consists of staff working on WRI programs and centers, and a variety of institutional matters such as Representation, Partnerships and Development; Support function such as Operations and HR.

WRI Network of funders, partners and supporters

WRI's work is made possible through the generosity of a growing number of partners and supporters that share the Institute's goals and objectives, including private foundations, governments, international institutions, corporations, individuals, and non-governmental organizations. The purpose in each of those relationships is to fulfill WRI mission, which is guided by five institutional values: Independence, Integrity, Innovation, Urgency, and Respect. WRI neither seek nor accept financial support that would undermine those values, to remain mission driven, non-partisan, and independent. WRI enters contractual relationships only if they are aligned with our mission and program objectives. To ensure the quality and independence of our research, our publications are subject to internal and external peer review. WRI's "Ways and Means" document which guides staff on how to operationalize WRI mission, values, and approach, prohibits staff from manipulating research or suppressing research results because they are inconsistent with a desired outcome. WRI is proud of the diverse support received and report regularly on the sources of our funding. As part of the commitment to financial transparency on the funding received, on an annual basis WRI posts detailed information on funding sources, amounts received, and the program goals supported.

Source of funding for WRI Europe Stichting functioning and major donors

WRI Europe Stichting receive funds from the World Resources Institute to cover labor, facilities, travel, and other costs related to office operations and functioning. WRI Europe may receive additional funding from external entities to sustain office development and activities. [See Appendix B](#), for a list of organizations donating grants to WRI of \$750,000 or more, including revenue received between 10/2/19 - 1/15/21. [See Appendix A](#), for a full financial report of WRI Europe Stichting.

How WRI measures success

As the World Resources Institute is committed to ensure that their strategies and actions results in tangible outcomes, there are a number of internal and external processes in place to measure success:

- **Managing for Results:** WRI has a strong focus on results, which we define as significant actions taken as a consequence of our activities and influence--by government agencies, corporations, policymakers, scientists, or civil society. Our results are generated through a highly focused system of clear goals and three-to-five-year strategic objectives. Each year, we publish 'WRI's Top Outcomes' which help us understand where we are having the greatest impact, as well as determine where our tactics might be improved.
- **Annual Objective Review:** We regularly review our institutional objectives and our progress toward achieving them. We accomplish this through a consistent and rigorous method of diagnosis, evaluation, recommendations, and an open forum for staff to comment.
- **Quality and Excellence:** Our work is reviewed by both internal and external peer experts in a systematic process. Our publications are held to traditional academic standards of excellence and follow a rigorous peer review process.
- **Communications:** WRI focuses on consistent influence strategies in all of its program planning. We have a professional staff to connect WRI's work to its audiences to achieve concrete outcomes.
- **WRI Board:** Our active and highly diverse Board of Directors is substantially engaged in WRI's strategic direction and its program planning and outcomes.

Financial Statements

World Resources Institute Europe Stichting

September 30, 2021 and 2020

World Resources Institute Europe Stichting

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World Resources Institute Europe Stichting

Statements of Financial Position

<i>Year ended September 30,</i>	2021	2020
Assets		
Cash and cash equivalents	€ 2,634,419	€ 1,285,245
Grants and contracts receivable from DC & local	55,962	1,269,730
Other assets	142,186	115,473
Total Assets	2,832,567	2,670,448
Liabilities and Net Assets		
Liabilities		
Accounts payable	109,149	272,193
Accrued salaries and benefits	263,879	236,877
Deferred revenue	970,434	969,261
Total Liabilities	1,343,462	1,478,331
Net Assets		
Unrestricted Net Assets	1,489,105	1,192,117
Total Net Assets	1,489,105	1,192,117
Total Liabilities and Net Assets	€ 2,832,567	€ 2,670,448

The accompanying notes are an integral part of these statements.

World Resources Institute Europe Stichting

Statements of Activities and Changes in Net Assets

Year ended September 30, 2021

Revenues	
Grants/contributions and contracts	€ 6,834,738
Miscellaneous	(47,454)
Total Revenue	<u>6,787,284</u>
Expenses	
Policy research, technical support, and communications programs	5,333,341
Administration	953,253
Development	<u>203,702</u>
Total Expenses	<u>6,490,296</u>
Change in Net Assets	296,988
Net Assets, beginning of year	<u>1,192,117</u>
Net Assets, end of year	<u>€ 1,489,105</u>

The accompanying notes are an integral part of these statements.

World Resources Institute Europe Stichting

Statements of Cash Flows

<i>Year ended September 30,</i>	2021	2020
Cash Flows from Operating Activities		
Change in net assets	€ 296,988	€ 564,128
Adjustments to reconcile change in net assets to net cash (used in) provided by operating activities:		
Grants and contracts receivable	1,213,768	(1,213,120)
Other assets	(26,713)	(59,740)
Accounts payable	(163,044)	97,101
Accrued salaries and benefits	27,002	90,176
Deferred revenue	1,173	302,723
Net Cash (Used in) Provided by Operating Activities	1,349,174	(218,732)
Net (Decrease) Increase in Cash and Cash Equivalents	1,349,174	(218,732)
Cash and Cash Equivalents, beginning of year	1,285,245	1,503,977
Cash and Cash Equivalents, end of year	€ 2,634,419	€ 1,285,245

The accompanying notes are an integral part of these statements.

World Resources Institute Europe Stichting

Notes to Financial Statements

September 30, 2021 and 2020

NOTE A—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization and Principles of Consolidation

World Resources Institute Europe Stichting is registered as a not-for-profit limited liability company under Dutch law and is based in The Hague. WRI Europe works to increase the Institute's global impact by fostering innovative partnerships, sharing WRI research findings, and ensuring that WRI learns from European insights and experience in development and environmental protection. WRI Europe also actively engages with bilateral donors, foundations and other partners to mobilize funding to support our work. The European Union plays a key role in promoting sustainable development, within Europe and on the global stage. WRI Europe engages with European partners to advance shared goals.

Basis of Presentation

The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

Classification of Net Assets

Activities of the Institute are recorded in the following net assets categories:

Unrestricted

Operating—Unrestricted revenues and operating expenses of the Institute. Current investment earnings are available to support current operations.

Designated—Working Capital Reserve—Amounts designated by the Board of Directors of the Institute to be maintained as part of a reserve and used to support certain specific future activities as defined by the Board of Directors.

Temporarily Restricted—Contributions restricted, as to time or purpose, by the donor. When the purpose or time period restriction is met, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the consolidated statement of activities as net assets released from restrictions.

Permanently Restricted—Funds that are restricted by donors requiring that the principal be invested in perpetuity. The earnings on these funds are available for general or specific purposes and are used in accordance with a spending policy approved by the Board of Directors.

NOTE A—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES—Continued

World Resources Institute Europe Stichting

Notes to Financial Statements—Continued

September 30, 2021 and 2020

Revenue Recognition

Contributions, including unconditional promises to give, are recognized as revenue in the period received. Contributions are reported as increases in the appropriate category of net assets, except for the contributions that impose restrictions that are met in the same fiscal year they are received, which are included in unrestricted revenues.

Income from grants and contracts are currently recorded as unrestricted revenue when the costs are incurred. Amounts received that have not been expended are recorded as deferred revenue. The amount of expenses incurred in excess of funds received is included in grants and contracts receivable.

Foreign Currency

Euro is the functional currency of the Institute; however, the Institute maintains financial assets and liabilities in foreign currencies to meet local obligations in foreign locations. The financial assets and liabilities in foreign currencies are translated using exchange rates in effect at the end of the period and revenue and costs are translated using weighted average exchange rates for the period. The exchange gain/loss is reflected in the Revenue section as Other revenue.

Cash and Cash Equivalents

The Institute considers all highly liquid investment instruments purchased with an original maturity of three months or less to be cash equivalents except for cash and cash equivalents held in investment accounts.

Use of Estimates

The preparation of financial statements, in conformity with accounting principles generally accepted in the United States of America, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, as well as the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Income Tax

WRI Europe Stichting is registered as a non-for-profit limited liability company under Dutch law. The foundation aims to function as a public benefit institution (Algemeen Nut Beogende Instelling also: “ABNI”) within the meaning of Article 5c Dutch State Taxes Act (Algemene wet inzake rijksbelastingen) or the regulation that may replace it from time to time.

World Resources Institute Europe Stichting

Notes to Financial Statements—Continued

September 30, 2021 and 2020

NOTE B—GRANTS AND CONTRACTS RECEIVABLES

Funder ID	Due Date	Current	31 to 60	61 to 90	Over 90	Balance Due
ADB29	12/20/21	10,082.19	0.00	0.00	0.00	€ 10,082.19
ADB29	12/20/21	746.82	0.00	0.00	0.00	746.82
AID16	11/30/21	2,381.41	0.00	0.00	0.00	2,381.41
FIE01	02/28/21	0.00	0.00	0.00	35,000.00	35,000.00
GSM01	11/30/21	3,500.00	0.00	0.00	0.00	3,500.00
GSM02	10/31/21	4,171.00	0.00	0.00	0.00	4,171.00
						<u>€ 55,881.42</u>

NOTE C—EMPLOYEE BENEFITS

The Institute contributes either 5% or 8% (based on years of service) of eligible employees' annual earnings, as defined in Plan agreements under a defined contribution plan. The amount contributed to the Plan for the years ended September 30, 2021 and 2020, totaled EUR 316,887 and EUR 250,490 respectively.

NOTE D—EMPLOYEE COSTS

The employee Costs (salaries & fringe benefits) for the years ended September 30, 2021 and 2020, totaled EUR 5,698,249 and EUR 4,781,171 respectively. The reason for the increase in employee costs was due to the growth of the Institute.

In the fiscal year 2021, the Institute had 95 employees (79 employees as of September 30, 2020). This was an increase from the previous fiscal year, from 69 employees in fiscal year 2020).

Supplemental Schedules

World Resources Institute Europe Stichting

Schedule of Functional Expenses

Year ended September 30, 2021

	Business Center	Cities and Transport	Climate	Economics	Finance	Food, Forests, Water, and Ocean	Governance	Shared and Special Projects	Communications	Total Program Expenses	Administration	Development	Total Expenses
Salaries	€ 455,154	€ 560,677	€ 646,941	€ 44,095	€ 26,277	€ 1,319,964	€ 69,786	€ 175,951	€ -	€ 3,298,845	€ 580,002	€ 130,579	€ 4,009,426
Fringe Benefits	179,794	221,477	255,553	17,418	10,380	521,408	27,567	69,504	-	1,303,101	229,111	51,581	1,583,793
Research Expenses	187,947	-	-	-	-	35,204	-	-	-	223,151	5,787	-	228,938
Conference Expenses	64	193	1,185	-	295	1,836	-	-	-	3,573	-	-	3,573
Publication Expenses	14,964	682	-	-	-	973	-	-	52	16,671	-	62	16,733
Communication Expenses	1,367	882	-	-	-	15,901	-	79	-	18,229	-	-	18,229
Travel	17,771	(1,076)	4,388	-	-	2,188	-	639	(719)	23,191	6,399	34	29,624
Occupancy	49,785	20,167	8,342	5,893	6,335	216,587	4,538	20,599	-	332,246	72,022	7,229	411,497
Other Direct Costs	4,248	1,204	1,727	33	-	2,162	-	-	-	9,374	59,932	-	69,306
Subgrants	-	-	-	-	-	-	-	-	-	-	-	10,414	10,414
Rent	(17,176)	(15,161)	(17,308)	(1,271)	(816)	(39,895)	(1,921)	(5,029)	13	(98,564)	-	(3,572)	(102,136)
Library and information services	93	82	94	7	4	216	10	27	-	533	-	19	552
Indirect Salaries	12,661	11,176	12,759	937	602	29,408	1,416	3,707	(9)	72,657	-	2,633	75,290
Indirect Benefits	5,001	4,415	5,040	370	238	11,617	559	1,464	(4)	28,700	-	1,040	29,740
Supplies and materials	5,280	4,661	5,321	391	251	12,264	590	1,546	(4)	30,300	-	1,098	31,398
Postage	177	157	179	13	8	412	20	52	-	1,018	-	37	1,055
Telephone and cables	682	602	687	50	32	1,583	76	200	-	3,912	-	142	4,054
Equipment rental and maintenance	11,329	10,000	11,417	839	538	26,315	1,267	3,317	(8)	65,014	-	2,356	67,370
Other Indirect	242	214	244	18	12	562	27	71	-	1,390	-	50	1,440
Total expenses before G&A Allocation	929,383	820,352	936,569	68,793	44,156	2,158,705	103,935	272,127	(679)	5,333,341	953,253	203,702	6,490,296
Allocation of administration costs	160,304	141,497	161,543	11,866	7,616	372,342	17,927	46,937	(117)	919,915	(953,253)	33,338	-
Total Expenses After G&A Allocations	€ 1,089,687	€ 961,849	€ 1,098,112	€ 80,659	€ 51,772	€ 2,531,047	€ 121,862	€ 319,064	€ (796)	€ 6,253,256	€ -	€ 237,040	€ 6,490,296

The accompanying notes are an integral part of these statements.

World Resources Institute Europe Stichting

Salaries and Fringe Benefits

Year ended September 30, 2021

Salaries	
Project	€ 3,429,425
G&A	580,002
Indirect	75,290
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Total Salaries	4,084,717
Fringe Benefits	
Employer payroll taxes	509,452
Health insurance	105,368
Pension plan	316,887
Other benefits	681,825
	<hr/>
Total Fringe Benefits	1,613,532
Total Salaries and Fringe Benefits	€ 5,698,249

The accompanying notes are an integral part of this consolidated financial statement.



2020 Donor Listings

(includes revenue received between October 2, 2019 and January 15, 2021 and older grants still open as of October 1, 2019)

MAJOR DONORS (\$750,000+)

Acacia Conservation Fund	David K. Smoot Sustainability of Life on Earth Fund	Global Environment Facility (GEF) Climate Change Mitigation Unit
Agence Française de Développement (AFD)	Department for Business, Energy and Industrial Strategy of the United Kingdom (BEIS)	Good Energies Foundation
Asian Development Bank (ADB)	Doris Duke Charitable Foundation	Gordon and Betty Moore Foundation
Bank of America	European Climate Foundation	HSBC Holdings PLC
Bernard and Anne Spitzer Charitable Fund	Federal Ministry for Economic Cooperation and Development of Germany (BMZ)	Humanist Institute for Cooperation with Developing Countries (Hivos)
Bezos Earth Fund	Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety of Germany (BMU)	IHE Delft Foundation
Bill & Melinda Gates Foundation	FedEx Corporation	IKEA Foundation
Bloomberg Philanthropies	FEMSA Foundation	Irish Aid, Department of Foreign Affairs and Trade
Cargill, Inc.	Ford Foundation	John D. and Catherine T. MacArthur Foundation
Charles Stewart Mott Foundation	German Agency for International Cooperation (GIZ)	Laudes Foundation
Children's Investment Fund Foundation	Global Center on Adaptation	Linden Trust for Conservation
Citi Foundation	Global Environment Facility (GEF)	MacDoch Foundation
Climate and Land Use Alliance		Microsoft
ClimateWorks Foundation		Ministry for Europe and Foreign Affairs of France
David Blood		



Ministry of Foreign Affairs of Sweden

Ministry of Foreign Affairs of the Netherlands (DGIS)

Ministry of Infrastructure and Water Management of the Netherlands

National Geographic Society

Oak Foundation

Open Society Foundations

Pact

Patrick J. McGovern Foundation

Michael Polsky

Roger Sant and Doris Matsui

Royal Danish Ministry of Foreign Affairs (Danida)

Royal Norwegian Ministry of Climate and Environment

Royal Norwegian Ministry of Foreign Affairs

Ruth McCormick Tankersley Charitable Trust

Shell Foundation

Stephen M. Ross Philanthropies

Stichting DOB Ecology

Swedish International Development Cooperation Agency (Sida)

The Tilia Fund

Toyota Mobility Foundation

U.K. Department for International Development (DFID)

United Nations Environment Programme (UNEP)

United Nations Office for Project Services (UNOPS)

UPS Foundation

U.S. Agency for International Development (USAID)

U.S. Department of State

U.S. Forest Service International Programs

Walmart Foundation

William and Flora Hewlett Foundation

World Bank

World Economic Forum

Anonymous (4)

Appendix III – WRI Europe Stichting Board of Directors

Stientje van Veldhoven

Member of the Board of Directors of WRI Europe Stichting



Stientje van Veldhoven is the Vice President and Regional Director for Europe and is based in the Europe Regional Office in The Hague. Stientje has been a prominent politician in the Netherlands, most recently serving as a Member of Cabinet responsible for Public Transport and Environment and as Minister for the Environment and Housing. She has also been a Member of Parliament, an international diplomat, representing the Dutch government in the European Union in Brussels and has been working with the European Commission DG research and development. As a parliamentarian, she focused on matters of climate, energy, natural environment, agriculture, fishery, animal rights and development aid. Stientje has had longstanding

involvement in environmental issues, especially related to climate change, energy and the circular economy. Stientje is based in the Europe Regional Office in The Hague.

Becky Marshall

Member of the Board of Directors of WRI Europe Stichting



Becky Marshall is WRI Chief of Staff. She previously served as senior director and chief of staff for environment initiatives at the Pew Charitable Trusts. In this role, she helped launch four new programs, developed systems to enable leadership to set priorities and focus on critical issues, designed a long-term strategy for supporting the expansion of Pew's presence and work in Europe, and worked with program teams to develop strategies and set measurable conservation goals. Previously, Becky was director of U.S. programs at SeaWeb, an international non-profit ocean conservation organization, where she was responsible for the development and implementation of markets-based seafood sustainability initiatives. Prior to that, Becky founded and built an

international consulting practice to meet the strategic needs of non-profit conservation organizations working with the corporate, philanthropic, and nonprofit sectors. Becky spent seven years working on global environmental issues at Greenpeace International with responsibilities ranging from policy and advocacy work, opening new offices, developing and implementing institutional strategies, and serving as chief of staff to the executive director and a member of the senior management team. She also developed youth-oriented advocacy programs for Street Law, an organization dedicated to strengthening democracy around the world. Becky earned a bachelor's degree in English literature from the Cambridge College of Art and a master's degree in women's studies from the University of Kent, England.

Elizabeth Cook

Member of the Board of Directors of WRI Europe Stichting



As Vice President for Institutional Strategy and Development at the World Resources Institute, Elizabeth Cook works with WRI's board and staff to scale up the organization's priority initiatives. This includes expanding external partnerships critical to WRI's financial and programmatic success. A staff member since 1994, Cook has held several diverse positions within the institute. She has advised numerous Fortune 500 companies on how to strengthen corporate commitments to the environment. She serves on the boards of Future Harvest: Chesapeake Alliance for Sustainable Agriculture and the Sustainable Apparel Coalition. In September 2007, the U.S. Environmental Protection Agency awarded Cook its "Best of the Best Stratospheric Ozone Protection

Award" in recognition of the most exceptional global contributions in the first two decades of the Montreal Protocol.

Janet Ranganathan

Member of the Board of Directors of WRI Europe Stichting



Janet Ranganathan is WRI Vice President for Science and Research. She plays a lead role in ensuring that WRI's research is robust and informs the Institute's influence strategies. Janet leads WRI's Information into Action strategy, which combines open data platforms, information and communication technologies, transparency, and human networks to drive more sustainable management of the planet's resources. She is also an architect and co-author of the World Resources Report, *Creating a Sustainable Food Future*. During her tenure, Janet has held diverse positions across WRI's programs. She has rolled out numerous initiatives to address the root causes of poverty and environmental degradation. Janet founded and directed WRI's People and Ecosystems Program,

and the Greenhouse Gas Protocol Initiative, the international accounting and reporting standard for business and numerous national and state greenhouse gas programs. Janet has written extensively on a broad range of sustainable development topics, including business and markets, environmental performance measurement, environmental accounting, climate change, greenhouse gas measurement and reporting, ecosystem degradation, food security, forests, and global environmental governance. Janet serves on the boards of Ceres and the University of Michigan Graham Institute. She is a member of Mars's Science Advisory Committee and Sustainability Working Group. She serves as a member of the International Programme Advisory Committee for the Ecosystem Services for Poverty Alleviation Programme supported by the UK Department for International Development (DFID).