



Protecting nature. Preserving life.

**ENTREPRENEUR IN RESIDENCE
TO SUPPORT THE NORTH AMERICA AGRICULTURE
REGENERATIVE GRAZING LANDS STRATEGY**

REQUEST FOR PROPOSAL

SEPTEMBER 7, 2023

CONFIDENTIAL

Disclose and distribute solely to employees of The Nature Conservancy having a need to know
and to potential consultants' employees with a need to know.

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1. GENERAL ADMINISTRATIVE PROVISIONS

1.1. Statement of Purpose

It is the intention of The Nature Conservancy ("Customer") to solicit Proposals from qualified Consultants for an Entrepreneur in Residence. The purpose of the Entrepreneur in Residence is to support the North America Agriculture Regenerative Grazing Lands Strategy through the identification of tools and solutions that will help scale the profitable and sustainable adoption of regenerative ranching practices. Those receiving this Request for Proposal (RFP) are referred to as "Consultant."

THIS IS NOT AN ORDER.

THE NATURE CONSERVANCY (TNC) is a District of Columbia, USA, non-profit corporation with its principal place of business in Arlington, Virginia, USA. TNC has offices across the U.S. and in over 79 countries and territories around the world.

Since 1951, The Nature Conservancy has been working with communities, businesses and people like you to protect more than 125 million acres of land and 5,000 miles of rivers worldwide. We also operate more than 100 marine conservation projects globally. Our mission is to conserve the lands and waters on which all life depends. Our vision is a world where the diversity of life thrives, and people act to conserve nature for its own sake and its ability to fulfill our needs and enrich our lives. Please see www.nature.org for more details on what the Conservancy does and where we work.

Background:

TNC's North America Agriculture Regenerative Grazing Lands (RGL) Strategy works to ensure grazing lands are ecologically intact, economically productive, and a source of food for people and strong rural communities. Our goal is to improve management on 240 million acres (30%) of U.S. grazing lands by 2030, resulting in enhanced wildlife habitat, soil carbon storage, water quality improvements, and rural economic viability. To achieve this goal, we collaborate with ranchers and the beef supply chain to conserve native grasslands and other grazing lands by advancing the use of practices that support regenerative management.

Regenerative management aims to enhance and restore functional and resilient ecosystem processes and improve the natural and human communities they support. In general terms, regenerative management is founded on principles of ranch management planning and adaptive management for ecological, economic, and social goals. Regenerative management also leverages grazing and other management practices proven to enhance ecological function and value. A recent synthesis by Ahlering et al. (2021)¹ identified a core suite of indicators, metrics, and related curricula and tools that support ranchers in developing, implementing, and monitoring regenerative management practices to improve outcomes.

Building on the work of Ahlering et al., TNC convened a dozen ranchers and beef industry leaders to refine its understanding of key ranch-level indicators for the management, reporting, and

¹ Ahlering, M. A., Kazanski, C., Lendrum, P. E., et al. (2021). A Synthesis of Ranch-Level Sustainability Indicators for Land Managers and to Communicate Across the US Beef Supply Chain. *Rangeland Ecology & Management*, 79, 217-230.
<https://doi.org/10.1016/j.rama.2021.08.011>

communication of sustainability outcomes and how they could be effectively monitored and documented at the ranch level. TNC also recently completed work with a social science firm to obtain feedback from a broader group of ranchers on the draft list of ecological and socio-economic indicators and to understand current use of tools and services that support monitoring and documentation. The anticipated learning from this project will support the development of a decision support resource that can help ranchers gather and use their data to make improved management decisions and also control how and when that data may be communicated to others. The included tools and services must be easy to access, user-friendly and suited to the needs of rancher audiences working in diverse operational contexts. However, as was identified by ranch managers and owners in a recent survey, these tools and services must also ensure that the “business side of ranching” is coupled with and considered when promoting conservation-driven, regenerative practices.

To build off the work described above, TNC is now seeking to identify and engage an Entrepreneur in Residence (EIR) to identify the tools and services available and needed to accelerate the adoption of key improved management practices and deliver improved business outcomes. To accomplish this, the EIR will conduct a gap and opportunity analysis by 1) reviewing existing information from the RGL team and sector 2) evaluating existing tools and solutions against criteria/metrics informed by the RGL team, including improved land management/conservation and business outcomes. The EIR will then develop and execute two workstreams from the analysis: 1) identify the most promising tools, which may need to be iterated for improvement, and create value proposition and business case pitches for working ranches on the use of tool/solution and 2) identify existing gaps and draft concepts for new tools/solutions needed. The EIR will then work with a TNC counterpart to develop an implementation plan with proposed roles and responsibilities. This will include how TNC and other sector actors, including the public and private sector, will make pitches to ranching communities regarding the use of the best tools available and develop new tools. Throughout this work, the EIR will also need to conduct analysis and make considerations regarding how the existing and new tools will aid both traditional ranchers and support greater diversity, equity and inclusivity in the ranching sector as well as how the tools could also serve ranchers in a future state where traceability and tracking are a focus of the sector.

To do this, the EIR will work collaboratively with TNC, and relevant stakeholders and actors, and bring “fresh eyes” and an entrepreneurial approach to this work. The EIR will bring a strong entrepreneurial background and experience building and launching successful startups and/or lean businesses with a high level of comfort with taking risks and navigating uncertainty. With this experience, the EIR will efficiently, iteratively and rapidly conduct the required work with the ultimate goal of supporting TNC and other actors in the sector to promote adoption of existing and new tools that support improved business and conservation outcomes.

Project Goals:

To support TNC’s NA RGL Strategy to drive the adoption and sustained use of regenerative practices for improved business and conservation-based outcomes on working ranches, TNC seeks an EIR to:

- Conduct a gap and opportunity analysis of the existing landscape of tools and solutions that support the scaling of regenerative ranching practices by:
 - Reviewing the existing information assembled by the RGL team and sector partners; and,
 - Evaluating existing solutions and tools against their ability to deliver upon targeted criteria.

- Develop and execute two workstreams from the findings and outcomes of the analysis: 1) Focused on the most promising existing tools/solutions and 2) Focused on the need for new tools/solutions to fill gaps.
- For the most promising, existing tools/solutions:
 - Iterate on existing tools/solutions, as needed, for improvement; and,
 - Develop business cases and value proposition pitches for working ranches that can incent their adoption.
- For new tools/solutions needed to fill gaps:
 - Develop concepts for new tools/solutions in line with the challenge and gap they are addressing for the sector.
 - Make considerations for balancing private sector motivations for undertaking this development against the public's interest in having a healthy competition among solutions and the potential and ability for scaling the innovation further.
- Co-develop an implementation plan for TNC's RGL team, which details the plan for scaling the adoption of the most promising, existing solutions and tools and developing and/or improving innovations to address gaps, with proposed roles and responsibilities of TNC and public and private sector partners clearly identified.
- Provide other critical input, feedback and expertise to the RGL Strategy and team as needed throughout duration of work.

Project Activities:

- I. Conduct a gap and opportunity analysis of the existing landscape of tools and solutions to support the scaling of regenerative ranching practices by:
 - A. Reviewing existing information assembled by the RGL team and sector partners, including but not limited to:
 1. TNC RGL Strategy;
 2. TNC recommended regenerative grazing land/ranching practices and metrics;
 3. Tools and services that TNC is piloting on working ranches;
 4. Social science report assessing working ranches' monitoring needs and feedback on sustainability indicators; and,
 5. Materials from the U.S. Roundtable for Sustainable Beef.
 - B. Develop evaluation criteria informed by the RGL team, which will include:
 1. Improving conservation outcomes on grazing lands;
 2. Improving profitability and business outcomes for working ranches;
 3. Improving use and implementation case for appropriate customer segment(s) by identifying and then targeting appropriate segment in alignment with the 'Traditional' Technology Adoption Cycle;
 4. Driving greater diversity, equity and inclusivity in the ranching sector;
 5. Analysis and consideration for tools/solutions that deliver for a future state in which traceability and tracking are a focus for the sector; and,
 6. Other criteria and/or considerations as identified by the Entrepreneur in Residence and RGL team; and,
 - C. Evaluate existing tools and solutions against their ability to deliver upon selected criteria and/or considerations.
- II. Assess key assumptions of the analysis and obtain critical input from diverse individuals engaged in the ranching sector, including ranch managers, owners and employees, which could be achieved through the following activities:
 - A. Interviewing ranch managers, owners, and employees, partners, industry actors, and associated businesses;
 - B. Traveling to and conducting site visits at working ranches;
 - C. Planning and executing meetings for rancher networks; and
 - D. Other activities as mutually agreed upon.

- III. Present findings of analysis, including which existing tools/solutions are the most promising and which gaps still need to be addressed by new tools/solutions to the RGL and Agriculture Innovation teams.
- IV. Obtain feedback from the RGL and Agriculture Innovation teams to develop final list of most promising, existing tools/solutions and priority gaps that need to be addressed by new and/or improved tools/solutions.
- V. Develop and share workplan with RGL counterpart, including corresponding timelines for deliverables, for two workstreams based on analysis findings and input/feedback from RGL and Agriculture Innovation teams:
 - A. Workstream 1: Promoting adoption of existing tools/solutions
 - B. Workstream 2: Driving innovation to address identified gaps

Track 1: Promoting adoption of existing tools/solutions

- VI. Iterate on existing tools/solutions, as needed, for improvement, while ensuring that critical concepts and ideas are made available to the public.
- VII. Develop a business case and value proposition pitch for working ranches to promote the adoption and sustained use of each identified tool/solution, including but not limited to operation costs, short-term financing resources needed, and projected revenue generation over time.

Track 2: Driving innovation to address identified gaps

- VIII. Develop concepts for new tools/solutions based on findings from evaluation.
- IX. Make considerations for balancing private sector motivations for undertaking this development against the public's interest in having a healthy competition among solutions and the potential and ability for scaling the innovation further.
- X. Develop a business case and value proposition pitch for entrepreneurs/start-ups on for developing new tools/solutions, including technical feasibility, problem definition, market research, competitive landscape, partnerships opportunities and more, as applicable. Research will likely include conversations with a variety of stakeholders and industry players.
- XI. Present business case and value proposition pitch for adoption and sustained use of the most promising, existing tools/solutions and concepts for new innovations to the RGL and Agriculture Innovation teams.
- XII. Obtain feedback and input from RGL and Agriculture Innovation teams on each business case and value proposition pitch for adoption of existing tools/solutions and concepts for new innovations.
- XIII. Finalize each business case and value proposition pitch for adoption of existing solutions/tools and concepts for new innovations.
- XIV. Co-develop an implementation plan for TNC's RGL team, which details the plan for scaling the adoption of the most promising, existing tools/solutions and developing new innovations to address gaps, with proposed roles and responsibilities of TNC and public and private sector partners clearly identified. This will include how TNC and other sector actors, including the public and private sector, will make pitches to ranching communities regarding the use of the best tools available and develop new tools.
- XV. Present on and circulate implementation plan with the RGL team for feedback and input.
- XVI. Finalize implementation plan with feedback and input from the RGL team incorporated.
- XVII. Provide other input, feedback and expertise to the RGL team as needed throughout duration of work. This may include, but is not limited to:
 - A. Supporting the RGL team to take an iterative approach to achieving conservation-based outcomes;
 - B. Supporting the team to set and achieve its objectives, goals and outcomes more effectively and efficiently;

- C. Researching, strategizing, and helping the team conceptualize solutions that approach problems from different angles and acting as a “Swiss army knife”; and,
- D. Serving as a go-to resource to shorten iteration cycles and maximize learnings.

Project Deliverables:

- I. Attendance at weekly or bi-weekly check-in call with RGL counterpart for project progress reports and updates.
- II. Participation in virtual calls with the RGL team and partners, as needed to develop understanding of RGL strategy, and solicit feedback on project findings.
- III. Presentation to RGL and Agriculture Innovation teams on outcomes from analysis, including which existing tools/solutions are most promising and which gaps still need to be addressed by developing new innovations.
- IV. Workplan with corresponding timelines for two workstreams:
 - A. Workstream 1: Promoting adoption of existing solutions and tools
 - B. Workstream 2: Driving innovation to address identified gaps
- V. Presentation to RGL and Agriculture Innovation teams on business case and value proposition pitch for adoption and sustained use of the most promising, existing tools/solutions and concepts for new innovations needed.
- VI. Written final report detailing:
 - A. The business case and value proposition pitch for working ranches for the adoption and sustained use of the most promising, existing tools/solutions.
 - B. Final concepts for new innovations needed based on identified gaps.
 - C. Implementation plan for TNC’s RGL team, which details the plan for scaling the adoption of the most promising, existing tools/solutions and developing and/or improving innovations to address gaps, with proposed roles and responsibilities of TNC and public and private sector partners clearly identified. This will include how TNC and other sector actors, including the public and private sector, will make pitches to ranching communities regarding the use of the best tools available and develop new tools.

Qualifications of Entrepreneur in Residence:

- Work as outlined in this RFP will be conducted by an individual independent contractor or business entity who meets minimum applicable requirements (there will not be an employment relationship between TNC and the EIR).
- Multi-year entrepreneurial work experience - can be at a high-growth startup, intrapreneurship, or a lean business.
- Has a business with strong experience building financial models.
- Businesses or individuals with strong entrepreneurial backgrounds with experience building and launching successful startups.
- Experience working with ranching, farming and/or rural communities preferred.
- Experience and/or commitment to working with diverse communities preferred.
- Travel - must be able to and willing to travel to work with ranching sector.

Project Duration:

TNC anticipates that the duration of the Entrepreneur in Residence assignment will be six (6) to eight (8) months. Although TNC has provided an anticipated duration, TNC is flexible and dependent on what is proposed by the Consultant.

Project Location:

The Entrepreneur in Residence may be located anywhere in the U.S., but travel is required to conduct targeted components of the project and meet with stakeholders, primarily in the Great Plains and Western regions. Anticipated travel costs should be included in the proposal.

Project Contract Value/Compensation:

TNC anticipates that the total contract value for the services will not exceed \$165,000 USD, including contract fee and associated costs with assignment (e.g., travel). As there will not be an employment relationship, TNC is not responsible for any taxes or associated insurance costs.

Proposal Requirements:

TNC requests that interested Consultants submit a proposal of no more than 6 pages, which includes a detailed budget. The submitted proposals must be in the following format:

- I. Executive Summary: Brief Summary of Proposal
- II. Proposed approach and methodology
- III. Proposed project work plan, including:
 - A. Duration of assignment and level of effort;
 - B. Assignment timeline; and,
 - C. Tentative deadlines for deliverables identified in the RFP.
- IV. Overview of experience and qualifications, including:
 - A. Portfolio of work;
 - B. Experience working with ranching, farming and/or rural communities or proposed approach for working with ranching communities; and,
 - C. Experience working with diverse groups or commitment to diversity, equity, inclusion, and justice principles.
- V. Detailed budget, including, but not limited to, labor/compensation and travel
- VI. Appendix I (not included in page limited): CV or Resume
- VII. Appendix II (not included in page limited): 1-2 examples of relevant previous work
- VIII. Appendix III (not included in page limited): Completed Conflict Inquiry Form (please find the corresponding form on page 11 of this RFP)

Selection Criteria:

Contractor selection will be based on a number of factors such as, but not limited to, all elements of the proposal submission, including Proposed Approach and Methodology, Experience and Qualifications, Relevant Previous Work, and Budget.

1.2. TNC's Procurement Process

Procurement activities will be conducted in a nondiscriminatory manner with fair treatment given to all Consultants. The Conservancy reserves the right to reject any and all offers for any reason whatsoever, to waive technicalities, and to pursue purchasing in a manner that is in the best interest of the organization.

TNC expects itself and everyone with whom it does business to conduct themselves in ways that are consistent with its TNC's Code of Conduct found at www.nature.org/codeofconduct. Anyone (whether an employee of TNC or not) may contact the TNC Helpline (anonymously, if desired) with questions, concerns, or suspected violations at www.nature.org/tnchelpline.

1.3. Customer's Obligations

Customer incurs no obligation or liability whatsoever by reason of issuance of this RFP or action by anyone relative thereto.

1.4. Consultant's Obligations

Consultant must analyze and respond to all sections of this RFP providing sufficient information to allow Customer to evaluate the Proposal. Consultant, by submitting its Proposal, agrees that any costs incurred by the Consultant in responding to this RFP, are to be borne by Consultant and may not be billed to Customer.

Consultant's proposal must match the order in which the RFP was submitted or clearly state where the information resides. If Customer has any confusion or difficulty in retrieving the required information from a Consultant's proposal, the Consultant may not have the ability to resubmit their proposal.

Customer requests firm fixed pricing for the proposal. ***If a particular entity is chosen as an award winner and any additional costs are presented at the time of agreement negotiations or implementation, Customer has the right to reject that entity as the contract winner.***

Consultant shall not use the names, logos, images or any data or results arising from the anticipated contract for advertising without Customer's prior written consent.

1.5. Consultant Submission Requirements

1.5.1. Submission of Proposal:

Consultant will send its response to this RFP via email.

1.5.2. Email for Consultant's Submission of Questions and Proposal:

Email: Kayla Sainato, Agriculture Innovation Strategy Manager

Email: kayla.sainato@tnc.org

1.6. Critical Dates

1.6.1. Questions Regarding the RFP

Consultant will submit questions to Customer by on *September 22, 2023 by 11:59 pm ET*.

Customer will use its best efforts to answer questions by *September 29, 2023*.

Answers may be shared by e-mail with all Consultants. Consultant understands and agrees that it has a duty to inquire about and clarify any RFP questions that the Consultant does not fully understand or believes may be interpreted in more than one way. Customer, however, is not required to answer all questions that are not pertinent to the RFP or are considered to be Customer's proprietary information.

1.6.2. Proposal Due Date

Proposals shall be delivered to The Nature Conservancy on or before *October 6, 2023 by 11:59 pm ET*. See Article 1.5 for Submission Requirements.

RFP Activities	Due Date
Distribute RFP	September 7, 2023
Consultant Submits Clarification Questions	September 22, 2023
Answers to Questions Emailed to Applicants & Posted Online	September 29, 2023
Consultant Written Proposals Due	October 6, 2023
Short List Notification	October 30, 2023
Short List Consultant Presentations	November 6-7, 2023
Select Consultant	November 10, 2023
If Selected, Execute Contract	December 21, 2023
Begin Work	January 2, 2024

1.7. Restricted Communications

It is the policy of the Customer to avoid situations which (1) place it in a position where its judgment may be biased; (2) create an appearance of conflict of interest with respect to rendering an impartial, fair, technically sound, and objective decision prior to selection; or (3) give an unfair competitive advantage to competing Consultants. Therefore, to ensure an ethical evaluation process, all inquiries or other communications regarding this RFP shall be exclusively directed to the Customer's authorized Agent, to the person and location specified in Article 1.5.2 of this RFP. Consultants are hereby expressly instructed not to otherwise communicate with Customer's officers or employees regarding this RFP. This prohibition is also applicable to Consultants' affiliates, officers, employees, agents, consultants, and subcontractors.

1.8. Disposition of Proposals

All material submitted in response to this RFP will become the property of the Customer and may be returned only at the option of the Customer and at the expense of the Consultant. Successful and unsuccessful Consultants will be notified in writing. The Customer shall not be obligated to detail any of the results of the evaluation.

1.9. Contractual Commitment of Proposal

The contents of submitted Proposals will be considered obligations of the successful Consultant. No information should be submitted that is not intended to be incorporated into the Proposal and any contract which may result from such Proposal. If there is any inconsistency between the terms herein and any of the other contract documents, the terms in the other contract documents shall prevail.

1.10. Confidentiality

Any data, documentation or other business information furnished by or disclosed to the Consultant shall be deemed the property of the Customer and must be returned to the Customer upon request.

1.11. Notice of Intent

TNC has identified critical areas for intervention to drive conservation outcomes and is procuring the services of creative and innovative Consultants outside of TNC to address these critical areas as outlined in this RFP. TNC is not an entrepreneur; however, as part of its mission and to achieve its conservation goals, TNC supports the development of entrepreneurial work and market incentives.

For any work completed under contract with TNC, TNC has the right to use and share ideas and concepts developed to promote conservation outcomes, including the promotion of regenerative grazing land practices in this instance, to ensure that others with a public interest have access to the ideas and concepts to enrich the wholistic approach to innovation and technology development for conservation.

1.12. **Conflict of Interest Disclosures**

It is the policy of The Nature Conservancy ("TNC") to identify actual, potential or perceived conflicts of interest in any situation in which TNC has a significant business interest. To assist TNC in complying with this policy, we request that all individuals and/or organizations that will be involved in a proposed transaction with TNC complete our Conflict of Interest Disclosure Form. This relates to people who will be working, directly or indirectly, to respond to this RFP, as well as may be doing the resultant work if the Consultant receives the contract.

The information will be kept confidential and given out only on a "need to know" basis.

CONFLICT INQUIRY FORM

STEP 1: DESCRIPTION OF PARTIES & TRANSACTION	
Name of individual or organization entering into transaction with TNC:	
Legal identity of individual or organization* entering into transaction with TNC (select one):	<input type="checkbox"/> Individual <input type="checkbox"/> For-Profit Organization <input type="checkbox"/> Non-Profit Organization
<small>**Organization" includes a for profit corporation, partnership, trust, estate, joint venture, limited liability corporation, professional corporation, an unincorporated entity, a foundation, public board, commission, 501(c)(3) or other charitable organization.</small>	
Type of Transaction (select one):	<input type="checkbox"/> Contract for Services <input type="checkbox"/> Grant Agreement <input type="checkbox"/> Purchase Order <input type="checkbox"/> Licensing Agreement <input type="checkbox"/> Real Estate Transaction <input type="checkbox"/> Other
If you selected "Other" or "Real Estate," include description here (for real estate, describe property, size, and type of deal (sale, gift, lease, etc.)):	

STEP 2: DEFINITIONS & QUESTIONS (Complete <u>only</u> the section relevant to your organization)		
<p>(1) TNC Key Employees and Board of Directors: Please refer to the <u>attached list</u> of Key Employees and members of Board of Directors (includes individuals who have left relevant TNC positions within the past five (5) years).</p>		
<p>(2) TNC Trustee: Individuals serving as a Trustee or Advisor to TNC.</p>		
<p>(3) Substantial Contributors: Individuals or organizations who have made total aggregate contributions to TNC of (i) ≥ US \$5 million during the current fiscal year or (ii) ≥ US \$25 million within the last five (5) fiscal years. Fiscal years run from July 1st through June 30th.</p>		
<p>(4) Family Members and Close Relatives: Family members of any individual listed above, such as spouse, domestic partner, parent, sibling, child, dependent, other progeny and ancestors.</p>		
SECTION 1. INDIVIDUALS (explain any "yes" answers in Step 3):	Yes	No
a. Are you now, or have you been in the last five (5) fiscal years, (i) a TNC "Key Employee" or (ii) a member of the TNC Board of Directors?		
b. Are you now, or have you been in the last twelve (12) months, (i) a TNC Employee, (ii) a Chapter Trustee, or (iii) a member of a Country Program Advisory Council or a similar advisory group?		
c. Are you a Substantial Contributor to TNC?		
d. To your knowledge, are you a family member or close relative of any individual identified in paragraphs a, b, or c above?		

SECTION 2. FOR-PROFIT ORGANIZATIONS (explain any “yes” answers in Step 3):		Yes	No
a. Is your organization a Substantial Contributor to TNC?			
b. Now, or at the time of the proposed transaction, to the best of your knowledge, do any of the following (individually or collectively with other such persons) (i) own more than 35% of the stock or value of your organization (directly or indirectly) and/or (ii) have a controlling influence over the organization’s management or policies (ex. key management or board member): <ul style="list-style-type: none"> • TNC employee (or former employee who left within the last twelve (12) months); • TNC Key Employee; • TNC Board Member; • Substantial Contributor to TNC; • TNC Chapter Trustee or Advisory Council Member for TNC or TNC’s related entities (or former trustees/members who left within the last twelve (12) months); and/or • Family members or close relatives of the above individuals. 			
c. Now, or at the time of the proposed transaction, have or will any TNC Key Employees or members of the Board of Directors serve in the following positions of your organization? <ul style="list-style-type: none"> • Officer, director, trustee, key employee, or partner; • Member (if your organization is a limited liability corporation); and/or • Shareholder (if your organization is a professional corporation). 			
SECTION 3. NON-PROFIT ORGANIZATIONS (explain any “yes” answers in Step 3):		Yes	No
a. Now, or at the time of the proposed transaction, do any of the following (individually or collectively with other such persons) have the ability to influence management of the entity: <ul style="list-style-type: none"> • TNC employee (or former employee who left within the last twelve (12) months); • TNC Key Employee; • TNC Board Member; • Substantial Contributor to TNC; • TNC Chapter Trustee or Advisory Council Member for TNC or TNC’s related entities (or former trustees/members who left within the last twelve (12) months); and/or • Family members or close relatives of the above individuals. 			

STEP 3: COMMENTS (Explain any “yes” answers checked above. Attach additional pages as necessary.)

STEP 4: NOTICE OF TNC CODE OF CONDUCT & SIGNATURES

TNC expects itself and everyone with whom it does business to conduct themselves in ways that are consistent with TNC’s Code of Conduct found at www.nature.org/codeofconduct. Anyone (whether a part of TNC or not) may contact the TNC Helpline (anonymously, if desired) with questions, concerns, or suspected violations at www.nature.org/tnchelpline.

The undersigned certifies the information in the inquiry form is true and correct to the best of their knowledge.

Signature:	
Printed Name:	
Title (if for an organization):	
Address:	
Date of Signature:	

TNC COVERED PERSONS

The following are individuals who are currently or have been, during the preceding five (5) fiscal years, a TNC “Key Employee” or a member of the Board of Directors of TNC or one of its U.S. Related Entities.

List Current as of June 21, 2023

<u>Current Key Employees/ Officers</u>	<u>Former Key Employees/ Officers</u>	<u>Current Board of Directors</u>	<u>Prior Board Members</u>
Matt Arnold Nathalie Augustin David Banks Matt Brown Jan Glendening Tom Neises Bola Olusanya Michael Sweeney Leonard Williams	James Asp Hans Birle William Ginn Wisla Heneghan Brian McPeck Hugh Possingham Heather Tallis	James Attwood, Jr. Amy Batchelor John Bernstein Michelle DePass William Frist Harry Hagey Margaret Hamburg Fred Hu Shirley Ann Jackson Sally Jewell Nancy Knowlton Edwin Macharia Jennifer Morris Douglas Petno Sergio Rial Vincent Ryan Brenda Shapiro Anna Skoglund Kent J. Thiry Kevin Weil Ying Wu	Shona L. Brown Gretchen C. Daily Laurence Fink Joseph H. Gleberman Andrew Liveris Jane Lubchenco Jack Ma Claudia Madrazo Craig McCaw Thomas J. Meredith Ana M. Parma Stephen Polasky Rajiv Shah Mark Tercek Thomas J. Tierney Moses Tsang Frances A. Ulmer Margaret C. Whitman

U.S. [Related Entity](#) Covered Persons

BIN = Blue Investments in Nature; CF&R – Conservation Farms & Ranches

<u>Current Key Employees/ Officers</u>	<u>Former Key Employees/ Officers</u>	<u>Current Board of Directors</u>	<u>Prior Board Members</u>
Leah Carriere (BIN) Jerred Dixon (CF&R) Ankith Patel (CF&R) Teela Pejsa (CF&R) Angela Ortegon (CF&R)	Stephen Valdes-Robles (BIN) Felicity Fyfe (CF&R)	Svetoslav Gatchev (BIN) Melissa Garvey (BIN) Jeffery Schutes (BIN) Jason Pelletier (CF&R) Ann Marie Nemanich (CF&R) Mark Kramer (CF&R) Rodd Kelsey (CF&R) Scott Morrison (CF&R) Susan North (CF&R) Sandi Matsumoto (CF&R)	Charlotte Kaiser (BIN) Diane Miller (BIN) Michael McFadden (CF&R)

Other TNC [Related Entity](#) Covered Persons (If applicable)

<u>Key Employees (members of Related Entity leadership team):</u>	<u>Current Fiduciary Board Members, if applicable:</u>