



WORLD
RESOURCES
INSTITUTE

People, Nature and Climate

ANNUAL REPORT 2023



Table of Contents

President’s Letter..... 4

Country Conversations 6

Programmatic Achievements 14

Institutional Achievements.....30

Boards and Leadership.....36

Operations and Finance 44

Thanking Our Donors.....46

Engage with WRI..... 67

“The Paris Agreement and the Sustainable Development Goals gave us all a shared set of global goals, but success won’t be determined on a global stage. These goals will be met or missed in national and provincial policies and budgets. As ever, WRI is taking the fight to where it is most needed. Countries now sit at the center of WRI’s work – a wise and timely shift that’s sure to deliver greater impact.”

—Mari Pangestu, Global Board member and WRI Indonesia Board member

President’s Letter

Last year marked a turning point for WRI.

This was the first year of implementation of our 2023-2027 strategy, which focuses on country transitions.

Though the last few years have been remarkably successful—we are growing our country presences at a rapid pace, with increasing impact and influence—the hard truth is that the world is still not on track for the future we need. While we are seeing important steps toward progress on the global stage and examples of transformative solutions at the local level, the low-carbon transition that is already underway is not yet adding up to the speed and scale of the challenges we face: climate change, biodiversity loss and rising inequality. WRI’s strategy is about doing our part to accelerate the transition towards a world that is better for people, nature and climate.

In 2023, the world started building critical global momentum for change. From the first-ever Africa Climate Summit to a high-stakes G20 summit under the leadership of India, we supported a new wave of Global South climate leadership. We also continued to assess global progress with our annual State of Climate Action report, drawing a sector-by-sector roadmap of the systems change needed to meet global goals. At the end of the year, we celebrated, with many of our partners, when we saw more positive outcomes than many expected at COP28. After years of effort from civil society, governments and others, countries agreed in Dubai to transform food systems, to triple renewable energy and to double energy efficiency, and finally, to make a just transition away from fossil fuels.

Ultimately, global agreements like these depend on implementation in countries. That’s why our strategy is centered on country transitions. Furthermore, in each country, we are focusing on three systems changes: energy, food-land-water and cities.

For example, in Brazil, WRI worked with the state of Pará and brought together 76 researchers, including indigenous leaders, to help flip the narrative on deforestation in the Amazon and capture the benefits of an inclusive bioeconomy, building on vast indigenous knowledge and experience. “The New Economy for the Brazilian Amazon” report shows that by protecting its forests, instead of destroying them, Brazil can achieve greater economic growth and better lives for its people. We are building a coalition to bring these outcomes to life.

In India, WRI is working in 14 states to deliver clean, reliable and affordable energy. From building capacity for more electric vehicles in Tamil Nadu to providing data to improve energy access in Nagaland, we are using context-specific interventions to make necessary progress in each.

And in sub-Saharan Africa, WRI is working with partners to bring nature-based solutions to the region’s fast-growing cities, including Dire Dawa, Ethiopia; Kigali, Rwanda; and Johannesburg, South Africa. The work of restoring watersheds and planting urban trees not only aims to reduce emissions, but also support biodiversity, build resilience to increasing floods, and increase access to green spaces for over three million people.

To implement the strategy, we also have to ensure our organization is fit for purpose. WRI is taking significant steps to make our organization ready to drive this systems change in countries. Last year, we shifted our governance structure, budget process, fundraising strategy and operational focus to ensure our capabilities in WRI focus countries will be considerably stronger going forward.

One of the biggest shifts in our strategy is that we have redefined what success means for WRI. We are not just trying to measure success in terms of climate, but in outcomes for people, nature and climate, together. We have made a decision to measure WRI’s progress by the world’s progress. While this approach can be unforgiving, we see it as necessary to helping WRI and the world learn faster and achieve the outcomes we need. We can only embrace a higher level of ambition with a higher level of scrutiny.

What the world needs now is momentum. At WRI, we are entering a critical phase focused on implementation. And the momentum can only come from partnerships. We are committed to be a trusted partner and invest in the broader ecosystem of change. We look forward to continue working with our partners and invaluable donors to get the transition right for people, nature and climate. Together, we need to make this moment a turning point for the world.

Warm regards,



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

Ani Dasgupta
President & CEO
World Resources Institute

A person is silhouetted while sitting in a small, narrow boat on a calm body of water. The person is holding a long pole, possibly a paddle or a fishing rod. The water is still, reflecting the sky and the person. In the background, there are rolling hills under a sky with soft, golden light from the setting or rising sun. The overall mood is peaceful and contemplative.

Country Conversations

Under WRI's five-year strategy, programmatic work, resources, and fundraising are all designed to strengthen capacity in WRI's focus countries and regions. This is because progress towards our global goals is built upon country action.

“WRI's role in the world is to drive country transitions to the benefit of people, nature and climate. Under our strategy, WRI is poised to fulfil that potential. Our stellar team, including some fantastic new additions, reflects WRI's commitment to nationally led country offices with deep expertise. And by joining up local and global action, we can deploy the best capabilities of all our teams. WRI could not be better placed to support the great transition in our focus countries.”

—Adriana Lobo, Managing Director, Global Presence and National Action

Brazil

Cristiane (Krika) Fontes

Executive Director, WRI Brasil

What inspires you about WRI's five-year strategy?

With its systems change approach, a focus on just, country-led transitions, and the human element of equity at its core, this strategy resonates deeply with me. In particular, its recognition of the moral imperative to center the most vulnerable and local communities in climate action.

The strategy also highlights the crucial link between environmental health and human well-being. This holistic vision for a sustainable future, grounded in justice, resilience, and collective responsibility, is both an inspiration and a guiding light for our work towards a brighter and more prosperous future.

What opportunity does WRI have to deliver a major impact in Brazil?

All eyes are on Brazil at the moment, due to it serving as the current president of the G20 and host of COP30 next year. This represents a once in a lifetime opportunity, and requires Brazil to lead by example.

Brazil has already taken significant steps in the right direction. The climate solutions agenda is now mainstreamed across Brazil's federal government, local governments are more inclined to respond to the climate crisis, and globally acclaimed climate champions, including Marina Silva, are in key positions.

Through our research and convening on the New Economy for the Brazilian Amazon, WRI Brasil is well positioned to contribute to this historic moment. By partnering with local stakeholders, advocating for evidence-based decision making, and supporting the implementation of smart policies, we are ready to seize the momentum running up to COP30, and beyond.

You joined WRI in 2023. What has surprised you most about WRI?

The people! The diversity of expertise and professional backgrounds, as well as their commitment and passion.





India

Madhav Pai

CEO, WRI India

What inspires you about WRI's five-year strategy?

WRI's focus on solutions that are good not just for climate, but for people and nature too, is the right thing to do. It is critical for countries in the Global South to center equity across all work.

I am also very inspired by the strategy's adoption of the systems change approach to drive solutions. This pushes us to think bigger. It's not just about what we as WRI do, but what we can enable the ecosystem to achieve, in order to reach our ambitious global goals.

What opportunity does WRI have to deliver major impact in India?

India is the fastest growing economy in the world. It aspires to achieve energy independence and become a developed country. That is why the government of India is investing close to \$1 trillion in energy, transportation, and urban infrastructure in the coming decade.

The opportunity in India lies in ensuring all these investments align with India's goals of reaching net zero by 2070 and becoming nature positive, whilst ensuring no one is left behind. Hence, India is a big impact opportunity for WRI's strategic plan.

You joined WRI more than fifteen years ago. What is the biggest shift you have seen during your tenure?

When I joined WRI, there were about 125 staff and I was one of a few people working outside the US. Today, we have more than 400 staff in India alone! We are a diverse, global organization, and better for it. I have also seen WRI transition from an organization just beginning to think about measuring its impact, to one that has committed itself to measure its impact across its work. It's a joy to be part of this journey.

Mexico

José Luis Samaniego

Executive Director, WRI México and WRI Colombia

What inspires you about WRI's five-year strategy?

WRI's strategy does a great job of integrating the Sustainable Development Goals with the realities faced by WRI's focus countries, including Mexico. Linking Mexico's country transition with progress on global goals demands the upmost rigor of our work. I find that inspiring and deeply motivating.

It's clear to me that the strategy will foster more and better synergies between WRI's country office teams and global programs. This offers the potential for far deeper integration, including shared lessons. I'm very committed to and excited about building that integration!

What opportunity does WRI have for greater impact in Mexico?

WRI México is very well recognized at the national level. We are known for our great advocacy and long-standing relationships with different areas of government. Thanks to our 20-year track record, the government is beginning to take a more integrated approach to development.

WRI México has a great opportunity to strengthen and influence the agenda around cities, mobility, and energy. Now is the time to scale our efforts. Quality, electrified mobility is a top priority, as is a socially just approach to delivering renewable energy and improving energy efficiency.

You joined WRI in 2023. What has surprised you most about WRI?

I've been pleasantly surprised by how passionate the team is about achieving local impact. I've also been very pleased by the excellent quality of WRI's global services and platforms. WRI's wealth of knowledge, experience, relationships, and projects are a powerful mix, and well worth getting to know it in depth. I look forward to delving into the WRI's publications dating back to our inception.





Programmatic Achievements

Every day, WRI works to deliver a great transition that is good for people, nature and climate. Time and again, WRI's research, data platforms, coalitions and communications come together, creating the kind of global reach and deep impact that help shift thinking and decisions, and delivers action.

WRI's programmatic achievements are a testament to our hundreds of partners across the world, without whom we simply cannot make change that lasts. Following are some examples of WRI's most impactful programmatic achievements in 2023.

SPOTLIGHT

Using data to illuminate and halt deforestation

Forests are critical ecosystems for fighting climate change, supporting livelihoods and protecting biodiversity. That's why each year WRI's Global Forest Watch (GFW), supported by Norway's International Climate and Forest Initiative, releases the most recent data and analysis of the trends in global forest loss and deforestation.

GFW's 2023 release of new data from the University of Maryland showed that, despite international commitments to end deforestation, tropical primary forest loss worsened in 2022. The rate of tropical primary forest loss in 2022 was equal to 11 soccer fields of forest per minute, producing carbon dioxide emissions equivalent to India's annual fossil fuel emissions.

This event captured headlines in more than 115 countries, drawing attention to countries that had only recently signed the Glasgow Declaration to halt and reverse forest loss by 2030.

GFW's regular release of data brings critical transparency to countries' progress towards their own commitments. This not only empowers Indigenous communities, NGOs, and everyday citizens, it is also useful to governments trying to do the right thing.

Indeed, the new data did reveal some green shoots: Indonesia, home to some of the world's largest rainforests, managed to keep rates of primary forest loss near record-low levels, while supporting the livelihoods of more than 50 million people. In 2023, WRI and Indonesia's Ministry of Environment and Forestry signed a Memorandum of Understanding (MOU) whereby they will work together on methods for inventorying Indonesia's forests, land and related emissions using satellite images and fieldwork.

GFW is a powerful example of how WRI uses data to support leaders making progress at the country level and to bring greater transparency to countries not yet living up to their commitments.



Implementing WRI’s Five-Year Strategy

After extensive engagement with WRI’s leadership and stakeholders, July marked the formal launch of WRI’s five-year strategy for 2023-2027.

The strategy transitions economic and human systems in WRI’s focus countries. We aim to achieve these transitions in ways that are right for people, nature and climate. Simultaneously addressing these three interconnected goals will create win-wins and lasting impact while reducing the risk of negative trade-offs.

To realize this strategy, WRI is working to transform the three human systems responsible for driving inequality, destroying ecosystems and fueling climate change—food, land and water; energy; and cities.

Through this great transition, we can secure a cleaner, safer, fairer world.

UNITED STATES HOSPITALS REDUCE EMISSIONS THROUGH PLANT-BASED FOODS

The food and land use system is responsible for one-third of global greenhouse gas (GHG) emissions. As large-scale food providers, hospitals can help. In 2023, WRI’s Coolfood initiative helped 23 hospital systems in the United States shift away from animal-based foods and toward plant-rich foods. Consequently, these hospital systems reduced per-plate food-related GHG emissions by 21%.

The benefits extend well beyond climate: Plant-based diets reduce risks of heart disease, diabetes, and high blood pressure.



BRAZILIAN CITIES SAVE LIVES BY IMPROVING ROAD SAFETY

Traffic crashes kill around 1.3 million people in Brazil every year. In 2021, Brazil committed to cut traffic deaths in half by 2030. But traditional approaches are not enough to meet this commitment. In 2020, the WRI Ross Center for Sustainable Cities and the Bloomberg Initiative for Global Road Safety (BIGRS) began working with 10 Brazilian cities—representing more than 6 million residents—to make roads safer. Solutions included building out cycle lanes, making bus stops more accessible, and enforcing speed limits. These actions saved lives: In 2022, the Network cities’ crash mortality rates fell below the state’s average.

INDONESIAN COMPANIES ACCELERATE INDUSTRIAL DECARBONIZATION

The industrial sector makes up nearly 75% of Indonesia’s greenhouse gas (GHG) emissions. Indonesia cannot reach its goal of net-zero emissions by 2060 without transforming the industrial sector. At the 2022 Business 20 (B20) summit in Bali, the Indonesian Chamber of Commerce (KADIN), WRI Indonesia, and others, launched the Net Zero Hub. The Hub provides business leaders with tools and training to set and meet emissions reduction targets. To date, 80 companies in Indonesia have joined the Hub. Additionally, 10 Southeast Asian countries have established the ASEAN Net Zero Hub.





From left to right: Fernanda Boscaini, Former Acting Country Director, WRI Brasil; Ani Dasgupta, President and CEO, WRI; Gustavo Pinheiro, Former Coordinator of the Instituto Clima e Sociedade.

SPOTLIGHT

Building a new economy in the Brazilian Amazon

The Amazon is home to one out of every ten species known to science. But in 2021 alone, an area the size of Puerto Rico was lost. If deforestation continues at this pace, the Amazon rainforest will become a net emitter of carbon, rather than a carbon sink, and countless species will be lost forever.

Deforestation is driven by economies that rely on extraction and exploitation. But there is a better way. A 2023 report by WRI Brasil and the New Climate Economy, entitled “New Economy for the Brazilian Amazon,” finds that, compared to the current development model, decarbonizing Brazil’s Amazon economy could generate an additional:

- 312,000 jobs
- R\$40 billion in GDP (US\$8.2 billion)
- 81 million hectares of forests, increasing carbon stock by 19%

WRI Brasil and partners launched the report and a set of recommendations in June at the Pan-Amazon Bioeconomy Conference. The report webpage subsequently received more than 50,000 visitors.

The conference was attended by heads of state and ministers of the Amazon countries, as well as representatives of Indigenous Peoples. It ended on a high, with eight countries agreeing to a declaration to protect the Amazon rainforest.

WRI is now forming a Pan-Amazon coalition to foster the exchange of knowledge and learning between key stakeholders. It will also serve as an advisory body for governments and organizations in the region.

This work—supported by the government of Denmark; Germany’s Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection; Arapyaú Institute; Bezos Earth Fund; Climate and Society Institute; Good Energies Foundation; and Climate and Land Use Alliance—is critical to ensure the momentum continues and that the people of the Amazon can build economic wealth through forest health.



RESEARCH, TECHNOLOGY AND POLICY COMBINE TO PROTECT MADAGASCAR'S FORESTS

Madagascar's forests hold some of the world's most remarkable biodiversity. Yet even the protected forests face growing threats. In 2019, WRI began training park rangers to use the Global Forest Watch Forest Watcher app. Beginning in three sites, the pilot has since expanded to 24 areas managed by Madagascar National Parks, leading to swifter responses to deforestation. Additionally, WRI research about the Andrefana Dry Forests was central in seeking a World Heritage Site designation. In September, UNESCO officially designated the area a World Heritage Site.



INDONESIA'S INDIGENOUS AND COMMUNITY GROUPS SECURE LEGAL RIGHTS TO FORESTS

Many of Indonesia's Indigenous peoples and local communities depend upon forests, yet they often lack ownership or legal rights to use the forests they inhabit. Through the "Mukim Customary Forest Model," WRI Indonesia fostered a collaborative process between governments and Indigenous communities. This model helped secure "Mukim Customary Forest" designations for more than 22,000 hectares of land in Aceh province, establishing legal land rights for more than 50,000 people. If approved, eight additional proposals will expand total customary forest designation to 56,988 hectares.

NEW GLOBAL ALLIANCE TO FIGHT NATURE CRIME

Nature crime—illegal logging, mining, wildlife trade and fishing—destroys ecosystems and harms people. In 2020, WRI set out to build a coalition to fight back. The USAID-funded Nature Crime Alliance was launched in August 2023 and included the UN Office on Drugs and Crime, Interpol, and Indigenous Peoples' Rights International among its founding partners. Helped by a WRI-hosted secretariat, the alliance supports environmental defenders and journalists exposing nature crimes; works with financial regulators to halt financial crimes linked to nature crime; and engages seafood suppliers to strengthen transparency.



MORE THAN 50 VULNERABLE COUNTRIES ADVANCE CLIMATE ACTION

The scale of technical and financial assistance needed for vulnerable countries to fulfill their international climate commitments is massive. That's why, as a co-manager of the NDC Partnership Action Fund, WRI mobilized \$46.5 million for low-income countries. As of January 2024, the Fund had disbursed \$16.4 million to 54 nations—more than half of which are least developed countries or small island developing states. This unlocked a further \$1.7 billion in support. WRI also deployed 21 advisors to help governments integrate their international climate commitments into national plans and budgets.



SPOTLIGHT

Mapping water stress with Aqueduct

In 2023, WRI released new data through the Aqueduct Water Risk Atlas showing that at least 50% of the world's population live under highly water-stressed conditions for at least one month of the year. The data release was covered by media in 78 countries. More than 190,000 people, representing businesses, NGOs, academia and others, visited the Aqueduct Water Risk Atlas in the months following.

Reducing water stress makes economic sense: Aqueduct data indicate that by 2050, 31% of global GDP—\$70 trillion—will be exposed to high water stress. But WRI research finds that solving global water challenges will only cost about 1% of GDP from 2015 to 2030.

Reducing water stress is doable, but it will take coordinated action:

- Countries should embrace freshwater systems as a critical part of natural capital; bring water-related climate issues into broader economic and fiscal policy agenda; and improve water governance and financing.
- Multilateral development banks and other lenders must understand the value of water investments, including economic, social and environmental benefits, as well as avoided climate-related losses; expand their financial envelopes and technical capacity to help countries address water risks; and consider innovative financial solutions, such as strategic debt relief.
- Cities must look inside and outside their jurisdictions to develop strategies, partnerships and investment plans for water resilience.
- Companies must understand the impact of their full value chain on freshwater systems, set context-based targets, and support locally-led collective action where water risks are high.

Global demand for water has more than doubled since 1960 and continues to grow. But Aqueduct data, and WRI's broader freshwater program, offer decision-makers the information they need to make evidence-based choices that can alleviate water stress in future.





INDIAN CITIES PIONEER NATURE-BASED SOLUTIONS

Indian cities and their residents are at the forefront of climate risks like flooding and extreme heat. Low-income neighborhoods bear the brunt. Nature-based solutions, like adding urban green spaces, can reduce risks and increase resilience, but cities have been slow to act. WRI is working with local governments and community organizations to identify climate-vulnerable locations and apply nature-based solutions in Mumbai, Kochi and Jaipur. These cities have implemented more than 30 nature-based projects in three years, inspiring India's first national forum on urban nature-based solutions.



JAKARTA CREATES 54 NEW PARKS TO BOOST CLIMATE RESILIENCE

Jakarta's air pollution, extreme heat, and flooding are exacerbated by a lack of greenery. So WRI Indonesia collaborated with Jakarta's government to protect urban trees and create new parks. Through its Cities4Forests initiative, WRI experts worked with government officials to create two regulations that ensure more equal distribution of green spaces and more effective tree-planting. Jakarta has since established 54 new parks, many of them in areas previously lacking green space, and planted more than 65,000 urban trees. Indonesia's South Sulawesi local government has since drafted similar regulations.

INDIA ROLLS OUT 10,000 ELECTRIC BUSES IN DOZENS OF CITIES

Many people in India lack access to safe, reliable public transport. Moreover, moving away from cars, and expanding access to public transport, is essential for India to fulfill its commitment to reach net-zero emissions by 2070. That's why WRI India experts embedded with India's Ministry of Housing and Urban Affairs to provide technical assistance with the procurement of e-buses. In August 2023, India's national government announced \$2.4 billion to deploy and operate 10,000 e-buses across up to 169 cities. More than 170 million residents are expected to benefit, almost half of them women.



“The urgency of whether the international community will commit to mobilizing finance for developing nations to decarbonize and foster economic growth is paramount. It is one of our era's most critical and pressing questions. This financial support is indispensable for facilitating the global transition required and ensuring fair and equitable outcomes for the world's most vulnerable communities. WRI is actively addressing this multifaceted challenge through various avenues, ranging from empowering developing country governments with capacity-building initiatives to advocating in UN climate finance negotiations. Additionally, initiatives like ACT2025 serve to amplify the voices of vulnerable countries, underscoring our commitment to advancing just and sustainable solutions on a global scale.”

—Carlos Lopes, Global Board member



SPOTLIGHT

A roadmap to closing the global gap in climate action

The State of Climate Action 2023 report found that while there is progress in some areas, global efforts lag significantly behind the pace and scale necessary. This sobering news was covered by media in more than 50 countries.

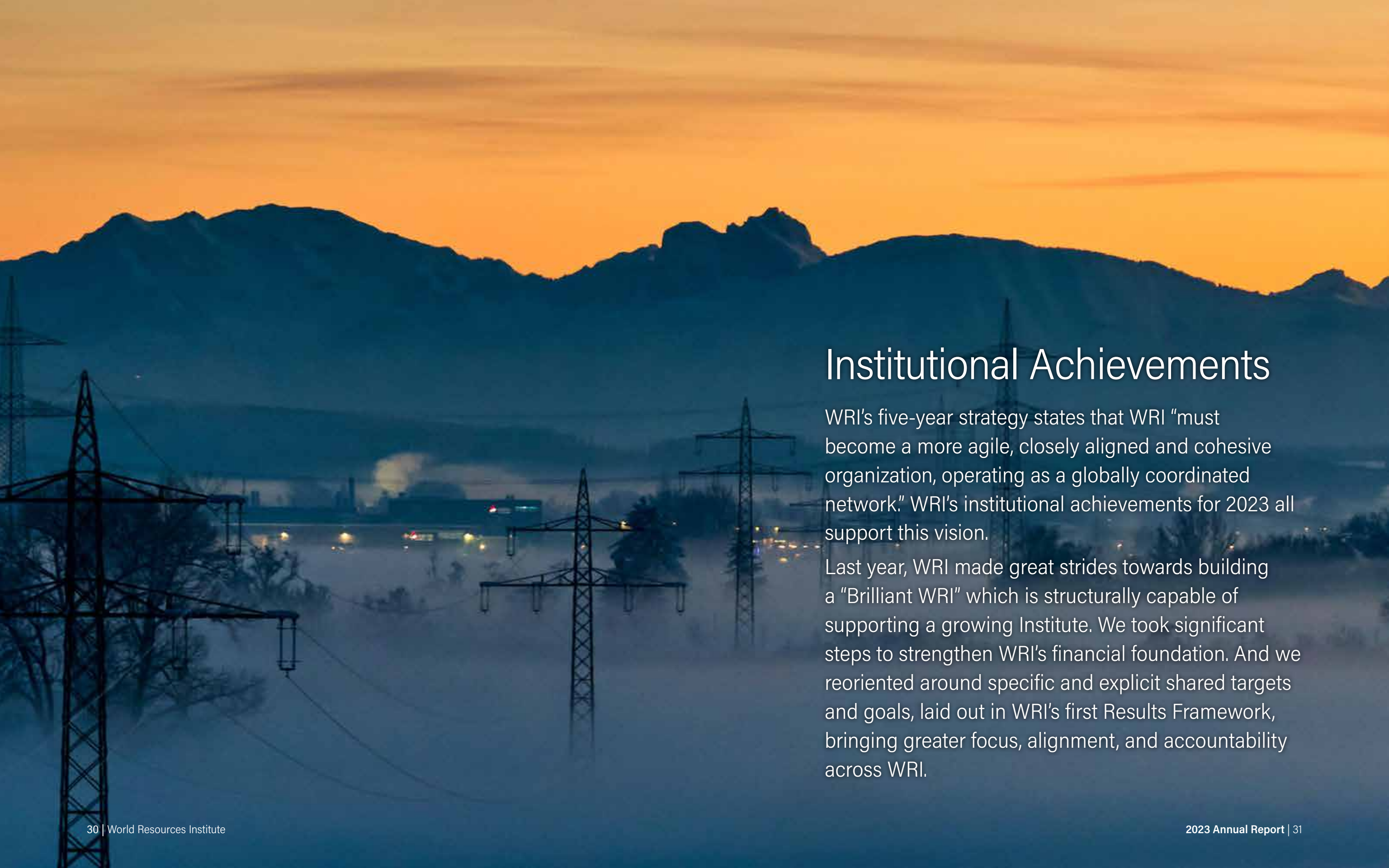
Across the 42 indicators assessed, only one—the share of electric vehicles in passenger car sales—is on track to reach its 2030 target. Of the other 41 indicators:

- Six indicators are “off track,” moving in the right direction at a promising but insufficient speed;
- 24 indicators are “well off track,” heading in the right direction but well below the required pace;
- Six indicators are headed in the wrong direction entirely, such that a U-turn in action is required;
- Five indicators have insufficient data to track progress.

The report informed the Paris Agreement’s first Global Stocktake, whereby countries gather every five years to assess the global response to the climate crisis, providing a comprehensive roadmap to close the GHG emissions gap and limit global warming to 1.5°C. Analysis found the world must:

- Increase growth in solar and wind power. The share of solar and wind power in electricity generation has been growing by an annual average of 14 percent. This must reach 24 percent.
- Phase out coal in electricity generation seven times faster than current rates.
- Expand the coverage of rapid transit infrastructure six times faster.
- Reduce the annual rate of deforestation four times faster over this decade.
- Shift to healthier, more sustainable diets eight times faster.

The report was published by Systems Change Lab, a collaborative effort of the Bezos Earth Fund, Climate Action Tracker (a project of Climate Analytics and NewClimate Institute), ClimateWorks Foundation, the United Nations Climate Change High-Level Champions and WRI.



Institutional Achievements

WRI's five-year strategy states that WRI "must become a more agile, closely aligned and cohesive organization, operating as a globally coordinated network." WRI's institutional achievements for 2023 all support this vision.

Last year, WRI made great strides towards building a "Brilliant WRI" which is structurally capable of supporting a growing Institute. We took significant steps to strengthen WRI's financial foundation. And we reoriented around specific and explicit shared targets and goals, laid out in WRI's first Results Framework, bringing greater focus, alignment, and accountability across WRI.

WRI's Commitment to Measuring Progress

For years, WRI sought to track and report its impact. But thanks to the new Results Framework, we are now capable of actually quantifying our impact on the world. As a result of this, and the following three steps, WRI has started to become a stronger results-based learning organization.

First, we established an institute-wide theory of change (TOC) process. TOCs bring together country and global teams to establish a hypothesis for how we expect change to occur. The teams then define monitoring and learning plans for the country and program level. Finally, teams regularly review progress and share lessons, ensuring that ours is a living strategy.

Second, WRI's core functions (Communications, Finance, Human Resources, Operations) each set five-year strategies that include objectives, indicators, and targets. These strategies combine to create an operational results framework that supports the WRI-wide Results Framework. Core functions are tracking progress against their targets and will use this data to set annual priorities going forward.

Third, WRI welcomed an experienced new Global Director for Managing for Results, David Leege. Under David's leadership, WRI is building capacity for measuring progress across the Institute, especially in country offices.

SPOTLIGHT: The Data Lab's New Product Studio

In 2023, WRI's Data Lab launched the Product Studio to help teams design and scale data-driven digital products. With a focus on real user needs, the Product Studio helps teams drive action in favor of people, nature and climate.

Funded by The Patrick J. McGovern Foundation and The Rockefeller Foundation, the Product Studio has already supported 13 projects doing user research, product strategy and rapid prototyping. All 13 — including TerraMatch, LandMark and Energy Access Explorer — consider the three human systems in WRI's strategy – food, land and water; energy; and cities.

In addition to supporting the creation of data-driven digital products, the Product Studio documents and shares learnings and best practices, sparking healthy conversations on how to build better data products. In time, this unique service will be made available to WRI partners.

“WRI is known across the world for housing best-in-class expertise. But our house can only be as strong as the foundation upon which it is built. Our commitment to increasing the Institute's share and amount of flexible funding is all about strengthening WRI's foundation. The supporters of this commitment are truly the stewards of our shared vision for the world.”

—Jennifer Scully-Lerner, Global Board member

Strengthening Our Financial Foundation

Financial flexibility is the linchpin of a healthy organization. It grants the ability to take calculated risks, move quickly, and maintain stability.

Over the past decade, WRI has grown at a significant rate. While this is a testament to our growing reputation as a trusted partner, it has occurred mostly through restricted, project-specific funding.

With this in mind, WRI launched the Enterprise Fund in 2023. The Enterprise Fund is an investment in the engine of WRI, and will be deployed into four priority areas:

- Innovation to build new tools, leverage emerging technologies and test new ideas, approaches and platforms. WRI is the world leader in using machine learning, AI and satellite data to protect our planet.
- Rapid response capacity to react to time-sensitive opportunities when they arise. Leaders and partners come to WRI because we bring the right people and science together to create durable results. WRI must have the financial wherewithal to respond when opportunities arise.
- Building strong country programs to ensure each WRI office has staff with the technical expertise and deep networks necessary to bring about a transition to a thriving, sustainable and low-carbon future.
- Strengthening global capabilities and infrastructure, including boosting our engagement and communications to sharpen our political influence and expand our partner base, and equipping staff with training and technical skills necessary to meet growing demand for WRI's unique blend of analytical and convening capabilities.

Whether directed to WRI's global work or to a specific geography, investments in the Enterprise Fund are critical for achieving WRI's vision of a better world for people, nature and climate.

Building the Brilliant WRI

In order to deliver the goals and targets set out in WRI’s strategy, it is imperative that we fulfill our commitment to organizational excellence. This has set WRI on a journey to building a “Brilliant WRI”; which entails scaling up and re-modeling our core functions to ensure they can support a growing WRI. Working in a networked and country-centric way is at the heart of this journey.

In 2023 our core functions made significant progress on the following three priorities:

1. Building Blocks for a Brilliant WRI

WRI conducted our annual Building Blocks assessment to help identify what is needed to build capabilities in functions across our network. The findings from this assessment fed into the fiscal year budgeting process, which allowed our functions, country offices and programs to budget for the specific positions required to enhance their delivery. This process established a shared understanding of the performance standards expected of our offices and programs, and action plans to achieve them.

2. WRI’s Future Operating Model

WRI needs an operating model for the future that defines how we consistently and sustainably design and finance WRI’s core functions across the network. This will lay the foundation for us to consider future options to scale in existing or new locations. In 2023, we completed phase I, which mapped existing core function capacity for each location and identified how each of these functions is funded. We continue to work on phase II, which focuses on developing country office delivery models, identifying the most efficient, impactful, and financially sustainable model for core functions across our network.

3. A Revamped Budget Process

WRI introduced a new budget process for the fiscal year designed to align WRI’s resources with our future aspirations. This also ensures our precious discretionary funding is more fully supporting WRI’s program work. The process of shifting institutional resources to country offices has already begun, as has a much-needed IT refresh.

“WRI has grown exponentially over the past decade. Maintaining connectivity across our diverse and expanding global network of offices can be challenging. WRI’s new governance model will nurture the spirit of OneWRI, ensuring that collaboration and governance excellence are not just encouraged but built in, and that every focus country has an equal voice.”

—Pam Flaherty, Vice Chair and Global Governance Task Force Chair

Walking the Talk

To credibly espouse change in the world, and to achieve organizational excellence, it is essential for WRI to authentically embrace high standards of inclusivity and sustainability for ourselves.

Throughout 2023, WRI continued to strengthen institutional understanding of diversity, equity and inclusion (DEI) through delivery of WRI’s DEI curriculum—Critical Conversations. This creates intentional spaces to build shared language and practices around these issues.

Since its launch two years ago, more than 1,000 WRI staff have completed at least one DEI training. Critical Conversations are co-developed and co-facilitated by WRI’s DEI Ambassadors, which expands capacity and advances WRI’s goal of all staff completing at least two Critical Conversations each year.

In January 2023, WRI expanded internal carbon pricing to all sub-agreements, including contracts and subgrants, which make up a majority of WRI’s annual GHG emissions. This step was initially piloted in the US and China offices.

Together with WRI’s existing internal carbon price on business travel, electricity and commuting, a \$50 per metric tonne charge now applies to 95% of our operating emissions. These are essential steps towards meeting WRI’s target of a 46% absolute emissions reduction, in line with the Paris Agreement.





Boards and Leadership

WRI Global Board meeting in Mexico, 2023.

New Governance Model for Our Global Network

In 2022, WRI's Global Board created a Global Governance Task Force to identify opportunities for strengthening and enhancing our governance model. In April 2023, the Task Force delivered a set of recommendations, which incorporated input from across the Institute and addressed the findings of WRI's 2021 External Review. In adopting these recommendations, the Global Board established a new "Globally Coordinated Network" governance model that aligns to our strategy and standardizes policies and processes across the Institute.

The new governance model ensures equal representation of country offices in global decision making through overlapping board membership, including the election of a "dual member" from each independent country office board to the Global Board. Dual members from the WRI Brasil and WRI México boards were elected in February 2024, joining WRI India's existing dual board member, with more dual member elections expected later in 2024.

This shift in WRI's governance supports a culture of learning and collaboration. It also brings greater clarity, consistency and connectivity to the Global Board's role and responsibilities, as well as those of the country and regional bodies.

Lists below as of December 2023

WRI Global Board

Directors

David Blood

CHAIR

Co-founder and Senior Partner, Generation Investment Management

Pamela Flaherty

VICE CHAIR

Former President and CEO, Citi Foundation; former Director of Corporate Citizenship, Citi

Susan Tierney

VICE CHAIR

Senior Advisor, Analysis Group, Inc.

Frances Beinecke

President Emerita and Honorary Trustee, Natural Resources Defense Council (NRDC)

Afsaneh Beschloss

Founder and CEO, RockCreek

Stephen Brenninkmeijer

Founder and Principal, Willows Investments

Jesper Brodin

President and CEO, Ingka Group

William Chen

Founding Managing Partner, ClearVue Partners

Ani Dasgupta

President and CEO, World Resources Institute

Jamshyd Godrej

Chairman and Managing Director, Godrej & Boyce Mfg. Co. Ltd.

Lawrence Jones

Vice President, International Programs, Edison Electric Institute (EEI)

Joaquim Levy

Director of Economic Strategy and Market Relations, Banco Safra, Brazil; Former Managing Director and Chief Financial Officer, World Bank

Carlos Lopes

Professor, Nelson Mandela School, University of Cape Town; Chair of the African Climate Foundation Board; Former Executive Secretary, Economic Commission for Africa

Pamela Matson

Goldman Professor Emerita, Stanford Doerr School of Sustainability and Dean Emerita, Stanford University School of Earth, Energy and Environment

Kathleen McLaughlin

Executive Vice President and Chief Sustainability Officer, Walmart Inc. President, Walmart Foundation

Michael Miebach

Chief Executive Officer, Mastercard

Nader Mousavizadeh

Founding Partner and CEO, Macro Advisory Partners



From left to right: Andrew Steer, President and CEO Emeritus, WRI; Jennifer Scully-Lerner, Member, WRI Global Board of Directors; James A. Harmon, Chair Emeritus, WRI Global Board of Directors; Jonathan Lash, President Emeritus, WRI; Gloria Walton, Member, WRI Global Board of Directors; Ani Dasgupta, President and CEO, WRI.

Mari Pangestu

Professor of International Economic University of Indonesia

Michael Polsky

Founder and CEO, Invenergy

Roger Sant

Chairman, The Summit Foundation;
Co-founder and Chairman Emeritus, The AES Corporation

Jennifer Scully-Lerner

Vice President of Private Wealth Management, Goldman Sachs

Gloria Walton

President & CEO, The Solutions Project

Daniel Weiss

Co-founder and Managing Partner, Angeleno Group

International Offices

WRI Brasil Board of Directors

Johannes van de Ven

CHAIR

Chairman of the Board, Good Energies

Orlando Strambi

Professor and Coordinator of the Department of Transportation Engineering at the Polytechnic School of the University of São Paulo

Valmir Ortega

Consultant collaborating with non-governmental organizations, multilateral cooperation agencies and foundations

Janet Ranganathan

Managing Director of Strategy, Learning, and Results, WRI

Leonardo Fleck

Senior Head of Sustainable Innovation, Santander Brazil

Fernanda Lopes

Program Director, Baobá Fund for Racial Equity

Daniel Bento

Lawyer and Executive Director at CEERT Racial and Gender Equity

Marcelo Furtado

Sustainability Director and Founding Partner of ZScore/BlockC

WRI India Board of Directors

Jamshyd Godrej

CHAIR

Chairman and Managing Director, Godrej & Boyce Mfg. Co. Ltd.

Ashok Khosla

Chairman, Development Alternatives Group

Shashishekhar Pandit

Chairman and Group CEO, KPIT Technologies Ltd.

Kiran Pasricha

Former CEO, Ananta Aspen Centre; Former Deputy Director General, Confederation Of Indian Industry (CII)

WRI Indonesia Board of Directors

Dino Patti Djalal

CHAIR

Ex-Deputy Foreign Minister, Republic of Indonesia

Desi Anwar

Director/Senior Anchor/Correspondent CNN Indonesia TV

Dharsono Hartono

President Director of PT. Rimba Makmur Utama

Dr Mari Pangestu

Professor of International Economic University of Indonesia

Dr William Sabandar

President of Intelligent Transport System

Dr Masyita Crystallin

Special Adviser to Minister of Finance on Fiscal Policy Formulation and Macroeconomy

Moazzam Malik

Managing Director for Global Operations of WRI

Yenny Zanubba Wahid

Director of The Wahid Institute

China Strategy and Development Committee

Ani Dasgupta

CEO of WRI

Yi Wang

Member of Standing Committee of the 14th National People's Congress

William Chen

WRI Global Board of Director, Founding Managing Partner of ClearVue Partners

Sze Ping Lo

Program Director of Sequoia Climate Fund

Hongpeng Lei

Global Director, Climate at the Children's Investment Fund Foundation

Zhongjing Wang

CEO of Multilateral Cooperation Center for Development Finance, Asia Infrastructure Investment Bank

Li Fang

Country Director of WRI China



Adriana Lobo, Managing Director of Global Presence and National Action, speaks during the 2023 Global Board meeting in Mexico

WRI Europe Board of Directors

Stientje van Veldhoven

CHAIR

Vice President and Regional Director Europe, WRI

Elizabeth Cook

Executive Vice President for Governance & Development, WRI

Janet Ranganathan

Managing Director, Strategy, Learning and Results, WRI

WRI México Board of Directors

Cecilia Martínez

CHAIR

Former Regional Director, UN-HABITAT

Roberto Aguerrebere Salido

General Director of the Mexican Institute of Transportation

Francisco Barnés

Senior Consultant

Julia Carabias

Professor, National Autonomous University of Mexico
Former Secretariat, Environment and Natural Resources

Sergio Chagoya Díaz

Partner, Santamarina + Steta

Adrián Fernández Bremauntz

Executive Director, Mexico Climate Initiative

Ignacio García

President, Mexico & Central America
Cummins Inc.

Ernesto Hanhausen

Managing Partner, Circulate Capital for Latin America and the Caribbean

Enrique Norten

Director of TEN Architects

Rolando Núñez Baza

CEO, Roundtable by The 92nd St. Y, New York

José Saruhkán Kermez

Former National Coordinator, CONABIO

Eugene Towle

Managing Partner of Softec

WRI Colombia Board of Directors

Adriana Lobo

Managing Director, Global Presence and National Action, WRI

Shailesh Sreedharan

Acting Chief Operations Officer, WRI

Jocelyn Starzak

General Counsel, WRI

WRI Council of Board Chairs

Jamshyd Godrej

CHAIR

WRI India Board Chair

David Blood

CO-CHAIR

WRI Global Board Co-chair

Dino Patti Djalal

WRI Indonesia Board Chair

Cecilia Martínez

WRI México Board Chair

Johannes van de Ven

WRI Brasil Board Chair

Operations and Finance

WRI ended 2023 in good financial and operational health. Thanks to the generosity of our donors, we continue to increase our impact while stewarding our growth with sound financial management.

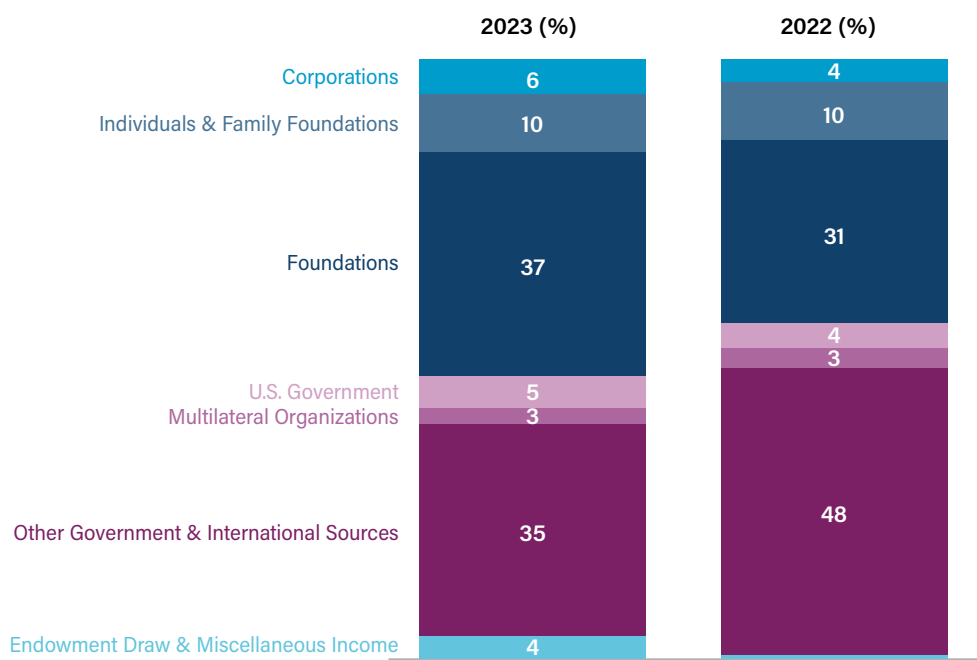
The trust of our supporters is one of our highest priorities. WRI consistently receives top ratings from charity evaluators for our strong financial stewardship and commitment to transparency and accountability. Our ratings include a top-rated four stars from Charity Navigator, a Platinum Seal of Approval from Guidestar and an A+ from Charity Watch.

Statement of Consolidated Activities (\$000s)

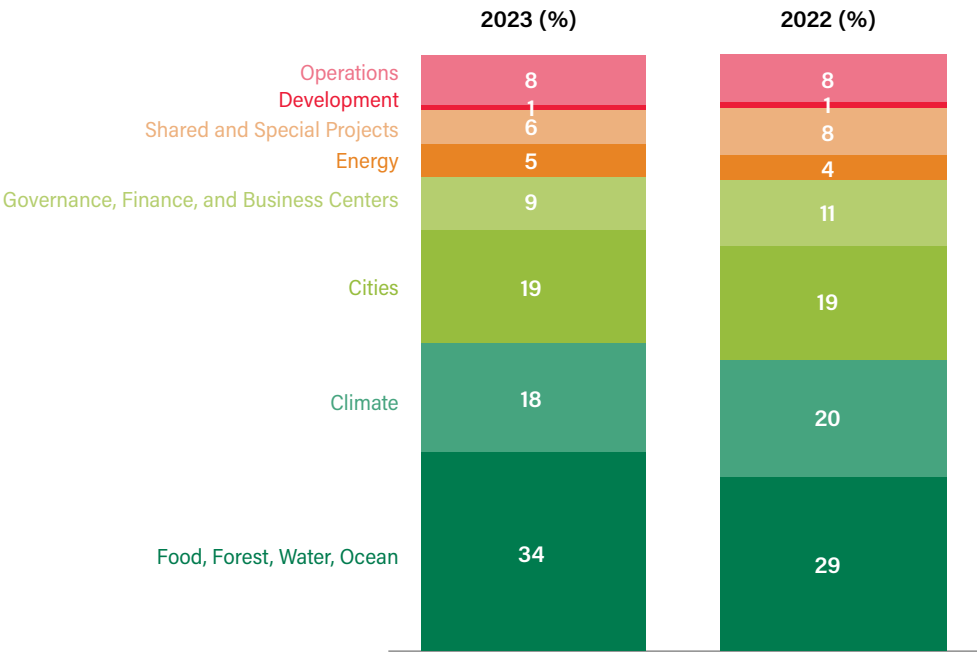
(At September 30, 2023, with comparative totals for 2022)

SOURCES OF OPERATING FUNDS	2023	2022
Grants/Contributions	\$341,191	\$189,025
Federal Grants	13,298	9,140
Support from Endowment Income/Others	11,394	(7,561)
Total Revenues and Other Support	365,883	190,603
EXPENSES		
Program Activities	213,442	180,380
General Administration	19,160	15,433
Development	2,583	1,897
Total Expenses	235,185	197,710
Change in Operating Net Assets	130,698	(7,107)
NONOPERATING ACTIVITIES	(5,143)	(2,301)
Total Change in Net Assets	125,555	(9,408)
Net Assets at the Beginning of the Fiscal Year	362,876	372,384
Ending Net Assets	488,531	362,976

Operating Revenue



Uses of Operating Funds



Thanking Our Donors

Philanthropy is the fuel that powers WRI, enabling us to tackle the world’s most pressing environment and development challenges. The impact profiled in this year’s annual report would not be possible without the generous support of WRI’s donors — individuals, foundations, corporations, national governments, and multilateral institutions.

We are proud to recognize this broad group of supporters who share our commitment to creating a more sustainable and prosperous future for all.

WRI continues to have strong fundraising results — a testament to WRI’s growing reputation as an instrument of change. Highlights from the past year include:

- A \$100 million commitment from the TED Audacious Project to accelerate land restoration efforts across three landscapes in Africa by investing in locally led restoration projects. The project — Restore Local — is planting an estimated 1.3 billion trees and restoring 2.7 million hectares of land while delivering substantial economic benefits to communities.
- Google.org’s 2023 Impact Challenge Award, a \$5 million grant of which WRI was the first recipient. This supports our Data for Cool Cities Project, which uses sensors, satellite imagery and AI to close data gaps and model changes in the environment. Alongside Google’s efforts, this project will help decision-makers understand where to implement cool surface infrastructure — such as trees and reflective surfaces — to reduce the health impacts of extreme heat.
- A \$25 million five-year grant from USAID to reduce illegal fishing, logging, deforestation, and wildlife trafficking and harvesting. This grant was received in partnership with the Wildlife Conservation Society, the Environmental Investigation Agency and others.
- Several significant grants from foundations, including: \$5.5 million in core support from Oak Foundation to strengthen WRI and local partners’ work to create a low-carbon economy in Asia; and a \$3.5 million grant from the Gordon and Betty Moore Foundation to advance sustainable soy and beef trade.
- Our Legacy Society is growing! This past year, 51 donors included WRI in their estate plans, providing WRI with future flexible support.

Last year, more donors than ever provided WRI with flexible funding. This includes the unwavering support of our core donors — the Netherlands Ministry of Foreign Affairs, the Royal Danish Ministry of Foreign Affairs, and the Swedish International Development Cooperation Agency — which renewed their multiyear partnerships with WRI. Their collective \$15 million of annual institutional funding ensures we are both improving as an organization and that we expand and lift up the broader ecosystem of partners working to advance our shared goals.

In addition, we recognize our Global Board of Directors, Global Leadership Council, Corporate Consultative Group, Sustainer’s Circle, and many other individuals and family foundations who provide WRI with unrestricted support.

This critical revenue allows us to explore nascent issues, move quickly to seize emerging opportunities, and leverage additional funding for WRI and our partners. It also allows us to invest in our staff and to strengthen our country programs with the staff, resources and skills they need. We invite philanthropists, foundations, corporations, and other donors to join us in growing this critical support.

These gifts are but a small sample of WRI’s growing base of dedicated and passionate donors. With your generous and unwavering partnership, we are confident that we can achieve ambitious goals to support sustainability and prosperity for generations to come.

Thank you.

2023 Donor Listings

Includes revenue received between 10/1/22-1/15/24 and older grants still open as of 10/1/22.

Recognizes revenue of \$1,000+ only

Major Donors (\$750K)

3M	Breakthrough Energy Foundation	David and Beth Blood
Agence Française de Développement (AFD)	Cargill, Inc.	David K. Smoot Sustainability of Life on Earth Fund
AKO Foundation	Caterpillar Foundation	Department for Business, Energy, and Industrial Strategy of the United Kingdom (BEIS)
Amalgamated Charitable Foundation	CDP North America, Inc	Department for Environment, Food, and Rural Affairs of the United Kingdom (Defra)
Ares Charitable Foundation	Central American Bank for Economic Integration	Department of Foreign Affairs and Trade of Australia (DFAT)
Bank of America	Charles Stewart Mott Foundation	Department of the Environment, Climate and Communications of Ireland
Bernard and Anne Spitzer Charitable Trust	Children's Investment Fund Foundation	Ecorys UK Limited
Bezos Earth Fund	Climate and Land Use Alliance	Environment and Climate Change Canada
Bill and Melinda Gates Foundation	ClimateWorks Foundation	European Climate Foundation
Bloomberg Philanthropies	Conrad N. Hilton Foundation	
	Conservation International Foundation	

European Union	Linden Trust for Conservation	Royal Danish Ministry of Foreign Affairs (Danida)
Federal Ministry for Economic Affairs and Climate Actions of Germany (BMWK)	MacDoch Foundation	Royal Norwegian Ministry of Climate and Environment
Federal Ministry for Economic Cooperation and Development of Germany (BMZ)	MacKenzie Scott	Royal Norwegian Ministry of Foreign Affairs
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety of Germany (BMU)	Meta	Ruth McCormick Tankersley Charitable Trust
FedEx Corporation	Michael Polsky Family	Salesforce
FEMSA Foundation	Ministry of Foreign Affairs of the Netherlands (DGIS)	Sall Family Foundation
Ford Foundation	Ministry of Foreign Affairs of the Republic of Korea	Samueli Foundation
G.O. Forward Charitable Trust	Ministry of the Environment and Energy of Sweden	Skoll Foundation
German Agency for International Cooperation (GIZ)	Mulago Foundation	Stephen M. Ross Philanthropies
Germanwatch E.V.	National Environment Agency of Singapore	Stichting IHE Delft Institute for Water Education
Good Energies Foundation	New Venture Fund	Swedish International Development Cooperation Agency (Sida)
Google Inc. and Google.org	Norwegian Agency for Development Cooperation (Norad)	The David and Lucile Packard Foundation
Gordon and Betty Moore Foundation	NYC School Bus Umbrella Services, Inc.	The Government of the Grand Duchy of Luxembourg Ministry of the Environment, Climate, and Sustainable Development
Hampshire Foundation, Inc.	Oak Foundation	The Tilia Fund
HSBC Holdings plc	One Tree Planted	The William and Flora Hewlett Foundation
IKEA Foundation	Pact	Thomas and Musa Mayer
International Sustainable Energy Foundation	Patrick J. McGovern Foundation	Toyota Mobility Foundation
John D. and Catherine T. MacArthur Foundation	Porticus	U.K. Foreign and Commonwealth Development Office (UKFCDO)
Larsen-Lam Climate Change Foundation	Postcode Planet Trust	
Laudes Foundation	Quadrature Climate Foundation	
	Rippleworks	
	Rockefeller Philanthropy Advisors	

Salesforce

Since 2021, Salesforce has provided critical funding to accelerate locally led restoration efforts in India and Brazil through WRI's Land Accelerator program. In 2023, Brazil's Accelerator program supported 20 ecopreneurs collectively working to restore 5,700 hectares of degraded land, planting over 2.3 million trees, and benefitting more than 1,800 families. Also in 2023, India's Accelerator program supported 21 entrepreneurs collectively working towards restoring 6,400 hectares of degraded land, employing approximately 700 employees, and engaging more than 30,000 smallholder farmers.

In partnership with Salesforce, Brazil's Ministry of Environment and Climate Change, and Natura, we expanded our efforts in Brazil in early 2024, hosting a first-of-its-kind restoration event to explore innovative financing solutions, data and monitoring, decision-making, and the enabling conditions needed to unlock finance and collaboration for Brazilian restoration. We welcomed more than 220 attendees from the private sector, government, financial institutions, NGOs and restoration implementors excited about a Brazilian restoration economy. Looking ahead, our shared ambition is to further mobilize political and financial resources, with a goal of catalyzing high-level dialogue and translating commitments into action.



From left to right: João Paulo Ferreira, CEO, Natura &Co; Garo Batmanian, Managing Director, Brazilian Forestry Service; Fábio Costa, Country Manager for Brazil, Salesforce.



In May 2023, WRI held its annual Multi-Partner Meeting in Copenhagen, bringing together its strategic government partners — including the Netherlands, Denmark, Sweden, Germany, Norway, the United Kingdom and France — which provide valuable institutional and programmatic financial resources to WRI and act as strategic thought-partners of the Institute.

U.S. Agency for International Development (USAID)

U.S. Department of State (DOS)

U.S. Forest Service International Programs

U.S. National Renewable Energy Laboratory

United Nations Environment Programme (UNEP)

United Nations Office for Project Services (UNOPS)

United Nations University, Institute for Environment and Human Security

United States Forest Service (USFS)

UPS Foundation

Walmart and Walmart Foundation

Windward Fund

World Bank

World Wildlife Fund, Inc.

Anonymous (9)

Government and Multilateral Organizations

STRATEGIC CORE FUNDING PARTNERS

Royal Danish Ministry of Foreign Affairs (Danida)

Ministry of Foreign Affairs of the Netherlands (DGIS)

Swedish International Development Cooperation Agency (Sida)

PROGRAM/PROJECT PARTNERS

Agence Française de Développement (AFD)

Australian Department of Agriculture Water and the Environment

Australian Department of Climate Change, Energy, the Environment and Water

Bangalore Metropolitan Transport Corporation

Central American Bank for Economic Integration

Conservation International Foundation

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)

Department of the Environment, Climate and Communications of Ireland

Development Bank of Latin America (CAF)

Embassy of Germany in Kenya

Embassy of the United States of America in China

Environment and Climate Change Canada

Environmental Protection Agency of the Republic of Ghana

European Commission

European Investment Bank Group

European Union

Federal Ministry for Economic Affairs and Climate Actions of Germany (BMWK)

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

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

Fisheries and Oceans Canada

German Agency for International Cooperation (GIZ)

Global EbA Fund

HELVETAS Swiss Intercooperation

Inter-American Development Bank (IDB)

Ministry for Europe and Foreign Affairs of France

Ministry of Ecological Transition and Territorial Cohesion

Ministry of Foreign Affairs of Japan

Ministry of Foreign Affairs of the Republic of Korea

Ministry of Infrastructure and Water Management of the Netherlands

Ministry of the Environment and Energy of Sweden

Mitigation Action Facility

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 Federal Office for the Environment (FOEN)

The Government of the Grand Duchy of Luxembourg Ministry of the Environment, Climate, and Sustainable Development

Children’s Investment Fund Foundation

The Children's Investment Fund Foundation (CIFF) is a major partner in WRI's efforts to drive climate action and impact in emerging economies, China in particular. CIFF supports WRI to design and implement innovative strategies aimed at accelerating transformation of finance, food systems and key industries, and plays a critical role globally in catalyzing ecosystems and infrastructure for systems change.

Backed by robust data, evidence, technical expertise and strategic engagement, our joint work towards ensuring a sustainable future for future generations demonstrates that ambitious climate action is affordable and politically feasible.

The William and Flora Hewlett Foundation

The William and Flora Hewlett Foundation is dedicated to safeguarding people, communities, and the planet through targeted efforts to reduce greenhouse gas emissions and pursue clean and efficient energy sources.

For over 20 years, the Hewlett Foundation has funded WRI’s work that utilizes research, capacity building, and policy development to accelerate climate action in the highest-emitting countries and sectors. Hewlett’s commitment to flexible funding and capacity-strengthening projects has allowed WRI to adapt, innovate, and respond nimbly to emerging and urgent challenges.

With Hewlett’s support, WRI has worked to advance e-mobility research in India, pilot zero-emission zones across China, enhance bilateral collaboration around climate and energy issues within China and the US, and to support enactment of the Inflation Reduction Act and the Infrastructure Investment and Jobs Act to put US climate goals within reach—to name just a few examples. We are honored to work alongside the Hewlett Foundation in our continued effort to tangibly combat climate change.

UK Foreign and Commonwealth Development Office (UKFCDO)

U.S. Agency for International Development (USAID)

U.S. Department of Energy (DOE)

U.S. Department of Justice

U.S. Department of State (DOS)

U.S. Forest Service International Programs

U.S. National Renewable Energy Laboratory

UK Partnering for Accelerated Climate Transitions

United Nations Capital Development Fund (UNCDF)

United Nations Children's Fund

United Nations Environment Programme (UNEP)

United Nations Environment Programme World Conservation Monitoring Center (UNEP-WCMC)

United Nations Office for Project Services (UNOPS)

United States Forest Service (USFS)

United States National Oceanic and Atmospheric Administration

Weber Basin Water Conservancy District

World Bank

FOUNDATIONS

The African Climate Foundation

AKO Foundation

Barr Foundation

Bernard and Anne Spitzer Charitable Trust

Bill and Melinda Gates Foundation

Bloomberg Philanthropies

Charles Stewart Mott Foundation

Children's Investment Fund Foundation

Clean Air Fund

Climate and Land Use Alliance

Climate Imperative Foundation

ClimateWorks Foundation

Conrad N. Hilton Foundation

The Cynthia and George Mitchell Foundation

The David and Lucile Packard Foundation

DOEN Foundation

Doris Duke Charitable Foundation

EAT Foundation

The Educational Foundation of America

European Climate Foundation

FIA Foundation

Ford Foundation

Fundación Despacio

Goldschmeding Foundation voor Mens, Werk en Economie

Good Energies Foundation

Gordon and Betty Moore Foundation

Growald Climate Fund

Hampshire Foundation, Inc.

Heising-Simons Foundation

International Sustainable Energy Foundation

The J. M. Kaplan Fund

John D. and Catherine T. MacArthur Foundation

The Kresge Foundation

Laudes Foundation

McKnight Foundation

Mulago Foundation

New Venture Fund

Oak Foundation

Open Philanthropy

Caterpillar Foundation

Since 2021, the Caterpillar Foundation and WRI’s Cities4Forests Initiative have launched five nature-based solutions (NBS) Accelerators to help cities develop a pipeline of investment-ready climate and water resilience projects.

The Accelerators — currently active in Brazil, India, and the United States — enable a cohort of cities and local project developers to harness the power of nature to mitigate the growing risks of flood, catastrophic wildfire, heat stress and biodiversity loss. WRI experts work with the cohorts to identify the greatest risks and appropriate NBS interventions, support project design through technical assistance and economic modeling, and help developers get their projects pitch-ready for funders and investors.

The NBS Accelerators have seen great successes thus far: In Brazil, there are two implementation-ready projects under development to mitigate flooding through multi-use parks. In India, an urban rooftop farming project to address urban heat and food insecurity in Mumbai is expanding to 250 schools. Following the success in Mumbai, another Accelerator is underway in Delhi and Bengaluru. In the United States, an investment in an innovative finance model — the Forest Resilience Bond — leveraged \$25 million in private capital to protect more than 48,000 acres of forests from catastrophic wildfire.

Building on these achievements, the Caterpillar Foundation made a 3-year commitment to help launch a new NBS Accelerator in sub-Saharan Africa. This new stream of work will utilize a combination of NBS and gray infrastructure solutions across 11 cities in seven countries to rapidly scale up climate and water resilience, protecting some of the world’s most climate-vulnerable populations.

Patrick J. McGovern Foundation

Pisces Foundation

Porticus

Postcode Planet Trust

Quadrature Climate Foundation

Rippleworks

Robert Bosch Stiftung

Rockefeller Foundation

Rockefeller Philanthropy Advisors

SED Fund

Skoll Foundation

Swedish Postcode Lottery

Tides Foundation

The Tilia Fund

Van Leer Foundation

Windward Fund

The William and Flora Hewlett Foundation

Woka Foundation

Anonymous (6)

Corporations

STRATEGIC RELATIONSHIPS

3M

Ares Charitable Foundation

Bank of America

Cargill, Inc.

Caterpillar Foundation

FedEx Corporation

FEMSA Foundation

Google Inc. and Google.org

HSBC Holdings plc

IKEA Foundation

Mastercard

Salesforce

Shell Foundation

Toyota Mobility Foundation

Walmart and Walmart Foundation

2022-2023 CORPORATE CONSULTATIVE GROUP MEMBERS

3M

Abbott Laboratories

Ares Charitable Foundation

Bank of America

Bath & Body Works, Inc.

Best Buy Co., Inc.

Cargill, Inc.

Caterpillar Inc.

Chanel Limited

Colgate-Palmolive Company

Constellation Energy Group

Deloitte LLP

DuPont de Nemours, Inc.

Exelon Corporation

General Mills, Inc.

Goldman Sachs Group, Inc.

Google Inc.

The Hershey Company

HSBC Bank USA, N.A.

Inter IKEA Group

Mars, Inc.

Mastercard

Nike, Inc.

PayPal Inc.

Pearson plc

PepsiCo, Inc.

Pfizer Inc.

Rockefeller Capital Management

Starbucks Coffee Company

Target Corporation

Tetra Pak International

Tikehau Capital

Tyson Foods, Inc.

Walmart

The Walt Disney Company

PROGRAM/PROJECT PARTNERS

Accenture

Air Liquide

Air Products Foundation

Amalgamated Charitable Foundation

Amazon

Amazon Web Services

Ansell Ltd.

Apple Inc.

Aramark

BASF

Bloomberg L.P.

BlueTriton

Breakthrough Energy Foundation

Cisco Systems, Inc.

DIFFER AS

DT Global

Ecolab

Elior North America

Foodsteps

Gap Inc

Genentech, Inc.

Hilton Worldwide

IKEA Food Services AB

Inter IKEA Group

Indorama Ventures PCL

International Paper Company

ISS

Jacobs Douwe Egberts

LeanPath

The LEGO Group

Lidl

LyondellBasell

Mars, Inc.

Mastercard

Meta

MGM Resorts International

Microsoft

Mitchells & Butlers plc

The Mitsubishi Corporation Fund for Europe and Africa

Nestle Professional

Nutrien

Olam Global Agri Pte LTD

Panera Bread

PepsiCo, Inc.

Philips

Procter & Gamble

Quadra Productions Inc

Rabobank

Royal DSM

Royal Gold Inc

Sodexo

Standard Chartered Bank

Tyson Foods, Inc.

Uber Technologies, Inc.

UPS Foundation

The Volvo Research and Education Foundations

Yara International ASA

SUPPORTERS

Allspring Global Investments

Asia Pacific Resources

Bitly Inc

Blistex, Inc.

The Chemours Company

Concept2

Fox Alternative Entertainment LLC

Morgan Stanley Global Impact Fund

PSSC Labs

Sandblast Productions

Sitetracker

Syssero Inc

Terra Alpha Investments LLC

Winnow Solutions

MATCHING AND WORKPLACE GIVING

Google Inc.

Individuals and Family Foundations

*Denotes Planned Gift

\$500,000+

Bezos Earth Fund

David and Beth Blood

G.O. Forward Charitable Trust

Larsen-Lam Climate Change Foundation	\$10,000 - \$99,999	John Niccolai and Maria Gea Arredondo
Linden Trust for Conservation	The Rona and Jeffrey Abramson Foundation	Gregory and Catherine Gilleland
MacDoch Foundation	Alberini Family Fund	Peter Graham and Heidi Drymer
Thomas and Musa Mayer	Regina Baraban	Graugnard-Fall Family Trust
Michael Polsky Family	Erin Barth	Douglas Harmon / Harmon Family Foundation
Stephen M. Ross Philanthropies	John E. Bartlett	James A. Harmon / Harmon Family Foundation
Sall Family Foundation	Frances G. Beinecke	Beverly and John Hargraves
Samueli Foundation	Elizabeth Belfer	Head Family Charitable Foundation
Roger Sant and Doris Matsui	Afsaneh M. Beschloss / The Woodland Foundation, Inc.	The Margaret M. Hixon Fund
Mackenzie Scott	Ronald Bloom	Margaret VB. Hughes
David K. Smoot Sustainability of Life on Earth Fund	Boger Family Foundation Inc.	Andrew W. and Lauran Jack / W Andrew and Lauran G Jack Charitable Fund
Ruth McCormick Tankersley Charitable Trust	Stephen Brenninkmeijer	Jockey Hollow Foundation
Anonymous (6)	Jefferson Bull and Marilyn Packard-Luther	Richard Johnson and Sharon Agar
	Steve Chadima and Mark Porterfield	The Kay Family Foundation
\$100,000 - \$499,999	William A. Chen	Phyllis and Royal Kiehl
Ruth Doyle*	Alexander Chi	Peter S. Knight and Gail A. Britton / Knight Britton Charitable Fund
Grantham Foundation for the Protection of the Environment	John M. Cole Jr. and Judith Cole	Spencer Kozinn
Lyda Hill / Lyda Hill Philanthropies	Cox Family Foundation / Cox Family Fund	Herbert and Katherine Kurth Religious Foundation, Inc.
Leon Lowenstein Foundation	Danem Foundation	Alice Lam and Ziba Scott Giving Fund
Minerva Foundation	Tim Disney	Nancy Limprecht
Thomas A. Nowak, M.D.	Timothy Dunn and Ellen Stofan / Black Dog Foundation	
The Prospect Hill Foundation	The Flaherty Family Foundation	
Carl J. Slawski Living Trust*		
The Sydney Stein, Jr. Fund		
Anonymous (3)	Steve and Heather Fredette / The Fredette Family Fund	

Larry L. Luing Family Foundation, Inc.	Sharon and Russell Rumberger	SUSTAINER’S CIRCLE MEMBERS (\$1,000 - \$9,999)
Ann MacDougall and Jules Kaufman	Sally Mead Hands Foundation	Judy Ackerman
Julie Schiller and Tamas Makany	Benjamin D. Sachs	Steve and Jayne Adams Charitable
Jeff and Ashley McDermott	Noah Samuel-Siegel*	Adler, Muratore, and Powers Charitable Fund
Carol Medford	Claudia Schweikert and Jeff Tangney	Tamsen and Dick Aichinger
Wilhelm Merck and Nonie Brady	Gregg Sciabica / Sciabica Family Foundation	Albaugh Family Fund
Joann Meyer	Jennifer Scully-Lerner	Mark and Meg Alberts
Françoise Michel	Karen Smith-Yoshimura	Alexander Family Fund
Michael Miebach / The Miebach Family Fund	Scott Thompson	Bradley and Lindsay Alger
Mitchell Family Fund	Sue and John Tierney	Alice and Skip Giving Fund
Myers Family Charitable Fund	Lee and Dorothy Thomas / The Thomas Family Foundation	David Allen and Tian Feng
Andrea and David Nevins Family Foundation	True Blue Charitable Fund	Paul and Irene Altenburg
Andra Patterson	Daniel Weiss / Angeleno Group	Matthew Ambrosecchio
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“WRI’s connection between championing data and community centered change aligns their mission with our goal to amplify the voices of those most affected by climate change and create a more sustainable future for all.”

—Julie Schiller and Tamas Makany, Sustainer’s Circle Members

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“WRI’s new strategy sets forth a clear pathway to a better world that is good for people, nature, and climate. It recognizes the complexity and interconnectedness of the challenges we face and brings a new rigor to measuring the impact of our interventions. If we hold ourselves and each other to our commitments, acre by acre, person by person, this strategy can help change the world.”

—Frances Beinecke, Global Board member

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—Karen West, Legacy Society Member

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