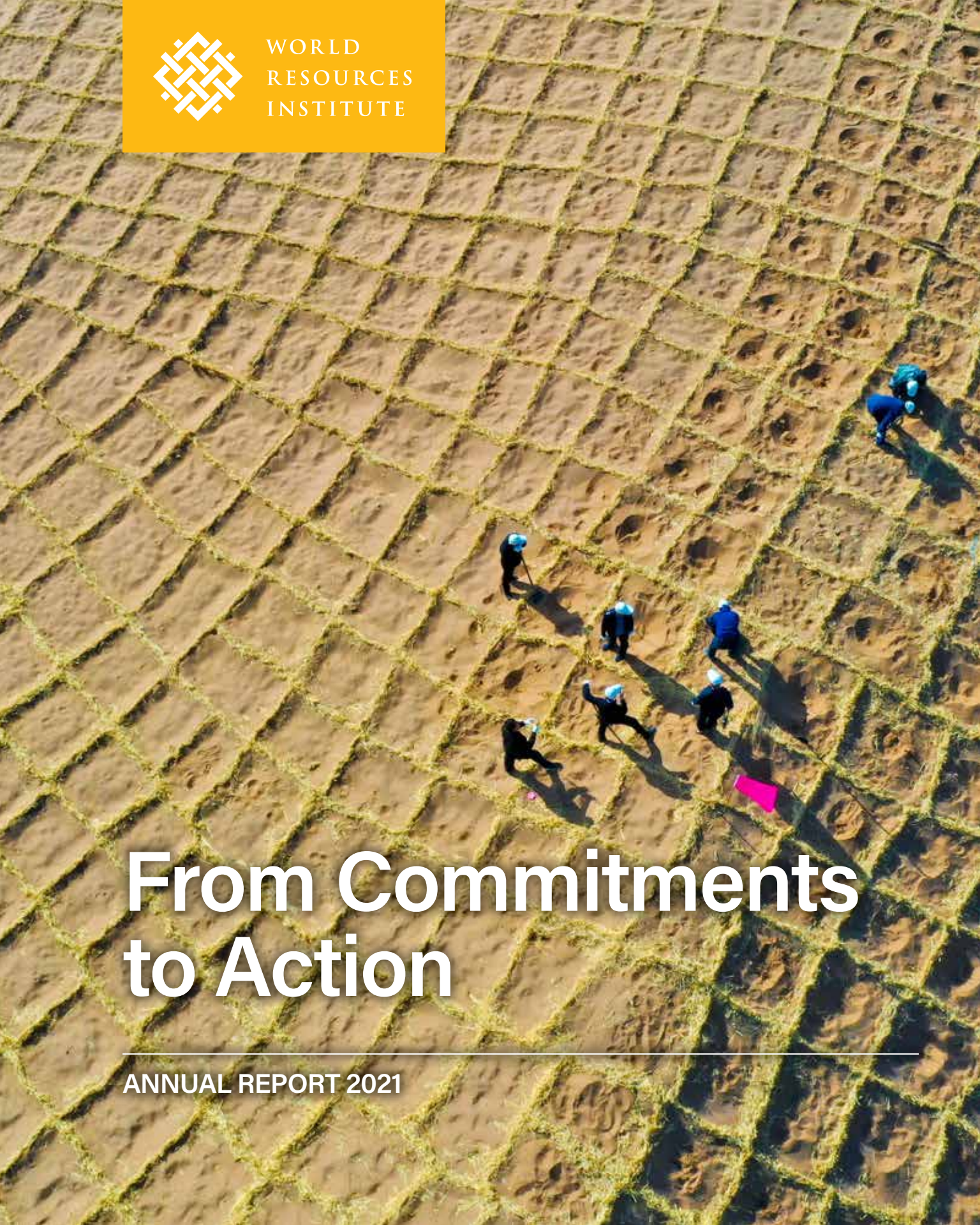
WORLD RESOURCES INSTITUTE



From Commitments to Action

ANNUAL REPORT 2021

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

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

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

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

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

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

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

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

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

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

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

With best regards,

Ani Dasgupta
President & CEO
World Resources Institute

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

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

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

Welcome to our 2021 Annual Report!

AFRICA

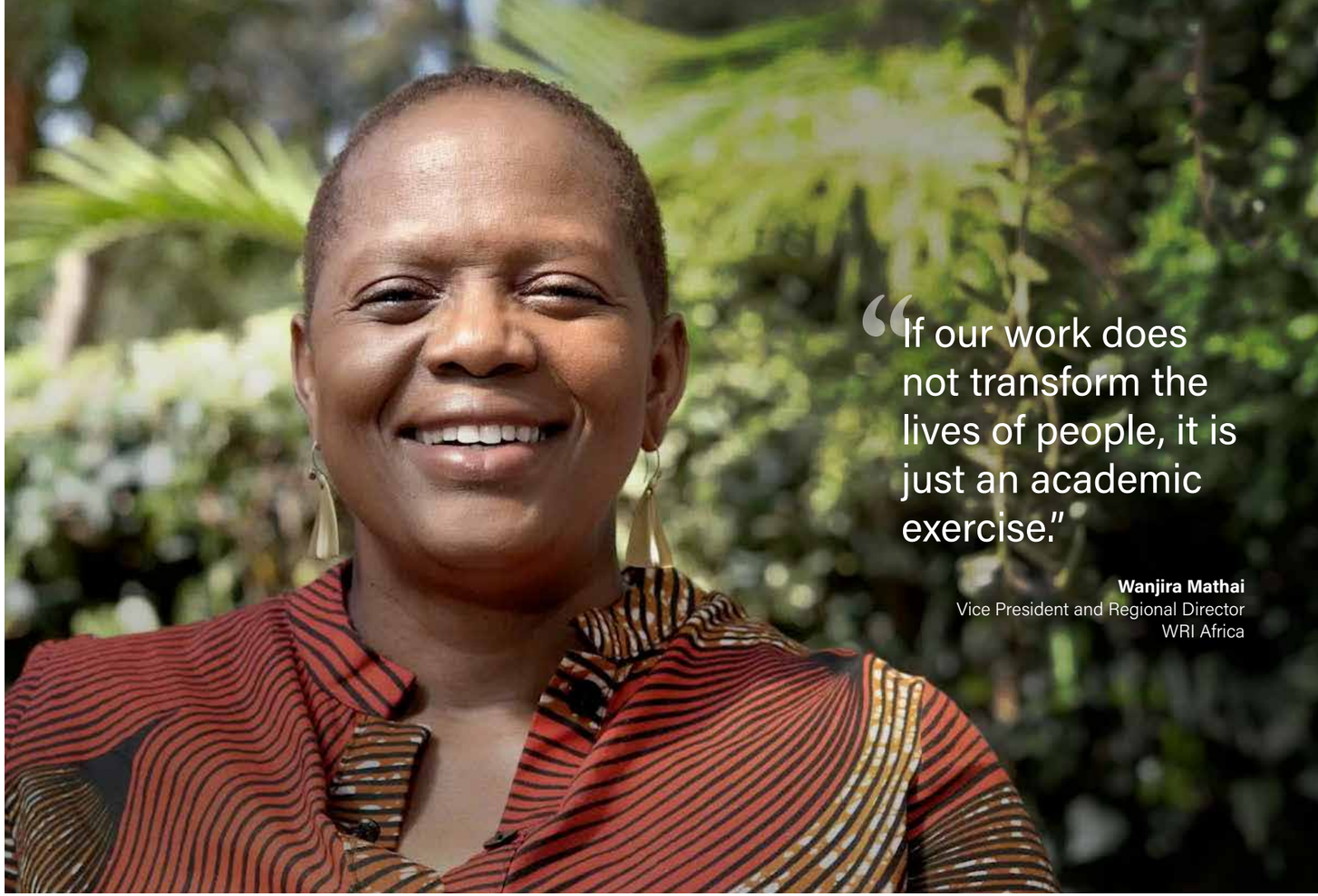
Urbanization and Restoration

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

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

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

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



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

Wanjira Mathai
Vice President and Regional Director
WRI Africa

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

Mariana Oliviera
Research Analyst, Cities4Forests Brazil
Manager, WRI Brasil

BRAZIL

Saving Forests

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

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

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

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

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

UNITED STATES

Changing Daily Habits

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

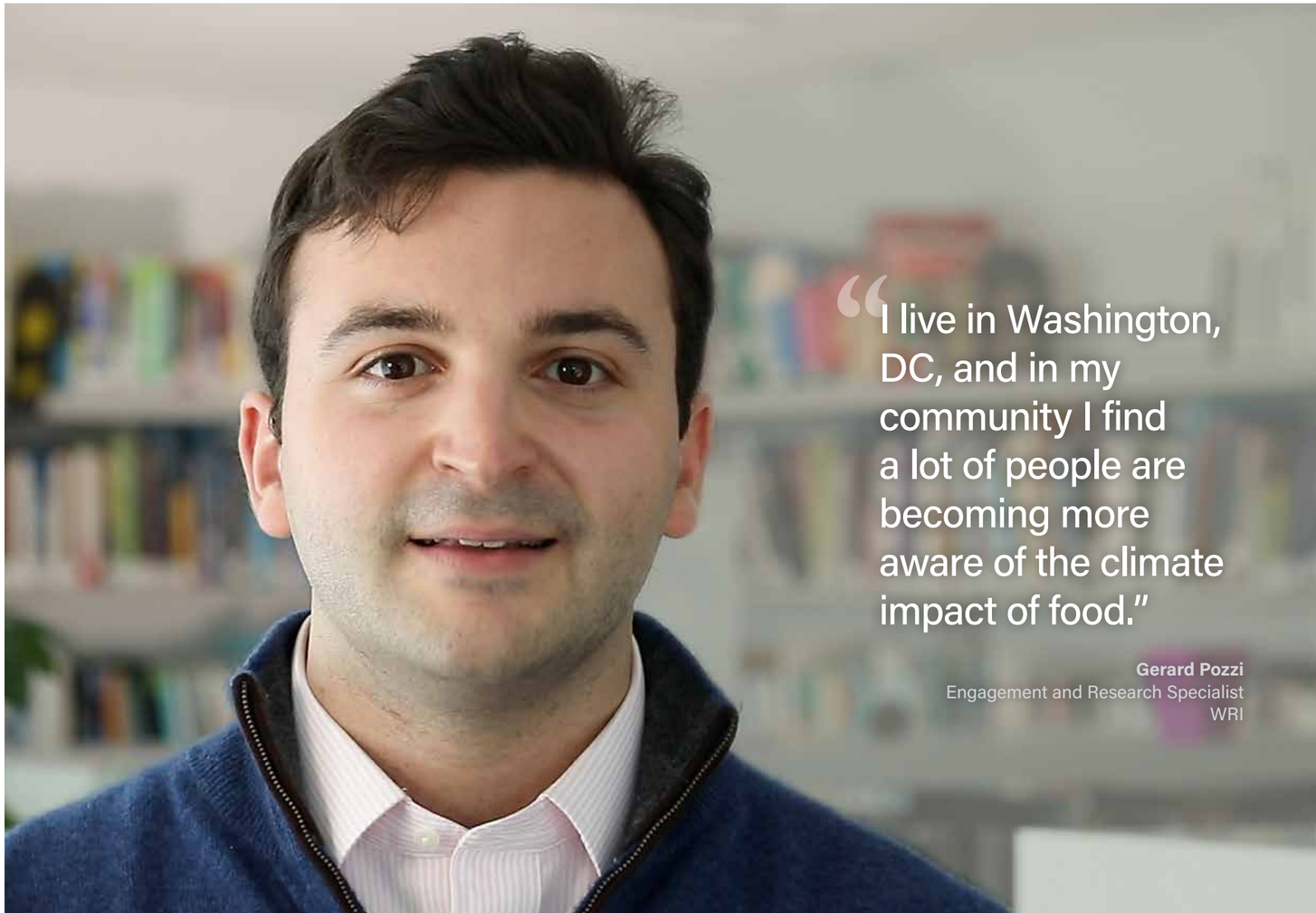
WRI's Food program, which is based in the institute's office in Washington, D.C., is one example of the matrixed nature of the institute's work.

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

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

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

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



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

Gerard Pozzi
Engagement and Research Specialist
WRI

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

Alberto Pallecchi
Program Manager
WRI Europe

EUROPE

Global Policies, Local Change

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

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

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

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

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

CHINA

Building Green Infrastructure

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

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

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

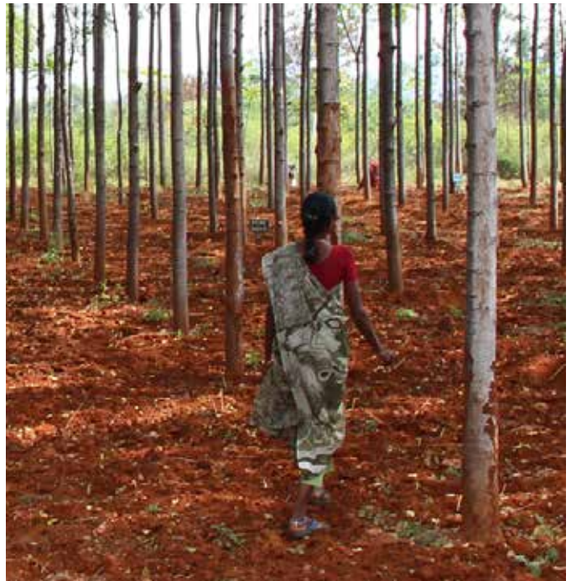
WRI China is based in Beijing, where more than 30 staff conduct research and analysis to promote a sustainable, low-carbon economy. The team's work prioritizes urban infrastructure and mobility, clean energy and sustainable investments.

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

Dr. Fang Li
Country Director, WRI China

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

Ashwini Hingne
Manager, Climate Program, WRI India



INDIA

Reducing Emissions in Growing Cities

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

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

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

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

In memoriam:

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

INDONESIA

Pursuing Sustainable Agriculture

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

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

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

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

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

Andika Putraditama
Senior Manager, Forests and Commodities
WRI Indonesia

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

Ignacio Bernabe Galván
Water and Green Infrastructure Analyst
WRI México

MEXICO

Clean Air, Fresh Water

WRI México focuses on creating sustainable technical solutions in the face of the country's rapid urbanization. Some 80% of the country's population will live in cities by the end of this decade. Ignacio Bernabe Galván and the rest of the urban development and accessibility team, including those who work on water quality issues, pursue projects across the country. Their work in sparsely populated areas intersects with the team's other projects in urban areas.

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

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

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

Spotlight: WRI's New Center for Equitable Development

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

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

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

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

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

Cosmas Ochieng
Global Director
Center for Equitable Development

Diversity, Equity and Inclusion

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

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

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

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

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

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

Dr. Kynai Johnson
Director of Diversity, Equity and Inclusion

Boards and Leadership

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

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(as of March 2022)

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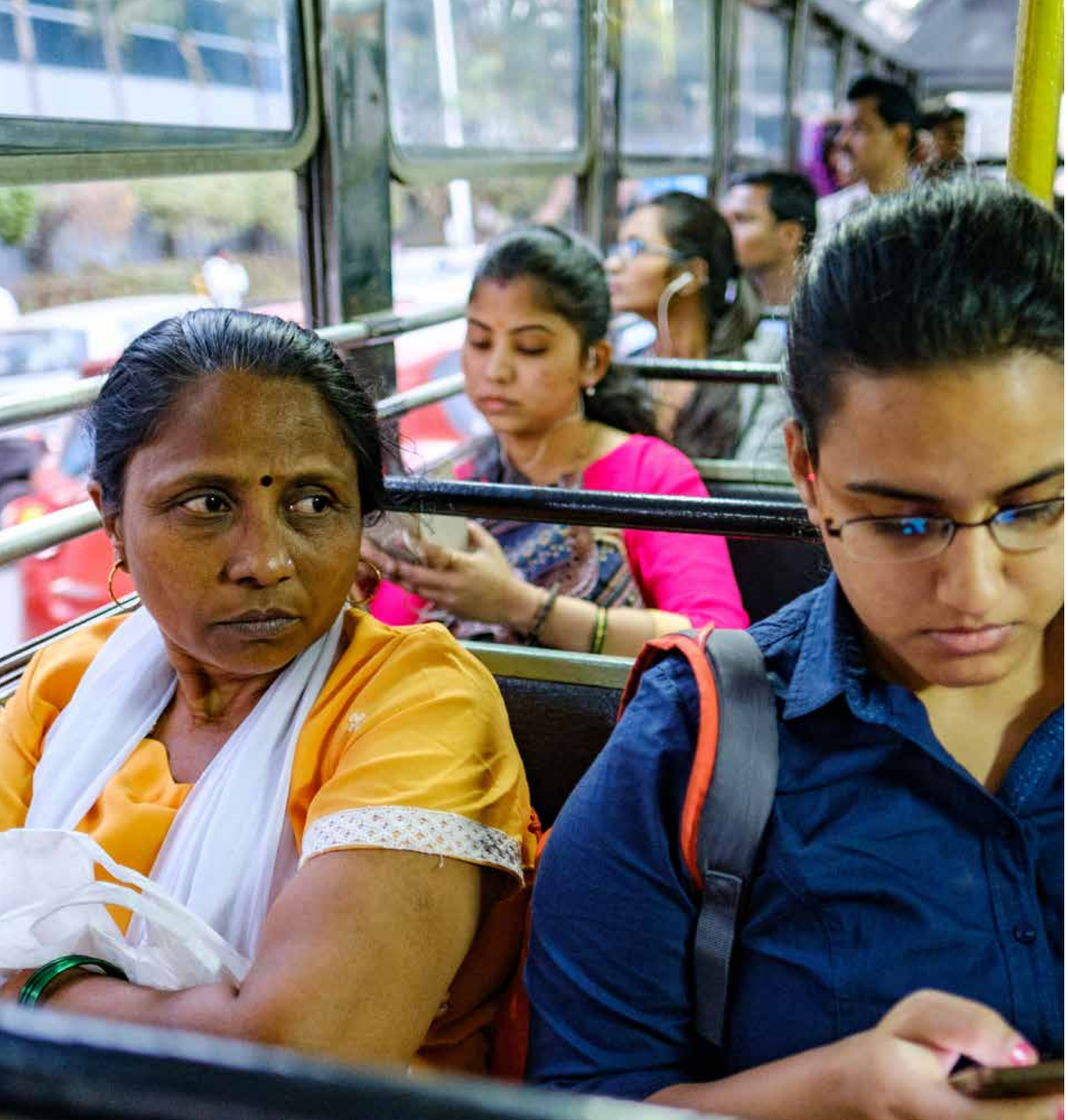


Operations & Finance

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

Current initiatives include:

Improvements to our project management culture

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

Technology updates

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

Flexible work

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

Innovative hiring strategies

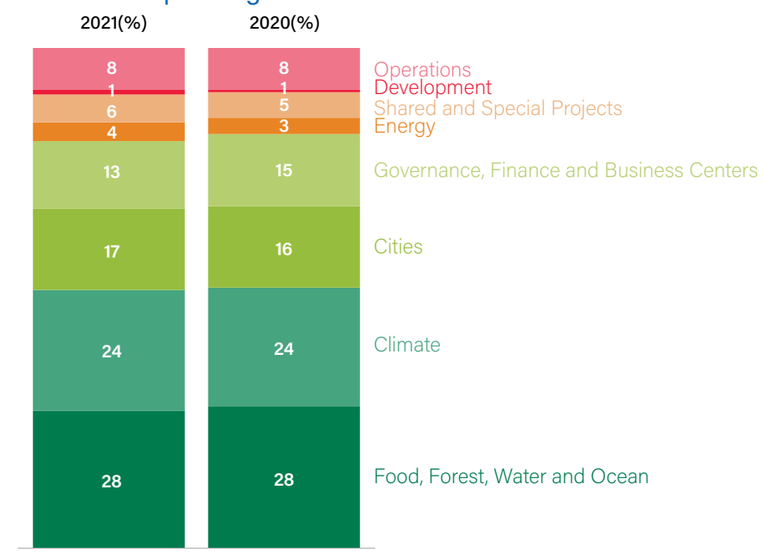
WRI's ability to deliver outcomes that drive positive systems change is only possible when we have the highest-caliber staff, and equip that staff with all the tools it needs. In the past year, WRI hired more than 500 people across the network despite disruptions to the labor market.

Operations & Finance
(continued)

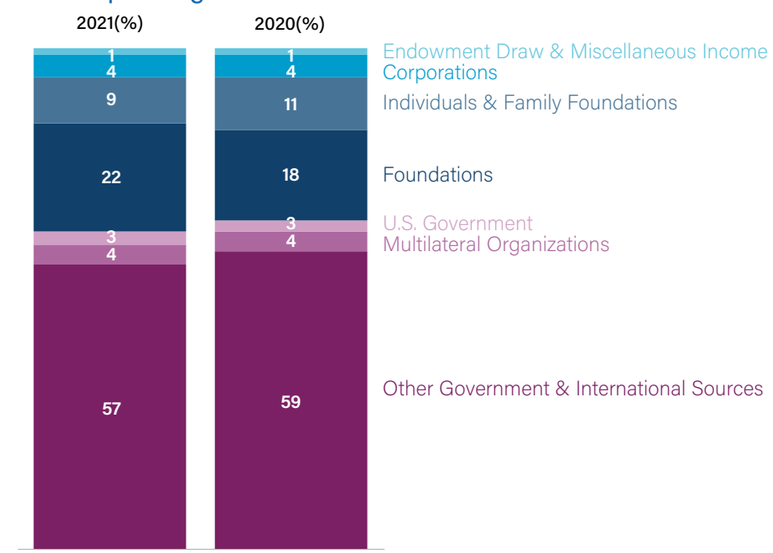
Statement of Consolidated Activities ($000s)
(At September 30, 2021, with comparative totals for 2020)

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

Uses of Operating Funds



Operating Revenue



Thanking Our Donors

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

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

The Gordon and Betty Moore Foundation renewed its support for WRI's Global Forest Watch Pro platform that offers the latest data, technology and tools to empower people everywhere to better protect forests. The Foundation also provided a new grant to advise and support China's efforts to "green" its soft commodity value chains and implement policy-oriented action to forward its commitment to reach carbon neutrality by 2060.

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

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

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

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

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

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

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

Donor Listings

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

Major Donors ($750,000+)

Asian Development Bank (ADB)

Bank of America

Bernard and Anne Spitzer Charitable Fund

Bezos Earth Fund

Bill and Melinda Gates Foundation

Bloomberg Philanthropies

Carbon Disclosure Project, North America

Cargill, Inc.

Charles Stewart Mott Foundation

Children's Investment Fund Foundation

Citi Foundation

Climate and Land Use Alliance

Climate Leadership Initiative

ClimateWorks Foundation

Conrad N. Hilton Foundation

Conservation International Foundation

David Blood

David K. Smoot Sustainability of Life on Earth Fund

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

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

Department of Foreign Affairs and Trade of Australia (DFAT)

Doris Duke Charitable Foundation

European Climate Foundation

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

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

FedEx Corporation

FEMSA Foundation

Ford Foundation

French Development Agency (AFD)

German Agency for International Cooperation (GIZ)

Global Center on Adaptation

Global Environment Facility (GEF)

Good Energies Foundation

Google Inc.

Gordon and Betty Moore Foundation

Growald Climate Fund

Heising-Simons Foundation

HSBC Holdings plc

Humanist Institute for Cooperation with Developing Countries (Hivos)

IHE Delft Foundation

IKEA Foundation

John D. and Catherine T. MacArthur Foundation

Laudes Foundation

MacDoch Foundation

Michael Polsky Family

Ministry of Foreign Affairs of Sweden

Ministry of Foreign Affairs of the Netherlands (DGIS)

Ministry of Infrastructure and Water Management of the Netherlands

Mulago Foundation

National Environment Agency of Singapore

Norwegian Agency for Development Cooperation (NORAD)

Oak Foundation

Open Society Foundations

Pact

Patrick J. McGovern Foundation

Porticus Foundation

Quadrature Climate Foundation

Robert Bosch Stiftung

Rockefeller Philanthropy Advisors

Roger Sant

Royal Danish Ministry of Foreign Affairs (Danida)

Royal Norwegian Ministry of Climate and Environment

Royal Norwegian Ministry of Foreign Affairs

Ruth McCormick Tankersley Charitable Trust

Sall Family Foundation

Shell Foundation

Stephen M. Ross Philanthropies

Stichting DOB Ecology

Swedish International Development Cooperation Agency (Sida)

Thomas and Musa Mayer

The Tilia Fund

Toyota Mobility Foundation

U.K. Department for International Development (DFID)

U.K. Foreign and Commonwealth Office (UKFCO)

U.S. Agency for International Development (USAID)

U.S. Department of State (DOS)

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

United Nations Environment Programme (UNEP)

United Nations Office for Project Services (UNOPS)

United Nations University

UPS Foundation

Walmart Foundation

Wellspring Philanthropic Fund

William and Flora Hewlett Foundation

World Bank

World Economic Forum

World Wildlife Fund

Anonymous (4)

Governments and Multilateral Organizations

Strategic Core Funding Partners

French Development Agency (AFD)

Ministry of Foreign Affairs of the Netherlands (DGIS)

Royal Danish Ministry of Foreign Affairs (Danida)

Swedish International Development Cooperation Agency (Sida)

Program/Project Partners

Asian Development Bank (ADB)

Commission for Environmental Cooperation

Danish Energy Management

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

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

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

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

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

Department of Foreign Affairs and Trade of Australia (DFAT)

European Bank for Reconstruction and Development (EBRD)

European Commission

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

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

Food and Agriculture Organization of the United Nations (FAO)

German Agency for International Cooperation (GIZ)

Global Environment Facility (GEF)

Inter-American Development Bank (IDB)

Italian Ministry of Environment, Land and Sea

Maryland Department of Agriculture

Ministry for Europe and Foreign Affairs of France

Ministry of Agriculture, Nature and Food Quality of the Netherlands

Ministry of Foreign Affairs of Sweden

Ministry of Infrastructure and Water Management of the Netherlands

Ministry of the Environment and Energy of Sweden

Municipality of The Hague

National Environment Agency of Singapore

Norwegian Agency for Development Cooperation (NORAD)

Royal Norwegian Ministry of Climate and Environment

Royal Norwegian Ministry of Foreign Affairs

Swiss Agency for Development and Cooperation (SDC)

Swiss Federal Office for the Environment (FOEN)

U.K. Department for International Development (DFID)

U.K. Foreign and Commonwealth Office (UKFCO)

U.S. Agency for International Development (USAID)

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

U.S. Department of Energy (DOE)

U.S. Department of State (DOS)

U.S. National Renewable Energy Laboratory

United Nations Capital Development Fund (UNCDF)

United Nations Development Programme (UNDP)

United Nations Environment Programme (UNEP)

United Nations Human Settlements Programme (UN-HABITAT)

United Nations Office for Project Services (UNOPS)

World Bank

LAUDES FOUNDATION

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

Foundations

Bernard and Anne Spitzer Charitable Fund

Better Tomorrow Fund

Bill and Melinda Gates Foundation

Bloomberg Philanthropies

Charles Stewart Mott Foundation

Children's Investment Fund Foundation

Clean Air Fund

Climate and Land Use Alliance

ClimateWorks Foundation

Conrad N. Hilton Foundation

The David and Lucile Packard Foundation

Stichting DOB Ecology

DOEN Foundation

Doris Duke Charitable Foundation

The Educational Foundation of America

The Energy Foundation

Energy Foundation China

European Climate Foundation

FIA Foundation

The Finnish Innovation Fund (SITRA)

Ford Foundation

Goldschmeding Foundation voor Mens, Werk en Economie

Good Energies Foundation

Gordon and Betty Moore Foundation

Growald Climate Fund

Hampshire Foundation

Heising-Simons Foundation

John D. and Catherine T. MacArthur Foundation

The Kresge Foundation

Laudes Foundation

Meyer Memorial Trust

Mulago Foundation

Nathan Cummings Foundation

Oak Foundation

Open Society Foundations

Pan American Development Foundation

Patrick J. McGovern Foundation

Pisces Foundation

Porticus Foundation

Quadrature Climate Foundation

Robert Bosch Stiftung

Rockefeller Brothers Fund

Rockefeller Foundation

Rockefeller Philanthropy Advisors

Stichting SED Fund

Swedish Postcode Lottery

The Tilia Fund

Tiny Beam Fund

Wallace Global Fund

The Waterloo Foundation

Wellspring Philanthropic Fund

William and Flora Hewlett Foundation

World Cocoa Foundation

Anonymous (1)

Corporations

Strategic Relationships

3M

Bank of America

Cargill, Inc.

Citi Foundation

FedEx Corporation

FEMSA Foundation

Google Inc.

HSBC Holdings plc

IKEA Foundation

Microsoft

Shell Foundation

Toyota Mobility Foundation

UPS Foundation

Walmart and Walmart Foundation

2020-2021 Corporate Consultative Group Members

3M

Abbott Laboratories

Baker McKenzie

Bank of America

Best Buy Co., Inc.

Cargill, Inc.

Caterpillar Inc.

The Chemours Company

Citigroup, Inc.

Colgate-Palmolive Company

Deloitte LLP

DuPont

Equinor ASA

Exelon Corporation

FedEx Corporation

General Mills, Inc.

Goldman Sachs Group, Inc.

Google Inc.

The Hershey Company

HSBC Bank USA, N.A.

Inter IKEA Group

Johnson Controls

Kimberly-Clark

Macro Advisory Partners

Mars, Inc.

Microsoft

Nike, Inc.

PayPal Inc

PepsiCo, Inc.

Pfizer Inc.

Related

Rockefeller Capital Management

Shell

Starbucks Coffee Company

Target Corporation

Temasek

Tetra Pak International

Tikehau Capital

Tyson Foods, Inc.

United Parcel Service, Inc.

VF Corporation

Walmart

The Walt Disney Company

Program/Project Partners

Accenture

ADM Capital Foundation

Allotrope Partners

Amazon Web Services

Ansell Ltd.

Apple Inc.

Arconic Foundation

BASF

BlackRock Inc.

Bloomberg L.P.

Breakthrough Energy Foundation

Breakthrough Energy Ventures

Bunge Loders Croklaan

Caterpillar Foundation

CDPQ

Coca-Cola

Danone

DLL

Ecolab

Facebook, Inc.

FrieslandCampina

Gates Ventures

Genentech, Inc.

Golden Agri-Resources

Heineken

Hoge Dennen Holding BV

IKEA Food Services AB

IKEA Supply AG

Inter IKEA Group

International Paper Company

The LEGO Group

Mars, Inc.

Mastercard

McKinsey & Company, Inc.

Merck and Co, Inc.

MGM Resorts International

Mitchells & Butlers plc

The Mitsubishi Corporation Fund for Europe and Africa

Monde Nissin Corp.

Mondelēz International

Morgan Stanley

Musim Mas Group

Nestlé

Orbia

Ørsted A/S

Ove Arup & Partners International Limited

Panera Bread

PepsiCo, Inc.

The PepsiCo Foundation

Philips

Procter & Gamble

PTV Group

Rabobank

Robinfood

Royal DSM

RS Group

Sainsburys

Salesforce

Sime Darby Berhad

Sodexo

Standard Chartered Bank

Takeda Pharmaceutical Company Limited

Uber Technologies, Inc.

Underwriters Laboratories Inc.

Unilever

Volvo Group

Weyerhauser Company

Wilmar International Limited

Supporters

Blistex, Inc.

Bristol Myers Squibb Foundation

Dentons

Mastercard Impact Fund

VMWARE

Matching and Workplace Giving

Amazon.com

Aramsco

Capricorn Investment Group

Chevron Matching Gift Program

Gilead

GitHub

Goldman, Sachs & Co. Matching Gift Program

IBM

Intuit

LinkedIn

Netflix

Visa Inc.

Individuals and Family Foundations

**Denotes Planned Gift*

$500,000+

Acacia Conservation Fund

Bezos Earth Fund

David Blood

MacDoch Foundation

Thomas and Musa Mayer

Michael Polsky Family

Stephen M. Ross Philanthropies

Sall Family Foundation

Roger Sant

David K. Smoot Sustainability of Life on Earth Fund

Bernard and Anne Spitzer Charitable Fund

Ruth McCormick Tankersley Charitable Trust

The Tilia Fund

Anonymous (3)

$100,000 - $499,999

Coleman Family Ventures

Kathleen Cooper*

G.O. Forward Charitable Trust

James A. Harmon / Harmon Family Foundation

Linden Trust for Conservation

Leon Lowenstein Foundation

Thomas and Musa Mayer

The Chris and Melody Malachowsky Family Foundation

The Summit Foundation

Dorothy Winkey*

John Witcofsky*

Anonymous (1)

$10,000 - $99,999

Abelow Family Foundation

The Rona and Jeffrey Abramson Foundation

Donald Amen

Pat and Dick Baker

Regina Baraban

John E. Bartlett

HSBC

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

Frances G. Beinecke / Frances Beinecke Elston Fund

Elizabeth Belfer

Afsaneh M. Beschloss / The Woodland Foundation, Inc.

Bluestein Family

Walt Bochenek

Boger Family Foundation Inc.

Stephen Brenninkmeijer

Jefferson Bull and Marilyn Packard-Luther

Sally Cameron

Campbell Snowflakes

Mr. and Mrs. Nathaniel Chamberlin / Mount Blue Fund of the Essex County Community Foundation

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Cox Family Fund

Tim Disney

Timothy Dunn and Ellen Stofan / Black Dog Foundation

Brean Epp

Irene Fee

The Flaherty Family Foundation

Peter Fox-Penner

John Niccolai and Maria Gea Arredondo

The Chuck Yim Gee Charitable Trust Fund

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GML Giving Back

Millie Gorson

Peter Graham and Heidi Drymer

Graugnard-Fall Family Trust

The Hain Family Fund

Douglas Harmon / Harmon Family Foundation

Nancy Hammond

Head Family Charitable Foundation

Margaret VB. Hughes

Andrew W. and Lauran Jack / W Andrew and Lauran G Jack Charitable Fund

Jockey Hollow Foundation

Kane Family Partnership / The Morton and Merle Kane Philanthropic Fund

Kay Family Foundation, Inc.

Phyllis Kiehl

Knight Britton Charitable Fund

Herbert and Katherine Kurth Religious Foundation, Inc.

Alice Lam and Ziba Scott Giving Fund

Leaves of Grass Fund

Joaquim Levy

Larry L. Luing Family Foundation, Inc.

Ann MacDougall and Jules Kaufman

The Matz Family Fund

Wilhelm Merck and Nonie Brady

Eleanor Moore

The Morrow Family Fund

Nader Mousavizadeh

Myers Family Charitable Fund

AB Nadiv Foundation

Jeff Nathanson

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

Andra Patterson

Pritzker Innovation Fund

The Prospect Hill Foundation

The Rands Foundation

David W. Richardson, CFA

Robinhood Cove Fund of the Essex County Community Foundation

Ms. Heather L. Ross & Mr. Edward L. Strohbehn Jr.

Sharon and Russell Rumberger

Sally Mead Hands Foundation

Claudia Schweikert and Jeff Tangney

Gregg Sciabica

The Allan Shedlin Foundation

Karen Smith-Yoshimura

Liesbet and Andrew Steer

Ann Sullivan Giving Fund

Scott Thompson

Sue and John Tierney

Lee and Dorothy Thomas / The Thomas Family Foundation

Clint A. Vince / Clint and Sandi Vince Charitable Foundation

Marilyn Weber

Daniel Weiss / Angeleno Group

Robert Zoellick

Anonymous (22)

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

Tarek Abour

Bubbles Kale Adai Charitable Fund

Steve Adams / Steve and Jayne Adams Charitable

Andrea Adler

The Aeneid Fund of the Jewish Communal Fund

The AHH-SRS Giving Fund

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Spencer and Nicole Alexander

Bradley E. Alger

Alice and Skip Giving Fund

Janice Allen

Dominic and Kristina Allori

Mercedes Amin

Eleanor and Dean Anderson

Ruth Anderson

The MGDC Apgar Foundation

Associated Students of the University of California

Atkins Donor Advised Fund

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Hattie Babbitt

Lisa Qian and Matthias Bacnninger Giving Fund

Kenneth and Lee Bakalar Fund

Benjamin M. Baker Charitable Fund

Karla Baker

Girish Balakrishnan

Justin Baldauf

Jennifer Baum

Ellen and Guillermo Bernal Family Foundation

Anthony Bernhardt

The Berryman Family Charitable Fund

Alexis Beshara / Ophelia & Rey, LLC.

K Bigelow

Binford/Racher Giving Fund

The Birenbaum Family Fund

Lynn Blainey

The Jeffrey and Julie Blake Charitable Fund

Robert O. Blake, Jr.

Sylvia Blake

Eric Bloom

Joel Blum

Emily Bluth

Nancy Bobowiec

Marianne Boesky / Boesky Gallery

Tomas Bok and Florentien de Ruiter

Brian Bolze

Bomse-Silber Family Charitable Fund

B. Jay Bortz

Michael Bouland

Brandon Family Giving Fund

Katrina Brighling / IPMI

Edward Brittenham / Brittenham Family Gift Fund

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Janet Brownstone and Andrew W. Verhalen Fund

Richard and Alison Bruce

Laurie Maren Buchanan

The Buchanan Family Foundation Inc

Judy Buechner Advised Fund

Burgos Reinfeld Family

Douglas Burke

Burrell-Hays Family Fund

Robert Burt

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Mary Carmen

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Tiia Carswell

Hadidjah Chamberlin

Barbara Chu

Alinna Wai-Mun Chung

Cohen Family Fund

Gwendolyn Cohen

Myra Collard

Brian Collins and Madhuri Kahsyap

Kira and David Connaughton

Elizabeth Cook

Barbara Cooper

Janice Cooperstein

Lucas Corley

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Courage and Community Foundation, a Donor Advised Fund of Renaissance Charitable Foundation

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Crowthers Family Charitable Fund

Casey Curtiss

David Cushing

The Clive Cussler Foundation

Charlene Yaunke Cutler

D & E Family Unity Trust

John Dahm

The Dalton Gang Inc

Nancy Dalton

Danem Foundation

Aniruddha Dasgupta

Diane Davidson

Robert and Val Davidson

Alfred DeAngelis

Rao DeCato Family Charitable Fund

Kathryn Deegan

Rabecca Delamotte and Peter Bloom

Anita Demmon Charitable Fund

Yafang Deng

Peter and Gretchen Detre Charitable Donations Account

Jenn and Mike DiPietro

Bonnie & Rick Dlott

Andrea Dodge

Monica Donath

Daniel Dorsky

Doyle-Lichstenstein Family Fund

The David Geoffrey Elkins Fund

The Elson Family Charitable Fund

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Richard Epstein

B. Espinosa

Jeff and Nancy Evelhoch

Johanna Fabrin / SPACE10

The Norman and Rosalie Fain Family Foundation

The Faretheewell Foundation

Adam Fass

Shannon Fast

Colin and Beth Faucett

Eva Fernandez

Kerra Field

Mary Fields

Aidan Alcott Fike

Mark E. and Sharon Fine

Laurence D. Fink

Finkelstein Family Charitable Fund

Bonnie L. Fischer

Constance Fisher

Lisa Flam

Gilbert Flanagan

Agnieszka Flizik

Sharon and Bob Ford Foundation

Lisa and Jim Fox

Mary and Paul Fox Charitable Fund

Judy Frandson and Michael Bonine

Steve and Heather Fredette / The Fredette Family Fund

Larry Frisch

Rich Fromer

Fuller Family Foundation

Judith Gayer

George Gebben

Geckoshare

Mike Gerbitz

Katinka Gereb

Susan Gerngross

Daniel and Catherine Gerst

Juan Gil

Gillespie Family Fund

Dr. Linda Gochfeld Charitable Fund of the Princeton Area Community Foundation

Ann Goldberg

Eva Goldwater

Peter Granda

John J Grant

Vickie Greenhouse

Gerald B. Greenwald

Maria Greig-Williams

Karl and Sara Griswold

Emily Gropp

The Community Foundation for Northern Virginia / The Grymes Fund

James Guiry

Danielle Guraliuc

Gordon Guyant

Jason Gwinn

David P. Hackett

Dan Hadley

John Hahn

Peg Hahn

Neil K. Hall

Teri and David Hammer Fund

Robert E. Hansen Family Foundation

Craig and Iben Hanson

SALL FAMILY FOUNDATION

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

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

Susan Hansz
Beverly Hargraves
Kathryn Harris and Tom Venman
Harrison Family Fund of The Pittsburgh Foundation
Teresa Hartle
John and Sheila Harvey
Ashley Hashtings
Ellen Hastings
Anita L. Hatanaka
David Hays
Hays-Lohrey Foundation
Janet Hendricks
Hendricks Family Fund
Wendy Hendry
Dr. and Mrs. Robert Henry
Alexander Herder / Duke and Duck
Cesar Herrera
Bruce Hillyer
Ned and Sheila Himmel
Amy and Ziggy Hirsch
Margaret M. Hixon
Wiley Hodges
Craig Holmes
Wallace Hopp
Daniel House
Zoran Hruskar Charitable Fund
Brad Huber
Kevin Randall Hummel
Kristie L Huwel
Zephyr Isley Charitable Gift Fund
JAB Charitable Giving Fund
James Jacob
Sidney Jacobson
Zachary Jefferson
Charles Jennings
Jilli Joffe
Rebecca Johnson
Susan Johnson
Ulla Johnson
Kathryn Johnstone
Amanda Jones
Justine Jordan
JT Charitable Fund
Nate Kaiser
Mayya Kawar
Ezra Jack Keats Foundation
Bernadette Keirsey
Kimberly F. Kelly
RT Kempner Family Fund
Kermination Trust
Rick A Kinsey
Bob Kirby and Brownlee McKee
Valerie Kirkby
Sam and Diana Kirschner
Molly Kleinheinz / Criteo
Christa Knapp
Ross Knepper and Julia Proft
Walter Knight
Knox Family Big Sky
Satish Kodali
Nadine Kopkowski
Leslie Kornstein Giving Tree
Rick and Marilyn Kossik
Joseph Kovach
Jonathan Kowalski
Katz-Kramer Family Fund
Peg and Michael Kramer Foundation
Michael and Anne Krepick Charitable Gift Fund
Sujatha Krishnakumar
William A. Krug
The Kurtz Family Foundation
Chika Kusakawa and Trent Shelton
Francois L
Laczay Family Fund
LAD Climate Fund
Tania Landauer
Elizabeth Landergren
Alicia Landis / Liquid IV
Joseph Lasek
Gordon Latta
Ginny Lee
Toy Lee Giving Fund
Paul D. & Bonnie Leonard
Laura and Paul Leppert
Lauren W Leung

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

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

Levi Family Charitable Fund
Tim and Joan Leyh DAF
Nisha Ligons Donor Advised Fund
Liu Family Fund
George Loening
Thomas E. Lovejoy III
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