



Terms of Reference for the Supervisory Board of Rewilding Europe

Updated 31 January 2023

1. Main functions of the Supervisory Board

The primary role of the Supervisory Board is to supervise the Rewilding Europe Initiative. The Board Protocol (approved by the Supervisory Board in September 2012) describes the roles, responsibilities and procedures of the governance structure of Rewilding Europe.

In addition to their supervisory (statutory) responsibilities, the Supervisory Board members of Rewilding Europe have two main functions:

- To provide strategic oversight and direction to the initiative and to provide guidance and support to the Executive Board.
- To bring in and open up a range of networks from various sectors that are particularly relevant to Rewilding Europe in a wider sense, and use those networks to support the overall goal and objectives of Rewilding Europe.

The statutory roles and responsibilities of the Supervisory Board are described in the statutes of the foundation and the limited companies of Rewilding Europe, which are available upon request.

2. Profile of Supervisory Board members

The Board should consist of individuals, who in addition to having unquestionable integrity and a strong interest in the work of Rewilding Europe, should have the following mix of skills and characteristics:

- They are high profile, trusted individuals that lend overall credibility to Rewilding Europe thereby giving comfort to prospective contributors and supporters.
- They are well respected in their own sectors but also have the ability to work and think beyond their own field of expertise.
- They have a strong affinity with conservation in general, if possible the rewilding concept specifically.
- They have well developed networks, within or outside their respective sectors or fields of expertise.

To help developing an effective functioning of the Supervisory Board and to optimize the expertise that the individual board members bring, it is preferred that the chairperson of the Board will establish reasonable annual objectives for the Supervisory Board and within this establish individual roles and objectives for each Board member.

The chairperson fulfills the role of 'sparring partner' and has regular contact with the Executive Director. For practical reasons and by preference, the chairperson shall be based in The Netherlands. Ideally, the Supervisory Board shall consist of 5 persons (minimum four), whereby different geographic regions within Europe are represented.

As a working model, the Supervisory Board strives for a geographical spread representing different regions in Europe: Northwest, Southern and Eastern Europe.

By 27 January 2023, we have six board members from five countries:

The Netherlands (chairperson and member), Spain (member), Denmark (member), Bulgaria (member) and Sweden (member).

3. Areas of expertise & networks

We have identified the following six key sectors, ideally to be represented in the Supervisory Board. Each of these fields may be covered by one Supervisory Board Member, however if certain fields are combined within one member (e.g. conservation and scientific, or business & finance, etc.) that is also acceptable.

- a. **Conservation:** a highly experienced and credible individual with a track record in conservation at a European scale, and good networks in conservation organizations in (parts of) Europe.
- b. **Business:** an individual with a track record and experience in commerce and/or the finance sector, business; preferably with a connection to sustainable or conservation business approaches within the private sector (i.e. impact investment movement).
- c. **Finance:** an individual with extensive experience in financial management, financial auditing, fund management and knowledge of setting up sustainable finance mechanisms such as an endowment fund.
- d. **Political/policy:** an individual with a standing and valuable network in policy and political environment (ideally at a European level), in particular related to conservation, environmental and/or agricultural policies. This person should not be politically active in representing a particular political entity.
- e. **Marketing and communication:** an individual with comprehensive experience in the marketing and communication sector, including media; preferably at a European or international scale.
- f. **Scientific:** an individual that can add value to Rewilding Europe by bringing in scientific credibility and knowledge, preferably with a wider range of expertise, e.g. conservation, socio-economics, tourism, and other relevant fields.

Apart from a geographical spread, it is very important that there is complementarity in background, skills and expertise of the different Supervisory Board members. This will

greatly help covering the different key areas of expertise needed for supervising the Rewilding Europe initiative.

4. Proposed functioning of the board

The Board Protocol (September 2012) describes the formal roles and responsibilities of the Supervisory Board. It is envisaged that the Supervisory Board remains at a relative distance from the Executive Board and will not interfere in operational issues of the organization; these are the responsibility of the Executive Board. At a strategic level, the inputs of the Supervisory Board members are very important, and mechanisms are in place to receive strategic inputs at a regular basis, in particular:

- a) Discuss strategic matters linked to the 2030 strategy with the Executive Board and Senior Management Team during Supervisory Board meetings
- b) Specific engagement of each board member with the initiative to help deliver our objectives, specified for each year and based on the specific skills, networks or expertise of each member.
- c) Regular contact on specific subjects between a particular Supervisory Board member and a responsible Senior Management Team member.

5. Current status of the Supervisory Board

According to the Articles of Association of Rewilding Europe, the first Supervisory Board was appointed by the Executive Board and formally appointed in September 2012. From thereafter the Supervisory Board itself has the responsibility to formally propose and assign new board members.

Currently, there are 6 board members (for biographies see www.rewildingeurope.com):

Mr. J.D. (Jan Derck) van Karnebeek, chairman (The Netherlands)

Mrs. S. (Sabine) Hoefnagel (The Netherlands)

Mr. J.C. (Jens Christian) Svenning (Denmark)

Mrs. O. (Odile) Rodríguez de la Fuente (Spain)

Mrs. L. (Lena) Lindén (Sweden)

Mrs. A. (Aleksandrina) Mitseva (Bulgaria)

In terms of expertise and networks, the main fields represented or covered in the current board constitution are mainly: conservation (A), business (B), finance (C), marketing & communication (E) and scientific (F).