



WORLD  
RESOURCES  
INSTITUTE

# CONFRONTING A NEW REALITY

2019-2020 WRI ANNUAL REPORT



# Our Mission and Values

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

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



"I look forward to building on WRI's foundation in Africa to set a vision and direction to address urgent environmental issues as we support sustainable, equitable economic growth across the continent."

-Wanjira Mathai,  
Vice President and Regional  
Director for Africa, WRI

## URGENCY

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

## INTEGRITY

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

## INNOVATION

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

## INDEPENDENCE

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

## RESPECT

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

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“In these times, WRI’s mission is more critical and urgent than ever. We must protect people today, as we tackle longer term challenges to the environment, climate and sustainability. We must build stronger, more resilient communities for everyone.”

-David Blood,  
Co-founder and Senior Partner, Generation Investment Management;  
Co-Chair, WRI Global Board of Directors



# A New Reality

We are at a unique and troubling moment in history. As I write this letter, the coronavirus continues to spread, posing grave danger to people, undercutting the global economy and disrupting our way of life.

This year, 2020, was supposed to be one of crucial decisions on climate, biodiversity and the ocean. Progress is now more difficult in the near term. But at a deeper level, the current crisis could open the door for important change. The pandemic reminds us that we are all more vulnerable than we thought, that we need to radically improve our capacity to assess, reduce and manage risk, and that solving global problems requires global cooperation.

We must emerge from the current crisis with a clear understanding that there is a better way. Two of the signature moments of international diplomacy in the last decade—the Paris Agreement and the Sustainable Development

Goals—were forged when world leaders came together, put aside individual agendas and agreed to tackle massive collective action issues. But since then, we've seen a fracturing of this spirit, a deterioration of trust and a weakening of global cooperation.

This must now change. The crisis just might provide a once-in-a-generation opportunity to reset the social contract between citizens, governments and corporations—one founded on a new commitment to support the vulnerable, protect natural systems and address



The residents of Mapati, Republic of Congo display the participatory map they produced with WRI and CDHD.

common threats together. We shouldn't count on this, of course. History reminds us that crises can bring us together or push us apart. Crises can lead to cynicism and a "looking inward," or to a determination to "build back better." At WRI, we will work hard to achieve the latter.

For example, we are working to ensure the trillions of dollars that will be spent to reboot economies around the world will not simply build back the same vulnerable, high-carbon, unequal paths of the past, but promote new approaches, new technologies, more and better jobs, and the achievement of the Sustainable Development Goals.

WRI is well placed to work with our partners during the make-or-break years ahead. Over the past decade, we've greatly expanded our capacity: internationalized our operations, now

with offices in 11 countries; invested heavily in best-in-class data systems; sharpened our focus on economic development, and worked intensively with partners to create a set of platforms that promote system-wide change across key sectors.

The crisis has again reminded us all that it is the poor who are least able to protect themselves and who suffer most. At WRI, we are reinforcing our focus on the vulnerable. We are also scaling up our work in Africa and are especially pleased that Wanjira Mathai has recently joined WRI, as our Vice President and Director for Africa.

This report seeks to bring to life some of the exciting impacts of the past year, and some of our plans for the coming years. We are very proud of the work of our 1,000 highly professional staff and our many partners.

On behalf of WRI's Board and staff, I would like to express our deepest appreciation to our partners and supporters—all of you—for standing with us through good times and bad. Our mission is more critical and urgent than ever. Thank you for supporting us as we seek to become even more effective in these precarious times.



A handwritten signature in black ink, appearing to read "Andrew Steer".

**Andrew Steer**  
President & CEO  
Washington, DC  
April 6, 2020

# OUR GLOBAL REACH

WRI's presence spans five continents, with international offices and regional hubs forming a global network, united by shared values and common goals that aim to drive systemic change in response to urgent environment challenges while creating opportunities for inclusive growth and prosperity for all.



"More than ever, the world needs sharp solutions rooted in evidence, which is what I hope to deliver alongside the WRI China team."

-Fang Li,  
Chief Representative, WRI China



**AFRICA** | WRI Africa's new strategy aims to spur sustainable economic transformation. It's supported by three pillars: Vital Landscapes that focus on rural areas, forest protection and restoration, and water and energy access; Thriving Resilient Cities, bringing together sustainable urban areas, water, energy and climate; and Institutional and Economic Transformation to support governance and policy reform.

**BRAZIL** | In the face of a challenging political context, WRI Brasil is expanding its efforts to make the economic case for more inclusive low-carbon action. Working with leaders of states, cities and city associations, WRI Brasil is also working to intensify the drive for people-centered urban communities and unlock the potential of forest restoration.

**CHINA** | China's progress on climate change will help shape the global response. WRI China is supporting the shift toward a low-carbon economy, while tackling water issues and encouraging environment-smart urban development. WRI China is also conducting analysis and outreach to improve the sustainability of the Belt and Road Initiative.

**EUROPE** | As the European Green Deal aims for a climate-neutral EU by 2050, WRI Europe works to inform the continent's intellectual, leadership and financing role in development and environmental issues. Staff in The Hague and London work on WRI's core issues, including a circular economy, food, cities, the ocean, water and climate, along with fundraising and communications.

**INDIA** | WRI India provides cutting-edge research and analysis to inform the approach of government officials and business leaders with a focus on sustainable cities, energy, forests and climate. Our work aims to help improve the incomes and well-being of the urban and rural poor—in a manner that is inclusive, sustainable and resilient.

**INDONESIA** | WRI Indonesia is working with government officials at national and local levels to advance sustainable economic growth through Indonesia's new Low Carbon Development initiative. WRI Indonesia is also working to foster sustainable agriculture production and protect intact forests, while expanding clean energy access and enhancing food security.

**MEXICO** | WRI México focuses on four key areas—climate, cities, forests and energy—to inform the planning and implementation of sustainable urban design, expand the electrical vehicle fleet, protect forests, restore rural landscapes and increase access to clean energy. Our team works with federal and local governments and the private sector to spur greater climate ambition in Mexico and across Latin America.

**UNITED STATES** | Despite environmental rollbacks by the current administration, WRI U.S. supports state and local action, working with members of Congress to lay the groundwork for future legislation. We provide independent analysis and recommendations to help cities and businesses accelerate renewable energy procurement, electrify vehicles, improve energy efficiency in buildings and spur innovation.

# WRI's 2019 TOP OUTCOMES

At WRI, we measure our success by our outcomes: significant actions by governments, companies and civil society, informed by our work, that improve people's lives and the environment. Each year, our leadership selects the biggest outcomes which WRI's staff has contributed to—our Top Outcomes.

Our 2019 Outcomes highlight innovations in public policy, business strategy and investments at the local, national and global levels. They are made possible by cutting-edge research, analysis and strategic partnerships in dozens of countries around the world.



“WRI's Top Outcomes reflect the kinds of shifts we need to make in order to transform our global systems. We need to find a better way forward—one that is secure, low-carbon and resilient.”

-James Harmon,  
Chairman, Caravel Management LLC;  
Co-Chair, WRI Global Board of Directors

Over 100 countries commit to enhance NDCs in 2020; 65 are supported by the NDC Partnership


WRI's research and outreach helped mobilize and equip countries to commit to increased climate ambition. The NDC Partnership, of which WRI is a member, provides technical assistance and funding to help developing countries implement and enhance their NDCs.

Food providers serving nearly a billion meals per year commit to the Cool Food Pledge

WRI and partners are helping hotels, restaurants, hospitals and other dining facilities cut their food-related greenhouse gas emissions by 25% by 2030—and save money—by serving more plant-based dishes and championing “delicious climate action.”

Over 100 companies monitor commodity-related deforestation in their supply chains and investments

The Global Forest Watch Pro online mapping tool helps large companies



and local NGOs understand, report on and help eliminate deforestation by agricultural commodity suppliers in more than 90 countries.

### The Global Commission on Adaptation elevates climate adaptation's political profile and catalyzes major commitments

WRI and partners recruited high-profile champions to bring greater visibility to climate change adaptation through a new report and a Year of Action focused on accelerating revolutions in understanding, planning and finance for adaptation in key economic sectors.

### Four iconic cities around the world and four states in India and Mexico save lives on the road

WRI and partners have helped governments adopt comprehensive road safety plans and regulations that have reduced vehicle speed and improved road design to make streets less car-centric and safer for pedestrians and cyclists.

### Cities in the U.S. and companies in China and Mexico lead a shift to renewable energy

WRI helps accelerate demand for renewable energy through new coalitions, such as supporting the city of Cincinnati on a deal for the largest municipal solar array in the U.S. and helping companies in China and Mexico set examples for their peers.

### Over 280 companies set ambitious targets to reduce greenhouse gas emissions in their value chains

By the end of 2019, the Science Based Targets initiative validated targets from companies with a combined market capitalization of over \$9 trillion. They will work to reduce emissions throughout their value chains, spurring other companies to follow.

### Indonesia adopts its first Sustainable Development Plan, informed by WRI's analysis

WRI led a research consortium to support Indonesia's efforts to

mainstream low-carbon development and its numerous economic benefits by making climate action central to its new five-year national development plan.

### Bogotá and Medellín, Colombia, and Santiago, Chile, adopt Latin America's largest electric bus fleets

WRI provided technical assistance to plan for and procure nearly 1,000 electric buses, including the two largest fleets outside China. The new buses will lower operating costs and improve local air quality while also reducing greenhouse gas emissions.

### The U.S. government allocates \$60 million to develop carbon removal technology

WRI helped make the case for federal support to develop direct air capture and other carbon removal technologies that take carbon out of the atmosphere, which could play a pivotal role in stabilizing the global climate by mid-century.

WRI had **316** staff and **one official office** outside the U.S., in Beijing

**2010**

**WRI India**

**2011**

Reefs at Risk Revisited Report



GHG Protocol "Scope 3" Standards

**2012**

Sustainable Cities Initiative, in Beijing

**WRI Brasil**

**2013**

Aqueduct Water Risk Atlas



**WRI Europe**

**WRI Indonesia**

**2014**

WRI Ross Center for Sustainable Cities

New Climate Economy

Initiative 20x20

Global Forest Watch

## Looking Back: The 2010s

WRI grew in size and reach, with expansion to new geographic regions, undertook groundbreaking economic research on the benefits of climate action, created new and unusual partnerships to drive change at scale and gave extensive support for the landmark international agreements of this era.

**Global Growth:** The Institute expanded from one full-time international office outside the United States to offices in 11 countries on five continents.

**Incisive Data Tools:** Aqueduct's Water Risk Atlas, Global Forest Watch and Resource Watch are in the vanguard of WRI's online information platforms, built to get timely data and insights into the hands of decision-makers who need them.

**Support For Big Ideas:** Our trusted research and analysis informed critical aspects of two of the decade's landmark global agreements: the Paris Agreement and Sustainable Development Goals.

**Platforms That Drive Impact:** WRI brought together unusual partners to create political momentum to scale our work and deliver transformative change in the world.



## Looking Forward: The 2020s

The stakes couldn't be higher. Beating climate change, and protecting the world's forests, ocean, water, and biodiversity, while building back better from the current crisis and promoting a more equal, resilient and healthy future, cannot be achieved by incremental change. Systemic change is required across all key areas of economic life. WRI's entire program will be directed toward this end, focusing on:

**The Economic Narrative:** The revolutions required in energy, agriculture, transport, urban design and manufacturing can be achieved in a way that increases efficiency, good jobs, good health and prosperity.

**Social Inclusion and Resilience:** Successful transformation will require engagement of all citizens and a much greater focus on assessing, reducing and managing risk, especially for the poor and most vulnerable.

**Coalitions for Transformational Change:** Individual actors cannot solve problems on their own. Coalitions of governments, business, finance, civil society and research can create ambition loops and drive progress toward positive tipping points.

**Leadership on the Front Line:** Resources to influence change must be allocated carefully and boldly so they can achieve the most transformation at scale. We will place our best staff and resources where they will have the biggest impact.

A large, intense fire, possibly a bonfire or a controlled burn, dominates the upper half of the image. The fire is bright orange and yellow, with many sparks and embers flying upwards. In the foreground, several people are silhouetted against the fire, looking on. The scene is set at night or in low light, with the fire providing the primary illumination. The overall mood is dramatic and powerful.

# FACING THE WORLD'S BIGGEST CHALLENGES



To turn the tide in this decade, WRI is focused on seven urgent Global Challenges: **Food, Forests, Water, Cities, Climate, Energy** and the **Ocean**. To ensure the effectiveness of the solutions we develop, we complement our program work with four Centers of Excellence: **Business, Economics, Finance** and **Governance**.

To amplify our real-world impact and catalyze systemic change, WRI creates and manages diverse coalitions that we call Delivery Platforms. The following represent a selection of these platforms: **Better Buying Lab, Coalition for Urban Transitions, Food and Land Use Coalition, Global Commission on Adaptation, NDC Partnership, New Urban Mobility Alliance, P4G** and **Science Based Targets** initiative. The following pages describe these activities in more detail, including highlights over the past year.



“This is an unprecedented moment—and yet we cannot let despair lead to inaction. We must continue to rise in the face of great challenges, learn from them, and come together as a global community for a brighter future.”

—Christiana Figueres, Former Executive Secretary of the United Nations Framework Convention on Climate Change; Global Board Director, WRI



## FOOD

# Setting a Sustainable Table for 10 Billion People

To sustainably feed a global population that is expected to reach nearly 10 billion by 2050, the Food team focuses on reducing food loss and waste, encourages the shift to plant-rich diets and helps countries transform the way they use land to produce food.

*In the past year, WRI's specialists:*

Released a groundbreaking, comprehensive report, *Creating a Sustainable Food Future*, on how to sustainably feed the planet while supporting the Paris Agreement climate goals.

Secured commitments to cut rice losses in half by 2030. Rice cultivation accounts for one-sixth of greenhouse gas emissions from agriculture.

Launched 10x20x30, an initiative bringing together 10 global food retailers and providers to each engage 20 of their suppliers to halve their food loss and waste by 2030.

Worked with nearly 30 organizations serving nearly 1 billion meals per year to sign the Cool Food Pledge to cut food-related emissions by 25% by 2030.

Conducted and published new behavioral research that demonstrates how more appetizing language can increase sales of plant-based foods by up to 70%.

*Looking ahead, we plan to:*

Build on our research and work with countries to transform their agriculture sectors to produce more nutritious food with lower carbon dioxide emissions.

Encourage governments to add food loss and waste commitments as part of their national climate plans under the Paris Agreement.

Marshal a total of 70 organizations, serving more than 1.5 billion meals, to sign up to the Cool Food Pledge to cut their food-related emissions.

Rollout a behavioral strategy playbook and workshops for restaurants and food providers to implement strategies that encourage diners to choose more plant-rich dishes.

## Better Buying Lab

The Better Buying Lab brings together leading minds in consumer research, behavioral economics and marketing to promote strategies and plans that help consumers select sustainable foods, specifically plant-based foods, that are less carbon-intensive to produce than meat or dairy products.

This partnership and its members have identified three areas where change and innovation are needed: transforming how the food industry communicates

about plant-based foods; popularizing plant-rich “power dishes”; and helping companies and other organizations track the environmental benefits of shifting diets over time.

In 2019, the Better Buying Lab will build on World Resources Institute’s *Shifting Diets for a Sustainable Food Future* paper and the Shift Wheel, a new framework based on lessons learned from a range of successful consumption shifts from around the world.



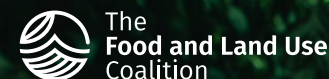
## Food and Land Use Coalition

The Food and Land Use Coalition (FOLU) is a self-governed community of more than 60 organizations and individuals committed to transforming food and land use for people, nature and climate. The Coalition supports science-based solutions to unlock collective, ambitious action that can deliver sustainable development and climate and biodiversity goals.

*Growing Better*, the Coalition’s landmark September 2019 report, proposes a concrete reform agenda to deliver

benefits for environment, health, inclusive development and food security, and shows that benefits far outweigh costs.

FOLU’s three main strategic priorities are: supporting country-level transformation of food and land use; research, analysis and tools that support implementation of the integrated reform agenda, and leveraging international processes and events during 2020 and beyond.





## FORESTS

# Mapping, Protecting and Restoring Nature's Lungs

Each year, the world loses millions of hectares of tropical forests, which provide critical habitats for biodiversity, food and livelihoods and store carbon to mitigate climate change. To conserve forests and their value for humanity, WRI's Forests team uses satellite technology to monitor and share information on the state of the world's forests, through Global Forest Watch; works to restore forests and degraded land, particularly in Africa and Latin America; and promotes policies and technologies to deter illegal logging.

*In the past year, WRI's experts:*

**Launched GFW Pro**, an online platform used by more than 150 companies—including Cargill, Inc., Mondelēz, Olam, P&G, Walmart and Unilever—to identify and reduce deforestation linked with production of commodities like palm oil, soy and cocoa in their supply chains.

**Curbed deforestation** by equipping over 3 million users with near-real-time information on Global Forest Watch. Easy-to-use tools, like the Forest Watcher app, helped block illegal logging.

**Made forest data more transparent** in Paraguay, partnering with the government, private sector and indigenous communities to help combat one of the world's highest rates of deforestation.

**Published** *The Road to Restoration: A Guide to Identifying Priorities and Indicators for Monitoring Forest and Landscape Restoration*.

*Looking ahead, we plan to:*

**Introduce WRI's Global Forest Review**, which provides insights and interpretation of satellite data about the world's forests in an interactive online format to encourage governments and businesses to reduce deforestation.

**Expand Global Forest Watch Pro** to more corporate users who want to detect and act on deforestation within complex supply chains and investment portfolios.

**Launch TerraMatch**, an online service and mobile app to help match investors with businesses and rural communities with feasible plans to revitalize forests and farms.

**Publish research to promote and secure women's land rights** within indigenous and customary lands, which can lead to better environmental and social outcomes.

# Reducing Risk, Increasing Access to a Vital Resource

WRI's Water team leverages cutting-edge global maps, data and analysis to identify places with the highest water risk, reduce impacts from floods and droughts, and anticipate and avoid water-related conflict. WRI experts also encourage more investment in nature to strengthen sustainable water management.

*In the past year, WRI's experts:*

[Created and released an update](#) of the Aqueduct Water Risk Atlas, as well as new Country Rankings and Aqueduct Food. These tools show which regions and crops face the most water stress so government and business leaders can make more informed choices to reduce water risks.

[Conducted an in-depth analysis](#) of Ethiopia's water supply and demand to encourage officials to enhance resilience to climate change and water stress.

[Expanded the Cities4Forests initiative](#) to more than 60 cities—including Jakarta, Los Angeles and Mexico City—to encourage them to better conserve, manage and restore their forests.

[Developed new tools](#) to elevate water, peace and security on the UN agenda, bringing research before a UN Security Council forum to show that water risks are security risks.

*Looking ahead, we plan to:*

[Identify risks for coastal and riverside communities](#) through Aqueduct floods, which will help decision-makers understand the costs and benefits of investing in protective measures.

[Better anticipate and avoid conflicts over water](#) through a new Global Conflict Early Warning System, which will enable governments to better understand the relationship between water and security.

[Make public water management transparent](#) by compiling and publishing data collected by multinational companies for their business risk assessments.

[Support greater climate resilience](#) in cities in Africa by helping them plan for and manage risks from droughts and floods.





## CITIES

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# Resilient, Inclusive Urban Areas that Put People First

WRI Ross Center for Sustainable Cities seeks to improve the lives of the 3.5 billion people who now reside in cities, and shift to a zero-carbon urban future that includes more livable neighborhoods, safe and equitable streets and transportation systems, and more efficient use of energy and natural resources.

*In the past year, our experts:*

**Conducted groundbreaking analysis** in our flagship report, *Towards a More Equal City*, showing how core urban services for under-served populations can make cities more prosperous and resilient.

**Awarded the first-ever \$250,000 WRI Ross Center Prize for Cities** to highlight transformative urban initiatives and inspire action.

**Aided the expansion of electric bus fleets** in the Colombian cities of Bogotá and Medellín and Santiago, Chile, which now have Latin America's largest fleets.

**Informed India's landmark motor vehicle and road safety law** to reduce traffic deaths by encouraging legislators to include measures that emphasize road safety, safe infrastructure, pedestrian access and non-motorized vehicles.

*Looking ahead, we plan to:*

**Deepen our impact in cities** in Ethiopia and other cities in Africa by mapping public transport, improving urban water resilience and strengthening nature-based solutions.

**Expand affordable and sustainable housing** in India by participating in the Indian government's Global Housing Technology Challenge.

**Encourage leadership on road safety** in Latin America and the Caribbean through the new Vision Zero Challenge, which provides resources and training to decision-makers.

**Inspire solutions to mobility challenges** faced by women by scaling up projects to combat sexual harassment in public transport, such as the citywide policies enacted in Fortaleza, Brazil.

## New Urban Mobility Alliance

Inspired by the Shared Mobility Principles for Livable Cities and launched in 2019, NUMO—the New Urban Mobility alliance—convenes diverse allies, works with cities to pilot innovations, and creates online platforms to share data, research and emerging practices. NUMO aims to harness technology-based disruptions in transportation to help communities become more sustainable, affordable and just.

This past year, NUMO released its New Mobility Atlas, which uses open data to track which shared electric transportation options—such as dockless scooters, bicycles and mopeds—are available in cities. The platform, which covers 626 cities in 53 countries, empowers users to advocate for sustainable, equitable mobility options that are accessible to everyone.

NUMO

New Urban Mobility alliance

## Coalition For Urban Transitions

The Coalition for Urban Transitions (CUT) is a policy- and research-led initiative that demonstrates how a rapid shift toward low-carbon cities will not only benefit the climate but also make cities more competitive, healthy and fair. Co-managed by WRI and C40 Cities, this collaboration of more than 35 leading research institutes, intergovernmental organizations, investors, infrastructure

providers, strategic advisory companies, NGOs and city networks engages with national governments to address the transition to a more prosperous, low-carbon economy in cities. CUT launched a major report, *Climate Emergency, Urban Opportunity*, in September at the UN Climate Action Summit, which was received by the UN Secretary General.

COALITION  
FOR URBAN  
TRANSITIONS

26

METRO  
DE MONTREAL  
SECTEUR MONTREAL



## CLIMATE

# Bold Action and Better Growth for a Prosperous, Safe Future

To avoid the most severe impacts of climate change, the world must halve global greenhouse gas emissions by 2030 and reach net-zero emissions by mid-century. To advance these goals, WRI's Climate Program provides technical support, advocates for greater climate ambition among governments, engages in international climate negotiations, and holds countries accountable by measuring and reporting on their progress.

### *In the past year, WRI's experts:*

**Provided technical support and guidance** that led four countries to enhance their national climate commitments.

**Identified breakthrough opportunities** for smart climate action that delivers economic and social benefits, including strategies to cut air pollution and greenhouse emissions in Mexico and to promote low-carbon development in Indonesia.

**Conducted analysis (in conjunction with Mission 2020)** to evaluate progress toward key milestones the world needs to reach in 2020 to stay within 1.5–2 degrees C (2.7–3.6 degrees F) of global warming.

**Worked with the CEO Climate Dialogue**, which includes 18 CEOs of Fortune 500 companies, to advance an economy-wide price on carbon, based on six guiding principles.

### *Looking ahead, we plan to:*

**Encourage more countries** to ramp up their climate commitments, including by highlighting progress on enhanced NDCs and long-term climate strategies.

**Use political engagement and communications** to advocate for greater climate action and prevent backsliding in countries where WRI has a significant presence, including China, India, Indonesia, Mexico, Brazil, the United States, Colombia and Ethiopia.

**Help India, Fiji and Guatemala access climate finance** to implement and strengthen their NDCs by seconding WRI staff to finance ministries to ensure that action on climate change is integrated into their operations.

## NDC Partnership

The NDC Partnership, comprising more than 100 countries and more than 60 international organizations, works to support faster implementation of Nationally Determined Contributions (NDCs) in member countries, bringing members together to deliver technical assistance, knowledge exchange and project finance around public, government-led plans.

The Partnership was formed in 2016, under the co-chairmanship of Morocco and Germany and is currently co-chaired

by the Netherlands and Costa Rica. WRI co-hosts the Partnership's Support Unit, with the UNFCCC Secretariat.

In 2019, the Partnership launched the Climate Action Enhancement Package (CAEP) to deliver targeted, fast-track support to enhance the quality, increase ambition and boost implementation of NDCs in 65 countries during 2020. More than 40 partners, including WRI, are delivering this support. WRI also manages a technical assistance fund to support rapid action under CAEP.



NDC  
PARTNERSHIP

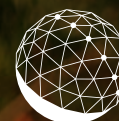
ACCELERATING CLIMATE  
AND DEVELOPMENT ACTION

## Global Commission on Adaptation

The Global Commission on Adaptation (GCA) is a group of 30 Commissioners and 20 convening countries, co-chaired by Ban Ki-moon, Bill Gates and Kristalina Georgieva, which aims to inspire world leaders, business executives, investors and other international actors to urgently prepare for and respond to the disruptive effects of climate change.

WRI serves as the Commission's co-managing partner and led research

in 2019 on its flagship report. WRI conducted outreach efforts that elevated the political visibility of adaptation and led to a series of new commitments and initiatives to integrate resilience into government strategies and economic systems. In 2020, the Commission is catalyzing a Year of Action designed to help strengthen communities and spur sustainable development in the face of mounting climate impacts.



GLOBAL  
COMMISSION ON  
ADAPTATION





## ENERGY

# Clean, Affordable Energy for Everyone

WRI's Energy team helps businesses, cities and other institutions take the lead to connect more people to clean energy and shows how efficient buildings can improve people's lives and save money.

*In the past year, WRI's specialists:*

Launched the **American Cities Climate Challenge Renewables Accelerator**, in partnership with Rocky Mountain Institute, an initiative to train local officials and other individuals in over 100 U.S. cities to procure renewable energy.

Unveiled a new **Energy Access Explorer**, a state-of-the-art platform that leverages satellite imagery combined with public data to visualize energy access in Kenya, Tanzania and Uganda.

Supported **Mexico's largest retail chain** in purchasing nearly 7 megawatts of renewables to supply its 75 stores through the Clean Energy Investment Accelerator.

*Looking ahead, we plan to:*

Help **utility and government leaders** in Vietnam and Indonesia design new renewable energy offerings and implement policies to avoid new fossil fuel power plants.

Release the **Energy Access Explorer's powerful visualization tools** in two Indian states and build on our partnerships with health clinics, schools and farmers in East Africa to expand their services and productivity using clean power.

Support **China's shift to clean energy** by engaging with provincial governments and making the case for China's Belt and Road Initiative to invest in renewable energy infrastructure.

Advance **decarbonization in cities in India and Mexico** by deploying renewable energy for new electric transportation and by improving the efficiency of their buildings.

# Turning the Tide for a Sustainable Ocean Economy

The ocean covers two-thirds of the planet, providing food, jobs and livelihoods and absorbing excess carbon emissions. Yet, the ocean faces enormous pressure from demand on its resources as well as from climate change. The Ocean team focuses on safeguarding the global ocean by building political will through the High Level Panel for a Sustainable Ocean Economy and the Friends of Ocean Action in collaboration with the World Economic Forum.

### *In 2019, WRI's experts:*

**Released a special report** that found the ocean can deliver up to 20% of emissions reductions needed to limit warming to 1.5 degrees C (3.6 degrees F). This first-of-its-kind analysis also quantified country-by-country climate impacts on ocean-based sectors.

**Released new research** that finds that the ocean could sustainably provide over six times more food than it does today.

**Demonstrated the private sector's importance** in delivering the nature agenda via the marine protection business case report.

### *Looking ahead, we plan to:*

**Launch a major report on the Sustainable Ocean Economy**, based on insights from 16 Blue Papers, that will inform the global narrative around the ocean and outline necessary shifts in the ways people think about, value and use the ocean.

**Reveal a transformative, science-informed agenda** to trigger, amplify and accelerate action worldwide toward a sustainable ocean economy.

**Cultivate multi-stakeholder partnerships** to advance action on illegal fishing, harmful fisheries subsidies, ocean protection, food security, finance, shipping, ocean data and tourism.



# CENTERS OF EXCELLENCE

“WRI’s deep bench of experts who understand how business and finance work is a powerful force for shaping the economy of the future.”

—William Chen,  
Founding Managing Partner, ClearVue Partners;  
Global Board Director, WRI



# GOVERNANCE

The Governance Center aims to empower people and strengthen governments to build a resilient, just and sustainable future.

*In 2019, our experts:*

[Produced a flagship report](#), *Adapt Now: A Global Call for Leadership on Climate Resilience*, which aims to raise awareness and inspire global action to make communities more resilient and prosperous in the face of mounting climate impacts.

[Launched the Energy Access Explorer](#), a global data platform that connects affordable, reliable and clean energy to sustainable development solutions for all.

[Supported environmental defenders](#) through the Environmental Democracy Practice, Open Government Partnership and the Escazú Agreement.

In 2020, we plan to accelerate the integration of climate adaptation into development by building on our partnerships and knowledge products, including through the Global Commission on Adaptation. We also plan to deepen and expand WRI's in-country assistance as part of this integration.

“When economic shocks strike, the toll is greatest on the poorest and most marginalized people. We need to pursue development pathways that not only boost the economy, but do so in ways that are more inclusive, efficient and sustainable.”

–Manish Bapna,  
Executive Vice President and Managing Director, WRI



# BUSINESS

The Center for Sustainable Business works with executives, investors and other stakeholders to trigger changes in strategy and policy to help companies thrive economically while operating within resource boundaries.

*In 2019, our experts:*

Developed new guidance for the apparel industry to measure the environmental and economic impact of clothing repair and re-use.

Under the Science Based Targets initiative, added 288 new commitments that are consistent with staying below 2 degrees C (3.6 degrees F) of global warming, bringing the total to over 800 companies in 40 countries.

Partnered with other NGOs to call on companies to advocate for, and align their trade associations and allocate spending to advance science-based climate policy.

In 2020, we will use our analysis and convening power to encourage more companies to adopt ambitious strategies aligned with science. This includes publishing the *State of the Art* report, which will explore how multi-stakeholder partnerships can identify new models for transformative change.

“We work with WRI in order to help us develop sustainability strategies at a global scale that are grounded in science and data. Ambitious sustainability goals are needed to ensure a resilient future that prioritizes people.”



–Kathleen McLaughlin,  
Executive Vice President and Chief Sustainability  
Officer for Walmart and President of the Walmart  
Foundation; Global Board Director, WRI

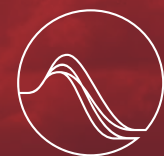
## Science Based Targets Initiative

Science Based Targets initiative (SBTi) provides companies a clear framework to reduce corporate greenhouse gas emissions in line with what science says is necessary to meet the goals of the Paris Agreement. So far, over 800 companies are taking climate action based on science, and 333 companies have approved science-based targets to reduce their emissions.

Of those, 177 companies—with a combined market capitalization of

over \$2.8 trillion and carbon dioxide emissions comparable to those of France—have committed to set emissions targets aligned with keeping warming to 1.5 degrees C (2.7 degrees F) above pre-industrial levels.

In 2020, the initiative will encourage more companies to set these more ambitious targets, as well as pursue companies from other sectors to join the initiative.



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

## Partnering for Green Growth and the Global Goals 2030 (P4G)

P4G accelerates innovative public-private partnerships to advance solutions in five areas: food and agriculture, water, energy, cities and the circular economy.

### *2019 Achievements:*

Funded 20 partnerships: 13 start-ups (up to \$100,000) and seven scale-ups (up to \$1 million) to create more than 30 solution-driven partnerships.

Established National Platforms in Colombia, Mexico and the Netherlands, and engaged with the five platforms established in 2018.

Recognized five successful P4G State-of-the-Art Partnerships and one Partnership of the Year on the sidelines of the UN Climate Action Summit.

This year, P4G plans to recognize its third round of start-up and scale-up partnerships, bringing the pipeline of concrete partnerships up to 50.



P4G

Partnering for Green  
Growth and the  
Global Goals 2030



# FINANCE

The Finance Center conducts research and engagement with financial institutions and stakeholders to shift finance flows toward environmentally sustainable activities and away from unsustainable ones.

*In 2019, the team launched seven major products and initiatives, including:*

**The Green Targets Tool** to compare private banks' sustainable finance commitments, finding that over half of private banks do not have sustainable investment targets and most banks continue to invest in fossil fuels more than sustainable sources.

**A Guide for the Perplexed** to help stakeholders navigate the Green Climate Fund.

**A paper on Financial Implications of Parched Power** to improve understanding of climate-related physical risks in the energy sector.

**The Climate Resilience Principles** aimed at unlocking capital for adaptation finance, in collaboration with the Climate Bonds Initiative.

In 2020, we will focus on a new effort to help China pursue more sustainable investments in its Belt and Road Initiative, improve sustainable investment products and engage institutional investors, and enhance access to climate finance in partner countries.



“As we start to recover from the current crisis, the financial sector needs to increase the flow of investments toward sustainable, resilient opportunities that will help us build a better and more equitable world.”

–Afsaneh Beschloss, Founder and CEO of Rock Creek; Global Board Director, WRI

# ECONOMICS

WRI's Economics Center demonstrates how a healthy environment and stable climate provide value to people and to economic growth. We work with partners to increase investment in nature and environmental protection and seize the opportunities of sustainable development.

*In 2019, our experts:*

**Helped inform Indonesia's new five-year development plan** by conducting analysis that found that Indonesia's economy can grow faster by reducing emissions more rapidly. We found that with low-carbon action, the country would be able to halve extreme poverty and add \$5.4 trillion to GDP in 2045 compared to business-as-usual.

**Worked with a range of development organizations** to promote public financing for landscape restoration. WRI's New Restoration Economy project has profiled dozens of companies across Africa that are profiting by restoring degraded land.

In 2020, the Economics Center will focus on the social and equity benefits of climate action to encourage a just transition that puts people at the center of policymaking. We plan to substantiate the economic case for companies to responsibly manage water, help cities improve water supplies using natural infrastructure, and showcase the economic benefits of expanding climate action and renewable energy use.

In 2020, watch for increased activity from PACE, the Platform for Accelerating the Circular Economy, a public-private collaboration for global leaders and their organizations to accelerate the transition to a circular economy.

**"Through the New Climate Economy, we understand that smart climate action and nature-based solutions can boost employment and productivity. As governments reboot their economies, they should focus on climate-aligned, resilient investments and policies that benefit people and the economy."**

**–Joaquim Levy, Former President, Brazilian Development Bank (BNDES);  
Former Managing Director and Chief Financial Officer, World Bank;  
Global Board Director, WRI**





# THANKING OUR DONORS

Each year as we prepare our Annual Report, we look back with deep gratitude at how the vision and generosity of our donors make our accomplishments possible. We value all our donors and 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. In FY2019, they provided \$84 million.

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

We are also grateful to the governments of **France, Germany, Ireland, Norway** and the **United Kingdom** for their generous support to WRI's programmatic work.



WRI's core and programmatic donors also support a range of impactful global delivery platforms including: Partnership for Green Growth and the Global Goals 2030 (P4G); Global Commission on Adaptation; the NDC Partnership; Friends of Ocean Action and the High Level Panel for a Sustainable Ocean Economy; Water, Peace and Security Initiative; the New Climate Economy; and the Coalition for Urban Transitions.

Foundation support, our second-largest source of funds, remains strong. Notable recent awards include **The Bill and Melinda Gates Foundation** for support of the Global Commission on Adaptation and the **John D. and Catherine T. MacArthur Foundation** for its support for developing subnational decarbonization pathways in China. This builds on the MacArthur Foundation's flexible support for our climate work in the United States, China and India, and complements the foundation's investment in our green power market development work in India, and most

recently our work to decarbonize the U.S. economy.

As we were finalizing this report, **The Children's Investment Fund Foundation's Board** approved a \$16 million investment in the Greening the Belt and Road Initiative (BRI). Donors are increasingly looking to WRI as a key partner for addressing the climate and environmental impacts of BRI, both in China and in the countries where it is investing. WRI President & CEO Andrew Steer's position as co-chair of the Greening the BRI Coalition and the hiring of Fang Li as the new Chief Representative for WRI China have further solidified WRI's position.

Support from WRI Board members, Global Leadership Council members, WRI staff, and individual and family foundation donors continues to rise. This is an incredibly important source of flexible and core support. **Stephen M. Ross Philanthropies** continues to

provide vital core support for the WRI Ross Center for Sustainable Cities. WRI's new membership group—The Sustainer's Circle—exceeded 100 members in FY2019.

WRI's work on science-based targets, water, forests, climate and food remain popular areas for collaboration with our corporate partners. We are pleased to recognize four donors that have renewed and expanded their partnership with WRI: **FEMSA Foundation, IKEA Foundation, UPS Foundation and Walmart Foundation**. Looking ahead, we will be strengthening our partnerships with **Cargill, Inc.** and **HSBC**. WRI's Corporate Consultative Group (CCG), which now stands at 38 members, brings together the best minds to advance sustainable business practices and provides important unrestricted core support, which allows WRI to remain nimble, further innovate, and maintain open source tools, data and research.

# 2019 DONOR LISTINGS

(Includes revenue received 10/1/18-1/15/20 and older grants still open as of 10/1/18.

Recognizes revenue of \$1,000+ only)

## MAJOR DONORS (\$750,000+)

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Asian Development Bank (ADB)

Bernard and Anne Spitzer Charitable Fund

Bill and Melinda Gates Foundation

Bloomberg Philanthropies

C40 Cities Climate Leadership Group

Cargill, Inc.

Charles Stewart Mott Foundation

Children's Investment Fund Foundation

Citi Foundation

Climate and Land Use Alliance

ClimateWorks Foundation

Department for Business,

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

Doris Duke Charitable Foundation

European Climate Foundation

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

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

FedEx Corporation

FEMSA Foundation

Ford Foundation

German Agency for International Cooperation (GIZ)

Global Environment Facility

Good Energies Foundation

Gordon and Betty Moore Foundation

Humanist Institute for Co-operation with Developing Countries (Hivos)

IKEA Foundation

Irish Aid - Department of Foreign Affairs and Trade

John D. and Catherine T. MacArthur Foundation

Michael Polsky Family

Ministry for Europe and Foreign Affairs of France

Ministry of Foreign Affairs of Sweden

Ministry of Foreign Affairs of the Netherlands (DGIS)

Ministry of Infrastructure and Water Management of the Netherlands

National Geographic Society

Oak Foundation

Open Society Foundations

Pact

PepsiCo, Inc.

Roger and Vicki Sant

Royal Danish Ministry of Foreign Affairs (Danida)

## Strategic Core Funding Partners

We are pleased to acknowledge our institutional strategic partners, who provide core funding to WRI:

Irish Aid – Department of Foreign Affairs and Trade<sup>1</sup>

Ministry of Foreign Affairs of the Netherlands (DGIS)

Royal Danish Ministry of Foreign Affairs (Danida)

Swedish International Development Cooperation Agency (Sida)

Royal Norwegian Ministry of  
Climate and Environment

Royal Norwegian Ministry of  
Foreign Affairs

Ruth McCormick Tankersley  
Charitable Trust

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Stephen M. Ross Philanthropies

Swedish International  
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Agency (Sida)

The Tilia Fund

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U.K. Department for  
International Development  
(DFID)

U.S. Agency for International  
Development (USAID)

U.S. Department of State

United Nations Environment  
Programme (UNEP)

United Nations Office for  
Project Services (UNOPS)

UPS Foundation

Walmart Foundation

William and Flora Hewlett  
Foundation

World Bank

World Economic Forum

Anonymous (2)

### GOVERNMENTS AND MULTILATERAL ORGANIZATIONS

#### Strategic Core Funding Partners

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Développement (AFD)

Irish Aid – Department of Foreign  
Affairs and Trade <sup>1</sup>

Ministry of Foreign Affairs of the  
Netherlands (DGIS)

Royal Danish Ministry of Foreign  
Affairs (Danida)

Swedish International  
Development Cooperation Agency  
(Sida)

Program/Project Partners  
Asian Development Bank (ADB)

City of Philadelphia

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

Department of Energy and Climate  
Change of the United Kingdom

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

Department of Communications,  
Climate Action & Environment of  
Ireland



WRI hosted the 10th Multi-Partner Meeting (MPM) on November 4 and 5. The MPM is an annual opportunity for WRI and our main government partners to review progress on the implementation of our Strategic Plan and identify mutual priorities looking forward. In 2019, representatives participated from Denmark, France, Germany, the Netherlands, Norway and Sweden.

Department of Foreign Affairs and  
Trade of Australia

Environment and Climate Change  
Canada

Environmental Protection Agency  
of Sweden

European Bank for Reconstruction  
and Development (EBRD)

European Commission (EC)

European Forest Institute (EFI)

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

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

Food and Agriculture Organization  
of the United Nations (FAO)

Food and Drug Administration  
(FDA)

Foundation for the Global Compact

German Agency for International  
Cooperation (GIZ)

Global Environment Facility (GEF)

Inter-American Development Bank  
(IDB)

Islamic Development Bank

1. Note: Irish Aid core provided core support to WRI through October of 2019.



Japan International Cooperation Agency (JICA)

Ministry for Europe and Foreign Affairs of France

Ministry of Agriculture, Nature and Food Quality of the Netherlands

Ministry of Environment of Poland

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

Ministry of the Environment and Energy of Sweden

Ministry of Foreign Affairs of Sweden

Ministry of Forest Economy and Sustainable Development of the Republic of Congo

Ministry of Infrastructure and Water Management of the Netherlands

Municipality of The Hague

National Environment Agency of Singapore

Overseas Environmental Cooperation Center, Japan (OECC)

Reducing Emissions from Deforestation and Forest Degradation Programme

Royal Norwegian Ministry of Climate and Environment

Royal Norwegian Ministry of Foreign Affairs

Swiss Agency for Development and Cooperation (SDC)

Swiss Federal Office for the Environment (FOEN)

U.K. Department for International Development (DFID)

U.S. Agency for International Development (USAID)

U.S. Department of Agriculture (USDA)

U.S. Department of State

U.S. Environmental Protection Agency (USEPA)

U.S. Forest Service International Programs

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

United Nations Capital Development Fund (UNCDF)

United Nations Department of Economic and Social Affairs (UNDESA)

United Nations Development Programme (UNDP)

United Nations Environment Programme (UNEP)

United Nations Office for Project Services (UNOPS)

United States Fish and Wildlife Service (USFWS)

World Health Organization (WHO)

World Bank

## FOUNDATIONS

Better Tomorrow Fund

Bill and Melinda Gates Foundation

Bloomberg Philanthropies

Charles Stewart Mott Foundation

Children's Investment Fund Foundation

Climate and Land Use Alliance

ClimateWorks Foundation

Conrad N. Hilton Foundation

## Charles Stewart Mott Foundation

Since WRI's founding in 1982, we have worked with the Charles Stewart Mott Foundation to achieve our shared vision of thriving communities supported by an environmentally and economically sustainable global society.

To honor the legacy of its founder, the Mott Foundation supports innovative, systemic changes that improve human well-being and protect natural resources in the Foundation's hometown of Flint, Michigan, and around the world. WRI is privileged to partner with the Mott Foundation on initiatives that provide renewable energy access to rural communities in sub-Saharan Africa and ensure that global finance supports people and the environment. Together we are delivering solutions that address the climate crisis while strengthening families and communities.

The David and Lucile Packard Foundation

DOEN Foundation

Doris Duke Charitable Foundation

Energy Foundation

Energy Foundation China

Ernesto Bertarelli Foundation

European Climate Foundation

FIA Foundation

The Finnish Innovation Fund (SITRA)

Ford Foundation

Goldschmeding Foundation voor Mens, Werk en Economie

Good Energies Foundation

Gordon and Betty Moore Foundation

Heising-Simons Foundation

Hollomon Price Foundation

John D. and Catherine T. MacArthur Foundation

The Kresge Foundation

MAVA Foundation

Mulago Foundation

Nathan Cummings Foundation

Oak Foundation

Open Society Foundations

Pisces Foundation

## Walmart Foundation

For many years, the Walmart Foundation has been a generous donor and strategic partner to WRI. Like WRI, the Walmart Foundation works at the nexus of the environment and society to create opportunities to improve people's lives.

Since 2017, the Foundation has provided critical support to WRI's Food Loss and Waste program, and in the coming year, we are excited to be expanding the scale of this work. By engaging food suppliers and launching a pilot project to shift social and behavioral norms, we aim to reduce barriers to food loss. Separately, the Foundation's support for the Global Forest Watch platform provides the continued investment needed in new methods, strategies and technologies to monitor and reduce global deforestation.

We are so thankful to have the Walmart Foundation as a trusted partner.

Rockefeller Brothers Fund

Rockefeller Foundation

Skoll Global Threats Fund

Swedish Postcode Lottery

Wallace Global Fund

William and Flora Hewlett Foundation

Anonymous (6)

## CORPORATIONS

### Strategic Relationships

3M

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Cargill, Inc.

Citi Foundation

FedEx Corporation

FEMSA Foundation

Generation Foundation

HSBC plc

Google Inc.

IKEA Foundation

Laudes Foundation

Microsoft

Shell Foundation

Toyota Mobility Foundation

UPS Foundation

Walmart & Walmart Foundation

## 2019-2020 Corporate Consultative Group Members

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Best Buy Co., Inc.

Caesars Entertainment Corporation

Cargill, Inc.

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WRI President & CEO Andrew Steer presents trends and insights at the Corporate Consultative Group's 2019 meeting, MindShare.

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 Roger and Vicki Sant  
 Bernard and Anne Spitzer Charitable Fund  
 Ruth McCormick Tankersley Charitable Trust  
 The Tilia Fund



WRI supporters Heidi Drymer (left) and Peter Graham (right) with WRI Global Board Director Daniel Weiss (center) at WRI's Fall 2019 Global Board of Directors dinner.

**\$100,000 - \$499,999**

David Blood

David K. Smoot Sustainability of  
Life on Earth Fund

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WRI Ethiopia Country Director Haileselassie Medhin and Alpha Ledger Founding Partner and WRI Global Board Director Tammie Arnold at WRI's Fall Board of Directors dinner.

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Kasturi and Ashwin Bhatt  
Foundation


## David K. Smoot Sustainability of Life on Earth Fund

Remembered for his voracious reading and hard-working nature, David K. Smoot and his pneumatic conveying company kept the U.S. Patent Office busy with new designs, obtaining over 10 patents in his industry. In his early years as a young engineer at a milling company, David became so interested in how compressed air moves material through pipes that he made it his life's work. That same passion and curiosity informed David's environmentalism and his concerns on population, human consumption, climate change and the planet's ability to sustain life. He also believed we could indeed protect the planet and still have economic growth.

David passed away in May 2018, generously leaving the majority of his estate to fund the David K. Smoot Sustainability of Life on Earth Fund. His longtime friends Marcelo and Patty Silveira were appointed to manage the Fund and reached out to WRI this year to discuss a gift that would support the

kind of issues David was concerned about. WRI is pleased to recognize David Smoot's legacy and his support of WRI's Global Restoration Initiative, which works to restore and sustain forests for future generations around the globe.





Rohit Bhayana  
The Birenbaum Family Fund  
The Jeffrey and Julie Blake  
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Ginny Lee  
Mary Soon Lee and Andrew Moore  
Richard Lee  
William Levan  
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Jeffrey Levitt  
Glenn Lopate  
Richard Loudis  
Thomas E. Lovejoy III  
Lawrence MacDonald  
Marion Charity Fund  
William Martin  
The Martin Family Charitable  
Foundation, Inc.  
The Marx Family Foundation  
Thomas May  
Anne McBryde Family Foundation  
Bill & Carol McClain  
McCormick Family Giving Fund  
Maia McCormick

Donald McCurdy  
Allan D. McKelvie  
Nathan McKenzie  
Patrick McNulty  
Carla Miller  
Ben Millis  
Helen Mountford and Vladimir  
Lopez-Bassols Charity Fund  
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Jyoti Patel  
Priyesh Patel  
Andrea Patineau  
Andra Patterson  
Mr. and Mrs. James L. Patton, Jr.  
Melissa Pearlstone  
Salil Phadnis and  
Meghana Mudiya  
The Phillips-Green Foundation, Inc.  
Carol K. Pforzheimer and  
Carl A. Pforzheimer Fund  
Point House Fund  
Lester Poretsky Family  
Foundation  
David Porteous and Vicky Smith  
Account  
John Pratt  
Ellen B. Proctor  
Evan Purcell  
William Putnam  
The Putnam Family  
Charitable Fund  
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David Robbins  
 Dorothy Robyn  
 Ethan Roday  
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 Community Trust  
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 Alison Sander  
 Naomi Saunders  
 Tedd and Ella Saunders  
 Lisa Schlecht  
 The Schmitz-Fromherz  
 Family Fund  
 Howie and Alison Schwab  
 Family Fund  
 David Schwartz/David Schwartz  
 Foundation Inc.  
 Schwartzman Moss Family Fund  
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 Katharine Shapiro  
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 Shepperd Family Charitable Fund  
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 Janet Strickler TSSF  
 Maryellen Sullivan  
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Ariane van der Straten  
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 The Weill Family Foundation  
 Weyl Family Fund  
 Andrew Whalley  
 Anne Wilkes  
 Gregory Todd Williams  
 N. Noel Wilson  
 Richard Winegar  
 Anita Winn  
 Winston Family Charitable Fund  
 Laura Woodland

John Ziemer  
 L. Kenneth Zweig and Wendy Reed  
 Anonymous (59)

#### OTHER INSTITUTIONS

American Forest Foundation  
 American Forests  
 American Mushroom Council  
 Aspen Institute  
 Association of Corporate Counsel  
 The Benevity Community  
 Impact Fund  
 C40 Cities Climate Leadership  
 Group  
 Carbon Disclosure Project,  
 North America



UNAIDS Executive Director Winnie Byanyima addresses the audience, as WRI President & CEO Andrew Steer, European Investment Bank Vice President Emma Navarro, and others listen, at the Fall Global Board of Directors dinner.

The Chesapeake Bay Foundation, Inc.

Cities Alliance Joint Work Programme

Climate Focus North America Inc.

Coffey International Development Limited

Commission for Environmental Cooperation

Duke University

Family Medical and Maternity Care, P.C

Firsthand Capital Management

Future Earth

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IDH Sustainable Trade Initiative

IDH Delft Foundation

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ISEAL Alliance

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Rights and Resources Initiative

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University of Cambridge

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Verra

Vital Strategies

Waste and Resources Action Programme

West Virginia University

Wildlife Conservation Society

The Windward Fund

Winrock International Institute for Agriculture Development

World Economic Forum

World Wildlife Fund

Anonymous (6)

### GIFTS-IN-KIND

Accenture Strategy

American University

BNY Mellon

Brandeis University

Brown University

Dartmouth

Descartes Lab

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

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# WRI'S 2019 COURAGE TO LEAD DINNER



## COURAGE TO LEAD: Celebrating Urban Transformation



David Blood, Generation Investment Management and Co-Chair, WRI Global Board of Directors; Manish Bapna, WRI; Dr. Sanjay Gupta, CNN; Adriana Lobo, WRI México; Stephen Ross, Related Companies and WRI Global Board Director; Liz Cook, WRI; Andrew Steer, WRI (from left to right).



Jennifer Scully-Lerner, Goldman Sachs, and Nader Mousavizadeh, Macro Advisory Partners, both are WRI Global Board Directors.

WRI's sixth Courage to Lead Dinner, held April 10, 2019, at the newly opened Shed venue in New York City, featured the inaugural WRI Ross Center Prize for Cities to honor transformational urban projects around the world. With support from philanthropist and WRI Global Board Director Stephen M. Ross, the first prize was awarded to School Area Road Safety and Improvement (SARSAI), which redesigns city streets to save children's lives in Dar es Salaam, Tanzania.

Rapid urbanization, rising vehicle traffic and haphazard development in Tanzania's capital have created perilous conditions for pedestrians, especially children who walk miles to and from school every day. As a result, some Dar es Salaam schools see more than a dozen students killed or injured each year. SARSAI identifies schools with the highest rates of student injury and installs pedestrian crossings, speed humps and

other measures to help children get to school safely. So far, SARSAI has helped more than 38,000 students in Dar es Salaam, and the project has expanded to nine cities across sub-Saharan Africa.

SARSAI was among five finalists selected from the nearly 200 project applicants. Other finalists included a waste-pickers' cooperative in Pune, India; a revitalized marketplace for informal traders in Durban, South Africa; an aerial tram system in Medellín, Colombia; and an urban redesign project in Eskisehir, Turkey.

In addition to awarding the prize, the evening featured a lively panel discussion on reimaging cities, moderated by CNN Chief Medical Correspondent Dr. Sanjay Gupta. WRI's Courage to Lead Dinner honors leaders and organizations that share WRI's dedication to tackling today's urgent global environmental and economic development challenges. Held biennially, the dinner raises funds to advance WRI's mission.



## Courage to Lead 2019 Supporters

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Discussion on public spaces and cities featuring: Elizabeth Diller, Diller Scofidio + Renfro; Dan Doctoroff, Sidewalk Labs; Ann Rosenberg, SAP Next-Gen; Stuart Wood, Heatherwick Studio; and Dr. Sanjay Gupta, CNN (left to right).



Stephen Ross (far left), Chairman and Founder, Related Companies, and WRI Global Board Director; and Ani Dasgupta (far right), Global Director, WRI Ross Center for Sustainable Cities, flank the inaugural prize winners, Jeffrey Witte and Ayikai Charlotte Poswayo, representing the School Area Road Safety Assessments and Improvements (SARSAI) Program of AMEND.

# BOARDS AND LEADERSHIP

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### Roger Sant

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### Jennifer Scully-Lerner

Vice President of Private Wealth Management, Goldman Sachs



“It is an honor to be among the distinguished leaders who guide WRI’s work through its global network of boards.”

—Jamshyd Godrej,  
Chairman and Managing Director, Godrej & Boyce Mfg. Co. Ltd. India; Global Board Director, WRI;  
Chair, WRI India Board of Directors

**Andrew Steer**  
President and CEO, WRI

**Clinton A. Vince**  
Chair, Global Energy Practice, Dentons

**Daniel Weiss**  
Co-founder and Managing Partner, Angeleno Group

### GLOBAL LEADERSHIP COUNCIL

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

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**Daniel Weiss**  
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**Ambassador Robert O. Blake, Jr.**  
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The WRI Council of Board Chairs is a non-fiduciary, advisory body composed of the Chair from each WRI International Office Board of Directors and the Co-chairs of the WRI Global Board of Directors. The Council convenes annually to provide guidance and recommendations on items of importance to WRI's global network.



# BOARDS AND LEADERSHIP (continued)

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# OPERATIONS AND FINANCE


## Equipping WRI for a New Decade

As WRI grows in size and reach, we are strengthening our internal systems to enable us to deliver impact at the scale that is required. This is even more true in light of the current COVID-19 crisis. For example, we are making investments to strengthen our IT systems and our virtual communications capacity to enable our business to continue.



“It’s no surprise that Charity Navigator lists WRI as one of the 10 best charities because of its exceptional financial management.”

–Pam Flaherty,  
Former President and CEO, Citi Foundation;  
Vice Chair, Global Board of Directors, WRI



While we are always seeking to improve, our operational capacity and financial management are strong. Last year, WRI's Operations team was recognized by Association TRENDS, including naming our CFO, Steve Barker, as the CFO of the year. **Charity Navigator rated WRI as one of its Top 10 Charities**, among large, complex organizations with budgets exceeding \$100 million and at least \$65 million in net assets, citing in particular our "exceptional financial management."

## 2019 Highlights:

**Financial Sustainability:** The Board approved a new Reserve Policy and fundraising approach to set aside 15% of our annual operating budget by the end of fiscal 2024. Each year, WRI is raising more and spending less unrestricted funds to ensure we can absorb potential funding interruptions without slowing critical bodies of work. The COVID-19 pandemic is precisely the kind of unforeseen event that shows the need for a solid financial reserve.

**Investing in Our People:** To strengthen our staff management and provide additional opportunities for staff to interact with their managers, we are implementing StandOut, a new online management system that leverages staff strengths for better results individually and as an institute.

**Diversity, Equity, Inclusion:** We are very proud of the diversity of our staff, but we recognize that we can do more to ensure equity and inclusion across our teams and global network. In the past year, we hired a full-time, dedicated staff member in Human Resources to lead these efforts. Last year, we conducted microaggression awareness training and the Edge gender bias and inclusion certification.

**Making WRI More Sustainable:** WRI now has more than 60 Global Sustainability Champions across eight locations. Over 160 staff participated in our global Plastic Free July campaign. WRI's Sustainability Initiative has brought together sustainability managers and green team leaders from over 40 NGOs and nonprofit organizations to share ideas.

# OPERATIONS AND FINANCE (continued)

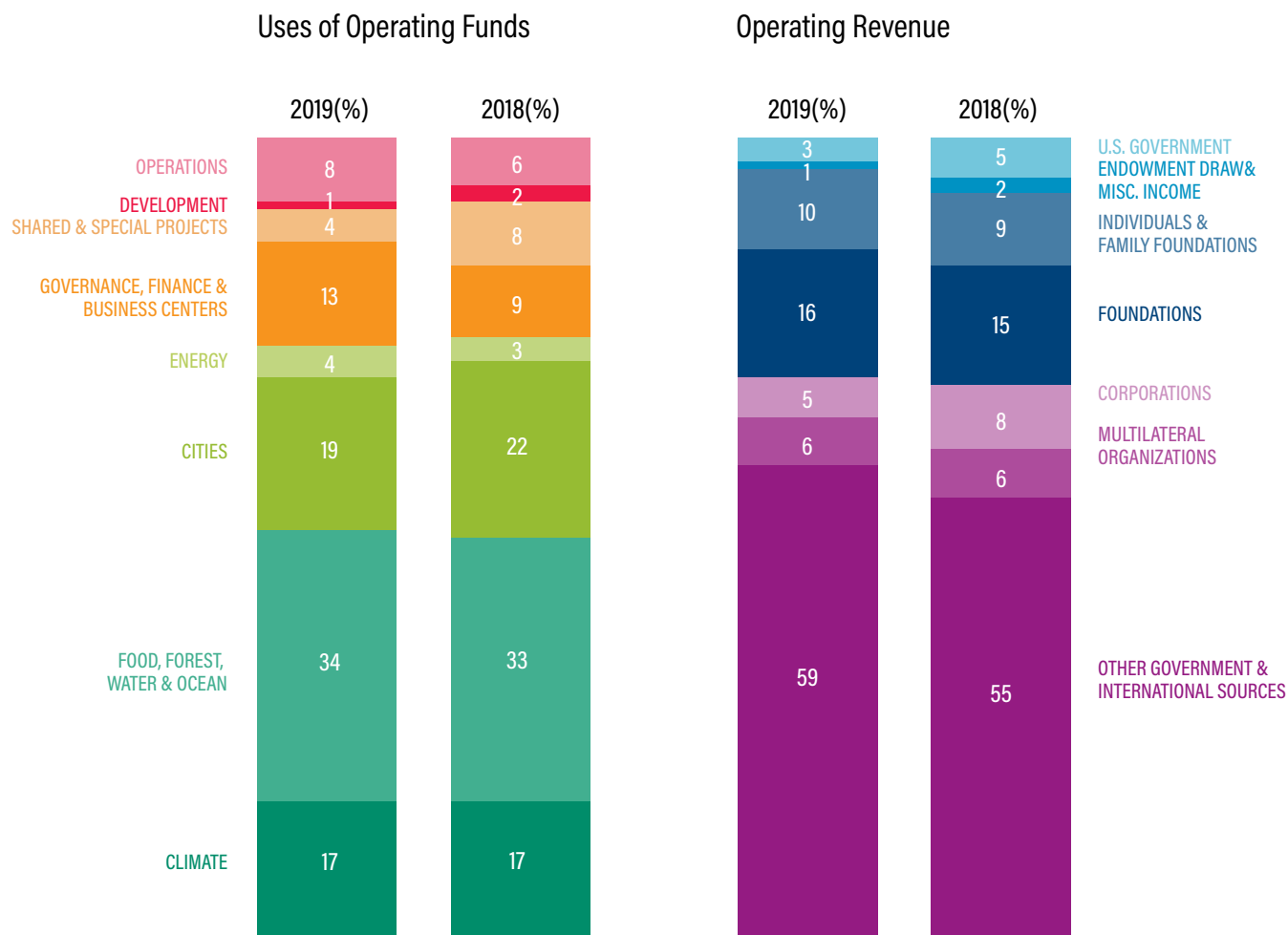
The trust of our supporters is of great concern to WRI. We receive donations from individuals, governments, foundations and corporations, and have stringent financial controls in place to ensure compliance with donors' wishes.

100% of our revenue directly supports WRI's mission. To maintain our credibility and effectiveness, our income and expenditures are reviewed by independent auditors.

## Statement of Consolidated Activities (\$000s)

(At September 30, 2019, with comparative totals for 2018)

SOURCES OF OPERATING FUNDS - WITHOUT DONOR RESTRICTIONS		
Grants/Contributions	\$125,733	\$103,567
Federal Grants	4,502	5,572
Support from Endowment Income/Others	<u>1,907</u>	<u>2,013</u>
<b>Total Revenues and Other Support</b>	<b>132,142</b>	<b>111,152</b>
EXPENSES		
Program Activities	116,716	99,396
General Administration	10,022	7,016
Development	<u>2,003</u>	<u>2,470</u>
<b>Total Expenses</b>	<b>128,741</b>	<b>108,882</b>
<b>Change in Operating Net Expenses</b>	<b>3,400</b>	<b>2,270</b>
<b>Total Net Assets at the Beginning of the Fiscal Year</b>	<b>114,869</b>	<b>82,066</b>
CHANGE IN NET ASSETS DURING THE FISCAL YEAR		
Net Assets without Donor Restrictions	3,400	2,270
Net Assets with Donor Restrictions	32,473	31,733
Nonoperating Activities	<u>(2,633)</u>	<u>(1,200)</u>
<b>Total Change in Net Assets</b>	<b>33,240</b>	<b>32,803</b>
<b>Ending Net Assets</b>	<b>148,109</b>	<b>114,869</b>





# WAYS TO GIVE

Your financial support powers WRI's work to turn data into global action.

## Online Giving

Donating to WRI online is easy, fast and secure. Give today and help us create solutions that protect the Earth and improve people's lives.

## Recurring Gifts

Your recurring donation helps ensure WRI has dependable resources to continue delivering transformative outcomes to global challenges.

## Sustainer's Circle

With a gift of \$1,000 or more annually, your membership will help WRI respond to emerging opportunities, seed new work and invest in innovation.

## Leave a Legacy

By designating WRI as a beneficiary in your will or estate plans, you will create a lasting impact that adapts system-wide change to sustain people and the planet.

## Workplace Giving

Help us deliver solutions at scale and increase the impact of your gift by asking your employer to match your contributions to WRI.

## Stock, Bonds & Mutual Funds

Donating your appreciated securities is an easy and tax-efficient way to support WRI's cutting-edge research.

# GET INVOLVED

## Become an active part of WRI's growing community of supporters.

Sign up to hear from WRI and be among the first to explore our latest objective analyses, insightful resources, events and more.

Follow [@WorldResources](#) to join the conversation online and help share our insights and graphics on Facebook, Twitter and Instagram, or connect with us professionally on LinkedIn.



“As a board member of several foundations that are fighting climate change, I see WRI as one of the places where philanthropists can make a great impact.”

–Susan Tierney,  
Senior Advisor, Analysis Group, Inc.;  
Vice Chair, Global Board of Directors, WRI

## WRI Alumni Network

Current and former WRI staff are invited to stay in touch as part of an affinity group through the WRI Alumni Network Facebook group.

## WRI Board Alumni Network

Former directors are invited to stay involved and to help steer WRI's work in a number of different ways based on individual interests and expertise.

## Global Leadership Council

Members of this invitation-only group of business, scientific, philanthropic and civic leaders help enhance WRI's profile, resources and effectiveness.

## Corporate Consultative Group

This global, cross-industry membership network of companies engages with WRI experts and drives business value through WRI's tools, research and cutting-edge solutions.



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