



Policy Plan

This policy plan covers the period 2021-2023 (update March 2023)

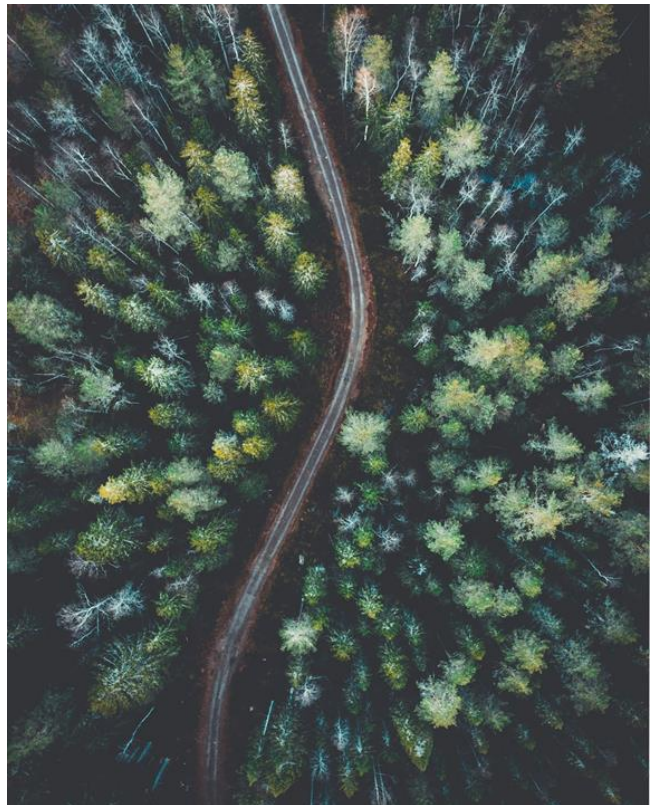
1. WE NEED TO ACCELERATE CHANGE.

To tackle the global climate crisis, we need to implement transformative solutions to reduce CO2 levels in our atmosphere. Massive reforestation is seen as one of the most important solutions, but such a great task cannot be accomplished without involvement of the real economy, as global forest communities currently lack resources to make this happen.

An increase of timber buildings in our built environment is believed to be one of the best options to create a sustainable forest economy. Construction timber is long-life and high value. Timber buildings have the capacity to store carbon in wood for long periods, they substitute carbon intensive materials such as cement and steel and they can enable large scale sequestration in our forests.

The timber transformation is currently underway in Europe's built environment, but it is not rolling out quickly enough to make a meaningful contribution to decarbonisation, leaving big potential untapped. Creating an accelerated uptake in demand is the most important step to unlock transformation.

The founding of Built by Nature as a visionary international non-profit will create a timber transformation by:



(A) opening the market with frontrunners and key partners – making timber as easy to use as using traditional building materials and making the carbon storage and removal impacts of timber a major focus;

(B) growing the market and mainstreaming it beyond the frontrunners to the majority –realising in full the carbon storage and removal impacts of timber construction.



2. OUR PURPOSE

Built by Nature will focus on accelerating the timber transformation by stimulating an uptake in demand. It does so by opening up markets together with industry frontrunners and other partners, and growing markets so that the industry majority starts building with timber.

Built by Nature focuses on six levers to realise these ambitions: accelerating networks, knowledge and innovation, demonstrations, city-scale projects, communications and policy. It supports and works in an ecosystem of dedicated partners.

Furthermore, it runs an independent pooled fund that enables funders to contribute efficiently and effectively to the timber transformation by directly supporting initiatives, initiated and executed by the field itself.

3. KEY ACTIVITIES

Built by Nature shall undertake the following activities to achieve its goals:

- a) **Networks.**
Foster national networks of frontrunners and combine these in a pan-European network.
- b) **Knowledge and Innovation.**
Support the creation of required expertise to bring timber buildings further (financially, technologically, etc.)
- c) **Demonstrations.**
Showcase the potential and cutting-edge innovations in timber buildings by supporting breakthrough projects and organising a design contest.
- d) **City scale projects.**
Support actual projects in pre-selected cities (together with city staff and frontrunners).
- e) **Communications.**
Amplify successes from frontrunners, partners and industry, create new narratives to change perceptions of majority stakeholders.
- f) **Policy.**
Support the removal of barriers that currently slow down the timber transformation.
- g) **Grant making.**
Grants for the establishment, development and implementation of initiatives in the field of the sustainable timber and biobased building industry, both run by public good organisations and/or industry and city frontrunners, with all results of such being wholly for the public good in accordance with the foundation's grants policies and processes as updated from time to time.



4. OUR GOVERNANCE STRUCTURE

Built by Nature is guided by a Board of Directors and employees –recruitment for this team of employees is underway at the time of writing.

Article 4.1 of the Articles of Incorporation requires that there be no less than three board members.

Serving board members are:	
Chair	: Donald Brenninkmeijer
Vice-chair	: Leslie Johnston
Secretary	: Bob van der Zande
Treasurer	: Amol Mehra
Board member	: Pablo van der Lugt

The Board sets the strategic direction and decides upon the overall activities of Built by Nature. The Board meets at least twice a year. The Board provides the strategic direction for the daily activities, which will be executed by the Chief Executive Officer (CEO).

The CEO has a leadership team consisting of the following roles:

- Head of Networks
- Head of Communications
- Head of Operations



5. SOURCES OF FUNDING

Built by Nature's financial resources shall primarily consist of public/charitable funds provided in the form of grants, awards and cooperative agreements by private and public donors, such as government and/or international organisations like the European Union.

Donors can contribute through individual grants or through aggregated project support grants awarded by the donor to Built by Nature with or without earmarks for specific countries or activities.

Built by Nature will endeavour to engage existing and new donors in multi-year or repetitive commitments that provide stability. Where donors are not willing/available to fund project costs, or are unable to fund them entirely, projects will be wound-up or scaled back respectively.

Alternative, and less significant, sources of funds may include:

- Any amounts or goods received from third parties, including (but not limited to) gifts, testamentary dispositions and subsidies;
- The income and revenues that the foundation receives from the activities it organises and the use of its assets;
- Other assets.

Funding will be used to cover costs of its projects and daily activities and will be managed through a bank account, supported by a clear Decision-Driven Organisational approval structure. The Board of Built by Nature holds fiduciary responsibility over the organisation's finance.

6. BUDGET AND EXPENDITURE

Built by Nature will use funding to cover the costs of its projects and activities, most notably:

- Fostering networks
- Supporting Knowledge and Innovation
- Organising demonstrations
- Supporting city scale projects
- Amplifying success from frontrunners, partners and industry
- Supporting policy barriers to innovation adoption
- Donating grants to projects wholly focused on the public good
- Operational expenditure, such as salaries, benefits, back office, compliance, and office space.

Built by Nature is a not-for-profit entity, and its resources will be applied exclusively towards the Built by Nature objectives, serving the public good. To verify this, the foundation will maintain comprehensive electronic accounting records and supporting documents, to support and demonstrate its financial position at any time. Financial data and records will be routinely reviewed and verified by a layered internal financial team while all income and expenditure will be independently audited on an annual basis.

The table below shows the estimated secured budget from current donors per year across cost categories, where year one is seen as the year where Built by Nature is incorporated (2021 to end of 2022).

It is anticipated that this budget will increase over time as Built by Nature fundraises to further its mission and impact.

Category (costs x 1,000 EUR)	actual 2022	budget 2023
Salaries	560	1.483
Operations	80	161
IT	8	28
Program cost	126	174
Staff travel	55	145
Board cost	0	8
Total	828	1,998

The annual impact report will be posted publicly on the BbN website.



7. REMUNERATION POLICY

The Board Members will not receive any remuneration for the performance of their board-related duties. They will however be entitled to reimbursement of reasonable costs made by them in the performance of their duties and non-excessive attendance fees according to the guidelines established by the foundation.

The foundation will employ salaried employees for the pursuit of its objects and the delivery of its activities. Employees will be employed under written contract of employment specifying their terms and conditions, work period, location, pay and eligible benefits.

8. CONTACT DETAILS

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