



WORLD
RESOURCES
INSTITUTE



ANNUAL REPORT 2008

Inside...

In Conversation
with the Chairman and President

Seizing the Moment
WRI's Strategic Plan

Our Stories
Top 10 Outcomes

Our Community
Board, Donors, and Staff

WRI at a Glance: Mission, Goals, Approach

MISSION

The World Resources Institute (WRI) is an environmental think tank that goes beyond research to find practical ways to protect the earth and improve people's lives. 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.

WRI has a global reach, working with more than 400 partners in 50 countries. Each of our projects contributes to one or more of four program goals:

GOALS

- **Climate Protection**
Protect the global climate system from further harm due to emissions of greenhouse gases and help humanity and the natural world adapt to unavoidable climate change.
- **Governance**
Empower people and support institutions to foster environmentally sound and socially equitable decision-making.
- **Markets and Enterprise**
Harness markets and enterprise to expand economic opportunity and protect the environment.
- **People and Ecosystems**
Reverse rapid degradation of ecosystems and assure their capacity to provide humans with needed goods and services.

APPROACH

Everything WRI does is built on four key elements:

- **Focus on Results:** we organize all our work to produce powerful and practical solutions, strategies and tools, policies and partnerships.
- **Analytical Excellence:** we identify problems, drivers, economic incentives, and consequences to arrive at comprehensive, incentive-based, practical solutions.
- **Partnerships:** we work with scientists, governments, businesses, NGOs, and international institutions worldwide to create incentives and pressure for change.
- **Communication:** we foster change by disseminating our solutions and ideas to targeted audiences.

On the Cover

Environmental activists call for action during a demonstration at the UN Climate Change Conference, Bali, December 14, 2007. WRI's climate experts are working at a high level to help shape these ongoing, and critically important international negotiations (see page 12).

Photo credit: Jewel Samad/AFP/Getty Images

WRI's Green Roof

The rooftop of WRI's headquarters in Washington, DC is now green, and houses a labyrinth. WRI collaborated on the project with the American Psychological Association (APA), the building owner.



In Conversation

Q: How did WRI make a difference in 2008?

JH: For the past few years we have been building relationships with the private sector on all issues related to sustainability. In 2008 we were able—through the U.S. Climate Action Partnership and other programs—to encourage the private sector to take a greater leadership role, which they did to significant effect.

JL: I would focus on advances in China and in Brazil, where WRI was able to use a very “wonky” entry point—greenhouse gas accounting—to raise a subject with businesses that we would have made little progress on if we had just come at them saying: “You should reduce greenhouse gas emissions.” Instead, by asking questions such as “how do you measure greenhouse gas emissions?” and “what are the opportunities there?” we helped initiate major voluntary steps by companies in Brazil and China to measure, report, and reduce emissions.

Q: What obstacles and opportunities does the economic crisis create for WRI?

JH: This is as challenging a crisis as our country has faced since the 1930s. I am concerned that even if the White House is willing to act on environmental questions, it will be harder and harder to get Congress and the population to support issues that appear long-term rather than what’s facing them today.

JL: I see two silver linings, Jim. One is that government is back, and there is a willingness to consider regulation that would have been out of the question 12 months ago. President-elect Obama can play on that skillfully to build support for initiatives he wants to take, including on environment and energy. Secondly, because there is such broad recognition that government funds have to be used to stimulate the economy, and to create jobs, there is a new openness to spending on clean technology.

Q: What goals do you have for 2009?

JH: WRI’s strength is that it is more than just U.S.-based, it is a world organization. All the things we work on are increasingly dependent upon interaction and cooperation around the world. So moving forward with our new center and work in China will be very important in 2009.

JL: My dream would be that the United States enacts domestic legislation in 2009 on climate and energy that leads to a breakthrough with China in which we find a



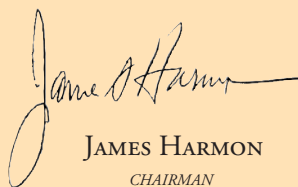
WRI President Jonathan Lash (left) and Chairman James A. Harmon

shared agenda on energy security and climate change, which in turn enables a global climate change agreement on a scale not seen before. I hope WRI will be able to contribute uniquely to achieving each of those things.

Q: What is your message for 2009 to the WRI community—Board members, staff, partners, and donors?

JH: People are very anxious for leadership, to see a new direction for the country and for the world, and the environment is a critical part of that. With WRI’s good reputation and standing, we—Board members, partners, staff, and donors—could all make a greater difference this coming year than has been possible for a long time.

JL: I think that is exactly right. The economic crisis has subordinated partisanship to pragmatism, and that creates a very important moment for WRI. We have always been carefully nonpartisan, non-ideological, and pragmatic. In recent years, Washington has been so divided that at times it has almost rendered our analytical partnering style less important. I think that now the analytical, problem-solving style is back and we have a very important role to play.


JAMES HARMON
CHAIRMAN


JONATHAN LASH
PRESIDENT

Seizing the Moment

WRI HAS ADOPTED A STRATEGIC PLAN FOR 2008–2012 to steer our work at this crucial time in human history. The issues we focus upon—climate change, ecosystem protection, environmental governance, green markets, and sustainable transportation—have become ever more urgent. Yet, in the United States and around the world, the response of governments and key institutions has lagged.

The urgent challenge for WRI is to help trigger the transformative changes required to solve these environmental crises within the short timeframe that scientists say the world must act.

NEW FRONTIERS

FOCUS ON CHINA, INDIA, BRAZIL

To this end, under our five-year plan, we will: focus more rigorously on results; expand our presence in key emerging countries; emphasize communications to expand our reach and impact; and increase synergy and innovation among our programs.

Most importantly, after 25 years based solely in Washington, D.C., by 2012 WRI will establish a full-time presence in three key emerging countries—China, India, and Brazil.

These economies are already among the ten greatest emitters of greenhouse gases, and it is imperative that WRI maximize our efforts within their borders. Our first overseas office, in Beijing, opened in 2008. Both China's government and private sector have welcomed WRI's objective, analytical, and collaborative approach.

PROVEN APPROACH

MANAGING FOR RESULTS

In implementing our strategic plan, WRI will build on our strong focus on results. We define these as significant actions taken as a consequence of our activities and influence, by government agencies, corporations, policy-makers, scientists, or civil society. Our results or "outcomes" are generated through a highly focused system of clear goals and 3–5 year strategic objectives. Many are achieved in collaboration with WRI's more than 400 partner organizations around the world.



OUR VIEW OF A SUSTAINABLE WORLD

To inform our strategic plan, WRI conducted a comprehensive analysis of key global trends affecting our work. This has led us to strengthen our focus on avoiding a climate catastrophe and reversing the accelerating degradation of ecosystems and their life-sustaining goods and services. It also identified the following paths to work toward our goals:

- ◆ Taking advantage of the new multipolar world with its diverse centers of political and economic power.
- ◆ Engaging with an expanding global middle class, especially in Asia, whose decisions will shape our world's future, while responding to the challenges of globalization including unprecedented consumption and widening inequality.
- ◆ Responding to the impacts of an increasingly urban world on the natural environment.
- ◆ Promoting convergence of new technologies for a sustainable, low-carbon world.



Purer Profit: Promoting Sustainable Enterprise

In 2002, Falk Weltzien and his siblings took over Cassiopeia, his father's small business selling household cleaning products in São Paulo. Inspired by their father's enthusiasm for nature, they developed a new product line based on natural ingredients which they sold wholesale to supermarkets. The family also used minimal production processes, including hand-sticking labels, in order to hire more workers and keep the company's environmental footprint light.

In 2007–8, Cassiopeia's fortunes blossomed when, with WRI's help, it attracted new investment and customers, including the national U.S. organic chain Whole Foods Market. During 2009, Weltzien hopes to see his products in 2,000 U.S. chain stores.

Cassiopeia is one of 52 Brazilian companies mentored and showcased by WRI's New Ventures program, which also operates in China, Columbia, India, Indonesia, and Mexico. New Ventures and its national partners help sustainable small and medium-sized businesses improve their business plans, strategies, and operations and then match them with investors. Businesses we help range from organic farms and ecotourism to firms working on renewable energy, clean technology, and green consumer products. In 2008, total investments

catalyzed by New Ventures from angel investors, commercial and development banks, green funds, and venture capitalists exceeded US\$158m.

WRI's New Ventures Brazil program is run by the Fundação Getulio Vargas (FGV), a top business school in São Paulo, which scouts out likely candidates for green investment including Cassiopeia. Weltzien describes as "an invaluable experience" working with WRI and FGV on the company's business plan and investment strategy.

"Before that I hadn't done any calculations about how to balance our books and so on," he explained. "I took the business plan to a bank and got financing to expand. I also took it to Whole Foods in the U.S. and in 2008 they started selling five of our EcoPath cleaning products in 270 U.S. stores." Between 2007 and 2008, the company's gross income doubled to \$3.3m Brazilian real (US\$1.3m).

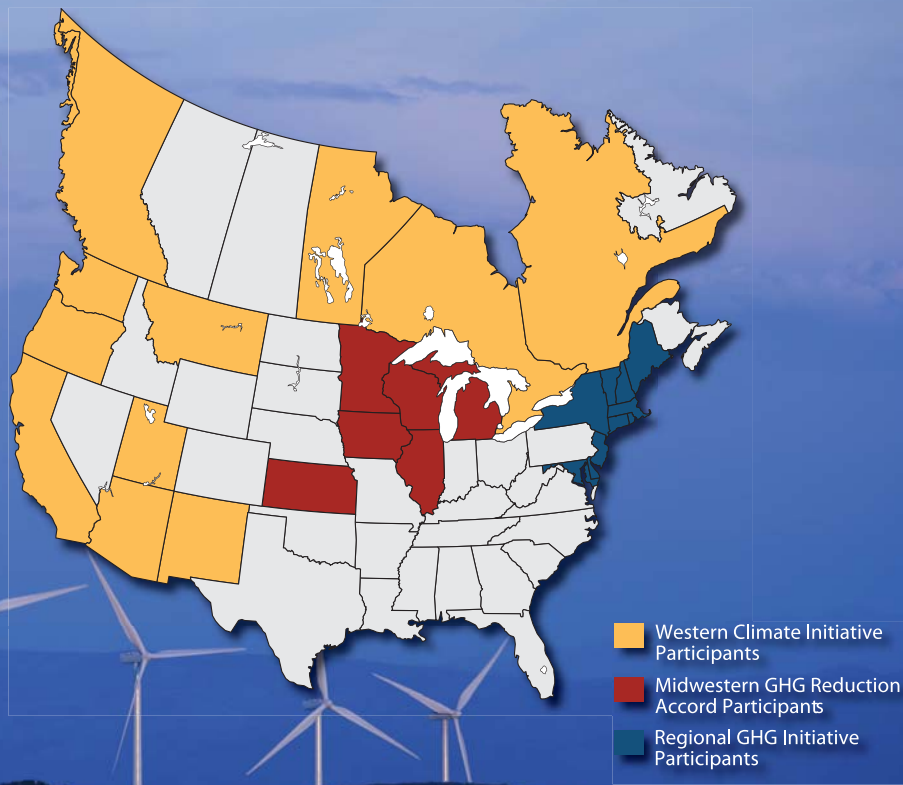


CHALLENGES AND NEXT STEPS

Despite such individual successes, scaling up the specialized sustainable small and medium business sector in emerging countries is a major challenge in the current investment climate. To maximize our impact, WRI will seek to attract more mainstream investment as we pursue our role as an honest broker between businesses and investors.

New Ventures has catalyzed US\$158m in investments and celebrates its 10th anniversary in 2009.

U.S. Climate Leadership: a Matter of States



In the absence of federal climate legislation, states from New York to Kansas and California have stepped into the vacuum.

With WRI providing critical technical and policy advice, three mandatory regional carbon trading markets are being established to limit states' greenhouse gas emissions, spur energy innovation, and create green jobs. Twenty-three U.S. states and four Canadian provinces are participating, accounting for over half the U.S. population and 80 percent of Canada's. Seven more U.S. states are formal observers. (See map.)

In September 2008, history was made when the first regional cap-and-trade program in the United States—the Northeast and Mid-Atlantic Regional Greenhouse Gas Initiative (RGGI)—began formal carbon trading. The program caps carbon dioxide emissions from large electricity generating facilities across ten states and will reduce such emissions by 10 percent by 2018.

WRI's climate policy experts helped shape the design of this pioneering system, facilitated negotiations on a final agreement between participating states' energy and environment agencies, and provided technical support up to RGGI's launch.

We are playing a similar advisory and bridging role in the development of the two other regional cap-and-trade schemes. These will be operational by 2012 and will have a wider reach than RGGI, covering multiple industrial sectors. The Western Climate Initiative includes seven western U.S. states and four Canadian provinces (with several Mexican states among observers). This economy-wide program would reduce greenhouse gas emissions 15 percent from 2005 levels by 2020. The Midwestern Greenhouse Gas Reduction Accord is a collaborative effort among six U.S. states and Manitoba, Canada. Its parameters remain under development.

CHALLENGES AND NEXT STEPS

WRI's rationale for engaging states on climate change policy is based on their traditional role as laboratories for policy innovation. Their effective example can and should form the basis of a federal greenhouse gas emissions market under the new Obama administration. WRI will work with both state governments and federal policy-makers to communicate the lessons learned from the state initiatives, and to help define the role for states within a federal climate change program.

"We were fortunate to have WRI's assistance in bringing the participating states together around a program design for the Regional Greenhouse Gas Initiative."

Jeanne Fox, President, New Jersey Board of Public Utilities

Mapping a Better Future



In many rural regions, poverty and the degradation of nature's bounty go hand in hand. In Africa, innovative mapping techniques, supported by WRI, are helping governments to both improve people's lives, and protect the natural resources on which they depend.

In Kenya, analysis of localized mapping data has enabled government agencies to pinpoint poverty hotspots and target aid. For example, poverty maps have been used to distribute US\$475m from Kenya's Constituency Development Fund to needy villages. Previously distributed on the basis of population, more of these funds are now flowing to neglected rural areas. The maps are also being used by the Kenya Water and Sanitation Program—a five-year, US\$65.3m effort supported by the Danish and Swedish governments, to improve access to safe water and sanitation for the country's poorest communities.

In Uganda—whose citizens rely on wetlands for food and water, wood and fuel, livestock grazing, fishing, and water purification—we have taken high resolution mapping techniques a step further. Working with two government agencies, the Wetlands Management Department and the Bureau of Statistics, we overlaid poverty maps for the entire country with data on the state of health of local wetlands.

The resulting wealth of information can be fed into both national and local poverty reduction and resource management plans. For example, in poverty-ridden areas with relatively untouched floodplains or forest swamps, development efforts could include generating new wetland-based services and

livelihoods. In areas with wetlands identified as degraded or at risk, restoration or protection efforts could help maintain or improve vital subsistence services for local communities.

CHALLENGES AND NEXT STEPS

Using mapping to integrate poverty reduction and ecosystem protection efforts offers significant benefits for people and nature in Kenya, Uganda, and beyond.

In Uganda, WRI will continue to work with government agencies on the development and allocation of specific funds for wetland management programs that also reduce poverty. During 2009 we will also develop localized maps of Uganda that overlay poverty data with communities' access to water and sanitation.

WRI also plans to expand our poverty and ecosystems mapping work into Tanzania and to promote lessons learned from East Africa in other developing countries.

"I congratulate WRI for committing itself to use its incredible skills to produce maps and photographs that are outstanding, and that are going to change the way we look at ecosystems."

Nobel Peace Laureate Wangari Maathai

Tracking Business Emissions, Protecting the Amazon



What do a multinational oil corporation and a natural cosmetics chain have in common? Both Petrobras and Natura are founder members of the Brazil GHG Protocol Program, South America's first national public registry of corporate greenhouse gas emissions, launched in May 2008 with help from WRI.

Brazil is one of the world's ten biggest emitters of greenhouse gases (GHG), generated mainly by agriculture and forest clearance. With the country's energy generation sources long dominated by hydropower shifting toward fossil fuels, its national carbon footprint could further increase.

Brazil's government, however, is committed to taking action to counter climate change. One key initiative is the Brazil GHG Protocol Program, involving 27 diverse founding companies, including national banking, food, retail, engineering,

and energy businesses; and multinationals such as Alcoa, Anglo American, and WalMart Brazil.

These pioneers were recruited by WRI and our partners, Brazil's Ministry of Environment, the Getulio Vargas Foundation (FGV), and the World Business Council for Sustainable Development. Each company will voluntarily log annual inventories of the greenhouse gases they generate, and receive advice on strategies for reducing emissions. WRI facilitated agreements between the government and businesses, and guided the program's design process. During the pilot phase, through March 2010, our expert staff will train participating companies in registry and verification systems and in reporting their GHG inventories.

In May 2010, Brazil's government plans to roll out the program nationally, opening membership to any interested company.

CHALLENGES AND NEXT STEPS

Deforestation in Brazil's Amazon and Atlantic forests is accelerating, due to soaring world demand for soy products, and other development pressures. Slowing deforestation is now a major focus of international climate change negotiations. Tracking specific sectors with significant greenhouse gas emissions will lay the foundation for climate change mitigation initiatives in Brazil.

Over the next two years WRI and our partners will expand the training program and develop GHG accounting tools and training for agriculture and forestry. We will also use GHG inventory information from participating organizations to develop benchmarking data so that businesses can compare a location's performance with comparable facilities.

"For Natura, participating in the Brazilian GHG Protocol Program has been a great opportunity for improving our strategy of mapping emissions throughout the lifecycle of the company."

*Daniel Gonzaga,
Research and Technology Director, Natura*



Working Together to Reduce China's Emissions

Pankaj Bhatia, WRI's Director, GHG Protocol, describes bringing our GHG Protocol program to China.

How significant is China's cement sector to global climate change?

Five percent of global emissions of carbon dioxide (CO₂), the main greenhouse gas (GHG), originate from worldwide cement manufacturing. China, the top cement producer, has a 45 percent share. Some estimates suggest that between now and 2030 China will erect half of all new buildings worldwide. Moreover, the Chinese cement sector is composed of energy inefficient small and medium producers.

How has WRI intervened in China's cement industry?

The first step toward managing greenhouse gas emissions is to measure them, which is how WRI's GHG Protocol (GHGP) team is helping Chinese cement producers. We ventured into China in August 2006 and approached key players about establishing comprehensive programs to reduce business sector emissions. The first step was to understand the needs and concerns of Chinese policy-makers and businesses in order to find a path forward rooted in China's own objectives and approaches. Our first breakthrough was an agreement with the China Business Council for Sustainable Development (CBCSD) to jointly design a voluntary corporate energy and GHG management program. Subsequently, the China Building Materials Academy (CBMA) approached us to start a cement sector program. In 2008, WRI and CBMA organized two workshops to train about a hundred cement industry representatives in CO₂ emissions accounting.

What difficulties did you encounter?

Working in a new country brings its own set of challenges—cultural or otherwise. One of the first was to convey our use of the word 'protocol.' The literal Chinese translation is 'treaty' and it caused some confusion. It was also important to gain our Chinese colleagues' trust—by being open and transparent, and by not dictating solutions but letting these evolve through a collaborative process.

What comes next?

In the coming year, we will scale up training to cover China's approximately 5,000 cement producers. We will also initiate similar programs in other greenhouse gas-intensive sectors including oil and gas, petrochemicals, aluminum, iron and steel, and the power sector. We anticipate this initiative will lead to national monitoring and reporting standards in these sectors that can serve as a foundation for any future goals and targets set by China.

"The GHG Protocol program can successfully steer the cement sector toward achieving energy efficiency/conservation goals and serve as an example for other energy-intensive sectors."

Liu Ming, National Development and Reform Commission, China

Trading Pollution Credits, Cleaning Chesapeake Bay

Farmers in Pennsylvania are earning income by using less fertilizer, and helping clean up the Chesapeake Bay in the process.

Using NutrientNet, an innovative pollution credit online trading tool developed by WRI, farmers are adopting agricultural practices that reduce nitrogen and phosphorus runoff from their land. The nutrient reductions achieved are converted into credits certified by the Pennsylvania Department of Environmental Protection. These credits are then purchased by wastewater treatment plants in order to keep their nutrient discharge within state-imposed caps.

Peter Hughes, President of Red Barn Trading Company, an agricultural services consultancy in Lancaster, has facilitated the certification and sale of farmers' credits attributable to 750,000 lbs. of nitrogen and 250,000 lbs. of phosphorus. "There are 26 agricultural practices farmers can pick from to reduce nutrient use," he says. "They just need the incentive. I use NutrientNet's diagnostic tools to calculate for farms what

practices would generate most credits, and how much revenue they would raise."

Peter Hughes and his clients are helping address a common water resources problem in agricultural regions across the United States and worldwide. Nutrient pollution—also called eutrophication—is choking the life out of Chesapeake Bay. Nitrogen and phosphorus runoff has caused explosive algal growth, blocking out sunlight, consuming oxygen, and killing underwater grasses, fish, and other aquatic life.

NutrientNet is among a new generation of environmental management tools from WRI that stem natural resource degradation using the power of markets. Four Chesapeake Bay states—Maryland, Pennsylvania, Virginia, and West Virginia—will soon cap nutrient discharges from wastewater treatment plants and allow them to purchase nutrient credits from farmers. NutrientNet has been implemented in Pennsylvania since 2007, and is currently being adopted by Maryland and West Virginia.

CHALLENGES AND NEXT STEPS

Two-thirds of all rivers and coastal bays in the United States suffer from nutrient pollution. Nutrient pollution credit trading, in its infancy in the United States, needs to be scaled up significantly.

As a step in this direction, WRI is working with Maryland, Pennsylvania, and West Virginia state agencies to facilitate interstate trading using NutrientNet. The same tools are also directly applicable to other regions with severe nutrient pollution such as the "dead zone" where the Mississippi meets the Gulf of Mexico.

"I would recommend NutrientNet as a universal tool for farmers and state environmental protection agencies."

Peter Hughes, President, Red Barn agricultural services consultancy, Pennsylvania



Shining a Light on Electricity Governance

Worldwide, 1.6 billion people still live without electricity. While provision is improving in many developing countries, citizens often have little or no say over how or to whom electricity is provided and who pays for it. In Thailand, for example, national energy plans have prioritized large coal-fired power plants. While this energy is needed in the capital, Bangkok, and other large cities, these coal plants would be sited near fishing villages. Yet, the people living in those villages, whose lives are likely to be disrupted have been denied the opportunity to voice their concerns.

WRI's Electricity Governance Initiative (EGI) works with civil society partners in Brazil, India, Indonesia, the Philip-

pines, South Africa, and Thailand to promote open and accountable decision-making processes that will aid these countries' transition to a fairer and cleaner energy future.

In Thailand, for example, EGI partners played a key role in recent energy policy reforms that will greatly improve governance of the sector. The development of the Thai Energy Industry Act, which was approved in December 2007, was prompted by public opposition to proposed privatization of the electricity sector. The law requires public participation in electricity decision-making, and for the first time appointed an independent regulator to champion consumer and citizen interests. The Act seeks to promote fairness, transparency, and accountability in energy provision.

CHALLENGES AND NEXT STEPS

The EGI is a joint effort by WRI and the Prayas Energy Group of India. Together we have developed a set of common indicators to measure "good governance" in the power sector. Conventional generation technologies such as coal-fired power stations are increasingly recognized as problematic in the region, as concern

grows over the health impacts of local air pollution and the effects of global climate change. But there is enormous scope to make better choices: to improve the energy efficiency of existing systems; to introduce more efficient and less greenhouse gas-intensive technologies; to alleviate social and environmental impacts

of electricity generation choices; and to create better outcomes for consumers.

WRI and its partners are using our comprehensive indicator tools and analyses to help civil society, policy-makers, regulators, and other electricity sector players worldwide to make these better choices, and to introduce a fairer, cleaner energy future.



Giving Voice: Environmental Democracy in Asia

WRI's Institutions and Governance program promotes the right and ability of poor people to influence environmental decision-making that affects their lives. Lalanath de Silva, director of The Access Initiative, explains two recent successes in Indonesia and Thailand.

The Access Initiative (TAI) is the largest global action network of its kind, operating in 45 countries. Can you describe how it works?

By following four simple, tried and tested steps. First, we help to establish coalitions of civil society groups in countries where people have limited or no space to influence decisions about natural resources; second, we equip them with tools to assess the state of access rights in their nation; third, they use these tools and identify gaps in laws, institutions, and practices; and fourth, they engage their governments through evidence-based advocacy and collaboration.

What role does WRI play?

WRI was a founder member. We act as TAI's global secretariat and provide intellectual leadership and global fundraising.

What role did TAI play in Indonesia's new Freedom of Information Act?

This Act is a milestone in Indonesia's young democracy. Indonesia's TAI coalition played a significant role, using our diagnostic tools to identify gaps in the law, promoting legal reforms, and participating in the lawmaking process. Specific provisions they helped develop included maximum access to information, full and accurate information disclosure, whistleblower protection, and dispute resolution.

How did the Access Initiative help shape Thailand's new Constitution?

TAI Thailand drafted language on environmental governance, including the public's right to be informed and consulted about new development projects, which was enshrined in the new Constitution in December 2007.

What difference have these laws made to the lives of the poor and how will WRI build on its success?

The people of these countries now have legal rights to access government information and participate in government decisions that affect their lives. This has strengthened their ability to gain livelihood benefits from natural resources such as land, forests, and water.

For them to actually use these rights is a further step, and our next challenge. Our main partners—the Indonesia Center for Environmental Law, and the Thailand Environment Institute—are running awareness-raising and educational workshops for civil society groups. Through these groups, we will reach communities affected by development, such as dams or mining projects, and provide them with practical tools to exercise their new rights.



Technology Empowers Forest-Rich Nations

Stretching across six countries, the Congo Basin contains the world's second largest contiguous tropical rainforest and hosts a wealth of biodiversity.

As global demand grows for forest resources, Central African nations have increasingly recognized the importance of better managing these valuable natural assets. WRI works with governments and civil society in Cameroon, the Central African Republic, Gabon, the Republic of Congo, and the Democratic Republic of Congo to help them achieve this goal.

In the Republic of Congo, forests cover almost 65 percent of national territory, and forestry-related revenue is second only to petroleum. Since 2004, WRI has helped collect and digitize data on all of the country's forest concessions, logging roads, and protected areas for the first time. Our GIS-based mapping tools, developed in partnership with the Ministry of Forest Economy, and Friends of the Environment—a Congolese NGO—have enabled improved management of forest data and better forest protection. Using our innovative and user-friendly Interactive Forestry Atlas for Congo the government is now better able to control illegal logging, enforce forest laws, build local capacity, and promote transparency and accountability in the forest sector.

Government employees now have access to a harmonized set of digital forest data making it easier to keep track of logging titles. Congolese officials can also use GIS data to better prioritize limited resources to combat illegal logging—pinpointing problem areas remotely and then dispatching field units to investigate. In addition, the Congolese government now requires timber companies to submit requests for logging concession allocations and annual timber harvests using a GIS platform—a substantial improvement in efficiency and transparency over the previous paper-based system.

CHALLENGES AND NEXT STEPS

WRI has helped five Central African nations to develop and adopt such forest data and management tools. In 2009 we will also begin work in Equatorial Guinea. Moving forward, the challenge is to persuade governments to embed these tools in daily decision-making processes so that they produce results where they matter—on the ground. WRI will also work with governments on developing a region-wide approach to managing the Congo Basin's forests, on which the livelihoods of 30 million people depend.





United Nations Climate Change Conference

COP14

Shaping a Global Climate Treaty

Jonathan Pershing, Director of WRI's Climate, Energy, and Pollution Program and Rob Bradley, Director of International Climate Policy at the UNFCCC meeting in Poland in December 2008.

In December 2009 the world's nations are due to sign a new global climate treaty to counter global warming.

The stakes could not be higher. The impacts of a warming world are already apparent within U.S. borders, from drought in the Southwest to melting Arctic ice. Action by all nations to reduce their greenhouse gas emissions is critical if we are to keep rising temperatures within the limits to which humanity can adapt.

For several years, WRI's climate experts have worked at a high level to help shape the negotiations on an agreement to succeed the Kyoto Protocol.

The Bali Action Plan, agreed by 187 nations including the United States in December 2007, provides the roadmap for the new treaty. It introduced the concept, championed by WRI, of emerging nations taking "nationally appropriate actions" to cut emissions in return for financial and technology aid. Under the Kyoto Protocol such countries, including China and India, were not bound to act to mitigate their climate impacts. WRI and its developing country partners now have a central role in designing practical mechanisms through which developing countries can take specific, verifiable actions to reduce their greenhouse gas emissions with developed country support.

CHALLENGES AND NEXT STEPS

It will not be easy for negotiators to reach agreement by December, when governments aim to write the new treaty in Copenhagen, Denmark.

One major challenge is the mobilization of adequate funding from developed countries to support climate mitigation actions in the developing world, whose emissions are rapidly climbing. The rest of the world is also unlikely to commit to a new treaty without leadership from the United States, the world's largest economy and one of the biggest per capita emitters of greenhouse gases.

WRI's expert climate policy team will work both in the international arena and in the United States to overcome such hurdles. We will help to: formulate workable structures and mechanisms for both adaptation and mitigation within the climate agreement; design policies to protect the world's forests as carbon sinks; and work with business to open up new investment and technology for a low-carbon future. In the United States we will work with members of Congress to design a robust domestic climate policy for the new administration to bring to the table in Copenhagen.

The world simply cannot afford for this effort to fail.

Our Community donors



WRI launched its new Corporate Consultative Group (CCG) in September 2008 with a dinner and “mindshare” meeting. The CCG is a vehicle for deeper, two-way engagement between WRI and the corporate community.

CORPORATIONS

Strategic Relationships

Alcoa Foundation
BP and BP Foundation
Caterpillar Foundation
Citigroup and Citigroup Foundation
Goldman Sachs
NewPage Corporation
SC Johnson
Shell International and Shell Foundation
Toyota Motor North America, Inc.

Corporate Consultative Group Members

Akzo Nobel
Alcoa
BP
Citigroup, Inc.
Constellation Energy Group
DuPont Company
Eastman Kodak Company
FedEx Corporation
Goldman Sachs
Johnson & Johnson
JPMorgan Chase
Monsanto Company
NewPage Corporation
News Corporation

Pfizer, Inc.
SC Johnson
Shell International
Toyota Motor Corporation
Wal-Mart Stores
Weyerhaeuser Company
Wheels, Inc.

Program/Project Partners

Advanced Micro Devices (AMD)
Alticor
Bristol Myers Squibb Company
BT Americas, Inc.
Deutsche Bank
The Dow Chemical Company
DuPont Company
Eastman Kodak Company
eBay
EKO Assets Management Partners
ESRI
FedEx Corporation
GE Foundation
General Motors
Georgia-Pacific
Google
Hewlett-Packard Company
HSBC Bank
IKEA
Intel Corporation

Interface, Inc.
Intuit
JBS International
Johnson & Johnson Family of Companies
JPMorgan Chase Foundation
Kimberly-Clark Corporation
Levi-Strauss & Company
Michelin North America
Newry Corporation
News Corporation
Nike, Inc.
Novartis Corporation
Pacific Gas and Electric Company
Pactiv Corporation
Pfizer, Inc.
PricewaterhouseCoopers
Rabobank
San Juan Ventures
Siemens Corporation
Staples, Inc.
Starbucks Coffee Company
Tetra Pak International
Unilever
United Parcel Service (UPS)
United Technologies Corporation
Volvo Group North America
Wal-Mart Stores

Supporters

Angeleno Group
Arete Corporation
Avon Products Foundation
Baker & McKenzie
Bambu
Bristol Myers Squibb Company
Capital Group Companies
Climate Clean
Edison International
Firsthand Capital Management
General Atlantic Service Company
General Electric Company
Hydrogen Energy International
IBM
Invention Machine
Panasonic Corporation of North America
Sempra Energy
Universal Studios
Wellington Management Company
Weyerhaeuser Company Foundation

DONOR PROFILE: BP

ENGAGING BUSINESS, BUILDING PARTNERSHIPS



Paul Jefferiss,
Director of
Environmental
Policy, BP

Working with business is a critically important part of WRI’s mission-driven strategy to seek solutions to environmental and development challenges. Since its founding in 1982, the Institute has worked around the world with companies of all sizes, in every sector.

For almost a decade, WRI has partnered with BP, crafting a strategic relationship that consists of multiyear plans to work together on shared issues. In 2008, these included U.S. and international climate policy, biofuels, energy security,

and sustainable transportation. Paul Jefferiss, BP director of environmental policy, calls the partnership a valuable one “because it provides us with access to genuinely insightful and knowledgeable people.”

During 2008, financial support from BP was also instrumental in helping WRI develop a set of recommendations and best practices for those interested in the emerging carbon capture and storage (CCS) technology. Can CCS help solve the climate crisis? These guidelines offer a strong technical roadmap to help answer this key question. To develop the guidelines, WRI brought together a diverse group of over 80 stakeholders including representatives from academia, business, governments, and environmental groups, as well as experts working in industrial

sectors and on CCS research. This type of inclusive approach and sophisticated work is what Jefferiss and BP describe as most appealing about the company’s partnership with WRI.

For a global company like BP, the opportunity for staff worldwide to tap into the activities of WRI through the Institute’s Corporate Consultative Group is also an important value proposition. The company’s membership in the Group underpins a long-term commitment to a two-way exchange of ideas and insights between strategists and analysts across the two institutions.

WRI is also enriched by this exchange, and its work and funding base is strengthened by the long-term commitment and vision of the partnership.

**DONOR PROFILE:
DORIS DUKE
CHARITABLE FOUNDATION**

**SPEEDING THE
TRANSITION TO A CLEAN
ENERGY ECONOMY**

The Doris Duke Charitable Foundation launched in 2007 a multi-million dollar Climate Change Initiative designed to put low-carbon technologies on a fast track to becoming affordable norms, rather than expensive alternatives.

“With a new Administration and a new Congress, attention to climate change policy is ramping up,” explains Ed Henry, the Foundation’s president. “Our goal with the Climate Change Initiative is to ensure that the best possible policy options are on the table, thoroughly researched and ready for policy-makers to consider.”

WRI was among the first grantees from the Climate Change Initiative. Over the last two years, with the Foundation’s support, we have undertaken pioneering work in analyzing the emissions implications of climate policy options. One notable outcome was a clear visual depiction of the GHG trajectories of legislative proposals, which allowed for an easy comparison and assessment of different policy approaches. We also helped establish a mandatory federal GHG registry, and produced technical analysis and a roadmap for policies that support both energy security and climate goals.

“With its sound research, effective communications, and nonpartisan reputation, WRI has helped inform the climate debate in Washington,” says Ed Henry. “Together we will continue to support the analysis of key policy options so that federal policy-makers have the information they need to develop legislation that can move our nation quickly and efficiently to a new, clean energy economy.”



*Ed Henry, President,
Doris Duke Charitable
Foundation*

FOUNDATIONS

Abramson Family Foundation
Alexander Foundation
Ray C. Anderson Foundation
AVINA Foundation
Sybiel B. Berkman Foundation
The Samuel P. Black Family Fund of The Erie
Community Foundation
Helen Brach Foundation
Cabell and Shirley Brand Charitable Lead Trust
The Keith Campbell Foundation for the
Environment
Catto Charitable Foundation
Chino Cienega Foundation
Climate Works Foundation
Cox Family Fund
Michael R. and Elsa S. Deland Fund
Dolphin Foundation
Louisa Copeland Duemling Charitable Lead
Trust
Doris Duke Charitable Foundation
The Eacho Family Foundation
Energy Foundation
Richard and Rhoda Goldman Fund
Horace W. Goldsmith Foundation
Greene-Milstein Family Foundation
Harmon Foundation
The Henry Foundation
The William and Flora Hewlett Foundation
Hunt Alternatives Fund
I Do Foundation
The J & L Foundation
Mitchell Kapur Foundation
Lawrence & Dana Linden Trust
The Libra Foundation
Linden Trust for Conservation
Lookout Foundation
Ernest Lowenstein Foundation
The John D. and Catherine T. MacArthur
Foundation
Marisla Foundation

The John Merck Fund
Preston R. and Carol Smith Miller Fund
Joyce S. Mills Family Trust
Charles Stewart Mott Foundation
The Curtis and Edith Munson Foundation
The New York Community Trust
Norwottack Charitable Trust
Oak Foundation
The Ocean Foundation
Open Society Institute
Oppenheimer Brothers Foundation
Gilman Ordway Charitable Lead Trust
The David and Lucile Packard Foundation
The Pew Charitable Trusts
Polsky Foundation
The Prospect Hill Foundation
Robertson Foundation
Rockefeller Brothers Fund
Rockefeller Foundation
Ruckelshaus Charitable Fund
The Salon Family Foundation
Fannette H. Sawyer Fund
Sea Change Foundation
David K. Smoot Sustainability of Life on Earth
Fund
James Gustave Speth Fund for the Environment
Sunstone Fund of The Minneapolis Foundation
Mark & Amy Tercek Foundation
Tides Foundation
Town Creek Foundation
Emily Hall Tremaine Foundation
Trust for Mutual Understanding
Turner Foundation
Wallace Genetic Foundation
Wallace Global Fund
Adam J. Weissman Foundation
West Hill Foundation for Nature
Westwind Foundation
Whalesback Foundation

The John D. and Catherine T. MacArthur Foundation awarded WRI a grant of \$1.5 million, over three years, to advance the Institute’s communications efforts. The award focuses on WRI’s use of technology to engage its many partners and communities of influence throughout the world. The funds are supporting innovative and leading-edge projects, underwriting key staff capacity, and fostering an organization-wide culture of communicating for optimal impact on social and environmental issues.

Pictured: Jonathan Fanton, President,
The John D. and Catherine T. MacArthur Foundation





The Global Impact Fund is a special way for individuals, companies, and foundations to support WRI. Acting much like an internal venture fund, it directs financial resources to scale up critical initiatives; help China, India, and Brazil green their economies; and finance innovation at WRI. WRI launched the Global Impact Fund in May 2008 with a dinner in Los Angeles hosted by Daniel Weiss and Abby Wolf-Weiss and featuring the Honorable Al Gore.

Photo shows Zeb Rice, Daniel Weiss, Jeff Miller, Jonathan Lash, Al Gore.

GLOBAL IMPACT FUND

Viridian Investors

Angeleno Group
Alison and David Blood
Alan and Daveen Fox
General Electric and Universal Studios
News Corporation
TAUPO Fund

Investors

Agatha Barclay
Lisa and Josh Bernstein
Karen and William Boyd
Bristol-Myers Squibb Company
Climate Clean
Timothy J. Disney
Edison International
Carol and Moise Emquies
Alan and Cindy Horn
Hydrogen Energy International
Edward Lazarus and Amanda Moose
Hyman Levine Family Foundation
The Musk Foundation
Ronald and Jane Olson Foundation
Pacific Gas & Electric
Barry and Lea Porter
Alison Sander
Semptra Energy
Michael J. Shannon
Sam Shine Foundation
The Honorable George Shultz
Southwest Regional Council of Carpenters
Janet and Tom Unterman
Werner Family Foundation
The Winnick Family Foundation

Supporters

Atlas Family Foundation
Hattie and Bruce Babbitt
Lee Bailey
Wendy Benchley
Gail Berman-Masters
Gordon Crawford
The Laurie David Foundation
Dennis Deconcini
Craig Fox
Stanley Gold
Goldsmith Family Foundation
Adelaide P. Gomer
Denis A. Hayes
Lookout Foundation
James McDermott
Al Meyerhoff
Zazi Pope and Jack Cairl
Adele Simmons
Elizabeth Steele
Mrs. Samuel Reid Sutphin
Gail Zappa

INDIVIDUALS

We appreciate the support of all our individual donors. Due to space limitations in this annual report, however, we are listing donors whose gifts are larger than one hundred dollars.

Nazir Ahmad	Jodene Eikenberry
David C. Aldrich	Mohamed and Patricia El-Ashry
Raymond C. Alexander	Christine Elias
Richard Alper	John Lemoyne Ellicott
Allan Alson and Sue Ann Glaser	Alice F. Emerson
Anonymous	Nancy Emmons
Mark Augenblick	Andrew Escoll and Tina Snider
Andrew Aulisi	Marantha Espeland
Duncan Austin	Jill Feasley and Kurt Lawson
Merribel Ayres	Claudia Fenelon
Harriet and Bruce Babbitt	Tracey I. Fine
Elizabeth Bahs-Ahern	Craig and Diane Fischer
Benjamin M. Baker	Vivian Fong
Geoffrey W. Baldwin	Justin D. Fortier
Doug Barker	Tom Fox
Steven Barker	Norio Fukao
Rich Barnett	E. Marianne Gabel
Gail and Charles Bennett	Roy Garrigus
John R. Birmingham	Theodora Gauder
Afsaneh Beschloss	David Gergen
Albert Beveridge	Robert W. Gillespie
Linda Black	Jamshyd N. Godrej
Mr. and Mrs. Robert O. Blake	Sharon Goldwater
Parker W. Borg	Christopher Gootkind
Karen J. Boyd	Pamela Green
Peter Breault	Arthur and Leslie Greenberg
Paul Brillinger	Marni Gutkin
William B. Brown	John C. and Chara C. Haas
Karin Brownstein	David Hackett
Judith M. Buechner	Ridgway M. Hall, Jr.
Robert Burt	John and Nancy Hammond
Laurie N. Burton	Leslie Hand
Luther and Marsha Carter	Craig Hanson
Douglas Caulkins	John A. Harris IV
Charles Cerf and Cynthia Dunbar	Laurence Hausman
Nathaniel Chamberlin	Denis and Gail Hayes
Tracey Chase	Urs Hoelzle
Thomas Coleman	Gail Hoerauf-Bennett
Elizabeth Cook	Daniel P. Hofer
Pamela Cosby	Julie Hotchkiss
David Cushing	David T. Hung
Kevin W. Davis	Sarah F. Hunnewell
David and Josephine de Give	Betty T. Hunter
Tatyana V. Deryugina	Margaret Inokuma
Mike Des	Tatsushi Izuta
Masada Disenhouse	Sasha Jack
Diane and Lowell Dodge	April Johnson
Suzanne Duley	Ralph and Bonnie Johnson
Michael Eckhardt	Mr. and Mrs. Charles R. Jorgensen

INDIVIDUALS (continued)

Scott Juntti	Barrie Ringelheim
Steve Kaplan	Kip Robbins
James Keith	Dennis Rodrigues
Dennis Keller	Stephen M. Ross
Brooks M. Kelley	Shane Runquist
Dr. Donald Kennedy	John and Virginia Sall
Shad Khan	Alison Sander
William A. Krug, Jr.	Roger and Vicki Sant
Helen P. Ladd	Brian Savarino
Jonathan Lash	Blake A. Schaefer
Arthur A. Levin	Valerie A. Sellers
Karen and John-Marc Levy	Hillery Simmons
David Lipson	Edith and Bruce Smart
Jeff Logan	Dirk Smith
Gretchen Long	Rick Mayo Smith
Thomas E. Lovejoy III	Stephen C. Smith
Jay McAllister	Adam Sonfield
Mr. and Mrs. Bruce McLeod	Haluk Soykan
Stephen and Joann Manger	Elissa Spelman
Jan and Lois Mares	Benjamin F. Stapleton III
Adrienne Mars	Sunny Stastny
Wilhelm M. Merck	Peter Steven and Liz Segal
Carolyn and William Lee Meronek	Emma Stewart
Robin G. Micheli	Joe and Anne Taranto
Mark B. Milstein	Dr. Janice Teal
Peter Model and Marjorie Russel	Glenn and Ann Thomas
George G. Montgomery, Jr.	Jean E. Thomas and
Mr. and Mrs. Kenneth Mountcastle	Lee B. Thomas, Jr.
A.J. Mowry	Lee M. Thomas
Cassandra Murphy	Mr. and Mrs. Russell Train
Robin and Mary Claire Murphy	Glenn Trewitt and Lucy Berlin
John Nay	Dan Tunstall
David Ness	Jory and Tracy Twist
William Neukom	Laura D. Tyson
Matthew Nimetz	Jim Upchurch
Heidi Nitze	Scott Utzinger
Kimberly J. Noble	Jean van der Tak
George L. Ohrstrom II	Robert Vernon
Ronald and Jane Olson	Emily V. Wade
Rebekah Paulson and Mark Pierson	Felicia Walker
David J. Perlstein	Dr. Diana H. Wall
Thomas A. Peterson	Mrs. Michael A. Walstad
Carol Pfister	Chris Wanha
Dave and Ann Phillips	Keith White
Victoria A. Pierce	Ann M. Williams
Vincent Pietropaolo	Mr. and Mrs. Sheldon Willner
Michael Polsky	Megan L. Winter
Mrs. Edward Pope	David Wright
Julie K. Rayfield	Xiaofeng Xia
Joan and Robert Rechnitz	Amy Yates
Dayle Reilly	Cody Zindler
Libby Richman	

DONOR PROFILE: STEVEN M. ROSS AND JAMSHYD N. GODREJ

NEW FRONTIERS: CHINA AND INDIA



Steven M. Ross, Chairman and CEO, Related Cos.

China and India are fast-growing countries attempting to modernize at high speed. Decisions taken by their governments, businesses, and consumers are already having a profound effect on the global environment. Acting on the recommendation of its Board of Directors, WRI is committed to establishing a full-time presence in these critically important nations.

Two WRI board members are helping to make this vision a reality. A generous planning grant from Stephen M. Ross enabled the Institute to develop a business plan for an expanded program and presence in China, which led to the opening of our 1,500 square-foot Beijing office in October 2008. Mr. Ross is the Chairman and CEO of Related Companies, a real estate firm with a growing commitment to green building. Through his expanding business in China and investment in WRI, Mr. Ross hopes to play a role in helping China build a sustainable future.



Jamshyd N. Godrej, Chairman, Godrej & Boyce Mfg Co. Ltd.

Jamshyd N. Godrej provided to WRI a 1,200 square-foot furnished office suite within the Godrej Group corporate headquarters in Mumbai. This now houses the India operation of WRI's EMBARQ Center for Sustainable Transport. Mr. Godrej is Chairman of Godrej & Boyce Mfg. Co. Ltd., one of India's largest engineering and consumer products companies. An outspoken advocate of making India a global leader for green business, he also chairs the Confederation of Indian Industry Sohrabji Godrej Green Business Center. The Center is housed in a LEED Platinum demonstration building—the first of its kind in India, and the greenest building in the world when it was first rated.

DONOR PROFILE: NETHERLANDS MINISTRY OF FOREIGN AFFAIRS

CONTINUITY PAYS



*Renee Jones-Bos,
Netherlands Ambassador
to the United States*

The Dutch Ministry of Foreign Affairs, through its development cooperation, invests more than four billion euros a year to tackle global poverty. Recently, the Ministry has enhanced its policy focus on economic growth and equity, and on sustainability, climate and energy.

With Dutch support, WRI has achieved remarkable results in these areas: strengthening forest agencies in developing countries to better assess and manage their resources; helping countries open up the channels of information on environmental decision-making; guiding and energizing the international community towards a new international climate treaty.

Funding from the Ministry of Foreign Affairs supports WRI's programs in developing countries, thereby empowering people and institutions to achieve environmentally sound and socially equitable development. Meanwhile, the Ministry draws on WRI's rigorous and objective analysis to inform Dutch policies on energy and climate.

"WRI is a great place to go for ideas and solutions," says Netherlands Ambassador to the U.S. Renee Jones-Bos. "The Institute is in the forefront in shaping US climate policy, leverages millions of dollars worth of investments in sustainable enterprises in key emerging economies, and works with major financial institutions to ensure that environmental risk and opportunities are properly understood and reflected in investment allocations. We look forward to continuing our fifteen year partnership."

GOVERNMENT AND MULTILATERAL ORGANIZATIONS

The Province of British Columbia
European Commission
European Parliament
French Ministry of Foreign Affairs
German Agency for Technical Cooperation (GTZ)
Inter-American Development Bank
International Finance Corporation
Irish Department of Foreign Affairs (Irish Aid)
Netherlands Ministry of Foreign Affairs
Norwegian Ministry of Foreign Affairs
Royal Danish Ministry of Climate and Energy
Royal Danish Ministry of Foreign Affairs (Danida)
Swedish International Development Cooperation Agency (Sida)
Swedish International Biodiversity Programme (SwedBio)
United Kingdom Department for International Development
United Kingdom Foreign and Commonwealth Office
United Nations Development Programme
United Nations Environment Programme
United States Agency for International Development (USAID)
United States Department of Agriculture
United States Department of the Interior
United States Department of State
United States Environmental Protection Agency
United States Fish and Wildlife Service
USAID India
USAID Kinshasa
State of Washington Department of Ecology
Wisconsin Department of Natural Resources
The World Bank

OTHER ORGANIZATIONS

ARD, Inc.
Bipartisan Policy Center
Brookings Institution
Bucco Reef Trust
The California Climate Action Registry
Confederation of Indian Industry
e-Parliament
Greenhouse Gas Management Institute

Institute for Financial Management and Research
Institute for Global Environmental Strategies
Kalispel Natural Resources Department
Lake Michigan Air Directors Consortium
Midwestern Governors Association
The Nature Conservancy
Pact, Inc.
Peterson Institute

Pinchot Institute for Conservation
UNEP GRID-Arendal
West Virginia University
Western Governors Association
World Business Council for Sustainable
Development
World Economic Forum

Board of Directors



(top image) Elizabeth Cook, WRI Vice President for Institutional Strategy and Development, and WRI Vice Chairman Hattie Babbitt

(bottom image) WRI Director José Sarukhan and Janet Ranganathan, WRI Vice President for Science and Research

Photos taken at the opening reception of the green roof with labyrinth at WRI's headquarters. WRI collaborated on the project with the American Psychological Association (APA), the building owner.

CHAIRMAN OF THE BOARD

James A. Harmon

Chairman, Harmon & Co.; former President of the Export-Import Bank, United States

VICE CHAIR

Harriet (Hattie) Babbitt

Former U.S. Ambassador to the Organization of American States, United States

CHAIRMAN EMERITUS

William D. Ruckelshaus

Strategic Director, Madrona Venture Group; former Administrator, U.S. Environmental Protection Agency, United States

MEMBERS

Alice F. Emerson (Vice Chair Emeritus)

President Emeritus, Wheaton College, United States

Roberto Artavia

President of VIVA Trust, Costa Rica, Costa Rica

Gay Barclay

Founder and Board Member, PAVA Foundation, United States

Frances G. Beinecke

President, Natural Resources Defense Council, United States

Afsaneh Beschloss

President and CEO, The Rock Creek Group, United States

Antony Burgmans

Former Chairman, Unilever N.V. and PLC, The Netherlands

Fernando Henrique Cardoso

Former President of Brazil

Jessica Catto

President, Crockett Street Management, LLC; President, Elk Mountain Builders, Inc., United States

Robin Chase (joined January 2009)

Co-Founder & Former CEO, Zipcar; CEO, GoLoco.org, United States

Leslie Dach

Executive Vice President, Corporate Affairs and Government Relations, Wal-Mart Stores Inc., United States

Jamshyd N. Godrej

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

Honorable Al Gore

Chairman of Generation Investment Management, London; and former Vice President of the United States

Denis Hayes

President, Bullitt Foundation, United States

Chen Jining

Professor and Executive Vice President, Tsinghua University (Beijing), China

Aditi Kapoor

Fellow, Leadership for Environment and Development (LEAD); independent journalist and media/development consultant, India

Jonathan Lash

President, World Resources Institute, United States

Preston R. Miller, Jr.

Partner, The Tremont Group, LLC, United States

Ngozi Okonjo-Iweala

Managing Director, The World Bank, United States; former Minister of Finance, Government of Nigeria, Nigeria

James W. Owens

Chairman & CEO, Caterpillar, Inc., United States

Michael Polsky

President and Chief Executive Officer, Inenergy, United States

C.K. Prahalad

Harvey C. Fruehauf Professor of Business Administration, University of Michigan Business School, United States

Qian Yi

Professor, Department of Environmental Engineering, Tsinghua University (Beijing), China

Theodore Roosevelt, IV

Managing Director, Barclays Capital, United States

Stephen M. Ross

Chairman and CEO, Related Companies LP, United States

Alison Sander

Globalization Topic Advisor, Boston Consulting Group, United States

José Sarukhan

Professor, Institute of Ecology, National University of Mexico (UNAM) and National Coordinator, Mexican Commission on Biodiversity (CONABIO), Mexico

James Gustave Speth

Dean, Yale School of Forestry and Environmental Studies; former Administrator, United Nations Development Programme; Founder and former President, World Resources Institute, United States

Ralph Taylor

Founding Chair, Global Action Network Net, United States

Lee M. Thomas

Chairman, President and Chief Executive Officer, Rayonier, United States

Todd S. Thomson

Founder & CEO, Headwaters Capital LLC, United States

Diana H. Wall

Director, School of Global Environmental Sustainability, Professor of Biology & Senior Research Scientist, Natural Resource Ecology Lab, Colorado State University, United States

Daniel Weiss

Co-founder and a Managing Partner, Angelino Group, United States

WRI welcomed four new members to its Board of Directors



Dr. Roberto Artavia is President of VIVA Trust, an organization that combines in a single strategy investments in productive endeavours, particularly in forestry and fair trade, with philanthropic activities. The latter focus on the promotion of leadership, innovation, and

the formation of networks in Latin American organized civil society. Dr. Artavia is also President of Fundación Latinoamérica Posible, a private not-for-profit organization that promotes corporate social responsibility and sustainable development in the region's productive private sector.

From 1999–2007 Dr. Artavia served as President of INCAE Business School, a private, not-for-profit international school of business with operations in 12 Latin American countries. INCAE was ranked for ten consecutive years among the top three business programs in Latin America by both the *Financial Times* and *America Economía*, and among the world's top 10 international business programs by the *Wall Street Journal*.

Dr. Artavia is the strategic advisor for the Panama Canal Authority; Grupo Nación, the largest media group in Costa Rica; Toyota in Costa Rica and México; the ORREDES Foundation in Northwestern Argentina; FUNDESA, the Guatemalan Foundation for Economic Development and many other profit and nonprofit organizations in the region. In 2007 the governments of Panama, Guatemala, and Nicaragua awarded him the highest civilian merit orders allowed by their respective governments.



Daniel Weiss is co-founder and Managing Partner of Angeleno Group LLC (“AG”), a Los Angeles-based private equity firm focused on high-growth investments in the energy sector. Prior to the formation of AG, Mr. Weiss was an attorney at O’Melveny & Myers in Los

Angeles, working in the firm’s mergers and acquisitions, international and high technology practice groups. He represented multiple Global 1000 clients, including utilities and energy-related companies, in a wide array of private equity and corporate finance transactions.

Mr. Weiss also has a significant history of involvement in government, regulatory, and public policy entities that deal with the energy sector, including work experience in the White House and the United States Congress. Additionally, he has lectured and published articles on the topics of law, business, and public policy. Mr. Weiss currently or recently has served on boards or public commissions for several non-profit and government organizations. He holds a J.D. from Stanford Law School, an M.A. from Stanford University, and a B.A. from U.C. Berkeley.



Dr. Chen Jining is Professor in Environmental Engineering and Executive Vice President at Tsinghua University, China. Professor Chen holds an honorary first degree in Environmental Engineering from Tsinghua University (1986) and a PhD in

Environmental System Analysis from Imperial College, London (1992). His research interests include environmental systems analysis and integrated assessment, water resources and environmental policy. He is Deputy Chair of China’s National Environmental Science & Technology Committee, and Vice President of the National Environmental Science Association. He is also a board member of the Chinese Environmental Foundation as well as a number of other scientific committees, professional associations, and advisory councils related to water and the environment. He also sits on several environmental journal editorial boards, and has published over 200 papers, books, chapters, and monographs. Dr Jining owns a number of registered environmental software and patents, and has won several scientific prizes for his work.



Robin Chase is the co-founder and former CEO of Zipcar, an innovative car sharing service, and is currently the CEO of GoLoco.org, a venture combining online carpooling and social networking. She is also founder of Meadow Networks, a transportation

consulting firm, and maintains a blog—Network Musings—on the topics of climate change, transportation, and wireless networks.

Ms Chase has been frequently featured in the major media including the Today Show, *The New York Times*, National Public Radio, *Wired*, *Newsweek*, and *Time* magazines, as well as in several books on entrepreneurship. She has received many awards, including the Massachusetts Governor’s Award for Entrepreneurial Spirit; Start-up Woman of the Year; Business Week’s Top 10 designers; Fast Company’s Fast 50 Champions of Innovation; technology and innovation awards from *Fortune*, *CIO*, and *InfoWorld* magazines; and numerous environmental awards from national, state, and local governments and organizations.

She graduated from Wellesley College and MIT’s Sloan School of Management, and won the competitive Loeb Fellowship at the Harvard Graduate School of Design.

WRI Projects At a Glance

ACCESS AND GOVERNANCE

Access Initiative: The largest network in the world dedicated to ensuring that citizens have the right and ability to influence decisions about the natural resources that sustain their communities.

EarthTrends — The Environmental Information Portal: Influences policy and research with a comprehensive online collection of data and analysis about the environmental, social, and economic trends that shape our world.

Electricity Governance Initiative: Works with sector decision-makers and civil society to promote transparency, accountability, and public participation in the electricity sector.

Equity, Poverty, and the Environment: Seeks to reduce poverty and promote sound environmental management by ensuring equitable access to ecosystem goods and services and fair distribution of natural resource benefits.

Governance and Forests Initiative: Encourages sustainable management of forests and helps reduce deforestation and related emissions under the UNFCCC by providing civil society, government, industry, climate policy-makers, and other actors with a framework for assessing governance of forests, and incentivizing improvement.

International Financial Flows and the Environment: Works to improve the social and environmental performance of public and private IFIs by holding them accountable to their investors, to donor countries, and to the communities that are impacted by their investments.

World Resources Report: Helps shape the environment and development debate by providing governments, civil society, donors, and the private sector with new thinking and analysis on the environment-development nexus.

CLIMATE, ENERGY, AND TRANSPORT

Architecture of Climate Agreements: WRI works with key governments to shape the post-2012 climate agreement. We will build governmental and nongovernmental constituencies supportive of policy and action.

Biofuels Production and Policy — Implications for Climate Change, Water Quality, and Agriculture: Seeks to ensure that energy and agricultural policies are as sustainable as possible given increased pressure for agricultural energy production, and to direct development of the biofuels industry toward those technologies that are most environmentally sustainable.

Business Engagement — Green Power Market Development Group and U.S. Climate Business Group: Leverages the private sector to scale-up deployment of renewable energy and energy efficiency technologies through technology deployment and policy support.

Carbon Capture and Sequestration (CCS): Develops solutions to the policy, regulatory, investment, environmental, and social challenges associated with CCS demonstration and deployment in key coal-consuming countries with current focus on the United States and China.

China and the Climate Change Challenge: A collaboration with Chinese partners to accelerate climate change mitigation in the context of Chinese energy and economic development and, in doing so, address one barrier to U.S. re-engagement in international climate action.

ClimateTrends: Provides access to information and analysis tools on global climate change that help support future policy decisions made under the U.N. Climate Convention, in the United States Congress and states, and in other forums.

Developing Country Actions (DCA): Designs incentives and international policy frameworks for developing countries to undertake actions for mitigating greenhouse gases that are supported by technology and finance.

EMBARQ — The WRI Center for Sustainable Transport: Fosters viable government-business-civil society partnerships whose members are committed to finding solutions to the transportation-related problems facing the cities in which they operate.

Emissions Markets: Facilitates the development of globally consistent markets for greenhouse gas emission reductions, which will form a critical component of U.S. policies and international agreements on climate change.

Energy Security and Climate Change: Frames and communicates solutions that address energy security concerns while enhancing, rather than damaging, climate protection.

Greenhouse Gas Protocol Initiative: A decade-long partnership between World Resources Institute and the World Business Council for Sustainable Development, the GHG Protocol is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage greenhouse gas emissions.

International Technology Policy: Engages public and private sector partners to frame solutions for international technology deployment that will result in a measurable and significant shift in investment toward zero-carbon technology in the power sectors of key developed and developing countries.

Learning and Leading by Doing — Expanding the Impact of WRI's CO₂ Reduction Commitment: Helps service and retail companies understand their role in climate change solutions. Helps build new constituencies in support of climate change action.

State Successes: Actively supports successful state and regional climate change policy, which leads to local emissions reductions, informs and encourages near-term federal policy, and supports continued and increased stringency in subsequent federal action.

UNFCCC Mechanisms for Forests and Climate: Works to reduce emissions from deforestation in developing countries by analyzing carbon financing mechanisms currently under discussion in the UNFCCC process and offering alternatives and additions to these mechanisms.

U.S. Climate Policy Analysis and Design: Facilitates the development, adoption, and implementation of U.S. GHG emission reduction policies, focusing primarily on cap-and-trade policy.

Vulnerability & Adaptation to Climate Change: Works to help developing countries integrate climate change impacts and adaptation approaches into their national development planning. Also supports the design of the adaptation elements of a post-2012 international climate agreement.

MARKETS AND ENTERPRISE

Capital Markets Research: Provides tools and frameworks to investors, financial institutions, issuers, and analysts in advanced market economies to help incorporate environmental risk and opportunity into traditional financial analyses and investment decisions.

Emerging Markets Equities: Analyzes the financial impact of sustainability issues on critical business sectors in six focus countries in emerging Asia. The objective is to develop tools and frameworks to help embed extra-financial sustainability issues into mainstream financial analysis.

Green Supply Chain Project: The Green Supply Chain Project promotes corporate supply chain initiatives that minimize impact to the environment and build value for both buyers and suppliers.

New Ventures: New Ventures promotes the growth of small and medium enterprises to help drive inclusive, sustainable economic development in emerging economies. Our global network helps entrepreneurs in key sectors to improve their business skills, access capital, and grow.

Building Investor Capacity for Small Enterprises: Working in key emerging markets, WRI and its partners promote innovation in the financial sector and grow the pool of capital available to small, sustainable enterprises so they may increase their positive environmental and social impacts.

Base of the Pyramid (BOP) Markets: WRI increases knowledge and action with respect to BOP markets in energy, water, and agriculture by providing new investment and market analysis on the potential of small enterprises to effectively and viably address the needs of the BOP.

PEOPLE AND ECOSYSTEMS

Biofuels Production and Policy: Seeks to ensure that energy and agricultural policies are as sustainable as possible given increased pressure for agricultural energy production. Directs development of the biofuels industry toward those technologies that are most environmentally sustainable.

Corporate Ecosystem Services Review: Refines and promotes adoption of The Corporate Ecosystem Services Review, a methodology for integrating ecosystem service considerations into private sector decision-making.

Economic Valuation of Coral Reefs: Develops and applies practical methods for estimating the economic contribution of coral reefs, losses from reef degradation, and the economic benefits gained by investing in coastal zone management.

Ecosystem Service Indicators — Developing Measures of the State, Trends, and Drivers of Ecosystem Services: Identifies gaps in existing ecosystem services indicators and develops new indicators to fill those gaps, thereby helping to inform ecosystem management decisions at the international, national, and sub-national levels.

Global Reefs at Risk Revisited: Examines human pressures on coral reefs (including climate-related threats), the resulting effect on ecosystem goods and services, and implications for economic impacts in coastal communities.

Forest Landscapes: Helps governments, industry, NGOs, and community groups in Southeast Asia, Russia, Central Africa, and the Amazon Basin access and properly integrate timely, accurate, and accessible forest landscape information to strengthen the management of working forests, reduce deforestation, and safeguard primary forests.

Integrating Ecosystem Service Concepts in Public Sector Decision-Making: Aims to raise awareness about the condition of ecosystem services and provide guidance on how ecosystem services can be incorporated into decision-making processes.

Performance-Based Incentives for Improving Water Quality: Aims to reduce eutrophication and hypoxic zones through the development and adoption of performance-based incentives—nutrient trading, reverse auctions, and performance-based payments.

Poverty and Ecosystem Services Mapping in East Africa: Develops and applies new mapping methods to analyze ecosystem services and poverty, helping policy-makers to understand and act on linkages between poverty and ecosystem services and improve implementation of poverty reduction efforts, ecosystem management, policies, or plans at national and local levels.

Our Community *staff*

OFFICERS

Jonathan Lash, President
Manish Bapna, Executive Vice President/Managing Director
Steven Barker, Chief Financial Officer/VP, Administration
Elizabeth Cook, Vice President, Institutional Strategy & Development
Robin Murphy, Vice President, External Relations
Janet Ranganathan, Vice President, Science & Research

ADMINISTRATION

Angela Butler
Olga Dolegui
Cathy Donn
Arthur Droe
Vivian Fong
Jennie Hommel
Julia Hussey
Nancy Kiefer
Leslie Kruse
Anna-Lise McManus
Mary Maguire
Georgia Moyka
John Murray Sr.
Sheryl Newkirk
Allison Sobel
Rashawn Stepp
Kristin Synder
Wendy Washington
Lauren Withey

CLIMATE AND ENERGY

Jonathan C. Pershing, Program Director
Pankaj Bhatia
Nicholas Bianco
Deborah Boger
Robert Bradley
Natalie Bushell
Cynthia Cummis
Thomas Damassa
Florence Daviet
Christina Deconcini
Aarjan Dixit
Sarah Forbes
Taryn Fransen
Gregory Fuhs
Stephanie Hanson
Robert Heilmayr
Alexia Kelly-Schwartz
John Larsen
Christopher Lau
Jennifer Layke

Franz Litz
Heather McGray
Hilary McMahon
Eliot Metzger
Remi Moncel
Seth Ort
Alexander Perera
Laura Pocknell
Samantha Putt Del Pino
David Rich
Kaleigh Robinson
Stephen Russell
Deborah Seligsohn
Neelam Singh
Margaret Staley
Xiaomei Tan
Preeti Verma
Jack Warner
Kate Zyla

DEVELOPMENT

**Elizabeth Cook, Vice President,
Institutional Strategy and Development**
Elisabeth Bahs-Ahern
Rich Barnett
Anne Calvert
Heidi Donovan
Leslie Myers
Frances Nepomuceno
Christopher Perceval
Lillian Torres
Devan Tucker
Daniel Tunstall
Mary Upchurch
Elsie Velez Whited

EMBARQ

Nancy Kete, Director
Claudia Adriazola
Ethan Arpi
Maria Cordeiro
Luis Gutierrez

Dario Hidalgo
Clayton Lane
Soniann Oliver
Madhav Pai
Seema Parakh
Laura Root
Rhys Thom
Alper Unal

EXTERNAL RELATIONS

**Robin Murphy, Vice President,
External Relations**
Hyacinth Billings
Amy Cassara
Laura Lee Dooley
Kathy Doucette
Samah El Sayed
Polly Ghazi
Timothy Herzog
Paul Mackie
Camilo Ramirez
Payson Schwin
Oretta Tarkhani
Lydia Weiss

INSTITUTIONS AND GOVERNANCE

Jacob Werksman, Program Director
Arisha Ashraf
Maria Athena Ballesteros
Emily Chessin
Crystal Davis
Allenisheo Lalanath De Silva
Joseph Foti
Anne-Gaelle Heliot
Ryan Herbertson
Monika Kerdeman
Isabel Munilla
Smita Nakhoda
Linda Shaffer
Peter Veit
Davida Wood
Alisa Zomer

MARKETS AND ENTERPRISE

Andrew Aulisi, Program Director

Virginia Barreiro
Ray Cheung
Elaine Delio
Hiranya Fernando
Aram Kang
Dana Krechowicz
Adriana Lacerda
Saurabh Lall
Kelly McCarthy
Francisco Noguera
Clayton Rigdon
Chandan Singh
Visalakshi Venugopal

PEOPLE AND ECOSYSTEMS

Craig Hanson, Program Director

Karen Bennett
Evan Branosky
Lauretta Burke
Lauriane Cayet Boisrobert
Emily Cooper
John Finisdore
Peter Hazlewood
Norbert Henninger
Charles Iceland
Cyrus Jones
Lars Laestadius
Florence Landsberg
Christian Layke

Elizabeth Marshall
Kathlene Martini
Pierre Methot
Susan Minnemeyer
Carmen Noguera Chang
Suzanne Ozment
Sara Parr
Kathleen Reytar
Mindy Selman Leblond
Lucas Shindeldecker
Matthew Steil
Alfred Stolle
Scott Thompson
Richard Waite
Jeffrey Wielgus



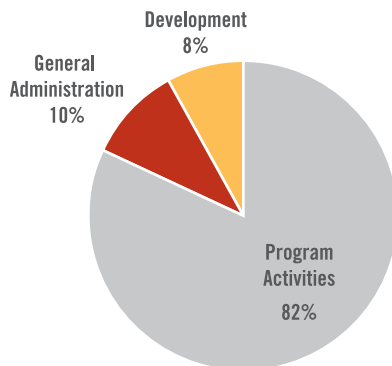
Financial Overview

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. We are efficient, for 2008 over 82 percent of our revenue supports program activities. To maintain our credibility and effectiveness, our income and expenditures are reviewed by professional auditors.

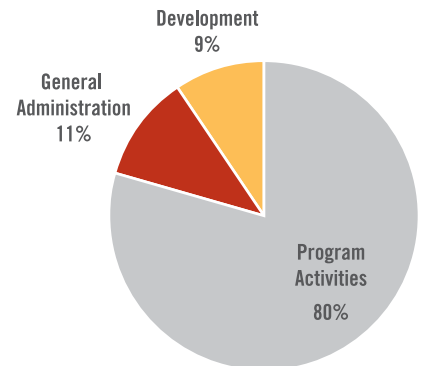
Statement of Consolidated Activities

	TOTAL 2008	TOTAL 2007
Revenues		
Grants/Contributions	\$20,355,000	\$17,225,000
Federal Grants	3,156,000	4,237,000
Support from Endowment Income/Publications/Others	2,918,000	2,165,000
Total Unrestricted Revenues and Other Support	26,429,000	23,627,000
Expenses		
Program Activities	21,785,000	18,832,000
General Administration	2,601,000	2,598,000
Development	2,017,000	2,197,000
Total Expenses	26,403,000	23,627,000
Change in Net Assets	26,000	0

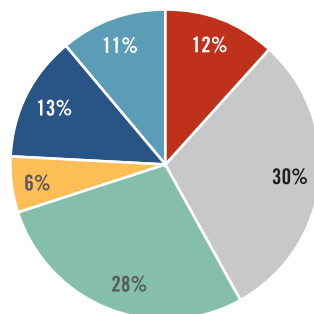
Uses of Operating Funds FY2008



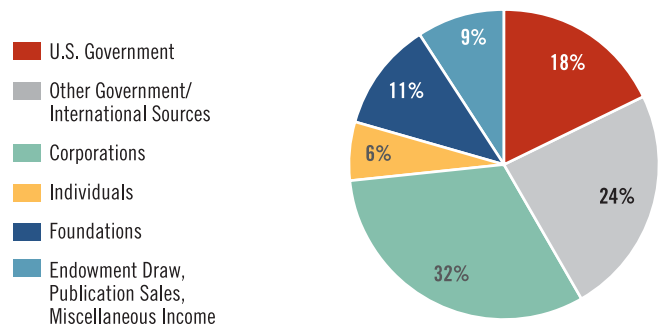
Uses of Operating Funds FY2007



2008 Operating Revenue



2007 Operating Revenue



- U.S. Government
- Other Government/International Sources
- Corporations
- Individuals
- Foundations
- Endowment Draw, Publication Sales, Miscellaneous Income



The WRI logo represents a knot tying together the threads of natural resource use and conservation, economic development, and social equity through research, capacity building, and institutional change.

VALUES

In our day-to-day work we are guided by our core institutional values.

Innovation:

to lead change for a sustainable world, we will 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.

Urgency:

we believe that change in human behavior is urgently needed to halt the accelerating rate of environmental deterioration.

Integrity:

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

Respect:

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



WORLD
RESOURCES
INSTITUTE

10 G STREET, NE
SUITE 800
WASHINGTON, DC 20002
WWW.WRI.ORG