

# AMPLIFYING CLIMATE PHILANTHROPY



climeworks  
FOUNDATION

A New Five-Year Strategic Plan for ClimateWorks Foundation  
May 2020



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# Preparing for a Decisive Decade

## A message from our President & CEO

Now is the time for transformation. As the world responds to a global pandemic and economic fallout of historic proportions, we must act with urgency on another global crisis that poses a profound threat to humanity and the natural world — climate change.

The science is clear. Unless we change course, people around the world will suffer more intense and widespread droughts, storms, floods, wildfires, hunger, disease, and loss of homes and livelihoods. In the face of this climate crisis, we must all ask how we can do more to avert catastrophe and bring about a safer, sustainable, and thriving future for all.

We must act now in bolder and more strategic ways. For some of us, it means reimagining our personal lives. Going solar. Getting an electric vehicle. Divesting our retirement savings from fossil fuels. For ClimateWorks Foundation, it means increasing our ambition and embracing our role as a collaborative leader in climate action and philanthropy.

Since our founding in 2008, we have awarded over \$1 billion in grants to more than 500 organizations working to advance climate solutions. We helped grow the field of climate philanthropy to where it stands today and created infrastructure and momentum for continued growth. We developed global intelligence to inform climate philanthropy, built global networks to power collaboration, and led a range of initiatives designed to keep global emissions in check.

Now we are compelled to do more. That is why we have adopted a new strategic plan — to expand our impact in the context of a growing field and changing world. Informed by dozens of stakeholder interviews and extensive internal deliberation, this plan will guide ClimateWorks through the consequential coming years in the climate fight. We are grateful to our funders, partners, staff, and board for their engagement and support as we developed this new plan and as we begin to put it into practice.

It has never been more urgent that humanity rise to the climate challenge, and the opportunities for philanthropy to contribute have never been greater. Building on ClimateWorks' history, empowered by our partnerships, and guided by our new strategic plan, we look forward to making important new contributions to transformative climate successes in the years ahead.

Charlotte Pera



**President and CEO**  
May 2020





## Our Vision and Mission

We envision a planet that is a thriving home for all living beings for generations to come.

The future we seek includes universal access to clean and affordable energy and water, unpolluted air, nutritious food, quality education, and productive employment, so that people can live healthy and prosperous lives throughout the world. While ClimateWorks remains focused on reducing the greenhouse gas emissions that cause climate change, this vision inspires us to develop strategies and partnerships that achieve durable results in a world of complex challenges and competing priorities.

The climate crisis poses an extreme risk to the future we envision. If the world fails to act boldly and urgently, millions of people will suffer increasingly severe consequences: drought, fires, floods, food and water scarcity, mass human migration. Climate change will hit marginalized and vulnerable communities the hardest and undermine decades of human progress.

But we can succeed. The world can tackle the climate crisis if governments, the private sector, and civil society step up to do more and work together. Philanthropy in particular has a unique and critical role to play. It can increase global ambition, scale proven mitigation strategies, innovate new climate solutions, and drive collaborative actions. The problem is complex, the stakes are high, but our new mission is simple: **End the climate crisis by amplifying the power of philanthropy.**



The climate crisis poses an extreme risk to the planet we envision as a thriving home for all living beings for generations to come.







## Philanthropy's Critical Role

For more than a century, philanthropy has helped make progress on the toughest issues facing the world including health, poverty, education, and the environment.

At its best, philanthropy operates on the cutting edge of solutions to some of the world's most urgent and complex problems. It demonstrates what is possible and partners to drive solutions to scale.

When it comes to climate, philanthropic resources are modest compared to the trillions of dollars in investment needed to decarbonize the global economy. Still, philanthropy is crucial for driving climate solutions in ways the public and private sectors cannot. At ClimateWorks Foundation, we have seen climate philanthropy in action for more than a decade. We know first-hand how powerfully philanthropy and its partners can advance climate solutions by supporting ambitious policies, ensuring corporate and government accountability, building civil society capacity, and bringing together influential coalitions of actors.

A decade ago, the world was on a path toward a global average temperature increase of more than 4°C. Now, thanks to combined government, private sector, and philanthropic actions, those warming projections have decreased to roughly 3°C. While this is not yet enough to meet goals of the Paris Agreement — to keep warming well below 2°C while pursuing a limit of 1.5°C, it shows us that success is possible.

Philanthropy has played an essential role in catalyzing, mobilizing, and supporting climate change mitigation strategies designed to protect our planet's future for generations to come. Today, philanthropic donors large and small contribute more than \$7 billion annually to climate change mitigation efforts. This community is poised to grow even more in the coming years, making it a key factor in unlocking the action, innovation, and scale required to end the climate crisis.

To deliver this real-world impact, philanthropy must summon its greatest values — ambition, ingenuity, collaboration, and optimism. These values can help philanthropy tap the limitless potential of people and organizations to change our world for the better.

Just as philanthropy is exceptionally positioned to drive climate solutions, ClimateWorks is uniquely designed to apply our expertise, networks, and resources to amplify philanthropy's impact.



Philanthropy is crucial for exploring climate solutions in ways the public and private sectors cannot.





## Our First Decade: Building the Field

Philanthropy's commitment to climate was not a given in 2008, when ClimateWorks was founded by the William and Flora Hewlett Foundation, the David and Lucile Packard Foundation, and the McKnight Foundation.

The field of climate philanthropy was relatively small at the time, and the founding of ClimateWorks represented a major growth in funding and infrastructure.

As the largest actor in the ecosystem at the time, ClimateWorks was designed to aggregate philanthropic funding and redistribute it through a formal network of partners. Our focus was to fund work in the countries and economic sectors with the highest greenhouse gas emissions. ClimateWorks established new organizations, expanded existing ones, and produced a number of important outcomes in its first several years.

By 2012, the field of climate philanthropy had grown and we recognized that ClimateWorks had to evolve to better support and encourage that growth. We moved to a more flexible model that established ClimateWorks as a collaborative engine for philanthropy to drive big outcomes in climate.

We focused on delivering global intelligence, creating effective collaborations with funders, providing global grantmaking services to help funders make effective investments in climate strategies, and continuing to grow climate philanthropy.

### Our first decade taught us some key lessons:

- **Trusted information** and analysis can accelerate philanthropic action and impact, provided that the information is fit-for-purpose and delivery mechanisms are effective.
- **Well-designed, high-trust peer collaborations** and networks are valued by funders and make their work more effective.
- **Intensive coordination and collaboration** across funders is essential to maximize the impact of finite grantmaking resources. Bringing funders together to align or pool resources around shared strategies takes work but the reward is greater.
- **Agility and innovation** are crucial to success and are powered by trust, ready sharing of information, and the operational capacity to explore and act on new ideas.
- **People and relationships matter.**

Our new strategic plan is rooted in these lessons and our years of leadership in the world of climate philanthropy.







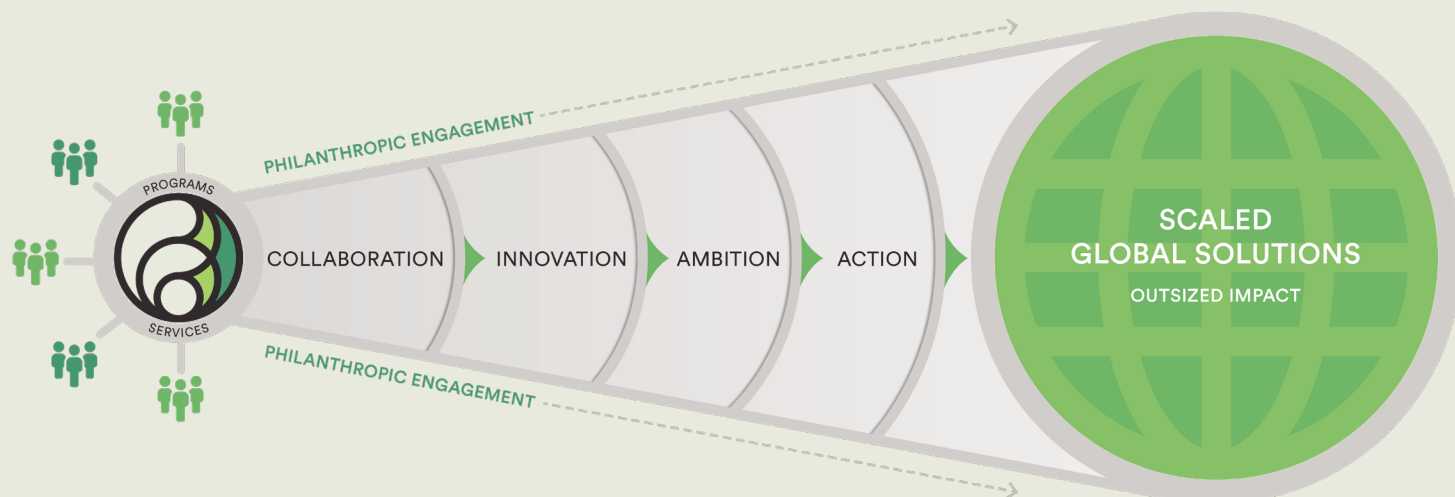
## Our Next Chapter: Scaling Solutions

Today, our mission to end the climate crisis is about speed and scale, and this next decade is pivotal.

We must set our sights on big goals and work together globally to achieve them — in and across philanthropy, civil society, government, and the private sector.

That is why we have built ClimateWorks into a global platform for philanthropy to innovate, collaborate, and accelerate climate solutions that scale by bringing together a unique network of funders, grantees, researchers, and other partners. We provide a suite of Global Programs and Global Services uniquely designed to amplify the power of a climate philanthropy community that is larger, more coordinated, more international, and growing faster than ever.

### AMPLIFYING THE POWER OF PHILANTHROPY





## Three strategic themes will guide our work in the coming five years.

This growing ecosystem demands more from ClimateWorks' programs and services, so we are sharpening our focus and strengthening our offerings and capacity to meet these demands:

### ➤ Expanding our Global Services to Philanthropy

We will sharpen and scale up our three distinct Global Services — Intelligence, Collaborations, and Grantmaking — to enable more funders to build and execute transformative climate strategies.

### ➤ Driving Innovation and Scale in our Global Programs

We will drive targeted, high-impact Global Programs by creatively combining our knowledge, networks, and grantmaking capabilities. Our new Explore, Develop, Scale (EDS) framework will enable us to explicitly explore more ideas and develop and scale the most promising initiatives to new heights.

### ➤ Deepening our Global Reach

We will enhance our global perspective, work, and reach to ensure philanthropy can attack the climate crisis at the planet-wide scale it demands.

By focusing on these themes, ClimateWorks will help the field of climate philanthropy act with the ambition, urgency, capabilities, and interconnections needed to end the climate crisis.



## Our Values

**COLLABORATION.** We recognize that we can achieve more by working together than by working alone.

**INSIGHT.** Our work is guided by rigorous analysis based on the latest science to identify and act on key opportunities.

**RESOLVE.** We are dedicated to achieving our mission in the face of major challenges and hurdles.

**CATALYTIC.** We empower people and organizations to take meaningful climate action today.

Our new values are at the core of how we will work to achieve our mission.







# How We Deliver: Key Strategic Themes

## Expanding Global Services for Philanthropy

As climate philanthropy grows, it is critical to ensure that its expanding resources translate into bigger, faster reductions in climate pollution. Our Global Services — Global Intelligence, Global Collaborations, and Global Grantmaking — give funders the tools they need to make their climate giving as effective as possible. Designed with the unique needs of individual funders in mind, these services also enable the broader climate philanthropy community to operate collaboratively for greater collective impact.

### ClimateWorks Global Intelligence

Our Global Intelligence service provides funders with the knowledge necessary to build their climate investment strategies. It helps them explore areas for climate action and identify opportunities for greater impact and partnership. Over the past decade, ClimateWorks has established significant expertise at the intersection of climate and philanthropy, including in-depth resources on greenhouse gas mitigation opportunities, climate trends, and global climate philanthropy funding flows.

Building on these unique datasets, aggregated through dozens of global partnerships and refined through in-house analysis and modeling expertise, we've created the most robust and curated knowledge set for and about climate philanthropy in the world.

Our Global Intelligence service enables philanthropic climate strategies to be effective. It takes into consideration what actions need to happen now, over the next decade, by mid-century, and beyond. It factors in the best scientific, technical, political, economic, and social information and analysis needed for climate philanthropy to drive big solutions. Our Global Intelligence service includes:

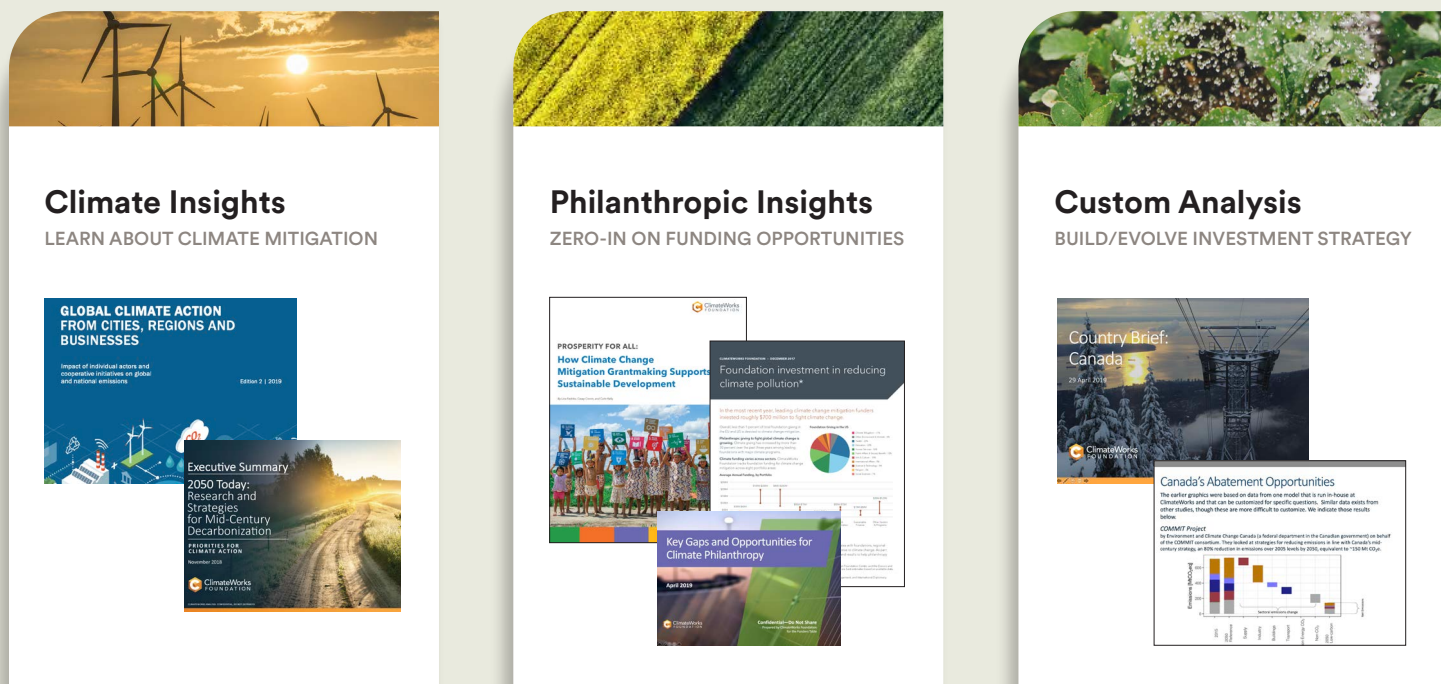
➤ **Climate insights** provide strategic intelligence for philanthropy, built on open-source modeling covering global climate change data, mitigation opportunities, progress indicators, and future emissions projections.

➤ **Philanthropic insights** include timely data, analysis, and reports on funding flows, grantee landscapes, and climate insights to build knowledge, identify investment priorities, and support effective deployment of funding.

➤ **Custom analysis** provides expert research, reports, presentations, and briefings to respond to requests from individual funders.



## GLOBAL INTELLIGENCE EXAMPLES AND USES



Global Intelligence provides funders with the strategic intelligence they need to most effectively deploy resources – their own or collectively – for maximum climate impact.

In the months and years ahead, we will continue to build out our Global Intelligence service with more custom analyses and actionable and timely intelligence. To ensure that we provide as much value as possible, we will regularly gather feedback from our diverse partners to understand how well our Global Intelligence service meets their range of needs and adapt accordingly.

## ClimateWorks Global Collaborations

Collaboration has long been a pillar of our approach to serving philanthropy and driving solutions. Our Global Collaborations service includes a suite of best-in-class collaborations that enable climate funders to increase individual and collective impact. For example, we serve as the secretariat for the Funders Table, the premier forum for many of the world's largest climate funders.

We will continue to facilitate international collaborations designed to build high-trust relationships, create strategic alignment, and facilitate coordinated actions across the climate philanthropy ecosystem, including funders, grantee partners, and others. These collaborations fall into three categories:

➤ **Funder forums** are high-trust communities where leading climate funders share ideas, build relationships, and strategize together.

➤ **Learning networks** bring funders together to explore specific regional and sectoral strategies and create opportunities to learn together.

➤ **Joint-action groups** are coalitions of funders working to advance specific shared strategies and drive climate outcomes in close partnership with NGOs and other allies.





## CLIMATEWORKS COLLABORATIONS EXAMPLES



### FUNDER FORUMS

#### Funders Table

**Purpose:** Enable leading funders to share learnings, strategize

**Model:** Funder-only community; Engages throughout the year; Examines climate trends and opportunities across sectors and geographies; ClimateWorks is secretariat.



### LEARNING NETWORKS

#### India Climate Philanthropy Learning Network

**Purpose:** Provide a learning/sharing platform for climate opportunities in India

**Model:** Voluntary group of philanthropies focused on increasing climate action in India; Supported by ClimateWorks; Regular virtual meetings, email, and occasional in-country learning opportunities.



### JOINT-ACTION GROUPS

#### Kigali Cooling Efficiency Program

**Purpose:** Help countries transition to efficient, clean, affordable cooling solutions

**Model:** Collaborative of 17 funders, \$50m+ invested in shared strategy; includes Funder Steering Committee and Technical Advisory Group; Secretariat led by ClimateWorks Efficiency Cooling Office (ECO).

As part of our commitment to fostering successful collaborations, our plan lays out key objectives:

- **Continuing to provide high-quality support to the Funders Table**, with continued focus on delivering the greatest results.
- **Deepening our support** for a curated group of collaborations designed to amplify the impact of climate philanthropy.
- **Nurturing the growing demand for philanthropic collaborations** by providing early-stage support to emerging collaboration forums.



ClimateWorks staff works collaboratively with stakeholders across government, NGOs, and the communities on efforts like the Kenya Short-Lived Climate Pollutants project.



CLIMATEWORKS GLOBAL COLLABORATIONS

	ESTABLISHED	EMERGING	EVALUATING
Funder Forums	Funders Table		
Learning Networks	India Climate Philanthropy Learning Network (Including India Air Quality)	Food and Agriculture	<ul style="list-style-type: none"><li>· Africa Climate Philanthropy Learning Network</li><li>· Brazil Climate Philanthropy Learning Network</li><li>· China Climate Philanthropy Learning Network</li><li>· Governance &amp; Diplomacy</li><li>· Social &amp; Economic Transition</li></ul>
Joint-Action Groups	<ul style="list-style-type: none"><li>· Climate &amp; Land Use Alliance</li><li>· Carbon Dioxide Removal</li><li>· Kigali Cooling Efficiency Program</li><li>· Clean Transportation Affinity Groups</li></ul>	<ul style="list-style-type: none"><li>· Aviation</li><li>· Finance</li><li>· Industrial Decarbonization</li><li>· Super Pollutants</li></ul>	

Global Collaborations enable the climate philanthropy community to accomplish more by working together. The table shown above represents ClimateWorks' strategic framework for organizing and growing this work.

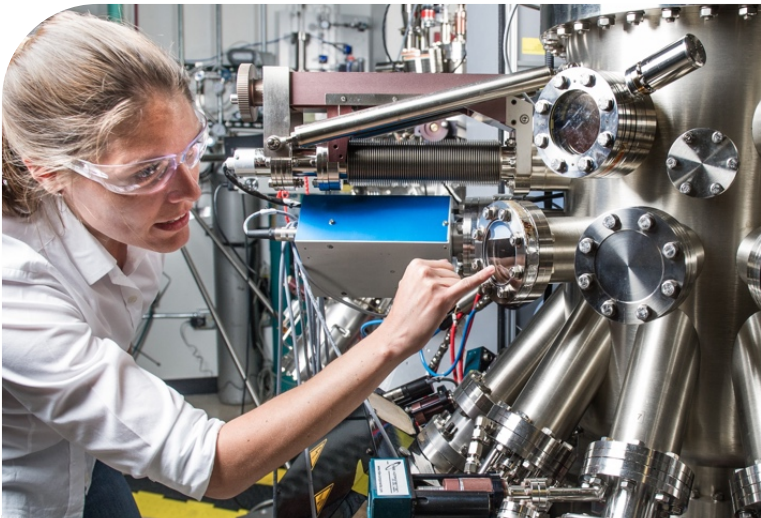
In assessing which collaborations to support, we take into account how well a potential collaboration aligns with our staff expertise, our capacity to provide high-quality support, and whether effective collaboration forums for the topic already exist elsewhere. In cases where a collaboration on a key topic is emerging or hosted elsewhere, we may help nurture or participate in that effort.

ClimateWorks Global Grantmaking

Over the past decade, ClimateWorks has built a world-class grantmaking infrastructure that has enabled us to make more than \$1 billion in grants to over 500 grantees in more than 40 countries around the world.

Our programmatic expertise has enabled us to make strategic investments across a wide range of sectoral and geographic mitigation opportunities. We have done so using a diverse set of philanthropic intervention strategies.

In addition, our administrative and operational grantmaking capabilities, including legal compliance, financial oversight, and evaluation and reporting, have built our reputation as a leading global grantmaker. Finally, our partnership approach with our grantees ensures we listen and work closely with the frontline organizations doing invaluable climate change mitigation work.



Our grantmaking emphasizes innovation and pushing boundaries.

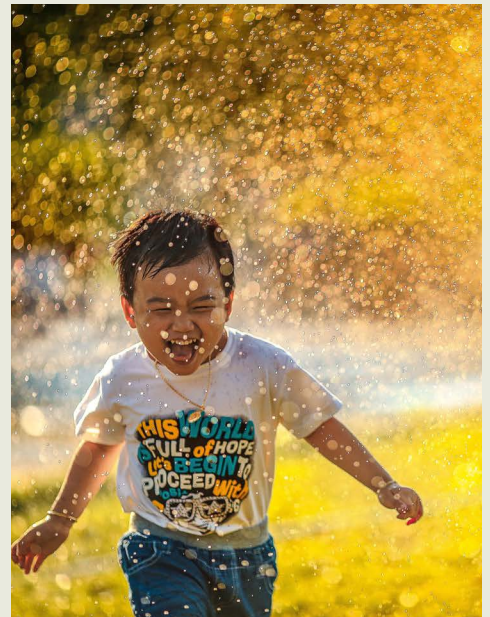


As we move forward, ClimateWorks will further strengthen our grantmaking capabilities, enabling more funders to invest effectively in the wide range of global philanthropic opportunities for climate change mitigation. Our grantmaking services include:

➤ **ClimateWorks initiatives** enable funders to invest directly in high-impact programs designed and led by our expert staff.

➤ **Joint initiatives** support groups of funders with pooled resources to pursue shared strategies through our Global Programs infrastructure and staff expertise.

➤ **Custom initiatives** assist individual funders to design and implement tailored grantmaking strategies.



# Driving Innovation and Scale in Our Global Programs

## A new framework for exploration and growth

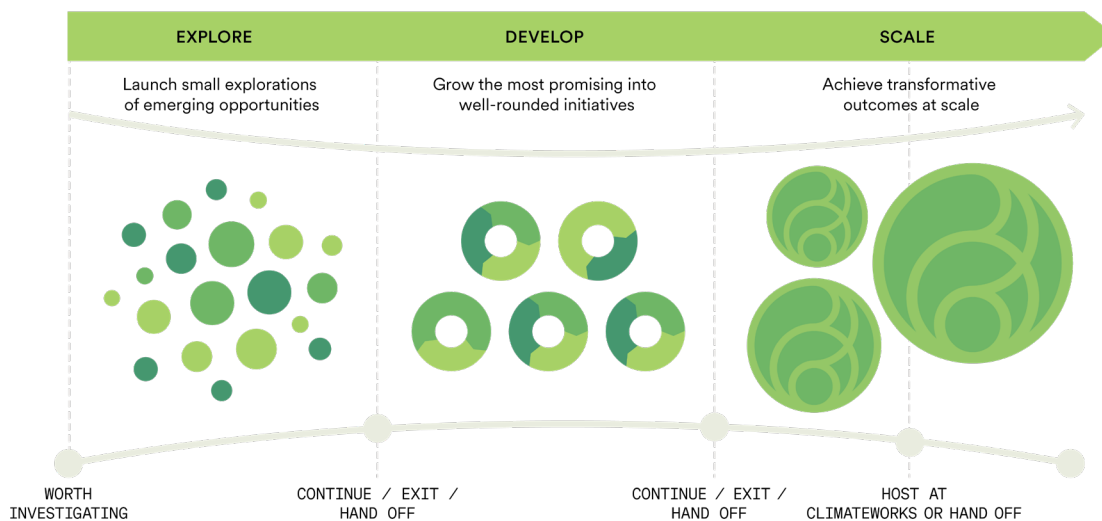
Through our Global Programs, ClimateWorks supports climate change mitigation efforts from early explorations to scaled initiatives. We help develop innovative and impactful solutions, fund their implementation, and scale up those that show the greatest promise.

A key new strategy for driving scale is applying our new, structured Explore, Develop, Scale (EDS) framework to all of our programmatic initiatives. This framework ensures that we continuously explore innovative ideas and emerging opportunities, and that we scale the most promising of those into philanthropic efforts that can drive transformative real-world outcomes.

The EDS approach will allow us to mobilize leadership, networks, partners, and funder support around the initiatives with the most potential. It will also help us to responsibly exit or spin out initiatives when warranted. This will keep our efforts and resources focused on the areas where we can have the most impact.

For initiatives in the exploration phase, we will strive to advance the leading edge of climate philanthropy by testing new and even radical ideas. When an initiative progresses to the develop and scale phases, we will look to partner with others and focus philanthropic resources in more strategic ways to drive the most transformative climate outcomes while achieving clear and measurable milestones along the way.

## CLIMATEWORKS PROGRAMMATIC FRAMEWORK



The Explore, Develop, Scale framework will provide structure to our Global Programs in a way that makes the most of our intelligence, collaborations, and grantmaking capabilities.

## Essential ingredients for success

Unique to our Global Programs is the way we bring together our core capabilities of intelligence, collaborations, and grantmaking to drive our programs to scale. This distinctive blended approach provides the essential ingredients that philanthropic climate initiatives need to give them the best chance at success.

Our expert staff, who work across a range of high-leverage philanthropic strategies, are global leaders in their respective fields and are constantly crafting, refining, and delivering high-impact strategies in deep partnership with the funding and grantee communities. Our Global Programs are designed so that funders can efficiently execute their individual climate strategies, but also work in alignment with one another in order to create the greatest collective impact.





## ClimateWorks leads a diverse set of philanthropic programs critical to climate mitigation success.



### Carbon Dioxide Removal

In order to meet global climate goals, it is not enough to reduce global greenhouse gas emissions; it is also crucial to actively remove centuries-worth of carbon dioxide from the atmosphere.

Since 2018, the ClimateWorks Carbon Dioxide Removal (CDR) program has provided over \$10 million in grants to support the necessary policy and economic shifts, technological advancements, and scale required to advance a range of scientifically promising CDR solutions.

The program aims to grow natural, technical, combined, and ocean-based methods of carbon dioxide removal from the atmosphere by supporting emerging technologies and policies. It helps to create an enabling environment for CDR methods to take root and scales the approaches that show the most promise.



### Cooling

As global urbanization progresses and incomes around the world continue to grow, demand for cooling is expected to rise rapidly in the coming years, whether for personal comfort, food storage, medical necessities, or other needs.

This growth will improve peoples' lives but could come at a steep cost for our climate. Since 2017, ClimateWorks has granted nearly \$50 million in both direct and aligned funding to limit the climate impacts of cooling around the world through the Kigali Cooling Efficiency Program (K-CEP). Serving as the secretariat for K-CEP, we have helped developing countries transition to energy-efficient, climate-friendly, and affordable cooling solutions, with a specific focus on air conditioners and personal cooling.

Moving forward, K-CEP has widened its scope to include cold chains for the storage and delivery of perishable foods and medicines, as well as broader industry engagement.



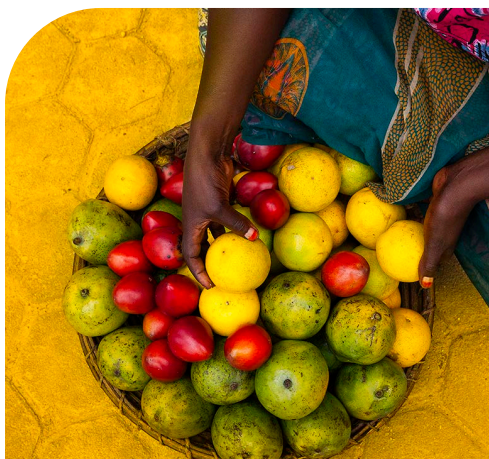


## Finance

Achieving international climate goals requires a profound transformation of financial markets and public budgets. Since 2015, the ClimateWorks Finance program has provided nearly \$20 million in grants to support this transformation.

Through our Capital Markets initiative, we harness the financial system's growing attention to climate risk, translating it into climate-aligned financial regulation and large-scale capital reallocation from the high- to low-carbon economy.

Meanwhile, our Public Finance initiative champions public sector investment that stimulates jobs and economic growth through the commercialization of low-carbon innovations.



## Food & Agriculture

Today, the global food system has never been more productive and efficient, but roughly one-quarter of today's greenhouse gas emissions stem from food and agriculture, generating growing and excessive risks to our health, our economy, and our climate. Working from farm to fork, the ClimateWorks Food & Agriculture program advances a food system that aligns health, biodiversity, and economic and environmental benefits with international climate targets.



## Forests & Land Use

Since 2010, ClimateWorks has hosted, helped support, and been a member of the Climate and Land Use Alliance (CLUA), a philanthropic collaboration between ClimateWorks, the David and Lucile Packard Foundation, the Ford Foundation, and the Gordon and Betty Moore Foundation.

ClimateWorks has provided \$70 million in grants to CLUA in order to help unleash the full potential of forests and land to mitigate climate change, benefit people, and protect the environment. The Climate and Land Use Alliance supports policies, practices, and partnerships that halt and reverse forest loss, advance sustainable land use and development, and secure the rights and livelihoods of indigenous and forest communities.

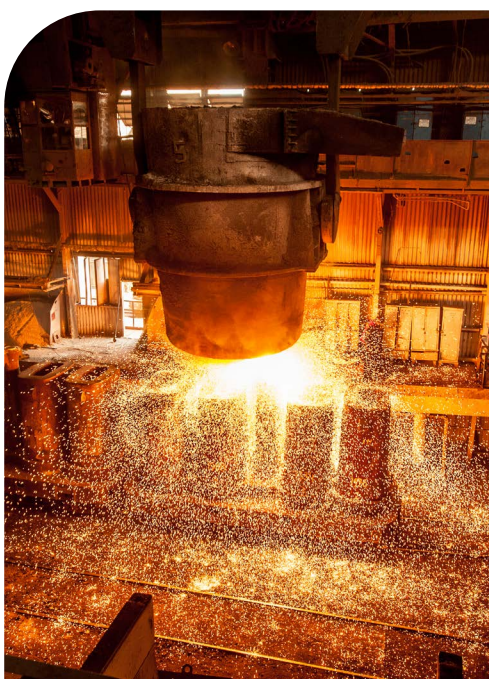






## Governance & Diplomacy

The ClimateWorks Governance & Diplomacy program has provided roughly \$9 million in grants since 2015 to support effective climate governance, with successful implementation of the Paris Climate Agreement as the program's centerpiece. It also works on a range of issues, from supporting climate commitments by subnational actors to advancing complementary multilateral approaches to addressing the climate crisis. We also focus on reinforcing national emissions reductions commitments under the Paris Agreement through the Independent Global Stocktake initiative, which provides independent input to the formal Global Stocktake.



## Industry

The building blocks of the modern world, like steel and cement, currently involve industrial processes that cause severe damage to the climate, the environment, and human health. The ClimateWorks Industry program works to reduce industrial greenhouse gas emissions in a way that makes modern life compatible with international climate goals.

To do so, the program supports policies aimed at creating or strengthening the market for sustainable industrial commodities, including in government procurement. It promotes the more efficient use of materials, through better design, reuse and recycling, and use of substitute materials like wood. Finally, the program works to innovate and commercialize new, cleaner industrial processes for the production of cement, steel, chemicals, and other necessities.



## Power

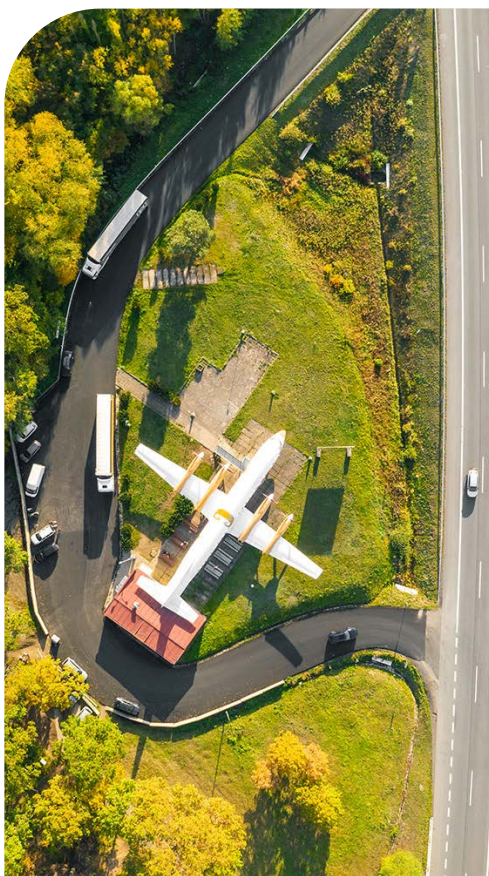
Electricity production, with its heavy reliance on coal, accounts for more than 40% of global energy-related carbon dioxide emissions, while demand for electricity is projected to grow by around 60% in the next two decades. In order to meet this new demand without causing further damage to the climate, the ClimateWorks Power program has provided over \$22 million in grants since 2015 to support a global transition toward clean electricity alternatives.

The Clean Energy, Clean Air initiative focuses on accelerating the reduction of greenhouse gas emissions and harmful air pollution. Meanwhile, the Clean Power Hub aims to provide cutting-edge, tailored resources and services to power sector practitioners and influencers so they can support the changes necessary to achieve a low-carbon power sector.



## Super Pollutants

Super pollutants including black carbon methane and fluorocarbons are highly potent climate pollutants, some of which are also harmful to human health. Aggressively curbing their emissions alongside carbon dioxide will result in seven times the temperature impact by 2050 compared to working on carbon dioxide alone. At the same time we can prevent millions of deaths related to air pollution and reduce impacts on crop yields and the natural environment. Since 2015 the ClimateWorks Super Pollutants program has provided over \$14 million in grants focusing on cutting methane from oil and gas operations, meeting and exceeding international goals for phasing down fluorocarbons, and cutting particulate emissions from diesel and other fuels.



## Transportation

Since 2015, the ClimateWorks Transportation program has provided over \$32 million in grants to enable a sustainable, affordable, and low-carbon mobility system for the movement of people and goods.

The program advances clean transportation policies at the global, national, and sub-national levels, empowers city leadership, engages business stakeholders, and targets barriers to commercial success through three primary initiatives.

Our Road Transport initiative focuses on phasing out fossil-fuel-based vehicles in favor of emissions-free electric-drive vehicles in both the passenger and road freight sectors. Our Aviation initiative builds public awareness about the climate impacts of the aviation industry and supports the development of cleaner planes, sustainable aviation fuels and other clean technologies.

Finally, our Shipping initiative aims to reduce the climate and air pollution impacts of global commerce by supporting cleaner maritime shipping regulations, technologies, and corporate commitments.



## Expertise & Advisory

In addition to our program leadership, we also provide funders with expertise and advisory support to help design and implement grantmaking strategies that drive climate progress. By harnessing our global networks and philanthropic infrastructure, we also help funders and other partners in the climate philanthropy ecosystem to connect and advance solutions together.

➤ **China and India:** We work with partner foundations in the U.S. and Europe that are interested in China and India by providing timely and context-specific advice, analysis, and recommendations on innovative climate solutions. We help develop joint ideas and strategies, identify local partners, and also actively engage with governments, the local philanthropic community, and civil society to share international experiences and best practices in mitigating climate change.

➤ **Mission Investing:** We help climate funders develop and execute investment strategies that advance their missions and goals, while also generating financial returns that can then be reinvested. We offer subject matter expertise and access to networks, serving as a bridge between philanthropy, private finance, and entrepreneurs and other mission investing beneficiaries. We help investors deploy resources in innovative ways to stimulate climate markets.

## Programmatic Explorations

ClimateWorks is always evaluating new ways to reduce carbon emissions. Through several exploratory initiatives, we are testing early-stage concepts that can be established as new programs or initiatives within existing programs, if they enable philanthropy to help reduce a significant amount of emissions and if there is a role for ClimateWorks to play in helping to deploy philanthropic resources.

➤ **Individual Behaviors and Lifestyles:** It is not only governmental and corporate action that can change the course of the climate crisis. Behavioral insights present key opportunities to speed the low-carbon transition. ClimateWorks is exploring how the most carbon-consuming individuals and societies can change their behaviors and lifestyles to be more compatible with a safe climate, and whether philanthropy can support those changes. We are also looking at how findings from behavioral science can strengthen climate strategies and policies.

➤ **Social and Economic Transition:** In order to drive an orderly and equitable transition to a global low-carbon economy, we are exploring what can be done to ensure that workers and communities find high quality jobs and economic development in the new economy, and that government and private sector interventions on climate change contribute to a more equitable future for all.

➤ **India-China Track II Dialogue:** By supporting dialogue between India and China at the nongovernmental level, ClimateWorks is exploring whether providing a venue for candid conversations between two major countries can help them both meet their global climate targets.

➤ **Africa:** Based on an analysis of climate change mitigation opportunities in Africa, we are generating insights on how climate philanthropy can best serve the climate and development needs of the continent.

➤ **Southeast Asia:** Southeast Asia is an important region for climate due to its carbon-rich natural landscapes and its large and growing energy-related emissions. With a focus on Indonesia, ClimateWorks is partnering with other funders to help advance climate solutions that drive economic development and improve public health in the region.



## Deepening Our Global Reach

Since our founding, ClimateWorks has fostered partnerships around the world and approached climate philanthropy with a global mindset. In our strategic planning process, we conducted a review of our global approach and concluded that we could have greater impact by becoming even more global in the coming years, by enhancing our global work, global perspective, and global presence. The following strategies are preliminary and will be further expanded, to ensure that they are seamlessly integrated in our services, programs, and operations.



### Global Work

**Expanding our grantmaking and grantee network** to more countries key to climate change mitigation goals.

**Engaging more** funders that are not based in the U.S. and Europe in climate philanthropy.

**Strengthening our partnerships** with regional climate foundations and other key local partners to leverage diverse strengths.



### Global Presence

**Partnering with organizations** that have local knowledge and networks in key regions.

**Increasing the external visibility** of our global projects, grantmaking, partnerships, and collaborations.



### Global Perspective

**Developing stronger perspectives** on philanthropic opportunities in under served regions like Africa and Southeast Asia.

**Expanding** our staff, board of directors, and top advisors to be increasingly international.

**Placing staff in international locations** either through satellite offices or partners' offices.

One of the most effective ways to increase our impact and extend our global reach is through the power of partnerships. In the coming years we will continue to refine how we achieve this goal and work with our allies to design paths forward.







## Onward Together

At ClimateWorks Foundation, we are motivated by the profound threats that climate change presents to people, communities, economies, and ecosystems.

We understand that to overcome these threats, we have to move faster, think bigger, and work together. We have to reimagine our societies and our economies, and we must be relentless in our willingness to experiment and adjust. This perspective is what led us to this moment and our new strategic plan.

Philanthropy has a crucial role to play in the great global effort to tackle climate change, and ClimateWorks has built a global platform to help philanthropy play this role as effectively as possible. This strategic plan will guide how we leverage our resources to best enable funders to amplify their collective impact and end the climate crisis.

As we begin our journey in this decisive decade of the climate fight, we are deeply committed to collaborating effectively, scaling climate solutions, and driving global emissions to zero. We know that by working together, philanthropy can truly help achieve a planet that is a thriving home for all.



# Who we are

## Board of Directors

### Chris DeCardy

THE DAVID AND LUCILE PACKARD  
FOUNDATION

### Jamshyd Godrej

GODREJ & BOYCE MANUFACTURING  
COMPANY LIMITED

### Caio Koch-Weser

EUROPEAN CLIMATE FOUNDATION

### Larry Kramer

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### Kyung-Ah Park

GOLDMAN SACHS

### Kristian Parker

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### Charlotte Pera

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CENTER FOR AMERICAN PROGRESS

### Anthia Williams

BLOOMBERG PHILANTHROPIES

### Susan Tierney, Chair

ANALYSIS GROUP

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VICE PRESIDENT,  
OPERATIONS AND PLANNING

### Brian McCracken

CHIEF FINANCIAL OFFICER

### Surabi Menon

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GLOBAL INTELLIGENCE

### Gretchen Rau

ASSOCIATE DIRECTOR,  
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### Irene Kim

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DEVELOPMENT

### Charles McElwee

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### Charlotte Pera

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### Shawn Reifsteck

VICE PRESIDENT, STRATEGY,  
COLLABORATIONS, AND BRAND

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### Jason Anderson

PROGRAM DIRECTOR, GOVERNANCE  
AND DIPLOMACY AND  
SUPER POLLUTANTS

### Jessica Brown

EXECUTIVE DIRECTOR, KIGALI  
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### Rebecca Dell

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### Chris Elliot

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### Jan Mazurek

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### Tao Wang

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### Siddharthan

### Balasubramania

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### Avery Cohn

PROGRAM STRATEGIST,  
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### Anthony Eggert

PROGRAM DIRECTOR, TRANSPORTATION

### Ilmi Granoff

PROGRAM DIRECTOR,  
SUSTAINABLE FINANCE

### Jess Lam

ASSOCIATE DIRECTOR,  
CLEAN ENERGY, CLEAN AIR

### Shilpa Patel

DIRECTOR, MISSION INVESTING





# ClimateWorks by the Numbers

**\$1+**  
Billion

Grants

**1500+**  
Grants

Awarded

**500+**  
Grantees

Globally

**40+**  
Countries

Driving action

**30+**  
Funders

Partnering with us

**80+**  
Staff

Advancing solutions

Since our founding in 2008 to May 2020.



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