

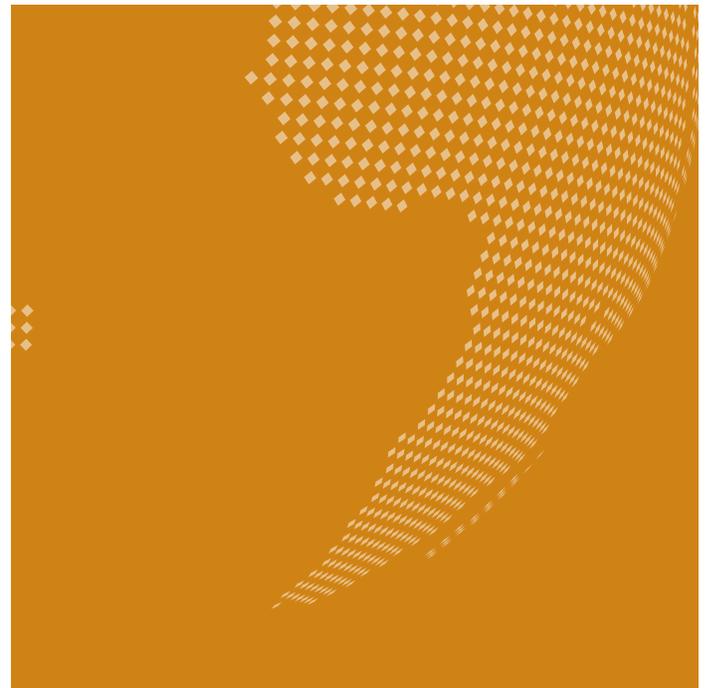
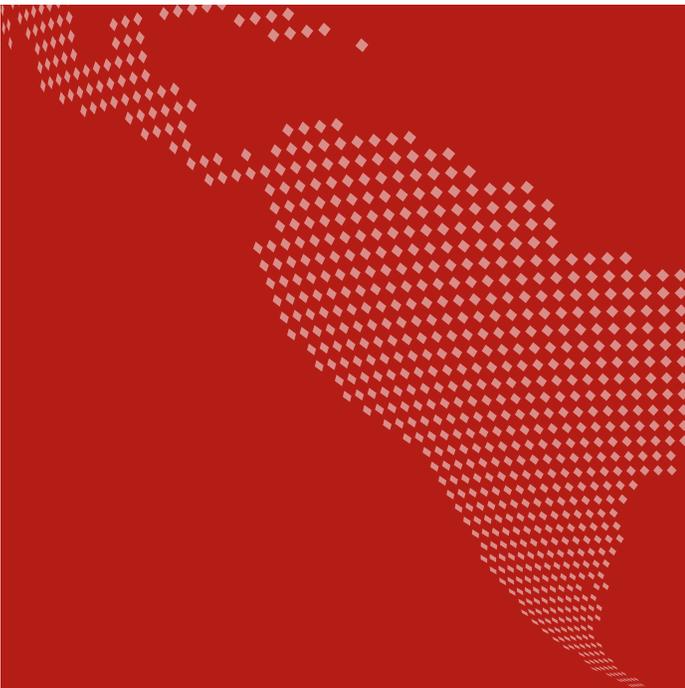


Rockefeller  
Brothers Fund

Philanthropy for an Interdependent World

# 2018 Annual Review

CHARTING OUR PROGRESS 2016-2018



# A Message from the President



Rockefeller Brothers Fund President  
Stephen Heintz

In 1982, I was appointed welfare commissioner for the state of Connecticut. During a TV news appearance early in my tenure, a reporter asked me whether I had ever been on food stamps. Of course, I had not. I had grown up in Connecticut, where my childhood had been provided for by a privileged family, and my adulthood launched at an elite university.

“So how do you think you’re ever going to understand the problems of families on food stamps?” she asked.

I struggled with that question for nearly a decade as I traveled around the state meeting hundreds of families on food stamps and welfare, most of them in communities of color that had been worst hit by the economic recession of the early 1980s. I continue to struggle with it today. The widespread existence of poverty in a country as affluent as the United States undermines the premise of self-governance and the possibility of a common purpose. Democracy cannot thrive when it is possible for the wealthiest state of the union to be home to two of its poorest cities. That state in 1982 was Connecticut.

The economic gap that divided Connecticut almost 40 years ago reflected a persistent and growing national economic fault line that deepens every year. Since the 1980s, the [incomes of the top one percent of American households](#) have risen seven times faster than those of the bottom 20 percent. The wealthiest one percent of Americans now controls more wealth than the bottom 90 percent. And the average CEO makes nearly 300 times as much as the average worker. Not since the 1930s have we seen such levels of inequality.

What has changed in the 21st century is how the elite—the top 0.1 percent of earners in the United States—think about the gap. In 1887, Andrew Carnegie famously said, “The man who dies rich, dies disgraced.” But in their lifetimes, Carnegie and his contemporaries—including John D. Rockefeller—focused their admirable philanthropic efforts not so much on the distribution of wealth as on its management. “The problem of our age is the proper administration of wealth,” Carnegie wrote in the *Gospel of Wealth*, “so that the ties of brotherhood may still bind together the rich and poor in harmonious relationship.”



John D. Rockefeller, grandfather of the RBF founders, was known to hand out dimes to people that he met. Courtesy of the Rockefeller Archive Center.

By contrast, a growing number of the ultra-rich today acknowledge the deeper societal risks posed by vast economic inequality. We are living in a “lopsided, barbell nation,” writes Hollywood heiress [Abigail Disney](#), where the wealthy “pad their already grotesque advantages” through political influence. Hedge fund manager [Ray Dalio](#) warns, if nothing changes, “we will have great conflict and some form of revolution.” And in August, 181 of the country’s top corporate executives, led by JP Morgan Chase CEO Jamie Dimon, released a [statement](#) redefining the responsibility of corporations to serve all stakeholders—including customers, suppliers, and communities—not just shareholders.



New York City's Wall Street is the symbolic center of capitalism in the United States. Photo courtesy of Alamy Stock Photo.

## Poor and low-income people have been organizing around inequality for decades.

The heightened concern among American elites has amplified the issue of economic inequality in the public policy discourse. Does this revelation signal an opening to fundamentally rethink our economic system? To the extent that it is motivated by a sense of injustice, rather than fear of the proverbial barbarians at the gate, perhaps it does. But the worried wealthy are late to the game. Poor and low-income people have been organizing around inequality for decades. In his 1967 speech “Where Do We Go From Here?”, the Reverend Martin Luther King, Jr., observed, “We are called upon to help the discouraged beggars in life’s market place. But one day we must come to see that an edifice which produces beggars needs restructuring.” The following year, King’s Southern Christian Leadership Conference brought together religious, labor, and rights groups to launch the Poor People’s Campaign. They knew that economic inequality was incompatible with the realization of civil rights and thus democracy itself. And today we are experiencing hyper capitalism and degraded democracy.

**Where does this leave the Rockefeller Brothers Fund, which bears the name of one of the richest families in history? How can foundation philanthropy disentangle itself from the vast infrastructure of economic inequality that gave birth to it? How can we help correct the economic balance so that capitalism serves democracy—not the other way around?**

Today I look back at my earliest encounters with inequality in 1980s Connecticut and how those experiences continue to shape my work as the president of a \$1.2 billion foundation. Although the Rockefeller Brothers Fund does not have an explicit programmatic commitment to combating economic inequality, we recognize that the widening wealth gap devastates the vital and inclusive democracy that our Democratic Practice program strives to advance, both in the United States and globally. At the same time, we recognize that elite institutions such as ours have only a supporting role to play in advancing the change that we seek.

Poor and low-income people have been systematically excluded from democratic discourse throughout our nation's history. They remain excluded today. Our guiding principle as a billion-dollar foundation that sees extreme economic inequality as an existential threat to democracy, therefore, is to center the voices from the frontlines. The playing field is tilted in favor of the wealthy; they will not be the ones to tilt it back in favor of the people. Top-down solutions from the rich and powerful, no matter how well intentioned, will only perpetuate the conditions that undermine our democracy. We need to give those for whom poverty and inequality are lived realities—the families I met in Connecticut in the 1980s and the millions across this country today—a seat at the table. We must let their experiences and ideas guide our work toward greater equity. We need to let them lead.

*First, we must fund organizations whose leadership reflects the diversity of our society.* Poverty disproportionately affects communities of color, which historically have been denied access to wealth through structural mechanisms like discriminatory loans, segregated education, and property redlining. If current trends continue, the median wealth of Black Americans will **fall to zero** by 2053. The Latino population will suffer the same fate two decades later. “We are screaming toward economic apartheid,” says Keesha Gaskins-Nathan, director for Democratic Practice–U.S. at the RBF.

In the fight against inequality, it is essential that we support research, policy development, and advocacy produced by organizations launched, staffed, and led by people of color. We must do better than the **five percent** of philanthropic dollars that currently go to support their work. Civil society needs leaders with diverse backgrounds to navigate the challenges, new and old, of sustaining our democracy. By funding leadership development among people of color and the organizations they head, philanthropy can help build the political power needed to realize the promise of a nation where all are created equal.



After the assassination of Dr. Martin Luther King, Jr., the Southern Christian Leadership Conference continued his national Poor People's Campaign and organized a months-long encampment in Washington, D.C., to advocate for economic justice. Courtesy of the D.C. Public Library/ Dr. Darrell C. Crain, Jr., Photograph Collection.

*Second, we must fund movements, rather than moments.* The practice of philanthropy can sometimes promote, unintentionally, silos in civil society, as grantees compete for project dollars by trying to fill a certain niche, thereby ending up pigeon-holed into narrow lines of work. In the worst cases, this has stunted the cross-disciplinary collaboration necessary to advance meaningful structural reform.

## **We must address racial equity in philanthropy, starting with our own organizations.**

Rather than funding moments that we think will pave the way toward certain policy outcomes, we should fund the connective tissue that binds social movements to let leaders on the ground define the path to realizing shared values of democracy, equity, and inclusivity. We can do this with long-term general support for networks and intersectional efforts, movement infrastructure, strategic frameworks, organizer development, and other field-building endeavors. Building capacity builds power.

*Finally, we must address racial equity in philanthropy, starting with our own organizations.* The legacies of privilege and structural bias afflict philanthropic institutions whose financial assets are the product of inequality. Even the most progressive institutions have organizational cultures and management practices that wittingly and unwittingly sustain exclusion, prejudice, and alienation. Uncovering and redressing inequity takes hard work and deep commitment. I know from our own experience at the RBF how difficult this work can be. Yet it is essential: If foundations hope to help heal suffering in our society, we must attend to the pain that lives, often beneath the surface, in our own organizations.

The economic divide that tears through our country today is inextricably linked to other inequities that have repeatedly tested our democracy over two-and-a-half centuries since its birth: structural racism, gender discrimination, Islamophobia and anti-Semitism, anti-immigrant bias. As philanthropists in an interdependent world, we must understand that we cannot address any of these without acknowledging them all. We must encourage and support intersectional, interdisciplinary, inclusive work. As the pathbreaking poet and feminist Audre Lorde wrote, “Tomorrow belongs to those of us who conceive of it as belonging to everyone.”

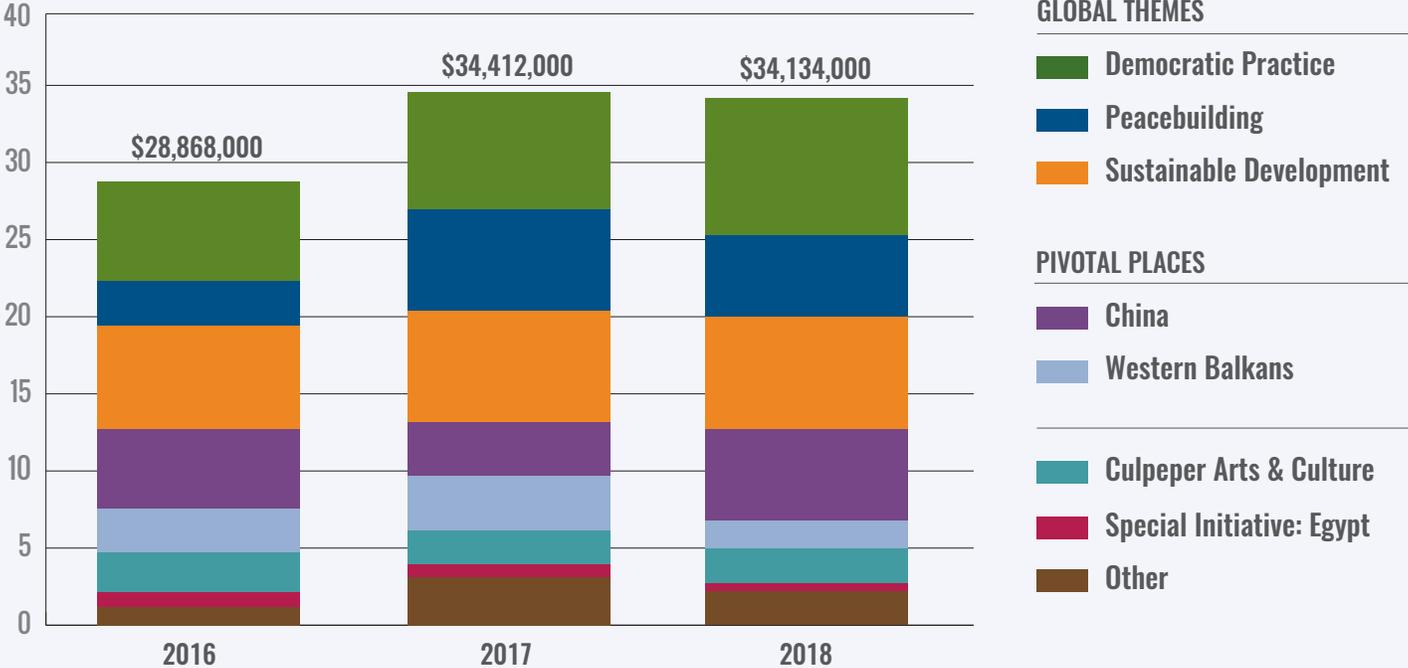
–Stephen Heintz, *President*

# Grantmaking

Grantmaking is at the core of the Rockefeller Brothers Fund’s mission. In 2018, the Fund moved the entire grant application and reporting process to a new online portal to reduce administrative burden for both Fund staff and grantees so that they can focus more time and energy on their work to build a more just, sustainable, and peaceful world.

The Fund awarded 322 grants in 2018, totaling \$34.1 million. The average grant amount was \$97,000, the same as in 2017.

**GRANTMAKING DOLLARS BY PROGRAM**  
(IN MILLIONS)  
2016-2018



See page 24 for a glossary of [key terminology](#).

## Grants Awarded By Program

	2016	2017	2018
Democratic Practice	71	67	76
Peacebuilding	43	53	63
Sustainable Development	67	58	55
Pivotal Place: China	18	17	19
Pivotal Place: Western Balkans	32	31	24
Culpeper Arts & Culture	36	37	34
Special Initiative: Egypt	10	7	5
Other*	20	58	46
<b>Total</b>	<b>297</b>	<b>328</b>	<b>322</b>

\* “Other” includes the Fund’s support for nonprofit and philanthropic infrastructure organizations and mission-aligned investing grants. It also includes grantmaking specially authorized by the board of trustees to support urgent efforts to defend people, principles, policies, and organizations under threat as a result of the current political environment.

Grantmaking figures vary each year depending on several factors, including multi-year grant commitments and availability of funds. The Fund began 2018 with 30 percent of its grantmaking budget already committed for payment of grants awarded in prior years.



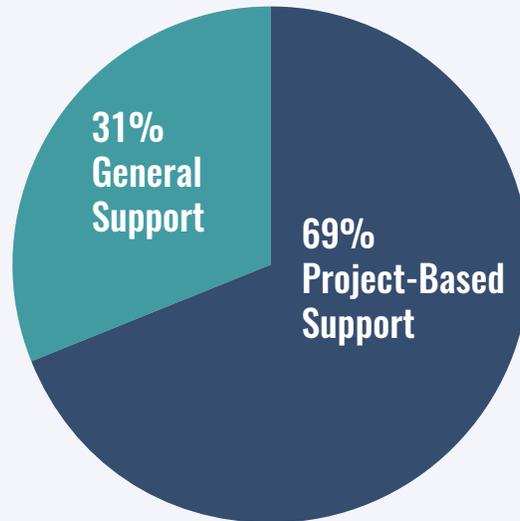
**VoteRunLead** empowers and trains thousands of women across the political spectrum to run for local, state, and national office. Photo by Christopher Dilts for Christopher Dilts Photography.

Twenty-four percent of grants made in 2018 was awarded to new grantees, which reflects a slight increase over 2017. Of grants awarded to previous recipients, 36 percent was for new purposes. The majority of 2018 grants were for one year; only 28 percent was for two or more years.

Nearly one-third of all grant dollars awarded in 2018 provided general support to assist grantees in meeting core operating needs. General support has consistently constituted 20–30 percent of the Fund’s annual grantmaking, but varies year to year and by program, depending on the nature and size of grant requests. Much of the Fund’s

project-based grantmaking also supports university programs and fiscally-sponsored organizations. Although these grants are categorized as “project-based” to reflect their institutional structure, in practice they function as general support.

## TYPE OF SUPPORT 2018



The Fund’s thematic programs focus on the United States, complemented by international work, to strengthen the vitality of democracy, secure just and durable peace, and advance solutions to climate change. Pivotal Place programs pursue these thematic goals as appropriate to the specific contexts of China and the Western Balkans.



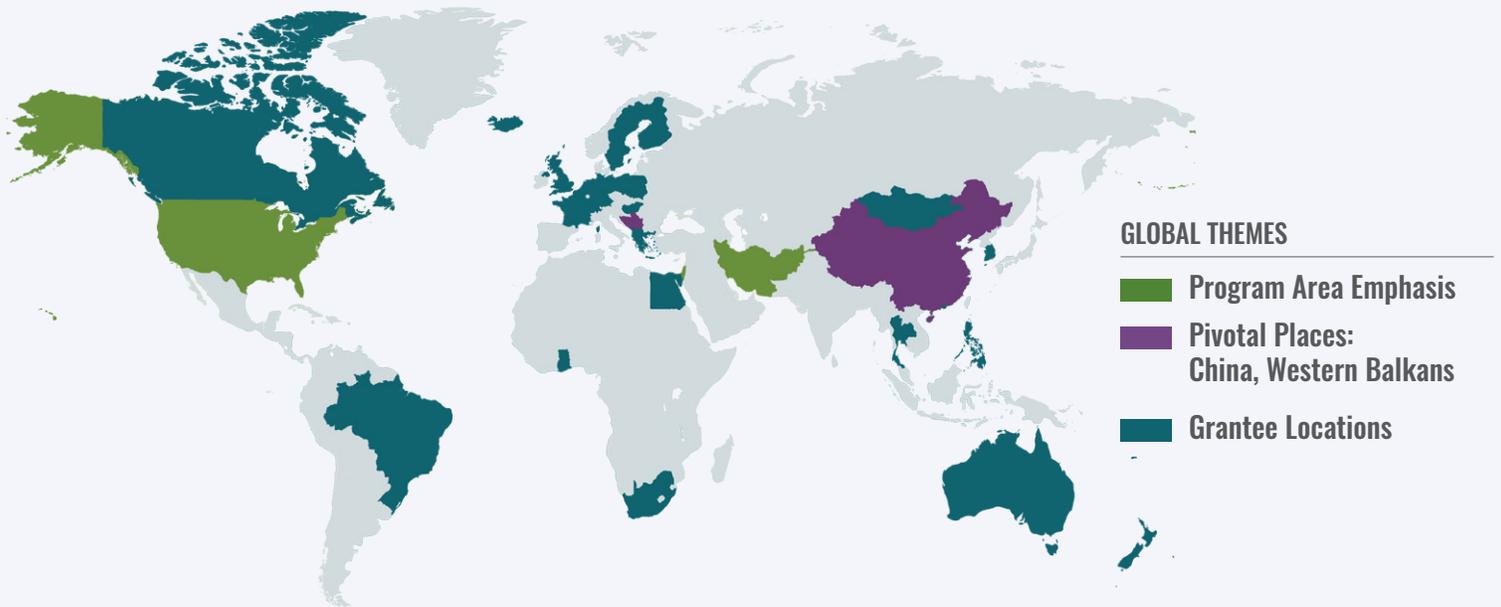
Friends of the Earth–U.S. works around the world to promote the strongest environmental, climate, and sustainability practices in finance.

Seventy percent of 2018 grant dollars were awarded to U.S. organizations. Just over half of grant dollars, however, were used to support work outside of the United States through the Fund’s pivotal place programs, as well as through the Peacebuilding program, the Democratic Practice program’s Global Challenges portfolio, and, to a lesser extent, the Sustainable Development program. The discrepancy between these two figures stems from the Fund’s support for the international efforts of organizations who maintain headquarters in the United States. Many of the Fund’s grantees work outside of the geographic area where they are located.

Staff make every effort to support local organizations whenever possible.

## LOCATION OF GRANTEES AND PROGRAM EMPHASIS

2018



## Grant Payments

The Fund made grant payments in 2018 totaling \$32.4 million. This figure differs from grants awarded because some grants are payable over more than one year. It does not include payments for non-grant appropriations, including consultancies and conferences at The Pocantico Center, which advance the Fund’s mission but do not take the form of traditional grants.

Grants paid include external donor contributions used to expand the Fund’s available resources and impact. In total,

the Fund drew on \$3.8 million in contributions from individuals and other foundations to support 2018 grants paid to support the Peacebuilding, Pivotal Place: China, and Pivotal Place: Western Balkans programs, and the Special Initiative for Egypt.



**Dokufest**, an annual festival in Kosovo, took “As We Are” for its 2018 theme to encourage audiences to reflect on the world we live in today through film, art, and music. Photo by Elmedine Arapi.

# The Pocantico Center



Abeyton Lodge, previously known as “The Playhouse.”  
Photo by Russ Beckley.

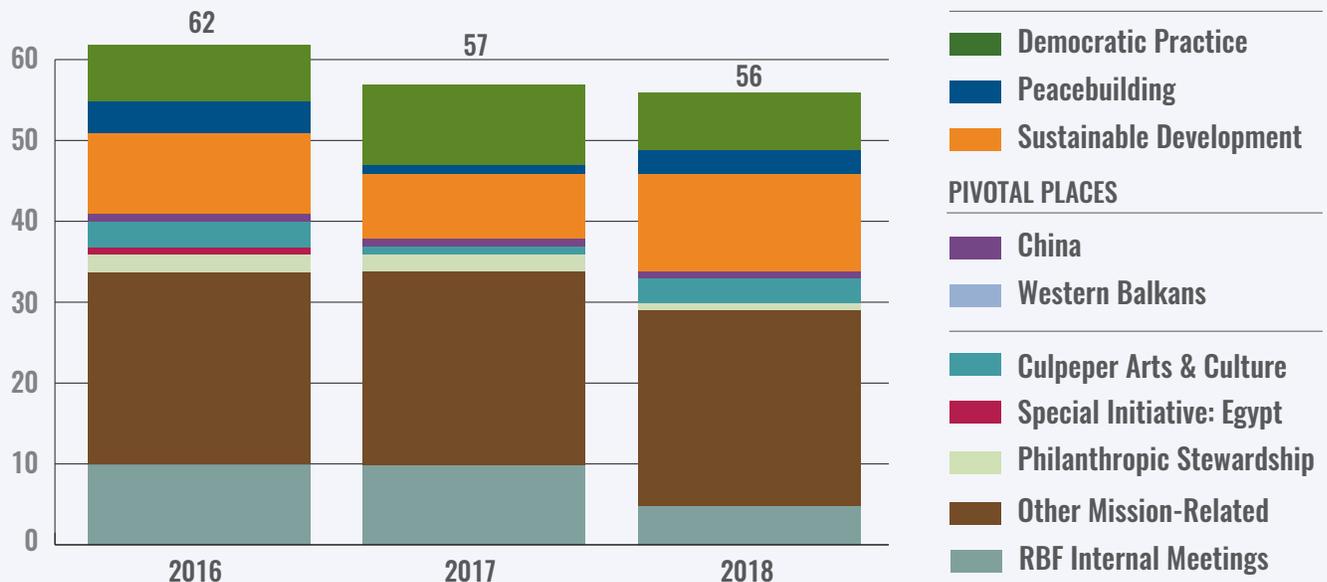
**The Pocantico Center** is a conference facility and creative arts space on the historic Rockefeller estate in Pocantico Hills, New York, 20 miles north of Manhattan.

Nelson, Laurance, and David Rockefeller each bequeathed their shares of the family estate to **the National Trust for Historic Preservation**. Under a special arrangement with the Trust, the Rockefeller Brothers Fund has operated these properties as The Pocantico Center since 1994. They include Kykuit—the historic home of John D. Rockefeller—as well as the Coach Barn, the Marcel Breuer House, the Orangerie, the Japanese Teahouse and Shrine, and the surrounding landscapes.

Abeyton Lodge (previously known as “the Playhouse”) and several guest houses became part of The Pocantico Center in July 2018 upon the generous bequest of David Rockefeller, who passed away in March 2017 at the age of 101. Abeyton Lodge will open for programming in late 2019.

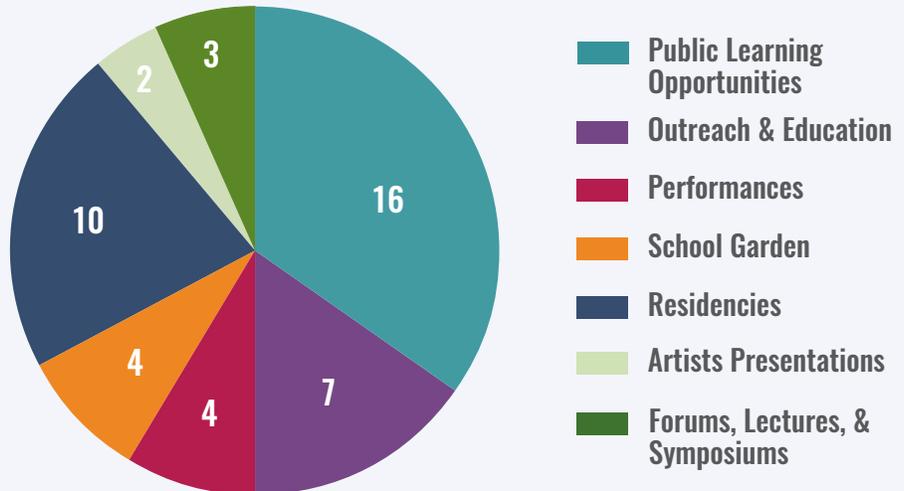
The Pocantico Center hosts conferences and meetings, artists residencies and performances, and public and community programs that support the Fund’s philanthropic activities. Overall programming at Pocantico was slightly down in 2018 compared to previous years.

## POCANTICO CONFERENCES & MEETINGS 2016-2018



The Center welcomed 27 conferences directly related to the Rockefeller Brothers Fund’s grantmaking programs in 2018. It hosted an additional 29 conferences and meetings in support of its larger philanthropic mission, including five internal meetings of the Rockefeller Brothers Fund.

## POCANTICO PUBLIC PROGRAMS 2018



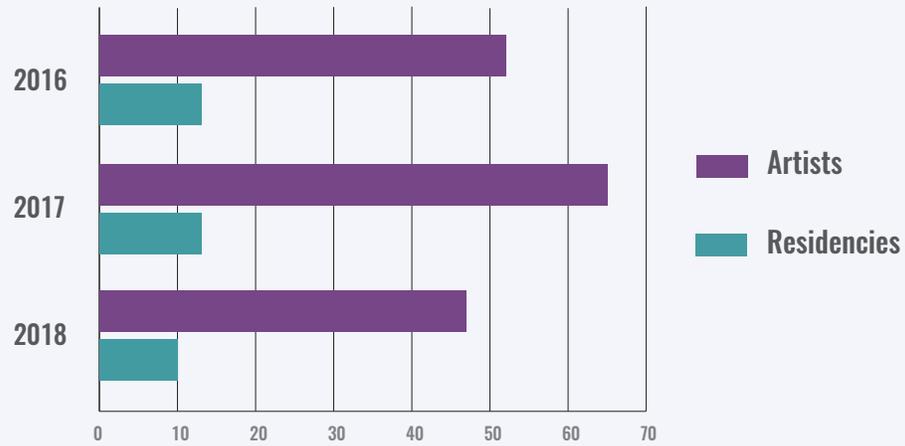
In 2018, The Pocantico Center offered 46 **public programs** for the surrounding community. This includes four summer performances on the Kykuit lawn, featuring emerging and established artists from Jessica Lange Dance, American Ballet Theatre’s Studio Company, Carnegie Hall’s Ensemble Connect, and the Lage Lund Quartet. The summer performance series is offered in collaboration with the Rockefeller Brothers Fund **Culpeper Arts & Culture program**, which supports the creative process, offers artists residencies, and helps build the capacity of New York City cultural organizations to nurture a vibrant and inclusive arts community.



The American Ballet Theatre Studio Company performed at The Pocantico Center in June 2018. Photo by Fred Charles.

Through the Culpeper program, New York City artists from select grantee organizations can also participate in artist residencies at The Pocantico Center, offered year-round. In 2018, 47 artists from across the creative disciplines participated in a total of 10 artists residencies at Pocantico.

### ARTISTS IN RESIDENCE AT POCANTICO 2016-2018



The Pocantico Center also offers public access through forums, lectures, and educational programs focused on the Pocantico Historic Area’s buildings, gardens, and collections of decorative and fine art. Public tours of Kykuit are offered through [Historic Hudson Valley](#) from May through mid-November each year, drawing 32,954 visitors in 2018.



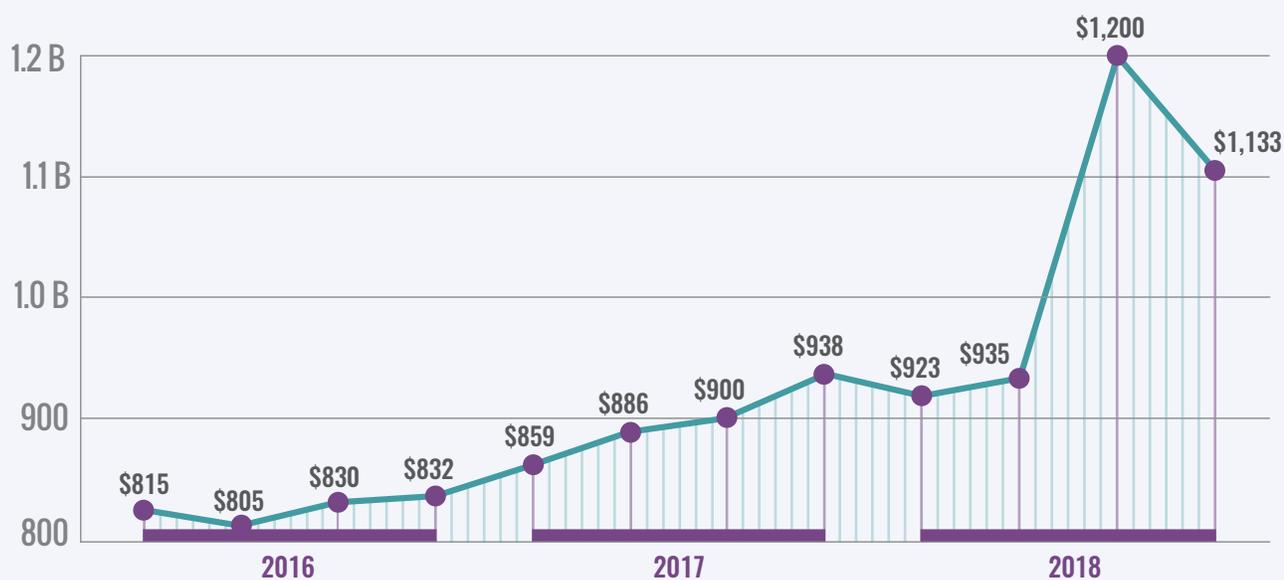
**Ensemble Connect** and composer Andy Akiho (center) developed “Cobalt Canvas” during a 2018 residency at The Pocantico Center. Photo by Fred Charles.

# Investment Portfolio and Rate of Spending

## Investment Performance

In September 2018, a generous gift from the estate of David Rockefeller raised the Rockefeller Brothers Fund endowment from approximately \$960 million to over \$1.2 billion. The substantial growth in the Fund's endowment capital with this gift from David Rockefeller will significantly increase the RBF's annual grants budget to support sustainable development, peacebuilding, and vibrant and inclusive democracy.

**ENDOWMENT VALUE  
(IN MILLIONS)**



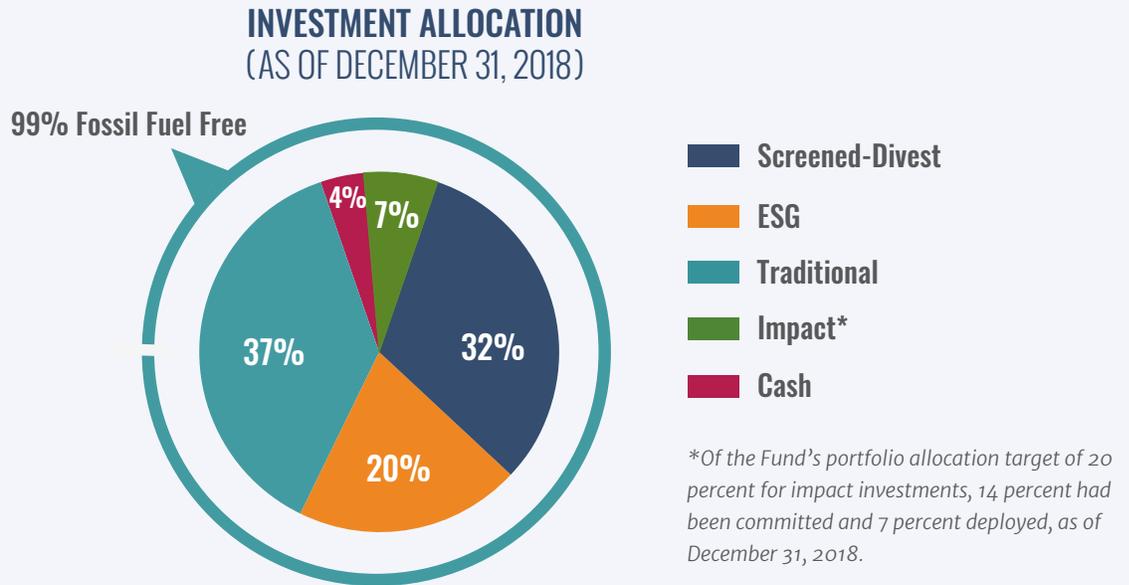
The Fund's investment portfolio finished the year at \$1.13 billion, down from its historic high of \$1.2 billion in September 2018. As a result of the market slide in December 2018, the Fund experienced a negative net annual performance of -0.82 percent.

## Investment Performance

	2016	2017	2018
<b>Investment Portfolio (12/31)</b>	\$ 832,212,000	\$ 938,480,000	\$ 1,132,984,000
<b>Average Market Value of Portfolio</b>	\$ 815,768,000	\$ 880,524,000	\$ 1,008,228,000
<b>Investment Performance (net of fees)</b>	4.40%	18.31%	-0.82%
<b>Investment Management Expenses</b>	\$ 4 million	\$ 4 million	\$ 4 million

See page 24 for a glossary of [key terminology](#).

## Mission-Aligned Investments



Each year, the Rockefeller Brothers Fund is required by law to distribute five percent of its endowment for charitable purposes. Given the enormous and complex challenges facing today's increasingly interdependent world, the Rockefeller Brothers Fund has worked over the last decade to align the remaining 95 percent of its financial portfolio with its programmatic interests in democratic practice, peacebuilding, and sustainable development.



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## 99% fossil fuel free

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### IMPACT INVESTMENTS

Market-rate investments in primary capital (e.g., private equity and debt, and real assets such as real estate and infrastructure) with meaningful and measurable impact advancing the RBF's mission and program initiatives.

### ESG INVESTMENTS

Investments proactively screened for environmental, social, and governance criteria. While ESG criteria may differ, they can include factors such as carbon emissions, land use, labor management, health risk, board diversity, and financial transparency.

### \* REMAINING FOSSIL FUEL EXPOSURE

## Impact Investments as of December 2018

Investment	Initial Commitment Date	Amount Committed	Asset Class	Geographic Focus	Description	Mission Alignment
<b>Generation Climate Solutions Fund II</b>	October 2014	\$ 15,000,000	Private Capital	North America and Europe	Enhanced resource productivity/ reduced pollution, waste, and emissions	Sustainable Development
<b>Turner Multifamily Impact Fund</b>	April 2015	\$ 20,000,000	Real Assets	U.S.	Workforce housing	Broad mission
<b>Elevor Equity III</b>	June 2015	\$ 12,500,000	Private Assets	India and Latin America	Services for underserved communities	Broad Mission
<b>Sustainable Asset Fund (Vision Ridge)</b>	August 2015	\$ 20,000,000	Real Assets	U.S.	Resource optimization across water, agriculture, renewable energy, energy efficiency, and transportation	Sustainable Development
<b>New Energy Capital Infrastructure Credit Fund</b>	February 2016	\$ 20,000,000	Real Assets	U.S.	Renewable energy development	Sustainable Development
<b>Mainstream Renewable Power Africa Holdings Limited (MPRAH)</b>	July 2016	\$ 12,500,000	Private Capital	Africa	Expanding renewable power supplies across Africa	Sustainable Development
<b>ARCH Venture Fund IX, L.P./ARCH Venture Fund IX Overage, L.P.</b>	November 2017	\$ 5,000,000	Private Capital	North America	Identify and capitalize on early-stage venture capital opportunities that arise from the convergence of advanced breakthroughs in life sciences, physical sciences, and information sciences	Broad Mission
<b>Sustainable Asset Fund II (Vision Ridge)</b>	February 2018	\$ 12,500,000	Real Assets	U.S.	Resource optimization across water, agriculture, renewable energy, energy efficiency, and transportation	Sustainable Development
<b>Ambienta III</b>	February 2018	\$ 14,000,000*	Private Capital	Europe	Resource efficiency and pollution control	Sustainable Development
<b>New Energy Capital Infrastructure Credit Fund II</b>	September 2018	\$ 20,000,000	Private Capital	U.S.	Small and mid-sized clean energy infrastructure projects and companies	Sustainable Development
<b>ARCH Venture Fund X/Overage Fund X</b>	December 2018	\$ 15,000,000	Private Capital	North America	Healthcare focused venture capital, with an emphasis on building companies around novel healthcare therapies and treatments	Broad Mission

**Impact Investment Total \$ 166,500,000**

\* Reflects committed level; current market value approximates \$13.78 million.

## ESG Investments as of December 2018

Fund Name	Commitment Date	Current Value	Asset Class	Geographic Focus
Generation IM Global Equity Fund	March 2014	\$ 92,353,224	Global Equity	Developed Markets
Agility Global Equity Impact Fund	January 2016	\$ 100,000,000*	Global Equity	Global
Stewart Investors Worldwide Sustainability Fund	October 2016	\$ 21,704,597	Global Equity	Global
Ownership Capital Global Equity (USD) Fund	March 2017	\$ 52,090,712	Global Equity	Global
<b>ESG Investment Commitment Total \$ 266,148,533</b>				

\* Reflects committed level; current market value approximates \$59 million.

For the most current information about our endowment, divestment efforts, and commitment to mission-aligned investing, visit the [Finance section](#) of our website.

## Spending

Total spending for 2018 was \$48,219,000 in expenditures that count toward the minimum distribution requirement, plus \$4 million<sup>1</sup> for investment management expenses. This reflects a \$2.4 million increase from total spending in 2017. Spending on grantmaking and administration at the Fund’s headquarters, including operations in China and the Western Balkans, accounted for 89 percent of total spending; The Pocantico Center accounted for 11 percent.

### Total Spending

	2016	2017	2018
<b>Grants Paid *</b>	\$ 30,120,000	\$ 30,706,000	\$ 32,426,000
<b>Non-grant Appropriations ◇</b>	\$ 1,415,000	\$ 430,000	\$ 381,000
<b>Pocantico Conferences &amp; Events</b>	\$ 345,000	\$ 312,000	\$ 345,000
<b>Administration †</b>	\$ 9,818,000	\$ 9,629,000	\$ 9,823,000
<b>Subtotal</b>	<b>\$ 41,698,000</b>	<b>\$ 41,077,000</b>	<b>\$ 42,975,000</b>
<b>Core Pocantico Operations</b>	\$ 4,341,000	\$ 4,697,000	\$ 5,244,000
<b>Grand Total</b>	<b>\$ 46,039,000</b>	<b>\$ 45,774,000</b>	<b>\$ 48,219,000</b>

\* Includes grant payments and employee matching gifts.

◇ Includes consultancies and other expenses that advance the Fund’s mission but do not take the form of traditional grants.

† Includes direct charitable activity and program-related administrative costs; excludes investment-related expenses.

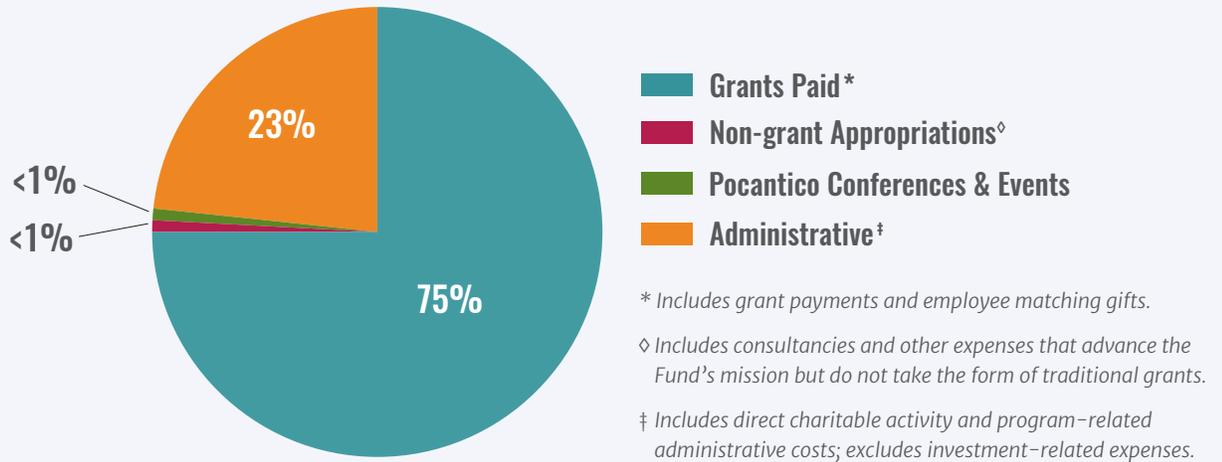
Despite portfolio fluctuations, the Fund’s annual charitable spending has periodically exceeded its five-percent payout requirement in recent years. Although these carry-forward credits can be applied against future IRS spending requirements over a five-year period, the Fund’s long-term philanthropic commitments compel us to minimize reductions in programmatic spending. At the end of 2018, the Fund carried a balance of \$8 million in cumulative excess distributions.

Consistent with previous years, grants represented 75 percent of the RBF’s 2018 spending, excluding core operating costs of The Pocantico Center. In addition to the \$32.4 million in grant payments, the Fund spent \$345,000 to support conferences and public programs and \$1 million on direct charitable activities.

The Fund also spent \$381,000 on non-grant appropriations, which include consultancies and other activities that advance the Fund’s mission but do not take the form of grants. This figure has decreased substantially since 2016, when the Fund engaged significant external support for robust assessments of our program impact.

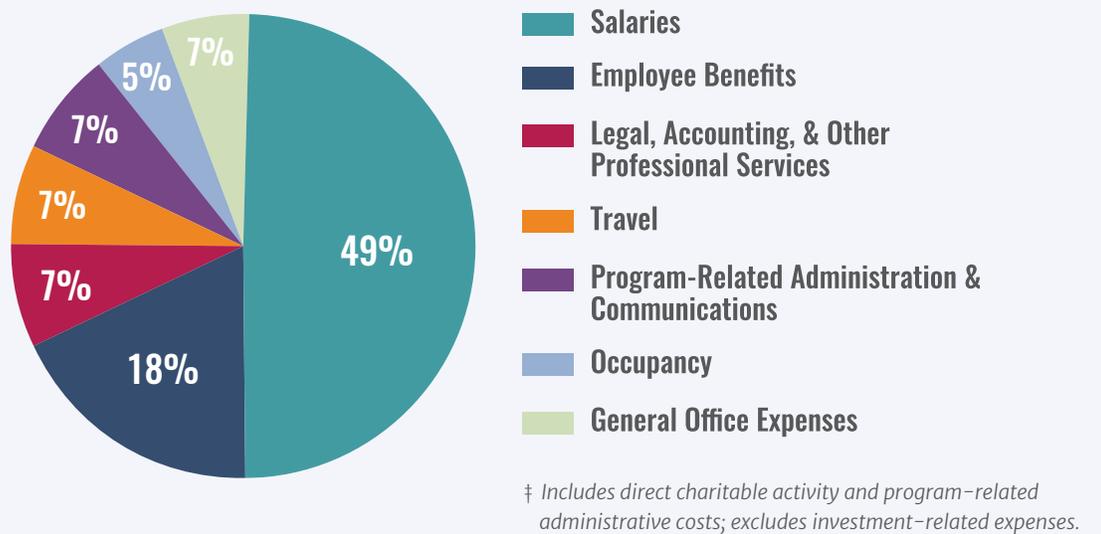
<sup>1</sup> This figure does not include all fees paid to investment managers. It excludes the Fund’s share of underlying management and incentive fees from alternative investment funds, private equity funds, and fund of funds, where investment fees are not directly invoiced but rather netted against investment performance.

### 2018 SPENDING (EXCLUDING POCANTICO OPERATIONS)



The Fund's 2018 administrative and capital expenses, net of investment-related expenses and excluding Pocantico core operations, totaled \$9,823,000. Personnel costs (salaries and employee benefits) accounted for 67 percent of total administrative expenses.

### 2018 ADMINISTRATIVE AND CAPITAL EXPENDITURES‡



The Fund's management remains vigilant in seeking measures to contain administrative costs while allowing the Fund to operate at current capacity. This restraint is evidenced by a two percent increase in administrative spending from 2017 to 2018.

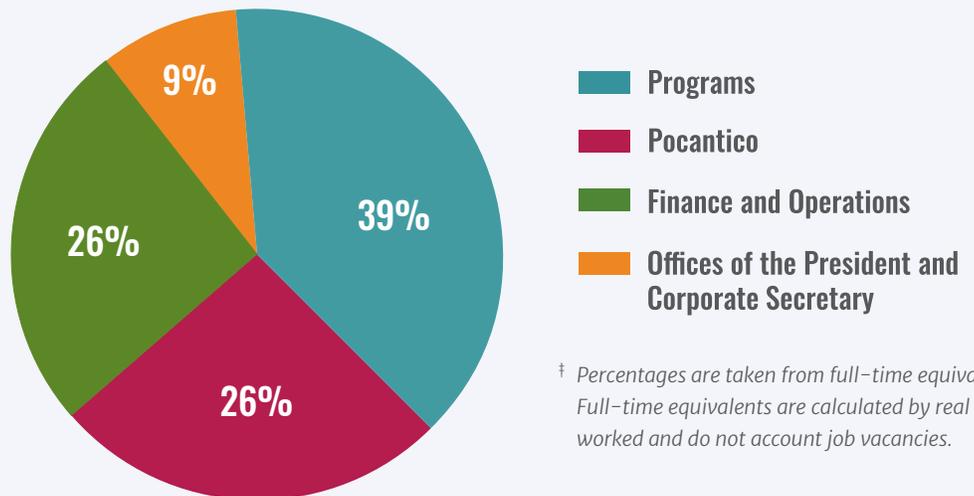
# Human Resources & Diversity

## Staff

In 2018, the Fund had 65 staff positions, including 45 full-time and 20 part-time positions. Two part-time positions supported Finance and Operations, and three part-time and 15 hourly positions provided operations and maintenance support to The Pocantico Center.

The Fund filled 13 vacancies in 2018. The average tenure of RBF employees in 2018 was 9.7 years.

### 2018 STAFF DISTRIBUTION †



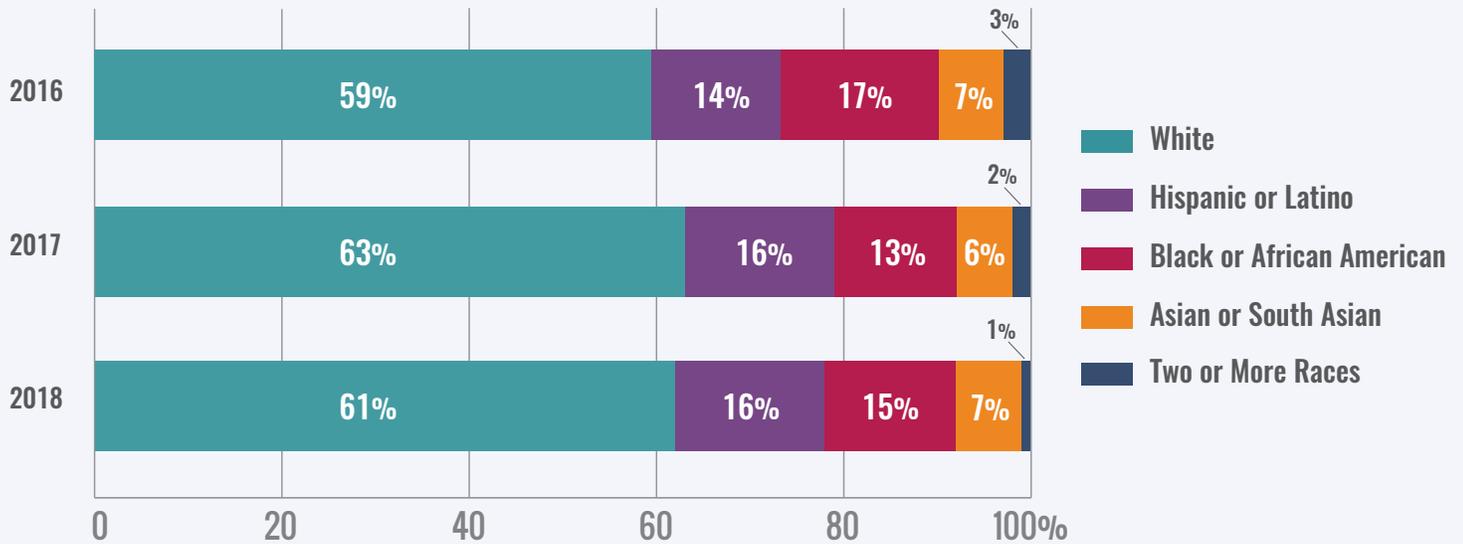
As part of Operation Backpack, RBF staff prepared school supplies for children living in New York City shelters. Photo by Aslan Chalom.

In 2018, certain services of the Rockefeller Brothers Fund’s Human Resources, Operations, Accounting, and Information Technology departments were shared with the David Rockefeller Fund, the Rockefeller Family Fund, and the V. Kann Rasmussen Foundation. In addition, the Human Resources departments provided support to the American Conservation Association, Asian Cultural Council, Environmental Grantmakers Association, Rockefeller Archive Center, and the Trust for Mutual Understanding. These organizations reimbursed the RBF for their share of these services.

The Rockefeller Brothers Fund is committed to the values of diversity, equity, and inclusion. Our commitment is shaped by our values, our work, and the philanthropic traditions of the Rockefeller family. We strive to maintain the highest standards of ethics, transparency, and accountability. We are committed to recruiting a diverse board of trustees and staff; fostering open and effective cooperation; engaging with diverse constituencies; working with grantees to achieve shared goals; working with diverse vendors, contractors, and consultants; advocating public policy that advances social inclusion; and promoting intercultural understanding.

Of 69 individuals employed by the RBF in 2018,<sup>2</sup> 61 percent self-identified as White, 16 percent as Hispanic or Latino, 15 percent as Black or African American, seven percent as Asian or South Asian, and one percent as Two or More Races. Women accounted for 83 percent of the staff.

### STAFF DIVERSITY 2016-2018



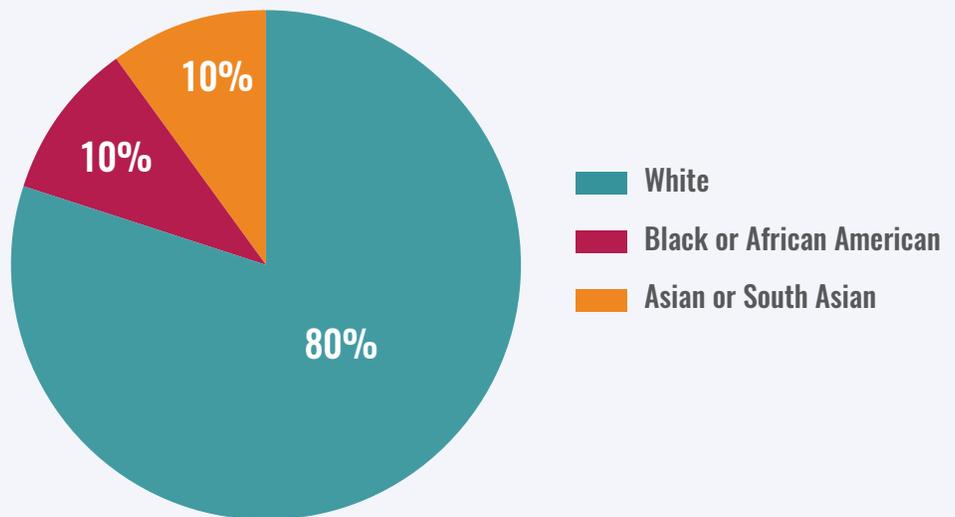
<sup>2</sup> Total may exceed the number of positions to account for both new hires and terminations for the same role.

See page 24 for a glossary of [key terminology](#).

## Trustees

Twenty trustees served on the RBF board in 2018; 10 are members of the Rockefeller family, including eight from the fifth generation. Of the trustees, 80 percent are White, 10 percent are Asian or South Asian, and 10 percent are Black or African American. Women accounted for 45 percent of the 2018 trustees.

### BOARD DIVERSITY 2018



RBF trustees and staff traveled to the port of San Francisco in May 2018 to learn about the city's sustainable development efforts. Photo by Sarah Edkins Lien.

## 2018 RBF TRUSTEES

Ayad Akhtar*	Jennifer Nolan	Justin Rockefeller <sup>◇</sup>
Ambassador Ryan Crocker	Peter O’Neill	David Rockefeller, Jr.
Wendy Gordon, <i>Vice Chair</i>	Joseph Pierson	Arlene Shuler <sup>◇</sup>
Stephen B. Heintz, <i>President</i>	Marnie Pillsbury	Marsha Simms
Miranda M. Kaiser	Michael Quattrone <sup>†</sup>	
Hugh Lawson	Kavita Ramdas	
Daniel Levy	Wyatt Rockefeller	
Heather McGhee	Valerie Rockefeller, <i>Chair</i>	

\* Effective November 15, 2018

† Effective June 21, 2018

◇ Until June 21, 2018

## Key Terminology

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**Direct charitable activities:** Activities that are classified as administrative expenses, although they represent charitable activities (e.g., technical assistance and board service) carried out directly by RBF staff.

**Donor contributions:** When a donor prefers to work through the RBF, the Fund may accept contributions that are consistent with its philanthropic mission and enhance or complement its grantmaking. [Read the full donor contributions policy.](#)

**Endowment:** An investment fund established by a nonprofit institution to provide a long-term or permanent source of income to support charitable activities. Endowment funds are typically funded by donor contributions.

**ESG investments:** Investments proactively screened for Environmental, Social, and Governance criteria. While ESG criteria may differ, they can include factors such as carbon emissions, land use, labor management, health risk, board diversity, and financial transparency.

**Fossil fuel reserves:** Proven or probable reserves of coal, oil, natural gas, and tar sands.

**Impact investments:** Investments that both deliver market-grade returns and generate meaningful and measurable impact toward the RBF's mission to advance social change that contributes to a more just, sustainable, and peaceful world.

**Mission-aligned investing:** The selection of financial investments that can support progress toward the Fund's philanthropic priorities.

**Monitored (investment-related):** Investments that do not fall within the RBF's Impact, ESG, or Screened Divest investment designations, but are evaluated for exposure to fossil fuels.

**Screened divest:** Investments with negotiated side letter agreements stipulating fossil fuel screening criteria.

**Spending:** Expenditures that count toward satisfying the minimum IRS distribution requirement. Under IRS regulations, a private foundation generally must distribute at least five percent of the market value of its investments to support its mission. This amount for the Fund includes grants, program-related expenses, conferences and events, administration costs, and core operating and maintenance costs of The Pocantico Center.