



WORLD
RESOURCES
INSTITUTE

**BIGGER
PROBLEMS**

**BETTER
SOLUTIONS**

WRI 2018–2019
ANNUAL REPORT

wri.org/annualreport/2018-19

In working to achieve global change at scale, we apply a threefold approach that is WRI's hallmark:

COUNT IT

We start with data, creating user-friendly information systems, protocols and standards. We conduct independent, unbiased research to analyze relationships and design solutions, and communicate our findings in a compelling manner.

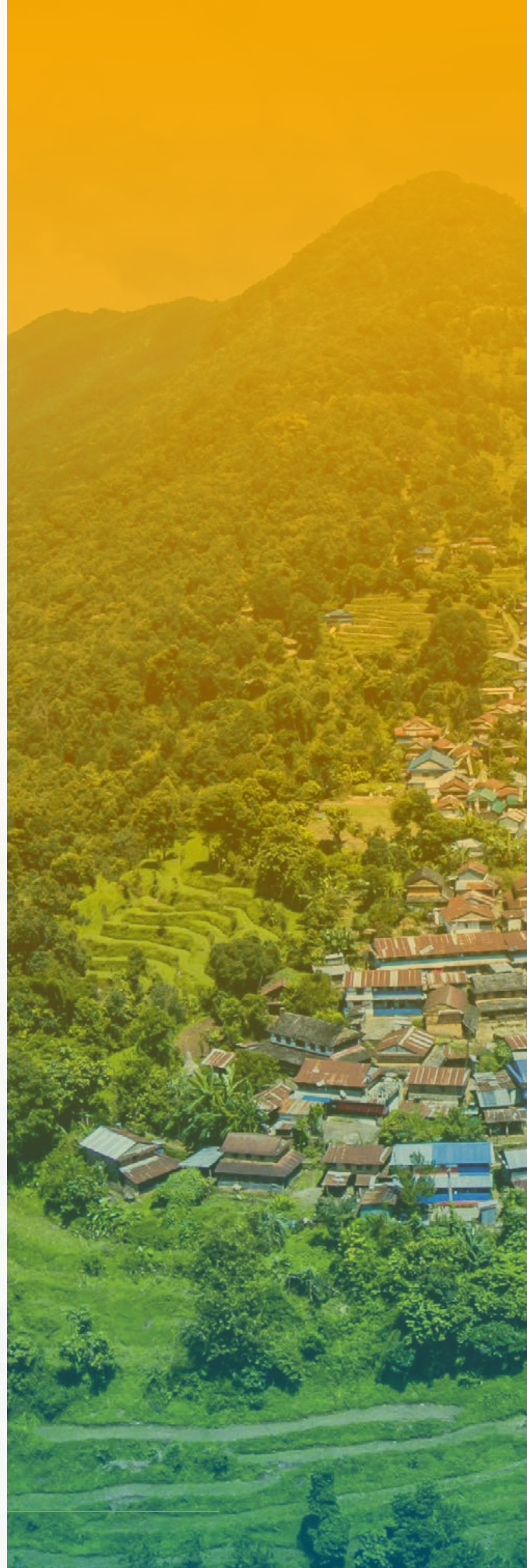
CHANGE IT

We work with communities and remarkable leaders of cities, companies and countries to achieve change, testing and adapting solutions in complex, messy, real-world situations. We set clear objectives and hold ourselves accountable.

SCALE IT

We identify and overcome barriers to change so that proven solutions spread quickly and widely. We create innovative coalitions that transform business sectors, societies and economies, nationally and globally. We achieve our greatest impacts through partnerships.

COVER PHOTO: At a community resiliency workshop organized by WRI in Surat, India, women discuss personal resilience measures like maintaining disaster evacuation bags packed with money, important documents, medicines and other essentials.



An aerial photograph of a village nestled in a mountainous region. The foreground shows a cluster of houses with blue and brown roofs. To the right, there are terraced rice fields with a winding path. The background features lush green hills and mountains under a clear sky.

CONTENTS

- 3 Opportunity, Risk and the Way Forward
- 4 WRI's Global Reach
- 6 Top Outcomes
- 8 Facing the World's Biggest Challenges
- 18 Partnering to Change the World
- 24 Thanking Our Donors
- 36 Boards and Management
- 44 Operations and Finance
- 49 Join Us

OUR MISSION & VALUES

WRI is a global research-into-action organization that works closely with leaders to turn big ideas into action at the nexus of environment, economic opportunity and human well-being.

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 shared ideals that bind us together. They articulate who we are and what we believe, shape our goals, guide our actions and help us to explain our aspirations to others.

URGENCY

Change in human behavior is urgently needed to end the scourge of poverty and reverse accelerating environmental deterioration.

INTEGRITY

Honesty, candor and openness guide our work to ensure credibility and 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.

OPPORTUNITY, RISK AND THE WAY FORWARD

We live at a critical time in history, in which great opportunity and grave risk co-exist.

Remarkable economic success has led to unprecedented human progress. The world economy has tripled in size since 1990, driving down extreme poverty rates worldwide from 36 percent to less than 9 percent.

But the price for this progress has been too high. Pollution caused nine million deaths last year. Deforestation rates reached a record in 2017. Over half of all coral reefs have already been severely degraded due to pollution, acidification and climate change. Nearly half of the world's citizens now face water shortages each year. And greenhouse gas emissions continue to climb, creating an existential threat to the global economy and our way of life.

The list goes on. And it's poor families and communities that suffer most.

We don't need to pay this price for progress. These problems are being caused by last century's technologies, last century's economics, and last century's ideas. We now know we can prosper inclusively and respect environmental limits. But incremental improvement won't get us there. System-wide change is required—and urgently.

Done right, such change won't cost more or hurt the economy. Rather, it will drive new technology, better jobs, improved health, and more investment. But it does require policies

and investments informed by the best evidence and analysis, designs proven on the ground, and smart political engagement and coalition building. This is what WRI was created to provide.

In the following pages we present some of our activities over the past year, and some plans for the future. To ensure focus and impact we are investing in a limited number of ambitious initiatives – we call them delivery platforms – that combine rigorous analysis and design, sustained public and private sector engagement, and the building of coalitions for real change across countries and sectors. These global platforms are tailored for the countries in which we work, ensuring the best of a combination of global knowledge, and local and national relevance.

At WRI we recognize that we can achieve nothing alone. Cooperation, partnerships, and a spirit of humility are hallmarks of our approach. We are deeply grateful to our partners and donors. Without you, none of what is described in this report would be possible. Thank you!

To readers who are new to WRI, we warmly invite you to learn about our work, share your thoughts and suggestions, and join our community of supporters and friends.

With our thanks and warm regards,
The Board and Staff of WRI

WRI'S GLOBAL REACH

WRI's regional hubs, international offices and the global office in Washington, DC, operate as a sisterhood, with shared values, approaches and institutional infrastructure. Regional hubs and international offices select priorities from among the Global Challenge Programs described in the following pages. We focus on the big emerging market economies because the development path they follow will shape the future of the world.



INTERNATIONAL OFFICES

PRIORITIES AND 2018 HIGHLIGHTS

AFRICA | With a regional hub in Ethiopia, we are working in multiple countries to restore forests and degraded lands, improve food security, incentivize climate action, map water risks, strengthen land rights and improve access to decision-making on natural resources to reduce poverty, improve governance and strengthen environmental management.

BRAZIL | Working to accelerate and scale the transition to a low-carbon economy by encouraging and promoting forest protection and landscape restoration, and transforming city planning.

CHINA | To contend with high pollution levels accompanying rising prosperity, support government efforts to build an “ecological civilization” by cutting greenhouse gas emissions, improving air and water quality, and promoting sustainable urban development.

INDIA | Focus on urban infrastructure and climate resilience to support government efforts to reduce poverty, improve livelihoods and accelerate the transition to clean energy. Air quality and landscape restoration are important emerging areas of work.

INDONESIA | Fostering increased transparency and sound governance to improve forest conservation and food and energy security for a growing population with rising economic potential.

MEXICO | Advancing sustainability in Mexico and across Spanish-speaking Latin America, focus is on forest conservation and restoration, promotion of clean energy and integrated urban planning.

EUROPE | Europe is a global leader in sustainability and home to our most supportive partners. With a regional hub in the Netherlands and an office in London, WRI Europe works with European governments, foundations, and companies to promote sustainable poverty reduction around the world.

WRI'S 2018 OUTCOMES

We measure WRI's success by our outcomes: significant actions taken by governments, businesses and civil society because of our activities and influence. Many are achieved in collaboration with WRI's more than 400 partner organizations around the world. Here is a selection of outcomes for 2018. Further details can be found online.

NCE Report and “Step Up 2018” Campaign Support Paris Agreement and Rulebook

WRI experts’ work on the Paris Rulebook helped lay the foundation to implement the landmark international agreement, supported by the “Step Up 2018” campaign and the 2018 New Climate Economy report.

Latin American, Caribbean Governments Sign Escazú Agreement on Environmental Democracy

The first legally binding treaty on environmental rights in Latin America and the Caribbean was signed by 16 governments after years of coordinated effort by WRI and partners.

Major Corporations Start Measuring Food Loss and Waste

With help from the Champions 12.3 coalition and the Food Loss and Waste Protocol, over a dozen of the world’s largest food companies began measuring food loss and waste within their operations.

Indonesia and Democratic Republic of Congo Accelerate Community Forest Management

WRI and partners developed tools for community forest management programs in Indonesia and Democratic Republic of Congo that include recognition of forest-dwellers’ customary rights.

Karnataka State Government in India Commits to Improving Life for Its 61 Million People

WRI provided detailed input on sustainable, inclusive urban development for the government’s “Nava Karnataka Vision 2025,” a blueprint for sustainable growth, and worked closely with Bengaluru city on implementation.

WRI Helps Cities Design Safer, More Sustainable Streets

Cities in Africa, Asia and Latin America are using WRI design guidelines to improve public transport access and create infrastructure that encourages walking and biking, reducing emissions and making streets safer and less congested.

Forest Watcher App and GLAD Alerts Help Curb Illegal Deforestation

These two new tools, developed with partners, enable near-real-time forest monitoring in the field and have resulted in interdictions and arrests, notably in Kibale National Park in Uganda.

Building Efficiency Accelerator Guides Energy Savings in Bogota, Colombia, and Mérida, Mexico

Building on national guidance in Colombia and Mexico, these two cities tapped the expertise of WRI and partners to adapt their countries’ guidance to create local regulations to save energy in buildings.

Governments, Service Providers Support Principles for Sustainable Shared and Autonomous Vehicles

Along with eight other NGOs, WRI launched 10 principles for safe, efficient and pollution-free transportation, which 35 governments and 76 mobility service providers have supported.

Forest Resilience Bond Reduces Wildfire Risk in California

WRI and partners developed bonds to fund efforts to improve forest health in California’s Tahoe National Forest, reducing wildfire and downstream water risks.

FACING THE WORLD'S BIGGEST CHALLENGES

Our work is guided by a five-year Strategic Plan that focuses on seven Global Challenges—**Food, Forests, Water, Energy, Cities, Climate and the Ocean**. Because responses to these challenges are intertwined—actions to address one often have impacts on others—we seek solutions that maximize synergies and minimize trade-offs.

For example, our landmark research on how to feed a growing global population, released in 2018, considers the impacts on forests, water use, energy production and greenhouse gas emissions. To ensure the effectiveness of the solutions we design and promote, Global Challenge Programs draw upon the expertise of four cross-cutting Centers of Excellence: **Business, Economics, Finance and Governance**.

To make the most of this comprehensive approach, in 2018 we revamped how we plan, monitor, evaluate and report on our progress. These new systems are yielding fresh insights that are helping to increase our effectiveness. We hope they also offer the readers of this report greater understanding of our work.



FOOD

Released in December 2018, the synthesis of the World Resources Report, *Creating a Sustainable Food Future: A Menu of Solutions to Feed Nearly 10 Billion People by 2050*, offers a roadmap to sustainably feed the planet while reducing greenhouse gas emissions and promoting economic development. WRI is putting our research into action with partnerships to reduce global food loss and waste by half and to catalyze shifts toward sustainable and healthy diets.

KEY ACHIEVEMENTS:

- Through the WRI-convened Champions 12.3 network, nearly two-thirds of the world's 50 highest-revenue food companies set food loss and waste reduction targets aligned with Target 12.3 of the Sustainable Development Goals (SDGs), which aims to halve per capita food waste by 2030.
- In Indonesia, the Food Loss & Waste Coalition launched the first public-private partnership in the developing world focusing on this topic, with support from P4G, the World Business Council for Sustainable Development and WRI.
- WRI's Better Buying Lab helped advance adoption of a burger that substitutes mushrooms for 30 percent of the beef. This burger is landing on menus everywhere, from Hilton Hotels to thousands of businesses supplied by Sodexo.
- Food companies and organizations serving more than 60 million meals annually joined our new Cool Food Pledge, which aims to cut food-related greenhouse gas emissions by 25 percent by 2030.

WHAT TO WATCH

In 2019 we will launch the full World Resources Report: *Creating a Sustainable Food Future*, published with the World Bank and other partners, which will lay out the menu of solutions to feed the planet, advance economic development and human wellbeing, and help meet the Paris Agreement climate goals.

FORESTS

WRI seeks to help the world safeguard and maintain forests while restoring a significant portion of forests that have been lost or degraded, through the Global Forest Watch digital mapping platform, the Global Restoration Initiative to bring degraded land back to productive health and the Forest Legality Initiative that combats illegal logging.

KEY ACHIEVEMENTS:

- Our release of the latest tree cover loss data compiled by our researchers and others revealed the main drivers of this phenomenon in specific places (supported by a paper in *Science*). We helped over a dozen countries create online forest monitoring systems. With partners, we empowered forest defenders with tools like the GLAD (Global Land Analysis and Discovery) deforestation alerts and the new Forest Watcher mobile app.
- We helped deploy more than \$350 million in private investment into restoration projects across Latin America and launched WRI's first restoration crowdfunding pilot project, in Rwanda.
- WRI is leading U.S. Forest Service efforts to develop a universal DNA test that shows what species of tree is in a specific product and where it was grown to prevent trade in illegally harvested wood. We also launched the Open Timber Portal on producers' legal and regulatory compliance in the Republic of Congo and the Democratic Republic of the Congo.
- We helped the Democratic Republic of the Congo to develop regulations and procedures for community forest management.

WHAT TO WATCH

In 2019 we will launch Global Forest Watch Pro, an online tool to help companies understand and reduce deforestation from palm oil, soy and cocoa in their supply chains. We will also publish our first annual Global Forest Update to provide an interactive snapshot of forests worldwide, with information on climate and biodiversity.



GLOBAL CHALLENGES

WATER

WRI helps decision-makers working for national governments, cities and the private sector understand and address growing water risks. The Aqueduct platform, visited by more than 5,000 users each year, many working at major companies, provides the world's best open source information on water risk. Our Natural Infrastructure Initiative encourages investment in watersheds and other natural systems.

KEY ACHIEVEMENTS:

- Our Parched Power report highlighted the high cost and future risk of water shortages for thermoelectric power production in India. We will apply similar analysis in other countries to show the risk of water-intensive coal-fired power. WRI China published an analysis in *Nature Energy* showing how water-efficient cooling techniques reduced water stress in China.
- Working with partners including Blue Forest Conservation, we helped launch the first Forest Resilience Bond in Tahoe National Forest, California, raising \$4.6 million of private investment to reduce fire risk through restoration.
- The Natural Infrastructure Initiative published new research showing how three of Brazil's biggest cities could achieve high returns on investments to improve nearby watersheds.
- Together with WRI's Forests and Cities teams, we launched the Cities4Forests initiative, helping more than 50 cities conserve, manage and restore forests and watersheds they depend upon.

WHAT TO WATCH

We will release an updated and improved version of Aqueduct, including a new tool, Aqueduct Food. We will develop an Aqueduct-based water supply-development gap assessment with the government of Ethiopia for its 12 major river watersheds.

ENERGY

To make the transition to universal access to clean, affordable, reliable energy, WRI works with institutions around the world to deploy renewable energy, scale energy efficiency and address unmet demand for energy.

KEY ACHIEVEMENTS:

- The Building Efficiency Accelerator now operates in 18 countries to spur large-scale investment to make buildings more energy-efficient. In India, we expanded the Vidyut Rakshaka program, which encourages energy conservation and efficiency, beyond Bengaluru to Chennai and Mysore.
- Energy access work expanded in Africa with partnerships in Tanzania, Kenya and Uganda, plus two new states in India. Our new energy access maps show emerging demand and opportunities for investment in renewables, helping to bring electricity to rural schools and health clinics and their surrounding communities.
- The Green Power Market Development Group expanded to six Indian states. In the U.S. our guidance helped 21 states develop green tariffs to supply cost-effective renewable electricity to large buyers.
- Our work with corporations, utilities and non-profit partners helped U.S. companies procure 6.33 gigawatts of renewable energy in 2018—five times more than in 2014. With this market now mature, we spun off the Renewable Energy Buyers Alliance as an independent organization to carry this work forward.

WHAT TO WATCH

In a new partnership, the American Cities Climate Challenge Renewables Accelerator, WRI will help guide cities as they seek to procure renewable energy and quickly implement and scale clean energy solutions.

CITIES

WRI Ross Center for Sustainable Cities is shifting the ways cities are built, showing that integrated actions can transform communities into vibrant economies where everyone breathes clean air, lives in healthy and safe environments, and has access to all the opportunities of urban life.

KEY ACHIEVEMENTS:

- Since 2015, we have influenced 370 cities, far surpassing our goal of more than 200 cities by 2019 through deep, targeted and catalytic engagement.
- In Mexico and Colombia, the Building Efficiency Accelerator helped translate national guidance on resource efficiency in buildings into practical implementation protocols, providing the technical assistance needed to move from commitment to action for many cities.
- WRI Brasil awarded the first InoveMob Challenge to bynd, a carpooling app for corporate communities, helping it to expand from São Paulo to other Brazilian cities and beyond.
- In India, the Station Access and Mobility Program incubated five start-ups offering innovative last-mile solutions in Bengaluru; the new Better Bus Challenge aims to improve bus systems nationwide.
- NUMO, the New Urban Mobility alliance, is expanding our engagement on shared, electric, on-demand and autonomous technologies.
- With WRI's help, more than 10 major cities are making streets safer. Changes include new bicycle lanes in Bogotá and Fortaleza, Brazil; new pedestrian infrastructure in Accra and Mumbai, India; new traffic-calming measures in Addis Ababa, and expanded public spaces in Bandung, Indonesia.

WHAT TO WATCH

The inaugural WRI Ross Prize for Cities, awarded in April 2019, will bring global attention to innovations that have catalyzed transformative urban change, inspiring similar efforts around the world.



GLOBAL CHALLENGES

CLIMATE

WRI seeks to help drive the systemic change needed for greenhouse gas emissions to peak by 2020 and reach net zero by 2050, while enhancing resilience that will contribute to sustainable development. We aim to do this by accelerating national climate action, building ambitious and accountable international climate action and measuring and monitoring progress.

KEY ACHIEVEMENTS:

- Our work on the Paris Rulebook helped lay the foundation to implement the landmark agreement, supported by the “Step Up 2018” campaign and the latest New Climate Economy report.
- More than 530 companies in 38 countries have committed to science-based targets for reducing greenhouse gas emissions through work led by WRI and partners; more than 180 are taking specific action to meet their targets.
- We helped develop the second America's Pledge report, a comprehensive assessment of how states, cities and business are helping to drive down U.S. emissions, with the potential to reach within striking distance of the U.S. climate goal of cutting emissions 26-28 percent by 2025, despite setbacks at the federal level.
- We launched the online Climate Watch platform, which brings together comprehensive data on greenhouse gas emissions and climate related-information to increase transparency and track progress on climate targets.

WHAT TO WATCH

WRI is supporting a wide range of countries to enhance their climate commitments by 2020, including through international processes such as the UN Secretary-General's Climate Summit and the G20.

THE OCEAN

To address threats facing the health and economic vitality of the ocean, WRI is expanding its existing work and carrying forward work that WRI's Patron, HRH The Prince of Wales, undertook through his International Sustainability Unit. Two high-profile initiatives—the High Level Panel for a Sustainable Ocean Economy and Friends of Ocean Action—will help drive a global movement, Ocean Action Agenda 2030.

KEY ACHIEVEMENTS:

- Norway selected WRI to establish the secretariat and be the content driver for the High Level Panel, whose first meeting with heads of state took place during the UN General Assembly in New York in September 2018.
- Former President of Costa Rica José María Figueres, a former WRI Board member, and Peter Thomson, UN Special Envoy for the Ocean, joined WRI as Distinguished Fellows.
- We entered into a collaborative agreement with the World Economic Forum to drive the Ocean Action Agenda 2030 through Friends of Ocean Action.
- WRI and the World Economic Forum will co-lead the Global Plastics Action Partnership, a public-private initiative to dramatically reduce plastic pollution, especially in the ocean.

WHAT TO WATCH

In 2019 we will begin releasing a series of “Blue Papers” exploring the sustainable ocean economy. They will summarize the latest science, focusing on implications for developing countries. In 2020 we will release a major report showing how protection and sustainable use of the ocean can help meet urgent human needs.

BUSINESS

WRI's business offerings—our protocols, analytical tools and other knowledge products—are the go-to resource for forward-thinking companies, providing benchmarks for sustainability targets, resource monitoring, management and ambition as companies shift to inclusive and sustainable business models.

- Building on our paper, *The Elephant in the Boardroom*, we continue to be a thought leader on sustainable consumption—working with some of the world's biggest brands to test business models that go beyond selling more stuff to more people.
- We support hundreds of global businesses to set climate reduction targets in line with the Paris Agreement, including Levi Strauss & Co., L'Oréal, Mahindra Sanyo Special Steel, IKEA, Origin Energy, Caesars Entertainment and Mastercard.
- We challenged business to work with government to accelerate rather than undermine progress toward sustainability through outreach on a new research paper, *The Ambition Loop*.
- Through P4G, the Partnering for Green Growth and the Global Goals Initiative, we helped spark or accelerate 24 green growth public-private partnerships in developing and emerging economies.

ECONOMICS

WRI's Economics Center supports the seven Global Challenge Programs and the regional hubs and international offices by offering research-based insights into the financial, economic, and social values that healthy ecosystems and natural resources provide. The Economics Center also oversees the New Climate Economy work described in the next section.

- The Economics Center and WRI México provided inputs on sub-national decarbonization policies to the governor of Sonora. These provided supporting evidence for Sonora to sign the Under2 Memorandum of Understanding in September.
- Working with the Water Program and WRI Brasil, the Economics Center published Green-Gray Assessments that are helping to shape the Water Fund Conservation Strategy for Sao Paulo, Brazil's largest city.
- Based on the findings of our report *Roots of Prosperity: The Economics and Finance of Restoration*, the UN Food and Agriculture Organization has begun offering decision-makers better information on the costs and benefits of forest and landscape restoration.

FINANCE

We track developments in international and domestic finance and use analysis and policy entrepreneurship to encourage the financial system's shift toward environmentally sustainable investments.

- Our report, *Toward Paris Alignment: How the Multilateral Development Banks Can Better Support the Paris Agreement*, calls for maximizing climate finance while gradually bringing portfolios in line with the Paris Agreement.
- Outreach around our paper, *Setting the Stage for the Green Climate Fund's First Replenishment*, helped shape a better board conversation on GCF governance.
- Our working paper, *Moving the Green Belt and Road Initiative: From Words to Actions*, provided the first comprehensive analysis of Chinese finance flows to the energy and transportation sectors in BRI countries. The research helped inform high-level discussions in China, which has pledged that the massive international infrastructure initiative will advance sustainability and climate goals.
- Our publications documenting WRI's sustainable investment journey—efforts to align our endowment with our mission and values—are helping other asset owners to revise their investment strategies.

GOVERNANCE

We help protect the rights of the world's most vulnerable citizens by empowering people and strengthening institutions to build a resilient, just and sustainable future for all.

- The Escazú Agreement, a new treaty that guarantees environmental rights and protects environmental defenders in Latin America and the Caribbean, was signed by 16 countries at the 2018 UN Economic Commission for Latin America and Caribbean Negotiations in Costa Rica, the result of eight years of work by The Access Initiative, a WRI-led alliance, and the Governance Center's Environmental Democracy Practice.
- More companies, risk assessors and investment management firms are using LandMark, established by WRI and 12 leading land rights organizations as the first global mapping platform of indigenous and community lands, to conduct due diligence and identify land risks in supply chains.
- The Global Commission on Adaptation, launched in October 2018, aims to raise the visibility of climate change adaptation and spur a global movement to bring scale and speed to adaptation solutions. Its work is described in the next section.

PARTNERING TO CHANGE THE WORLD

Building on the work of our Regional Hubs and International Offices, Global Challenge Programs, and Centers of Excellence, WRI has joined with far-sighted partners to create a small number of highly ambitious, multi-stakeholder initiatives that we call delivery platforms. The delivery platforms mirror our count it, change it, scale it approach, combining rigorous research, real-world testing and adjustment of proposed solutions, and specific strategies to rapidly deploy successful solutions at a global scale. Their ambitious scope and comprehensive approach to achieving change at scale are informed by our early work on such initiatives as the Greenhouse Gas Protocol, Global Forest Watch and Aqueduct.

This section illustrates this approach with updates on four delivery platforms. We start with one of our newest, the **Global Commission on Adaptation**, launched in October 2018. We end with the **New Climate Economy**, now in its fifth year of using rigorous economic research, innovative communications techniques, and high-level engagement with national leaders to shift economic development onto a path that reduces climate risk while advancing equitable growth and improving human well-being.



GLOBAL COMMISSION ON ADAPTATION

As countries work to cut greenhouse gas emissions, they must also adapt to the impacts of climate change. Launched in October 2018 with the support of the Netherlands, the Global Commission on Adaptation seeks to elevate adaptation solutions on the global agenda, culminating in a Year of Action in 2020. WRI is the managing partner of the Commission, with the Global Center on Adaptation in Rotterdam and Groningen.

ACTIVITIES IN 2018:

- Former UN Secretary-General Ban Ki-moon, Bill and Melinda Gates Foundation Co-Chair Bill Gates and World Bank Group CEO Kristalina Georgieva agreed to co-lead the Commission, engaging global leaders in the Commission's work. The Commission is composed of 30 Commissioners drawn from 17 countries.
- The Commission launched in The Hague in October with the first meeting of Commissioners and partners. Commissioners provided guidance on the framing of the planned flagship report informed by three discussion papers. The Global Commission on Adaptation website went live.
- The Commission co-hosted two events at COP24 jointly with the UNFCCC and the Global Environment Facility, highlighting the benefits of accelerated adaptation. At the World Economic Forum, the Commission hosted a dialogue with CEOs, public sector leaders and several commissioners.
- The research team supporting the Commission engaged with partners around the world to produce more than 25 background papers that will underpin the flagship report.

WHAT TO WATCH

The Commission will deliver its flagship report at the UN Secretary-General's September 2019 Climate Summit, demonstrating why increased investment in adaptation and climate resilience can yield high returns. Commissioners and partners will make the case for adaptation and resilience at the World Bank-IMF Spring Meetings and the G7 and G20 Summits.



P4G brings together businesses, governments and non-governmental organizations in innovative public-private partnerships to advance sustainable development solutions. Launched in January 2018 and working with eight countries and four organizations, P4G offers facilitation, funding and recognition for partnerships focusing on five areas: food and agriculture, water, energy, cities and the circular economy. Hosted at WRI, P4G is funded by the governments of Denmark and the Netherlands.

ACTIVITIES IN 2018:

- P4G received 450 applications from 80 countries for funding and facilitation. Eleven start-up partnerships were chosen to receive \$100,000 each, while six partnerships received between \$600,000 and \$1 million in scale-up funding.
- P4G National Platforms were established in Chile, Colombia, Denmark, Ethiopia, Kenya, Mexico, the Netherlands, South Korea and Vietnam.
- The P4G Copenhagen Summit, held in October 2018, attracted 800 participants, including heads of state, CEOs, investors, civil society leaders and journalists. At the summit, the Courthauld Commitment received the first P4G State-of-the-Partnership of the Year Award for its success in reducing food loss and waste in the United Kingdom.
- Four P4G Partnerships were highlighted at an event hosted by the World Economic Forum on the margins of the UN General Assembly meeting in New York in September.

WHAT TO WATCH

P4G will announce its 2019 start-up partnerships in August and its scale-up partnerships in September. On the sidelines of UN Climate Week in September in New York, P4G will hold partnership acceleration workshops and announce the winners of its P4G State-of-the-Art awards.

NDC PARTNERSHIP



**ACCELERATING CLIMATE
AND DEVELOPMENT ACTION**

As a global coalition of over 100 countries and institutions launched in 2016, the NDC Partnership works to accelerate climate action while enhancing sustainable development. Members use their resources and expertise to help countries implement their Nationally Determined Contributions (NDCs) under the Paris Agreement. The NDC Partnership Support Unit is hosted jointly by WRI and the UNFCCC.

ACTIVITIES IN 2018:

- The NDC Partnership's membership expanded to 89 countries, 21 international institutions and 9 associates, including countries responsible for over half of global emissions, all the major multilateral development banks, civil society organizations and other major international institutions, including UN agencies.
- The Partnership began applying a Country Engagement Strategy in more than 40 member countries to accelerate NDC implementation through Partnership Plans that outline climate priorities and match them to resources offered by the Partnership's members.
- The Partnership added new and expanded analytical tools, funding opportunities and case studies to a redesigned online knowledge portal.
- The Partnership facilitated members' participation in Peer-to-Peer Exchanges on issues such as long-term climate strategies, e-mobility, climate governance and gender responsiveness.

WHAT TO WATCH

The NDC Partnership will approve Partnership Plans in 30 countries in 2019 and will support up to 60 countries by 2020. The Partnership will work with members on more than 800 specific support actions identified in the Partnership Plans to help increase public and private support in such areas as energy, transport, land use, waste management, water and cities.

THE NEW CLIMATE ECONOMY

The Global Commission on the Economy and Climate

The Global Commission on the Economy and Climate and its flagship project, The New Climate Economy (NCE), launched in 2014 to help governments, business and civil society achieve economic prosperity and ambitious climate action. The Commission's members—28 former heads of government, former finance ministers and leaders in economics and business—guide NCE's work and engage with government and business leaders to spread its message in the media and at high-profile events.

KEY ACHIEVEMENTS IN 2018 INCLUDE:

- The 2018 NCE report, *Unlocking the Inclusive Growth Story of the 21st Century*, identifies opportunities to accelerate action in five sectors—energy, cities, food and land use, water and industry—with the potential to deliver \$26 trillion in economic benefits by 2030.
- These findings became part of the core narrative at the Global Climate Action Summit in San Francisco. Over 1600 news outlets in over 80 countries covered the report. The Commissioners shared these messages with the UN Secretary-General, at the World Bank-IMF Annual Meetings, COP24, and the World Economic Forum, and at launch events in China, India, the UK and elsewhere.
- In Indonesia, NCE supported a Low Carbon Development Initiative by the Ministry of Planning which demonstrates that more ambitious climate action will deliver stronger growth, more jobs, and better health outcomes. Recommendations will be incorporated into Indonesia's next five-year development plan.

WHAT TO WATCH

NCE will catalyze and accelerate country climate action through new engagements in Colombia, Brazil, Ethiopia and other countries, and through a third NCE China-India Dialogue, held in Beijing.



RESOURCEWATCH

Resource Watch is a free, open data visualization platform that serves as a repository for the world's best available data on the environment and development. Built by WRI and more than 30 partners and launched in April 2018 at National Geographic headquarters in Washington, DC, Resource Watch gives journalists, analysts, decision-makers and students the means to explore more than 200 geospatial data sets on topics ranging from climate change to migration, deforestation to air quality, agriculture to energy and many more.



Left: Andrew Steer and Janet Ranganathan of WRI, former EPA Administrator Gina McCarthy, Jonathan Baillie of the National Geographic Society and former NASA astronaut Dr. Mae Jemison; Right: Audience at Resource Watch launch.

THANKING OUR DONORS

Each year as we prepare our Annual Report, we look back with deep gratitude at how the vision and generosity of our donors make our accomplishments possible. We value all our donors and are very proud to recognize the diverse group of supporters who share our commitment to a more sustainable and prosperous world for all.

European government partners continue to be among our largest donors, providing both institutional and programmatic support. We are particularly grateful to the governments of Denmark, Ireland, the Netherlands and Sweden for their crucial continued support and core funding to WRI. This funding allows us to be mission-focused to address long-term challenges while also helping to fund nascent areas of work and new ideas. In short, it underpins our ability to deliver transformative outcomes to advance our common agenda on poverty alleviation and sustainable economic development.

We are also grateful to the governments of Denmark, France, Germany, Japan, the Netherlands, Sweden, Norway and the United Kingdom for their generous support to WRI's programmatic work on Food, Forests, Cities, Climate, Finance, Water and the Ocean, as well as a range of impactful global delivery platforms including: Partnership for Green Growth and the Global Goals (P4G); Global Commission on Adaptation and the Global Center on Adaptation; the NDC Partnership; Friends of Ocean Action and the High Level Panel for a Sustainable Ocean Economy; Water, Peace and Security Initiative; Champions 12.3 mobilizing action of food loss and waste; African Forest Landscape Restoration Initiative (AFR100) and the 20x20 restoration initiative in Latin America; Resource Watch; and New Climate Economy and the Coalition for Urban Transitions.

Foundation support, our second-largest source of funds, remains strong. We are pleased to recognize two foundations providing flexible program grants. The John D. and Catherine T. MacArthur Foundation approved a multi-year grant for WRI's climate work in China, India, and the U.S. The Oak Foundation approved a core grant for work in China, India and Brazil, and on international climate governance.

Stephen M. Ross Philanthropies continued to provide vital core support for the WRI Ross Center for Sustainable Cities and enabled WRI to launch the New Urban Mobility Alliance, or "NUMO," which channels tech-based disruptions in urban transport to build more sustainable and joyful cities.

Our work with cities offers numerous opportunities to collaborate with our corporate partners, with major support from the Citi Foundation, FedEx, the Shell Foundation and the Toyota Mobility Foundation. We are pleased to recognize new gifts from the IKEA Foundation for energy access work in Africa and from Microsoft's AI for Earth team to create a new innovation fund housed at WRI to provide support for early-stage projects that seek to leverage artificial intelligence. WRI's Corporate Consultative Group now stands at 35 members, which brings together the best minds in corporate sustainability to advance business practices.

WRI also received a record number of contributions from individual and family foundation donors, many of whom are members of WRI's new Sustainer's Circle and provide critically important general support.

WRI's work is made possible through the generosity of a growing number of partners and supporters who share our goals and objectives. Our purpose in each relationship is to fulfill our mission, guided by our institutional values. We neither seek nor accept financial support that would undermine those values. For example, WRI fiercely guards its independence through its peer review of knowledge products and prohibits staff from manipulating research or suppressing research results because they are inconsistent with a desired outcome.

Donations listed in this annual report include revenue received 10/1/17-1/15/19 and older grants still open as of 10/1/17. Due to space limitations, we only include donations of \$1,000 and more.

MAJOR DONORS (\$750,000+)

Acacia Conservation Fund	Federal Ministry for Economic Cooperation and Development of Germany (BMZ)
Asian Development Bank (ADB)	Federal Ministry for the Environment, Nature Conservation, and Nuclear Safety of Germany (BMU)
Bloomberg Philanthropies	FedEx Corporation
C40 Cities Climate Leadership Group	Ford Foundation
Cargill, Incorporated	Bill and Melinda Gates Foundation
The Children's Investment Fund Foundation	German Agency for International Cooperation (GIZ)
Citi Foundation	Global Environment Facility
ClimateWorks Foundation	Good Energies Foundation
Department for Business, Energy & Industrial Strategy of the United Kingdom	Google Inc.
Department of Foreign Affairs and Trade of Australia	William and Flora Hewlett Foundation
DOB Ecology	Hivos (Humanist Institute for Co-operation with Developing Countries)
Doris Duke Charitable Foundation	IKEA Foundation
Environmental Protection Agency of Sweden	
European Climate Foundation	

MAJOR DONORS (\$750,000+)

Inter-American Development Bank (IDB)
Irish Aid—Department of Foreign Affairs and Trade
The John D. and Catherine T. MacArthur Foundation
Ministry for Europe and Foreign Affairs of France
Ministry of Agriculture, Nature and Food Quality of the Netherlands
Ministry of Economic Affairs and Climate Policy of the Netherlands
Ministry of Foreign Affairs of Sweden
Ministry of Foreign Affairs of the Netherlands (DGIS)
Ministry of Infrastructure and Water Management of the Netherlands
Gordon and Betty Moore Foundation
The Nature Conservancy
Oak Foundation
Pact
PepsiCo, Inc.
Michael Polsky Family
Rockefeller Brothers Fund
Rockefeller Foundation
Royal Danish Ministry of Foreign Affairs (DANIDA)
Royal Norwegian Ministry of Climate and Environment
Royal Norwegian Ministry of Foreign Affairs
Stephen M. Ross Philanthropies
Shell Foundation
Skoll Global Threats Fund

Swedish International Development Cooperation Agency (SIDA)
Ruth McCormick Tankersley Charitable Trust
The Tilia Fund
Toyota Mobility Foundation
U.K. Department for International Development (DFID)
U.K. Foreign and Commonwealth Office (UKFCO)
United Nations Environment Programme (UNEP)
United Nations Office for Project Services (UNOPS)
U.S. Agency for International Development (USAID)
U.S. Department of State
The World Bank
World Economic Forum
Anonymous (1)



Global Board Co-Chair Jim Harmon and Global Board Member Stephen M. Ross at the April 2018 Board dinner.

STRATEGIC CORE FUNDING PARTNERS

Agence Française de Développement (AFD)

Irish Aid—Department of Foreign Affairs and Trade

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)

The Carbon Pricing Leadership Coalition (CPLC)

Department for Business, Energy, and Industrial Strategy of the United Kingdom (BEIS)

Department of Communications, Climate Action & Environment of Ireland

Department of Foreign Affairs and Trade of Australia

Environmental Protection Agency of Sweden

European Commission

Federal Department of Foreign Affairs of Switzerland

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

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

Food and Agriculture Organization of the United Nations (FAO)

German Agency for International Cooperation (GIZ)

Global Environment Facility

Inter-American Development Bank (IDB)

Italian Ministry of the Environment and Protection of Land and Sea

Japan International Cooperation Agency (JICA)

Jiangsu Information Center

Ministry for Europe and Foreign Affairs of France

Ministry of Agriculture, Nature and Food Quality of the Netherlands

Ministry of Economic Affairs and Climate Policy of the Netherlands

Ministry of Environmental Protection of the PRC

Ministry of Foreign Affairs of Sweden

Ministry of Infrastructure and Water Management of the Netherlands

National Environment Agency of Singapore

Open Government Partnership

Royal Norwegian Ministry of Climate and Environment

Royal Norwegian Ministry of Foreign Affairs

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. Department of State

U.S. Environmental Protection Agency

United Nations Capital Development Fund

United Nations Environment Programme (UNEP)

United Nations Office for Project Services (UNOPS)

The World Bank

FOUNDATIONS

\$750,000+

Bloomberg Philanthropies
The Children's Investment Fund Foundation
ClimateWorks Foundation
DOB Ecology
European Climate Foundation
Ford Foundation
Bill and Melinda Gates Foundation
William and Flora Hewlett Foundation
The John D. and Catherine T. MacArthur Foundation
Gordon and Betty Moore Foundation
Charles Stewart Mott Foundation
Oak Foundation

\$500,000-\$749,999

Climate and Land Use Alliance
Doris Duke Charitable Foundation
The Energy Foundation
Good Energies Foundation
KR Foundation
Open Society Foundations
Skoll Global Threats Fund
Anonymous (1)

\$100,000-\$499,999

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DOEN Foundation
Energy Foundation China
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Mulago Foundation
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Rockefeller Foundation
Swedish Postcode Lottery

\$10,000-\$99,999

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Hollomon Price Foundation
United Nations Foundation
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Wellcome Trust

DONOR PROFILE

The Good Energies Foundation

The Good Energies Foundation, a significant partner in WRI's efforts to address urgent global challenges, supports programs focusing on access to clean energy and protection of tropical forests as a way to ease poverty.

The foundation focuses on rural areas with low rates of electrification, primarily in India and sub-Saharan Africa. It supports programs that bring distributed electricity generation to underserved communities, promote policy and unlock new sources of capital for renewable energy.

The Good Energies Forests and Land Use Programme targets tropical deforestation and promotes forest landscape restoration, covering the entire equatorial greenbelt, including the Amazon Basin, Congo Basin and Indonesia.

WRI is honored to be among its partners.

CORPORATIONS

Strategic Relationships

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Rebecca Moore, Director of Engineering, Google Earth, Earth Engine and Earth Outreach, talking about the power of data at the launch of Resource Watch.

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DONOR PROFILE

Cargill, Incorporated

Having joined WRI's Corporate Consultative Group in 2016, Cargill engages a wide range of WRI's teams on critical sustainability issues that are important to the planet and Cargill's business. On climate, Cargill works with WRI's Science Based Targets team to ensure the company's approach to reducing emissions is in line with best practice. WRI's experts are also engaging key members of the Cargill team on the water-food nexus, as well as devising best practice for evaluating context-based targets for water use. Leveraging WRI's Global Forest Watch platform, our organizations are working to help Cargill meet its commitments to eliminate deforestation from its supply chain. Finally, with a clear eye on ending food loss and waste, Cargill works with WRI's Food team on this important topic.

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\$500,000+

Acacia Conservation Fund
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 The Winfield Foundation
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 Christine and Andrew Winston /
 Winston Family Charitable Fund
 Laura Woodland
 George Yuen
 L. Kenneth Zweig and Wendy Reed
 Anonymous (31)



WRI Global Director Pam Flaherty with Jason Haggins, Executive Director of the Sall Family Foundation, at a WRI's Spring 2018 Board and NCE Dinner in Washington, DC.

OTHER INSTITUTIONS

Alliance for Sustainable Energy, LLC
American Forest Foundation
Asia Pacific Economic Corporation
The Benevity Community Impact Fund
C40 Cities Climate Leadership Group
The Chesapeake Bay Foundation, Inc.
Cities Alliance Joint Work Programme
Climate Focus Bangkok
Climate Justice Resilience Fund
DLA Piper
Ecosystem Services for Poverty Alleviation
FMO—Netherlands Development Finance Company
Future Earth
Georgetown University
Green Hotels Association
Hivos (Humanist Institute for Co-operation with Developing Countries)

Institute of International Education
London School of Economics and Political Science
National Geographic Society
The Nature Conservancy
Nature Kenya (The East Africa Natural History Society)
Network For Good
North Carolina State University
Ocean Doctor
Overseas Development Institute
Pact
Pontifical Catholic University of Chile
ProForest
Pulse Canada
Rights and Resources Initiative
Save the Redwoods League
Stanford University

Terra Alpha Investments LLC
The Trust for Public Land
U.S. Endowment for Forestry and Communities
University of Illinois at Urbana-Champaign
Verra
Vital Strategies
West Virginia University
Wildlife Conservation Society
Winrock International Institute for Agriculture Development
Wisconsin Evans Scholars
World Economic Forum
World Wildlife Fund
Wuppertal Institute for Climate, Environment and Energy
Anonymous (1)

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Carto
Dentons
Descartes Labs
Development Seed
Digital Globe
DLA Piper
Esri

Energy Advisory Board
FMO—Netherlands Development Finance Company
Future Earth
Google Inc.
Japan International Cooperation Agency (JICA)
Johnson Controls International plc
Levi-Strauss and Co.

Microsoft
Ministry of Foreign Affairs of the Netherlands
Ministry of Infrastructure and Water Management of the Netherlands
Municipality of The Hague
Population Services Kenya
Reed Smith LLP
Vizzuality

BOARDS AND MANAGEMENT

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

A woman in a dark suit is speaking at a podium on a stage. She is gesturing with her hands. The audience is seated at round tables with white tablecloths, eating and talking. The setting is a grand, ornate hall with high ceilings and large windows. The lighting is warm and focused on the speaker.

Christiana Figueres, WRI Global Director & Former Executive Secretary, UNFCCC, speaking at the 2017 Courage to Lead Dinner

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Founder and CEO, RockCreek

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Secretary-General, Ministry of
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Felipe Calderón

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William Chen

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Tiffany Clay

CEO, Saddleback Holdings

Dino Patti Djala

Former Deputy Foreign Minister,
Republic of Indonesia

Christiana Figueres

Former Executive Secretary, UNFCCC

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President and CEO, WRI

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Chair, Global Energy Practice,
Dentons

GLOBAL LEADERSHIP COUNCIL

WRI's **Global Leadership Council** is a select, invitation-only group of business, scientific, philanthropic and civic leaders committed to helping WRI achieve its mission. Council members form an international network to enhance WRI's effectiveness, profile, resources and impact, as well as engage in the Institute's program work in various ways, based on their interests and expertise.

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Alison Sander

Director, Center for Sensing
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Edward L. Strohbehn Jr.

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Washington DC

Lee M. Thomas

Former Administrator,
US Environmental Protection Agency



WRI Board and Staff with members of WRI's Global Leadership Council at the WRI Fall Global Board Meeting in Washington, DC.

COUNCIL OF BOARD CHAIRS

The **WRI Council of Board Chairs** was established in 2018 as a non-fiduciary, advisory body composed of the Chair from each WRI International Office Board of Directors and Co-Chairs of the WRI Global Board of Directors. The Council convenes once a year to deliver advice and recommendations to the WRI Global Board and the broader WRI network.

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WRI Global Board Co-Chair

David Blood
WRI Global Board Co-Chair

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WRI India Board Chair and Global Board Member

Dino Djalal
WRI Indonesia Board Chair and Global Board Member

Marcelo Furtado
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Partner, Geoplus Geotecnologia

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Co-president Emeritus, Ashoka

Orlando Strambi

Professor, University of São Paulo,
Department of Transportation
Engineering

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Chairman and Managing Director,
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Head of Presidential Delivery Unit for
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Janet Ranganathan

Vice President for Science and
Research, WRI



Pictured: (From left to right) Edward Davey, WRI; Dr. Naoko Ishii, CEO, Global Environment Facility; Kitty van der Heijden, WRI; Minister Gemedo Dalle, Federal Republic of Ethiopia, at the WRI Spring Global Board Meeting in Washington, DC.

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WRI CHINA ADVISORY COMMITTEE MEMBERS

The new membership of the China Advisory Council is currently in formation and will be re-constituted in late 2019.

LEADERSHIP

EXECUTIVE TEAM

Andrew Steer

President and Chief Executive Officer

Manish Bapna

Executive Vice President and
Managing Director

Steve Barker

Vice President and Chief Financial
and Operations Officer

Elizabeth Cook

Vice President, Institutional Strategy
and Development

Kitty van der Heijden

Vice President, Africa and Europe

Renuka Iyer

Chief Human Resources Officer

Lawrence MacDonald

Vice President, Communications

Rebecca Marshall

Chief of Staff

Janet Ranganathan

Vice President,
Science and Research

Jocelyn Starzak

General Counsel

Helen Mountford

Vice President, Climate and
Economics

Craig Hanson

Vice President, Food, Forests, Water
and the Ocean

INTERNATIONAL & REGIONAL OFFICE DIRECTORS

Rachel Biderman

Brazil

Kitty van der Heijden

Africa/Ethiopia and Europe/Netherlands

Nirarta Samadhi

Indonesia

Wee Kean Fong (acting)

China

Om Prakash Agarwal

India

Adriana Lobo

Mexico

GLOBAL PROGRAM & CENTER DIRECTORS

Kevin Moss

Business

Jennifer Layke

Energy

Rod Taylor

Forests

Ani Dasgupta

Cities

Leonardo Martinez-Diaz

Finance

Peter Veit (acting)

Governance

Helen Mountford

Climate and Economics

Craig Hanson

Food, Forests, Water and the Ocean

Betsy Otto

Water

CORE FUNCTIONS

Natalie Elwell

Senior Gender Advisor

JP Leous

Director, International Corporate
Relations

Michael Oko

Global Director, Communications

Shaila Gupta

Global Director, Finance

Laura Malaguzzi Valeri

Deputy to the VP,
Science and Research

Shailesh Sreedharan

Global Director, Operations

Leo Horn-Phathanothai

Director, International Cooperation/
Head of London Office

Wilfred Yartey

Global Accounting Director



OPERATIONS AND FINANCE

We're grateful to our donors for supporting the institutional infrastructure necessary to ensure the success of our work. Just as families need a roof overhead to feel safe, programs need an institutional foundation of systems and processes to manage risk and make their work more effective. Our Board Committee for Audit and Risk Management ensures we effectively manage WRI's continued growth. Charity Navigator and our auditors certify that we're allocating the right amount of resources for compliance activities.

In 2018 we made the following investments in ensuring that WRI's global network is appropriately equipped to achieve our mission:

- We allocated significant startup funds to international offices as they strive to achieve a level of program funding that will enable them to pay for institutional infrastructure on their own. They operate important programs, yet lack the flexible funds needed for such key functions as management of grants and contracts, institutional communications and exploring new opportunities.
- We reorganized and expanded operational support for WRI China to ensure that it meets new legal requirements, and increases its contributions to China's sustainable development efforts, as China's new law governing foreign-affiliated non-governmental organizations takes effect.
- To develop management skills, 50 managers across our global network began a 12-month Leadership Academy Certification program comprised of self-study and a monthly two-hour virtual global session to share practical skills that can be put into action.
- Our internal WRI Sustainability Initiative shows that we walk the talk when it comes to acting on WRI's principles, through a range of successful programs, including:
 1. Our Zero Waste program, which added composting and increased education about recycling, so we help keep 80 percent of WRI's waste out of landfills.
 2. A flex work program that helps manage our carbon footprint, increasing staff productivity and the effectiveness of workspace utilization, reducing workspace costs and carbon footprint per employee.
 3. Plastics Free Weeks, where staff who accept a "plastics free" challenge learn to reduce or eliminate single use plastics to curb the impact on the ocean, wildlife and people.

We strive for operational excellence across our global network starting with the recruitment, retention and management of WRI's staff, our most important asset. We manage our endowment, the contributions entrusted to us, and our facilities in ways that are in line with our values and advance our mission. We maintain strict financial controls to ensure that all contributions are managed in compliance with donors' wishes.



The trust of our supporters is of great concern to WRI. We receive donations from individuals, governments, foundations, and corporations, and have stringent financial controls in place to ensure compliance with donors' wishes. One hundred percent of our revenue directly supports WRI's mission. To maintain our credibility and effectiveness, our income and expenditures are reviewed by professional auditors.

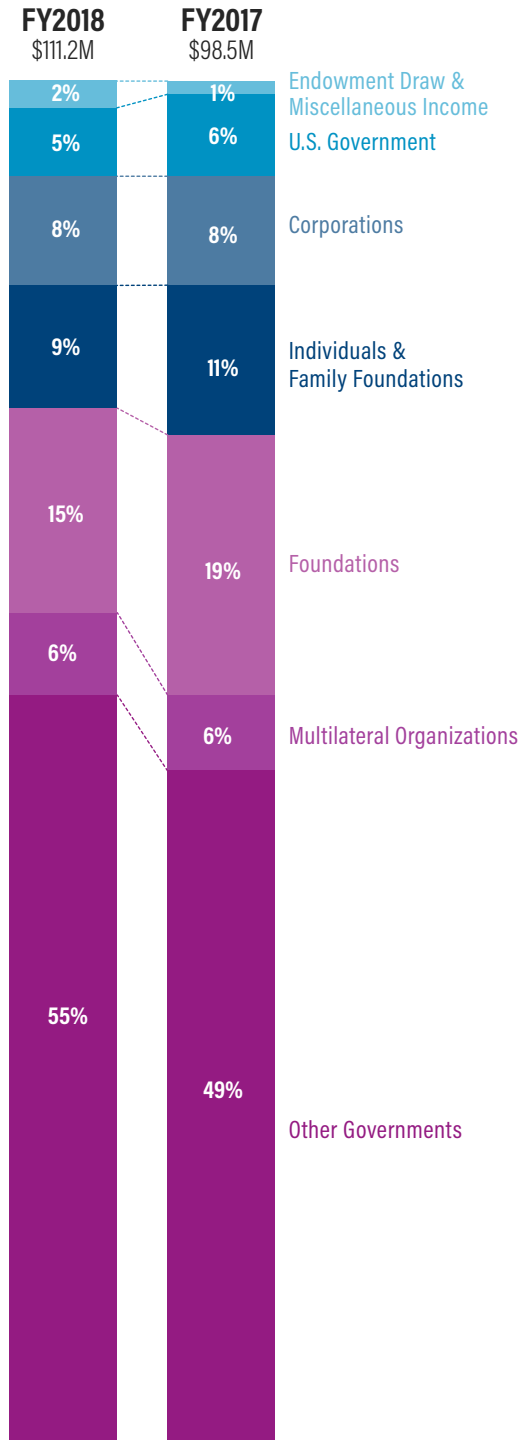
STATEMENT OF CONSOLIDATED ACTIVITIES

FY2018 (Oct. 1, 2017 to Sept. 30, 2018) with comparison to FY2017, \$000s

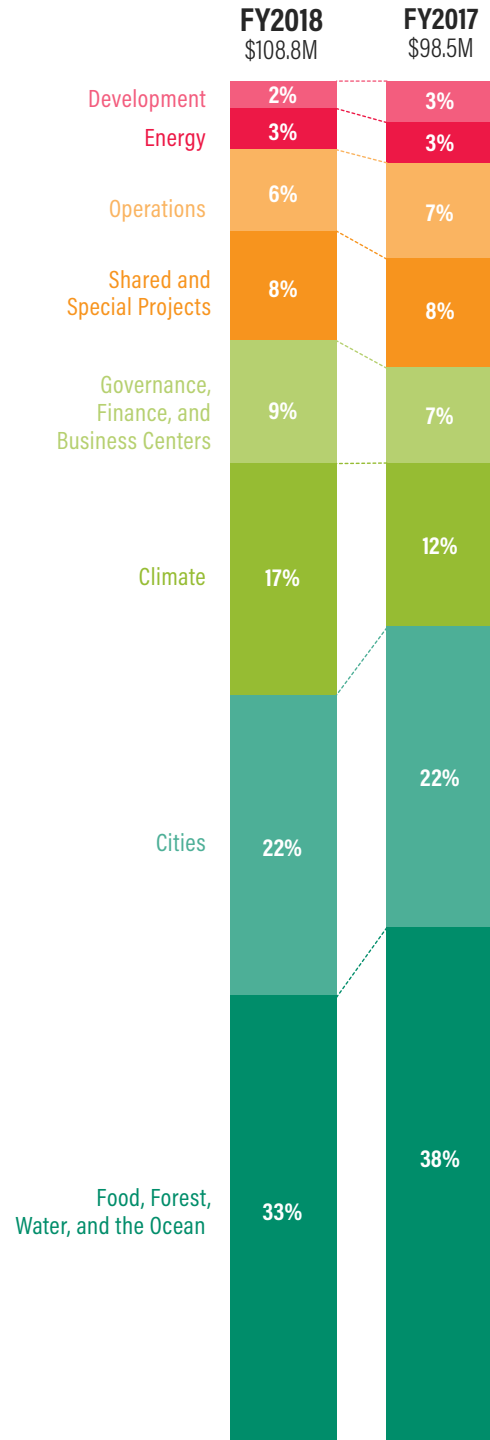
SOURCES OF OPERATING FUNDS	TOTAL 2018	TOTAL 2017
Grants/Contributions	\$103,567	\$91,407
Federal Grants	5,572	5,921
Support from Endowment Income/Others	2,013	1,215
TOTAL Unrestricted Revenues and Other Support	\$111,152	\$98,543
EXPENSES		
Program Activities	99,396	88,721
General Administration	7,016	7,072
Development	2,470	2,691
TOTAL Expenses	\$108,882	\$98,485
NET ASSETS		
Change in Operating Net Assets	2,270	58
Change in Designated Net Assets	0	149
Change in Temporarily Restricted Net Assets	31,304	(8,888)
Total Change in Net Assets	32,803	(8,680)
Ending Net Assets	\$114,869	\$82,066

The \$33 million increase in 2018 net assets was largely attributable to increased revenue for multi-year grants as well as slight gains in investments. Many of our large donations run over multiple years and the increase in 2018 reflects the renewals that materialized and were pending in 2017.

SOURCES OF OPERATING REVENUE



USES OF OPERATING FUNDS



GET INVOLVED

To foster deeper involvement in our work, we offer programs for corporate and individual donors and a network for WRI alumni.

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 Emily Neagle
emily.neagle@wri.org, 202-729-7626

GLOBAL LEADERSHIP COUNCIL

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

Contact Jenni LeBlanc
jleblanc@wri.org, 202-729-7985

SUSTAINERS CIRCLE

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

Contact Heather Sullivan
heather.sullivan@wri.org, 202-729-7875

WRI ALUMNI NETWORK

is an affinity group linking hundreds of former WRI staff to each other and current WRI staff. Launched in January 2017 with an alumni edition of WRI's Stories to Watch, the association welcomes all former staff and board members, who stay in touch through a WRI Alumni Network Facebook group.

Contact Rich Barnett
rich.barnett@wri.org, 202-729-7647

WRI BOARD ALUMNI NETWORK

is an opportunity for former Directors to stay involved and to help steer the Institute's work, based on individual interests and expertise.

Contact Jenni LeBlanc
jleblanc@wri.org, 202-729-7985

JOIN US

Learn more about our work through our free resources, connect with us via social media and join our family of donors.

EXPLORE

Our free resources—online at www.wri.org and in print—provide objective, fact-based analysis of the latest environment and development information. WRI's flagship *Insights* blog is a great introduction to our work.

CONNECT

Our social media presence offers a variety of ways for you to join the conversation about important issues and share ideas and information with your networks.

DONATE

We welcome support from governments, foundations, companies and individuals who share our belief that we can protect the planet and improve people's lives. To learn more or make a secure online donation, please visit www.wri.org/donate or call Heather Sullivan at 202-729-7875.

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