



ANNUAL REPORT 2025

SCIENCE WON'T BE SILENCED

[Union of
Concerned Scientists

A message from the **PRESIDENT & BOARD CHAIR**

For all of us who care about science, evidence-based policy-making, our changing climate, and democracy, this has been a sobering year.

The people who provided a check on President Trump and his administration's attacks on science and scientists during his first term are gone, and whatever actions the federal government had taken to limit climate pollution have been undone. The president and his cronies are pursuing authoritarian means of increasing their power while dismantling the federal scientific enterprise—with potentially dire consequences.

But thanks to your support, the Union of Concerned Scientists (UCS) has been monitoring and responding to these attacks with the arsenal of tools at our disposal.

We've joined multiple lawsuits over the administration's violations of federal law, sent our experts to testify against dangerous policy proposals, brought widespread media attention to the communities facing the greatest risks to their health and safety because of the administration's actions, and rallied the scientific community to fight together.

And as you'll see in this report, we're seizing every opportunity we can to make progress on our issues: state-level policy wins for clean energy and transportation, justice for people and communities sickened by US nuclear weapons production and testing, and science-backed voting reforms.

With your partnership, we're planning for the near term while also looking past this administration to chart a course toward a stronger democracy and a safer world, where decisions are guided by science and serve the greater good. These goals are not out of reach. It's imperative that we keep our shared vision of a better world in our minds as we fight our way through this one.

Thank you for staying with UCS. We're in this together.

GRETCHEN T. GOLDMAN, UCS PRESIDENT AND CEO



ANNE R. KAPUSCINSKI, UCS BOARD CHAIR



P.S. from Anne:

On a personal note, this is my last communiqué in my current capacity as chair of the UCS board of directors, although I will remain on the board as a dedicated member. I'm grateful for the opportunity to help lead this wonderful organization over the past 10 years, and for the many loyal supporters like you I had the privilege of meeting. I look forward to handing off the board chair baton to Dr. Kim Waddell, who I have every confidence will help UCS stay strong and focused during this time of great challenges, and beyond.

Table of CONTENTS

2. A MESSAGE FROM THE PRESIDENT & BOARD CHAIR
3. MEET OUR NEW BOARD CHAIR
4. DURING A CHALLENGING YEAR, A DEDICATION TO ACTION
5. BUILDING POWER WITHIN THE SCIENTIFIC COMMUNITY
6. DEFENDED SCIENCE AGAINST THE TRUMP ADMINISTRATION
8. LAID THE FOUNDATION FOR A CLEAN ENERGY GRID
10. DEMANDED ACCOUNTABILITY FROM FOSSIL FUEL POLLUTERS
12. RESURFACED THE RISKS OF NUCLEAR WEAPONS
13. SHOWED WHAT A CLEAN TRANSPORTATION FUTURE WILL REQUIRE
14. UNCOVERED OPPORTUNITIES TO IMPROVE DEMOCRACY
15. PLOTTED A BETTER PATH FOR FARMLAND
16. WAYS TO GIVE
17. UCS SUPPORTERS IN THEIR OWN WORDS
17. WORKING TO ADVANCE RACIAL EQUITY AND JUSTICE
18. FINANCIAL REPORT
20. BOARD OF DIRECTORS
21. NATIONAL ADVISORY BOARD
21. SENIOR MANAGEMENT
22. YOU MAKE IT ALL POSSIBLE

Meet our new BOARD CHAIR

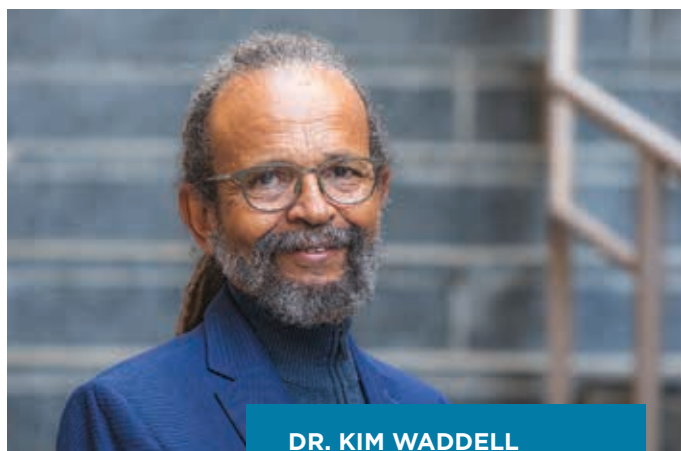
UCS is thrilled to announce that Dr. Kim Waddell is stepping into the role of UCS board chair, effective October 23, 2025. “In this critical moment in US history I am deeply honored to step into the role of board chair as we do the important work of defending and supporting the scientific community,” he shared. “I am ready to roll up my sleeves and get to work.”

Dr. Waddell has been involved with UCS for nearly two decades, serving on our National Advisory Board before becoming a member of the board of directors in 2017. He also served as acting president of UCS in 2024.

He is the director of the Virgin Islands Established Program for Stimulating Competitive Research (VI-EPSCoR), a research capacity-building program at the University of the Virgin Islands that focuses on the health of coral reef ecosystems and creating opportunities in the STEM fields for students of color.

He has deep expertise in natural hazard mitigation, coastal and marine ecosystems, and other issues at the intersection of climate change and resource management.

Dr. Waddell received a PhD in biological sciences from the University of South Carolina and a BA in environmental studies from the University of California, Santa Cruz. He has served as study director on more than a dozen National Academies reports on agriculture, fisheries, and other natural resource management topics.



DR. KIM WADDELL
INCOMING BOARD CHAIR

During a challenging year, **A DEDICATION TO ACTION**

The Union of Concerned Scientists puts rigorous, independent science into action, developing solutions and advocating for a healthy, safe, and just future.

We are scientists, engineers, economists, activists, and everyday people working together to make change happen.



2025 ACCOMPLISHMENTS

In fiscal year 2025 (October 1, 2024, to September 30, 2025), you made it possible for UCS to:

SECURE \$8 BILLION IN COMPENSATION

for people harmed by the US nuclear weapons industry

PROVIDE THE SCIENCE

behind a precedent-setting International Court of Justice opinion that climate inaction is a violation of international law

STRENGTHEN THE ELECTRICITY GRID

by persuading two regional grid operators to build climate risks and battery storage into their plans

SAVE CLIMATE RESEARCH

at the National Oceanic and Atmospheric Administration from being eliminated this year

UNITE 56 SCIENTIFIC SOCIETIES

representing more than 100,000 scientists in opposition to Trump administration attacks on science

Questions about this report or UCS? Member and donation inquiries can be directed to member@ucs.org or (800) 666-8276.

Building POWER within the SCIENTIFIC COMMUNITY

The UCS Science Network is a uniquely influential group of experts who have come together to play an active role in shaping and advocating evidence-based policies that will make the world healthier, safer, and more just. Members include not only scientists but also engineers, economists, public health specialists, and experts in other fields as well.

And the Science Network is gaining strength: In fiscal year 2025 alone, it grew 30 percent, now boasting more than 22,000 members. Here's what just two have to say:

“UCS has been essential in helping us realize our organization’s mission to train early-career scientists in science policy, diplomacy, and communication. UCS supported our leadership retreat, which allowed us to plan and execute dozens of events and initiatives such as our Science Policy Symposium, Science Diplomacy Trip to DC, and Media Training Series. Through collaboration with UCS, we also co-hosted science advocacy webinars last fall and this spring together with our partners at Penn State and the University of Pittsburgh. UCS has also been a strong source of community, allowing us to network with science policy professionals and trainees nationwide.”



— **Kai Martinez**
president, Penn Science Policy and
Diplomacy Group, University of
Pennsylvania



— **Frank Schwing**
retired federal scientist

“Science is under attack, but UCS is fighting back. Through its blog, reports, and webinars, its campaigns and rallies, its advocacy to our elected officials, and through legal actions, UCS communicates facts, insight, and perspectives on a variety of challenges and topics affecting our health, wealth, and well-being. It informs its members, the STEM community, and the public about critical science issues—and stirs us all to action! I see UCS as a leader among STEM advocacy organizations in standing up for science workers. As a long-time supporter and Science Network member and a retired civil servant, UCS has helped me speak up and take action in supporting and defending science, scientists, and democracy in a most urgent time in our nation’s history.”

If you would like to contribute your expertise to our efforts, and develop the skills you need to be an effective advocate for change, join the UCS Science Network at ucs.org/join-the-science-network.

Defended **SCIENCE** **AGAINST** *the* **TRUMP** **ADMINISTRATION**

Since his first day back in office, President Trump has been removing science and scientists from the federal government and the policymaking process. He knows that science has proven the climate is warming, and that climate change endangers people's lives. So he's attempting to get rid of the vital research about this and many other issues.

Your generous contributions to our Science Emergency Fund allowed UCS to launch a new campaign called "Save Science, Save Lives" in response to this crisis while we continued to advance our existing campaigns. With this additional support, we were able to take the lead in monitoring and pushing back against Trump and his cronies' torrent of disinformation and anti-science actions.

We have been bringing attention to these actions as they happen, and after the administration's first six months in office, we reported it had already conducted 402 attacks on science—nearly double the number of Trump's entire first term. A prime example is the Environmental Protection Agency's (EPA's) move to ignore the 2009 Supreme Court ruling that granted the agency the authority to limit heat-trapping emissions. UCS countered with a letter from scientists and public health experts underscoring the science behind the court's ruling.

To protect government data and resources from disappearing, UCS and our partner organizations have filed numerous Freedom of Information Act requests to obtain copies we can preserve. In April, we sued the administration for illegally removing key online sources of information about climate change and environmental justice.

Environmental justice is at the core of our work and another favorite target of the administration's attacks. When a committee that had been advising the EPA on environmental justice since 1993 was disbanded earlier this year, UCS ensured its recommendations would not be lost by making them available on our own website. Since then, we have continued to add content to www.ucs.org/resources/science-and-environmental-justice that has been removed from federal websites.

We also created a webpage for government scientists (www.ucs.org/resources/resources-federal-scientists) with information that can help them defend their work and protect their rights amid the administration's sweeping cuts to science jobs.

The damage being done may take years to repair, but we have made the scientific community stronger by bringing it together: a letter to Congress UCS organized demanding science be protected was signed by 56 scientific societies representing more than 100,000 scientists. And our efforts have had success in preventing even worse outcomes.

For example, UCS drew enough media attention to attacks on science at the National Oceanic and Atmospheric Administration (NOAA)—such as the closing of its regional climate centers—that the agency backed down. We called on our supporters to go to Capitol Hill to speak out against the administration's attempt to eliminate NOAA's research arm, and Congress preserved its funding.

56



SCIENTIFIC SOCIETIES CO-SIGNED A UCS LETTER DEMANDING THAT SCIENCE BE PROTECTED

Also, when the administration violated federal law by developing an inaccurate report in secret to support its cause—authored by people known to reject the scientific consensus on climate change—UCS joined a lawsuit to block the report’s use and the administration subsequently moved to dissolve the group behind it.

We will need you to continue standing with us to fend off the attacks still to come.



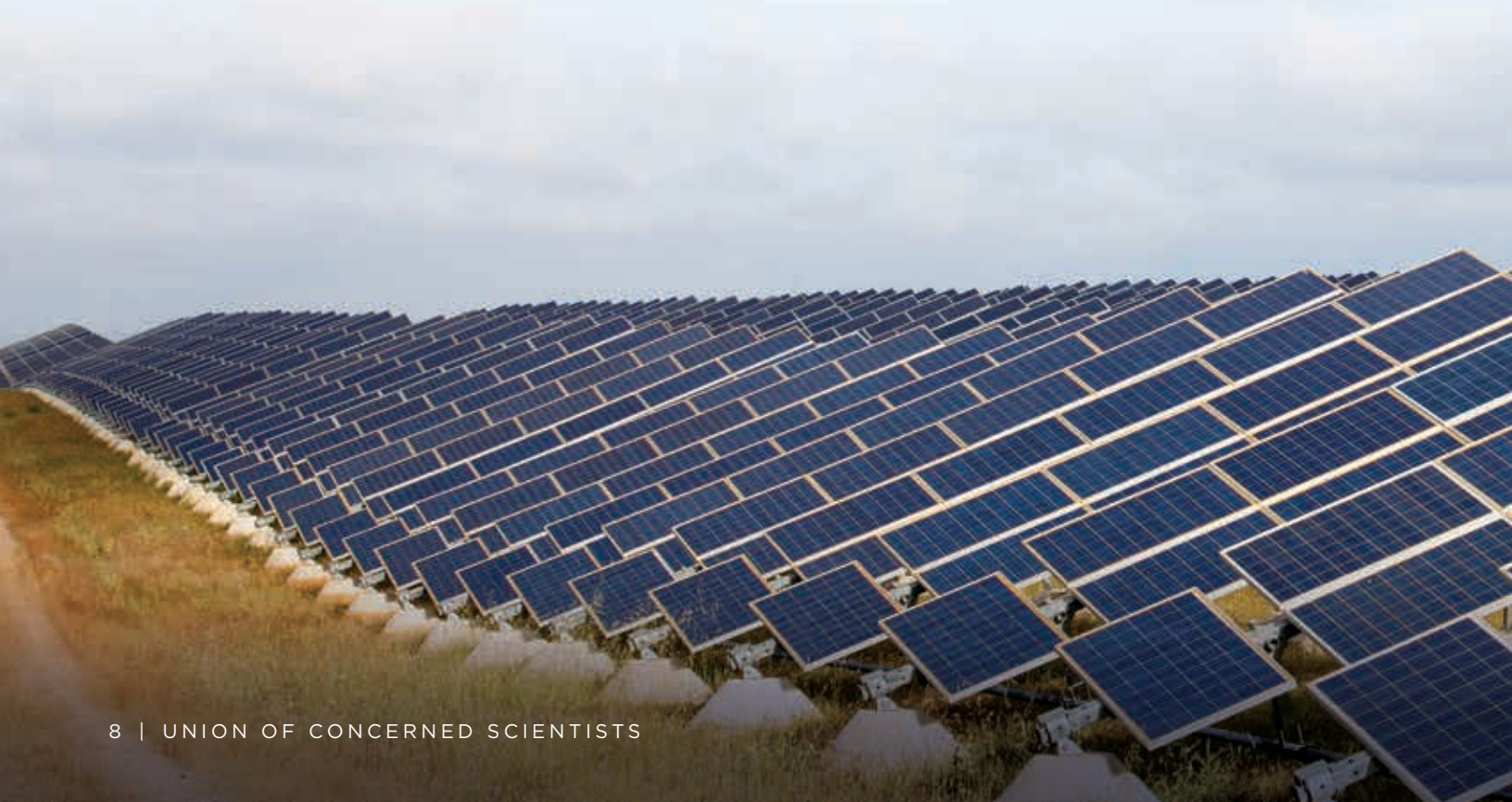
Laid the **FOUNDATION** *for a* **CLEAN ENERGY GRID**

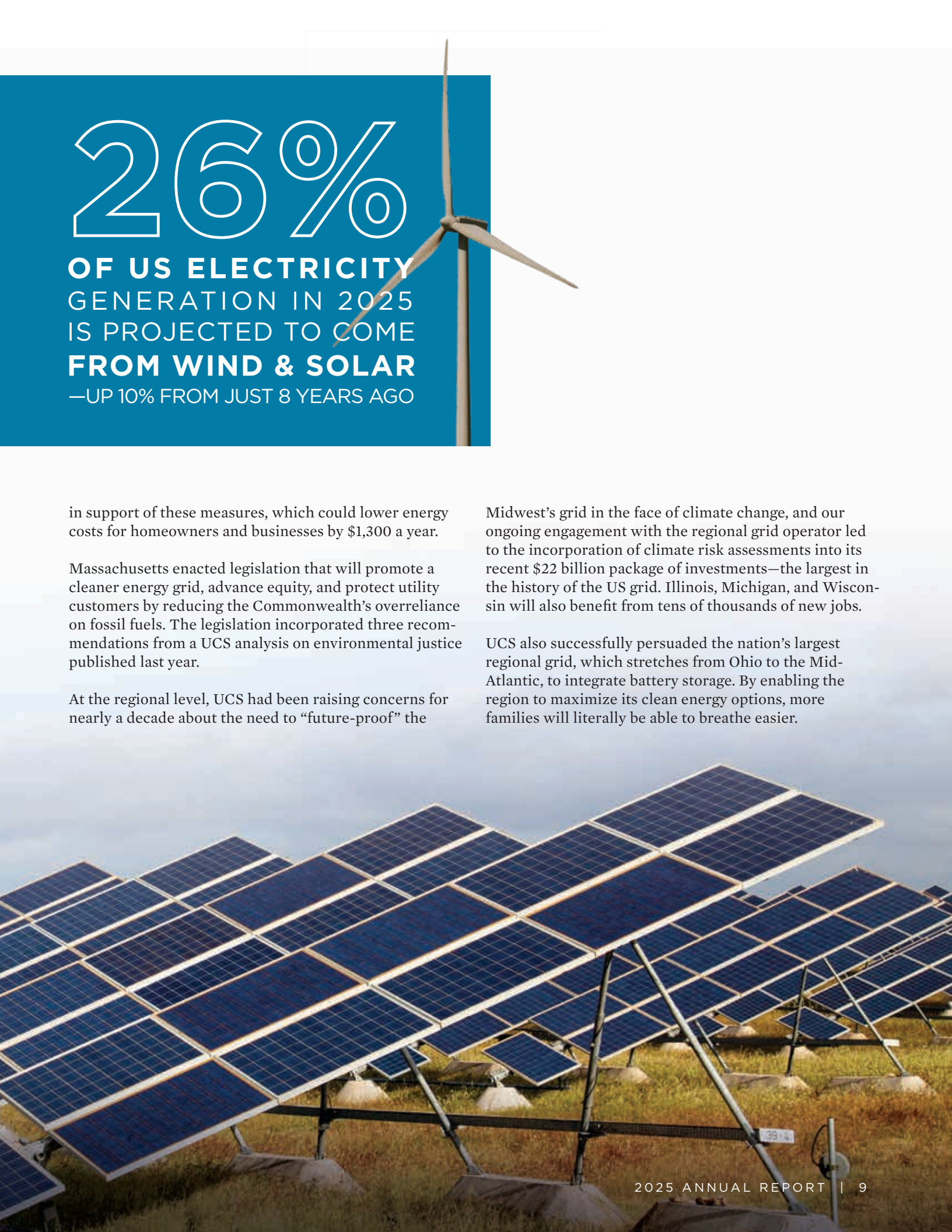
This year, for the first time, solar and wind power are projected to account for more than a quarter of US electricity capacity. This progress was made possible by years of your support, and in 2025, by sharing UCS's science-backed solutions with state legislators and local officials, we can share the credit for clean energy victories around the country.

In California, years of work by UCS experts on policies that would help the state meet its climate and energy goals resulted in three new laws. One sets stricter limits on heat-trapping emissions, and another creates a low-cost way for utilities to expand their transmission capacity,

making room for more renewable resources while keeping customers' costs down. The third makes it easier to coordinate regional electricity grids in the West, which will bolster reliability while giving California more opportunities to buy electricity from (and sell it to) neighboring states. The net result is lower costs and a faster transition to clean energy.

Maine made history twice this year: first by adopting a Climate Action Plan, and then, just a few months later, by passing a commitment to 100 percent clean energy by 2040. UCS worked with a broad coalition and testified





26%

**OF US ELECTRICITY
GENERATION IN 2025
IS PROJECTED TO COME
FROM WIND & SOLAR**
—UP 10% FROM JUST 8 YEARS AGO

in support of these measures, which could lower energy costs for homeowners and businesses by \$1,300 a year.

Massachusetts enacted legislation that will promote a cleaner energy grid, advance equity, and protect utility customers by reducing the Commonwealth's overreliance on fossil fuels. The legislation incorporated three recommendations from a UCS analysis on environmental justice published last year.

At the regional level, UCS had been raising concerns for nearly a decade about the need to “future-proof” the

Midwest's grid in the face of climate change, and our ongoing engagement with the regional grid operator led to the incorporation of climate risk assessments into its recent \$22 billion package of investments—the largest in the history of the US grid. Illinois, Michigan, and Wisconsin will also benefit from tens of thousands of new jobs.

UCS also successfully persuaded the nation's largest regional grid, which stretches from Ohio to the Mid-Atlantic, to integrate battery storage. By enabling the region to maximize its clean energy options, more families will literally be able to breathe easier.

DEMANDED ACCOUNTABILITY *from* FOSSIL FUEL *polluters*

Because of your support, UCS and our allies in the legal arena are continuing to make significant advances in the fight to hold fossil fuel companies accountable for their climate deception and the resulting damage. In 2025, we upped the pressure both in the United States and internationally with new research and deeper relationships with scientists around the world.

The UCS Science Hub for Climate Litigation brought hundreds of scientists in multiple disciplines together, in dedicated working groups and webinars, to shape and communicate legally relevant scientific research. We also made sure the science would be accessible to communities affected by climate change so they can challenge the responsible parties themselves.

UCS analyses sent ripples through the field of climate accountability that can help to inform lawsuits against reckless corporations for years to come. For example, a peer-reviewed study and accompanying report, *Tracing the Tides*, quantified for the first time how emissions from 122 fossil fuel and cement companies contributed to both historical and future increases in global temperatures and sea levels.

Building on previous UCS research, *Decades of Deceit* provided one of the most thorough historical records yet detailing when fossil fuel companies were warned about the consequences of climate change (1959!), and their decision to engage in a decades-long disinformation campaign rather than attempt to reduce the harm. The report made a splash—including coverage in *Forbes* and the *New York*





86M

PEOPLE ARE NOW
REPRESENTED IN US
**CLIMATE-RELATED
LAWSUITS AGAINST
FOSSIL FUEL COMPANIES**

Times—and brought attention to recent court filings and reporting that link ExxonMobil to a criminal hacking scheme that targeted UCS and other advocates a decade ago.

This research has already been put into action: A Hawai'i legislator cited it when attempting to hold Big Oil accountable for rising home insurance costs due to the climate crisis, and after UCS supporters and experts in Maine demanded action from their state's attorney general, Maine became the tenth state to file a lawsuit against fossil fuel companies. This means that well over 25 percent of the US public is now represented in litigation against these corporations.

Perhaps most notably, our work contributed to two landmark international court rulings this year. UCS scientists worked

directly with countries on the front lines of the climate crisis in developing their submissions to these proceedings, which resulted in the Inter-American Court of Human Rights affirming—for the first time—the right to a healthy climate.

And just weeks later, the International Court of Justice issued a seismic advisory opinion: that climate inaction is a violation of international law and that nations *must* regulate fossil fuel companies. These rulings will strengthen legal accountability for polluters and motivate policymakers with the knowledge that any delay is not only unjust, it is also unlawful.

The call for accountability has grown louder than ever before.



Resurfaced the **RISKS of NUCLEAR WEAPONS**

The United States is planning to replace its entire nuclear arsenal at a cost of \$1.7 trillion, and there are rumblings of a return to explosive nuclear testing. UCS has been fact-checking the claims behind these pointless and dangerous plans, while working with communities to bring them justice for harms done by the nuclear weapons industry.

Part of the government's plan is mass-producing plutonium "pits"—the explosive cores of nuclear warheads—despite having thousands in reserve. A UCS analysis found that not only is mass production of new pits technically unnecessary, it will also likely increase risks to workers and surrounding communities. We have also been explaining to lawmakers why

other projects (including a new intercontinental ballistic missile and the Trump administration's Golden Dome anti-missile scheme) are similarly unnecessary or flawed, and would actually weaken national security by encouraging an arms race.

When the Nevada State Assembly introduced a resolution supporting the existing moratorium on nuclear testing, UCS testified on why there is no compelling reason for explosive tests—and many negative consequences. The resolution passed unanimously.

Our biggest victory came after nearly five years of work to help people with illnesses caused by the production and testing of nuclear weapons. UCS and our partners built enough bipartisan support in Congress to secure an expansion of the Radiation Exposure Compensation Act that will cover more conditions and more people: an additional 125,000 people will now be eligible for benefits, and benefit levels have in some cases doubled.

UCS is working internationally as well. We co-organized a dialogue between representatives of China, Japan, South Korea, and the United States, who agreed to write a letter to lawmakers about the growing threat of nuclear weapons on the Korean peninsula.

\$8B

**IN COMPENSATION
NOW AVAILABLE TO
PEOPLE HARMED BY
THE US NUCLEAR
WEAPONS INDUSTRY**

Showed what a **CLEAN** **TRANSPORTATION** **FUTURE** *will require*

Thanks to you, UCS continued to provide science-based recommendations for how we can move away from our polluting and car-centric transportation system to one that is cleaner and offers options for everyone.

In examining how to ease the demand for the materials needed to build electric vehicle (EV) batteries, UCS found that a combination of battery recycling, technological innovation including improved efficiency, and increased transportation options could create a more sustainable supply chain, keeping 1.5 million tons of lithium in the ground.

We also need to clean up the trucks that transport goods cross-country and across town. A recent UCS analysis of this sector found that the daily mileage of most trucks falls well within the range of existing electric models, and identified ways to overcome obstacles that are delaying faster deployment.

Did you know that EVs have the potential to store power for our electricity grid? Another UCS analysis showed that vehicle-to-grid integration could produce savings in the US electricity system between \$1.8 billion and \$11.7 billion per year in 2045.

UCS research also underscored the importance of public transportation, bicycling, and walking. A future in which people drive EVs but also have more ways to get around

could reap enormous savings in many areas: over the next 25 years, \$355 billion in reduced spending on gasoline, \$201 billion in reduced energy infrastructure costs, and \$128 billion in reduced health care costs—plus thousands of lives saved due to better air quality.

Our recommendations helped advance California policies that can maintain EV momentum despite recent federal attacks, a Massachusetts law that supports more transportation options, and New York legislation that will cut freight pollution.

\$684B

**IN POTENTIAL SAVINGS
FROM CLEAN
TRANSPORTATION OPTIONS
OVER THE NEXT 25 YEARS**

Uncovered **OPPORTUNITIES** *to* **IMPROVE** **DEMOCRACY**

Democracy matters for science. Without public participation, government decisions will be made based not on science but on the interests of the most powerful, and UCS showed that the Trump administration is denying the public its legal right to weigh in on federal rulemaking: During its first six months, this administration bypassed the required public notice and comment period on 182 of 600 rules issued.

Fortunately, science can help advance democracy: There are evidence-based ways to improve the democratic process so it's more inclusive and gives everyone the chance to cast a vote that matters. At UCS, we're using our analysis to identify the inequities in the US electoral system—and the best practices to fix them.

For example, hundreds of thousands of ballots go uncounted every year due to bad ballot design. UCS evaluated ballots and educational materials from eight counties in five closely contested states to show how a better design would help ensure more votes get counted.

The Center for Science and Democracy at UCS, backed by your support and with assistance from social scientists across the country, is currently working with election officials in Michigan, North Carolina, and Pennsylvania to implement best practices like these and establish fairer elections for all.



4,200

**REJECTED VOTES
IN ONE GEORGIA COUNTY
THAT MIGHT HAVE
COUNTED WITH A
BETTER BALLOT DESIGN**



2025 WIN

Plotted a **BETTER** **PATH** *for* **FARMLAND**

With its overuse of fossil fuel-based fertilizers, US agriculture is warming the climate and polluting communities and ecosystems. UCS has been educating policymakers about the dangers and better, science-based alternatives.

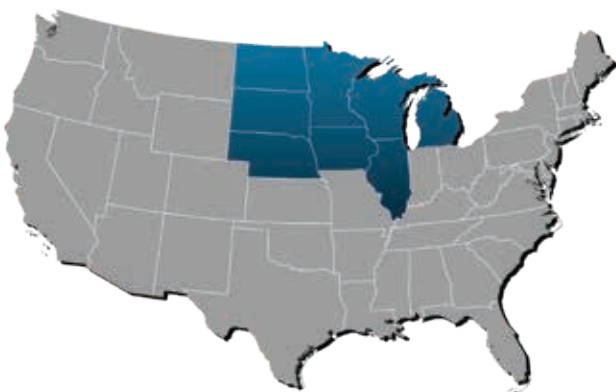
For example, a UCS analysis of Upper Midwest wetlands determined that they prevent almost \$23 billion in flood damage every year. This research has reframed protecting wetlands from industrial agriculture as a smart financial strategy, and it helped defeat a lawsuit that could have gutted longstanding federal protections.

Another UCS study found that up to 1 million acres in California's San Joaquin Valley may need to be transitioned away from irrigated farmland in order to preserve adequate groundwater supplies. We and our local partners offered recommendations for making the state's agriculture more

sustainable and eliminating inequities in its water system, which has historically prioritized agriculture over rural communities.

UCS has also been vocal in describing the damage tariffs can do by driving countries that typically import US farm products to other markets. Tariffs during the first Trump administration cost farmers \$27 billion in lost exports between 2018 and 2019 and led to a massive government bailout. We are headed down a similar path today, and UCS experts have been widely cited on the negative impacts the current administration's policies are likely to have.

Each of these data points helps UCS make the case for a food and farm bill that improves conditions for farmers and rural communities while reducing the harm being done to our environment and our water supplies.



\$23B/yr

**OF FLOOD DAMAGE AVOIDED
IN THE UPPER MIDWEST
BECAUSE OF WETLANDS**

WAYS TO GIVE

UCS is funded by more than 100,000 generous individuals and foundations. To preserve the scientific integrity of our work, UCS does not accept corporate or government grants.

Our individual and foundation donors choose one or more of the following avenues for support:

GENERAL MEMBERSHIP

UCS members provide us with critical unrestricted donations that support all our programs. Every dollar counts, and every UCS member—regardless of their gift size—makes an immediate impact.

PARTNERS FOR THE EARTH

Members of this group provide sustaining, ongoing, and reliable support for UCS. More than 15,000 people gave monthly donations.

HENRY KENDALL SOCIETY

Members of this society provide UCS with leadership-level donations. More than 4,300 individuals are active in this society, supporting us with annual gifts of \$1,000 or more.

KURT GOTTFRIED SOCIETY

Members of this society have created a lasting legacy of support for UCS. More than 2,200 people have pledged to make a gift through their estate or financial plans.



UCS is proud to be recognized by the leading charity ratings agencies for our sound fiscal management and organizational effectiveness.

For more information about the giving options described above, please visit our website at ucs.org/give2025 or call us at (800) 666-8276.

UCS SUPPORTERS

in their own words

"I started giving to UCS during the first Trump administration because I was alarmed by the attacks on science. I am not a scientist, but one of my first jobs was in an information office at the EPA. The attacks on science and scientists have only increased in the last 10 years. I continue to support UCS because these attacks and the potential brain drain of scientific expertise in our country are more real than ever. We need to remain informed on a granular level about the damage being done, and I appreciate that UCS comes to the table with a nonpartisan, fact-based review of the issues and practical solutions for citizens and government."



— Janet L. Lewis
former sales director, *USA Today*

"My family has been donating to UCS for a number of years. One reason above all others is that my wife and I are the parents of two daughters. Climate change will radically impact the world they live in, even more than it's already altered the one I've experienced."

"Our youngest, who recently turned 19, has requested that we consistently make contributions that will address climate change. So we do."



— Steven Stolder
writer and editor

Working to advance

RACIAL EQUITY AND JUSTICE

"The actions we are witnessing in this administration cannot dislodge the values embedded in our work and in our hearts. Our values—focused on justice, equity, diversity, and inclusion—will remain steadfast. Our resolve will deepen with every injustice because we know that working to achieve a just and equitable society—where everyone can live free and safe on a planet that is healthy—is right. Our work and our values remind us that we are inextricably linked and can call on that truth when efforts to tear us apart encircle us. As we head into the next few years, let us remember the strength we have in working together, centering our shared humanity, and choosing to be in uplifting relationships with each other. UCS will not stop fighting for the future of the planet or its people."

For more information about UCS equity and justice efforts, go to
ucs.org/about/racial-equity

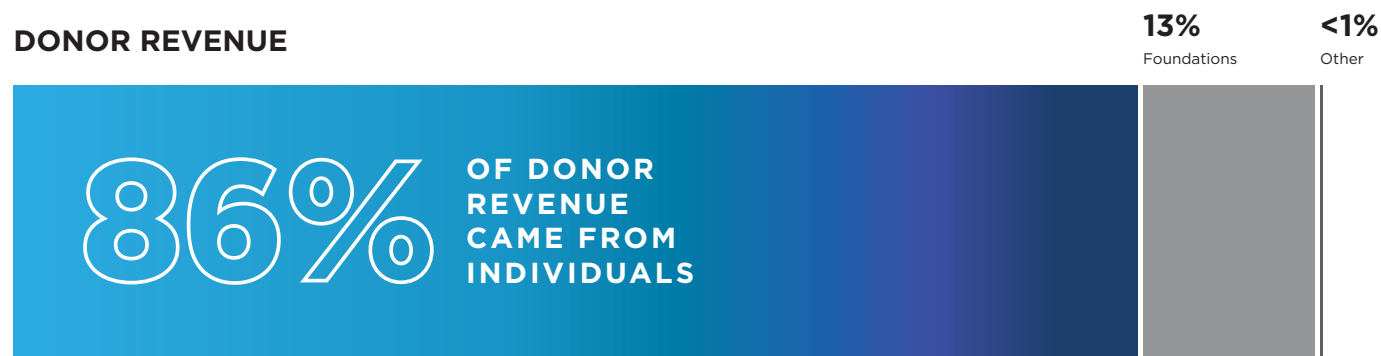


SONJA SPEARS
CHIEF JUSTICE AND EQUITY OFFICER

Financial REPORT

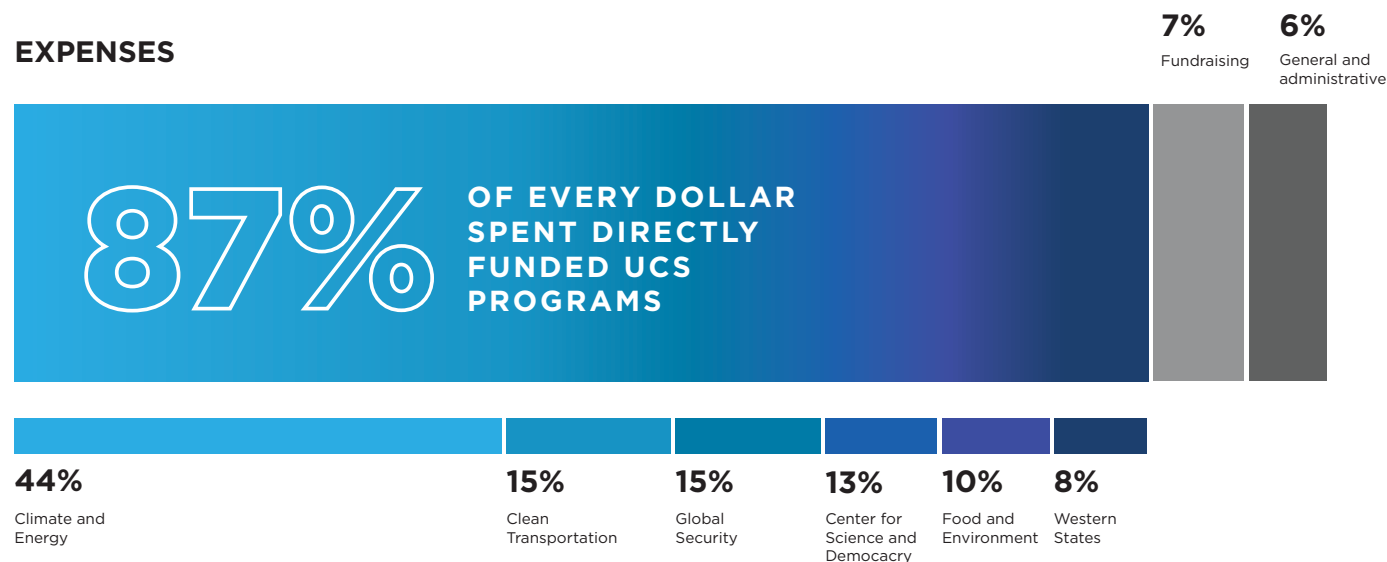
Fiscal year ending September 30, 2025

DONOR REVENUE



The Union of Concerned Scientists continues to benefit from the generosity of our more than 100,000 members and foundations, who work in partnership with us to build a healthy planet and safer world. The majority of our support—86.6 percent—came from generous individual donors through outright and planned gifts, while support from foundations represented 13.2% of our donor revenue.

EXPENSES



Eighty-seven percent of every dollar spent by UCS in the fiscal year 2025 directly funded our program work, with the remaining 13 percent spent on the critical administrative infrastructure and fundraising that support our programs. With an annual budget of around \$50 million, UCS continues to strengthen our unique ability to help solve our planet's most pressing problems with the power of independent science.

Note: These results had not been audited at press time; for our audited results, visit the UCS website at www.ucs.org/about/funding-financials.

FINANCIAL STATEMENT

Fiscal year ending September 30, 2025

OPERATING REVENUE AND OTHER SUPPORT

Membership and contributions	36,556,237
Foundation and other institutional grants	6,741,392
Realized planned gifts	7,701,682
Other revenue	98,269
Employee retention credit	3,371,701
TOTAL OPERATING REVENUE AND OTHER SUPPORT	\$54,469,281

OPERATING EXPENSES

Programs

Center for Science and Democracy	4,373,439
Clean Transportation	6,477,155
Climate and Energy	18,883,928
Food and Environment	4,408,873
Global Security	5,790,058
Western States	3,422,483
Total program expenses	\$43,355,936

Supporting services

Fundraising	3,687,535
General and administrative	3,062,333
Total supporting services expenses	\$6,749,868

TOTAL OPERATING EXPENSES	\$50,105,804
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CHANGE IN NET ASSETS FROM OPERATIONS	\$4,363,477
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NONOPERATING ACTIVITIES

Net investment return	\$5,471,769
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CHANGE IN NET ASSETS FROM NONOPERATING ACTIVITIES	\$5,471,769
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TOTAL CHANGE IN NET ASSETS	\$9,835,246
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NET ASSETS, BEGINNING OF YEAR	\$60,813,982
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NET ASSETS, END OF YEAR	\$70,649,228
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Note: These results had not been audited at press time; for our audited results, visit the UCS website at www.ucs.org/about/funding-financials. Revenue and Net Assets include restricted and non-restricted funding. UCS qualified for and claimed the Employee Retention Credit (ERC) under the Coronavirus Aid, Relief, and Economic Security (CARES) Act for qualifying wages and health plan expenses paid to employees during 2020 and 2021. The ERC is a fully refundable payroll tax credit designed to encourage employers to retain employees during the COVID-19 pandemic. For fiscal year 2025, UCS recognized \$3,371,701 in revenue related to the ERC for the 2020 and 2021 period.

Board of DIRECTORS

ANNE R. KAPUSCINSKI, PhD | CHAIR

- Director, Coastal Science and Policy Program, professor of environmental studies, University of California, Santa Cruz
- Pew Fellow in Marine Conservation, since 2001

PETER A. BRADFORD, PhD | VICE CHAIR

- Former chair, New York and Maine utility regulatory commissions
- Former member, Nuclear Regulatory Commission

MACKY McCLEARY | TREASURER

- Transformation director, National Grid, and head of transformation strategy, Kraken
- Former partner, Boston Consulting Group
- Former administrator, Rhode Island Division of Public Utilities and Carriers

MARGO OGE | SECRETARY

- Former director, EPA Office of Transportation and Air Quality
- Author, *Driving the Future: Combating Climate Change with Cleaner, Smarter Cars*

MAHZARIN BANAJI, PhD

- Richard Clarke Cabot Professor of Social Ethics, Department of Psychology, Harvard University
- External faculty, Santa Fe Institute

LAURIE BURT, JD

- President, Laurie Burt, LLC
- Environmental attorney
- Former commissioner, MA Department of Environmental Protection

STEVE FETTER, PhD

- Professor and former dean, School of Public Policy, University of Maryland
- Former principal assistant director, White House Office of Science and Technology Policy

RICHARD L. GARWIN, PhD*

- Fellow Emeritus, IBM Thomas J. Watson Research Center
- Recipient, Presidential Medal of Freedom, 2016

ANDREW GUNTHER, PhD

- Member, San Francisco Bay Regional Water Quality Control Board
- Commissioner, San Francisco Bay Conservation and Development Commission

GEOFFREY HEAL, PhD

- Editor, *Proceedings of the National Academy of Sciences*
- Chair, Coalition for Rainforest Nations
- Former president, Association of Environmental and Resource Economists
- Professor emeritus, Columbia Business School

JAMES S. HOYTE, JD

- Former Massachusetts Secretary of Environmental Affairs

CAMARA PHYLLIS JONES, MD, PhD

- Commissioner, O'Neill-Lancet Commission on Racism, Structural Discrimination, and Global Health
- Former president, American Public Health Association

KYLE MENG, PhD

- Associate professor, Bren School of Environmental Management and the Department of Economics, University of California, Santa Barbara
- Faculty research fellow, National Bureau of Economic Research
- Director, Climate and Energy Program, UCSB Environmental Markets Lab
- Former senior economist for climate, energy, and environment, White House Council of Economic Advisers

ZIA MIAN, PhD

- Senior research scholar and co-director, Program in Science and Global Security, Princeton University

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- Chair, Board of Advisors, Nicholas Institute, Duke University
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