



WORLD
RESOURCES
INSTITUTE

RISING TO THE CHALLENGE

WRI 2016–2017 ANNUAL REPORT

wri.org/annualreport/2016-17

WRI is pleased to offer the 2016–2017 Annual Report online at
wri.org/annualreport/2016-17 in a desktop and mobile-friendly format.

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WRI's 2016–2017 Annual Report explores our work for calendar year 2016 and early 2017, and includes financial information for fiscal year 2016.

LETTER FROM THE CHAIRMAN & PRESIDENT

This year marks the 35th anniversary of WRI. Since we opened our doors in 1982, the world has enjoyed a faster rise in prosperity and a greater decline in poverty than in any equivalent period in history. More than a billion people have been lifted out of poverty, those above the poverty line have risen by roughly 4 billion, and global income and output has tripled in real terms.

But sadly, the price of this progress has been much too high in terms of environmental damage and in rising inequality, which in turn threaten future progress. Each year for the past three years, a new record has been set for global temperatures. Arctic sea ice shrank to its lowest extent since satellite monitoring began 31 years ago, and a new miles-wide crack in an Antarctic ice shelf grew in the southern summer. More than 1.2 billion people live in areas of water scarcity, a number that is growing sharply. Around seven million people are dying from air pollution each year, and that number is also rising. Traffic congestion costs many cities more than 10 percent of their income; urban sprawl costs the U.S. economy around \$1 trillion per

year. In addition to these troubling physical trends, rising inequality and a sense of exclusion has led to widespread disillusionment in several countries, and many people feel excluded from the promise of a globally connected world.

Rising prosperity doesn't need to lead to such adverse impacts, of course. WRI's own work over the years has demonstrated that smart policies for equitable growth and environmental protection support rather than contradict each other. Recent work by the New Climate Economy Commission, of which WRI is the Managing Partner, has demonstrated that bold action on climate can promote new technologies, greater competitiveness, more jobs and greater fairness.



JAMES A. HARMON
Chairman of the Board



ANDREW STEER
President and CEO

LETTER FROM THE CHAIRMAN & PRESIDENT

This enlightened view is gaining traction in many parts of the world. It explains why more than 200 global corporations have made commitments to decarbonize their operations and supply chains; why 7,000 mayors have committed their cities to follow low-carbon growth paths; why China, India and many other emerging nations are implementing huge investment programs in clean energy; and why in the past few months more than 50 countries and international institutions have come together to form a partnership to accelerate commitments under the Paris Agreement. WRI is supporting each of these movements.

This understanding is not shared by the new U.S. administration, which is weakening environmental and climate policies, believing, contrary to the evidence, that they undermine jobs and growth. WRI and our partners will continue to provide evidence that this approach is short-sighted and very much out of the mainstream. We are encouraged that nearly three-quarters of Americans support strong action on climate change, and nearly 1,000 U.S. corporations have urged the administration to

continue U.S. leadership on climate action. At WRI, we are increasing our engagement with states, cities and private actors to support such leadership.

This underlines the essential nature of our work at the Institute. Accurate, reliable information and analysis is the currency we provide, along with effective tools to help governments, businesses, civil society organizations and individuals make sense of the undeniable environmental changes we see around the globe. Each year we manage for results and measure our success by our outcomes.

In the pages that follow, it is our privilege to share with you the role the Institute plays with partners all over the world. In 2016, we expanded our global reach to include a new office in Addis Ababa, which will provide a hub for our growing work in Africa. Our presence there joins offices in Brazil, China, Europe, India, Indonesia, Mexico and the United States. We are active in more than 50 countries on six continents as we address the urgent challenges of our times.

“ WRI’s own work over the years has demonstrated that smart policies for equitable growth and environmental protection support rather than contradict each other.”

LETTER FROM THE CHAIRMAN & PRESIDENT

Our 2016 Top Outcomes give a flavor of our work. A major thrust over the past year has been turning the promises of the Paris Agreement into action – through the creation of the NDC Partnership and on-the-ground support. African countries committed to restore more than 63 million hectares (155 million acres) of degraded land through AFR100, established by WRI and partners. Through meetings WRI convened, Mexico and Mexico City developed energy efficiency standards for buildings. India took the first step to cut road fatalities in half by 2020, drawing on 15 years of WRI urban transport experience. WRI worked with Chinese representatives to inform China’s groundbreaking Green Finance roadmap. In the Democratic Republic of the Congo, WRI held meetings with stakeholders to inform new rules on community forest rights.

Working with Brazil’s Ministry of Cities, WRI developed an easy-to-use method for cities to plan for greater sustainable mobility. U.S. companies working with WRI have contracted more than 450 megawatts of new solar generation since 2015 through regulated utilities in Nevada and North Carolina. WRI’s Greenhouse Gas Protocol helped Chinese megacity Chengdu set the ambitious goal of peaking emissions by 2025, while WRI’s work with Indian companies yielded corporate commitments to reduce GHG emissions intensity significantly by 2020. And forests and community land rights are better protected across the world through the use of WRI-managed Global Forest Watch, an online interactive monitoring system tracking tree cover loss in near-real time, that has empowered stakeholders—from ordinary citizens and civil society, to businesses and governments—to detect and report illegal practices previously undetected.

This important work has been made possible by the generosity of our donors and collaboration with our partners, for which we are deeply grateful.

We invite you to learn more about our work in this report. We hope you will share your thoughts and suggestions and join our worldwide community of supporters and friends.

With our best regards,



James A. Harmon
Chairman of the Board



Andrew Steer
President and CEO

April 2017

OUR MISSION & VALUES

WRI is a global research organization that spans more than **50 countries**, with offices in **Brazil, China, Europe, India, Indonesia, Mexico** and the **United States**. Our **700 experts and staff** work closely with leaders to turn big ideas into action at the nexus of environment, economic opportunity and human well-being. We focus on **six urgent global challenges** that must be addressed this decade: **cities, climate, energy, food, forests** and **water**.

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

URGENCY

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

INTEGRITY

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

INNOVATION

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

INDEPENDENCE

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

RESPECT

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

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

AT A GLANCE

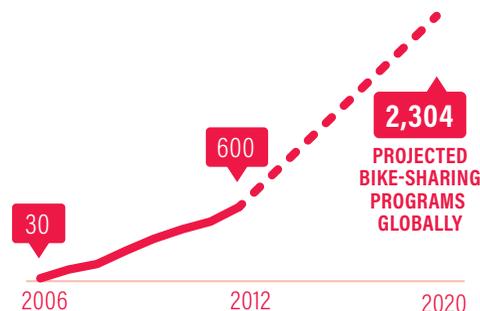
WRI focuses on six urgent global challenges: **cities**, **climate**, **energy**, **food**, **forests** and **water**. This work is supported by four centers of excellence: **business**, **economics**, **finance** and **governance**. With partners, we develop strong evidence, create innovative, practical solutions and engage with communities, decision-makers and world leaders to achieve change at scale.

CITIES WRI Ross Center for Sustainable Cities continues to cement its reputation for shaping urban agendas and creating impact in cities. In 2016, WRI influenced elements of the New Urban Agenda of the UN Conference on Housing and Sustainable Urban Development (Habitat III), an opportunity that comes only once every 20 years to shape the future of cities for the next generation.

WRI's *World Resources Report (WRR): Towards a More Equal City*, which launched at Habitat III, was a key input to this process. There was broad consensus on WRR's central idea: that prioritizing core urban services for the underserved can create prosperous, sustainable cities for all. The Center's ongoing work has large-scale impact. For instance, through the Bloomberg Initiative for Global Road Safety, WRI improves safety through sustainable mobility

and pedestrian conditions in 10 cities across the world. In India, WRI created safer pedestrian crossings and made Mumbai a more walkable city. WRI's work informed efforts to recommend amendments in India's Motor Vehicles Act of 1988, to consider the needs of all types of road users, pedestrians and bicyclists as well as vehicles. This has the potential to reduce traffic fatalities by 50 percent by 2020, saving 350,000 lives.

THE NUMBER OF
BIKE 
SHARING PROGRAMS
AROUND THE WORLD
HAS EXPLODED

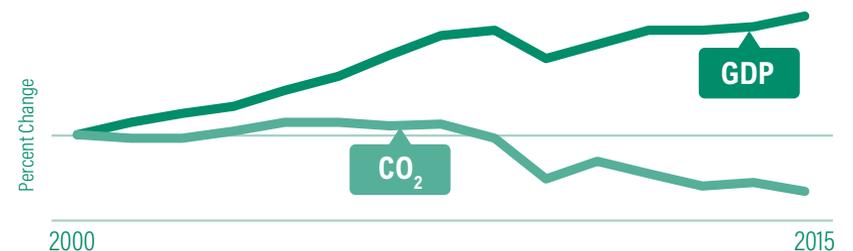


CLIMATE WRI's Climate team leads groundbreaking analysis and works with trusted partners to advocate action to reduce greenhouse gas emissions and help make the world's most vulnerable people more resilient to climate impacts.

Building on the 2015 Paris Agreement, WRI played a leading role in establishing the NDC Partnership, an international effort that now includes more than 50 countries and eight global institutions, which is dedicated to accelerating climate and development action. The WRI Climate team worked with more than 200 multinational corporations, large Indian companies and Chinese megacities to set ambitious targets to cut emissions, and created an

aggressive climate agenda for the North American Leaders Summit. In the United States, the team offered recommendations on building communities' climate resilience and fairly implementing a national carbon price, while making the case, privately and publicly, that the new administration's goals for jobs and economic growth can best be advanced through investments in clean, climate-smart infrastructure.

BETWEEN 2000 AND 2015 **30 COUNTRIES REDUCED GHG EMISSIONS** WHILE CONTINUING TO **GROW THEIR ECONOMIES**



ENERGY WRI's Energy program aims to make clean energy the most cost effective option for all consumers, from the poorest households to the largest corporations.

Working with a coalition of large multinational corporations and electric utilities in the U.S., the team helped develop more affordable, large-scale renewable energy options in places that lacked them before, leading to 450 megawatts of contracts in coal-intensive states. In India, we worked with influential consumers to increase their use of renewable energy and support the country's renewable energy targets. WRI

leads the Building Efficiency Accelerator, part of UN Sustainable Energy for All, working with 28 cities to increase energy efficiency policies and projects. The team developed market maps for India and Tanzania to help connect electricity solution providers and financiers to communities that lack access to energy services. Our research on finance and planning models will improve financing and policy support for these services.

FOOD WRI's Food program advances solutions to feed a rapidly growing population, while promoting social and economic development and reducing pressure on the environment.

WRI and partners launched the *Food Loss and Waste Accounting and Reporting Standard*, enabling companies and countries to measure and report on food loss and waste. Together with the Dutch government, WRI created Champions 12.3, a coalition of leaders from government, business and civil society, to accelerate action to achieve the Sustainable Development Goals' target for reducing food loss and waste. *Shifting Diets for a*

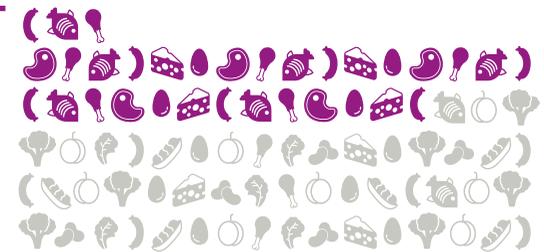
Sustainable Food Future, the latest installment of the World Resources Report's *Creating a Sustainable Food Future* series, shows how shifts toward plant-rich diets can significantly reduce agriculture's pressure on the environment and improve human health. The research inspired WRI to launch the Better Buying Lab, which develops and tests cutting-edge strategies to enable consumers to buy and consume more sustainable foods.



OF THE WORLD'S ENERGY-RELATED EMISSIONS COME FROM BUILDINGS



AMERICANS EAT
63%
MORE PROTEIN
THAN THEY NEED



CONSUMPTION 83 g/day REQUIREMENT 51 g/day

FORESTS WRI's Forests program conducts research and develops online tools to help stakeholders understand what drives deforestation and forest degradation so they can take action to protect and monitor threatened forests and restore landscapes worldwide.

In 2016, governments in Peru, Mexico and Uganda, and civil society organizations in seven countries used Global Forest Watch to protect local forests. Global commodity buyers such as Mars, Unilever, Cargill, Mondelez and Olam used Global Forest Watch to address deforestation in their supply chains. In the Democratic Republic of the Congo, WRI helped develop new rules allowing

communities to obtain rights to manage their land. WRI worked with major companies to abate illegal logging in their supply chains through new technology and a better understanding of laws like the U.S. Lacey Act. African countries committed to restore more than 63 million hectares (156 million acres) of degraded land through the AFR100 partnership.

WATER WRI's Water team provides research, data and cutting-edge analytical tools and solutions to pinpoint and minimize growing water risks that now affect more than a billion people worldwide.

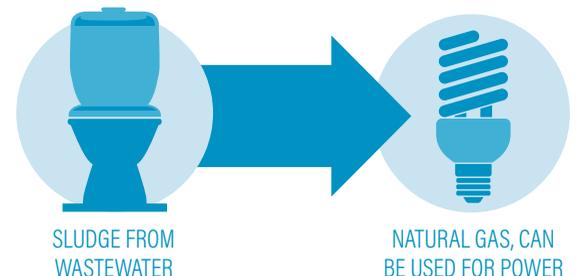
WRI launched Global Forest Watch: Water, an online tool to help businesses, utilities and civil society groups assess where watersheds are at risk due to deforestation. Building on data from Aqueduct, WRI's signature water risk management platform, the new tool eases access to vital information for managing and conserving forests and water. Empowered by WRI's research and technical expertise, China began piloting waste-to-energy plants in 100 cities to slash emissions, boost wastewater treatment and provide a

renewable source of energy. WRI also worked with a water-stressed region in China to design a program that will spur irrigation efficiency and free up water for economic and urban growth. In cities in Brazil and Mexico, the Water team began efforts to estimate the return on investment of watershed management. To help programs mitigate water risks, WRI released *Protecting Drinking Water at the Source*, a report that identifies critical factors for sustainable investments.

**1.25 MILLION
PEOPLE HAVE
USED GLOBAL
FOREST WATCH**



**100
CHINESE CITIES
PILOTED USE OF
WASTE-TO-ENERGY SYSTEMS**

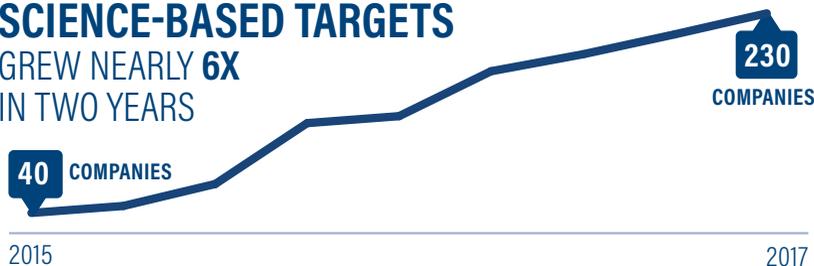


BUSINESS The Business Center works with multinational companies to help their businesses drive sustainable development.

Tomorrow's Markets, a research project launched in 2016, is guiding the Business Center's approach to private sector engagement. Based on the recognition that private sector impacts on natural resources will rise sharply as the global middle class expands, the project shows how corporations can tap these opportunities while preserving and enhancing resources for future generations.

WRI works directly with companies to put these principles into action. More than 200 companies have joined Science Based Targets, a joint initiative of WRI, CDP, WWF and the UN Global Compact, committing to greenhouse gas emission cuts that support global climate goals. A 2016 WRI working paper with Mars, Incorporated looks at how companies can comprehensively manage their impacts on land, water and climate to operate within planetary boundaries for decades to come.

NUMBER OF COMPANIES COMMITTED TO **SCIENCE-BASED TARGETS** GREW NEARLY **6X** IN TWO YEARS

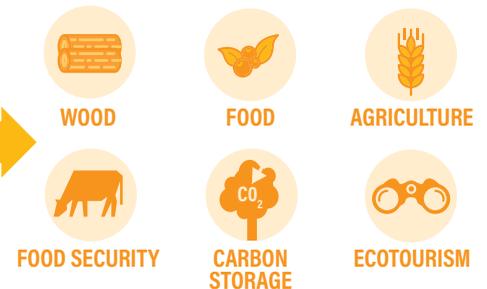


ECONOMICS The Economics Center supports WRI programs with rigorous economic analysis and leads the flagship New Climate Economy (NCE) project, for which WRI is the managing partner.

Working with the Governance Center, the Economics Center released a major report revealing the economic and environmental benefits of securing indigenous land rights in the Amazon. The NCE hosted the first Annual Summit of the Global Commission on the Economy and Climate and published a flagship report on the imperative of financing sustainable infrastructure, laying out actions to deliver investment at scale. New research showed how

Africa's economic transformation could deliver long-term growth while reducing poverty and climate risk; detailed analysis on the economic benefits of green investments in Uganda fed into the Ugandan Finance Ministry's Green Growth Strategy. The Coalition for Urban Transitions, a collaborative initiative with the WRI Ross Center and C40, was also launched to make the economic case for better urban development.

RESTORING
LANDSCAPES GENERATES
\$1140
IN BENEFITS PER HA



FINANCE To shift global financial flows, the Finance Center works with governments and institutions to expand public and private investment in low-carbon, climate-resilient initiatives that avoid harm to people or the environment.

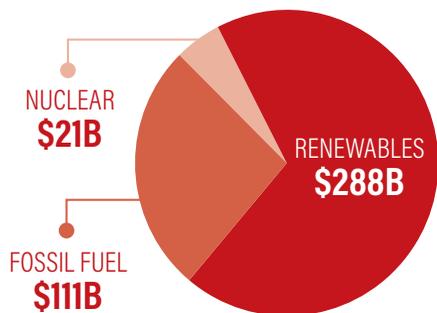
With research materials and peer-to-peer exchange, WRI is helping developing countries access finance from the Green Climate Fund. The Finance Center made recommendations to development finance institutions and governments on how to encourage the transition to renewable energy. Because progress on sustainable development and climate action must go together,

WRI hosted a gathering of thought leaders to discuss aligning financing for the Sustainable Development Goals and climate change. WRI's Sustainable Investing Initiative also hosted its second annual Sustainable Investing Forum, and at the end of 2016, published a working paper that highlights the landscape of drivers, barriers and strategies for sustainable investing.

GOVERNANCE WRI's Governance Center helps protect the rights of the world's most vulnerable citizens by empowering people and strengthening institutions to foster environmentally sound and socially equitable decision making.

In October 2016, WRI assumed the role of co-chair of the Open Government Partnership (OGP), a multilateral initiative that secures government commitments to increase civic participation, promote transparency and strengthen accountability. The Governance Center identified climate action as a core priority for the Partnership and have worked with OGP's 75 member countries to develop climate commitments, from building user-friendly environmental data platforms to increasing public participation in

climate policymaking. The Center's Land and Resource Rights project launched a groundbreaking report in partnership with the Economics Center, *Climate Benefits, Tenure Costs: The Economic Case for Securing Indigenous Land Rights*, that quantifies for the first time the economic value of protecting indigenous land rights in the Amazon Basin. It finds that modest investments in establishing tenure security will generate billions in economic, social and environmental returns.



2.5X MORE INVESTED IN RENEWABLE ELECTRICITY GENERATION, 2015

DEFORESTATION RATES **2-3X HIGHER** ON LAND WHERE INDIGENOUS PEOPLES RIGHTS ARE NOT LEGALLY RECOGNIZED



GLOBAL REACH

WRI's work spans more than 50 countries, with international offices in **Brazil**, **China**, **Europe**, **India**, **Indonesia** and **Mexico**, in addition to our global office in **Washington** and a program office for our sustainable cities work in Istanbul. In 2016, we deepened our engagement in **Africa**, opening a new regional hub in Ethiopia to support and expand work already underway in more than 20 countries on the continent.

At WRI, we measure our impact by the positive actions, informed by our work, that governments, companies and communities take to improve people's lives and the environment. Each year our staff and leadership select 10 Top Outcomes—the most significant changes that can be attributed to WRI's research and influence.





RACHEL BIDERMAN

WRI Brasil Director

WRI BRASIL works to enable sustainable, socially equitable solutions in forests, climate and cities, notably through planning for low-emissions urban transport.

Working with the Brazilian Ministry of Cities, WRI Brasil developed an easy-to-use method for cities to create plans for sustainable mobility, making non-motorized transport and community engagement top priorities.

The team supported Brazil's climate policies with an online tool that tracks implementation, while working with the Ministry of Environment to offer technical assistance to develop a national climate adaptation tool for civil society groups. Using the GHG Protocol, WRI Brasil worked with Amazonian cattle ranchers and other rural producers to measure and manage agricultural greenhouse gas emissions. WRI staff helped Rio de

Janeiro and Porto Alegre craft the Urban Community Resilience Assessment tool to measure individual and community climate resilience, a technique now in use in Asian cities.

WRI Brasil worked with the Brazilian Coalition on Climate, Forests and Agriculture and the Ministries for Environment and Agriculture to support Brazil's commitment to restore 22 million hectares (54 million acres) of degraded land by 2030 through Initiative 20x20 and the Bonn Challenge. The Forest team supported development of the national restoration policy.



LAILAI LI
WRI China Director

WRI CHINA works with government, academia, businesses and civil society to support sustainable development in the world's most populous country, focusing on renewable energy, climate action, sustainable cities and transport, water resources and green finance.

Aiming to foster low-carbon development in cities, WRI China helped Chengdu measure and manage greenhouse gas emissions. In the transport sector, WRI China supported Beijing's public consultation and outreach about its congestion mitigation policies.

WRI China supported the national government's introduction of Green Certificates for renewable energy development, which require power enterprises to generate at least 9 percent of electricity with non-hydro renewables by 2020.

Through the China Council for International Cooperation on Environment and Development (CCICED), a prominent advisory platform set up by the Chinese government, WRI China worked with partners to frame key recommendations on reforming China's financial system to encourage green finance, an agenda item at the G20 Summit in Hangzhou. These efforts produced the first actionable, systematic roadmap for reform across all segments of the country's financial and environmental governance system that simultaneously drives public agencies and companies toward low-carbon development plans and projects.



KITTY VAN DER HEIJDEN
WRI Europe Director

WRI EUROPE enjoys a strong bond and shares common goals with many European governments and institutions. The Institute's small presence based in The Hague aims to strengthen our European partnerships and share WRI's vision and strategy. WRI Europe became a legally independent entity in February 2016, enhancing access to EU tenders and grants. In November, the team welcomed a new manager for European Partnerships.

WRI's Global Board Meeting in The Netherlands in March 2016 provided an opportunity to forge new relationships at all levels, from ministers to mayors, CEOs to civil society representatives and from foundations to other funders. Discussions with private sector leaders, including the CEOs of Unilever, DSM and AkzoNobel, offered new perspectives for WRI's work on accelerating the transition to a circular economy.

Throughout the year, WRI Europe worked to deepen relations with core partners. A highlight was our annual meeting with European bilateral partners, where we examined feedback

from a comprehensive external review and sought input on our five-year strategic plan. WRI Europe also facilitated high-level exchanges with European experts and leaders, supported the Adaptation Futures Conference—a centerpiece of the Netherlands' EU Presidency—and organized a high-level session on natural resource challenges and security risks during the Future Forces Conference, a conclave of 1,000 leaders and experts on the future of the security sector. We also welcomed DOB Ecology as a new donor to Resource Watch, an online global data system designed to drive sustainable natural resource management.



O.P. AGARWAL

WRI India Director

As of June 2017

WRI INDIA works with government, businesses and civil society to increase access to clean energy, deliver strong climate action, manage water resources and advance sustainable cities and transport.

Led by Shailesh Sreedharan as Acting Director, the India Team signed a Memorandum of Understanding to work with the National Bank for Agriculture and Rural Development on climate change adaptation and mitigation, landscape restoration, energy access and sustainable interventions in rural areas.

With WRI India's support, nine major businesses participating in the India GHG Program, including automobile, cement and chemical companies, committed to reduce greenhouse gas emissions intensity by at least 20 percent.

The India Energy team attended Karnataka state regulatory hearings to support industries in proposing changes to grid

usage charges for solar power plants. This resulted in companies—like the Bangalore airport, TVS Motors and the UB group—procuring long-term solar power.

The launch of *India Vision Zero*, which aims to eliminate road fatalities, underlined WRI India's commitment to road safety, and the team's research helped inform proposed vehicle safety legislation. Additionally, the team worked with cities like Bhopal, and public and private transport providers like public bus agencies and taxi aggregators, on women's safety initiatives. The India office also started an integrated urban water management program to make cities more resilient to water risk.



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STAFF &
EXPERTS



"KONI" SAMADHI
WRI Indonesia Director

WRI INDONESIA promotes public-private partnerships to drive sustainable land use, renewable energy, sustainable cities and low-carbon development, while supporting the restoration of degraded peatlands and forest landscapes.

In 2016, WRI Indonesia focused on two factors that contribute to national greenhouse gas emissions: land use change and energy. To help foster sustainable land use, the Indonesia team assisted the national One Map Policy, providing technical support and opening an office in Riau, an area with a history of land-related disputes, to provide a forum for multi-stakeholder conflict resolution. WRI Indonesia also helped the Peatland Restoration Agency to map Indonesia's degraded peatlands and assisted the Geospatial Information Agency in administering the Indonesian Peat Prize. Through national workshops and partnerships, the team introduced the Restoration

Opportunities Assessment Method (ROAM) to help identify areas suitable for landscape restoration.

To encourage renewable energy development, WRI Indonesia worked with the Ministry of Energy and Natural Resources to develop a Sustainable Energy One Map, a comprehensive planning tool to assess the demand for electricity in more than 10,000 villages in Indonesia's remote islands and match them with renewable energy. A WRI partnership with the city of Bandung aims to redesign the city's road planning and conduct a road safety audit.



ADRIANA LOBO
WRI México Director

WRI MÉXICO officially joined WRI's global network in 2016, focusing on sustainable cities, transport, energy efficiency and climate action.

WRI México worked with the federal government on Mexico's first Energy Conservation Code for buildings, which sets minimum conservation requirements. Mexico City has adopted the code, and Merida and Guadalajara are in the process of doing so.

In a crucial step to advance the Mexican national agenda for cities promoted and technically assisted by WRI México and partners, the Congress approved the New Urban Development Law that supports the creation of more compact, coordinated and connected communities, replacing a decades-old law that fostered urban sprawl.

Forty transport projects are being developed under the National Fund for Mass Transportation (PROGRAM) with strategic technical support from our team. In 2016, one new system was inaugurated in Acapulco, significantly raising the quality of 20 percent of all transit trips. WRI México also raised \$2.1 million for an innovation program to accelerate sustainable urban mobility start-ups. WRI México also recommended eight strategies to create a cost-effective roadmap to meet Mexico's climate action commitment under the Paris Agreement.

OUR STORIES

As Jane Goodall, a friend to WRI, has said, “The only way I’ve found to change people’s minds is to tell them stories.” The Institute has some powerful stories to tell about more **sustainable cities**; **food** and the push to waste less of it; **landscape restoration** across three continents; a **new global partnership** to help countries keep their climate action commitments; the growing momentum for **clean energy**; and work with the **private sector** that offers the prospect of truly sustainable prosperity.



BUILDING EFFICIENCY ACCELERATOR AND REBA SPUR THE TRANSITION TO RENEWABLE POWER

In 2016, 23 cities working with WRI's Energy team drafted plans to make buildings more energy efficient; the Renewable Energy Buyers Alliance (REBA) is bringing more than 60 major companies and utilities together to boost clean electricity demand and supply.



To transform global energy systems, government and business must find new ways to work together. The WRI Energy team works with non-governmental organizations and other stakeholders to bring these two crucial players together in order to boost energy efficiency and create new markets for renewable power.

WRI's Building Efficiency Accelerator has helped 28 cities and other government entities on five continents—from Medellín to Milwaukee—draft concrete plans to make buildings more energy efficient. The Accelerator, which supports Sustainable Energy for All and is co-led by

Johnson Controls and WRI Ross Center for Sustainable Cities, works with 30 international organizations to turn these urban plans into action. WRI offers specific guidance in four areas to ease the transformation to sustainable power: updated building codes, green building certification, energy-efficient purchasing and finance for building efficiency. *Accelerating Energy Efficiency: Eight Actions for Urban Leaders*, a new WRI publication, offers an outline for action.

The clean energy transformation requires more than greater efficiency in current markets; it requires



INCREASING EFFICIENCY IN BUILDINGS IS ONE OF THE MOST COST-EFFECTIVE WAYS TO IMPROVE CITIES



expansion into new markets, including those in developing countries where 1.3 billion people lack reliable energy access, and in developed countries where many consumers struggle to pay for conventional energy. WRI works to reduce urban energy use and helps producers and distributors find new ways to deliver renewable power and ensure equitable energy access.

In 2016, businesses working with WRI contracted to buy more than 450 megawatts of new solar power generation from traditionally coal-intensive utilities—the equivalent of taking 120,000 cars off the road. WRI’s Charge

initiative works with utilities and electricity buyers to expand and speed deployment of renewable energy. A key part of Charge is the Renewable Energy Buyers Alliance (REBA), created in partnership with Rocky Mountain Institute, WWF and Business for Social Responsibility. REBA helps companies find opportunities to purchase clean energy, and encourages utilities to design products that meet this new demand while they continue to deliver reliable, affordable electricity to individual consumers. As a result, more and more utilities are offering their largest customers the option to buy renewable energy.

“ Too many utilities are trapped between an old business model and the demands of the future. We’re helping them find ways to work through that.”

Jennifer Layke
Global Director, Energy Program

LAUNCHING NEW INITIATIVES TO REDUCE FOOD WASTE AND SHIFT DIETS

An essential part of the Sustainable Development Goals—Target 12.3—calls for **cutting food waste in half by 2030**. In response, WRI created Champions 12.3, a group more than 40 international business, government and civil society leaders dedicated to achieving this target. The Institute also led development of the Food Loss and Waste Protocol and launched the Better Buying Lab for sustainable consumption.



One-third of all food the world produces each year—1.3 billion tons—is never eaten. If food loss and waste were a country, it would be the planet's third-largest greenhouse gas emitter. This uneaten food, more than enough to feed the one in nine people on the planet who still go hungry, is an enormous drain on limited natural resources. The UN addressed this challenge in Target 12.3 of the Sustainable Development Goals, which aims to halve retail and consumer food waste by 2030, while reducing food loss in supply chains.

To meet this challenge, WRI launched Champions 12.3 at the World Economic Forum in Davos, bringing together a coalition of ministers, executives and leaders from nearly 40 governments, businesses and civil society groups to inspire ambition in curbing food loss and waste. The Champions quickly began leading by example. British grocery store chain Tesco helped develop the national Community Food Connection, which uses a mobile app to enable stores to donate surplus food to local charities and community groups.



**FOOD LOSS AND
WASTE AMOUNTS
TO ECONOMIC
LOSSES OF \$940
BILLION WORLDWIDE
ANNUALLY.**



WRI's new Food Loss and Waste Accounting and Reporting Standard, created with FAO, UNEP and other partners, offers a clear international guide for measuring food loss and waste consistently and transparently. By measuring how much and where food is lost or wasted, stakeholders can set clear priorities and strategies. Every year, food loss and waste amounts to \$940 billion in worldwide economic loss.

The WRI Food team's Better Buying Lab applies the best behavioral science and market research to encourage sustainable eating. The Institute's report, *Shifting Diets for a Sustainable Food Future*, examines the environmental benefits of plant-based foods and offers strategies to change individual behavior. Households, farmers, businesses and governments all have a role to play in transforming our food system.

“ The human quest for food is fundamental to economic development, political stability and sustainable natural resources. If we don't get this right, all else will fail.”

Craig Hanson

Global Director, Food, Forests & Water Programs

NDC PARTNERSHIP EQUIPS COUNTRIES TO MEET AND BEAT CLIMATE, SDG TARGETS

At COP22 in Marrakech, dozens of donor countries and international institutions declared commitments to help developing countries achieve their Nationally Determined Contributions (NDCs) to climate action as part of the Paris Agreement. The NDC Partnership, hosted by WRI, provides a unique platform for sharing technical knowledge and financial support across borders.



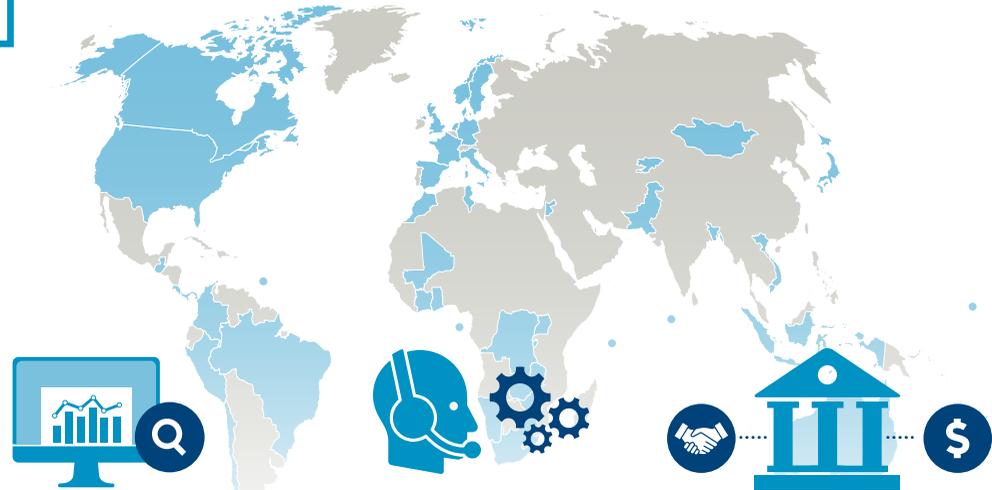
The November 2016 launch of the NDC Partnership at COP22 marked an important step toward implementing the goals of the Paris Agreement on climate change. The Agreement's recent entry into force represents an extraordinary moment of global cooperation and political mobilization to address an urgent international challenge. Now, countries are beginning the hard work of delivering their promised Nationally Determined Contributions (NDCs). To do this, governments and institutions across the world need to share technical knowledge, create innovative policies and invest significant funding in climate action.

The NDC Partnership offers donor countries and developing countries opportunities to collaborate to ensure that all governments have the tools they need to translate political momentum into fast, effective action. More than 50 countries and international institutions have joined as members, with Morocco and Germany as the first co-chairs. WRI hosts the NDC Partnership Support Unit, a hub for coordinating members' actions and for creating and sharing new knowledge.



MORE THAN 50 COUNTRIES JOIN NDC PARTNERSHIP

29



KNOWLEDGE & INFORMATION

TECHNICAL SUPPORT

FINANCIAL SUPPORT

The Partnership is helping to implement the Paris Agreement and the 2030 Agenda for Sustainable Development to achieve a low-carbon, climate-resilient future. New WRI analysis shows that the climate and development agendas have much in common. The NDC Partnership has already made progress in working with developing country members to identify which of these many possible actions require external support. To help providers of assistance connect with those who seek it, the Partnership launched the NDC Funding and Initiatives Navigator, a searchable database of available financial and technical assistance programs.

At Marrakech, the NDC Partnership launch drew a standing-room-only crowd. More than 20 ministers discussed their countries' commitment to the Partnership, with WRI President and CEO Andrew Steer helping to facilitate the conversation. Australia, Denmark, France, Germany and the United Kingdom announced more than \$10 million in funding to support the Partnership's efforts. By taking full advantage of the new platform's resources, NDC Partnership's national members can achieve the commitments made under the Paris Agreement, and the world will be poised to take on even greater ambition to slow climate change.

“ The NDC Partnership is the most comprehensive platform in the world for donor countries and developing countries seeking to work together on the twin issues of development and climate action.”

Pankaj Bhatia

Deputy Director, Climate Program

WRI PRIVATE SECTOR WORK EXPANDS FOCUS ON CUSTOMERS AND MARKETS

Building on the Institute's important work highlighting and addressing the business risks of climate change and environmental impacts, 2016 saw a purposeful expansion of programs catalyzing markets as drivers of **corporate sustainability** across all aspects of our work.



WRI's successful track record of working with the private sector to reduce supply chain risks from a changing climate and finite natural resources has helped build enthusiasm for our groundbreaking tools and initiatives. These include the Aqueduct and Global Forest Watch platforms that monitor and measure water and forest risks, and the Science Based Targets initiative, which has drawn more than 200 companies to commit to cutting corporate greenhouse gas emissions in line with the best science.

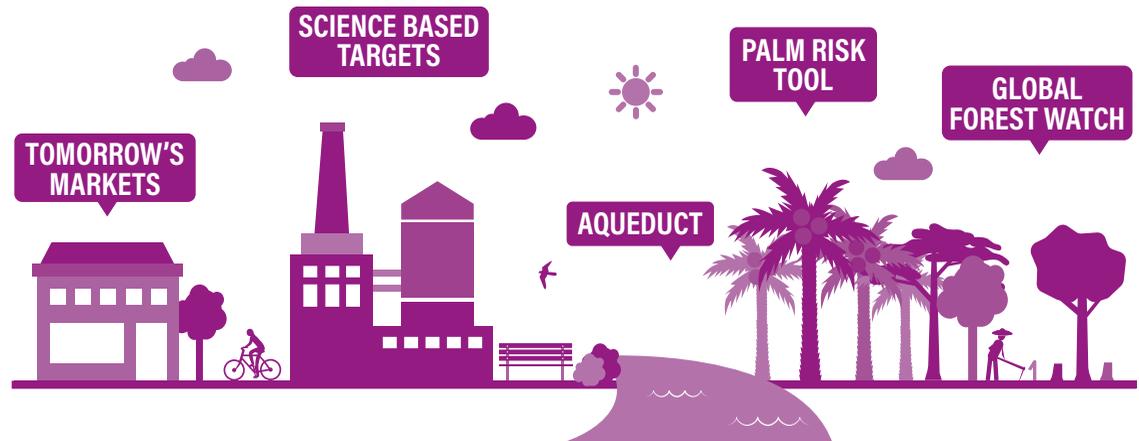
Building on this strong foundation, we're increasing our focus on influencing customers to create sustainable market opportunities. To assist corporate buyers in making better sourcing decisions, the new Global Forest Watch PALM Risk Tool empowers companies to improve supply chains and purchase deforestation-free palm oil. Since half of all packaged consumer goods contain palm oil, this buyer-oriented tool will help create demand for sustainable forest products. Similarly, through the Renewable Energy Buyers Alliance, WRI and its partners identify companies that want clean power, aggregate that demand and connect those customers with utilities with the potential to provide innovative services.



By 2030, 3 billion people will join the global middle class. Across sectors, WRI helps business leaders develop strategies to safeguard economic growth by identifying ways to meet demand for everyday goods and services without exceeding the limits of natural resources. The Better Buying Lab initiative aims to drive individual consumer demand sustainably, helping companies identify ways to shift customers' diets toward more plant-based foods, which are less resource-intensive to produce than meat. This diet shift is key to enabling business to grow and our population to be nourished within the planet's capacity to provide.



WRI'S PRIVATE SECTOR TOOLS



The New Climate Economy has shown that countries can separate economic growth from growth in carbon emissions. Our Tomorrow's Markets project takes this concept into the business world, challenging the idea that business growth depends only on selling more stuff to more people. Innovative business models for a resource-constrained world will continue to make people's lives better, transform customer behavior and create new markets to build a sustainable 21st-century economy that prospers without devastating the planet.

“ Classic sustainability focus has been on business risk. We're building on that foundation to focus also on stimulating markets for sustainable solutions, so there's a pull as well as a push, a carrot as well as a stick.”

Kevin Moss

Global Director, Business Center

LANDSCAPE RESTORATION: FROM INTERNATIONAL COMMITMENT TO NATIONAL STRATEGIES

Thanks to early successes and growing political momentum, the ecological and economic benefits of landscape restoration have become impossible to ignore. Governments across the world have pledged to **restore 148 million hectares** (366 million acres) of degraded land—an area bigger than South Africa—by 2030, with further commitments to come.



Political will for landscape restoration has reached an all-time high: 40 countries have joined the Bonn Challenge—many through two WRI-supported platforms, AFR100 in Africa and Initiative 20x20 in Latin America and the Caribbean—making pledges to restore a total of 148 million hectares (366 million acres) by 2030. Twenty percent of these pledges were announced last year, reflecting growing awareness of the many benefits of intact natural landscapes and sustainably managed agricultural land.

In Brazil, the Ministries of Agriculture and Environment together pledged 22 million hectares (54 million acres), the largest restoration commitment on Earth. With support from WRI Brasil and other partners, the government established a practical restoration policy and plan. Indonesia expanded protections for the world's largest tropical peatland—a vast, endangered carbon sink—supported by WRI Indonesia's expertise.

Many countries are moving beyond political commitments to make plans for action. Rwanda became the first to use the Restoration Opportunity Assessment Methodology (ROAM) developed by



OVER THE NEXT 40 YEARS, RESTORING LATIN AMERICA'S TROPICAL FORESTS COULD SEQUESTER HALF OF THE CONTINENT'S EMISSIONS FROM FOSSIL FUELS.

31GT
of CO₂eq



WRI and IUCN to analyze costs and benefits, determine focus, and create strategic plans for finance and implementation. Using ROAM, Rwanda established two new national parks and earmarked climate change funds for restoration projects. India has started a ROAM analysis, with WRI's assistance, and drafted its first national map of restoration opportunities. The map includes standard geographic data and information about where farmers hold secure land rights and where forests have spiritual significance. The two countries are among more than 20 now engaged in ROAM analysis.

Money is being mobilized to back these plans. Impact investors have put more than \$1.5 billion on the table for restoration in Latin America and Africa. WRI links these investors with projects and is working to increase funding through the New Restoration Economy, a partnership with The Nature Conservancy. Restoring biodiversity and productivity to degraded lands has the potential to generate billions of dollars that will mostly benefit poor people. WRI is now working to understand the social landscape in areas undergoing restoration, because better insight into the goals, values and actors in an area is critical to long-term success. In a changing climate, restoration provides natural resources and ecosystem services to a growing population.

“ We have learned that when it comes to restoration, mapping the social landscape is as important as mapping the biophysical landscape.”

Sean DeWitt
Director, Global Restoration Initiative

CITIES EMBRACE SUSTAINABILITY AND EQUITY AS ESSENTIAL TO DEVELOPMENT

People who live and work in cities increasingly recognize that social justice and sustainable development are interconnected and essential in creating livable, resilient cities. 2016's Habitat III in Quito ushered in the New Urban Agenda, signaling the world's commitment to transforming cities and solving today's urgent challenges.



Cities are now home to more than half of the world's population, so transforming urban centers is necessary to tackle climate change, promote economic growth and improve quality of life for millions of people. In fact, these three goals are different aspects of the same ambition: thriving, livable and sustainable cities for all.

Last October in Quito, leaders from 167 countries came together at Habitat III to adopt the New Urban Agenda, a blueprint for urban transformation. The World Resources Report, *Towards a More Equal City*, makes

the economic and environmental case for building equity into cities' design. Investing in services for the urban underserved, protecting water and air quality, and designing public transportation solutions will ultimately boost cities' productivity.

WRI Ross Center—working with local and national policymakers in Brazil, China, India, Mexico and Turkey—also saw improved conditions that will enable more change on the ground. WRI and the Building Efficiency Accelerator helped Mexico and Mexico City



EQUITABLE ACCESS TO CORE SERVICES CREATES THRIVING SUSTAINABLE CITIES



develop energy efficiency standards for buildings. The Indian government used WRI research and its work with the Bloomberg Initiative for Global Road Safety in shaping major road safety legislation. If passed, the revamped law could cut India's traffic fatalities in half by 2050.

Beyond progress on international agreements and national policies, 2016 saw the first signs of a grassroots movement for sustainable cities. More than 300 car-free urban zones exist around the world. New York City's Times

Square is a famous example, but the movement has spread to Berlin, Beijing, Singapore and New Delhi. Our India cities team, working with others, brought this movement to India through Raahgiri Day, as cities closed some streets to cars on Sundays. The most dramatic transformation was in Connaught Place, one of New Delhi's busiest and most iconic shopping areas, which was closed to cars Sundays for more than a year, with considerable citizen support. More than 50 other Indian cities have embraced Raahgiri Day, representing the growing citizen demand for livable, people-centered cities.

“Rapid urbanization in the developing world poses a growing problem: How will cities support their populations sustainably? The World Resources Report shows that improving life for the underserved population can make cities more prosperous, environmentally sustainable and socially equitable for all.”

Ani Dasgupta

Global Director, WRI Ross Center for Sustainable Cities

THANKING OUR DONORS

Each year as we prepare our Annual Report, we look back with deep gratitude at how the vision and generosity of our donors makes our accomplishments possible. In 2016, donors committed a record \$98.2 million to WRI. We value all our donors, and we are very proud to recognize the diverse group of supporters who share our commitment to a more sustainable and prosperous world for all.

European government partners continue to be among our largest donors, providing both institutional and programmatic support. We are particularly grateful to the governments of Denmark, France, Ireland, the Netherlands and Sweden for providing core funding to WRI. This funding allows us to be mission-focused, stay the course in addressing difficult long-term issues, and be ahead of the curve in developing innovative solutions. In short, it underpins our ability to deliver transformative outcomes to advance our common agenda. We are also grateful to the governments of Germany, Norway and the United Kingdom for their generous support to WRI's international work on forests, cities and climate.

We welcomed the Bill and Melinda Gates Foundation as a new major donor in 2016. Gates funding will support research on approaches to agricultural adaptation that will inform global climate finance policy and help shift society onto a climate-resilient path. Another new donor, the KR Foundation, helped launch a new initiative focused on researching, testing and ultimately scaling new strategies and actions that shift behavior and inspire individuals to consume more sustainably.

On the cusp of our 35th anniversary, we are proud to recognize the support of the John D. and Catherine T. MacArthur Foundation. A MacArthur gift founded WRI in 1982. New MacArthur commitments in 2016 supported WRI's overall climate program and clean energy work in India.

Another long-standing partner, The Children's Investment Fund Foundation, supported WRI's landscape restoration initiative in Brazil and sustainable mobility work in Brazil and China. The Stephen M. Ross Philanthropies continued to provide vital core support for the WRI Ross Center for Sustainable Cities. Bloomberg Philanthropies provided important funding for WRI's cities, road safety and climate work, and our efforts to make water and climate risk data actionable for investors.

Our Donors and WRI's Values

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

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(Grants of \$750,000 or more, includes revenue received 10/1/15-1/15/17 and older grants still open as of 10/1/15)

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Federal Ministry for Economic Cooperation and Development of Germany	The Nature Conservancy		Anonymous (2)

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(Includes revenue received 10/1/15-1/15/17
and older grants still open as of 10/1/15)

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European Commission

Federal Ministry for Economic Cooperation
and Development of Germany

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

Food and Agriculture Organization of the
United Nations

German Agency for International Cooperation (GIZ)

Inter-American Development Bank

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Italian Ministry of the Environment
and Protection of Land and Sea

Japan International Cooperation
Agency (JICA)

Maryland Department of Agriculture

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National Environment Agency of Singapore

National Environment and Planning
Agency of Jamaica

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Cooperation (NORAD)

Norwegian Ministry of Foreign Affairs

Royal Norwegian Ministry of
Climate and Environment

Swiss Agency for Development
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U.K. Department for International Development

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DONOR HIGHLIGHT

JOHN D. AND CATHERINE T. MACARTHUR FOUNDATION

John D. and Catherine T. MacArthur Foundation supports creative people, effective institutions and influential networks building a more just, verdant and peaceful world. MacArthur is placing a few big bets that truly significant progress is possible on some of the world's most pressing social challenges, including global climate change. WRI is honored to be counted among its partners working to advance transformative solutions for climate change mitigation and adaptation. MacArthur is investing in projects that will help countries find ways to increase climate actions that are consistent with what science demands, work with industrial consumers in India to reduce electricity demand through the adoption of energy efficiency measures and procurement of renewable energy, and allow for near-real-time monitoring systems that can bolster efforts to conserve the globe's last remaining intact forests.

U.S. Department of Energy
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U.S. Department of State
U.S. Environmental Protection Agency
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United Nations Capital Development Fund
United Nations Development Programme
United Nations Environment Programme
United Nations Environment Programme
(UNEP)/DTU Partnership
United Nations Framework Convention
on Climate Change
United Nations Office for Project Services
The World Bank

FOUNDATIONS

(Includes revenue received 10/1/15-1/15/17
and older grants still open as of 10/1/15)

\$1,000,000+

Bloomberg Philanthropies
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SPECIAL THANKS

WRI's corporate partners are not only an important source of funding, but also a key stakeholder in helping WRI scale positive impact across the planet. From sustainable cities, global water risk and next-generation energy solutions to setting science-based performance targets and tackling deforestation, WRI's private sector partners work with us in key markets to drive change across supply chains. For their deep partnership over the past year, we'd like to especially thank: **Citi Foundation**, **FedEx**, **Shell Foundation**, **Alcoa**, **Arconic**, **Cargill**, **Mars**, **PepsiCo**, **Qualcomm**, **Walmart** and **Walmart Foundation**.

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\$25,000+

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DONOR HIGHLIGHT

ELLEN STOFAN AND TIM DUNN

Ellen Stofan and Tim Dunn grew up camping, hiking and skiing and very early on gained an appreciation for the natural world that carried over into their professional lives. As NASA's former Chief Scientist, Ellen understands very well the planet's climate and environmental challenges, and since leaving her post, has been focused on encouraging the next generation of STEM (science, technology, engineering and math) students. Tim runs Terra Alpha, an investment firm that seeks to demonstrate that companies operating in a more sustainable manner will generate superior returns for their investors and reduce their impact on natural resources. As new donors to WRI, Ellen and Tim recognize that today's environmental challenges are complex and global. They appreciate WRI's focus on fewer, bigger initiatives that can drive change at scale and on building data sets and practical tools that companies and institutions can use for tackling the environmental challenges we all share.



DONOR HIGHLIGHT

MEG HUGHES AND HAL OTT

Years of mission work in Haiti combined with Al Gore's *An Inconvenient Truth* and then witnessing a glacier calving while on an Alaskan cruise convinced South Floridians Meg Hughes and Hal Ott of the importance of tackling environmental issues on a global scale—and not just in their own beautifully xeriscaped yards that require little or no irrigation. This belief is what attracted them to WRI, regularly one of the top-rated environmental organizations by the nonprofit watchdog Charity Navigator. Meg and Hal feel good that WRI is well-managed fiscally and focused on results, not partisan politics.



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Nikki Levy
David Lindsay
Nancy Lowe
Aaron and Lisa Mager
Mark McCarty
Donald McCurdy
Patrick McIntosh
Mr. and Mrs. Harold L. Miller
Milstein-Touesnard Family
David Mislan
The Moss Family
Helen Mountford and Vladimir Lopez-Bassols
Aubert J. Mowry
Albert C. Nedelman
Todd Nelson

Jeffrey Newman
Carol O'Hare
George L. Ohrstrom II
Benjamin Oko and Helen Dimos
Kristen Olson
Richard W. Orser
Andrea Patineau
Jane Paulson
Seth Peavey
Beth and Ted Powers-Johnson
Wendy Reed
William and Elizabeth Reilly
Lizanne Reynolds
Libby Richman and Brian Slocum
Marcia Robbins
Doug and Barbara Rothrock
David Sandalow and Holly Hammonds
Linda and Mark Scharlatt
Mr. Cedric Scholtes
Debbie Seidell and Gregory Martin
Martin Silberberg
Jon and Cleo Sonneborn
Michele St. Clair
Alan J. Soares
Jon Sweet
Blase Theodore
Karen Timmeny
Andy Towarnicky
Don Williams
Yao Yao
Anonymous (8)

OTHER INSTITUTIONS

(Includes revenue received 10/1/15-1/15/17
and older grants still open as of 10/1/15)

Alliance for Sustainable Energy, LLC
American Endowment Foundation
American Farmland Trust
Aspen Institute
Business for Social Responsibility
C40 Cities Climate Leadership Group
Carbon Disclosure Project, North America
The Chesapeake Bay Foundation, Inc.
Club de Madrid
Corporacion Andina de Urbanistas
Development Alternatives, Inc.
The Earth Genome
Fundecooperación para el Desarrollo Sostenible
Deltares
Hivos (Humanist Institute for Co-operation with Developing Countries)
Institute for Sustainable Communities
International Aerospace Environmental Group Inc.
International Union for Conservation of Nature Headquarters (IUCN)
KPMG East Africa Limited
Local Governments for Sustainability
National Democratic Institute for International Affairs
The Nature Conservancy
Network For Good
Non Timber Forest Products

Exchange Programme
NREM International, Inc.
Open Space Institute, Inc.
Oxfam Hong Kong
Pacific Institute for Studies in Development, Environment, and Security
Partnerships in Environmental Management for the Seas of East Asia (PEMSEA)
Planning Transport Verkehr AG
Pontifical Catholic University of Chile
Results for Development Institute, Inc.
Rights and Resources Initiative
Rockefeller Philanthropy Advisors
Save the Redwoods League
Seatone Consulting
Simon Fraser University
Smart Freight Centre
The Society for Ecological Restoration, Inc.
TransitCenter, Inc.
U.S. Endowment for Forestry and Communities
University of Illinois at Urbana-Champaign
Valuing Nature
Verified Carbon Standard
West Virginia University
Wildlife Conservation Society
Winrock International Institute for Agriculture Development
World Business Council for Sustainable Development
World Wildlife Fund

BOARDS AND MANAGEMENT

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

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Felipe Calderón

Former President of Mexico;
Chair, Global Commission on the
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Founder, Zipcar, Buzzcar,
Veniam 'Works;
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Tiffany Clay

Investor, L Catterton

Daniel Cruise

Global Vice President,
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Former Deputy Foreign Minister,
Republic of Indonesia

Daniel L. Doctoroff

Chairman and CEO,
Sidewalk Labs



WRI GLOBAL BOARD MEMBERS, DUTCH BUSINESS AND CIVIL SOCIETY LEADERS AND FORMER UNFCCC EXECUTIVE SECRETARY CHRISTIANA FIGUERES AT WRI'S MARCH 2016 BOARD MEETING IN THE NETHERLANDS.



WRI GLOBAL BOARD MEMBER PAMELA FLAHERTY WITH UNILEVER CEO PAUL POLMAN AT THE BOARD'S RECEPTION AND DINNER IN THE NETHERLANDS.

WRI GLOBAL BOARD

Directors (continued)

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Former Secretary General,
UNFCCC

Pamela P. Flaherty

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

Jamshyd N. Godrej

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

Caio Koch-Weser

Chair, European Climate Foundation;
Former Vice Chairman,
Deutsche Bank Group

Jonathan Lash

President,
Hampshire College

Jaime Lerner

Non-Voting Member
President, Instituto Jaime Lerner;
Former Governor of Parana, Brazil;
Former Mayor of Curitiba, Brazil

Wanjira Mathai

Chair,
The Greenbelt Movement;
Co-Chair, Global Restoration Council

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Partner,
The Tremont Group, LLC

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President and CEO,
Invenergy

Bill Richardson

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Former U.S. Ambassador to the
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Energy Secretary

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Chairman and Founder,
Related Companies

Roger W. Sant

Chairman, The Summit Foundation
Co-Founder and Chairman Emeritus,
The AES Corporation



WRI'S GLOBAL BOARD MEETING IN THE NETHERLANDS, HOSTED BY FORMER BOARD MEMBER RENEE JONES-BOS, FORMER SECRETARY-GENERAL OF THE MINISTRY OF FOREIGN AFFAIRS OF THE KINGDOM OF THE NETHERLANDS.

Jennifer Scully-Lerner

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Goldman Sachs

Clinton A. Vince

Chair, Global Energy Practice,
Dentons

Andrew Steer

President and CEO,
WRI

Daniel Weiss

Co-founder and Managing Partner,
Angeleno Group

D. James Umpleby

CEO,
Caterpillar Inc.

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Former Vice President,
Alcoa

Manish Bapna

Executive Vice President and
Managing Director,
WRI

Valmir Ortega

Partner,
Geoplus Geotecnologia

Anamaria Schindler

Co-President Emeritus,
Ashoka

Orlando Strambi

Professor,
University of Sao Paulo, Department of
Transportation Engineering

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

Ashok Khosla

Chairman,
Development Alternatives Group

Sanjay Kirloskar

Chairman and Managing Director,
Kirloskar Brothers Limited

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Kuntoro Mangkusubroto

Head of Presidential Delivery Unit
for Monitoring and Oversight,
Republic of Indonesia

Andrew Steer

President and CEO,
WRI

Desi Anwar

Senior Journalist and Talkshow Host,
Metro TV

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Qu Geping

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Environment Protection Foundation;
Former Chairman, Environmental
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the National People's Congress;
Former Minister, Ministry of
Environmental Protection

Qian Yi

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of Environmental Science and
Engineering of Tsinghua University

Zhou Dadi

Former General Director of Energy
Research Institute, NDRC; Vice
Chairman, National Energy Advisory
Committee

He Jiankun

Former Vice President,
Tsinghua University; Deputy Director
of National Climate Change Experts
Committee

Wang Hao

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Water Research Institute,
Institute of Water Conservancy and
Hydroelectric Power Research

Peng Suping

Director of State Key Laboratory
of Coal Resources and Safe Mining,
China University of Mining
and Technology

Lu Mai

Secretary General,
China Development
Research Foundation

Xu Dingming

Former Director of Energy Bureau
under the National Development
and Reform Commission

Zhou Dadi

Former Director of Energy Research
Institute under the National
Development and Reform Commission

Shi Dinghuan

Chairman,
China Renewable Energy Society



DINNER WITH THE WRI GLOBAL BOARD AT THE DRIJVEND PAVILJOEN (FLOATING PAVILION) IN ROTTERDAM.



GLOBAL ADVISORY COUNCIL MEMBERS ELIZABETH BELFER AND PRINCE JAIME BOURBON-PARMA JOINED THE WRI GLOBAL BOARD FOR DINNER AT THE DRIJVEND PAVILJOEN IN ROTTERDAM.

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VP Institutional Strategy and Development, WRI

Janet Ranganathan

VP Science and Research, WRI

Andrew Steer

President and CEO, WRI

Kitty van der Heijden

Director, WRI Europe

WRI México Board of Directors

Steve Knaebel

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Former Executive President, Cummins

Ernesto Hanhausen

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Adriana de Almeida Lobo

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Director, WRI México

Sergio Chagoya Díaz

Partner, Santamarina y Steta, S.C.

Rolando Núñez Baza

Head of Latin America Khan Academy

Eugene Towle Wachenheim

Managing Partner, Softec Real Estate Consulting

Ani Dasgupta

Global Director, WRI Ross Center For Sustainable Cities

Ignacio García

General Director, Cummins México

Cecilia Martínez

Former Regional Director, UN-HABITAT

Adrián Fernández

CEO, Climate Works

José Saruhkan Kermez

Former Rector of UNAM and Science Adviser of Mexico's Government

GLOBAL ADVISORY COUNCIL

WRI's Global Advisory Council is a select group of business, philanthropic and civic leaders committed to helping the Institute achieve its mission of moving human society to live in ways that protect Earth's environment and its capacity to provide for the needs and aspirations of current and future generations. By serving as ambassadors and advising the Institute's leadership, Board of Directors and international staff, council members enhance WRI's profile, resources and effectiveness.

WRI Global Advisory Council

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CHAIR

President and CEO,
The Rock Creek Group

Elizabeth Belfer

Equity Analyst,
Belfer Management, LLC

Doyle Beneby

CEO,
New Generation Power International

David Blood

Founder, Managing Partner,
Generation Investment Management

David Brewster

CEO,
EnerNoc

Audrey Choi

CEO, Morgan Stanley Institute for Sustainable
Investing, and Managing Director and Head of
Morgan Stanley's Global Sustainable Finance Group

Brian Cox

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MFX Solutions

Tim Disney

Chairman,
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Prince Jaime Bourbon-Parma

Ambassador to the Holy See,
Ministry of Foreign Affairs of the Netherlands

Jonathan Matz

Managing Director,
Goldman Sachs

David Richardson

Managing Director,
Impax Asset Management

Stephen Rumsey

Chair and CEO,
Permian Global

Emma Stewart

Chief Business Development Officer,
Impact Infrastructure

Lee M. Thomas

Former Administrator,
US Environmental Protection Agency

Please contact Rich Barnett at 202-729-7647 or rbarnett@wri.org for more information about the Global Advisory Council.

GLOBAL MANAGEMENT

Our core values—Urgency, Integrity, Innovation, Independence and Respect—underpin everything we do. These values inform our day-to-day decisions and guide us as we evolve, globalize and seize new opportunities that advance our programs and mission.



MEMBERS OF WRI'S GLOBAL LEADERSHIP TEAM, FEBRUARY 2017, WASHINGTON, DC.

As WRI grows in staff size, budget and geographical reach, we focus on delivering results in the face of mounting challenges to people and the planet. Our Global Management Team consists of leading representatives from our programs and international offices, as well as our Executive

Team. The team sets and implements institutional goals and strategy, shapes our program and country-level strategies and helps us approach our work as “One WRI.” Our managers oversee staff development and enable us to attract and retain world-class experts.

Executive Team

Andrew Steer

President and CEO

Manish Bapna

EVP and Managing Director

Steve Barker

Chief Financial and Administrative Officer

Janet Ranganathan

Vice President for Science and Research

Programs & Centers

Kevin Moss

Business

Ani Dasgupta

Cities

Paula Caballero

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Elizabeth Cook

Vice President for Institutional Strategy & Development

Lawrence MacDonald

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Chief Human Resources Officer

Kitty van der Heijden

Director of WRI Europe, Director of WRI Africa

Leonardo Martinez-Diaz

Finance

Craig Hanson

Food, Forests & Water

Rod Taylor

Forests

Mark Robinson

Governance

Betsy Otto

Water

Core Functions

Chad Snelgar

Global Director of Operations

Arthur Droe

Controller

Michael Oko

Communications

Shailesh Sreedharan

Global Director of Operations

International Offices

Rachel Biderman

Brazil

LaiLai Li

China

Om Prakash Agrawal

India

Adriana Lobo

Mexico

Nirarta Samadhi

Indonesia

Sam Adams

United States

FINANCIALS

OPERATIONAL EXCELLENCE

Wise investments in operational excellence have enabled WRI to increase efficiency, effectiveness and the ability to **deliver results at scale**, even as we have globalized and grown rapidly—about 15 percent annually over the past decade.

Recent investments in operational excellence include:

- WRI is actively reinvesting its endowment in line with best environmental, social and governance (ESG) practices, because companies that proactively manage their ESG performance are in the best position to survive—and thrive—in a world with limited resources. Since WRI relies on its assets to support its long-term mission, we believe this approach will maintain and build on our financial resources. Our hands-on experience with WRI’s endowment informs and strengthens WRI’s Sustainable Investing Initiative, which helps institutional investors integrate key sustainability risks and opportunities into their portfolios.
- We evaluate each of our offices using an operational Building Blocks Tool developed by WRI, which includes nine components, 25 standards and 124 underlying criteria to assess capacity and risk, along with associated action plans to give our Board Members and Donors confidence that international expansion is managed well. Based on this assessment, we have filled capacity gaps in each of our international offices, including Operations Managers and key staff in Human Resources, Communications, and Science and Research. This will equip international offices to achieve outcomes at scale.
- We have invested in a Major Gifts Program to increase general support donations and expand our sources of unrestricted revenue. We aim to add \$500,000 to our unrestricted reserves each year to improve liquidity and add flexibility for innovation. We hit this target in fiscal year 2016.

WRI continues to meet the highest standards of accountability according to charity watchdog groups.

In 2016, WRI received a four-star rating from Charity Navigator for the ninth consecutive time. Four-star is their highest rating and only 2 percent of the charities they rate have received eight or more consecutive four-star evaluations, indicating that WRI outperforms most other charities in the United States in terms of sound fiscal management and commitment to accountability and transparency.

Additionally, WRI was evaluated by an external third party to assess progress against our 2014-2017 Strategic Plan. The independent review found that 89 out of 96 of the specific statements of intent from WRI's Programs, Centers, International Offices and Core Functions are considered "on track" or have already been achieved. In the few cases where initiatives were "off track," the review said all were being addressed with the objective of completion by the end of the Plan period.

WRI posts a list of its donors and annual financial statements online for public viewing.



“ Investments in operations pay dividends in an unrivaled reputation for effectiveness and efficiency. In 2016, Charity Navigator, our independent auditors and an external review all gave us excellent ratings.”

Steve Barker

Vice President of Administration and
Chief Financial & Operations Officer

OVERVIEW

The trust of our supporters is of great concern to WRI. We receive donations from individuals, governments, foundations and corporations, and have stringent financial controls in place to ensure compliance with donors' wishes.

One hundred percent of our revenue directly supports WRI's mission. To maintain our credibility and effectiveness, our income and expenditures are reviewed by professional auditors.

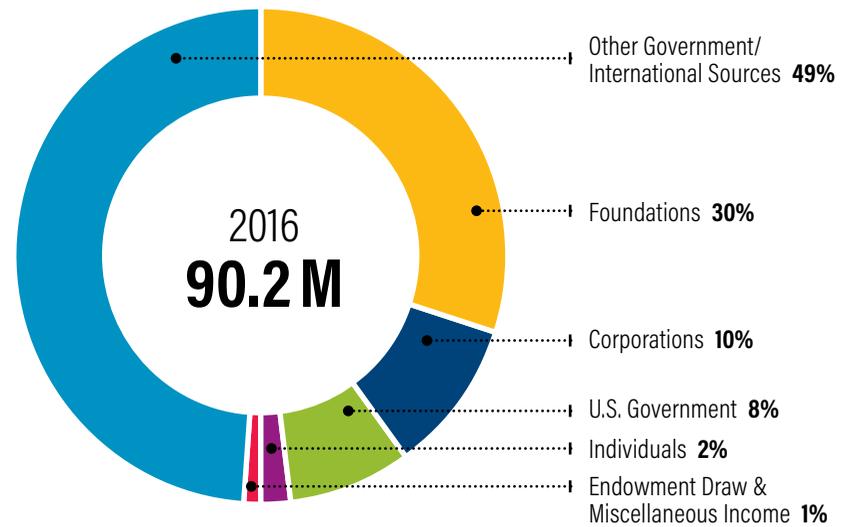
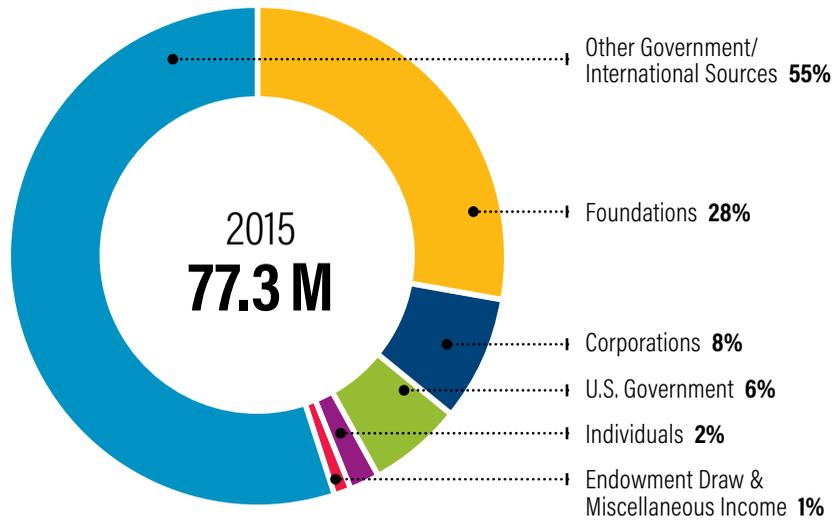
STATEMENT OF CONSOLIDATED ACTIVITIES (\$000s)

(At September 30, 2016, with comparative totals for 2015)

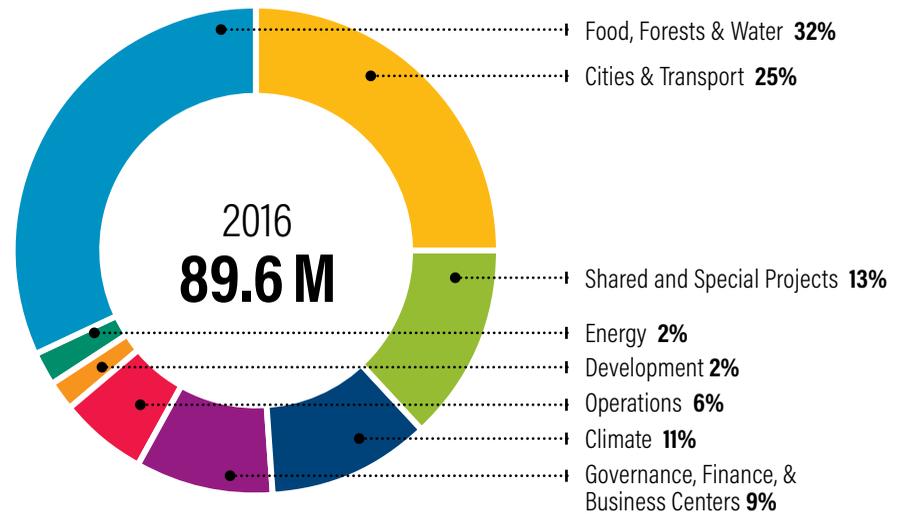
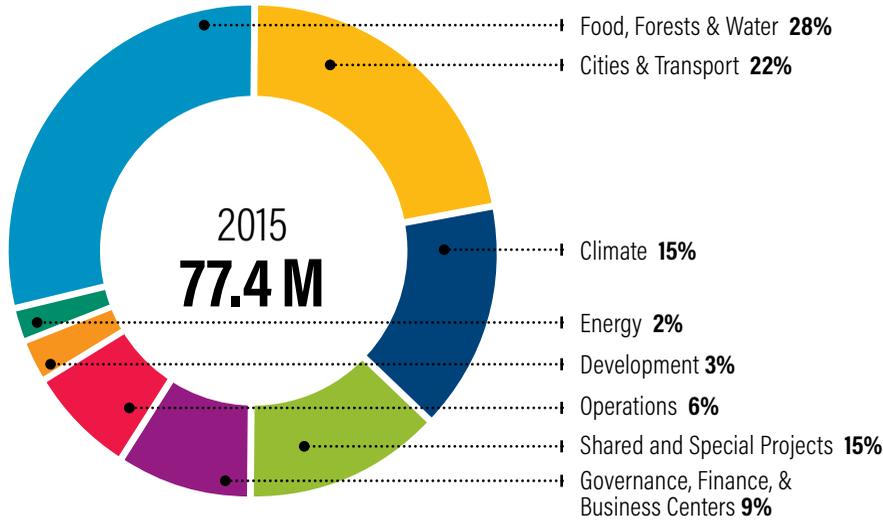
SOURCES OF OPERATING FUNDS	TOTAL 2016	TOTAL 2015
Grants/Contributions	\$81,620	\$71,591
Federal Grants	7,323	4,941
Support from Endowment Income/Others	1,238	759
TOTAL Unrestricted Revenues and Other Support	90,181	77,291
EXPENSES		
Program Activities	81,920	70,433
General Administration	5,630	5,017
Development	2,082	1,929
TOTAL Expenses	89,632	77,379
CHANGE IN OPERATING NET ASSET		
Change in Designated Net Asset	134	(122)
Change in Temporarily Restricted Net Asset	9,051	(7,475)
Total Change in Net Asset	9,733	(8,295)
Ending Net Assets	90,746	81,014

The \$9 million increase in 2016 net assets was a result of increased revenue in multi-year grants. Many of our large donations run over multiple years and we fully expect renewals.

FY16 SOURCES OF OPERATING FUNDS



FY16 EXPENSES



Communications costs are included in programs and other categories and account for about 8% of operating funds.

JOIN US

EXPLORE

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

CONNECT

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

DONATE

We welcome support from governments, foundations, companies, and individuals who share our belief that we can protect the planet and improve people's lives. To learn more or make a secure online donation, please visit www.wri.org/donate or call Heather Sullivan at +1 202 729-7875.

STAY UP-TO-DATE

Our weekly WRI Digest offers email updates on the WRI community. Sign up at www.wri.org/sign-wri-digest.

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GET INVOLVED

To foster deeper involvement in WRI's work, we offer programs for corporate and individual donors and Institute alumni.

CORPORATE CONSULTATIVE GROUP

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

Contact JP Leous
jp.leous@wri.org | 202-729-7874

GLOBAL ADVISORY COUNCIL

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

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

SUSTAINERS CIRCLE

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

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

WRI ALUMNI NETWORK

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

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

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RESOURCES
INSTITUTE

10 G STREET NE
SUITE 800
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+1 (202) 729-7600

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