

Minutes
WRI Board of Directors Meeting
December 7, 2010

Attendees: James Harmon—Chair, Harriet Babbitt—Vice Chair, Roberto Artavia, Robin Chase, Tiffany Clay, Daniel Doctoroff, Alice Emerson, Jamshyd Godrej, Jonathan Lash, Kathleen McGinty, Preston Miller, Douglas Oberhelman, Göran Persson, James Gustave Speth, Susan Tierney, Diana Wall, Daniel Weiss

Staff: Manish Bapna, Steve Barker, Elizabeth Cook, Jennifer Morgan, Robin Murphy, Allison Sobel

Guests: John Disharoon

12:00 p.m.

1) Welcome & Approval of Minutes

Mr. Harmon welcomed everyone to the call and asked Directors to contact Allison Sobel if they had any questions or corrections to the September board meeting minutes.

The September 19-21 Board Retreat and Meeting minutes were approved as drafted.

2) Development Report

Ms. Cook was delighted to report that WRI raised \$40 million in FY10, which included multi-year grants that will fuel the budget for the coming year. She mentioned a few of the key grants and spoke about Development's strategy. She spoke about projects that were well funded and others which needed help. Ms. Cook said that China office staff were focusing on fundraising and reported on some recent successes from the region. She said that WRI's global expansion was her team's biggest challenge. She also spoke about her initial plans for the next New York dinner. Mr. Lash said that WRI had exceeded its previous fundraising record by 25% in rough economic times and thought this was in large part due to the efforts of Ms. Cook and Mr. Harmon. The Board spoke about the challenges with European donors.

3) Brazil and India update

Mr. Bapna reported on WRI's progress to open an office in India. Mr. Bapna and Mr. Lash traveled to India for a week and Mr. Bapna described their meetings with government officials

and NGOs and the high level of access that Mr. Godrej helped to provide. WRI was focused on answering legal questions, building a comprehensive strategy, and fundraising. He also highlighted the differences between the experience of opening an office in India and China.

Mr. Godrej spoke about fundraising for an Indian entity and spoke about his experience with other India-based NGOs. Mr. Lash highlighted the impressive work of Mr. Godrej to help WRI succeed in India and thought that the organization would not have come as far it had without his support.

The Board discussed ways to ensure that an independent Indian trust would maintain WRI's mission and values and about mechanisms to link that Board with the WRI Board. The Board agreed that getting the right people would be critical and that it is important to understand the complications of sharing support services, staffing relationships, and senior management time ahead of opening the office.

Mr. Lash updated the Board on his recent scoping trip to Brazil. He spoke about his speaking event at a conference by WBCSD Brazil and Syngenta and his meetings with potential donors and partners in Sao Paulo. Mr. Lash said that WRI has an impressive reputation in Brazil which will prove useful as we further expand our work in the country. He felt encouraged to increase WRI's project work in Brazil, but did not think it was necessary to open an office immediately.

4) Climate:

Mr. Lash said that he sought the Board's input on WRI's new climate strategy and asked Ms. Morgan to brief the Board on what was happening in Cancun.

Report from Cancun

Ms. Morgan who was calling in from Cancun reported that foreign ministers had arrived a few days before and are reviewing the condition of the Copenhagen pledges to see what progress could be achieved. She thought that the Mexican government was doing a good job of building trust which was fundamental for operations to move forward. She thought that there was movement on the Copenhagen accord, but less progress on the harder things. She reported on the dynamics between governments, the role of China, India, Brazil, and the U.S. The Board discussed the prospects of a message coming from the Obama administration with an update of last year's 17% GHG reduction goal. Ms. Morgan spoke about the Open Climate network WRI had recently launched to transparently monitor countries GHG accounting.

WRI Strategy going

Mr. Lash spoke about the WRI climate strategy moving forward and asked the Board to provide feedback on this new strategy. He discussed the need to revamp Domestic climate efforts and

briefed the Board on the recent USCAP CEOs meeting. He thought that the private sector believes that climate legislation is inevitable even in light of the recent failure of Congress. Mr. Speth asked whether Mr. Lash thought there was a reputational risk for WRI to continue to participate in USCAP when we do not yet know which positions the corporations might take. Mr. Lash thought that in the event USCAP could not reach agreement they would rearticulate the principles and not set down specifics.

The Board discussed the role that WRI should continue to play in bringing new climate science to light with analytical expertise. Ms. Morgan also reported on WRI's efforts to reach out to moderate conservatives. Mr. Godrej spoke about the need for WRI to provide an analysis showing that the costs of inaction outweigh the costs on action on climate change which he thought could help to change the debate. Ms. Tierney thought that WRI could provide help with an analytical piece about the critical need for the power sector to decarbonize. Mr. Doctoroff thought the principles were vague and that it would be useful for the Board to see a more comprehensive strategy. He suggested that if a strategy was too general the outcomes will be bland. The Board agreed that urgency is critical. Mr. Lash agreed with the need for a harder line strategy but thought that a number of WRI's points were unique and not applicable to any other environmental group.

The call adjourned at 1:30 p.m.

Steve Barker
Secretary, Treasurer and
Chief Financial Officer and Vice President of Administration