

Pledge Letters

George B. Fasser

H. Platte

Melvin F. Scott

Susan M. White

[Signature]

Jim

Paul G. M.

Martin D. Sandler

[Signature]

Robert R. King

John W. Peter

Jan H. Weil

[Signature]

D.P. Sant

Am. N. E.

Walter K. Blumberg

[Signature]

[Signature]

Albert L. Veltscher

Tom Woudhou

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Bill Gatto

Virginia

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SEA

W. S. Cummings

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Jayce M. Currier

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Ed. Bond

[Signature]

03/21/2017

The Giving Pledge

CURRENT PLEDGERS

Bill and Karen Ackman
Margaret and Sylvan Adams
Leonard H. Ainsworth
Paul G. Allen
HRH Prince Alwaleed Bin Talal Bin Abdulaziz Al Saud
Sue Ann Arnall
Laura and John Arnold
Lord Ashcroft KCMG PC
Lynne and Marc Benioff
Nicolas Berggruen
Manoj Bhargava
Steve Bing *
Sara Blakely
Arthur M. Blank
Nathan and Elizabeth Blecharczyk
Michael R. Bloomberg
Richard and Joan Branson
Eli and Edythe Broad
Charles R. Bronfman
Edgar M. Bronfman (d. 2013)
Warren Buffett
Jean and Steve Case
John Caudwell
Brian Chesky
Scott Cook and Signe Ostby
Lee and Toby Cooperman
Joe and Kelly Craft
Joyce and Bill Cummings
Ray and Barbara Dalio
Jack and Laura Dangermond
John Paul DeJoria
Mohammed Dewji
Barry Diller and
Diane von Furstenberg
Ann and John Doerr*
Glenn and Eva Dubin
Larry Ellison
Henry Engelhardt, CBE and Diane Briere de l'Isle-Engelhardt, OBE

Judy Faulkner
Charles F. Feeney
Andrew and Nicola Forrest
Ted Forstmann (d. 2011)
Phillip and Patricia Frost *
Bill and Melinda Gates
Joe Gebbia
Dan and Jennifer Gilbert
Ann Gloag OBE
Dave Goldberg (d. 2015) and Sheryl Sandberg *
David and Barbara Green
Jeff and Mei Sze Greene
Harold Grinspoon and Diane Troderman
Gordon and Llura Gund
Harold Hamm
Reed Hastings and Patty Quillin
Lyda Hill
Barron Hilton
Christopher Hohn *
Elie and Susy Horn
Sir Tom and Lady Marion Hunter
Jon and Karen Huntsman
Dr Mo Ibrahim
Carl Icahn
Joan and Irwin Jacobs
John W. Jordan II "Jay"
George B. Kaiser
Kim and Brad Keywell
Vinod and Neeru Khosla *
Sidney Kimmel
Rich and Nancy Kinder
Beth and Seth Klarman
Robert and Arlene Kogod
Elaine and Ken Langone
Liz and Eric Lefkofsky
Gerry and Marguerite Lenfest
Peter B. Lewis (d. 2013)

Lorry I. Lokey
George Lucas and Mellody Hobson
Duncan and Nancy MacMillan
Alfred E. Mann (d. 2016)
Joe and Rika Mansueto *
Bernie and Billi Marcus
Richard Edwin and Nancy Peery Marriott
Strive and Tsitsi Masiyiwa *
Kiran Mazumdar-Shaw
Craig and Susan McCaw *
Red and Charline McCombs
PNC and Sobha Menon
Dean and Marianne Metropoulos
Gary K. Michelson, M.D.
Michael and Lori Milken
Yuri Milner
George P. Mitchell (d. 2013)
Thomas S. Monaghan
Gordon and Betty Moore
Tashia and John Morgridge
Michael Moritz and Harriet Heyman
Dustin Moskovitz and Cari Tuna
Patrice and Precious Motsepe
Elon Musk *
Arif Naqvi *
Jonathan M. Nelson
Gensheng Niu
Pierre and Pam Omidyar
Natalie and Paul Orfalea
Bernard and Barbro Osher
Bob and Renee Parsons *
Ronald O. Perelman
Jorge M. and Darlene Perez
Peter G. Peterson
T. Boone Pickens
Victor Pinchuk
Hasso Plattner

* No pledge letter available

CURRENT PLEDGERS (Continued)

Vladimir Potanin
Azim Premji
Terry and Susan Ragon
Julian H. Robertson, Jr.
David Rockefeller (d. 2017)
Edward W. (d. 2016) and
Deedie Potter Rose *
Stephen M. Ross
David M. Rubenstein
David Sainsbury
John and Ginger Sall
Henry and Susan Samuelli
Herb and Marion (d. 2012) Sandler
Denny Sanford *
Vicki and Roger Sant
Lynn Schusterman
Ruth and Bill Scott
Walter Scott, Jr.
Tom and Cindy Secunda
Craig Silverstein & Mary Obelnicki
Annette and Harold (d. 2013)
Simmons
Jim and Marilyn Simons
Liz Simons and Mark Heising
Paul E. Singer
Jeff Skoll
John A. and Susan Sobrato,
John Michael Sobrato
Michele B. Chan and Patrick
Soon-Shiong
Ted (d. 2016) and
Vada (d. 2013) Stanley
Mark and Mary Stevens
Tom Steyer and Kat Taylor
Jim (d. 2014) and Virginia Stowers
Dato' Sri DR Tahir *
Vincent Tan Chee Yioun
Tad Taube
Claire (d. 2014) and Leonard Tow
Ted Turner

Albert Lee Ueltschi (d. 2012)
Hamdi Ulukaya
Sunny and Sherly Varkey
Dr. Romesh and
Kathleen Wadhvani *
Sanford and Joan Weill
Dr. Herbert and Nicole Wertheim
Shelby White *
Sir Ian Wood
Hansjörg Wyss
Samuel Yin
Charles Zegar and
Merryl Snow Zegar
Mark Zuckerberg and Priscilla Chan

* No pledge letter available

Bill & Karen Ackman

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April 16, 2012

Dear Warren,

Karen and I are delighted to join you in the Giving Pledge, and commit at least half—I expect that we will commit substantially more than half—of what we have to charity. It is much easier to be generous if you have more than you need, so this is not a difficult thing for us to do. That said, I don't think being charitable is innate. In my experience, it is learned from the examples of others.

My earliest memories include my father's exhortations about how important it is to give back. These early teachings were ingrained in me, and a portion of the first dollars I earned, I gave away. Over the years, the emotional and psychological returns I have earned from charitable giving have been enormous. The more I do for others, the happier I am. The happiness and optimism I have obtained from helping others are a big part of what keeps me sane. My life and business have not been without some decent size bumps along the way, and my psychological health and wellbeing have made managing these inevitable challenges much easier.

While my motivations for giving are not driven by a profit motive, I am quite sure that I have earned financial returns from giving money away. Not directly by any means, but rather as a result of the people I have met, the ideas I have been exposed to, and the experiences I have had as a result of giving money away. A number of my closest friends, partners, and advisors I met through charitable giving. Their advice, judgment, and partnership have been invaluable in my business and in my life. Life becomes richer, the more one gives away.

In college, I had the opportunity to read John Rawls, and learn his methodology for determining how to organize the world. It made sense to me then, and still does. Rawls advised that you should imagine yourself in what he called "the Original Position." Pretend that you have not yet been born, and don't know to what family or in what country or circumstance you will find yourself. He argued that the world should be organized from such a vantage point. In other words, I believe the fairest distribution would require something along the lines of the Giving Pledge. Rawls proves that charitable giving is the right thing to do from an objectively fair vantage point.

I am not a particularly religious person, and believe that my limited time on earth is all that I am going to get. And I have lived with that understanding, doing my best to extract as much out of life as I can. I get tremendous pleasure from helping others. It's what makes my life worth living.

We are incredibly grateful and honored to join you in the Giving Pledge.

Sincerely,



Margaret & Sylvan Adams

When I learned about the Giving Pledge, I found the concept inspirational.

I grew up in a philanthropic home, where my parents were generous givers early on, when they didn't have great means; their donations only escalated as my father's business activities and wealth grew. From my parents' example, it was natural for me to continue the family tradition of trying to do some good in the world around me, but I didn't have a specific plan other than the idea that this would be a generational project, one in which my children (and eventually their children) would work together to improve things around us, in appreciation of our good fortune.

What the Giving Pledge has enabled me to do is quantify my plan. Through the example and leadership of Bill and Melinda Gates and Warren Buffett, the Giving Pledge is inspiring successful men and women to engage in what I would call "competitive" philanthropy. Directing the same competitive instincts that these driven people employed to achieve the pinnacle of financial and social success, the Giving Pledge is encouraging us to outdo one another in giving our wealth away. Brilliant!!!

It is an honour and a privilege to join the Giving Pledge, which gives expression to the sharing of my success and good fortune. As Warren Buffet assured me when he welcomed me into the program, I am certain to get my money's worth.



Leonard H. Ainsworth

It is my great pleasure to provide this Giving Pledge commitment wherein I pledge to give at least 50% of my wealth to charitable causes both during my present life and beyond.

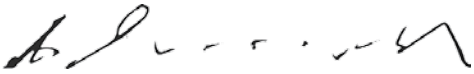
I have been involved in philanthropy for more than fifty years and have been fortunate in being able to increase my philanthropic giving as the years have progressed.

My initial interest was in the field of medicine and medical research as it related to children. I have followed through from there to support a wide range of medical research facilities on the basis that, if causes can be established for a particular disease or condition, then future generations will benefit for many years ahead.

I also focus my philanthropic support toward universities over a wide spectrum. I am particularly interested in design as it relates to engineering, as the economies introduced by clever and innovative design far outweigh production volume savings.

As a private person, I prefer to minimise publicity of my philanthropic activities but at the same time realise that setting a positive example is the best way to encourage others to give back.

I have a large family of sons and am doing my best to encourage them to follow my example and embark on their own philanthropic endeavours.



Leonard H. Ainsworth

Paul G. Allen

Giving Pledge Commitment:

Many years ago I decided to dedicate the majority of my fortune to philanthropy. I believe that those fortunate to achieve great wealth should put it to work for the good of humanity. In spotlighting this responsibility, The Giving Pledge reminds us all that our net worth is ultimately defined not by dollars but rather by how well we serve others. Ultimately, my greatest satisfaction comes from working to make our world a better place.

In recent years, I have felt a growing sense of urgency about the mounting challenges confronting our planet. Through my giving, I seek to tackle climate change, prevent dangerous epidemics, save Earth's most iconic species from extinction and restore our oceans to health, before it's too late.

I am striving to advance the frontiers of science in ways that can help researchers prevent brain cancers, dementia and other diseases, through the Allen Institutes for Brain Science and Cell Science. I also support the cultural institutions, arts organizations and social service nonprofits that do so much to strengthen our world, particularly in my hometown of Seattle and throughout the Pacific Northwest. Our community is so much richer for their efforts, and I am grateful I can contribute to their initiatives.

My philanthropic strategy is also informed by my enduring belief in the power of new ideas. By dedicating resources that can help some of the world's most creative thinkers accelerate discovery, I hope to serve as a catalyst for progress—in large part by encouraging closer collaboration and challenging conventional thinking. When smart people work together with vision and determination, there is little we can't accomplish.

A handwritten signature in black ink, reading "Paul G. Allen". The signature is fluid and cursive, with a long horizontal stroke at the end.

Paul G.

HRH Prince Alwaleed Bin Talal Bin Abdulaziz AlSaud

More than three decades ago when I founded Alwaleed Philanthropies, I made a commitment to help build a more peaceful, equitable and sustainable world for generations to come.

It is this same commitment that has driven me to take the Giving Pledge today. I am honoured to be the first Arab Muslim to do so, and it is my sincere hope that other Arabs and Muslims will follow in giving a pledge.

I have been blessed with a great deal of good fortune in my life. For me, the Giving Pledge is an expression of my desire to give back, both to my community and to the wider world.

The Giving Pledge is also an opportunity to join a unique group of philanthropists and combine our efforts to solve some of the greatest and most intractable challenges of our time. This spirit of partnership is central to the work of Alwaleed Philanthropies. We are far stronger together than we are individually.

Philanthropy has the power to deliver extraordinary progress. It can fight poverty, empower women, develop communities, and provide emergency help to those who need it most. Just as importantly, it also has the power to bridge the divides that exist between different cultures around the world.

It is our duty as philanthropists to harness the very best of human nature – generosity, innovation, creativity – to make the biggest possible difference in people's lives.

I pledge to devote not only my resources, but my time and energy, to the fulfilment of this duty. This is a pledge without boundaries, for all humanity.

Chairman



Alwaleed Bin Talal Bin Abdulaziz AlSaud

Sue Ann Arnall

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April 21, 2015

My Giving Pledge

It is with a profound sense of relief that I am able to write this letter, expressing my intent to give away the vast majority of my wealth. Having the opportunity to help others achieve a better and more fulfilling life, is not only an enormous privilege, but also a lifelong dream.

Several years ago, I received the support of my two young daughters, Jane and Hilary, in this pursuit. At an early age, my daughter, Jane, encouraged me to devote all of my resources to philanthropy and my dream of helping others. She assured me that my love and happiness were far more important to her than any inheritance she might receive. As they have grown older, both of my daughters have become even more adamant that I pursue this dream.

With the unwavering support of my wonderful daughters, I now feel a tremendous and growing responsibility to be a good steward of my resources. I have always believed that those who have the abilities and opportunities to accumulate wealth should utilize their skills, in addition to their wealth, to solve the world's problems. My objective is to apply the skills and knowledge that I utilized throughout my business career in the philanthropic realm. I will focus on the key issues, do my homework, partner with those who are the best at what they do, and try to seek long term solutions rather than "short-term fixes."

I want to help those who do not have the ability to help themselves, and I plan to initially focus on children who have been dealt a bad hand, either physically or socially, and on providing these children, our children, the opportunity to live a productive and fulfilling life. As Frederick Douglass once said, "It is easier to build strong children than to repair broken men."

Currently, I am devoting my time and resources to help two specific groups of children-children with autism, and foster children. I am working to find the causes associated with a rise in the incidence of children along the autism spectrum, and to provide diagnosis and treatment within the first year of birth. I have also found that children who exit the foster care system in our State at age 18 often become wards of the state a second time; because our system fails to equip them with the necessary tools to survive as adults in our world. I want to break this cycle. We have assumed the responsibility for these children, so we need to finish the task.

I am also working to eliminate the need for pet euthanasia due to overpopulation. As an animal lover, it is simply unfathomable to me that, in our country, we euthanize over one million pets per year, simply because we have neglected those who have become dependent upon humans for their very existence.

Sue Ann Arnall (Continued)

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With respect to these issues, and the many others I hope to address in my lifetime, my aim will be to tackle the source of problems, rather than simply meeting immediate, or short-term, needs.

I am fully aware of the great privilege that I have—the privilege to focus on helping others, rather than having to worry about my own survival, as millions of people throughout our world must do each day. It is easy to give away money when you want for nothing. Money does not buy happiness, but it can buy freedom - freedom from worry about your, or your child's, wellbeing, or next meal; or freedom from worry about simply surviving another day. So, I take this privilege of wealth with a great deal of gratitude and humility, and will attempt to use it to buy freedom for those shackled by poverty, neglect, or the cruel fate of circumstances.

Sincerely,

A handwritten signature in cursive script that reads "Sue Ann Arnall". The signature is written in black ink and is positioned below the word "Sincerely,".

Sue Ann Arnall

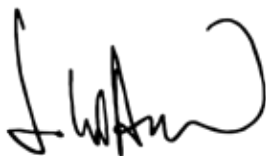
Laura & John Arnold

We look upon our financial position with a mix of disbelief and humility, never having dreamed that we would be in this situation. Our backgrounds are similar to that of many Americans. We each had a solid middle-class upbringing with an emphasis on values, work ethic and social responsibility. We each attended public secondary school and worked our way through private universities. And, of course, we dreamed of one day being “rich,” in the way that all young people fantasize about having everything they want. To our great surprise, we now fit that very elementary label. We have more than ample resources to be good providers for our family and mentors to our children, and we have a lifestyle that is comfortable and then some.

We are deeply indebted to our community and our country for the many opportunities granted to us, and for a social and economic environment in which we could make the most of those opportunities. We consider it our responsibility to ensure the same opportunities for others. We view our wealth in this light—not as an end in itself, but as an instrument to effect positive and transformative change. To this end, we have contributed a significant portion of our wealth to the Laura and John Arnold Foundation and will continue to do so during our lifetime. Upon our death, the vast majority of our assets will be left to the Foundation.

At the Foundation, we focus on areas where (1) philanthropic investments can lead to solutions that are self-sustaining in the long-term, (2) we can leverage a relatively small investment to create a large impact on total societal benefit and (3) the market does not presently yield optimal results, due to inefficiencies, lack of adequate information or other reasons. These guiding principles have led us to invest in a number of areas including education reform, health care, social services and social justice.

We are blessed to embark on this critical endeavor at a relatively early stage in our lives and with a great sense of urgency. We will devote the majority of our wealth, time and resources to philanthropy in the coming years, and we fully intend to achieve transformative results during our lifetime. There is no more worthwhile work and no greater mission. And there is no reason for delay in making a difference.



John D. Arnold



Laura E. Arnold

Lord Ashcroft KCMG PC

“I take enormous pleasure from giving something back to society and to making a positive difference to other people’s lives. I feel honoured to put my name to the Giving pledge and to sharing such a worthwhile commitment with like-minded people.”

Statement from Lord Ashcroft KCMG PC: May, 2013

It is with great pleasure that I make a commitment to the Giving Pledge. I am full of admiration that so many wealthy people have now promised to donate at least half of their wealth to charitable causes, either during their lifetime or in their will.

I outlined my intentions in 2005 that I wanted to leave the majority of my assets to a charitable foundation in my name. I did this when I wrote a book, *Dirty Politics, Dirty Times*, about a difficult episode in my life. I used the opportunity to say that I have never been a great believer in inherited wealth. After my death, my family will be the trustees of the foundation so that they will be able to enjoy spending money on worthy causes in my name. I also intend, however, to provide well for my family so that they have a financially secure and, hopefully, happy future.

My parents instilled in me a work ethic and social responsibility: I believe these values formed the roots of my eventual commitment to philanthropy. During my career as an entrepreneur and businessman, I have been fortunate enough to have created wealth. It is the major proportion of these earnings that I intend to put to good causes over the years and decades ahead.

During the 1980s when I started investing in the United States, I discovered that one of the most appealing traits of American life is the tendency of many wealthy individuals to see it as part of their civic duty to support charities. Over the years, I became a convert to philanthropy and I started donating to deserving and innovative causes. I saw that some of the best ideas to emerge in the US had their roots in charities and the freedom to innovate that they provided.

As a self-made man, I am determined that when I donate to charitable causes the donation should not be frittered away or lay stagnant in a bank account. I therefore favour in most cases a hands-on approach towards philanthropy, driving a charitable project forward in the same way that I would seek to progress with a business. I also prefer to donate to subjects close to my heart: for example, to fighting crime, to supporting education and to championing the military, in general, and gallantry, in particular. I am proud, for example, that my first major charitable enterprise, Crimestoppers, is this year celebrating the 25th anniversary of its formation and which to date has led to 120,000 arrests.

I take enormous pleasure from giving something back to society and to making a positive difference to other people’s lives. I feel honoured to put my name to the Giving Pledge and to sharing such a worthwhile commitment with like-minded people.



Michael Ashcroft

Lynne & Marc Benioff

June 1, 2016

We believe that in order for our communities to thrive, it's imperative that all children have access to world-class healthcare and education systems. This belief is why we've focused our personal philanthropic efforts on advancing children's healthcare in the Bay Area—giving \$250 million to build UCSF Benioff Children's Hospitals in both San Francisco and Oakland. It's also why at Salesforce, we've focused our corporate philanthropy programs on public schools, giving \$14 million to San Francisco Unified School District over the last three school years to advance STEM education for Bay Area students.

Our country is experiencing growing income inequality—disproportionately affecting the outcomes of our nation's youth. In the United States, families now comprise more than 30% of the overall homeless population, according to the U.S. Department of Housing and Urban Development, and more than 1.5 million American children live in poverty. In the San Francisco Bay Area, we are facing a homelessness epidemic—through our work with SFUSD, we've learned that 1 in 26 children in our public schools are homeless or marginally housed students.

We also know through our work with UCSF Benioff Children's Hospitals that if children do not have the appropriate healthcare and education opportunities by age 5, they will remain at a disadvantage for the rest of their lives. UCSF's California Preterm Birth Initiative, which we launched in partnership with the Bill & Melinda Gates Foundation, recently found that a child's socioeconomic status at birth can be a life-changing factor—it is three times more likely for a mother to give birth to a preterm baby if she lives in the low-income Bayview neighborhood of San Francisco than in the higher-income Presidio neighborhood. These are the issues that motivate us to fund high-impact projects that help advance the health and education of our nation's children.

By joining the Giving Pledge, we reaffirm our commitment to the health and education of our children, pledging to dedicate the majority of our wealth to philanthropy. Over the last six years, we've been thrilled to see the impact of the Giving Pledge through the leadership of Bill & Melinda Gates. The pledge has encouraged a rise in personal philanthropic leadership in the United States, and by joining, we hope to continue to encourage others to create an impact in the communities where they live and work.

Marc & Lynne Benioff

Nicolas Berggruen

My Giving Pledge

August, 25, 2010

Everyone is dealt a group of cards at birth. With them come possibilities and responsibilities. What one does with them is up to each one of us; and the sum of those choices, constitute our lives.

I have been blessed with the chance to build the Nicolas Berggruen Charitable Trust.

My dedication to making the Trust a success will be similarly applied to its related non-profit activities. I believe that this approach best pairs my own abilities and the assets of the Nicolas Berggruen Charitable Trust.

It is in this spirit that I join the Giving Pledge.

A handwritten signature in black ink, consisting of a large, stylized 'N' followed by a horizontal line that tapers to the right.

Manoj Bhargava

My choice was to ruin my son's life by giving him money or giving 90+% to charity.
Not much of a choice.

Service to others seems the only intelligent choice for the use of wealth. The other choices especially personal consumption seem either useless or harmful.

The projects our foundation works on are defined only as alleviating human suffering. We have adopted over 400 charities from schools and hospitals to women's career education in rural India. We are also working on desalinating water cheaply, reducing fossil fuel emissions by 50%, cleaning mercury and sulfur dioxide from coal and a revolutionary medical technology that will improve overall health for the poor and the not so poor.

For us, all of this falls under reducing human suffering. We may not be able to affect human suffering on a grand scale but it will be fun trying.

Manoj

Sara Blakely

Sara Blakely

My Giving Pledge

Since I was a little girl I have always known I would help women. In my wildest dreams I never thought I would have started with their butts. As it turns out, that was a great place to start! At Spanx we say it's our goal to make the world a better place, one butt at a time. With this pledge my goal is to make the world a better place...one woman at a time.

I have so much gratitude for being a woman in America. I never lose sight that I was born in the right country, at the right time. And, I never lose sight of the fact that there are millions of women around the world who are not dealt the same deck of cards upon their birth. Simply because of their gender, they are not given the same chance I had to create my own success and follow my dreams. It is for those women that I make this pledge.

At Spanx, philanthropy is part of our culture. I believe in sharing the opportunity to give back directly with the people who have helped me earn the right to do so in the first place. We have a rotating philanthropy board made up of employees. Each board is allocated a portion of the company's profits to give away. They volunteer their time to research and determine who receives the money. Employees get to make surprise visits to organizations with checks in hand and witness the tears first hand. As a company we have created a program called Leg-UP that features other female entrepreneur's products for free in our catalog. We have also built homes for families together, sent women to college, funded entrepreneurial programs in girls' schools, joined in a dance flash mob to stop violence against women, and even rendered the queen of talk, Oprah (and our accountants at the time), speechless when we donated \$1 million to her Leadership Academy for girls in South Africa.

At this stage in my life most of my time remains dedicated to growing the business. My hope is that my continued investment in Spanx will pay even greater dividends to help women. I have been setting aside profits since the start of Spanx with the goal that when the time comes I will have an amazing opportunity to help women in an even bigger way. That is part of the reason I'm making this pledge now. Setting aside the money in my foundation is only part of the preparation, learning the most effective way to give, is the other.

Sara Blakely (Continued)

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I'm so appreciative to Bill and Melinda Gates and Warren Buffett for creating a forum of philanthropic thought leaders. Many of the pledgers are farther down the road on their journey of giving back, and I look forward to learning from, and collaborating with them.

I am committed to the belief that we would all be in a much better place if half the human race (women) were empowered to prosper, invent, be educated, start their own businesses, run for office—essentially be given the chance to soar!

I pledge to invest in women because I believe it offers one of the greatest returns on investment. While many of the world's natural resources are being depleted, one is waiting to be unleashed—women.

Sincerely,

A handwritten signature in black ink that reads "Sara Blakely". The signature is written in a cursive, flowing style with a large initial "S".

Sara Blakely

Arthur M. Blank

My Giving Pledge

Arthur M. Blank

April 19, 2012

Eighteen years ago this month, my family established The Arthur M. Blank Family Foundation with the goal of sharing our blessings by giving back to the communities that made our good fortune possible. My intent then, as now, was to dedicate my time and the majority of my wealth to our philanthropic endeavors.

Since its establishment, with the participation of my family, the Foundation has given more than \$250 million to charitable causes, ranging from education and youth development to the arts and the environment.

Now, as I approach my 70th birthday, I am more committed than ever to making a difference through philanthropy. The needs in our society are more profound than at any point in my lifetime. The gap between rich and poor in America is growing. Philanthropy alone cannot repair all of the social injustice in our county or the world. It can, however, inspire good will, spark innovation and provide thought leadership.

Through our Foundation's work, we are fighting childhood obesity in Georgia; leading the development of a transformational community-wide network of paths, parks and transit called the Atlanta Beltline; challenging our state to invest more resource in early childhood education; testing education reforms that will allow every child to reach his or her potential; and making sure that children and families have access to the vitality of the arts regardless of their economic circumstances.

Recognizing that there are many other equally vital needs that would benefit from philanthropic investment, my family decided to invest in the areas around which we have the most personal passion. Just as it was a personal passion that led to the success of The Home Depot, passion drives my philanthropy.

I've been fortunate, and in many ways I am humbled because of that. My family is grateful that they have been the beneficiaries of The Home Depot's success, and with me they feel a responsibility to leave the world a better place than we found it.

Arthur M. Blank (Continued)

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The associates of the Blank Family of Businesses—from the Atlanta Falcons and the Atlanta Falcon Physical Therapy Centers to the PGA TOUR Superstores to our guest ranch in Montana—are motivated by knowing that their efforts, their talent and their passion contribute not only to our business success but to making a difference for those less fortunate.

I am honored to join those who have gone before me in signing this Giving Pledge.

A handwritten signature in black ink, appearing to read "Arthur", written in a cursive style.

Nathan & Elizabeth Blecharczyk

June 1, 2016

We are humbled to find ourselves at a young age in an extremely privileged place. We recognize that the world has many real challenges and that we are in a unique position to have significant positive impact. We feel a responsibility to share our good fortune, and we pledge to dedicate the majority of our wealth over time to philanthropy. As we begin to think more about this, two themes stand out to us: the potential of children and of transformative ideas.

Children have so much potential and their trajectory is often established at quite a young age. Most of the capabilities that have helped us to succeed took root early in our lives. Nathan's parents taught him to question and understand how things work, and they helped him to be confident and motivated. From those lessons arose a passion for computers -- he started writing computer programs at the age of 12 and by the age of 14 this hobby became a business that further fueled his confidence and ambition.

Elizabeth's parents taught her to know herself, to look outward to the needs of the world and to use her strengths to better that world. She benefited from mentorship of great educators at an all-women's Catholic secondary school rooted in intellectual rigor and social awareness. This paved the way for her life's work as a pediatrician, caring for healthy and fragile newborns. Every day when Elizabeth is in the hospital she sees how attentive care and positive interventions can make a profound difference in a child's life.

More recently the success of Airbnb illustrates and reminds both of us about the power of thinking differently and of a supportive ecosystem. Airbnb went from an off-the-wall idea to a transformative company as a result of assembling the right team -- cofounders, mentors, investors, and later employees -- and now we want to help others pursue unconventional ideas that can make the world a better place. Our areas of interest are quite broad and include education, scientific research, medicine, space exploration, conservation of the planet and more effective governance.

Our philanthropic approach will be reflected through the lens of our own passions and experiences but rooted in analysis to ensure we are choosing wisely. We see our young age and long time horizon as beneficial aspects to our future giving. As we become more involved in philanthropy we hope to have a broader awareness of the needs around us and learn from those who have given and are giving around us. We are looking forward to the mentorship and community that comes with committing to The Giving Pledge.

Nathan and Elizabeth Blecharczyk

Michael R. Bloomberg

My Commitment to Giving

One of the senior managers at my company, Bloomberg L.P., recently told me that part of his new hires recruiting pitch is to ask, “What other company can you work for where the owner gives nearly all the profits to charity?” Nothing has ever made me prouder of my company than that one story.

In the 1990s, a generous individual planned to leave Johns Hopkins University, my alma mater, \$50 million upon his death. But I asked him: Why wait? Why deny financial aid to this generation? Why deny a possible cure for a disease to this generation? That convinced him—and he gave the money right then and there.

As I wrote in my autobiography around that same time, the reality of great wealth is that you can’t spend it and you can’t take it with you. For decades, I’ve been committed to giving away the vast majority of my wealth to causes that I’m passionate about—and that my children are passionate about. And so I am enthusiastically taking the Giving Pledge, and nearly all of my net worth will be given away in the years ahead or left to my foundation.

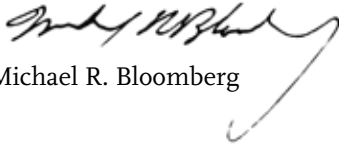
Making a difference in people’s lives—and seeing it with your own eyes—is perhaps the most satisfying thing you’ll ever do. If you want to fully enjoy life—give. And if you want to do something for your children and show how much you love them, the single best thing—by far—is to support organizations that will create a better world for them and their children. Long term, they will benefit more from your philanthropy than from your will. I believe the philanthropic contributions I’m now making are as much gifts to my children as they are to the recipient organizations.

Giving also allows you to leave a legacy that many others will remember. Rockefeller, Carnegie, Frick, Vanderbilt, Stanford, Duke—we remember them more for the long-term effects of their philanthropy than for the companies they founded, or for their descendants. And by giving, we inspire others to give of themselves, whether their money or their time.

In my third career, as Mayor of New York, I’ve seen just how needed—and how powerful—private donations are. Public-private partnerships are at the heart of our efforts to improve public health and safety, fight poverty, fix a once-broken school system, expand economic opportunity, promote the arts, protect our environment, and so much more.

As a philanthropist, I've also had the opportunity to see the impact private donations can have in other countries—and just how far each dollar can go. For instance, with private funding, we can prevent tens of millions of premature deaths caused by tobacco-related diseases and traffic accidents—just two areas where my foundation has been active.

In my public and private lives, I have seen how small groups can make a very big difference—in cleaning up a park, starting a school, or helping others in need, whether in their own community or halfway around the world. I am thrilled that my friends Bill Gates and Warren Buffett are bringing together this group, which could have an unprecedented impact on what philanthropy can achieve. And the larger this group grows, the more people will share in the pleasure of giving, as well as the benefits that it will bring to the world.

A handwritten signature in black ink, appearing to read "Michael R. Bloomberg". The signature is fluid and cursive, with a long, sweeping tail that extends downwards and to the right.

Michael R. Bloomberg

Richard & Joan Branson

Our family has been very fortunate to be one of the closest families I know. My parents were together all their lives and my wife Joan and I have had a very long and happy relationship. Our children Holly and Sam get on as well as any brothers and sisters I have met and are wonderfully close.

Therefore in writing this note I am reflecting the thoughts and wishes of the whole family.

As a young man, I never set out to make money. We set out to create things that we could be proud of and to try to make a difference. From founding *Student* magazine to give young people in the 1960s a voice on issues such as the Vietnam War to creating Virgin Galactic to explore space, we have always tried to do things a little differently and challenge convention.

Because the public liked what Virgin created, our various companies, by and large, became successful. As they prospered, rather than taking money out for personal use, we reinvested to create new ventures and set up our non-profit foundation, Virgin Unite, to help create and build entrepreneurial solutions that make a positive difference in the world.

Today the Virgin Group is run by a wonderful team headed up by Peter Norris and Josh Bayliss. This has enabled me to spend 80% of my time working with Virgin Unite and many brilliant partners to create not-for-profit enterprises to help tackle some of the major issues facing the world today such as conflict resolution (The Elders), reduction of carbon (the Carbon War Room), as well as exploring entrepreneurial solutions to protect nature (Gaia Rocks).

We have started framing a new approach to business where people and planet are priorities through our work with The B Team and I've also been fortunate to team up with President Cardoso and Sylvia Earle to support the creation of their initiatives to end the "War on Drugs" (the Global Commission on Drugs Policy) and to protect the oceans (the Ocean Elders).

Holly and Sam have also realised that real satisfaction comes from using the fortunate position they find themselves in to try to make a real difference to other people's lives. Sam is inspired by what Jeff Skoll has done with his wealth and has set up his own production company, Sundog Pictures, that aims to bring new audiences to important subjects, using the medium of film to inspire people to engage more in the world they live in. Holly has thrown herself in to supporting a wonderful charity called Free the Children, has set up her own charity Big Change Charitable Trust and devotes a lot of her time to Virgin Unite.

Fortunately, early on in my life I realised that personal ‘stuff’ really didn’t matter. Joan and I lived on a houseboat and one day it sank. We realised that we missed nothing except our treasured photo albums. Later our house in London caught fire, destroying everything inside. Last year our home in the British Virgin Islands was completely gutted as a result of a lightning strike. We were so relieved that everyone got out safely that even the loss of photo albums and notebooks were of little consequence.

‘Stuff’ really is not what brings happiness. Family, friends, good health and the satisfaction that comes from making a positive difference are what really matters.

Happily our children, who will be our principal heirs, agree with me on this. As and when we take monies out of the Virgin Group of companies the majority of it will be invested in entrepreneurial approaches to help make a difference in the world. We want the value created by the Virgin Group to be used to invest in new collaborative approaches to addressing issues, where business, governments and not-for-profits join forces to create a healthy, equitable and peaceful world for future generations to enjoy.

We started by trying to give a voice to the young people of the 1960s and hope our “Giving pledge” will help many generations to come. We look forward to working with Bill Gates and Warren Buffett in expanding the number of people who are part of this pledge outside America. We are honoured to be joining this great group of leaders as part of a movement where all sectors are working together towards radical new approaches to solving issues that will help to truly change the world for the better.

A handwritten signature in black ink, appearing to read 'Richard Branson', written in a cursive style.

Eli & Edythe Broad

Our Giving Pledge

July 1, 2010

We wholeheartedly endorse the Giving Pledge and hope that others will share in the inherent and immensely rewarding benefits of philanthropy.

Those who have been blessed with extraordinary wealth have an opportunity, some would say a responsibility—we consider it a privilege—to give back to their communities, be they local, national or global. Though neither of us was raised in an affluent family, our parents taught both of us the importance of giving back and helping others less fortunate.

When the company we founded, SunAmerica, merged into AIG in 1999, our shareholders and employees made a lot of money, and so did we. After providing for our family and our two sons, we knew we wanted to use the rest to make a difference. The Giving Pledge allows us to formalize our longtime intention of giving away 75 percent of our wealth during or after our lifetimes.

About 10 years ago, we decided to focus full-time on philanthropy. We asked ourselves what was the greatest problem facing America. We both attended public schools and credit education as the foundation of our success. But we were dismayed by the state of America's K-12 public education system, and we wanted to work to restore it to greatness. We are convinced the future of the middle class, our standard of living, our economy and our very democracy rests on the strength of our public schools. And we have a long way to go.

While we spend the most time on education reform, we invest the greatest resources in scientific and medical research, primarily in the areas of human genomics, stem cell research and inflammatory bowel disease. It is our hope that through our investments in these areas and our creation of the Broad Institute of MIT and Harvard, the scientific and medical research we are funding will ultimately improve the human condition.

The third area of our philanthropy is the arts. We have both been enriched not only by the visual and performing arts but also by the artists we have met, whose view of the world has broadened our perspectives and enlightened our conversations. Our support of the arts is driven by the desire to make art accessible to the broadest public.

We view charity and philanthropy as two very different endeavors. For many years, we practiced charity, simply writing checks to worthy causes and organizations. Since leaving the world of commerce, we have engaged in what we term “venture philanthropy.” We approach our grant-making activity with much the same vigor, energy and expectation as we did in business. We view our grants as investments, and we expect a return—in the form of improved student achievement for our education

reform work, treatments or cures for disease in our scientific and medical research, and increased access to the arts.

Before we invest in something, we ask ourselves three questions that guide our decision:

1. Will this happen without us? If so, we don't invest.
2. Will it make a difference 20 or 30 years from now?
3. Is the leadership in place to make it happen?

Philanthropy is hard work. Many people think it's easy to give money away. But we are not giving money away. We want our wealth to make a measurable impact. And after running two Fortune 500 companies, we're having more fun now—and working harder—than ever.

Philanthropy is intensely personal. No two people have identical views on what causes to champion and what approaches will fix social ills. There is no monopoly on philanthropy, and the needs will always far outpace resources—which is why the Giving Pledge unlocks the door to a world of new opportunities. There is no doubt that when the wealthy few open their pocketbooks, the impact will be extraordinary.



Eli and Edythe Broad



Charles Bronfman

Philanthropy is in the DNA of my family. My parents were both active participants in Jewish, local Montreal and Canadian charities. The dining table conversation was a place for discussing what was important to them in that world. I'll never forget we four siblings knitting (yes, the 2 boys also) squares for blankets to be sent to the troops overseas during World War II! An inspiration from Mother! It is no surprise then, that each of us has contributed to society, each in his or her own way. I began soliciting money for the United Jewish Appeal when I was 17 years old! I collected fifty cents from twenty peers in a poor Jewish area of Montreal. While I knew I could easily pay the 10 dollars myself and claim it came from them, I relished meeting those who were in lesser circumstances and yet still wanted to participate in helping others. In 1986 my late wife Andy and I established a Foundation. It purposely had its own ground rules and was administered separately from our normal contributions. Our goal was to use informal education to help young Canadians and young Jewish adults relish their heritage. We also wished to ease some of the burden of Israeli youngsters who were deprived of a rounded education by again using the informal education route within their school system.

Thus our Foundation was born with three principles:

- 1) the enhancement of Canadianism
- 2) The Unity of the Jewish People, whose soul is in Jerusalem
- 3) improvement of the quality of life in Montreal, New York and Israel, the three communities in which we have offices.

We have never been "risk" averse. In fact, we've continuously experimented with "outside the box" programming. Our family of private operating foundations has played different roles in the lives of our grantees, not only financially but in terms of governance, evaluation quality assurance and partnership.

We have taken risk capital to initiate programs, then incubate them and, after indicating successful potential, sought partners in each. As that project learned to stand on its own feet, we lowered our financial input, and our guidance until each could be completely independent. There are roughly a dozen examples of this kind of successful initiative.

Perhaps we are best known for, in Canada, the Heritage Project, which began by showing one minute made-for-TV, movie quality, shorts of Canadian successes about which most citizens were unaware. In the United States, Birthright Israel, which we co-founded, has become the first Jewish educational program with a waiting list! Its success has fostered a waiting list bigger than the number of applicants who actually are able to participate in this ten day, all expense paid live and learn experience in Israel. Over 310,000 young adults, 18-26 have, in 13 years, taken this incredibly effective journey.

Eleven years ago, my children gave me the best present a father could receive. They created an annual prize, in my name, that celebrates the vision and humanitarian endeavor of a person or group, under the age of 50, who has contributed significantly to the betterment of the world. It is through these dynamic innovators whose Jewish values infuse their humanitarian accomplishments, are providing inspiration to their peers and to the generations that follow. Thus my children returned to me values that have been so precious to me these many years.

Our foundation will close, by design in 2016. My children have their own foundations and philanthropic interests, as it should be. And I had and have no intent to “rule from the grave.” My philanthropy will continue on a personal basis. On the road to closure our colleagues and programmes are finding homes that will continue to grow.

I congratulate Melinda and Bill Gates, and Warren Buffett, on a brilliant initiative and I am more than pleased to join with those who have and will become part of the Giving Pledge.

Yours sincerely,

A handwritten signature in black ink, reading "Charles Bronfman". The signature is written in a cursive, flowing style with a large, sweeping flourish at the end of the name.

Edgar M. Bronfman (d. 2013)

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April 17, 2012

This June marks my 83rd birthday. I will celebrate two occasions that day: my gratitude for the life I have been granted so far, and the 18 years I have worked as a philanthropist at The Samuel Bronfman Foundation.

The Samuel Bronfman Foundation is named after my father as a gesture of respect to the business he created at The Seagram Company, and I now share the responsibilities of running the Foundation with my son, Adam. I am aware of the debt of gratitude I owe my father for now being in the position where I can help others, and I am grateful to my son for the vision he offers as to how we will continue to do so. It is joyful work, and part of a family legacy that I feel is both my obligation and privilege. I have never doubted that I must give, but rather the salient question was to what purpose. That purpose for me is the Jewish people.

The causes of Jewish renaissance and pluralism inform much of my work. My goal is to build a Jewish future by working to form a knowledgeable, proud and welcoming Jewish community throughout the world, and my philanthropic giving reflects that ambition.

Charitable giving ideally leads to opportunity. That opportunity is exactly what my grandfather sought when he came to Canada as a Russian Jewish immigrant. I often think of the dream he had, to create a better life for his family and live in a world where being Jewish did not mean living under constant threat and oppression. I am cognizant that my philanthropic work is the result of his bravery many years ago in traveling from an old world to a new one. It is a similar journey of expanded possibilities I hope to encourage for the Jewish people today.

I am not traditionally religiously observant, and do not advocate that Jews need be so—in fact I subscribe to a philosophy of Jewish humanism in which Jewish knowledge and values can function as guideposts for the betterment of all humanity—but I feel strongly that in a modern world where it is so easy to lose sight of where we come from, it is vitally important for young Jews to learn about their history, texts and traditions. An educated Jew is an empowered one, and confident enough to move the Jewish people forward and expand the boundaries of how Judaism interacts with the world.

At the Foundation, we are dedicated to inspiring a vibrant and joyful Jewish future. There are three major programs with whom we partner to manifest these ideas. We work with Hillel: The Foundation for Jewish Campus Life, the global university Jewish centers that give young people a chance to explore their Jewish identities at the most formative time of their lives; the website MyJewishLearning.com which allows unprecedented access to Jewish knowledge and a desire to learn; and the Bronfman

Youth Fellowships in Israel (BYFI) a program I founded 25 years ago that focuses on engaging a pluralistic, elite, diverse and promising group of future Jewish leaders in America and Israel. BYFI challenges them to deepen their understanding of the complexity of Judaism so that they can go forth into the world and have an educated, informed and impassioned impact on the Jewish future and the world.

Throughout my career in business as CEO of The Seagram Company and my years as President of the World Jewish Congress, I learned that results were not achieved overnight. To manufacture a product or to build a consensus, patience and planning are required if the end goal is to be reached. At the Foundation we put this knowledge to practice and pride ourselves on cultivating long-term relationships with the institutions and people in whom we invest. Money is essential to philanthropic work, of course, but so are shared vision and a distribution of resources.

At the Foundation, our work is not only to make grants, but to connect the programs and people we encounter, and enable their autonomy. The result is a shared long-term vision that enriches everyone's work and contributes to a stronger and more expansive Jewish community.

This requires being adaptive, responsive and selective in the organizations in which you invest. An honest and open relationship requires focus and time, two things that should not be given lightly, but when they are granted, fully supported. I share that expansive vision with my Foundation's staff, an energetic and bright group of like-minded people led by my talented Executive Director, Dana Raucher (who is a BYFI alumna, I must proudly note). Working with such a team makes the enterprise of giving a pleasure in which to engage. I am now a full-time philanthropist, sharing of my time, wealth and experience. How to share those assets is an endeavor of careful consideration, built around purposeful partnerships that the Foundation cultivates.

I have found philanthropy deeply satisfying work, and am proud to join the Giving Pledge. I encourage all people to engage in giving to others, be it through time or money. The point is to be involved. Helping is a joyful experience and enriches the giver as much as those who receive. By enabling people to do good work, I participate in a brighter future for the Jewish people and, I hope, all of humanity.

Edgar M. Bronfman

Warren Buffett

My Philanthropic Pledge

In 2006, I made a commitment to gradually give all of my Berkshire Hathaway stock to philanthropic foundations. I couldn't be happier with that decision.

Now, Bill and Melinda Gates and I are asking hundreds of rich Americans to pledge at least 50% of their wealth to charity. So I think it is fitting that I reiterate my intentions and explain the thinking that lies behind them.

First, my pledge: More than 99% of my wealth will go to philanthropy during my lifetime or at death. Measured by dollars, this commitment is large. In a comparative sense, though, many individuals give more to others every day.

Millions of people who regularly contribute to churches, schools, and other organizations thereby relinquish the use of funds that would otherwise benefit their own families. The dollars these people drop into a collection plate or give to United Way mean forgone movies, dinners out, or other personal pleasures. In contrast, my family and I will give up nothing we need or want by fulfilling this 99% pledge.

Moreover, this pledge does not leave me contributing the most precious asset, which is time. Many people, including—I'm proud to say—my three children, give extensively of their own time and talents to help others. Gifts of this kind often prove far more valuable than money. A struggling child, befriended and nurtured by a caring mentor, receives a gift whose value far exceeds what can be bestowed by a check. My sister, Doris, extends significant person- to-person help daily. I've done little of this.

What I can do, however, is to take a pile of Berkshire Hathaway stock certificates—"claim checks" that when converted to cash can command far-ranging resources—and commit them to benefit others who, through the luck of the draw, have received the short straws in life. To date about 20% of my shares have been distributed (including shares given by my late wife, Susan Buffett). I will continue to annually distribute about 4% of the shares I retain. At the latest, the proceeds from all of my Berkshire shares will be expended for philanthropic purposes by 10 years after my estate is settled. Nothing will go to endowments; I want the money spent on current needs.

This pledge will leave my lifestyle untouched and that of my children as well. They have already received significant sums for their personal use and will receive more in the future. They live comfortable and productive lives. And I will continue to live in a manner that gives me everything that I could possibly want in life.

Some material things make my life more enjoyable; many, however, would not. I like having an expensive private plane, but owning a half-dozen homes would be a burden. Too often, a vast collection of possessions ends up possessing its owner. The asset I most value, aside from health, is interesting, diverse, and long-standing friends.

My wealth has come from a combination of living in America, some lucky genes, and compound interest. Both my children and I won what I call the ovarian lottery. (For starters, the odds against my 1930 birth taking place in the U.S. were at least 30 to 1. My being male and white also removed huge obstacles that a majority of Americans then faced.)

My luck was accentuated by my living in a market system that sometimes produces distorted results, though overall it serves our country well. I've worked in an economy that rewards someone who saves the lives of others on a battlefield with a medal, rewards a great teacher with thank-you notes from parents, but rewards those who can detect the mispricing of securities with sums reaching into the billions. In short, fate's distribution of long straws is wildly capricious.

The reaction of my family and me to our extraordinary good fortune is not guilt, but rather gratitude. Were we to use more than 1% of my claim checks on ourselves, neither our happiness nor our well-being would be enhanced. In contrast, that remaining 99% can have a huge effect on the health and welfare of others. That reality sets an obvious course for me and my family: Keep all we can conceivably need and distribute the rest to society, for its needs. My pledge starts us down that course.



Jean & Steve Case

McLean, Virginia

From the early 1980s, we were both privileged to play a part in ushering in the Internet revolution. AOL was, in essence, a social enterprise. While we were focused on building a business, what really drove us was the mission of building a new medium that could empower individuals and become as ubiquitous as the television or telephone, but be even more valuable. We are proud of the success AOL achieved—and in awe of the profound impact the Internet has had globally.

Since launching the Case Foundation in 1997 we have sought to tap the power of the Internet, new technologies and entrepreneurial approaches to help strengthen the social sector. The Case Foundation has invested in hundreds of organizations, initiatives and partnerships in the U.S. and around the globe. Built on the principles of leadership, collaboration and entrepreneurship, we seek to inspire individuals to realize their potential to create change, while helping social institutions achieve sustainable scale and impact.

While the Case Foundation is our primary philanthropic vehicle, it is not our only avenue as we seek to make a difference. We have also made personal gifts to schools, churches and other organizations that support our local communities. Further, while our commitment to charitable giving is fundamental to our efforts to address societal challenges, we think it is important to note that we also believe—and back our words with dollars—that societal objectives can often also be met through the prism of entrepreneurial businesses.

While there is often a defined division between “for profit” and “not for profit” sectors—with for profit focused on making money and not for profit focused on making a difference—our experiences suggest that can be an overly simplistic way of looking at the world. Instead, we first focus on a societal problem or opportunity that needs to be addressed, and then decide the right strategy to achieve the greatest gains. Sometimes that is backing or starting a non-profit organization. Other times, that is backing or starting a business that is focused on doing well while doing good.

We want to use all the tools available to us, to have the greatest impact, and achieve the greatest good. Our missions for the Case Foundation and our investment firm Revolution are therefore identical: we invest in people and ideas that can change the world. We deploy our capital—and our time—to have the greatest possible impact. We are privileged to have this opportunity to give back in so many ways.

We share the view that those to whom much is given, much is expected. We realize we have been given a unique platform and opportunity, and we are committed to doing the best we can with it. We do not believe our assets are “ours” but rather we try to be the responsible stewards of these resources—and we recognize we have an obligation to reinvest them in a positive, constructive and flexible manner.

We are pleased to join The Giving Pledge and publicly reaffirm our commitment to give away the majority of our wealth to fund worthy charitable causes. We also look forward to working with the dozens of others who have made the Giving Pledge commitment to share lessons, perspectives and best practices. We have learned a lot over the years both through our philanthropic successes and our failures, and believe that by working together and exchanging lessons learned, the impact of the backers of the Giving Pledge can be enhanced. Our individual commitments are significant, but the power of our collective commitments can be greater than the sum of the parts. That is why we are joining with Bill, Melinda, Warren, and so many others to make this public commitment.

While we are proud to be part of this distinguished Giving Pledge group, in closing we also want to reaffirm our ongoing commitment to encouraging a citizen-centered approach to philanthropy, which is rooted in the belief that small gifts from many are just as powerful as large gifts from a few. We hope the Giving Pledge will inspire many others, and we stand ready to do whatever we can to share what we learn and shine a spotlight on the extraordinary commitments millions of people make each and every day.

Sincerely,

The image shows two handwritten signatures in black ink. The signature on the left is 'Jean' and the signature on the right is 'Steve'. Both are written in a cursive, flowing style.

Jean & Steve Case

John Caudwell

About a decade ago I made a decision based on a destiny that had been defined 42 years previously.

That decision was to start focusing much more on helping others in desperate need, rather than focusing on my own wealth creation. For this reason, along with the influence of other catalysts, I decided to sell my business, which I eventually did in 2006.

About the same time I decided that I was going to give at least half my wealth away when I died, as well as trying to change as many lives as possible during my life time.

Part of this decision process was that I really don't think it is healthy and desirable for children to have such vast amounts of wealth left to them, and my philosophy is very much to encourage my children to forge their own success and happiness, even though that will undoubtedly involve much more modest levels of wealth creation.

I also felt that making them trustees for over half my wealth, with a letter of wishes as to how to use that money to help society, would bring them far more pleasure than having the ability to spend vast amounts of money on themselves.

Having already decided to give this wealth away, I contacted Bill Gates to see how we might work together to help encourage other wealthy British and European individuals to do the same.

Although since selling the business I have acquired or invested in 10 further businesses, from wealth management to property development, philanthropy gives me far more pleasure and satisfaction than making money. In fact, making money is now largely driven by the knowledge that I will be able to leave even more wealth behind for charitable causes when I go.

The biggest philanthropic challenge is being able to find causes that I believe in, that have an efficient structural approach to the use of the money I give them. This makes it extremely hard work, because it does mean that I have to get personally involved to ensure the validity of what I am supporting. It is one of the reasons that I founded a children's charity 12 years ago. I support Caudwell Children by paying all the operating and administrative expenses, but also contributing a significant amount of time and effort.

At the moment, my main charitable cause in terms of passion is Caudwell Children. This charity helps children in dire medical need, whatever their illness. It helps children whose parents don't have the financial ability to help them themselves. Caudwell Children helps about 3,000 children each year, and in some cases completely transforms their lives; in others it makes their lives more bearable, while for some it can make their dying wishes come true.

John Caudwell (Continued)

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My hope for Caudwell Children is that we will eventually help every eligible child in the UK and in other countries if I can find like-minded individuals to help me.

My work does extend to many other causes, from AIDS in Africa via Elton John's AIDS Foundation, to being the major donor for the Bomber Command Memorial in Green Park, London. Other major causes I work with are ARK and The Prince's Trust.

My message to those who have not yet found philanthropy is that they may well find that it becomes a drug that gives far more pleasure than the creation of wealth.

John Caudwell

Brian Chesky

If you told my teachers growing up that one of their students would be a signatory of this pledge, I don't think any of them would have picked me. I wouldn't have blamed them. I was a little disruptive in class, to say the least.

Like most young children, I had an intense imagination. I believed I could become anything. But like most kids, as I grew, I began editing my imagination. I started to become "more realistic." By the time I graduated high school and decided to go to art school, my main goal was to one day get a job with health insurance.

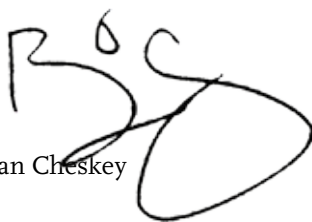
This is where my journey would have ended had it not been for people who believed in me. Growing up, my parents believed I could do anything I set my mind to. In high school, I had a teacher who saw what others did not and recommended I go to art school. At RISD, professors taught me that I could design the kind of world I want to live in. I met one of my co-founders Joe, and he convinced me to move to San Francisco to start a company, a move that would change my life.

I am only able to write this letter because a few people saw in me what at times I have not seen in myself. I am not special, but I had special people in my life.

We all live with unknown potential. The younger you are, the more unknown it is. But the clock ticks by each day of your life. And each day someone young isn't exposed to what is possible, their potential slowly dims.

You can have a lot of impact on someone just by showing them what is possible. If you were never exposed to something, you cannot dream of becoming it. I never met a CEO or entrepreneur growing up, so I never dreamed of becoming one myself. I was a small kid from a small town, and I rarely saw the world of possibilities outside.

There is a saying that a great trip can set you down a path that doesn't end when you return. With this pledge, I want to help more kids realize the kind of journey I have had. I want to show them that their dreams are not bounded by what they can see in front of them. Their limits are not so limited. Walt Disney once said, "If you can dream it, you can do it." I would like to help them dream.


Brian Cheskey

Scott Cook & Signe Ostby

Can just a few people set a new social norm, one that drives marked change in behavior? We believe so, and that's what Warren, Bill, and Melinda are doing with the Giving Pledge. They have inspired us to join the chorus and publicly state what we have long planned—to donate the majority of our financial bounty to driving social progress in the world.

Today's opportunities for social progress are larger than ever before in history. We are lucky to live in a renaissance of entrepreneurship across the fields of human endeavor, and we believe that social entrepreneurs will drive progress on the great challenges of our time.

By supporting talented entrepreneurs, we are exploring:

- how natural behavioral incentives can be turned into engines of social progress;
- how innovation in education can make learning joyful; and
- how to accelerate meaningful treatment from the frontiers of discovery in the microbiome and big data.

While these are our current foci, we know they will evolve. Through it all, we will seek to understand how philanthropy can make the biggest difference in the areas that matter most.

It would be daunting to confront these challenges in isolation. We feel lucky to be part of the thoughtful minds that make up the Giving Pledge, and look forward to learning from the wisdom, experience, and collaborative spirit of those who have achieved so much. The challenge is too important and too formidable for us to do alone.

Scott Cook and Signe Ostby

Lee & Toby Cooperman

.....

September 27, 2010

Dear Warren,

Toby and I very much enjoyed our dinner with you, Bill, Melinda and Mayor Mike. The graciousness of the Mayor's hospitality was matched only by the interesting guests and the quality of the dinner conversation! The concept of the Giving Pledge is intriguing and meritorious. The fact that Toby and I are even candidates to make the pledge is a testimony to the American Dream. Let me explain.

I am the son of a plumber who practiced his trade in the South Bronx. I am the first generation American born in my family as well as the first to get a college degree. My education is largely public school based—public grade school, high school and college all in the Bronx. I had a short stint at the Columbia University Graduate School of Business where I earned an MBA and this opened the door for me to Goldman Sachs. I joined the Firm the day after graduation as I had a National Defense Education Act Student Loan to repay, had no money in the bank, and a six month old child to support. I had a near 25 year run of happiness and good fortune at Goldman Sachs. The last 19 years at Omega have also been years of happiness and good fortune with a few bumps along the way. While I worked hard, I must say I had more than my share of good luck.

Toby and I feel it is our moral imperative to give others the opportunity to pursue the American Dream by sharing our financial success. The case for philanthropy has been stated by others in a most articulate way and in words that have impressed me: In the early 1900's Andrew Carnegie said "He who dies rich, dies disgraced." In the 1930's, Sir Winston Churchill observed that "We make a living by what we get, but we make a life by what we give." In 1961, President John F. Kennedy in his inaugural address stated "Ask not what your country can do for you, ask what you can do for your country." Well before all these gentlemen expressed their thoughts, it was written in the Talmud that "A man's net worth is measured not by what he earns but rather what he gives away."

It is in this spirit that we enthusiastically agree to take the Giving Pledge.

With warmest personal regards,

Sincerely,



Leon G. Cooperman

Joe and Kelly Craft

The Giving Pledge of Joe Craft

October 25, 2012

The free enterprise system and a domestic economy dependent on private investment and economic freedom provided an opportunity for me to live the American dream. All Americans should have equal opportunity and the freedom to become financially independent, to create jobs and to contribute to economic growth. I am honored to take the Giving Pledge to advance this ideal and to give back to a country that allowed me to experience financial success and, more importantly, to foster relationships with others in the pursuit of prosperity.

My perspective is undoubtedly shaped by my own personal experiences. I was born and raised in Hazard, Kentucky, one of the poorest places in our country at the time. Politicians visited this area when I was young, preaching that government programs could pull people out of poverty. That never seemed to work.

I graduated from college and law school during the height of the energy crisis and witnessed a resurgence of private industry in otherwise impoverished Appalachia. Coal emerged as a key American source of energy to fuel economic growth. Coal brought jobs to Hazard and other parts of Kentucky and afforded me the opportunity to embark on a career in energy. I worked my way up and, with the help of others, eventually led a management buyout of a Fortune 500 company's coal division and formed Alliance Resource Partners, L.P. (ARLP), the coal industry's first publicly traded master limited partnership. Today, ARLP is the 3rd largest coal producer in the eastern United States. We grew our company by investing in low-cost resources, hiring talented and hard-working people and competing in the free market. Basic tenets of American enterprise—hard work, financial discipline and teaming up with great people—have allowed me to be in the position to take this pledge.

I do not claim to be unique. No one can accuse me of being born into a particularly privileged home. Opportunity presented by private enterprise and buttressed by a system of economic freedom allowed for my financial success. My hope is that this opportunity is available to anyone who chooses to embrace it in America.

Unfortunately, there are societal impediments, and sometimes our own government stands in the way. That makes this declaration easy. I am excited to think about breaking barriers and providing opportunities. In my view, this is how America was designed and meant to be, and we need to continually work to preserve the liberty that allows anyone among us to succeed.

I appreciate all of those who have already taken the pledge, and I encourage others to join in this honorable effort. I pledge to give the vast majority of my resources to philanthropic causes and charitable endeavors targeted to people and organizations that embrace individual responsibility, economic freedom, reducing poverty and providing opportunities for those willing to chase the American dream.

Joseph W. Craft

Joyce & Bill Cummings

Our Giving Pledge

As appears to be the case with many of the early Giving Pledge members, the decision to use our earnings philanthropically during our lifetimes came well before this Association's formation.

After about 15 very successful years in greater Boston commercial real estate, we came to recognize and believe that no one can truly "own" anything. Particularly, as regards real estate, how can we possibly think of ourselves as actually owning land? How can we ever be more than caretakers of the ground that lies beneath whatever we might develop on a property? With these thoughts in mind, it was easy to start giving much more.

In 1986, we established Cummings Foundation and pledged at that time to donate 10 percent of all our income each year to it. Gradually, as it became clear that our four children and any future grandchildren were well provided for, we also began donating much of our commercial properties to the Foundation. Very soon, about 60 percent of the total family assets were donated, and Cummings Foundation had sufficient resources to become a meaningful philanthropic factor.

Cummings Foundation, which is classified by the IRS as an operating foundation, has two subsidiaries that operate New Horizons assisted living communities in Woburn and Marlborough, Massachusetts. A third subsidiary is closely associated with Cummings School of Veterinary Medicine at Tufts University in North Grafton, Massachusetts. Building on this local focus, we established an affiliated grant-making foundation in 2011 that now assists hundreds of mostly small local charities. With this increased regular funding for their good work, these nonprofits will quickly become even more impactful in greater Boston communities.

We created the Foundation's final subsidiary, Institute for World Justice, in 2010, shortly after a life-changing meeting in Jerusalem. We were led on a tour of Yad Vashem by the late Holocaust survivor Eliezer Ayalon, with whom we went on to develop a close personal relationship. Thereafter, we came to three powerful realizations: 1) The lessons of the Holocaust are too vital to be forgotten or denied, 2) genocides are still occurring around the world, and 3) the rest of the world cannot simply sit quietly and let them happen.

We hope that Institute for World Justice will play a meaningful role in reducing genocide, as well as many other societal problems that lead to it, including prejudice, intolerance, racism, anti-Semitism, and homophobia. For us, there could be no greater legacy.

Convinced that real change must come from the next generation of world citizens, we began by creating our first interfaith programs for Holocaust and genocide education at Tufts University and Salem State University. Through academic courses, immersion travel experiences, meetings with genocide survivors, and much more, we believe we will help students at Tufts, and Salem, and in many other places become sensitized to the early warning signs of genocide. We hope they will become strong and passionate enough to stand up against genocidal forces.

Our interest in genocide led us to Rwanda, where we have a special focus on helping to rebuild after the atrocities there in 1994. We have found Partners In Health to be an extremely effective force in bringing basic health service and education to one of the poorest, but perhaps best run, nations in Africa. Our personal visits to Rwanda have convinced us that this country can, indeed, become the “Switzerland” of Africa, as it is rapidly improving the welfare of all its people by working to realize its potential as a continental hub of air transport and commerce.

As we continue working with Partners In Health, we strongly encourage the support and partnership of others who may be interested in its University of Global Health Equity (UGHE), also in Rwanda. This groundbreaking international school will create a community of learning with a mission to serve the poorest people in the world and improve their health outcomes.

UGHE will train a new generation of physicians, nurses, dentists, and veterinarians through an innovative “One Health” curriculum. By training a new generation of transformational health care leaders, this university aims to advance the cause of global health equity. In addition, it will bolster Rwanda’s international standing, attract businesses to locate or invest within its borders, and strengthen its economy.

Having already pledged privately years ago to donate 90 percent of our wealth to charity, we publicly take the Giving Pledge as well, in the hope that, with every new member, the Association will gain momentum and provide encouragement to others who have the capacity to give in very meaningful ways.

We have never particularly liked the expression about “giving until it hurts,” but rather suggest that the better standard might be — “Give until it feels good.” The Giving Pledge feels really good, and we applaud the vision and leadership of its founders.

W. S. Cummings

Joyce M. Cummings

Joyce and Bill Cummings

Ray & Barbara Dalio

The Giving Pledge,

We were lucky enough to have experienced the whole range of financial circumstances, from not having any money to having a lot. Fortunately, that happened in the best order.

At first, we experienced the worry about not being able to take care of the basics. When we earned more money, we experienced relief and then the diminishing benefits of having more money. We learned that beyond having enough money to help secure the basics – quality relationships, health, stimulating ideas, etc. - having more money, while nice, wasn't all that important. We experienced directly what the studies on happiness show - that once the basics are covered there is no correlation between how much money one has and how happy one is - but there is a high correlation between having meaningful work and meaningful relationships to one's health and happiness.

We also have been fortunate to have gotten to know wonderful people who have less than we had when we had nothing, many of whom who are also struggling with health problems or lack of opportunity. And we have experienced the thrills of providing many of them with relatively small amounts of money that made huge differences in their lives. So we found taking our excesses and providing it to others who have an extreme shortage has been both a good investment and a great satisfaction.

We also believe deeply in equal opportunity, so much so that we feel that not contributing to it is tantamount to helping to perpetuate an injustice. To us providing equal opportunity means delivering quality education and lending enough money to help all people who are capable of helping themselves. Barbara gives particular attention to trying to help inner-city education and Ray supports micro-finance. We also both support providing meditation to inner-city school children and groups that are under great stress. Also, Ray is wild about the wild, so he is a supporter of nature conservation and research.

We greatly admire what Bill and Melinda Gates are doing and are eager to learn from them and the other amazing people they have gathered. We had planned to give most of our money to those it will most help anyway. For all of these reasons, we enthusiastically make this giving pledge.

Ray & Barbara Dalio

April 2011

Jack & Laura Dangermond

Our Giving Pledge Commitment

In 1969, Laura and I created Esri, with the idea of using computer mapping and spatial analysis to address a broad range of geographic problem solving. Our vision was to improve the world by creating and providing technology that would help organizations better understand our environment and make better decisions. Today our business has become the leader in mapping and Geographic Information System software. Our tools are used by hundreds of thousands of organizations that apply mapping and geographic thinking to almost every field of human activity.

Our sense is this is making an enormous difference in issues ranging from climate change and natural resource management, to urban and regional planning, transportation, security and human health.

We have chosen to keep our organization private and use its resources to continue evolving this technology and making a difference.

Our plan is to keep working for as long as we are able to do so and create a stable and sustainable organization that continues into the future.

We believe that ensuring this organization continues its work is the best way to use our resources.

Our personal philanthropy has involved three main areas:

1. Providing software, training and technical assistance to support conservation, humanitarian activities, and STEM education; particularly geography education (K-12 and Higher Ed.)
2. Acquisition of lands for open space conservation and parks
3. Contributions to our local community

We have committed on our departure, to contribute the majority of our personal wealth to these same activities.

Sincerely,



Jack and Laura Dangermond

John Paul DeJoria

My pledge to Warren Buffett and Bill Gates:

Being a first generation American has many rewards. Among them is having the opportunity to succeed in this free country, and then succeeding enough to have the privilege of knowing that “success unshared is failure.”

My mother raised my brother and I in a European immigrant community in downtown Los Angeles. From the time I was two years old, it was just the three of us. We didn’t have very much, not even a TV; however, we always felt we had enough.

One Christmas, when I was six years old, my mother took us to see the holiday displays in the big department stores downtown. It was a big treat for us. We saw puppets that moved and trains that whistled... It was really special and added to the Christmas spirit.

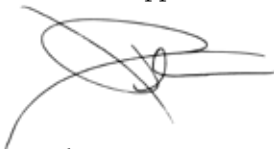
That same year, my mother gave my brother and I a dime. She told the both of us to hold it together and place it inside the bucket near a man who was ringing a bell. We did, and then we asked my mother why we gave him the dime (at the time, a dime could buy you three candy bars or two soda pops). My mother’s reply was, “This is the Salvation Army that helps people who really are in need. Remember boys, no matter how much you have; there is always someone who is more in need than you. Always try to give, even if it is just a little.” Needless to say, that stuck with me in my adult life.

Now my family and I have the privilege to help people and make the world a better place to live. This opportunity will not be passed up. Living is giving. I will not deprive my family of knowing how good it feels to help those in need with some of the basics we already have...food, shelter, care and a promising future.

Whether it is feeding thousands of orphans in third world countries, saving whales, helping the homeless find employment, protecting our waterways, rescuing young girls from prostitution, teaching and supplying families in Appalachia with equipment to grow their own vegetables, or any other act of giving...giving back is a practice and joy I want my family to continue.

I plan to help the world now and in the future—through my trust and my family—with half (if not more) of what I have been blessed with today.

Peace, love & happiness,



John Paul DeJoria

Co-Founder, Paul Mitchell Hair Care

Co-Founder, Patron Tequila & Spirits Company

Co-Founder, John Paul Pet

Co-Founder, ROK Mobile

Mohammed Dewji

15th July 2016

Having witnessed severe poverty throughout my upbringing, I have always felt a deep responsibility to give back to my community. I was fortunate enough to be blessed with endless opportunities – great health, a stellar education, and a strong family unit and religious community that were always supportive and encouraging of my growth and development.

From day one, my parents have been instrumental in instilling in me the ethos of philanthropy, particularly my responsibility as a Muslim to give and care for the less fortunate in our society. Our role as citizens of this world is to truly support the betterment of our society so that future generations and their offspring grow up to live even better lives and strive for even more than they think is possible today.

One of the first avenues through which I chose to tackle these goals was embedding the concept of impact investing in my core business at MeTL Group. When devising our expansion plans, I continuously stressed the importance of a business strategy that sees the economically disadvantaged not as charity cases but as willing and able consumers for products that match their needs. A variety of my new consumer products were designed for the sole purpose of being affordable to lower-income people in East Africa, who traditionally would have been priced out of such access. This type of impact investment has the potential to drive large-scale social change by not only improving the saving potential of the poor as a result of product affordability, but also improve their contentment with life and confidence resulting from their newly found purchasing power. While foreign aid across the continent has been instrumental in various aspects of human development, ultimately only home-grown development can act as a catalyst for sustainable social and economic growth. Through MeTL products, we have taken incremental steps towards this through locally-led impact investments.

It wasn't until the year 2000 that I realized I needed to go beyond my core business in order to support the livelihoods of Tanzanians. It was then that I decided to join politics and represent my home constituency of Singida as a Member of Parliament (MP). Upon being elected in 2005, one of the biggest realizations was the socio-economic profile of my constituents in Singida. Not only was I representing one of the poorest regions in Tanzania, but their day-to-day realities became embedded in all aspects of my personal and professional life.

Shortly after being elected in 2005, I established *Singida Yetu*, a charitable entity with the aim of improving the lives of Tanzanians in the region by helping create sustainable socio-economic development. The purpose of setting up this entity was to go beyond my duty as an MP and use my own personal funds to give back to the region that birthed me. In the first few years alone, I supported a wide range of activities, including constructing schools, drilling wells, distributing mosquito nets, supplying maize flour during the 2005-2006 drought, funding scholarships for secondary school

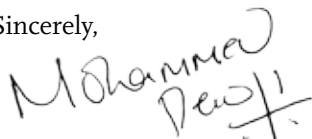
students, providing healthcare for the critically ill, constructing an eye unit at the regional hospital, installing street lighting, offering food support for those with HIV/AIDS, rehabilitating mosques and churches, purchasing sports equipment and equipping farmers. Despite the wide array of interventions, which yielded many successful results, I still felt my efforts were not enough to truly tackle the poverty that plagued the region and Tanzania as whole.

Knowing that I had made the decision to retire from politics in 2015, I began thinking of ways in which I could give back more holistically to the country. It was then that I decided to set up the *Mo Dewji Foundation* in 2014, with the aim of creating lasting solutions to enhance the quality of life and well-being of under-privileged Tanzanian citizens. In selecting the thematic focus of my philanthropy, I was particularly influenced by the basic needs of my constituency in Singida, many of whom lacked access to education and quality healthcare and the skills required to become financially literate and self-sustaining citizens. The funded activities to date have included patient assistance programs, health facility grants, school refurbishment programs, educational scholarships, agri-business community projects and most recently an entrepreneurship program aimed at providing financial literacy capacity building, coupled with an interest-free loan to established young SME's in Tanzania. All the current and future projects supported by the *Mo Dewji Foundation* will be aligned to my philanthropic vision of facilitating the development of a poverty-free Tanzania and a future where the possibilities, opportunities and dreams of Tanzanians are limitless.

If there's only one thing we're certain about this life, it is that it ends. All these material comforts that surround us are temporary accessories and this is why I decided a long time ago that I do not need any more personal wealth. As a result, I plan to donate well above half my net worth to various organizations and individuals for philanthropic purposes, similar to what I have done thus far. I expect to continue this support for the betterment of country during my lifetime and in the hereafter, simply in recognition that they ('the less fortunate') need it more than I do. And well after my death, I would like to ensure that the legacy of supporting our brothers and sisters in need remains at the forefront of our development agenda. I hope that my children and grandchildren inherit this ethos and lead by example in years to come.

By signing this pledge, I hope to inspire my peers, fellow Africans and citizens of the world to take a close look at the funds they truly need to maintain their families, versus their ability to give. In retrospect, many of us have well above what we need and still constantly accrue a list of what we want. We all have a moral obligation as the more affluent in society to give back as best we know how. I'll leave you with a few words I share with many of my comrades: "When God blesses you financially, don't raise your standard of living. Raise your standard of GIVING".

Sincerely,



Mohammed Dewji

Barry Diller & Diane von Furstenberg

June 19, 2015

Dear Melinda,

I'd always intended to formally write a pledge letter, but I'll use any excuse to put off any kind of actual writing. I also thought the verbal commitment I made 5 years ago to Warren was sufficient.

I'm writing one now because I feel we are all so indebted to you, Warren and Bill for not only originating the idea but for planning the various programs that engage us all throughout the year. Yes, it was a good idea to use the formation as a potential spur to others in similar financial situations to set aside a majority of their wealth for philanthropy. That was a beginning, the recruitment. What to me is so fulfilling is that because of your efforts that fraternity has become a learning organization—our annual meetings each year have grown in substance and engagement. It's been evolving by the diversity of its membership, by the care for curating the program that you've led in these few years, and by the good spirits you engender. It's great to learn about the work of others, their techniques, their passions and their deep knowledge of their interests. As you know I've always wanted to share the operational costs of the organization and the retreats, but... since you demurred, all I can do is thank you for your generosity in making this so much more than a dry pledge—particularly, I came away this year not only having learned a lot, but the delight of seeing so much ambition put towards helping others. I don't think there's another group like it anywhere—a room full of very complex personalities—of drive and aspiration—of ego and curiosity—all engaged in wanting to help solve problems for others, to make the world a fairer better place, world expansive or narrow, and all to the public good.

I don't know if you contemplated at the beginning, beyond the initial pledge, what benefits and inspiration you would be bringing to all these fairly isolated individuals in their own castles—but I can tell you for one, and I'm sure speaking for many others, that Diane and I are lucky and grateful you've stepped outside your own glorious philanthropy to give us a forum for so very much more than we could ever accomplish on our own.

Sincerely,



Barry Diller

Glenn & Eva Dubin

My Giving Pledge

February 2012

The decision to become philanthropically active two decades ago was an easy one for me. So many factors compel me to give back, but a few stand out.

First, philanthropy is my way of giving thanks for the opportunities I have had and my personal attempt to perpetuate the American dream. I started my career with nothing but opportunity. Thirty years later, I'm in a position where I can give back to society to try to improve lives and ensure that others have the same opportunities that I did. Here, we have a cycle of giving that helps to position the less advantaged to earn their own success—and then hopefully give back as well.

Another reason I have joined in the giving pledge is that I want to inspire others to give. In fact, it took me some time to become comfortable with publicly stating my intention to give at least half of my wealth over my lifetime because I've always viewed philanthropy as a personal and private matter. I cross this threshold now with the hope that others will follow the example that all of the giving pledge participants have set. And closer to home, my wife Eva and I have always believed that our children will learn more from example than being told what to do, and it is our hope that they will be similarly inspired.



Glenn Dubin

Larry Ellison

To whom it may concern,

Many years ago, I put virtually all of my assets into a trust with the intent of giving away at least 95% of my wealth to charitable causes. I have already given hundreds of millions of dollars to medical research and education, and I will give billions more over time. Until now, I have done this giving quietly—because I have long believed that charitable giving is a personal and private matter. So why am I going public now? Warren Buffett personally asked me to write this letter because he said I would be “setting an example” and “influencing others” to give. I hope he’s right.

Larry Ellison

Henry Engelhardt, CBE & Diane Briere de L'Isle-Engelhardt, OBE

Fate has been kind to us. It has stepped in at key junctures in our lives and given us the resources to help others, be they family, friends or good causes.

Fate stepped in to introduce the two of us to each other when we were just 16-years-old. It brought a French girl together with an American guy and together we raised four children in Wales. Obvious.

We have the family we always dreamed of, two older boys, two younger girls. Given the challenges of different nationalities, languages, religions and, finally, creating a home in a country foreign to us both, it is not surprising that we are international in outlook.

Fate also set us in the right place at the right time and with the right people. We earned our wealth largely in the last 15 years, although it comes from seeds planted years before: good education, strong family values and a belief that hard work and good ideas would be rewarded. How wealthy we've become is a recipe of three parts luck, one part smarts and one part determination.

Over the years, we have seen so many people without the advantages we had; people who can't possibly reach their dreams no matter how hard they work, children without food or education, old people living in the cold because they can't afford heating or proper housing, people deprived of basic human rights and people suffering from cancer or other heinous diseases...the list goes on and on ... We don't believe it's an option that we should sit on the sidelines and watch when we can use our good fortune to be the good fortune of others. We've created a family foundation in order to accomplish this goal. We can see a day when our children will continue this work and, hopefully, their children after them.

In business and in our personal lives, we have followed 2 main principles: we believe in everyone's right to have a chance at happiness and we believe that the power of a team is invariably stronger than the power of any single individual. We try to apply these principles to our philanthropic endeavours and that is why we think the Giving Pledge is such a fantastic idea. We hope that through the Giving Pledge we can send a message of philanthropy that many people will hear and, hopefully, encourage others to follow.

The Giving Pledge brings philanthropists together and we look forward to working and sharing ideas with like-minded people such that $1+1 = 3$, very simply:

**The Giving Pledge steps up the pace,
To make this world a better place.**



Henry Engelhardt, CBE & Diane Briere de L'Isle-Engelhardt, OBE

April 4, 2016

Cardiff, Wales

Judy Faulkner

May 7, 2015

The work of my life has been to develop software that would help keep people well and help sick people get better. It's been to create a system that allows us to discover the dangers of drugs like Thalidomide or Chloromycetin earlier, before kids are harmed. It's to enable studies of data that bring us cures for cancer and resolve autism. It's to share information with other healthcare organizations wherever the patient goes. And it's to help our heroic healthcare organizations not only take better care of their patients, but also grow and thrive.

Epic needs to be strong, successful, and financially secure so that we can continue to support the healthcare community and build creative solutions for the future.

But I never had any personal desire to be a wealthy billionaire living lavishly. My estate plan has the money from my Epic shares going into a foundation. The foundation will give money to healthcare and do other things as well—reduce the disparity of care, improve education especially for those who don't have equal opportunities, and if possible, help create a more peaceful world.

Many years ago I asked my young children what two things they needed from their parents. They said 'food and money.' I told them 'roots and wings.' My goal in pledging 99% of my assets to philanthropy is to help others with roots—food, warmth, shelter, healthcare, education—so they too can have wings.



Judith R. Faulkner
CEO
Epic

Charles F. Feeney

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February 3, 2011

Dear Bill,

I greatly appreciated the recent opportunity you provided to update me on the successes and challenges of the Giving Pledge, and to allow me to share my own related thoughts and experience. As you know, shortly after the announcement of the Giving Pledge in June 2010, which followed our meeting at the first exploratory gathering in May 2009, I made an initial decision to withhold participation. Because I had already transferred virtually all of my personal and family assets to The Atlantic Foundation (the precursor to The Atlantic Philanthropies) over 25 years ago, I did not think it appropriate to be among the early signatories of this undertaking. Nevertheless, I have been carefully following the Giving Pledge initiative and am heartened by the great response. Though I cannot pledge that which I already have given—The Atlantic Philanthropies have made over \$5.5 billion in grants since inception—I want now to publicly add my enthusiastic support for this effort and celebrate this great accomplishment.

I also want now to add my own personal challenge and encouragement for Giving Pledge donors to fully engage in sustained philanthropic efforts during their lifetimes. I cannot think of a more personally rewarding and appropriate use of wealth than to give while one is living—to personally devote oneself to meaningful efforts to improve the human condition. More importantly, today's needs are so great and varied that intelligent philanthropic support and positive interventions can have greater value and impact today than if they are delayed when the needs are greater. I urge those who are taking up the Giving Pledge example to invest substantially in philanthropic causes soon and not postpone their giving or personal engagement.

On now approaching my 80th birthday, I am content with my action, in 1982, to establish The Atlantic Foundation. I am convinced this was a sensible means for directing to good purpose a large and increasing wealth that exceeded my and my family's lifetime needs and which I believe would have become problematic. Reflection on the many worthwhile undertakings that these funds have since made possible always reaffirms for me the prudence of this decision. The process of—and, most importantly, the results from—granting this wealth to good causes has been a rich source of joy and satisfaction for me and for my family. Beginning with little more than a few nascent ideas, the experience of having made a few sizable donations, and a passionate interest in assisting those whose life circumstances or experience resulted in deficit or vulnerability, I have been fortunate that many others with a wide range of backgrounds and expertise have been willing to participate in and enhance this grant making endeavor over many years.

Our efforts were organized somewhat loosely at first, consistent with my preferred working style and our needs, but over time as the volume of activities expanded, the work was arranged in a more formal organization. Over the course of this journey, and alongside others who contributed enormously, I learned and came to appreciate the challenges and complexities of philanthropy. And, together, much good work has been done. I think often of, and I am truly grateful to, the many people who have contributed in so many ways to the work of The Atlantic Philanthropies over the years.

While my approach to philanthropy has surely developed and matured through experience, fundamental guides for me have always been the same methods of working and values that served me well in my business career. Key among these, I believe, is the dynamism, vigilance and informed risk taking inherent in entrepreneurial work, together with priority on good relationships and personal engagement. In business, as in philanthropy, I have always sought an independent, strategic edge where potential is often greatest, as well as opportunities that I can understand and to which perhaps I can contribute personally.

A lot is expected from us in philanthropic endeavors—and not all good initiatives will be met with universal positive acclaim—but this challenge should not divert each of us from making philanthropic investments in what we thoughtfully believe to be the highest and best use of our resources. The challenges, even set backs, I have experienced in my decades of personal engagement in philanthropy pale in comparison to the impact and deep personal satisfaction we have realized.

As I indicated at our recent meeting, I don't pretend to have the answers to the many challenges facing those who choose to contribute their wealth to philanthropic activities. But I do have almost 30 years of personal and institutional experience engaging with the wide range of philanthropic issues and choices, and I would like to contribute this experience to the Giving Pledge effort.

Fundamental to all philanthropic efforts are choices about grant making focus and strategy, which naturally are strongly influenced by one's passions and interests, as well as one's perception of how best to achieve good value and lasting impact with the intended grant funds. This typically is a frequently-revisited process as one learns and gains perspective from experience and granting opportunities evolve. Another key element is the myriad decisions associated with how to conduct grant making, such as the nature, size and cost of support staff and operations. Critically, one must also navigate the complexities inherent in establishing an appropriate governance and long-term leadership structure to carry out one's philanthropic intentions. This incorporates many aspects, such as whether or not to institutionalize a set of guiding principles; the size, role and scope of authority of an outside board, if any; the involvement of children and other family members; and the participation and function of outside advisors—and the approach decided upon must stand the test of time.

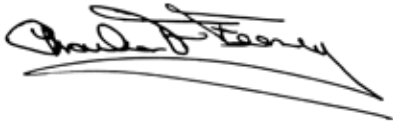
Charles F. Feeney (Continued)

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Thoughtful and effective philanthropy requires that the above issues, and more, be addressed with the same acumen, creativity and tenacity that many of us learned and applied in our business careers. Philanthropy, though, also brings with it a different set of complexities, attractions and distractions. I welcomed our initial discussions on these important issues and hope to have the opportunity to follow up on them with you and others.

My deepest thanks to you, Melinda and Warren for leading this transformative effort—and, again, congratulations on this historic achievement.

With best regards,

A handwritten signature in black ink, appearing to read "Charles F. Feeney". The signature is written in a cursive style with a prominent flourish at the end.

Charles F. Feeney

Andrew & Nicola Forrest

.....

Dear Bill and Warren,

Nicola and I are honoured to be inaugural members of the new group of international (non U. S.) pledgers. We join you in the common hope that our example may give others in similar fortunate circumstances pause for thought. Accordingly, we say the following:

Dear readers, and indeed any person who is considering philanthropy,

As a family we agreed many years ago to give away the majority of our wealth. We felt that if our children were to inherit considerable wealth, it would only get in the way of them striving for and achieving their best, and truly making a positive difference in other people's lives.

As you contemplate your own long term choices in life, perhaps consider joining us. Then consider also committing the same leadership, passion and determination that created your wealth, to the causes you believe in. Giving your most precious gift - your talent, time and capital will ensure the most powerful result.

Nicola and I grew up in Australia, a prosperous country whose friendly people share a deep desire to help others least fortunate. A country that affords opportunities born of education, democracy, respect for law and title, and an independent judiciary. Australians cherish their freedom to accumulate capital and distribute it, in the manner they consider best. We are proud that our fellow countrymen, in any crisis, always show willingness to do what they can, with whatever they have to help others. Taking our cue from them and the book that has guided much of our lives to date, the New Testament, we have focussed on helping those least fortunate. In our country, Indigenous Australians form part of a proportion of those least fortunate. Globally, it is those suffering the unbearable yoke of modern slavery, which infects every country.


Nicola and I resist the temptation and pressure to alleviate suffering through short term solutions, such as cash handouts. This can ultimately weaken the very people that it is intended to help. Instead we choose to construct long term solutions, often through responsible collaboration with governments and other organisations. Our aim is to significantly improve people's lives through encouraging freedom, education, training and opportunity, thereby providing them with the greatest gift of all - individual personal empowerment and freedom from poverty.

We believe in every child's inalienable right to receive and benefit from education. They had no say in joining our world so it is our responsibility to give them safe passage when they arrive into it.

Education provides the foundation to break the cycle of poverty and lack of freedom. Perhaps even more, it gives parents the exhilaration to realise that there are far greater outcomes available for them and their children than they may have ever dreamt possible.

It is for these reasons that we pledge, with the love and support of our children, to shine a light on inequality and share the vast majority of our wealth. We hope to help empower individuals and families currently suffering the despair of poverty, slavery and the lack of opportunity for themselves and their children. We feel that if we all do whatever we can with whatever we have, large or small, then each of us will help make our world a more equitable and positive environment for others to thrive in.

We humbly ask that with your philanthropy and your time, you also consider helping those who do not enjoy the gifts of life we have been so fortunate to receive.

A handwritten signature in black ink that reads "Andrew and Nicola". The script is cursive and fluid.

Andrew and Nicola

Ted Forstmann (d. 2011)

Statement from Ted Forstmann

For many years I've been quietly doing my own version of "the giving pledge" trying to help disadvantaged children around the world. I've always believed that you don't really talk about giving; you just do it.

However, Mayor Bloomberg convinced me that by lending my name to "The Giving Pledge" it would help encourage others to participate and would result in helping many needy causes.

I've tried to live by the motto "you save one life and you save the world." I hope that by joining "The Giving Pledge" it will encourage others to do the same.

Bill & Melinda Gates

Parents all over the world do their best to give their children great opportunities. They work to give their children every chance to pursue their own dreams.

However for too many parents, their dreams of giving their families better lives are dashed. In the United States, their children don't get the education they need to succeed in life. In the developing world, their children succumb to diseases that have long since been eradicated in rich countries.

Years ago, when we began to learn about global health, we were especially shocked to read that one highly preventable disease—rotavirus—was killing half a million children every year. Airplane crashes are always front-page news, yet here was a killer of half a million children every year, and most people couldn't put a name to it, much less put a stop to it.

We have committed the vast majority of our assets to the Bill & Melinda Gates Foundation to help stop preventable deaths such as these, and to tear down other barriers to health and education that prevent people from making the very most of their lives. Our animating principle is that all lives have equal value. Put another way, it means that we believe every child deserves the chance to grow up, to dream and do big things.

We have been blessed with good fortune beyond our wildest expectations, and we are profoundly grateful. But just as these gifts are great, so we feel a great responsibility to use them well. That is why we are so pleased to join in making an explicit commitment to the Giving Pledge.

The idea of the pledge came out of discussions we had with other givers about what they were doing, about what had worked in philanthropy and what had not worked. Everyone shared how giving had made their lives richer. Everyone who attended was inspired by listening to the others' passion and encouraged to do even more.

For the two of us, because we see amazing progress every day, but also, how much more work remains, we're honored to be a part of this pledge effort.

For example, to us, vaccines are miracles, tiny vessels of hope and promise. And the world has made progress in vaccinating millions of children. But there are still millions more who die of preventable diseases.

So we want to make sure lifesaving vaccines reach everyone who needs them, and that the world develops new vaccines.

We've seen similar progress in America's education system. We have visited schools that are breaking down old barriers and preparing every child for college and life. These are great schools—but there are not nearly enough of them. Now the task is to make sure that every student gets the same opportunity to succeed in college and in life.

Both of us were fortunate to grow up with parents who taught us some tremendously important values. Work hard. Show respect. Have a sense of humor. And if life happens to bless you with talent or treasure, you have a responsibility to use those gifts as well and as wisely as you possibly can. Now we hope to pass this example on to our own children.

We feel very lucky to have the chance to work together in giving back the resources we are stewards of. By joining the Giving Pledge effort, we're certain our giving will be more effective because of the time we will spend with this group. We look forward to sharing what a wonderful experience this has been for us and learning from the experience of others.

Best wishes,

Handwritten signatures of Bill Gates and Melinda F. Gates. The signature of Bill Gates is on the left, and the signature of Melinda F. Gates is on the right.

Bill and Melinda Gates

Joe Gebbia

May 23, 2016

Dear Bill, Melinda, and Warren,

I'm both honored and delighted by your invitation to participate in the Giving Pledge.

From the country in which I was born, to the family and educational support I was given, I am keenly aware of the countless privileges in my life. And only in hindsight, of course, do I realize just how many ways I am fortunate.

My parents gave me the incredible gift of supporting any and all of my unconventional interests. They gave me the freedom to pursue my passions, to make mistakes, and find my creative calling in life. Their lives were also a model, as I grew up seeing them forge their own paths as entrepreneurs. They supported me when my path led to the Rhode Island School of Design (RISD) to pursue the arts and design.

RISD sharpened my entrepreneurial and creative intuition and gave me the experience of having this intuition tested, broken down, and built up again. The institution forges creative entrepreneurs, and it's thanks to RISD I was able to start my own company the day after graduation.

When I started Airbnb in my living room eight years ago, I never would've imagined that the company would succeed to such an extent that it would eventually give me the ability to write this letter. Luck and timing aside, the company owes its success to the hard work and dedication of many incredible people over the years.

What I'm most grateful about in Airbnb's growth is that I've been able to see firsthand what happens when you open doors for entrepreneurs on a global scale. I've heard stories of people who started hosting out of necessity, then discovered a new source of income, and along the way accumulated a richness of experience and a renewed self-confidence. I've been blown away time and time again by the power of entrepreneurship, whether through our hosts, small business owners, or social entrepreneurs. Not only can it provide financial independence, allow people to pursue their passions, and increase people's belief in themselves; it can also strengthen communities, break down barriers, and forge ties around the world.

I want to devote my resources to bring the moment of instantiation, when someone who has an idea sees it become real, to as many people as I can. It can unlock the understanding that they can *make things happen*, that they can shape the world around them. I want to enable as many people as possible, especially in underprivileged communities, to experience this magic firsthand. My philanthropic contributions will aim to build pathways for future creatives and entrepreneurs, no matter what their age, gender, or location, to achieve their dreams.

Joe Gebbia

Dan & Jennifer Gilbert

Detroit, Michigan
September 6, 2012

There is nothing more satisfying and exciting than being able to positively affect people and noble causes in this world. Jennifer and I are fortunate to be in the position to join the 'promise' and state publicly that the majority of our wealth will be contributed to philanthropy during our lifetimes or after we have left this world.

This was an easy decision for us. We have both been involved with non-profit causes for many years. Our oldest son of five incredible kids was born with neurofibromatosis (NF) which is a serious genetic condition neither of us had heard of until he was diagnosed with it nearly 15 years ago. We are proud to support the great people at the Children's Tumor Foundation (CTF) which is the non-profit group that is leading the fight against NF, as well as the Children's National Medical Center (CNMC) in Washington, DC, the hospital where our son had major brain surgery six years ago and continues to receive their excellent treatment. I can't say enough about the numerous professionals at both of these Institutions who dedicate their lives to treating, researching and curing this disorder, I can confidently state that without the selfless and motivated individuals, who make fighting NF their mission, at both CTF and CNMC, our son would not be thriving as the happy and curious high school junior he is today.

Sometimes fate can deliver you a bad card, but what our family has learned from our experience is that there can be many 'blessings in disguise' waiting for you around the corner if you play the hand the right way. Had our son not been born with NF then we would have never known about the condition nor been in the position to help other kids who were also born with the disease. We feel honored to be able to give and help others in this world. It is truly a gift to give.

Wealth is created. If that wealth is all passed on to another generation its benefits are often greatly underutilized as those who inherit the wealth view their mission as one of maintaining it. The better path is one that allows wealth to be activated as a force to make the world a better place through endless avenues. The incredible examples of Warren Buffett and Bill and Melinda Gates and their choice to 'activate' their substantial wealth to benefit as many people on this planet in a positive way has served as motivation for others with sizable capacity to also direct their assets in a similar manner. It is highly impressive that they have made this commitment. It is even more impressive that they have done so in the public manner that the 'promise' requires because it has taken the formerly hidden world of philanthropy and brought it the kind of visibility and light that will only bring more and more capital to its rightful place of helping to battle the vast amount of serious challenges this world faces.

Dan & Jennifer Gilbert (Continued)

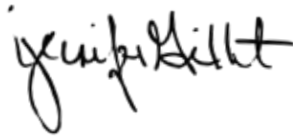
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Both Jennifer and I feel grateful that we can commit the majority of our wealth to fighting diseases like NF and other important work in the downtowns of Detroit and Cleveland where the bulk of our family of businesses are based. I just turned 50-years-old and my wife just turned 44. We hope we are blessed with many more years to develop our ideas around directing our wealth in a way that will maximize the positive impact on the greatest amount of people. Our dream would be for our kids to see this happen and actively participate in the process.

It has been exciting more than words can express living in this great country and being able to start, develop, and grow businesses. It will be even more exciting to deploy the wealth these businesses created to improve our world which I feel confident will be a much better place in the years and decades ahead.



Dan Gilbert



Jennifer Gibert

Ann Gloag OBE

09 May 2014

Giving Pledge by Ann Gloag OBE

From a young age, my brothers and I were taught to give to those less fortunate than ourselves, no matter how little we had.

That ethos has remained at the core of our family since childhood and, today, thanks to my business success, I am very fortunate to be able to help many thousands of women and children in Africa.

It is so important that those of us who have enjoyed fortune in business utilise our skills and knowledge in philanthropy to empower people to help themselves.

Through my Foundations, I hope to continue to contribute to improving the lives of women and children for many years to come and I am honoured to join the Giving Pledge.

A handwritten signature in black ink, appearing to read 'Ann Gloag', with a stylized flourish underneath.

David & Barbara Green

David and Barbara Green's Giving Pledge Letter

December 7, 2010

Coming from a family of preachers, the idea of giving back has been part of my life as long as I can remember. My parents and their parents before them were what some would consider poor, but they gave back whenever they could whether through small contributions of money, or through acts of kindness. God has blessed me with a wonderful family, a successful business and outstanding employees. I do not take these blessings lightly. I am honored to join this remarkable idea called The Giving Pledge.

When Hobby Lobby was created in the early 1970s, I was committed to use profits to help ministry work. I knew from an early age that ministry work, at least in the sense of preaching from a pulpit, was not my calling. But I also knew that God gifted me with a mind for understanding business, and that gift would allow me to carry out His work through contributions to great missions throughout the world. We honor the Lord in all we do by operating the company in a manner consistent with Biblical principles. From helping orphanages in faraway lands to helping ministries in America, Hobby Lobby has always been a tool for the Lord's work.

For me and my family, charity equals ministry, which equals the Gospel of Jesus Christ.

2 Corinthians says, "Each of you should give what you have decided in your heart to give, not reluctantly or under compulsion, for God loves a cheerful giver. And God is able to bless you abundantly, so that in all things at all times, having all that you need, you will abound in every good work...You will be enriched in every way so that you can be generous on every occasion, and through us your generosity will result in thanksgiving to God."

Like my parents and their parents before them, you don't have to be wealthy to give. You can give your time, your talents and your passion. We congratulate those who have taken on this wonderful pledge.

The image shows two handwritten signatures in black ink. On the left is the signature of David Green, and on the right is the signature of Barbara Green. Both signatures are written in a cursive, flowing style.

David and Barbara Green

Jeff & Mei Sze Greene

Dear Warren:

I started with absolutely nothing and I've certainly lived the American Dream. Throughout my career I've had great financial success but approximately ten years ago I was fortunate to amass an extraordinary amount of wealth. At that time I decided to contribute the bulk of my wealth to philanthropic causes.

I've had the opportunity to meet and get to know a number of people who were, I would say, "cursed" with very large inheritances. While some have done great things with their inheritances, many have lost all incentive to accomplish anything on their own, and as a result have had much less fulfilling lives. I've often thought that while these folks had the disadvantage of the advantaged, I've had the advantage of the disadvantaged, having to learn to take care of and provide for myself at a very young age.

While you and I have been able to achieve financial success that just a generation ago would have been impossible, today too many Americans are in very difficult financial situations. We have a lot of work to do as a country to revitalize our economy, so that the opportunities I had are available to each and every American. Through our foundation, we hope to play a major role in helping to make a better America.

I got married for the first time at the age of 52. My wife, Mei Sze, and I now have three young sons. While I intend to provide them with financial security, the bulk of my estate will go to our foundation.

I did not come forward and discuss our commitment in 2010 because I was in the middle of a campaign for the US Senate here in Florida, and it would have looked like I was trying to exploit this for political gain. As I am not running for anything now, I am delighted to join you and the others that have publicly made this 'giving pledge'. I am certain that your example has changed the way people the world over organize their estates and I am certainly proud to be a part of your group.

Very Truly Yours,



Jeff Greene

Harold Grinspoon & Diane Troderman

It is truly a pleasure to be joining the “Giving Pledge.” One seldom takes time away from the “busyness” of life to reflect on the character of who we are and the importance of the legacy we will leave behind.

I grew up in the 1930s and ‘40s in a poor family in Auburndale, MA, where we were the only Jews in the neighborhood. My family was secular but the neighborhood kids didn’t let me forget that I was Jewish. “Jew boy” and “kike” were typical greetings I received in the school yard. I didn’t know much about being Jewish except that life would certainly be easier if I weren’t. These personal experiences were followed by the horror of learning about the Holocaust where one-third of the Jewish people were slaughtered. At this time, my Jewish identity was formed as a response to anti-Semitism.

As a young child peddling vegetables from my father’s garden or eggs from my uncle’s chickens, I knew I had a bent for entrepreneurship and a strong desire to someday achieve financial success. After a couple of unsuccessful business ventures, I bought a two-family house and then a three-family house with a goal to acquire enough real estate so that someday I would owe the banks \$50,000. I dreamed of the day I would finally pay off this debt. Sixty years later, I am still a significant partner in the same real estate business, which is now a leading national company in the multifamily industry.

Twenty-five years ago, I had cancer of the tongue and came to the realization at that time that life is about more than making money. I started to think about what my legacy would be. Inspired by my wife, Diane Troderman, and my friends, Michael Steinhardt, Rabbi Irving Greenberg, and Jeremy Pava, I began to explore my Jewish roots. I discovered that I was part of a people whose culture, traditions, and values have sustained them and enriched society for over 3,500 years. Judaism brought joy, meaning, and purpose into my ancestors’ lives: a thirst for knowledge, a passion for justice, a commitment to care for the weak and oppressed, and a desire to make the world a better place. For me, experiencing the richness of Jewish life and absorbing Judaism’s message to engage and improve the world was a life-changing lesson. Being Jewish was an incredible gift and I was not going to squander it.

However, as I observed the world through my new Jewish lens, I recognized that while life in America has improved dramatically for Jews, our improved status has created a new, demographic challenge. Thankfully, my grandchildren do not suffer in the schoolyard as I once did, and they are readily accepted into universities, clubs and social groups in ways I could not have imagined in my youth. Among younger Jews, however, our newfound social acceptance has led to a decreased connection with their Jewish heritage. It has resulted in a significant percentage of Jews marrying people of other faiths; and with each passing year, fewer intermarried couples are raising their children with any connection to their Jewish heritage. This trend is of great concern to me because it poses a threat to the Jewish future.

To address this challenge, I decided to create the Harold Grinspoon Foundation to engage Jews in the richness of the Jewish tradition. Our mission is to enhance the vibrancy of Jewish life in our home in Western Massachusetts, in North America, and around the world. We believe that together with our many philanthropic partners, we can strengthen and grow the Jewish community through welcoming, engaging and stimulating opportunities for connection with our Jewish culture. We take a very hands-on approach to philanthropy. Our flagship PJ Library® program, for example, currently distributes 380,000 free Jewish children's books per month, connecting families around the globe to their heritage. The Foundation partners with donors in over two hundred communities to fund PJ Library® and works with community implementing partners on program implementation. In Israel, the Foundation partners with the Ministry of Education to fund and operate the program. What a powerful moment when a child and parent snuggle together reading a book at bedtime, experiencing the joy of learning Jewish values and culture! We know that this program is educating not only children but their parents as well. In the 21st century, I believe that for Judaism to continue to have an impact on families and society, Jewish living and learning must be actively cultivated. That is why I am committing nearly all my assets to my Foundation to pursue this goal.

The sense of mission and accomplishment that I get through my philanthropy energizes me every day. I feel most privileged that my daughter-in-law, Winnie Sandler Grinspoon, serves as President of the Foundation and that my long-time business partner, Jeremy Pava, serves as a Trustee. I know they share my values and their service will ensure the Foundation's continuity. I am honored to join the Giving Pledge and encourage others to join as well.



Harold Grinspoon

May 8, 2015

Gordon & Llura Gund

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October 15, 2014

Our Giving Pledge Gordon and Lulie Gund

Dear Warren,

We applaud you, Bill and Melinda Gates, and all others involved with the development of the Giving Pledge concept and rationale. Thanks to our family's fortunate business success and because of a variety of compelling charitable interests, particularly the passionate focus we have for achieving the mission of the Foundation Fighting Blindness, we have been on track to accomplish the Giving Pledge goal of investing the majority of our net worth philanthropically for many years now, although we never considered it in that way.

We each had parents who highly valued and lived the importance of providing the same opportunities that they had to those who were less fortunate. Their generosity with their treasure and their time has inspired us in our philanthropic involvements. Over the years we have provided meaningful financial support and, in some cases, significant volunteer time to organizations involved in healthcare, education, the environment and the arts. We have made our philanthropic investments — just as we have made our for-profit investments — in capable people who have a dedicated commitment to a sensible and compelling vision. Also, as with many of our business investments, we have invested a significant amount of our time, experience, and energy into the leadership and oversight of our most important philanthropic endeavors.

The focus on our principal charitable interest began in 1971 when we co-founded, with other families, the Foundation Fighting Blindness (FFB). Since its inception, the mission of FFB has been to drive the research to find preventions, treatments, and cures for people affected with inherited retinal degenerative diseases. These diseases include retinitis pigmentosa (RP) which I have; age-related macular degeneration (AMD — the leading cause of blindness for people over age 50 in the U.S. and other developed countries); Usher syndrome (the leading cause of deafness and blindness together); Stargardt's disease and many others. In total these blinding diseases affect more than 10 million people in America alone and many times that number worldwide.

We became dedicated to the cure for blindness because shortly before we were married in 1966 and for five years or so thereafter, during which we were building a family and I was beginning a career in venture capital, long-term investing and later professional sports, I began to lose my eyesight at night. My vision started shutting down from the periphery inward due to my RP. We looked for a way to stop the progress of this disease, and we became even more frantic in this search in 1970 when my day vision started to close in rapidly. During this frustrating time, we found there was very little

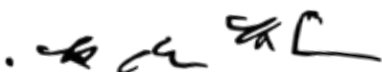
understood scientifically about the retina, the visual process and the causes of these diseases. At that time there was almost no research going on.

In late 1970, when all of my eyesight was gone and I had turned over every stone, we committed to each other to do all we could to ensure that someday when people were diagnosed with a retinal degenerative disease, they wouldn't have to face the same frustrating search that we did that ended in total blindness; instead these diseases would not exist anymore.

The Foundation Fighting Blindness is in business to go out of business when it eradicates these diseases from the face of the world once and for all. We have a passionate commitment to this mission. Fortunately all of us volunteer leaders over the intervening 43 years have had the passion, entrepreneurial ability and persistence required to build any successful enterprise over the long term. Now 43 years later, the Foundation has 50 chapters around the country, has raised more than \$600 million for research, has more than 150,000 active volunteers and donors, and has funded thousands of research projects at hundreds of research institutions all over the world.

The Foundation has a highly capable and dedicated professional staff and a scientific advisory board made up of world class clinical researchers and relevant basic scientists. The thousands of committed researchers the Foundation has helped bring into this field over the years are continuing to build on the now robust base of scientific knowledge and are identifying new treatments and cures for these diseases on an accelerating basis. In the past few years, FFB-sponsored research has generated some amazing breakthroughs and extraordinary advances. The Argus II (a bionic eye) and treatments like Lucentis for the wet form of AMD, are now in the marketplace saving and restoring sight. Many more promising therapies are in clinical trials or in the pre-clinical pipeline. These include gene therapies, stem cell therapies, pharmaceutical therapies and on and on. A clinical trial for a miraculous gene therapy treatment that should soon receive FDA approval has already restored significant sight to more than 50 children and young adults who were born blind or went blind soon thereafter from a severe form of a retinal degenerative disease. More than 20 clinical trials are underway. The Foundation has now advanced over the threshold and into the era of achieving its mission.

Pre-clinical or translational work and clinical trials require far more financial support than laboratory science. That is why the Foundation has embarked on a major gifts campaign, Envision 20/20. To jumpstart Envision 20/20, Lulie and I have announced a challenge to match all major gifts to the Foundation made or pledged on a dollar-for-dollar basis. We want to ensure that these diseases are eradicated once and for all and the time for this is at hand. That is why we are pleased to join the Giving Pledge. We hope that anyone reading this will challenge us to match their gift to FFB thereby helping to ensure that we fulfill the Giving Pledge but, most of all, helping to ensure that FFB achieves its mission. When it does, it will be forever.



Gordon Gund



Lulie Gund

Envision 20/20: The Campaign to End Blindness

Kicking Off Envision 20/20 with the Gordon & Llura Gund Family Challenge

Gordon & Llura Gund and family are providing an extraordinary matching challenge grant to the Foundation Fighting Blindness. To encourage Envision 20/20 Campaign support from new donors and increased support from current donors, the Gund family will provide a dollar-for-dollar match for all new and increased multi-year donations of \$5,000 or more or one-time gifts of \$25,000 or more.

The challenge is an incentive to acquire new gifts or gifts that are increased over previous annual levels. The minimum eligible gift or increase is \$25,000, although this amount can be pledged and paid over a five-year period.

Two primary objectives within the Envision 20/20 Campaign led to the creation of the Gordon & Llura Gund Family Challenge. First, FFB must dramatically increase the amount of funding going directly to advanced pre-clinical and clinical trial work leading to treatments and therapies to preserve or restore vision. Second, FFB must increase the size and scope of its overall research portfolio, as the pace of research advancement is accelerating at an extraordinary pace.

Qualifying new gifts and gift increases will be directed either by the donor or through the Research Oversight Committee process to approved research projects. This means that 100% of qualifying gifts and increases will be allocated directly to research. Matching gifts from the Gordon & Llura Gund Family Challenge will be allocated to advanced pre-clinical and clinical trial work with broad research and patient application as recommended by the Research Oversight Committee. While donors can choose to direct their gifts to highly targeted and approved research programs, the Gund match will be allocated to broader, cross-cutting advanced research in areas such as gene, stem cell or drug development therapies. In all cases, 100% of qualifying gifts and the match are allocated directly to research.

The need for funding is urgent and immediate. Our goal is to raise \$50 million in qualifying gifts and pledges to be matched by another \$50 million through the Gordon & Llura Gund Family Challenge. If we can exceed that goal, the match itself will be even greater. The Gordon & Llura Gund Family Challenge is a generous but true matching challenge; we must secure new and increased gifts to the Campaign to fully realize the potential of the challenge.

The challenge is effective May 1, 2014, and will apply to qualifying gifts and pledges made through June 30, 2016. There is no limit to the amount of a qualifying pledge, and no limit to the total amount of the Gordon & Llura Gund Family Challenge. Pledges must be paid in full by June 30, 2021.

Harold Hamm

Philanthropy Pledge
Harold Hamm

We live in an amazing country. Because of our capitalistic society and free enterprise system, I was able to work my way out of poverty. This process began in high school when I discovered a passion for the oil and gas industry. My success in this industry has given me opportunities to help others discover and pursue their passions in life.

When I was a teenager, John Frank of Frankoma Pottery came to speak at my high school. He talked about his love of the arts. That was his passion. He spoke to everybody, but I thought he was speaking directly to me. He talked about finding something in our lives that we could be passionate about and encouraged us to follow that dream, and said each one of us would be better at doing things that we love and care about.

That caught my attention. I thought, “What could I be passionate about? I’m going to high school, and I’m working at a truck stop.” But I looked at the oil and gas development occurring all around Enid, Oklahoma, and that captured my imagination as a young man. I wanted to be like those charismatic, energetic individuals I met within the petroleum industry and who had shown so much generosity to others in Oklahoma.

In short, I eventually had the opportunity to start my own service company and then Continental Resources. And from that meager beginning as a one-man, one-pump truck operation in 1967, Continental is today credited as a key discoverer and early developer of the Bakken Play—the world’s largest oil discovery in more than 40 years and a key factor in making American energy independence a reality.

I tell this story only to demonstrate how sparking young minds can change the world. And that’s exactly the intent of my efforts to improve health care and educational opportunities for people in the U.S. and across the globe.

Through the Harold Hamm Diabetes Center, my mission is to inspire young, bright scientists to find the cure for a disease that has been identified as the largest health crisis of the next generation. Through the Harold Hamm School of Geology and Geological Engineering at the University of North Dakota, my mission is to inspire the next generation of oil and gas leaders to continue the American Energy Renaissance and all of its benefits, including the creation of millions of American jobs, lower consumer prices, billions in tax revenue, wealth generation, and energy independence for America.

Harold Hamm (Continued)

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The Giving Pledge was a natural fit. One of the reasons I became interested in oil and gas in the first place is because I saw the generosity of oil industry leaders. Frank and Jane Phillips gave away every dime of their huge oil and gas fortune. Waite Phillips, Sam Noble, the Skellys—the list goes on and on of oilmen and women who gave their wealth away to make their communities and the world a better place. In Oklahoma, most of the oil people I have ever known fit that same mold. By joining the Giving Pledge, I hope to continue the legacy of encouraging others to commit their time and resources to worthy causes that will enable people with ambition and tenacity to achieve their goals.

Reed Hastings & Patty Quillin

It's an honor to be able to try to help our community, our country and our planet through our philanthropy. We are thrilled to join with other fortunate people to pledge a majority of our assets to be invested in others. We hope through this community that we can learn as we go, and do our best to make a positive difference for many.

Reed Hastings & Patty Quillin

Lyda Hill

Dear Bill, Melinda, and Warren,

Walt Disney once said, “It’s kind of fun to do the impossible,” and like the three of you, I am in the fortunate position to help tackle some of life’s most challenging ‘impossibilities.’

Because I have a fervent belief that science is the answer to many of life’s ‘impossibilities,’ I made the decision long ago to donate the entirety of my estate to philanthropy and scientific research. My more recent decision to sign The Giving Pledge should not come as a surprise to those who know me, but rather, should be viewed as a natural evolution of how I was raised. I’ve been around philanthropy all my life and have understood the importance of giving back since I was very young. Because my mother, beloved philanthropist Margaret Hunt Hill, insisted on taking me with her when she volunteered, I actually recall not being old enough to understand that voluntarism was, in fact, *voluntary*.

While varied, my career reflects a mix of entrepreneurial vigor and a commitment to balancing profit with purpose. I spent the early part of my career building a business; the middle part between venture capital investments and volunteering; and today, I devote nearly all of my time to philanthropy. This third stage of my professional life is dedicated to supporting game-changing advances in science and nature, and to improving the local communities of greatest importance to me, Dallas and Colorado Springs.

I know we share the view that good intentions aren’t enough. Philanthropy—in its most effective form—must yield measurable results expected of any well-run business. I believe that sometimes it is actually more difficult to give money away in a meaningful manner than it is to make money. But there are things about both that are quite similar. First, you have to figure out the right approach, and then you have to execute, maximize the results, and measure the impact.

With this philosophy at the core of my philanthropic efforts, I decided long ago that I’m not looking for Band-Aids or incremental change. I’m looking for *solutions*. I want to invest in transformational initiatives that have the potential to impact global issues like food safety, ocean conservation, medical research, and related efforts.

And that is why I was so pleased to join The Giving Pledge. It gives me the opportunity to “think big” and to share ideas and learn from friends across the globe. In speaking with Warren, he reminded me that I “shouldn’t do what others can, and will, do with their giving,” but rather, he encouraged me to “do what they can’t, and won’t, do.” He reiterated the importance of taking risks and being bold. The Giving Pledge has fueled and shaped my ambition to achieve even more impact from my giving.

Lyda Hill (Continued)

.....

As I said, I want to do big things. I want to make a difference. The more I do for others, the happier I am. So to Mr. Disney's comment about it being fun to do the impossible, I would simply add that it's also good to have fun. I look forward to a long and productive dialogue with my fellow Giving Pledge signatories, and to collectively tackling many of life's 'impossibilities.'

With great hope for game-changing solutions,

A handwritten signature in black ink that reads "Lyda". The signature is written in a cursive, flowing style with a long horizontal tail on the final letter.

Lyda Hill

Barron Hilton

My Philanthropic Pledge

July 28, 2010

I am happy to reiterate the pledge I made in 2007 to donate the vast majority of my personal wealth to the humanitarian work of the Conrad N. Hilton Foundation. For me, the decision was easy—not just for how the money will be spent, but for how the money was earned.

My father, Conrad Hilton, was one of America's business giants. He was the first to link hotels together in a coast-to-coast chain, and to turn his name into a world-famous brand. During his career, "Hilton" literally became synonymous with the word "hotel." He personified his personal creed, "Think big, act big, dream big."

While he reached amazing heights in business, he also suffered through the kind of economic downturns that are all too familiar to people coping with today's recession. In fact, the milestones of my father's career often followed a long, determined climb from the worst economic periods in modern history.

In 1919, during the post World War I recession, my father bought his first hotel, the Mobley in Cisco, Texas. He built up a collection of eight hotels in Texas, only to lose all but one during the Great Depression. By refusing to declare bankruptcy, he was among the first hoteliers to emerge from the Depression, only to endure the dramatic business slowdown during World War II. Eventually he was able to grow by acquiring several hotels for cents on the dollar, including the then-largest hotel in the world, the Stevens in Chicago. In 1946, Hilton Hotels Corporation became the first hotel company to be listed on the New York Stock Exchange. When the post-war recession slowed U.S. expansion, my father began to expand overseas, but not before he fulfilled his longtime goal of acquiring the lease for the Waldorf-Astoria in New York City.

After my service in the Navy in World War II, I spent 20 years as an entrepreneur, investing in Vita-Pakt citrus products and founding such diverse companies as Air Finance Corporation, Carte Blanche Credit Card and, 50 years ago, the Chargers of the American Football League. In 1966, the board of Hilton Hotels Corporation invited me to become President of Hilton Hotels, provided I drop my football responsibilities. That's when I took the reins of the company.

Just after the recession that followed the Vietnam War, and just before the Arab oil embargo, I managed to enter the Las Vegas gaming market by acquiring the Flamingo and the International (renamed the Las Vegas Hilton) from financier Kirk Kerkorian. That added a valuable revenue stream for our company that, when combined with franchising, greatly increased the value of Hilton stock.

Not every deal worked out well in the short term, however, such as our sale of Hilton International to TWA in 1967. It took us another 30 years to reunite the companies. With more hotels of over 1,000 rooms than the rest of the industry combined, our strength in the convention market made us the envy of the lodging business.

In the midst of our domestic expansion, my father passed away in 1979 at age 91. Throughout his life, he embraced the power of prayer, and felt it was our God-given responsibility to alleviate the suffering of the most disadvantaged among us. He generously supported Catholic sisters and other worthy causes, writing personal notes to accompany his checks. But his \$160 million estate created a new opportunity.

Under the leadership of Don Hubbs, and now my son, Steven, the Conrad N. Hilton Foundation has become a real agent for change. We focus on a need, find the right people or organization to fill that need, and then provide enough funding to create real systemic change. My brother, Eric, is among the family members and outside directors that are following my father's philanthropic vision as board members. In his will, my father directed us to make our grants without regard for race, religion or geography. The reason was as simple as it was genius—the customers that built our wealth hailed from all parts of the world.

In 1996, I retired after 30 years as CEO of Hilton Hotels Corporation, and convinced Stephen Bollenbach to succeed me while I continued to chair the board. He ushered in a new era of consolidation for both Hilton and for the industry, while utilizing technology to improve efficiency and customer service. We continued to expand our gaming and hotel networks, adding brands like Bally's, Caesars, Embassy Suites, Doubletree and Hampton Inn.

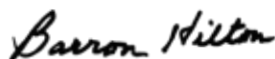
In 2006 and 2007, our gaming company and then our hotel company were both acquired by private equity firms at a considerable premium over the trading price of the stock. Despite my tremendous family pride, I knew Hilton Hotels Corporation had grown to the point where it could thrive, even without a Hilton family member at the helm. I had been a member of the Hilton Foundation board since 1954. It was only after the sale of our companies that I proudly became Chairman of the Conrad N. Hilton Foundation.

As one of Hilton's principal shareholders, I decided to immediately pledge my proceeds of the sales—\$1.2 billion—to the Conrad N. Hilton Foundation. In making the gift, I also pledged to follow my father's example and donate 97 percent of my wealth to the Hilton Foundation. That gift, together with other personal assets, should bring the Foundation's corpus to more than \$4 billion.

Today we concentrate on a few strategic initiatives: Safe water development, homelessness, children, substance abuse and Catholic sisters. Other major programs include blindness prevention, hotel and restaurant management education, multiple sclerosis, disaster relief and recovery, and Catholic schools. We are constantly reviewing our practices while remaining faithful to the values and principles that guide us.

I recite our saga to consolidate information that was already a matter of public record over the past 90 years. I am gratified that our Foundation will live on forever, aiding the most vulnerable populations in the world. It will operate in perpetuity as a tribute to the customers, executives and hotel employees who created our wealth in the first place.

I salute Warren Buffett, Bill and Melinda Gates and other philanthropic leaders who have subscribed to the Philanthropic Pledge. It is my hope that others are inspired by my father's story, and by our family's steadfast adherence to his charitable philosophy.



Barron Hilton

Elie & Susy Horn

The Giving Pledge

By the present pledge I reconfirm what I committed myself to almost 10 years ago, which is to give up to 60% of my possessions to charity (in Hebrew, to make Justice).

As human beings, we will carry nothing with us to the other world – the only things we shall take are the good deeds that we accomplish in this world. We are in this world to be tested, and each one of us must grant the fruit of his abilities.

I make my pledge with pleasure, and the good feeling that I tried my best to give meaning to my mission in this world (my late father gave 100% of what he had). The more we give, the more meaningful and stronger we shall become. My charity views mainly education in schools and universities. Our main message in giving is to make people belong to communities and to do good in general.

Regards,

Elie and Susy Horn

Sir Tom & Lady Marion Hunter

27th August 2015

Our Giving Pledge

Growing up in a very small mining town in the West of Scotland I never dreamed I would write a letter like this.

I started out selling sneakers from the back of a van, met Marion who became my top sales person, then my wife, selling to her fellow workers in an Electronics Factory.

Through hard work and a lot of luck we built a pretty big Sports Retail business.

I found myself at 37 years old with a very large cheque in the bank but nothing to do.

My real education was about to begin.

Thanks to the help of my wife Marion, my dad Campbell and the magnificent Vartan Gregorian The Hunter Foundation began to take shape.

Marion and I came to the conclusion we would not burden our 3 kids with great wealth. We would encourage them to find *their* passion and support them.

We then decided that as a family we didn't need any more personal wealth.

I also decided that I want to keep making money through our Private Equity West Coast Capital but the profits would flow to The Hunter Foundation.

We don't want to be the richest guys in the graveyard we want to "do good" while we are still alive. Why let others have all the fun?

For those who are thinking about this. All I would say is seeing a project we have helped, work is a bigger sense of achievement than any business deal I have *ever* done.

It simply is an honour and a privilege.

Good luck.

The image shows two handwritten signatures in black ink. The first signature is 'Tom' and the second is 'Marion'. Both are written in a cursive, flowing style.

TOM AND MARION

Jon & Karen Huntsman

My Response to my friend, Warren Buffett

June 18, 2010

My Charitable Giving Plan

It has been clear to me since my earliest childhood memories that my reason for being was to help others. The desire to give back was the impetus for pursuing an education in business, for applying that education to founding what became a successful container company, and for using that experience to grow our differentiated chemicals corporation into the global enterprise it has become.

The journey which began in poverty somehow led to my name's inclusion on the Richest Americans list for several years running. We progressed from being leveraged to the eyeballs to realizing a degree of wealth of which we had never dared to dream, always with the understanding that it was not ours to keep. Through hard work, luck at the right times, and a determination to succeed, we built a company which filled our coffers with money intended for others.

My pledge to give my entire fortune to curing cancer and assisting related other charities was formalized decades ago. As my sweet mother took her last breath in my arms and succumbed to the cancer she could no longer fight, I realized that our humanitarian focus must center on cancer. I saw with clarity the vision that the Huntsman fortune is a means to cure cancer and that my purpose on earth is to facilitate the research which will illuminate its mysteries.

Most of my shares of our company's stock have already been donated to our family charitable foundation and are not at our family's disposal. Moreover, most of our other assets are already pledged to charitable causes. The Chronicle of Philanthropy listed our family as donating \$1.2 billion to past charitable causes or foundations.

Cancer terrifies us and often takes our lives, irrespective of age, gender, or walk of life. As I have publicly stated countless times, my duty is to make sure cancer is vanquished. Virtually all of my financial resources are already pledged to this lofty goal.

A handwritten signature in black ink, appearing to read "Jon Huntsman". The signature is fluid and cursive, with a large initial "J" and a distinct "Huntsman" ending.

Mo Ibrahim

Giving Pledge

I am a very lucky African boy as, although born to a modest Nubian family, thanks to my mother's strong belief in education I graduated as a telecommunications engineer. Again, I was lucky to have the opportunity to further my education in the UK, develop my skills and ride that magical technology elevator to financial success.

It is tempting to claim that my material success was due to my hard work, intelligence or even genius. To be honest I don't think that I am much smarter or hardworking than my childhood friends and schoolmates. I have been lucky to have the support and sacrifice of my parents, lucky to have the opportunity to get academic and technical training in the UK and lucky to specialise in mobile technology just prior to the cellular revolution. To be repeatedly in the right place at the right time; that is the mother of all luck.

The first business I built was called MSI, a consultancy and software company which designed mobile networks across Europe, the US and Asia. The success and later the sale of MSI ten years later provided me with the financial resources and the credibility in the industry to launch Celtel, to build and operate mobile networks across Sub-Sahara Africa. At the time Africa, and in particular Sub-Saharan Africa, was a no-go area for infrastructure investors. Celtel was a success story, it helped transform Africa and contribute to the social and economic development of the continent. Celtel was also a great success for its shareholders and employees.

In 2005, after we sold Celtel, I had to face the big question—Now what? Where to go from here...? I knew instinctively the broad direction was Africa. I knew that I needed to go back and do something for our people—it is a moral duty and African custom to look after your extended family. I felt my extended family reached from Cairo to Cape Town.

Nelson Mandela described Africa as “a rich continent of poor people” ... but why?

I believe we are poor because of the failures of governance and leadership in many of our countries.

In 2006 I launched the Mo Ibrahim Foundation to focus on the issues of Good Governance and Leadership in Africa. Good Governance is the basket of public goods governments must deliver to its people. It includes—but is not limited to—security, rule of law, economic opportunity, infrastructure, management of public finance, transparency, education, health and citizens rights. We need to move from narrative and rhetoric to facts and figures. Our Index of African Governance measures well over 100 parameters to evaluate government delivery in every African country. Effectively, we are producing

an annual scorecard to measure performance. The objective is not to name or shame anybody but to understand where we are, what works and what doesn't and to facilitate an objective discussion between all governments, parliaments, academics, business, civil society and beyond.

We also launched our annual prize for excellence in leadership aimed at democratically elected African presidents who served well, took their countries forward, built institutions, respected the constitution and retired on time facilitating the peaceful transfer of power. Over the past 6 years the Prize Committee (of which I am not a member) has offered the prize to three wonderful African presidents but not shied away from withholding it on an equal number of occasions.

We launched an annual forum in Africa to discuss and develop solutions for our most critical issues. The event has evolved quickly into an African Governance week with many institutions and civil society groups coming together.

We also offer a program of fellowships and scholarships for promising young African men and women.

While economic aid and relief efforts for Africa are wonderful and commendable acts of solidarity, we need to change the way our countries are run. I hope that my foundation can help change mindsets and place Governance and Leadership at the heart of the international development debate.

Our work in Africa has credibility because it has been and must remain an African effort funded by clean and transparent African money with no "vested interests" whatsoever. As a result our foundation does not raise funds or accept donations. I have committed to fully funding the organisation as, after all, it is only fitting that money made in Africa should go back to support Africa.

Since 2006 I have allocated well above 50% of all my earnings to the foundation, and I have put in place a legal framework to ring fence funding after my death.

I have also established "Satya Capital" as a vehicle for ethical investment in Africa because I believe that investment is crucial in creating jobs and prosperity. I also happen to know that investment in Africa generates some of the highest returns available anywhere in the world.

When Bill Gates, a man I greatly admire, suggested I join the "Pledge" initiative I had no hesitation in accepting. It is a great honour for me to join those wonderful men and women whose wealth and fame does not obscure or cloud the simple fact that they are part of this wonderful human tribe.



Carl Icahn

My Giving Pledge

I began my career on Wall Street nearly 50 years ago. From a modest upbringing in Queens, New York, I have been fortunate enough to accumulate great wealth. And with that wealth comes responsibility—those who have benefited the most from our economic system have a responsibility to give back to society in a meaningful way. That is why I made a commitment over 20 years ago that substantially all of my assets would be used to fund a charitable foundation. Until Bill, Melinda and Warren started this project, I never considered going public with my intentions. However, I certainly see the value of a project that encourages wealthy individuals to step forward and commit to use their wealth for the common good. I hope that by adding my voice with those who are supporting this project, we will all encourage others to participate.

The principles that have guided my career in investing are the ones that I use in my approach to philanthropy. As a shareholder activist, I have focused on acquiring control of undervalued companies (which are often poorly managed). I believe I have unlocked substantial shareholder and bondholder value and have improved the competitiveness of American companies. In a similar vein, I want to maintain America's position as the world economic leader by improving the competitiveness of its educational system. America's children, especially those from underprivileged backgrounds, are in a sense undervalued assets. I believe that this goal can best be accomplished by teaching our students the specific skills to succeed. Accordingly, my foundation supports the education and care of underprivileged children and the operation of vocational schools.

Out of this belief, I created the Icahn Scholars Program at Choate Rosemary Hall. Each year the Program provides scholarships for financially challenged students from across the country. And the Program works. Invariably, each year not only do the Icahn Scholars get accepted into the top colleges, but they also win a disproportionate number of the School's top prizes. In fact, the first Bill and Melinda Gates Scholarship at Choate was awarded to an Icahn Scholar. I also endowed Choate's state of the art Science Center as well as the Carl C. Icahn Laboratory for Princeton University's Institute for Integrated Genomics and the Icahn Medical Institute at Mt. Sinai Hospital.

As a product of the New York City public school system, I have a particular interest in improving the education of the City's children. I have sponsored and constructed public charter schools in the Bronx. These schools draw students from areas marked by poverty and high crime rates who would otherwise be at risk of academic failure. The mission of the Icahn charter schools is based on the belief that all students deserve a rigorous academic program which will increase their capacity to learn. The expectations have proven out as our charter students consistently score at or above the state average on

standardized tests. The school programs provide the background knowledge necessary for continued academic success beyond the public school system and success as adults.

My work in education was recognized by the Center for Education Innovation—Public Education Association in 2004. In 2006, I was honored with the 100 Women in Hedge Funds Effecting Change Award. Through recognition of my commitment to improving education, I hope to inspire others to make similar investments.

Improving child welfare is an important component of improving a child's likelihood of success. I built Icahn House, a 65-unit complex for homeless families consisting of pregnant women and single women with children in the hope of leveling the socio-economic playing field. I am a trustee of the Randall's Island Sports Foundation and made a significant contribution to the construction of Icahn Stadium, a track and field facility for inner city youth. For my work in this area, I was honored with the Starlight Foundation's Founders Award and the 1990 Man of the Year Awards, and was named The Guardian Angel 2001 Man of the Year.

I believe, without significantly changing the method we use to educate our young students in this country, we will soon lose our hegemony. Through these commitments I hope to play a small part in making these changes. I am excited to join my friends Bill, Melinda and Warren in making a commitment to continue the charitable giving. I have been a longstanding proponent of improving America's educational system and am delighted to join this important initiative to combine our efforts and financial resources.



Joan & Irwin Jacobs

Our Family Philanthropy:

Joan and I recall growing up in homes that honored the Jewish obligation of tzedakah by frequently placing coins in a small box (pushke). At college, we benefitted from state and scholarship/fellowship support for our education, a key enabler of our ability to participate in the Giving Pledge.

Thus, education - K-12, university, libraries, and the use 24/7 of mobile technology - was an early and remains a key component of our philanthropy. Projects include the High Tech High Charter School System, scholarships and fellowships at schools with which we have been associated, including Cornell, MIT, the Technion, and the new Cornell Tech Campus in New York City. We also strongly support basic science, recently in the form of endowed chairs and innovation grants at the Salk Institute, enabling new and often high risk ideas to be pursued. Cultural activities, including music, theater, and art museums, remain a focus, including a major gift to the San Diego Symphony to allow it to move to a very high level of performance. Societal needs as recognized by tzedakah are part of our inheritance and we are supporting, among others, a new UCSD hospital tower, an ever-expanding San Diego Food Bank, Second Chance for those completing prison terms, and the Jewish Family Service that also provides significant support for needy immigrants.

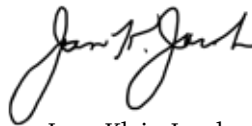
In selecting projects for philanthropy among our focus areas, we are particularly influenced by program innovation and planning, the quality of leadership, and finally our ability to make a difference with both resources and guidance.

Passing on the joy of philanthropy to children and grandchildren is essential to us. Beyond the ability to set an example by personal leadership, we have successfully encouraged grandchildren to attend sessions sponsored by The Giving Pledge and by our financial advisor Merrill Lynch. After careful consideration, we also chose to establish a donor-advised fund for each grandchild to enable them to follow their own interests and individually make a difference.

We continually receive great satisfaction from our philanthropy and stimulation from the many with whom we come in contact.



Irwin Mark Jacobs



Joan Klein Jacobs

John W. Jordan II “Jay”

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December 3, 2014

Warren,

I am delighted and honored to participate in The Giving Pledge Program that you and Bill initiated. Your Pledge Program to encourage those of extreme wealth during their respective lifetimes and/or at death to provide at least 50% of their net asset values to charity is quite noteworthy and commendable. Hopefully, in my case it will be more than 50%. “God Willing And The Creek Don’t Rise,” I will live long enough to continue to compound my net assets.

In many of the letters that I have read from others they have articulately outlined the reason for their philanthropy. My philanthropic DNA was inherited from my mother who dedicated her life to the service of others. While she did not have a lot of treasure, she contributed her time and worked tirelessly serving those in need. She infused in me the virtue of philanthropy. I asked my mother why she was always away working on charitable programs. She spoke to me of Winston Churchill who said, “You make a living by what you get; you make a life by what you give.” My mother had great admiration for Churchill. She also told me that in her view the true measure of financial philanthropy is not how much one gives but how much one has left after one gives. She truly lived by this directive. That sets the bar pretty high and would suggest that perhaps a 50% hurdle is too low.

While I have taken care of my children and want them to enjoy comfortable lives, I do not believe that those who provide their offspring with luxuriously upholstered lives serve them well but rather saddle them with a terrible burden. The trappings of extreme wealth are quite dangerous if not intelligently and responsibly directed. Hopefully, I have imparted my views to my children and they will act accordingly. It is my view that humility is the true virtue of extreme wealth. We all know second and third generation wealth where the recipients were actually born on third base but think and act like they hit a triple.

I truly believe the greatest philanthropic gift a wealthy individual can bequest to his/her offspring is a true commitment and responsibility to give back. Hopefully, I have imparted these views to my children and trust they will follow their father’s guidance. I have always tried to get them to understand that none of us really own anything – we are all just passing through.

Jay Jordan (Continued)

.....

Thank you again, Warren, for the privilege and honor of participating in your program.

God Bless!

Go Cornhuskers!

Go Irish!

Best regards,

A handwritten signature in black ink, appearing to read "Jay Jordan". The signature is stylized with a large, looped "J" and a long, sweeping underline that extends to the right.

John W. Jordan II

George B. Kaiser

July 26, 2010

I suppose I arrived at my charitable commitment largely through guilt. I recognized early on, that my good fortune was not due to superior personal character or initiative so much as it was to dumb luck. I was blessed to be born in an advanced society with caring parents. So, I had the advantage of both genetics (winning the “ovarian lottery”) and upbringing. As I looked around at those who did not have these advantages, it became clear to me that I had a moral obligation to direct my resources to help repair that inequity.

America’s “social contract” is equal opportunity. It is the most fundamental principle in our founding documents and it is what originally distinguished us from the old Europe. Yet, we have failed in achieving that seminal goal; in fact, we have lost ground in recent years. Another distinctly American principle is a shared partnership between the public and private sectors to foster the public good. So, if the democratically-directed public sector is shirking, to some degree, its responsibility to level the playing field, more of that role must shift to the private sector.

As I addressed my charitable purposes, all of those conclusions seemed pretty clear: I was only peripherally responsible for my own good fortune; I was morally bound to help those left behind by the accident of birth; America’s root principle was equal opportunity but we were far from achieving it. What was left was to identify the charitable interventions most likely to advance that purpose.

Recent discoveries from stem cell and brain development research, using medical diagnostic tools, provided some guidance for me. Though almost all of us grew up believing in the concept of equal opportunity, most of us simultaneously carried the unspoken and inconsistent “dirty little secret” that genetics drove much of accomplishment so that equality was not achievable. What the new research seemed to suggest, however, was that brain cells were functionally unformed at birth and that only through the communication among them—driven by trial and error interpretation of sensory stimulation shortly after birth—did our cognitive and social/emotional skills develop. As I sometimes joke, I remember vividly that place before birth as being warm, wet, dark...and boring. Then, suddenly, as I emerged, I was bombarded with sensory overload and had to interpret all of that strange stimulus. Most of that interpretation takes place by age three; after that, we can modify our destiny but it is a lot harder.

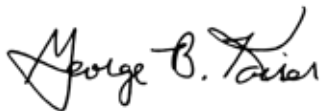
No child is responsible for the circumstances of her birth and should not be punished for them in this life. (I will leave the question of second chances to other pulpits.) I have therefore developed my

charitable focus around the concept of providing the greatest opportunity for self fulfillment for each child, focusing on those who arrive in the least advantaged circumstances. (A purer focus would be in areas of much greater disadvantage in the world where fewer dollars accomplish more. I honor the Bill & Melinda Gates Foundation's commitment to the principle that "every life has equal value" but will leave my justification for a primarily American focus to another dissertation.)

That governing concept has led me to those initiatives which attempt to reverse the generational cycle of poverty, especially for very young children and their families: prenatal and family healthcare; early learning and development for at-risk kids, birth to three; teen pregnancy prevention; parenting skill development; job and income assistance for families with young children; a robust program to provide alternatives to incarceration for mothers who have committed non-violent crimes, et cetera.

These efforts focus most heavily on the causes of poverty but we also dedicate resources to the symptoms, especially in these difficult times and in our relatively poor part of the country—food, clothing, shelter, healthcare and civic projects that promote inclusiveness and vibrancy. We generate a mix of projects, some of which are leading edge and more that import best practices from the greater creativity and experience of others. We attempt to leverage other resources, public and private, by our example. We try not to let a budget drive our expenditures but rather pursue those efforts through which we can make a true difference at an appropriate cost, whether less than or more than our targeted allocation. We remain lean in our central organization and partner with the leading practitioners in our fields of endeavor. We tend to direct our purposes and carefully monitor targeted results on a contemporaneous basis rather than scattering gifts and trusting to retrospective general narratives of success from the beneficiaries. All in all, it is an intoxicating and yet frustrating journey, led by an extraordinarily committed and talented cadre of leaders.

Now that I have told you far more than you wanted to know about how I arrived at my charitable commitment and direction, it is time to make the pledge: I am entranced by Warren's and Bill's visionary appeal to those who have accumulated unconscionable resources, to dedicate at least half of them back to purposes more useful than dynastic perpetuation. My family is very well provided for and they join me in my commitment to devote virtually all of my financial resources to the same general charitable purposes I have pursued in life, better informed in specifics by our experience and the experience of others. If enough acolytes follow Bill's and Melinda's and Warren's example, then maybe we will more closely approach the ideal of equal opportunity throughout the United States and the world.



George B. Kaiser

Kim & Brad Keywell

Over 2,300 years ago, Aristotle began a conversation about what it means to live a good life. That conversation continues to this day. We believe that a good life involves balance and purpose. It involves the search for your unique gift, the quest to achieve to the greatest of your abilities, deep personal connection to family and friends, and reverence for certain essential principles like integrity, courage, patience, and good nature. In signing the Giving Pledge, we have found ourselves reflecting on how taking a public action like this speaks to our personal interpretation of the virtues that define a good life. For us, the choice to focus on giving and philanthropy has always been a part of our journey.

We emphasize choice because we do not believe philanthropy is a burden that comes with financial success. Nor do we think that if you do not participate in charitable giving you are somehow irresponsible. We believe that philanthropy is a good choice that is part of living a life that encompasses personal fulfillment and happiness. Giving—be it our time or our money—makes us feel fulfilled. It's as simple as that.

Each year, we spend several weeks traveling with our family to do service. These weeks of family service are among the most precious time we have spent together, having given us intense and lasting memories. We have had the privilege of working with communities in Kenya, Ecuador, Mexico, India, Nicaragua, and many closer to home as well. Days and weeks spent doing service work are assets that grow in value over time. So too with financial acts of giving—money given wisely can have a tremendous impact on those receiving it, and can result in a ripple effect of positive change throughout the world.

We have been able to earn enough money that we want for nothing. Thus, we have chosen to commit the majority of our assets to philanthropic investments. A primary focus for us is the identification and support of dynamic social entrepreneurs. It is our belief that social entrepreneurship is the right formula to unleash the next wave of life-enhancing resources for all of humanity. We seek to find passionate, risk taking, bold, and courageous individuals and organizations, and enable them with our support to solve hard problems in a variety of areas that enhance human life. We see the world through our own lens—the lens of entrepreneurship and creative disruption—and thus, we see every societal problem as a disruptive solution worth creating.

Kim & Brad Keywell (Continued)

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With all of this in mind, we are signing The Giving Pledge. We had already decided to give the majority of our assets to philanthropic causes, but publicly stating so allows us to add our voice to the many others who are collectively making a statement. We believe this Pledge provokes a consideration of the role of giving in the pursuit of a good life. This philanthropic commitment is an investment in our future, and the future of our children, grandchildren, and generations to come. It gives us great joy to give our resources to instigate positive change, and it is a privilege to be able to do our small part to influence the future of humanity.

Handwritten signatures of Kim and Brad Keywell. The signature for Kim is on the left and the signature for Brad is on the right.

Kim and Brad Keywell

Sidney Kimmel

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Dear Warren:

I have responded affirmatively to the Giving Pledge. In fact, I have fulfilled that pledge already, having given more than half my wealth to charitable causes, primarily cancer research. I have also committed, and reaffirm here, that the balance of my estate—other than what is needed to support my wife during her lifetime—will also be given to charity.

My thinking is rather simple: I learned as a young boy that sharing with others is the right thing to do, a lesson I observed from my father's willingness to share even our meager means with those less fortunate. Ever since, it has never been difficult for me to continue to do the right thing.

I trust your efforts in growing the ranks of those committed to the Giving Pledge will be matched by the effort to see those pledges fulfilled. Thank you for your leadership.

Warmest Regards,

A handwritten signature in black ink, appearing to read "Sidney Kimmel". The signature is fluid and cursive, with a large initial "S" and a long, sweeping tail.

Sidney Kimmel

Rich & Nancy Kinder

Our Philanthropic Pledge

Nancy and I are inspired by the leadership of the Giving Pledge. Fourteen years ago, when we set up our personal foundation and committed to give 95% of our wealth to charitable causes either during our lifetimes or at our deaths, we never dreamed that there would be such a gathering of like-minded individuals who firmly believe in the favorable impact of giving on the world.

Our home community is Houston. As longtime residents of this city, we have witnessed its extraordinary culture of entrepreneurship, which has enabled Houstonians of all backgrounds to improve their lives, use their talents and creativity, and pursue their dreams. In Houston, you are what you achieve.

This stirs and motivates us to continue giving. The Kinder Foundation's mission is to enable our community to flourish by providing transformational gifts to projects dedicated primarily to three key areas: urban green space, education and quality of life issues.

Nancy and I grew up in small towns and firmly believe in the opportunity for entrepreneurship in America and especially in Houston and we believe in giving back to society the bulk of the good fortune we have received. Our goal in joining the Giving Pledge is to encourage those in similar positions to do the same.



Rich Nancy

Beth & Seth Klarman

July 8, 2013

Our Giving Pledge

We count ourselves among the fortunate and are pleased to join the Giving Pledge. America's free enterprise system has enabled us to be successful beyond our imaginations, which we believe is accompanied by the obligation to give back to improve the lives of others.

When we first began dating, we walked the beach in Cape Cod and talked about our values, including how, after providing for the needs of our families, any additional wealth we achieved would be given back to society. Since then, we have spent much of the years building wealth through value investing, but also devoting ourselves to our philanthropic activities.

We formed our family foundation 22 years ago. What began as a checking account has evolved into a professionally run organization. What has not changed is our desire to turn our own experiences and challenges into opportunities to assist others who walk the same road.

It is a privilege to be stewards of wealth in the service of society's greatest challenges. We believe it is actually harder to give money away well than it is to generate it in the first place. We strive to be collaborative, responsive, and opportunistic in our approach to giving, while remaining realistic about the number of things we can truly improve through our support.

We are still developing as philanthropists. We are currently pursuing strategies in three areas of interest; civic and community, scientific and medical research, and support for the State of Israel and the Jewish people. Life's unpredictable journey will undoubtedly expose us to additional worthwhile areas that we will consider exploring. Our current expectation is that within the constraints of the vagaries of fate, we will spend down most of our philanthropic assets in our lifetimes. One key observation is that society's problems seem to be compounding as fast as or faster than wealth can compound, suggesting a greater urgency to current funding. And when we make charitable gifts, we almost always feel richer, not poorer, for having been given the opportunity to help.

We look forward to the opportunity to learn from others who have joined the Giving Pledge. We recognize its members have come together to form a community of caring people who are determined to leave the world a better place.

– Beth and Seth Klarman

Robert & Arlene Kogod

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January 12, 2016

The Giving Pledge

It is with great pride and pleasure that we join the Giving Pledge and commit more than half of our wealth during our lifetime, or as planned gifts, to not-for-profit causes.

We recognize that we are privileged to have been born in the twentieth century in the United States of America under circumstances that allowed us to earn and accumulate wealth -- and that with that privilege comes responsibility.

We commend Warren Buffett and Bill and Melinda Gates for their leadership in this effort, and as exemplars of Alexis de Tocqueville's observation of America's happy impulse to work together to improve the common life by forming voluntary associations. This uniquely American art of association, tempers one's tendencies toward individualism and gives one a habit and taste for serving others.

It is in this same spirit and habit of service that we join the Giving Pledge.



Robert Kogod



Arlene Kogod

Elaine & Ken Langone

July 14, 2010

Dear Warren,

Elaine and I were honored to receive your graceful letter. It conveys a spiritual purpose that has long been close to our hearts and, yes, we will gladly join you in making our own pledge. Much praise to you for making this a national calling. It is inspiring how such a simple idea puts faith into action for the community as a whole.

Our family is thankful for the many blessings we have enjoyed. It is because we live in a special country, where freedom of opportunity is a cherished virtue that we can reach so high in the first place. But nothing makes our society better than when we live up to its most caring ideals of service and selflessness. So it is also with a deep sense of gratitude that we are pleased to be included in this wonderful undertaking.

Sincerely,

A handwritten signature in black ink, appearing to be 'Ken', written in a cursive style.

Ken Langone

Liz & Eric Lefkofsky

Our Pledge:

For those of us that are fortunate enough to be asked to sign the Giving Pledge, the commitment is easy to make. We have so much more than we could ever possibly use or need, that giving is relatively painless.

But for the vast majority of people who are tirelessly devoted to a particular cause; devoted to making the world a better place - giving is hard. When you're barely able to pay the bills, every dollar matters. When you're working around the clock and raising a family, every minute counts. Yet, remarkably, people still find a way to give. Whether it's writing a check in whatever amount they can afford, or volunteering to serve on a committee, people somehow find a way. It's this spirit that has always inspired me and my wife, Liz, to give.

Actually, Liz didn't need much inspiration. She has been a professional philanthropist since practically the moment she arrived in this world. Helping others was in her DNA, having lost her sister to cancer when she was five years old, and being confronted head-on with such extreme helplessness. She and her family know firsthand what it's like to pray for a cure to a terrible illness; and unfortunately they also know what it's like when those prayers go unanswered.

So our desire to give has always been there, but our ability to give has changed dramatically over time. As fate would have it, my entrepreneurial path led me to the internet in 1999, which was a bit like being a 2nd generation panner in California during the Gold Rush. For the next ten years, I was fortunate to be able to start and grow a bunch of technology companies. With a combination of timing, instincts, and incredibly talented people all around me, most of those companies did well. And then, with a similar stroke of luck, I was again in the right place at the right time when the idea for Groupon was born; an event which only compounded the success I was already so undeserving of.

Today, Liz and I find ourselves in the rare position to be able to help so many people; a position neither of us takes lightly. We recognize that perhaps our greatest accomplishment—with the exception of the kids we raise-- will not come from businesses we've started, but from the help we provide to people and causes around the world. We believe, with the others who have signed this Pledge that we are truly on the cusp of life-changing achievements that will improve our collective quality of life, and have an everlasting impact on generations to come.

Liz & Eric Lefkofsky (Continued)

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We try and appreciate each day how truly precious life is. We try and remember that our good fortune was and is not an entitlement. And we try and recognize that while our lives are filled with so much good fortune, there are billions of others just trying to get by.

So without any hesitation, we humbly sign the Giving Pledge.

A handwritten signature in black ink, appearing to be the initials 'EL' followed by a flourish.

Eric and Liz Lefkofsky

Gerry & Marguerite Lenfest

June 24, 2010

Dear Melinda,

I have been asked why Marguerite and I made the Giving Pledge.

The first and compelling is the joy we experience in giving to worthwhile causes. Marguerite and I have given the bulk of our fortune away. Over the last ten years, we have created a scholarship fund to send needy young scholars from rural areas to the better colleges, have sponsored research used by others to introduce legislation protecting our oceans, have started the center for sustainable energy at Columbia University, have been the principal supporter of Teach For America in Philadelphia and have given to over a hundred other cases during that period.

The second reason is that we do not want to give excessive wealth to our progeny. Giving wealth to young and future unborn children, in our opinion, reduces or eliminates the character building challenges ahead of them in life that they would otherwise face.

Perhaps a third reason is that one is not measured by how many homes, yachts or airplanes you have. The ultimate achievement in life is how you feel about yourself. And giving your wealth away to have an impact for good does help with that feeling.

Sincerely,



H. F. (Gerry) Lenfest

Peter B. Lewis (d. 2013)

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To Bill Gates and Warren Buffett:

Bill and Warren

I honor you for conceiving and promoting the Giving Pledge and thank you for inviting me to join the list of impressive people who have already pledged to donate half their net worth to help others.

Taking the Giving Pledge comes naturally for me. I began giving my nickels to my Temple when my father explained to me that giving to help others is a Jewish tradition. Those nickels, contributed to nonprofits over the years, now total nearly \$500 million. Having already given away nearly half my net worth, I plan to keep on going. I have also tried to teach my children and grandchildren how to be effective philanthropists in their own right.

Philanthropy is an unnatural act that must be learned and practiced. As my wealth has grown, so has my philanthropy and my desire for my philanthropic endeavors to make a real impact. My giving embraces the same core values that underscore everything I do. I seek to support organizations and people that:

- are totally honest and open about their intentions and results
- continually strive for excellence (always try to improve)
- know themselves well enough to treat others as they want to be treated (Golden Rule)
- establish, communicate and evaluate themselves against clear objectives within a clearly stated mission.

This approach leads most often to my supporting zealot-driven, well managed organizations waiting to foster positive change and/or to stimulate creativity.

Philanthropy should be fun, otherwise it will not be sustainable. Seeing results flow from my gifts is my greatest pleasure as a philanthropist—whether exonerating a jailed innocent or completing a Frank Gehry building. I want to enjoy my philanthropy.

I have learned that philanthropy is much more than writing a check to an arts, education, health, or welfare organization. The simple act of giving money rarely accomplishes the specific objectives which motivated my gift in the first place. It takes persistent follow-through and focus. I continue to try and help the people I support accomplish their stated objectives. I hold those I support accountable, requiring regular reports of accomplishment vs. objectives. I abhor nonprofits that live beyond their means. There is a remarkable paucity of good management in the nonprofit world. I began The Management Center to help nonprofit organizations focus on good management, goal setting and achieving results.

To maximize the impact of my giving, I look for areas that are often neglected by others. I believe in promoting a healthy democracy, broad civic participation and public policy—from the support of progressive think tanks to leadership training for public servants, to investigative journalism, ethics in government, and a democratic media.

If there is one area that is taboo for most philanthropists yet exemplifies disastrous public policy, it is our nation's outdated, ineffective marijuana laws. A majority of Americans are ready to change marijuana laws, yet we continue to arrest our young people for engaging in an activity that is utterly commonplace. I have funded much of the movement to enact laws that give patients access to marijuana as relief for pain and nausea—and have made no secret of being one of those patients myself, using marijuana to help with pain following the amputation of my lower leg.

The catch phrases that drive my life and philanthropy include: Enjoy every day; Think outside the lines; Risk, learn and grow; Ideas are easy, execution pays off; Constantly improve; Admit mistakes, fix them and move on; Problems are opportunities; Hard work makes winners.

Take care of yourselves, Stay well and happy.

Joy, Love and Peace,

Peter B. Lewis

Lorry Lokey

Lorry I. Lokey

Born in 1927 I remember vividly the worst of the depression years in terms of how they affected my family—1933 and 1937 especially. The depression taught me the value of money, and my mother gave me a lesson around 1937 I never forgot.

She asked me to run down to the store and get a loaf of bread. I did and charged it as usual. When I got home and gave it to her, she started at me in disbelief. “Dummy!” she said. “You bought the small nine-cent size. Don’t you know you get half again more for 11 cents?” From that I learned the lesson of percentages.

But a bigger lesson grew from that experience. I began to realize the importance of money consists of buying what is worth the price. As I grew into adult years, I passed over things most people might grab because I didn’t think the price justified the value. For decades I have applied that to hotels, plane fares, restaurants, clothes, hard goods. I drive a hybrid and fly coach, upgrading only with points, not money. I have only three luxuries: My Atherton, CA., home, a San Francisco luxury apartment 600 feet above sea level and a luxurious home on Pineapple Hill in Kapalua, Maui. All will end up in my foundation where three other homes are right now awaiting sale.

During even the Depression’s worst years my parents gave money—about 8% of their annual income of \$2200. I remember saying to my mother that we can’t afford that. But she said we have to share with others. I learned from that to share.

Except for the first few years out of Stanford, I have given near the 10% mark for some 20 years. For the last 40 years the giving amounts to more than 90% of all monies earned. You might then ask, “What are your favorite recipients?”

Going back 40 years I began thinking where I should concentrate my grants. Back then all of it was going to Stanford University and a few other institutions like Leo Baeck high school in Haifa. Twenty years ago I locked into this conclusion:

What single factor most affected my being so successful in business? In a nanosecond the answer came up: Education.

Throughout the world without an exception, education is the determinant of a person’s intelligence level and possible success. And success is not making a million a month or a year. It’s earning enough to live comfortably and being able to finance children’s education.

As my thoughts wandered from Alameda grammar school and Grant high school in Portland to Stanford, I soon came to the conclusion that the most critical part of my education was Alameda with Stanford taking on the role of pointing a direction for my future—journalism later to be public relations and still later to be founding a very profitable business—Business Wire, now a subsidiary of Berkshire Hathaway.

Each year I ask Alameda's principal what they need. This year it's a fully equipped rolling computer wagon to move among the classrooms as needed. In earlier years I equipped all classrooms with computers and built a new library there.

By the latter 1960s, I was concentrating on Stanford with endowed chairs and student scholarships. It climaxed in 2008 with a \$75 million pledge for what might be the world's largest stem cell laboratory as well as the new Stanford Daily building. The Daily is paid for, and the stem cell lab money is in the Stanford Donor Advised Fund.

Around 1990 I realized I needed to broaden the base of giving to educational institutions. I wanted to concentrate on education because by putting all the money into a single subject effort, it might make a difference. I never have slipped into giving \$500 here and \$1000 there to 100 or 200 entities.

This brought into focus the major recipients, such as Santa Clara University, University of Oregon, Mills College, Portland State University, Oregon Health and Science University, two Oregon libraries, three San Francisco area Jewish day and grammar schools, two Hispanic schools in San Jose, several Israeli colleges (Technion, Weizmann, Ben Guerion) along with Hadassah Medical Center.

At several of the colleges, the grants have been so large that recipients use the word "transformational" to describe their effect. This has been especially true for University of Oregon (\$134 million), Mills College (\$35 million), Santa Clara University (\$37 million) and Technion Institute in Haifa (\$33 million). What a good feeling this gives me. I would have it this way any day before wanting a jet plane or yacht.

As we went into the 21st century, I began quipping that I want to die broke. It won't be quite that bad, but I will have set up machinery that my uncommitted assets today will be granted via such things as donor advised funds, charitable remained trusts and my foundation. The children, grandchildren and great grandchildren have been taken care of and will not be in the estate. Nor will my companion of 19 years, Joanne Harrington, who got her bequest many years ago and has been so helpful to me in the sharing process.

There's an old saying about farmers putting back in to the ground via fertilizer what they take out. So it is with money. The larger the estate, the more important it is to revitalize the soil.

A handwritten signature in cursive script that reads "Lorry Lokey". The signature is written in black ink and is positioned in the lower-left quadrant of the page.

George Lucas & Mellody Hobson

July 16, 2010

Storytellers are teachers and communicators who speak a universal language. That was Homer's primary role, and both Plato and Aristotle used narratives and dialogues as a means of educating. Good storytelling is based on truths and insights, and a good storyteller is ultimately a teacher—using the arts as a means of making education emotionally meaningful. These are all tools at our educational system's disposal, but too often we aren't making use of them.

When I was in high school, I felt like I was in a vacuum, biding time. I was curious, but bored. It was not an atmosphere conducive to learning. I was fortunate that I found my path and my language.

It's scary to think of our education system as little better than an assembly line with producing diplomas as its only goal. Once I had the means to effect change in this arena, it became my passion to do so—to promote active, life-long learning. I believe in the artisan school of learning, through apprenticeships and Aristotelian questions and discussion. This level of engagement dates back to the beginning of human life, but it's still the best way of doing things. There have to be universal standards—particularly in education—and while it seems unwieldy, there is a willingness among educators to share their best practices.

Ultimately, that is why I created Edutopia and the George Lucas Educational Foundation. The focus of GLEF has been to share educational innovations—cooperative and project learning, mentorship, parental involvement, and technological advances. This all comes straight from those on the front lines, from teachers who are putting these methods into practice. We are the facilitators. Our goal has been to showcase bold successes and inspire others to further increase the appetite for education. Our hope is that administrators, teachers, and parents will see the power of these collective efforts and join the fight for wider reforms.

But reform is just the beginning. We need to build new foundations, fostering independent thought and a desire to keep learning. Our students need to come away with more than just survival skills, and more than just what is required to complete the program. We need to promote critical thinking and emotional intelligence. We need to focus on building an education system that promotes different types of learning, different types of development, and different types of assessment. We have an opportunity and an obligation to prepare our children for the real world, for dealing with others in practical, project-based environments. It's about working together and building character—being compassionate, empathetic, and civil as a means to a greater end.

As technology changes, so do students. So should classrooms, and so should our methods of teaching. In a few short years, connectivity has gone from a technological novelty to a daily necessity. It's how our culture communicates, and our children are at the forefront of its use. Understanding those tools—and how to integrate them into learning—is an integral step in defining our future.

My pledge is to the process; as long as I have the resources at my disposal, I will seek to raise the bar for future generations of students of all ages.

I am dedicating the majority of my wealth to improving education. It is the key to the survival of the human race. We have to plan for our collective future—and the first step begins with the social, emotional, and intellectual tools we provide to our children. As humans, our greatest tool for survival is our ability to think and to adapt—as educators, storytellers, and communicators our responsibility is to continue to do so.

A handwritten signature in black ink, appearing to read 'George Lucas', with a stylized, sweeping flourish.

George Lucas

Duncan & Nancy MacMillan

It is with a great sense of responsibility and recognition of our own good fortune that we commit to the “Giving Pledge.” We are aware, in our roles as family members, neighbors, colleagues, and friends that we all rely on one another in both apparent and less obvious ways. Giving is one of the more clear and direct means to provide support, and it is satisfying to commit our resources to organizations that assist others and help to strengthen our society.

We very much believe that the accumulation of wealth gets us nowhere. Money has the most value when it’s used for others and the greater good, for sustaining and enriching our world. In our minds, foundational areas like education and health are the most critical. We support places like Rutgers University and Johns Hopkins, institutions at the nexus of education and medical research, as well as more local, grass-roots organizations that seek to maintain and enhance the health, education, and well-being of our community.

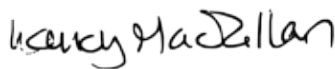
We also support the arts, an area that we see as central to a flourishing culture, allowing individuals to thrive personally and creatively, and itself an area that perpetually gives back to the community. In many ways we see the arts as an extension of education, a place where we are inspired to create, cultivate talents, and be encouraged to excel.

Both of us have been lucky in our own lives, supported by the generosity of others when pursuing our own college educations. We have also been lucky to have been in the company of inspiring, motivated, and encouraging colleagues and friends, who have helped to put us in a position in which we now have the means to give in ways that we see as worthwhile and promising.

We are honored to be included within the group making this “Giving Pledge” and grateful not only because of its call to responsibility as members of society but also for its inspiring an attitude of generosity and hope—hope in the idea that we collectively have the resources among us to transform, buildup, and renew our society. This is a responsibility and challenge, but one we are thrilled to take on.



Duncan MacMillan



Nancy MacMillan

Alfred E. Mann (d. 2016)

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I have been very fortunate in having been born to exceptional parents in this great country. I came from humble beginnings and grew to become a young scientist pioneering in a field of electro-optical physics. The US Army needed my help and actually set me up in business in 1956. Two years later the Air Force came to me for help with our country's first spacecraft. The success of my first company (Spectrolab, now a subsidiary of the Boeing Co.) has enabled me to leapfrog from one success to another, enabling me to amass a substantial fortune. I want to use those resources to make this a better world—and to do as much as I can during my lifetime. I am therefore committing most of my estate to philanthropy, primarily focusing on development of medical products to improve and extend lives.

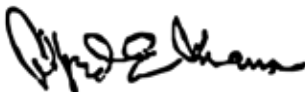
I began my extensive philanthropic program in 1985 with the founding of the Alfred Mann Foundation (AMF). AMF is an operating public medical research organization that has focused mostly on applications of neuromodulation. It employs about 100 people; all but a few are scientists and engineers. The contributions of AMF are numerous, including developments to enable the deaf to hear and soon for the lame to walk. AMF also developed a long-term implantable glucose sensor (lasting ~1½ years) for diabetes and a number of other devices.

The success of AMF has led me to try to use a similar approach to harness the intellectual property at elite research universities. Rarely does that work end up in successful products or successful ventures. To address this I am creating biomedical institutes at a number of elite research universities. Each university receives an endowment of at least \$100 million. Ideas born within the academic faculty are developed into products within separate industrial institutes owned by the universities. When developed the products are then licensed out to existing or start-up businesses for commercialization. So far institutes have been founded at the University of Southern California, Purdue and the Technion in Israel.

I have also created several other medical research foundations and two holding entities to distribute assets to fund my philanthropic activities. Additionally I have given to a variety of other charities especially related to music and education.

Early I was able to provide modest support for my family so that I intend for at least 90% of my estate to be devoted to philanthropy—almost all directed to advancing medical technology.

This is my commitment.



Bernie & Billi Marcus

Dear Warren,

Thank you for calling to discuss my participation with you and Bill Gates regarding your philanthropy philosophy. It brought back memories of our conversation 15 years ago when I tried to convince you to do the very same thing. As you might remember, it has always been my belief that leaving enormous wealth for our children does nothing to stimulate their ability to make it on their own. I too believe that all our efforts in creating the wealth that we have would give us a great deal more joy if we were to disperse as much of it during our lifetimes.

We've been focused on this work at The Marcus Foundation since our conversation many years ago. For example, The Georgia Aquarium, which is the largest in the world, has given over 12 million visitors the joy of seeing fish and mammals that the overwhelming majority would have never had the opportunity to see in their lifetime. It also helped stimulate our downtown economy offering jobs and new opportunities. The work we do with hospitals, education, and children through the Marcus Autism Center (MAC), has enabled us to take care of well over 36,000 children since its inception and approximately 4,000 children annually. If it weren't for the MAC in Georgia there would be nowhere for many of these families to go.

I share this with you because of happiness one can conceive by watching the joys of their work. I remember very vividly a child that I had seen about a year ago that was severely autistic in my walk through MAC. Someone pointed this child out to me and when he looked at me he went into total hysteria, e.g. screaming, butting his head against the wall, etc. These actions happen with children of these disabilities. Approximately one year later we were doing a documentary with NBC and I walked into a classroom where the producer asked me to appear with one of the children. There was this same young man and I was horrified he would have another episode as he had in the past. Instead he came over, sat in my lap and talked! By the way, he had not spoken for the six years of his life before going to MAC. I cried, the teachers cried, the cameraman cried, and the parents cried. What a blessing this was to have changed one life and to have had such an impact on a life. I encourage you to always try to see the faces of the recipients you help.

This has happened to me many times over the last 15 years and it's made my life fuller. To make quarterly profits is one thing but changing just one life is so much better. However, I must say that just because we were involved with charity we didn't lose our fundamental business acumen. Our staff insists on outcomes for every grant we make. If outcomes are not achieved, we don't hesitate to

Bernie & Billi Marcus (Continued)

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withdraw funding. Our money has a value and it took lots of hard work to accumulate. I don't just write checks—we try to make the organizations we fund better. The results have been rather outstanding.

So Warren, I want to thank you and Bill for doing what you're doing. I hope you convince many others to enhance their own lives by sharing with others in a smart and business like way. It truly is the secret to longevity of their health and state of mind.

I hope that you and Bill will visit and enjoy The Georgia Aquarium soon.

Sending my best wishes,

A handwritten signature in black ink, appearing to be 'BM' followed by a long horizontal stroke.

Bernie Marcus

Richard Edwin & Nancy Peery Marriott

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November 25, 2013

Dear Bill,

Nancy and I are happy to join with you and many others in "Making the Pledge." That decision was made many years ago when we realized how blessed we have been to:

- Be born and raised in this great country with the freedom to chose our paths in life and receive an appropriate reward for our efforts and ideas.
- Be members of a Church that teaches us the importance of personal virtue and the value of active participation in both leadership and supportive roles.
- Be raised in a family that values work, morality, and strength of character more than monetary rewards.
- Be involved in an industry where the goal is to make employees feel like family and to make our customers feel happy and at home.

Down through the years we have always supported the schools that have educated and trained us, the institutions that have helped us live healthy lives, and the communities that have supported us in our business endeavors. We will continue to do so during our lives and pledge that the bulk of our estate will go to a charitable foundation that will be run by our four very capable daughters who are already heavily involved in supporting their own communities. They are the greatest blessings of our lives and we are thrilled that they will be able help bless the lives of future generations.

Sincerely,



Richard E. Marriott



Nancy Peery Marriott

Kiran Mazumdar-Shaw

I am inspired to join Bill & Melinda Gates and the growing fraternity of the Giving Pledge in their philanthropic efforts to make this world a better place. I have been giving away half of my income towards philanthropy on an annual basis. My will reflects this intent very succinctly.

Having grown up in a middle class family in India, I was brought up by my parents to believe that wealth creation is about making a difference to society. As a first generation entrepreneur, I built my company Biocon with these guiding principles. My success with Biocon has given me the wherewithal to pursue my overarching commitment to social inclusiveness.

As the founder of a Biopharmaceutical company, I believe innovation and commerce are as powerful for driving technological advancement as they are for creating social progress.

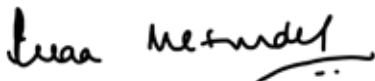
My philanthropic efforts are largely directed towards making a difference to global healthcare especially in the developing world. I am particularly concerned about the unbearable financial burden that debilitating diseases like cancer impose on patients in poor countries. I am also conscious of the fact that two thirds of the world's population have little or no access to an acceptable quality of healthcare. When they do, the financial challenge pushes them into poverty.

I have therefore adopted a large number of Primary Health Centres in rural India to transform them into Telemedicine and technology enabled centres that can bridge the deficit of medical resources. The hope is that these validated models can be scaled rapidly by the government to leap frog the present system that has failed miserably to provide a basic right to healthcare for its citizens.

I have also used my philanthropy to create a large Cancer Centre, a 1,400-bed Mazumdar-Shaw Cancer Centre (MSCC) in partnership with Dr Devi Shetty, whose commitment to compassionate capitalism is legendary. The affordable cancer care model relies on economics of scale and early stage diagnosis.

My philanthropy also supports scientists and research driven clinicians at the Mazumdar Shaw Centre for Translational Research (MSCTR), and at the Koch Institute of Integrative Cancer Research at MIT, Boston. My hope is that these efforts will combine both therapeutic and diagnostic innovations that will enable personalized and precision medicine that can lower treatment costs while improving outcome.

I would like to be remembered as someone who made a difference to global healthcare through affordable innovation.



Kiran Mazumdar-Shaw

Red & Charline McCombs

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April 3, 2012

Dear Warren:

Charline and I enjoyed the small group dinner that you and Bill Gates had invited us to attend in Dallas. We were impressed by the comments of every person that night and also felt that we had a learning experience. Charline and I would like to join your group. In the past we have made many of our larger gifts with no strings attached. We have felt total confidence in the receiver of the gifts and are so aware from our long business experience that the bureaucracy surrounding strings attached doesn't allow the receiver of the gift to get the biggest bang for the buck. What we intend is for our gifts to make an obvious difference to the recipient in such a way that we can see and enjoy what our gifts have made possible. In this way we feel that in addition to making a gift, we are getting greater value for the gift because of the no strings attached policy.

We have enjoyed sharing our wealth and this letter is to inform you that we will continue in the future to share our large impact gifts without specific directives for their use.

Thank you and Bill for continuing to recruit additional pledgers. Hope to see you soon.

Sincerely,



Red McCombs

PNC & Sobha Menon

April 23, 2016

Dear Bill,

Since our initial meeting in December 2015 in Abu Dhabi, it has been a pleasure getting to know about the Giving Pledge, the humanitarian efforts of fellow members and in particular, the scale at which you and Melinda are making an impact through your philanthropic efforts, particularly in the Middle East, Africa and Asia. Your generosity, dedication and focus provide an ideal platform through which others can participate to help elevate the lives of the world's poorest people – and it is this collaboration that I am drawn to, whereby we can collectively solve some of our society's most critical challenges through acts of compassion, empathy and generosity. I am delighted to join you in this endeavor with my pledge to commit a portion of my wealth to society.

From a spiritual perspective, I have always believed that all of us have entered this life with nothing and someday, when our times come, we will depart this life with nothing. Hence, it is each person's responsibility, especially those who have been blessed with wealth, to ensure that we maximize ways to help others who are less fortunate. It is this belief that has shaped and driven my passion towards philanthropy for over three decades.

My background, like many others who have made the pledge, is one of humble beginnings. In 1948, I was born into a middle class family in Kerala, India. Due to challenging personal circumstances, I dropped out of college and in 1976, at the age of 27, I left for Oman as an aspiring entrepreneur with only \$7 in my pocket, with great hopes and dreams to create a better future.

With perseverance, hard work and God's blessings, I was able to establish Sobha Group into a successful real estate and construction group at a relatively young age. By age 35, having achieved some degree of financial success, I made a lifelong decision to commit a significant portion of my wealth to society. I am now 67 and this commitment will continue as a top priority during my lifetime and beyond.

Over the past 35 years, I have designed, developed and delivered multiple CSR initiatives in Kerala, India to empower the rural poor. I am particularly focused on helping under-privileged children, parents and senior citizens, all of whom represent the poorest of the poor segment of society. By offering free education, healthcare and poverty eradication programs, tremendous impact is being made to address the financial inequities of this segment of society. Looking forward, I plan to expand my CSR efforts to include Oman, a country that formed the "backbone" of my early success.

As I reflect on the past 40 years, I have straddled my professional and personal life between India, Oman and UAE. While I look forward to increasing my philanthropic efforts within these geographies, I simultaneously hope to find ways of reducing inequities in other parts of the world. Given this

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objective, it is a privilege to collaborate with you, Melinda and fellow members of the Giving Pledge in the years ahead, especially since we share a common vision to help tackle the healthcare, education, hunger and sanitation challenges faced by the world's poorest people.

I am inspired by the great work that you and Melinda do on a global scale. You have been a catalyst in the mission to elevate the lives of the less fortunate, and I am delighted to join hands with you in this noble endeavor. With my pledge, I hope to inspire others from India and all corners of the world to partake in philanthropy. Based on my experience, the act of giving creates a degree of happiness that is immeasurable, and I am fortunate that my wife and children share in this belief.

Each of us, regardless of background or financial status, have a finite time in this world. The sooner we embrace this reality, the sooner we can discover the importance of philanthropy – and the more impact we can collectively have on a global scale. Having been blessed with ample wealth and resources, I see no greater gift than the *ability to give* – and it is with tremendous joy that I make this pledge to create maximum positive impact to those less fortunate.

Best Regards,



PNC & Sobha Menon
Sobha Group

Dean & Marianne Metropoulos

It is a great privilege for my family and I to join those individuals who have made the “Giving Pledge” to share our good fortune and the gifts bestowed upon us with those who do not enjoy a healthy, happy and safe life. All of us must recognize the component of “luck in life” as a force that allows our journey here on earth to flourish and grow, or be denied.

I was born in Greece and came to the United States at the age of ten. My sister, brother and I were the beneficiaries of hard working and dedicated parents whose toil and sacrifice enabled us to live and flourish in this country of unlimited opportunity. Their dream of making a better life for their children has been fulfilled. Realizing that I have worked hard to be blessed with my achievements, without God’s gifts to me, and the love, support and encouragement of my parents, where would I truly be?

How many children are born ill, or into circumstances that never give them even the hope, never mind the guidance, to allow them to nurture or develop their natural gifts of intelligence, health, curiosity, passion and the fulfillment of accomplishment. And, how about the young soldier who is maimed or killed to protect our way of life and enable us to pursue our potential?

The true measure of who we are and the ultimate fulfillment we can enjoy is based on how we share our gifts with the multitudes of our fellow human beings who live their lives without hope. Sharing our good fortune with others allows our legacy and purpose to become lasting and meaningful. Unconditional giving of ourselves, and what we have, reflects a nobility of spirit which reaches out and binds all of us.

My wife, Marianne, and my sons, Evan and Daren, have been an integral part of my life’s joy and success. I am proud, more about our family’s sense of goodwill, compassion and love, than of wealth building. The latter is exciting and challenging, but without the desire to help or try to make a difference in the lives of those far less fortunate, there is an emptiness of “purpose” in more wealth and material possessions. One who cannot “feel” this sense of “purpose”, will truly arrive at the end of this life’s journey quite empty.

The causes are many, but if we can work more closely together through the “Giving Pledge” and pool our incredible talents, knowledge and commitment and strive to create sustainability through education, medical research, more responsible and transparent governments, clean water, and better stewardship of our planet and natural resources, we will make a difference and be an example to future generations.

My family is proud to join the distinguished group of global leaders committed to improving our world, and pledge to share the majority of my wealth in support of this most worthy endeavor.



C. Dean Metropoulos

Gary K. Michelson, M.D.

In regard to great wealth there is an established tradition to differentiate those who have made it on their own from those who have had it bestowed upon them. And among those who are identified as “self-made,” a term that elicits the classic image of a man chiseling himself into being from a huge slab of marble, there are those who have worked hard and long, often to the exclusion of much that other people would consider quite ordinary, to arrive at their success.

Dale Carnegie gave this advice, “when speaking in public it is always best to try to speak about something that you actually know something about.” Let me apply that to this letter and write about one of those aforementioned “self-made men.” You’re on a mission, and it is on a grand scale. It is to change the world, to make a difference. To excel and to exceed the expectations and perhaps even the predictions of all who said you couldn’t. But here is the thing. It is easy after all of that hard work to be seduced by the notion that your success is just that, yours, and that you have earned it.

Little children are often heard to say “that’s not fair.” Which is actually the statement of their perception that when their mother broke the cookie in half that their brother or sister got the bigger half. As you go about your day listen to how often you hear adults saying the very same thing, and usually over the smallest matters. They are waiting in one of two lines and the person from the other line gets waited on first. Still, they’re right. Life is most definitely not fair.

It is true that I worked very hard, by my choice, and succeeded mightily. Yet there are many people who have worked harder than I did, perhaps holding 2 or 3 jobs and just managing to get by, while hoping to have a better life for their children. So that it is all not just luck, and much of it is, from where you were born and to who your parents are, at this point it’s good to add in the superior intellectual functioning that went along with the hard work to justify the fairness of the outcome. But if that intelligence is not a gift from God, as well as the circumstances that allowed that to matter, I do not know what is. If you don’t subscribe to something greater than yourself then call it luck, but my point would be the same. Life is not fair and some of us have been given way too much.

We have all read Frost’s poem “The Road Not Taken”, most of us in high school. “Oh I kept the first for another day! Yet knowing how way leads onto way, I doubt if I should ever come back”.

The starfish story now comes to mind. It goes something like this. A man is walking along the beach after a terrible storm. A boy in picking up starfish that have been beached and throwing them back into the ocean. The man says “look around, the beach is just covered by starfish, what difference do you think that you will make?” With that the boy bends down and picks up a starfish and throws it into the ocean. “It will make a difference to that one.”

So I was that boy treating my patients one by one. And I was that man standing at the most important fork in the road of my life. Down one road, the one more traveled would have been a wife, children a family, and to put at point on it, even a television. Down the other was the chance to do what had

not yet been done in the area of my expertise. To change the world for the better, and to improve the lives of millions of people rather than a few. Such choices have a cost. And as I travelled down the one road, the other road moved further and further from view. So under the heading of life is not fair and I have been given way too much. Let me say the word that actually comes to my mind, blessed. So after a journey of more than a quarter century down the one path, God blessed me with the unlikely opportunity that had eluded even Frost. The chance to somehow now travel the road that I had not taken. To have a life with the most remarkable woman that I have ever known and to have three wonderful children. Maybe it is just me, but having a child it seems is a bit like playing Russian roulette, and later in life more so. But here again I have been blessed with three healthy and happy children. For that matter my wife and I are healthy and happy. Each of those things are gifts, blessings if you will. Yes, life is not fair. As for the money it cannot all be for us. It must be purposed to do some good in the world. Perhaps to make life a little less unfair.

Michael & Lori Milken

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Michael and Lori Milken
Santa Monica, California
December 2010

Dear Warren, Bill and Melinda,

We've long embraced the principles of The Giving Pledge. Charity is something we learned at an early age, whether during grade school riding our bikes around the neighborhood collecting dimes and quarters for the United Way or later, participating in community service programs in high school. From the time we began formal philanthropic programs in the 1970s, we've made contributions at a rate that will assure distribution of the overwhelming majority of assets during our lifetimes. Our goal has been to discover and develop inventive and effective ways of helping people help themselves and those around them to lead productive and satisfying lives. We do that through our work in building human capital; in advancing education; in providing greater access to financial capital and markets; in medical research and public health; and in the arts.

We are committed to accelerating basic, translational and applied medical science; to seeking out, recognizing and rewarding exceptional educators and assisting promising students; to encouraging and supporting artistic creativity; and to strengthening public health with emphasis on prevention and wellness. The Milken Institute strives to drive job creation while promoting effective financial markets that foster entrepreneurship and economic growth. The challenges in all these areas have always been immediate, which made it clear to us that we should act immediately rather than defer our giving.

Charitable involvement has taught us many lessons:

- The kind of world in which our children and grandchildren reach their potential depends on the success of our efforts to provide opportunities for all children.
- Early funding of promising young talent generates more progress than handing out lifetime-achievement awards.
- The most effective programs create an environment that brings people in disparate organizations and disciplines together—industry, non-profits, academic and government representatives, for example—to accelerate the process of discovery.

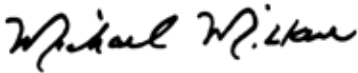
- Philanthropy is far more than just writing checks. It takes an entrepreneurial approach that seeks out best practices and empowers people to change the world.

Philanthropists should begin the process of giving by asking what they care about passionately. Intensely felt core beliefs provide the motivation to stick with projects through successful completion.

Although it has been our privilege to be able to provide financial support for a wide range of programs, we believe it's just as important to donate time and transfer knowledge, not just money. The effect of large gifts is magnified when the giver contributes skills. There's no substitute for rolling up your sleeves and working with the people who can make a difference. They get the benefit of your participation and you gain a direct understanding of the real problems and potential solutions, which makes you a more informed giver.

Thank you for the opportunity to make this pledge.

Sincerely,



Michael Milken



Lori Milken

Yuri Milner

My Giving Pledge

Yuri Milner

In 1894, Hermann Einstein lost the contract to supply electrical devices to the city of Munich. His company folded. As a result, his teenage son, Albert, had to rely on the support of relatives to fund his last few years of schooling.

A question for economists: What was the rate of return, for humankind, on that investment?

Well, it's a hard question to answer: we don't know whether Einstein could somehow have become a physicist without completing formal education, or if some other genius would have discovered his theories soon enough. More importantly, we don't yet know all the implications of Einstein's theories. If we look only at General Relativity, its practical applications are far from trifling: GPS alone has changed the world. But we are only beginning to explore the Universe beyond our provincial zone and scale. In years to come, Einstein's insights into space, time, energy and matter could transform us in ways we cannot imagine.

When I was discovering science, men like Einstein and Galileo were my heroes: they had not just genius, but the courage and conviction to defy conventions. I followed my passion for theoretical physics, and went on to work as a doctoral student, investigating fundamental particle interactions. But eventually, I realized I was better at predicting the trajectory of firms than the trajectory of fermions. Since the late-nineties, I have been investing in technology companies around the world.

Recently, I have also been investing in scientists. In 2012, my foundation launched the first Fundamental Physics Prize, for major contributions to our understanding of the deep structure of the Universe. And this year, I joined Sergei Brin, Anne Wojcicki, Mark Zuckerberg and Art Levinson in developing the Life Sciences Breakthrough Prize. It rewards great discoveries in medicine, particularly molecular biology and genetics.

Because of this, I am sometimes described as 'a venture capitalist turned philanthropist'. The implication is that the two are wildly different, even opposite, activities. But in fact, there is a job description broad enough to cover both: 'investor'.

Both scientists and entrepreneurs ask questions about reality—the physical, biological and social worlds—and imagine solutions. An investor looks at the questions and the provisional answers, and makes judgment calls about their potential. Good judgments about tech firms tend to result in financial returns; and wise non-profit investment can also bring immense rewards. It's not just that

understanding the Universe and living organisms will profit us technologically; simply by fulfilling our human urge to *know*, these discoveries enrich us all.

In my opinion, scientific brilliance is currently under-capitalized. If the market dictates that a top banker can earn a thousand times more than a great scientist, then this is an area where philanthropy can make a world of difference—and so make a difference to the world. And along with financial capital comes cultural capital: why shouldn't scientific superstars have the same power to inspire as their peers in art, media and sport? Some of the scientists who win our prizes are solitary dreamers. Others run big, dynamic labs. But all of them, in their different ways, are *leaders*.

I believe that progress comes quickest when individual leadership drives collaborative ventures. It is the creativity of extraordinary people that conjures truly new ideas; social networks apply them, extend them, fill in the gaps and nurture the next generation of geniuses.

In creating the Giving Pledge, Warren Buffett and Bill and Melinda Gates have not just encouraged us to invest in problem-solving. They have also brought something approaching the scientific method to philanthropy. This means not just giving, but trying to learn from real-world experience and experiment in order to give *effectively*. This is a sure sign of progress: we are finding more answers, and we are getting better at asking the right questions.

Because of the acceleration of progress, and the urgency of our current problems, it is tempting to regard the present as an end point, to which everything has been leading. In reality, we are at the very beginning of human history. We are only now beginning to escape the confines of our nature—to out-think our pathogens, outsource our memories, open-source our brains and link them together. We have no idea where our ideas can take us. But to find out, we must invest in them now.

The human adventure has barely begun. I am hereby joining Giving Pledge to invest in our leading minds and our shared future.

A handwritten signature in black ink, appearing to read 'Yuri Milner', with a long horizontal flourish extending to the right.

Yuri Milner

George P. Mitchell (d. 2013)

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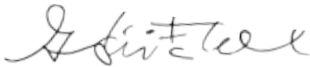
December 7, 2010

I was born in Galveston, Texas, to Greek immigrant parents and was a teenager during the Great Depression. Although I grew up in a very meager, yet loving, environment, I always considered myself fortunate to live in the United States where opportunities were unlimited, yet something we all seemed to take for granted. I quickly learned that a good education, hard work, dedication, willing mentors, and a few lucky breaks meant the difference between success and failure.

Throughout my life I've seen firsthand how even a little financial assistance could mean a chance for struggling students, dedicated scientists, and families to reach their goals. I've also witnessed how underwriting large-scale academic, performing arts, medical, and research programs can be quite appealing, as those ventures have far-reaching, long-term benefits for society as a whole, often extending for successive generations.

As I've been blessed with good fortune for decades and have lived the American dream, I'm pleased to take the Giving Pledge. Through The Cynthia and George Mitchell Foundation, I will continue to donate a substantial portion of my assets during my lifetime and through my will.

Bill and Melinda Gates and Warren Buffett have set an extraordinary example by their generosity and leadership, so I'm honored to join them in this remarkable philanthropic endeavor.



George P. Mitchell

Tom Monaghan

My Giving Pledge

In 1998 when my sale of Domino's Pizza was made public, the *Detroit Free Press* headline read, "*(Monaghan) Plan to Die Broke*". You could say that my giving pledge was made public at that time, but it was something I had contemplated for many years. So when Bill (Gates) recently contacted me regarding the *Giving Pledge* project, I was more than happy to participate and share my story.

I came into the world penniless and as a Catholic Christian I know that I cannot take any of it with me, so it has long been my desire to use the material resources that I have been blessed with to help others in the most meaningful ways possible. My faith has always been a central part of my life; not that I have always lived it perfectly, but it has been the consistent guiding force as far back as I can remember. My early experience of the Catholic faith, taught to me by the Felician sisters when I was in the orphanage during my formative years, served as a foundation for what I would believe to be the most important things in life. As I built and expanded Domino's Pizza for 38 years, my desire to spread the faith also grew.

As a young man, I remember doing some deep soul searching and asking myself some questions that had to change the way I lived. I asked myself, does God exist? If He did, then I had better get with it... If He did exist, which I am convinced He does, it meant that the eternal state of my soul was the most important thing in the world. So my logic tells me that the best thing that I can do for my fellow man is to help share this truth with others. Also, as a Catholic, I would not be living out my faith if I did not use the abundant resources God has given me to help others.

In the 80s, as the material things in my life were "thriving", I had a deep desire to give back to God... He had been so good to me by blessing me with incredible material wealth and success. Domino's Pizza was booming, I owned the Detroit Tigers, classic cars...it was like a dream come true—yet, as mentioned above, I knew that the most important things in life were not material; I knew that all these things would pass away and that the only thing that really mattered was the state of my soul, and for that matter, the state of every person's soul. While I had given money away previously, I now began to look for how I could really be effective, really make a difference in what truly mattered: in people's eternal lives.

After selling Domino's, I created a number of priorities that would guide my giving. However, I soon concluded that I needed to focus these priorities even more (as my resources were finite), and I

eventually concluded that the most important thing I believed I could do with the resources that I had been blessed with was to help build quality, faithful Catholic education. A number of years before I had started supporting Catholic education by getting involved with grade schools, and this was great, but building schools was expensive. I realized that to have a more global impact, I would need to focus on Catholic higher education—to train the teachers, the principals, the future Catholic university and seminary professors.

So, from my experience of sitting on numerous college and university boards and the expertise of some well respected Catholic academics, we set out on a journey to establish Ave Maria University and Ave Maria School of Law. Since that time I have not only committed my personal assets to these institutions, but they have become my life's work, as I am now going around the country raising money for them.

I am very grateful not only for the resources that I have been blessed with but also the opportunity to use these resources to help others in the best way that I know how.

A handwritten signature in cursive script that reads "Tom Monaghan". The signature is written in black ink and is positioned above the printed name.

Tom Monaghan

Gordon & Betty Moore

June 14, 2012

In 2001 we created a Foundation with half of our wealth. Our Foundation is committed to creating positive outcomes for future generations in Environmental Conservation, Science, and Patient Care. We also support land conservation and science museums in the San Francisco Bay Area. We strive to achieve measurable outcomes on important issues in these areas, and we believe in taking risks in order to innovate and learn.

We are pleased to be a part of the Giving Pledge.

Sincerely,

Gordon and Betty Moore

Tashia & John Morgridge



July 12, 2010

In 1955 we graduated from the University of Wisconsin—Madison, got married and headed West so John could attend the Stanford Graduate School of Business and Tashia could start her teaching career. All of our possessions fit into our 1950 Ford and all of our wealth fit into a back pants pocket. It was the start of a glorious adventure!

But we left the Midwest with much more; with the values, confidence and capabilities learned from our parents, our community, our early public schooling in Wauwatosa, Wisconsin, and from the University of Wisconsin. Early on we learned the art of giving small checks to causes important to us. Through hard work, good fortune and the opportunities offered by our amazing country and the world, we have prospered beyond all expectation. As a result, we have been able to add many zeros to the amounts of the checks we are now able to write.

In 1992 we formed a family foundation with our children and the two of us as board members. It has been a learning process, but in spite of heartaches and setbacks, we have all learned to become involved, effective philanthropists. We have teamed with talented people and with many of the organizations that helped to form us. The more personally involved we have become with the causes we support the more effective we seem to be.

Through our foundation and also personally, we have now given away over half our net worth. It is our intent to remain involved and to continue to give. Our children intend to carry on their work after we are gone. The adventure continues.



Tashia and John Morgridge

Michael Moritz & Harriet Heyman

April 12, 2012

Harriet and I never expected to become members of the Giving Pledge group but since our wealth—like all fortunes—rests so heavily on the intelligence, work and contributions of others it seems only right that we voluntarily give most of it to causes that help improve the lives of people we do not know.



Michael Moritz



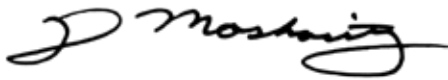
Harriet Heyman

Dustin Moskovitz & Cari Tuna

In 2004, I had the extraordinary opportunity to help create Facebook, which has grown to connect half a billion people, dramatically increasing communication and transparency worldwide. As a result of Facebook's success, I've earned financial capital beyond my wildest expectations. Today, I view that reward not as personal wealth, but as a tool with which I hope to bring even more benefit to the world.

I'm grateful to my friends and family for shaping my understanding of effective philanthropy, educating me on areas of need, and demonstrating time and again the power of a good idea, well executed.

I'm especially thankful to have found a partner in Cari who shares my priorities and commitment to this humbling work. Over the next few years, we will begin to identify the causes to which we can make the most leveraged contributions. We will donate and invest with both urgency and mindfulness, aiming to foster a safer, healthier and more economically empowered global community.

A handwritten signature in black ink, appearing to read 'D Moskovitz', with a stylized, cursive script.

Dustin Moskovitz

Patrice & Precious Motsepe

Our Giving Pledge

Dear Warren, Bill, and Melinda,

Africa is a continent of contrasts.

It has been the continent of civil wars, dictatorships, corruption, suppression of the media and human rights, disease, malnutrition, joblessness, and illiteracy; yet millions of families, parents, and community members are hardworking and selfless people who make sacrifices to improve the lifestyles and living conditions of their families and other members of their communities.

This selfless and compassionate characteristic is part of the age-old African culture of giving and caring for your neighbour and other members of your community. In South Africa it is embodied in the spirit and tradition of *Ubuntu/Botho*, in terms of which your well-being, happiness, and success is dependent upon and influenced by the wellbeing, happiness, and success of others.

I was exposed to the spirit of *Ubuntu/Botho* at a very young age. I remember as a seven year old working in my father's grocery store, seeing poor members of our community receiving free groceries from my mother. My parents also regularly paid for the school and university fees of less fortunate children from our communities.

I was also a beneficiary of various people, black and white, in South Africa and in the US who educated, trained, mentored, and inspired me and whose faith and belief in me contributed to my success in my profession, business, and elsewhere. The same can be said about my wife, Precious and we are deeply indebted to them and many more.

My parents taught me about business and entrepreneurship and also about the duty of giving and caring for the poor and marginalised.

Precious and I recognize the huge responsibility and duty that the Motsepe family has to poor, unemployed, disabled, women, youth, workers, and marginalised South Africans. We also have an on-going obligation of nation building, uniting black and white South Africans and contributing towards making Africa and the world a better place.

We have contributed over many years to education and health; the development and upliftment of women, youth, workers, and the disabled; churches; the development of entrepreneurs and social

entrepreneurs; rural and urban upliftment; soccer including youth soccer development; music and to other charities and foundations. In 1999 we established the Motsepe Foundation to undertake and oversee our various philanthropic initiatives.

The businesses that we started or participate in also became important instruments for job creation, education, healthcare, poverty alleviation, and wealth creation.

Most of our donations have been private but the need and challenges are great and we hope that our Giving Pledge will encourage others in Africa and other emerging economies to give and make the world a better place.

We will continue to work with and encourage governments on the African continent to implement fiscal, legislative, anti-corruption, and other measures to ensure that their economies are globally competitive and attractive to private sector and other business investments. Economies that are growing and have ethical and accountable political, business and other leaders are better positioned and substantially more effective in dealing with poverty, joblessness, illiteracy, and disease.

Precious and I will contribute at least half of the funds generated by our family assets to the Motsepe Foundation to be used during our lifetimes and beyond; to improve the lifestyles and living conditions of the poor, disabled, unemployed, women, youth, workers, and marginalised South Africans, Africans, and people around the world.

The Motsepe Foundation will continue to focus on initiatives and projects which will assist the beneficiaries to become self-sustaining and independent.

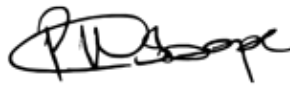
I would like to express our deep gratitude to Warren, for the advice and wisdom he shared with me in Omaha and for inspiring thousands of people worldwide to give and care for the less fortunate.

We would also like to thank Bill and Melinda Gates for their encouragement and for providing us with additional information on the Giving Pledge during our meeting in Cape Town. Their work in Africa and other continents and their commitment to humanity continues to inspire us and many people throughout the world.

The three of you and your families represent the very best of America's values, culture, compassion, and love.



Patrice Motsepe



Precious Motsepe

Jonathan M. Nelson

.....

Dear Bill

Here is my pledge.

Among the Giving Pledge partners of course we have different circumstances and specific thinking around the motivation for joining. In my case, many years ago I formally and privately committed more than 50% of my net worth to philanthropic causes. The issue for me then was the public disclosure of the Giving Pledge. In the end, I came to the view that by openly joining other Pledge partners I might encourage others to follow. This thought makes disclosure compelling.

One of the admirable qualities of our great country is the history and culture of helping those less fortunate. In America giving is not unusual; it is mainstream. I always thought if I were lucky enough to be in a position to help others, I would. The vast majority of Americans are this way. This is who we are. And while separate acts of generosity are generally not remarkable, taken as a whole it defines us. I never imagined not doing my part.

I have been lucky in two significant ways. First, I had the good luck to be raised by parents who provided me with an education, good values and love. In other words, the odds of leading a productive life were materially tilted in my favor. Second, fortune smiled on me in my work over the past thirty years. I do work hard (probably too hard), but others have worked harder and smarter with less financial success. Outliers happen and my number came up.

While I do not believe we should eliminate the possibility of extraordinary results in business as it is an essential element in our country's remarkable history of economic growth, we should make sure that those with challenges either at their start or along the way get a helping hand. It is fair and right, and in the long term in our collective interest. The same case can be made for charitable support for education, health care, research, and the environment.

I believe those like me that enjoyed financial success are often misunderstood. Economic success is rarely the goal of successful entrepreneurs. Our motivation was pursuit of a passion. And in a few cases pursuit of that passion lead to financial success. It follows then that those that achieve unusual economic gains would not seek to perpetuate their wealth, but recognize that good fortune confers responsibility to safeguard for future generations what helped advance our fortunes.

Finally, I believe that accumulation of private capital should neither be celebrated or condemned, held in awe or disrepute: we worked hard, we achieved success and reached the conclusion that contributing to the collective welfare and public good makes sense, creates opportunity, and

Jonathan M. Nelson (Continued)

.....

perpetuates the benefits of a democracy that give us our start. I am convinced that most in my position will agree, we are grateful to join a great tradition of giving wealth away in the United States. It is just a matter of time.

Thanks for doing this. In the end, you and Warren will be admired more for what you gave than what you got. Good for you and all of us.

Sincerely,

A handwritten signature in black ink that reads "Jonathan". The script is cursive and fluid, with the first letter 'J' being particularly large and prominent.

Jonathan M. Nelson
Providence, Rhode Island

牛根生 / Gensheng Niu

尊敬的沃伦·巴菲特先生及比尔·盖茨夫妇：

非常荣幸收到“捐赠誓言”的邀请，感谢诸位垂青，在此致以诚挚的问候。谈到“捐赠誓言”，恰好与我的理念不谋而合，我非常愿意加入其中。

早在2004年底，我便发起成立了“老牛基金会”，随后携家人将所持蒙牛乳业的全部股份及大部分红利捐出，开展公益慈善事业；致力于探索一条“中国式现代慈善家族基金会”发展之路；致力于通过“推动慈善立法、人才培养、国际交流”、“设立并支持研究机构”及“创办慈善论坛”等项目活动促进公益慈善行业整体发展；致力于依托“环境保护”和“文化教育”两大领域，探索“公益全球化、项目国际化”的慈善之路。

自2006年以来，我陆续辞去蒙牛集团总裁、董事长，从企业家全身心转为慈善家；在我的影响下，家族成员全部投身公益慈善事业；子女发起成立“老牛兄妹公益基金会”，进一步扩展家族慈善事业。

“穷则独善其身，达则兼济天下”，这一中华民族传承千年的慈善理念，给了我很大的鼓舞和启示。于是，我便以：前半生经商，通过渡己来渡人；后半生行善，通过渡人来渡己。我认为，做生意需要年富力强，做公益也不能“七老八

十”，于是适时淡出蒙牛，让出这个舞台，开启我 50 岁之后的人生规划。

小胜凭智，大胜靠德；财富越多，责任越大；予人帮扶，于己修善；倡导施者感恩受者；人人行善，则事无不善；快乐大小看爱你人数多少。牛氏家族将携老牛基金会以“渡人渡己，心怀感恩；树人树木，责任天下”为宗旨，以“教育立民族之本、环境立生存之本、公益立社会之本”为使命，以环境保护、文化教育及行业推动为主要公益方向，为人类的健康生活和平等发展做出贡献，“传承百年，守护未来”。

再次感谢各位的邀请，不胜荣幸！

老牛基金会创始人 荣誉会长



牛根生

2016年5月24日

牛根生 / Gensheng Niu

Distinguished Mr. Buffett, Mr. and Mrs. Gates

It was my great honor to receive your invitation to join the Giving Pledge; thank you for your consideration. I want to hereby send my sincere regards. The idea of the Giving Pledge is perfectly aligned with my philosophy and I would be delighted to join it.

I founded the Lao Niu Foundation in late 2004. Together with my family, I donated all my stock holdings in Mengniu Dairy and the majority of dividends for charitable purposes. We were committed to experimenting with a contemporary Chinese-style approach to charity with a family foundation and to advancing the charitable and philanthropic sector by promoting charity legislation, training talent and facilitating international exchange, as well as creating and supporting research institutions and organizing charity forums, etc. With a focus on environmental protection, culture and education, we set off on a quest towards globalized charity and international programming.

After 2006, I resigned as chairman and president of Mengniu Group and transformed myself fully from an entrepreneur to philanthropist. Under my influence, members of my family also became engaged in charity and philanthropy. My son and daughter co-founded the Lao Niu Brother and Sister Foundation, which further expanded our family's philanthropic footprint.

“In poverty, sustain yourself. In prosperity, help others”. This time-honored philanthropic principle, which has been passed down through generations in China, has given me great motivation and inspiration. As such, I have devoted my first half of life to business, with the aim of lifting myself up in order to help others. Now I devote the second half to philanthropy, with the aim of helping others in order to live up to this principle. While I believe one needs to be in the prime of life to do business, I do not believe one needs to wait till he/she is old to engage in philanthropy. For this reason, I think I pulled myself away from Mengniu at the right time. I may have left the stage of business, but I have entered a new chapter and embarked on a new journey of life after 50.

Small victories are based on wisdom, great victories are based on virtue; with the increase of wealth, comes an increase in responsibility; Helping people lets you walk the way of kindness; Let the benefactor be thankful for the beneficiary; If everyone does good, nothing will be bad; One's happiness is directly correlated to how many people love you. The Niu family and the Lao Niu Foundation are guided by the vision of “being grateful and improving ourselves by helping others; showing a sense of global responsibility by nurturing people and protecting nature” and by the mission to “promote education for the nation, protect the environment for survival and practice philanthropy for society”. With a primary charitable focus on environmental protection, culture and education, and the advancement of the philanthropic sector, the Lao Niu Foundation is committed to creating a healthy and equitable environment for mankind and to acting as a guardian of the future.

牛根生 / Gensheng Niu (continued)

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I want to thank you again for your invitation. I am greatly honored.

Founder and Honorary president of Lao Niu Foundation

A handwritten signature in black ink, appearing to be the name '牛根生' (Niu Gensheng) in Chinese characters, written in a cursive style.

Niu Gensheng

May 24th, 2016

Pierre & Pam Omidyar

August 3, 2010

When eBay went public in 1998, Pam and I suddenly found ourselves in a position of great wealth. In a matter of days we went from making a modest living to landing a spot on Forbes' list of richest Americans. It was a surreal experience. But the responsibility we felt for being good stewards of that wealth was genuine—and has grown ever since.

In 2001, I publicly stated that we intend to give away the vast majority of our wealth during our lifetime. Our view is fairly simple. We have more money than our family will ever need. There's no need to hold onto it when it can be put to use today, to help solve some of the world's most intractable problems.

In thinking about how we could be most effective, we began our work by reminding ourselves of our core values, including respect for others and a sense of service. We've made a conscious effort to remain true to these guiding principles as our efforts grow and evolve. The eBay community also taught us a valuable lesson: people respond to opportunity in inspiring ways. The organizations we've created and the time and energy we spend on various causes is rooted in our belief that people are inherently capable but frequently lack opportunity.

Today we believe our philanthropic impact is amplified because our approach uses a wide variety of tools and resources. We don't just write checks; we engage deeply with the organizations we support to help them reach and improve the lives of millions, not just thousands. We invest in for profit businesses that serve overlooked populations with much-needed products and services. We reach out to like-minded investors and advocates to form coalitions that support issues that will benefit from a unified voice.

So while the focus of the Giving Pledge is on the philanthropists and amounts pledged, we are inspired by the organizations we support that are doing amazing things and the people we are here to serve.

We are pleased to stand alongside Bill and Melinda, Warren, and so many others who are working every day to create positive social impact in the world. Truthfully, it's not up to the small minority of those with money to spare; lasting change requires all of us working together across industries, sectors, and cultures. Our common challenge is not necessarily about dollars raised; it's about discovering the most efficient and effective use of our resources and leaving a legacy of hope for those to come.

The image shows two handwritten signatures in black ink. The signature on the left is 'Pierre' and the one on the right is 'Pam'. Both are written in a cursive, flowing style.

Pierre and Pam Omidyar

Natalie & Paul Orfalea

Our entrepreneurial background influences our approach to philanthropy. We do not attempt to make philanthropy more “businesslike,” but apply our experience to make our giving more effective, scalable, and sustainable. The return on this investment is stronger, more resilient communities. The Orfalea Foundation supports programs that empower individuals to create lives of purposeful action for themselves, their families, and their neighborhoods.

A handwritten signature in black ink, appearing to read "Natalie Orfalea". The signature is fluid and cursive, with the first letter of each word being capitalized and prominent.

Natalie Orfalea

Bernard & Barbro Osher

The Bernard Osher Foundation started in 1977 with contributions to higher education and the arts. Within the field of higher education, the Foundation has focused on postsecondary scholarships, especially for older returning students; lifelong learning institutes for seasoned adults; and integrative medicine programs. The Barbro Osher Pro Suecia Foundation, founded in 1995, supports Swedish-American educational and cultural exchange. We have been committed for more than thirty years—and remain committed—to directing the majority of our means to philanthropy.

A handwritten signature in black ink that reads "Bernard Osher". The signature is written in a cursive style and is underlined with a single horizontal stroke.A handwritten signature in black ink that reads "Barbro Osher". The signature is written in a cursive style and is more compact than the one to its left.

Bernard and Barbro Osher

August 2010

Ronald O. Perelman

Giving Pledge

One of the most memorable moments in my life was at a charity dinner I was attending for a breast cancer cause. A woman approached me and said, “I just wanted to say thank you—because of you my sister is alive.” I happened to be standing next to the man who was really responsible for that wonderful news—Dr. Dennis Slamon.

I first learned of Dr. Slamon’s research about 20 years ago when we were introduced by a mutual friend, Lily Tartikoff. He told me he had found abnormally large quantities of a gene called HER2 in about 30% of breast-cancer tumors. But he hadn’t yet proven that the gene played a pivotal role in the disease. He wanted to begin testing antibodies that might slow some of the more aggressive forms of cancer. The trouble was the research wasn’t developed enough for drug-company backing, and funding it with government grants would add years to the study. The idea of funding this immediately appealed to me. I have always been interested in giving to projects that may not get done otherwise. If the research wasn’t productive, I would have spent money to no avail, but, if the idea worked, the potential was enormous—it was a risk I was willing to take. I asked Dr. Slamon what he needed and then told him to get to work.

The result of that research was Herceptin, the only drug known to cure certain types of breast cancer. And it started helping women, like that woman’s sister whom I will probably never meet, a full 10 years earlier than if Dr. Slamon had not received my gift.

I can think of no greater example as to why giving now and seeing the benefits first hand can be the single most rewarding thing any of us can do. I support this pledge to designate half my assets for the benefit of charitable purposes during my lifetime and through my foundation.

Ronald O. Perelman

Jorge M. & Darlene Perez

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August 28, 2012

My Commitment to Giving

Dear Bill,

I came to this country in 1968 without a penny to my name but with the hope of becoming successful and leaving some type of meaningful legacy behind. I was fortunate to have received scholarships that enabled me to get undergraduate and graduate degrees. Also, I was lucky to develop my own company into a successful real estate development entity. While I worked hard to get where I am, it would have never happened without the assistance of many individuals and institutions along the way.

I am truly one of the lucky ones. But most people, both in the United States and around the world, do not get the opportunities that were presented to me. Unfortunately, because of lack of resources and a misdistribution of wealth, we have seen the gap between the rich and the poor grow wider. Even our middle class has been losing ground over the last decade.

It is obvious to me that government cannot solve all our problems. Whether it is in education, health or the arts, the needs are immense and growing. It is because of this that it is so very important for us, the lucky few, to contribute our resources to make this a better and more fair world.

As I told you, I spent a good part of this summer discussing with my family the importance of making the Giving Pledge. We all agreed that it is just THE RIGHT THING TO DO. So, count us in.

All the best,

A handwritten signature in black ink, appearing to read "Jorge M. Perez". The signature is fluid and cursive, with a long horizontal stroke at the end.

Peter G. Peterson

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June 17, 2010

Dear Warren,

I am very pleased to pledge that I plan to contribute the substantial majority of my assets to philanthropy. I am well on my way.

I do so with great pleasure. And for several reasons.

My parents were Greek immigrants who came to America at age 17, with 3rd grade educations, not a word of English and hardly a penny in their pockets. Their dream was the American dream, not just for themselves but for their children as well.

My father took a job no one else would take—washing dishes in a steamy caboose on the Union Pacific railroad. He ate and slept there and saved virtually every penny he made. He took those savings and started the inevitable Greek restaurant, open 24 hours a day for 365 days a year for 25 years. Throughout this period, he always sent money to his desperately poor family in Greece and fed countless numbers of hungry poor who came knocking on the back door of his restaurant. Above all else, he wanted to save so as to invest in his children's education.

As I watched and learned from my father's example, I noticed how much pleasure his giving to others gave him. Indeed, today, I get much more pleasure giving money to what I consider worthwhile causes than making the money in the first place. As I checked with other philanthropists, I found this was a very common experience.

For example, I have been particularly pleased to support causes and institutions for which I have a passion and for which I contribute myself, that is my personal capital, as well as my financial capital. For example, the Peterson Institute for International Economics, the Council on Foreign Relations and The Concord Coalition that I co-founded with Senators Warren Rudman and Paul Tsongas.

I was also informed by the great novelist, Kurt Vonnegut, who once told a story that seemed to capture my situation perfectly. He and Joseph Heller were at a party given by a wealthy hedge fund manager at his majestic beach house in the Hamptons, the summer playground on Long Island where the rich and famous congregate. Kurt and Joe both had made their marks by satirizing life's absurdities—Kurt with best-selling novels like *Slaughterhouse 5* and *Breakfast of Champions*, Joe with the incomparable *Catch-22*. During the course of the party, Kurt looked around at the surroundings and asked Heller: "Joe, doesn't it bother you that this guy makes more in a day than you ever made from the worldwide sales of *Catch-22*?" Joe thought for a moment and then said, "No, not really. I have something that he doesn't have." "What could you possibly have that he doesn't have?" Kurt asked. "I know the meaning of enough." My father often said the same thing.

When I enjoyed a most surprising billion dollar plus windfall from the public offering of The Blackstone Group, a firm co-founded, I pondered, what should I do with all of this money?

In 2007, I decide I already had far more than enough and was delighted to commit a billion dollars to the Peter G. Peterson Foundation and to some causes that I care deeply about.

My foundation made its first major contribution to a transcendent global threat, the proliferation of nuclear weapons. I have known former Senator Sam Nunn, for whom I have enormous respect, who is devoting much of his life to this cause.

I am also much concerned about domestic threats that I also consider transcendent. I refer to several such threats as undeniable, unsustainable and yet, politically speaking, untouchable. For example, our unfunded entitlement promises that so many depend upon, our ballooning debts to foreign lenders, which combined with our very low savings, leaves us very vulnerable and even threaten our national sovereignty. Then, of course, there are our mushrooming healthcare costs that threaten to bankrupt our economy.

We, at the Foundation, are deeply involved in educating, motivating and, hopefully, activating the public to do something about these problems.

I am a very lucky American dreamer but I want to see that dream alive for my five children's and nine grand children's generations. On our current path, I fear we are imperiling their future by passing on massive, hidden debts and unthinkable taxes. At bottom, I consider this fiscal child abuse or mortgaging their future, or whatever one chooses to call it, it is not only an economic issue but a national security issue and, above all, a moral issue.

Given the serious political challenges and our country's apparent reluctance to accept the required shared sacrifice, no doubt many are saying my Foundation is not only a presumptuous mission, but a foolhardy one. So, I quote my old University of Chicago professor George Stigler, "If you have no alternative, you have no problem." I asked myself this melancholy question: How will I feel 10 to 20 years from now if I look back and ask why, oh why did we all leave such a legacy? How could we have done this, not simply to America, but to our own children and grandchildren? Could there be a worse feeling? Can not trying really be an acceptable alternative?

Finally, Warren, you and Bill Gates know better than anyone how distinctly American private philanthropy is.

I thank you warmly and congratulate you both mightily for your leadership role in this most worthwhile cause.

Best,



Peter G. Peterson

T. Boone Pickens

I've long stated that I enjoy making money, and I enjoy giving it away. I like making money more, but giving it away is a close second. To date, I've given away nearly \$800 million to a wide-range of charitable organizations, and I look forward to the day I hit the \$1 billion mark. I'm not a big fan of inherited wealth. It generally does more harm than good. I want to thank my friends Bill and Warren for their leadership—I am pleased to join them.

A handwritten signature in black ink that reads "Boone Pickens". The signature is written in a cursive, flowing style with a large initial 'B'.

Victor Pinchuk

My Giving Pledge

Blessed with success, one has a responsibility to give back. In today's world, where all rules are constantly changing, social investments can have a greater impact than ever before. By helping to create a more level and a more just playing field with more equal access for all. There has never been a better time for giving.

In times of crisis, giving becomes even more important. Governments have both fewer means and greater spending needs. Time for those who have been successful in building their businesses to step up and help societies become more just.

My goal in my social investments is to empower the next generation to change their country and the world. To enable them to build a new country based on openness and an understanding of the world of today and tomorrow. My focus is on using innovative approaches to provide access to education, healthcare, and the inspirational power of contemporary art. Combined with modern innovative business projects, I believe this constitutes a powerful formula for change. I have taken my first steps, with large scale scholarships programs, opening a museum of contemporary art with free admission, and establishing a network of neonatal clinics – but this is just the beginning.

I have a particular focus on my own country, Ukraine, and its integration with the world. As a post-Soviet society, Ukraine needs the support of “social investors” in order to implement reforms and to promote ideas like the rule of law. We face a long road ahead compared to Western countries, and we who have already benefitted from change must help more. And Western countries have not only developed infrastructure, but have also established strong reputation around the globe. Successful business leaders in Ukraine and our region have an important role to play in promoting their own countries to the rest of the world.

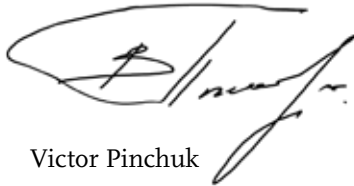
My personal history guides my understanding of my future responsibilities. I achieved my first significant business successes with innovations in industrial production and used this to acquire assets, which turned profitable and allowed me to expand my business further. Old factories in a disintegrating economy requiring fast and fundamental changes in management structures – this was risky business, but it paid off. I was one of the relatively small group that was able to turn huge risks into huge profits. Our generation – the first businessmen in Ukraine to emerge after the collapse of the Soviet Union – made some misjudgements, a fact that I am well aware of. We were pioneers on this path and we had no role models. But we managed to breathe new life into Ukrainian industry, and

contributed to building the foundations of a new, market-based economy.

Those were times of great opportunity for me. This makes me feel a special responsibility to give back to my country and society. The transformation process was very painful for Ukraine and other post-Soviet countries. Many people feel this era unfair for society. Some of us had the chance to use the opportunities that arose to make our fortunes. It is time to give back, so that as many citizens as possible can benefit, and hopefully make their peace with this period of our history.

In our part of the world the legacy of communism has made many people more sceptical of the wealthy than in Western countries. I want to convince some of them that successful entrepreneurs and business leaders can be constructive, inventive and active contributors to making everyone's life better.

Joining a group of dedicated people, and with the opportunity to learn from them, I look forward to my giving becoming more impactful. Investing half or more of my fortune in my lifetime and beyond into areas like education, healthcare, access to contemporary art and the promotion of my country, I will be investing in the next generation, those who will build the Ukraine and the world of tomorrow.

A handwritten signature in black ink, appearing to read 'Victor Pinchuk', written in a cursive style.

Victor Pinchuk

Hasso Plattner

My Giving Pledge

More than 20 years ago I set up a foundation focusing on education and global health challenges. It is extremely rewarding to see the impact money well spent can have. I had the great privilege to study at one of the best German technical universities, University of Karlsruhe, and the education was nearly free. Without question this became the foundation for my personal success.

On one hand I feel obliged to support the company I once co-founded and on the other hand I want to give back to the society which enabled my education. The foundation is a way to do both.

Many famous people have done it in former times, and I feel comfortable with perhaps becoming a role model for others to follow. Nothing is more important than health and education.

A handwritten signature in black ink, appearing to read 'H. Plattner', with a stylized, cursive script.

Hasso Plattner

Vladimir Potanin

Several years ago I announced my decision to donate a major part of my wealth to philanthropy. I genuinely believe that wealth should work for public good and, therefore, I am trying to make my own contribution toward a better world, especially toward a better future for my own country, Russia.

I am confident that one cannot solve social problems by simply writing a check. Personal involvement is of great importance and that is why in 1999 I established my own foundation to support programs in the area of education, culture and philanthropy development.

The decision I made is not just an attempt to be remembered as a philanthropist. I also see it as a way to protect my children from burden of the extreme wealth, which may deprive them of any motivation to achieve anything in life on their own.

It is with great appreciation I am joining the Giving Pledge—an exceptional initiative worthy of support. I hope my example will inspire people in Russia and other countries and will demonstrate to the world that the Russian traditions of philanthropy are coming back.

A handwritten signature in black ink, appearing to read 'V. Potanin', with a large loop at the top and a smaller loop at the bottom.

Vladimir Potanin

Azim Premji

Letter from Azim Premji for the first international Giving Pledge group

My mother was the most significant influence in my life as I was growing up. She was a strong woman, and a deeply committed person. Though she was a Medical Doctor, she did not actually practice medicine, but dedicated a large part of her life, close to 50 years, in helping to build and run a charitable hospital for Polio and Cerebral Palsy Children in Bombay. It was not an easy task. It was very difficult to get the funding and even harder to organize everything and make it run efficiently. Yet she tackled every kind of challenge and never stepped back from her purpose.

In those days, a newly independent India was abuzz with a sense of idealism and a genuine sense of nation building; this influenced me as well. I was deeply influenced by Gandhi's notion of holding one's wealth in trusteeship, to be used for the betterment of society and not as if one owned it.

In 1966 I had to drop out from my studies at Stanford on my father's untimely death (though I did finally complete my Engineering Degree in 2000) and came back to India to run our small family business. I was 21 and over the next 30 odd years, I focused on building Wipro in to a successful professionally run organization. As Wipro became a globally successful IT Services firm, I began to seriously consider what I should do with my wealth, which had accrued from the success and market capitalization of the company.

In these intervening three decades, I had seen India change and evolve. I became convinced that markets, public systems and philanthropic initiatives all had a significant role to play if the country was to have inclusive development, and that we needed to work purposefully towards establishing a more humane, equitable and ethical society for all our citizens.

It was this purpose that made me decide that I must focus my philanthropic initiative on trying to help improve the Public Education System in India, beginning with Primary Schools, for I strongly believe that Education is perhaps the most important social institution to empower individuals and shape a better society. And it's the Public Education System that does (and will) best serve the disadvantaged and deprived.

My experience in India had taught me that much harder than committing or collecting money, is establishing effective operational and execution structures. Which is why I decided to set up an operating organization, the Azim Premji Foundation in 2001, with the aim of working in collaboration with the government to improve the Public Schooling System.

In 2009, we reviewed our experience and our strategy at the Foundation. As a result, we decided to scale up our work and deepen our support to the public schooling system by creating institutions.

This includes institutions at the district & state level which work on capacity development of teachers & other people in the public education system, and also on other related academic and managerial issues. The institutions also include a University focused on education and related human development domains. To enable this strategy I donated about 8.7% (then valued at approximately US \$ 2 Billion) of the total stock of Wipro Limited out of my personal holdings to create an Endowment of the Foundation in December 2010.

The Foundation currently has 800 people spread across the country: most of whom are engaged in some of the most disadvantaged regions of the country, and others at the Azim Premji University in Bangalore. The Foundation plans to scale up to 4000-5000 people over the next 5 years.

The developments of the past 2 years have given me confidence in our scaled up and institutional strategy. Even as we execute this strategy, I am aware that ensuring stable funding source is critical for its success. I am committed to transferring more of my wealth to scale up the Endowment of the Foundation.

I strongly believe that those of us, who are privileged to have wealth, should contribute significantly to try and create a better world for the millions who are far less privileged. I will continue to act on this belief.



Azim Premji
Chairman, Wipro Ltd. &
Chairman, Azim Premji Foundation

February 19, 2013

Terry and Susan Ragon

December 25, 2016

Susan and I often find ourselves wondering, “Why were we born with so many advantages in life when others are born with none?” It is, of course, an accident of birth. Susan and I were born in families of modest means, but we always had enough, we had natural gifts, and we had opportunities. As those advantages have turned into financial success, we’ve increasingly felt a responsibility to help those less fortunate.

While we work together in philanthropy, Susan and I approach helping in very different ways - although in both cases the help is heart felt. Susan prefers touching the lives of those she has met, which may be as simple as remembering their birthday, taking the time to say hello or comforting them in time of pain, or helping them financially in a time of need. These are often people she’s met – perhaps briefly – that are underappreciated, looked down upon, or perhaps not seen at all. She finds a personal connection in helping people one at a time.

My passion has been helping people in need in developing countries develop the ability to help themselves. These are people who need help through no fault of their own. I spent my senior year of high school in South America – in Bogota, Colombia – where I saw intense poverty. Every day I rode the bus to school with my nose pressed against the glass, staring at the kids out on the street, who would stop and stare back at me. Many of them didn’t have a stitch of clothes and merely a stick for a toy. Thus one of our philanthropic efforts has been to build schools for poor communities in Bogota and help people who fled into Bogota to escape the surrounding bloodshed brought on by war and drug cartels. It has never felt like enough. I’ve always wanted to do more, to have a bigger impact.

About ten years ago I found myself in South Africa where a physician agreed to let me sit with her as she examined three patients at an HIV clinic. All three were dying – the third one in front of me with congestive heart failure. She was discharged to the street.

It was obvious that HIV had so totally overwhelmed the lives of these people that it was difficult to accomplish anything there without first eliminating this disease and its close cousin - tuberculosis. I initially thought there was so much money in research that any money I provided would be a waste, but then I began to understand how science is funded and conducted. It became obvious to me that there is a better way to approach this and similar problems, and that there is an enormously powerful role that philanthropy can play.

To change the world, you need to find the right fulcrum and the right place to put it. In our case, we decided the fulcrum was research and the right place for us to put it was in Cambridge, MA, where there is an enormous density of extremely talented and dedicated people. We created a joint research institute of Massachusetts General Hospital, MIT, and Harvard – the Ragon Institute. Its vision is to

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harness the immune system to prevent and cure disease, and our first objective is to create a vaccine (and hopefully a cure as well) for HIV – an objective on which we have made enormous progress.

There are, of course, many ways of having an impact – these are just some in which we have been attempting to do so.

We have been privileged to create considerable wealth, and we face decisions about how best to use it. Naturally, we wish to help our children and make sure they have what they need – and fortunately we are able to easily do so - but providing much more than that will not increase their happiness.

Ultimately, our real goal is to leave the world at least a little better than we found it – or at least better than it would otherwise have been. Thus, after providing for our children, we wish the rest of our wealth, which is clearly the majority, to be spent trying to touch the lives of others and make the world a better place, and we do so pledge.

Phillip T. (Terry) and Susan Ragon

Julian H. Robertson Jr.

My parents and their friends in the little town in North Carolina where I grew up were always very philanthropic. They wanted our schools to be the best they could be, and they worked hard to get them that way. They worked on our parks. They worked with the local hospital to make it the best. We had two local colleges, Livingstone and Catawba—one black, one white—and the townspeople were supportive of both.

When I moved to New York, I worked with the Boys' Club of New York, namely at 110th Street in Harlem and at Pitt Street which is on the lower East Side. My doctor got me interested in something called the Cancer Research Institute where I eventually became board chairman. This led to a lifelong interest in medical research. Early on, I also met a man named Bill Milliken, who in my opinion is the greatest venture capitalist in the good-works field. He was a refugee of the gang warfare which existed in Pittsburgh and New York and became an incredible leader with his Communities in Schools, which is now in 26 states and in 3,400 schools serving 1.4 million children annually. My late wife, Josie, and I worked jointly for Central Park and Lincoln Center. Her work with the Boys' Clubs eventually far exceeded my own. Philanthropy was a part of our lives that we both enjoyed greatly.

In 1990 I set up the Tiger Foundation, with a young man named John Griffin, to help alleviate poverty in New York. In my business, I was then working with some great young people who had marvelous leadership credentials, and I wanted to encourage them to be philanthropists. This has turned out well, as the foundation has become extremely respected in its quest to alleviate poverty and has spawned a number of young people who have become great philanthropists in their own right. Frankly, I count the Tiger Foundation as the most successful venture I have had a hand in starting.

In 1993, Josie and I started our own foundation. It was designed to address issues in medicine, education, spirituality and, finally, the environment, which I had come to rather late in life.

I met a man named Fred Krupp who nurtured a latent effort on my part to get into issues of environmental concern. Fred is responsible for the most successful speculation I ever made. Fred called one day and told me that the California legislature was in limbo over a bill pushing the toughest auto emissions standards ever proposed. The speaker was willing to do whatever was necessary, even keeping the legislature in session into all hours of the night until a positive vote could be obtained. Fred and I went to work, and with just a little lobbying money, and a lot of help from a friend in California, got the three votes needed to pass the bill. This was a huge thrill for me personally. The California bill became the model that thirteen states adopted and eventually became the national standard for autos.

In the year 2000, Josie and I started the Robertson Scholars program designed to promote interaction between student leaders at Duke and the University of North Carolina at Chapel Hill. Sixteen

scholarships are awarded annually at each school, and the scholarship has become internationally known and respected. Our summer programs send outstanding students to outposts all over the world on creative leadership projects.

One very fortunate thing is that I did not get nearly as enthusiastic about philanthropy early on as I am now; if I had there would be very little to give away. I have found so many great new projects to work with just in the last several years: the national parks, the families of our military, stem cells, and now obesity. The Milken Institute calculates that if we could get Americans back to their weight level of 1991, we could save a trillion dollars a year. A trillion dollars, think of that! Besides making Americans healthier, we could now solve the fiscal crisis in the US.

A handwritten signature in black ink that reads "Julian Robertson". The signature is written in a cursive, flowing style.

David Rockefeller (d. 2017)

July 21, 2010

Philanthropic Pledge

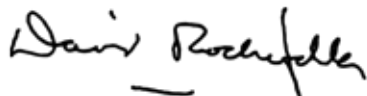
David Rockefeller

Philanthropists, at their best, try to address serious societal problems and occasionally come up with innovations that lead to enduring change. In the end, success requires much more than financial resources, although money is, of course, essential. Good ideas are just as important; otherwise one risks wasting both the funds and the opportunity. Effective philanthropy also requires patience — patience to deal with unexpected obstacles; patience to wait for the first, slight stirrings of change; and patience to listen to the insights and ideas of others.

For five generations, my family has experienced the real satisfaction and pleasure of philanthropy. Our engagement has helped to create a strong group of institutions, including the University of Chicago, The Rockefeller University, the Museum of Modern Art, and the Rockefeller Brothers Fund. The practice of philanthropy also has enabled many of us to become personally involved in efforts to address critical global challenges such as poverty, health, sustainable development, and environmental degradation. Our family continues to be united in the belief that those who have benefited the most from our nation's economic system have a special responsibility to give back to our society in meaningful ways.

Warren Buffett and Bill and Melinda Gates share this belief and have challenged others to pledge half their assets to philanthropy during their lifetime or at their death. I am pleased to say this has long been my intent and my practice, and I am delighted to have been asked to participate in this important initiative. I hope that others will accept this challenge—and opportunity—and will join us in this worthwhile endeavor.

I also hope that our efforts to expand the scope of philanthropy as individuals, in collaboration with others, and in ways that include not only financial resources but innovative ideas and patience, will be part of the gift we all bequeath to the future.

A handwritten signature in black ink that reads "David Rockefeller". The signature is written in a cursive, slightly slanted style. The first name "David" is written above the last name "Rockefeller", which is written in a larger, more prominent script. There is a small horizontal line under the first letter of the last name.

David Rockefeller

Stephen M. Ross

I grew up in a middle-class family in Detroit, Michigan. Ever since my early childhood I had large ambitions and firmly believed in my abilities to achieve them. In short, I believed in the American Dream.

Through hard work and unrelenting persistence I turned a ten page business plan, created after being fired from a New York financial firm, into over a \$15 billion business and one of the most prominent real estate companies in the world.

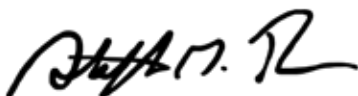
I have been incredibly fortunate to have achieved such success, but I never lost sight of a lesson I learned as a young boy from my Uncle Max Fisher. Max, a devout philanthropist, taught me the impact and influence you can have in making the world a better place. He taught me that with wealth comes responsibility. As a result, I have had the opportunity to give back in meaningful ways for decades and not just through charitable donations, but also through sharing my time and my expertise to help organizations be even more impactful.

I am proud to serve on the Board of Trustees of the Guggenheim Foundation, Lincoln Center, New York Presbyterian Hospital, the Juvenile Diabetes Research Foundation International, the Jackie Robinson Foundation and the World Resources Institute. I was also thrilled to be able to give back to my Alma Mater, an institution which had a profound impact on my success, the University of Michigan, which has since been renamed the Stephen M. Ross School of Business at the University of Michigan. Not only have I had the pleasure of being a significant donor, but this year I will be Chairing the University's \$4 billion capital campaign.

Although I have generally conducted my philanthropic efforts privately, I hope through publicly committing to the Giving Pledge that I will inspire others to commit to significant philanthropy the way my Uncle inspired me. I commit to give away the substantial majority of my assets to charitable causes and give back to the society of which my success was derived.

My efforts will continue to focus on the areas of education, the arts, healthcare and the creation of more sustainable cities throughout the world. I have always believed that if our cities do well, we all do well. To that end I am working with the World Resources Institute, the world preeminent global environmental think tank, to create a visionary leadership foundation to assist cities around the world in creating new models of livability, opportunity and business innovation.

I am delighted, grateful and honored to join Bill, Melinda, Warren and countless others in this important effort in the hope that we can leave the world a little better place than we found it.



Stephen M. Ross

David M. Rubenstein

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August 10, 2010

Like many of those who responded positively—and enthusiastically—to Bill Gates' and Warren Buffett's call, I never expected, in my wildest dreams as a youth or as a young professional, to be in a position where anyone (other than my immediate family) would care what I would do with my money. That is because I did not expect to have much of it. I also did not see wealth accumulation as a likely professional outcome, or even a particularly desirable one.

I was born and raised in modest, blue collar circumstances in Baltimore. The making of large sums of money—and the disposition of them—was just not on my radar screen.

My goal was simply to do well enough in school to secure scholarships to college and law school to practice law; and to fulfill a long-time desire—perhaps inspired by President Kennedy's inaugural address—to move back and forth from the practice of law into various public service positions. And I was on that course—I graduated from the University of Chicago Law School—with the assistance of considerable scholarship money—practiced law in New York at Paul, Weiss, Rifkind, Wharton & Garrison—and (through luck far more than skill) managed three years after law school to find myself as a deputy domestic policy assistant to President Carter.

I expected that I would stay at the White House for eight years—the voters obviously felt four years of my service was enough—and would then live a life of shuttling back and forth into government service from a Washington law firm perch, with the goal of hopefully doing some public good during each time in government service. The income level of a Washington lawyer does not allow for the accumulation of large wealth, but I felt it was more than enough to satisfy my somewhat spartan needs and the likely needs of any family I would produce and raise.

And then, as is the case with so many individuals who accumulate wealth, my life did not go in the direction I had expected or intended, or desired. After a few years of practicing law following my White House days, I realized that I was not all that great a lawyer; I had growing reservations about constantly uprooting my career to go back and forth into government, (especially as a family emerged); and I felt that I should try to do something I might enjoy more than law or government service.

And so I started a small investment firm in Washington—a rarity for the city in the late 1980's. My original partners and I struggled to raise the first \$5 million to capitalize the firm, and we spent many years trying to get investors and others to take us seriously—an experience not uncommon to most entrepreneurs in their early years.

But, nearly a quarter century later, this tiny firm grew to be one of the world's largest private equity firms, producing for the founders and many others in the firm more wealth than we had ever expected or dreamed about.

In my own case, I had been relatively tunnel-visioned in trying to build the firm, and spent little time on philanthropic matters until I turned 54. I then read that a white male, on average, would live to 81, meaning that I had already lived, if I were to match the average, two thirds of my life. I then thought that I did not want to live the other third, get to my deathbed, and then ask someone to give away my accumulated resources as they saw fit (even if I left some guidance in a will). I also thought that my resources had become—and would likely be at death—far more than my family reasonably needed.

So I decided to put my toe into the world of philanthropy, and did get reasonably involved from that point forward. My approach in the ensuing seven years has not been as systematic as may be desired. I have begun to contribute to a wide variety of performing arts, educational, medical, literary, public service, and cultural causes and institutions—causes that have meaning to me, and institutions that were very helpful to me earlier in my life or I think are now being very helpful to others. I now serve on a few dozen non-profit boards—far too many to focus one's philanthropic interests. But I enjoy these boards and the causes and the purposes for which they serve.

However, I recognize that to have any significant impact on an organization or a cause, one must concentrate resources, and make transformative gifts—and to be involved in making certain those gifts actually transform in a positive way. And I am heading in that direction, and hope—if I do get to 81—to have made many such transformative gifts by that time. And, with luck, some of them may actually have transformative benefits—hopefully during my lifetime—for the organization or the cause.

In signing the Pledge, I did not honestly do anything more than I had already intended to do, as I said to Bill Gates when he talked to me about the Pledge. I actually had already made arrangements to ensure that a good deal more than half of my resources would have gone to philanthropic purposes. So in participating in the Pledge, I cannot honestly say that I am now committing to do more than what I had been planning to do for some time, and was in the process of doing. But I felt that the Pledge was a quite positive undertaking, and was pleased—and honored—to be asked to be part of it, for these reasons:

- 1) To the extent that individuals with considerable resources are publicly committing to give away at least half of their wealth, other individuals with considerable wealth in this country may be inspired to do so as well—and that would be a positive development, especially if the individuals had not previously thought about or felt obligated to give away that much.

2) To the extent that the publicity surrounding the Pledge affects other Americans, it is my hope that it will inspire individuals with resources of modest or average or even above average means to make similar pledges—to themselves, their families, or to the public. The giving away of money should not be seen as only an obligation—or as a pleasure—restricted to the wealthiest (and most fortunate) among us. Everyone can and should give, and everyone can and should feel that their gifts may make the world a little bit better place. And if every person with the ability to make some philanthropic gifts does so, the country will be much better for these gifts, and the donor will surely feel much better about himself or herself.

3) Philanthropic activity is, unfortunately, more of an American phenomenon than a global phenomenon. My hope is that the Pledge will inspire similar efforts to get under way abroad. And while it is likely such efforts will focus on the wealthiest of individuals in other countries, my hope, again, is that individuals of all levels of resources will also increase their giving, and feel they are helping their countries and humanity by doing so.

In my own case, I would add as a final point, one a bit beyond what the Pledge seeks. I hope to do my own giving—and to honor my Pledge—while I am alive. I recognize no one really knows how long he or she will be on the earth, and it is therefore difficult if not impossible to time one's giving perfectly to match one's longevity. But I enjoy seeing the benefits—when they arise—of my giving, and would like to have as much of this enjoyment while I am alive as possible.

I recognize that others signing the Pledge—now or in the future—may have a different perspective, and their considerable resources (or age) may make the goal of honoring the Pledge during their lifetime a bit less realistic. But I do hope that others involved in this effort—and those who are ultimately inspired to increase their giving—will accelerate their giving, so as to bring whatever benefits come from giving to the world a bit sooner. That can only make the world a bit better a bit sooner. Too, watching the product of one's giving is one of life's greatest pleasures, and those with the ability to do so should do what they can to experience that pleasure when they are around to see the benefits. They will never regret doing so.

Sincerely,



David M. Rubenstein

David & Susie Sainsbury

The approach of my wife, Susie, and I to philanthropy is very simple. We do not believe that spending any more money on ourselves or our family would add anything to our happiness. However, using it to support social progress we have found deeply fulfilling.

We focus on a few areas which require investment and which we care about deeply, and seeing these projects develop and bring major benefits to people has been a life enhancing experience.

The areas we have focused on are basic plant science and neuroscience research, which we believe in the long term will bring many benefits in terms of food security and mental health; agriculture development in Africa; scientific and engineering education; the Institute for Government and the Centre for Cities; and the arts. The arts category includes theatre projects, most of which my wife has supported through her own charitable trust, and to which she gives a lot of her time.

We have always believed in taking a proactive approach to grant making. To succeed in this approach we have assembled a team of idealistic, imaginative and hard-working people who help us identify areas of need and create projects to deliver the benefits we want to see. Working with them to run our charitable trusts has also been immensely rewarding.

It was, therefore, very easy a number of years ago to decide to gradually transfer most of our wealth to our charitable trusts, and we are very happy to have this opportunity to support the Giving Pledge.

David S.

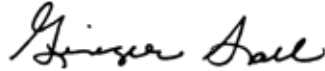
John & Ginger Sall

Monday 16 April 2012

We are happy to confirm our longtime plans and pledge the majority of our wealth to philanthropy. Our family currently enjoys a modest philanthropic practice through private giving and our family foundation. We continue to learn and build on those experiences.



John Sall



Ginger Sall

Henry & Susan Samueli

December 1, 2011

Our Giving Pledge

We have been honored to be asked to lend our names to The Giving Pledge campaign. Our lives have been extraordinarily blessed and we have always maintained a firm commitment to give back to our community, our nation and to global causes that have struck our heart and our passions.

We formed our family foundation in 1993 when Broadcom went public. Even in the early days of our foundation, we knew that our philanthropic interests would be primarily focused on three major areas that are personally important to us:

1. Science, Technology, Engineering and Mathematics (STEM) Education. Both of our educational and career backgrounds are in the STEM fields. We are committed to enhancing engineering education at the university level as well as promoting innovation in STEM education at the kindergarten through high school levels, especially in socially disadvantaged communities.
2. Complementary, Alternative, and Integrative Medicine. Susan has been passionate about the field of integrative medicine for over 25 years. We are committed to promoting wellness and whole body healing by supporting innovative research in the fields of integrative medicine and complementary and alternative modalities.
3. Jewish Culture. We both have strong ties to our Jewish heritage, and charitable giving, also known as, *tzedakah*, is a cornerstone of our culture and upbringing. We are committed to promoting a strong Jewish culture in our community, promoting tolerance and understanding among different religious cultures, and supporting the state of Israel.

Our philanthropy has always been in our hearts and it was easy for us to look for ways to give back. Our philanthropy represents the bridge from our family to our community, from the past to the future, and from our passions to our convictions. It is also important to our family that perhaps our gifts will encourage others to give as well. The Giving Pledge certainly fulfills that goal.

Thank you to Bill and Melinda, and Warren for initiating The Giving Pledge. Your leadership in the field of philanthropy further reinforces our commitment to continue in our efforts to promote change that we believe will provide people less fortunate than us with opportunities to more fully realize their potential. Hopefully by adding our names to such a distinguished list of philanthropists, others will be encouraged to join together to make a lasting impact on our society.

Sincerely,



Henry and Susan Samueli

Herb & Marion (d. 2012) Sandler

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July 19, 2010

Pledge Statement

We are among the converted having committed to give all our net worth to philanthropy starting with a grant of \$1.3 billion in 2006 to our spend-down Foundation.

When you think about it, no other approach seems to make sense. Passing down fortunes from generation to generation can do irreparable harm. In addition, there is no way to spend a fortune. How many residences, automobiles, airplanes and other luxury items can one acquire and use?

The Buffett/Gates initiative is likely to be a major “game changer.” Their partnership and dedication and their challenge to billionaires to share their wealth with the less fortunate will undoubtedly unlock a substantial amount of funds. Congratulations!

As former CEOs of a highly successful financial institution, we were rewarded monetarily beyond our wildest imagination, at the same time experiencing the emotional high associated with building a great company from scratch and winning in the competitive race. At the same time, we found equal gratification in working with employees and customers.

For example, an important part of our staff was composed of single working mothers. We provided training and counseling to these women, so that they could rise through the ranks and become managers with greatly enhanced earning power. On the lending side of our business, we found that there was no greater gratification than enabling a family to own their own home, especially when they thought it was an impossible dream. These are a few examples of the sense of fulfillment we experienced in “giving back” and which, among other things, led to our decision to devote our energy and money to making a difference in people’s lives. Believe it or not, the psychic income—the highs if you will—associated with giving money away thoughtfully and effectively has been even more gratifying than running a successful business.

Our two children are totally involved with us in the Foundation’s activities. Not only do they support our Pledge, but they also plan to follow our example with respect to their own net worth.

We would like to share with you the attached two documents we produced before getting started:

- Mission Statement and Values
- Guiding Principles for Grants

We would like to elaborate on some of the information contained in the attachments and also spend a little time discussing how we operate.

We Want To Make As Big An Impact As Possible.

We are a spend-down foundation and therefore act with urgency to make significant contributions that have both an immediate and lasting impact.

We Are Focused On Achieving Results.

One of our core competencies stems from our experience as CEOs of the second largest savings bank in the country. We understand the critical importance of due diligence, an important part of which is evaluating the management of potential grantees. We offer technical assistance, i.e., how to improve strategic and business plans; goals and objectives; budgets; etc.

We Are Willing To Take Risks.

In essence, in many ways, we are venture capitalists. We are willing to take risks and make bold strategic investments in areas not adequately addressed by government, industry, universities or the non-profit sectors. We prefer to assist well-run organizations with additional funding, but where we have not been able to find an institution that can fill an important need, we have not hesitated to start one. During the last several years, we have created nine non-profits, all of which are performing beyond our original forecasts. We would like to give you two examples:

- American Asthma Foundation (AAF). Asthma is a chronic lung disease affecting approximately 23 million Americans. It is the most disabling childhood disease in the country, and as you might expect, it is an especially serious problem for poor, inner city children. Sad to say, there has been no material improvement in treatments for over 50 years.

Equally surprising, until we created the American Asthma Foundation, there was no institution devoted to funding research that would improve treatments, prevent and find a cure for the disease. Since its establishment ten years ago, through a highly innovative approach, AAF research has led to the discovery of 17 breakthroughs for new treatment, three of which are in clinical trials.

- ProPublica—Journalism in the Public Interest. The economic crisis of American journalism potentially undermines the ability of a free press to call the powerful to account. Herein lies our motivation to create ProPublica, a new kind of institution: a non-profit newsroom staffed with top talent and having as its sole mission producing journalism in the public interest with what we call “moral force.” Led by Paul Steiger, formerly Managing Editor of the Wall Street Journal, ProPublica already has won 30 honors, including a Pulitzer Prize for investigative reporting, since it began publishing in mid-2008.

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We welcome the opportunity to add our names to the Pledge list and would like to express our thanks to Bill Gates and Warren Buffett for their leadership.



Herbert M. Sandler
President



Marion O. Sandler
President

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SANDLER FOUNDATION
Mission Statement and Values

Mission Statement

The Sandler Foundation's mission to be a catalyst to strengthen the progressive infrastructure, expose corruption and abuse, advocate for vulnerable and exploited people and environments, and advance scientific research in neglected areas.

Values

The Foundation is guided by the following values:

Integrity. We expect the highest possible standards of conduct and ethics. We hold ourselves to the principle of doing what is right, not simply what is legal.

Accountability and Effectiveness. We expect results and will approach philanthropy in a business-like way by developing short- and longer-term plans, goals, and objectives, principles and measures. Individuals and organizations we support will be expected to be guided by the same principles of accountability and effectiveness.

Diligence. We will be diligent and strategic in our work. We will think independently and be willing to ask difficult questions and challenge conventional views.

Respect. We will demonstrate respect in all our interactions and be appreciative of others' time and contributions.

Transparency. We strive to be open, timely, accurate and clear in all of our reporting and activities, and we expect the same from individuals and organizations we support.

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SANDLER FOUNDATION
Guiding Principles for Grants

We are focused on achieving results

1. We expect to achieve significant results that make a real and lasting difference in people's lives and in the communities and environments in which we live.
2. We bring business-oriented discipline to our grants by:
 - a. evaluating if appropriate management and other resources are in place;
 - b. ensuring that success can be defined, measured and evaluated;
 - c. requiring long-term strategic planning and regular reporting of performance against plans;
 - d. expecting a relentless focus on desired outcomes and avoiding the traps of building bureaucracies or empires; and
 - e. expecting grantees to develop a sustainable and viable model with adequate financial support from sources other than the Foundation.
3. We are strong advocates for change and action in our areas of focus.

We want to make as big of an impact as possible

4. We are a spend-down foundation and therefore act with urgency to make significant contributions that have both an immediate and lasting impact.
5. We focus on a relatively small number of areas with relatively large grants.
6. We focus on areas where there is a potential to leverage our contributions.

We are willing to take risks

7. We are willing to take risks and make bold strategic investments in areas not adequately addressed by government, industry (and venture capital), universities or the nonprofit sector.
8. We consider initiatives which otherwise might not receive funding, and which if successful, can effect significant change and have a meaningful impact.

We work with and through highly capable partners

9. We are catalysts for change through our funding, vision and strategic advice, but we rely on other highly intelligent, dedicated, effective, organized and committed partners to act and implement.
10. We treat our grantees as valued partners.

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We are not...

1. ...here to make ourselves feel good about giving away money to worthy causes.
2. ...going to exist in perpetuity.
3. ...interested in self-promotion.
4. ...afraid to be controversial.
5. ...experts in most subject areas.
6. ...able to address every grievance, problem or opportunity.
7. ...going to create a large or bureaucratic foundation.
8. ...always right.

Vicki & Roger Sant

Our Philanthropic Pledge

We pledge we will gift to non-profit causes more than 90 percent of our assets during our lifetime or as planned gifts.

We deeply appreciate the good fortune that allows us to make this commitment. Our support of various not for profit organizations has given us enormous satisfaction particularly where we have been personally involved with the boards or committees of those institutions.

We would not be in this position if not for the extraordinary people that made AES a success. We deeply appreciate their commitment to expanding access to electricity around the world and the personal values they demonstrate. Giving to causes that will make the world a better place socially and environmentally is one of the ways we can express our thanks to them.

We have created a family foundation, with our four children and their spouses amongst our trustees, so that as a family we can address the issues that we feel are the most compelling. Our appreciation to each of our family members is unbounded as they have contributed their insights and ideas that have made our Foundation grants more effective. Our children and grandchildren have brought us joy beyond our imagining.

We encourage others to go down a philanthropic path of their choosing with the understanding that this road is full of opportunities and challenges. It is as hard to make good grants as it is to make good investments and it needs to be done with dedication. For this we thank our extraordinary staff, and our non-family trustees, who work diligently to help us realize our mission to assist in creating a world where nature can flourish and people can thrive. When done right, there is nothing more satisfying than grant-making—seeing positive results and learning from mistakes.

Finally, we thank Warren Buffett and Bill and Melinda Gates for their leadership in expanding the amount of philanthropy in the world.

Lynn Schusterman

22 April 2011/18 Nisan 5771

Dear Warren,

As you know, my initial reaction to your kind invitation to sign the Giving Pledge was one of reticence and concern. Would my stepping forward make a difference? Could doing so be misconstrued as an act of self-aggrandizement rather than one motivated by a deep appreciation for the transformative power of philanthropy?

Upon further reflection, however, I found myself moved to action by the words of the great Jewish sage, Hillel, found in the text of *Pirkei Avot* ("Ethics of the Fathers"), part of the rabbinic writings:

If I am not for myself, who is for me?

If I care only for myself, what am I?

If not now, when?

I was raised in a household in which giving back was a core value. One of my fondest childhood memories is holding my father's hand as he visited less fortunate elderly people who had no one else to care for them. I also remember his telling a struggling medical student for whom he had advanced some tuition payments that he did not want to be paid back; he wanted that student to become successful and to "pay it forward" by helping someone else.

Years later, I grew to understand that these expressions of my father's universal ideals probably stemmed from his deeply-rooted Jewish values. In addition to caring for our own community, Jewish tradition teaches that we have a solemn duty to treat all people with respect and care. In the words of Maimonides, "One ought to treat everyone with *derekh erez* (civility and humanity) and *hesed* (mercy and kindness)."

When my late husband, Charlie (z"l), and I were first married, we had little to spare and whatever we earned was being put back into the business. In 1967, desperate to help our beloved State of Israel survive yet another existential challenge, the two of us impulsively agreed to contribute \$500 that we did not have to the United Jewish Appeal.

More than forty years later, the lessons I learned from my father and the values I shared with my husband remain of paramount importance to me as my family and I work to use the resources with which we have been blessed for the betterment of the communities in which we live as well as society as a whole.

When Charlie and I established our family foundation in 1987, we knew that giving effectively would require us to bring the same focus, due diligence and risk-taking to our philanthropy that we employed in our energy business. For the first decade or so, we experimented; we made various kinds of grants, both small and large, and for different lengths of time. We looked to strengthen existing organizations and institutions, to establish new ones and to build coalitions. And we pursued excellence every step of the way.

We learned much in our early years, lessons that continue to inform our philanthropy today. Our focus remains narrow, our foundation is professionally staffed and we continue to take advantage of opportunities as they arise in our primary areas of interest: enhancing the quality of life in Tulsa, assuring the future of the Jewish people, and ensuring the safety and security of the State of Israel and all its inhabitants.

We believe in the importance of investing in young people by providing them with educational experiences of high quality and by nurturing their creativity. We live in a time of unparalleled prosperity in some parts of the world, deep impoverishment in others and growing willingness of the next generation to strive to bridge the gap between the two. In the Jewish tradition, this desire to serve is captured best when people express a desire to engage in “*tikkun olam*,” which is often translated as “repairing the world.” This concept is based on the idea that God could have created a perfect world, but deliberately decided not to do so in order that humankind could join God in attempting to perfect it. Such a lofty goal demands our attention and deserves our support.

So, too, does the educational reform effort currently sweeping the country, a movement powered by an emerging generation of inspiring and effective young leaders. These men and women represent what is best about our nation, and we share their optimism and their drive. If those of us with the good fortune to have received an excellent education work together to make certain every child enjoys that same opportunity—and is free from abuse and neglect at home—the dreams of the reformers can be realized and the future of this country brightened.

Like many of the other signatories to the Giving Pledge, I travel extensively and have seen for myself the extent to which the United States contributes to the rest of the world in ways that far exceed the financial aid we provide. While times are difficult and our standing in the world is under challenge, we remain an unparalleled driver of innovation as well as a beacon of freedom, democracy and justice for much of humanity—a status we will maintain only by pursuing and achieving excellence in every corner of our educational system. A better educated populace is not just good for America; it is good for the world.

Our funding of Jewish causes and involvement in Jewish life is driven by a similar conviction: that ensuring a vibrant Jewish future is important not just for the Jewish people, but also for society as a whole. That is why much of our giving, and virtually all of my time, is directed to deepening the Jewish identity of young Jews and to strengthening Jewish communities all over the world.

In his book, *The Gifts of the Jews*, Thomas Cahill writes:

The Jews started it all—and by “it” I mean so many of the things we care about, the underlying values that make all of us, Jew and gentile, believer and atheist, tick. Without the Jews, we would see the world through different eyes, hear with different ears, even feel with different feelings.

By “we” I mean the usual “we” of late-twentieth century writing: the people of the Western world, whose peculiar but vital mentality has come to infect every culture on earth so that, in a startlingly precise sense, all humanity is now willy-nilly caught up in this “we.” For better or worse, the role of the West in humanity’s history is singular. Because of this, the role of the Jews, major contributors to and significant innovators in Western culture, is also singular: no other group is remotely like them; theirs is a unique vocation.

From monotheism and the Ten Commandments, to the contributions of Nobel laureates in the fields of medicine, science, literature and more, to the technological innovations emanating from modern Israel, the Jewish people have given much to civilization over the millennia. There are many theories about how and why the Jews have managed to survive when other peoples and cultures have disappeared, and understanding this phenomenon is important to the extent that it helps us decipher the flow of human history.

What drives our family’s investment in Jewish life, however, is more than anthropology, sociology or even pride; it is a fervent belief that the Jewish people still have much to contribute to society and a deep sense of responsibility to ensure that the opportunity to share those gifts exists in the future. It is with all this in mind, and with the memories of how modestly Charlie and I began our philanthropic journey, that I pledge to devote the majority of my resources to the pursuit of the charitable agenda Charlie and I set for our family more than 20 years ago. I do so with respect and admiration for the efforts of those with whom we are engaged in similar endeavors, and in full recognition of the scope of the challenges that confront us.

Lynn Schusterman (Continued)

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I also pledge to continue working to encourage others, including emerging philanthropists of all ages and all capacities, to join us in seeking to repair the world; the further we broaden our reach, the more we will benefit from a diversity of people, perspectives and approaches as we strive to tackle problems of common concern. The same is true in the Jewish community, one I hope will receive greater support in the future from those with the means to assist.

Although the issues that confront all of us are daunting, we accept the teaching of Rabbi Tarfon in *Pirkei Avot*: “You are not obligated to complete the task, but neither are you free to desist from trying.”

Sincerely,

A handwritten signature in black ink that reads "Lynn Schusterman". The signature is written in a cursive, flowing style.

Lynn Schusterman

Ruth & Bill Scott

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March 2, 2015

Dear Warren:

Ruth and I are honored that you would ask us to join The Giving Pledge, committing at least half our net worth to charity. We are more than delighted to accept. The truth is, we intend to give all of it away and with the wonderful help of our son, John, have been well on our way for the past ten years.

We had the good fortune of Bill being the first employee of the Buffett Partnership starting in 1960 and continuing his business career at Berkshire Hathaway until retirement. What better way to show our appreciation for what that has meant to us and our children and grandchildren than to totally support this wonderful project of yours—The Giving Pledge.

Our decision to initiate our giving during our lifetime was a great one. Enriching the lives of others has been not only rewarding, but just plain FUN! And, the more we give, the more fun we have. At the latest, all of our wealth will be distributed to philanthropies within fifteen years following our deaths.

Ruth, a farm girl, likes to compare a “pile of money” to a “pile of manure.” Neither one does much good unless you spread it around! We enjoyed the “piling” but it’s the “spreading” that really turns us on.

Best regards,



Bill Scott



Ruth Scott

Walter Scott, Jr.

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June 24, 2010

Dear Warren:

While I'm pleased to respond to the appeal you are making with Bill & Melinda Gates to promote "Giving Pledges" among our peers, I made that commitment long ago. As you know, I've already contributed quite a bit, beginning in earnest 35 years ago with my first significant contribution to the Zoo.

As long as health permits, Sue and I plan to be active and engaged philanthropists. Like our good friend Chuck Durham, who made some wonderful gifts in his final years, we enjoy seeing the fruits of our philanthropic efforts. Upon my death, virtually all of my remaining estate will go into the Walter Scott, Jr. Foundation.

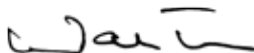
My interests, that I hope my foundation's successor trustees continue, are twofold. Number one is causes that serve young people. I have nothing against old people. I am one! But I believe society will get the most bang-for-the-buck if I invest in things that help us produce educated and productive citizens, whether through youth social services or assisting them pursue a college education through scholarships.

My second major interest is causes that help improve our community. That can take many forms, beginning with our Zoo. But it can also include causes like helping Dr. Maurer build a world-class research institution, or helping improve engineering and information science education at the Peter Kiewit Institute. I like to invest in causes that move our community forward because if we don't, we will find that it has begun to deteriorate.

Our community is fortunate to have had a series of exceptionally generous philanthropists. I don't know if Mary Lucretia Creighton was first, but Creighton University is quite a legacy. The people of Omaha enjoy a higher quality of life because of the significant charitable investments made by wealthy individuals for more than a century.

In my remaining years, through my foundation, I'll continue to invest in our community, including additional gifts to our Zoo. There's still room for a Buffett exhibit. Call me when you're looking for an idea!

Sincerely,



Walter Scott, Jr.

Tom & Cindy Secunda

STATEMENT BY TOM AND CINDY SECUNDA TO “THE GIVING PLEDGE”

June 2011

We are pleased to lend our names and philanthropic commitment to The Giving Pledge campaign. We have been extraordinarily blessed in life, and like the others who are participating in this effort, believe very strongly in giving back to the country, communities and causes that have been vital to shaping our lives and success.

We believe philanthropy is primarily a private matter, but understand that our actions set a public example. We believe philanthropy is a family affair and we often include our two daughters in the decision-making. We believe philanthropy is about gifts big and small to causes that truly make a difference. We believe it is as important to serve as it is to give—we usually join the groups or boards that benefit from our philanthropy.

We are still young and we are still forming our overall goals for our philanthropic commitment. So far, we have supported organizations that focus on National Parks, local parks, conservation, healthcare and Jewish causes. But we look forward to expanding into new areas in the coming years.

We'd like to thank Mike Bloomberg who has been a valued business partner and friend for being an every-day model of philanthropy for us. And we'd also like to thank Warren Buffett and Bill and Melinda Gates for their leadership on The Giving Pledge.

We're honored to be in such great company and we pledge to do our small part to make the world a better place for our children and grandchildren.



Craig Silverstein & Mary Obelnicki

May 9, 2014

We gained our wealth young. It was unforeseen, but not—in the time and place we live in—entirely uncommon. Like others, we're not ready to become full-time philanthropists. We like our jobs. We're dedicated to our colleagues. We're raising a family. But we don't want to wait for decades to put our money to good use either.

So we simply got started, and we shaped our philanthropy to fit our lifestyle. We searched hard for one underlying issue where, over time, we might be able to make a difference, and where that difference might stick. On a planet where half the population doesn't fully participate economically, socially, and intellectually, we chose girls' education in the developing world.

Since 2006, our Echidna Giving Fund has supported this critical lever for the well-being and prosperity of emerging nations. We've been learning along the way: how to find and trust the experts, how to plan not just our philanthropic money but our philanthropic time, and to how support the most impactful, innovative, and promising work possible.

We look forward to a day when philanthropy moves to the center of our lives—maybe careers done, certainly children grown. On that day, we'll look back and be grateful for the years of learning and giving behind us. We're glad that we've begun now. We'd like to see others join us.

The image shows two handwritten signatures in black ink. The signature on the left is 'Craig Silverstein' and the signature on the right is 'Mary Obelnicki'. Both are written in a cursive, flowing style.

Craig Silverstein and Mary Obelnicki

Annette & Harold (d. 2013) Simmons

March 10, 2011

Dear Warren,

I'm delighted to join with you, Bill and Melinda in the Giving Pledge. This country has been wonderful to me and Annette, and we have long planned to return a substantial majority of our wealth to society. Though we have made many philanthropic gifts during our lifetimes and plan to do more, we have also established trusts to carry on this giving after my death. My intent is that philanthropy will exceed 50% of my wealth.

I hope others who have benefited from this country as I have join with your efforts now and in the future.

Sincerely,

A handwritten signature in cursive script that reads "Harold Simmons".

Harold Simmons

Jim & Marilyn Simons

Statement by Jim and Marilyn Simons

We and our children have determined that the great majority of our wealth will be devoted to philanthropic purposes. We are very fortunate to be in this position, and we find the execution of our philanthropic work to be both challenging and deeply satisfying.

Liz Simons & Mark Heising

A young child's discovery that a triangle is a triangle because it has three sides and three corners, the quest for what makes up dark matter, preserving our planet for future generations – these are some of the things Mark and I care about. Our time here is short, but our trajectory is long. We seek philanthropic investments today that we hope will have sustainable impacts long beyond our lifetimes.

Our philanthropy is grounded in our life experiences. Years ago, when I was an elementary school teacher in inner city schools, I saw firsthand how students who had quality early learning experiences and nurturing families began with advantages that other children didn't have, advantages that shaped their lives. Mark majored in physics, got his master's in electrical engineering and computer science, and worked as a chip designer before going into finance. He became convinced that climate change could only be addressed by applying the best science and technology we have. He also never stopped being enthralled by the world of science and the promise of wonders yet to be discovered.

So it's no surprise that when we had the opportunity to start the Heising-Simons Foundation, we focused on the things we care about: early childhood education, science, and climate and clean energy. In early childhood education, our aim is to prepare young children for school and life by increasing access to quality early learning. In science, we believe that basic research, done strategically, has the potential to innovate, elevate, and revolutionize humanity's knowledge. And in climate and clean energy, we seek to hasten the transition to a zero-carbon energy future.

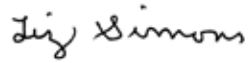
Mark's parents and mine have been role models for us, and have had tremendous impact not only on what we do, but how we do it. Mark's mother, who ran a food bank for many years, wanted to do good – and wanted to do good well. She created efficient systems, running the food bank like a strong business. My mother's relentless activism around election integrity inspires us to never give up defending what we believe in. My father's and stepmother's philanthropic work in basic science, math, and autism excites us to dream of what can be possible by supporting researchers capable of transforming our understanding of our universe and of ourselves.

Our parents were also the kind of parents who talked to us about inequities in the world, and the need to give back. My father's and stepmother's signing of the Giving Pledge exemplifies this attitude, and Mark and I are enormously grateful to be able to follow in their footsteps.

Liz Simons & Mark Heising (Continued)

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The world we bequeath our children is changing in ways that we can't predict. Mark and I have faith that our own children can pick up where we leave off and do the right thing, as they see it, with the legacy we leave them. By signing the Giving Pledge, we hope to encourage a tradition of giving that inspires generations yet to come



Liz Simons



Mark Heising

Paul E. Singer

Why the Giving Pledge? Because by sparking a conversation about giving, the pledge may foster a better understanding of the unique role that private philanthropy can and should play in solving the world's most difficult moral and economic challenges.

Central to this role is the dispersion of power, one of America's core strengths. In the private sector, power is dispersed among private foundations, community organizations, religious groups, corporations, small businesses, labor and trade associations, and millions of individuals and their families.

For those things whose scale and scope require the collective to act and build, we have government. But the genius of America has always been to reserve as much freedom and responsibility as possible to that loose federation of private actors known as civil society.

There is something about the power of creative, strategic individuals and groups to make a difference through targeted, timely interventions and actions that government simply cannot replicate.

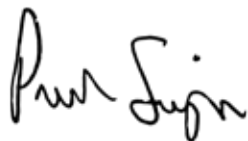
This of course applies to the landscape of urgent material needs, where those physically closest to the problem are often best positioned to respond to it. But it also applies to the landscape of ideas.

In government, the forces of risk-aversion and constant conflict serve to stultify and narrow the range of ideas up for debate. But in the private world, philanthropists can help to nurture and spread good-but-neglected ideas until those in government can no longer ignore them.

And when these ideas concern how best to meet urgent material needs, the power of private giving can be multiplied far beyond what is achieved by the direct provision of resources.

The Giving Pledge uniquely combines the direct provision of resources with the power of an idea—the idea that fostering discussions about the purpose of philanthropy may improve our philosophies of giving and lead to better results for those in need.

I am happy and grateful to sign up for such a worthy endeavor.

A handwritten signature in black ink that reads "Paul Singer". The signature is written in a cursive, flowing style.

Paul E. Singer

Jeff Skoll

July 20, 2010

Jeff Skoll Giving Pledge

I grew up in a middle class family in Canada. My dream was to be a writer who tells stories that make a difference in the world. Along the way, when I got out of business school, I became the first full-time employee and the first President of a fledgling company with an online auction service called AuctionWeb. That company later became better known by its corporate name, eBay. When the company went public in 1998, all of a sudden I went from being in debt and living in a house with five roommates, to having hundreds of millions of dollars in the value of my eBay shares.

Until then, I had not thought much about philanthropy. But with my newfound paper wealth, I resolved to do good things for the world with that money, in smart ways.

The first thing I did, in 1999, was to start the Skoll Foundation. Today, the Skoll Foundation has become the leading organization in the world supporting social entrepreneurs to drive large-scale impact. Each year, we find innovative social entrepreneurs from around the world—people like Paul Farmer of Partners in Health or Ann Cotton of Camfed—and we support them over a multi-year period. We also convene the annual Skoll World Forum on Social Entrepreneurship, at Oxford University. I am proud of the work we are doing together with our partners and grantees. In the words of one of my heroes, John Gardner, we are “betting on good people doing good things.”

In 2004, I resurrected my original vision of telling stories that make a difference in the world by creating Participant Media. Since then, Participant has released over 25 movies, including Good Night and Good Luck, The Kite Runner, Charlie Wilson’s War, An Inconvenient Truth, The Cove and Syriana. Our films have won four Academy Awards and received 18 nominations. But I am most proud of the impact that these films have had on social issues—human rights, Afghanistan, climate change and so on. We even have a social action network called TakePart that is rapidly becoming the online community for social activists and concerned citizens alike. For me, Participant is another form of philanthropy, as I believe that good stories well told can inspire and compel social change.

In 2009, I started a new foundation, called the Skoll Global Threats Fund, to deal with urgent threats that imperil humanity. The first five issues are climate change, Middle East peace, nuclear weapons, pandemics and water scarcity. These are all issues that could bring humanity to its knees if we don’t tackle them together now.

I have already donated about half of my net wealth to these organizations in the last eleven years. I expect to contribute almost all of my wealth to the betterment of humanity either during or after my lifetime. In the meantime, I will continue to tell stories that awaken enlightened self-interest, activate citizen engagement, and galvanize political will. I will continue to double down on innovative solutions that have enduring social impact. And I will continue to support catalytic mechanisms, like the Skoll World Forum and TakePart, that unite the forces of change from all corners and cultures of humanity.

In doing so, I hope also to inspire others to do the same. The world is a vast and complicated place and it needs each of us doing all we can to ensure a brighter tomorrow for future generations. Conrad Hilton said it is the duty of successful people to give back to the society from which their success was derived. I feel privileged to have grown up in Canada and to now live in the US, two countries that value and reward education, hard work and good choices. I feel lucky to have been able to pursue my dreams and I hope that my contributions will in some small way lead to a sustainable world of peace and prosperity.

A handwritten signature in black ink, appearing to read "J Skoll". The signature is stylized and cursive.

Jeff Skoll

John A. and Susan Sobrato, John Michael Sobrato

April 16, 2012

Our Philanthropic Pledge

We are proud to join Warren Buffett, Bill and Melinda Gates and others in making the Philanthropic Pledge. My wife Susan, our son John Michael and I have written this letter because Warren felt it would be unique for two generations of a family to commit to this Pledge together and share our story.

In the 1960s, we were fortunate to have established a family real estate development business in Santa Clara County long before it was to become the area known around the world as Silicon Valley. Over the years we have developed and leased office campuses for most of the prominent technology firms in Silicon Valley including Apple, Nvidia, Oracle, Sony, Yahoo and many others totaling over 15 million square feet. We have also developed or acquired over 10,000 apartment units. The entire business is family owned without institutional partners.

About 15 years ago we made the decision to start a family foundation and when my mother and early partner in the development business passed away, we donated 100% of her estate to our foundation. Susan's and my three children and two of the grandchildren are members of the foundation's board. While the mission of our foundation will evolve over time, we currently provide general operating support and no-cost office space to the most effective non-profit institutions that serve those in need in Silicon Valley. Over 65 non profits in Silicon Valley receive rent free office space. Although there is a great deal of wealth in the Valley, the disparity between the rich and poor is dramatic and growing. Many people don't have the needed skills and education to succeed in today's economy or have other challenges that hold them back. Some of our largest local grants have been given to education and health care institutions because of our belief that everyone should have access to a basic education and health care.

Because of our early estate planning, hard work and luck resulting from being in the right place at the right time, our entire family is now in a position to engage in philanthropy at a relatively young age. Thus John Michael has decided to join Susan and me in making this commitment. Each of us has provided that 100% of our wealth will be given away during our lifetimes or left to the Sobrato Family Foundation, upon our death.

We would hope that this legacy of giving would encourage others to commit their financial resources to worthy non-profit institutions. We are grateful and honored to have been asked to join the Giving Pledge.



John A. Sobrato



Susan Sobrato



John Michael Sobrato

Michele B. Chan & Patrick Soon-Shiong

Our Philanthropic Pledge

Our passion, our mission is to transform health and health care, in America and beyond. Our family foundation was established for that purpose.

Growing up in South Africa during the time of apartheid, we had direct experience of inequality, including great disparities in health and access to good care. After thirty years living in the United States, we see similar disparities in health care on our doorstep in Los Angeles, and across the nation. What was unconscionable to us in South Africa in the twentieth century is just as unconscionable in the United States in the twenty-first.

America has been a land of opportunity for us, as it has for so many immigrants. We are proud to be Americans and we want to see our country strong and healthy. We are blessed to have resources and expertise to contribute.

Our pledge is that, through our family foundation, we will work to erode and eliminate disparities in health care, and to help bring about a system of health care which aims first to keep people healthy, and secondly to ensure that everyone has access to the best quality health care when they need it. We and our children are dedicating our time and our resources to that end.

Ted (d. 2016) & Vada (d. 2013) Stanley

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GIVING PLEDGE

My wife Vada and I are pleased to join others in making the Giving Pledge.

We have been devoting 50% or more of our total income to worthy causes every year for a quarter century, over \$650 million to date, and will continue to do so.


Most of our giving has gone for medical research relating to an area of health that has affected our own family (each family experiences its own particular health problems). We have been funding a search for discoveries to move the science forward in our area of interest. Any wealthy family could pick its own specific area, medical or other, where their money might make a difference.

It has been surprising to us to see how much difference our money has made—considering that our funds are dwarfed by the huge sums spent by government in this same area. We know others have experienced the same pleasant surprise, when they get involved in private philanthropic funding.


People like Andrew Carnegie and John D. Rockefeller led the way—as have Warren Buffett, Bill Gates, and Ted Turner today. Those who fail to follow the example set by these fine people will never know what they have missed. In our case it has been at least as satisfying to give the money away as it was to earn it.

What could be more useless than accumulating huge piles of money you will never spend? (and leaving too much for your children is as likely to harm as to help them.) Much better is to experience the satisfaction of seeing your money make an important difference in some area that could really use your help.

On top of getting that pleasure there is a further reason to do this. When we began giving we were looking to receive nothing in return—but we have seen an important and unexpected “fringe benefit.” We have come to know a number of wonderful people we would not otherwise have met. It happens when you go in this direction: you meet interesting and inspiring people who are out there trying to make this a better world. These are some of the best people you will ever know. We look forward to meeting more such people in the Giving Pledge group.



Ted Stanley



Vada Stanley

Mark & Mary Stevens

OUR GIVING PLEDGE LETTER

We are proud to join Warren Buffett, Bill and Melinda Gates and the others who have committed to the Giving Pledge. My wife, Mary, and I feel very fortunate and blessed that we find ourselves, at a relatively young age, to be able to give our time, treasure and talent to a variety of philanthropic organizations in a substantial manner.

Both of us grew up in middle class homes (Mary in Portland, OR and Mark in Los Angeles, CA) where commitment, hard work, strong values and common sense framed the foundation of our early years. Our parents participated in a variety of charitable giving efforts despite their rather modest means. My mother, Carmela Stevens, had a great saying, “You can’t take it with you..”

We believe that success in any endeavor in life is a product of intelligence, determination and a bit of luck. Mary and I were both lucky to have started our careers in Silicon Valley in the 1980’s and participated in the fabulous growth of the technology industry during the 1990’s. I was fortunate enough to join Sequoia Capital in 1989 upon my graduation from graduate business school. It was very stimulating to finance entrepreneurs who wanted to change the world. Equally as rewarding was to see how Sequoia’s limited partners (largely foundations and endowments) applied their investment gains from us into meaningful initiatives to support education, help improve health care around the world, protect the environment, etc.

As the new century approached, Mary and I realized that we had more than enough wealth that we would ever need and began to think about what to do about it. There were four options: 1) give it to your kids (we have three), 2) let the government take it from you and redistribute it, 3) spend with reckless abandon or 4) donate virtually all of it to causes and organizations that we feel could make a difference in the world. The first option would inhibit our children’s dreams and motivations; the second option is very inefficient; the third option is not part of our DNA. We are thrilled to devote a significant portion of our future time and energy to option four.

I suppose we are in the “early innings” of our philanthropy. Our focus in the past ten years or so has been supporting our college and high school alma maters and our children’s schools. More recently, we have extended our support to other areas including health care research (cancer and neurologic

Mark & Mary Stevens (Continued)

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diseases), local health care delivery, the environment and community organizations. Over time, our philanthropic aperture will likely widen and, simultaneously, will deepen in a few areas that we feel especially passionate about. We hope that as our children reach adulthood that they will join us in our family's philanthropic mission.

We look forward to joining all of the other Giving Pledge families to foster a world that is a much better place in the coming decades.

Mark A. Stevens *Mary Stevens*

Tom Steyer & Kat Taylor

I am a 53-year-old married investor. My wife and I live in San Francisco, which we love. We have four kids, the oldest of whom is 22 and the youngest of whom is 16, whom we also love. Almost by accident—we've focused on good investing not making money—we currently have more assets than we could reasonably spend in our lifetime. Our original impetus for saving money revolved around wanting our kids to enjoy the same educational opportunities that we had, so that they could succeed on their own terms, assuming that they worked hard. That's what our much appreciated parents did for us. We never aimed to endow our children with wealth. After honest conversations with each of them, singly and together, we know that they don't want that either. We also worried about affording excellent healthcare for our family. But otherwise, we enjoy our life here in California and don't require more material possessions.

We want to leave our kids a different kind of inheritance, an example of at least trying to lead a worthy life. In that regard, John Gardner long ago counseled us to “do” things as opposed to trying to “be” someone; in his opinion, seeking “to be” inevitably leads to egocentric outcomes. Traditionally, societies focused on ancestor-worship, but as Americans, we have mostly descended from penniless, indentured, or fugitive antecedents, so it really makes no sense to us to try to derive importance from our birth, and thank goodness for that.

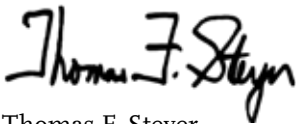
As luck would have it, we live in a city named for a man famous for actively denying his birthright—a birthright not of ambiguity or even scandal but of confirmed privilege. He stripped himself of his worldly goods (including clothes), identified with animals, and kissed the sores of lepers. Because what he did came to define him, St. Francis is our epitome of a “to do” kind of guy. While we might struggle to emulate his example in many ways (while keeping our clothes on), we can see that an active life like his—he spent it famously consoling, understanding, loving, giving, and pardoning—promises the greatest satisfaction.

Admittedly, in our case, “to do” is inextricably wound together with “to have.” Having assets has enabled us to organize projects which we otherwise could not have and which we hope will leave our community and neighbors—both near and far—better off, at least in some small part. If we succeed, we will have left a wonderful legacy for our kids, and we can't dismiss “having” resources as an irrelevant aspect of that. But our pleasure and pride in life come from working with valued partners, not owning things or totaling up our net worth. Therefore, along with Mr. Buffett and after due consideration, we pledge the bulk of our assets to philanthropic activities carried out over the course of our lifetimes.

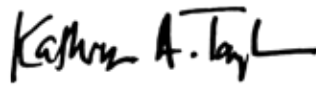
We will not, however, do so heedlessly. We do not knock other approaches, but we have strong opinions based on lessons learned about how to “invest” our resources on behalf of the common cause. For one, we harness wherever possible the power of markets to direct investment effectively, even as we recognize their inherent limitations. People of all income categories know what they value and will demonstrate that most convincingly by where they are willing to dedicate their scarce resources. At the same time, we know that markets do not price externalities and shouldn’t be expected to support adequately public goods like education or clean water. There is, after all, an abidingly important place for government, social compact, and social conscience. Muhammad Yunus and the Grameen Bank family of social businesses have made a major impression on us, as they’ve successfully engineered good incentives, rewarded industry and measured success—and failure—to good outcomes for all people.

We will also strive to make our pursuits fun and constructive—as an older and wiser friend advised us to do. We do plan to give the vast bulk of our money to charitable pursuits, not to our descendents, but we expect every minute of the ride will be exciting and engaging. That doesn’t compare in our minds with the sacrifices that other Americans have made in terms of effort, danger, and life itself on behalf of their country and fellow citizens. But we relish the opportunity to do our part and leave our collective campsite cleaner and better tended than we found it. It’s our pleasure at least as much as our obligation. We hope St. Francis approves.

Sincerely,



Thomas F. Steyer



Kathryn A. Taylor

Jim (d. 2014) & Virginia Stowers

Our Philanthropic Pledge

Our Pledge: More than 99% of our wealth will go to philanthropy during our lifetime or at death. We have already started our giving. Our children have already been provided for.

Virginia and I wanted to give back something more valuable than money to the millions of people who made our success possible with American Century Investments. We wanted to give people “Hope for Life”—Hope for a better life. Our vision is to make a significant contribution to humanity through medical research by expanding our understanding of the secrets of life and by improving life’s quality through innovative approaches to the causes, treatment and prevention of diseases.

In 1994 we began by creating the **Stowers Institute for Medical Research** to pursue a very distinctive approach to basic science. It took six years to plan and develop the world-class campus and its laboratories in Kansas City, Missouri. The doors finally opened in November 2000.

Today, the Institute is already recognized as one of the best basic biological research organizations in the world.

The Institute focuses on outstanding science.

Many of the scientists have been acknowledged both nationally and globally for their individual excellence.

The scientists are not given **tenure**—rather they are given **term appointments** that are renewable based on research excellence and productivity.

The Institute’s **Scientific Advisory Board** composed of seven internationally recognized scientists. It is **extremely important** to note that this independent board must unanimously determine which investigators the Institute **can accept** and which it **can retain**.

The research scientists enjoy the benefits of a world-class campus and state-of-the-art Technology Centers, both of which enable them to make discoveries at an unprecedented rate. Our scientists have given all their intellectual property to the Institute so that they can receive 50% of the profits once it is commercialized.

Other features which are extremely important.

Our scientific effort is made possible by the proceeds the Institute receives from the Hope for Life Endowment; which is truly the lifeblood of the Institute.

When you make a gift to the Stowers Institute, the experience is **radically different** from giving to other worthwhile causes. Why is it different?

- Your money **is not** immediately spent. **All proceeds** are added directly to the “**Hope for Life Endowment**” of the Institute.
- You will become personally involved in the long-term effort, because **you are issued “Hope Shares.”**

Each year at least 3 ½% of that dynamic long-term endowment will be spent for scientific research. The endowment is invested for long-term appreciation and, over time, should earn more than the 3 ½% that is paid out for scientific research each year. This is endowment-based research.

The Institute issues you Hope Shares to indicate your degree of investment in the endowment for uninterrupted scientific research.

The minimum initial Hope Share investment is \$1,000.

The Hope Shares are registered in your name, while the value remains with the endowment of the Institute. The value of your shares fluctuates along with the value of the endowment.

As an owner of Hope Shares, you will:

- Become personally involved in the long-term effort to provide “Hope for Life”—Hope for a better life for everyone.
- Be remembered forever for your gift to research, because ***your gift keeps on giving each year.***
- Receive regular Stowers Reports so that you can follow our progress in medical research.
- Receive your “Hope Share Statement,” informing you:
 - The amount you invested during the year.
 - Your total investment.
 - The present value of your “Hope Shares”
 - The amount you are contributing to scientific research this year.

**We believe whenever the very best scientists
work together as a team, supported by dedicated leaders,
advanced technology and uninterrupted funding,
great discoveries will happen.**

Vincent Tan Chee Yioun

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Vincent Tan Chee Yioun – Giving Pledge Statement

Coming from a relatively poor family and without the benefit of a formal tertiary education, I have been blessed with material success beyond my wildest imagination. Yes, I have worked hard and smart, but there are many who undoubtedly have worked harder and who are far smarter than I and yet have not achieved the same level of material success. My success could not have been possible without divine blessings.

I am also keenly aware that there is only so much money that a person needs for himself and his family and this brings home the sense that when one is blessed with great wealth beyond what is needed, there is a corresponding moral and social responsibility to put the money to good use. For this reason, I have for many years done my part to help the less fortunate and under-privileged through monetary donations and other means of material support. I have also established a foundation known as Better Malaysia Foundation to organize and focus these efforts with the aim of giving back to the community and generally making Malaysia a better place. This, in part, is also to return to society what I have benefited through the support my fellow Malaysians have given to the various businesses of both the publicly listed Berjaya group of companies of which I am the major shareholder and my other privately held concerns.

Ideally, acts of philanthropy are better kept private but I have been inspired by the philanthropic works of Bill Gates and Warren Buffett and their effort to encourage the wealthy to pledge at least 50% of their wealth for philanthropic purposes. It has led me to ponder and consider how I can better manage and use my wealth for philanthropy, and to also publicly make a pledge to donate at least half of my wealth for philanthropy during my lifetime.

It is my hope that with my joining the Giving Pledge, more wealthy Asians, and in particular Malaysians, will be inspired to use their wealth and resources, and perhaps even pledge to donate at least half their wealth, for philanthropic purposes.



Vincent Tan Chee Yioun

Tad Taube

February 4, 2013

Dear Warren:

I feel privileged and honored to join you and our fellow Giving Pledge members who have committed ourselves to participate in the Pledge. Each of us has set forth our respective reasons for participating in the Pledge—I hereby offer mine.

My life began in Poland in the early 1930s, the only son of a reasonably well-to-do Jewish family. My parents had the foresight and the luck to immigrate to the United States on the eve of the Nazi invasion of Poland. We lost most of our family, who were not so lucky, and in the early 1940s of the World War II era, I was witness to my mother and father scraping to make a living and mourning the losses of those left in Poland. But I never forgot that we were survivors in a land of opportunity—eventually my parents were the beneficiaries of the American Dream and later I too was able to realize for myself the opportunity to become a participant in that American Dream.

There has existed in the minds of refugees, who have been embraced by this great country, a level of gratitude for the opportunities made available to us that is somewhat analogous to a debt that we feel needs to be repaid. Some of us refer to that feeling as wanting to “give back”—I personally prefer to call it wanting to “share opportunity”. And in terms of the time, energy, and money already contributed by me to replicate such an opportunity for others, my family and I have already more than fulfilled the intent of the Giving Pledge. However, it is my plan to continue my commitment to Giving throughout my life and eventually through my estate plan.

The challenges I perceive today are vastly different than those that drove my earlier philanthropy. After escaping the ravages of the Holocaust, I was privileged to grow up in a country dedicated to equal opportunity. A country that admired success, inspired responsibility and rewarded work ethic. Unfortunately, we seem to have lost our way. We appear to have moved away from such admiration of success; and our government policies serve to diminish work ethic and personal responsibility. We took pride in our public education system and one of the world’s best—to what we now perceive to be a national problem.

Because pride of country and promoting a replication of its successes drove my early philanthropy—concern with a diminishment of our national character is driving much of my philanthropy today. Education reform initiatives, public policy programs, advocacy forums, and constitutional education workshops now represent an increasing level of my philanthropic dollars.

Tad Taube (Continued)

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I have high hopes that we are witnessing a cycle where even great morally strong nations stumble for a time. I share a strong belief with other similarly minded philanthropists that, in part through our effort, our great American experience will survive and prosper stronger than ever.

Respectfully

A handwritten signature in black ink, appearing to read 'Tad Taube', with a long horizontal flourish extending to the right.

Tad Taube

February 2013

Claire (d. 2014) & Leonard Tow

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September 13, 2012

Dear Bill:

Thank you for your invitation to join with you and Warren and the other eighty in your philanthropy pledge.

Claire and I never believed that the wealth we accumulated was truly ours. From the beginning we believed that we were only lifetime stewards of our good fortune and were charged with redeploying it for useful societal purpose. After many years of check-writing in response to appeals for help, we concluded that we could better maximize the impact of our giving by focusing our philanthropy geographically and in activities where we could make a difference. In 1988, we organized The Tow Foundation and staffed it professionally. We narrowed our focus of interest to the tri-state New York Metropolitan area and within it to concentrate our investments in four areas of interest: Medical Research and Care, Disadvantaged Youth and the Juvenile Justice System, Cultural Institutions and the Performing Arts and Programs at Institutions of Higher Learning in need of funding.

After allocating a small portion of our estate to our children and grandchildren, it is our intent to distribute as much as we can find reasonable purpose for during our lifetimes, with the remainder to go to the Foundation to continue to pursue the above described purposes.

We are pleased to join with you and Warren in this pledge to give back what we have been so fortunate to accumulate.

Claire and Leonard Tow

Ted Turner

Ted Turner's philosophy on philanthropy and personal giving:

Giving back was instilled in me by my father at a young age. In addition to being active with Rotary and other civic organizations, my dad was also philanthropic with his own small resources. Not only did he make contributions to causes that he cared about, he also supported the tuition of two African-American students at his alma mater, Milsaps College in the late 1950s. It made a big impression on me to see someone as hard-charging as my father take the time to quietly help out two young people like this. Sometime during the 1970s, before I made a significant amount of money, I attended a seminar on philanthropy. At dinner I was seated next to a man who was quite a bit older than I and we began discussing charitable foundations. He told me about his family's foundation and the good things they were doing around the world. I filed this away in my mind and told myself that if I were ever wealthy enough to have a foundation, I'd be sure to make it a family foundation so that my children would be involved and understand the importance of giving back.

Fast forward twenty years to September 1997. I was being honored as the 1997 Man of the Year by the United Nations Association and I was contemplating what I'd say that evening. Good thoughts about my family's foundation, the Turner Foundation, starting flooding my mind, and I smiled at the fact that we had already invested several hundred million dollars in grants and had made a significant impact on so many people and organizations around the world. I wish I could remember who that man was who first gave me the idea for a family foundation, because I owe him a debt of gratitude. The Turner Foundation helped me understand the impact we all can have through philanthropic contributions. My experiences with organizations like the Better World Society opened my eyes to the power of assembling a team of international leaders to address global issues. Had I not experienced working with these two organizations, I don't think I would have had the confidence to move forward with what I was about to propose to the United Nations that evening. That was the night my \$1 billion pledge was heard around the world and the United Nations Foundation was born. I also made it clear that while the amount I was giving away was certainly a lot of money, I was also putting other rich people on notice that I would be calling on them to be more generous. Now that I was pledging such a large amount, I could lead by example, and it was time for me to get out in front of the parade.

Over the years, the United Nations Foundation has done innovative work to make the world a better place and has helped strengthen the U.N. in the process. This gives me a lot of satisfaction, as have my efforts to influence other wealthy people to become more active in philanthropy. After the billion dollar pledge, I challenged my fellow billionaires to do more. I realized that many of them used their net worth as a way to keep score and they enjoyed seeing where they ranked on lists put out by magazines like Fortune and Forbes. Understanding how competitive most of these people were, I called on the

media to start publishing lists of people who gave away the most. I figured that this would not only motivate people to try to get to the top of the philanthropy list, it could also shame some whose names didn't show up. Slate.com was the first to take up the list idea and other media outlets joined in later.

To date, I've visited more than 60 countries in every part of the world. In addition to making a lot of friends, I've also seen firsthand the desperate challenges facing so many people. It's been eye-opening for me and I've discovered that the more people you meet, the more you learn, and the more you learn, the more you want to help, and the more you help, the better you feel. These days, I'm putting my resources and energies toward tackling the world's more important issues. The three problems that concern me the most are the threat of nuclear annihilation, climate change and the continuing growth of the world's population. Sometimes these problems can seem overwhelming, and when they do, I remind myself of a conversation I had many years ago with Jacques Cousteau. I asked him if he ever got discouraged or worried that the problems he was working on were insurmountable. He looked at me and said, "Ted, it could be that these problems can't be solved, but what can men of good conscience do but keep trying until the very end?" At that moment, his very words inspired me to want to do even more.

I don't measure success in numbers, but I consider my contributions of more than 1.3 billion dollars to various causes over the years to be one of my proudest accomplishments and the best investment I've ever made. Those dollars have improved lives, saved species, fought disease, educated children, inspired change, challenged ideas and opened minds; and at the time of my death, virtually all of my wealth will have gone to charity.

Looking back, if I had to live my life over, there are things I would do differently, but the one thing I would not change is my charitable giving. I'm particularly thankful for my father's advice to set goals so high that they can't possibly be achieved during a lifetime and to give help where help is needed most. That inspiration keeps me energized and eager to keep working hard every day on giving back and making the world a better place for generations to come.



Ted Turner

Albert Lee Ueltschi (d. 2012)

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September 18, 2012

Al Ueltschi – Aviation Training Pioneer Signs The Giving Pledge.

“Like FlightSafety International, HelpMeSee is focused on training. Instead of pilots, HMS intends to train thousands of cataract specialists in a miracle surgery that takes as little as 5 minutes and costs as little as \$35.”

By any possible measure, I have had an extraordinarily fortunate life (and a long one) for which I am very grateful. I couldn't be more thankful for the life I have been lucky enough to live in the best country in the world. If I didn't have ten bucks in the bank, I would still feel this way. I have been so fortunate in my professional life that I want to give it back to society in a meaningful way. So, I'm happy to sign on to the Giving Pledge, because every one of us has the opportunity—and the obligation—to make a difference by helping other people.

I started my life on a dairy farm in very modest circumstances, where there was an abundance of hard work and great love. My parents, Robert and Lena Ueltschi, nurtured in all of us a respect for one another and a deep sense of responsibility. They likewise nurtured each of our dreams and hopes. For me, that dream was to fly. It's hard to explain how utterly preposterous my idea of becoming a pilot would have seemed at the time. The Great Depression was on, and our family of nine lived on the thinnest of margins, and here I was, the youngest, jabbering on about flying airplanes. They encouraged my big idea. When I decided to start a hamburger stand called the “Kitty Hawk” to earn money for flying lessons, it was their faith in me that made it all possible.

I became a pilot, going from barnstorming, to commercial flying, eventually ending up at Pan American World Airways. It was the airline I most wanted to fly for, and from the moment I arrived, I knew that I'd found a home. It was my great luck to end up as the executive pilot to Juan Terry Trippe, the man who created Pan Am and a true aviation visionary. He started Pan Am in his twenties, and built it into the greatest airline that ever was in just a dozen years. I spent the next 25 years as his personal pilot, learning from this brilliant businessman who became my dear friend and mentor.

At Pan Am, safety of our passengers and crew was an obsession. As I spent more time as a corporate pilot, it was clear to me that there was a real need for training programs for corporate pilots similar to the kinds of training I received as a pilot at Pan Am. So, in 1951, with the encouragement of Mr. Trippe and the blessing of my wife, Eileen, I took out a \$15,000 mortgage on my house and opened FlightSafety. From the very first, we knew that what we were trying to do mattered. It was important to the industry and important to our clients. In the end, it was about saving lives.

As aviation grew, so did our business. Our business model evolved over time, but our fundamental beliefs did not. FlightSafety International was built on some guiding principles: striving to be the leader in our field; staying disciplined; and focusing on contributing something back to our customers and the industry. Its success was thanks to the contributions of remarkable and talented colleagues. I know for certain that I can never repay their trust, their patience and, in some cases, their forgiveness.

Building a business and raising a family can sometimes feel at odds with one another, but I was blessed beyond my wildest dreams by my wife, Eileen, and our four wonderful children. Their love and support for my vision of making a difference with FlightSafety were critical contributions that never showed up on any balance sheet, but were equally important to the success we achieved.

Vision is fundamental to so much of my life's work. It started with Orbis International 30 years ago when I lent a hand to transform an old DC-8 airplane into a flying eye hospital. Orbis International programs have helped save or restore the eyesight of millions of people by training ophthalmic professionals in the developing world and distributing medications. Orbis is one of the finest applications of an airplane ever.

Unfortunately, there remain more than 40 million people who have lost their sight needlessly and those numbers are going up at an alarming rate. Half of them are blinded by untreated cataracts. In many regions of the developing world, 60-70% of all blindness is cataract related. In addition, there are close to two hundred million who are visually impaired by cataract disease leading unfulfilled lives. This is all happening in spite of the existence of a miracle surgery called Manual Small Incision Cataract Surgery (MSICS) which takes as little as 5 minutes to perform and costs as little as \$35. With the encouragement of my son, Jim, we founded a not-for-profit organization called HelpMeSee. Its purpose is to promote MSICS and deliver a high fidelity simulator-based training system to train 30 thousand highly skilled MSICS specialists. We have assembled a wonderful team of medical, simulator engineering, instructional courseware designers, management, development, and financial experts.

I am personally committed to validating the efficacy of high fidelity simulator training of Manual Small Incision Cataract Surgery (MSICS). If we are successful as I expect we will be, for the first time millions of the poor cataract blind and visually impaired will have real hope of sight restoration.

I want to thank my friends Bill Gates and Warren Buffett for spearheading The Giving Pledge. I am proud to be in such good company with people who care so much. I particularly want to thank

Albert Lee Ueltschi (Continued)

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Bill Gates for his encouragement and help. We expect to work with the Bill and Melinda Gates Foundation for a very long time. Global health is where we want to make a difference.

I have never seen a hearse pulling a U-Haul trailer. You can't take it with you. My share will be contributed to helping the least advantaged people in the world lead healthy and productive lives through medical innovation. Pick your passion and make a difference!

A handwritten signature in black ink that reads "Albert L. Ueltschi". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

A.L. Ueltschi

Hamdi Ulukaya

May 28, 2015

I grew up in a Kurdish dairy-farming family in Eastern Turkey. Anatolia is a bridge between the East and the West and has a rich history that you see in the faces of its people. The hardworking, communal culture shaped me as a person.

In 1994, I came to New York to study English and later became drawn to the idea that anyone can start something in America - all you needed was a dream and the willingness to take a risk. The small farming towns in Upstate New York reminded me of Anatolia. The people, like the shepherds I grew up with, lived off the land and gave what they could. After a few years, I took a loan from the Small Business Administration, bought an old yogurt plant and brought a small group of us together to make the real, wholesome yogurt of my childhood. We called the company Chobani, "shepherd" in Turkish, to put the hardworking, giving spirit of farmers into the heart of the company.

From the start, I wanted Chobani to be committed to making better food for more people and to stand for something even bigger than the natural food we made. Since day one, we have given 10% of our profits to charity through the Chobani Foundation and stayed true to our mission to make food the right way, and make it available to all. Building Chobani, I found that the real power of entrepreneurship was the impact you can have on communities. Ultimately, Chobani's journey proved that if you have the right mindset, the sky is the limit.

My story, like so many others, is only possible in America. The magic and power of the American dream is something I believe should be available to everyone - and is part of my hope for a modern Turkey and for entrepreneurs around the world.

In the decade since I started Chobani, dramatic changes have occurred around the world. One result has been a shocking increase in the number of people made homeless by conflict. Today, more than 50 million people - most of them women and children - are living as refugees or displaced people, robbed of life's opportunities by war, persecution and natural disasters.

My new personal foundation - Tent - will be an integral part of my commitment to helping the world's refugees. There are thousands of incredible, passionate people around the world working with refugees every day in organizations like UNHCR. Tent will be a vehicle for bringing support, providing partnerships and urgently needed assistance to refugees, and for building support for the policies that can help end this refugee crisis.

Hamdi Ulukaya (Continued)

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I have always planned to give most of what I had. Growing up, I watched my mother give to those who needed and it came from the most amazing place in her heart. She put a smile on people's faces and that always stayed with me.

Today, I dedicate my signing of the Giving Pledge to my mother and I am publicly committing the majority of my personal wealth - along with everything else I can do - to help refugees and help bring an end to this humanitarian crisis.

I believe that as people who have been blessed with opportunity in our own lives we must give hope to others.

I thank Bill Gates and Warren Buffett for providing the inspiration for this important commitment and hope that my commitment to the Giving Pledge will in turn inspire others to do the same.

Hamdi

Sunny & Sherly Varkey

OUR GIVING PLEDGE

I am humbled by the generosity of those with whom I share this pledge and am honored to share in this endeavor with them. I am also humbled by the work of Bill and Melinda Gates, and Warren Buffett, themselves wonderful champions of education. They have inspired us to commit to the Giving Pledge and we hope in our own small way we will encourage others to do so also.

I have been fortunate that I grew up in a family where charity was ingrained in us from a very early age. We were immigrants to a new country, Dubai, United Arab Emirates. Even, when my father earned a small amount, a large percentage was shared with the community we lived in, sometimes at the cost of our own comfort. To this day, our underlying philosophy remains that good giving 'pinches', meaning that the sacrifice you make, has to be felt, else, the act remains just another financial transaction in our lives; and therein lies the appeal of the Giving Pledge to us.

I was also lucky that my parents were school-teachers. They always placed a great emphasis on the value of education. While perhaps I didn't live up to their expectations as a student, I saw the impact they had on people's lives. I have always believed that education is key to fixing so many of the world's greatest problems: violence, poverty and health. It all starts with education.

These two pillars of charity and education have always guided me, and out of them came the Varkey Foundation, to change lives through education around the world. We, particularly, focus on capacity building interventions for teachers and school leaders, and championing their work through initiatives such as the Global Teacher Prize. Everyone deserves a great teacher. Through the Giving Pledge we hope to take these efforts to a greater level.

Yours sincerely,



Sunny & Sherly Varkey

Dubai, United Arab Emirates

Sanford & Joan Weill

We are delighted to lend our support to Bill and Melinda Gates and Warren Buffett's novel idea of a "Giving Pledge." We applaud their leadership and encourage others to join this effort at a very important time in our history given the severe economic impact virtually everyone and every institution has experienced over the last couple of years.

Our Pledge is this: We will continue to give away all of the wealth we have been so fortunate to make except for a small percentage allocated to our children and grandchildren between now and the time we pass because we are firm believers that shrouds don't have pockets. Furthermore, we pledge to continue to work tirelessly each and every day, donating our time, energy, experience, passion and intellect to the causes and organizations we have been involved with for many years because, for us, philanthropy is much more than just writing a check.

Philanthropy has been a large part of our lives over the last three decades and is something we are deeply passionate about and enjoy doing together. In the early days, we used to say that Joan took care of the streets and Sandy took care of culture. In any case, we look at a non-profit the same way we look at a company—investing in a nonprofit is like buying stock in that organization.

Education and partnership are at the heart of everything we do philanthropically and we make long term commitments to the organizations we lead: Sandy is currently the Chairman of the National Academy Foundation (since 1980); Carnegie Hall (since 1991); and Weill Cornell Medical College (since 1996), while Joan is Chair of Alvin Ailey Dance Foundation (since 2000); Paul Smith's College of the Adirondacks (since 2005); and Co-Chair of the New York Presbyterian/Weill Cornell Medical Center Women's Health Symposium (since 2000).

Each day we are touched by the incredible work people from the organizations we are associated with, as well as countless others are doing. They are changing the world and helping bridge cultural divides thru education, healthcare and the arts. Among some of our proudest moments in philanthropy to date include: opening up the first American medical school overseas in Qatar in 2001 following the tragic events of 9/11 and at a time when many questioned doing something in the Middle East, as well as aiding in the development of a medical school in Tanzania and an HIV/AIDS clinic in Haiti; seeing Alvin Ailey be recognized as one of the most acclaimed international ambassadors of American culture and having a home which is the nation's largest facility dedicated to dance; raising \$60 million in one evening at Carnegie Hall to establish broad reaching music education programs; and working with nearly 50,000 students in over 500 academies of finance, hospitality and tourism, information technology and engineering each year and seeing 90% of them graduate, often the first in their family to do so. make mistakes; and whatever you do, be passionate about it.

Sanford & Joan Weill (Continued)

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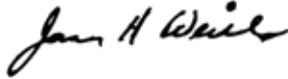
Our journey together through life over the last 55 years has been nothing short of amazing. We have learned a lot and been blessed beyond our wildest imaginations. From our experiences in philanthropy, we have found the following lessons very useful: Keep it focused, you can't do everything; the busiest people can always do more; you can run a better private business if you help run philanthropic enterprises; don't be afraid to hire people smarter than you; don't be afraid to make mistakes; and whatever you do, be passionate about it.

In the years we have left, we want to continue to try and do whatever small part we can to leave the world a little better than we found it. That return on investment would be unquantifiable and something we would cherish the most.

Sincerely,



Sanford Weill



Joan Weill

Dr. Herbert & Nicole Wertheim

“Making Life on Earth Better” is the Wertheim Family’s motto.

Nicole and I were delighted to meet and spend time with The Giving Pledge founders Bill and Melinda Gates and Warren Buffett at the Smithsonian Museum in Washington a few months ago. Their invitation to the organization is welcomed and of great value in that it will enable us to collaborate and get to know other individuals and families who are making a positive difference with their ideas, wealth and time.

I was a 9th grade high school dropout with dyslexia from a disadvantaged home, a survivor of the Miami Juvenile Detention System for truancy. Today 60 years later with three doctorates, I am a 2011 Horatio Alger Medal of Distinguished Americans Awardee, the Chairman of the Florida International University (FIU) College of Medicine, Trustee Emeritus (after 30 years of service) to the University, and Honorary Chairman of the University Of Florida College Of Engineering. The invitation to join the Giving Pledge would have been unimaginable many years ago as a young man seeking his future, a true testament to the opportunities that only America can offer. My emancipator was Dr. Ben Shepard, a physician and juvenile judge who recognized something special in me and made it possible for me to enter the US Navy as part of a special juvenile program on my 17th birthday — a four-year stint that would be in lieu of my being transferred to the State Juvenile Detention Center. The Navy fed me, clothed me and educated me, and gave me the desire to go to college and become an electronics engineer. I subsequently became a NASA engineer working at Cape Canaveral in manned space flight, and became a friend of the original seven astronauts, including my lasting friend John Glenn. After becoming interested in the eye and the brain I received a State of Florida scholarship to get my doctorate in optometry, and became a visual neurologist. Looking back, I recognize that I would not have achieved the education and opportunities that I have had without the help of our public university education system. Giving back to public universities, so others may have the opportunities I received, has therefore been a longtime passion of mine.

As a clinician, researcher, entrepreneur, and founder of Brain Power Incorporated, the world’s largest manufacturer of ophthalmic instruments and chemicals, I was able to improve the standard of care for eye health. My discovery as an eye doctor more than 40 years ago of the dangers of UV and blue light, and the meticulous incorporation of sight saving filters into eyeglass lenses, has helped prevent cataracts and macular degeneration in millions of people each year. Furthermore, my continuous sight saving research and subsequent products developed by me and my teams have been recognized and honored by many organizations and institutions, and have resulted in the awarding of more than 100 patents and trademarks.

The Wertheim Family Foundation, of which I am Chairman, has funded hundreds of domestic and foreign charities, projects, and organizations since its established almost 40 years ago, including major

exhibits at Zoo Miami, construction of Vail, Colorado Public Radio station KPRE, Florida International University's 1000-seat Herbert and Nicole Wertheim Concert and Performing Arts Center, FIU's Horticultural Research Conservatory, the establishment of The Herbert Wertheim College of Medicine at FIU in 2006, and major funding for The Nicole Wertheim College of Nursing and Health Sciences at FIU in 2012. The Foundation's newest project is the \$300 million University of Florida collaborative initiative Herbert Wertheim College of Engineering, including the soon to be completed 100,000 square foot Herbert Wertheim Laboratory for Engineering Excellence.

Each year my wife Nicole and I, along with our two daughters, Erica Wertheim Zohar and Vanessa Von Wertheim, both Foundation members, dedicate substantial time and talent to support the Foundation's awarding and fundraising efforts for more than a hundred scholarships, fellowships, professorships, and financial aid programs in medicine, nursing and related healthcare, performing arts and engineering, including the most recent Million Dollar Horatio Alger Engineering Scholarship Program at the University of Florida.

Many of America's private universities have more than 20 times the endowments of most public institutions of higher learning, and our state legislators are decreasing funding to these public institutions that needs to be made up by private funding. Our family's talent, time and energy will be dedicated to The Wertheim Family Foundation's future efforts to support the endowments of public universities and colleges.

Herbert Wertheim OD, D.Sc., M.D. (hc) Nicole Laurenti Wertheim

Sir Ian Wood

13 February 2015

Sir Ian Wood letter to The Giving Pledge

I had the great fortune to graduate from university in Scotland close to the beginning of the UK North Sea offshore oil developments.

In 1970, our family business, the John Wood Group, was essentially a start up in the oil & gas industry and, in the intervening period, grew to 43,000 people with \$7bn sales, working in 50 countries around the world and quoted on the UK stock market in 2002.

My family and I have always shared the view that, in this global world, we have an underlying responsibility for each other, whether our neighbour at home or wider humanity across the globe. My significant international oil & gas travels brought me into direct contact with many examples of severe hardship, inequity and in many cases human deprivation and misery, particularly in the African continent. Thus, as I stepped up from Chief Executive to Chairman at Wood Group some 7 years ago, I set up The Wood Foundation with the main focus on applying venture philanthropy principles to invest both money and expertise to support the development of agriculture and smallholder farmers in Sub Sahara Africa.

After researching a number of countries and agriculture sectors, we chose the tea industry and have focused initially on Tanzania and Rwanda. Our approach is to work within local communities with smallholder farmers helping them to help themselves. It's about financing, supporting and encouraging them to increase the yields and quality of their tea and getting a better price for their output by adopting a more business-like approach. Over the period, we've been able to demonstrate significant improvements in yield and quality and help negotiate better tea prices, and thus significantly improve their income.

We are now working with 45,000 smallholder tea farmers in the two countries. Our support has included taking ownership of two tea factories in Rwanda, where we're operating in partnership with the smallholder farmer co-operatives with a view to them taking ownership of the factory over a period of time, provided acceptable governance and management skills are developed and demonstrated. We're also developing new greenfield tea areas by financing and facilitating the smallholder farmers through the challenging 3-4 year period of developing the tea bushes. Here, we work in partnership with a big tea processor who is looking to secure new supply sources. We generally persuade the factory owner to participate in the training and skills enhancement programmes for the smallholder farmers as well as the drive to improve yield and quality.

In Africa, we are working in partnership with Lord David Sainsbury's Gatsby Trust, with the Wood Foundation managing and delivering the tea programmes. We have built up an excellent professional tea industry management team and have now got full capability in all aspects of tea growing and processing. We are prepared to work in partnership with other Foundations where we have shared objectives and the co-operation can achieve genuine added value.

Our philanthropy is also very much alive in the UK where we have a number of programmes focused on tolerance, citizenship, enterprise and poverty in young people. We are particularly proud of our young philanthropy programme in schools (developed from the Toscan Casale YPI programme in Canada), which is very successfully introducing philanthropy to the next generation.

I look forward to the opportunity of meeting the members of The Giving Pledge and sharing ideas and knowledge on how we can generally make the world a better place to live in, particularly for the oppressed, under privileged and needy.



Sir Ian Wood
Chairman

Hansjörg Wyss

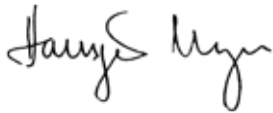
November 19, 2013

Dear Bill & Melinda:

President Thomas Jefferson reminds us: "There is a debt of service due from every man to his country proportioned to the bounties which nature and fortune have measured to him."

I have been fortunate to benefit from the opportunities endowed by this nation, its land, and our world. I am determined to fill my duty to others so we may always expand the reach of human possibility and compassion.

Best regards,

A handwritten signature in black ink, appearing to read "Hansjörg Wyss". The signature is fluid and cursive, with the first name "Hansjörg" written in a larger, more prominent script than the last name "Wyss".

Hansjörg Wyss

Samuel Yin

My Giving Pledge

May 7, 2013

I am delighted and honored to join you in the Giving Pledge, and commit to placing 95% of my wealth into a trust for charitable causes during my lifetime.

I have been in active support of higher education and scientific research through awarding scholarships, founding colleges and establishing research prizes. Through my philanthropic vehicles, I shall continue to seek to inspire individuals to work for the betterment of our society and to collaborate with organizations to meet social and environmental challenges.

I believe that there will be more people in Taiwan to join the Giving Pledge and together we shall make the world a better place for all species.

A handwritten signature in black ink that reads "Samuel Yin". The signature is written in a cursive, flowing style.

Samuel Yin

Charles Zegar & Merryl Snow Zegar

Giving Pledge Commitment

It is our view that wealth is both a blessing and a responsibility. We have been most fortunate to be blessed with bounty in our lives and it is our moral obligation to share this bounty by giving. For us, wealth creates a sacred trust to be put to use in helping to repair our world in impactful ways to improve the lives of others and hopefully advance our human condition through our efforts in giving.

Neither of us were born to families of wealth. Chuck's Dad was a train operator for the New York City Transit Authority and his Mom occasionally performed as a singer and comedian over the summers in the "Borscht Belt" of the Catskills. Merryl's Mom was a second grade school teacher and her Dad an insurance salesman, when he was actually working, although he would sometimes hold other jobs too — Hebrew School teacher, High Holiday Cantor, and business "consultant" (or so he liked to call himself). Both of us experienced financial strains growing up, and sometimes even hardship. Both sets of our parents respectively divorced under difficult circumstances - creating even more turmoil — financial and otherwise.

We both know what it means to struggle and so can appreciate the struggles of others. We say, "There but for the grace of God go I." Though Chuck worked hard to attain his success, he always says that luck played a part in it. We are grateful for that luck and for the opportunity Chuck was given to make our fortune at Bloomberg and hence seek to help those who are less fortunate.

Since we were already committed to giving in a major way, committing to the Giving Pledge and giving away at least half of our fortune during our lives or at our deaths was not a big leap for us. When Michael Bloomberg, so dedicated to his own philanthropy, asked us to consider joining the Giving Pledge, we had already formed a foundation — the Zegar Family Foundation, which is the primary vehicle through which we are making gifts to others. The mission of our Foundation is "to give back by improving the lives of others and enhancing the communities around us". We currently give to deserving organizations we carefully select to further our philanthropic impact in the following principal areas:

- Science & Medicine — Advancing scientific and medical knowledge through innovative research, especially basic research often neglected by governmental and other funding.
- Education — Supporting educational institutions, primarily in the higher educational area and providing college access and success for the less advantaged students who desire to attend them.
- Economic Opportunity and Human Services — Helping disadvantaged people help themselves through opportunities for economic growth and/or personal development.

- Nutrition and Health — Empowering people in underserved communities to make healthier food choices through education and increased access to fresh foods.
- Arts, Culture, and Heritage — Contributing to societal enrichment through the arts, historical education, preservation of our national and global heritage and other cultural programs.
- Conservation — Working to preserve and conserve our natural resources and sustain our world environment.
- International — Supporting economic relief and development, medical assistance, and human rights for needy people and other compelling causes throughout the world.

We aspire to affect change through our giving — whether by making people’s lives better on an individual basis through various programs of support or by hopefully creating positive change on a greater scale by improving some larger societal condition such as, for example, through discoveries from the scientific and medical research grants which we fund. Our intention is to continue to build upon the philanthropic successes we attain for many years to come. Far more rewarding than the attainment of bigger and better material possessions is the attainment of bigger and better philanthropic goals!

It is our plan to educate our four children about our philanthropic goals so that they, along with Chuck’s younger brother, can carry on our mission of giving after we are gone. It is important to us to develop a strong legacy of giving in our family.

We are deeply committed to the Giving Pledge and thank both Bill & Melinda Gates and Warren Buffett for their inspiration through their own commitment to philanthropy and for their ingenious idea of creating the Giving Pledge. By doing so, the Giving Pledge has not only brought philanthropy today more to the forefront, but has successfully encouraged others blessed with wealth to step up to this giving challenge. We, as pledgers, have benefitted from learning from other pledgers who know far more than we do about philanthropy in order to make our gifts more impactful. We also benefit from the possibilities of philanthropic collaboration the Giving Pledge provides. We hope that by joining the Giving Pledge more people of significant means will follow the example of those of us who have made the pledge. We urge all those who have major financial means and are in a position to give to undertake philanthropy as an obligation. There are so many ways to help improve the world and to give to the many in need. If the blessing of wealth allows, choose the path of giving that resonates and pursue a much rewarding philanthropic journey of your own!



Charles Zegar



Meryll Snow Zegar

Mark Zuckerberg & Priscilla Chan

November 9, 2015

We've had so much opportunity in our lives, and we feel a deep responsibility to make the world a better place for future generations. We've benefited from good health, great education and support from committed families and communities. We believe that in the next generation, all of our children should grow up living even better lives and striving for even more than we think is possible today.

Advancing human potential and promoting equality drives our work. We have already made long term commitments to improving education, science and health -- focused everywhere from our local community in the Bay Area to around the world.

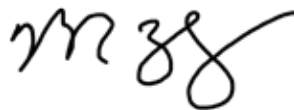
As we expand our giving, we will continue supporting the strongest leaders with the most promising ideas for advancing progress and equality around the most important challenges for the next generation -- from public education to health care, from life sciences research to energy and internet connectivity.

We'll make long term bets that others won't make and that will take a decade or longer to achieve their goals. We'll learn from each project and apply those lessons to future work. That's why we're starting and making this commitment now while we're still early in our careers -- so we can gain experience early and become more effective in our giving over time.

We salute the Giving Pledge movement, and are proud to be part of its declaration that those who have been fortunate should give back at least half of their wealth during their lifetimes. The needs of our world are great. We believe passionately that people should not wait to give back. Our giving is just starting and we commit to being active learners, listeners and participants for years to come. We'll devote our resources as well as our personal time and energy. We will spend our lives working to make sure future generations have the greatest opportunities possible.



Priscilla Chan



Mark Zuckerberg