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Bloomberg Philanthropies

Annual Report May 2017



As part of a national effort to reduce obesity, Mexico implemented a landmark tax on sugary drinks in 2014 with support from Bloomberg Philanthropies. Since the tax was put in place, consumption of sugary drinks, such as soda, has decreased. Additionally, mass media campaigns have educated consumers about the harms of consuming these beverages. This increased public awareness combined with the investment of revenue from the new sugary drink tax led to water fountains being installed in Mexican schools. In 2016, Mike Bloomberg visited one such school to see firsthand how the policy change is positively affecting the lives of Mexican students.

Bloomberg Philanthropies

Bloomberg Philanthropies works to ensure better, longer lives for the greatest number of people by focusing on five key areas: the arts, education, the environment, government innovation, and public health.

Annual Report May 2017



Pedestrians are kept safe from the busy streets in Bangkok, Thailand, with cones and barriers put in place through the Bloomberg Philanthropies Initiative for Global Road Safety.



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An aerial photograph of London, England, showing the River Thames winding through the city. The Tower Bridge is prominent in the middle ground, and the dense urban landscape of London is visible in the background. The sky is overcast, and the overall tone is somewhat muted.

The Bloomberg Philanthropies Approach:

Focus on cities to drive
progress

Look for unmet needs that
can be addressed with
proven solutions

Rely on data and continually
measure progress

Lead from the front and
do not hesitate to address
controversial issues

An aerial photograph of London at dusk, showing a dense urban landscape with numerous buildings and a prominent skyscraper, The Shard, on the right side. The city lights are beginning to glow, and the sky is a mix of blue and orange. The River Thames is visible in the lower left corner.

Utilize advocacy and lobbying

Identify and engage
strong partners

Remain flexible to invest
boldly and quickly in order
to maximize impact



“We must go where the data leads us—and it leads directly to noncommunicable diseases and injuries.”

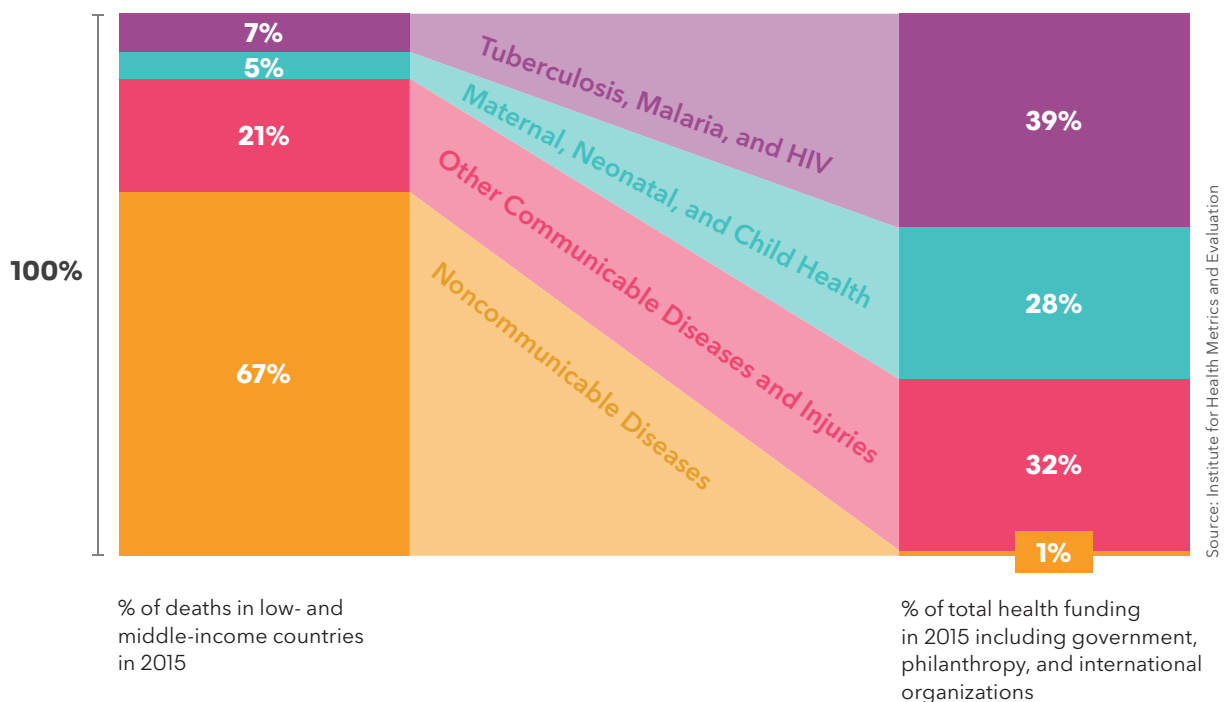
Annual Letter on Philanthropy

For the first time in human history, more people around the world are dying from noncommunicable diseases, like heart disease and cancer, than communicable ones, like malaria and polio. This change occurred in higher-income countries at some point in the middle of the last century. In lower-income countries, this shift is just a few years old. The way we think about mortality, however, has not kept up with this new reality. We tend to accept these deaths as unavoidable. They're not. Changing this false perception is critically important to saving millions of lives across the globe.

Every year, noncommunicable diseases (NCDs) kill nearly 40 million people. Seventeen million of those deaths occur before the age of 70: too many lives taken too soon. In fact, seven in ten of all deaths each year are the result of noncommunicable diseases, which also include strokes, diabetes, and chronic respiratory diseases. Add in injuries and the total represents more than three-quarters of all deaths annually. Many of these deaths are preventable, but the world's governments—including the U.S.—have not made stopping them a priority.

This problem is especially acute in low- and middle-income countries. As shown in the chart below, despite making up 67% of deaths in these countries, only 1% of global health funding is aimed at preventing noncommunicable diseases. As a global society, we lament NCDs, but we don't do enough to stop them.

Noncommunicable diseases account for **67% of deaths in low- and middle-income countries** but only **1% of health funding** addresses them



New vaccines and cures for communicable diseases are vitally important. I have invested \$250 million to help eradicate both polio and malaria, following the lead of our friends at the Bill & Melinda Gates Foundation. There are, however, too many needless deaths each year from NCDs—often simply because of a lack of awareness. Governments often fail to recognize that people are dying from causes that are preventable and that they can do a great deal to save those lives through smart policies and targeted funding. It is not a choice between fighting communicable diseases and preventing NCDs. We can do both—and philanthropy has an indispensable role to play in each.

To draw more attention to this challenge, I accepted an invitation from the World Health Organization (WHO) to become its first Global Ambassador for Noncommunicable Diseases. Battling NCDs has been a major focus of our work at Bloomberg Philanthropies for many years given our mission to ensure better, longer lives for the greatest number of people. To do that, we must go where the data leads us—and it leads directly to NCDs and injuries. My goal as a WHO ambassador is to raise awareness about these overlooked killers and get more governments to take stronger action to combat them.

The one NCD that does garner major attention and funding is cancer. That's critically important as curing cancer would be a monumental victory for humanity. The U.S. government spends about \$5 billion annually on cancer research. Last year, I gave \$50 million to help establish a new institute for immunotherapy research at Johns Hopkins University. Immunotherapy seeks to use the body's natural defenses, rather than radiation

or chemotherapy, to destroy tumors. Recent studies indicate that a cure could finally be within reach. Private and public money devoted to cancer research is money well spent.

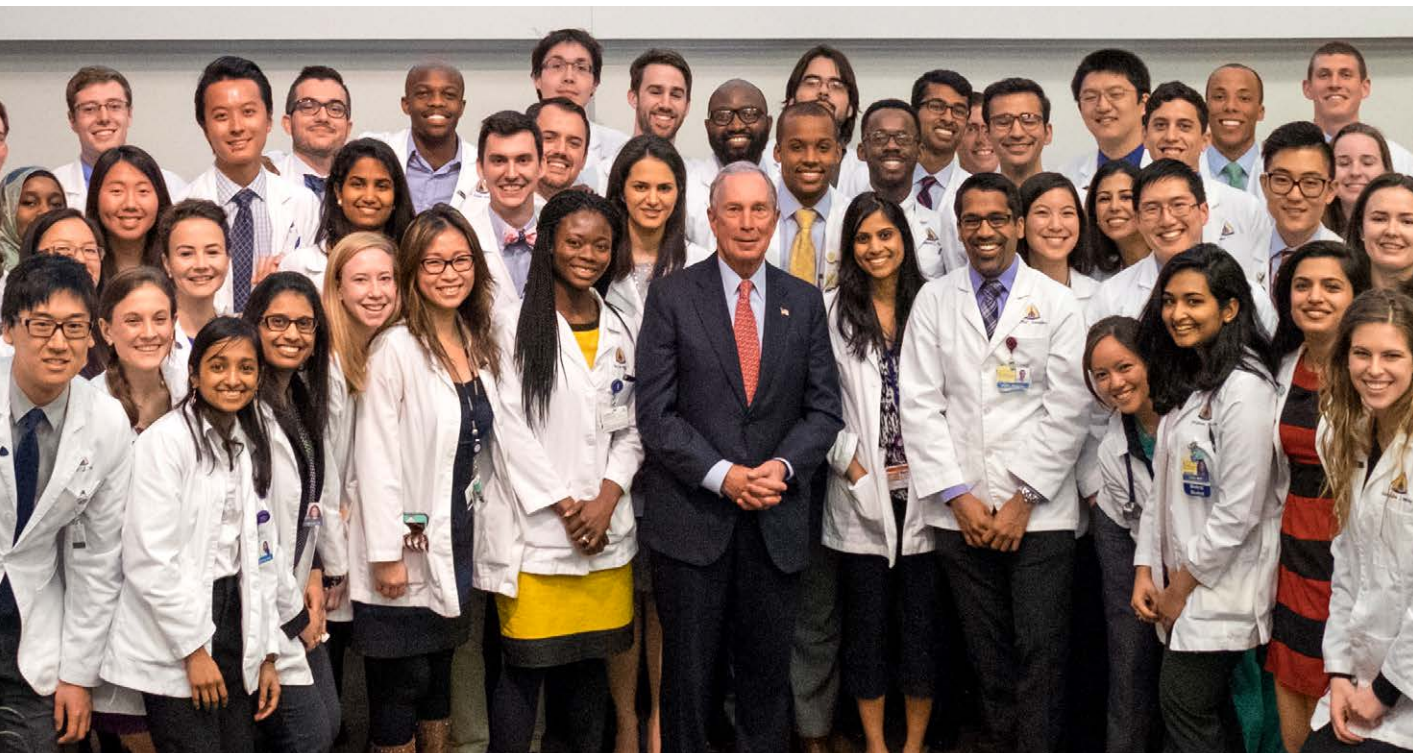
Heart disease, however, kills twice as many people (17.7 million) as cancer (8.8 million), with injuries not far behind (5 million). And, while searching to find cures for diseases is important, the truth is we need to do a better job of preventing them in the first place.

One reason for the lack of attention given to NCDs and injuries is that people, citizens and government officials alike, tend to blame the victims' personal negligence or genetics. It's true that our behavioral choices often lead to disease and injury and that genetics can predispose us to certain conditions. But that doesn't mean the outcomes are inevitable. Far from it. We know that with every category of disease and injury governments can take modest actions to reduce the likelihood that their citizens will fall victim to them.

Fear of communicable diseases has led society to mount major campaigns to defeat them—and that's excellent. But our casual acceptance of NCDs has led society to tolerate them at tragically high levels. None of us can escape death, but it's time to change our view of it. Most of us can live longer, healthier lives if we take simple steps and demand that our governments adopt basic, and often inexpensive, protections.

At Bloomberg Philanthropies, we work with all levels of government around the world, but we concentrate our resources on cities, because local officials are in the best position to tackle our greatest challenges quickly and innovatively. Preventing NCDs is no different.

As a part of my role with the WHO, we are launching a new global network of cities, called the Partnership for Healthy Cities, aimed at implementing policies and interventions to prevent deaths caused by NCDs and injuries. From passing sugary beverage taxes and smoke-free laws to making sure that city streets are safe and walkable, there are many, often simple, policies that can have a big impact. We know this firsthand. During my time as mayor of New York City, one of our proudest achievements was helping to increase residents' average life expectancy by three years, thanks, in part, to policies that put people's health first. Through this new network, we are confident that by combining strong local leadership, seed funding, and technical expertise, we can help city governments around the world save lives.

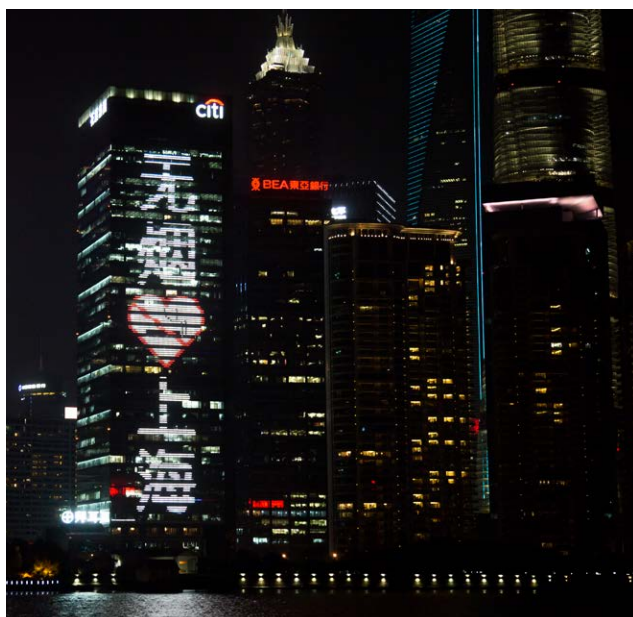


Mike Bloomberg with medical students at the launch of the Bloomberg~Kimmel Institute for Cancer Immunotherapy at Johns Hopkins University.

Follow the Data

Raising public awareness about causes of death that otherwise receive little attention is essential. But sometimes the lack of awareness stems from a real problem: a lack of data. Incredibly, nearly two-thirds of all deaths in the world go unreported, and millions that do get reported lack a documented cause of death. How are elected officials and health care leaders to target their resources on the leading causes of death when they don't have good data on what those causes are—or whether their interventions are working?

The truth is if you can't measure it, you can't manage it. That is why we started our Data for Health program, co-funded by the Australian government. Data for Health is working with 19 countries—representing more than a billion people—to close the data gap on births and deaths. It's our hope that the lessons we learn and the methods for collecting data that prove most effective will spread around the world and help governments better understand how to save more lives.



Tobacco Control

Raising awareness and improving access to data are both crucial to fighting NCDs. But often the main obstacle is clear for all to see: industries that do everything possible to block progress.

Tobacco is the classic example. The tobacco industry spent decades misleading the public about the dangers of smoking and fighting efforts to reduce it. When we proposed an indoor smoking ban in New York City, the industry went full tilt to defeat it. They lost, the ban proved highly effective and popular, and cities, states, and countries around the world have since adopted similar bans. Whether it's smoking bans or tobacco taxes or regulations on packaging, the industry continues to fight any effort by governments to adopt policies that are proven to reduce use of their product—which is just about the only product sold legally that, if used as intended, will kill you about half the time.

One in ten of all deaths around the world is caused by smoking. Most take place in developing and middle-income countries where tobacco companies have shifted their marketing, lobbying, and legal efforts. With smoking on the decline in the U.S. and much of Europe, the industry is targeting the poor and using its deep pockets to bully governments from implementing life-saving public health measures.

Shanghai celebrates its smoke-free law by displaying tobacco control messages on its skyline.

Obesity Prevention

In addition to tobacco, one of the leading causes of noncommunicable disease is obesity. A common reaction to public health interventions aimed at combatting obesity is that government shouldn't be involved, people should be allowed to make their own choices—and if they become obese and develop a disease as a result, that's their fault. Leaving aside the fact that taxpayers bear a large burden for these diseases, a critically important role of government, I've always believed, is to help protect people from harm. That's why we have laws requiring seat belt use. Those laws were controversial when they were first introduced. They're not anymore.

People also have misperceptions around what causes obesity. They tend to think it's primarily an issue of laziness—a lack of exercise. But that's not true. The main culprit is diet. And the single biggest contributor to the problem is soda and other sugar-sweetened beverages, because they contain a lot of calories but consuming them doesn't reduce your appetite. With no nutritional value, they are the definition of empty calories.

As awareness of the dangers posed by sugary drink consumption spreads, countries and cities have begun taking action. Two years ago, no municipalities had sugary beverage taxes. Now, seven cities and counties, representing more than eight million residents, have them. Last year, four large U.S. cities—Chicago (Cook County), Philadelphia, San Francisco, and Oakland—passed taxes on sugar-sweetened beverages. In each case, I backed efforts in support of these new laws. And, through grassroots organizing, these cities passed new taxes despite campaigns by the soda industry that outspent proponents at every turn.

More cities are likely to follow as the evidence in favor of the tax becomes increasingly irrefutable. In 2014, I supported an effort in Berkeley to become the first U.S. city to have a tax on sugar-sweetened beverages. The law passed. And last month, a study showed that sugary beverage sales have declined by almost 10%—with more than a 15%

increase in the sales of bottled water. A recent study of Mexico's sugar-sweetened beverage tax found that purchases of taxed beverages have also declined by nearly 10%. In 2015, soft-drink companies mounted a concerted campaign to overturn the law, but thanks to the power of grassroots opposition, which we supported, they failed.

Road Safety

One area where we have made major gains against NCDs and injuries has been in vehicle crashes. But those gains have been limited to the U.S. and Europe—and they are now in danger: over the past two years, U.S. crash deaths have risen. Yet, as bad as the problem is here, it's far worse in the rest of the world.

Vehicle crashes kill 1.3 million people each year and injure up to 50 million more. Crashes are the tenth leading cause of death in the world, and the number one cause of death for people aged 15 to 29. Once again, low- and middle-income countries suffer the most. Even though these countries have only half the world's cars, they account for 90% of all road deaths.

One reason is that roads, walkways, and other infrastructure are not designed for safety. We are, however, working with governments and transportation experts to change that. Unsafe vehicles are also an important cause of crash deaths. In the U.S. and Europe, basic safety protections, like air bags and electronic stability control, are required by law. But in much of the rest of the world they are not, allowing automakers to sell cars that are virtual death traps. More than a century after Henry Ford began mass-producing cars, 80% of countries do not regulate vehicle safety standards.

In low- and middle-income countries, automakers—including U.S. and European manufacturers—routinely sell cars and other vehicles without many of the basic safety protections that are standard here at home. The result: an awful lot of people are being killed in crashes that they would have likely survived in the U.S. or Europe.

This is especially disturbing because it costs so little to make cars safer, usually just a few hundred dollars. Yet hardly anyone is talking about this.

Our road safety program is beginning to change that through our work with consumer groups and governments. We have funded vehicle testing in Latin America, India, and Southeast Asia, and the results have been publicly released so that consumers can make more informed decisions. We have also begun conversations with manufacturers in the hopes of convincing them to make commitments to meet UN safety standards in every country, but we know that voluntary compliance is not enough. More governments must establish safety standards, and we have begun working with partners in countries to encourage them to take action.

The Work Ahead

Tobacco, sugary beverages, road crashes, and other NCDs and injuries are in desperate need of more attention and funding from both philanthropists and governments. The return on investment will be enormous, because many of the best solutions require relatively small sums—often to support grassroots organizing and advocacy campaigns.

There are philanthropists, elected officials, and leaders of non-governmental organizations who have made this life-saving work a top priority. But not enough. By encouraging everyone to do more, we can save millions of lives, spare millions more from pain and suffering, and create a safer, healthier, and happier world. It would be hard to find more inspiring and important work.

Sincerely,



Michael R. Bloomberg



(Top) The Global New Car Assessment Programme conducts crash testing on new vehicles to determine safety ratings.

(Bottom) A subway ad in Mexico, part of the *Don't Harm Your Heart* campaign to raise awareness about the dangers of sugary drinks.

CEO Letter



In 2016, I visited Spartanburg, South Carolina, a textile town in the American South. Spartanburg is steeped in tradition and rich with history; this past year, it also became a home for innovative and community-based public art. By installing digital screens with poetry along hiking trails, shining brilliant lights on the façades of historic smokestacks, and creating kaleidoscopes of color in unexpected corners of the city, world-renowned artist Erwin Redl worked with neighborhoods to transform public spaces in ways that made "Sparkle City" shine.

Spartanburg was one of four winners in Bloomberg Philanthropies' first Public Art Challenge—a competition that brought mayors and artists together to tackle their communities' thorniest challenges. The art in Spartanburg was designed not only to be beautiful, but also to start conversations and foster closer relations between police officers and residents. The project would never have happened without the strong support of the local government, including the mayor and the police chief.

Spartanburg is a great example of the goal we set last year for all of our programs at Bloomberg Philanthropies: strengthening our efforts to assist governments around the world. Cities are at the center of this work because our mission is to ensure better, longer lives for the greatest number of people, and the majority of the world's population live in cities. By 2050, some 70% will be urban dwellers.

We strongly believe that by enlisting and empowering mayors and local officials, we can multiply our impact. We have found that the most complex global challenges—whether fighting the causes of climate change, improving public health outcomes, or strengthening community-police relations—are often best approached with local solutions. It's a strategy that has proven to be powerful time and again in cities like Spartanburg and around the world.

Our work focuses on five key areas: the arts, education, the environment, government innovation, and public health. In each program area, we seek challenges overlooked by others, and we work with partners to follow the data and advocate for proven solutions.

“We strongly believe that by enlisting and empowering mayors and local officials, we can multiply our impact.”



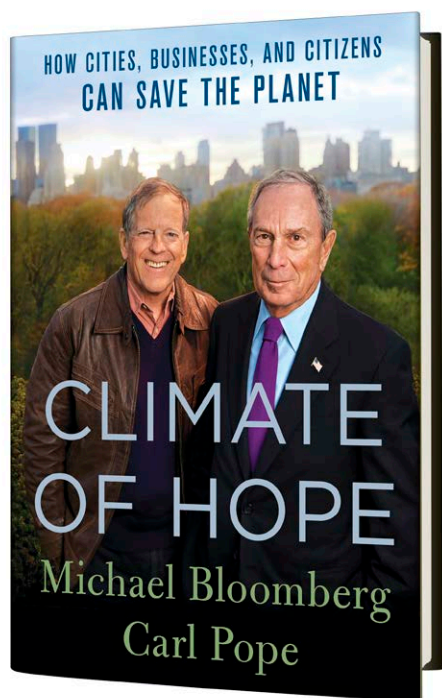
A light installation by Erwin Redl, part of the Public Art Challenge-winning project in Spartanburg, South Carolina.

Over the past year, Bloomberg Philanthropies formed a number of new partnerships to advance our mission in new ways:

- Building on our partnership with Johns Hopkins University, we launched the \$300 million Bloomberg American Health Initiative. Its goal is to find solutions to U.S. public health challenges through enhanced research, endowed professorships, and new academic programs, including a Doctorate in Public Health and a Master of Public Health fellowship. These efforts focus on fighting the challenges of drug addiction, obesity, gun violence, adolescent health problems, and environmental threats—all of which have contributed to the first decline in average American life expectancy since 1993.
- Furthering our support of mayors across the world, we formed a partnership with Harvard University to establish a new \$32 million leadership training program. This collaboration to advance leadership, management, and innovation will equip mayors and their senior staff with the tools, skills, and support increasingly required to tackle the complex challenges faced in governing cities.
- Reflecting the deep impact that the institution had on Mike's passion for science and problem-solving, we funded a \$50 million endowment for the education center at the Museum of Science in Boston, naming it after his parents, William and Charlotte Bloomberg. This center will further the museum's work of sparking lifelong curiosity about science—and, perhaps, even inspire the next Mike Bloomberg.

In addition to launching these new efforts, we made great progress in areas where we have already been hard at work:

- Over the past year, our long-term global initiative to curb tobacco use continued to bear fruit: cities in China, such as Shanghai and Shenzhen, fully implemented smoke-free laws with Bloomberg Philanthropies' advice—helping to improve the lives of tens of millions. And in Uruguay, with our support, the government won a landmark international legal battle that involved protecting its tough anti-smoking efforts from interference by the tobacco industry. Additionally, we have seen a decline in global cigarette sales: 220 billion fewer cigarettes were sold in 2015 than in 2012. In the past ten years, our fight to reduce tobacco use has helped to save 30 million lives.
- After the proven success of taxes on sugary beverages in Mexico, Mike Bloomberg supported advocacy campaigns to spread similar policies in U.S. cities. As he noted in his letter (and it's worth repeating): seven U.S. cities and counties have adopted soda taxes over the past two years.
- This past year, our work in more than 420 cities across the globe was strengthened. Bloomberg Associates, our international philanthropic consulting firm for city governments, provided deep expertise and advice to mayors and their teams, including to five new select cities. And our Government Innovation team's Mayors Challenge ran its third regional competition, this time in Latin America and the Caribbean. The contest encourages cities to propose bold new solutions to urban challenges that improve city life and have the potential to spread to other cities around world. The 2016 grand prize winner, São Paulo, put forward an innovative approach to connect farmers to urban markets.
- Through our Women's Economic Development program, we helped connect more female entrepreneurs to markets around the world: coffee grown and produced by partners in Rwanda is now sold at the Marriott hotel in the capital city of Kigali and will be served on RwandAir flights across Africa, Europe, and the Middle East.
- Furthering our fight to curb the effects of climate change, Bloomberg Philanthropies formed a partnership with the European Union to create the Global Covenant of Mayors for Climate & Energy, uniting more than 7,400 cities from 121 countries in efforts to reduce carbon emissions and adapt to climate change. Through these cities' public commitments and their collective actions, we are building a greener, more resilient future.
- Here at home in the United States, we expanded our work to support access to opportunity for all students: we grew CollegePoint, a college access program that uses technology to connect talented lower-income students with advisors. We have already reached more than 21,000 students. In addition, we built a growing coalition of almost 70 university presidents willing to work to increase the number of high-achieving, lower-income students who graduate from their schools. And in several cities across the country, we backed innovative pilot programs focused on career and technical education, collaborating with businesses to ensure that young people, even those who do not go to college, have the skills to get good jobs.
- Our fight for a cleaner, healthier America continued. The Beyond Coal campaign recently hit a major milestone. Our initial goal was to close a third of the 523 U.S. coal-fired power plants that were in operation when we began. Today, more than 250 coal-fired power plants have been retired or have committed to retire thanks to grassroots efforts across the country—far exceeding our goal. Beyond Coal has been called one of the most effective environmental campaigns in history.



(Top) *Climate of Hope* is a new book about how to fight climate change by Mike Bloomberg and Carl Pope.

(Bottom) *From the Ashes*, a new documentary about the future of coal in America, was produced by Bloomberg Philanthropies and RadicalMedia. It will be distributed by National Geographic in 171 countries and in 45 languages starting in June 2017.



- At Bloomberg L.P., employees advanced the company's tradition of serving local communities. In 2016, more than 11,000 employees contributed over 128,000 volunteer hours in cities around the world.

Last year, Mike Bloomberg and I went to Mexico City for a meeting of city leaders who were showcasing ingenious ideas being implemented around the world. At a local school we visited, we saw children, no older than 10, drinking clean water from new drinking fountains. These fountains (as seen on the cover) had been recently installed using funds from Mexico's sugary beverage tax, a law we supported. In that moment, I was reminded of the simplicity—and the power—of our work.

Finally, I have two recommendations for the year ahead: a book to read and a film to see. (Although, I have to admit, I am a little biased.)

Climate of Hope, written by Mike Bloomberg and Carl Pope, the former executive director of the Sierra Club, showcases the incredible work of local communities in combatting climate change around the world and points a hopeful way forward for us all. In addition, a new documentary, *From the Ashes*, looks at the future of coal in America and at what's at stake for our economy, health, and climate. The film was directed by Michael Bonfiglio and produced by RadicalMedia in partnership with Bloomberg Philanthropies. With this book and film, we hope to broaden the conversation about practical solutions to fight climate change, enlisting people from all walks of life and from across the globe.

Thank you for taking the time to read and learn about our efforts, both new and long-standing, in this year's annual report.

Sincerely,

Patricia E. Harris

Patricia E. Harris
Chief Executive Officer
Bloomberg Philanthropies

Global Reach

Bloomberg Philanthropies invests in more than 420 cities across more than 120 countries

Public Health

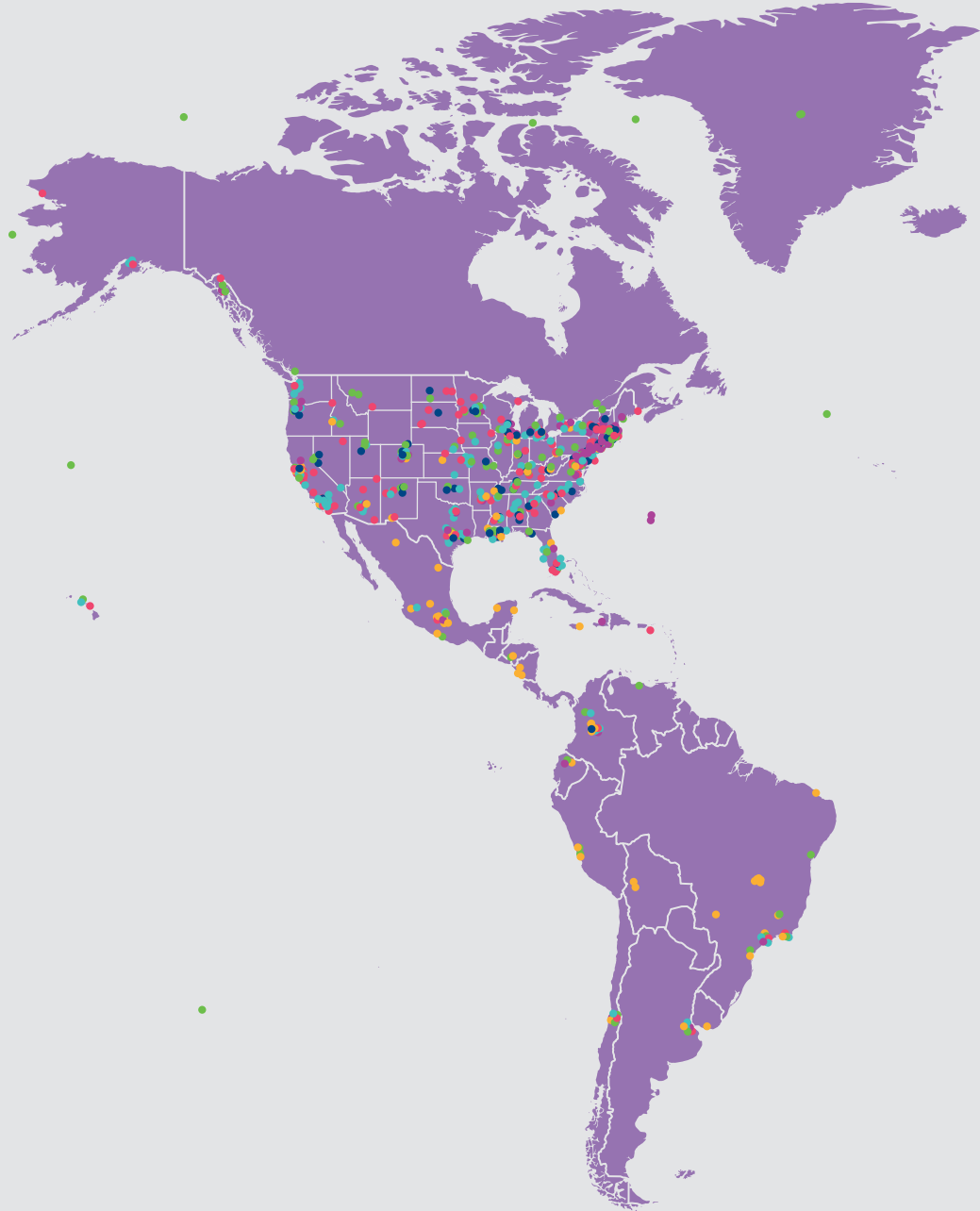
The Public Health program combats noncommunicable diseases and injuries by spreading solutions at national and local levels that are proven to save lives.

The Arts

The Arts program supports artists, invests in cultural organizations, and improves audience experience in an effort to strengthen the creative landscape that is critical to the social and economic vibrancy of cities.

Education

The Education program works to ensure that young people have the skills needed to succeed in the 21st century and to expand opportunity to maximize student potential.



Environment

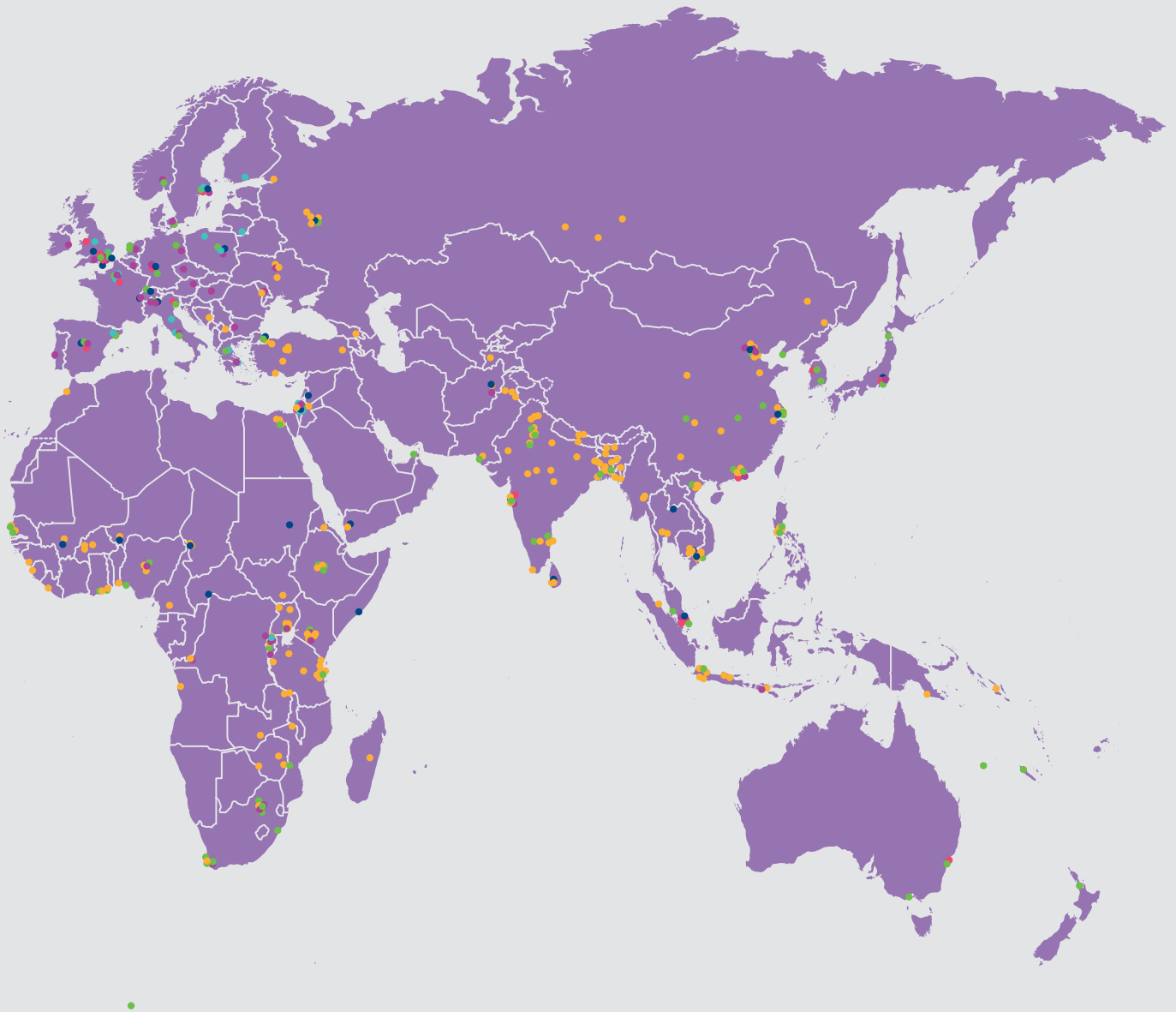
The Environment program brings together a wide range of partners, including mayors, scientists, activists, and business leaders, to address the most serious threats to global sustainability.


Government Innovation

The Government Innovation program helps mayors around the world take risks in tackling their toughest challenges.

Founder's Projects

The Founder's Projects are additional, unique initiatives that Mike Bloomberg supports.



A photograph showing two children walking on a dirt path next to a pond. The girl in the foreground is wearing a red dress with white patterns and blue sandals. The boy next to her is wearing a black and white striped shirt and blue shorts. In the background, there are trees, a dirt path, and some buildings. A yellow text box is overlaid on the left side of the image.

Children in Matlab,
Bangladesh, walk to
Drowning Prevention
program-supported
daycare centers.



Public Health

Ensuring Safer, Longer, Healthier Lives

The Public Health program combats noncommunicable diseases and injuries by spreading solutions at national and local levels that are proven to save lives. Millions of people die each year from avoidable causes. By following the data and partnering with governments and organizations around the world, Bloomberg Philanthropies works to ensure fewer preventable deaths from tobacco use, obesity & diabetes, road crashes, drowning, and other causes.

Bloomberg Initiative to Reduce Tobacco Use

220 billion

fewer cigarettes sold in 2015 than in 2012

“The Bloomberg tobacco control program is the most successful global public health program of its time. There is no other program in the world that would save more lives.”

Dr. Mauricio Hernández-Ávila
Director-General
(2012-2017)
National Institute of Public Health, Mexico

Investing Nearly \$1 Billion in Tobacco Control

Tobacco will claim one billion lives this century unless governments take urgent action. Bloomberg Philanthropies and its partners are making progress by reinvesting in strategies that work.

Over the last ten years, Bloomberg Philanthropies' investment in tobacco control has helped change the trends of tobacco use: global tobacco sales peaked in 2012—approximately 220 billion fewer cigarettes were sold in 2015 than in 2012. The initiative spans more than 110 countries and focuses on the world's heaviest-smoking populations in China, India, Indonesia, and Bangladesh.

In recent years, Bloomberg Philanthropies provided advice and support to cities across China—including Beijing, Shanghai, and Shenzhen—as they worked to pass comprehensive smoke-free laws. In 2016, Shanghai enacted an exemplary smoke-free law that protects the lives of the city's 24 million residents. This new rule

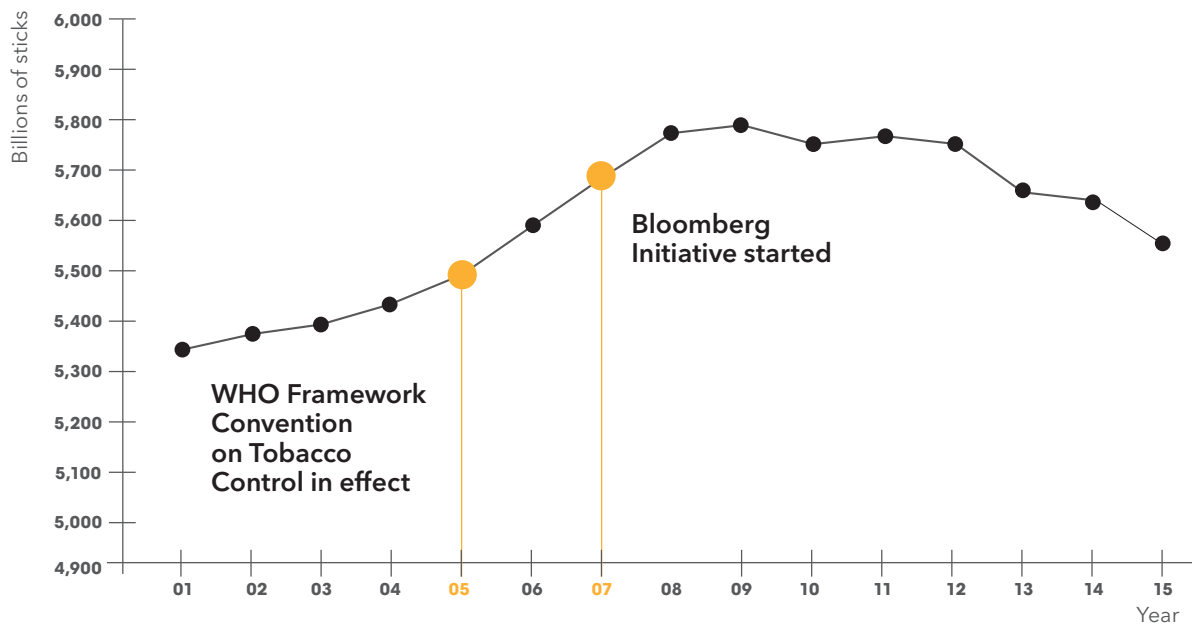
bans smoking inside public buildings, in offices, on public transportation, and in outdoor public areas used by minors such as in parks and near schools and stadiums. The two new smoke-free laws fully implemented in Shanghai and Shenzhen in 2017 continue the momentum for tobacco control in China, building on Beijing's 2015 law.

In 2016, Uruguay won its six-year legal battle to uphold its strong laws that work to reduce tobacco use. This effort was supported by Bloomberg Philanthropies. Following the victory, Uruguay's President Tabaré Vázquez proclaimed, "The attempts of the tobacco companies have been roundly rejected."

30 million

lives saved since 2007

Cigarettes sold in the world, total number of sticks



Source: Bloomberg and Euromonitor



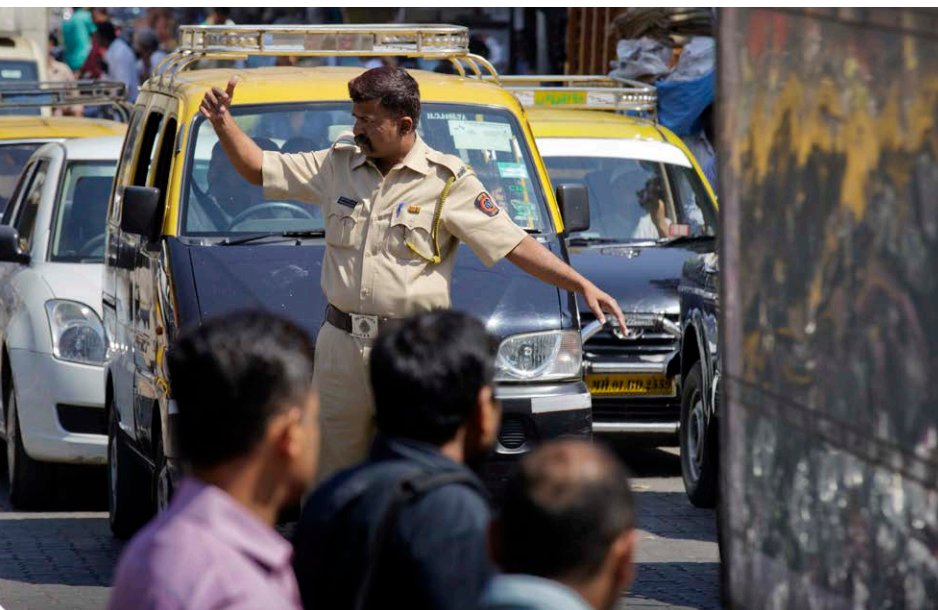
Dr. Kelly Henning, head of the Public Health team, recognizes Eruviel Ávila, governor of the State of Mexico, for his commitment to tobacco control as the state goes smoke-free.

Global Road Safety

Preventing Traffic Deaths

Road-related injuries are the leading cause of death among 15- to 29-year-olds around the world. In response, Bloomberg Philanthropies has dedicated more than \$250 million to invest in low- and middle-income countries in an effort to increase road safety and save lives. In 2016, global partners met in Bangkok, Thailand, to look to the future, setting new goals based on the data and sharing critical best practices.

Since Bloomberg Philanthropies began working on road safety in 2007, more than 3.3 billion people have benefited from strengthened road safety laws, over 90 million people have been exposed to media campaigns promoting road safety, more than 50,000 professionals have been trained on road safety tactics, and \$5.4 billion has been committed by governments toward infrastructure improvements that will make roads safer.



(Top) Pedestrians in the Yaowarat district of Bangkok, Thailand, are kept safe from busy street traffic with cones.

(Bottom) A beat marshal, implementing policies supported by the Bloomberg Philanthropies Initiative for Global Road Safety, helps residents safely navigate traffic in Mumbai, India.

Ending the Obesity Epidemic

“The data show that we are making progress. Sugar-sweetened beverage consumption has decreased.”

Dr. Thomas Frieden
Director (2009-2017)
Centers for Disease
Control and Prevention

Promoting Policies to Combat Obesity

Since his time as mayor of New York City, Mike Bloomberg has led the global fight against obesity by promoting policies that limit sugar consumption and encourage healthy eating.

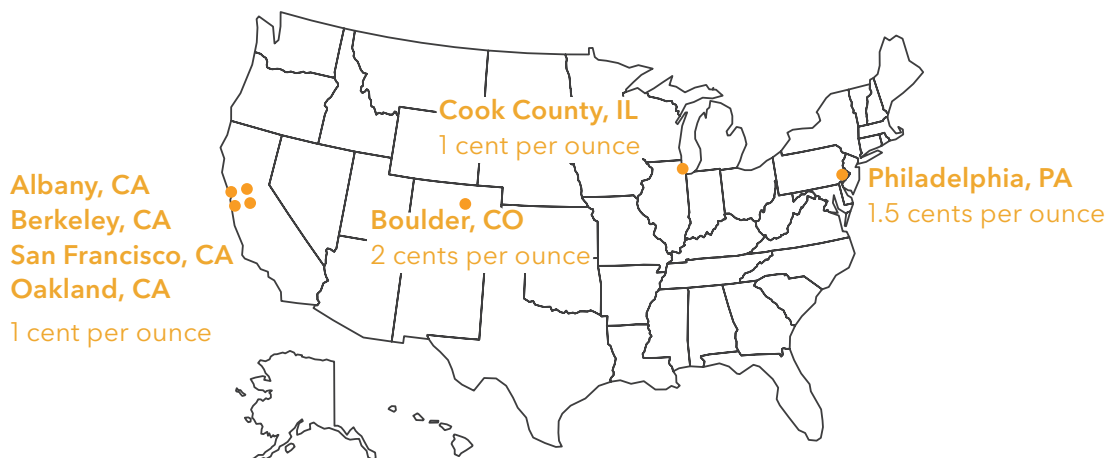
In 2012, Bloomberg Philanthropies began supporting efforts to curb rising obesity rates in Mexico. The following year the Mexican government passed a landmark 10% tax on sugary beverages. Bloomberg Philanthropies supported a first-of-its-kind evaluation of the tax, which showed a 6% drop in purchases of sugary drinks during

the tax's first year. Success continued in the tax's second year, with new research showing a further 9.7% drop in sales.

In 2016, Bloomberg Philanthropies' Obesity Prevention program invested in advocacy and research in Colombia, Brazil, and South Africa.

Also this past year, new sugary beverage taxes spread across the United States. Mike Bloomberg supported campaigns in favor of these taxes in Boulder, Colorado; Cook County (Chicago), Illinois; Oakland, California; Philadelphia, Pennsylvania; and San Francisco, California.

Today 8 million people live in a jurisdiction with a soda tax

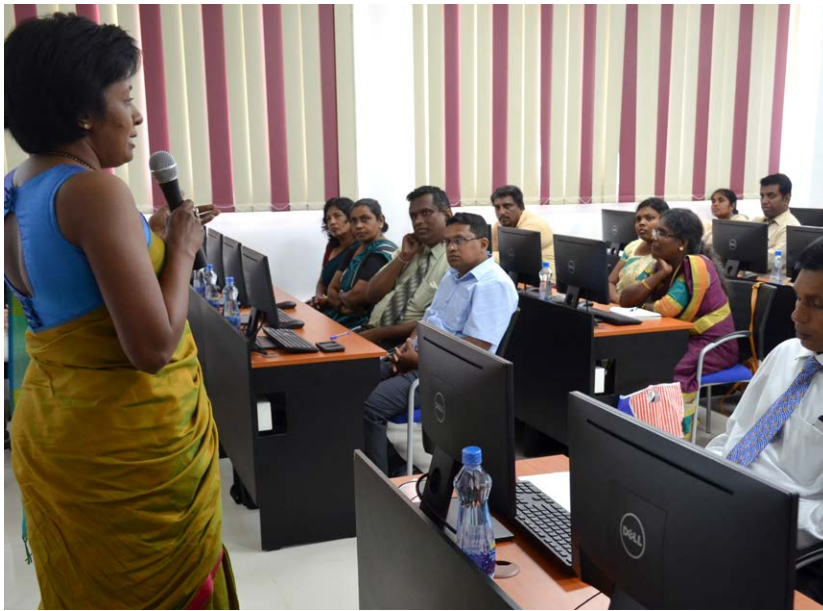


Data for Health

Following the Facts to Save Lives

With two-thirds of deaths in the world currently unrecorded, many health policy decisions are made without adequate information. Data for Health, a \$100 million initiative co-funded with the Australian government, assists low- and middle-income country governments across Latin America, Asia, and Africa in strengthening their public health data and improving the way they use this information to inform policy making and investments in public health. By working with national and local governments to shape new policies and provide accountability, Data for Health supports the keeping of more complete birth and death records, which will increase understanding—and, ultimately, save lives.

In one instance, Data for Health partnered with the Ministry of Health in Rwanda to support its systematic collection of information on deaths outside of a hospital. This is a critical step toward understanding the leading causes of death in the country, where an estimated 95% of deaths occur outside of hospitals.



A Data for Health workshop in Sri Lanka trains government officials to collect data about deaths in rural communities.

“In many countries the cause of death is not noted, in many countries births are not in fact identified ... get all of this data together through the use of technology, and then we can start to have evidence-based health policies that will actually make a difference.”

The Honourable Julie Bishop MP
Minister for Foreign Affairs
Australia

19
participating
countries
reaching nearly
1 billion people

Drowning Prevention

Protecting the Lives of Children

Low- and middle-income countries bear the greatest burden of drowning, accounting for more than 90% of global drowning deaths. Half of all these deaths occur among those under the age of 25, with children under the age of 5 at an even higher risk. Fortunately, many of these deaths can be prevented.

The Drowning Prevention program focuses on finding local solutions in rural Bangladesh. New research, led by the Johns Hopkins University Bloomberg School of Public Health, is seeking to understand the best interventions to save children's lives.

Children in Matlab, Bangladesh, play at their new community daycare centers, part of a Bloomberg-supported Johns Hopkins University study to prevent drownings.





JOHNS HOPKINS
BLOOMBERG SCHOOL
of PUBLIC HEALTH

“Michael Bloomberg's commitment to this transformational initiative is testament to his vision that, as our nation's public health challenges have evolved, so too must our model of public health.”

Ronald J. Daniels
President
Johns Hopkins University

Medical researchers at Johns Hopkins University work to save lives.

Bloomberg American Health Initiative

Advancing the Future of U.S. Public Health

For the first time since 1993, the average life expectancy of Americans is declining—while life expectancy around the world continues to rise.

In response to this, Mike Bloomberg made a historic \$300 million investment to establish an initiative focused on improving the health of Americans.

The Bloomberg American Health Initiative aims to improve the United States' approach to

five key areas of public health: drug addiction, obesity, gun violence, adolescent health, and environmental threats.

It provides for:

- A new Master of Public Health fellowship program, which gives scholarships to 50 public health fellows each year. The fellows will commit to returning to their communities—many of which suffer from public health challenges—to work for at least one year.
- Funding for 25 newly endowed faculty and their research within the five public health focus areas.
- Scholarships for Johns Hopkins University's new Doctor of Public Health (DrPH) program and support for an annual public health summit that will bring together Bloomberg fellows, faculty, and partners to share findings from research and practice to solve major public health problems.



Johns Hopkins University Bloomberg School of Public Health Centennial

September 19, 2016

The Bloomberg School of Public Health was founded in 1916 as the Johns Hopkins School of Hygiene and Public Health, the first school of its kind in the world. In 2001, in honor of his contributions to the university—and to the public health school in particular—the board of trustees named the school after Mike Bloomberg. In 2016, to commemorate the school's centennial, Bloomberg Philanthropies hosted an evening of celebration filled with stars, scientists, and world leaders—all working to save lives.

To mark the festivities, Bloomberg Hopkins awards were presented, recognizing the extraordinary efforts of five global public health leaders: Dr. Margaret Chan, the director-general of the WHO; Tabaré Vázquez, the president of Uruguay; Professor Peter Piot, world-renowned Ebola and AIDS researcher; Ellen Johnson Sirleaf, the president of Liberia; and Bono, lead singer of the rock band U2 and global public health and anti-poverty activist.


Bloomberg Hopkins awardees pose with Mike Bloomberg; Ronald J. Daniels, president of the Johns Hopkins University (right side); Michael J. Klag, dean of the Bloomberg School (left side); and journalist Katie Couric, the evening's master of ceremonies.

Public Health:

A Bloomberg Philanthropies Moment

“To all of you involved with the school of public health, I came tonight to say ... thank you on behalf of the American people and folks all around the world. You're the best of the best, taking on the toughest public health challenges in the world.”

Joe Biden
Vice President (2009-2017)
United States of America



Children play under *Mobile Suspension*, part of the Public Art Challenge-winning project *Seeing Spartanburg in a New Light*. Artist Erwin Redl collaborated with the city's police and fire departments and neighborhood associations to design and develop nine light installations that transform open spaces and create safer, more vibrant neighborhoods.

?curiosity
"Curiosity is the
compass that leads
us to our passions.
Follow it and you won't
be disappointed. The
future belongs to
the curious."



The Arts

Harnessing the Power of the Arts to Improve Communities

The Arts program supports artists, invests in cultural organizations, and improves audience experience in an effort to strengthen the creative landscape that is critical to the social and economic vibrancy of cities. Through initiatives that include capacity-building for small and mid-sized cultural institutions, increasing access through the use of digital technology, and facilitating collaborations between artists and local governments to address civic issues, Bloomberg Philanthropies works to strengthen the arts and improve the quality of life in cities across the globe.

Public Art Challenge

“I believe *Breathing Lights* will leave an indelible mark on the Capital Region, and I think we have already felt the effects of this stirring arts project. I am inspired by the possibilities that remain as *Breathing Lights* goes dark.”

**Kathy Sheehan
Mayor
Albany, New York**

Supporting Innovative Public Art Projects

Bloomberg Philanthropies works to showcase the potential of artists to act as civic leaders, drawing attention to and encouraging dialogue around pressing problems. The Public Art Challenge, founded to further this work, supports temporary public art projects that engage communities and enrich the quality of life in cities.

After launching a call for mayors to submit proposals in partnership with artists, four winners were selected in 2015 for their innovative approaches to using public art to address local challenges. The winning teams from Los Angeles, California; Gary, Indiana; Spartanburg, South Carolina; and Albany, Schenectady, and Troy, New York (a collaborative project), each received \$1 million in funding to bring their ideas to life. Their projects, which all opened in 2016, spurred civic leaders and residents, as well as local nonprofits and businesses, to work together to advance solutions to critical urban challenges such as abandoned buildings, environmental sustainability, community-police relations, and creative sector economic development.



Breathing Lights, the winning project from New York State's Capital Region, started a broader community conversation around vacant buildings in Albany, Schenectady, and Troy.

Arts Innovation and Management

Strengthening 260 U.S. Cultural Institutions

Small and mid-sized cultural institutions are critical for the arts to thrive in any community. These organizations engage residents, build community, promote social cohesion, and contribute to a city's economy and identity. Bloomberg Philanthropies is helping to strengthen 260 U.S. cultural organizations in six cities through financial support as well as management training.

First tested in New York City from 2011-2013, the program now supports cultural organizations in Boston, Massachusetts; Chicago, Illinois; Dallas, Texas; Detroit, Michigan; and Los Angeles and San Francisco, California. These small and mid-sized groups receive support for programming and guidance to enhance their fund-raising, audience development, and marketing. Building collaborative networks of institutions in each city, the program encompasses a diverse range of cultural nonprofits that present a wide variety of artistic expression.

604

**cultural organizations
around the world
supported by Bloomberg
Philanthropies in 2016**

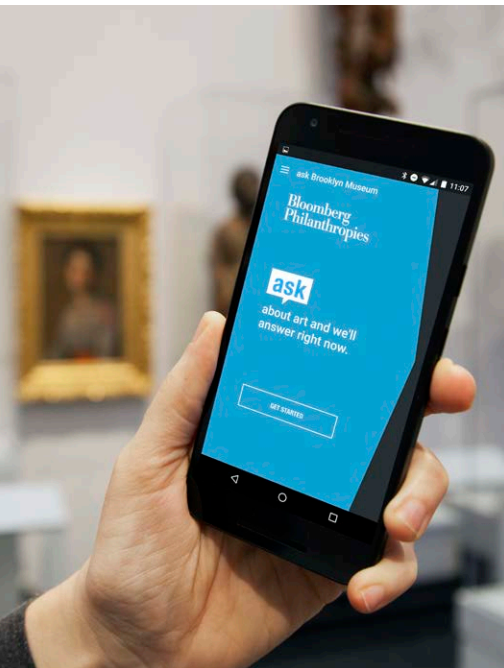


(Top) The Dallas Black Dance Theatre, an Arts Innovation and Management participant, has performed across the globe in 31 states, 14 countries, and 5 continents.

(Bottom) Grantee Women's Audio Mission works to train 1,200 participants each year in creative technology studies at the only professional recording studio in the world built and run entirely by women.

20.7 million

Bloomberg Connects
users since 2013



The Brooklyn Museum ASK App, supported by Bloomberg Connects, reimagines the visitor experience by letting users ask questions, get information, and share insights—in real time—with educators and experts.

Bloomberg Connects

Enhancing the Visitor Experience Through Technology

Through interactive touch screens, rooms with immersive installations, and specially designed apps, Bloomberg Connects grantees are expanding the role that technology plays in advancing the missions of cultural institutions, as well as promoting collaboration among senior leadership, curators, and education, development, marketing, and operations departments—all in the service of improving the visitor experience.

In 2016, the American Museum of Natural History launched its upgraded Bloomberg Connects-supported "Explorer" app, which enables visitors to customize their experience by using augmented reality, for example, to choose a bear or a dinosaur to act as their guide to the museum. Through the app on their smartphones, visitors engage with exhibits in new, interactive ways. The app also provides museum information, directions, and the option to buy tickets.

Making art and exhibits more accessible through digital technology, Bloomberg Connects works with 16 major cultural institutions worldwide to build broader audiences.

Participating museums and institutions include:

- American Museum of Natural History
- The Art Institute of Chicago
- Brooklyn Museum
- Cooper Hewitt, Smithsonian Design Museum
- Gardens by the Bay
- The Jewish Museum
- Lincoln Center for the Performing Arts
- The Metropolitan Museum of Art
- The Metropolitan Opera
- The Museum of Modern Art
- The New York Botanical Garden
- San Francisco Museum of Modern Art
- Science Museum, London
- Serpentine Galleries
- Solomon R. Guggenheim Museum
- Tate



Arab American National Museum

June 5, 2016

The Arab American National Museum, a Smithsonian Affiliate, is the first and only museum in the United States devoted to Arab-American history and culture. It not only documents the experience of immigrants and their descendants from different countries and different faith backgrounds, it also serves as a gathering place for Arab Americans and as a bridge to other communities.

The museum's participation over the past two years in the Detroit, Michigan cohort of the Arts Innovation and Management (AIM) program, a nonprofit management training course accompanied by financial support for 260 small and mid-sized U.S. cultural institutions, began as it was preparing to celebrate its tenth anniversary. Working with Bloomberg Philanthropies and its partners gave the museum's director, Devon Akmon, the resources and mentorship that helped him and his staff build skills and develop a strategic plan for the future.

Visitors to the Arab American National Museum engage with programming that promotes the understanding and exploration of the Arab-American experience, including exhibits like the one pictured above, *What We Carried: Fragments from the Cradle of Civilization*.

The Arts:

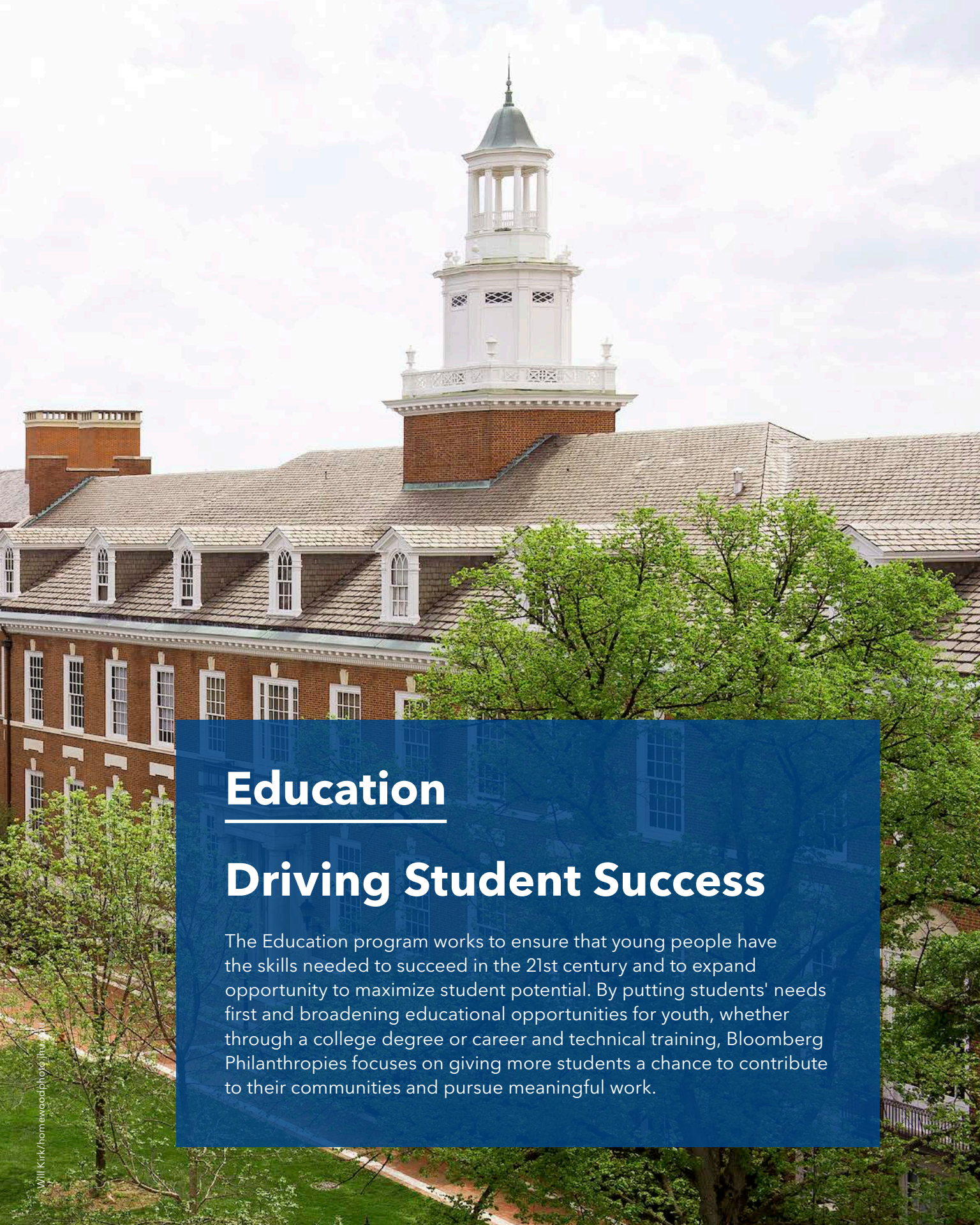
A Bloomberg Philanthropies Moment

“AIM was great in that it challenged us as an institution to think broadly about everything from strategy to programmatic goals to how we communicate with our audiences and supporters in big and bold new ways.”

Devon Akmon
Director
Arab American
National Museum



Johns Hopkins University is one in the initial group of almost 70 schools in the American Talent Initiative, a Bloomberg Philanthropies-backed effort to increase access to higher education for America's high-achieving, lower-income students.



Education

Driving Student Success

The Education program works to ensure that young people have the skills needed to succeed in the 21st century and to expand opportunity to maximize student potential. By putting students' needs first and broadening educational opportunities for youth, whether through a college degree or career and technical training, Bloomberg Philanthropies focuses on giving more students a chance to contribute to their communities and pursue meaningful work.



Daniel Porterfield, president of Franklin & Marshall College and American Talent Initiative steering committee member, shares why colleges must attract more diverse talent to their institutions.

“The promise of the American dream rests on equal opportunity and hard work—and increasingly on a high-quality education. Giving students the skills they need to succeed in a global marketplace is essential to expanding economic mobility in all zip codes.”

Mike Bloomberg

More than
21,000
students reached
since 2014

American Talent Initiative

Expanding Opportunity

The American Talent Initiative is a new coalition of top colleges and universities with the highest graduation rates that seeks to substantially expand access and opportunity for talented lower-income students. Member institutions are enhancing their efforts to recruit and graduate these students, learn from one another, and contribute to research that will help other colleges and universities expand access to higher education.

CollegePoint

Increasing Access

Each year, tens of thousands of hardworking, high-achieving students from low- and moderate-income families fail to apply to even a single top college or university. With too many schools having too few guidance counselors (in some cases only one per 1,000 students), there is a shortage of college-admissions help for many high schoolers.

CollegePoint, with the support of partners like the College Board and ACT, seeks to broaden opportunity by increasing the number of high-achieving, low- and moderate-income students who apply to, enroll in, and graduate from the 270 most selective U.S. colleges and universities. The program provides students with free college advising (both on the phone and online), including admissions guidance and help navigating the financial aid process.

**Member Schools
(April 2017):**

Launched in 2016, the American Talent Initiative is made up of an initial group of 68 top colleges and universities, including a diverse range of public and private institutions.



K-12 Education Reform

Supporting Student Success

Mike Bloomberg personally supports education reform throughout the United States. He backs pro-reform public officials who work to enact meaningful policy changes such as promoting teacher and principal accountability as well as holding students to high standards. This work is grounded in a belief that the solutions required to improve education for all students will be found in both district and charter schools—and need broad coalitions of people who put students' interests first.

To measure progress, this effort focuses on increasing high school graduation and college enrollment rates as well as improving academic achievement levels in cities and states such as Colorado; Indianapolis, Indiana; Louisiana; Oakland, California; Tennessee; Tulsa, Oklahoma; and Washington, D.C.



Students from Colorado and Washington, D.C., benefit from education reform efforts supported by Mike Bloomberg. Partners like RISE Colorado and the D.C. Public Education Fund work to improve opportunity for students every day.

Career and Technical Education

Building 21st-Century Skills

Bloomberg Philanthropies invests in efforts across the country to improve skills- and jobs-based training in high schools. By participating in innovative models of apprenticeship and industry-specific skills training in high schools in cities like Denver, Colorado, and New Orleans, Louisiana, students are working to gain greater access to middle- and high-skilled 21st-century jobs.

Central to this approach are partnerships between local industry and schools, which ensure that students are developing skills that lead to meaningful employment. These promising models are backed by strong local leadership and support from across sectors and industries, leading the way for other cities to scale proven ideas.



Students in New Orleans, Louisiana, benefit from training thanks to partner Educate Now! and its efforts to ensure that all students have the skills to succeed.

“Long-term, broad-based economic growth depends on a strong and expanding middle class that is open to all Americans, not just college graduates. That is only possible if we reinvent vocational programs ...”

**Mike Bloomberg &
Jamie Dimon
Chairman & CEO
JPMorgan Chase & Co.
Op-ed in *Bloomberg View***



Students celebrate the opening of the William and Charlotte Bloomberg Science Education Center.

William and Charlotte Bloomberg Science Education Center

Museum of Science, Boston

Making Science Come Alive

In 2016, Mike Bloomberg gave a \$50 million gift to the Museum of Science in Boston, Massachusetts. The largest donation in the museum's more than 180-year history, the gift endows the museum's education division—now known as the William and Charlotte Bloomberg Science Education Center in honor of the parents of Mike Bloomberg and his sister, Marjorie Tiven.

This investment recognizes the transformative role the museum played in his childhood, fostering a love of science and encouraging a lifelong curiosity about the natural and human-made world.

The support helps the Museum of Science to encourage visitors to think, learn, and question as well as amplifies the museum's ability to imagine and create world-class exhibits, programs, and K-12 curricula.

“My visits to the museum inspired my interest in science and technology and forever shaped the way I think. People often remember the first teacher to have a profound impact on their lives. For me, that teacher was the Museum of Science.”

Mike Bloomberg

For decades, the museum's dynamic interactive experiences have inspired people of all ages, backgrounds, genders, and learning styles to explore science. This gift will advance the museum's mission well into the next century, ensuring that future generations of visitors from around the world will be excited to learn about science and encouraged to do so.



**First Meeting of the American Talent Initiative
February 21-22, 2017**

Bloomberg Philanthropies convened the first meeting of the American Talent Initiative. Launched in late 2016, the initiative is a coalition of leading college and university presidents working to attract more high-achieving, lower-income students to their institutions and to have them graduate. Over the two-day gathering, college presidents and their teams began planning how, together, colleges and universities can work toward the initiative's goal of attracting, enrolling, and graduating an additional 50,000 lower-income students by 2025.

College presidents gather to expand access to higher education for America's top lower-income students.

Education:

A Bloomberg Philanthropies Moment

“We're investing in the success of low-income students and we know it will pay dividends. It is in the best interests of all the students in our colleges and our communities for us to work together ...”

**Dan Porterfield
President
Franklin & Marshall College**



Volunteers in Nevada are organizing grassroots efforts to support the closure of coal-fired power plants as part of the Beyond Coal campaign.



Environment

Taking Action to Protect the Planet

The Environment program brings together a wide range of partners, including mayors, scientists, activists, and business leaders, to address the most serious threats to global sustainability. By fighting to reduce coal pollution, supporting clean energy options, encouraging sustainable fishing practices, and spurring cities to find innovative solutions to fight climate change, Bloomberg Philanthropies is working for a healthier, cleaner, and safer environment. Additionally, Mike Bloomberg serves as the UN Secretary-General's first Special Envoy for Cities and Climate Change, mobilizing mayors in cities around the world to fight against climate change.

Beyond Coal

Moving Toward a Clean Energy Future

Bloomberg Philanthropies' Clean Energy Initiative helps communities transition beyond coal to clean, affordable energy that will reduce air pollution, improve public health, combat climate change, and drive economic growth well into the future.

By funding technical support, advocacy, and research, the Clean Energy Initiative helps U.S. states transition to clean, renewable energy options in an effort to combat air pollution and curb climate change.

Since 2010, Beyond Coal, a Bloomberg Philanthropies-backed campaign led by the Sierra Club, has helped close more than 250 U.S. coal-fired power plants out of 523 throughout the United States. The reduction in carbon dioxide emissions from closing these plants is equivalent to taking more than 100 million cars off American roads; the United States now leads the world in reducing greenhouse gas emissions.

More than

250

coal plants retired through Beyond Coal



(Top) Volunteers hold remnants of coal in Indianapolis, Indiana.

(Bottom) Beyond Coal volunteers rally in Los Angeles, California.

Sustainable Finance Initiative

Financing a Greener Future

Climate change poses serious risks to the global economy, including coastal storms that damage property and severe droughts that decimate crops and disrupt supply chains. But planning for and responding to these uncertainties are held back by a lack of reliable data. Many businesses do not have the tools to measure and report the specific risks they face. When

they do, the information they share is not standardized across industries, thus investors have no way to assess companies' vulnerability to climate change or track which are taking action to protect their business interests.

In response, Bloomberg Philanthropies is leading a global movement to improve data on the financial risks of climate change.

In 2016, Mike Bloomberg became chair of the international Task Force on Climate-related Financial Disclosures. After a year of research, the group developed a framework to help businesses and investors assess climate-related risks and opportunities. At the same time, the Sustainability Accounting Standards Board, which Mike Bloomberg also chairs, aims to standardize sustainability reporting in the United States.

Together these efforts are helping to paint a clearer picture of the economic risks of climate change and mobilize business and government leaders to address them.



Task Force on Climate-related Financial Disclosures meets in New York City.

Sustainable Cities

Cities Leading the Way

Around the world, cities are leading the fight against climate change. Bloomberg Philanthropies supports the C40 Cities Climate Leadership Group, a global network of megacities, to help mayors reduce greenhouse gas emissions and improve their cities' resiliency in a changing climate. Hosted in Mexico City, the 2016 C40 awards highlighted communities that have launched innovative solutions to adapt to the effects of climate change and to combat its causes. The winning

cities showcased proven, replicable ideas such as a new light rail system in Addis Ababa, Ethiopia—the first of its kind in Sub-Saharan Africa.

Also in 2016, the European Commission's Covenant of Mayors merged with the Compact of Mayors, launched by Bloomberg Philanthropies with then-UN Secretary-General Ban Ki-moon, to form the Global Covenant of Mayors for Climate & Energy. This new global coalition of cities fighting climate change builds on the commitments of more than 7,400 cities in 121 countries and on six continents, representing more than 670 million inhabitants—more than 9% of the world's population.

The chair of C40 and mayor of Paris, Anne Hidalgo, met with leading female mayors in Mexico City at the C40 summit as part of Women4Climate, a new effort mobilizing female leaders to fight climate change.



670
million people living
in cities fighting
climate change



“Sustainable cities are critical to reducing greenhouse gas emissions and meeting the economic and social needs of people worldwide.”

Ban Ki-moon
Secretary-General (2007-2017)
United Nations



Light rail in Addis Ababa, Ethiopia, brings efficient and environmentally friendly transportation to the city.

Combating Overfishing

Restoring and Protecting the World's Oceans

One billion people rely on fish as a primary source of protein in their diet. As the world's population continues to grow, the demand for fish is projected to rise by more than 20% by 2030. Today, the global fish population is already facing major declines due to overfishing.

Since 2014, Bloomberg Philanthropies has worked with Oceana, Rare, and Encourage Capital to restore fish populations around the world by helping to pass laws, protect habitats, and invest in sustainable fishing infrastructure. This effort assists communities in Brazil, Chile, and the Philippines to sustainably manage their fisheries and enhance food security. Lessons learned in these countries will help to solve the global overfishing problem. Vibrant Oceans' unique approach to fishery reform has the potential to be scaled to other parts of the world and to substantially change the way coastal communities and the fishing industry act as stewards for this natural resource.

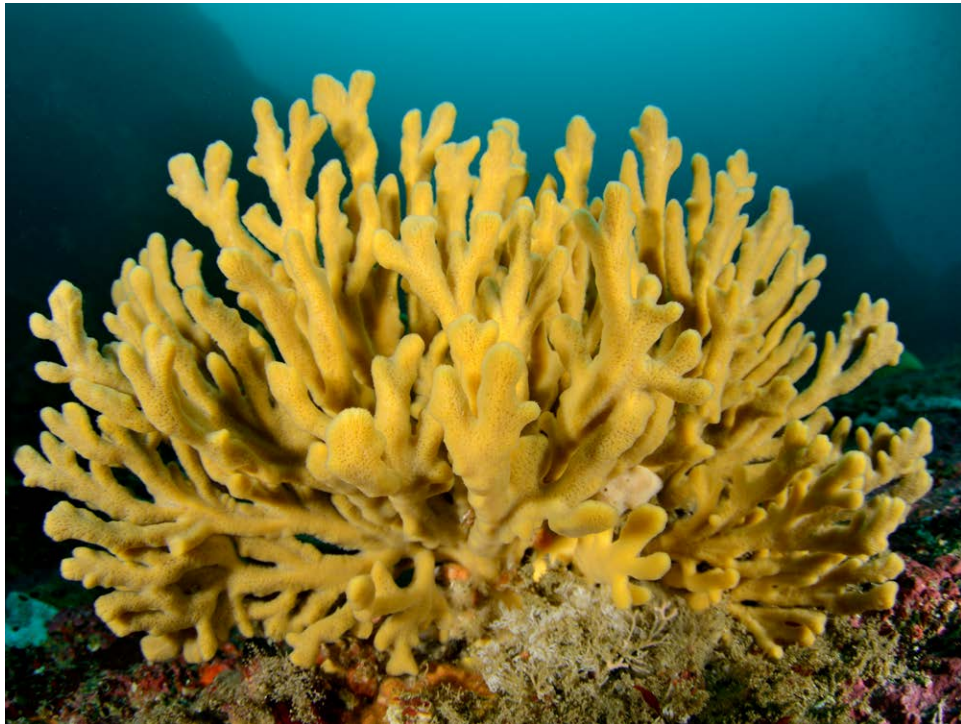


Fishermen in Fortaleza, Brazil, stand on the shore by their boat.

50 Reefs

Saving Coral Reefs from the Brink of Extinction

Central to the health of ocean-dwelling fish populations are coral reefs, which host one in four fish during their lifetime. With 90% of reefs expected to die off due to climate change by 2050, coral reefs—and the many species they support—are at risk of collapse. Bloomberg Philanthropies is meeting this challenge and advancing the health of oceans by gathering scientists and conservationists in a new effort called 50 Reefs. Their mission is to identify not only which reefs across the world have the greatest biodiversity, but also to distinguish which reefs are most likely to be resilient in the face of climate change. After a list of 50 of these reefs is compiled, the coalition will lead a global awareness campaign on how best to save them.



Corals on the Great Barrier Reef and around the world are dying because of warmer water resulting from global climate change.

Environment:

A Bloomberg Philanthropies Moment

“Coal played a significant part in Indiana's history—but is no longer our future. From Indianapolis to Evansville to Fort Wayne, we are building a movement toward renewable energy.”

Jodi Perras
Campaign Manager
Indiana, Michigan, and
Kentucky Beyond Coal

Harding Street power plant

February 25, 2016

Indianapolis, Indiana

After years of work by community members and the talented attorneys, grassroots organizers, and communications professionals of the Beyond Coal campaign, the Harding Street coal-fired power plant in southwest Indianapolis finally stopped billowing plumes of toxic contaminants into the air. The plant had been the county's biggest source of air pollution. February 25, 2016, marked the first day in 85 years that coal was not being used to generate power for the community.


This Indianapolis plant is only one of more than 250 coal-fired power plants that have been retired or have plans to do so since the Beyond Coal campaign began. Despite opposition from entrenched political interests, the retirement of the Harding Street power plant has helped spur additional coal retirement discussions across the region in areas with some of the highest levels of toxic releases and carbon emissions in the country.



Jodi Perras (center) stands with volunteers in front of plant.



The stacks of the Harding Street power plant have stopped billowing toxic plumes.

An aerial photograph of São Paulo, Brazil, showing a dense urban landscape with numerous high-rise apartment buildings. In the background, a large mountain range is visible under a sky filled with dramatic, grey clouds. A teal-colored rectangular box is overlaid on the left side of the image, containing white text.

Cityscape of São Paulo,
Brazil, winner of the
2016 Mayors Challenge.

An aerial photograph of a city, likely São Paulo, Brazil, showing a dense urban landscape with numerous high-rise apartment buildings. In the background, there are rolling hills and mountains under a sky filled with large, white, fluffy clouds. A semi-transparent teal rectangular box is overlaid on the right side of the image, containing white text.

Government Innovation

Improving the Way City Government Works

The Government Innovation program helps mayors around the world take risks in tackling their toughest challenges. By supporting city leaders with management training, spurring the use of data to make government more effective, and encouraging the development of innovative, replicable solutions to urban problems around the world, Bloomberg Philanthropies invests in cities—through Government Innovation and across all its programs—as drivers of change, improving the lives of millions.

Bloomberg Harvard City Leadership Initiative

**BLOOMBERG
HARVARD**
City Leadership
Initiative



“... [This is] a pathbreaking gift that will strengthen cities and their leaders through collaborations with university researchers and educators focused on improving urban life.”

Drew Faust
President
Harvard University

Investing in Mayors and City Leaders

Mayors are in charge of running large, complex organizations but often lack the opportunity to learn from one another about how to better manage cities. In an effort to support mayors and give them an opportunity to strengthen their leadership skills, in 2016, Bloomberg Philanthropies founded the Bloomberg Harvard City Leadership Initiative in partnership with the Harvard Kennedy School and the Harvard Business School.

By bringing together the best minds in public- and private-sector management, this initiative will equip mayors and their senior staff from around the globe with the skills, best practices, and connections needed to tackle the diverse challenges faced by cities today. Over four years, up to 300 mayors and 400 top mayoral aides will participate in the initiative's executive year-long training program, which kicks off with sessions in New York City.

The Mayors Challenge

Competitions Spurring Innovation and Collaboration

The Mayors Challenge is a competition that encourages mayors and their teams to come up with bold, new ideas that have the potential to solve urban problems and improve quality of life. The program has run contests across the United States, Europe, and Latin America and the Caribbean. Drawing upon the best ideas from cities tackling some of today's thorniest challenges, Bloomberg Philanthropies funds the competition's winners to test groundbreaking ideas—with the goal of spreading proven solutions to other cities facing similar challenges.

Ideas from past winning cities will be used to improve citizens' lives not only in their own communities, but also in cities across the world. For example,

the 2013 grand prize winner, Providence Talks, is an effort that is helping low-income parents in Providence, Rhode Island, to better prepare their children to enter kindergarten ready to succeed by increasing the number of words that their kids hear at home. Early promising results are providing a road map for other cities to replicate this innovative idea.

Building on growing success, the Latin America & Caribbean Mayors Challenge in 2016 had the highest participation rate to date: 290 cities from 19 countries throughout the region applied, representing 31% of eligible cities.

2016 Latin America & the Caribbean



290 cities in **19** countries responded to the call for submissions

Winning Cities:

São Paulo, Brazil
Grand Prize Winner

Bogotá, Colombia

Guadalajara, Mexico

Medellín, Colombia

Santiago, Chile

2016 Mayors Challenge winners stand on stage with Mike Bloomberg in Mexico City.



Innovation Teams

Transforming Cities with Creativity

City governments are uniquely able to improve citizens' lives. They face, however, many barriers to developing and implementing new solutions to tough challenges. Bloomberg Philanthropies is funding staff—called innovation teams or “i-teams”—in city halls around the world that help mayors investigate complex local challenges, design novel solutions with clear goals, and measure progress in delivering better results for residents.

Since 2012, Bloomberg Philanthropies has supported dedicated staff in more than 20 cities to help mayors solve pressing urban problems. Mayors in cities such as New Orleans, Louisiana; Boston, Massachusetts; and Tel Aviv, Israel, have effectively used i-teams to improve public safety, create jobs, and make government more responsive to constituents' needs. In Centennial, Colorado, for example, Mayor Cathy Noon directed an i-team to develop ways to increase the use of public transportation and reduce traffic congestion. In response, the i-team helped the city to form an innovative partnership with a ride-share service to get commuters to their closest bus or train stations.



Centennial, Colorado, launches a new ride-share partnership.

More than
215
new ideas
implemented
across more
than 20 cities

“Through the work of the i-team we have developed and piloted new technologies and data-oriented solutions for updating and improving the city's infrastructure.”

Stephanie Miner
Mayor
Syracuse, New York

What Works Cities

Using Data to Improve Lives

To allocate resources efficiently and ensure city initiatives are actually improving residents' lives, city leaders have to use data and evidence. But many cities across the United States struggle to make good use of the data that is available to them.

Bloomberg Philanthropies' What Works Cities initiative tackles this challenge head-on by providing world-class technical assistance to show cities how to harness data, use it to improve services, and ultimately make better funding and policy decisions.

Since 2015, Bloomberg Philanthropies has helped more than 75 mid-sized American cities use data to engage residents in a smarter way and respond more effectively to citizens' needs. In Mesa, Arizona, for example, What Works Cities supported Mayor John Giles and his team in identifying the most blighted neighborhoods and then redirecting nearly \$800,000 to those communities. In another city, Chattanooga, Tennessee, What Works Cities helped officials who were struggling to diversify the police force to develop more effective outreach strategies.

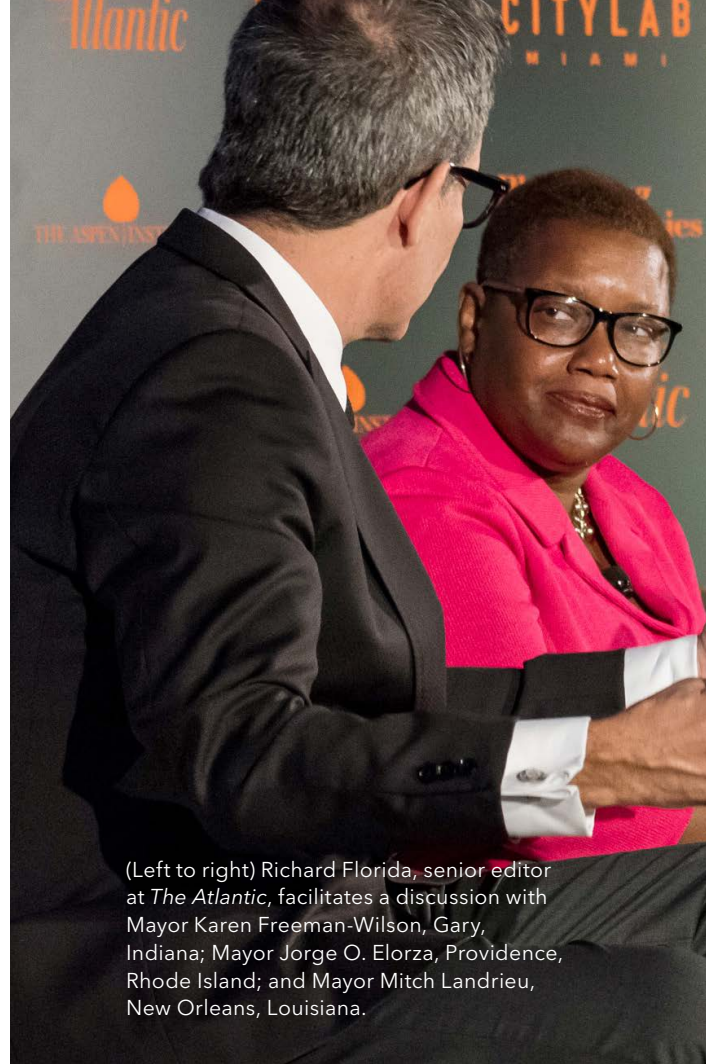


San Jose, California, improves trash collection through better data thanks to What Works Cities.

Bloomberg Aspen Initiative on Cities and Autonomous Vehicles

Preparing Cities for the Future of Transportation

In 2016, Mike Bloomberg announced a new initiative, in partnership with the Aspen Institute, to help mayors across the world prepare their cities for the increasing use of driverless vehicles. This future is right around the corner, yet city leaders have largely been on the sidelines as industry and the federal government have framed the debate. Autonomous vehicles may dramatically alter the face of neighborhoods, transform urban economies, and change the way that cities respond to complex challenges. By exploring the opportunities and challenges posed by this new technology, mayors, in partnership with the private sector, can lead the way to ensure that their cities and residents benefit from the autonomous vehicle revolution.



(Left to right) Richard Florida, senior editor at *The Atlantic*, facilitates a discussion with Mayor Karen Freeman-Wilson, Gary, Indiana; Mayor Jorge O. Elorza, Providence, Rhode Island; and Mayor Mitch Landrieu, New Orleans, Louisiana.

Government Innovation:

A Bloomberg Philanthropies Moment



“Because we mayors get feedback quickly, we also have to act quickly. It is critical that we can look to what other cities are doing, find best practices or learn from mistakes, and add value to what’s already working in other places.”

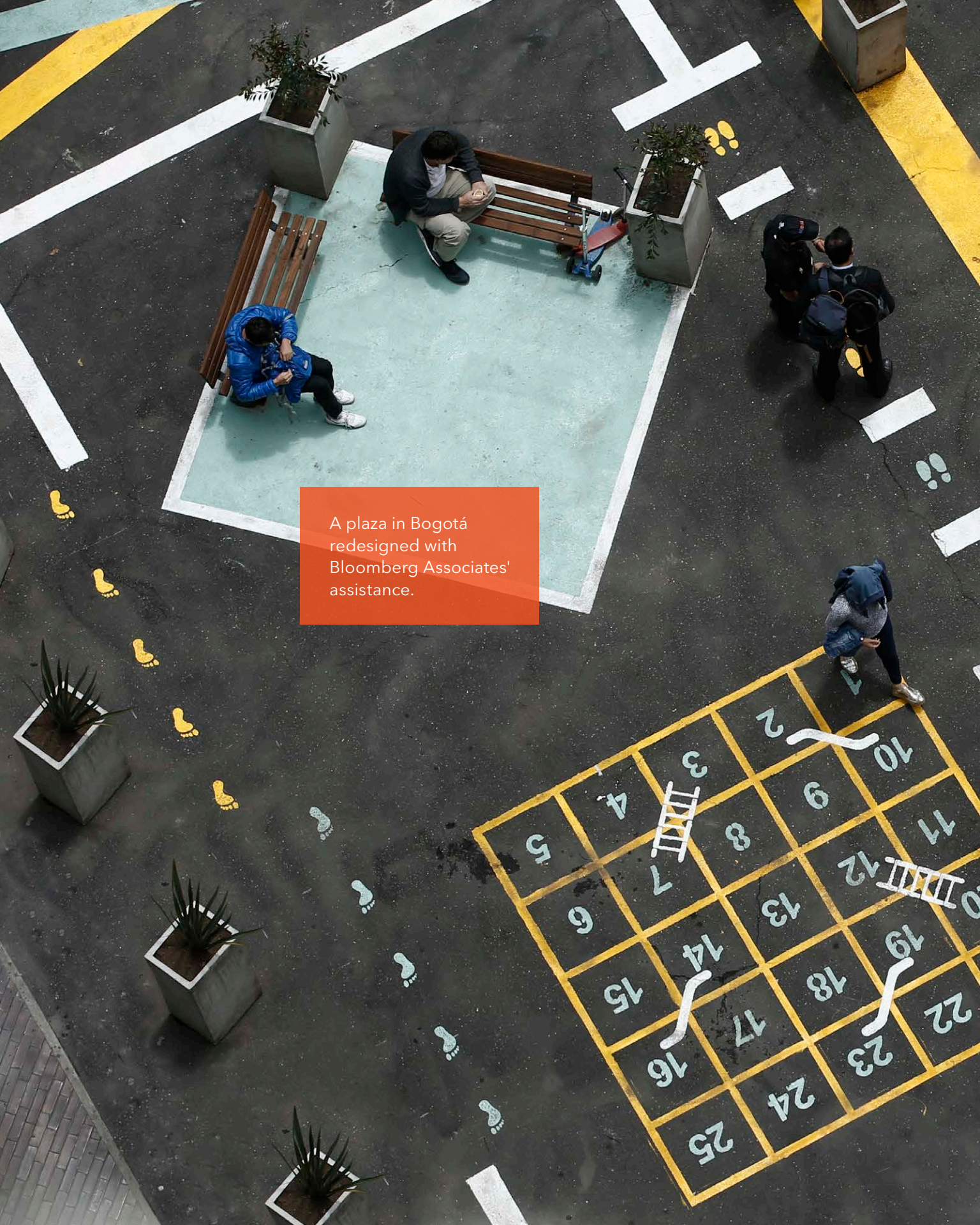
Mitch Landrieu
Mayor
New Orleans, Louisiana

CityLab

October 23-25, 2016

Miami, Florida

The fourth annual CityLab, hosted in Miami, Florida, brought together mayors, artists, academics, and other leaders from across the public and private sectors to learn how each is working together to creatively solve urban challenges around the world. Over three days, Bloomberg Philanthropies, the Aspen Institute, and *The Atlantic* helped transform Miami into an ideas incubator. Participants and speakers hailing from 35 countries engaged in thoughtful, passionate debate on stage, in breakout sessions, on panel discussions, and during tours of the city. Past CityLabs have been held in New York, Los Angeles, and London; the 2017 edition will take place in Paris.



A plaza in Bogotá redesigned with Bloomberg Associates' assistance.

An aerial photograph of a city street. The street is paved with asphalt and features prominent yellow and white painted lines. Several square planters containing small trees are spaced along the sidewalk. A wooden bench is visible, with a person sitting on it. In the background, a person is holding a camera on a tripod, and another person is sitting on a bench with a dog. The overall scene depicts a well-maintained urban environment.

Bloomberg Associates

Global Partners to Mayors

Bloomberg Associates is an international philanthropic consulting firm founded by Mike Bloomberg to advise and help city governments tackle their most complex and difficult challenges. Its mission is to provide mayors and their teams with support and mentorship from global experts in order to improve the quality of life of their citizens.

Core to all of Bloomberg Associates' work is a belief in relying on data and metrics; the value of communication and collaboration; and the power of public-private partnerships.

Bloomberg Associates Projects

Bloomberg Associates' world-recognized experts help to strengthen select cities by building resources and implementing programs across eight disciplines.

Disciplines:

Cultural Assets Management	Social Services
Marketing and Communications	Sustainability
Media and Digital Strategies	Transportation
Municipal Integrity	Urban Planning

Current and Past Partner Cities:

- Athens, Greece
- Bogotá, Colombia
- Detroit, United States
- Houston, United States
- Kansas City (Missouri), United States
- London, United Kingdom
- Los Angeles, United States
- Mexico City, Mexico
- Nashville, United States
- Oakland, United States
- Paris, France
- Rio de Janeiro, Brazil



More than
248
projects in 12 cities
around the globe



Bloomberg Associates helps strengthen
cities across the globe.



Athens, Greece

Bloomberg Associates has advised the mayor of Athens, Georgios Kaminis, on the creation of a charitable vehicle to support public-private partnerships to improve the quality of life for visitors and residents alike. An ongoing initiative of this effort is the city's first marketing campaign that highlights the breadth of Athens's culture and history—from classical to contemporary—with support from Aegean Airlines, the Athens Airport, the Hellenic Initiative, and the Stavros Niarchos Foundation. Bloomberg Associates has also assisted in the launch of cutting-edge project management software, which will help deliver better, more efficient public services to residents.

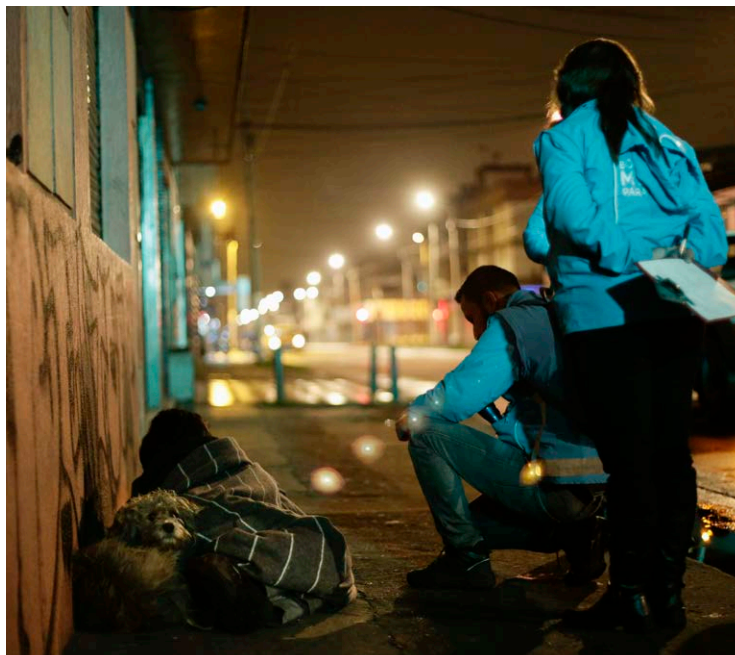


Detroit, United States

In 2016, Bloomberg Associates began work with Mayor Mike Duggan to address Detroit's toughest challenges. To ensure that all city residents have access to banking, medical care, and cultural resources such as libraries and museums, Detroit launched a new municipal identification card system with assistance from Bloomberg Associates. The city has also benefited from expertise in designing plazas, bike and bus lanes, and public spaces. In addition, the Bloomberg Associates' team is advising the mayor on building a healthier, more environmentally friendly community by establishing Detroit's first Office of Sustainability.

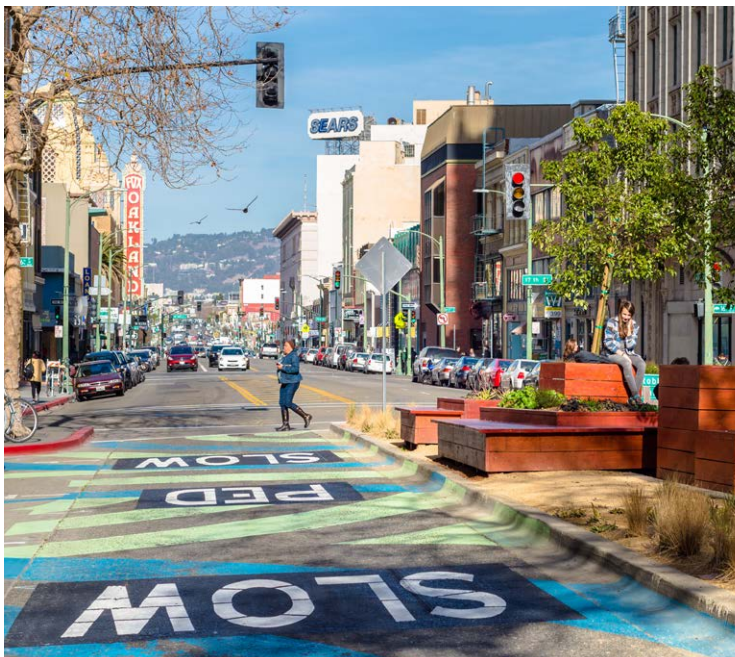
Bogotá, Colombia

Work in Bogotá supports Mayor Enrique Peñalosa's efforts to modernize the city's infrastructure and to develop new programs to improve service delivery for all residents—especially the most vulnerable. Bloomberg Associates is working with the city's leadership on the revitalization of the Bogotá River as well as on major improvements to the historic Candelaria district. Other efforts include leading a citywide homeless count that will help with the creation of a strategic plan to address this social challenge and the building of community gathering spaces through the city's first public plaza program.



Oakland, United States

Under the leadership of Mayor Libby Schaaf, the City of Oakland has engaged Bloomberg Associates on a number of priorities, including improvements to the city's infrastructure and image. With Bloomberg Associates' support, Oakland has developed a strategic plan for transportation and has passed a \$350 million bond for rebuilding roads and spurring economic development. Bloomberg Associates' advice has also led to the creation of a new social media council, which will help local government effectively communicate and engage residents on digital platforms. Additional assistance to the mayor and her team is focusing on approaches to support the area's artist community and the development of Oakland Spotlight—a campaign designed to showcase local businesses across the city's diverse neighborhoods and to inspire community pride.





The environmentally friendly Women's Opportunity Center in Kayonza, Rwanda, supports women with training.



Founder's Projects

Improving Lives Worldwide

The Founder's Projects are additional, unique initiatives that Mike Bloomberg supports.

Women's Economic Development

Investing in Women to Build Stronger Communities Throughout Sub-Saharan Africa

Bloomberg Philanthropies invests in programs that promote economic development for women and their families. Since 2007, partner organizations have enrolled more than 150,000 participants in vocational, rights, literacy, and health skills training programs. Additionally, these programs have prepared women to enter the labor force and gain access to global markets for their products. Women almost invariably use their wages to improve the health and living conditions of their families, especially their children. An estimated 720,000 people have seen their lives change through women's increased access to employment and markets.

Over recent years, the Women's Economic Development program has used a collaborative approach to reach women by working with and bringing together nonprofits, businesses, and governments. The program has honed a unique model of recruiting, training, and helping women to build their own

income-generating activities. It is guided by the core belief that women are a vital part of economic growth, supporting their families and improving their communities. This effort unlocks the power of women throughout Sub-Saharan Africa and beyond.

In 2016, Bloomberg Philanthropies renewed support to one of its key economic development partners, the Relationship Coffee Institute. This \$10 million investment builds on the success of past training programs in agriculture, construction, and textiles through the institute and other similar initiatives. The women who participate in and complete these trainings, on average, increase their incomes by 111%. Coffee produced by Relationship Coffee Institute graduates is now served at Marriott International's first hotel in Rwanda and in Bloomberg L.P. offices around the world. Soon, it will be served on RwandAir flights across Africa, Europe, and the Middle East.

720,000
lives reached



“It's so incredible to see ... how they are really improving in terms of their skills, in terms of the mindset, in terms of business. They are thinking now as businesswomen.”

Christine Condo
Sustainable Harvest Rwanda



Letitia, a coffee tester at Question Coffee Cafe in Kigali, Rwanda.

The Serpentine Galleries

Advancing the Arts in London

Mike Bloomberg has served as the chair of the Serpentine Galleries since 2014. Located in historic Kensington Gardens, the Serpentine Galleries are among London's most popular art venues.

The Serpentine does not have a permanent collection; instead, the galleries host rotating exhibits that highlight the work of world-renowned modern and contemporary artists. The galleries are well-known for commissioning an architect to build a temporary, open-air pavilion each summer. These innovative structures serve as annual, short-term London landmarks.



The 2016 Serpentine Pavilion was designed by architect Bjarke Ingels.

The 9/11 Memorial & Museum

Remembering and Learning in New York City

The 9/11 Memorial & Museum bears solemn witness to the terrorist attacks of September 11, 2001 and February 26, 1993. This past year marks ten years of Mike Bloomberg's leadership of this important global landmark.

Becoming mayor of New York City just months after the 9/11 attack, Mike Bloomberg led the

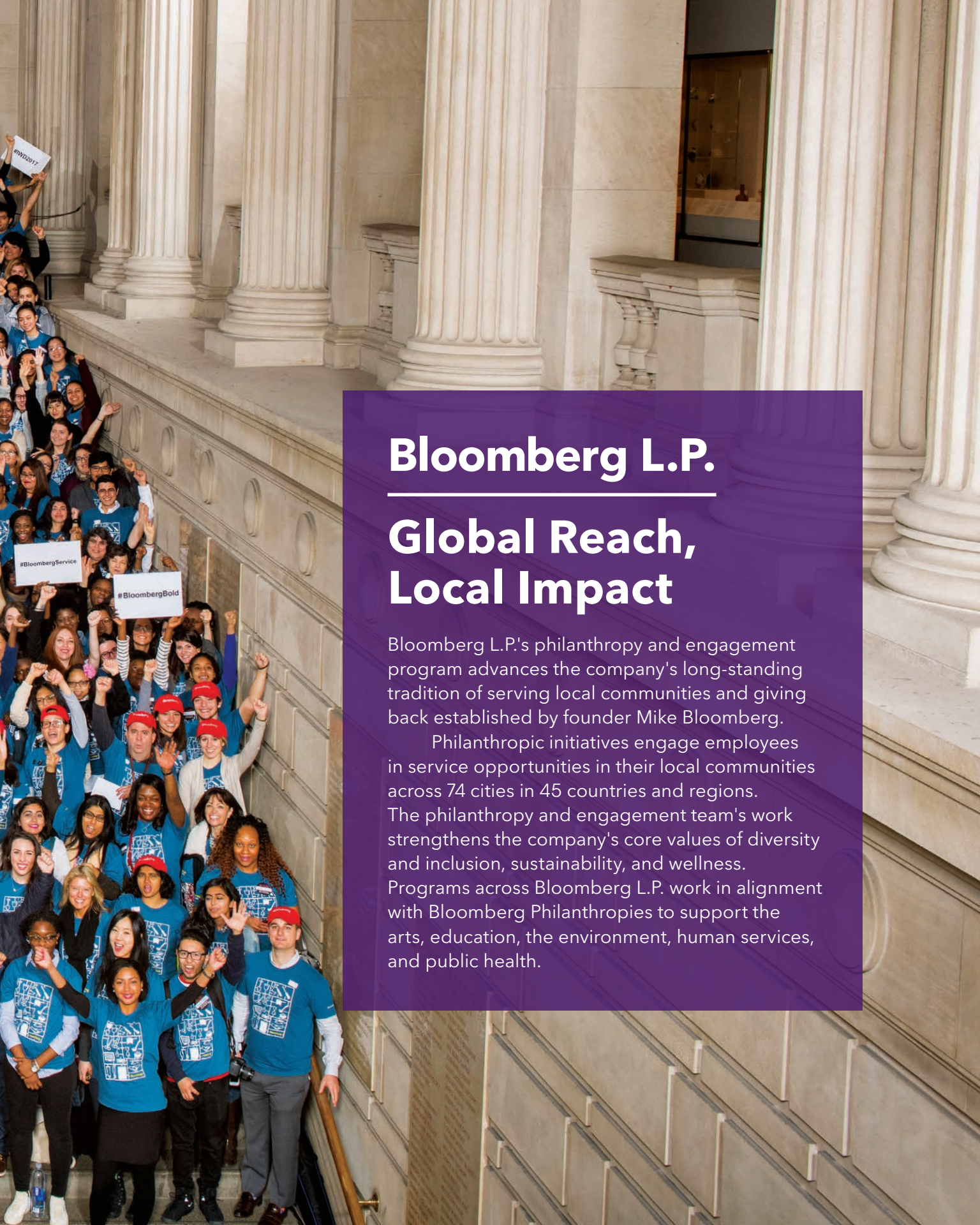
city through the aftermath of this national tragedy. The resilient spirit, hard work, and courage of countless New Yorkers enabled the city to make a remarkable recovery. In 2006, he became the chairman of the 9/11 Memorial & Museum, working to help rebuild the World Trade Center site and revive Lower Manhattan.



Mike Bloomberg has chaired the 9/11 Memorial & Museum board for over a decade.

Bloomberg L.P. employees mentored young women at the Metropolitan Museum of Art as part of International Women's Day.





Bloomberg L.P.

Global Reach, Local Impact

Bloomberg L.P.'s philanthropy and engagement program advances the company's long-standing tradition of serving local communities and giving back established by founder Mike Bloomberg.

Philanthropic initiatives engage employees in service opportunities in their local communities across 74 cities in 45 countries and regions. The philanthropy and engagement team's work strengthens the company's core values of diversity and inclusion, sustainability, and wellness. Programs across Bloomberg L.P. work in alignment with Bloomberg Philanthropies to support the arts, education, the environment, human services, and public health.

Bloomberg Startup

2016 By the Numbers



11,120

Employee
Volunteers



128,700

Volunteer Hours



1.92 Million
Meals Served



1,700

Nonprofit
Partners



1,400

Hours of Pro Bono
Legal Service



11,900

Trees Planted

Supporting the Next Generation

Bloomberg Startup is the company's global mentoring program. Designed and led by employees in collaboration with nonprofit partners, the program supports academic achievement and prepares students for further education and future careers, especially in STEAM (science, technology, engineering, the arts, and mathematics).

In its second year, the program has grown to more than 3,600 employee mentors volunteering in workshops in 33 cities, including Cape Town, South Africa; Lugano, Switzerland; Pune, India; San Francisco, United States; Singapore; and Washington, D.C., United States.

In 2016, in honor of Bloomberg's 35th anniversary, the company launched Bloomberg Startup 35 Scholars to provide funding for college to 35 high-achieving, low-income students from around the world.



Bloomberg L.P. employees work with students in Cape Town, South Africa.

Waste Not Want It

The Art of Recycling

Supporting Bloomberg's ongoing commitment to creativity, education, and sustainability, Waste Not Want It provides a platform for some of the world's most dynamic artists and designers through the commission of office furniture and art installations made almost entirely of Bloomberg's recycled materials.

The works, created by both emerging and established designers, evolve in dialogue with Bloomberg employees and often reference the functionality of the hardware and software that powers Bloomberg's products.

Conceived in London in 2010, the project has provided an opportunity for 37 artists and designers to explore innovative ideas about recycling, sustainability, and functional design through the creation of 40 commissions.

Past works, which use materials such as keyboards and cable wiring, have been featured throughout Bloomberg's international offices, loaned to exhibitions, and reworked as production pieces around the world.



Light Rods created by Tom Price
and *Saturn* designed by Lara Bohinc
in the Bloomberg London office.

**“I loved working on the
Bloomberg Waste Not
Want It project as it showed
me that you can truly find the
beauty in anything, even in
recycled office waste.”**

Lara Bohinc
Designer

Bloomberg Media Initiative Africa

Advancing Business Journalism

The Bloomberg Media Initiative Africa is a program designed to build media capacity, convene international leaders, and improve access to information in order to advance transparency, accountability, and governance on the continent. The effort's focus is on Kenya, Nigeria, and South Africa where the initiative provides financial journalism training and fellowships to

mid-career professionals to increase the number of highly trained business and financial journalists; the initiative also convenes forums across Africa to examine worldwide media best practices and supports research to stimulate innovations in media. In 2016, 432 journalism, business, and government professionals were trained on the fundamentals of business reporting.

“The program has presented opportunities for me to take up the financial journalism desk in my workplace. It has also presented a networking opportunity through experienced tutors and fellow participants.”

Tullah Stephen
Journalist
The East African Business Times



Bloomberg Media Initiative Africa fellows meet in New York with Mike Bloomberg.

A Lifetime of Giving

Beginning with a \$5 donation to Johns Hopkins University the year after he graduated, Mike Bloomberg has given more than \$5 billion to organizations that save and transform lives every day. Over the past decade, Bloomberg Philanthropies has increased its annual giving, investing to advance progress around the world—work that will continue for years to come.

Bloomberg Philanthropies encompasses all of Mike Bloomberg's charitable activities, including his foundation, his personal giving, and his corporate philanthropy. In 2016, this giving totaled more than \$600 million.



**“We can save millions of lives,
spare millions more from pain
and suffering, and create a safer,
healthier, and happier world.”**

Mike Bloomberg, Founder

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A sculpture made of cardboard by artist Michael Parker frames San Pedro Bay, part of the Los Angeles Public Art Challenge project.



