Dedicated to the idea that people can live in
harmony with one another and the natural world
Dear Friends,

Recently, after trips with Arcus colleagues to India, Kenya, and Uganda, I sat with team members to review the design for this year’s annual report. In Africa, Arcus board members and some staff attended a conference in Kenya for LGBT activists from across the continent and then traveled to Uganda to visit wild chimpanzees in their natural habitat. While we traveled, a U.S. Supreme Court ruling made marriage equality a reality in all 50 states, and the U.S. Fish and Wildlife Service finally announced classification of all chimpanzees, including those born in captivity in the United States, as “endangered.” On the heels of our trip and these milestones, and as we sat in New York blueprinting this report — its font sizes, colors and layout — the architect in me couldn’t help thinking about the importance of perspective and scale to both the LGBT and conservation movements.

Perspective is fundamental to our success. Our movements’ challenges look far different from Uganda than from Manhattan. Getting that perspective helps inform how we think about the future. The trips to India and Africa reminded us how big the world actually is, how far a philanthropic dollar can go in a place like India, how many people are waiting for their first taste of equality, how uncertain the future seems to LGBT youth in Kenya, Uganda, or India, and how hard it is for people who face extreme poverty to see conservation as integral to their well being.

The progress we are trying to achieve is built on scale. President Obama described the Supreme Court decision as the consequence of “countless small acts of millions of people across decades.” He talked about how, with slow, steady commitment, justice sometimes arrives in a thunderbolt. He was talking about LGBT people and allies who stood up or came out, but he could just as well have been speaking about people featured in this report. Our intent these past 15 years has always been to empower as many of these brave people as we can. I am as determined as ever to maintain that commitment.

Foundations are actually not required to publish annual reports, but we at Arcus do so to highlight the work of our grantees and the people whose lives they touch. We hope it renews your commitment to perform those “countless acts” that will result in that thunderbolt. Honestly, I believe it will, even for the millions who are still waiting for the chance to live authentically, or to thrive without the threat of their economies or ecosystems collapsing on or around them. I am optimistic because of the amazing people working on the front lines whom we have the honor of supporting. They are a testament to what people of will and consciousness can achieve. My work as a philanthropist would not be possible without them or the extraordinary board and staff at Arcus, and I want to thank them all for giving the best of themselves to the dreams we share. Slowly, steadily, and together, we will build a world where, from any perspective, we will see people living in harmony with one another and the natural world.

Jon L. Stryker
President and Founder
Dear Readers,

Nearly one billion people have moved out of extreme poverty around the world during the last 20 years, and a growing global population has greater access than ever to information and tools for communication. As our world becomes infinitely more interconnected, things that happen in one part of the world quickly spread to others — whether they are good ideas or devastating diseases.

Even while they have bettered the lives of hundreds of millions of human beings, higher living standards have brought greater levels of consumption, putting ever more pressure on natural resources and the ecosystems on which both humans and our fellow apes rely for survival.

It was greater connectivity that in 2014 enabled the Black Lives Matter movement to grow quickly, with mobile phone technology and social media that exposed ongoing police killings and racism and mobilized a new generation of activists tackling discrimination on multiple fronts. In Atlanta and New York their efforts, and those of partners and allies, helped to secure, for example, new guidelines for stronger protection of transgender individuals in police custody and greater trans protections in immigration detention.

The year 2014 was extraordinary by any calculation for those of us at Arcus and our partners who have devoted years, in some cases decades, to steering both LGBT rights and conservation advances, a sample of which we document in these pages and online.

History shows us that as our movements make progress and gain visibility, those who oppose us will resort to extreme measures. Just as marriage equality was passed to much celebration in the United States, Chile, Ireland, Scotland, Finland, and Luxembourg, the forces opposing LGBT equality have doubled down in Russia, Nigeria, and Gambia, with new homophobic laws and arrests. And, as anti-discrimination laws have been passed in the United States and elsewhere, we see demands grow for faith-based exemptions to these new freedoms.

In the pages ahead you’ll meet Lame Olebile, whose struggle for official recognition of Botswana’s LGBT organization Legabibo has been an inspiration across Africa, and Patrisse Cullors, a police-reform activist and former fellow of the Arcus Center for Social Justice Leadership, who played a singular role in igniting #Black Lives Matter. You’ll also hear the words of Victoria Villalba, whose experience of transphobic abuse in U.S. immigration detention motivates her to seek fair treatment for others, and Natasha Jiménez, whose efforts to move Costa Rica toward greater acceptance of gender nonconformity have taken her to the United Nations.

Daring and committed conservationists have fought for the survival and respect of great apes whether in their African and Southeast Asian tropical ranges, or held in captivity outside of their homes. Among those we meet in the following pages are Friday, one of the last remaining Sumatran orangutans, and Frieda, a chimpanzee removed from invasive biomedical research who is now living at the Save the Chimps sanctuary in Florida.

Their stories reveal just a small sample of the many acts of courage mounted by individuals and organizations often struggling just to exist in their home environments. The bravery of our partners is breathtaking. And their work needs your support.

This year, we’re inviting you to join us.

You’ll see a stronger digital dimension to our 2014 annual reporting, with the pages of this book encouraging you, through a memorable hyperlink, to dive deeper into each story and connect with us, our events, our social networks, and our movements online at arcusfoundation.org.

We invite you to treat these pages as springboards to better understand the movements that seek to build a world where human beings live in harmony with one another and with nature, and to consider yourselves our partners in efforts to create a positive future for our planet and all its inhabitants.

Kevin Jennings
Executive Director
Arcus is among the largest funders of efforts to ensure that our fellow apes can thrive—living full lives on their own terms in their natural habitats.
We work to:
> Reconcile socioeconomic development and conservation activities in the landscapes where the great apes live
> Improve respect for and recognition of the intrinsic value of apes
> Build an integrated and coordinated ape conservation movement
> Grow recognition and consideration of apes in larger, adjacent conservation movements.
With This Ruling We Have A Lot More Tools to Prevent Abuses 8

We Have to Take Away the Financial Incentives to Destroy Forests 10

Save the Orangutan; It’s Not Too Late 12

Hunting in the Forest Is How Our Parents Taught Us to Care for Our Families 14
WITH THIS RULING WE HAVE A LOT MORE TOOLS TO PREVENT ABUSES

Frieda, a 34-year-old resident of Save the Chimps sanctuary in Florida, was liberated from invasive biomedical research and has lived safely in the sanctuary since 2002.

—Anna Frostic, attorney with The Humane Society of the United States, one of eight animal-welfare and wildlife-conservation groups whose 2010 petition prompted an official FWS review of chimpanzees’ status
> A 2015 decision by the U.S. Fish and Wildlife Service to consider captive chimpanzees “endangered” — as they are in their range habitats in Africa — means the United States joins 181 other nations that have signed the Convention on International Trade in Endangered Species.

> The ruling is meant not only to protect more than 1,700 chimpanzees held by private and government entities in the United States but to stem their loss in Africa, where their export for research and entertainment is among the chief reasons for the population’s decline.

“Chimpanzees are as individual as human beings. They have the same emotions: anger, joy, and depression.”
— Dr. Jocelyn Bezner, senior veterinarian, Save the Chimps
Friday, one of the estimated 7,000 remaining Sumatran orangutans, an adult male, was rescued from a forest patch inside an oil palm plantation on March 30, 2015, by the Human Orangutan Conflict Response Unit of the Orangutan Information Centre. He was relocated to safer forestland in Aceh province, Sumatra, Indonesia.

— Rolf Skar, campaigns coordinator, Greenpeace
> Consumer pressure in 2014 led to unprecedented pledges by dozens of corporations to protect the Indonesian forest homes of endangered orangutans as well as other mammals, birds, fish, amphibians, and reptiles.

> A January 2014 Indonesian court ruling shut down and levied a $30 million fine against PT Kallista Alam, a palm-oil company that in 2012 illegally burned large parts of one of the few remaining carbon-rich Tripa peat forests in Sumatra’s Leuser Ecosystem, killing at least 100 orangutans.

> Almost half of all palm oil consumed globally is grown in Indonesia, and its cultivation has transformed landscapes across the archipelago, where more than 270,000 square miles of forest were lost between 2001 and 2013, according to Global Forest Watch.

State of the Apes: Extractive Industries and Ape Conservation
This first volume in a series draws attention to the direct and indirect effects of the mining and timber industries on great ape and gibbon habitats across the world. With the aim of influencing debate, practice, and policy, the book addresses trends in law, industry, and finance that affect ape populations and explores alternatives to habitat destruction.
SAVE THE ORANGUTAN

Borneo, one of the world's top biodiversity hotspots, shelters mammals, birds, and plants found nowhere else in the world, including the endangered Bornean orangutan, whose dwindling population of about 50,000 survives amid devastating forest destruction.

—Melvin Gumal, director, Malaysia Program, Wildlife Conservation Society
Melvin Gumal, director of the Wildlife Conservation Society’s Malaysia Program, received the 2014 Whitley Award, an international conservation prize, for his work to conserve Malaysian Borneo’s remaining orangutans — including more than 2,000 Northwest orangutans, the rarest subspecies — in the state of Sarawak.

“The orangutan itself is protected, but the land is not. So if you want orangutans to survive, you have to protect the land as well.”

Eighty percent of the land in the Malaysian states of Sabah and Sarawak, on the island of Borneo, was affected by high-impact logging or clearing operations between 1990 and 2009.* Seven conservation organizations have formed the Malaysian Palm Oil NGO Coalition and are working together to raise awareness of environmental issues related to palm-oil production and orangutan conservation.

Since most of the youth do not have an opportunity for schooling, the only means of livelihood are small-scale farming and hunting in the forest. — Walembe Mulosanibwa
> In spite of ongoing hostilities in eastern Democratic Republic of the Congo, the population of endangered Grauer's gorillas, decimated in the nearly two-decade-long war, is showing encouraging signs of return in Kahuzi-Biega National Park — a UNESCO World Heritage Site.

> The park in 2014 expelled armed militias and poachers from the high-altitude areas, paving the way for ecotourism and for an increase to 191 in the population of endangered Grauer's gorillas, all but 131 killed during the war.

> Stronger support for rangers, closer partnerships among ape conservation groups, and greater government cooperation have helped lift the number of park tourists from zero to nearly 2,000 in the last six years.

Former hunter Walembe Mulosanibwa teaches others to find alternatives to hunting of endangered species. The son of a local chief, Mulosanibwa once hunted chimpanzees and monkeys to feed his family and for sale. Now certified in conservation by the Jane Goodall Institute, he says communities need education as well as resources to expand livestock farming and other types of revenue-generating work.
Conservation of Apes
African Wildlife Foundation
awf.org
Washington, DC
$700,000
$30,000

Canopy Fund
(Tides Foundation)
canopyplanet.org
San Francisco, CA
$50,000

Centre for Research in Anthropology
cria.org.pt
Lisbon, Portugal
$30,000

Climate Advisers
climateadvisers.com
Washington, DC
$85,000

Conservation International Foundation
conservation.org
Arlington, VA
$410,000

Fauna & Flora International
fauna-flora.org
Cambridge, United Kingdom
$315,820
$50,000
Washington, DC
$100,000

Global Witness
globalwitness.org
London, United Kingdom
$300,000

Greenpeace Fund
greenpeaceusa.org
Washington, DC
$350,000

Integrated Conservation
integratedconservation.org
Gig Harbor, WA
$60,000

International Conservation and Education Fund
incef.org
Washington, DC
$50,000

International Institute for Environment and Development
iied.org
London, United Kingdom
$375,000

International Union for Conservation of Nature
iucn.org
Gland, Switzerland
$16,459

International Wilderness Leadership Foundation
wild.org
Boulder, CO
$110,550

Lukuru Wildlife Research Foundation
lukuru.org
Marion, OH
$400,000

Mongabay
mongabay.org
Emerald City, CA
$15,400

Orangutan Foundation
orangutan.org.uk
London, United Kingdom
$98,582

PanEco Foundation
paneco.ch
Berg am Irchel, Switzerland
$350,000

Rainforest Alliance
rainforest-alliance.org
New York, NY
$50,000

Whitley Fund for Nature
whitleyaward.org
London, United Kingdom
$300,000

Wildlife Conservation Society
wcs.org
Bronx, NY
$10,000
$100,000
$446,932

Zoological Society of London
zsl.org
London, United Kingdom
$199,980

Apes & Ethics
Faculty of Humanities of Leiden University
hum.leiden.edu
Leiden, Netherlands
$195,000

Nonhuman Rights Project
nonhumanrights.org
Coral Springs, FL
$50,000

Special Opportunities
Forest Peoples Programme
forestpeoples.org
Moreton-in-Marsh, United Kingdom
$36,630

Jane Goodall Institute
janegoodall.org
Vienna, VA
$150,000

Ol Pejeta Conservancy
olpejetaconservancy.org
Nanyuki, Kenya
$172,621

Virunga Fund
gorilla.cd
Brooklyn, NY
$200,000
$125,000

Grants awarded in 2014
Great Apes Program

Learn More
arcus.link/partners
SOCIAL JUSTICE

Arcus is among the largest funders of LGBT* causes around the world.

*The letters Q and I, added to LGBT (lesbian, gay, bisexual, and transgender) are abbreviations for queer and intersex and appear in the following text when referenced in quotations or organizational program and mission descriptions.
We focus on people and issues at the leading edge of the movement:

> Lifting the voices of young people, trans people, and people of color
> Supporting faith leaders who advocate for inclusion of LGBT people in their religious communities
> Partnering with and supporting LGBT people who face hate and violence in their countries around the globe.
We Can Challenge Homophobia In a Very Structured Way 22
Now We Can Tell Our Own Stories 24
We Just Want to Be Included as the Humans That We Are 26

When You’re a Believer, It Feels Like God Is Banishing You from His Side 28
LGBT people face violence and homophobia in Uganda. But even in that space they stood up and challenged a law criminalizing them further. —Lame Olebile

Lame Charmaine Olebile, former coordinator of Pan-Africa ILGA, was among activists in Botswana who won a court challenge against the refusal by the government to register the country’s main LGBT nonprofit.
Homosexuality was illegal in 35 African countries during 2014 and punishable by death in four. However, court decisions in Botswana (2014) and Kenya (2015) allowed groups representing LGBT rights to register as official entities with government authorities, inspiring activists across the continent.

Although an anti-homosexuality law in Uganda was scrapped in 2014, similar legislation was enacted in the West African countries of Nigeria and Gambia, triggering a fresh round of homophobic hostilities and LGBT departures across national borders.

“"In 2014, staff of the U.N. refugee agency became more familiar and sensitive to LGBT asylum seekers, giving people space to explain their circumstances."”

— Alizée de Lacoudraye, officer of the U.N. High Commissioner for Refugees

> [Photo © 2014 Human Rights Watch](arcus.link/homophobia2014)

A Ugandan trans woman in a town near the country’s capital (above), was photographed shortly before she fled the rising tide of harassment and violence that followed the passage of Uganda’s anti-homosexuality act. Despite the act’s reversal, violence, threats, and blackmail against LGBT people in 2014 prompted the flight of refugees to neighboring Kenya (among other countries), where the U.N. refugee agency processed some 200 known claims from LGBT refugees during the year.

#### Grantee Support

- **Coalition of African Lesbians**  
  $327,000
- **Human Rights Watch**  
  $1,000,000
- **International Lesbian, Gay, Bisexual, and Transgender Association (ILGA)**  
  $575,675
- **Organization for Refuge, Asylum & Migration**  
  $700,000
**Patrisse Cullors**, an activist, performance artist, and former fellow of the Arcus Center for Social Justice Leadership, has spent half of her 32 years working to reform the Los Angeles prison system, a quest that began with her brother’s 1999 arrest. The BlackLivesMatter hashtag that she built with co-activists spread through social media and mobilized a U.S. movement.
Police killings of unarmed Black men in the United States — from Ferguson, Missouri, to New York City — fueled anger and activism in 2014 and brought together new LGBT leaders of color with communities fighting racist and homophobic police profiling and brutality.

Among the year’s victories were the establishment in Los Angeles of a long-sought oversight board for the sheriff’s department and the adoption of new police procedures for treatment of trans and gender-nonconforming individuals in Atlanta and the nearby city of East Point, Georgia.

Seventy-three percent of LGBT respondents to a 2012 Lambda Legal Survey had had face-to-face contact with the police in the previous five years — with Black, Latino/a, and trans respondents more than twice as likely to be physically searched than the general survey pool. These findings contributed to the reintroduction in Congress, in early 2015, of the End Racial Profiling Act, which would ban profiling based on sexual orientation and gender identity as well as on race, ethnicity, national origin, or religion.
Victoria Villalba, a trans activist with the Queer Undocumented Immigrant Project, pursues asylum and justice for people who, having crossed borders to escape danger and isolation, continue to face discrimination in the United States. After leaving Mexico and attempting to re-enter the United States, where she had spent her childhood, Villalba was held for three and a half months in a San Diego detention center, confined to a cell and subjected to verbal abuse by security officers. Now, she is seeking asylum while working with other trans women held in U.S. detention centers.
The World Health Organization in 2014 took steps toward amending its long-standing classification of “transsexualism” as a “gender-identity disorder.” Thirty-five European countries require such a psychological diagnosis — along with sterilization (in 21 countries) and divorce (in 20 countries) — before permitting an official gender change.

Recorded transphobic murders have reached 1,731 worldwide since Transgender Europe began collecting statistics in 2008. Some 226 such killings were reported between October 1, 2013, and September 30, 2014, including 20 in the United States, of whom a large number were trans women of color.

The correct gender identity will be noted on death certificates issued in the state of California following the 2014 Respect After Death Act, the outcome of a campaign in which the Transgender Law Center played a pivotal role. The organization also collaborated in several campaigns to release trans women from immigration detention.

New York State removed the surgery requirement for changing the gender marker on birth certificates and announced that Medicaid, the U.S. low-income health program, would cover transgender health care, after more than a decade of advocacy by the Sylvia Rivera Law Project and partners including Lambda Legal and the Audre Lorde Project.

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Grantees featured online – see top link (Total support amount to end 2014)

- Audre Lorde Project $305,500
- Immigration Equality $595,000
- Lambda Legal $750,000
- National Coalition of Anti-Violence Programs $110,000
- Queer Undocumented Youth Project (United We Dream) $160,000
- Sylvia Rivera Law Project $827,500
- Transgender Europe $460,000
- Transgender Law Center $545,000
- Williams Institute $842,500

- Learn More
- arcus.link/forum2014
- The newpress.com/books/bordered-lives
- arcus.link/transrights2014
- Learn More
- Bordered Lives — Transgender Portraits from Mexico
  A richly evocative publication by internationally renowned photographer Kike Amaral seeks to counter transphobic caricatures that fuel discrimination against Mexico’s trans community.

> Trans Rights, Criminal Justice Wrongs
> Join us online to watch Arcus’ 2014 Forum that brought together well-known and rising leaders in the prisoner rights and trans rights movements.

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Natasha Jiménez, general coordinator of Mulabi, the Latin American Space for Sexuality and Rights, grew up in Costa Rica, attending a Protestant church in the predominantly Catholic Central American country. In 1982, at age 15, her pastor denounced her from the pulpit and expelled her from the congregation, to “protect” other churchgoers. With her family’s support, Jiménez turned her back on the church, embraced her intersex identity, and helped to build national and international awareness and action around sexual orientation and gender identity.
> Twenty-five countries at the U.N. Human Rights Council, including predominantly Catholic Costa Rica and the Philippines, voted in favor of a 2014 resolution against violence and discrimination based on sexual orientation and gender identity.

> Members of the world’s largest Christian denominations moved ahead of some leaders in 2014 and 2015, insisting on marriage equality: from Ireland, where it was voted in by a landslide and the United States where it was legalized by a Supreme Court ruling, to Chile, where lawmakers gave same-sex couples the right to civil unions.

“Things are changing....Now my neighbors understand me as I am. If you have 100 or 200 Christians listening to us, on our side, it’s a success for us.”

Jean Elie Gasana, executive director of the United Coalition of Affirming Africans–Rwanda, is part of a new generation of African religious leaders who are challenging conservative interpretations of religious traditions across the continent. The leader of one of Rwanda’s LGBT-accepting congregations, Gasana has been accused of “recruiting” people to homosexuality and arrested while attempting to attend a regional LGBT meeting in neighboring Burundi. He continues to engage influential church leaders in discussions of LGBT inclusion.

While in 2014–15 the United States moved toward fuller LGBT inclusion, legislatures in 28 states mounted more than 90 efforts to exempt landlords, employers, charities, or businesses from extending equal treatment to LGBT people. Public protest and legal challenges against these religious exemptions, by both faith-based groups and organizations like the American Civil Liberties Union, reduced the impact of some of these attempts and defeated many of them.
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<td>The Alliance of Baptists</td>
<td>allianceofbaptists.org</td>
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<td>The American Civil Liberties Union Foundation</td>
<td>aclu.org</td>
<td>New York, NY</td>
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<td>The Democracy Council of California</td>
<td>democracycouncil.org</td>
<td>Culver City, CA</td>
<td>$100,000</td>
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<td>The Inner Circle</td>
<td>theinnercircle.org.za</td>
<td>Cape Town, South Africa</td>
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<td>The Reformation Project</td>
<td>reformationproject.org</td>
<td>Wichita, KS</td>
<td>$100,000</td>
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<td>Ujamaa Centre for Community Development and Research</td>
<td>ujamaa.ukzn.ac.za</td>
<td>Scottsville, South Africa</td>
<td>$42,000</td>
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*For more information about program areas, see: arcus.link/lgbt. Country names are given for grantees outside of the United States.
An additional $660,627 in grants was awarded through the International Human Rights Program to organizations whose names are excluded from this list due to security concerns.

**International Human Rights**

- **Akahatá – Equipo de Trabajo en Sexualidades y Géneros**
  - Buenos Aires, Argentina
  - $30,000

- **Arab Foundation for Freedoms and Equality**
  - AfemenA.org
  - Beirut, Lebanon
  - $74,000

- **Astraea Foundation**
  - AstraeaFoundation.org
  - New York, NY
  - $680,000
  - $100,000

- **Bank Information Center**
  - Bicusa.org
  - Washington, DC
  - $12,000
  - $35,000

- **Council for Global Equality**
  - GlobalEquality.org
  - Washington, DC
  - $500,000

- **Front Line – The International Foundation for the Protection of Human Rights Defenders**
  - Frontlinedefenders.org
  - Dublin, Ireland
  - $100,000

- **GATE – Global Action for Trans Equality (Astraea Foundation)**
  - Transactivists.org
  - New York, NY
  - $100,000

- **Gay & Lesbian Leadership Institute**
  - VictoryInstitute.org
  - Washington, DC
  - $10,000

- **Gender DynamIx**
  - Genderdynamix.org
  - Cape Town, South Africa
  - $100,000

- **Heartland Alliance**
  - Heartlandalliance.org
  - Chicago, IL
  - $150,000

- **Human Dignity Trust**
  - HumanDignityTrust.org
  - London, United Kingdom
  - $300,000

- **Human Rights Watch**
  - Hrw.org
  - New York, NY
  - $300,000

- **International Gay and Lesbian Human Rights Commission**
  - Iglhrc.org
  - New York, NY
  - $600,000

- **International Lesbian and Gay Association**
  - Ilga.org
  - Brussels, Belgium
  - $220,000

- **International Service for Human Rights**
  - Ishr.ch
  - Geneva, Switzerland
  - $75,000

- **Iranti-Org**
  - Iranti-org.co.za
  - Johannesburg, South Africa
  - $100,000

- **Los Angeles Gay and Lesbian Community Services Center**
  - Layagcenter.org
  - Los Angeles, CA
  - $50,000

- **National LGBTQ Task Force**
  - Thetaskforce.org
  - Washington, DC
  - $200,525

- **ORAM – Organization for Refuge, Asylum & Migration**
  - Oramininternational.org
  - San Francisco, CA
  - $300,000

- **Parliamentarians for Global Action**
  - Ppgaction.org
  - New York, NY
  - $100,000

- **PIINet**
  - Piplenet.org
  - New York, NY
  - $200,000

- **San Francisco LGBT Community Center**
  - Sfccenter.org
  - San Francisco, CA
  - $250,000

- **Trustees of Columbia University in the City of New York**
  - Columbia.edu
  - New York, NY
  - $31,000

- **US Social Justice**
  - Advocates for Informed Choice
  - Aclu.org
  - New York, NY
  - $50,000

- **American Civil Liberties Union Foundation**
  - Aclu.org
  - New York, NY
  - $100,000

- **API Equality Northern California**
  - Apequalitync.org
  - San Francisco, CA
  - $100,000

- **Asian American Justice Center**
  - Advancingjustice-aajc.org
  - Washington, DC
  - $50,000

- **Astraea Foundation**
  - Astraeafoundation.org
  - New York, NY
  - $500,000
  - $300,000

- **Athlete Ally**
  - Athleteally.org
  - New York, NY
  - $100,000

- **Audre Lorde Project**
  - Alp.org
  - New York, NY
  - $75,000

- **Freedom Sounds**
  - FreedomSounds.org
  - New York, NY
  - $20,500

- **Freedom to Marry**
  - Freedomtomarry.org
  - New York, NY
  - $100,000

- **Friends of PM**
  - Pmpress.org
  - Oakland, CA
  - $150,000

- **Gay and Lesbian Photo Archive**
  - Hogar.org
  - New York, NY
  - $100,000

- **Global Equality**
  - Globalequality.org
  - Washington, DC
  - $50,000

- **Hayes Center for Contemporary Blues**
  - HayesCenter.org
  - Chicago, IL
  - $50,000

- **Heartland Alliance**
  - Heartlandalliance.org
  - Chicago, IL
  - $150,000

- **Human Dignity Trust**
  - HumanDignityTrust.org
  - London, United Kingdom
  - $300,000

- **Human Rights Watch**
  - Hrw.org
  - New York, NY
  - $300,000

- **International Gay and Lesbian Human Rights Commission**
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  - New York, NY
  - $600,000

- **International Lesbian and Gay Association**
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  - Brussels, Belgium
  - $220,000

- **International Service for Human Rights**
  - Ishr.ch
  - Geneva, Switzerland
  - $75,000

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  - Iranti-org.co.za
  - Johannesburg, South Africa
  - $100,000

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  - $300,000

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  - $20,500

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  - New York, NY
  - $100,000

- **Friends of PM**
  - Pmpress.org
  - Oakland, CA
  - $150,000

- **Gay and Lesbian Photo Archive**
  - Hogar.org
  - New York, NY
  - $100,000

**An additional $660,627 in grants was awarded through the International Human Rights Program to organizations whose names are excluded from this list due to security concerns.**
Gay & Lesbian Alliance Against Defamation
glaad.org
Los Angeles, CA
$100,000

Gay & Lesbian Leadership Institute
victoryinstitute.org
Washington, DC
$100,000

Gay, Lesbian & Straight Education Network
glsen.org
New York, NY
$100,000
$250,000

Gay-Straight Alliance Network
gsasnetwork.org
San Francisco, CA
$100,000

GetEqual Education Fund (New Organizing Institute Education Fund)
getequal.org
Riverdale, MD
$15,000

Hispanics in Philanthropy
hiponline.org
Oakland, CA
$10,000

Joint Affinity Groups (Native Americans in Philanthropy)
jointaffinitygroups.org
Minneapolis, MN
$15,000

KICK – The Agency for LGBT African Americans
e-kick.org
Detroit, MI
$50,000

Lesbian and Gay Community Services Center
gaycenter.org
New York, NY
$50,000

Mazzoni Center
mazzoncenter.org
Philadelphia, PA
$150,000

Media Matters for America
mediamatters.org
Washington, DC
$150,000

National Center for Lesbian Rights
nclrights.org
San Francisco, CA
$100,000

National Council on Crime and Delinquency
ncdglobal.org
Oakland, CA
$17,000

National Latina Institute for Reproductive Health
latinainstitute.org
New York, NY
$100,000

National LGBTQ Task Force
thetaskforce.org
Washington, DC
$250,000

New Voices Pittsburgh (Sister Song)
newvoicespittsburgh.org
Pittsburgh, PA
$25,000

New York City Gay And Lesbian Anti-Violence Project
avp.org
New York, NY
$400,000

Resource Center of Dallas
myresourcecenter.org
Dallas, TX
$8,400

Ruth Ellis Center
ruthelliscenter.com
Highland Park, MI
$200,000

SisterLove
sisterlove.org
Atlanta, GA
$8,400

Souterners on New Ground
souternersonnewground.org
Atlanta, GA
$150,000

Streetwise and Safe
streetwiseandsafe.org
New York, NY
$150,000

Sundance Institute
sundance.org
Los Angeles, CA
$50,000
$200,000

Sylvia Rivera Law Project
srlp.org
New York, NY
$200,000

The Freedom Center for Social Justice
fcsj.org
Charlotte, NC
$200,000

The Gay Lesbian Bisexual & Transgender Community Center of Colorado
glbtcolorado.org
Denver, CO
$8,400

Tides Foundation
tidesfoundation.org
San Francisco, CA
$500,000

Trans People of Color Coalition (National LGBTQ Task Force)
transpoc.org
Washington, DC
$50,000

Transgender Law Center
transgenderlawcenter.org
Oakland, CA
$50,000
$200,000

TransLatin@ Coalition (XQsi Magazine)
translatinacoalition.org
Glendale, CA
$5,000

True Colors Fund
turecolorsfund.org
New York, NY
$125,000

United We Dream Network
unitedwedream.org
Washington, DC
$150,000

University of Chicago
uchicago.edu
Chicago, IL
$100,000

You Can Play
youcanplayproject.org
Denver, CO
$100,000
### Special Opportunities

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<thead>
<tr>
<th>Organization</th>
<th>Website</th>
<th>City, State</th>
<th>Amount</th>
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<td>Ali Forney Center</td>
<td>aliforneycenter.org</td>
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<td>Asian American-Pacific Islanders in Philanthropy</td>
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<td>Arts Resources in Collaboration</td>
<td>eyeondance.org</td>
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<td>Champion Fund Childrens Hospital Adolescent Medicine Programs</td>
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<td>Los Angeles, CA</td>
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<td>Communication Workers of America</td>
<td>afacwa.org</td>
<td>Washington, DC</td>
<td>$10,000</td>
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<td>Equality Federation Institute</td>
<td>equalityfederation.org</td>
<td>Portland, ME</td>
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<td>Equality Maine Foundation</td>
<td>equalitymaine.org</td>
<td>Portland, ME</td>
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<td>Federal City Performing Arts Association</td>
<td>gmcw.org</td>
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<td>Fiji Theater Company</td>
<td>pingchong.org</td>
<td>New York, NY</td>
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<td>Food and Friends</td>
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<td>Gay &amp; Lesbian Advocates &amp; Defenders</td>
<td>glad.org</td>
<td>Boston, MA</td>
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<td>Gay, Lesbian &amp; Straight Education Network</td>
<td>gifsen.org</td>
<td>New York, NY</td>
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<td>GetEqual Education Fund (NEO Philanthropy)</td>
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<td>Green Diversity Initiative</td>
<td>diversegreen.org</td>
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<td>Hetrick-Martin Institute</td>
<td>hmi.org</td>
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<td>Horizons Foundation</td>
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<td>Institute for Student Health</td>
<td>theish.org</td>
<td>Washington, DC</td>
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<td>Johns Hopkins University</td>
<td>transatlantic.sais-jhu.edu</td>
<td>Baltimore, MD</td>
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<td>Lesbian and Gay Community Services Center</td>
<td>gaycenter.org</td>
<td>New York, NY</td>
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<td>LGBT Technology Institute</td>
<td>lgbtechpartnership.org/ institute</td>
<td>Lost City, WV</td>
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<td>Many Voices</td>
<td>manyvoices.org</td>
<td>Washington, DC</td>
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<td>Out2Enroll (NEO Philanthropy)</td>
<td>out2enroll.org</td>
<td>Philadelphia, PA</td>
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<td>Parents, Families and Friends of Lesbians and Gays – Lubbock Chapter</td>
<td>pflaglubbock.org</td>
<td>Lubbock, TX</td>
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<td>Point Foundation</td>
<td>pointfoundation.org</td>
<td>Los Angeles, CA</td>
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<td>Racial Justice Action Center (Movement Strategy Center)</td>
<td>rjaactioncenter.org</td>
<td>Atlanta, GA</td>
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<td>Research Foundation of the City University of New York</td>
<td>rfcuny.org</td>
<td>New York, NY</td>
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<td>Ruth Ellis Center</td>
<td>ruthelliscenter.com</td>
<td>Highland Park, MI</td>
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<td>Sit-in Movement</td>
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<td>Greensboro, NC</td>
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<td>Skowhegan School of Painting and Sculpting</td>
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<td>New York, NY</td>
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<td>Spelman College</td>
<td>spelman.edu</td>
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<td>StartOut</td>
<td>starout.org</td>
<td>New York, NY</td>
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<td>Stonewall Equality</td>
<td>stonewall.org.uk</td>
<td>London, United Kingdom</td>
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<td>Teacher’s College, Columbia University</td>
<td>tc.columbia.edu</td>
<td>New York, NY</td>
<td>$50,000</td>
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<td>The Albert Kennedy Trust</td>
<td>akt.org.uk</td>
<td>Jesmond, United Kingdom</td>
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<td>Theater Offensive</td>
<td>thetheateroffensive.org</td>
<td>Boston, MA</td>
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<td>The BRITDOC Foundation</td>
<td>britdoc.org</td>
<td>London, United Kingdom</td>
<td>$10,000</td>
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<td>The New Press</td>
<td>thenewpress.com</td>
<td>New York, NY</td>
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<td>The Other Foundation</td>
<td>theotherfoundation.org</td>
<td>Saxonwold, South Africa</td>
<td>$100,000</td>
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<td>Transgender, Gender Variant, Intersex Justice Project</td>
<td>tgijp.org</td>
<td>Oakland, CA</td>
<td>$5,000</td>
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<td>TransTech Social Enterprises, NFP (Allied Media Projects)</td>
<td>transtechsocial.org</td>
<td>Chicago, IL</td>
<td>$2,500</td>
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<td>Trustees of Columbia University in the City Of New York</td>
<td>columbia.edu</td>
<td>New York, NY</td>
<td>$10,000</td>
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<td>University of Chicago</td>
<td>uchicago.edu</td>
<td>Chicago, IL</td>
<td>$10,000</td>
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<td>Voto Latino</td>
<td>votolatino.org</td>
<td>Washington, DC</td>
<td>$10,000</td>
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<td>Whitman-Walker Clinic</td>
<td>whitman-walker.org</td>
<td>Washington, DC</td>
<td>$5,000</td>
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<td>Williams Institute on Sexual Orientation Law and Public Policy</td>
<td>research.ucla.edu/ocga</td>
<td>Los Angeles, CA</td>
<td>$10,000</td>
</tr>
</tbody>
</table>

**Learn More**

[arcus.link/partners]
This Consolidated Statement of Financial Position is a combined statement for the Arcus Foundation and the Arcus Operating Foundation. The Arcus Operating Foundation supports the mission of the Arcus Foundation through convenings, research, and special projects that increase philanthropic engagement.

<table>
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<tr>
<th>ASSETS</th>
<th>Amount</th>
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<tbody>
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<td>Cash and cash equivalents</td>
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<td>Due from investment managers</td>
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<tr>
<td>Prepaid federal excise tax</td>
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<tr>
<td>Property, equipment, and leasehold improvements (net)</td>
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<tr>
<td>Investments</td>
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</tr>
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<td>Other assets</td>
<td>697,548</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$187,665,965</strong></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>LIABILITIES</th>
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</thead>
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<td>Grants payable (net)</td>
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<tr>
<td>Accounts payable and accrued expenses</td>
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<tr>
<td>Deferred rent</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
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</tr>
<tr>
<td>Net Assets</td>
<td>166,794,220</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td><strong>$187,665,965</strong></td>
</tr>
</tbody>
</table>

Learn More: arcus.link/grantmaking
Grants and Operating Expenses 2014

Operating Expenses
$11,484,817

Grants Awarded
$28,506,502

Grants Awarded 2014*

**Special Opportunities
$1,883,451

Employee Match and Misc
$253,239

SOCIAL JUSTICE PROGRAM
International Human Rights
$5,026,152

SOCIAL JUSTICE PROGRAM
Global Religions
$4,135,810

SOCIAL JUSTICE PROGRAM
U.S. Social Justice
$7,483,800

*Reflects decreases of grants awarded in prior years
**Strategic support in response to urgent needs and opportunities

**GREAT APES PROGRAM
Apes and Ethics
$245,000

Apes in Captivity
$3,662,827

Conservation of Apes
$5,816,223

SOCIAL JUSTICE PROGRAM
International Human Rights
$5,026,152

SOCIAL JUSTICE PROGRAM
Global Religions
$4,135,810

SOCIAL JUSTICE PROGRAM
U.S. Social Justice
$7,483,800

*Reflects decreases of grants awarded in prior years
**Strategic support in response to urgent needs and opportunities
Board Members

Jon Stryker
Founder and Board President

Stephen Bennett
Board Member

Evelyn M. Hammonds
Board Member

Janet Mock
Board Member

Catherine Pino
Board Member

Slobodan Randjelovic
Board Member

Jeff Trandahl
Board Member

Darren Walker
Board Member

Senior Leadership Team

Kevin Jennings
Executive Director

Annette Lanjouw
Vice President, Strategic Initiatives
and Great Apes Program

Jason McGill
Vice President, Social Justice Program

Thomas W. Nichols
Vice President, Finance and Operations

Bryan Simmons
Vice President, Communications

Jennene Tierney
Director, Human Resources

Staff Members

UNITED STATES

Heather Antonissen
Communications Assistant

Monica Charles
Grants Manager

Adrian R. Coman
Director, International Human Rights Program

Desiree Flores
Director, U.S. Social Justice Program

Linda Ho
Controller

Sandor Johnson
Special Assistant to the Executive Director

Melvin Jung
Accounting and Human Resources Associate