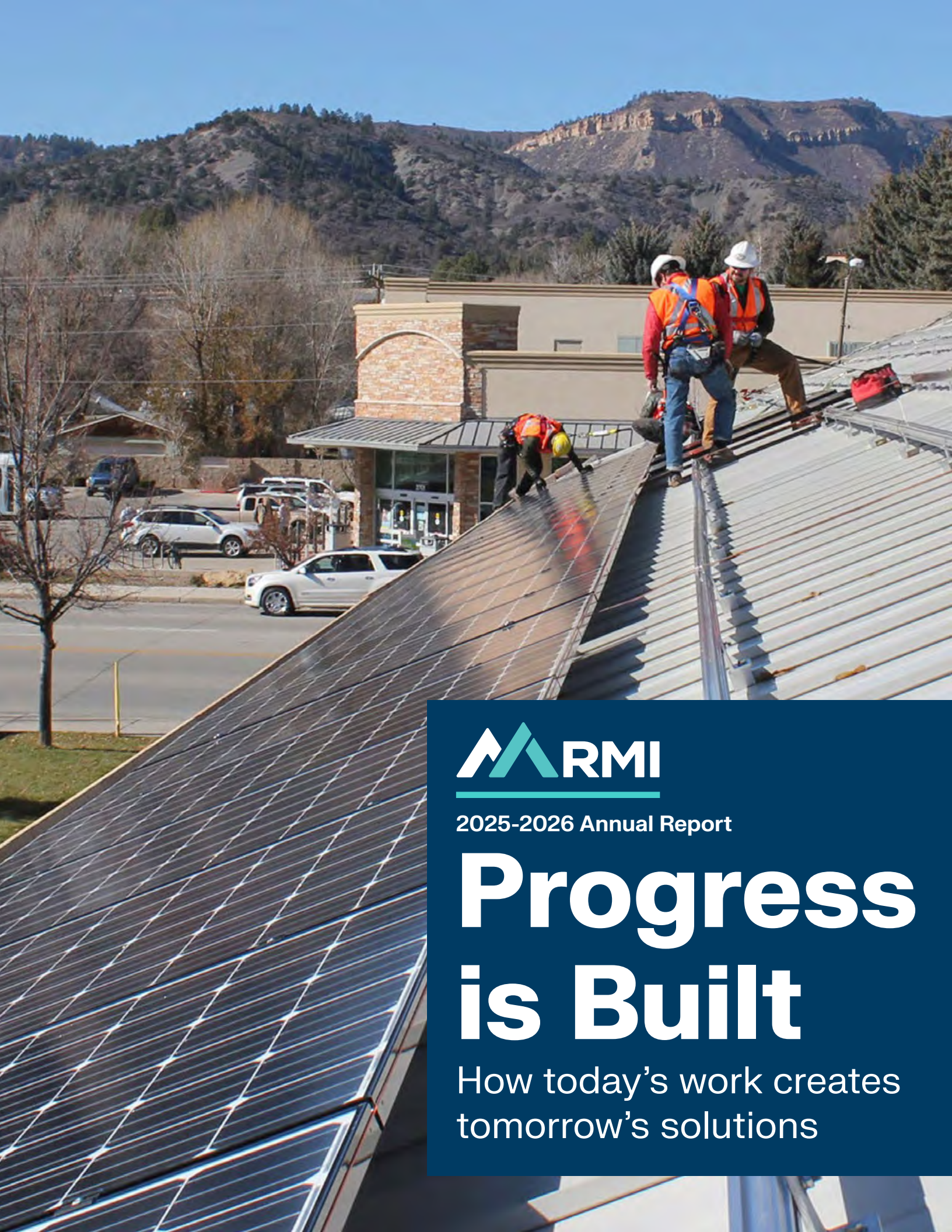


RMI

2025-2026 Annual Report

Progress is Built

How today's work creates tomorrow's solutions

Inside

CHAPTER 1



Creating Comfort, Efficiently and Affordably

Page 6

CHAPTER 2

Charging Up Our Electric Future

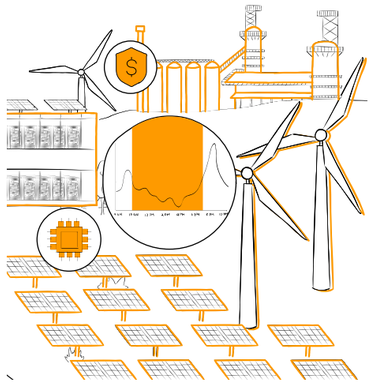
Page 12



CHAPTER 3

New Grids for a New Era of Electricity Demand

Page 18





RMI staff tour OxEon Energy's sustainable aviation fuel production facility in Utah.

CHAPTER 4

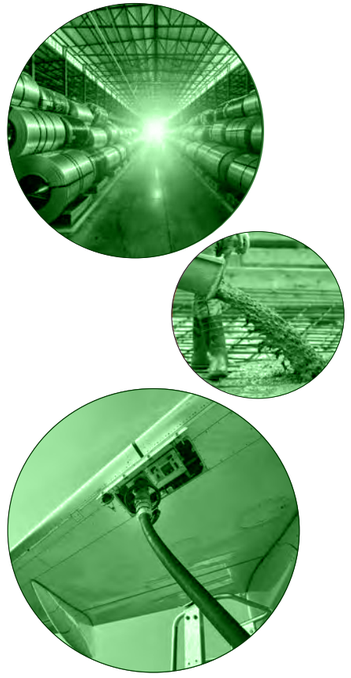
Creating Resilient Communities

Page 24

CHAPTER 5

Building Markets for Clean Materials

Page 30



CHAPTER 6

Soaring Energy Demand Puts Methane in the Spotlight

Page 36



CHAPTER 7

The Power of Convening and Communications Page 44



Amory Lovins's The Road Not Taken, 50 Years On. Page 50

CHAPTER 8

Finance Takes on Its Catalyst Role Page 54

Letter from the CEO and Co-Chairs.....Page 4
Consolidated financials.....Page 58
Board of Trustees.....Page 62
Support from Postcode Lottery Nederland.....Page 64
Thank you to donors.....Page 66
RMI donors.....Page 68

On the cover: RMI helps small businesses like Shaw Solar bring the benefits of clean energy to rural communities, like this community solar garden at a Boys & Girls Club. Shaw uses RMI's Green Upgrade Calculator to help customers understand the costs, savings, and environmental impact of clean energy upgrades. Read more on Page 9.

FROM THE CEO AND CO-CHAIRS

The Hard Work That Creates Meaningful Change

Working to make an impact through steady work, collaboration, and the accumulation of solutions over time.

To our partners in Applied Hope:

We come to RMI from different worlds — business, the military, and the energy transition. But experience has taught each of us something remarkably similar: the best solutions rarely come from accepting the choices we are given. They come from designing better ones.

Fifty years ago, RMI's cofounder Amory Lovins made much the same argument in a groundbreaking *Foreign Affairs* article that reshaped the narrative about energy. He argued that the most consequential energy choices confronting industrial societies were not about fuels but about design. In "Energy Strategy: The Road Not Taken," he showed that an energy future built around efficiency, renewable sources, and intelligently matched end uses — the "soft energy path" — could deliver energy services more cheaply, securely, and resiliently than the centralized, capital-intensive "hard" path then favored by governments, businesses, and utilities.

The vision that inspired the founding of RMI in 1982 continues to inspire us today — even amid the dramatic challenges we face, from geopolitical tensions that are snarling supply chains to security risks stemming from dependence on energy imports. Today's RMI looks beyond simply adding more energy supply. We find smarter ways to meet growing energy needs — and work with businesses, governments, and communities to put those solutions into practice. Advances in efficiency, electrification, renewable energy, and demand management have fundamentally altered the landscape of choices for our energy future.

Guided by these principles, RMI advances durable energy choices that strengthen economies and energy security — helping communities and businesses use energy more efficiently, electrify strategically, and build energy systems that are affordable, reliable, and resilient. RMI has been building in this direction for decades, and now our solutions are responding to an urgent need across sectors and geographies. We have each seen, from very different vantage points, that energy is never just about energy. It shapes economic competitiveness, national security, community resilience, and livelihoods. From increasing affordability and innovation in the United States through virtual power plants to demand flexibility in India and access to energy — and economic opportunity — throughout Africa, we are in lockstep with the needs of global communities.



This two paths illustration was on the opening page of Amory Lovins's groundbreaking *Foreign Affairs* article. Read more about the enduring impact of Amory's article on page 50.

RMI is persistently and relentlessly focused on bringing the global energy transition to life, and we could not do it without you.

Progress Is Built is the theme of this year's Annual Report. It is the idea that meaningful change doesn't happen all at once — it is created through steady work, collaboration, and the accumulation of solutions over time. The progress we see today is built on yesterday's ideas, research, and investments, just as today's work lays the foundation for tomorrow's breakthroughs.

For those of you who generously support our work, we celebrate the special role you have in moving promising ideas into action and enabling solutions to grow and multiply their impact. You are making possible the practical, nonpartisan solutions that strengthen affordability, reliability, and energy security — drawn from RMI's decades of work building and scaling real-world solutions.

Our efforts this year have led to headlines in the United Kingdom, Brazil, and the Philippines, with progress in Europe's steel markets, methane monitoring in Texas, cool roofs in India, and industrial parks in China, among many other successes you'll read about in this Annual Report. We serve global communities hungry for a diverse energy portfolio to meet national security and prosperity goals. The countries and companies that lead in the coming decades will not be those who secure access to the most new energy. They will be the ones that create the most value from every unit of energy produced and used. In business, as in national security, resilience comes from having options — and from using resources more intelligently.

As we salute the impact that Amory Lovins had 50 years ago with the concept of the soft energy path, we also want to lean into his concept of applied hope, recognizing that RMI has always come to the table with a solution mindset. "We work to make the world better, not from some airy theoretical hope, but in the pragmatic and grounded conviction that starting with hope and acting out of hope can cultivate a different kind of world worth being hopeful about, reinforcing itself in a virtuous spiral," Amory told UC Berkeley grads during a commencement speech in 2011.

Applied hope is not about deciphering a distant, unknown future but, according to Amory, "is expressed and created moment by moment through our choices." Similarly, lasting progress isn't flashy: it's built through rigorous analysis, collaboration, and sustained effort behind the scenes. With this ethos, RMI is persistently and relentlessly focused on bringing the global energy transition to life, and we could not do it without you.

Fifty years after Amory challenged the world to imagine a better energy path, we have more tools, more evidence, and more opportunity to build it than ever before. That gives us tremendous hope. But as Amory has always reminded us, hope matters most when we put it to work. Thank you for doing that alongside us.

Sincerely,

Jon Creyts, CEO
Martha Brooks, Board Co-Chair
Dennis McGinn, Board Co-Chair

CHAPTER 1

Creating Comfort, Efficiently and Affordably

RMI is helping households stay comfortable while spending less and easing pressure on the grid.

From Mumbai to Madrid to Milwaukee, changing weather patterns and extreme weather events are making it harder and more expensive to keep homes comfortable. As a result, demand for both cooling and heating is putting pressure on the grid and straining household budgets. To meet that demand without causing higher bills or more energy use, RMI is working to rethink how buildings create comfort — from reducing the need for heating and cooling in the first place to making those systems more efficient.

Keeping heat out

That work starts with reducing the amount of heat that enters a building. This is especially important in rapidly urbanizing regions where air-conditioning demand is expected to soar. One way to do that is through passive daytime radiative cooling, an emerging class of materials that reflects the sun's heat while releasing heat from buildings into the sky. Applied to rooftops, these materials can significantly reduce indoor temperatures and lower the amount of energy needed to keep buildings comfortable.

In Colorado, RMI and its global climate technology accelerator, Third Derivative, are running a pilot project with Boulder County and Boulder Housing Partners using the paint on an affordable housing complex. The project was highlighted by Rocky Mountain PBS and Colorado Public Radio, building broader awareness of passive cooling solutions. In India, where extreme heat is becoming a defining challenge for cities, these pilots will help demonstrate how the innovative new materials can work across building types. When done right, these technologies can reduce the amount of electricity a building needs for cooling, while rooftop solar can help generate much of the remaining power on site. Together, these solutions expand access to affordable cooling without straining the grid.

Efficient heating and cooling

But passive cooling is only one piece of the solution. When buildings do need air conditioning (AC) — as they increasingly will — making every AC unit dramatically more efficient becomes the next opportunity.

Continued on Page 8



An installer applies a passive daytime radiative cooling material to the rooftop of an affordable housing complex in Boulder, Colorado.

Photo Courtesy of Boulder County.

Donors: In their own words

"Complex challenges require deep expertise, new ideas, and the freedom to learn what works. We value RMI's ability to identify where innovation can make a meaningful difference, test promising approaches in the real world, and help solutions reach the scale needed to shift systems and improve people's lives."

— Shereen D'Souza, Climate Solutions Program Lead, Skyline Foundation

Continued from Page 6

That's why RMI has spent years helping reimagine what the next generation of ACs should look like.

Through the Global Cooling Efficiency Accelerator, RMI and our partners field tested next-generation super-efficient room ACs in Palava City, India. By optimizing for both temperature and humidity under real-world conditions, these systems kept occupants more comfortable while using significantly less electricity. In fact, testing showed that the next-generation systems used 60% less energy than conventional units and reduced peak electricity demand by up to 50%. As the world jumps from 2 billion ACs in operation today to over 5 billion projected by 2050, these reductions matter.

Building on field validation and the anticipated update to testing standards to better recognize real-world efficiency, RMI and its partners have generated strong momentum with industry to advance these prototypes toward commercial products and are now preparing to engage with market actors to support their deployment at scale.

RMI's focus on delivering greater comfort with less energy also extends to heat pumps, which provide efficient heating and cooling in a single system. Unlike electric resistance heating, which converts electricity directly into heat, heat pumps move heat instead, making them roughly three times more efficient — a key reason they have outsold gas furnaces since 2001, according to RMI's heat pump and water heater market tracker.

For the more than 25 million US households that still rely on electric resistance heating, and the 57 million that rely on electric resistance water heaters, switching to a heat pump, especially when needing to replace an older appliance, could yield meaningful savings. RMI estimated that a typical single-family household replacing both systems with heat pumps could save about

Continued on Page 10







Testing super-efficient air conditioners in Palava City, India.

Partner highlight



Shaw Solar uses an RMI tool to help customers access rebate programs.

Shaw Solar — How a Small Business Uses an RMI Tool to Unlock Clean Energy Savings

"Will this actually save me money?" is one of the first questions Shaw Solar hears from homeowners considering a heat pump, rooftop solar system, or other clean energy upgrade. The answer isn't always simple. Every home is different, and utility rates, incentives, financing, and energy use all affect whether an upgrade will pay off.

To help answer that question, Shaw Solar uses RMI's Green Upgrade Calculator, a free tool RMI built to help households estimate the costs, energy savings, and emissions impacts of upgrades. For customers applying to Colorado's Home Electrification and Appliance Rebates (HEAR) program, Shaw uses the calculator to estimate rebates, project future utility bills, and compare upgrade options. With every customer, they share a personalized report showing how the upgrades affect both up-front costs and long-term savings.

The results have been significant. Using RMI's Green Upgrade Calculator, Shaw Solar has supported 100 HEAR projects, representing close to $1 million in savings for low-income homeowners, much of it supporting the installation of mini split heat pumps. According to Lindsay Snyder, business operations and special projects manager at Shaw Solar, the rebates can reduce the cost of a system that typically retails for $10,000–$16,000 to as little as $800 out of pocket. "We're finding a lot of our client base is eligible to receive this money," Snyder said. "When there's a program like this, it's something we like to tap into."

Those savings matter in western Colorado, where many older homes were built without air conditioning. As summers become hotter and more frequent wildfire smoke prevents people from opening their windows, demand for efficient cooling is growing. "If that's going to happen," Snyder said, "we need an energy efficient mechanism."

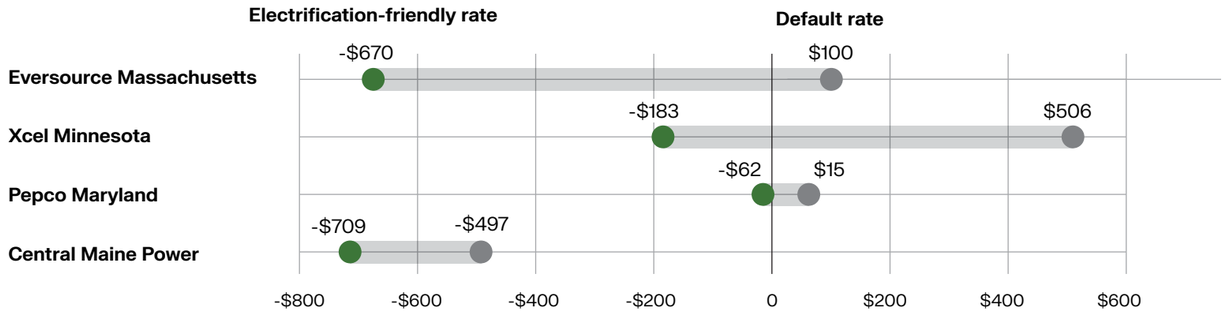
For Shaw Solar, the Green Upgrade Calculator has become an important part of making that possible. "This tool RMI has created is huge for us because it helps all of these people — 100 plus customers — see how the HEAR program can benefit them," said Amber Lamb, business administrator at Shaw Solar. "It really allows us to leverage that funding."

Shaw Solar is just one example of the calculator's broader reach. Since its launch, more than 19,000 people have used the Green Upgrade Calculator, and organizations are integrating its application programming interface into their own software and energy programs. By giving contractors and homeowners clearer information about costs, incentives, and savings, RMI is helping more households make informed decisions and making it easier for public incentive programs to reach the people they were designed to serve.



How much can heat pumps save on energy bills?

Average change in bills for a fossil fuel heating customer who upgrades to a heat pump with "electrification-friendly" rates. (Negative values represent bill savings for an average customer)



Continued from Page 8

$1,530 annually — nearly $23,000 over the equipment's lifetime. If every eligible single-family home made the switch, those savings could exceed $20 billion annually.

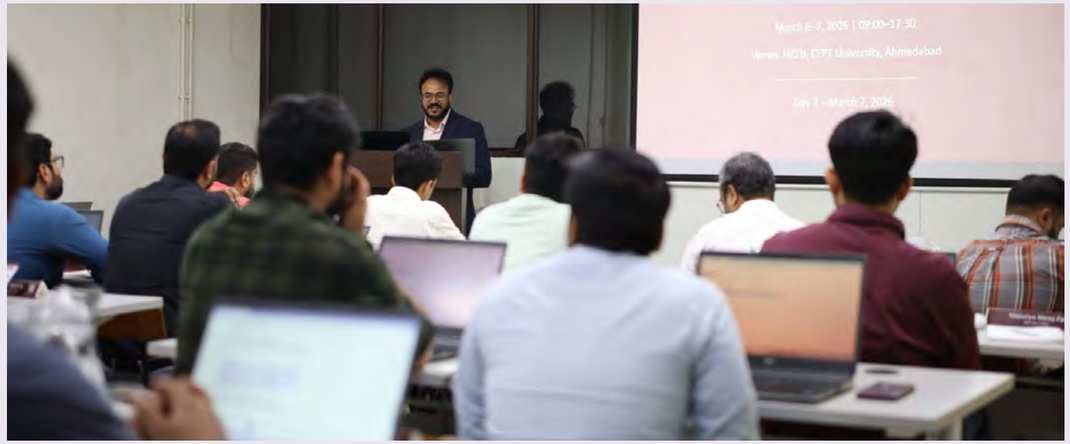
If utilities implemented better electric rate structures, those savings could grow even more. Because heat pumps deliver the same level of comfort using far less electricity, they reduce demand during both summer heat waves and winter cold snaps, easing pressure on the grid when demand is highest. RMI is helping utilities design "electrification-friendly" rates that better reflect these benefits, which would lower heating costs for customers while making more efficient use of existing grid capacity and removing a key barrier to heat pump adoption. In Massachusetts, for example, RMI analysis found that Eversource's heat pump rate could save the average customer switching to a heat pump $770 a year.

Efficiency first

Each of these solutions, whether it's cool roofs, next-generation air conditioners, heat pumps, or smarter electric rates, builds on the same idea: waste less energy before adding more supply. RMI's work shows that improving the way buildings and energy systems use electricity can deliver the same — or better — comfort while lowering bills, reducing strain on the grid, and making energy systems more resilient.

THE ACCELERATION FUND

RMI is helping states and communities understand which residential clean technologies can save households money, with support from RMI's Acceleration Fund. That support came at a critical time, as federal incentives for many of these technologies were being phased out. Using our Green Upgrade Calculator, we are analyzing the cost-effectiveness of rooftop solar, heat pumps, heat pump water heaters, and electric vehicles across different regions and types of homes. The findings will help policymakers, green banks, and community lenders prioritize programs and investments that make clean technologies more affordable and accessible. Acceleration Fund gifts support early-stage innovation and emerging projects like this that can offer a big return on philanthropic investment. To learn more, visit **rmi.org/acceleration-fund.**



RMI's Ankit Kalanki addresses workshop participants gathered to design a better air conditioner.

Gathering in India to Design the Next Generation of Air Conditioners

As temperatures and humidity continue to rise around the world, demand for air conditioning is growing rapidly. Yet most air conditioners are still designed and tested for conditions that don't reflect how they operate in the real world.

To help engineers design the next generation of ACs for real-world conditions, RMI, in conjunction with the Center for Advanced Research in Building Science and CEPT University, brought engineers, manufacturers, and academic partners together for a technical workshop in Ahmedabad, India. Participants explored new modeling tools and design approaches that better manage both temperature and humidity while using less energy and reducing strain on the power grid.

By sharing research and practical design strategies, RMI is helping equip manufacturers to develop cooling technologies that can deliver better comfort, lower energy bills, and lower emissions in an increasingly hot and humid future.

Working Closely With States to Rethink Energy Efficiency Programs

US states and utilities collectively spend around $9 billion every year on energy efficiency programs. And while many of these programs have helped households lower energy use and save money, most still direct a large share of that funding toward replacing old gas appliances with newer gas equipment instead of supporting weatherization and electrification.

RMI is helping states rethink how these programs are designed so they better reflect today's climate and energy goals. Through research, policy recommendations, and work with regulators and utilities, we are working to shift investment toward measures that deliver greater long-term benefits, including insulation, air sealing, and heat pumps. For example, New York is directing about 63% of its proposed 2026–2030 efficiency spending toward building-envelope upgrades and heat pumps, while ending residential incentives for gas appliances. If other states followed New York's lead, billions of dollars in existing efficiency spending could be redirected toward measures that lower household energy bills, reduce energy waste, and support electrification.

On the Volts podcast: RMI's Ankit Kalanki



"What keeps me awake at night is when I see the projections of cooling electricity consumption tripling from 5,000 terawatt hours, which is the same as what the US consumes today entirely, to 18,000 terawatt hours by 2050, which is the entire electricity consumption of the US, China, India, Japan, and Germany — five major economies of the world."

— RMI's Ankit Kalanki on the Volts podcast discussing why cooling demand is soaring and the solutions that can expand access while cutting energy use and emissions.

CHAPTER 2

Charging Up Our Electric Future

Electric vehicle adoption is growing rapidly around the world. And as homes and businesses electrify too, the world's infrastructure needs to keep pace.

Not long ago, electric vehicles (EVs) were the curious newcomer for most of the world's vehicle buyers. Yet in just a few years, EV sales have multiplied worldwide, and in a growing number of markets large and small, they dominate overall sales. Electrification is also steadily transforming how homes and businesses are heated, cooled, and power appliances and other machines.

These trends are combining to drive up global power demand. From San Francisco to Shenzhen, grid planners are reckoning with a common challenge: how to ensure enough electricity is available when and where it's needed, all while keeping power prices affordable. Over the past year, RMI has helped utilities, policymakers, and industry leaders navigate these challenges, developing practical tools and strategies that make electrification easier, faster, and more affordable.

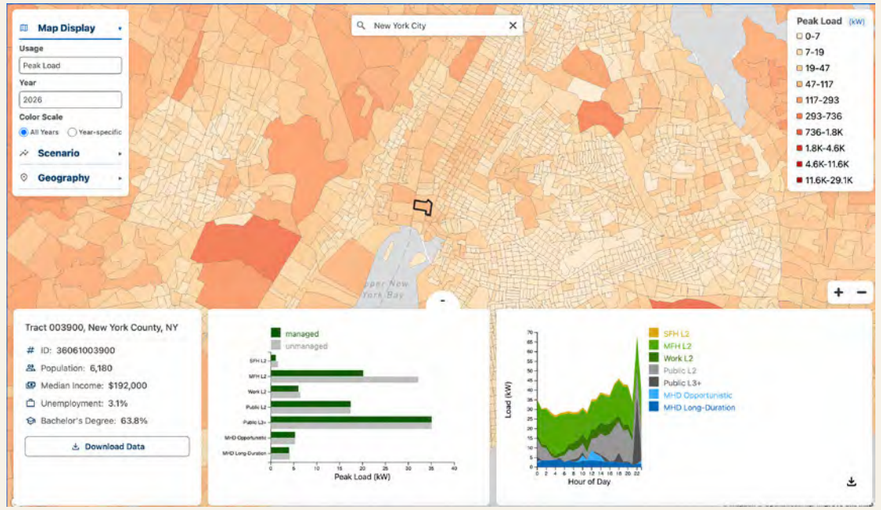
Planning for EV-ready grids

Even in the United States, where federal incentives to make and buy EVs have been rolled back, more than 1.5 million electrified vehicles were sold in 2025 — nearly 10% of total new car sales. And in the face of high gas and diesel prices, EV's lower costs to fuel and maintain suggest demand will remain robust. For utilities, delivering power to this new generation of electrified vehicles makes it vital to know where charging demand will emerge and how to prepare in advance.

To better understand the coming load based on real-world driving behavior, RMI developed GridUp, a tool to help EV stakeholders, including utilities and grid operators, EV service providers, and consumer advocates. GridUp forecasts when and where power demand is likely to materialize from EV charging. This foresight helps utilities make smarter, more cost-effective infrastructure investments while keeping electricity affordable for all customers.

Since its launch, GridUp has supported 3,000 unique users and has been cited in over 10 state regulatory or legislative proceedings, influencing decisions affecting approximately 38 million households. Over the past year, more than 20 large-format charging hubs have opened in utility service territories where GridUp and related load-forecasting methodologies have been deployed. GridUp is also the core analytical resource in the Department of Energy's Charging Smart program, which supports municipal utilities with limited capacity as they work to understand EV charging needs and deployment options.

Continued on Page 14



GridUp: A digital tool for EV stakeholders

Users can select the area to view and whether to display peak load, daily energy, and total ports.

Continued from Page 13

In addition to GridUp, RMI developed an EV Grid Toolkit, a one-stop hub for RMI's resources on EV forecasting demand, infrastructure investment, rate affordability, load management, and equitable charging access.

Charging electric trucks: Timing matters

Electrifying heavy-duty trucks offers one of the biggest opportunities to reduce transportation pollution. Yet charging electric trucking fleets takes a lot of power, so many fleets looking to go electric are often stuck waiting years for charging depots to connect to the grid.

RMI showed that a simple solution can dramatically speed deployment: timing. If, for example, fleet operators agree to limit charging during a limited number of peak-demand hours, utilities can generally connect truck charging depots without costly grid upgrades.

If California-based Pacific Gas & Electric adopted this approach, RMI found, it could support charging for an additional 25,000–70,000 heavy-duty trucks per year — enough to accommodate every electric truck purchased in California last year without requiring new grid upgrades.

RMI's brief, *Getting Electric Truck Chargers Online Faster*, gives utilities the information they need to set up flexible service connections for trucking fleets. Presented to the Smart Electric Power Alliance and the National Association of Regulatory Utility Commissioners, RMI's research is now helping utilities and regulators nationwide rethink how electric truck infrastructure is connected to the grid.

Continued on Page 16

THE ACCELERATION FUND

As electrification accelerates, the world will need more than vehicles, chargers, and grid infrastructure — it will also need reliable supplies of the critical minerals that make them possible. With support from the Acceleration Fund, **RMI is helping build more resilient and responsible mineral supply chains** by mapping global supply and demand, examining how projects are financed, and bringing miners, manufacturers, recyclers, investors, and other market leaders together to identify solutions. This work will help reduce supply-chain risks, attract investment, and expand the responsible production and recovery of the minerals needed to build a more reliable, affordable, and resilient electric future. Acceleration Fund gifts support early-stage innovation and emerging projects like this that can offer a big return on philanthropic investment. To learn more, visit **rmi.org/acceleration-fund**.

Personal story



Bryn Grunwald — Spinning E-Bike Data Into Action

In 2022, as gas prices surged across the United States, cities such as Denver began rolling out e-bike rebate programs. As these efforts multiplied, RMI's Bryn Grunwald noticed something was missing.



Policymakers lacked clear, credible data on what those e-bike programs could deliver — for both household savings and in terms of reduced emissions. Without that data, it was difficult to design effective programs or make the case for investment.

So RMI's Bryn Grunwald started building. Her early analysis examined everyday travel — quick errands, school drop-offs, short commutes — and explored how e-bikes could realistically replace them. "I've had an e-bike since 2018, and it's my primary mode of transportation," she says. "I don't drive within Boulder — I only bike — so I know it's a much cheaper, cleaner way to get around."

By 2023, Grunwald's work evolved into the E-Bike Environment & Economics Impact Calculator. The public, user-friendly tool helps cities, states, and organizations estimate the real-world impacts of e-bike adoption — including cost savings, emissions reductions, and broader community benefits.

Today, the calculator is informing policy decisions across the United States and beyond. Cities such as Atlanta and Portland, as well as states including Colorado and Illinois, are using it to design smarter incentive programs.

In Arkansas, an organization used the calculator to help secure a $7 million grant for e-bike incentives — translating analysis into real investment. National organizations, federal agencies, and international partners are also using the tool, with global interest continuing to grow.

What began as a side project is now helping communities rethink transportation, lower household costs, and reduce emissions — one short trip at a time.



A charging station in India. RMI is helping electricity supply meet fast-growing demand.

Continued from Page 14

Electrifying the Global South

RMI's work on electric trucks is driving forward around the world. In India, zero-emissions trucking is growing rapidly, with more than 9,000 electric trucks sold in 2025. However, the supporting infrastructure has not kept pace. Only about 5% of chargers in India can meet the power needs of electric trucks. Additionally, high charging costs remain one of the most significant barriers to scaling India's electric trucking market.

Over the past year, RMI provided guidelines to Indian transportation stakeholders to accelerate India's transition to zero-emissions trucking, including financing related infrastructure and scaling renewables to power charging.

India also has a fast-growing fleet of electric 2-, 3-, and 4-wheelers. To help electricity supply meet fast-growing demand, RMI's *Intracity Public Charging Guidebook for Indian Cities*, written in conjunction with the State Climate Action Cell, Government of Maharashtra, provides a detailed roadmap for Indian cities to plan, tender, and operate effective public EV charging networks.

Africa's electric mobility transition is also picking up pace, from e-bus pilots in Lagos and Nairobi to the rise of domestic EV manufacturers across the continent. However, progress remains fragmented by borders. RMI's report *Unlocking Africa's EV Potential*, coauthored with the United Nations Environment Programme, provides a continent-wide framework to harmonize EV policies and better coordinate the expansion of electric mobility across borders.

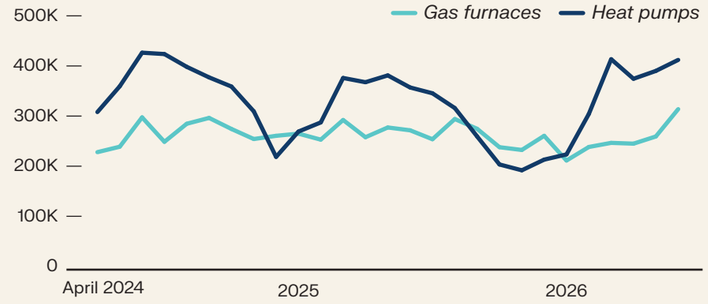
As electrification charges ahead around the world, RMI is helping ensure the infrastructure keeps pace. By equipping utilities, policymakers, consumer advocates, and industry players with practical tools and data, we're building a more reliable, affordable, and resilient energy future.

Donors: In their own words

"Deploying electric fleets at scale requires more than vehicles and chargers — it requires the infrastructure to power them. FedEx works with RMI to support GridUp to help address this critical planning challenge. This public tool is designed to help anticipate electricity demand from vehicle electrification and proactively plan charging infrastructure that can keep pace with the needs of fleet operators like FedEx and the communities we serve."

— Karen Blanks Ellis, Chief Sustainability Officer, FedEx

Heat pump and gas furnace sales in the United States



Source: Air Conditioning, Heating, & Refrigeration Institute, Monthly Shipments Report

Tracking Rising Sales of Heat Pumps

Electric heat pumps are one of the most efficient ways to heat and cool buildings. But sometimes, heat pump customers struggle to identify the savings of switching away from fossil fuels. RMI's Heat Pump Tracker, one of the most-visited pages on our website, helps US homeowners compare heat pump adoption with costs associated with gas furnaces and traditional air conditioners. This research is also helping utilities design electricity rates that better reward electrification. Over the past year, RMI analyzed electrification-friendly rate designs in Massachusetts, Minnesota, Maine, and Maryland to provide regulators and utilities with practical approaches to lower customer bills while supporting a cleaner, more efficient grid.

The Drive Electric Campaign aims to have 100% sustainable batteries by 2040, and all new vehicle sales globally be electric by:

2030: City and school buses and two-and three-wheelers

2035: Passenger vehicles

2040: Freight trucks

Driving Global Transportation Electrification

RMI is part of the Drive Electric campaign, an initiative working to achieve the electrification of all road transport globally by 2050. The campaign's partners have engaged more than 2,600 organizations committed to achieving 100% electric vehicles, and have helped advance progress on EVs and e-mobility across the European Union, the United States, India, China, and emerging economies such as Chile, Mexico, Indonesia, and Brazil.

Designing Electric Carshare Programs

A growing number of cities are deploying electric carshare programs to address overlapping needs, including boosting local mobility, making transportation more affordable, and improving air quality. However, to meet these complex needs, many factors must be harmonized. Over the past year, RMI worked with three US cities — Albuquerque, New Mexico; Lansing, Michigan; and Northfield, Minnesota — to help identify successful business models to launch, maintain, and expand EV carshare programs. The result was a guide and related resources to help cities and other local partners learn best practices for EV carshare programs and evaluate the business models that may work well in their unique operating and built environments.

CHAPTER 3

New Grids for a New Era of Electricity Demand

Around the world, RMI is helping grid planners meet rapidly rising electricity demand while keeping power reliable and affordable.

After years of relatively stable electricity demand in many mature economies, grids everywhere face a new era of rapid growth. In the United States, data centers and other large loads are supercharging demand forecasts, while in many global economies, transportation electrification and growing cooling needs are adding to load. Together, these forces are putting new pressure on utilities, grid operators, and regulators to expand electricity supplies while keeping power reliable and affordable.

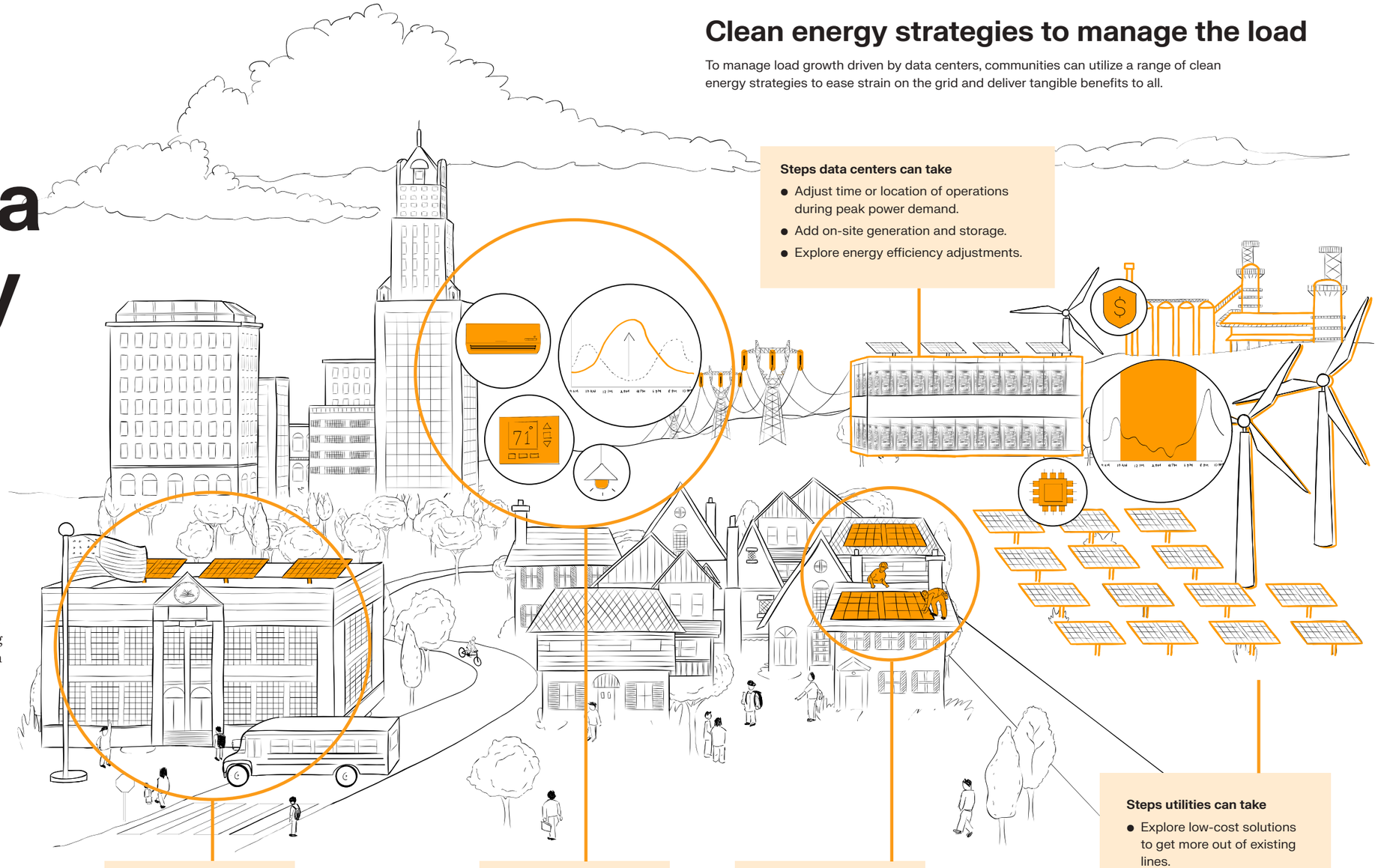
Efforts to meet new demand are giving new life to old fossil fuel habits. Globally, more than 640 gigawatts (GW) of grid-connected coal plants are under development (the emissions equivalent of putting an additional 520 million gasoline-powered cars on the road each year), including 630 GW in low- and middle-income countries. In the United States, the data-center boom has many investors doubling down on natural gas, just as rising gas demand globally is driving up its price. Meanwhile, sustained declines in the cost of solar, batteries, and other clean energy technologies are strengthening the case for cleaner, more affordable solutions.

RMI's report *Reconsidering Planned Generation* explores the implications of these new grid dynamics. For grid planners, it offers a framework to evaluate whether planned coal investments remain the best way to provide affordable, reliable, and secure electricity — or whether clean energy alternatives can meet those needs more quickly and cost-effectively.

Continued on Page 20

Clean energy strategies to manage the load

To manage load growth driven by data centers, communities can utilize a range of clean energy strategies to ease strain on the grid and deliver tangible benefits to all.



Steps data centers can take

- Adjust time or location of operations during peak power demand.
- Add on-site generation and storage.
- Explore energy efficiency adjustments.

Resilience hubs combine clean generation with energy storage to provide reliable power when it is most needed.

Virtual power plants aggregate and manage existing energy resources to lower strain on the grid.

Solarize-style and efficiency programs accelerate adoption of renewable energy technologies and efficiency measures.

Steps utilities can take

- Explore low-cost solutions to get more out of existing lines.
- Build out large-scale clean-energy generation locally.
- Charge load tariffs on major energy consumers.

Continued from Page 18

"We don't have to choose between growing the electric grid and affordability," said Mark Dyson, who leads RMI's electricity work. Across markets, RMI is focusing on three ways to help make that possible: getting more from existing infrastructure, planning for uncertain demand, and connecting new demand and supply faster. "By prioritizing innovative technologies, proactive investments, and unlocking unused grid capacity, we can strengthen the system while keeping bills in check."

The report is making an impact: Clean Energy Bridge, an organization that promotes coal-to-clean energy projects is using *Reconsidering Planned Generation* to engage coal plant owners; the Powering Past Coal Alliance is using the report to engage diplomats, leading to a series of webinars co-hosted by RMI in September 2026; and the Rockefeller Foundation cited the report in an op-ed in the *Asia Times*.

Making more of the grid we have

Building new generation and transmission is only part of the answer. In countries with mature grids like the United States, one of the most cost-effective options is finding ways to do more with the mix of wires, transformers, and other grid hardware first installed more than a half-century ago, but little changed since.

Utilities and large electricity users can also make better use of existing infrastructure. RMI's *Lightening the Load* report identifies strategies that can accommodate new demand while limiting costs for other customers. Demand response, energy efficiency, and flexible operations can reduce peak demand. On-site generation and storage can reduce pressure on the grid and provide backup power, while grid-enhancing technologies can increase the capacity of existing transmission infrastructure. The report has been used and/or cited by the International Economic Development Council, the Joyce Foundation, the Midwest Climate Collaborative, and the Children's Environmental Health Network.



RMI is helping utilities and regulators manage that uncertainty of electricity demand from data centers without shifting unnecessary costs to customers. One recent analysis tracked 190 GW of potential data center demand across 777 US projects.

"*Lightening the Load* has helped local leaders understand the potential risks and opportunities posed by large load projects like data centers," said RMI Manager Jasmine Chiu. "Community leaders have reached out to our team to learn more about the energy solutions covered in our report that they can advocate for and implement in their communities."

Planning for uncertainty

Rising electricity demand from data centers presents one of the most pressing challenges facing grid planners. One recent analysis tracked 190 GW of potential data center demand across 777 US projects. Yet data center forecasts carry unusual uncertainty: utilities may receive requests for enormous amounts of electricity without knowing exactly when — or even if — individual projects will materialize.

RMI is helping utilities and regulators manage that uncertainty without shifting unnecessary costs to customers. RMI's tools "can help grid planners distinguish credible large load growth from speculative demand, enabling more confident infrastructure planning while protecting ratepayers from unnecessary costs," says RMI's Celia Tandon, who works on the clean competitive grids initiative. "Data center demand has quickly become one of the industry's most consequential uncertainties."

RMI's brief titled *Planners Have Tools to Manage Large Load Forecast Uncertainty. Are They Working?* examines how better forecasting, customer commitment requirements, and regular forecast reviews can distinguish firm demand from speculative requests. RMI's research informed the National Association of Regulatory Utility Commissioners' (NARUC's) guidance on the topic. Recommendations from NARUC shape US power industry practices.

Continued on Page 22

Donors: In their own words

"RMI is working to protect customers and keep the grid reliable as electricity demand grows. Our shared goal is to accelerate a clean energy transition that delivers reliable, affordable energy at the pace and scale communities urgently need."

— Blair Beasley, Managing Director, Environment, Arthur M. Blank Family Foundation

Personal story



Chris Rauscher (left) and Jennifer Granholm (second from right), former US secretary of energy, join local officials on the roof of a Puerto Rico fire station equipped with a Sunrun solar and battery system.

Chris Rauscher — Fortifying Puerto Rico's Fragile Grid

After Hurricanes Irma and Maria devastated Puerto Rico in 2017 — causing an 11-month blackout, one of the longest in US history — RMI brought together leaders from Puerto Rico and the US mainland to explore how the island could rebuild a more reliable and resilient electricity system. The group also considered policy and regulatory changes that could support that transformation.

Chris Rauscher, then a senior leader at Sunrun, took part in the convening. The group drafted legislation that ultimately became Puerto Rico's Energy Public Policy Act of 2019, which established a target of 100% renewable energy by 2050.

The convening was also one catalyst for Sunrun's PowerOn Puerto Rico program, a virtual power plant (VPP) that Rauscher helped develop. The VPP connects batteries from more than 33,000 Puerto Rican households to the grid. Customers are paid for sharing their stored electricity when needed, helping provide power during periods of grid stress.

"The virtual power plant in Puerto Rico is probably the most impactful VPP in the entire world," Rauscher said. "For dozens of times each year, it is the difference between the power going off for many, many people across the island of Puerto Rico, or the power staying on."

The work illustrates how bringing the right people together can lead to lasting change — from new policy to infrastructure that helps keep electricity flowing when Puerto Ricans need it most.

"It's some of the most impactful collaborative work I've done in my entire career," said Rauscher. "And RMI should take a lot of credit for facilitating that and helping chart a cleaner, more resilient future of energy in Puerto Rico."

Continued from Page 21

Related modeling in another RMI brief, *Planning for Uncertain Data Center Demand*, shows how utilities can preserve flexibility by evaluating alternative resource portfolios, updating plans as information improves, and structuring rates so that the risks of new infrastructure are allocated transparently.

"Utilities are under enormous pressure to move quickly to serve data center demand," says RMI's Jesse Cohen. "This analysis shows that speed doesn't have to come at the expense of good planning. By considering the full range of options — including clean, affordable resources that can be deployed quickly — utilities can meet new demand while protecting customers from the risks of investments that may not ultimately be needed."

Connecting new demand to new supply

Even when new generation or large loads are ready to move forward, connecting them to the grid can take years. Addressing that bottleneck requires looking beyond individual projects.

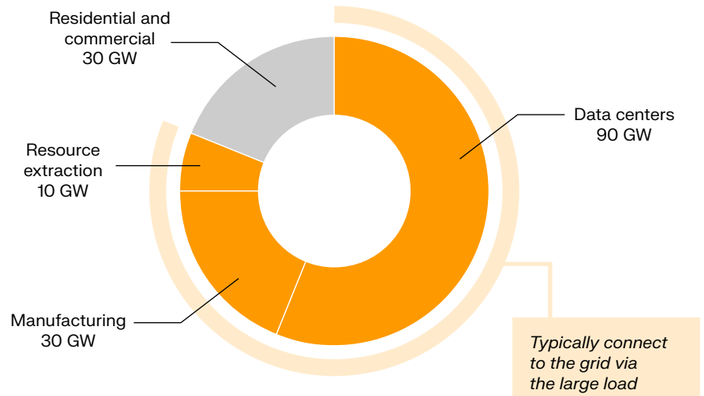
RMI's *Path to Power: Connecting Large Loads* research argues that making transmission investments one connection at a time is often inefficient and thus unnecessarily costly. System-wide planning can instead identify investments that serve multiple customers and provide broader grid benefits. This analysis has helped shape the conversation around how large loads connect to the grid and has been cited in comments before the largest US regional transmission operator, featured in national media, and referenced by experts in the industry.

On the generation side, RMI has examined "connect-and-manage" interconnection, an approach already used in Texas, that could allow new resources to connect more quickly while needed grid upgrades follow. Applied more broadly, approaches like these could help electricity supply keep pace with new demand.

RMI's work shows that rising electricity demand does not have to mean higher costs or less reliable power. Better forecasting, smarter use of existing infrastructure, flexible planning, and faster interconnection can help grids grow without saddling customers with unnecessary costs. RMI is helping put those approaches into practice so that new businesses and clean energy resources can connect faster while households and businesses continue to receive reliable, affordable electricity.

Where US load growth is expected to come from

New load growth from 2025 to 2030



Source: Grid Strategies

Donors: In their own words

"Meeting America's growing electricity needs will require practical solutions and collaboration across the energy ecosystem. Our work with RMI is helping advance the policies, planning, and partnerships needed to build the grid faster and more efficiently. Together, we are helping create a more reliable, affordable energy system that supports economic growth and American competitiveness."

– Heather Zichal, Global Head of Sustainability at JPMorganChase

Disconnection reform options

Broad Disconnection Protections
- Lifeline electricity
- COVID-19 moratoria
- Permanent end to disconnections

Targeted Disconnection Protections
- Procedural requirements
- Extreme weather protections
- Protections for vulnerable customers
- Performance mechanisms

Affordability Programs
- Percentage-of-income payment plans
- Low-income discount programs
- Arrearage management plans
- Low-income energy efficiency

Protecting Americans from Disconnections

Load growth, extreme weather, and aging grid infrastructure are putting upward pressure on electricity costs and household budgets across the United States. Recent research estimates that 3 million to 6 million US households have their electricity and/or gas shut off when they can't afford their utility bill, creating dangerous and life-threatening conditions.

To address the disconnection crisis, RMI developed the *Disconnections Handbook*, a set of policy tools that public utility commissions can use to ensure consistent access to electricity. The handbook outlines a step-by-step roadmap for regulatory action, starting with data transparency and ending with lasting policy change. It has been quoted and cited in both Oregon and Minnesota public utility commission (PUC) proceedings on disconnection protections.

"RMI has been pivotal in helping me and the Colorado PUC advance disconnection policy in Colorado," said Tricia Anstey, a project manager at Colorado PUC. Assisted by this guidance, the PUC improved disconnection protections for low-income customers. The updates also lowered the minimum payments required to restore electricity after disconnection.

"The RMI team helped advance these protections by providing the PUC with quality research and guidance specific to Colorado that informed the adoption of new policies," said Anstey.

Kickstarting Demand Flexibility in India

India's grid faces rising demand, extreme heat, and a more variable power supply as the country rapidly expands solar and other renewable energy. Demand flexibility can help by temporarily reducing electricity use from air conditioners, electric vehicles, factories, and other loads.

Over the past year, RMI and the Alliance for an Energy Efficient Economy brought together government representatives, electricity distribution companies, industry leaders, and academics to explore a National Grid Flexibility Program for India. RMI's research outlines how a digital market for flexible electricity services could scale demand flexibility through standardized rules and aggregator models, reducing peak demand, easing stress on the grid, and better aligning electricity use with periods when renewable energy is abundant.



Decoding China's Coal Transition

China is installing renewable energy at an unprecedented pace, yet approvals of new coal capacity continue. And despite these plans, Beijing remains committed to its goal to lower nationwide coal consumption by 2030.

RMI's report *Decoding the Coal Power Transition in China* examines why coal power capacity has continued to grow even as clean energy deployment accelerates, and what it will take to reduce reliance on coal while maintaining a reliable electricity system.

Drawing on policy, market, and technical analysis, the report unpacks the forces driving new coal investments, the challenges posed by rapid electricity demand growth and rising flexibility needs, and the opportunities to replace coal's role through a mix of cleaner resources, improved planning, energy storage, and demand-side flexibility.

By clarifying the realities of China's power transition, the report offers practical insights for policymakers, researchers, and industry leaders working to accelerate decarbonization.

CHAPTER 4

Creating Resilient Communities

From island grids to rural agricultural communities, clean energy is proving the right solution to keep the lights on and economies growing.

From hurricanes and flash flooding to droughts, heatwaves, and wildfires, climate-induced disasters are multiplying across the globe. Yet even as the toll from these events — in lives and damages — continues to rise, solutions are multiplying and providing more affordable, resilient options to strengthen grid capacity, improve resiliency, and empower local workforces. RMI's work scaling solar, batteries, and other grid solutions in island nations and rural economies is proving how clean energy economics can win everywhere.

Reimagining island nations with virtual power plants

Island nations are some of the most vulnerable to climate change. Most also depend on expensive, polluting imported fossil fuels for electricity. Virtual power plants (VPPs), an innovative approach that RMI is championing, offer the opportunity to fundamentally improve island energy systems, reducing the frequency, duration, and costs of power outages.

A VPP is a collection of small-scale energy resources such as solar arrays, batteries, electric vehicles, and smart thermostats that, aggregated together and coordinated with grid operations, can provide many of the same energy services as traditional power plants. They are managed by the local utility or third-party operator through software that can coordinate when they use, store, or supply electricity based on grid conditions and demand.

In 2024, RMI worked with the Energy Office of the US Virgin Islands (USVI) to analyze the potential to harness distributed energy resources across the islands through a VPP. Our analysis showed that integrating solar and battery storage systems into a VPP could save the islands between $13 million and $22.5 million per year. In addition to cost savings, the VPP would enhance grid reliability and resiliency, help prevent blackouts, reduce the need for expensive grid upgrades, and decrease emissions. "The biggest benefit of VPPs is resilience," says RMI Principal David Gumbs. If a hurricane knocks out the wider grid, for example, "VPPs allow us to bring back power and meet critical needs faster."

Over the past year, RMI's research and analysis went from plan to project in the form of a three-year pilot program in which USVI residents earn a cash incentive for enrolling their home battery storage systems as part of a local VPP. The battery systems will share a portion of their stored energy to help stabilize the grid during peak demand or when there is insufficient generation.

In early 2026, RMI experts joined *The Economist*, a global news magazine and website, to document the islands' VPP experiment. The resulting article, "Power: Lives in Motion | Virtual Power Plants in the US Virgin Islands," published in June 2026, includes video interviews with both Gumbs and RMI Manager Ian Welch-Phillips.

Continued on Page 26





Top, David Gumbs, RMI global islands director, and Kyle Fleming, Virgin Islands Energy Office director, discuss the virtual power plant experiment with a video team from the *Economist*. Bottom: Cruz Bay on St. John in the US Virgin Islands.



A solar-powered grain mill improves the livelihood for a woman entrepreneur in Nigeria through the EWAS program.

Continued from Page 24

The VPP pilot represents more than a promising win for the USVI: it proves the concept for the wider Caribbean and demonstrates how other island nations can adopt similar models. In fact, it's already happening: Puerto Rico is currently running a two-year VPP pilot with nearly 80,000 participants (see personal story, Page 21, Chris Rauscher — Fortifying Puerto Rico's Fragile Grid). For resource-constrained islands looking to boost their energy resilience, it's a win-win solution for both residents and the grid.

Energizing women and youth in Nigeria

For agricultural-based communities, resilience means more than keeping the lights on. It means keeping crops alive during the dry season, preserving produce, and building workforce capacity and economic opportunities for all community members. That's the purpose behind the Energizing Women & Youth in Agri-Food Systems (EWAS) program.

Continued on Page 28

THE ACCELERATION FUND

With support from the Acceleration Fund, **RMI is helping Cape Town, South Africa, explore how city-owned energy resources can be connected through a virtual power plant to lower costs, improve reliability, and strengthen resilience**. The project will help determine whether this approach can create a more flexible local energy system that is better able to withstand disruptions. Acceleration Fund gifts support early-stage innovation and emerging projects like this that can offer a big return on philanthropic investment. To learn more, visit **rmi.org/acceleration-fund**

Personal story

Ian Welch-Phillips — Building Partnerships to Expand Energy Access



RMI's Ian Welch-Phillips in the battery room for a microgrid on St. John in the US Virgin Islands.

Growing up in Trinidad and Tobago, Ian Welch-Phillips spent much of his childhood outdoors hiking, fishing, swimming, and diving around the island. Today, that appreciation for island ecosystems and communities has evolved into a career helping island nations navigate the clean energy transition as a manager on RMI's Global Islands Energy team.

After studying civil engineering in England, Welch-Phillips found himself working for EDF Energy, one of the UK's major utilities. There, his work forecasting customer movement and later supporting hedging strategy gave him a close-up view of how electricity is bought, sold, and balanced across different types of demand. Through this role, he learned just how sensitive energy systems are to shifting weather patterns and rising temperatures.

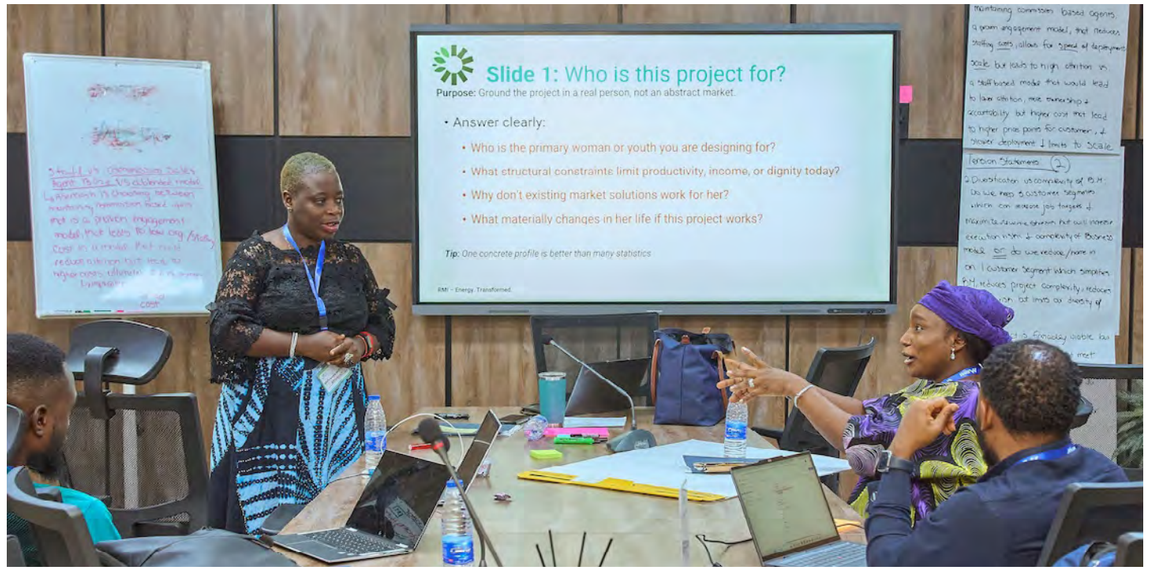
"Energy usage is such a fundamental part of modern society," Welch-Phillips said. "Whether it's heating in winter, cooling in summer, running your fridge, or charging your phone, all of these things are so sensitive to what the climate is." Realizing how even small shifts in weather could dramatically change electricity demand, he began to view the clean energy transition as both an environmental and human challenge.

That experience eventually led Welch-Phillips to RMI. Since joining the institute in 2021, his work has focused on clean energy projects across the Caribbean and further afield. St. Helena, located in the South Atlantic Ocean west of Africa, is one of the world's most remote inhabited islands. There Welch-Phillips is helping to chart a path toward a cleaner, more resilient energy future.

St. Helena is served by just one commercial flight per week and a single cargo ship each month. Transport constraints demand that every aspect of the project — from staff visits to solar panel delivery — is planned meticulously. For Welch-Phillips, the project demonstrates what is possible when people and stakeholders within island communities come together to pursue a shift to renewable energy. The project is "providing lessons that can help create a roadmap to high penetrations of clean energy for island communities around the world," Welch-Phillips explains.

As Welch-Phillips notes, that partnership approach is what makes RMI's work unique. "We are doing work with people, not just for people," he says, "It's not just about doing the work and handing over a report. It's about taking our partners along the journey." That mindset shows up in the way RMI works through challenges, supports local capacity development, and stays committed even when the work falls outside the original project scope.

Throughout his time at RMI, Welch-Phillips has helped advance microgrids in Saint Lucia, community solar in the Bahamas, residential solar and storage in the US Virgin Islands, and battery storage in Vietnam, and has led strategic advisory work across the Caribbean. As he sees it, the energy transition is being shaped by people from all walks of life across the globe, and its success will depend on ensuring that its benefits are equitable and inclusive. With children of his own, Welch-Phillips knows that this work extends far beyond today's projects. "We want a better future for the next generation," he says. "All of this work…is one impactful way of going about that."



The EWAS workshop in Nigeria examined how Nigerian clean energy enterprises can stabilize livelihoods, empower women and youth, and reshape agricultural value chains.

Continued from Page 26

Implemented by RMI in Nigeria, the project is part of a broader three-year program led by the Global Energy Alliance for People and Planet in partnership with the Mastercard Foundation, aimed at enabling 17,000 jobs, especially for young women in Ethiopia and Nigeria. EWAS has begun to contribute to this goal by building a coalition of small businesses with a special focus: creating new economic opportunities for women and young people by expanding access to clean energy.

Across Nigeria, women and youth under 35 make up 60% of the agricultural workforce and play major roles in food production, processing, and marketing. Still, they often have less access to the financing, training, and tools needed to grow their businesses and careers. EWAS is designed to change that by working with local businesses to expand access to affordable clean energy solutions. Solar-powered irrigation, cold storage, and other clean technologies all help reduce labor costs, lower operating expenses, and decrease post-harvest losses, making job opportunities in agricultural business more accessible.

Starting in January of 2026, the first wave of EWAS partners included three commercial leaders in solar-powered cooling for agri-business. Early participants Koolboks, Coldbox, and SunFi are helping farmers access solar-powered cold storage in part by providing affordable financing. As in all agricultural food supply chains, reliable access to cold storage means more of every harvest can be kept fresher, longer, and sold for higher prices. Waste falls, and revenue rises.

"We are excited to partner with RMI because it enables us to act on what the evidence already shows: energy poverty directly limits income, productivity, and food security for women in agri-food markets," said Rotimi Thomas, CEO and cofounder of SunFi, an organization that helps households and businesses in Africa access solar energy by connecting them with financing, equipment, and trusted solar providers.

"By unlocking reliable power for productive uses, such as processing, cooling, and storage," Thomas added, "SunFi is demonstrating how solar energy translates into higher productivity, measurable business growth, and lasting economic impact." In June 2026, new member organizations Nimsy Agro Solar Concept, ThriveAgric, and Afrimash joined EWAS, expanding the initiative's expertise to include solar irrigation, digital agriculture, and agricultural e-commerce.

EWAS builds on the learnings and success of RMI and the Global Energy Alliance's Energizing Agriculture Programme (EAP), which demonstrated the potential of clean energy technologies to increase productivity and incomes for smallholder farmers. By expanding access to clean energy technologies, strengthening local businesses, and creating economic opportunities for women and young people, EWAS is helping build a more resilient agri-food sector in Nigeria.





RMI's *Solar Under Storm* guidelines are helping solar systems withstand extreme weather to prevent what can be seen in the photo on the left in Grenada after Hurricane Beryl.

Working to Build Hurricane-Resilient Solar

RMI's *Solar Under Storm* series explores how solar photovoltaic systems perform during extreme weather and how this infrastructure can be strengthened. Through on-the-ground assessments, engineering analysis, and industry collaboration, we provide guidelines to help both roof-mounted and ground-mounted solar arrays withstand Category 5 hurricanes.

This year we published the latest installment, *Solar under Storm III*, which incorporates lessons from Hurricane Beryl, an extremely destructive Category 5 cyclone that impacted parts of the Caribbean, Mexico's Yucatán Peninsula, and the Gulf Coast of the United States in late June and early July 2024. Updates include best practices for today's solar technologies and construction methods. Over three editions, the *Solar Under Storm* series has become a go-to resource for solar developers, utilities, engineers, and policymakers across the Caribbean and other hurricane-prone regions.

Three essential shifts to unlock a more constructive path forward for insurers and resilience

Rightsize the role of insurers within an enabling system

Improve methodologies for quantifying resilience benefits and co-benefits and reflect these in insurance pricing and risk models

Enhance public-private partnerships and involve insurers earlier in resilience incentive and policy design

Helping Insurers Drive Climate Resilience

Insurance and resilience are increasingly intertwined. Extreme weather events are creating more insured losses and raising insurance premiums, while half of global catastrophe risk remains uninsured. RMI's thought leadership has helped quantify the benefits of resilience and has shown how the insurance industry can support resilience efforts.

At London Climate Action Week in June 2026, for instance, RMI launched our report *Recalibrating the Role of Insurance in Resilience* to a packed house of over 50 senior insurance, banking, philanthropy, and civil society leaders. The report was covered in the *Business Green* article "Insurance industry warns it needs support for climate resilience drive."

CHAPTER 5

Building Markets for Clean Materials

How buyers alliances are creating demand for cleaner steel, concrete, aviation fuel, and other green commodities

For many of the world's hardest-to-decarbonize industries, the technology already exists. The market for it doesn't. Cement, steel, and aviation fuel are essential to the modern economy, but producing and using them generates substantial emissions. Although many lower-emissions technologies already exist, they remain slow to scale because they don't have enough committed demand to justify the investment needed to build new production capacity. This creates a vicious cycle where producers hesitate to invest without customers, and buyers hesitate to pay a premium without reliable supply, resulting in market deadlock.

RMI is helping break that cycle by organizing large corporate buyers.

Through a growing portfolio of buyers alliances, RMI brings together companies that want to purchase lower emissions fuels and materials. By working together rather than independently, these companies can send suppliers a clear market signal that their investment in new production capacity will be rewarded. This approach reduces "first mover" risk for both buyers and producers, giving them greater confidence to invest in new production capacity.

Across aviation, steel, and concrete, RMI is adapting this model to address the unique challenges facing each industry. For each, we are working with industry partners to develop the accounting frameworks, procurement standards, and market rules that allow buyers and suppliers to transact with confidence.

Creating a market for sustainable aviation fuel

Founded by RMI and Environmental Defense Fund in 2021 and operated in partnership with the Center for Green

Continued on Page 32



Steel

The **Sustainable Steel Buyers Platform** brings together ambitious corporations in steel-intensive sectors like technology, manufacturing, and construction, and helps them turn ambitious climate commitments into coordinated procurement that can unlock financing for near-zero emissions steel production.



Concrete

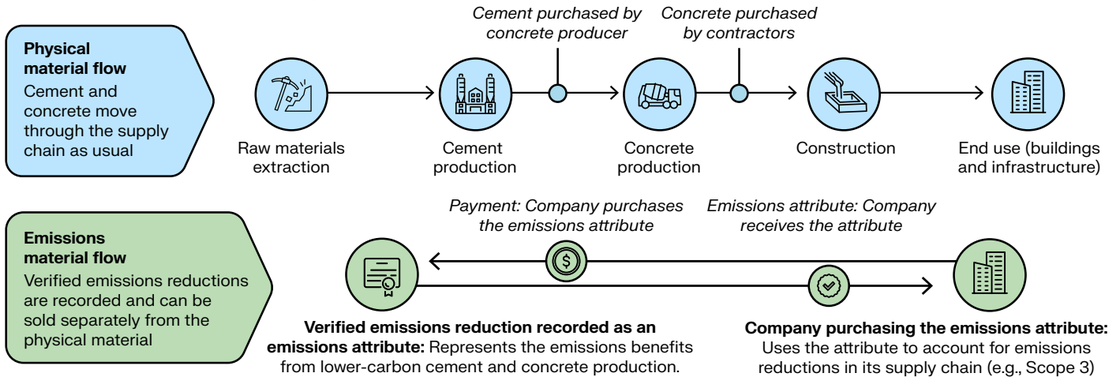
The **Sustainable Concrete Buyers Alliance** uses a book-and-claim model allowing organizations to financially support lower-carbon concrete production even when the material isn't used in their own projects.



Aviation fuel

The **Sustainable Aviation Buyers Alliance** is helping create a market for sustainable aviation fuel, one of the most promising pathways for reducing emissions from air travel.

How book and claim systems work



Continued from Page 30

Market Activation, The Sustainable Aviation Buyers Alliance (SABA) is helping create a market for sustainable aviation fuel (SAF), one of the most promising pathways for reducing emissions from air travel. SABA brings together leading corporate buyers to aggregate demand for SAF and send a stronger investment signal to producers. Through a "book-and-claim" system, companies can financially support SAF production even if they don't purchase aviation fuel directly. Under this system, rather than buying the physical fuel, they purchase its verified environmental attributes, allowing investment in cleaner fuel production while the fuel is used elsewhere.

Since its launch, SABA has helped aggregate demand for more than $400 million in SAF certificates. More recently, it has expanded its approach with SAFc Connect, which gives companies more flexible access to SAF certificates, and a next-generation procurement designed to secure long-term commitments for emerging fuels. In 2026, SABA selected Infinium's Project Atlas as the winner of that procurement, helping direct corporate demand toward a new generation of lower-emissions aviation fuels.

"Being selected for this SABA offtake agreement is pivotal for Project Atlas," said Robert Schuetzle, CEO of Infinium. "The agreement reflects growing commercial demand for next-generation power-to-liquid fuels and supports the continued development of new domestic production capacity."

Unlocking finance for clean steel

The Sustainable Steel Buyers Platform (SSBP) applies the same demand-driven approach to one of the world's most emissions-intensive materials. Steel producers face major capital investments to modernize their facilities, yet financing those projects often depends on demonstrating future customer demand. SSBP brings together ambitious corporations in steel-intensive sectors like technology, manufacturing, and construction, and helps them turn ambitious climate commitments into coordinated procurement that can unlock financing for near-zero emissions steel production. The platform already has its first North American procurement process near completion and in 2026 began exploring market needs in the Asia Pacific region, helping producers secure the confidence needed to invest in cleaner manufacturing.

Sourcing low-carbon concrete

The Sustainable Concrete Buyers Alliance (SCoBA), launched by RMI and the Center for Green Market Activation in 2025, is working to accelerate the adoption of lower-carbon cement and concrete, materials responsible for roughly 8% of global carbon emissions. Because concrete is typically produced and used within regional markets, buyers can't always source lower-carbon materials for their own projects. To address this, SCoBA uses the same book-and-claim model as SABA, allowing organizations to financially support lower-carbon concrete production even when the material isn't used in their own projects. That demand is turned into long-term purchasing commitments, giving producers the certainty they need to invest in new manufacturing capacity and lower-carbon production methods. In 2026, SCoBA launched its first procurement process to support up to 250,000 tons of annual low-carbon cement production beginning as early as 2027.



Influencing investment decisions across an entire industry

Each alliance focuses on a different industry, but the underlying strategy is the same: aggregate demand, reduce investment risk, and help create the markets needed for lower-emissions products to scale. This requires early philanthropic funding and first-mover corporate investment to design the coalitions, market rules, and systems, and then to support the membership platforms that can rapidly grow and move to first-of-a-kind procurements of green commodities.

Collectively, participating companies can create enough visible, coordinated demand to influence investment decisions across an entire industry.

Donors: In their own words

"RMI's Third Derivative brings a rare combination of technical rigor and practical support to climate innovation. Through the Industrial Innovation Cohort, they helped identify promising pathways to decarbonize some of the hardest-to-abate sectors, then sourced and supported 31 startups from around the world working to turn those opportunities into real-world solutions. Third Derivative's ability to connect deep research with investment and deployment makes them an exceptional partner in accelerating innovation in industrial decarbonization."

— Joel Clement, Director, Climate Action, The Lemelson Foundation

THE ACCELERATION FUND

RMI is helping shape the next generation of carbon accounting and climate-differentiated markets, with support from the Acceleration Fund. As companies, investors, and policymakers debate how to improve systems for measuring emissions and making credible climate claims, RMI is assessing emerging approaches and exploring practical pathways that can bridge today's systems with new models. This work will help inform the market rules and accounting frameworks needed to direct investment toward genuine emissions reductions and strengthen confidence in lower-emissions products and technologies. Acceleration Fund gifts support early-stage innovation and emerging projects like this that can offer a big return on philanthropic investment.

RMI is helping policymakers, companies, and investors strengthen US cleantech manufacturing and navigate growing supply chain risks, with support from the Acceleration Fund. Early research uncovered critical gaps in US supply chain data, helping RMI identify where new research and collaboration are needed to strengthen domestic manufacturing of technologies including geothermal, batteries, and grid hardware. By engaging manufacturers, policymakers, investors, and national labs, RMI is identifying the information and solutions needed to strengthen domestic supply chains and expand US clean technology manufacturing. Acceleration Fund gifts support early-stage innovation and emerging projects like this that can offer a big return on philanthropic investment.

To learn more, visit **rmi.org/acceleration-fund.**

Project Highlight

The Future Industries Partnership — Accelerating Climate Tech in Southeast Asia



At its pre-pilot facility in Indonesia, Silicon Valley-based Third Derivative startup BANIQL is developing cleaner ways to recover nickel and other critical minerals from lower-grade ores, with the potential to reduce the environmental impact of mineral processing.

For a promising industrial technology, a breakthrough in the lab is only the beginning. Reaching a steel mill, cement plant, or chemicals facility can take years of testing, fundraising, and work with prospective customers. The challenge is especially pronounced in heavy industry, where new technologies can require significant up-front capital and must operate within complex infrastructure and supply chains.

The Future Industries Partnership (FIP) is designed to shorten that journey. The philanthropic program, supported by HSBC and delivered by Founders Factory and RMI's global climate tech accelerator Third Derivative, helps startups prepare technologies for investment and deployment across Asia and the Middle East. Through the partnership, startups receive 18 months of tailored technical and commercial support, along with connections to investors, corporations, and industry experts.

This partnership comes at a pivotal moment for industry in India and Southeast Asia, FIP's initial focus regions. Urban populations in the region are projected to grow rapidly through 2050, increasing demand for construction materials such as cement and steel and for new industrial infrastructure.

At the same time, India and Southeast Asia are expected to account for 55% of global energy demand growth over the next decade. Much of the region's existing energy system still relies on fossil fuels, and many coal and gas assets are relatively young. The choices made as economies and industries expand will therefore shape energy use and industrial pollution for decades. The partnership aims to help ensure that this next wave of growth creates a market for cleaner industrial technologies rather than locking in higher-emitting infrastructure.

"The strength of this partnership is the combination of technical and climate expertise, startup support, and deep corporate and financial networks in the markets where these technologies need to scale," says Ali Rotatori, who leads Third Derivative's industrial innovation programs. "Together, we can identify the technologies with the greatest potential, help startups build the capabilities and strategies they need to succeed, and connect them with the right investors, customers, and partners — shortening what can otherwise be a decades-long journey to commercial adoption."

HSBC's support for the philanthropic partnership is focused on helping high potential industrial climate tech startups in Asia and the Middle East advance toward investment and deployment. "Net-zero innovation requires a constant flow of knowledge and talent to break down barriers to investment and large-scale implementation," said Julian Wentzel, group chief sustainability officer at HSBC. By connecting startups with corporations, investors, and financial institutions, he said, the partnership aims to help turn promising ideas into commercial opportunities that can also support economic growth.

That work is well on its way. In 2026, FIP welcomed its second cohort, bringing the program count to 30 startups. The new companies are advancing technologies ranging from cement made with industrial waste and bio-based steel inputs to on-site green hydrogen, electrified carbon capture, and ultra-efficient cooling systems. The partnership is also building connections on the ground in the region. During Ecosperity Week in Singapore, Third Derivative hosted Climate Innovation Night, where 12 FIP startups presented their technologies to investors, corporations, government representatives, and other potential partners.

That same week, Third Derivative, Jurong Town Corporation (JTC), and A*STAR partnered to offer a tour of Jurong Island, the 8,600-acre hub for Singapore's energy and chemical industries. Under an MOU, these organizations will enable FIP's 280 startups to crowdsource fresh ideas and pilot new clean energy solutions. At the same time, it will offer startups access to valuable mentorship and capacity-building support to advance and scale their innovations.

By bringing together technical expertise, commercial support, and capital networks, the Future Industries Partnership aims to help secure investment in much-needed climate technology solutions and help startups navigate the difficult stretch between developing a technology and deploying it commercially under real-world conditions.



RMI staff visit Stegra's manufacturing facility in Sweden.

Incubating Purpose-Built Organizations





Over the past several decades, RMI has helped launch and incubate organizations that bring together businesses, policymakers, investors, and other partners to solve shared challenges and accelerate the clean energy transition. Each was designed to fill a specific gap that existing organizations or individual companies couldn't address alone.

The Corporate Energy Buyers Alliance (CEBA), which grew out of RMI's Business Renewables Center, brings together major energy buyers and providers to accelerate clean electricity deployment. The North American Council for Freight Efficiency (NACFE) gives trucking fleets independent, real-world information about technologies that can reduce fuel use and emissions. And the Virtual Power Plant Partnership (VP3) brings together utilities, technology providers, policymakers, regulators, and advocates to accelerate virtual power plants.

Together, these organizations fill critical gaps in emerging markets and create the conditions for solutions to scale. This is a distinctive part of RMI's approach: using philanthropic capital not only to advance solutions, but to build the institutions that can carry them forward at scale.

Clean Steel for Data Centers

In a first-of-its kind agreement in the steel industry, Microsoft has entered a two-part deal with green steel producer Stegra. RMI helped advise the companies on this deal that will allow Microsoft to purchase zero-emissions steel for its data centers and allow for the purchase of environmental attribute certificates to support production from Stegra's manufacturing facility in Sweden. Both companies are part of an RMI initiative that's working to design tools that track, validate, and account for certificates.

"Agreements like this one signal a wider demand pool for lower-carbon steel, expanding the offtake beyond conventional direct steel purchasers and into sectors where steel is a critical yet buried part of the supply chain," said RMI Senior Associate Claire Dougherty. "[The deal] serves as a proof-of-concept for the role that [certificates] can play in getting first-of-a-kind, near-zero steel projects off the ground."

China Industrial Parks

Industrial parks are at the center of China's economy, producing more than 30% of the country's GDP while accounting for a significant share of the country's energy use and emissions. Because businesses within these parks share infrastructure, they offer an opportunity to reduce emissions across an entire industrial ecosystem rather than one factory at a time. Working with policymakers, industry, and other partners, RMI is helping identify practical ways for industrial parks to share clean electricity, energy storage, waste heat, recycling systems, and carbon tracking while attracting investment in cleaner technologies. Together, these strategies can cut emissions, strengthen manufacturing competitiveness, and create a model for industrial decarbonization in China and beyond.

CHAPTER 6

Soaring Energy Demand Puts Methane in the Spotlight

Stopping valuable resources from disappearing into thin air

This year's global energy crisis underscored just how fragile energy markets can be — and how quickly fossil fuel supply chains can be disrupted. Geopolitical conflict, trade uncertainty, and constrained infrastructure reminded businesses, governments, and citizens alike that energy security cannot be taken for granted. When supplies are disrupted, every unit of energy counts.

When it comes to climate security, every degree Earth's temperature rises counts too. Methane is the primary component of natural gas, and the energy wasted and methane emitted via gas loss superheats the planet over 80 times more rapidly and powerfully than carbon dioxide. In a year of historic heat waves, wildfires, glacier collapse, floods, and droughts, stopping gas loss and mitigating methane emissions now — as we continue to cut CO_2 — offers major opportunities to improve energy and climate security.

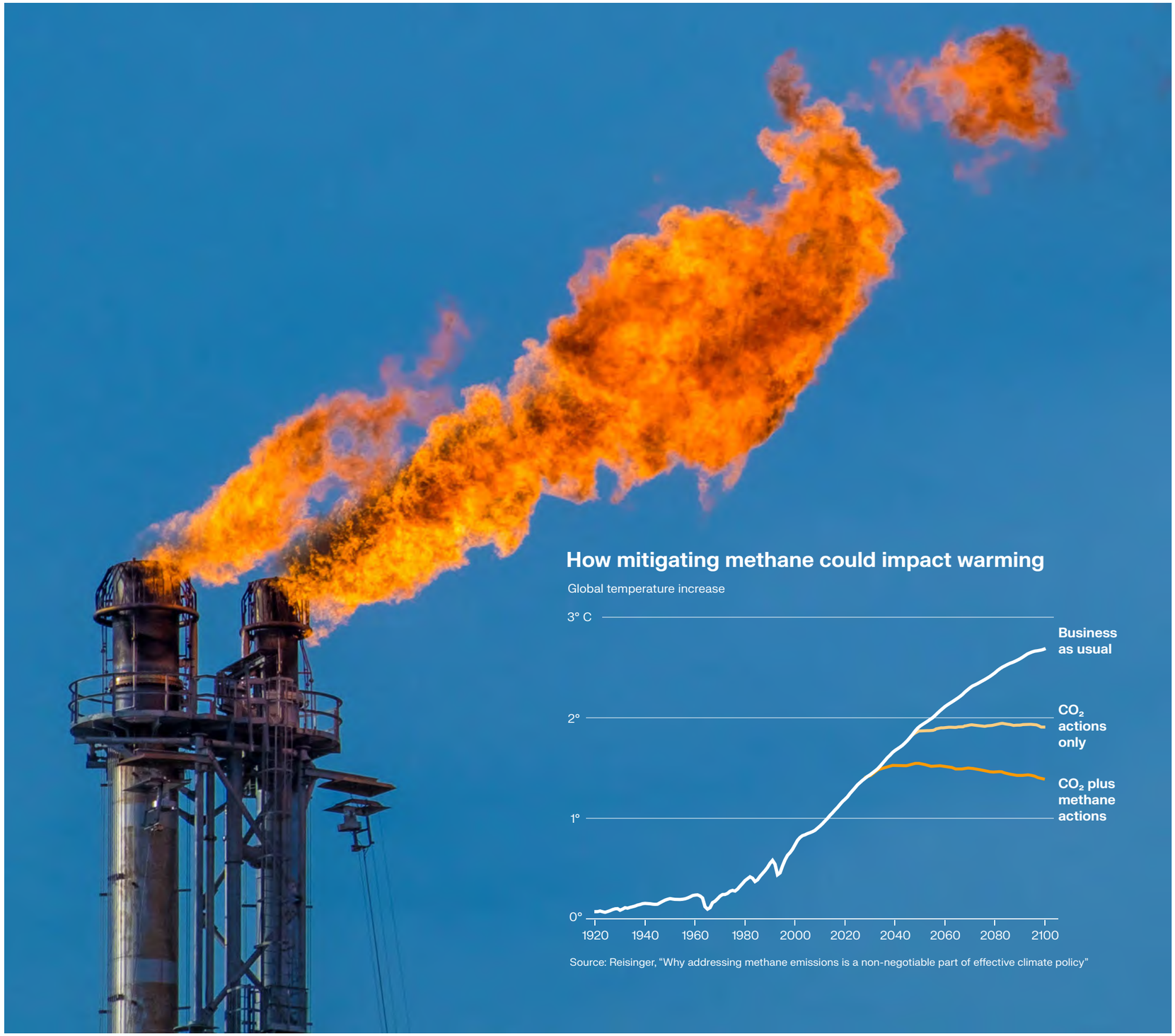
Drilling down on Texas

To examine these security opportunities, RMI published *Drilling Down on Methane Loss*, a comprehensive study examining the scale of wasted natural gas in Texas, the nation's leading oil- and gas-producing state. In the country that emits more methane from oil and gas production than any other nation, Texas is estimated to account for nearly one-half — an estimated 7 million metric tons of methane — on par with Russia.

After scraping and analyzing state data and developing a novel public methodology, RMI estimated that targeted Texas operators collectively wasted between 3 and 4.5 times more natural gas than they reported. The consequences extend well beyond emissions. Every cubic foot of methane released into the atmosphere, rather than reaching the market, represents lost economic value. RMI estimated that Texas producers forfeited more than $1 billion in marketable natural gas through venting, flaring, and other losses. That wasted production also translated into nearly $100 million in lost state tax revenue during the 12-month study period.

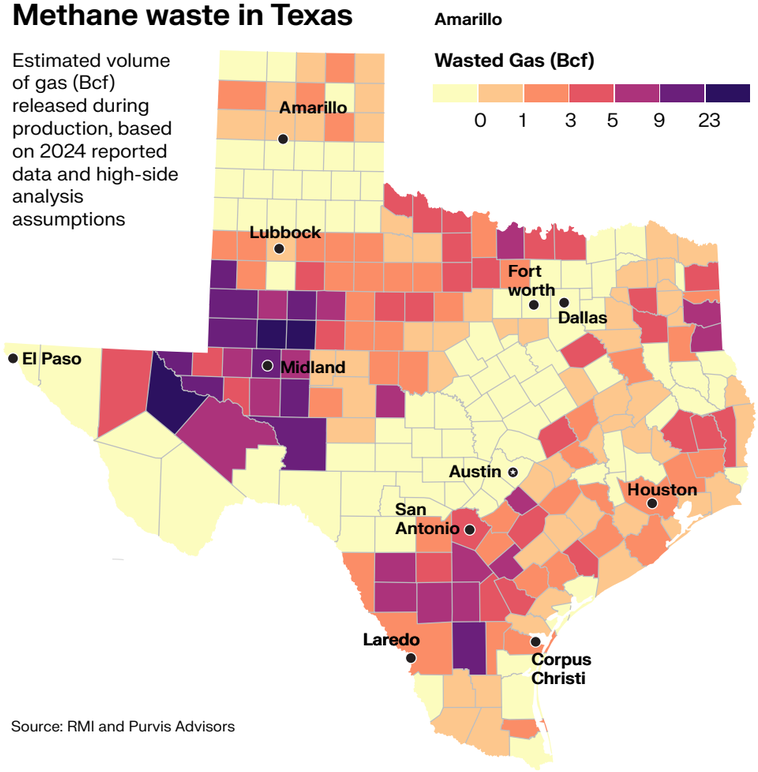
The sizeable gas loss in Texas alone masks the scale of energy waste from an industry that has the technology, operational capabilities, safety mandates, financing opportunities, and insurance incentives to dramatically reduce waste. With

Continued on Page 38

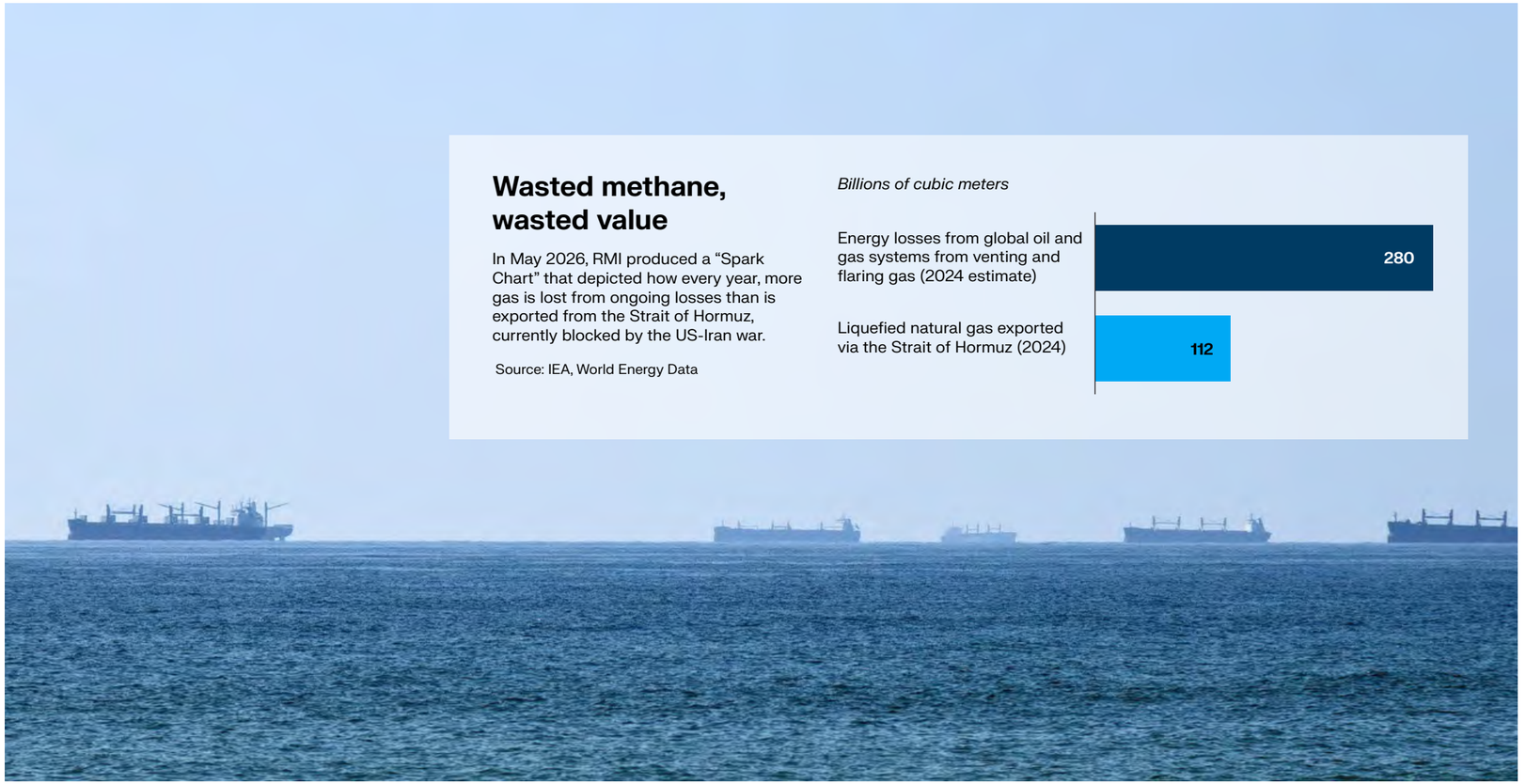


Methane waste in Texas

Estimated volume of gas (Bcf) released during production, based on 2024 reported data and high-side analysis assumptions



Source: RMI and Purvis Advisors



Wasted methane, wasted value

In May 2026, RMI produced a "Spark Chart" that depicted how every year, more gas is lost from ongoing losses than is exported from the Strait of Hormuz, currently blocked by the US-Iran war.

Source: IEA, World Energy Data

Billions of cubic meters

Continued from Page 36

unparalleled visibility tools like RMI's Oil Climate Index plus Gas (OCI+), together with satellite measurements that provide public data from entities like NASA and Carbon Mapper, slashing oil and gas methane emissions is highly visible and actionable.

Creating cutting-edge tools

It started with a hypothesis: oil and gas industry emissions are wide-ranging, and these differences are large enough to matter — economically and environmentally. RMI publicly probes the methane intensities of oil and gas from production through end uses using OCI+ and its underlying open-source models.

What we found was a game changer. Equivalent barrels of oil and gas have methane emission intensities that vary by an order of magnitude or more. Today, RMI analyzes 100% of the world's oil and gas methane emissions, which are posted on ClimateTRACE. Our analytic tools and results are used by oil and gas companies, banks, insurers, tech firms, academics, philanthropies, NGOs, and policymakers. And we continue to expand our tools in response to user input to spur thought leadership and turn data into action.

Markets need this visibility to function efficiently. Policymakers need this visibility to establish robust standards. Financiers need this visibility to make wiser investments. Insurers need this visibility to underwrite risks. Communities need this visibility to prevent harms. RMI makes public and delivers emissions visibility to corporations, government, and civil society.

Turning waste into energy security

RMI remains laser focused on one of the largest and least appreciated sources of methane emissions: gas loss from oil and gas operations. On a global scale, the amount of gas wasted through venting, flaring, and equipment leaks is staggering. As the world continues to deal with the consequences of disrupted fuel supplies through the Strait of Hormuz, RMI's analysis highlighted a striking reality: the world wastes more than twice that volume of gas flowing through the Strait every year through preventable methane losses.

That comparison reframes methane mitigation as a major security issue on multiple fronts. Preventing gas waste is an opportunity to strengthen energy security without drilling a single new well.

This also highlights an often-overlooked reality: methane waste is not simply an environmental problem. It is also a business and fiscal issue. Valuable energy resources are literally disappearing into thin air, reducing revenues for companies, lowering public tax receipts, creating energy inefficiencies, and risking energy supplies.

Our work over a decade — along with this year's case study in Texas — points to a critical conclusion: methane waste is one of the energy sector's largest avoidable losses. Stopping gas from being vented, flared, or leaked reduces emissions, strengthens energy security, increases government revenues, protects workers and citizens, and helps ensure that more of the energy being produced reaches the people and businesses that need it. The opportunity is enormous — and RMI continues to refine and expand tools to seize these opportunities.

Industry perspective

"Life-cycle oil and gas emissions data at the product level is essential for identifying and acting on emissions-reduction opportunities. However, navigating this complex landscape of data, compliance, workflows, and methodologies is time consuming, and difficult, at best.

RMI's OCI+ plays a key role in this complex landscape, enabling a more scientific and systematic view of the whole and individual components that make up an oil and gas product carbon footprint.

Together, our capabilities help move Product Carbon Footprint assessments beyond generic averages toward more accurate, representative insights, enabling stakeholders to evaluate, model, and act on emissions-reduction opportunities, at scale, with greater confidence."

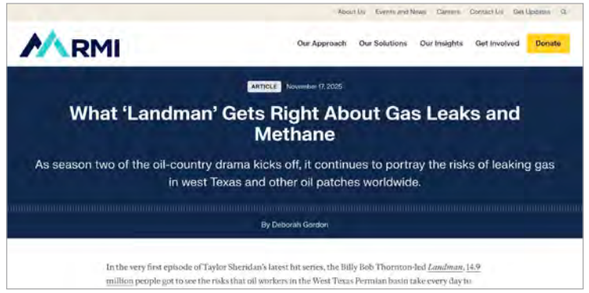
– **David Seabrook, Director of Digital Sustainability, SLB**

Bringing Methane Information to the Masses Through the “Landman” Series

From gas leaks and outdated machinery causing explosions to a lack of constant, comprehensive oversight, Taylor Sheridan’s hit series, the Billy Bob Thornton-led “Landman,” highlights the risks undertaken by oil and gas workers in Texas’s Permian basin. The series is non-stop action and entertainment, but it also explains how and where methane is causing big safety, energy, economic, and environmental problems that can be addressed with readily available solutions.

Two of RMI’s most popular articles of the past year detailed what “Landman” got right about gas leaks and methane. The articles, written by RMI’s methane expert Debbie Gordon, capitalized on pop culture to break down the show’s portrayal of the physical, economic, and geopolitical risks of oil and gas production. The articles had nearly 4,000 views, and a LinkedIn social post received more than 1 million impressions, resulting in a “Climate Curious”/TEDx London podcast interview.





Donors: In their own words

“We value our partnership with RMI because of its ability to turn rigorous data and technical expertise into practical action. Together, we’ve seen initiatives like WasteMAP, the Methane Training Network, and RMI’s new analysis on mobilizing private capital evolve into powerful tools for decision-making, capacity building, and investment — helping governments across the globe identify methane opportunities, build local expertise, and move from ambition to implementation at scale.”

— Marcelo Mena, CEO of the Global Methane Hub



Reducing Europe’s Methane Emissions

Momentum to reduce methane emissions is also building internationally. As the European Union moves toward implementing its Methane Emissions Regulation (EUMR), new expectations are emerging for companies supplying natural gas to European markets. These rules will increasingly reward producers that can demonstrate low methane emissions and transparent reporting throughout their supply chains.

RMI experts are helping companies and policymakers navigate this transition by developing practical approaches that enable gas importers to comply with the new requirements while strengthening the market for low-leakage natural gas. Earlier this year, RMI methane expert T.J. Conway joined Wood Mackenzie’s Energy Gang podcast to discuss the implications of the EUMR, the importance of credible methane measurement, and the broader challenges facing global methane mitigation.

Venezuela’s Murky Oil Future

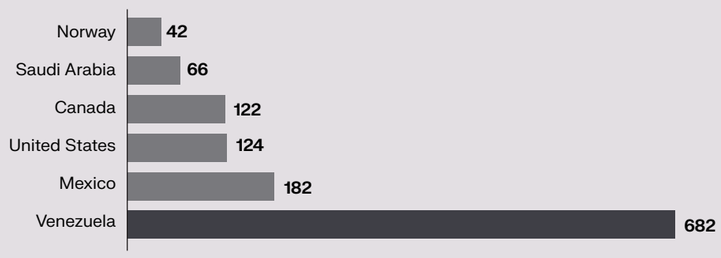
After a year of upheaval in Venezuela, the future of the country’s oil remains unclear. What we do know, however, is how wasteful and emissions-intensive Venezuelan oil is already. The country stands out as having the highest average methane intensity among oil and gas producers globally. Now, with the prospect of increasing the production of Venezuela’s oil, it will be critical to stop associated gas from being disposed of and massively wasted. Technology exists to prevent the venting and flaring of gas in Venezuela. What those operators re-entering Venezuela need to do is prioritize the capital and operating expenditures to capture and reduce gas loss in this oil-endowed nation.

After news broke of US action in Venezuela in January, RMI visualized this stark contrast, highlighting that there is no easy fossil fuel.

Oil comes in many forms, and Venezuela’s is mostly “extra heavy,” which means it takes more energy to refine, process, and transport, adding more and more energy waste and emissions along the way. It also means that modernizing Venezuela’s oil infrastructure after years and years of decay may ultimately boost production, but it’s not going to pull down its emissions intensity. As more buyers opt for low-leak gas and lower-emissions oil, that puts any future barrels of Venezuelan crude at an even bigger market disadvantage than it already faces.

How Venezuela’s production emissions compare

2024 production emissions ($kgCO_2e$ per barrel of oil equivalent)



Source: OCI+

Personal Story

Lyda Hill — A Bet Worth Making



"RMI was taking a different approach by working with industry, and it had identified a market gap where philanthropy could really play a role. Those are exactly the intersections we look for."

— Matt Crommett, Managing Director at Lyda Hill Philanthropies

Lyda Hill likes big ideas. More specifically, she likes big ideas that other people might not be ready to bet on yet. The Dallas, Texas, entrepreneur and philanthropist — who was recently highlighted in the TIME100 Philanthropy list — has spent decades backing ambitious efforts in science, medicine, conservation, and other fields. Her approach combines curiosity with a willingness to take calculated risks: find an important problem, look for a promising way to solve it, and put resources behind people capable of making it happen.

There is a story that people at Lyda Hill Philanthropies like to tell about this philosophy. When Hill joined the Giving Pledge, Warren Buffett offered her a piece of advice: Don't spend your philanthropy doing what others already can and will do. Look for what others can't or won't do. A few years later, RMI brought her team an idea that fit the bill.

In 2018, RMI presented Lyda Hill Philanthropies with a problem: methane leakage from oil and gas systems. Then, action on the super-heating gas — that's also a valuable commodity — was only beginning to command the attention it does today. RMI saw a large opportunity in the oil and gas fields of Texas: give companies and other decision makers much better information about how much methane was being emitted from the barrels they produce, then use that visibility to help drive action on both the supply side and the buyer's demand side. "It was a bold approach to avoid 2 billion tons of methane emissions, tackling nearly 1 full degree of global warming," Jennifer Stokes, RMI's chief development officer, reminds us. "And we were honest with Lyda's team that it might not work. It was a big untested swing."

As Matt Crommett, managing director at Lyda Hill Philanthropies, relates, RMI's pitch struck a chord. "We saw a unique opportunity for Lyda Hill Philanthropies," he said. "RMI was taking a different approach by working with industry, and it had identified a market gap where philanthropy could really play a role. Those are exactly the intersections we look for."

Thomas Koch Blank, now the managing director of RMI's Industries program, helped craft this pragmatic approach. "We knew the data existed, but nobody had put it together in a way that could change decisions. We went to Lyda Hill with the idea that if we could make methane quantifiable and comparable, we could give the market a reason to act. They understood the potential immediately."

That combination played to RMI's strengths: industries and institutions, and an inclination to look at the whole system rather than only one piece. Lyda Hill Philanthropies saw both the potential of the idea and a team it believed could deliver on it.

In 2020, RMI and SYSTEMIQ launched MiQ, which developed a way to assess and certify methane emissions from natural gas production and give buyers credible information about the emissions associated with the gas they purchase.

That early work helped demonstrate how better methane data could influence markets. RMI has continued to build on that approach. Today, RMI has publicly assessed methane emissions intensities of over 70% of global oil and gas supplies in the Climate Action Engine's public Oil Climate Index plus Gas (OCI+) tool. Through concerted market activation, the project has been a qualified success — with more than 1 billion tons of methane abated globally as a result of RMI's initial work (with a goal of 5 billion more tons by 2040).

"It's exciting to find a grantee that has a big vision and can execute. RMI has shown year over year that it doesn't lose sight of the end goal. It continues to execute along the way, and to make that end goal even more ambitious," Crommett says.

That combination — ambition plus execution — is a big part of what Lyda Hill Philanthropies looks for. The organization backed RMI's work partly because it believed in the idea and partly because it believed in the people pursuing it. RMI had a track record of taking on complicated energy problems, and the methane team has continued to build on that confidence.

Getting everyone around the table

Reducing methane emissions requires action throughout the energy ecosystem. Oil and gas producers make operational decisions that can reduce emissions. Buyers can ask more of their suppliers. Policymakers and regulators shape market conditions. Insurers determine underwriting criteria. Philanthropies, academics, NGOs, and other institutions bring their own influence. Progress depends on connecting those different actors around information they can trust and use.

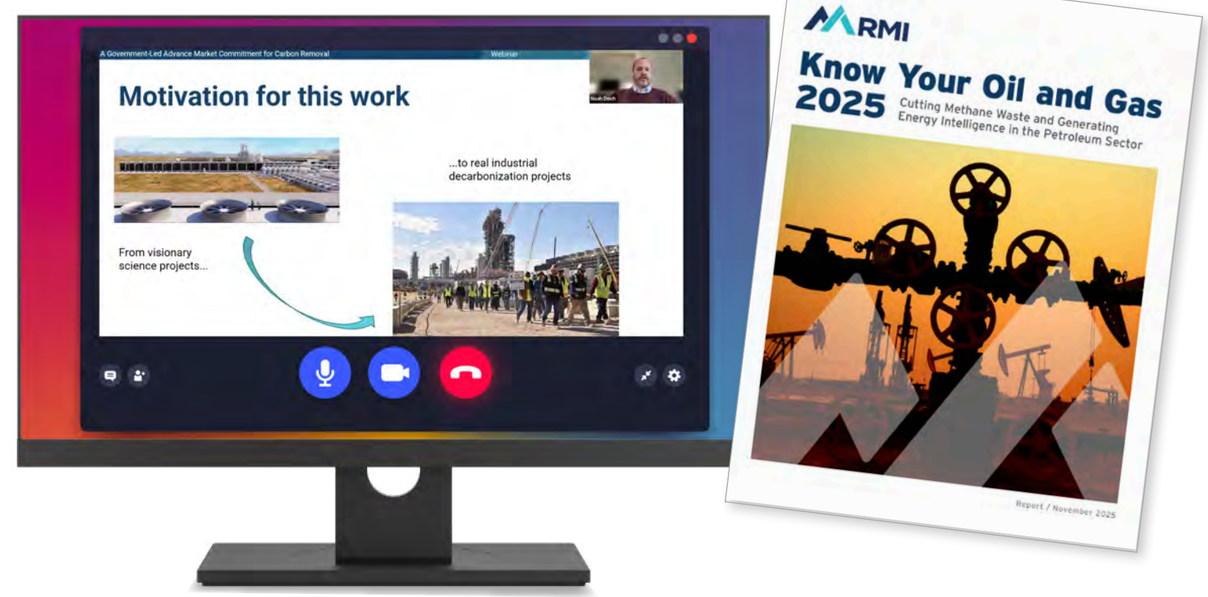
RMI has made a habit of doing just that. The ability to move between these worlds impressed Crommett and the team at Lyda Hill Philanthropies from the beginning and has become even more important as methane has risen on the global energy agenda: "RMI continues to play such a critical role across industries and different decision-making arenas — a trusted voice, backed by data and informed by leaders in their fields. That's so important when you're trying to make big change," said Crommett.

Eight years after Hill made that early bet, the landscape looks very different. The United States is now the world's largest oil and gas producer, where Texas leads by a large margin. Global affairs are pushing fuel prices to new heights. Although gas loss is still prevalent, methane detection technology has advanced rapidly. And the Climate Action Engine, together with satellites and sensors, is giving companies better quantification and benchmarks about their emissions and energy waste.

RMI is constantly responding to requests for methane data, analysis, and market approaches that are turning greater visibility into real reductions. MiQ has since grown into an independent organization, while RMI's methane team continues looking for the next place where better information, smart market design, and the right people around the table can accelerate progress. "What's so exciting about this work is that by providing better data we can both create and move markets toward more responsible stewardship. This isn't just applicable to methane, but to any sector where these information gaps exist," RMI's Koch Blank says.

Lyda Hill Philanthropies provided the early confidence and capital to pursue an ambitious idea; RMI brought the expertise and execution to develop it, build tools around it, and help it grow. Sometimes, foresight is simply seeing a good idea early enough to help make it real.





CHAPTER 7

Scaling Persuasion: The Power of Convening and Communications

Delivering RMI's insights into a world supercharged by big data, AI, and instant connections across the globe.

Donors: In their own words

"I'm looking to the future and thinking about what is most likely to ensure our planet continues for my daughter and others. RMI seems like the most plausible organization to address this moment."

— James Mitchell, RMI Innovator Circle donor and Professor Emeritus, Civil, Architectural, and Environmental Engineering, Drexel University

Back in 1982, when RMI was born, insights took shape and traveled at analog speeds. Research was gathered in libraries. Analysis was an exercise in pencils, paper, and calculators. Creative work sessions unfolded in person, around document-piled tables in coffee-fueled charrettes. Insights emerged as printed reports and traveled via postal mail, mentions in news articles, and in-person, via speeches and meetings.

It's different today. Analysis is supercharged by big data and AI; collaboration is unlimited by geography. Great insights can now take shape and travel around the world in seconds, and reach far more people than ever before. Yet if great insights can take shape and spread faster than ever, it's tougher than ever for them to stand out. Even groundbreaking ideas must cut through information overload — sometimes they must fight deliberate misinformation.

Delivering RMI's insights into the world is an increasingly complex challenge. Every year, RMI publishes hundreds of reports, briefs, and articles. These reach hundreds of thousands of readers through RMI.org and our email newsletters — and multitudes more encounter our thinking across LinkedIn, Facebook, and other social media platforms. We also engage journalists directly and continue to curate discussions with corporate leaders, policymakers, utilities, other nonprofit partners, and financiers to find and implement solutions.

For all the change that has swept through RMI's communications, human connections and inspiration continue to be at the core of what we do. In this chapter, we offer a peek at the ways RMI is working to deliver our transformative ideas to new generations, in new places.

For instance, we look back at Amory Lovins's groundbreaking challenge to prevailing assumptions about energy, an essay that established ideas now central to global energy planning and animates RMI's work today. We also meet Coreina Chan, whose work personifies another RMI living legacy: bringing people with different perspectives together to achieve breakthrough solutions for thorny problems they might not solve separately. And in Leigh Alvarado Benson's story, we see how ideas inspiring insights can inspire a career, inform a family, and shape a commitment to help those ideas endure for generations.

The methods of reaching people have multiplied. The scale of our audience has grown. But RMI's core mission remains constant: develop consequential ideas, workshop them with even unlikely allies, and deliver the recommendations to the key people who can act on them. Today, going from insight toward impact can happen at a speed and scale hard to imagine just 50 years ago.

A year in the life of RMI's communications

1,237
Social posts on LinkedIn, Facebook, Instagram, and X.

1M+
Impressions across RMI's social media accounts. Each impression corresponds to a viewer seeing the post.

200k+
People who follow social media accounts of RMI and our staff.

Top 3 social posts

The Women Shaping Indonesia's Energy Transition

Catawba College Achieves Carbon Neutrality Certification

Marginal gas wells



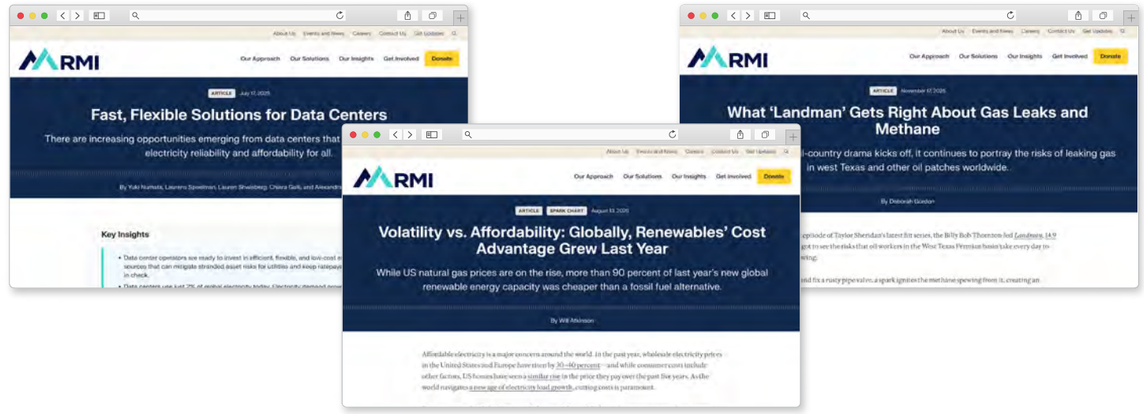
105
Reports and briefs published

18k+
Reports downloaded

174
Articles published on RMI.org

8,500
RMI webinar attendees from around the world

Top 3 most visited stories at RMI.org in past year



625k+
Visits to RMI.org

90k+
Subscribers to Spark and RMI's other regular newsletters

15k+
Subscribers to RMI's LinkedIn Spark newsletter

Top sites where RMI expertise and experts have appeared

CANARY MEDIA · FAST COMPANY · npr · TIME · FT · PBS · AXIOS · The Washington Post · LATITUDE MEDIA · The New York Times · Energy Intelligence · KOMPAS · nature · CNBC · CBC · The Economist · HOUSTON CHRONICLE · MARKETPLACE · THE ECONOMIC TIMES















Personal story

Coreina Chan — The Enduring Impact of Bringing People Together

Much of RMI's most influential work never appears in print. For more than four decades, RMI has built its reputation on rigorous analysis and ideas that challenge conventional thinking. But alongside that tradition runs another, less visible strength: bringing the right people together and facilitating sustained, meaningful conversations that help them solve tough problems together.

RMI is often invited into conversations where parties — such as utilities and customers, businesses and regulators, or financiers and communities — may have opposing interests. And while a workshop may reach a small group of people, when the key decision makers gather, people can find common cause across differing perspectives and priorities, and differences can meld into collaboration. At RMI, Coreina Chan has dedicated her career to this practice.

Trained as an architect at Yale University, Chan first encountered RMI around 2006, while studying energy and sustainability at the University of California, Berkeley. Reading Amory Lovins's work on "soft energy paths" redefined how she thought about design. She soon joined RMI's buildings team, where she encountered a familiar architectural practice used in an unfamiliar way: the design charrette. In architecture, a charrette — French for the cart once used to collect designs in architecture studios — is an intense working session in which designers push toward a solution together.

At RMI, Chan's team developed ways to apply charrette-based approaches to ambitious energy and performance challenges. Bringing together teams of architects, engineers, designers, owners, and other experts, the approach often solved problems by making them bigger: Rather than focusing on each piece of equipment in a building retrofit, for example, what's possible if the equipment, the building design, and energy inputs — the whole system — all work in harmony?

Over time, RMI began applying the same approach beyond buildings. Through efforts such as e-Lab, which began in 2013, participants from utilities, government, finance, technology, and advocacy worked together on questions facing the changing electricity system. The goal was not merely to assemble experts, Chan says, but to value different perspectives, define the problem together, and build enough trust to explore solutions.

Sometimes RMI's analytical and facilitation roles build on one another in unexpected ways. Chan recalls work involving Tri-State Generation and Transmission — a wholesale power supplier across Colorado, Nebraska, New Mexico, and Wyoming — where a tough RMI recommendation challenged the utility's existing direction.

Rather than ending the conversation, RMI's proposal opened a different kind of engagement. Tri-State asked the institute to help explore how change might come to life. Chan jokingly describes the combination as an analytical "Oh, wow" moment followed by the relief of, "Now, how do we do this?"

Translating those cathartic moments into real-world solutions has become a defining thread of her two-decade career at RMI. Today, she's guiding the ongoing evolution of this practice area, helping RMI apply collaborative methods to even bigger challenges, from how best to meet rising power demand for US data centers to finding better ways to finance clean energy globally.

The next step for Chan and her small team is the Constellation Team initiative: an effort to build a broader community of advanced facilitators across RMI, making the capability more durable, more widely shared across the institute, and more available to a growing roster of outside partners.

"We're also reconnecting with RMI's network of alumni," says Chan, many of whom helped shape these practices years ago. At the same time, the team is reaching out to experienced convenors and facilitators from beyond the energy field — people who have worked in peacebuilding, conflict resolution, and other high-stakes settings where trust and dialogue are essential — to learn from their experiences.

For Chan, the core lessons of RMI's facilitation practice have only deepened over time. Ultimately, facilitation is less about clever workshop techniques than about listening deeply, helping people speak honestly, and building trust across differences.

In that space, RMI analysis can reveal a new path forward. Technology matters, certainly, but what often tips the balance is something more foundational: helping people walk that path together.

The Road Not Taken, 50 Years On

The questions posed in the analysis quickly inspired attention and debate across the United States and beyond

In 1976, 50 years ago this October, Amory Lovins published "Energy Strategy: The Road Not Taken?" in *Foreign Affairs,* in the thick of the worst energy crisis the world had yet known.



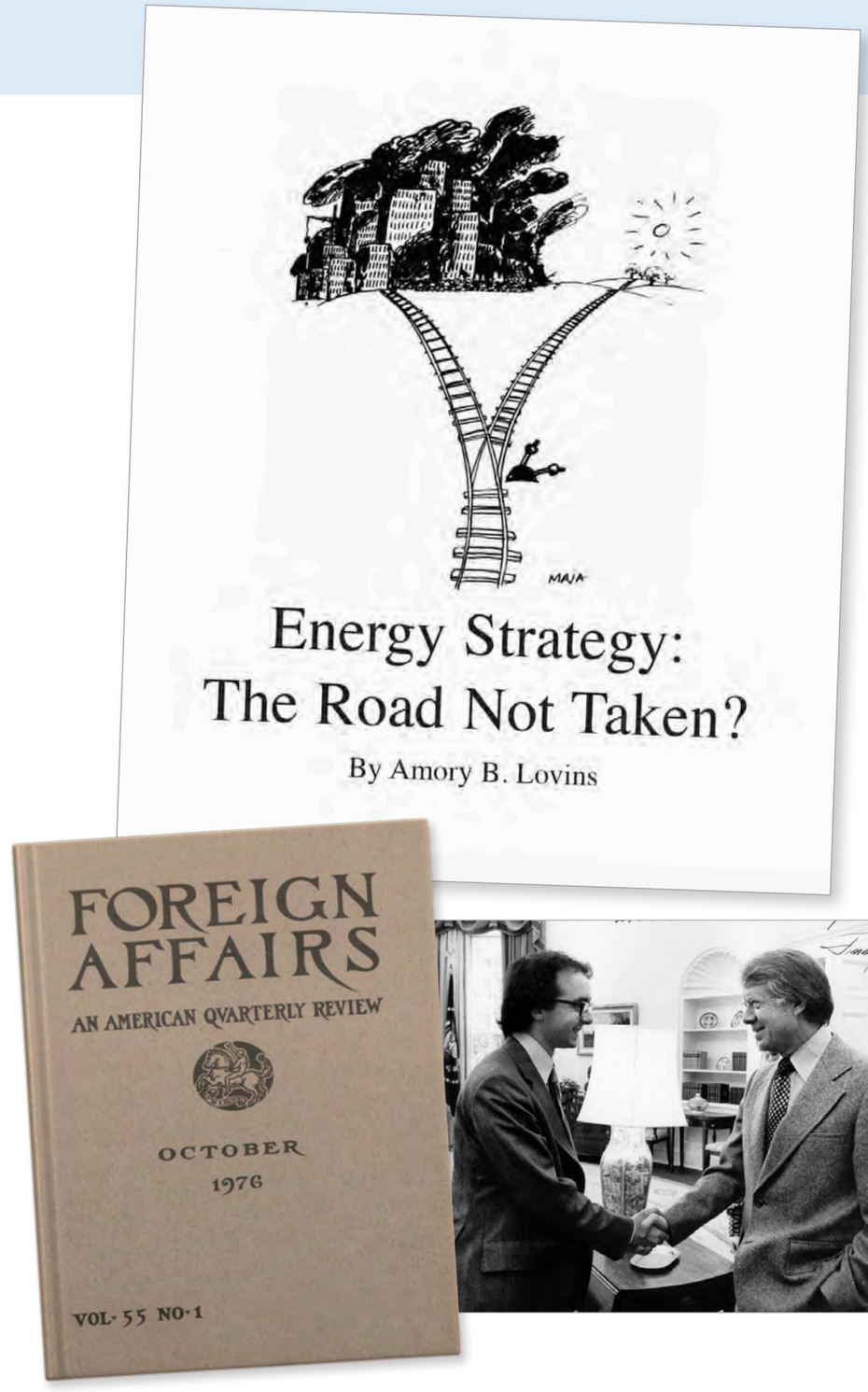
A few years earlier, the 1973 Arab oil embargo exposed the vulnerability of dependency on imported fuel. Oil prices surged, compounding inflation, and priming global recession. Governments responded largely by asking how to secure and produce more fossil fuels.

Lovins asked a different set of questions: How much energy did people actually need to get the services they wanted — warm homes, convenient transportation, light in the dark, and reliable industrial production — and what was the cheapest, most resilient way to provide them?

The better answer, he argued, wasn't the prevailing "hard path" built around centralized fossil-fuel and nuclear systems but a "soft path," emphasizing efficiency and renewable energy. At a time when global warming was scarcely part of public debate, Lovins also warned that greatly expanding the burning of fossil fuels could sharply drive up atmospheric carbon dioxide and trigger potentially irreversible climate change.

For the then 28-year-old Lovins, the essay's impact was unexpected. The sudden attention on his insights and himself — he emerged as a "rock star" of efficiency's promise, as *The New Yorker* later profiled him — reshaped how policymakers approached energy. The essay garnered national attention, inspired symposia and rebuttals from leading

Continued on Page 52



65%

Decrease in energy needed to produce $1 of GDP in the United States, since 1975.

82%

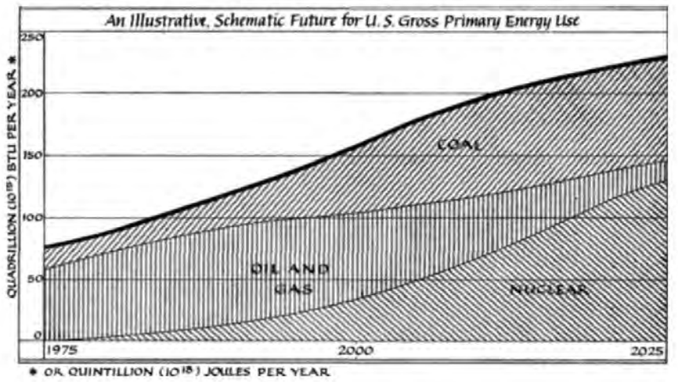
Share of global carbon emissions reductions that have come from efficiency improvements, 2010–2022.

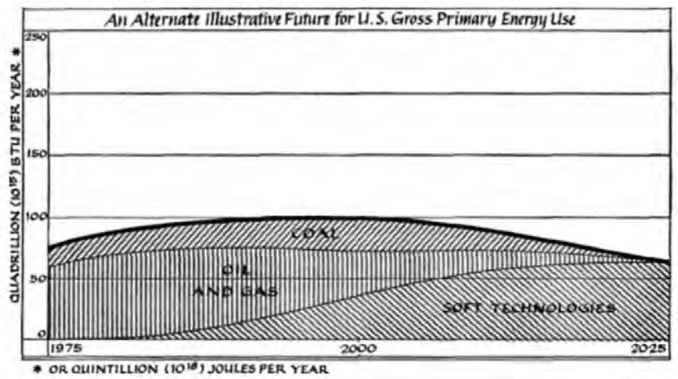
27x

Volume of global carbon emissions avoided due to efficiency gains versus renewable energy, 1975–2022.

Two figures from The Road Not Taken

Figure 1 peers myopically forward, one power station at a time, extrapolating trend into destiny by self-fulfilling prophecy with no end clearly in sight. Figure 2, in contrast, works backward from a strategic goal, asks what we must do when in order to get there, and thus reveals the potential for a radically different path that would be invisible to anyone working forward in time by incremental adhocracy.





Continued from Page 50

scientists, and took him to the White House. Lovins's arguments quickly entered debates among policymakers, utilities, companies, and energy planners across the United States and beyond.

Half a century later, Lovins's analysis continues to echo not only because of the anniversary of its publication, but because the world is facing similar dynamics. Conflict in the Middle East has again disrupted energy markets, driven up energy prices, and heightened concerns about security and broader global economic stability.

But this time is different. Technologies that were promising but embryonic when Lovins first wrote in 1976 — including wind, solar, batteries, and highly efficient buildings and vehicles — are today mature, affordable, and being deployed at a global scale. Applied together — as an integrated system rather than a menu of options — these tools revive and modernize the soft energy path, making it not only viable but superior along every dimension that now matters most: speed, cost, resilience, security, and scalability.

Many of Lovins's then-controversial ideas have become accepted wisdom today. His core insight remains central: People do not want energy itself; they want what energy does. Not electricity, gas, and oil, but the services they deliver — "hot showers and cold beer," as Lovins likes to put it.

That insight became foundational to RMI's founding, and to its collaborative practice. Rather than imposing solutions, RMI brings deep insights together with the people who understand the problem, the people who control resources, and the people who will implement change, to define what's possible together. (See personal story, page 48, Coreina Chan – The Enduring Impact of Bringing People Together.)

Lovins's essay informed the founding of Rocky Mountain Institute back in 1982. Since then, he and the rest of RMI have extended these fundamentals across buildings, transportation, electricity, industry, finance, policy, and around the world.

The technologies have changed dramatically since 1976. But the power of rigorous analysis to shift how leaders see their choices has not. Today, RMI continues Lovins's work: putting consequential ideas into the world and, crucially, helping decision makers navigate the path from insight to action.

Personal story

Leigh Alvarado Benson — How Asking Better Questions Led to Lasting Impact

Twenty years after Amory Lovins first asked "Why do we need the energy in the first place?" in his groundbreaking *Foreign Affairs* 1976 essay, that basic question found its way into the reading list of a newly minted graduate student at the Colorado School of Mines. For Leigh Alvarado Benson, the encounter was transformative.

"As a young engineer in energy and environmental consulting, Lovins's work fundamentally expanded how I understood systems," she says. "Not as isolated technical problems to optimize, but as living, interconnected patterns where innovation often comes from seeing relationships others overlook."

Lovins's focus on asking better questions — identifying root causes and aiming for holistic solutions — has since shaped every chapter of Alvarado Benson's career, from environmental engineering to data science, and more recently as a teacher. In her classroom, she carried those ideas to new generations of students.

Lovins's thoughtful approach to problem-solving even infused her family's dinner table chatter. "[It] became part of our family's vocabulary. We often say, 'Just because we can, doesn't mean we should.'"

Recently, more than three decades after first encountering Lovins's question, Leigh and her husband included RMI in their estate plans. For her, the gift isn't philanthropy — it's ensuring that the ideas that transformed her thinking and animated her career can outlive her and benefit generations to come.

"To me, legacy giving isn't about being remembered. It's about helping good ideas outlive us."



"As a young engineer in energy and environmental consulting, Lovins's work fundamentally expanded how I understood systems. Not as isolated technical problems to optimize, but as living, interconnected patterns where innovation often comes from seeing relationships others overlook."

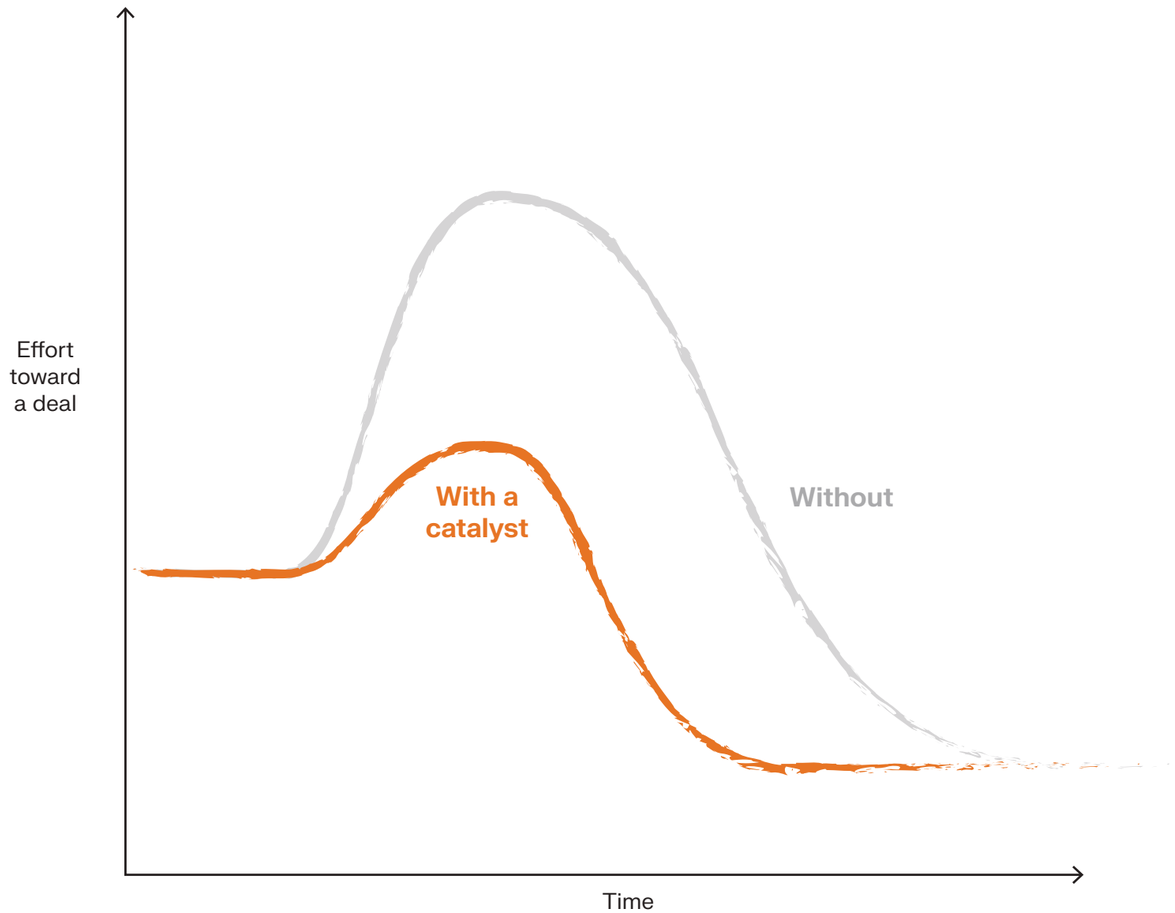
— Leigh Alvarado Benson

HELP CARRY RMI'S LEGACY FORWARD

Alvarado Benson is one of a growing number of supporters who have chosen to include RMI in their estate plans. Through our legacy campaign, RMI aims to welcome 100 new legacy commitments by December 2027, helping ensure the organization has the independence and staying power to pursue bold ideas for generations to come. Join us by including RMI in your will, trust, retirement account, or other estate plans. Learn more about making a legacy gift at **rmi.org/legacy** or contact Margaret Salamon, development officer, at **msalamon@rmi.org**

CHAPTER 8

Finance Takes on Its Catalyst Role



The economic opportunity for clean energy has never been greater

For the better part of a decade, financial institutions and companies have set emissions targets through net-zero pledges and portfolio commitments. Although target setting helped lower emissions, it lacked the ability to identify real opportunities for finance to leverage even greater impact. This called into question the role finance should play moving forward.

The market seemed to be asking the same thing. Banks moved away from climate alliances, and the gap between targets and reality was impossible to ignore. At the same time, groundbreaking energy deals like Fervo Energy's enhanced geothermal Utah plant and Antora's 5 gigawatt-hour thermal battery received significant financing in 2026, indicating a clear appetite for first-of-a-kind technologies and their corresponding financial returns.

Then the demand story further changed the math. Data centers drove roughly half of all new US electricity demand in 2025, with data center power demand projected to more than double by 2027. As companies deploy more artificial intelligence and communities and companies electrify their operations, the economic case for investing in the energy transition has never been stronger.

At RMI, finance intersects every team and project. It helps determine whether solutions can scale and connects promising projects with the capital they need to move forward. Acknowledging that targets were a step forward, RMI is now asking how we make energy transactions happen more frequently and lower the barriers for banks to pursue innovative energy deals. Finance has stepped into its catalyst role.

Deal Lab clears the financing bottleneck

It has become clear that RMI and its Center for Climate-Aligned Finance can help the financial sector understand and reduce the risks of investing in clean and resilient projects and companies. To date, we have engaged more than 56 financial institutions — representing $52 trillion in global assets — in implementing guidance, frameworks, and tools across key transition topics, sectors, and geographies.

Banks' investment teams know which technologies can deliver locally produced, reliable energy. Why aren't they being scaled where the opportunity exists? In the current phase of the energy transition, emerging low-carbon technologies, such as thermal batteries and next-generation geothermal, can stall in years of financing negotiations. This delay is dampening enthusiasm for energy transition investment at precisely the moment it must expand.

This year, RMI created Deal Lab to develop and test financing models that can help promising technologies make the leap to commercial scale. It collects what made successful first-of-a-kind investment happen, categorizing them as "Lighthouse Investments" to help enable future deals, faster.

To identify high-quality projects and developers, RMI ran 10 to 15 emerging technologies and projects through a diligence process over the course of the year, showcased through convenings with partners in New York City and London Climate Action Week. This is all building toward Deal Lab's data room, which will

Continued on Page 56



Continued from Page 55

deploy iterative models to simulate real deal conditions.

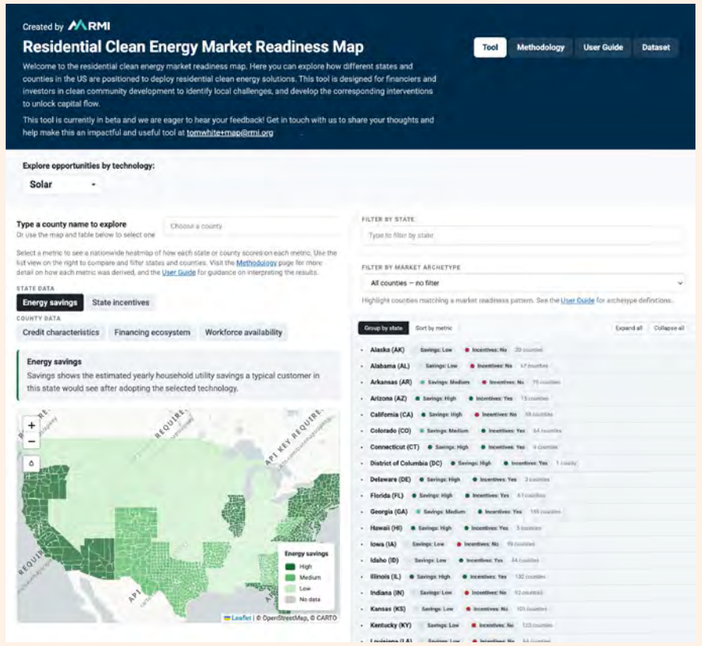
RMI calls it a "Lab" not to evoke experimentation, but to highlight the often-overlooked role of financial learning in commercializing new technologies. The same logic holds at the other end of the pipeline where technology is no longer in question, but the connection between local investors and communities still is.

RMI builds out existing technologies with regional investors

After federal funding changes at the start of 2025 removed pipelines for local clean energy buildout in the United States, Deal Lab worked to capture the full economic value of clean technologies at the project level. But an adjacent question remained. How could smaller, regional investors know which already-commercial energy technologies fit a given community in the United States?

RMI hosted convenings across the country to identify the barriers to local clean energy investment, and one lesson emerged quickly. Financiers and investors need greater access to economic-opportunity data before they can invest in local clean energy development. In response, RMI built a Residential Clean Energy Market Readiness Map, a tool showing how US states and counties are positioned to deploy residential clean energy solutions. The tool layers energy savings and state incentives on top of county-level data on credit characteristics, financing ecosystems, and workforce availability.

Michigan served as a case study for the rollout of the tool. In January 2026, RMI convened a roundtable with the Michigan Climate Investment Hub to test map assumptions against the realities of the state's ecosystem. The event made clear that segment-specific strategies outperform one-size-fits-all approaches. Small businesses emerged as a market segment of shared interest across the room, a sizeable



Areas ready to deploy clean energy solutions: RMI's Residential Clean Energy Market Readiness Map shows conditions in states and counties primed for projects.

investment opportunity with real impact potential for clean energy lending. But even within that single segment, no two solutions looked alike.

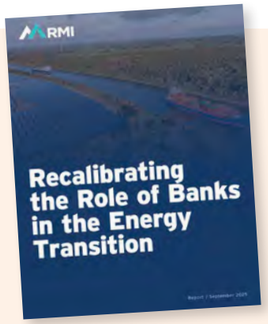
The readiness map breaks data down to that level of granularity, surfacing insights that weren't accessible, or easily visualized, before. This granularity is what turns a national opportunity into a fundable, local deal, ultimately providing regional investors with the confidence to act where they might otherwise have stayed on the sidelines.

The cost of not investing in resilience

As communities identify new and viable technologies for more reliable energy supply, resilience moved to the front of RMI's future finance work. Weather-driven billion-dollar disasters cost the United States an average of $120 billion a year between 2019 and 2023, and that official figure misses much of the damage. When the power fails, businesses close, supply chains stall, and medicines spoil, yet these losses are rarely measured consistently, if at all.

In January 2026, RMI put a number on what goes uncounted: outage-related business interruption and its knock-on effects could add $35 billion to $60 billion a year in US disaster losses that today's accounting simply does not capture. The analysis, covered by Bloomberg, reviewed the tools insurers and utilities currently use to price outage risk and laid out how to modernize them.

A pattern connects Deal Lab, the readiness map, and this outage analysis: better data is what lets finance play its catalyst role. Granular, visualized data tips the scale toward resilient solutions and gives insurers, utilities, and investors a defensible reason to fund them.



Recalibrating the Role of Banks

In September 2025, RMI published its latest level-setting piece on the future of banks' role in the energy transition. Launched ahead of Climate Week NYC, *Recalibrating the Role of Banks in the Energy Transition* set the tone for the year ahead, and *TIME Magazine* cited our authors in its own reckoning on the future of climate finance.

"A shared, accurate understanding of what banks can do — and what they can't — is foundational to directing the right tools and actors toward the right parts of the transition. RMI's report was invaluable in articulating why rightsizing expectations of banks isn't a retreat from ambition, but a prerequisite for unlocking real-economy progress."

— Representative from JPMorganChase.

The report continues to shape discussions. For example, at London Climate Week, several bankers cited this report as a useful framing for their key stakeholders and for shaping industry priorities going forward.

Personal story

Annisa' Amalia — Finance as the Catalyst for Energy Access in Indonesia

The same challenge of connecting capital to communities plays out globally, from US counties to cities across Indonesia. Growing up in Yogyakarta, Indonesia, Annisa' Amalia lived through constant blackouts following volcanic eruptions and significant earthquakes. During each blackout, she would ask "why?" The answer, she later learned, depends on a whole system.



"My ultimate vision is to make our system resilient, and I learned that one of the ways to make it resilient is through power," she said.

To tackle this, in 2023 Amalia founded Rewire Energy Indonesia, a collaborative initiative to bridge community development with renewable energy deployment.

In 2025, Amalia became a fellow in RMI's Global Women in Clean Energy (GWiCE) Fellowship. GWiCE is an innovative initiative designed to catalyze a more inclusive and equitable clean energy workforce. The 35 women in the Indonesian GWiCE cohort spent seven months receiving technical and leadership skills training through online sessions and an in-person workshop.

Although GWiCE started in Africa, its expansion into Indonesia was a strategic next step. Southeast Asia is set to drive a quarter of the increase in global energy demand by 2035, and fossil fuels have met nearly 80% of that rising demand to date. Of the $2.2 trillion invested in clean energy worldwide this year, the region captured just $48 billion, a share that has grown only 22% in a decade.

The gap, as Amalia laid out, is not expertise. Indonesia, a nation of more than 17,000 islands and historically a net oil exporter, profits little today from the power system it has built. Regional experts who know how to change this are not in short supply. Capital is.

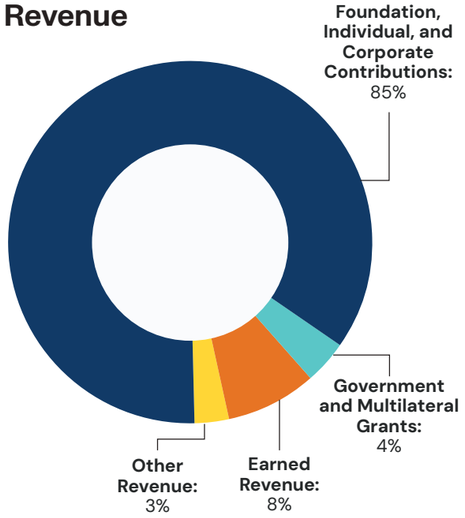
During her master's studies, Amalia worked on her part of the answer: developing a framework to make rural electrification more accessible and easier to understand, including a multi-criteria decision analysis that communities could use to evaluate their options. In extreme situations, the kind Amalia knows all too well, resilient power means having backup electricity to keep essential devices running, cook meals, and meet basic needs when the grid goes down. In her view, resilience creates a better residency.

Two months after the GWiCE Indonesian cohort wrapped up, the Strait of Hormuz energy shock threatened power grids across Indonesia and the wider region. Amalia's words about resilience and economic opportunity took on new weight.

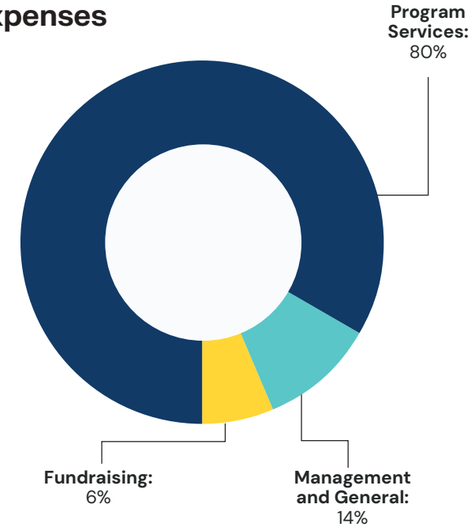
As new technologies lead the energy transition, what's missing is the deal structure to move capital to them at the speed communities need it, the same gap RMI's Deal Lab was built to close. This is the catalyst role finance must step into in Indonesia, Michigan, and every market where near-commercial technologies are ready for the deal that gets them there.

RMI Consolidated Financials

Revenue



Expenses



Revenue (In thousands of dollars)		
Foundation, Individual, and Corporate Contributions	$130,413	85%
Government and Multilateral Grants	$5,916	4%
Earned Revenue	$12,705	8%
Other Revenue	$4,834	3%
Total Revenue	$153,868	

Expenses (In thousands of dollars)		
Program Services	$117,720	80%
Management and General	$20,324	14%
Fundraising	$8,115	6%
Total Expenses	$146,158	

Statement of Financial Position

Assets

Totals in the thousands	6/30/2026	6/30/2025
Cash & Cash Equivalents	$16,623	$18,670
Investments	$68,554	$58,481
Accounts Receivable	$4,483	$9,372
Pledges Receivable Short-Term	$28,682	$26,742
Prepaid Expenses and Other Assets	$4,188	$3,968
Intangible Assets	$4	$9
Notes Receivable	$5,748	$4,907
Pledges Receivable Long-Term	$3,567	$2,123
Property and Equipment, Net	$13,266	$13,801
Right of Use Assets — Operating Leases	$7,705	$8,704
Investments Restricted for the Innovation Center	$734	$668
Beneficial Interest in Assets Held by The Denver Foundation	$576	$542
Equity Method Investment	$1,245	$1,522
Deposits and Other Assets	$1,038	$631
Total Assets	$156,413	$150,141

Liabilities and Net Assets

Totals in the thousands	6/30/2026	6/30/2025
Accounts Payable	$2,233	$4,062
Accrued Salaries and Benefits	$12,585	$10,650
Deferred Revenue	$1,151	$1,982
Other Current Liabilities	$839	$1,340
Notes Payable	$2,467	$1,732
Operating Lease Liabilities	$8,086	$9,032
Total Liabilities	$27,361	$28,799
Net Assets	$129,052	$121,343
Total Liabilities & Net Assets	$156,413	$150,141

Statement of Activities

Revenue and Support

Totals in the thousands	12 months ending 6/30/2026	% of Total Revenue	12 months ending 6/30/2025	% of Total Revenue
Earned Revenue	$12,630	8.2%	$19,657	11.1%
Foundation, Individual, and Corporate Contributions	$128,389	83.4%	$139,440	79.0%
Contributions of Nonfinancial Assets	$2,025	1.3%	$100	0.1%
Event Revenue	$75	0.0%	$37	0.0%
Government and Multilateral Grants	$5,916	3.8%	$12,739	7.2%
Other Revenue	($213)	-0.1%	$205	0.1%
Change in Beneficial Interest in Assets Held by The Denver Foundation	$60	0.0%	$39	0.0%
Interest and Dividends	$3,048	2.0%	$2,466	1.4%
Net Realized and Unrealized Gain on Investments	$1,938	1.3%	$1,847	1.0%
Total Revenue and Support	$153,868		$176,529	

Expenses

Totals in the thousands	12 months ending 6/30/2026	% of Total Expenses	12 months ending 6/30/2025	% of Total Expenses
Program Services	$117,720	80.5%	$131,021	82.4%
Management and General	$20,324	13.9%	$19,970	12.6%
Fundraising	$8,115	5.6%	$7,968	5.0%
Total Expenses	$146,158	100%	$158,958	100%



> “I’ve always been impressed by RMI’s impact and reach. Being part of the Solutions Council keeps me connected to RMI’s work and to the energy issues that are now at the center of my own career. — SARA CODY

One gift. Two generations. Shared impact.

Each year, Jan Poczobutt and Kim Handy give their children and their partners a special gift: the opportunity to direct a charitable donation to a cause they care about.

For their daughter-in-law Sara Cody, the choice was RMI. Sara — who recently earned her JD and a master’s degree in environmental management — is beginning a career in clean energy law and policy. For the second year in a row, her choice has brought two generations of the family together in RMI’s Solutions Council, where she joins Jan and Kim as part of a community providing flexible support for RMI’s work.

HONOR A LOVED ONE. MAKE AN IMPACT TOGETHER.

Jan and Kim have found a meaningful way to share their commitment to philanthropy with the next generation. You can, too. **Make a gift of $1,500 or more annually — $125 a month —** in honor of a family member who shares your commitment to clean energy, and we’ll recognize them, alongside you, as part of the Solutions Council community.

Together, Solutions Council donors provide flexible support that helps RMI pursue promising ideas, respond to emerging opportunities, and accelerate solutions that can transform the global energy system. **To learn more about the Solutions Council, contact Margaret Salamon at** msalamon@rmi.org

RMI
ENERGY. TRANSFORMED.

Board of Trustees

Martha Brooks
Board Co-Chair
Global Executive, Director, and Philanthropist

Dennis McGinn
Board Co-Chair
Strategic Advisor on Energy, Environment, and National Security

Jon Creyts
Chief Executive Officer, RMI

Paula R. Glover
President, Alliance to Save Energy

Bryan Hannegan
CEO, Holy Cross Energy

Amory B. Lovins
Cofounder and Chairman Emeritus, RMI

Martha C. Pickett
Managing Director and General Counsel, RMI

Leah Qusba
CEO, GoodPower

Nag Rao
CEO, Rao Equity

John Szoka
Chief Executive Officer, Conservative Energy Network

Jessica Uhl
CFO Designate, T-Mobile

Pat Wood, III
Executive Chairman, Hunt Energy Network

Invest in a Clean Energy Future *for* Generations to Come



Amory Lovins's Snowmass, Colorado, home is an exceptionally energy efficient, solar-powered structure. With super-insulated walls and windows, the building requires no conventional heating or air conditioning — and generates more electricity than it consumes.



"I've made provision for RMI in my will, and I know I can rely on its talented staff and farsighted leaders to use that support wisely to carry on my vision."

—AMORY B. LOVINS | COFOUNDER AND CHAIRMAN EMERITUS, RMI

The energy transition is a once-in-a-generation opportunity to reshape our economy, secure our future, and uplift communities. Our Legacy Society is a community of dedicated supporters who have made a lasting commitment to this opportunity by including RMI in their estate plans.

Legacy gifts provide critical, long-term funding for everything from research to cooling solutions to zero-pollution transportation, ensuring that RMI remains bold, adaptive, and resilient in the face of a rapidly evolving global challenge.

WITH A PLANNED GIFT, YOU CAN BE PART OF THE LEGACY.

RMI partners with FreeWill to make accepting and tracking estate gifts easier. To learn more, contact Margaret Salamon at **msalamon@rmi.org** or visit **rmi.org/planned-giving** to create or update your will at no cost.

RMI
ENERGY. TRANSFORMED.



Donor support helps us develop solar microgrids like this one in Carriacou, Grenada.

The Work Between the Work

How flexible support from the Postcode Lottery Nederland helps deliver lasting benefits for people and communities

The energy transition offers an opportunity to make a meaningful difference in people's lives — lowering household costs, strengthening community resilience and energy security, and creating economic opportunity. For more than 15 years, the Postcode Lottery Nederland has supported RMI with flexible funding to turn emerging ideas into tangible progress for people and communities worldwide. The Lottery's trust-based approach to philanthropy provides organizations like RMI with the flexibility to determine where funding can have the greatest impact.

That flexible support makes possible the often-unseen "work between the work," giving RMI the critical freedom to think bigger, act boldly, and scale solutions that work.

Think bigger — Identifying where change can have the biggest impact: Flexible support gives RMI the space to apply rigorous research and systems thinking to explore ideas that challenge conventional wisdom and reveal opportunities others may overlook.

Our research on virtual power plants, for example, is changing how utilities and policymakers think about the millions of batteries, electric vehicles, smart thermostats, and other devices already in homes and businesses. By showing how these resources can work together to lower costs and strengthen the grid, RMI is revealing an enormous energy resource hiding in plain sight — and a new way to meet growing electricity needs.

Do boldly — Turning ideas into action: Progress requires more than analysis. RMI works alongside governments, businesses, financial institutions, and communities to test ideas, remove barriers, and build practical pathways to implementation.

Flexible funding gives RMI the room to work alongside local partners to figure out what it takes to turn energy access into economic opportunity. Across sub-Saharan Africa, RMI helps pair clean electricity with productive uses — from equipment for agricultural processing to refrigeration and other tools that help businesses grow and communities thrive. These practical, on-the-ground efforts help turn electricity access into higher incomes, stronger local economies, and lasting benefits for communities.



The Energizing Agriculture Program bootcamp in Nigeria brought people together to improve rural livelihoods across Africa.

Scale globally — Extending the reach of proven solutions: Once a model works, RMI adapts and replicates it across regions, sectors, and markets. By sharing knowledge, strengthening local capacity, and connecting partners around the world, proven approaches travel farther and deliver benefits at a much greater scale.

For example, after hurricanes Irma and Maria devastated Caribbean energy systems in 2017, RMI studied which solar installations survived and why. Those insights became *Solar Under Storm*, practical guidance for designing and installing solar systems that can withstand extreme weather. RMI has since released two more editions of *Solar Under Storm*, incorporating new lessons and expanding the guidance as technologies and conditions evolve. What began with lessons from individual storms has become a growing body of knowledge helping communities across the Caribbean and beyond build more resilient energy systems.

POSTCODE LOTERIJ

Our Partnership with the Postcode Lottery Nederland

Since 2008, the Postcode Lottery Nederland has provided RMI with annual general operating support as well as additional funding for transformative projects, making it one of RMI's longest-standing partners in flexible climate philanthropy.

That partnership is part of a much broader commitment to creating a just, healthy, and green world. In 2025 alone, the Postcode Lottery Nederland donated €378 million to 174 charitable organizations, thanks to its players.

The Postcode Lottery Nederland's flexible support makes this "work between the work" possible — giving RMI the freedom to pursue promising ideas, put them into practice, and scale solutions. The result is not a single outcome, but a foundation for lasting progress: more affordable and reliable energy, stronger economies and communities, and solutions that can benefit people around the world.

We are deeply grateful to the Postcode Lottery Nederland and its participants for making this work possible.

Thank you Donors

We appreciate your enduring confidence and support of RMI. In addition to the names on the following pages, we are grateful to our many donors who wish to remain anonymous.

Fifty years ago, *Foreign Affairs* magazine published Amory Lovins's "Energy Strategy: The Road Not Taken?," an article advancing ideas on efficiency and renewable energy that challenged conventional thinking and helped lay the foundation for RMI. (Read more about Amory's foresight and what it's meant for RMI's trajectory on Page 50).

Looking back, what stands out is not only how much those ideas helped change the conversation about energy, but also how many people have carried those ideas forward.

That includes you.

The accomplishments throughout this report are the latest chapter in a story RMI's partners have helped build over decades. Today, your support enables RMI to take on some of the world's most consequential energy challenges, turning promising ideas into solutions that improve lives and strengthen economies.

It also helps ensure RMI is built for the long term. Our funders are investing across programs and regions to make clean energy solutions the durable, economic choice. We are especially grateful for those who chose to make flexible, unrestricted gifts for the whole of RMI's work, which allows us to invest in new ideas, support the people behind our work, and, in a world that is rarely predictable, direct resources where RMI can make the greatest difference.

That long view is reflected in the growing number of supporters choosing to include RMI in their estate plans. This year, with the launch of our Legacy Campaign, our Legacy Society grew by 22%, helping ensure RMI has the financial fortitude, independence, and staying power to continue this work well into the future.

One of those donors is Leigh Alvarado Benson, whose story you'll read on page 53. Leigh first encountered Amory's ideas more than 30 years ago as a graduate student and has now included RMI in her estate plans. As she puts it, "To me, legacy giving isn't about being remembered. It's about helping good ideas outlive us."

Her words capture something important: philanthropy helps determine what an organization can build, attempt, and ultimately accomplish.

Thank you for your trust, your generosity, and your belief in RMI. Together, we are not only advancing solutions today. We are building the strength RMI will need to keep asking better questions, pursuing bold ideas, and creating a cleaner, more prosperous future for generations to come.

With appreciation,



Jennifer Stokes
Chief Development and Engagement Officer



Martha Brooks
Board of Trustees Co-Chair, Development Chair, and Member, Acceleration Fund Council

Acceleration Fund Committee

- Charlie Babbs, Researcher, Purdue University
- Tom Baruch, Founder/Managing Director, Baruch Future Ventures
- Seth Bent, Entrepreneur and Philanthropist
- Martha Brooks, Co-Chair, RMI Board of Trustees and Chair, Development Working Group
- Mary Caulkins, Board Member of Southwest Energy Efficiency Project
- Elias Dammann, Associate Partner, Bain & Company
- Jason Haggins, Executive Director, Sall Family Foundation
- Karl Kister, Film producer, arts advocate, entrepreneur
- Amory Lovins, RMI Cofounder and Trustee
- Chris Stix, Clean Energy Advocate

Development Working Group

- Peter Boyer, Artist, Philanthropist, and former RMI Board of Trustees member
- Martha Brooks, Co-Chair, RMI Board of Trustees and Chair, Development Working Group
- Jason Haggins, Executive Director, Sall Family Foundation
- Tricia Keller, Independent Consultant
- Radhika Lalit, Initiative Director, Industry, Climate Imperative Foundation
- Ted White, former RMI Board of Trustees member
- Jill Nagel, Director, Lewis Foundation
- Abigail Regitsky, Program Director, Blue Horizons Foundation

An Organization You Can Trust

RMI is consistently recognized as a Charity Navigator 4-Star charity (the highest rating possible given to nonprofits for fiscal responsibility and transparency) and rated as a Platinum Transparency Candid organization.

The Legacy Society

Our Legacy Society is a community of dedicated supporters who have included RMI in their estate plans. Their support helps ensure RMI will have the resources needed to continue to accelerate the clean energy transition in the years ahead.

The Innovators Circle[IC]

The Innovators Circle is an engaged group of partners who fuel RMI's work through philanthropic support and clean energy leadership. Innovators gain unprecedented access to the ideas, experts, and projects that are shaping markets.

The Solutions Council[SC]

The Solutions Council is a growing community of dedicated philanthropists, industry experts, policy leaders, and community advocates who are accelerating solutions that will secure a prosperous, resilient, clean energy future for all through an annual gift of $1,500 or more.

Donors

Heroes

$1,000,000 and above

- An Anonymous Family Foundation
- Ballmer Group
- Bloomberg Philanthropies
- Blue Horizons Foundation
- Builders Vision
- Building Decarbonization Coalition
- CBRE
- Climate Imperative Foundation
- Climate Pathfinders Foundation
- ClimateWorks Foundation
- Dutch Postcode Lottery
- Federal Express Corporation
- General Motors
- Global Energy Alliance for People & Planet
- The Global Methane Hub
- HSBC Holding Plc
- Jeremy and Hannelore Grantham Environmental Trust
- Adam & Melony Lewis
- Ripple Impact Fund
- The Rockefeller Foundation
- Rural India Supporting Trust
- Sall Family Foundation
- Skyline Foundation
- SLB
- U.S. Energy Foundation
- WattTime, as secretariat for the Climate TRACE coalition
- The William and Flora Hewlett Foundation
- Anonymous (5)

Game Changers

$500,000–$999,999

- Autodesk Foundation
- Berkshire Hathaway Energy
- Clean Economy Fund
- JPMorganChase
- The Lemelson Foundation
- Patrick J. McGovern Foundation
- TAH Foundation
- Anonymous (6)

Market Movers

$100,000–$499,999

- The Arthur M. Blank Family Foundation
- AT&T
- Dr. Charles Babbs[IC]
- Bank of America
- Boundless Earth
- The Brunckhorst Foundations
- Laura Cary[IC]
- The Center for Green Market Activation (GMA)
- CIBC
- Cisco Systems Foundation
- Citi
- Climate Finance Fund
- Conscience Bay Research
- The Cynthia and George Mitchell Foundation
- Delta Environmental & Educational Foundation
- Energy Foundation China
- Environmental Defense Fund
- Esther A. & Joseph Klingenstein Fund
- Finn Brooks Family Foundation Inc.[IC]
- George B. Storer Foundation
- Goldman Sachs
- HASI Foundation
- The Heinz Endowments
- Jeff Hoel[IC]
- Horizon Climate Initiative
- Howden Foundation
- ING
- Kissick Family Foundation
- Jane & Bill Knapp[IC]
- The LaFetra Foundation
- Landers Family Fund[IC]
- Lennox Foundation
- Bradford G. Stanback & Shelli Lodge-Stanback[IC]
- Maersk Mc-Kinney Moller Center for Zero Carbon Shipping
- The Mental Wellness Foundation, Inc.
- Bonny Meyer[IC]
- The Moses Feldman Family Foundation
- MRB Foundation[IC]
- Netflix
- The New York Community Trust
- Pisces Foundation
- The Rao Foundation[IC]
- Royal Bank of Canada
- Scotiabank
- Standard Chartered
- TD Bank
- Topsoe
- U.S. Bank
- Jack & Susy Wadsworth[IC]
- The Walt Disney Company
- Wells Fargo & Co
- Wy'east Foundation

Anonymous (7)

Disrupters

$50,000–$99,999

- Fritz Angle, in memory of Lani Peppers-Angle[IC]
- Apple
- Arnold Ventures
- David & Patricia Atkinson[IC]
- Kenneth & Cheryl L. Branson[IC]
- Wendy Zimmermann & Steve Cutler[IC]
- The Educational Foundation of America
- Fat Tire Foundation[IC]
- William D. Green[IC]
- William & Susan Hewitt[IC]
- Interface, Inc.
- James Mitchell[IC]
- Oak Foundation
- One Planet Fund
- Rudy & Alice Ramsey

Family Foundation[IC]
- James Reilly[IC]
- Sally Mead Hands Foundation
- Noah Shannon & Alexis Kahn[IC]
- Garret Swart, in memory of CampChuck[IC]
- Laney & Pasha Dritt Thornton[IC]
- Transit Center Foundation
- Wiancko Charitable Foundation
- ZOMA Foundation
- Anonymous (2)

Energizers

$25,000–$49,999

- Alaska Airlines
- Rachel Albright[IC]
- James Aresty & Sallie Golden[IC]
- James & Mary Bettcher[IC]
- Diane Boss[IC]
- Jessica Case[IC]
- Anne Churchill Jones Fund[IC]
- Dallas and Louise Anderson Foundation
- Dr. Seuss Foundation
- Energy Action Fund
- The Equitable Transportation Fund — a project of Global Philanthropy Partnership
- Wes Ernsberger[IC]
- The Excelsior Impact Fund[IC]
- The Fine & Greenwald Foundation, Inc
- Joel & Meredith Gantcher[IC]
- Darcy Hitchcock & Dale Graham[IC]
- John & Kathryn Greenberg[IC]
- GSSG Solar, LLC
- Arjun Gupta
- Lindsay & Kirk Hardie[IC]
- The J.M. Kaplan Fund
- Lakeside Foundation
- Lindblad-Quanbeck Family[IC]
- Marge Wurgel & Keith Mesecher[IC]
- Michael E. McGoldrick Charitable Foundation
- Marianne Mitosinka & George Wick[IC]
- MUUS & Co[IC]
- NextEnergy Foundation
- Paul M. Anderson Foundation
- Jessica Uhl & Michael Payne[IC]
- The Roy A. Hunt Foundation
- Debbie & Bob Slotpole[IC]
- Ron Strom & Cathy Pascal[IC]
- Adam & Cheryl Sweeney[IC]
- Y.CO
- Anonymous (7)

Pioneers

$10,000–$24,999

- The Rona & Jeffrey Abramson[SC] Foundation
- Samuel & Sarah Adams, Vert Asset Management[SC]
- Missie & Greg Alcorn, in honor of Fred Stanback[SC]
- Arup US, Inc.
- Walter & Jill Auburn[SC]
- Steve & Lisa Ayres[SC]
- Samuel Dennis Bell & Judith Nevins[SC]
- Peter Boyer & Terry Gamble Boyer[SC]
- Janet Brunckhorst & Vivek Wagle[SC]
- The Buchanan Family Foundation, Inc.
- Mary Caulkins & Karl Kister[SC]
- Robert Tod Chubrich[SC]
- Jon & Alicia Creyts[SC]
- Andrew Darrell[SC]
- Paul Desjardins[SC]
- Gordon Eatman[SC]
- Equinox Foundation[SC]
- Suzanne Farver & Clint P. Van Zee[SC]
- Michael & Claudine Ferrante[SC]
- Cynthia & Jonathan Franklin[SC]
- Robert Frier[SC]
- Jeff Tannenbaum & Nisa Geller[SC]
- Paul W. Gerke[SC]
- David & Melinda Gladstone[SC]
- David & Samantha Gluck[SC]
- Lorraine Goldin & Jonathan Marshall[SC]
- Ann Grant[SC]
- Michael & Rocio Haas[SC]
- Sarah Hancock[SC]
- Hartfield Foundation
- Philip Heinrich & Sally Juram[SC]
- Holdfast Collective[SC]
- Don & Jennifer Holzworth
- Jon & Gretchen Jones[SC]
- Randall Kempner & Shannon Trilli[SC]
- Kilpatrick Townsend
- Jules Kortenhorst & Searl Vetter[SC]
- Stephen Kunkel[SC]
- Lincoln Street Fund
- Lipman Family Foundation
- Fredric Litt[SC]
- Amory & Judy Hill Lovins[SC]
- Joel & Jean McCormack[SC]
- David Mendels & Dr. Leila Yassa[SC]
- Morrison & Foerster LLP
- Alan Willsky & Susanna Natti[SC]
- Martha Pickett & Edgell Pyles[SC]
- George & Zelmira Polk[SC]
- Shirley Pryor, in memory of Steve Phillips[SC]
- Martha Records & Richard Rainaldi[SC]
- Richard D. Waterfield Environmental Fund[SC]
- Biz & Yassen Roussev[SC]
- Joan Semmer[SC]
- Charles Sieloff[SC]
- Frank & Kathy Sinton[SC]
- Snelham Stokes Family Foundation
- John & Rita Sudman[SC]
- Ted & Nancy White[SC]
- Robert & Kathy Wiesemann[SC]
- Patrick & Kathleen Wood[SC]
- Anonymous (11)

Optimizers

$5,000–$9,999

- Bob Fiore & Cynthia Allison[SC]
- Mark Trustin & Marcia Angle[SC]
- Rick Powell & Rita Ayyangar[SC]
- Larry & Kathryn Berkbigler[SC]
- Robert Karasov & Hanna Bloomfield[SC]
- Bond Family Charitable Fund
- William Horne & Lea Brilmayer[SC]
- Ryan Wise & Leslie Brunner[SC]
- John & Jacolyn Bucksbaum[SC]
- Clark & Irene Bullard[SC]
- Sue Ellen Campbell[SC]
- Robin & Dan Catlin[SC]
- Helena Chum[SC]
- Michael Colucci[SC]
- Dr. Loring & Mrs. Louise Conant[SC]
- Susan Crown & William Kunkler[SC]
- Durfee Day[SC]
- John Domingos & Claudine Marken[SC]
- Carolyn Dorflinger[SC]
- Peter Laundy & Shirley Dugdale Laundy[SC]
- Baird Edmonds[SC]
- The EMWIGA Foundation

Donors

- The Fackert Family[SC]
- Fanwood Foundation[SC]
- Fennemore
- Drew Field[SC]
- FirstBank
- Fish Crow Fund
- Greg & Jane Fletcher[SC]
- Jeffrey Grinspoon & Jon Foley[SC]
- Stephen Frizell[SC]
- Catharine & Daniel Garber, in honor of Elizabeth Fergus[SC]
- David & Susan Giffen[SC]
- Google Gift Matching Program
- Hilary Zankel & Jay Gottfried[SC]
- Greenrock.org
- Marianna Grossman, in honor of Amory Lovins[SC]
- Leia Guccione[SC]
- Kimberly Handy & Jan Poczobutt[SC]
- Bonnie Hechtkopf[SC]
- Jockey Hollow Foundation
- Suzanne Johnson[SC]
- David Jones Jr. & Mary Gwen Wheeler, in honor of Martha Brooks[SC]
- Matt & Kimberly Kaplan[SC]
- Richard Kipper[SC]
- Beth Kirkhart & Victor Yodaiken[SC]
- Sue & Chris Klem[SC]
- David & Sarah Locke Mountin[SC]
- Eric Ross & Nicole MacNeel[SC]
- Siri & Bob Marshall[SC]
- Karen May[SC]
- Ian & Jennifer McEwen[SC]
- Ruth C. Mead[SC]
- Moeller Foundation
- David & Sarah Nanus[SC]
- Mark R. Opperman[SC]
- Theodor B. Owens[SC]
- Donald Padelford[SC]
- Pando Alliance[SC]
- David Porteous & Vicky Smith[SC]
- Sara Ransford, Arches Foundation[SC]
- Yon & Marie Regan[SC]
- RIM Institute Trust[SC]
- Barbara & Gregory Rosston[SC]
- Paul D. Rudnick[SC]
- Robert J. Schloss & Emily M. Sack[SC]
- Meryl & Robert Selig[SC]
- Kath Sercu, in memory of Denis Body[SC]
- John & Jeannie Seybold[SC]
- Jonathan & Xixi Shakes[SC]
- Pamela Shillam[SC]
- Robert Soltess[SC]
- Robert & Leslie Speidel[SC]
- Stone Capital Group Inc & Donna & Tom Stone[SC]
- Vision Ridge Partners LLC
- Dan & Terrie Watch[SC]
- Jeff Weiss, Distributed Sun[SC]
- Rom & Pamela Welborn[SC]
- David D. & Melody Wilder Wilson
- Lynn & Joan Winter, in memory of Chuck Jaffee[SC]
- Robert & Victoria Wolfson[SC]
- Martin Zankel[SC]
- Anonymous Fund at Vanguard Charitable[SC]
- Anonymous (3)

Integrators

$1,500–$4,999

- Madhav Acharya & Minakshi Krishnan[SC]
- Deanne Adams & Tony Sisto[SC]
- John & Marcia Addison[SC]
- Peter & Zoe Adler[SC]
- Betsy After[SC]
- AHEAD Energy, 501(c)(3), in honor of food, energy, & water innovations for remote/off-grid areas[SC]
- Drs. Wayne Lindstrom & Sasha Alick-Lindstrom[SC]
- Richard Conlin & Sue Ann Allen[SC]
- Apple Gifts Matching Program
- Brynn Arborico[SC]
- Aspen Community Foundation
- Steven Averbuch & Rachel Rivest[SC]
- Benjamin & Alyssa Bain[SC]
- Bain Capital
- David Balaban[SC]
- Wahhab & Katherine Baldwin[SC]
- Sundance Banks & Claudia Dierkes-Banks[SC]
- Thomas Bennett & Kokila Lochan[SC]
- Scott & Polly Beyer[SC]
- Amrita Bhandari[SC]
- David Frankl & Mary Blenkush[SC]
- Margaret Bogumil[SC]
- James A. Boorstein[SC]
- Kathy & Bjorn Borgen[SC]
- Chapin Boyer[SC]
- Victoria Gordon & Robert Bradley, in memory of Chuck Jaffee[SC]
- Christophe & Allison Bragard[SC]
- James E. & Sandra K. Breck[SC]
- Andrew & Audrey Brook[SC]
- Bruised Camel Charitable Foundation[SC]
- Bill & Carol Bruml[SC]
- Marc Brune & Kelly Stewart[SC]
- Ames Byrd[SC]
- James M. Byrne[SC]
- Linda D. Campbell[SC]
- John & Lou Chapman[SC]
- Ian & Michaele Charnley Family Fund of Grand Rapids Community Foundation[SC]
- Russell Clarke & Julie Steeler[SC]
- Peter Clitherow & Arvia Morris[SC]
- Climate Change Realty, in honor of Kika & Ty Tuff
- Paul Coldren[SC]
- Bill C. Coleman[SC]
- Beverly Craig[SC]
- Tom & Cathy Crum[SC]
- Paul Curran[SC]
- Amy Claire Edmondson & George Q. Daley[SC]
- Marilyn & John A. Daniel[SC]
- Donna Davies & Dennis Jespersen[SC]
- Gary & Ann N. Dawson[SC]
- Stephen D. Dent[SC]
- Mike Derzon & Robin Supplee[SC]
- Susan M. Devokaitis & Charles R. Weedon[SC]
- Lynn Dimmick[SC]
- Mark Dyson[SC]
- Dr. Barry S. Elkin[SC]
- Dan & Rae Emmett[SC]
- The Fair Share Fund[SC]
- Thomas W. FitzHugh[SC]
- James R. Flanders[SC]
- Alec Flyer[SC]
- Ron & Janet Freund[SC]
- Steven & Stephanie Gage[SC]
- Gaia Fund
- Jim & Carole A. Gano[SC]
- Barbara & Michael Gardner[SC]
- Geotab
- Glenn A. Lyons & Nancy Gerdt[SC]
- David & Shirley Ginzberg[SC]
- Philip & Marcia Giudice[SC]
- Cheri Glaser[SC]
- Paula Glover[SC]
- Sandy Gold[SC]
- Marian Goldeen & Arthur Ogawa[SC]
- Alan & Fran Greenglass, in honor of Charles Jaffee[SC]
- Brian & Brook Griese[SC]
- Cindy Jarvis & Russell Grimes, in memory of Chuck Jaffee[SC]
- Kristian Hajny[SC]
- Christopher & Sherrie Hall[SC]
- Ben & Nina Hallissy[SC]
- David & Mary Mead Hammond[SC]
- Bryan & Michele Hannegan[SC]
- Susan Helm[SC]
- Douglas Hendren[SC]
- Stephen Herb[SC]
- Susan & Dave Hoenig[SC]
- Jack B. Homer[SC]
- Greg Hopkins[SC]
- Steven Howell[SC]
- Todd & Lynn Howes[SC]
- Logan Hurst & Nancy Reynolds[SC]
- The Jackson H. Fenner Foundation, Inc.
- Betty & Daniel E. Jantzen[SC]
- Karen Jenne[SC]
- Stephanie Anne Jennings, in honor of Stephanie Anne Jennings[SC]
- Charles Johnson[SC]
- Dennis & Marsha Haner Johnson[SC]
- K and M-K Family Fund
- Mike & Laura Kaplan Advised Fund at Aspen Community Foundation[SC]
- Martha & Dane Kennedy[SC]
- Joan Simon & Alan Kennedy, in memory of Chuck Jaffee[SC]
- Helen J. Kessler[SC]
- Richard & Ruth Kidd[SC]
- Todd Stern & Jennifer Klein[SC]
- Michael & Deirdre Krumper[SC]
- Nancy S. & Randolph O. Laatsch[SC]
- Peter & Fawn Landrum[SC]
- Lynda Lester[SC]
- Roger & Florence Liddell[SC]
- John P. Linderman[SC]
- Littler Mendelson P.C.
- Roger Luckmann[SC]
- Frances Ludwig[SC]
- Randall L. Mann & Sarah Luth, in honor of Kit & Rebecca Zettler Mann[SC]
- James & Christina MacInnes[SC]
- James Mandel[SC]
- Robert & Jan Marker[SC]
- Robert & Margaret Marshall[SC]
- Kathy & Rob Masinter[SC]
- John & Katherine Jenkins Maxwell[SC]
- Morley McBride & Bailey McCallum[SC]
- Julie & David McCulloch[SC]
- John McGarry & Michelle Wernli[SC]
- Dennis & Kelly McGinn[SC]
- Paul R. Mendelsohn[SC]
- Meteologica SA
- Steven & Lauren Meyers[SC]
- Janet C. Miller[SC]
- Dan Mulholland & Pamela Miller[SC]
- Nicole Miller & Kim Taipale[SC]
- Diane & Dave Mills[SC]
- Michael & Linda Moodie[SC]
- Mario & Dana Morino[SC]
- Phillip Mulligan & Susan Holdrege Morse[SC]
- Scott & Barbara Nelson[SC]
- James Nelson[SC]
- Todd Nelson[SC]
- Kelly O'Brien & Martha Watson[SC]
- Kevin O'Neill[SC]
- Ijeoma Ikoku Okeke[SC]
- David Otterness, in memory of Margery Otterness[SC]
- Debbie & Tadd Ottman[SC]
- Nicola Peill-Moelter, Ph.D.[SC]
- Dr. Peter Somssich & Kathleen Pohlman-Somssich[SC]
- Christine & Mark Polle[SC]
- Kent Pressman & Susan Roudebush[SC]
- Samuel Reid & Emily Puetz[SC]
- Jerome & Dena Puskin[SC]
- Joseph & Xiaomei Li Reckford Fund of the Triangle Community Foundation[SC]
- Jenifer Rees[SC]
- Frances M. Rehwald[SC]
- Inga Robbins & John Reynolds[SC]
- Howard River[SC]
- Leonard Roark[SC]
- Clayton Rockefeller & Manya Rubinstein[SC]
- Kylie Rogers[SC]
- David Rolley[SC]
- Abigail Rome[SC]
- Matt Rooney & Andy Torres[SC]
- Carlyle H. Wash & Leslie K. Rosenfeld[SC]
- Justin Sabrsula & Lindsay Theile[SC]
- Margaret & David Salamon[SC]
- Joyce & Paul Schwer[SC]
- Michael Seno[SC]
- Carl Shapiro[SC]
- Anne Silver[SC]
- Stephen Skala[SC]
- James & Linda Smedinghoff[SC]
- Edward & Adriana Smeloff[SC]
- Margaret Smith[SC]
- Isaac Sonnenfeldt[SC]
- Robert Stiratelli[SC]
- Anne M. Stoddard & Sanford Roth[SC]
- Jennifer Stokes[SC]
- Eric & Cynthia Strid[SC]
- Ross & Rebecca Sullivan[SC]
- Derek & Charlotte Supple[SC]
- John A. Swanson[SC]
- Amy Symstad[SC]
- Steve Szymanski & Carli Zug[SC]
- Terrain Legal, in honor of Marge Lynch
- Tlaloc Tokuda, in honor of Tadd & Lili Tokuda[SC]
- Tom and Darlene McCalmont, McCalmont Engineering[SC]
- Bikas Tomkoria[SC]
- Town of Basalt, CO
- Kathleen Tucker[SC]
- Judith Wells Warner & James R. Warner, in honor of Jules Kortenhorst[SC]
- Thomas H. Warren[SC]
- Daniel H. Webb[SC]
- Ryan & Shelley Weber[SC]
- Rogers & Julie Weed[SC]
- Jonathan & Elizabeth Weil[SC]
- Dana & Steven Weinstein[SC]
- Kendra Wenzel[SC]
- Mark & Janet Widoff[SC]
- Windham Fund
- Ronald Wyss[SC]
- Gabriel Zimmerman[SC]
- Anonymous (13)

Donors

$500–$1,499

- Joan Abrahamson & Jonathan Aronson
- Richard Ackerman
- Joel & Marla Adams
- Advanced Building Analysis
- David M. Johnson & Sara Alaica
- Gary & Tara Albaum
- Adam Altenhofen
- Benjamin Anderson
- Tom Anderson & Nancy Conger
- Robert Barrett & Linda E. Atkinson
- Anne Marie Siu Yuan & Peter Bacchetti
- Paul & Debbie Baker
- Susan Blanc & David Baker
- The Barth Family Fund of the Oregon Community Foundation
- Martens Bash
- Douglas & Maria Bayer
- Jonah Bea-Taylor
- Emily Beagle
- David Becher
- Bob Bechtold
- William Beineke
- Leigh Alvarado Benson & Joel Benson
- Jill Nelson & Thomas Bidell
- Mary Judith Billings
- Raquel Isela Binswanger
- Karen Bireta
- Jennifer Bissell
- Louise & Robert Bland, in honor of Amory Lovins
- Daniel M. Blankstein
- Thomas Blum
- J.R. Boehrs & Katherine Palmer
- Sally L. Boswell
- Mr. & Mrs. Richard Bourne
- Ronald & Margaret Brand
- Gary J. & Renata Brand
- Eric Broadbent & Susan Macrae
- Andrew Brose
- John Rowland & Sarah Broughton
- Jeff & Jane Brune
- Luke Wilson & Maithu Bui
- Carol Bundy, in memory of Mary Bundy
- Sally & Tom Cahill
- Dr. Patricia & Mr. Thomas Canfield
- Elizabeth Cannon
- Michael Cantacuzene
- Rachel A Carren & Mark D Young
- John & Nancy Cassidy
- Renato Cattalini
- Cauze Charitable Fund
- Daniel W. Chandler
- Prem Chandrasekaran
- Richard & Avery Chase
- Ziska Childs
- Douglas & Jocelyn Childs
- Stephen & Joan Clark
- John McGahan & Wilhelmina Claus-McGahan
- Neil Murray & Georgianna Collins
- Gloria Corey, in honor of Edward Sartor
- William Corin & Lisa Flam
- Denise & John Corkery
- Kevin Costner
- David & Jenifer Cramer
- Karen Crawford
- Cathy E. Crouch
- Joanne Thornton Curtz & Thad Curtz
- Dandelion Fund
- Sarah & Chris Daniels
- Ken Hubbard & Tori Dauphinot
- Don Davidson
- Dr. Terry Root & Dr. Jim Davis, in memory of Dr. Stephen H Schneider
- Ruth & Dennis Demmel
- Penny & Ross DePaola
- Stephen Dey & Ashley Gibb
- Kurt Dieringer
- Fred & Rosalie Dix
- Steven Dodd
- Cindy Donohue
- Tom & Sara Dougherty
- Stephen Drouilhet
- Marjorie Thompson Duck
- EarthShare
- Pam & Kirk Ebertz
- Anne Ehrlich
- Bob Lorenzen & Priscilla Elder
- Lawrence Eldridge
- James & Judy Ellingson
- Thomas L. Elmore
- Jeffrey P. & Suzanne Emerson
- Energy Opportunities, Inc.
- Kristi & Kevin Ennis
- Margaret Anne & Dr. H.C. Eschenroeder, Jr.
- Linda B. Fabe
- Gregory Farmer, in memory of Anne Schorzman
- Steve Fishman
- Dean Flugstad
- Julie Ford-Maloney, in honor of Ken Maloney
- Anna Itenberg & James Fosnaught
- Kenneth R. Fox
- Octavio Fuentes
- Judith Fulton & Mark Howard
- Fuseglobal Partners Inc
- Michael Gardner
- Claude & Ellen Gerstle
- Carl W. Giessel
- Joshua Giffen
- Robert R. Giles
- Lisa & Seth Goddard
- Julie Goetze
- Harriet & Marshall Goldin
- Peter J. Gollon
- Goodwin Foundation, LLC
- Barry D. Solomon & Patricia Gotschalk
- Alexander Gottfried
- Gerson Luiz Graboski de Lima
- Leslie & Joni Grady
- Dale E. Gray
- Elise Gregory
- Samuel B. Smith & Hindell Grossman, in honor of Sally Jernigan-Smith
- Richard L. Grossman
- Brian Kurzel & Sasha Gubser
- Michelle Gustin-Jones, in memory of Bill Clayton
- Robert M. Hadley
- Greg Hall
- Brian Thornton & Michelle Hamilton
- David Hamilton & Nancy Huenke
- Jim & Marilyn Hand
- Richard & Lonna Harkrader
- Seth Harter & Katrin Jellema
- Julie Hasty
- Steven Mushkin & Betsy Hawkins
- Merry Hedrich
- Clayton & Geri Hemmert
- William Warren Hill
- Carolyn & John Holton
- John M. Horan
- Rev. Prof. Wendy & Stephen Huber
- Mary Hulbert & Anne Morehouse
- Ross Hunt
- Denali Hussin & Andrew Sayler
- Hutch & Dita Hutchinson
- David Inouye
- Mark Interrante & Mary Walker
- Burgess Jackson
- Marcy Jaffe, in honor of Amory Lovins
- Regan Jager & Dylan Sumner, in honor of Kathy Guest
- Drew Jaglom, in honor of Wendy Jaglom-Kurtz
- Sudhanshu & Lori Jain
- Dr. Thale & Eric Jarvis
- Michael & Chantal Jennings
- Jobes Builders
- Lara Johnson
- Roger L. Johnson
- Johnson Controls, Inc.
- Simon Jones
- Hank Keating & Deborah Judd
- Clark Messman & Bitta Kahangi
- Ann & Paul Katzenstein
- The Kean Foundation, Inc.
- J. Hovey Kemp
- Kershner Family Fund
- Alexander & Priya Kinneer
- Mark & Karen Koten
- Keith & Marcia Kreycik
- Lady de Rothschild
- Laid Back Snacks
- Colette Muller Lee
- Frederick C. Lehmann
- William C. Leighty & Nancy Waterman
- Robert & Nancy Ley
- Jim & Dianne Light
- Scott Lines
- Dan & Lauren Litchfield
- Peter & Kataneh Lohman
- Rex Loker
- David A. Luebke
- Carl J & Mary Lukach
- Edward D. Main, in memory of Jack & Mary Main
- Langdon Marsh & Ellie Putnam
- Joseph Martinich & Vicki Sauter
- William Mathison
- Eric A. McCallum & Robin Smith
- Susan B. & Robert J. McCarty
- Michelle & Chad McCombs
- Meredith McIntosh, in honor of Planet Earth
- Patricia McMullen
- Chuck & Monica McQuaid
- Juan Pablo Mejia Prado
- Ralph Martin Mesmer
- Gail & Andy Meyer
- Microsoft Matching Gifts Program/Giving Campaign
- Eli Miller
- Mr. William C. Miller, IV & Katharine Miller
- Gayle Miller-Janton
- Andrew Milstein
- Chris Moser & Lennie Moeller
- Allan Moskowitz
- Jonathan Silver & Melissa Moss
- Chris Munger
- Jerry & Gina Murdock
- Richard & Jocelyn Murray
- Dr. & Mrs. Robert A. Nagourney
- Gail Nagle
- Sailesh Nepal
- Robb & Sarah Nichols
- Norris Family Fund
- Novartis International
- John & Merilee Novinson
- James Olesen & Lynn Nowels
- NVIDIA Corporation Employee Giving Program
- Brian O'Hanlon
- Richard Stollberg & Judy Olson
- ON Semiconductor
- John W. Osgood
- Shoshana Osofsky, in honor of Brian Stewart
- David Paradise
- Austin Park
- Michael Rubin & Andrea Peterson, in memory of Peter Rubin
- Barbara Piette
- David J. Reich & Martha Plotkin
- Martin Plotkin & Pam Swing
- Bryan Plude
- Michel Poirier
- Stephen Porder
- Dr. Scott & Lorraine Presson
- Rebecca Puck Stair
- Mike Putnam
- Dan & Helen Quinn
- David Reckner
- Dave Reichert & Jeanne Thoreson
- Reilly Family Fund
- Mark Reiser
- Scott Reynolds
- Ken Riley & Donna Lambert Riley
- Dominique Robyns
- Richard & Margit Roos-Collins
- John Roth
- Frank & Julie San Miguel
- Pat Sapinsley
- Paula Scholl
- Michael & Susan Schonbrun
- John H. & Patricia Schwarz
- Andrew Scorsone
- Brooke Sellinger
- George R. & Heather A. Sepelak
- Nancy & Greg Serrurier
- Warren Sheay
- Jon Sherman
- Curt & Michele Snyder
- Jill & Steven Sorden
- Carolyn & Jack Spengler
- Henry Spindler
- Sue & Walter Stafford
- Stamler-Kemeny Family Charitable Fund
- Karen & Donald Stearns
- Virginia Stearns
- Keith Steele
- Dr. J Michael Straight
- Daniel & Nancy Streiffert
- Cathie & Charles Sundry
- Robin Suydam & Paul Corkery
- Warren J. & Anne M. Swanson
- Beth Sweet
- John & Janice Szostek
- Sue & Gary Tebor, in honor of Leo Beaton's Bar Mitzvah
- Herbert Teter
- Celeste & Thomas Theis
- Romain Thibaux
- Richard & Judy Thomas
- Catherine Thomasson
- Harold & Mary Thompson
- Seth Tilley
- Norman Tjeltveit
- Peter Tucker
- Samuel Unger, in honor of Abigail Schneider
- Thomas Van Dyck & Anne-Frans VanVliet
- Richard & Susan Vander Veen
- Darci Vetter
- Linda Volkert

Donors

- Hank Wall, in honor of Larry Shirley
- Silda Wall Spitzer, in honor of Russell Unger
- Jeffrey Wallace
- Toni Watson
- Stu G. Webb
- Bryant Webb
- David L. Webb & Carolyn Gordon
- Kate Wedemeyer
- Rick & Wendy Weeks
- Laurence Weinberg
- Alan & Dorene Wernke
- Mr. & Mrs. Stephen Werts
- Judith West
- John Whitcomb
- Susan Wiesner
- Olivia Williams
- Jurgen Willis
- Michael Wimmer
- Robert & Sally Windecker
- Michael & Marilyn Winer
- Peter Wolfe
- Sarah K. Wood
- John Worts
- Jimmy Xiao
- Vicki L. Zarrell
- Samuel Zauner
- Anonymous (20)

$250-$499

- AbbVie
- Shannon Acevedo
- Peter Schweinfurth & Audrey Aguilar
- Richard & Heather Ames
- Lynn Appelbaum
- James Arthur
- Norman Bair
- Frank Baker
- David Barnes
- Mike Battersby
- David Birr
- Nancy Bobrow
- Dara Bortman
- Brad Rouse Consulting
- Robert & Betsy Farquhar Bradish
- Matthew Bressler
- Christopher Brook
- Richard Bruce
- Meredith Bullock
- Burns & McDonnell Engineering
- Donald L. & Deborah Butler
- Cara Carmichael
- Regina Carola
- Guelfo Carpegna
- John W. Christensen
- Ronald Christenson
- Rip Tompkins & Fran Clark
- Barbara Cole
- Joseph & Sally Conklin
- Anne Cooke & Stephen Pfeiffer
- Vic Cooper
- Brent Groce & Donna Cordner
- Janet & William Cordua
- Joseph Crawford
- Gabe Cuadra
- Stephan De Micco & Jeanne M. Fox
- Ryan Dobson
- Daniel Dreher
- Joshua & Cara Drews
- Bernice & Loyal Durand
- Drew Ehrhardt
- Paul Elias & Marie Lossky
- Kellan Elliott-McCrea
- Beth Hartman & Nadav Enbar
- Christopher Enright
- Jonathan Ratner & Pamela Erens
- Christopher Esse
- John Evans & Allen Greenberg
- Steve Folkner
- Tyler Folsom
- William Forbess
- Terry & Donna Forrest
- Bruce S. Fowle
- Frank Fransioli & Eileen McGinnity
- Frey-Von Driska Charitable Fund of the Community Foundation of Northern Illinois
- Dr. Linda Ganzini
- TJ Glauthier & Brigid O'Farrell
- Theresa & Ben Gleason
- Emily Goldberg
- Thomas Gougeon & Donna Middlebrooks
- Alan Simpson & Jane Gouveia-Simpson
- Linda Gray
- Sarah Groves
- Gilda Gussin
- Marion Hakanson
- Auros Harman
- Emily & Thomas Haslett
- Sarah & Nathan Heaps, in honor of Leo Beaton
- Brian & Dianne Heaps, in honor of Leo Beaton
- Joe Henry
- Philip M. Henry
- Joel Herm
- June H. Hiatt
- Patrick & Michelle Hillmeyer
- Brian & Heather Milne Hipona
- Shaun Simpkins & Dawn Holt
- Jimmy Hosch
- Carole Howard
- Eric W. Howland & Julianna Shaull
- Matthew Hron
- John & Rusty Jaggers
- Mark S. Jenne
- Julia Jenulis
- Eric Johanson
- Peter & Sandra Johnson
- Bill & Kay Jones
- Walt & Nancy Kaesler
- Ronald & Susan Kaltenbaugh
- Dawn Kane
- Chris Kane
- Heather Karlson & Bill Leeson
- Stephen C. & Belinda K. Kaye
- Danny Kermode, in memory of Stan Lauriski
- Shabad S. & Ann Khalsa
- Christelle Klovers
- Mitchell Kobus
- Susan Krivin
- Steve & Marie Krueckeberg
- Kevin Kyrias-Gann
- Jeff & Lisa Ann Laske
- Clare Laufenberg Gallardo
- Gerald Lee
- David Lesikar
- Ronald Lind, in honor of Bob & Sondra Lind & in memory of Rick Lind
- Steven Lober, in memory of Allen Lober
- Christina Long
- Don Louwsma
- Sandra & Benjamin Lovell
- Laura Magzis
- Nahum Ward & Shelley Mann-Lev
- Brendan Martin
- Rob Matthew
- Michelle McDonough & Richard Reichler, in honor of Steve Thilker
- Michael McIntyre
- David McKinney
- Boli Medappa
- Jill C. Pfeiffer & Neil C. Meyer
- Graham Swett & Grace Miller
- Paul Miller
- Betty & Robert B. Moore
- Octavian Morariu
- George & Ellen Mozurkewich
- Margie Musgrave & Frank Peters
- Tom Nehil & Gail Walter
- Lisa Newman-Wise
- Rick Newsome
- Ginna Newton
- Burke & Annie O'Neal
- Calley Ordoyne
- Bryan & Michele Palmintier-Minihane
- Brooke A. & Carol Hood Peterson
- Lisa Phillips
- Rebecca Pimentel
- Michael Powers
- Eben & Sarah Rauhut
- Resource Engineering Group, Inc.
- Thomas H. Robinson
- Theo Rosenstein
- Robert Ross
- Michael Sacks
- John Sofro
- Lisa & Stephen Sarfaty
- Karin & Peter Savio
- Mark S. & Judith K. Schaffer
- PB Schechter
- Paul & Susan Schwarz
- Karen Segall, in honor of Leo Beaton
- Robert W. & Anne M. Shaw Jr
- Pavan Sirpa
- Joy Sleizer, in memory of Chuck Jaffee
- William & Carol Smallwood
- Kipp Spanbauer
- St. Andrew's Presbyterian Church
- David G. Stanton
- Richard & Diane Stein
- Timothy Stoller
- Bianca Stoner
- Jake Swenson
- William Swift
- Erik Teegerstrom
- Preston Thomas
- Linda & John Thornton
- Paul & Robin Timmins
- Sandra VanDeHey
- Paulina Vander Noordaa, in memory of Dick Jackson
- John C. Wise & Evelyn C. Wachtel
- Tom & Joyce Warfield
- Mary A. Weber, in honor of Girard W Weber
- Jeanne Weinzierl
- David Werle
- Emily A. White
- Timothy White
- Margot S. & Scott D. Wilcox
- Wahila Wilkie
- John & Lora Williams
- Peter & Janice Wizinowich
- Tobias & Catherine Wolff
- Anonymous, in honor of Leo Beaton
- Anonymous, in honor of Elle & Scott Knowles McBeath
- Anonymous (22)

$100-$249

- John Accardi, Jr. & Nancy Clarke, in memory of Chuck Jaffee
- Gary Achuff, in memory of Joann Achuff
- Robert & Meg Ackerman
- Lattina Adams
- Rev. Stan Adamson
- Lisa Adatto
- Scott Allegrucci
- Steve Hach & Marty Ames
- Thalia Anagnos & Jeffrey Koseff, in memory of Chuck Jaffee
- Analog Devices, Inc.
- Dennis Michael Anctil
- Anita & Keith Anderson
- Peter Anderson
- Bret Andrews
- Steve Hartsock & Katharine Andrus
- Anonymous Donors from Anondo Fund's Silent Donor Platform
- Orly Arbit
- Lloyd Arnold & Karlene Hewan Lowe
- Aspen Snowmass Sotheby's International Realty
- Adam Aston
- James Conner & Denise Attwood
- Teresa & Gerald Audesirk
- Gary Augustson
- Mimi-Pops Ausley, in honor of Carmela Chaney
- Paul Bergquist & Carole Austin
- Anne Austin-Clapper
- Travis Ayres
- Carol Backus
- Mary J. Baggerman & Philip W. Johnson
- Lois Bahle & Larry Mawby
- James T. Baldwin
- Samuel Baldwin
- Jessica Balisle, in honor of Emily White
- Kurt Ballash
- Tom Barberi
- Leslie & Rutgers Barclay
- Kenneth Barnes & Patricia Beatty
- Dr. & Mrs. Earl Barney
- Randall H. Eggert & France Barral
- Thomas J. Barry
- Richard & Joanne Barsanti
- Howard Beaton, in honor of Leo Beaton
- Alyssa Beccar
- Gerald Beck
- Bill Becker
- Thomas W. Behan
- Carole & John Behrer
- Michael Beilstein, in memory of Marjorie Stevens
- Michele Bell
- Jacqueline Bogard & Douglas James Bell, Jr.
- Bernadette Bell & Kenneth Wachter
- Daniel Ben-Ami
- Thomas A. Benish
- Loe Berelson, in honor of Loe Berelson
- Eugene Bernat
- Barbara & Geoffrey Berresford
- Kathleen & Jay Biggins
- Wil Hamilton & Jackie Bird
- Mary E. Blackmore, in memory of Keith Blackmore
- Charles Blair
- Robert Blake
- A. Benton Bledsoe
- William R. & Anne H. Blessing
- Oscar Bloch

Donors

- Jordon Bluestein
- Jim & Regina Bock
- Joan & Kevin Bockman
- Karen Bohan
- Robert Booher
- David W. Bostrom
- Isabella Bowland
- Alan Brand
- Carol E. Brand
- Ann Brayfield & Joseph Emerson
- Kevin & Maurya Brenneman
- Scott A. Brenneman
- Robert Brewer
- Richard R. Brigham & Sally E. Stapp-Brigham
- Kathie K. Brown
- Karen Brown
- Roberta Brown-Jones
- Andrew C. Browne
- William D. Browning, in honor of Amory Lovins & The Whole RMI Team
- Joan Brownstein
- Dr. Martin Buchheim & Cynthia Jurisson
- Greg Buell
- Stephen & Cynthia Buher
- Fred Bunger
- Bill Burke
- Thomas Burns
- Helga & William Butler
- Nancy & Harry F. Byrd, II
- Gil Friend & Jane Byrd
- Pamela Cady
- Debby Carapezza
- Barbara & Bruce Carney
- Rebecca & Robert Carr
- Seth Carr
- Christian Carrico
- Timothy Carrigan
- Duke & Jan Castle
- Kevin Castner
- Caswell Stocking Family Fund
- Michael E. Champagne
- Chris Chapman
- Zihan Chen
- Chevron Corporate Contributions and Programs
- Donald Chisholm
- Ms. Anne K. Clare
- Stephen & Betsy Clark
- Theresa & Rodney Clary
- Paul & Hildete Clayton
- Sander Cohan
- Matthew Cole
- Clark Cole
- Linda & Tom Collier
- Bill Collins
- Colorado Gives Incentive Fund
- Peter J. Condakes
- Karen Conley
- TJ Conway
- Tom Cooper
- Donald Hartley & Ted Cope, in honor of Warren Stetzel & Tim Starbuck
- Jonathan Corbet
- Remi Cousyn
- Jacqueline & Douglas D. Crockett
- Malcolm & Marcia Crosbie
- Robert Cukier
- Kristine Johnson & Jay Culver
- Elisabeth Cunningham & George Warner
- Michael & Debbie Daehnick
- Elizabeth & William Norris Dale, Jr.
- Kathryn Dale
- Gail Daneker & Ian Keith
- John Davidson
- Gillian Davies & Aaron Pailes
- Jim DeCecco
- Anthony J. Del Gobbo
- Dr. Joseph & Ms. Johanna Fausto Di Dio
- Jack D. & Nancy J. Dick
- Ernie & Nancy Diedrich
- Paul & Jeanne Doty, in memory of Chuck Jaffee
- Heather Douglas & Edward T. Richards, Jr.
- Michael P. Dowling
- Jed Downs
- Summer Doyle
- Meghan Duff
- Katheryn & Brad Dunn
- Mary Anna Dunn
- Joshua Durst
- Jane Dystel, in honor of Leo Beaton
- Kevin J. Eigel & Marcia Miller
- Cara Eisen & Gil Forer
- Carol & Chris Eisenbeis
- Richard Emmett
- Carl Englander
- Douglas Estes
- James & Rhea Estes
- Craig Etchison
- W. Michael Fagen
- Joan L. Farb
- Joe & Mary Lou Farrell
- Fritz Fayman
- Peter Fels & Nancy Helget
- Don Ferber
- Lorin Fink, in memory of Dave Waller
- Christopher C. Finkle
- Bob Finn
- Aaron Fischbach
- Justin Fishkin
- Ted Flanigan
- Debra & Charles Fleisher
- Joseph Greene & Nancy Flint Greene
- Ryan & Karissa Foelske
- Robert & Juliette Ford
- Lauren & Justin Forman
- Joe & Rita Foss
- Sue Foster & Carla Gravesen
- Philip Fournier
- Pam Franks
- Rafael A. Friedmann
- Kristen Fritsch
- Susan J. Gans & David B. Wasmuth, in memory of Chuck Jaffee
- Hilary Gans
- Gerald Gardner
- John & Karen Gardner
- Alisa Gravitz & Joseph Garman
- Gartner Inc.
- Joel Gates
- Marcia & Frank Gens
- Albert George
- Gabriel Gerson
- Gilead Sciences
- Mark Giorgetti
- GitHub
- Charles Goff
- Deborah Goldsmith
- Kevin Goltz
- Fredric Gorin
- Tom Gorman
- Dan Gould
- Mark Graber & Hetty Hall
- Daniel Graves
- Royal Graves
- Laurel Greenberg
- Daphne Greenwood
- Daniel & Katharine Gregory
- Peter & Joanne Griesinger
- Michael Overend, DVM & Dr. Lucy Grina
- Eric Vozick & Jill Gruenberg
- Evan Gull
- Josh Haacker
- Sara Haber
- Betsy & Joe Hackney
- Cralle & David R. Hall
- David Hall
- Tom Hall
- Danielle Harder, in honor of Anne Harder Wyatt
- John Harper & Ellen Tohn
- Susan & George Harrison
- Jim Hartman & Margaret Sullivan
- Kate Hartnett & Racheal Stuart
- Dennis L. Hartwig
- Roy Harvey
- Steven Hatten & Holly E. Myers
- Amy Springer & Aaron Hayden
- Nancy Hazard
- Rachel Heaps, in honor of Leo Beaton
- Roberta A. Heisterkamp
- Daniel Heiter
- Harvey Michaels & Gloria Helfand
- Casey Herman
- Mary Jean & Hal Herzog, in honor of Julius & Arbaney
- Robert Hickey
- David Hiles
- Kimble Hobbs, in honor of Nancy Miller-Hobbs
- David Hoff
- Joan Hoffman
- David W. Hogan
- Robert & Laura Hoguet
- John Holbrooke
- James Holland
- Steven Hollingsworth
- Keith Hollon
- Michael & Mary Holm
- K. John Holmes
- Kevin L. Holmes
- Holly Holyk
- Rainer Hönig
- Rebecca & Eric A. Houghton
- HP Employee Giving Matching Program
- Richard Hruby
- Patricia A. Huberty & Richard McBride
- Casper G. Huizenga
- Thera Joyce & Bruce Hunn
- David W. Hunter
- Michael Hussin
- Jimmi Suzanne Hutchins
- Michael P. Hydro
- David Hyman & Barbara P. Reid
- Tom Ickes
- Informa
- Dan Innamorato
- Dr. Dave Irvine-Halliday
- Caulton Irwin
- Gregg M. Raymond & Jamien Jacobs
- Roseanne & Jordan Jacobsen
- Anthony & Nancy Jagodnik
- Jan Jennings
- Todd Jersey
- John W. Jimison
- Stephanie Johnson
- Erik Johnson
- Kenneth Johnson
- Vikki L. Johnson
- R. Michael & Florence Jones
- John Katzenberger & Deborah M. Jones
- Christopher Juniper
- Jim & Donna Justiss, III
- Laurie J. Yahr & Rich Kahl
- Larry & Renee Kaiser-Muelken
- Joyce Kassouf
- Ryann Kehoe
- Gretchen Keiser
- Samuel Kendall
- Jean King
- Steve Kinkead
- Mark & Nancy Kinney
- William Klenn
- Rocky & Cordula Koga
- David & Elizabeth Koos
- Bern Kosicki
- Michael May & Kathryn Kramer
- Sandra Kurtz & William Kurtz
- Daisy P. La Poma, in memory of Chuck Jaffee
- Brad Lambert
- Cynthia Lambrick
- Charles Udell & Judy Landecker
- Julie Lang
- Carolyn Lange, in memory of Chuck Lange
- Ann Lawler
- Jacob Le Mueller
- Jonathan Lee
- Geoffrey H. Lester
- Mark & Lori Leugers
- Maxim Levet
- Kai Levy
- Benyamin Lichtenstein
- Charles W. Lidz
- Wesley Lien
- Joshua & Emily Lighthipe
- William Lindsay
- Douglas Lindsey
- Douglas & Susan Linney, in honor of Amory Lovins
- Eric Lloyd & Sandra Pilon
- James Loewen
- Leslie Lomas
- Carole London
- Garth Luke
- Marilyn Marloff & John Luker
- Brandon, Mackenzie & Cameron Lurie
- Hector Maglione
- Patricia & Donald Malberg
- Peter March
- Audrey Margarite, in honor of Leo Beaton
- Shannon Maris
- Kevin Markey & Candice Miller
- Peg Marrin
- Bill Marshall
- Lawrence Martin
- Stephen & Marcia Martinson
- Lynn Matson
- Alex Mattia
- George & Beverly Mattson
- Nancy Maze
- Jonathan & Mimi McBride
- Richard McCann
- William M. Musser IV & Jennifer E. McClister
- John McCreery
- Daniel Nichols & Douglas McDaniel, in honor of Adam Nichols
- Jamie McDevitt-Galles

Donors

- Bill McDiarmid
- Marilyn McNabb
- Rajkumar Meenashi Sundaram
- Joel & Bonnie Melnick
- John E. Menger, in honor of Waldemara Sophia
- Hellmut Merkle
- Fred Mervine
- Bonnie & Peter A. Meyer
- Michael Miller
- Sunny Miller
- Murray A. Milne
- Theodore Mockler
- Nick Modawar
- Leland & Karen Montgomery
- James Moon, in honor of Yolanda Moon
- Suzanne Worcester & Steven Moore
- Robert Moore
- Richard Paul Moore
- James J. Morehead
- Gayle Morgan
- Mahesh & Kiran Morjaria
- Christopher Morris
- David Lynn Morris
- Diantha Morse
- Pamela Morton, in memory of James P. Morton
- Mac Muehlman
- Marilynne Mueller
- Ms. Madelynn Mueller
- David Munk
- Jonathan Murphy
- Thomas J. Myers
- Jay & Toni Nading
- James Nagode
- Steve Naragon
- Stephen & Robin Newberg
- Mark Neyrinck
- Oluf Nissen
- Dorothy Northey, in honor of Carolyn Garlich & Peter Miller
- John C. Norris
- Elise M. O'Shaughnessy
- Kathy C. Oppenhuizen
- Catherine Orendac & Jeff von Breitenfeld
- Chris Owens
- Emily Owens-Bennett
- Evan Oxenham
- Everett A. & Rebecca H. Palmer
- Alice & Mark Palmer
- Palo Alto Networks
- Robert P. Paone
- Craig Shillinglaw & Kristina Parker
- Gregory & Mary Paul
- Julie & Tom Paxton
- Jack R. Pealer Jr.
- Scott Peer
- Robert Pena
- Margaret & David H. Penoyer, Jr.
- Samuel & Charlotte Perkins, in honor of Hannah Perkins
- Jane Peters
- Erica Petersen
- Sean Petersen
- Dr. Robert K. & Marilyn Pinschmidt
- Pohlad Family Foundation
- Polk Family Charitable Fund — Richard Polk
- Jon Polonsky & Vicky Smith
- Melissa L. Post
- Donald Preister
- Lloyd Prentice
- Mark Prosser
- Rebecca Pryor
- Leah & Darrell Quam
- Richard Randolph III
- Yvonne Rasmussen
- Steven Ratcliff
- Bruce Rathbone
- Peter & Helen Raudenbush
- Raytheon Technologies
- Laurie Rayman, in honor of Leo Beaton
- Re:Vision Architecture
- Lee Reading
- Andrew Reed
- Gwenyth Reid
- Richard & Maryruth Reis
- Gary Reneau
- Frank Rexford
- Reynolds Group Foundations Matching Gifts Program
- Robert S. & Myra L. Rich
- Carl Riehl
- Ron & Karen Riggert
- Kristil & Jeff Robarts
- McLouis & Harriette Robinet
- Robert & Linda Rodriguez, in honor of Linda Eades Rodriguez
- Jason Roeder
- Colton Rogers
- Jim & Lori Roland
- Chip & Bridget Rorem
- Stanley Rorick
- William C. Stewart & Kalima Karen Rose
- Nathaniel Rosenblatt
- Callie Ruh
- Pablo E. Ruiz
- Gray Russell
- S&P Global Foundation
- Shari & Seth Saideman
- Maxwell Sanborn
- Robert Sardinsky
- Charles Savinar
- John M. Sawyer, in memory of Chuck Jaffee
- Teresa M. Schader
- Robin & Jennifer Schiller
- Mr. David A. Schmenk
- Jared Schneider
- Douglas L. Shoemaker & Patricia Schoenecker
- Christine & Dave Schultz
- Jon R. & Jane R. Schulz
- Terry Schumacher & Thi Tran To-Chau
- Craig Schuttenberg
- Peter Schwartz
- Susan Secord
- Guenther Seidel
- Lawrence & Lorraine Seidl
- Gary Seim
- Gary Shamshoian
- Linda Sharp
- Jonathan Shaw
- Burnette & John Sheffield
- Michael & Susan Shepard
- Michael S. & Angelica Sherber
- Lee & Nick Shrewsbury
- Sandra & Scott Siegel, in honor of Leo Akiva Beaton's Bar Mitzvah
- Joanne L. Siegel & Walter F. Thiem
- Mary Ann Simmons
- Randy Skizinski
- Daniel Slanger
- Jason Slattery
- Steven Smiley, in memory of Randy Udall
- Robert G. Smith
- Christopher T. Smith
- Linda Snelham-Moore
- C. Michael Sobol
- Marc & Deb Solomon
- Pamela Soukey
- Robert Soule
- John W. Starr
- Robin Statsky, in honor of Leo Beaton
- Rebecca Stebbins
- Beth Steffens
- Martin & Kathy Stern
- Donald & Vicki Stevenson
- Moshe Steyn
- Kim Stone
- James A.F. Stoner, in honor of Amory Lovins
- Byron & Nancy Stutzman
- SunShare, in honor of Daniel Gregory
- Dick Swanson
- Maarij Syed
- Robert Taylor
- Molly & William Tee
- Michael Tennican
- Robert Thille
- John Thomas
- Jay Thomas
- Pamela Thompson, in honor of Nick Ambrose
- Patricia Tice
- Michael Tierney
- Mike & Annie Tierney
- William & Susan Tracy
- Ashley Traut
- Scott Tsukuda
- Stuart & Elin Valentine
- Jeff Van Ee
- Cathy Van Maren
- Susan Vargas, in honor of Lois Kulakowski
- Marc P. Vayssieres
- Michael & Lisa Vernon
- Steve & Teri Veysey
- Martin & Bettina Voelker
- Colin Vogt
- Donald Voigt
- Everett & Alice Volk
- David J. Walker, in memory of Marilyn J. Walker
- Ron & Pat Wallace
- Ginger Wallis
- Richard C. & Patricia Walters
- Mr. & Mrs. James V. Walzel
- Brian Warshawsky
- Laughing Water
- Edward Watkinson
- Greeley Wells
- Thearin Wendel
- Deneen & Raymond G. Wentz
- Douglas Wheeler, in honor of Nolan Wheeler
- Emily C. White
- Richard E. White
- Lara & Marc Whitley
- Katya Whyte
- James Wick
- Andy Wiessner, in honor of Patsy Batchelder
- Chely & Jeff Wilkinson
- Brent Willard
- Joanne J. & Godfrey H. Williams, in memory of Charles (Chuck) Jaffee
- Alex & Jerelyn Wilson
- Rebecca Winchester, in honor of Alison Pinon Pines
- Jessica Windham
- John Wise
- Herbert R. Wiser
- John Wojtyna
- Vaughn R. Wolffe
- Roy & Tracy Wood
- Ms. Carol Woolfe
- Ginny & Pete Yang
- Barry Yatt
- P. Gilmer Young
- Weiming Yuan
- Stanford Yukon
- Frank Zabel
- Steve Ziman
- John S. Zinner
- Anonymous, in honor of Steven Gage
- Anonymous, in memory of Bruce Thornblad
- Anonymous (55)

Below $100

- Abbott Laboratories
- Erika Abelon, in honor of Leo Beaton
- William Veale & Chisleine Abreu
- Adobe Inc. Gift Matching
- Kay Ahaus
- Air Products
- Leonard Aitken & Susan Brandes
- Ian Alexander
- V. Alexiades
- Monica L. Russell & Wendy Anderson
- Morten Andersen
- Christopher Anderson
- Mark Anderson
- Caleb Anderson
- Caitlin Anderson
- Dakota Anderson
- Edson Andrews
- Fahad Anoohi
- Chad Armstrong
- Automatic Data Processing, Inc. (ADP)
- Eduardo Avilez
- Michael Babitch
- Crystal & John Babos
- Mary-Lane Baker
- Ellen Barr
- Jonathan Baty
- Thomas Bedard
- Kay Beeley
- Bruce Bekkar
- Phil Belpedio
- Melanie Bengtson
- Alan Ness & Margaret Bergmann-Ness
- Stephen & Catherine Bernard
- David Bixler
- Robert A. Black
- Elizabeth Blue
- Sarah A. Bond
- Felipe & Dianne Borrego
- Maricar Boyle
- Alan & Susann Bradley
- Thomas Brandt
- Matthew Brenn
- Michael Brickey
- John Bromley
- Laura Brown
- James & Theresa Browne
- Robert & Antoinette Buckner
- Gail Bundy
- Kelly Burns
- Will Butcher
- Jennifer & Bryan Cairns
- Rita Campbell
- Beverly A. Campbell

Donors

- Sarah Cannon
- Catherine Carnes
- Gordon Cartwright
- Carolyn Casavan
- Annie Chappell
- Brian Chase
- Joanna Chen, in honor of Eric Langenmayr
- Pamela Chipman
- Gerardo Chirico
- Aimee Chitayat
- Nicolas Chouleur
- Dione Christensen
- Alex Cimino-Hurt
- Patricia Logan & Karl Citek
- City of Lakewood, CO
- Morgan Clark
- C. Alexander Cohen
- Robert & Diane Collier
- Kyle Collins
- David Confer
- Bruce, Judy & Erin Connery
- Kathy Conway & Alan Journet
- Peter B. Cook
- Jamie Cooney
- David E. Corbin
- Eric & Angelyn Cornetta
- Robert J. Coulter
- Stephen Creasy
- Thomas Cressler
- Caleb Cunningham
- James S. Weinberg & Mary Beth Cysewski
- Kooch & Victor Daniels
- Sunita Darbe
- Sidarth Dasari
- Laura Stats & Brien Daugherty
- Chris Daum & Ace Johnson
- Cecile & Lawrence Davino
- Angel de la Vega Navarro
- Austin deButts, in honor of Ali Rotatori
- Holly A. Zimmerman & Peter DeCrescenzo
- Delta Dental of Colorado
- Gary Denny
- Matthew Deslauriers
- Barbara Dibeler
- Tim Dirr
- Michael P. & Susan K. Dix
- Katharine Dodge
- Gorman Donegan
- Geoffrey Dorney
- Alethea Drexler
- Chris Lotspeich & Amy Dunn
- Paul A. Dvorak
- Peter Eberle
- Abigail Eckley
- Russell Eidmann-Hicks
- Wendy Eidson, in honor of Stephen Abbott
- Keith Ela
- Idris Elgabalawy
- Daniel Elkin
- Linda Engle
- Bill Erickson
- Kenneth Erickson
- Mark & Catherine Erickson
- Norm Erickson
- GL Pat Ervin
- David Esopi
- Sally Esser
- Anthony Eulo
- Zach Everett
- Madison Fagant
- Medora Falkenberg
- Karen & Alex Fedorov
- Steven Fenster
- Barbara Findlay
- Gary L Schaefer & Barbara Fingold
- Matthew Finlay, in honor of Tupac Shakur
- Stephen Finn
- Frank Fish & Gail Headstrom
- Angela Fisher
- Elliott Fishlyn & Laura Green
- Thomas Flynn
- Teri Fox
- Michael Foxworth
- Ken Frankel
- David Freemire
- Russell French
- Fae & Carl Fuerst
- Ken A. Fuller, Jr.
- Fully Automated Luxury Gay Space Capitalism, in honor of Alex Drake
- Durairaja G S, in honor of Durairaja G S
- Ken Gamauf
- Glen Garfunkel
- Lydia Garvey
- Richard D. Wilson & Gina Gaurisas-Wilson
- Michael B. Gaynor
- Geode Capital Management
- Martha George
- Mark Giese
- David Gilbert
- Richard & Louise Glaser
- Bob Glidden
- Eric Godin
- Mark Silberg & Rachel Gold
- Jerene Good
- Nancy T. Goodall
- Raymond & Sehriban Graap
- Richard Grant
- Doug & Peggy Graybeal
- Thomas Griffin
- John G. Guffey, Jr.
- Mary Lee Guthrie
- Roger Hagen
- Mark Hainline
- Vera & John M. Hamm
- Robert & Susan Harper
- James Harris & Cori Sutherland
- Steven Harris
- David Harwi
- Cheri & Michael Hassett
- Clifford Hathaway
- John Edward Hawk
- Joshua Hecht
- Thomas & Colleen Heinemann
- Elina Hemink
- Ken & Carol Henry
- Molly K. Hiatt
- Bill Hill
- Steven Hinz
- William Hinz
- Arlene Hoffman & Henry Sodke
- Alan Hoffman
- Glenn Hoffman
- Mary G. Wetzel & Theodore Holdahl, in memory of Richard H. Goodwin
- Joan & Robert R. Holt, Ph.D.
- John T. & Deanna M. Homer
- Mr. John Hoskyns-Abrahall
- Nevin House
- Nelson Howard, in honor of Amory Lovins
- Daniel Howard
- David Hrivnak
- Ken Hughes
- Dale Hulst
- Stephanie & Harry Hunt
- Douglas Hylan
- Steven Ignots & Stella Acevedo-Ignots
- Emi Ito
- Mark James
- Alan James
- Steve Jarvis
- Carolyn & Benji Jasik
- Stephen Jelinek & Betsy Wisch
- Sally Johannessen, in honor of Thomas & Vivienne McNally
- Perry Johnson
- Hayley Johnson
- Stuart Johnson
- Philip Johnston
- Alison C. Johnstone
- Christine Jolluck, in memory of Lewis H. Durland IV
- Anita & William Nelson Jones
- Timothy Joy
- Debora & Keith Kaback
- Philip Kaluza
- Arthur Y. Kaplan
- John & Wendy Karanfilian, in honor of Chuck Jaffee
- Megan Karels
- Thomas & Bonnie Keenan, in memory of Rob Keenan
- Maureen Kellen-Taylor
- Shaun Keller
- Gary Kellman & Rachaele Raynoff
- Dustin Kemper
- David King
- Carolyn Klock & George McCook
- Marla Knight-Dutille, in memory of Prentice Knight
- Debora & Neil Kolwey
- Alessandra Kortenhorst
- Thom & Diana Krystofiak
- Donna Kuroda
- Scott Ladd
- Roger Lamson
- Andrew Land
- Wan Juin Lee
- Geoffrey Leek
- Richard Leene
- David LePoire
- Steve Lett
- Raymond LeVesque
- Ted Linnert
- Roger Lippman
- Samuel Litt
- David Littell
- Ryan Little
- Stephen Litz
- Madison Loudermilk, in honor of Ali
- Ingrid A. Louiselle
- Emma Lubben
- Gary Lucks
- Phil Lyon
- Michael M
- Rocky & Pennie Thompson
- Donald A. Marcus
- R. Michael Martin
- Greg Martin
- Janet Martin
- Cameron Martin
- Mary Knowles, in honor of Denali Hussin
- Owen Mason
- Lorne Massender
- Joanie Matranga
- John M. Matuszak
- Arthur Maur
- Jonathan McClelland
- Josephine McConnaughy
- Conor McCoole
- Tim McCreanor
- Chris McDougall
- John McGrath
- John McKenna
- Terrence McNally
- Michael McNulty
- Jason McVay
- Robert S. Means
- Matt Mendez-Vanacore
- Mr. & Mrs. Larry & Jacqui Menkes
- Holly Metzler
- Micron Technology Foundation, Inc
- Tom Midgley
- J. D. Miller
- Alan Miller
- Gary Milligan
- Stephen & Wanpen Modell
- Lisa Molloy, in honor of Shay & Owen & their future
- Marilyn Moran
- Abhinava Moreddy
- Aman Moroney
- David & Caroline Moyer
- Anushka Mukhopadhyay
- Michael Murdock
- Crystal Myslajek
- Gregory Nelson
- Jacqueline A. Neurauter
- Leslie Newbury
- James & Lynn Newman
- Craig Nyman
- Brian F. & Molly O'Donnell
- Connor O'Neil
- Keegan O'Neil
- Steve O'Rourke
- Philip Oliver
- Court Olson
- James Brian Ostrom
- Denis Oudard
- Benjamin Pabst
- Juanita Pair
- Robbin Palmer
- Michael & Louise Parsons
- Gary Patton
- Lisa & Belden H. Paulson
- Ryan Peacock
- Lisa Wells & Frank Penny
- Pepsi Co. Gift Matching
- Anthony Perez
- Nancy Pettingill
- Jane W. Pfister
- Jim Plonczynski
- Jamie & Greta Ponce
- David T. Poole
- Robert H. & Carolee S. Powers
- Nani Pradeepan
- Randal Pride
- Nancy & Bob Pulley
- Mary Quigley
- Edward & Jane Kolb Quinn, in memory of Eric Konheim
- Seth Ramsey, in memory of Cynthia Ramsey
- Aaron Reaven
- Kyle Reed
- Elizabeth Reeg
- Cindy Regnier
- Janet Reinhart
- Kirk Rensmeyer
- Lawrence M. Rice, in honor of M. Lee Rice
- Melanie Richard
- Richard Riseling
- David & Allison Roberts
- Tim Roorda
- Melanie & Myron Roschko
- Gregory Rosenberg
- Irwin Rosenthal
- Bill Roush
- Mark & Leslie Rousseau

Donors

- Jimmy Royer
- Landon & Charlotte Russell
- Pamela & David Rustad
- Laurie Rydell
- Mark Schaeffer
- Joyce & David Schmoeger
- Andrew Schoenberg
- M.B. Schwehr
- George Scribner
- Jim Setterlund
- Murray Shack
- Michael Shader & Eleanor Morrissey
- Edwin R Shank
- Joan & Charles A. Shapiro
- Mrs. Edward M. Shepard
- William Shepherd
- Benjamin Shepherd
- Clare Sheridan, in honor of Leo Beaton
- Charles & Laura Shifflett
- Nathaniel Short
- Steve & Loretta Shull
- Martha Sickles
- Frantisek Simek
- Steven Simmons
- JoAnn Simms, in memory of John Denver
- Jeff Simpson
- Rob Sisk
- David & Laura Skaggs
- David Smith
- Nicholas Smith
- Ethan Smith
- Dr. & Mrs. Larry Sobel
- Peter Sorjonen-Ward
- William Stack
- Steve Stevens
- Robert Stevenson
- Lloyd Stires
- Henry & Jeanne Stone
- Brent Stuart
- Climbing Sun
- Kalpana Sutaria
- Donald Swartz
- Michael & Diane Teetsel
- Steve Thilker
- Patrick Thompson
- Rob Thompson
- Tom Thompson
- Neil Thomson
- John Titcomb
- Toast.org
- Candace Tomlinson
- Roy Torbert
- Total Quality Logistics
- Alexis Trell
- Jodi Trendler
- United Health Group Gift Matching
- Joanna Unruh
- Katherine & Robert G. Utter
- Bryant Valladares
- Barbara Veit
- Marc Vendetti
- Cheryl Vincent
- Carl vonSaltza
- Jacobus Vrolijk
- Chelsie Vrooman
- Bruce Walton
- Patsy Wang-Iverson
- Penelope Washbourn
- Philip Weathers
- Randall Webb
- Steven D. Webster
- Lauren Webster
- Scott A. Weicht
- Stephen Weinberg
- Elaine Weir
- Bart Wendell
- David Wendt
- Robert Werthamer
- Pete Weymiller
- Ann & Tim Wheeler
- Tom White
- Mark Widrig
- Mark H. Wigg
- Heidi Winslow
- Bryan Wollschlaeger
- Jeffrey Wong
- Craig & Anita Woods
- Steven Woolpert
- Catherine & Edward L. Woolston
- Edward Yaker
- Jieming Yan
- Jay Young
- Courtney Young
- Jeremiah Zentz
- Jeff Zhang
- Yupu Zhao
- Zimmer Gunsul Frasca Architects LLP
- Anthony Ziselberger
- Anonymous, in honor of Kathy Guest
- Anonymous, in honor of Leo Akiva Beaton
- Anonymous, in honor of Leo Beaton
- Anonymous, in honor of Martin-Gonzales Family
- Anonymous, in honor of Reyna
- Anonymous, in honor of Scott Ladd
- Anonymous, in memory of Charles Jaffee
- Anonymous (73)

In-Kind Contributions

- Bain & Company, Inc
- Fennemore
- FirstBank
- Kilpatrick Townsend
- Laura Dubester
- Littler Mendelson P.C.
- Morrison & Foerster LLP

Additional Funding Provided By

- Australia Department of Foreign Affairs and Trade
- California Energy Commission
- Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
- Global Environment Facility
- Government of Canada
- International Finance Corporation (IFC)
- Monetary Authority of Singapore
- New York State Energy Research and Development Authority (NYSERDA)
- The World Bank Group
- UK Foreign, Commonwealth and Development Office
- US Department of Energy

RMI Legacy Society

The RMI Legacy Society honors those who remember RMI in their bequest or other planned gift in their will or estate plan.

- John & Marcia Addison
- David Balaban
- John Beeson
- Leigh Alvarado Benson & Joel Benson
- Nancy Hanson-Bergstrom & John Bergstrom*
- Diana Beuttas*
- Esther & Francis Bligh*
- Diane Boss
- Peter Boyer & Terry Gamble Boyer
- Kathie K. Brown
- Donald L. & Deborah Butler
- Joanne & Michael Caffrey
- David I. Caulkins
- Jonathan Peretz Chance
- John & Lou Chapman
- Richard & Avery Chase
- Anne Cooke
- Cathy E. Crouch
- Carol G. Dano*
- Durfee Day
- Paul Desjardins
- Gregory Doane*
- Martin P. Dugan*
- Wes Ernsberger
- Greg & Jane Fletcher
- Richard Ford
- Cynthia & Jonathan Franklin
- Naomi Franklin*
- Lars &Gayle Garrison*
- Robert R. Giles
- Cheryl A. Glaser
- Sandy Gold
- Peter Greenberg
- Margaret Gruger*
- Robert T. Haines* & Kathryn C. Haines*
- Laura Hart*
- John & Marcia Harter
- William & Susan Hewitt
- Margaret & Charles Hollowell
- Joanne E. Horton
- Dale Hoskins
- David W. Inouye
- Betty & Daniel E. Jantzen
- Kristina M. Johnson & Veronica Meinhard
- Steven Jungerberg*
- Ruth F. Kapes*
- Helen J. Kessler
- Michael Kinsley
- Stanton Klose
- George Krumme*
- Michael & Colleen Kunkel
- Robert James Lane*
- Craig & Barbie Laughlin
- Erika Leaf
- Eleanor & Jerry Leeper*
- Fredric & Jane* Litt
- Amory B. Lovins
- Julie B. Lovins* & Gregory Fowler*
- Roger Luckmann
- Joel & Jean McCormack
- Meredith McIntosh
- Marilyn McNabb
- W. Patrick McVay
- Marge Wurgel & Keith Mesecher
- Peg Moran*
- D & S Mountin
- David Muckenhirn
- James M. & Louise Wilson Noyes
- Thomas Olmstead
- Yevrah Ornstein*
- Debbie & Tadd Ottman
- Nicola Peill-Moelter, Ph.D.
- Kent Pressman & Susan Roudebush
- Ann Pruitt*
- Martha Pickett & Edgell Pyles
- Yon & Marie Regan
- Deborah Reich*
- Eric Ringsby
- Barbara Askin & James Kevin Roche
- Bruce Hathaway & Karen Sagstetter
- Margaret Salamon
- Kerwin L. Schaefer
- Mark & Judith Schaffer
- David & Joyce Schmoeger
- Joan Semmer
- Michael Seno
- J. Walter & Helen C. Severinghaus*
- James Dennis Seyfert*
- Joel Shapiro
- Jane Sharp-MacRae*
- Pamela Shillam
- Sally Dudley* & Charles Sieloff
- Rheua S. Stakely*
- Jeff Bernstein & Jean Stevens
- Jennifer Stokes
- Cathie & Charles Sundry
- Etel & Joseph B. Thomas, IV*
- Karen Vitelli* & Reginald Heron*
- Sharon S. Walker*
- Raymond D. Watts*
- Rom & Pamela Welborn
- T. Walley Williams*
- Anonymous (53)

* In Memoriam

Rocky Mountain Institute (RMI) is an independent, nonpartisan nonprofit founded in 1982 that transforms global energy systems through market-driven solutions to secure a prosperous, resilient, clean energy future for all. In collaboration with businesses, policymakers, funders, communities, and other partners, RMI drives investment to scale clean energy solutions, reduce energy waste, and boost access to affordable clean energy in ways that enhance security, strengthen the economy, and improve people's livelihoods. RMI is active in over 50 countries.



RMI

22830 Two Rivers Road
Basalt, CO 81621 USA

The printed version of this annual report is printed with vegetable-based inks on Verso paper, which features FSC certification.
Copyright 2026 RMI. All rights reserved.
RMI is a registered trademark.