



WORLD  
RESOURCES  
INSTITUTE

# From Commitments to Action

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ANNUAL REPORT 2021





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*Cover photo: Aerial view of people participating in a voluntary afforestation campaign at the edge of the Badain Jaran Desert in the Gansu Province of China, in 2021.*

### As we look back on the past year, one word repeatedly comes to mind: **Resilience.**

We are in the midst of one of the most challenging times in recent history: a global pandemic, the invasion of Ukraine, natural and human-made disasters, and a constant flow of disinformation.

In such a world, a global, independent, science-based organization that uses research and data to solve problems on the ground can make lives better. This is what WRI has been doing for 40 years. We bring people together to confront the world's most urgent environmental and developmental challenges. Today, we are doing it at a larger scale, in many more places on earth.

Despite these stressful times, our team continues to produce outcomes and deliver impact. Our staff worked behind the scenes to ensure that COP26 in Glasgow delivered in essential ways. In Africa, we are supporting a movement, led by AFR100, to restore 100 million hectares of degraded land. In 2021, we worked with donors to mobilize \$20 million in capital to finance locally led restoration projects and enterprises. In Brazil, WRI helped the federal government revise its national safety plan, which pledged to cut traffic fatalities in half. In the U.S., our team worked with businesses and other partners to urge the Biden administration to set an ambitious national climate goal — leading to an emissions reduction target of 50 to 52% below 2005 levels by 2030.

Going forward, we need to sharpen our focus to turn bold commitments into real world action. The science is clearer than ever. To keep global warming within 1.5 degrees C, we must halve emissions this decade, while reducing inequality and restoring nature.

We are making progress, but not nearly fast enough. We know that the path ahead is narrow and hard. This is exactly the challenge WRI embraces: To find and promote practical solutions for system-wide change at scale that ensures people and nature can thrive.

In the following pages, we invite you to explore what this journey looks like through the eyes of our staff. You'll meet Mariana Oliviera, who comes from a coffee-growing family in Brazil and works to prevent deforestation, and Andika Putraditama, who studies sustainable palm oil production in Indonesia. Our work would not be possible without our remarkable, resilient staff.

This Annual Report is an invitation to explore who we are, why we do what we do and what makes our work so impactful. We hope these pages inspire you.

This report is also a reflection of our gratitude to all of you who have supported WRI, transforming what was a glimmer 40 years ago into a world-class, global organization today.

Together, I believe we can create a more equitable, vibrant and prosperous world for all.

With best regards,



A handwritten signature in black ink that reads "Ani Dasgupta". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

**Ani Dasgupta**  
President & CEO  
World Resources Institute



World Resources Institute is a global, non-profit organization that conducts research, analyzes data and mobilizes coalitions to address the world's greatest challenges. We create solutions for people and the planet.

WRI is its people. With more than 1,700 staff around the world, we have teams working on seven programs: Cities, Climate, Energy, Food, Forests, Ocean and Water. We also have four centers of excellence that focus on: Business, Equity, Economics and Finance. We are working to cut greenhouse gas emissions in half by 2030, while ensuring a just transition and more prosperous world for all.

This Annual Report highlights our system-wide approach. As you meet each featured WRI staff member, you'll learn how their work connects multiple programs and practices across the institute. In this way, we invite you to experience our work as much more than individual initiatives, but instead as a cohesive effort touching every sector of society.

Welcome to our 2021 Annual Report!



## AFRICA

# Urbanization and Restoration

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A passionate advocate for land restoration and sustainable development, Wanjira Mathai brings energetic, innovative leadership to WRI Africa. Her team applies a broad range of expertise in pursuit of vital landscapes, an equitable energy transition and resilient cities.

As Africa's population and urban areas grow, country leaders on the continent have unique opportunities to develop green infrastructure and expand access to affordable, renewable energy. WRI's Energy Access Explorer provides an unvarnished look at where energy options are available in underserved areas. Digital Transport for Africa, an open-data platform managed by the WRI Ross Center for Sustainable Cities, tracks transportation systems throughout Africa and Latin America, including information on sustainability, accessibility, safety and efficiency.

Land restoration is a core priority for WRI Africa. In a landmark collaboration that began in 2021, the Restoration team began working with partners to launch TerraFund for AFR100, which aims to invest \$2 billion from a wide range of global funders into local restoration efforts. In 2021 alone, the fund mobilized \$20 million to restore land through local initiatives throughout Africa.

WRI Africa includes country offices in Kenya, Ethiopia, Madagascar and Democratic Republic of Congo. About 70 people work across the continent on issues related to WRI Africa's three pillars: vital landscapes, thriving and resilient cities, and institutional and economic transformation.

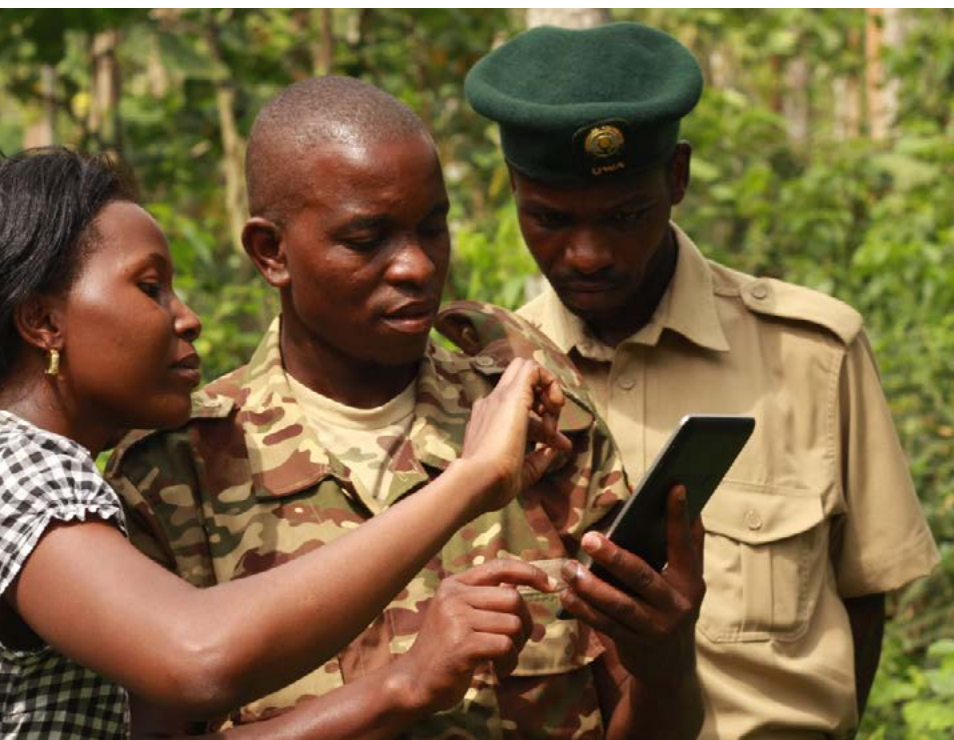






“If our work does not transform the lives of people, it is just an academic exercise.”

**Wanjira Mathai**  
Vice President and Regional Director  
WRI Africa





“Sustainability in my community in Brazil, and more specifically in São Paulo, is thinking about reducing social inequalities and embracing the power and value of forests.”

**Mariana Oliveira**  
Research Analyst, Cities4Forests Brazil  
Manager, WRI Brasil





## BRAZIL

# Saving Forests

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Mariana Oliveira supports WRI Brasil's Forests, Land Use and Agriculture program. The country holds more tropical rainforest than any other in the world, which makes nature a central element to cut greenhouse gas (GHG) emissions and foster a just, low-carbon economy. Alarming rates of forest loss push the world closer to losing a precious carbon sink.

Through the Assisted Natural Regeneration Alliance, Cities4Forests and other initiatives, Mariana produces research and tools to guide local governments, land owners and other stakeholders to conserve, manage, monitor and restore forests. In 2021, WRI Brasil and the Global Restoration Initiative released the Faces of Restoration project, which tells stories of people in

Brazil who are restoring local forests. Mariana was part of the team that brought those stories to life.

WRI Brasil has offices in São Paulo, as well as in Porto Alegre at the country's southern tip. About 70 people, primarily focused on forests, climate and sustainable cities, work in these two offices.

Growing evidence links gender equality with enhanced environmental outcomes – a reality that is the basis of WRI's Gender Equity Practice. Mariana works to ensure gender equality in Brazil's restoration efforts.

WRI's climate team in Brazil works to advance a low-carbon economy, identifying paths to combine ambitious climate action with equitable, sustainable development. The Cities program promotes urban resilience, fostering the development of compact urban areas connected by safe, active mobility options and clean, quality public transportation. In 2012, the federal government of Brazil committed to halve road fatalities, which was inspired by WRI-led research and engagement. That commitment came after WRI worked for multiple years with the Ministry of Infrastructure.

## UNITED STATES

# Changing Daily Habits

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Gerard Pozzi was part of the core team that launched Cool Food Meals in 2020, a project that aims to revolutionize the way we think about what we eat. Now, the project, which awards a badge to mark restaurant dishes with small carbon footprints, appears on the menus of Panera Bread, MAX Burgers and Aramark. As a researcher in WRI's Food program, Gerard helps people understand why they need to change the way they eat to help the world sustainably feed 10 billion people by 2050.

WRI's Food program, which is based in the institute's office in Washington, D.C., is one example of the matrixed nature of the institute's work.

The Food team's research helps inform and benefits from the Systems Change Lab, an initiative of WRI's Climate program that focuses on effecting transformational change across nearly all systems, including financial, economic, agriculture and more. The Food and Land Use Coalition, a community of more than 60 organizations and individuals, pursues sustainable ways to grow, distribute and consume food at the grassroots and policy levels around the world. The Better Buying Lab works to help change how people decide what to buy so that their choices prioritize sustainability.

WRI's office in Washington, DC, is the base of the institute's US-focused work, as well as many of its programs and core functions that underpin the financial systems, operations, human resources and more.

WRI's US work focuses on efforts at the national, state and local level to reduce greenhouse gas emissions and advance a strong, equitable and clean energy economy. In 2021, we launched a major new initiative to spur the electrification of the entire U.S. school bus fleet, some 450,000 buses.

WRI's U.S. team helped raise the U.S. government's climate ambition, leading to its pledge to cut emissions by 50-52% by 2030 (compared to 2005 levels).





“ I live in Washington, DC, and in my community I find a lot of people are becoming more aware of the climate impact of food.”

**Gerard Pozzi**  
Engagement and Research Specialist  
WRI

“When you go through these canals and you think that this country lies well below sea level, it really makes you think about resilience; how important it is to protect and respect nature for our very existence.”

Alberto Pallecchi  
Program Manager  
WRI Europe





## EUROPE

# Global Policies, Local Change

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WRI Europe has offices in The Hague and London. The team of more than 90 people works across the institute's core issues, with a special emphasis on high-level convenings and negotiations, as well as natural resource security. WRI Europe also has staff in Bonn, Germany, who work on the WRI-hosted NDC Partnership, and in Turkey.

Alberto Pallecchi's work blends direct engagement with international-level policymaking. For the institute's Faith and Sustainability Initiative, he identifies ways that spiritual and religious communities can reduce their carbon footprints. For the Water, Peace and Security Partnership, he and the rest of the team work to identify and help resolve potential conflicts connected to water.

Led by Stientje van Veldhoven, who joined WRI in July 2021, the WRI Europe office supports the continent in its global leadership on climate, development and the environment. WRI has a regional office in The Hague, and houses several programs in its London office, including the Ocean program and the High Level Panel for a Sustainable Ocean Economy, for which WRI serves as the secretariat.

Among many other projects, WRI Europe's office in The Hague supports PACE (Platform for Accelerating the Circular Economy), which catalyzes business, government and civil society to eliminate waste and safely use natural resources. WRI's European staff engage closely with funders and core institutional partners, which include the governments of the Netherlands, Denmark and Sweden.

Leading up to COP26 in 2021, WRI's London team advised the COP presidency, including on the Glasgow Leaders Declaration, which includes major commitments for forests and other terrestrial ecosystems.



CHINA

# Building Green Infrastructure

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WRI's China office, which opened in 2008 as the institute's first permanent presence outside the U.S., conducts research and provides science-based recommendations to business and government leaders to support the country's transition toward net zero emissions.

The China team conducted research that supported the government's 2021 decision to pledge an end to overseas investment in coal power plants. It has also done extensive work on supply chains, including through the China Council for International Cooperation on Environment and Development, which focuses on making China's Belt and Road Initiative greener.

Together with nearly 50 global partners, the China team initiated the Partnership of Biodiversity and Finance to unite stakeholders, including financial institutions, the private sector, academia, development agencies and social organizations to meet financing needs for biodiversity conservation, improve investment mechanisms and promote global collaboration.

WRI China is based in Beijing, where more than 30 staff conduct research and analysis to promote a sustainable, low-carbon economy. The team's work prioritizes urban infrastructure and mobility, clean energy and sustainable investments.







“Almost every staff member here — 98% — come to work by public transportation or riding a bicycle.”

**Dr. Fang Li**  
Country Director, WRI China



“The work of WRI is critical in ensuring we bring together all the relevant stakeholders . . . and help shift the long-redundant narrative of environment vs. development to climate-smart development.”

**Ashwini Hingne**  
Manager, Climate Program, WRI India





## INDIA

# Reducing Emissions in Growing Cities

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Ashwini Hingne is a climate policy researcher and economist focused on supporting the development of low-carbon policies and pathways for India that also enable a just and equitable transition for all. Her work includes modeling policies for India's climate goals, exploring the role of carbon pricing instruments and understanding just transition issues.

More than 300 people work for WRI India, which has offices in Mumbai, New Delhi and Bengaluru. The team focuses on low-carbon, resilient and inclusive development in sectors including sustainable transport, electric mobility, renewable energy, energy access, governance, restoration and more.

The WRI India team engages across all sectors, including at the highest levels of government to promote sustainable economic growth. Ashwini and others on the team work on the Tracking and Strengthening Climate Action initiative, which is part of WRI's Climate program. Ashwini also leads development of the Green Model Economy for India, as well as WRI India's work on carbon markets.

WRI India engages in landscape restoration efforts. Those efforts began with the creation of the Restoration Opportunities Atlas for India, and led to the adaptation of the Restoration Opportunities Methodology (ROAM) for the Indian context. Research from the ROAM model was presented to the Government of Madhya Pradesh – India's second-largest state by area. In response, the government signed an agreement with WRI India to begin restoration efforts in March 2021, beginning with a pilot of about 9,000 hectares.



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### In memoriam:

Ravindranath ("Ravi") Ponnappureddy passed away on May 31, 2021, after battling COVID-19. An accomplished transport planning professional, Ravi served as head of WRI India's Sustainable Transportation work beginning in 2020. He is remembered as a passionate leader with a commitment to justice and equity. He is survived by his wife, Sujatha, and his two children.

INDONESIA

# Pursuing Sustainable Agriculture

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WRI's Indonesia team focuses on land use and forestry issues – two sectors in which Andika Putraditama has expertise. As Deputy Program Director for Agriculture, Forests and Land Use, Andika Putraditama leads efforts to create sustainable supply chains for agricultural commodities, in particular those with links to deforestation. One example of this work is the RADD Landscape Monitoring initiative, which uses satellites to identify deforestation in commodities' supply chains and accelerate collective intervention on the ground.

Elsewhere at WRI, Global Forest Watch, which tracks tree cover loss and other data, has found evidence that efforts to slow the rate of deforestation in Indonesia are working. Primary forest loss rates in Indonesia have slowed every year since 2017.

In 2021, the Indonesian government moved forward its net zero target to 2060 or sooner, from a previous target of 2070. This decision was spurred in part by the Low Carbon Development Initiative's Green Economy Report, which was initiated by Indonesia's Ministry of National Development Planning, and was supported by WRI Indonesia and the New Climate Economy, for which WRI serves as the secretariat.

WRI Indonesia is based in Jakarta and has staff members throughout the archipelago. The team works to protect Indonesia's vast natural resources while enhancing economic potential. Among the office's many projects are the Clean Energy Investment Accelerator and the Forest Legality Initiative.





“For me, sustainability has to work for everyone. Indonesia is currently the biggest producer of certified, sustainable palm oil in the world. But ironically, I can only find one consumer product that has certified palm oil in Indonesian supermarkets.”

**Andika Putraditama**  
Senior Manager, Forests and Commodities  
WRI Indonesia





“I am very proud that from WRI we can provide tools, methodologies and data to continue advancing . . . the fight against the climate crisis.”

**Ignacio Bernabe Galván**  
Water and Green Infrastructure Analyst  
WRI México



## MEXICO

# Clean Air, Fresh Water

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WRI México focuses on creating sustainable technical solutions in the face of the country's rapid urbanization. Some 80% of the country's population will live in cities by the end of this decade.

Ignacio Bernabe Galván and the rest of the urban development and accessibility team, including those who work on water quality issues, pursue projects across the country. Their work in sparsely populated areas intersects with the team's other projects in urban areas.

WRI México works on five of the institute's key sectors: Climate, Cities, Forests, Energy, and the Ocean. The team includes about 80 people based primarily in Mexico City, but with roots throughout the country. WRI México also oversees WRI's newest office in Bogotá, Colombia.

Thanks in part to work by the WRI Cities team, Mexican lawmakers added a constitutional amendment in 2020 guaranteeing that every person has the right to safe, accessible, sustainable mobility. And in 2021, together with the World Bank, WRI launched a Low Speed Zone Guide to help cities make their streets safer.

In Mexico City and elsewhere, WRI México staff work to improve air quality, develop strong climate goals, end deforestation, restore tree cover and protect coastlines and mangroves, in addition to work on circular economy, energy efficiency and renewable energy.

# Spotlight: WRI's New Center for Equitable Development

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Equity has long been a core component of WRI's approach. We know that extreme poverty and inequity are exacerbated by climate change, and that marginalized people are often cut out of the processes that determine whether their communities become more sustainable.

At WRI, we believe that ensuring equity for people must be at the heart of any effort to decarbonize the economy. To keep our commitment to equity front and center, the institute launched the Center for Equitable Development in July 2021. Led by Nairobi-based Cosmas Ochieng, the Center encompasses WRI's governance work – previously housed in what was the Governance Center – and expands on it, emphasizing the importance of equity within WRI's programs as well as in the institute as a whole.

The Equity Center's projects include the Climate Resilience Practice, the Faith and Sustainability Initiative, the Environmental Democracy Practice, the Land and Resources Rights Initiative and the Gender Equity program.

One example of the Equity Center's impact is the Escazú Agreement. The agreement is the first treaty in Latin America and the Caribbean designed to protect environmental defenders by making it easier for people to access information, participate in decision-making processes, and hold powerful interests accountable. It went into force in April 2021 thanks in large part to efforts by the Defending Earth's Defenders initiative, which is part of the Equity Center.

“We look forward to centralizing equity in our programs and in our new strategic plan through a sharper equity focus in our theory of change, and identification of equity outcomes for each of our program goals.”



**Cosmas Ochieng**  
Global Director  
Center for Equitable  
Development



# Diversity, Equity and Inclusion

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WRI's strength is its people, both individually and collectively. To ensure that WRI does all it can to value people, provide opportunities for growth and ensure that we build a just, equitable workplace, the institute welcomed Dr. Kynai Johnson as its Director of Diversity, Equity and Inclusion (DEI) in 2021.

“I joined WRI because, from my perspective, the organization values people, community and a commitment to continue to learn and grow – centering DEI in our practices.”



**Dr. Kynai Johnson**  
Director of Diversity, Equity and Inclusion

Under her leadership, the institute launched a “Critical Conversations” series, which explores organizational culture and the intersections of oppression.

Kynai and her team also launched the Global DEI Ambassador Program, which integrates structural, cultural and behavioral DEI practices across the institute's offices.

WRI's Human Resources team provides services that are complementary to the institute's DEI work. Pay gaps are measured and corrected where necessary to align with WRI's compensation philosophy: pay for performance, based on market, free of discrimination. WRI is EDGE certified, and is preparing for re-certification in 2022. EDGE is the global leader in certification for gender equality.

The institute invests in staff learning and development, including new hire training and behavioral science education. In WRI's Leadership Academy, staff members earn a Leadership and People Management Certificate following completion of a year-long program.

# Boards and Leadership

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WRI's Global Board of Directors includes internationally renowned experts and global thought leaders who demonstrate extraordinary vision on issues of sustainability. The Global Board is responsible for guiding WRI's mission, values and strategy, and for ensuring the financial integrity and effective resource management of the institute.

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(as of March 2022)

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WRI India Board Chair

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Members help steer the institute's overall strategy and engage in our work based on their interests and expertise.

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**Lee M. Thomas**

Former Administrator, U.S. EPA









# Operations & Finance

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Thanks to the generosity of our donors, WRI continues to expand our impact across priority areas. Our current operational investments include those that strengthen internal systems, assuring we are able to recruit and maintain our high caliber of employees and provide an environment that is adaptable to the needs of our work.

Current initiatives include:

## Improvements to our project management culture

In the past year, WRI hired our first Project Management Lead to build out project management capacity globally. This staff member will work with our programs, centers, and offices to make sure they have the resources, training and infrastructure needed for their work, ensuring projects run smoothly from inception to completion.

## Technology updates

Our Operations Team began a multi-year, comprehensive technology initiative with the objective of implementing integrated, data driven, fit-for-purpose, user-friendly systems across WRI.

## Flexible work

WRI approved a new framework prioritizing the creation of working conditions that maximize our impact while emphasizing productivity in an equitable way. This framework offers options for in-office, remote and telework.

## Innovative hiring strategies

WRI's ability to deliver outcomes that drive positive systems change is only possible when we have the highest-caliber staff, and equip that staff with all the tools it needs. In the past year, WRI hired more than 500 people across the network despite disruptions to the labor market.

# Operations & Finance

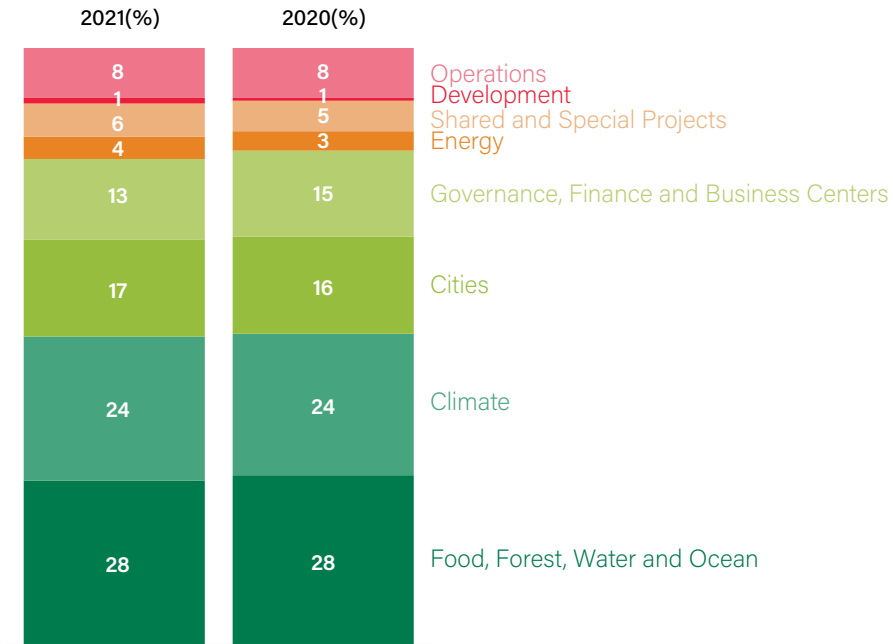
## (continued)

### Statement of Consolidated Activities (\$000s)

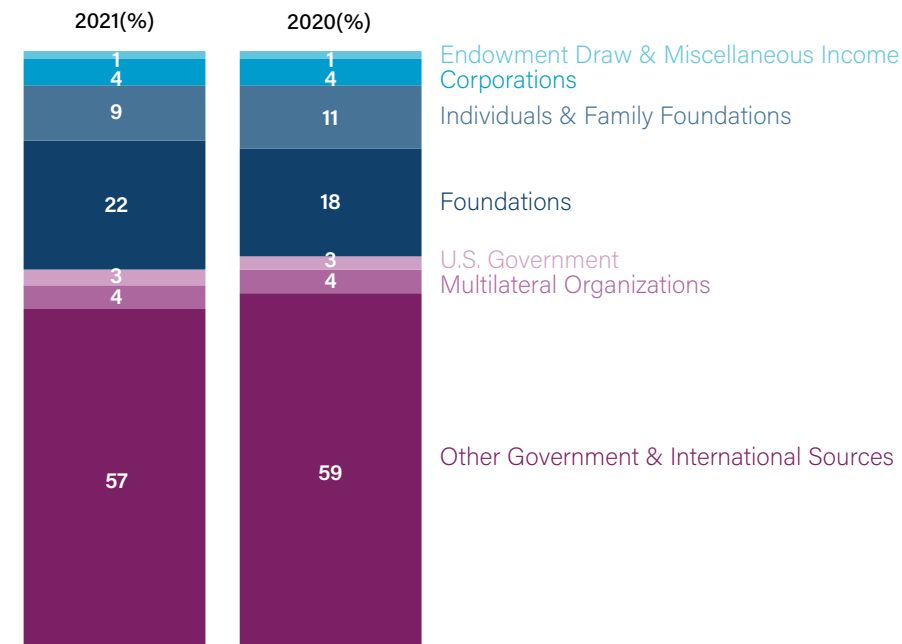
(At September 30, 2021, with comparative totals for 2020)

<b>SOURCES OF OPERATING FUNDS WITHOUT DONOR RESTRICTIONS</b>	<b>2021</b>	<b>2020</b>
Grants/Contributions	\$162,562	\$143,082
Federal Grants	5,025	3,778
Support from Endowment Income/Others	2,494	2,085
<b>Total Revenues and Other Support</b>	<b>170,081</b>	<b>148,945</b>
<b>EXPENSES</b>		
Program Activities	148,201	131,066
General Administration	13,753	11,561
Development	1,367	1,288
<b>Total Expenses</b>	<b>163,321</b>	<b>143,916</b>
<b>Change in Operating Net Assets</b>	<b>6,761</b>	<b>5,029</b>
<b>Total Net Assets at the Beginning of the Fiscal Year</b>	<b>242,278</b>	<b>148,109</b>
<b>CHANGE IN NET ASSETS DURING THE FISCAL YEAR</b>		
Net Assets without Donor Restrictions	6,761	5,029
Net Assets with Donor Restrictions	122,598	86,949
Nonoperating Activities	746	2,190
<b>Total Change in Net Assets</b>	<b>130,105</b>	<b>94,169</b>
<b>Ending Net Assets</b>	<b>372,384</b>	<b>242,278</b>

## Uses of Operating Funds



## Operating Revenue



# Thanking Our Donors

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Every year as we prepare our Annual Report, we look back with deep gratitude at the vision and generosity of our donors, without whom our work would not be possible. We are proud to recognize this broad group of supporters, all of whom share our commitment to creating a more sustainable and prosperous world for all.

WRI raised \$304 million in revenue in FY2021, including several multi-year, multi-million dollar grants. Among them: A \$100 million grant from the Bezos Earth Fund to support the electrification of America's school bus fleets and development of Land & Carbon Lab, a comprehensive monitoring system to track all forms of land cover and land use globally, as well as their associated carbon flows.

The Gordon and Betty Moore Foundation renewed its support for WRI's Global Forest Watch Pro platform that offers the latest data, technology and tools to empower people everywhere to better protect forests. The Foundation also provided a new grant to advise and support China's efforts to "green" its soft commodity

WRI staff and partner colleagues from the Danish Ministry of Foreign Affairs (MFA) take a break to see the Capitol during an MFA monitoring visit to Washington, D.C.



value chains and implement policy-oriented action to forward its commitment to reach carbon neutrality by 2060.

The IKEA Foundation renewed support of work to strengthen and leverage the Paris Agreement to drive stronger climate action. It also provided new funding to accelerate the transition of circular food systems in Rwanda, among other core programmatic funding.

The German Government provided additional multi-million-dollar funding to support WRI's work on people-centered transitions in key countries, restoration in Africa and urban mobility.

We are especially grateful as more donors than ever provided WRI with flexible funding. This includes \$11.4 million in core funding from the governments of Denmark, the Netherlands, and Sweden — support that broadly undergirds our ability to deliver on our strategic plan and advance our common agenda on climate action, sustainable development and poverty alleviation. With their support, we were able to undertake an independent external review of our progress against our five-year strategy. It highlighted many things we are doing well and provided an evidence-based starting point to drive our strategic planning efforts over the next year.

Individuals, family foundations, and members of our Global Board of Directors, Global Leadership Council and Corporate Consultative Group provided a combined \$7.1 million in unrestricted revenue that allows us to explore nascent issues, move quickly to seize emerging opportunities and leverage additional revenue. It also allows us to invest in our staff working across the globe.

We invite philanthropists, foundations, corporations and other donors to join us in growing this critical, flexible source of support.

We firmly believe our best days are ahead of us, and we look forward to continuing to partner with our donors to deliver the results we both want to see in the world. Thank you.

# Donor Listings

Includes revenue received between 10/1/20 and 1/15/22 and older grants still open as of 10/1/20.  
Recognizes contributions of \$1,000+ only.

## Major Donors (\$750,000+)

Asian Development Bank (ADB)	European Climate Foundation	Ministry of Foreign Affairs of the Netherlands (DGIS)
Bank of America	Federal Ministry for Economic Cooperation and Development of Germany (BMZ)	Ministry of Infrastructure and Water Management of the Netherlands
Bernard and Anne Spitzer Charitable Fund	Federal Ministry for the Environment, Nature Conservation and Nuclear Safety of Germany (BMU)	Mulago Foundation
Bezos Earth Fund	FedEx Corporation	National Environment Agency of Singapore
Bill and Melinda Gates Foundation	FEMSA Foundation	Norwegian Agency for Development Cooperation (NORAD)
Bloomberg Philanthropies	Ford Foundation	Oak Foundation
Carbon Disclosure Project, North America	French Development Agency (AFD)	Open Society Foundations
Cargill, Inc.	German Agency for International Cooperation (GIZ)	Pact
Charles Stewart Mott Foundation	Global Center on Adaptation	Patrick J. McGovern Foundation
Children's Investment Fund Foundation	Global Environment Facility (GEF)	Porticus Foundation
Citi Foundation	Good Energies Foundation	Quadrature Climate Foundation
Climate and Land Use Alliance	Google Inc.	Robert Bosch Stiftung
Climate Leadership Initiative	Gordon and Betty Moore Foundation	Rockefeller Philanthropy Advisors
ClimateWorks Foundation	Growald Climate Fund	Roger Sant
Conrad N. Hilton Foundation	Heising-Simons Foundation	Royal Danish Ministry of Foreign Affairs (Danida)
Conservation International Foundation	HSBC Holdings plc	Royal Norwegian Ministry of Climate and Environment
David Blood	Humanist Institute for Cooperation with Developing Countries (Hivos)	Royal Norwegian Ministry of Foreign Affairs
David K. Smoot Sustainability of Life on Earth Fund	IHE Delft Foundation	Ruth McCormick Tankersley Charitable Trust
Department for Business, Energy, and Industrial Strategy of the United Kingdom (BEIS)	IKEA Foundation	Sall Family Foundation
Department for Environment, Food, and Rural Affairs of the United Kingdom (Defra)	John D. and Catherine T. MacArthur Foundation	Shell Foundation
Department of Foreign Affairs and Trade of Australia (DFAT)	Laudes Foundation	Stephen M. Ross Philanthropies
Doris Duke Charitable Foundation	MacDoch Foundation	Stichting DOB Ecology
	Michael Polsky Family	Swedish International Development Cooperation Agency (Sida)
	Ministry of Foreign Affairs of Sweden	Thomas and Musa Mayer

The Tilia Fund  
 Toyota Mobility Foundation  
 U.K. Department for International Development (DFID)  
 U.K. Foreign and Commonwealth Office (UKFCO)  
 U.S. Agency for International Development (USAID)  
 U.S. Department of State (DOS)  
 U.S. Department of Agriculture (USDA) /U.S. Forest Service (USFS)  
 United Nations Environment Programme (UNEP)  
 United Nations Office for Project Services (UNOPS)

United Nations University  
 UPS Foundation  
 Walmart Foundation  
 Wellspring Philanthropic Fund  
 William and Flora Hewlett Foundation  
 World Bank  
 World Economic Forum  
 World Wildlife Fund  
 Anonymous (4)

## Governments and Multilateral Organizations

### Strategic Core Funding Partners

French Development Agency (AFD)  
 Ministry of Foreign Affairs of the Netherlands (DGIS)  
 Royal Danish Ministry of Foreign Affairs (Danida)  
 Swedish International Development Cooperation Agency (Sida)

### Program/Project Partners

Asian Development Bank (ADB)  
 Commission for Environmental Cooperation  
 Danish Energy Management  
 Department for Business, Energy, and Industrial Strategy of the United Kingdom (BEIS)

“WRI is located in multiple places around the world and therefore is able to learn and innovate locally but then aggregate those solutions globally.”

### Frannie Léautier

Senior Partner, Southbridge Group;  
 CEO, Southbridge Investments  
 Director, WRI Global Board



Department for Environment, Food, and Rural Affairs of the United Kingdom (Defra)

Department of the Environment, Climate and Communications of Ireland (DECC)

Department of Foreign Affairs and Trade of Australia (DFAT)

European Bank for Reconstruction and Development (EBRD)

European Commission

Federal Ministry for Economic Cooperation and Development of Germany (BMZ)

Federal Ministry for the Environment, Nature Conservation and Nuclear Safety of Germany (BMU)

Food and Agriculture Organization of the United Nations (FAO)

German Agency for International Cooperation (GIZ)

Global Environment Facility (GEF)

Inter-American Development Bank (IDB)

Italian Ministry of Environment, Land and Sea

Maryland Department of Agriculture

Ministry for Europe and Foreign Affairs of France

Ministry of Agriculture, Nature and Food Quality of the Netherlands

Ministry of Foreign Affairs of Sweden

Ministry of Infrastructure and Water Management of the Netherlands

Ministry of the Environment and Energy of Sweden

Municipality of The Hague

National Environment Agency of Singapore

Norwegian Agency for Development Cooperation (NORAD)

Royal Norwegian Ministry of Climate and Environment

Royal Norwegian Ministry of Foreign Affairs

Swiss Agency for Development and Cooperation (SDC)

Swiss Federal Office for the Environment (FOEN)

U.K. Department for International Development (DFID)

U.K. Foreign and Commonwealth Office (UKFCO)

U.S. Agency for International Development (USAID)

U.S. Department of Agriculture (USDA) /U.S. Forest Service (USFS)

U.S. Department of Energy (DOE)

U.S. Department of State (DOS)

U.S. National Renewable Energy Laboratory

United Nations Capital Development Fund (UNCDF)

United Nations Development Programme (UNDP)

United Nations Environment Programme (UNEP)

United Nations Human Settlements Programme (UN-HABITAT)

United Nations Office for Project Services (UNOPS)

World Bank

# LAUDES FOUNDATION

Laudes Foundation's long-standing partnership with WRI enables us to develop evidence and pathways to drive transformation of key industries, such as fashion and the built environment; expand science-based target-setting guidance for the financial sector; equip the UN High Level Champions with analysis and tools to change the narrative on the path to net zero; and advance the integration of circular economy in climate action as a key strategy towards advancing a just transition through the Platform to Accelerate Circular Economy. Our partnership is grounded in a shared commitment to urgent action to raise climate ambition and drive the systemic transformation we need to protect human well-being and the planet.

## Foundations

Bernard and Anne Spitzer Charitable Fund

Better Tomorrow Fund

Bill and Melinda Gates Foundation

Bloomberg Philanthropies

Charles Stewart Mott Foundation

Children's Investment Fund Foundation

Clean Air Fund

Climate and Land Use Alliance

ClimateWorks Foundation

Conrad N. Hilton Foundation

The David and Lucile Packard Foundation

Stichting DOB Ecology

DOEN Foundation

Doris Duke Charitable Foundation

The Educational Foundation of America

The Energy Foundation

Energy Foundation China

European Climate Foundation

FIA Foundation

The Finnish Innovation Fund (SITRA)

Ford Foundation

Goldschmeding Foundation voor Mens, Werk en Economie

Good Energies Foundation

Gordon and Betty Moore Foundation

Growald Climate Fund

Hampshire Foundation

Heising-Simons Foundation

John D. and Catherine T. MacArthur Foundation

The Kresge Foundation

Laudes Foundation

Meyer Memorial Trust

Mulago Foundation

Nathan Cummings Foundation

Oak Foundation

Open Society Foundations

Pan American Development Foundation

Patrick J. McGovern Foundation

Pisces Foundation

Porticus Foundation

Quadrature Climate Foundation

Robert Bosch Stiftung

Rockefeller Brothers Fund

Rockefeller Foundation

Rockefeller Philanthropy Advisors

Stichting SED Fund

Swedish Postcode Lottery

The Tilia Fund

Tiny Beam Fund

Wallace Global Fund

The Waterloo Foundation

Wellspring Philanthropic Fund

William and Flora Hewlett Foundation

World Cocoa Foundation

Anonymous (1)

## Corporations

### Strategic Relationships

3M

Bank of America

Cargill, Inc.

Citi Foundation

FedEx Corporation

FEMSA Foundation

Google Inc.

HSBC Holdings plc

IKEA Foundation



Microsoft  
Shell Foundation  
Toyota Mobility Foundation  
UPS Foundation  
Walmart and Walmart Foundation

## 2020-2021 Corporate Consultative Group Members

3M  
Abbott Laboratories  
Baker McKenzie  
Bank of America  
Best Buy Co., Inc.  
Cargill, Inc.  
Caterpillar Inc.  
The Chemours Company  
Citigroup, Inc.  
Colgate-Palmolive Company  
Deloitte LLP  
DuPont  
Equinor ASA  
Exelon Corporation  
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General Mills, Inc.  
Goldman Sachs Group, Inc.  
Google Inc.  
The Hershey Company  
HSBC Bank USA, N.A.  
Inter IKEA Group  
Johnson Controls  
Kimberly-Clark  
Macro Advisory Partners  
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Microsoft  
Nike, Inc.  
PayPal Inc  
PepsiCo, Inc.  
Pfizer Inc.  
Related

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Starbucks Coffee Company  
Target Corporation  
Temasek  
Tetra Pak International  
Tikehau Capital  
Tyson Foods, Inc.  
United Parcel Service, Inc.  
VF Corporation  
Walmart  
The Walt Disney Company

## Program/Project Partners

Accenture  
ADM Capital Foundation  
Allotrope Partners  
Amazon Web Services  
Ansell Ltd.  
Apple Inc.  
Arconic Foundation  
BASF  
BlackRock Inc.  
Bloomberg L.P.  
Breakthrough Energy Foundation  
Breakthrough Energy Ventures  
Bunge Loders Croklaan  
Caterpillar Foundation  
CDPQ  
Coca-Cola  
Danone  
DLL  
Ecolab  
Facebook, Inc.  
FrieslandCampina  
Gates Ventures  
Genentech, Inc.  
Golden Agri-Resources  
Heineken  
Hoge Dennen Holding BV  
IKEA Food Services AB

IKEA Supply AG  
Inter IKEA Group  
International Paper Company  
The LEGO Group  
Mars, Inc.  
Mastercard  
McKinsey & Company, Inc.  
Merck and Co, Inc.  
MGM Resorts International  
Mitchells & Butlers plc  
The Mitsubishi Corporation Fund for Europe and Africa  
Monde Nissin Corp.  
Mondelēz International  
Morgan Stanley  
Musim Mas Group  
Nestlé  
Orbia  
Ørsted A/S  
Ove Arup & Partners International Limited  
Panera Bread  
PepsiCo, Inc.  
The PepsiCo Foundation  
Philips  
Procter & Gamble  
PTV Group  
Rabobank  
Robinfood  
Royal DSM  
RS Group  
Sainsburys  
Salesforce  
Sime Darby Berhad  
Sodexo  
Standard Chartered Bank  
Takeda Pharmaceutical Company Limited  
Uber Technologies, Inc.  
Underwriters Laboratories Inc.  
Unilever

Volvo Group  
Weyerhaeuser Company  
Wilmar International Limited

### Supporters

Blistex, Inc.  
Bristol Myers Squibb Foundation  
Dentons  
Mastercard Impact Fund  
VMWARE

### Matching and Workplace Giving

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Aramco  
Capricorn Investment Group  
Chevron Matching Gift Program  
Gilead  
GitHub  
Goldman, Sachs & Co. Matching Gift Program  
IBM  
Intuit  
LinkedIn

Netflix  
Visa Inc.

### Individuals and Family Foundations

*\*Denotes Planned Gift*

#### \$500,000+

Acacia Conservation Fund  
Bezos Earth Fund  
David Blood  
MacDoch Foundation  
Thomas and Musa Mayer  
Michael Polsky Family  
Stephen M. Ross Philanthropies  
Sall Family Foundation  
Roger Sant  
David K. Smoot Sustainability of Life on Earth Fund  
Bernard and Anne Spitzer Charitable Fund  
Ruth McCormick Tankersley Charitable Trust  
The Tilia Fund  
Anonymous (3)

#### \$100,000 - \$499,999

Coleman Family Ventures  
Kathleen Cooper\*  
G.O. Forward Charitable Trust  
James A. Harmon / Harmon Family Foundation  
Linden Trust for Conservation  
Leon Lowenstein Foundation  
Thomas and Musa Mayer  
The Chris and Melody Malachowsky Family Foundation  
The Summit Foundation  
Dorothy Winkey\*  
John Witcofsky\*  
Anonymous (1)

#### \$10,000 - \$99,999

Abelow Family Foundation  
The Rona and Jeffrey Abramson Foundation  
Donald Amen  
Pat and Dick Baker  
Regina Baraban  
John E. Bartlett

## HSBC

HSBC's net-zero ambition and WRI's vision for an equitable, resilient future share a common priority: unblocking the barriers to scaling climate solutions. With WWF-UK, WRI partnered with the bank to create a \$100M, five-year collaboration to do just that. By combining HSBC's financial expertise with the breadth and depth of WRI's research and programs and a network of local partners, the partnership seeks to accelerate progress towards renewables and energy efficiency solutions in key sectors in Asia; provide technical, financial, and political support to Nature-Based Solutions projects worldwide; and collaborate with pioneering climate startups through mentorship and access to networks. As one of WRI's largest and most matrixed projects, it has required novel and efficient forms of collaboration among the WRI sisterhood and external partners from every corner of the world. This partnership seeks to shift the broader finance sector and the policy structures they operate in. HSBC US is also a member of WRI's Corporate Consultative Group, which works to advance business practices that mitigate risks and support sustainable growth.



Frances G. Beinecke /  
Frances Beinecke Elston Fund

Elizabeth Belfer

Afsaneh M. Beschloss /  
The Woodland Foundation, Inc.

Bluestein Family

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Boger Family Foundation Inc.

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Sally Cameron

Campbell Snowflakes

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The Flaherty Family Foundation

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Eleanor Moore

The Morrow Family Fund

Nader Mousavizadeh

Myers Family Charitable Fund

AB Nadiv Foundation

Jeff Nathanson

Thomas A. Nowak, M.D.  
and Judy Noel

Andra Patterson

Pritzker Innovation Fund

The Prospect Hill Foundation

The Rands Foundation

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County Community Foundation

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L. Strohhahn Jr.

Sharon and Russell Rumberger

Sally Mead Hands Foundation

Claudia Schweikert and Jeff Tangney

Gregg Sciabica

The Allan Shedlin Foundation

Karen Smith-Yoshimura

Liesbet and Andrew Steer

Ann Sullivan Giving Fund

Scott Thompson

Sue and John Tierney

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Clint A. Vince / Clint and Sandi  
Vince Charitable Foundation

Marilyn Weber

Daniel Weiss / Angeleno Group

Robert Zoellick

Anonymous (22)

## Sustainer's Circle Members (\$1,000 - \$9,999)

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The AHH-SRS Giving Fund	Eric Bloom	Janice Cooperstein
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Spencer and Nicole Alexander	Emily Bluth	The Peter and Elisabeth Cormier Charitable Giving Fund
Bradley E. Alger	Nancy Bobowiec	Courage and Community Foundation, a Donor Advised Fund of Renaissance Charitable Foundation
Alice and Skip Giving Fund	Marianne Boesky / Boesky Gallery	Terrell Cox
Janice Allen	Tomas Bok and Florentien de Ruiter	Crowthers Family Charitable Fund
Dominic and Kristina Allori	Brian Bolze	Casey Curtiss
Mercedes Amin	Bomse-Silber Family Charitable Fund	David Cushing
Eleanor and Dean Anderson	B. Jay Bortz	The Clive Cussler Foundation
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The MGDC Apgar Foundation	Brandon Family Giving Fund	D & E Family Unity Trust
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Benjamin M. Baker Charitable Fund	The Buchanan Family Foundation Inc	Robert and Val Davidson
Karla Baker	Judy Buechner Advised Fund	Alfred DeAngelis
Girish Balakrishnan	Burgos Reinfeld Family	Rao DeCato Family Charitable Fund
Justin Baldauf	Douglas Burke	Kathryn Deegan
Jennifer Baum	Burrell-Hays Family Fund	Rabecca Delamotte and Peter Bloom
Ellen and Guillermo Bernal Family Foundation	Robert Burt	Anita Demmon Charitable Fund
Anthony Bernhardt	Kendall Burton	Yafang Deng
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Binford/Racher Giving Fund	Hadidjah Chamberlin	Andrea Dodge
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	Cohen Family Fund	Doyle-Lichstenstein Family Fund
	Gwendolyn Cohen	

The David Geoffrey Elkins Fund	Gilbert Flanagan	Eva Goldwater
The Elson Family Charitable Fund	Agnieszka Flizik	Peter Granda
Mark and Glori Engel	Sharon and Bob Ford Foundation	John J Grant
Richard Epstein	Lisa and Jim Fox	Vickie Greenhouse
B. Espinosa	Mary and Paul Fox Charitable Fund	Gerald B. Greenwald
Jeff and Nancy Evelhoch	Judy Frandson and Michael Bonine	Maria Greig-Williams
Johanna Fabrin / SPACE10	Steve and Heather Fredette / The Fredette Family Fund	Karl and Sara Griswold
The Norman and Rosalie Fain Family Foundation	Larry Frisch	Emily Gropp
The Faretheewell Foundation	Rich Fromer	The Community Foundation for Northern Virginia / The Grymes Fund
Adam Fass	Fuller Family Foundation	James Guiry
Shannon Fast	Judith Gayer	Danielle Guraliuc
Colin and Beth Faucett	George Gebben	Gordon Guyant
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Mary Fields	Katinka Gereb	Dan Hadley
Aidan Alcott Fike	Susan Gerngross	John Hahn
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Bonnie L. Fischer	Dr. Linda Gochfeld Charitable Fund of the Princeton Area Community Foundation	Robert E. Hansen Family Foundation
Constance Fisher	Ann Goldberg	Craig and Iben Hanson
Lisa Flam		

## SALL FAMILY FOUNDATION

Sall Family Foundation (SFF) was co-founded by John and Ginger Sall 30 years ago to support leaders and organizations tackling complex environmental, public health and poverty challenges. Its investments today span the globe and undergirding them all is a spirit of curiosity, learning and experimentation. “SFF embraces the complexity and long-term nature of problems,” explains Jason Haggins, the foundation’s executive director. “SFF understands change doesn’t come easy. It’s why SFF is willing to make grants to test new ideas and to support institutions working for systemic change that benefits people and nature.”

SFF has generously supported WRI since 2017, and Jason Haggins joined WRI’s Global Leadership Council in 2019. In 2021, SFF deepened its investment by providing critical flexible support of WRI Africa Director Wanjira Mathai and her team’s strategy and growing portfolio focused on building productive and resilient rural landscapes, thriving livable cities, and economic transformation.

Susan Hansz  
Beverly Hargraves  
Kathryn Harris and Tom Venman  
Harrison Family Fund of The Pittsburgh Foundation  
Teresa Hartle  
John and Sheila Harvey  
Ashley Hashtings  
Ellen Hastings  
Anita L. Hatanaka  
David Hays  
Hays-Lohrey Foundation  
Janet Hendricks  
Hendricks Family Fund  
Wendy Hendry  
Dr. and Mrs. Robert Henry  
Alexander Herder / Duke and Duck  
Cesar Herrera  
Bruce Hillyer  
Ned and Sheila Himmel  
Amy and Ziggy Hirsch  
Margaret M. Hixon  
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Craig Holmes  
Wallace Hopp  
Daniel House  
Zoran Hruskar Charitable Fund  
Brad Huber  
Kevin Randall Hummel

Kristie L Huwel  
Zephyr Isley Charitable Gift Fund  
JAB Charitable Giving Fund  
James Jacob  
Sidney Jacobson  
Zachary Jefferson  
Charles Jennings  
Jilli Joffe  
Rebecca Johnson  
Susan Johnson  
Ulla Johnson  
Kathryn Johnstone  
Amanda Jones  
Justine Jordan  
JT Charitable Fund  
Nate Kaiser  
Mayya Kawar  
Ezra Jack Keats Foundation  
Bernadette Keirse  
Kimberly F. Kelly  
RT Kempner Family Fund  
Kermination Trust  
Rick A Kinsey  
Bob Kirby and Brownlee McKee  
Valerie Kirkby  
Sam and Diana Kirschner  
Molly Kleinheinz / Criteo  
Christa Knapp  
Ross Knepper and Julia Proft

Walter Knight  
Knox Family Big Sky  
Satish Kodali  
Nadine Kopkowski  
Leslie Kornstein Giving Tree  
Rick and Marilyn Kossik  
Joseph Kovach  
Jonathan Kowalski  
Katz-Kramer Family Fund  
Peg and Michael Kramer Foundation  
Michael and Anne Krepick Charitable Gift Fund  
Sujatha Krishnakumar  
William A. Krug  
The Kurtz Family Foundation  
Chika Kusakawa and Trent Shelton  
Francois L  
Laczay Family Fund  
LAD Climate Fund  
Tania Landauer  
Elizabeth Landergren  
Alicia Landis / Liquid IV  
Joseph Lasek  
Gordon Latta  
Ginny Lee  
Toy Lee Giving Fund  
Paul D. & Bonnie Leonard  
Laura and Paul Leppert  
Lauren W Leung

“We know, thanks to the work of WRI, well displayed in this year’s annual report, how to map, how to construct projects, how to have the instruments and tools that will allow for real transformation, and how to mobilize resources.”

**Carlos Lopes**  
Professor, Nelson Mandela School, University of Cape Town;  
Former Executive Secretary, Economic Commission for Africa  
Director, WRI Global Board



Levi Family Charitable Fund	Julie Miller	Dr. Hal E. Ott
Tim and Joan Leyh DAF	Larry and Eileen Miller	Paese Family Foundation
Nisha Ligons Donor Advised Fund	Robert C Miller	Panter Foundation
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Bill and Katie McNabb	Robinson W Nichols	Lisa Rasmussen Charitable Account
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Carol Medford	Michael Nigro	Joan Rechnitz Philanthropic Fund of the Jewish Communal Fund
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Robert Merwitzer	Matthew Nimetz	Alex Reeve
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Jill and Richard Meyer	Charles John O'Byrne	Sandra Reinecke
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Toby and Nataly Ritter Family Foundation	Rogayan Scofield Family Charitable Fund	Stratton Charitable Fund
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William Rough	The Pearl and Alan Seidman Charitable Fund	Robin Swain / Donald A Baughman and Roberta E Swain Charitable Fund
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Roxbury Fund of the New York Community Trust	The Sessions Family Charitable Fund	Scott Tabakman
Victor Roytburd	Andy Sharpe	Ardith Talbott
Nancy and Ken Rudin Philanthropic Fund, a Donor-Advised Fund of the Jewish Community Federation and Endowment Fund	Cynthia Shen	Jui Tataria
Timothy & Laura Rust	Shepperd Family Charitable Fund	Timon P. Tesar
Pooja and Michael Rutberg	Susan Sherrod	William Theis
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M. Sanjayan & Andrea Heydlauff	Padmakshi Singh	Daena Title
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Barbara Schmedding	Ethan Snow	Andrew Volk
Schmitz Family Charitable Fund, an American Endowment Foundation Donor Advised Fund	Leah Hanmer Snyder	Emily W. Wade
The Schmitz-Fromherz Family Fund	Stanley Snyder	Timothy Waite / Comprehensive Financial Professionals
Schubel Family Charitable Fund, a donor advised fund of The Chicago Community Foundation	Sturgis M. and Maryellen M. Sobin Charitable Fund	Matthew Walz
Schuler Family Foundation	Social Good Fund	June Wang
Stephanie Schultz	Jonathan and Cleo Sonneborn Advisory Fund	Watering Pond Foundation
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Lester Schwartz	Richard Stanley	George Weir
Schwartzman Moss Family Fund	Jocelyn Starzak	Caroline Weller / Banjanan
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	The Stern Family Giving Fund	Lisa Wiederspan



Jerry Wiggert  
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Joan P Youngquist  
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Barry Zingman  
Timothy Zwiebel  
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## Other Institutions

American Forests  
Apparel Impact Institute  
Arch Capital Group  
Aspen Institute  
The Benevity Community Impact Fund  
Blue Forest Finance Inc.  
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Climate Focus North America Inc.  
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Foundation for the Global Compact  
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IDH Sustainable Trade Initiative  
IHE Delft Foundation  
Intermediate Capital Group  
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Maryland Department of Agriculture  
Meridian Institute  
Natural Resource Governance Institute  
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Network for Good  
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Pacific Institute for Studies in Development, Environment, and Security  
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ProForest  
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Terra Alpha Investments LLC  
Tetra Tech  
TowerBrook Foundation  
Triton Investment Management Limited  
United Nations University  
University of Tokyo  
U.S. Endowment for Forestry and Communities  
Vital Strategies  
Waste and Resources Action Programme  
The Wilson Conservation Trust  
World Economic Forum  
World Wildlife Fund  
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