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Getting the Transition Right for People, Nature and

Europe Strategy
2023-2027



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Foreword

I am happy to share with you our WRI Europe Strategy for the next five years. We have worked with many staff inside and outside WRI Europe to develop this strategic plan. We have taken the global strategy as our starting point, even though some of our joint thinking preceded that process.

After a period of relative stability, Europe is facing real challenges: the lingering consequences of Brexit and COVID pandemic, climate change, the war in Ukraine, but also the growing social unrest about inequality and migration, are all changing political dynamics across the continent.

Against this backdrop, WRI staff in Europe will work to implement our interconnected global goals of “People, Nature and Climate”. The WRI impact targets of the Food/Land/Water (Fresh water and Ocean) system, the Energy system, the Cities system and the enabling systems of Finance, Economics and Governance, form the framework for this strategy.

Whereas some WRI offices will focus strongly on implementation in the years to come, the Europe office will often serve in a role of “enabler”: hosting staff working in global programs, and connecting WRI to European information, partners, funding, regulation and research. The EU desk will play an important role here, as a portal for colleagues around the world, into the complicated web and functioning of EU institutions.

As Europe also needs to reduce its own ecological footprint further, it needs to change its systems, and take demand-side approaches more into account. Where our WRI research or our interface with the rest of the world are relevant and unique, we aim to support these change processes, in line with our impact targets. Finally, we want to make sure WRI staff in Europe feels anchored, valued, and heard.

This document outlines our roadmap for the coming years: it will be a living document, just like the Global Strategy.

I hope you enjoy reading it!



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1. Current Context (Political Economy)

Over the past decade, Europe has been at the forefront of designing and implementing progressive environmental and climate regulations. The EU's commitment to combatting climate change and fostering sustainability is exemplified by its groundbreaking legislation, such as the EU Climate Law (2021) and the Green Deal (2019), which set the ambitious goal of achieving climate neutrality by 2050, providing a clear and comprehensive framework for emissions reduction and adaptation strategies.

Following Russia's invasion of Ukraine in February 2022, Europe is experiencing economic and political turbulence which influences the public discourse regarding climate and nature conversation measures. While the effects of the war on energy and food price hikes have mellowed somewhat for Europe over the course of 2023, it has sharpened political divisions over regulations curbing greenhouse emissions and protecting nature and biodiversity.

Over the course of 2022 and 2023, notable legislative wins in the EU for climate and nature were banning imports linked to global deforestation, adopting increased targets to slash greenhouse gas emissions combined with increased investments in renewable energy and unprecedented energy efficiency gains, and phasing out the sale of new combustion engine cars by 2035.

It is important to recognize the enduring popular support for environmental and climate regulations in Europe. The topic remains an important focus in news and elections, reflecting a growing recognition of the urgency to address these challenges. This is evident in the shifting discourse on economic models ("Beyond GDP thinking" and 'De-Growth') that emphasizes holistic well-being over narrow metrics. Evolving consumption patterns and a push for reduction in meat consumption and food waste – supported by various restaurant chains and supermarkets - underline a wider embrace of sustainable lifestyles.

However, alongside these ambitious accomplishments, there is a rising conservative pushback that could potentially disrupt other related measures. Several climate or nature-related directives were influenced by traditional economic and political pressures such as the decision to include crops as biofuels for vehicles under the Renewable Energy Directive (RED) and the controversial multi-year extension of the use of glyphosate as a herbicide in Europe's agricultural sector. As Europe gears up for the 2024 European Parliament elections and the appointment of a new European Commission, conservative factions and special interest groups from industry and agricultural sectors are advocating for a temporary halt in environmental and climate regulations. Such resistance risks impeding Europe's global leadership in this arena. The consequences might reverberate globally, potentially slowing down the

worldwide transition, as other nations might point to Europe's stance as justification to temper their own ambitions. Despite these challenges, the EU's commitment to a greener and climate-friendly future still seems to enjoy support amongst a sizable portion of its citizens. The EU next Commission will therefore shift its focus from climate policy to implementation.

Beyond the EU, the UK's historical global leadership and influential voice on sustainable development continue to play a significant role on the global stage. The UK has the potential to shape global norms and agendas concerning WRI's issues. Domestically, despite wavering commitment to climate leadership due to changing political winds and the Russian invasion of Ukraine, the UK has demonstrated foresight and leadership by legislating ambitious action on climate through the Climate Change Act and establishing innovative institutional mechanisms like the Committee on Climate Change. Notably, London's positioning as a hub of global finance contributes to the UK's leadership on green finance. For now, the UK maintains its ambitious goal of a climate financing target of 11.6bn GBP (a pledge made in 2019). Brexit continues to have an impact, but also creates new opportunities for the UK to play a positive independent role in relations with the major emerging economies where WRI is focused.

Also, non-EU members Norway and Switzerland have championed strong climate measures such as a 2030 emissions target to a reduction of at least 55% below 1990 levels in Norway (despite increasing its oil and gas production) and a 2023 Swiss referendum greenlighting tighter climate policies to save melting glaciers.

The political economy in Europe is posed to bring risks as well as opportunities. WRI Europe will stride to maintain Europe's frontrunner role not only because of the impacts within the continent, but also because of the consequences beyond its borders.

2. Why is Europe important for the realization of our global strategy?

As mentioned above, Europe has a long-standing tradition of green policies and climate-related development aid, yet, still a lot needs to be done, at home as well as abroad. The European subsidiary of the organization is in a unique position of playing both a local as well as a global role, thereby underpinning WRI's global five-year strategy.

Our strategy aims to support the continent's 'whole of economy' transition, as set out in the EU Green Deal. WRI in Europe will act as an 'enabling office' which has unique added value in supporting several aspects of this transition through its knowledge, global presence and networks. In addition, WRI will leverage Europe's regulation, knowledge, networks, political clout and funding to speed up change elsewhere. Partnerships with European actors will remain key as close to a third of WRI's overall revenues originates from a small group of European governments and foundations.

2.1 Three main roles for WRI presence in Europe



Figure 1: Europe's three roles

In the context of the WRI global strategy "Getting the transition right for people, nature and climate", WRI sees three important roles for Europe:

In selected themes and sectors (for example, food, energy efficiency and sustainable global value chains) Europe has the right political and social circumstances to be a frontrunner and drive progressive development elsewhere (Europe as a driver of positive change). Here, we wish to support Europe to deliver the most ambitious

leadership possible. We will also strive to share best practices to help drive change elsewhere.

At the same time, we recognize that Europe's policies, large consumption, emissions, and financial footprint can also drive change in the opposite direction, e.g., on biomass, biofuels and agricultural value chains, where European policies have driven deforestation and land use change, beyond European borders. While WRI Europe wants to leverage Europe's leading role to drive positive change, we will also work hard to support the continent to bring its own footprint in line with planetary boundaries. (Europe as a consumer). We will not shy away from asking hard questions and posing challenging arguments to our interlocutors in Europe.

Finally, as European donors and partners are of vital importance to delivering our strategy (as well as funding) over the coming decade, we will continue to strengthen relationships and engage strategically with our European partners to inform their climate and development strategies and advance their political funding commitments to key issues. We will also seek to establish strategic knowledge and partnerships with other organizations to jointly drive positive change worldwide. (Europe as a partner for change).

2.2 Working FROM Europe and ON Europe

As mentioned above, our efforts in Europe do not relate to work on Europe alone. WRI in Europe also hosts important parts of globally distributed teams.

From Europe: Staff with global program roles work from the Europe office because of the proximity to high-level knowledge partners and funding opportunities. An example of the Europe – global nexus for delivery is the Ocean program, based in London, which is now helping four countries in Europe to implement their sustainable ocean management pledges, supporting a worldwide network.

On Europe: For some of WRI's work, Europe is the place where there is a unique opportunity to push for far-reaching transitions, either because the political economy is right, or because appropriate partners are here, amongst other reasons. Additionally, Europe's role as a consumer, as well as its position within global dynamics (e.g. supply chains) means that work on Europe can have impact that goes beyond its borders. In those cases, when we identify European transitions and policy as being crucially influential to our Global Strategy's Impact Targets, we will deploy work tailored ON Europe, always partnering where needed. One such example is the EU Deforestation Regulation (EUDR) which strives for deforestation-free production and consumption of a wide range of commodities. As WRI, we have stated that the success of this regulation hinges on effective collaboration between the EU and producer countries. Through its reputation as a science-based organization, knowledge products, European presence and trust in commodity-producing countries, WRI is uniquely placed to facilitate conversations and cooperation between producing countries and the EU aimed at avoiding negative impacts on small holders and enhancing the regulation's capacity for positive impact on nature and climate. Another example is WRI's Coolfood initiative which actively works with European food businesses, cities and other institutions to cut the climate

impact of the food they serve, aligning with consumer trends in various European countries. CoolFood has identified Europe as one of their key regions for impact.

A growing strand of work, involving for example FOLU, PACE, the Forest program, and others, relates to independent assessments of European regulations and practices on global land use, bioenergy, circularity, and energy usage. Finally, globally renowned WRI research, tools, and standards, such as Global Forest Watch or the Greenhouse Gas Protocol, can support European transitions.

All our work is aligned with the WRI Global Strategy, which acts as our guiding framework. WRI Europe will actively engage in dialogue and partnership with WRI teams around the world and ensure that opportunities of working ON or FROM Europe are being understood and utilized. To do so, we have developed the WRI Europe Hexagon, which lays out what WRI in Europe can offer to different WRI teams



Figure 2: WRI Europe contribution to the global strategy in a partnership for change

in our joint effort to deliver on our global strategy. As we expand our work and visibility in Europe, we recognize that we are still in an initial phase and need to allow some time for results to be evident and earn the reputation of a trusted changemaker. At an uncertain time in the world, WRI's strong and growing presence in Europe will make a significant contribution to achieving our people, nature, and climate goals, while also strengthening our

3. WRI Europe in WRI's wider strategy

Based on the goals and priorities of our global strategic plan, our work in Europe will focus on contributing to WRI's transitions on Food/Land/Water; Energy; and Cities. We will also work in Europe on the 'enabling systems' (governance, economics, and finance), seeking to achieve impact on the interrelated goals of people, nature, and climate.

Our WRI Europe contributions are organized under the following structure:

1) Thematic areas: These are the areas of work in which we identify that WRI has a role to play in Europe and can be impactful. They are short statements that provide an overall idea of the work. Each thematic area must link to a Theory of Change (ToC) or a collaborative results that connects either to a program wide strategy or a specific country/regional ToC outside of Europe; these elements establish the connection to the overall WRI Results Framework and Impact targets/Strategy.

- a. Impact targets and Theories of Change (ToC) in Europe: These are the frameworks that show how WRI Europe activities/outcomes are expected to contribute to the WRI Impact targets through quantifiable impacts ON Europe.
- b. Impact targets/TOC outside Europe (collaborative results): These are the linking pins that define WRI Europe's contribution to impact targets and their ToCs in WRI countries outside Europe. They describe the specific activities and expected outcomes that WRI Europe will carry out in support of targets and ToC led elsewhere in the institute.

Impact



The following subsection presents the thematic areas for each of WRI Europe's contributions to system transitions. More detailed information on the thematic areas and related impact targets is included in Annex A. As the work ON Europe is in early stages of development, reflected in evolving fundraising ON Europe under this strategy, this annex will be updated annually.

3.1 Food, Land and Water System Transition

Within this transition, WRI envisions a world in which the Food, Land and Water system shifts to meet the essential needs of all people, halt natural ecosystem and biodiversity loss (both terrestrial and marine) and achieve net-zero emissions by 2050. Europe has an important role to play in making this vision a reality, both by pushing for EU-internal transitions, but also as a driver for change around the world.

WRI Europe's work will contribute mainly to the Protect, Reduce and Restore pillars, however, due to the cross-cutting nature of some of the work, WRI in Europe is expected to contribute to the produce pillar as well, establishing a connection with all four pillars.

Under the protect pillar, WRI's work on Europe will focus both on terrestrial and marine protection whilst monitoring potentially harmful consequences through enhanced production outside of Europe. In the marine realm, WRI's Ocean Program will encourage European governments represented in the Ocean Panel (France, Portugal, Norway and UK) to deliver sustainable ocean planning to guide the sustainable management of 100% of national waters. This work has various dimensions. It seeks to address Europe's footprint by leveraging its ocean economy for equitable climate change mitigation, adaptation, clean energy generation, ecosystem restoration and sustainable blue food production. In parallel, WRI will work alongside European governments to encourage the transformation of the ocean economy elsewhere in the world, through knowledge generation, sharing of lessons and good practices, leadership and by catalyzing ocean action and finance. As an additional element within the marine realm, WRI is exploring a cross system collaboration with the Energy system. This collaboration will explore the possibilities for WRI to inform discussions in Europe around Deep-Sea Mining for rare minerals and the energy transition with evidence-based insights.

Within the terrestrial realm, WRI plans to contribute to the content and implementation of the EU's Deforestation Regulation (EUDR) and to support the Nature Crime Alliance. The EUDR sets out an ambitious plan to reduce deforestation, however, in WRI's view, it will only be successful and fair if mechanisms are put in place to collaborate with commodity-producing nations to enable their capacity to adhere to regulations without negatively impacting the livelihoods of their populations. WRI in Europe will work to promote this collaboration and improve enforceability of the EUDR, jointly with other WRI international offices.

Also under this pillar, WRI in Europe plans to support the Nature Crime Alliance in its efforts to collaborate with governments in Europe, and relevant Europe-based organizations and inter-governmental institutions (particularly INTERPOL and the UN Office of Drugs and Crime) to limit the opportunities for, and lower the financial rewards from nature crimes. WRI, as hosts of the Alliance Secretariat, will strengthen and amplify the relationships of the global Nature Crime Alliance by connecting with EU Governments, European Commission, policymakers, and other relevant stakeholders in Europe.

Under the Reduce pillar, WRI's work in Europe will largely focus on food. Through the CoolFood initiative, we will strive for the reduction of the carbon footprint of approximately 6 billion meals/year in Europe. WRI will achieve this by getting private and public food providers, including cities, to follow a "Target, Measure, Act" approach to reduce the climate impact of the food they buy and sell. Furthermore, WRI's work in Europe will focus on influencing and supporting public and private sector stakeholders to reduce food loss and waste, mainly by ensuring alignment with global best practices and the Champions 12.3 initiative, a coalition of important stakeholders in the food sector to support the SDG target of radically reducing food loss and waste. We are also working to identify leading solutions to prevent and reduce household food waste using behavioural science.

Additionally, under the reduce pillar, WRI in Europe is exploring the possibility to promote reduced use of land and crops for biofuels by utilizing the forthcoming GHG Protocol Land use standard to accurately account for the (carbon) opportunity cost of land within EU policies. This would entail assessing the cost of using land and crops for biofuel/bioenergy versus for food and carbon sequestering activities such as restoration. This work would involve direct engagement with European Institutions, mainly the European Commission, to influence policies. It is important to note that this work focuses on holistically transforming the EU's policy which means it would have implications beyond reduced biofuels use. For example, it would also highlight the need to increase production in existing crop land, while not increasing GHG emissions, and could strengthen the case for reduce and restore initiatives. This work is in the early stages of development and will continue to be adapted to ensure its capacity for impact under a systems perspective that brings together all four of WRI's FLW pillars.

3.1 Food, Land and Water System Transition in Europe

Pillars	WRI Impact Targets	WRI Europe Thematic Areas	Reduce	Bioenergy	Promote reduced use of land for biofuels by ensuring carbon cost of opportunity accounting in EU policies.	Theory of Change
				Shift Diets	Support and influence food providers to reduce the climate and environmental impact of the food they serve.	
				Food, Loss, Waste	Influence and support European institutions in establishing and delivering ambitious plans for food loss and waste reduction .	Collaborative Result
			Protect	Land	Strengthen and amplify the relationships of the global Nature Crime Alliance in Europe.	Collaborative Result
				Marine	Support and inform European governments to develop and manage plans for Sustainable & Equitable Ocean Economies .	

3.2 Energy

WRI’s vision for the energy transition is that by 2030, all people have access to affordable, reliable, clean energy and countries are transitioning to an inclusive new energy economy that delivers net-zero carbon energy, protects nature, and secures human well-being.

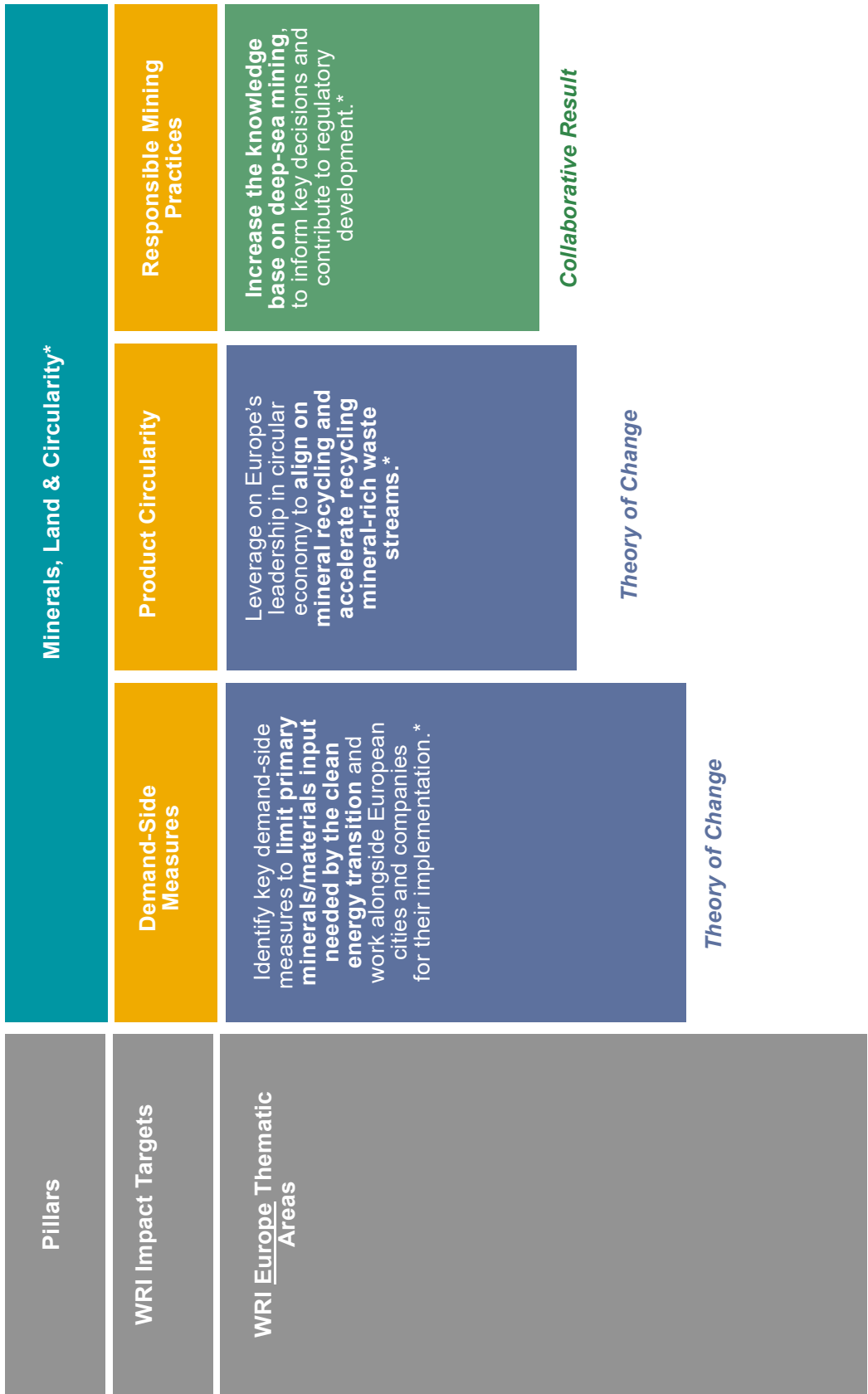
The work of WRI in Europe within the Energy System Transition is still under construction. However, Europe is expected to play a role in the potential new fourth pillar one Energy Minerals, Land and Materials. Within the scope of this pillar, which is still being finalized, WRI’s work in Europe is envisioned to bolster demand-side solutions, enhance minerals and metals recycling, and inform deep-sea mining decisions.

In the realm of demand-side solutions, it is evident that the demand-supply gap challenge of energy minerals cannot be solved by supply-side measures alone. WRI will work with thought leaders from Europe and other high-consumption countries to identify key demand-side measures which can limit primary minerals/materials input needed by the clean energy transition. We will then work with European cities and companies to implement such measures, for example, procurement guidelines to avoid buying unnecessarily large EVs and shift choices to those with circular design and recycled content.

In the field of recycling, WRI can leverage on Europe’s leadership in circular economy to build global, regional and national visions of better minerals recycling. It can also advance the ecosystem to accelerate efficient and high-standard collection, transport and recycling of mineral-rich waste streams such as end-of-life energy equipment, electronics, and mining tailing. Where relevant, we will work alongside the Platform for Accelerating the Circular Economy (PACE) to develop and ensure impact on this topic.

Lastly, as part of the work under this pillar, WRI aims to build upon its unique position as host of the Ocean Panel to increase the knowledge base on deep-sea mining, to inform key decisions and contribute to regulatory development around this issue.

3.2 Energy System Transition in Europe



*The Minerals, Land and Circularity Pillar is currently under development at an institutional level.

3.3 Cities

WRI's vision for Cities entails urban systems that provide better quality of life and health through equitable access to jobs and core services for all residents, while ensuring cities are more inclusive, resilient, low-carbon and nature-focused.

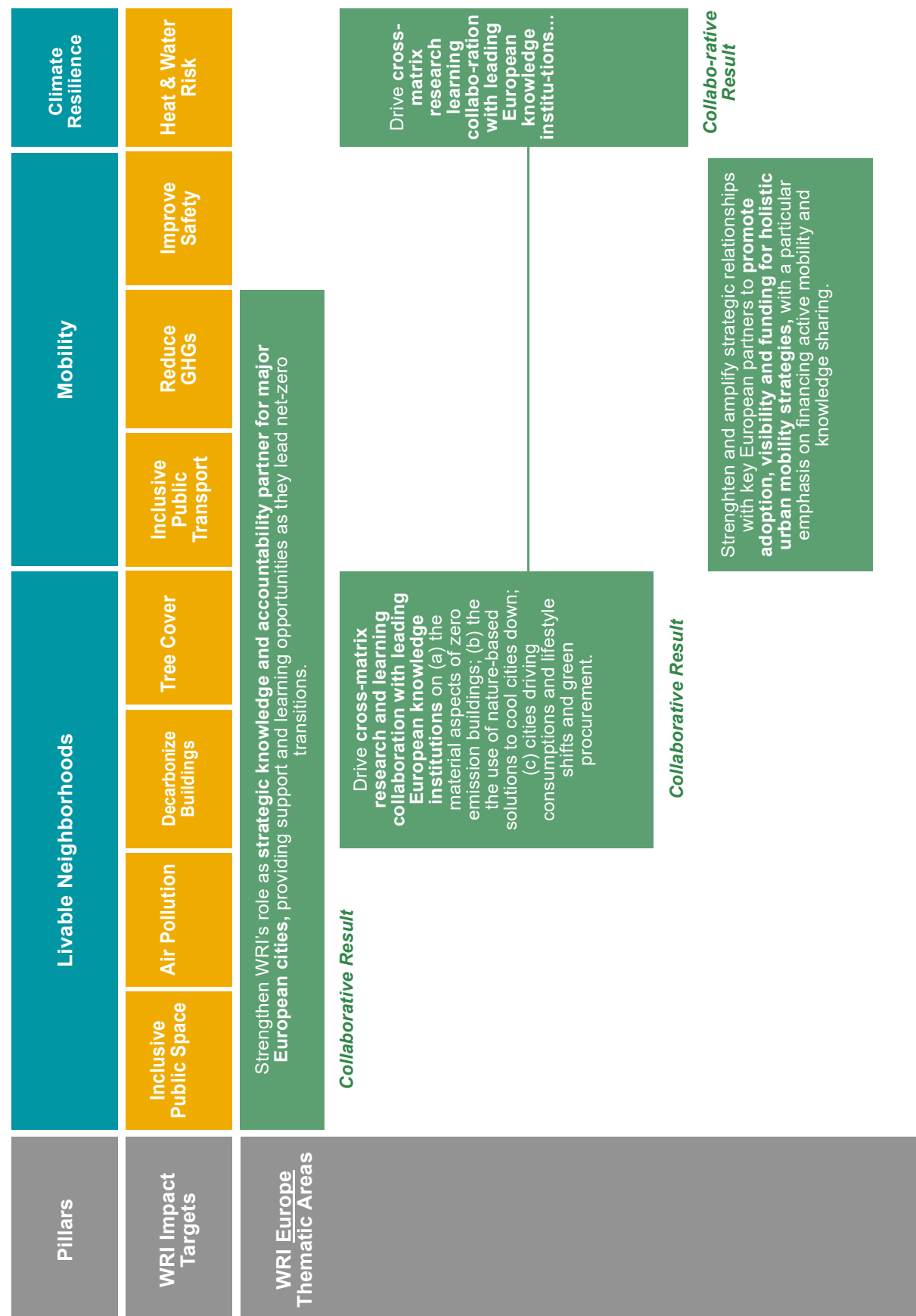
WRI's work in Europe under the cities transition contributes to this vision through the system's three pillars - livable neighborhoods, mobility, and climate resilience - acting as an enabler of those impact targets both in Europe and abroad.

Under the livable neighborhood and mobility pillars, WRI will seek to establish itself as a knowledge and accountability partner to European cities leading net-zero transitions. This work entails helping cities track the efficiency of their measures, while also enabling knowledge exchange through technical two-way cooperation between cities in Europe and the Global South.

Within the climate resilience and livable neighborhood pillars, WRI will establish partnerships with knowledge institutes to explore areas of impactful research such as the material aspects of carbon of zero emission buildings and the use of nature-based solutions to cool cities down. As an additional element under this initiative, WRI's work in Europe will explore the idea of cities as drivers of consumption and lifestyle shifts and green procurement, as we assess this is an area of increasing importance for cities transitions.

Lastly, under the mobility pillar, WRI Cities will take advantage of Europe's progress on transport decarbonization and holistic urban mobility strategies to inspire and contribute to the adoption of these approaches around the

3.3 Cities System Transition in Europe



3.4 Enabling Systems: Economics, Finance and Equity

WRI understands that addressing the interconnected People, Nature and Climate goals will require reconfiguring power relationships and structures in Human-Centered and Enabling Systems. WRI in Europe will contribute to this approach by supporting the enabling systems catalyze progress at every level, from local to global. In doing so, we will work towards a world in which people are living in an equitable society, where they can meet their essential needs.

Part of WRI's work in Europe will contribute to the institute's People goal through the distributive dimension. The Equitable Economics Innovation Team housed at WRI's European office will work on innovative economic approaches to bring a stronger focus on people into all WRI's work, supporting equitable transitions and a new economic paradigm in Europe and the rest of the world. We will do so by working within an existing network of European new economy think tanks, development agencies, and financial institutions to partner in ways that allow us to leverage European thematical expertise for the development and implementation of the Distributional Impact Assessment Tool.

This tool allows WRI to systemically consider distributional impact, through a methodology to study and understand how different economic changes, like new policies or investments, affect different groups of people in a society. This tool can be used to assess the distributional impacts of specific transitions at national and/or subnational level and identify policy interventions to minimize unintended socioeconomic consequences, contributing towards a fair distribution of the costs involved and the benefits of these transitions. The specific applications of DIA toolkits will be co-developed with global programs and WRI Country Offices.

Additionally, as part of WRI's Equity program, the Faith Based Initiative (FBI) will play a key role in supporting the other identified systems transitions, by encouraging broad carbon footprint reduction and shifting consumption and production choices by Faith-based organizations (FBOs) in Europe and abroad. Through research on the values, behaviors, initiatives, and assets of FBOs, the work will push for adoption of science-based targets for climate mitigation; advocate for net-zero commitments; provide advice for improving

FBO's NDCs and other climate plans; and raise the profile of FBO's engagement in this space while remaining consistent with their individual doctrines. The connection of the FBI to specific WRI Impact Targets is still under development.

3.5 Exploratory Themes

As WRI's new 5-year strategy is implemented and countries define their local strategies, new opportunities for WRI in Europe will continue to emerge. Some of these emerging ideas have been mapped out and discussed, although still in exploratory terms, while teams continue to define the feasibility of these ideas within their strategies. These exploratory topics include: influencing Europe's management of its freshwater resources, influencing the implementation of the EU Restoration Law, tracking of EU Energy regulations and European market dynamics, convening and partnering with European energy solution providers to help with the uptake of their decarbonization technologies, advocating with key EU donor countries and climate/development finance commitments, and ensuring that a sustainable finance regulatory framework in the EU is built and implemented through collaboration between the EU and other (developing) countries.

4. Equipping WRI in Europe for the task

4.1 Partnership, fundraising, engagement, and communications

WRI Europe aims to help the entire Institute work more closely with Europe, e.g., on data collection and research, strategic advocacy, communications and convenings, and to help WRI globally to benefit from and further expand its European funding base. To harness the opportunities and potential Europe provides, WRI Europe will take a more strategic and collective approach to partnership-building in the new strategy, and focus on the following key objectives:

Europe as a partner and a funder for WRI worldwide

Consistent with WRI's partnerships strategy, we will work to expand and better leverage: (1) thought and research partnerships with key stakeholders, such as governments, EU institutions, including the European Investment Bank, foundations, universities and companies to co-create and drive shared agendas; and (2) strengthen our partnerships with organizations with which we work on the ground, such as IDH, GIZ and others, to scale initiatives and deepen our impact and access new funding opportunities.

Currently, close to a third of WRI's overall revenues and two-thirds of its flexible funding originates from a small set of European governments and foundations. There is potential to grow funding from Europe. Led by the Global Development team, we aim to contribute to harnessing that potential, supported by our growing programmatic presence and networks on the ground. We also plan to expand our engagement with EU institutions, foundations, private sector donors, and non-ODA governmental stakeholders, and by transforming donor relationships into broader partnerships.

Europe as a Hub for WRI Platforms

The World Resources Institute is now the secretariat, co-secretariat, host or convenor for various platforms and high ambition coalitions that play a vital role in ensuring that our work manages to convert ambition into action. These coalitions influence and work alongside key decision-makers to establish ambitious objectives in line with WRI's goals and impact targets and assist these leaders in achieving those aspirations. Some platforms also focus their efforts on grassroots initiatives, ensuring that our work is built from the ground up, and impact achieved at a local level. Their work includes offering or facilitating technical support and convening actors that can scale up impact. WRI Europe, as a host to several platforms or important teams from those platforms, will aim to support synergy between platforms and the Institute, by using potential for cross-fertilization through the proximity of staff and partners. WRI Europe will also ensure good working conditions for hosted staff. Currently, WRI supports the following platforms and partnerships in Europe:

- *Food and Land Use Coalition (FOLU):*

WRI hosts FOLU, a global community of change-makers working to accelerate the transformation of food and land use systems. FOLU embraces a diversity of opinions and approaches, supports disruptive thinking, and forges consensus through an evidence-based approach. They empower farmers, policymakers, businesses, investors, and civil society to unlock collective action at scale. FOLU contributes to WRI's strategic goals mainly through alignment with the Food, Land and Water Human System Transition.

- *Platform for Accelerating the Circular Economy (PACE):*

WRI hosts PACE, a public-private collaboration platform for global changemakers and their organizations to accelerate the transition to a circular economy. PACE works to identify precise points of intervention and collaborates with specific individuals/groups who have the capacity, impetus, and power to initiate real, impactful change. PACE contributes to WRI's strategic goals by working to ensure circularity is integrated into WRI's work, mainly through initiatives under the Food, Land and Water Human System and Energy Human System transitions.

- *Nature Crime Alliance:*

WRI serves as secretariat to the NCA, a global, multi-sector network that raises political will, mobilizes financial commitment, and bolsters operational capacity to fight nature crime and the other international criminal activities with which it converges. The NCA contributes to WRI's strategic goals mainly through work aligned with the Food, Land and Water Human System Transition, specifically under its Protect pillar.

- *High Level Panel for a Sustainable Ocean Economy:*

WRI serves as secretariat for the Ocean Panel which works with governments, businesses, financial institutions, the science community and civil society to catalyze and scale bold, pragmatic solutions for sustainable ocean management. Through its 5 pillars, ocean wealth, ocean health, ocean finance, oceanequity and ocean knowledge, this panel contributes to WRI's strategic goals mainly through work aligned with the Food, Land and Water Human System Transition, mostly under its Protect pillar.

- *Coolfood:*

WRI hosts Coolfood, a separately branded program which helps organizations reduce the climate impact of the food they serve by shifting towards more plant-rich foods. Coolfood's work is a credible and proven way for an organization to reduce its greenhouse gas emissions. Coolfood contributes to WRI's strategic goals mainly through alignment with the Food, Land and Water Human System Transition, specifically under its Reduce pillar.

4.2 A Recognized Partner through aligned External Relations

WRI in Europe aims to grow the visibility of WRI overall and establish the organization as a trusted partner for change in Europe. This is fundamental towards expanding and sustaining strategic partnerships and funding.

To that end, our donor development, foundations engagement, EU relations and communications units work as a coordinated external relations function aligning messages and activities supporting the overall WRI brand. Engagement is a central part of WRI's public relations in Europe, as stakeholders want to be involved in the discourse of WRI's strategy and partners prioritize the need for authentic stakeholder dialogue.

Within our European external relations, both our internal EU desk and the Systems Transformation Hub, launched in January 2024 will be important instruments. WRI's Brussels work is about connecting, informing, tracking, partnering and raising our profile among EU institutions. Our EU Desk serves as the organization's conduit for overall relationship management with EU institutions and EU related organizations. This relationship management is the umbrella for strategic partnerships, policy influencing and funding opportunities like Horizon Europe and Team Europe Initiatives. Our collaboration with relevant European Commission Directorates-General such as INTPA, ENV and CLIMA and the European Parliament around selected topics such as the EU deforestation regulation work, food and land use as well supporting global priorities is central in this relationship. In the first year of the Strategy, WRI has established a four-year strategic partnership with the European Investment Bank (EIB), supporting Europe- Sub-Saharan Africa collaboration in the field of climate action, biodiversity and nature-based solutions, agriculture and food, gender, and social inclusion. A longer-term goal is leveraging this partnership and becoming the strategic global knowledge partner for both the EIB and the European Commission (DG INTPA, DG CLIMA and EUdel). In this triangle the EU desk aims to influence policy and open future funding opportunities for both European and WRI's global work.

The Systems Transformation Hub in Brussels is developed as a system changemaker partnership, consisting of experienced leaders and influential organizations committed to working with all relevant stakeholders to identify, unpack and untangle complex problems to accelerate systems change. The Hub is intended to inform and serve EU policy making processes and all its relevant actors to embed systems change thinking structurally, in the short and long term, with the aim to impact globally. The Brussels Hub will be complementary to the ongoing EU engagement led by the EU Desk.

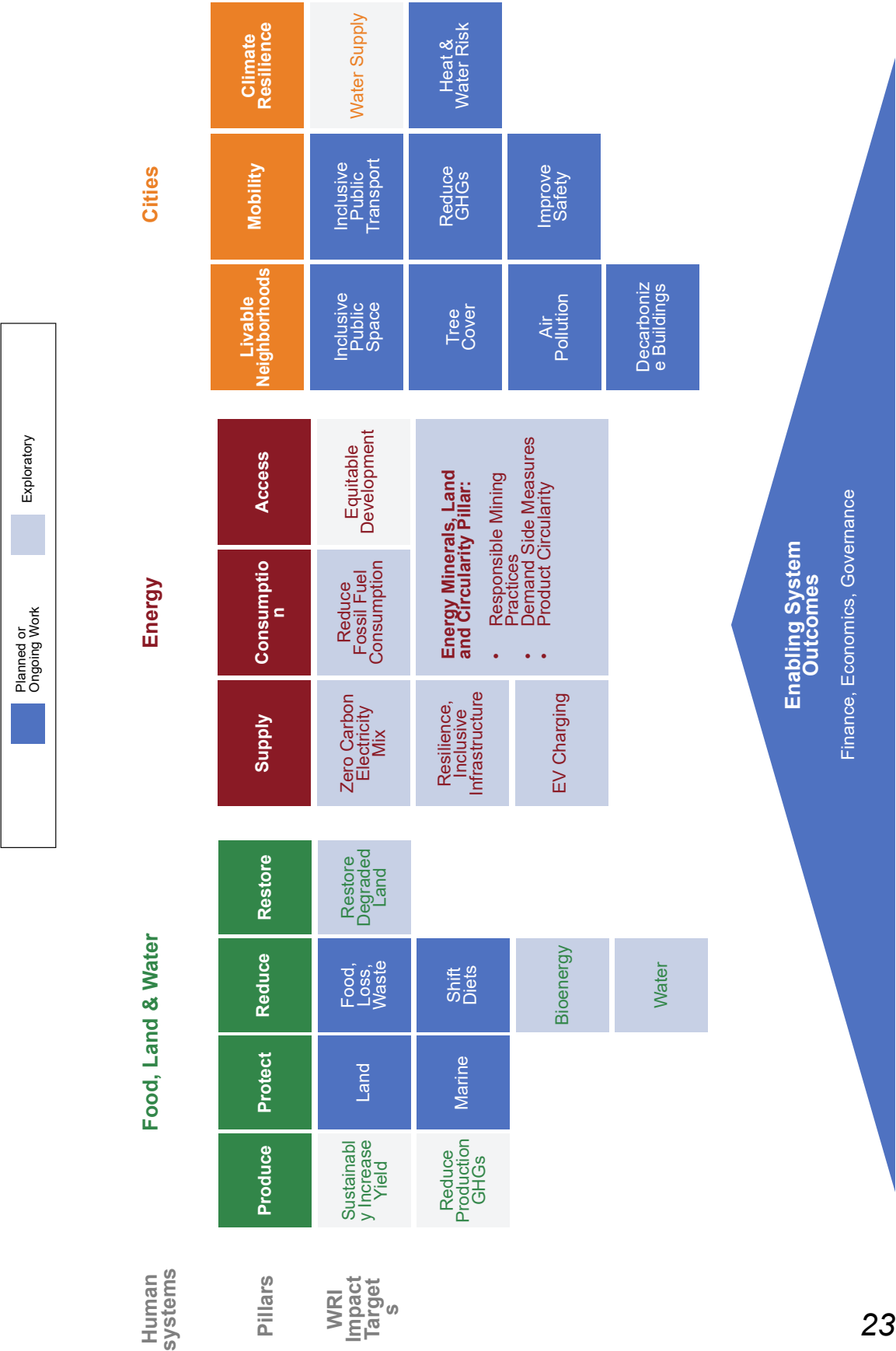
4.3 WRI Europe core functions, people, and culture

To deliver this Strategy, we will work to equip WRI in Europe to strengthen our core operations functions and invest in our people and culture. WRI Europe will continue to strengthen its foundations by growing our financial and HR capacity, maintaining adequate physical space while developing the mechanisms and policies to support new hybrid models of working in the future, as is being done in other WRI Regional and Country offices. This will require close collaboration with the relevant global teams to ensure that our systems are fit for purpose, that they are compatible with European standards, and that we have the capacity to support our staff administratively as well physically and psychologically.

Along with our Diversity, Equity and Inclusion initiatives, Staff Wellbeing will be central to our efforts, with the aim of ensuring both organizational and individual resilience throughout the coming years. We will continue to invest in Learning and Development, offering staff clear career paths and opportunities for professional growth, as well as welcoming seconded staff, internal secondees, and providing valuable opportunities for interns to take their first steps in a learning environment through well-structured internship programs.

We will continue to improve performance management practices in line with global standards and work to develop mechanisms for management accountability, new manager training and improved feedback channels. We will work with the global office to develop and implement processes to address harassment and poor behavior. Together with WRI Europe Staff Association representatives we will work collaboratively to ensure staff feedback is heard and management decisions are communicated and understood. We will ensure the governance of WRI Europe is brought in line with the revised global governance structure.

Annex A: Overview of WRI Europe Work within WRI Global Impact Target Matrix



Annex B: Detailed thematic Areas and Impact Target Table

Food, Land and Water Transition:

Thematic Area	Pillar	WRI Impact Target
Contribute to the content and implementation of the EU's legislation on deforestation-free supply chains to ensure both enforceability and high people/nature/ climate performance without negative impacts on smallholders in producer countries.	Protect	Terrestrial: Stabilize the land squeeze in >5 jurisdictions across at least 3 tropical basins in a manner that ensures procedural equity (this target encompasses both "Produce + Protect").* Per jurisdiction: – Increase resilient, sustainable food production yields by >10% – Halve the rate of natural ecosystem loss – Improve welfare of jurisdiction residents
The Nature Crime Alliance Secretariat will collaborate with governments in Europe, and relevant Europe-based organizations and inter-governmental institutions (particularly INTERPOL and the UN Office of Drugs and Crime) to limit the opportunities for, increase the risks of, and lower the financial rewards from nature crimes. WRI in Europe, as hosts of the Alliance Secretariat, will strengthen and amplify the relationships of the global Nature Crime Alliance by connecting with EU Governments, European Commission, policymakers, and other relevant stakeholders in Europe.	Protect	Terrestrial: Stabilize the land squeeze in >5 jurisdictions across at least 3 tropical basins in a manner that ensures procedural equity (this target encompasses both "Produce + Protect").* Per jurisdiction: – Increase resilient, sustainable food production yields by >10% – Halve the rate of natural ecosystem loss – Improve welfare of jurisdiction residents
Support and inform European governments represented in the Ocean Panel (France, Portugal, Norway and UK) to develop ambitious plans for sustainable ocean economies and management of 100% of national waters. Contribute knowledge, track progress, and share experience globally to inspire integrated actions and finance towards sustainable blue food production, ocean-climate solutions, ecosystem restoration, and ocean equity. Here, we will team up with the European Commission and relevant institutions to pursue impact and knowledge development.	Protect	Marine: 20% of the world's marine area under national jurisdiction is on a pathway to being sustainably and equitably managed, under Sustainable Ocean Plans (this target encompasses both "Produce + Protect"). Of that 20%: – 30% of area is officially protected (respecting indigenous rights and providing benefits to local communities) – 5% of area has an increase in "blue carbon" stocks – >1 percentage point increase in share of national electricity generated by ocean renewables – Increase of [x]% in the share of sustainable "blue food" in the nation's food system (improving livelihood opportunities for coastal communities)"

Thematic Area	Pillar	WRI Impact Target
Support and influence large public and private food providers to reduce the climate and environmental impact of the food they serve, track progress, and put in place policies and behavior change interventions which drive demand for climate (and more environmentally) friendly, plant-based food. We will help to establish consumer-facing messages and robust food labelling to encourage climate and environmentally friendly meals and address over-consumption of high impact diets.	Reduce	Diets: 15 Billion meals/ year in high consuming regions on track to reduce their GHG content by 25%"
Influence and provide support to European institutions, such as the European Commission, and the private sector in establishing and delivering ambitious plans for food loss and waste reduction. WRI will promote the attainment of these goals by aligning these plans to global best practices, WRI research and expertise, and key initiatives of the Champions 12.3 coalition such as the Target, Measure, Act Approach, as well as the 10x20x30 and 10x20kx30 initiatives. We are also working to identify leading solutions to prevent and reduce household food waste using behavioral science.	Reduce	Equitably reduce rate of food loss & waste (from land and/or sea) by 25% among 200 of world's largest food companies, 200,000 small scale producers, and 2 countries (or large states)"
Exploratory: Promote reduced use of land for biofuels in Europe by positioning the carbon opportunity cost of land at the core of EU's food and land use policies. Utilizing the revised GHG Protocol as its technical basis, WRI will work to ensure that the Europe's land use aligns with planetary boundaries by 1) creating the analysis and narrative about how Europe can transition to land use within planetary boundaries through adequate land use accounting, 2) identifying live legislative discussion where different accounting for land use would ensure a solid basis for discussion about change and 3) identifying relevant stakeholders and convening for change.	Reduce	Bioenergy: Reduce rate of expansion of land dedicated to bioenergy by 50% (relative to past 5- year average)"
Exploratory: Contribute to positive impacts of EU Restoration Law outside of Europe and support restoration initiatives in WRI Focus Countries through efforts aimed at increased finance (especially from European DFI's), technical support for measuring socio-economic impacts and knowledge sharing.	Restore	Get 40 Mha** of degraded areas into process of restoration (while ensuring procedural equity) to increase climate security, habitat, and food & water security

Energy Transition:

Thematic Area	Pillar	WRI Impact Target
Exploratory: Partner with European solution providers and explore financial arrangements for implementation and uptake of their technologies in Europe and around the world.	Decarbonized Energy Consumption	Total consumption of fossil fuels, including coal, reduced in buildings and manufacturing by x% in at least 5 countries.
Exploratory: Recycled content is a key, yet often overlooked source to help meet the demand for energy transition minerals and materials. WRI can leverage on Europe's leadership in circular economy to 1) build global, regional and national visions of better minerals recycling, and 2) advance the ecosystem to accelerate efficient and high-standard collection, transport and recycling of mineral-rich waste streams such as end-of-life energy equipment, electronics, and mining tailing.	Energy Minerals, Land and Materials	TBD as part of WRI's Minerals, Land and Circularity Pillar (Minerals)
Exploratory: The demand-supply gap challenge of energy minerals cannot be solved by supply-side measures alone. WRI will work with thought leaders from Europe and other high-consumption countries to identify key demand-side measures which can limit primary minerals/materials input needed by the clean energy transition. We will then work with European cities and companies to implement such measures, for example, procurement guidelines to avoid buying unnecessarily large EVs and shift choices to those with circular design and recycled content.	Energy Minerals, Land and Materials	TBD as part of WRI's Minerals, Land and Circularity Pillar (Circularity)
Exploratory: Some nations are applying for exploration permits for deep sea mining of energy transition minerals. The ISA now has until 2025 to finalize regulations for deep-sea mineral exploitation. As the host secretariat of the Ocean Panel, WRI is in a unique position to increase the knowledge base on deep-sea mining, to inform key decisions and contribute to regulatory development.	Energy Minerals, Land and Materials	TBD as part of WRI's Minerals, Land and Circularity Pillar (Land Use)
Exploratory: Track EU Legislation, Regulation and Market Dynamics and analyze their influence on transitions elsewhere in the world.	Supply	Enabling system outcomes: (TBD)

Cities:

Thematic Area	Pillar	WRI Impact Target
Strengthen WRI's role as a strategic knowledge and accountability partner for major European cities, providing support and learning opportunities as they lead the net-zero transition. This includes active involvement in initiatives such as the EU 100 Climate Neutral Cities program.	Livable Neighborhood - Mobility	Cross-cutting: Inclusive public spaces, air pollution, decarbonize buildings, tree cover. Inclusive public transport and reduce GHG's.
Drive cross-matrix research and learning collaboration with leading European knowledge institutions, with a focus on strengthening research & evidence-base and action on (a) the material aspects of zero emission buildings; (b) the use of nature-based solutions to cool cities down; (c) cities driving consumption and lifestyle shifts and green procurement.	Livable Neighborhood – Climate Resilience	Cross-cutting: Decarbonize buildings, tree cover, heat and water risk.
Strengthen and amplify strategic relationships with key European partners to promote adoption, visibility, and funding for holistic urban mobility strategies, with a particular emphasis on financing active mobility and knowledge sharing.	Mobility	Cross-cutting: Inclusive public transport, Reduce GHGs, Improve Safety.

Enabling Systems:

Impact Targets/Outcomes TBD.

Thematic Area	Center
Engage with Europe-based faith leaders and faith-based organizations (FBOs) to encourage actions aimed at decreasing their communities' carbon footprint and shifting consumption and production choices towards sustainable alternatives. Through research on the values, behaviors, initiatives, and assets of FBOs, our work can push for adoption of science-based targets for climate mitigation; advocate for net-zero commitments; provide advice for improving FBO's NDCs and other climate plans; and raise the profile of FBO's engagement in this space while remaining consistent with their individual doctrines.	Equity
Link to European Knowledge Institutions and other relevant key stakeholders to leverage European thematic expertise and knowledge to strengthen our technical capacity in the development of Distributional Impact Assessment (DIA) Framework: a WRI own method that can be used to assess the distributional impacts of specific human system transitions at national and/or subnational level and identify policy interventions to minimize the unintended socioeconomic consequences of system transitions. Through this work, WRI can foster innovative economic approaches to deliver on its people and equity goals.	Economics-Equity
Exploratory: Engage with European partners to improve their work on climate finance and to ensure greater transparency and accountability within European financial institutions on issues of sustainable finance.	Finance