**Big Bets, 2017-2018**A list of all publicly announced gifts of \$25 million or more from US donors that were dedicated to social change

YEAR	DONOR	RECIPIENT	AMT (\$M)	DETAILS
2018	National Fish and Wildlife Foundation	Gulf of Mexico restoration	280	Support projects that reverse environmental damage from the 2010 Deepwater Horizon oil spill and reduce future risk to natural resources
2018	Joint effort (Bill & Melinda Gates Foundation and Anonymous)	Global Financing Facility	275	Help the Global Financing Facility scale to 50 new countries by 2030, improving maternal, newborn, and child health
2018	Joint effort (Climate/Works Foundation, The David & Lucile Packard Foundation, Ford Foundation, Gordon and Betty Moore Foundation, and Margaret A. Cargill Philanthropies)	Climate and Land Use Alliance	211	Support the protection, restoration, and expansion of forests around the world (part of a \$459 million commitment to global climate action)
2018	Bill & Melinda Gates Foundation	Improving sanitation	200	Develop a toilet that can turn human waste into fertilizer, for use in environments with inadequate sewer systems
2018	Joint effort (Laura and John Arnold Foundation and Hastings Fund)	The City Fund	200	Launch a nonprofit to expand the portfolio school model to increase control for educators and school leaders and give parents greater autonomy to choose schools
2018	Ralph C. Wilson, Jr. Foundation	Parks & Trails Initiative	200	Help develop parks, complete trail systems, and support the sustainability of public spaces in Southeast Michigan and Western New York
2018	Bloomberg Philanthropies	OceanX	185	Support ocean exploration as a means to foster awareness of and passion for ocean conservation
2018	Bill & Melinda Gates Foundation	Women's empowerment	170	Connect women with market opportunities, study land ownership and inheritance patterns, and increase their access to digital financial services
2018	Roberta Buffett Elliott	Montage Health Foundation	106	Construct and operate a new facility for comprehensive child and adolescent behavioral health in Monterey, CA
2018	T. Denny Sanford	National University	100	Expand a nationwide social emotional learning program for children (prekindergarten to 6th grade) to help them form strong relationships and improve life outcomes
2018	Walton Family Foundation	Charter schools	100	Grow high-quality schools nationwide, with a focus on innovative school models and early support for teachers and entrepreneurs of color
2018	Winthrop Rockefeller Charitable Trust	University of Arkansas	100	Endow the Winthrop Rockefeller Institute's programs (focused on health and business development in rural Arkansas)
2018	Jeff and MacKenzie Bezos	Multiple recipients	98	Support families experiencing homelessness in 16 states and D.C. through emergency shelter, permanent housing, and support services
2018	Rotary International	Polio eradication	97	Support global efforts to eradicate polio, especially in Afghanistan, Pakistan, and Nigeria, along with surveillance activities in other countries
2018	Bill & Melinda Gates Foundation	US school improvement	92	Help middle and high schools in 13 states identify and solve problems, to help students get and stay on track to graduate
2018	Bill & Melinda Gates Foundation	Polio immunization in Nigeria	76	Pay off a \$76 million loan from Japan to aid in the fight against polio
2018	Bill & Melinda Gates Foundation	The Global Fund to Fight AIDS, Tuberculosis and Malaria	70	Augment a pledge from the British government to the Global Fund
2018	Bloomberg Philanthropies	American Cities Climate Challenge	70	Fund a challenge awarding 20 of the 100 most populous cities in America with funding and technical assistance to address climate change
2018	Kinder Foundation	Memorial Park Conservancy	70	Accelerate Houston's Memorial Park's Master Plan, which will restore and expand the park and improve the city's resiliency to flooding
2018	Bill & Melinda Gates Foundation	Global education	68	Provide education systems in sub-Saharan Africa and India with support to improve teaching and learning
2018	Bill & Melinda Gates Foundation	Polio eradication in Nigeria and Pakistan	68	Support ongoing efforts to improve the quality of polio eradication activities in Nigeria and Pakistan
2018	Wounded Warrior Project	Home Base	65	Expand clinical services that provide personalized mental health care to injured veterans and their families at Massachusetts General Hospital
2018	Bruce Leven	Seattle Children's Hospital	60	Endow uncompensated care, including pediatric cancer care, for children from families in need in the Seattle region
2018	Bill & Melinda Gates Foundation	PATH	55	Develop a vaccine against the parasite known to cause roughly 50% of all malaria cases worldwide
2018	Bloomberg Philanthropies	Opioid epidemic	50	Support programs to treat and prevent opioid abuse in 10 states, as part of a three-year strategy to fight the ongoing opioid epidemic
2018	Ernest Rady	The Salvation Army	50	Build two new facilities to house people experiencing homelessness in San Diego
2018	Harry and Linda Fath	Mercy Ships	50	Build a second floating hospital that will provide free surgical care to impoverished residents of Africa
2018	Joint effort (The Audacious Project)	Living Goods and Last Mile Health (joint initiative)	50	Deploy thousands of digitally empowered community healthcare workers to deliver quality care door-to-door
2018	Kresge Foundation	Marygrove College	50	Build a cradle-to-career campus in Northwest Detroit, including early childcare, a K-12 school, and a teacher training program
2018	Wyss Foundation	Multiple recipients	48	Protect 10 million acres of land and 17,000 sq. km. of ocean across 13 countries (part of \$1 billion pledge to conserve 30% of the planet by 2030)
2018	Wounded Warrior Project	Rush University Medical Center	45	Expand Rush's Road Home Program for veterans with PTSD, offering free mental-health services to up to 5,000 military veterans and their families
2018	Bloomberg Philanthropies	American Cities Initiative	42	Spur innovation and data use around city hall issues across the country, including education, environment, and citizen empowerment
2018	William Penn Foundation	Delaware River Watershed Initiative	42	Accelerate Delaware River watershed protection through restoring wetlands and monitoring water quality
2018	Joint effort (Bill & Melinda Gates Foundation, Chan Zuckerberg Initiative, Bloomberg Philanthropies, and Overdeck Family Foundation)	Opportunity Insights	39	Found an institute at Harvard to use big data to address declining US economic mobility and partner with others to turn insights into policy
2018	Lilly Endowment	16 Tech	38	Transform the near west side of Indianapolis to strengthen the vitality of surrounding neighborhoods
2018	Bill & Melinda Gates Foundation	Johns Hopkins University	35	Boost the Advance Family Planning's advocacy efforts to make quality, voluntary family planning easier to access for women and girls worldwide
2018	Charles Stewart Mott Foundation	Flint Cultural Center	35	Construct the Flint Cultural Center Academy, a public charter school that will offer students daily activities and programs at cultural institutions
2018	Richard C. and Melanie Lundquist Family Foundation	Partnership for Los Angeles Schools	35	Assist 18 public schools in the Los Angeles Unified School District in improving graduation rates and test scores
2018	Harold Hamm Foundation	University of Oklahoma	34	Support research focused on finding a cure for diabetes through talent and technology
2018	Charles de Guigné	Community Foundation for Monterey County	33	Fund an endowment to support local charities
2018	Jeff and MacKenzie Bezos	TheDream.US	33	Contribute to a scholarship fund to support 1,000 undocumented immigrants with DACA status to gain college degrees
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YEAR	DONOR	RECIPIENT	AMT (\$M)	DETAILS
2018	Bill & Melinda Gates Foundation	Clinton Health Access Initiative	32	Identify, develop, and scale new approaches that enhance immunization coverage across the world
2018	Blue Meridian Partners	Get Ready Guilford Initiative	32	Improve outcomes for low-income children in Guilford County, NC, by connecting families with services and supporting evidence-based programs
2018	Bill & Melinda Gates Foundation	Cornell University	30	Support a program to help farmers in Africa through boosting crop yields and disseminating new plants, in collaboration with the UK government
2018	Bill & Melinda Gates Foundation	International Rice Research Institute	30	Unify existing rice breeding efforts targeting South Asia and sub-Saharan Africa to deliver genetic gain in fields
2018	Bill & Melinda Gates Foundation	The Task Force for Global Health, Inc	30	Fund research to control or eliminate 5 neglected tropical diseases
2018	Chan Zuckerberg Initiative	Harvard Graduate School of Education and Massachusetts Institute of Technology Integrated Learning Initiative	30	Launch Reach Every Reader, a web-based screening tool that speeds up the identification of kindergartners at high risk for reading difficulty
2018	Howard G. Buffett Foundation	Drug addiction in Macon County	30	Construct a healthcare and social services campus in Macon County, IL, to address drug addiction and other local public health needs
2018	Joint effort (Laura and John Arnold Foundation, Peterson Center on Healthcare, and Gary and Mary West Foundation)	Civica Rx	30	Establish a nonprofit, generic drug company to stabilize the supply of essential medicines (to prevent chronic shortages and rising prices)
2018	Mike and Cindy Watts	Arizona State University	30	Fund scholarships, professorships, and student programs, and help struggling families in Phoenix's Maryvale neighborhood
2018	Ronda Stryker and William Johnston	Spelman College	30	Fund a wide array of new programming focused on innovation and the arts
2018	T. Denny Sanford	Horatio Alger Association of Distinguished Americans	30	Endow the new Horatio Alger-Denny Sanford Scholarship Program, to award scholarships to outstanding high school students facing challenges
2018	Bill & Melinda Gates Foundation	Jhpiego	30	Build project management capabilities to help the organization make better use of data and adopt a results-oriented business model
2018	Bill & Melinda Gates Foundation	International Crops Research Institute for the Semi-Arid Tropics	30	Help several organizations to develop new climate-resilient crop varieties and promote delivery to small holders, especially women
2018	Stavros Niarchos Foundation	Hellenic Fire Service	29	Fund equipment as well as fire emergency response and prevention training programs for the Greek national fire service
2018	Wounded Warrior Project	Emory Healthcare Veterans Program	29	Treat veterans suffering from post-traumatic stress disorder, traumatic brain injury, depression, and anxiety
2018	Stavros Niarchos Foundation	Rutgers University-New Brunswick	27	Revitalize the Greek agricultural sector by training a new generation of farmers and entrepreneurs (part of a 100 million Euro initiative)
2018	National Fish and Wildlife Foundation	Texas General Land Office	27	Restore approximately 17 miles of the beach dune ridge system along McFaddin National Wildlife Refuge on the Texas Gulf coast
2018	Bill & Melinda Gates Foundation	Avenir Health	26	Transition family planning monitoring at the country and global levels to provide more and better actionable information for national programs
2018	Anonymous	Say Yes to Education Buffalo	25	Provide free college tuition for public and charter school graduates, to ultimately establish a college-going culture in the Buffalo Schools
2018	Bill & Melinda Gates Foundation	Boston University	25	Fund early-stage development of antibiotics, vaccines, and diagnostics to fight drug-resistant bacterial infections
2018	Bill & Melinda Gates Foundation	Emory University	25	Create a long-term network of sites to collect primary data and track preventable causes of childhood death worldwide
2018	College Board	College Board Opportunity Scholarships program	25	Fund scholarships for high school students applying to college, with half of the scholarships for students from low- and middle-income families
2018	Bill & Melinda Gates Foundation	African Agricultural Technology Foundation	25	Fund drought-tolerant and insect-pest protected maize hybrids in at least 4 African countries
2018	Joint effort (The Audacious Project)	Environmental Defense Fund	25+	Expand EDF's methane emissions measurement strategy globally by using a satellite
2018	Joint effort (The Audacious Project)	One Acre Fund Woods Hole Oceanographic	25+	Expand services for smallholder farmers to new regions
2018	Joint effort (The Audacious Project)	Institution	25+	Explore the zone 200-1,000 meters below the ocean's surface to understand how resource extraction might affect the broader marine ecosystem
2018	Joint effort (The Audacious Project)	Sightsavers	25+	Prevent unnecessary blindness due to trachoma through surgery, antibiotics, face-washing, and environmental improvements
2018	Joint effort (The Audacious Project) Joint effort (Bill & Mellinda Gates Foundation, Rotary International, Dalio Foundation, Bloomberg Philanthropies, Canada, European Commission, Japan, United Arab Emirates, easyJet)	The Bail Project Global Polio Eradication Initiative	25+ 640	Scale the Bronx Freedom Fund model nationally, allowing low-income individuals held in jails before trial to post bail  Eradicate polio through immunization and surveillance in Afghanistan, Nigeria, and Pakistan
2017	Joint effort (Uniting to Combat Neglected Tropical Diseases)	Neglected tropical diseases	335	Fight neglected tropical diseases (drug development, surveillance, vector control, and eradication of guinea worm and African sleeping sickness)
2017	Bill & Melinda Gates Foundation	Bill & Melinda Gates Medical Research Institute	273	Found an institute that will enhance the product development pipeline for malaria, tuberculosis, and enteric and diarrheal diseases
2017	Joint effort (Chan Zuckerberg Initiative, Bill & Melinda Gates Foundation, and Bloomberg Philanthropies)	Resolve	225	Establish a global health initiative aimed at saving 100 million lives and preventing global epidemics
2017	Bill & Melinda Gates Foundation	Alliance for a Green Revolution in Africa	200	Fund a partnership to increase incomes and food security for 30 million smallholder farm households in at least 11 African countries by 2021
2017	Bill & Melinda Gates Foundation	Every Woman Every Child	200	Support the UN's Every Woman Every Child initiative, which aims to address the major health challenges facing women, children, and adolescents
2017	Bloomberg Philanthropies	American Cities Initiative	200	Spur innovation and data use around city hall issues across the country, including education, environment, and citizen empowerment
2017	Joint effort (Bill & Melinda Gates Foundation, Germany, Japan, Norway)	Coalition for Epidemic Preparedness Innovations	200	Develop new vaccines against diseases such as Ebola, MERS, and Zika to prevent future epidemics
2017	Jack and Laura Dangermond  Gordon and Betty Moore Foundation	The Nature Conservancy  Ecology of North American oceans	165 152	Purchase and preserve 24,000 acres of coastal California ranchland, including several sites sacred to the Chumash people  Protect the ecology of North American oceans, focusing on commercial fisheries, fisheries-management systems, and regional conservation plans
2017	Stavros Niarchos Foundation	Johns Hopkins University	150	Create the Stavros Niarchos Foundation Agora Institute, a center designed to research democracy and increase civic engagement
2017	Bill & Melinda Gates Foundation	PATH	120	engagement Accelerate efforts to develop new and cheaper vaccines against more than a dozen diseases that continue to take a deadly toll around the globe
2017	Agnes Gund	Art for Justice Fund	100	Reduce prison populations while strengthening education and employment opportunities for people leaving the criminal justice system
		l .		Justice system

### Supplement to $\it SSIR$ sponsored by THE BRIDGESPAN GROUP

YEAR	DONOR	RECIPIENT	AMT (\$M)	DETAILS
2017	Charles Butt	The Holdsworth Center	100	Create a nonprofit leadership institute for administrators in Texas public schools
2017	Lilly Endowment	Human service providers in Indianapolis	100	Support 15 Indianapolis human service nonprofits through grants ranging between \$5 million and \$10 million
2017	Omidyar Network	Combating misinformation	100	Fund investigative journalism, fight hate speech, and combat misinformation
2017	Caris Foundation International	USAID	99	Increase health-care access for 4 million individuals in Haiti including immunization, reproductive health, nutrition services, and HIV care
2017	Wyss Foundation	African Parks	65	Fund conservation in 4 parks in Rwanda and Malawi, and up to 5 new locations in other countries
2017	Bloomberg Philanthropies	Sierra Club	64	Support the Beyond Coal campaign, to retire 60 percent of US coal-fired power plants by the end of 2020
2017	Ballmer Group	StriveTogether	60	Support the Cradle to Career Network program to reduce racial and socioeconomic disparities in educational success
2017	Blue Meridian Partners	Upstream USA	60	Increase women's access to the full range of contraceptive methods by funding Upstream USA's expansion to full scale in 4
2017	Stavros Niarchos Foundation	The New York Public Library	55	states  Renovate the Mid-Manhattan Library completely
2017	Leona M. and Harry B. Helmsley	Global Platform for the Prevention of	52	Fund a first trial on primary oral insulin as a treatment for Type I diabetes
2017	Charitable Trust W. K. Kellogg Foundation	Autoimmune Diabetes  Battle Creek Public Schools	51	Increase Battle Creek educational equity through teacher professional development, a pre-K summer transition program,
2017	Bill & Melinda Gates Foundation	CARE	50	among other initiatives  Support the Government of Bihar (India) to reduce maternal, newborn, and child mortality and improve the quality and
				equity of health services
2017	Bill & Melinda Gates Foundation	World Health Organization	50	Nurture innovations through UNITAID to improve access to prevention, diagnosis, and treatment of HIV/AIDS, tuberculosis, and malaria
2017	Bloomberg Philanthropies	European Climate Foundation	50	Support the international Beyond Coal campaign, to shift European economies from coal-dependent power to renewable energy sources
2017	Charles Butt	Raise Your Hand Texas Foundation	50	Create Raising Texas Teachers to fund financial aid for Texas college students who plan to become teachers, and fund teacher training programs
2017	Gordon and Betty Moore Foundation	Andes-Amazon Initiative	50	Combat environmental degradation in the region, while also incorporating forest and freshwater conservation efforts
2017	Joint effort (W. K. Kellogg Foundation	Hope Starts Here	50	Strengthen and expand early childhood services in Detroit
	and The Kresge Foundation)			
2017	Bill & Melinda Gates Foundation	FHI 360	41	Support the growth of policies, innovations, and programs to improve breastfeeding, complementary feeding, and maternal nutrition
2017	Bill & Melinda Gates Foundation	Global Alliance for Livestock Veterinary Medicines	40	Develop new livestock vaccines and market development initiatives to improve smallholder income and productivity
2017	H. F. "Gerry" Lenfest	The Lenfest Institute for Journalism	40	Match up to \$40 million in giving to the organization, which helps develop sustainable business models for high-quality local journalism
2017	Joint effort (Bill & Melinda Gates Foundation and Foundation for Food and Agriculture Research)	University of Illinois at Urbana- Champaign	40	Increase crop yield for resource-poor farmers, in collaboration with the government of the United Kingdom
2017	Bill & Melinda Gates Foundation	ONE Campaign	39	Support the ONE Campaign's policy, advocacy, and public awareness-raising work in the fight to end extreme poverty and preventable disease
2017	Blue Meridian Partners	HealthySteps	39	Fund a national scaling plan for HealthySteps, which provides low-income households with child development services
2017	Lilly Endowment	The Central Indiana Corporate Partnership	39	Support the Wabash Heartland Innovation Network to make the 10-county region the global epicenter of next-generation manufacturing
2017	Marcus Foundation	University of Colorado Anschutz Medical Campus	38	Establish the Marcus Institute for Brain Health to provide intensive treatments to veterans
2017	Michael & Susan Dell Foundation	Rebuild Texas Fund	36	Provide immediate aid to survivors of Hurricane Harvey and to raise money from other donors to support recovery efforts
2017	Bill & Melinda Gates Foundation	FHI 360	35	Fund the phase IIII trial of a long-acting injectable drug for HIV prevention among women in sub-Saharan Africa
2017	Bill & Melinda Gates Foundation	Fred Hutchinson Cancer Research Center	35	Support a trial of an experimental HIV vaccine for women at high risk in Southern Africa
2017	Walton Family Foundation	Colorado River Basin and Mississippi River Delta preservation	35	Preserve and promote sustainable water management in the Colorado River Basin and Mississippi River Delta
2017	Bill & Melinda Gates Foundation	Inter-American Development Bank	32	Eliminate malaria in 7 Central American countries
2017	Walton Family Foundation	Fisheries in Indonesia	32	Advance fishing policies and practices that align Indonesia's environmental, social, and economic interests
2017	Blue Meridian Partners	Birth through Eight Strategy for Tulsa	31	Increase the proportion of youth in Tulsa County, OK, who meet developmental milestones at birth, by age 3, by kindergar-
		(BEST)		ten, and by 3rd grade
2017	Bill & Melinda Gates Foundation	Cornell University	30	Develop cassava breeding programs that meet the needs of smallholder farmers in Africa and increase agricultural productivity
2017	Bill & Melinda Gates Foundation	New Venture Fund	30	Provide college scholarships to enable highly motivated, low-income DREAMers to graduate with career-ready degrees
2017	Edward Bass	The University of Arizona	30	$Support Biosphere\ 2\ to\ answer\ questions\ about\ environmental\ change,\ managing\ finite\ natural\ resources,\ and\ protecting\ fragile\ ecosystems$
2017	Partnership for Safe and Peaceful Communities	Reducing gun violence in Chicago	30	A chieve a meaningful reduction in gun violence over the next 2-3 years through direct investments in 100 Chicago neighborhoods
2017	Paul Allen	Mercy Housing Northwest	30	Develop a housing and family service center for homeless children and families in the Seattle area
2017	Bill & Melinda Gates Foundation	PnuVax Inc.	29	Develop a pneumococcal conjugate vaccine that is available to Gavi countries at an affordable price
2017	Ebeid family	ProMedica	29	Support research and programs focusing on how demographic factors, such as income, education, and housing, affect health
2017	Bill & Melinda Gates Foundation	International AIDS Vaccine Initiative	28	Expedite development of AIDS vaccines and other HIV prevention tools, together with the Collaboration for AIDS Vaccine Discovery
2017	Bill & Melinda Gates Foundation	PATH	28	Develop safer oral vaccines against poliovirus for use in outbreaks
2017	Bill & Melinda Gates Foundation	The END Fund	28	Raise funds from the private sector to support the fight against neglected tropical diseases
2017	Robert M. Hearin Support Foundation	Mississippi State University	28	Continue the Mississippi Excellence in Teaching Program, offering scholarships and an honors-type college experience for top education students
2017	T. Denny Sanford	National University	28	Expand 3 new programs that seek to tackle needs in teacher education, pre-K instruction, and nonprofit fundraising
2017	John D. and Catherine T. MacArthur Foundation	Nia Tero	27	Advance indigenous peoples' and local communities' stewardship of ecosystems by providing general operating support over the next 10 years
2017	Bill & Melinda Gates Foundation	Clinton Health Access Initiative	26	Support 6 countries in southern Africa and 4 in the Greater Mekong sub-region to sustainably accelerate efforts to eliminate
2017	Charles Koch Foundation	Thurgood Marshall College Fund	26	malaria Fund research at historically Black colleges and universities on education, criminal justice, and entrepreneurship in disadvan-
			1	taged communities

YEAR	DONOR	RECIPIENT	AMT (\$M)	DETAILS
2017	Lilly Endowment	Schools in Indiana	26	Strengthen student counseling programs in 52 Indiana public school corporations and 5 charter schools
2017	Bezos Family Foundation	NYU Langone Hospital - Brooklyn	25	Support family health and child development, culturally competent care, staff training, and measures of family and community well-being
2017	Bill & Melinda Gates Foundation	Virginia Commonwealth University College of Engineering	25	Develop medicines for diseases including HIV/AIDS, malaria, and tuberculosis
2017	Bloomberg Philanthropies	Drowning prevention	25	Expand drowning prevention in Vietnam, Bangladesh, and sub-Saharan Africa through daycare, survival swimming training, and surveys
2017	Daniel Lubetzky	Feed the Truth	25	Create a public health organization to increase transparency in food systems and reduce the role of the food industry in nutrition policy
2017	John and Eilene Grayken	Boston Medical Center	25	Fund a new center for opioid addiction research, treatment, and prevention at Boston Medical Center
2017	Marilyn and Jim Simons	The New York Public Library	25	Support library services, capital improvements, education programs, immigrant services, technology training, and early literacy efforts
2017	Robina Foundation	University of Minnesota Law School	25	Help fund the Center of New Americans, which supports immigrant families and efforts against the January 2017 immigration ban
2017	Sobrato Family Foundation	Drexel School System	25	Establish a Drexel School scholarship for local elementary school students, especially those from Latin American families

**Methodology:** The Bridgespan Group identified all US donors' publicly announced 2015-2018 gifts for social change of \$25 million and higher that it could find using a range of sources and outreach. It included bets pledged in these years, rather than fulfillments of prior commitments. In ascertaining which commitments go to "social change," The Bridgespan Group aims for inclusivity and opts for a broad definition of social change, including all gifts to human services, the environment, and international development, save for a small minority that, upon individual review, clearly fell outside the social change realm. Though

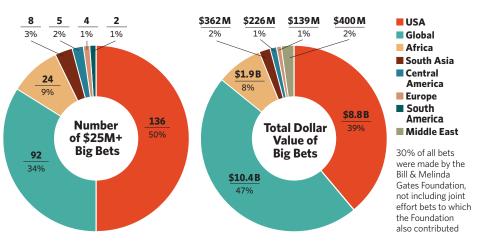
institutional gifts can incorporate social change concerns, Bridgespan does not include gifts to arts institutions, higher education institutions, medical institutions, or private K-12 schools unless donors stipulate the gift for anti-poverty initiatives or underfunded diseases that disproportionately affect low-income people. Bridgespan includes gifts to religious organizations only when the goal is human services or international development.

Note: 2018 list includes bets announced through December 31, 2018.

■ Global Health ■ Education

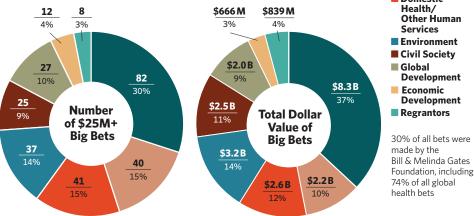
Domestic

## US Big Bets to Recipients Within the United States Exceed Any Other Geographic Area (2015-2018)



**Note:** Figures represent all \$25M+ US big bets to social change between 2015 and 2018, which constitute 272 big bets and \$22.3B. Global bets include those to multiple geographies and to international issues such as climate change.

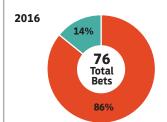
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# Fewer Than 20% of US Big Bets Have Been Joint Efforts









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