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RESOURCES  
INSTITUTE

# WRI AROUND THE WORLD

Greater Reach,  
Deeper Engagement,  
More Impact.

2014 Annual Report

WRI is pleased to offer the 2014 Annual Report online at  
[wri.org/annualreport/2014/](http://wri.org/annualreport/2014/) in a desktop and mobile-friendly format.

# LETTER FROM THE PRESIDENT & CHAIRMAN

In 2014, the hottest year on record, the challenges of a thirsty, fast-developing planet were more urgent than ever. From record-breaking drought in Sao Paulo to intense air pollution in India's cities, problems at the nexus of environment, economic opportunity and human well-being were painfully evident. The need for what WRI offers—practical solutions based on rigorous research, policy analysis and data—has never been greater.

Fortunately, we are in the right places at the right time. WRI has expanded its global presence, with new offices in Brazil, Indonesia and Europe, and deepened engagement in China, India and Mexico. We have leveraged technology to create new digital tools and we have staff on the ground where their insights can be tailored to local conditions. Through these efforts, and by working with our partners and supporters in more than 50 countries, we are helping to increase opportunities and improve the quality of life.

2014 was the first year of our new four-year strategy. We are focusing on six global challenges that must be addressed this decade: food, forests, water, energy, cities and climate. We are doing fewer projects, but at greater scale, seeking tipping points and moving beyond them. We are moving resources to the front line, investing in open-source data, top quality research, and decision-friendly visualization for today's fast-paced world. Our tag line is "Count It, Change It, Scale it." We judge our success not simply by the quality of our research—although this is an essential starting point—but by our impact in terms of changed policies and behavior.



**James A. Harmon**  
CHAIRMAN OF THE BOARD



**Andrew Steer**  
PRESIDENT AND CEO

The past year has affirmed our approach. Demand for our programs has grown, as has the generosity of our donors. Our budget rose from \$48 million in FY13 to \$65 million in FY14, and a projected \$76 million in FY15. But much more important than size, the impact of our work, as evidenced by our Top Outcomes, appears to be stronger than ever.

One example: WRI's Global Forest Watch is revolutionizing how people see and manage forested land. Powered by Google and Esri computing and informed by data from dozens of satellites, this interactive online platform offers timely, precise information about forest landscapes worldwide, including near-real-time alerts on fires and other threats. It's free and simple to use: with just a few clicks, users can create a custom map of forests in their communities or the entire planet. They can also upload data and stories of their own, adding ground-truth details to the satellite picture.

Another example: In 2014 the Global Commission on the Economy and Climate produced the New Climate Economy report, *Better Growth, Better Climate*. As the managing partner of the project, WRI helped set up the Commission, undertake the work and communicate the crucial findings that strong climate action can enhance economic growth and prosperity. While there is a long way to go, we are seeing an important shift in the mindset of leaders of major corporations and governments that a low-carbon future is better for competitiveness, better for citizens and better for the future.

Recognizing the central importance of cities, in 2014 we launched WRI Ross Center for Sustainable Cities. This program includes the nearly 200 professionals in our EMBARQ transport network, and brings together expertise on energy, water, climate and urban planning to help cities in Brazil, China, India, Mexico and Turkey grow in a more sustainable, efficient manner.

Our impact is only possible thanks to the generosity of our donors and collaboration with our partners. For them, we are deeply grateful.

We invite you to learn more about WRI's work in this report, to share your comments and suggestions, and to join our growing community of friends and supporters.

With best regards,



**James A. Harmon**  
*Chairman of the Board*



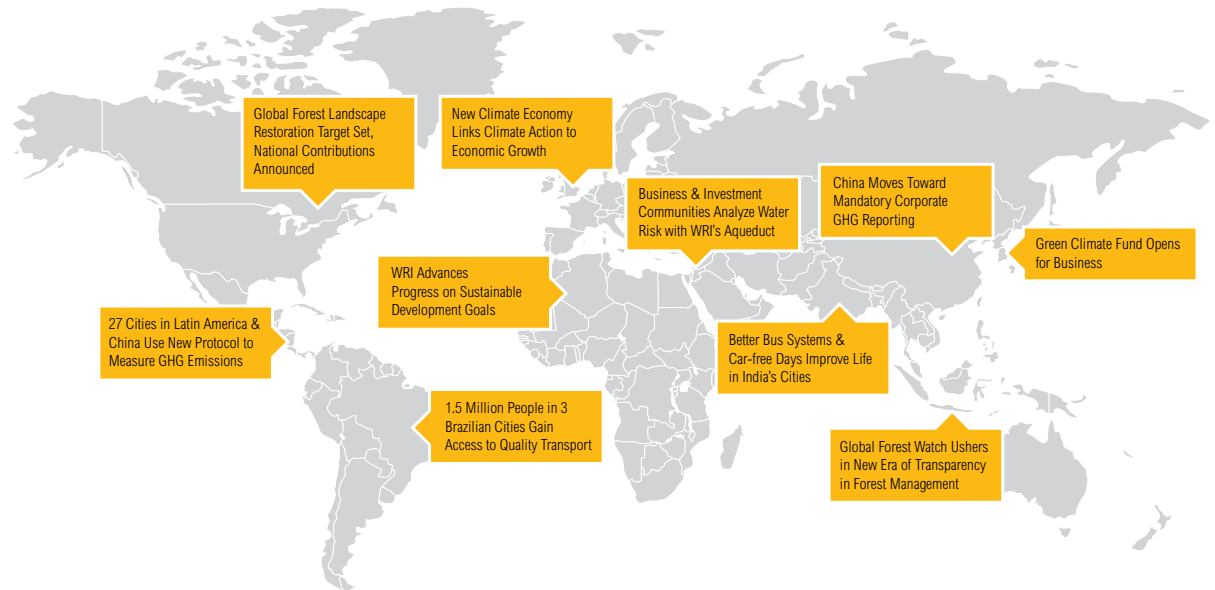
**Andrew Steer**  
*President and CEO*

“Our impact is only possible thanks to the generosity of our donors and collaboration with our partners. For them, we are deeply grateful. We invite you to learn more about WRI’s work in this report, to share your comments and suggestions, and to join our growing community of friends and supporters.”

# WHERE WE WORK & WHAT WE DO

World Resources Institute is a global research organization that spans more than 50 countries, with offices in Brazil, China, Europe, India, Indonesia, Mexico and the United States.

Our more than 450 experts and staff work closely with leaders to turn big ideas into action at the nexus of environment, economic opportunity and human well-being. Here are the places where WRI's people work and selected Top Outcomes from 2014.





# 2014 AT A GLANCE

WRI focuses on six urgent global challenges: climate, energy, food, forests, water and cities & transport. With our partners, we develop strong evidence, create innovative, practical solutions and engage with a wide range of communities, decision-makers and world leaders to achieve change at scale.

## CLIMATE

WRI's climate team works to drive down global greenhouse gas emissions and make communities more resilient to climate impacts while enhancing economic growth and opportunity.

In 2014, WRI and its partners in the ACT2015 project helped lay the groundwork for an ambitious new international climate agreement to be concluded in Paris at the end of 2015. Drawing on the New Climate Economy report of the Global Commission on the Economy and Climate, WRI identified U.S. economic opportunities to move to a low-carbon future. WRI's team also created new Greenhouse Gas Protocol tools to help countries, cities and companies monitor and cut emissions and expanded the CAIT 2.0 explorer, which offers user-friendly climate data.

In 2014, WRI and its partners in the **ACT2015 project** helped lay the groundwork for an ambitious new international climate agreement to be concluded in Paris at the end of 2015.

WRI's food team investigates ways to feed the planet's projected

**9.6 Billion people in 2050**

in a manner that advances economic development while reducing environmental impact.

## ENERGY

Our energy team is boosting the use of clean energy by encouraging electricity markets to deliver 10 billion megawatt-hours of affordable, renewable energy and expand energy access to another 1 billion people by 2020.

In 2014, WRI's renewable energy initiative, Charge, worked with partners in Africa, China, India and the United States to develop clean energy solutions that scale renewable energy use and ease access to it. We built coalitions of companies in the United States and India to spur demand for renewable energy and we are working with electricity planners and utilities to expand supply of affordable renewable energy to achieve our goal.

## FOOD

WRI's food team investigates ways to feed the planet's projected 9.6 billion people in 2050 in a manner that advances economic development while reducing environmental impact.

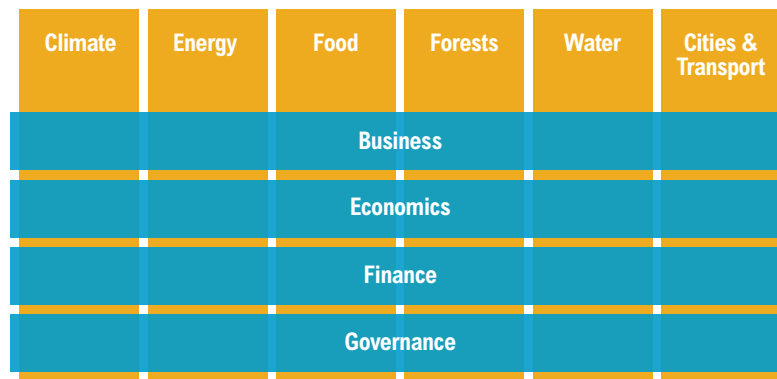
In 2014, the team released a series of installments of the World Resources Report, *Creating a Sustainable Food Future*, covering topics such as improved crop breeding, climate- and water-friendly rice production and sustainable aquaculture. We began the multi-stakeholder process to develop the Food Loss & Waste Protocol, the first globally consistent method for measuring where and how much food is wasted between farm and fork.



## FORESTS

The forests team works to reduce deforestation, restore degraded landscapes to productivity and support more responsible forest and agricultural commodities production.

In 2014, the team launched Global Forest Watch (GFW), an international partnership of over 60 organizations that uses advanced satellite, local and crowd-sourced data to make information about what is happening to forests more available around the globe; half a million people have already used it. Two more applications, GFW Fires and GFW Commodities, were added to help reduce forest fires and haze in Indonesia and enable companies to ensure deforestation-free commodity supply chains. To advance restoration of degraded landscapes, WRI launched Initiative 20x20 with governments and other partners across Latin America, aiming to have 20 million hectares (50 million acres) in the process of restoration by 2020. This contributes to the ambitious global Bonn Challenge target of having 150 million hectares (370 million acres) in the process of being restored by 2020.



WRI focuses on six urgent challenges and four cross-cutting centers of excellence.

The water team arranged for Aqeduct data to be added to Bloomberg terminals, reaching more than

**320,000 users.**

## WATER

WRI's water team provides research, data and cutting-edge tools to minimize growing water risks that affect 1 billion people around the world and could affect as many as 3.5 billion people by 2025.

In 2014, WRI's Aqeduct, the world's most comprehensive, high-resolution, publicly available water risk-assessment tool, shed light on where shale gas reserves coincide with water stress. The water team arranged for Aqeduct data to be added to Bloomberg terminals, reaching more than 320,000 users. Hundreds of companies now use Aqeduct to include water risk in their planning and investment decisions, including McDonalds, P&G, IKEA and GDF Suez.

## CITIES & TRANSPORT

WRI Ross Center for Sustainable Cities was officially launched to help make sustainable urbanization a reality in 200 cities, with a focus on Brazil, China, India, Mexico and Turkey.

In 2014, WRI helped set up bus rapid transit systems in Rio, Belo Horizonte and Brasilia, giving 1.5 million people access to high-quality transport. WRI led the development, with ICLEI and C40, of a new Greenhouse Gas Protocol, already used by more than 100 cities, to measure and reduce urban emissions. In India, WRI expanded car-free Raaghiri Days, showing the appeal of streets as public spaces. In Mexico, the team shaped a national plan to make sustainable concepts like transit-oriented development, mixed land use and walkable neighborhoods top priorities. In China, the team helped Chengdu establish a low-carbon development plan, recognized by the central government as a pilot for Chinese cities.

Finding solutions to these six challenges requires cross-cutting expertise in business, economics, finance and governance—WRI's centers of excellence.

**BUSINESS:** The Business Center offers practical guidance and expert insights to support corporate strategies that advance sustainability.

In 2014, our staff worked with businesses to support their sustainability goals, drawing on WRI tools such as the GHG Protocol, Global Forest Watch and Aqueeduct. Our Corporate Consultative Group forged innovative partnerships with companies to exchange ideas and share knowledge across sectors, industries and regions.

**ECONOMICS:** The newest center of excellence, WRI's Economics Center, applies cost-benefit analysis and other economic tools to identify the synergies between climate action and increased opportunity.

In 2014, we deepened our economics capacity, with work centered on identifying economic opportunities for low-carbon development in the United States and other countries, the links between how cities are physically structured and how economically competitive they are, and valuing the economic benefits of investing in natural ecosystems. As managing partner of the groundbreaking New Climate Economy Report, our economics team led research that found climate action and economic growth can go hand in hand.

As managing partner of the groundbreaking **New Climate Economy Report**, our economics team led research that found climate action and economic growth can go hand in hand.

**FINANCE:** WRI's Finance Center focuses on securing the substantial investment required for a sustainable, climate-resilient future.

In 2014, the team conducted analysis and provided recommendations that underpinned the launch of the multi-billion-dollar Green Climate Fund, and it continues to support the fund in scaling up climate finances. In the Lima Climate Finance Series, the team brought together representatives from governments, financial institutions and civil society to build support for vulnerable countries in responding to a changing climate. Two new reports, *Striking the Balance* and *Designed for the Future*, offered recommendations to improve sustainability in World Bank investments that are now reflected in the Bank's draft environmental and social framework for sustainable development.

**GOVERNANCE:** WRI's Governance Center works to reduce environmental and social injustice by addressing problems such as inadequate access to information, weak property rights and the disproportionate impact of climate change on vulnerable communities.

In 2014, The Access Initiative, a WRI-anchored network of civil society organizations, worked with WRI's governance team to create a new Environmental Democracy Index. Due for public release in 2015, the index tracks countries' performance in the public right to information, participation and justice in environmental decision-making.

# MISSION & VALUES

Our mission is to move human society to live in ways that protect Earth's environment and its capacity to provide for the needs and aspirations of current and future generations.

Our values are not rules, but shared ideals and understanding that bind us together. Along with our mission and our commitment to excellence in everything we do, they articulate who we are and what we believe, influence our goals, guide our actions and help us to explain our aspirations to others.

**URGENCY:** We believe that change in human behavior is urgently needed to halt the accelerating rate of environmental deterioration.

**INTEGRITY:** Honesty, candor and openness guide our work to ensure credibility and to build trust.

**INNOVATION:** To lead change for a sustainable world, we must be creative, forward-thinking, entrepreneurial and adaptive.

**INDEPENDENCE:** Our effectiveness depends on work that is uncompromised by partisan politics, institutional or personal allegiances or sources of financial support.

**RESPECT:** Our relationships are based on the belief that all people deserve respect.





# 2014 HIGHLIGHTS

The great challenges of the 21st century at the heart of our mission—climate, energy, food, forests, water and cities & transport—are closely linked. Actions in one area can have far-reaching impacts on outcomes in the others, for good or ill. WRI's six main programs are organized around these crucial challenges. In seeking solutions, we use a multidisciplinary approach that draws upon the skills and knowledge of experts in four centers of excellence: business, economics, governance and finance.

Drawing on these assets, we leverage global expertise and deep local knowledge to offer tools that can help communities, companies and countries sustain their natural resources while fostering inclusive economic growth. In 2014, we broadened the scope of major initiatives, honed others, initiated still others, and reinforced WRI's role as a source of practical and evidence-based analysis and data as a springboard to action.





EXPANDING OUR GLOBAL REACH

In 2014, WRI expanded its global presence, with new offices in Indonesia and Europe, and deepened engagement in China, India, Brazil and Mexico.

The WRI Indonesia office formally opened in Jakarta, with Nirarta Samadhi, former deputy minister of Indonesia's Unit for Development Monitoring and Oversight, as the new country director. This office will expand WRI's work in Indonesia's forest, land use and governance sectors.

WRI's new European office, headed by Kitty van der Heijden in The Hague, works to extend the Institute's dialog with governments and the European Commission, businesses, international institutions, such as the OECD and IEA, and civil society actors.

In India, WRI improved public transportation in Bangalore and other cities in Karnataka, as well as in Ahmedabad, Bhopal and Surat, and held car-free events called Raahgiri Days in 11 cities across India, including Delhi and Navi Mumbai, demonstrating that city streets are for pedestrians and cyclists as well as cars.

Because India is home to more than one-seventh of the world's population but only about one-fiftieth of its land mass, sustainability solutions are imperative. As WRI India Country Director Nitin Pandit says, "Anything we do in India to impact change has the

potential to demonstrate scalable alternatives to the environmental and developmental challenges of the entire world."

Led by Country Director Lailai Li, our work in China continues to grow. In 2014 China moved toward mandatory corporate reporting of greenhouse gas emissions, using the Greenhouse Gas Protocol Corporate Standard created by WRI and the World Business Council for Sustainable Development.

Drawing on research in Quingdao and Chengdu, the Sustainable and Livable Cities Project offered perspectives on water, transport and energy, exploring the sustainable urbanization pathway in China. WRI China also initiated a pilot project in Zhejiang province to help cities measure carbon emissions using the Greenhouse Gas Protocol for Cities. And the team used the Aqueduct platform to improve understanding of water risk and measures to address it, particularly in the coal and energy sectors.

Cities, climate and landscape restoration will be the major areas of focus for our Brazil office, under the leadership of Country Director Rachel Biderman. Current water shortages in Sao Paulo are at the intersection of these themes. Our Brazilian team coordinated the development of the first guidance to help companies measure, manage and report greenhouse gas emissions from agriculture—particularly important in Brazil, where one-third of emissions come from this sector.



# GLOBAL FOREST WATCH

globalforestwatch.org  
#gfwlaunch

 WORLD RESOURCES INSTITUTE

A NEW ERA OF IMPROVED FOREST  
MANAGEMENT AND LAND RESTORATION

With the click of a button, Global Forest Watch (GFW) ushered in a new era of transparency around forest management. Since its launch in February 2014, this dynamic online platform has attracted more than 1 million visitors and spurred governments, businesses and civil society organizations to take dramatic actions to end unsustainable and illegal forest practices worldwide.

Satellite imagery and advanced computer algorithms allow GFW's users to see when and where trees are disappearing anywhere in the world and crowdsourcing and mobile technology enable users to confirm this long-distance view on the ground.

By July, two new applications were available: GFW Commodities, which shows the impact of palm oil production and other commodity systems on forests, and GFW Fires, which offers real-time monitoring of forest fires across Southeast Asia.

“Global Forest Watch combines technology, science and open data to create radical transparency about forests everywhere,” says Crystal Davis, the project’s senior manager. “Armed with better information, governments, businesses and civil society are upping efforts to tackle deforestation worldwide.”

In Africa’s Congo Basin, WRI worked with the governments of Cameroon, Central African Republic, Congo, Democratic Republic of Congo, Equatorial Guinea and Gabon to publish the region’s first detailed online maps of forest use. The maps showed land allocated for logging, oil palm, mining and more and were shared widely through Global Forest Watch.

In addition to curbing deforestation, WRI’s experts are promoting new opportunities to restore degraded landscapes. In 2014, WRI spurred a restoration movement by supporting two global initiatives, the New York Declaration on Forests and the Bonn Challenge, as well as Latin America’s Initiative 20x20.

Together, these efforts are improving forest and land management to deliver economic benefits, promote biodiversity and store carbon that otherwise would have exacerbated climate change.

“Global Forest Watch combines technology, science and open data to create radical transparency about forests everywhere.”

**Crystal Davis**

Senior Manager,  
Global Forest Watch

An aerial photograph of Rio de Janeiro, Brazil, showing the city's dense urban landscape and surrounding mountains. In the foreground, a cable car is visible, suspended from a cable. The city is nestled in a valley, with a large body of water (Bay of Guanabara) to the left. The sky is a mix of blue and orange, suggesting a sunset or sunrise. The text "WRI ROSS CENTER FOR SUSTAINABLE CITIES MAKES URBAN AREAS MORE LIVABLE" is overlaid on the image in white, bold, sans-serif font, with a dotted line above it.

WRI ROSS CENTER FOR  
SUSTAINABLE CITIES MAKES  
URBAN AREAS MORE LIVABLE

Established in 2014 with a \$30.5 million gift from Stephen M. Ross, a WRI board member and chairman and founder of Related Companies, WRI Ross Center for Sustainable Cities is responding to the challenge posed by a global urban population expected to grow by 2.5 billion in the next 35 years.

“There is huge global momentum to look at cities as a solution and not a problem,” says Aniruddha Dasgupta, the center’s first global director. While cities account for 70 percent of the world’s greenhouse gas emissions, they are also incubators for environmental solutions, including efficient water use, clean energy and climate resilience.

WRI’s expanded work on cities builds upon more than a decade of on-the-ground experience improving urban transport in the developing world through EMBARQ, our sustainable transportation

initiative. In 2014, WRI advanced bus-rapid-transport systems in Brazil that slashed the daily commute times for 1.5 million people in three of the country’s largest and most traffic-congested cities.

In India, WRI helped to initiate transport reforms that included a modern bus route system in Bangalore and city buses in seven cities in Karnataka, with dramatic results: fatal accidents dropped 50 percent around BRT corridors and particulate air pollution decreased by 20 percent.

Car-free events, called Raahgiri Days, are now taking place in 11 cities including Delhi and Navi Mumbai, and have helped change how Indian city dwellers think about urban areas.

Going forward, WRI Ross Center for Sustainable Cities will investigate using some of the institute’s sophisticated tools, such as the Aqueduct platform, to deal with urban problems of sustainable land use and mobility.

“There is huge global momentum to look at cities as a solution and not a problem.”

**Aniruddha Dasgupta**

Global Director,  
WRI Ross Center for  
Sustainable Cities



report

# THE NEW CLIMATE ECONOMY

The Global Commission on the Economy and Climate

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NEW CLIMATE ECONOMY REPORT SHIFTS THE GLOBAL DEBATE IN FAVOR OF ACTION

newclimateeconomy.report

SECRETARY-GENERAL

JEREMY OPPENHEIM



The New Climate Economy Report, *Better Growth, Better Climate*, demonstrated in 2014 that economic growth and low-carbon development go hand in hand.

Former President of Mexico Felipe Calderón and Lord Nicholas Stern guided the project, assembling a global commission of 24 former presidents and prime ministers, finance ministers, mayors, CEOs and economists. WRI served as managing partner for the report, which brought together top economists and other experts from eight research institutions around the world to reach its conclusions.

Released ahead of the UN Climate Summit in September, the report received extensive media coverage. Corporate and civil society leaders, heads of state and UN Secretary General Ban Ki-moon amplified the key ideas of the report in their summit speeches. Within days of its release, commissioners launched the report in Oslo, Addis Ababa, Beijing and Johannesburg, prompting thousands of additional media stories. Taken together, these activities helped to tip the global discourse on climate in favor of ambitious action.

The economic case for climate action is stronger today than ever before, according to Helen Mountford, WRI's director of economics. Innovative technologies, new market models, increasing understanding of the health costs of pollution and the recent drop in the cost of renewable energy mean that low-carbon investments can truly compete with traditional energy supplies.

“Some of the things we used to think were too difficult are now possible,” Mountford says. “We’re in a different world.”

WRI is working across multiple platforms to help drive climate action, with special focus on achieving a strong, universal climate agreement in 2015. This includes analysis for an effective model of this agreement, looking at what countries can contribute to a climate solution and opportunities for raising ambition. In 2015, the New Climate Economy project will release new research highlighting economic opportunities for enhanced climate action through international and multi-stakeholder initiatives.

“Some of the things we used to think were too difficult are now possible. We’re in a different world.”

**Helen Mountford**  
Director of Economics

A close-up photograph of a person's hands planting a small green seedling into the soil. The person is wearing a blue and white patterned dress. The ground is dark brown soil with some dry leaves and twigs scattered around. The text "WRI ADVANCES UNDERSTANDING OF SUSTAINABLE DEVELOPMENT GOALS" is overlaid in white capital letters on the bottom left of the image, enclosed in a dotted white border.

WRI ADVANCES UNDERSTANDING OF  
SUSTAINABLE DEVELOPMENT GOALS

## What will follow the Millennium Development Goals, an international agreement to cut extreme poverty in half by 2015?

After these goals expire this year, the world is raising the bar with a new set of Sustainable Development Goals, which aim to eradicate extreme poverty by 2030 and protect the planet in the process. WRI has been actively engaged in the intergovernmental negotiations over what these new goals should include.

These global goals are critical, even though they are not legally binding, because they can help spur more ambitious action while providing benchmarks to measure progress and help hold leaders accountable. Since the soon-to-expire Millennium Development Goals were endorsed in 2001, extreme poverty and child mortality have declined, as access to primary education and clean drinking water has improved. So what will be in the new set of goals?

“Eradicating extreme poverty will be at its heart, but it will also be about outlining a

sustainable development trajectory,” says Manish Bapna, WRI’s executive vice president and managing director. “WRI is uniquely placed as an organization that works at the nexus of environment and economic opportunity. We have over 30 years of experience around this profoundly important question, which is not just about how to protect the environment, but also how to embed sustainability into economic development.”

WRI has played a central role in preparing analysis on some of the thorniest questions that negotiators are grappling with, and convening key actors—governments, international organizations and non-governmental organizations—around these questions. Trust in WRI’s independence and deep knowledge about global development challenges of climate, energy, food, forests, water and cities, as well as finance, business and governance, helped forge consensus around the new goals.

The new set of Sustainable Development Goals and related targets and proposals for their implementation and monitoring are to be adopted at a UN Heads of State Summit in September 2015, setting the sustainable development agenda for the next generation.

“Eradicating extreme poverty will be at its heart, but it will also be about outlining a sustainable development trajectory.”

**Manish Bapna**

Executive Vice President



# ACKNOWLEDGING OUR DONORS

WRI closed out 2014 with its strongest revenue results ever: \$85 million to support our work in 2014 and beyond. We value all our donors, and we are very proud to recognize the diverse group of supporters who share our commitment to a more sustainable and prosperous world for all people.

2014 also saw the largest one-time gift in WRI's history, Stephen M. Ross' transformative \$30.5 million donation to establish WRI Ross Center for Sustainable Cities. This extraordinary gift will enable us to scale our efforts to address rapid urbanization, improving the quality of millions of people's lives through more accessible, healthy, safe and environmentally friendly cities worldwide.

Several European government partners increased their support significantly in 2014, enabling us to deliver on our collective commitments towards a more sustainable future. Notable among these is the Norwegian government, which provided generous support for WRI's international work on forests and climate. WRI's bilateral institutional supporters—including the Netherlands Ministry of Foreign Affairs (MFA), the Swedish International Development Agency (Sida), the Danish Ministry of Foreign Affairs (Danida), Irish Aid and the French Development Agency (AFD)—helped set a new record in core funding to WRI, which reached \$8.6 million for 2014. We are thankful also to the Netherlands MFA for their in-kind gift in the form of two senior staff secondments. In addition, we are grateful to the governments of Sweden, Norway and the United Kingdom for their generous support of the New Climate Economy initiative.

We are delighted to receive vital support from many foundations, including: Bloomberg Philanthropies, ClimateWorks, the Tilia Fund and the Villum Foundation, and we are excited by our growing collaboration with the Children's Investment Fund Foundation (CIFF).

### Our Donors and WRI's Values

WRI's work is made possible through the generosity of a growing number of partners and supporters that share the Institute's goals and objectives, including private foundations, governments, international institutions, corporations, individuals and non-governmental organizations.

Our purpose in each of those relationships is to fulfill our mission, and we are guided in all of them by our institutional values. We neither seek nor accept financial support that would undermine those values.

WRI is mission-driven and independent. We enter into contractual relationships only if they are aligned with our mission and program objectives. To ensure the quality and independence of our research, our publications are subject to internal and external peer review. WRI prohibits staff from manipulating research or suppressing research results because they are inconsistent with a desired outcome.

WRI closed out 2014 with its strongest revenue results ever:

**\$85M**

to support our work in 2014 and beyond.

## \$1 MILLION+ DONORS

(Includes revenue received 10/1/13–1/15/15 and older grants still open as of 10/1/13)

Bloomberg Philanthropies

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Swedish International Development Cooperation Agency (SIDA)

The Tilia Fund

U.K. Department for International Development

U.S. Agency for International Development

United Nations Environment Programme

Villum Foundation

## TOP DONOR HIGHLIGHT

# STEPHEN ROSS MAKES \$30.5 MILLION GIFT TO ADVANCE SUSTAINABLE CITIES



WRI Ross Center for Sustainable Cities was established by a generous donation from Stephen M. Ross, the founder and chairman of Related Companies and a WRI board member. The center combines experience and expertise in sustainable urban mobility, urban planning, building efficiency, energy, climate change, adaptation, water and governance to foster sustainable cities in developing countries including Brazil, China, India, Mexico and Turkey.

Ross and Related Companies have a remarkable reputation for leading visionary projects in urban development and community revitalization, and Ross has been a vocal proponent of strong green building codes. Over more than four decades, Related has shown a commitment to housing that offers communities on all economic levels the opportunity to live, work and thrive in cities. Related is known for transformative mixed-use projects that integrate green building innovation and dynamic open spaces, with New York's 28-acre Hudson Yards serving as the latest example of this approach.

“I have long been passionate about city-building, and truly believe that well-designed cities can transform how people live by creating conditions where all people can thrive and innovation can take hold.”

—Stephen Ross



# COURAGE TO LEAD LUNCHEON

WRI's Courage to Lead event series honors leaders with an inspiring global vision who have changed institutions and industries to create a better world. Our 2014 Courage to Lead luncheon honored WRI Chairman James A. Harmon and Citi Foundation President Pamela P. Flaherty, with keynote speaker the Honorable Hillary Rodham Clinton and special guests Rockefeller Foundation President Judith Rodin, and Bloomberg LP President and CEO Daniel L. Doctoroff.

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Mr. and Mrs. David Werner



LEFT TO RIGHT: WRI President and CEO Andrew Steer, Citi Foundation President Pamela P. Flaherty, The Honorable Hillary Rodham Clinton, WRI Chairman James A. Harmon at WRI's Courage to Lead Luncheon, June 12, 2014, New York, NY.

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LEFT TO RIGHT: Former WRI President Jonathan Lash, WRI Director Tiffany Clay and WRI Director Lee M. Thomas at WRI's Courage to Lead Luncheon, June 12, 2014, New York, NY.

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#### TOP DONOR HIGHLIGHT

## MICHAEL POLSKY ESTABLISHES CHAIR FOR RENEWABLE ENERGY

Invenergy President and CEO and WRI Director Michael Polsky has established WRI's first chair, the Polsky Chair for Renewable Energy, which will lead and expand WRI's work on renewable energy. An entrepreneur with 30 years' experience in the energy field, Polsky is widely recognized as a leader in the independent power industry. He founded the leading clean energy company Invenergy, which focuses on the development, ownership, and operation of wind, solar, and thermal electricity power projects.

# GOVERNMENTS AND MULTILATERAL ORGANIZATIONS

(Includes revenue received 10/1/13–1/15/15 and older grants still open as of 10/1/13)

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Swiss Federal Office for the Environment  
U.K. Department for International Development  
U.K. Foreign and Commonwealth Office  
U.S. Agency for International Development



LEFT TO RIGHT: Swedish Ambassador Björn Lyrvall, Peruvian Minister of Foreign Affairs Gonzalo Gutierrez Reinel and former Vice President Al Gore at WRI's dinner honoring Al Gore hosted by the Swedish Embassy, October 8, 2014, Washington, DC.

U.S. Department of Agriculture  
U.S. Department of Energy  
U.S. Department of the Interior  
U.S. Department of the Interior—Geological Survey  
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United Nations  
United Nations Development Programme  
United Nations Environment Programme  
United Nations Framework Convention on Climate Change  
UNEP Risø Centre  
United Nations Habitat  
The World Agroforestry Centre (ICRAF)  
The World Bank



Norwegian Ambassador Kåre R. Aas at the launch of WRI's Global Forest Watch, February 20, 2014, Washington, DC.

“WRI does not only tell us what a sustainable world should look like, but it shows us how to get there and provides tools and insights to develop the necessary policies for business and governments.”

**Kees Rade**

Director Inclusive Green Growth  
Ambassador Sustainable Development  
Ministry of Foreign Affairs, Netherlands

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Rockefeller Foundation President Dr. Judith Rodin at WRI's Courage to  
Lead Luncheon, June 12, 2014, New York, NY.

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Bloomberg Philanthropies is a major supporter of WRI's road safety work in cities.

LEFT TO RIGHT: EMBARQ Turkey Board Chair A. Canan Ediboğlu, EMBARQ Turkey Director Arzu Tekir, Michael R. Bloomberg and Istanbul Mayor Kadir Topbas discuss efforts to improve road safety, sustainability, and quality of life, June 13, 2014, Istanbul, Turkey.



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(Includes revenue received 10/1/13–1/15/15 and older grants still open as of 10/1/13)

## STRATEGIC RELATIONSHIPS

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Statoil  
Tetra Pak International  
United Technologies Corporation  
UPS  
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Xylem Inc.



LEFT TO RIGHT: WRI Ross Center for Sustainable Cities Global Director Aniruddha Dasgupta, WRI Managing Director Manish Bapna, WRI President Andrew Steer, WRI Building Efficiency Initiative Director Jennifer Layke, Johnson Controls Chief Diversity Officer Chuck Harvey and Johnson Controls Vice President for Global Energy and Sustainability Clay Nesler at the launch of a new building efficiency partnership, October 2, 2014, Washington, DC.



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(Includes revenue received 10/1/13–1/15/15  
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Charlene Baer in honor of  
Elazbeth Baer/Eichner

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Virginia Benninghoff in honor  
of Christina and Tom Ensalada's  
wedding

Katie Bent in honor of Shannon  
O'Bent and Shannon O'Neil

The Buchanans in honor of Mike  
Dale's engagement

Maya Buchsbaum in honor  
of the wedding of Sharon  
Goldwater and Iaian Murray

Gerard Burke in honor of Phil  
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The Years Project in honor of  
Olivia Munn

Stevan Yee in honor of  
Anna Deller-Yee

Mark Zablotty in memory of  
Ed Moreland

Elizabeth Zander Thays in honor  
of Alex Carter

# BOARD AND ADVISORS



Former U.S. Vice President Al Gore, WRI Director Bill Richardson and Inter-American Development Bank President Luis Alberto Moreno at WRI's dinner honoring Al Gore hosted by the Swedish Embassy, October 8, 2014, Washington DC.

WRI's international offices are led by diverse and distinguished boards of directors comprised of former heads of state, corporate and civil society executives, energy and private equity investors, scientists and current and former political leaders. Directors ensure WRI's financial integrity and effective resource management, and provide oversight and guidance on WRI's program strategy.

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2014–2015

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LEFT TO RIGHT: WRI Director Daniel Weiss, WRI Vice Chairman Hattie Babbitt, WRI Chairman Jim Harmon and WRI Director Kathleen McGinty at WRI's Courage to Lead Luncheon, June 12, 2014, New York, NY.

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Dan Doctoroff, WRI director and President & CEO, Bloomberg LP at the  
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WRI's Global Advisory Council is a select group of business, philanthropic and civic leaders committed to helping the Institute achieve its mission of moving human society to live in ways that protect Earth's environment and its capacity to provide for the needs and aspirations of current and future generations.

By serving as ambassadors and advising the institute's leadership, board of directors and international staff, council members enhance WRI's profile, resources and effectiveness.

Please contact Rich Barnett at [202-729-7647](tel:202-729-7647) or [rbarnett@wri.org](mailto:rbarnett@wri.org) for more information about the Global Advisory Council.

### **Elizabeth Belfer**

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## NEW INNOVATORS COUNCIL

The New Innovators Council is a group of distinguished leaders committed to working with World Resources Institute to spur breakthrough solutions on climate change, clean energy access, deforestation, water scarcity, food security and increasing urbanization. We know these challenges require cutting-edge approaches, so WRI has enlisted a group of committed individuals who possess the energy, ambition and thoughtfulness to mobilize provocative ideas and help shape our strategies to tackle the most pressing threats facing the planet.

# GLOBAL MANAGEMENT

As WRI grows in staff size, budget and geographical reach, we focus on delivering results in the face of mounting challenges to people and the planet. Our Global Management team consists of leading representatives from our programs and international offices, as well as our Executive Team. The team sets and implements institutional goals and strategy, shapes our program and country-level strategies, and helps us approach our work as “One WRI.” Our managers oversee staff development and enable us to attract and retain top-notch, dedicated experts. We are proud that WRI has been named one of the top workplaces in Washington, DC.

Our core values—**INTEGRITY, INNOVATION, INDEPENDENCE, RESPECT & URGENCY**—underpin everything we do. These values inform our day-to-day decisions and guide us as we evolve, globalize and seize new opportunities that advance our programs and mission.

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## CORE FUNCTIONS

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**Michael Oko**

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# ACCOUNTABILITY

**WRI continues to meet the highest standards of accountability** and use of donor funds, according to the Better Business Bureau, Charity Navigator and Guidestar.

WRI received a #1 ranking for financial transparency in a pioneering global rating led by the NGO Transparify. WRI was one of only two U.S. think tanks to receive a five-star rating. WRI also posts its donors and annual financial statements online for public viewing.



# FINANCIAL OVERVIEW

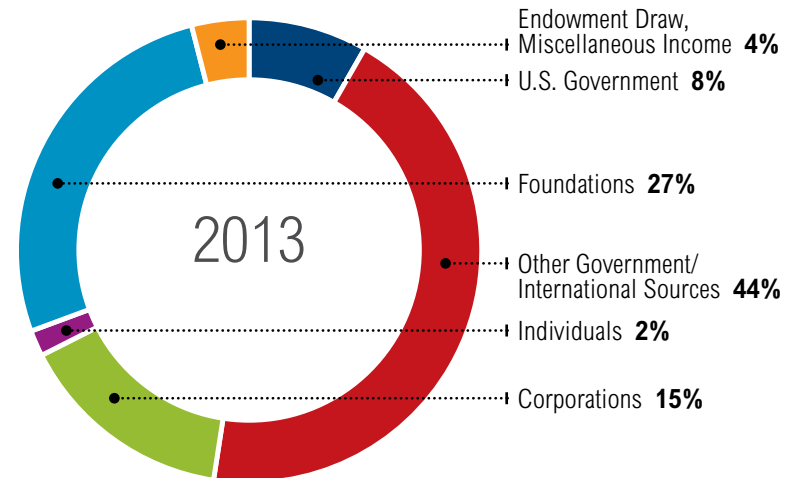
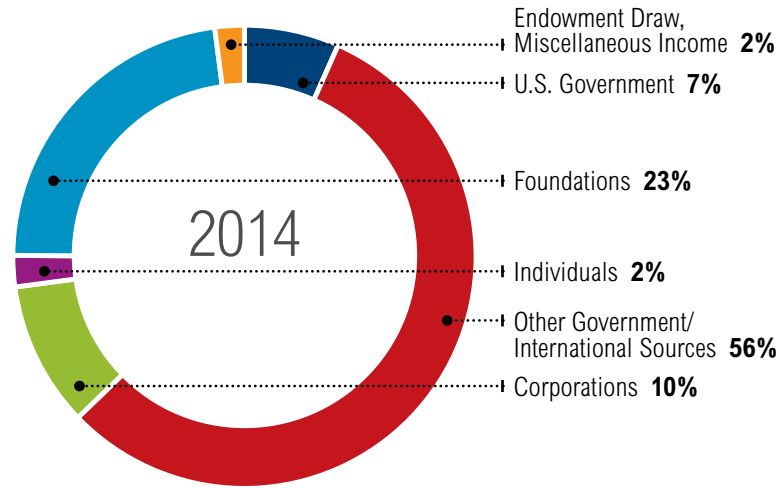
WRI's work is made possible through the generosity of a growing number of donors that support WRI's mission, including governments, foundations, international institutions, corporations, individuals and non-governmental organizations. We are fully transparent about our funding sources, annually releasing an independently audited financial statement. One hundred percent of our revenue directly supports our mission.

## STATEMENT OF CONSOLIDATED ACTIVITIES (\$000s)

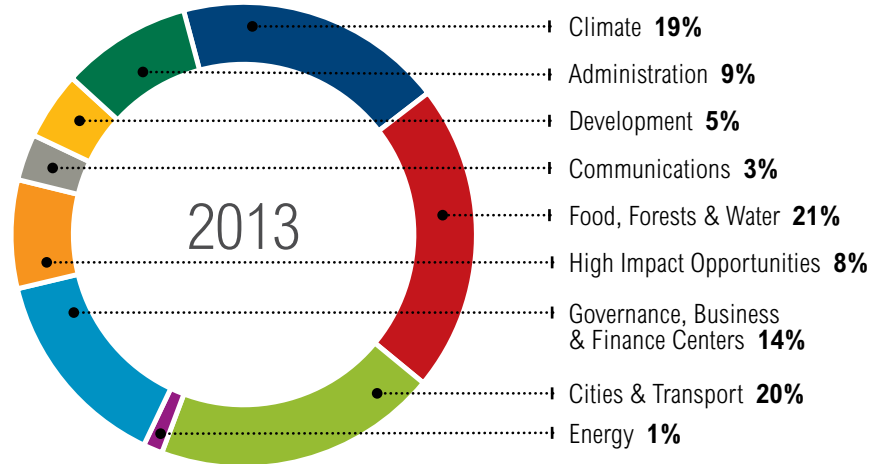
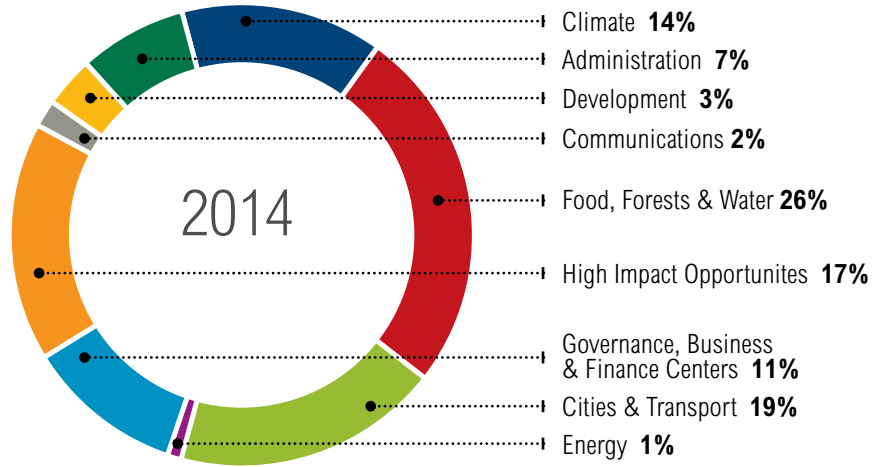
(At September 30, 2014, with comparative totals for 2013)

OPERATING REVENUES	TOTAL 2014	TOTAL 2013
Grants/Contributions	\$60,152	\$42,142
Federal Grants	4,372	3,979
Support from Endowment Income/Others	1,356	1,918
<b>TOTAL UNRESTRICTED REVENUES AND OTHER SUPPORT</b>	<b>65,880</b>	<b>48,038</b>
OPERATING EXPENSES		
Program Activities	58,698	41,281
General Administration	4,973	4,332
Development	2,328	2,262
<b>TOTAL EXPENSES</b>	<b>65,999</b>	<b>47,875</b>
<b>CHANGE IN OPERATING NET ASSET</b>	<b>(119)</b>	<b>163</b>
Change in Designated Net Asset	147	159
Change in Temporarily Restricted Net Asset	19,266	5,073
Total Change in Net Asset	19,295	5,157
<b>ENDING NET ASSETS</b>	<b>89,309</b>	<b>70,014</b>

# OPERATING FUNDS



# USE OF FUNDS



# JOIN OUR COMMUNITY

## EXPLORE

Our free print and online resources provide objective, fact-based analysis of the latest environment and development data and information. WRI's blog is a great introduction to our work and covers all our topics. Check them out on [www.wri.org](http://www.wri.org)

## CONNECT

Our social media sites let you join the conversation about important issues and share ideas and information with your network.



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## DONATE

We work with governments, companies and civil society to find solutions to urgent environmental challenges, and we rely on the generosity of our donors to help us achieve our results. To become a partner in our work, visit [www.wri.org/donate](http://www.wri.org/donate) and make a secure online donation.

## STAY UP-TO-DATE

Our weekly WRI Digest email newsletter offers updates on the WRI community. Sign up at [www.wri.org/sign-wri-digest](http://www.wri.org/sign-wri-digest).



## GET INVOLVED

We have several programs especially designed for corporate and individual donors.

### CORPORATE CONSULTATIVE GROUP

is a global, cross-industry membership network of companies that engage with WRI experts, drive business value through WRI's tools and research, and stay up-to-date on cutting-edge intelligence, trends and solutions.

Contact JP Leous  
[jp.leous@wri.org](mailto:jp.leous@wri.org) | 202-729-7874

### SUSTAINERS CIRCLE

is a committed group of individuals whose support of \$1,000+ helps WRI respond to emerging opportunities, seed new work and invest in innovation. Members are invited to informative and exciting events and briefings, and receive weekly updates on WRI's work.

Contact Rich Barnett  
[rich.barnett@wri.org](mailto:rich.barnett@wri.org) | 202-729-7647

### GLOBAL ADVISORY COUNCIL

is an invitation-only group of individuals committed to helping enhance WRI's profile, resources and effectiveness. At the same time, members gain access to WRI insights, research and analysis.

Contact Rich Barnett  
[rich.barnett@wri.org](mailto:rich.barnett@wri.org) | 202-729-7647

### NEW INNOVATORS COUNCIL

taps rising stars who are pioneering public and private sector business models essential to address WRI's six global challenges. These entrepreneurs challenge our approaches and share provocative ideas to help advance our mission.

Contact Amy D'Avella  
[amy.davella@wri.org](mailto:amy.davella@wri.org) | 202-729-7867

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