

Form **8868**
(Rev. January 2024)

Department of the Treasury
Internal Revenue Service

**Application for Extension of Time To File an Exempt Organization
Return or Excise Taxes Related to Employee Benefit Plans**

File a separate application for each return.
Go to www.irs.gov/Form8868 for the latest information.

OMB No. 1545-0047

Electronic filing (e-file). You can electronically file Form 8868 to request up to a 6-month extension of time to file any of the forms listed below except for Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts. An extension request for Form 8870 must be sent to the IRS in a paper format (see instructions). For more details on the electronic filing of Form 8868, visit www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.

Caution: If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-TE and Form 8879-TE for payment instructions.

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Part I - Identification

Type or Print File by the due date for filing your return. See instructions.	Name of exempt organization, employer, or other filer, see instructions. THE BROOKINGS INSTITUTION	Taxpayer identification number (TIN) 53-0196577
	Number, street, and room or suite no. If a P.O. box, see instructions. 1775 MASSACHUSETTS AVENUE NW	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. WASHINGTON, DC 20036	

Enter the Return Code for the return that this application is for (file a separate application for each return) **01**

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 4720 (other than individual)	09
Form 4720 (individual)	03	Form 5227	10
Form 990-PF	04	Form 6069	11
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 8870	12
Form 990-T (trust other than above)	06	Form 5330 (individual)	13
Form 990-T (corporation)	07	Form 5330 (other than individual)	14
Form 1041-A	08		

- After you enter your Return Code, complete either Part II or Part III. Part III, including signature, is applicable only for an extension of time to file Form 5330.
- If this application is for an extension of time to file Form 5330, you must enter the following information.
Plan Name _____
Plan Number _____
Plan Year Ending (MM/DD/YYYY) _____

Part II - Automatic Extension of Time To File for Exempt Organizations (see instructions)

The books are in the care of **NIKKI BAGWELL**
1775 MASSACHUSETTES AVE NW - WASHINGTON, DC 20036

Telephone No. **(202) 797-6000** Fax No. _____

- If the organization does not have an office or place of business in the United States, check this box ☐
- If this is for a Group Return, enter the organization's four-digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box ☐. If it is for part of the group, check this box ☐ and attach a list with the names and TINs of all members the extension is for.

1 I request an automatic 6-month extension of time until **MAY 15**, 20 **25**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:
☐ calendar year 20 ____ or
☒ tax year beginning **JUL 1**, 20 **23**, and ending **JUN 30**, 20 **24**

2 If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return
☐ Change in accounting period

3a If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	3a	\$	0.
b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	3b	\$	0.
c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	3c	\$	0.

For Privacy Act and Paperwork Reduction Act Notice, see instructions. Form **8868** (Rev. 1-2024)

**MAIL TO: DEPARTMENT OF THE TREASURY
INTERNAL REVENUE SERVICE CENTER
OGDEN, UT 84201-0045**

LHA 323841 12-22-23

** PUBLIC DISCLOSURE COPY **

Return of Organization Exempt From Income Tax

OMB No. 1545-0047

Form **990**Department of the Treasury
Internal Revenue ServiceUnder section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Go to www.irs.gov/Form990 for instructions and the latest information.**2023**Open to Public
Inspection**A** For the **2023** calendar year, or tax year beginning **JUL 1, 2023** and ending **JUN 30, 2024**

B Check if applicable: ☐ Address change ☐ Name change ☐ Initial return ☐ Final return/terminated ☐ Amended return ☐ Application pending	C Name of organization THE BROOKINGS INSTITUTION		D Employer identification number 53-0196577
	Doing business as		E Telephone number 202-797-6000
	Number and street (or P.O. box if mail is not delivered to street address) Room/suite 1775 MASSACHUSETTS AVENUE NW		
	City or town, state or province, country, and ZIP or foreign postal code WASHINGTON, DC 20036		
	F Name and address of principal officer: CECILIA ELENA ROUSE SAME AS C ABOVE		
I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) () (insert no.) ☐ 4947(a)(1) or ☐ 527			
J Website: WWW.BROOKINGS.EDU			
K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other			L Year of formation: 1939 M State of legal domicile: DC

Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: TO CONDUCT IN-DEPTH, INDEPENDENT RESEARCH THAT LEADS TO NEW IDEAS FOR SOLVING PROBLEMS FACING SOCIETY
	2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.
	3 Number of voting members of the governing body (Part VI, line 1a) 47
	4 Number of independent voting members of the governing body (Part VI, line 1b) 47
	5 Total number of individuals employed in calendar year 2023 (Part V, line 2a) 615
	6 Total number of volunteers (estimate if necessary) 50
	7a Total unrelated business revenue from Part VIII, column (C), line 12 4,784,323.
7b Net unrelated business taxable income from Form 990-T, Part I, line 11 760,615.	
Revenue	8 Contributions and grants (Part VIII, line 1h) 73,243,242.
	9 Program service revenue (Part VIII, line 2g) 919,916.
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 14,476,707.
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 804,281.
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12) 89,444,146.
	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3) 3,275,567.
Expenses	14 Benefits paid to or for members (Part IX, column (A), line 4) 0.
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10) 69,134,924.
	16a Professional fundraising fees (Part IX, column (A), line 11e) 0.
	b Total fundraising expenses (Part IX, column (D), line 25) 4,034,196.
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e) 26,420,687.
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25) 98,831,178.
	19 Revenue less expenses. Subtract line 18 from line 12 -9,387,032.
Net Assets or Fund Balances	20 Total assets (Part X, line 16) 537,645,383.
	21 Total liabilities (Part X, line 26) 64,652,371.
	22 Net assets or fund balances. Subtract line 21 from line 20 472,993,012.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signed by:  Signature of officer	5/14/2025 Date			
	MITCHELL WEIN, SR. VP FINANCE AND COO Type or print name and title				
Paid	Print/Type preparer's name ROBERT WILLIAMS	Preparer's signature ROBERT WILLIAMS	Date 05/12/25	Check if self-employed ☐	PTIN P01345960
Preparer Use Only	Firm's name CLIFTONLARSONALLEN LLP	Firm's EIN 41-0746749		Phone no. (571) 227-9500	
	Firm's address 950 NORTH GLEBE ROAD, SUITE 1200 ARLINGTON, VA 22203				

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

Form 990 (2023)

THE BROOKINGS INSTITUTION

53-0196577

Page 2

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

☒**1** Briefly describe the organization's mission:

THE BROOKINGS INSTITUTION (BROOKINGS) IS A NONPROFIT PUBLIC POLICY ORGANIZATION THAT CONDUCTS IN-DEPTH, INDEPENDENT RESEARCH THAT LEADS TO NEW IDEAS FOR SOLVING PROBLEMS FACING SOCIETY AT THE LOCAL, NATIONAL, AND GLOBAL LEVEL. HEADQUARTERED IN WASHINGTON, DC, BROOKINGS

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? ☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? ☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses.

Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 21,226,777. including grants of \$ 725,783.) (Revenue \$ 29,068.)**ECONOMIC STUDIES:**

THE ECONOMIC STUDIES PROGRAM PROVIDES ANALYSIS OF CURRENT AND EMERGING ECONOMIC ISSUES TO INFORM PUBLIC POLICY THROUGH INNOVATIVE AND PRACTICAL POLICY SOLUTIONS. OVER THE PAST YEAR, ECONOMIC STUDIES SCHOLARS CONDUCTED RIGOROUS RESEARCH AND POLICY ANALYSIS IN AREAS INCLUDING BUT NOT LIMITED TO SOUND MONETARY AND FISCAL POLICY, TAXATION, INCLUSIVE SOCIO-ECONOMIC POLICY, ECONOMIC OPPORTUNITY AND MOBILITY, HEALTH CARE AND SOCIAL INSURANCE ECONOMICS, THE EFFICIENT WORKING OF MARKETS, AND CLIMATE-RESILIENT GROWTH. THE ECONOMIC STUDIES PROGRAM DISSEMINATED ITS FREQUENTLY CITED SCHOLARSHIP IN PUBLISHED REPORTS, RESEARCH PAPERS, JOURNALS, LONGER-FORM BOOKS AND SHORTER-FORM OP-EDS AND BLOG POSTS, AS WELL AS THROUGH EVENTS.

4b (Code:) (Expenses \$ 20,066,487. including grants of \$ 1,420,876.) (Revenue \$ 10,026.)**GLOBAL ECONOMY AND DEVELOPMENT:**

THE GLOBAL ECONOMY & DEVELOPMENT (GLOBAL) PROGRAM OFFERS INNOVATIVE POLICY SOLUTIONS AND TOOLS TO HELP GLOBAL, NATIONAL, AND LOCAL POLICYMAKERS BUILD MORE EQUITABLE AND SUSTAINABLE ECONOMIC SYSTEMS THAT DELIVER PROSPERITY AND WELL-BEING FOR ALL. GLOBAL'S INTERDISCIPLINARY TEAM OF EXPERTS PROVIDES THOUGHT LEADERSHIP, CUTTING-EDGE RESEARCH, AND INNOVATIVE SOLUTIONS THAT INFORM POLICY AND INTERNATIONAL COOPERATION IN THEMATIC AREAS INCLUDING HARNESSING TECHNOLOGY FOR INCLUSIVE GROWTH AND DEVELOPMENT; DEVELOPMENT FINANCE; FORECASTING TRENDS; GLOBAL EDUCATION AND SKILLS DEVELOPMENT; AND MULTILATERALISM AND INTERNATIONAL COOPERATION.

4c (Code:) (Expenses \$ 14,774,196. including grants of \$ 331,881.) (Revenue \$ 638,349.)**FOREIGN POLICY:**

THE FOREIGN POLICY PROGRAM CONDUCTS RESEARCH, ANALYSIS AND CONVENING IN ORDER TO INFORM PUBLIC UNDERSTANDING AND POLICY DIALOGUE CONCERNING THE MOST PRESSING GEOPOLITICAL AND SECURITY ISSUES FACING THE U.S. AND THE WORLD. IN ADDITION TO THE PROGRAM REGULARLY HOSTING EVENTS, FOREIGN POLICY SCHOLARS HAVE PUBLISHED A NUMBER OF REPORTS AND BOOKS WHILE ALSO MAKING APPEARANCES ON THE PAGES AND AIRWAVES OF MAJOR NEWS AND POLICY OUTLETS ACROSS THE POLITICAL SPECTRUM IN THE U.S. AND AROUND THE GLOBE.

4d Other program services (Describe on Schedule O.)(Expenses \$ 31,865,392. including grants of \$ 2,101,054.) (Revenue \$ 1,663,980.)**4e** Total program service expenses 87,932,852.

Form 990 (2023)

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	1 X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	2 X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	3	X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	4	X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>	5	X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	6	X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	7	X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	8 X	
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	9	X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	10 X	
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	11a X	
b Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	11b X	
c Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	11c	X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	11d	X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	11e X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	11f X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	12a X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	12b	X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	13	X
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	14b X	
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	15 X	
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	16 X	
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I.</i> See instructions	17	X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	18	X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	19	X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	20a	X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21 X	

Form 990 (2023)

THE BROOKINGS INSTITUTION

53-0196577

Page 4

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22 X	
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23 X	
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a X	
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b	X
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c	X
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d	X
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a	X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b	X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>	26	X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27	X
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>	28a	X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>	28b	X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>	28c	X
29 Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i>	29 X	
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30	X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31	X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32	X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33	X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34 X	
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a X	
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b	X
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36	X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37	X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19?	38 X	

Note: All Form 990 filers are required to complete Schedule O

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a 412	
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b 0	
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c X	

Form 990 (2023)

THE BROOKINGS INSTITUTION

53-0196577

Page 5

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
2a Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	2a 615		
b If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X	
3a Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a	X	
b If "Yes," has it filed a Form 990-T for this year? <i>If "No" to line 3b, provide an explanation on Schedule O</i>	3b	X	
4a At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		X
b If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		X
b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		X
c If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		X
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7 Organizations that may receive deductible contributions under section 170(c).			
a Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a		X
b If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		X
d If "Yes," indicate the number of Forms 8282 filed during the year	7d		
e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		X
f Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		X
g If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9 Sponsoring organizations maintaining donor advised funds.			
a Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10 Section 501(c)(7) organizations. Enter:			
a Initiation fees and capital contributions included on Part VIII, line 12	10a		
b Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	10b		
11 Section 501(c)(12) organizations. Enter:			
a Gross income from members or shareholders	11a		
b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.)	11b		
12a Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a		
b If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b		
13 Section 501(c)(29) qualified nonprofit health insurance issuers.			
a Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a		
b Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	13b		
c Enter the amount of reserves on hand	13c		
14a Did the organization receive any payments for indoor tanning services during the tax year?	14a		X
b If "Yes," has it filed a Form 720 to report these payments? <i>If "No," provide an explanation on Schedule O</i>	14b		
15 Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15		X
16 Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		X
17 Section 501(c)(21) organizations. Did the trust, or any disqualified or other person engage in any activities that would result in the imposition of an excise tax under section 4951, 4952 or 4953? If "Yes," complete Form 6069.	17		

Form 990 (2023)

THE BROOKINGS INSTITUTION

53-0196577

Page 6

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

☒**Section A. Governing Body and Management**

	Yes	No
1a Enter the number of voting members of the governing body at the end of the tax year 1a 47 If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.		
b Enter the number of voting members included on line 1a, above, who are independent 1b 47		
2 Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee? 2	X	
3 Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person? 3		X
4 Did the organization make any significant changes to its governing documents since the prior Form 990 was filed? 4		X
5 Did the organization become aware during the year of a significant diversion of the organization's assets? 5		X
6 Did the organization have members or stockholders? 6		X
7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body? 7a		X
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body? 7b		X
8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
a The governing body? 8a	X	
b Each committee with authority to act on behalf of the governing body? 8b	X	
9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O 9		X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
10a Did the organization have local chapters, branches, or affiliates? 10a		X
b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes? 10b		
11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? 11a		X
b Describe on Schedule O the process, if any, used by the organization to review this Form 990.		
12a Did the organization have a written conflict of interest policy? If "No," go to line 13 12a	X	
b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? 12b	X	
c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done 12c	X	
13 Did the organization have a written whistleblower policy? 13	X	
14 Did the organization have a written document retention and destruction policy? 14	X	
15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
a The organization's CEO, Executive Director, or top management official 15a	X	
b Other officers or key employees of the organization 15b	X	
If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.		
16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? 16a		X
b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements? 16b		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed AL, AR, CA, FL, GA, HI, IL, KS, KY, MA, MD, MI

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
☒ Own website ☐ Another's website ☒ Upon request ☐ Other (explain on Schedule O)

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

20 State the name, address, and telephone number of the person who possesses the organization's books and records
NIKKI BAGWELL - (202) 797-6000
1775 MASSACHUSETTES AVE NW, WASHINGTON, DC 20036

Form 990 (2023)

THE BROOKINGS INSTITUTION

53-0196577

Page 7

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent ContractorsCheck if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.

- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."

- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.

- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) AMY LIU WITMER PRESIDENT (THRU 12/23)/PRES. ADVISOR	40.00			X				732,928.	0.	62,827.
(2) JONATHAN D. SCHWARTZ GENERAL COUNSEL	40.00			X				621,950.	0.	37,465.
(3) WILLIAM GALE SR FLLW & DIR, TAX POLICY	40.00				X			521,085.	0.	65,354.
(4) MITCHELL L. WEIN SR VP OF FINANCE & COO	40.00			X				517,792.	0.	48,775.
(5) CATHERINE A. PIEZ CHIEF INVESTMENT OFFICER	40.00				X			421,996.	0.	67,985.
(6) DARRELL M. WEST SR FELLOW & CHAIR, DILLON	40.00					X		357,062.	0.	68,301.
(7) SUZANNE MALONEY VP & DIR., FOREIGN POLICY	40.00				X			342,013.	0.	77,757.
(8) DAVID WESSEL SR FELLOW & DIR, HUTCHINS	40.00					X		347,729.	0.	71,351.
(9) ANKUR R. BHATT CHIEF INFORMATION OFFICER	40.00				X			353,265.	0.	62,601.
(10) BRAHIMA COULIBALY VP & DIRECTOR, GLOBAL	40.00				X			336,432.	0.	70,329.
(11) XAVIER BRIGGS SR. FELLOW, BROOKINGS METRO	40.00					X		360,268.	0.	40,378.
(12) TAMARA L O'NEIL VP, CHIEF DEVEL. OFFICER	40.00				X			331,492.	0.	57,652.
(13) CAMILLE Busette INTERIM VP & DIR., GLOBAL	40.00				X			313,243.	0.	68,079.
(14) ALAN M. BERUBE INTERIM VP AND DIRECTOR - METRO	40.00				X			336,755.	0.	40,127.
(15) RICHARD G. FRANK SENIOR FELLOW	40.00					X		327,400.	0.	39,902.
(16) APRIL MCWILLIAMS VP & CHIEF HR OFFICER	40.00				X			309,600.	0.	56,000.
(17) JOSEPH ROONEY VP, EXECUTIVE AFFAIRS	40.00				X			247,365.	0.	73,488.

Form 990 (2023)

THE BROOKINGS INSTITUTION

53-0196577

Page 8

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) ANDREA L. RISOTTO CHIEF COMMUNICATIONS OFFICER	40.00				X			221,117.	0.	39,269.
(19) ELIZABETH GROSS DIR BOARD RLTHS, ASSTNT SEC BOARD	40.00			X				123,279.	0.	22,493.
(20) CECILIA ROUSE PRESIDENT (AS OF 01/24)	40.00			X				55,556.	0.	0.
(21) GLENN H. HUTCHINS CO-CHAIR OF THE BOARD	4.00	X		X				0.	0.	0.
(22) SUZANNE NORA JOHNSON CO-CHAIR OF THE BOARD	4.00	X		X				0.	0.	0.
(23) LEONARD D. SCHAEFFER VICE CHAIR OF BOARD	3.00	X		X				0.	0.	0.
(24) VICTOR L. HYMES TREASURER	3.00	X		X				0.	0.	0.
(25) TRACY R. WOLSTENCROFT SECRETARY	3.00	X		X				0.	0.	0.
(26) ROBERT J. ABERNETHY TRUSTEE	3.00	X						0.	0.	0.
1b Subtotal								7,178,327.	0.	1070133.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								7,178,327.	0.	1070133.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization

219

- 3** Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*
- 4** For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? *If "Yes," complete Schedule J for such individual*
- 5** Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*

	Yes	No
3		X
4	X	
5		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
AMERICAN MECHANICAL SERVICES OF MD LLC 13300 MID ATLANTIC BLVD, LAUREL, MD 20708	HVAC SERVICES & MAINTENANCE	1,211,780.
CITY SECURITY CONSULTANTS, INC., 2010 KENDALL STREET, N.E., WASHINGTON, DC 20002	SECURITY GUARD SERVICES	725,927.
BUCH CONSTRUCTION, INC. 8155 WESTSIDE BLVD, FULTON, MD 20759	CONSTRUCTION	689,762.
MICROSOFT CORPORATION 1 MICROSOFT WAY, REDMOND, WA 98052	TECHNOLOGY MAINTENANCE	641,025.
WORKDAY, INC., 6110 STONERIDGE MALL ROAD, PLEASANTON, CA 94588	IT SOFTWARE SOLUTIONS	603,379.

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization

30

SEE PART VII, SECTION A CONTINUATION SHEETS

Form 990 (2023)

Form 990

THE BROOKINGS INSTITUTION

53-0196577

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(27) PETER BARRIS TRUSTEE	2.00	X						0.	0.	0.
(28) ROBERT M. BASS TRUSTEE	2.00	X						0.	0.	0.
(29) SETH BERNSTEIN TRUSTEE	2.00	X						0.	0.	0.
(30) JEFFREY L. BEWKES TRUSTEE	2.00	X						0.	0.	0.
(31) DAVID BOZEMAN TRUSTEE	2.00	X						0.	0.	0.
(32) ABBY JOSEPH COHEN TRUSTEE	3.00	X						0.	0.	0.
(33) BETSY Z. COHEN TRUSTEE	2.00	X						0.	0.	0.
(34) JONATHAN COLBY TRUSTEE	2.00	X						0.	0.	0.
(35) CHERYL CRAZY BULL TRUSTEE	2.00	X						0.	0.	0.
(36) SUSAN CROWN TRUSTEE	2.00	X						0.	0.	0.
(37) JASON CUMMINS TRUSTEE	2.00	X						0.	0.	0.
(38) KATHERINE FARLEY TRUSTEE	2.00	X						0.	0.	0.
(39) LAWTON FITT TRUSTEE	2.00	X						0.	0.	0.
(40) BART FRIEDMAN TRUSTEE	3.00	X						0.	0.	0.
(41) ELLEN V. FUTTER TRUSTEE	3.00	X						0.	0.	0.
(42) HELENE GAYLE TRUSTEE	2.00	X						0.	0.	0.
(43) DAVID J. GRAIN TRUSTEE	2.00	X						0.	0.	0.
(44) PETE HIGGINS TRUSTEE	3.00	X						0.	0.	0.
(45) KENNETH M. JACOBS TRUSTEE	2.00	X						0.	0.	0.
(46) TOM KAPLAN TRUSTEE	2.00	X						0.	0.	0.
Total to Part VII, Section A, line 1c										

Form 990

THE BROOKINGS INSTITUTION

53-0196577

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (check all that apply)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(47) LAURA KARET TRUSTEE	2.00	X						0.	0.	0.
(48) HOSEIN KHAJEH-HOSSEINY TRUSTEE	2.00	X						0.	0.	0.
(49) PHILIP M. KNIGHT TRUSTEE	2.00	X						0.	0.	0.
(50) SARA GROOTWASSINK LEWIS TRUSTEE (THRU 5/24)	3.00	X						0.	0.	0.
(51) KEVIN MANDIA TRUSTEE (THRU 05/24)	2.00	X						0.	0.	0.
(52) CATHY MINEHAN TRUSTEE	3.00	X						0.	0.	0.
(53) ADITYA MITTAL TRUSTEE (THRU 5/24)	2.00	X						0.	0.	0.
(54) BETH MOONEY TRUSTEE	2.00	X						0.	0.	0.
(55) OSCAR MUNOZ TRUSTEE	2.00	X						0.	0.	0.
(56) LAXMAN NARASIMHAN TRUSTEE	2.00	X						0.	0.	0.
(57) VASANT PRABHU TRUSTEE	2.00	X						0.	0.	0.
(58) BRIAN ROGERS TRUSTEE	3.00	X						0.	0.	0.
(59) GINNI ROMETTY TRUSTEE	2.00	X						0.	0.	0.
(60) TIM RYAN TRUSTEE	2.00	X						0.	0.	0.
(61) ALAN SCHWARTZ TRUSTEE	2.00	X						0.	0.	0.
(62) ERIC SCHWARTZ TRUSTEE	2.00	X						0.	0.	0.
(63) JAMES SMITH TRUSTEE	2.00	X						0.	0.	0.
(64) KEVIN SNEADER TRUSTEE	2.00	X						0.	0.	0.
(65) DOUGLAS STEENLAND TRUSTEE	2.00	X						0.	0.	0.
(66) JOE R. STRAUS TRUSTEE	2.00	X						0.	0.	0.
Total to Part VII, Section A, line 1c										

Form 990 (2023)

THE BROOKINGS INSTITUTION

53-0196577

Page 9

Part VIII Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
Contributions, Gifts, Grants and Other Similar Amounts	1 a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	1,351,461.				
	f All other contributions, gifts, grants, and similar amounts not included above ...	1f	68,956,626.				
	g Noncash contributions included in lines 1a-1f	1g	\$ 2,065,698.				
	h Total. Add lines 1a-1f						
Program Service Revenue	2 a RESEARCH	Business Code	900099	1,795,564.	1,795,564.		
	b						
	c						
	d						
	e						
	f All other program service revenue						
	g Total. Add lines 2a-2f			1,795,564.			
	Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			5,782,085.		4784323.
4 Income from investment of tax-exempt bond proceeds							
5 Royalties				82,984.	82,984.		
6 a Gross rents		6a	(i) Real (ii) Personal				
b Less: rental expenses ...		6b					
c Rental income or (loss)		6c					
d Net rental income or (loss)							
7 a Gross amount from sales of assets other than inventory		7a	(i) Securities (ii) Other				
b Less: cost or other basis and sales expenses		7b					
c Gain or (loss)		7c					
d Net gain or (loss)							
8 a Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18		8a					
b Less: direct expenses		8b					
c Net income or (loss) from fundraising events							
9 a Gross income from gaming activities. See Part IV, line 19		9a					
b Less: direct expenses		9b					
c Net income or (loss) from gaming activities							
10 a Gross sales of inventory, less returns and allowances	10a						
b Less: cost of goods sold	10b						
c Net income or (loss) from sales of inventory			462,875.	462,875.			
Miscellaneous Revenue	11 a OTHER INCOME	Business Code	900099	873,997.			873,997.
	b EMPLOYEE PARKING		812930	76,385.			76,385.
	c CAFETERIA REVENUE		722514	13,918.			13,918.
	d All other revenue						
	e Total. Add lines 11a-11d			964,300.			
	12 Total revenue. See instructions			109029264.	2,341,423.	4784323.	31595431.

Form 990 (2023)

THE BROOKINGS INSTITUTION

53-0196577 Page 10

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	2,397,193.	2,397,193.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	861,621.	861,621.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	1,320,780.	1,320,780.		
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	7,528,401.	2,375,980.	4,187,809.	964,612.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	51,002,380.	48,439,677.	1,215,917.	1,346,786.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	5,095,446.	4,423,799.	470,426.	201,221.
9 Other employee benefits	5,706,936.	4,954,687.	526,880.	225,369.
10 Payroll taxes	3,833,321.	3,328,039.	353,903.	151,379.
11 Fees for services (nonemployees):				
a Management				
b Legal	402,363.	12,807.	389,556.	
c Accounting	67,771.		67,771.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	835,487.		835,487.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	4,577,005.	4,461,860.		115,145.
12 Advertising and promotion	52,097.	50,001.	1,421.	675.
13 Office expenses	76,539.	64,728.	8,590.	3,221.
14 Information technology	3,714,608.	3,137,720.	564,734.	12,154.
15 Royalties				
16 Occupancy	3,751,554.	3,062,751.	553,385.	135,418.
17 Travel	1,836,219.	1,676,438.	57,039.	102,742.
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	1,926,803.	1,449,554.		477,249.
20 Interest	685,344.	575,212.	84,152.	25,980.
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	2,134,553.	1,826,952.	252,825.	54,776.
23 Insurance	503,339.	410,923.	74,247.	18,169.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a OTHER DIRECT COSTS	2,647,136.	1,970,859.	476,977.	199,300.
b TEMPORARY HELP	801,166.	585,042.	216,124.	
c PUBLISHING	546,229.	546,229.		
d BOND COST AMORTIZATION	16,500.		16,500.	
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	102,320,791.	87,932,852.	10,353,743.	4,034,196.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Form 990 (2023)

THE BROOKINGS INSTITUTION

53-0196577 Page 11

Part X Balance SheetCheck if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	14,384.	1	
	2 Savings and temporary cash investments	61,451,115.	2	50,153,685.
	3 Pledges and grants receivable, net	33,553,860.	3	26,950,578.
	4 Accounts receivable, net	368,149.	4	2,395,024.
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use	8,469.	8	7,768.
	9 Prepaid expenses and deferred charges	1,423,216.	9	1,537,272.
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 72,216,749.		
	b Less: accumulated depreciation	10b 44,051,518.	10c	28,165,231.
	11 Investments - publicly traded securities	158,468,849.	11	146,408,853.
	12 Investments - other securities. See Part IV, line 11	249,268,342.	12	291,537,021.
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11	4,986,929.	15	3,836,723.
16 Total assets. Add lines 1 through 15 (must equal line 33)	537,645,383.	16	550,992,155.	
Liabilities	17 Accounts payable and accrued expenses	12,013,846.	17	11,058,600.
	18 Grants payable		18	
	19 Deferred revenue	4,248,159.	19	5,853,822.
	20 Tax-exempt bond liabilities	42,222,513.	20	41,395,057.
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	6,167,853.	25	4,844,663.
	26 Total liabilities. Add lines 17 through 25	64,652,371.	26	63,152,142.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here ☒ and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	244,677,737.	27	257,072,480.
	28 Net assets with donor restrictions	228,315,275.	28	230,767,533.
	Organizations that do not follow FASB ASC 958, check here ☐ and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	472,993,012.	32	487,840,013.
	33 Total liabilities and net assets/fund balances	537,645,383.	33	550,992,155.

Form 990 (2023)

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI ☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	109,029,264.
2	Total expenses (must equal Part IX, column (A), line 25)	2	102,320,791.
3	Revenue less expenses. Subtract line 2 from line 1	3	6,708,473.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	472,993,012.
5	Net unrealized gains (losses) on investments	5	8,045,528.
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	93,000.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	487,840,013.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII ☐

	Yes	No
1 Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other		
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.		
2a Were the organization's financial statements compiled or reviewed by an independent accountant?		X
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:		
☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		
b Were the organization's financial statements audited by an independent accountant?	X	
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:		
☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis		
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	X	
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.		
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	X	
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	X	

Form 990 (2023)

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support
Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

Name of the organization	Employer identification number
THE BROOKINGS INSTITUTION	53-0196577

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- ☐ 1 A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- ☐ 2 A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)
- ☐ 3 A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- ☐ 4 A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: _____
- ☐ 5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- ☐ 6 A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- ☒ 7 An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- ☐ 8 A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- ☐ 9 An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: _____
- ☐ 10 An organization that normally receives (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- ☐ 11 An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- ☐ 12 An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

☐ a **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**

☐ b **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**

☐ c **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**

☐ d **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**

☐ e Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations
- ☐ g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
Total						

Schedule A (Form 990) 2023

THE BROOKINGS INSTITUTION

53-0196577 Page 2

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	63041977.	47454001.	70762210.	73243242.	70308087.	324809517
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	63041977.	47454001.	70762210.	73243242.	70308087.	324809517
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						20436924.
6 Public support. Subtract line 5 from line 4.						304372593

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4	63041977.	47454001.	70762210.	73243242.	70308087.	324809517
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	4246681.	2345253.	3373405.	4244647.	5782085.	19992071.
9 Net income from unrelated business activities, whether or not the business is regularly carried on				15,213.		15,213.
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)	1899088.	75,838.	56,414.	140,857.	964,300.	3136497.
11 Total support. Add lines 7 through 10						347953298
12 Gross receipts from related activities, etc. (see instructions)					12	2,410,109.
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f), divided by line 11, column (f))	14	87.48 %
15 Public support percentage from 2022 Schedule A, Part II, line 14	15	87.29 %
16a 33 1/3% support test - 2023. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		☒
b 33 1/3% support test - 2022. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		☐
17a 10% -facts-and-circumstances test - 2023. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		☐
b 10% -facts-and-circumstances test - 2022. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		☐
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		☐

Schedule A (Form 990) 2023

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15 Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2022 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2023 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2022 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2023. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

b 33 1/3% support tests - 2022. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ☐

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

	Yes	No
11 Has the organization accepted a gift or contribution from any of the following persons?		
a A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?		
11a		
b A family member of a person described on line 11a above?		
11b		
c A 35% controlled entity of a person described on line 11a or 11b above? If "Yes" to line 11a, 11b, or 11c, provide detail in Part VI .		
11c		

Section B. Type I Supporting Organizations

	Yes	No
1 Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
1		
2 Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
2		

Section C. Type II Supporting Organizations

	Yes	No
1 Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
1		

Section D. All Type III Supporting Organizations

	Yes	No
1 Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
1		
2 Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).		
2		
3 By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.		
3		

Section E. Type III Functionally Integrated Supporting Organizations

	Yes	No
1 Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
a ☐ The organization satisfied the Activities Test. Complete line 2 below.		
b ☐ The organization is the parent of each of its supported organizations. Complete line 3 below.		
c ☐ The organization supported a governmental entity. Describe in Part VI how you supported a governmental entity (see instructions).		
2 Activities Test. Answer lines 2a and 2b below.		
a Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.		
2a		
b Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.		
2b		
3 Parent of Supported Organizations. Answer lines 3a and 3b below.		
a Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? If "Yes" or "No" provide details in Part VI .		
3a		
b Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.		
3b		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). **See instructions.**
All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Schedule A (Form 990) 2023

THE BROOKINGS INSTITUTION

53-0196577 Page 7

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year
1 Amounts paid to supported organizations to accomplish exempt purposes	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (prior IRS approval required - <i>provide details in Part VI</i>)	5	
6 Other distributions (<i>describe in Part VI</i>). See instructions.	6	
7 Total annual distributions. Add lines 1 through 6.	7	
8 Distributions to attentive supported organizations to which the organization is responsive (<i>provide details in Part VI</i>). See instructions.	8	
9 Distributable amount for 2023 from Section C, line 6	9	
10 Line 8 amount divided by line 9 amount	10	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2023	(iii) Distributable Amount for 2023
1 Distributable amount for 2023 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2023 (reasonable cause required - <i>explain in Part VI</i>). See instructions.			
3 Excess distributions carryover, if any, to 2023			
a From 2018			
b From 2019			
c From 2020			
d From 2021			
e From 2022			
f Total of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2023 distributable amount			
i Carryover from 2018 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2023 from Section D, line 7: \$			
a Applied to underdistributions of prior years			
b Applied to 2023 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
6 Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, <i>explain in Part VI</i> . See instructions.			
7 Excess distributions carryover to 2024. Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2019			
b Excess from 2020			
c Excess from 2021			
d Excess from 2022			
e Excess from 2023			

Schedule A (Form 990) 2023

Part VI

Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.
(See instructions.)

SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:

CAFETERIA

2019 AMOUNT: \$ 1,621,213.

2023 AMOUNT: \$ 13,918.

OTHER INCOME

2019 AMOUNT: \$ 277,875.

2020 AMOUNT: \$ 75,838.

2021 AMOUNT: \$ 56,414.

2022 AMOUNT: \$ 140,857.

2023 AMOUNT: \$ 873,997.

EMPLOYEE PARKING

2023 AMOUNT: \$ 76,385.

Schedule B
(Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

☒ 501(c)(3) (enter number) organization

☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation

☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation

☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

☒ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990) (2023)

Name of organization	Employer identification number
THE BROOKINGS INSTITUTION	53-0196577

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
<u>1</u>		\$ <u>11,000,000.</u>	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
<u>2</u>		\$ <u>3,755,866.</u>	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
<u>3</u>		\$ <u>3,001,735.</u>	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
<u>4</u>		\$ <u>2,402,274.</u>	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
<u>5</u>		\$ <u>2,160,000.</u>	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
<u>6</u>		\$ <u>1,967,991.</u>	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

Name of organization	Employer identification number
THE BROOKINGS INSTITUTION	53-0196577

Part I **Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7		\$ 1,878,792.	Person ☒ Payroll ☐ Noncash ☒ (Complete Part II for noncash contributions.)
8		\$ 1,655,119.	Person ☒ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)
		\$	Person ☐ Payroll ☐ Noncash ☐ (Complete Part II for noncash contributions.)

Name of organization	Employer identification number
THE BROOKINGS INSTITUTION	53-0196577

Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) \$ _____
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

SCHEDULE D
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990,
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

Part I

Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year		
2 Aggregate value of contributions to (during year)		
3 Aggregate value of grants from (during year)		
4 Aggregate value at end of year		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No		
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No		

Part II

Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).
☐ Preservation of land for public use (for example, recreation or education) ☐ Preservation of a historically important land area
☐ Protection of natural habitat ☐ Preservation of a certified historic structure
☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements	2a
b Total acreage restricted by conservation easements	2b
c Number of conservation easements on a certified historic structure included on line 2a	2c
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year

4 Number of states where property subject to conservation easement is located

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III

Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 \$

(ii) Assets included in Form 990, Part X \$ 268,418.

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items:

a Revenue included on Form 990, Part VIII, line 1 \$

b Assets included in Form 990, Part X \$

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2023

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

- a ☒ Public exhibition d ☐ Loan or exchange program
 b ☐ Scholarly research e ☐ Other _____
 c ☐ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☒ No

Part IV Escrow and Custodial Arrangements Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

Part V Endowment Funds Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance	429544660.	384593753.	428429220.	341759774.	360740018.
b Contributions	3,474,896.	43071764.	5,427,043.	181,240.	8,941,900.
c Net investment earnings, gains, and losses	41030197.	27901157.	-26119655.	106955864.	-8433684.
d Grants or scholarships					
e Other expenditures for facilities and programs	23009165.	24358899.	21628149.	18892759.	17991717.
f Administrative expenses	1,900,572.	1,663,115.	1,514,706.	1,574,899.	1,496,743.
g End of year balance	449140016.	429544660.	384593753.	428429220.	341759774.

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment 64.3300 %
 b Permanent endowment 23.6100 %
 c Term endowment 12.0600 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) Unrelated organizations? _____
 (ii) Related organizations? _____

	Yes	No
3a(i)		X
3a(ii)		X
3b		

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? _____

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		4,155,620.		4,155,620.
b Buildings		49,617,710.	31,884,115.	17,733,595.
c Leasehold improvements		639,345.	572,667.	66,678.
d Equipment		17,297,755.	11,594,736.	5,703,019.
e Other		506,319.		506,319.
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B))				28,165,231.

Schedule D (Form 990) 2023

Schedule D (Form 990) 2023

THE BROOKINGS INSTITUTION

53-0196577 Page 3

Part VII Investments - Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A) ALTERNATIVE INVESTMENTS	291,537,021.	END-OF-YEAR MARKET VALUE
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, line 12, col. (B))	291,537,021.	

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, line 13, col. (B))		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 15, col. (B))	

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) ACCRUED POST-RETIREMENT BENEFIT	
(3) OBLIGATION	603,000.
(4) DEFERRED COMPENSATION	997,556.
(5) LEASE LIABILITY	3,244,107.
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))	4,844,663.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ... ☒

Schedule D (Form 990) 2023

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	114,964,138.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	8,045,528.
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	-1,898,152.
e	Add lines 2a through 2d	2e	6,147,376.
3	Subtract line 2e from line 1	3	108,816,762.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	356,291.
b	Other (Describe in Part XIII.)	4b	-143,789.
c	Add lines 4a and 4b	4c	212,502.
5	Total revenue. Add lines 3 and 4c . (This must equal Form 990, Part I, line 12.)	5	109,029,264.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	100,052,050.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	-14,298.
e	Add lines 2a through 2d	2e	-14,298.
3	Subtract line 2e from line 1	3	100,066,348.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	356,291.
b	Other (Describe in Part XIII.)	4b	1,898,152.
c	Add lines 4a and 4b	4c	2,254,443.
5	Total expenses. Add lines 3 and 4c . (This must equal Form 990, Part I, line 18.)	5	102,320,791.

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART III, LINE 4:

BROOKINGS PHOTOGRAPHY COLLECTION WAS DONATED TO ENHANCE THE FACILITIES WHERE BROOKINGS SCHOLARS WORK AND CONVENE PUBLIC POLICY AND EDUCATIONAL EVENTS. THE COLLECTION CONTRIBUTES TO AN ATMOSPHERE THAT PROMOTES ENGAGEMENT WITH STAKEHOLDERS THROUGH CONVERSATION AND INTERACTION.

PART V, LINE 4:

BROOKINGS CAREFULLY BALANCES ITS FUNDING TO RESPOND TO CURRENT POLICY ISSUES AS WELL AS UNDERTAKE LONG-TERM RESEARCH PROJECTS. AS NEW CHALLENGES EMERGE, THE ENDOWMENT IS USED TO MAKE NEW RESEARCH PROJECTS POSSIBLE, SUPPORTING CORE ADMINISTRATIVE COSTS, AS WELL AS SCHOLAR-DRIVEN RESEARCH.

Part XIII Supplemental Information (continued)

PART X, LINE 2:

BROOKINGS FOLLOWS GUIDANCE THAT CLARIFIES THE ACCOUNTING FOR UNCERTAINTY IN TAX POSITIONS TAKEN OR EXPECTED TO BE TAKEN IN A TAX RETURN, INCLUDING ISSUES RELATING TO FINANCIAL STATEMENT RECOGNITION AND MEASUREMENT. THIS GUIDANCE PROVIDES THAT THE TAX EFFECTS FROM AN UNCERTAIN TAX POSITION CAN ONLY BE RECOGNIZED IN THE FINANCIAL STATEMENTS IF THE POSITION IS "MORE-LIKELY-THAN-NOT" TO BE SUSTAINED IF THE POSITION WERE TO BE CHALLENGED BY A TAXING AUTHORITY. THE ASSESSMENT OF THE TAX POSITION IS BASED SOLELY ON THE TECHNICAL MERITS OF THE POSITION, WITHOUT REGARD TO THE LIKELIHOOD THAT THE TAX POSITION MAY BE CHALLENGED.

BROOKINGS IS EXEMPT FROM FEDERAL INCOME TAX UNDER INTERNAL REVENUE CODE (IRC) SECTION 501(C)(3), THOUGH IT IS SUBJECT TO TAX ON INCOME UNRELATED TO ITS EXEMPT PURPOSE, UNLESS THAT INCOME IS OTHERWISE EXCLUDED BY THE IRC. BROOKINGS HAS PROCESSES PRESENTLY IN PLACE TO ENSURE THE MAINTENANCE OF ITS TAX-EXEMPT STATUS; TO IDENTIFY AND REPORT UNRELATED INCOME; TO DETERMINE ITS FILING AND TAX OBLIGATIONS IN JURISDICTIONS FOR WHICH IT HAS NEXUS; AND TO IDENTIFY AND EVALUATE OTHER MATTERS THAT MAY BE CONSIDERED TAX POSITIONS. BROOKINGS HAS DETERMINED THAT THERE ARE NO MATERIAL UNCERTAIN TAX POSITIONS THAT REQUIRE RECOGNITION OR DISCLOSURE IN THE ACCOMPANYING FINANCIAL STATEMENTS.

PART XI, LINE 2D - OTHER ADJUSTMENTS:

OTHER EXPENSES RECLASSIFIED TO FUNCTIONAL EXPENSES	-1,898,152.
--	-------------

PART XI, LINE 4B - OTHER ADJUSTMENTS:

COST OF GOODS SOLD	-68,686.
--------------------	----------

ROYALTY INCOME	82,984.
----------------	---------

PRIOR PERIOD ADJUSTMENT

-158,087.

TOTAL TO SCHEDULE D, PART XI, LINE 4B

-143,789.

PART XII, LINE 2D - OTHER ADJUSTMENTS:

COST OF GOODS SOLD

68,686.

ROYALTY INCOME

-82,984.

TOTAL TO SCHEDULE D, PART XII, LINE 2D

-14,298.

PART XII, LINE 4B - OTHER ADJUSTMENTS:

OTHER EXPENSES RECLASSIFIED TO FUNCTIONAL EXPENSES

1,898,152.

SCHEDULE F

(Form 990)

Department of the Treasury

Internal Revenue Service

Statement of Activities Outside the United States

Complete if the organization answered "Yes" on Form 990, Part IV, line 14b, 15, or 16.

Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

Part I

General Information on Activities Outside the United States.

Complete if the organization answered "Yes" on Form 990, Part IV, line 14b.

1 For grantmakers. Does the organization maintain records to substantiate the amount of its grants and other assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance?

 ☒ Yes
 ☐ No

2 For grantmakers. Describe in Part V the organization's procedures for monitoring the use of its grants and other assistance outside the United States.

3 Activities per Region. (The following Part I, line 3 table can be duplicated if additional space is needed.)

(a) Region	(b) Number of offices in the region	(c) Number of employees, agents, and independent contractors in the region	(d) Activities conducted in the region (by type) (such as, fundraising, program services, investments, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in the region	(f) Total expenditures for and investments in the region
CENTRAL AMERICA AND THE CARIBBEAN	0	0	INVESTMENTS		93390070
EAST ASIA AND THE PACIFIC	0	0	INVESTMENTS		13015759
EAST ASIA AND THE PACIFIC	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	271,587.
EUROPE	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	372,623.
EUROPE	0	0	GRANTS TO RECIPIENTS LOCATED IN THE REGION		75,000.
MIDDLE EAST AND NORTH AFRICA	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	16,671.
MIDDLE EAST AND NORTH AFRICA	0	0	GRANTS TO RECIPIENTS LOCATED IN THE REGION		122,500.
NORTH AMERICA	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	8,492.
3 a Subtotal	0	0			#####
b Total from continuation sheets to Part I	0	0			1317798.
c Totals (add lines 3a and 3b)	0	0			#####

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule F (Form 990) 2023

LHA 332071 11-29-23

12370512 131839 B122526

36

2023.05070 THE BROOKINGS INSTITUTION B1225261

Schedule F (Form 990)

THE BROOKINGS INSTITUTION

53-0196577

Page 1

Part I Continuation of Activities per Region. (Schedule F (Form 990), Part I, line 3)

(a) Region	(b) Number of offices in the region	(c) Number of employees or agents in region	(d) Activities conducted in region (by type) (i.e., fundraising, program services, grants to recipients located in the region)	(e) If activity listed in (d) is a program service, describe specific type of service(s) in region	(f) Total expenditures for region
NORTH AMERICA	0	0	GRANTS TO RECIPIENTS LOCATED IN THE REGION		120,000.
RUSSIA AND NEIGHBORING STATES	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	1,312.
SOUTH AMERICA	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	33,566.
SOUTH AMERICA	0	0	GRANTS TO RECIPIENTS LOCATED IN THE REGION		200,000.
SOUTH ASIA	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	32,862.
SOUTH ASIA	0	0	GRANTS TO RECIPIENTS LOCATED IN THE REGION		265,000.
SUB-SAHARAN AFRICA	0	0	PROGRAMMATIC ACTIVITIES	PUBLIC POLICY RESEARCH	126,778.
SUB-SAHARAN AFRICA	0	0	GRANTS TO RECIPIENTS LOCATED IN THE REGION		538,280.
Totals					1317798.

Schedule F (Form 990) 2023

THE BROOKINGS INSTITUTION

53-0196577

Page 2

Part II **Grants and Other Assistance to Organizations or Entities Outside the United States.** Complete if the organization answered "Yes" on Form 990, Part IV, line 15, for any recipient who received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of noncash assistance	(h) Description of noncash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		SUB-SAHARAN AFRICA	PROGRAM ACTIVITY	90,000.	WIRE/ACH	0.	N/A	N/A
		NORTH AMERICA	PROGRAM ACTIVITY	20,000.	WIRE/ACH	0.	N/A	N/A
		SUB-SAHARAN AFRICA	PROGRAM ACTIVITY	25,000.	WIRE/ACH	0.	N/A	N/A
		SUB-SAHARAN AFRICA	PROGRAM ACTIVITY	100,000.	WIRE/ACH	0.	N/A	N/A
		SUB-SAHARAN AFRICA	PROGRAM ACTIVITY	100,000.	WIRE/ACH	0.	N/A	N/A
		SOUTH ASIA	PROGRAM ACTIVITY	120,000.	WIRE/ACH	0.	N/A	N/A
		SOUTH AMERICA	PROGRAM ACTIVITY	100,000.	WIRE/ACH	0.	N/A	N/A
		SUB-SAHARAN AFRICA	PROGRAM ACTIVITY	100,000.	WIRE/ACH	0.	N/A	N/A

2 Enter total number of recipient organizations listed above that are recognized as charities by the foreign country, recognized as a tax exempt 501(c)(3) organization by the IRS, or for which the grantee or counsel has provided a section 501(c)(3) equivalency letter **14**

3 Enter total number of other organizations or entities **0**

Schedule F (Form 990) 2023

Schedule F (Form 990)

THE BROOKINGS INSTITUTION**53-0196577**Page **2****Part II** Continuation of Grants and Other Assistance to Organizations or Entities Outside the United States. (Schedule F (Form 990), Part II, line 1)

1 (a) Name of organization	(b) IRS code section and EIN (if applicable)	(c) Region	(d) Purpose of grant	(e) Amount of cash grant	(f) Manner of cash disbursement	(g) Amount of non-cash assistance	(h) Description of non-cash assistance	(i) Method of valuation (book, FMV, appraisal, other)
		SUB-SAHARAN AFRICA	PROGRAM ACTIVITY	100,000.	WIRE/ACH	0.	N/A	N/A
		SOUTH ASIA	PROGRAM ACTIVITY	100,000.	WIRE/ACH	0.	N/A	N/A
		MIDDLE EAST AND NORTH AFRICA	PROGRAM ACTIVITY	100,000.	WIRE/ACH	0.	N/A	N/A
		EUROPE	PROGRAM ACTIVITY	75,000.	WIRE/ACH	0.	N/A	N/A
		NORTH AMERICA	PROGRAM ACTIVITY	100,000.	WIRE/ACH	0.	N/A	N/A
		SOUTH AMERICA	PROGRAM ACTIVITY	100,000.	WIRE/ACH	0.	N/A	N/A

Schedule F (Form 990) 2023

THE BROOKINGS INSTITUTION

53-0196577

Page 3

Part III Grants and Other Assistance to Individuals Outside the United States. Complete if the organization answered "Yes" on Form 990, Part IV, line 16.

Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Region	(c) Number of recipients	(d) Amount of cash grant	(e) Manner of cash disbursement	(f) Amount of noncash assistance	(g) Description of noncash assistance	(h) Method of valuation (book, FMV, appraisal, other)
FELLOWSHIP STIPENDS	SUB-SAHARAN AFRICA	1	22,500.	WIRE/ACH	0.	N/A	N/A
FELLOWSHIP STIPENDS	SOUTH ASIA	2	45,000.	WIRE/ACH	0.	N/A	N/A
FELLOWSHIP STIPENDS	MIDDLE EAST AND NORTH AFRICA	1	22,500.	WIRE/ACH	0.	N/A	N/A
HOUSING ASSISTANCE	SUB-SAHARAN AFRICA	1	780.	WIRE/ACH	0.	N/A	N/A

Schedule F (Form 990) 2023

Part IV Foreign Forms

- 1 Was the organization a U.S. transferor of property to a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 926, Return by a U.S. Transferor of Property to a Foreign Corporation (see the Instructions for Form 926)* ☒ Yes ☐ No
- 2 Did the organization have an interest in a foreign trust during the tax year? *If "Yes," the organization may be required to separately file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts, and/or Form 3520-A, Annual Information Return of Foreign Trust With a U.S. Owner (see the Instructions for Forms 3520 and 3520-A; don't file with Form 990)* ☐ Yes ☒ No
- 3 Did the organization have an ownership interest in a foreign corporation during the tax year? *If "Yes," the organization may be required to file Form 5471, Information Return of U.S. Persons With Respect to Certain Foreign Corporations (see the Instructions for Form 5471)* ☒ Yes ☐ No
- 4 Was the organization a direct or indirect shareholder of a passive foreign investment company or a qualified electing fund during the tax year? *If "Yes," the organization may be required to file Form 8621, Information Return by a Shareholder of a Passive Foreign Investment Company or Qualified Electing Fund (see the Instructions for Form 8621)* ☒ Yes ☐ No
- 5 Did the organization have an ownership interest in a foreign partnership during the tax year? *If "Yes," the organization may be required to file Form 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships (see the Instructions for Form 8865)* ☒ Yes ☐ No
- 6 Did the organization have any operations in or related to any boycotting countries during the tax year? *If "Yes," the organization may be required to separately file Form 5713, International Boycott Report (see the Instructions for Form 5713; don't file with Form 990)* ☐ Yes ☒ No

Schedule F (Form 990) 2023

Part V

Supplemental Information

Provide the information required by Part I, line 2 (monitoring of funds); Part I, line 3, column (f) (accounting method; amounts of investments vs. expenditures per region); Part II, line 1 (accounting method); Part III (accounting method); and Part III, column (c) (estimated number of recipients), as applicable. Also complete this part to provide any additional information. See instructions.

PART I, LINE 2:

THE BROOKINGS INSTITUTION MAINTAINS RECORDS OF HOW ITS FUNDS ARE USED AND
VERIFIES THROUGH REGULAR REPORTS AND COMMUNICATIONS THAT GRANTS AND OTHER
ASSISTANCE OUTSIDE THE UNITED STATES ARE USED IN A MANNER CONSISTENT WITH
THE PURPOSE OF THE SUPPORT AS WELL AS BROOKINGS'S CHARITABLE MISSION.

SCHEDULE I
(Form 990)

Department of the Treasury
Internal Revenue Service

**Grants and Other Assistance to Organizations,
Governments, and Individuals in the United States**
Complete if the organization answered "Yes" on Form 990, Part IV, line 21 or 22.
Attach to Form 990.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

**Open to Public
Inspection**

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

Part I General Information on Grants and Assistance

- 1** Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ **Yes** ☐ **No**
- 2** Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States.

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered "Yes" on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of noncash assistance	(h) Purpose of grant or assistance
AMERICAN ENTERPRISE INSTITUTE 1789 MASSACHUSETTS AVE. NW WASHINGTON, DC 20036	53-0218495	501(C)(3)	102,182.	0.	N/A	N/A	RESEARCH COLLABORATION
AMERICAN UNIVERSITY 4400 MASSACHUSETTS AVENUE, NW WASHINGTON, DC 20016	53-0196549	501(C)(3)	52,931.	0.	N/A	N/A	RESEARCH COLLABORATION
CENTER FOR ECONOMIC INCLUSION 370 WABASHA STREET NORTH, SUITE 900 ST. PAUL, MN 55102	82-3563111	501(C)(3)	266,666.	0.	N/A	N/A	RESEARCH COLLABORATION
CINCINNATI USA REGIONAL CHAMBER 3 EAST FOURTH STREET, SUITE 200 CINCINNATI, OH 45202	31-0239310	501(C)(3)	66,666.	0.	N/A	N/A	RESEARCH COLLABORATION
CITIES GPS LLC 6109 29TH ST, NW WASHINGTON, DC 20015	17-7607014		175,000.	0.	N/A	N/A	RESEARCH COLLABORATION
CIVIC COUNCIL OF GREATER KANSAS CITY - 2300 MAIN STREET, SUITE 915 - KANSAS CITY, MO 64108	42-0822397	501(C)(3)	66,666.	0.	N/A	N/A	RESEARCH COLLABORATION

- 2** Enter total number of section 501(c)(3) and government organizations listed in the line 1 table **20.**
- 3** Enter total number of other organizations listed in the line 1 table **10.**

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule I (Form 990) 2023

Schedule I (Form 990)

THE BROOKINGS INSTITUTION**53-0196577**

Page 1

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
EMORY UNIVERSITY 1599 CLIFTON ROAD NE ATLANTA, GA 30322	58-0566256	501(C)(3)	25,500.	0.	N/A	N/A	RESEARCH COLLABORATION
ENTERPRISE COMMUNITY PARTNERS, INC 70 CORPORATE CENTER, 11000 BROKEN LAND PARKWAY, SUITE 700 - COLUMBIA, MD 210	52-1231931	501(C)(3)	62,500.	0.	N/A	N/A	RESEARCH COLLABORATION
FIN BUSINESS LLC 402 RIPLEY CT PISCATAWAY, NJ 08854	46-1534919		95,300.	0.	N/A	N/A	RESEARCH COLLABORATION
GALLUP, INC. 901 F ST, NW, STE 400, WASHINGTON, DC 20004	21-0699771		118,000.	0.	N/A	N/A	RESEARCH COLLABORATION
GLOBAL IMPACT 1199 NORTH FAIRFAX STREET, SUITE 30 ALEXANDRIA, VA 22314	52-1273585	501(C)(3)	90,000.	0.	N/A	N/A	RESEARCH COLLABORATION
GRANDMONT ROSEDALE DEVELOPMENT CORPORATION - 19800 GRAND RIVER AVENUE - DETROIT, MI 48223	38-2885952	501(C)(3)	25,000.	0.	N/A	N/A	RESEARCH COLLABORATION
GREATER AKRON CHAMBER 388 S. MAIN ST., UNIT 205 AKRON, OH 44311	34-1156576	501(C)(3)	66,666.	0.	N/A	N/A	RESEARCH COLLABORATION
GREATER RICHMOND CHAMBER OF COMMERCE - P.O. BOX 1598 - RICHMOND, VA 23218	54-0356742	501(C)(6)	66,666.	0.	N/A	N/A	RESEARCH COLLABORATION
GREATER ST. LOUIS, INC. FOUNDATION 211 N. BROADWAY, SUITE 1300 ST. LOUIS, MO 63102	43-1478096	501(C)(3)	66,666.	0.	N/A	N/A	RESEARCH COLLABORATION

Schedule I (Form 990)

Schedule I (Form 990)

THE BROOKINGS INSTITUTION

53-0196577

Page 1

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE - 1201 EYE STREET NW, FLOOR 12 - WASHINGTON, DC 20005	52-1041632	501(C)(3)	25,000.	0.	N/A	N/A	RESEARCH COLLABORATION
LINCOLN INSTITUTE OF LAND POLICY 113 BRATTLE STREET CAMBRIDGE, MA 02138	86-6021106	501(C)(3)	56,400.	0.	N/A	N/A	RESEARCH COLLABORATION
NATIONAL CORPORATE HOUSING, INC. 8400 EAST CRESCENT PKWY, STE 300 GREENWOOD VILLAGE, CO 80111	54-1952304		75,096.	0.	N/A	N/A	RESEARCH COLLABORATION
NEIGHBORHOOD PROGRESS INC 11327 SHAKER BLVD, SUITE 500W CLEVELAND, OH 44104	34-1611055	501(C)(3)	25,000.	0.	N/A	N/A	RESEARCH COLLABORATION
PROSPER FOUNDATION 1721 THIRD AVENUE N., SUITE 202 BIRMINGTON, AL 35203	87-1572206		66,666.	0.	N/A	N/A	RESEARCH COLLABORATION
RESULTS FOR DEVELOPMENT INSTITUTE, INC. - 1111 19TH STREET, NW SUITE 700 - WASHINGTON, DC 20036	20-8530747	501(C)(3)	99,195.	0.	N/A	N/A	RESEARCH COLLABORATION
RM DONAHUE CONSULTING 1723 N OAKES ST, TACOMA, WA 98406	20-1001796		192,150.	0.	N/A	N/A	RESEARCH COLLABORATION
ROWAN UNIVERSITY 201 MULLICA HILL RD. GLASSBORO, NJ 08028	22-2764819		29,668.	0.	N/A	N/A	RESEARCH COLLABORATION
THE HOWARD UNIVERSITY 2244 10TH STREET ROOM 302 WASHINGTON, DC 20059	53-0204707	501(C)(3)	55,000.	0.	N/A	N/A	RESEARCH COLLABORATION

Schedule I (Form 990)

Schedule I (Form 990)

THE BROOKINGS INSTITUTION**53-0196577**

Page 1

Part II Continuation of Grants and Other Assistance to Domestic Organizations and Domestic Governments (Schedule I (Form 990), Part II.)

(a) Name and address of organization or government	(b) EIN	(c) IRC section if applicable	(d) Amount of cash grant	(e) Amount of noncash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
THE URBAN INSTITUTE 500 L'ENFANT PLZ SW WASHINGTON, DC 20024	52-0880375	501(C)(3)	207,145.	0.	N/A	N/A	RESEARCH COLLABORATION
UNITED WAY OF CENTRAL IOWA 1111 9TH STREET, SUITE 100 DES MOINES, IA 50314	42-0680425	501(C)(3)	34,510.	0.	N/A	N/A	RESEARCH COLLABORATION
UNIVERSITY OF MARYLAND, COLLEGE PARK - 4101 CHESAPEAKE BUILDING, 4300 TERRAPIN TRAIL - COLLEGE PARK, MD 20742	52-6002033		25,500.	0.	N/A	N/A	RESEARCH COLLABORATION
URBAN LEAGUE OF LOUISIANA 500 L'ENFANT PLZ SW WASHINGTON, DC 20024	52-0880375	501(C)(3)	66,666.	0.	N/A	N/A	RESEARCH COLLABORATION
WASHINGTON UNIVERSITY IN ST. LOUIS PO BOX 60714 ST. LOUIS, MO 63160	43-0653611	501(C)(3)	33,789.	0.	N/A	N/A	RESEARCH COLLABORATION
WHITEHEAD ADVISORY SERVICES LLC 2833 COURTLAND BOULEVARD SHAKER HEIGHTS, OH 44122	26-0574708		58,998.	0.	N/A	N/A	RESEARCH COLLABORATION

Schedule I (Form 990)

Part III

Grants and Other Assistance to Domestic Individuals. Complete if the organization answered "Yes" on Form 990, Part IV, line 22.
Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of non-cash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
FELLOWSHIP STIPENDS	11	861,621.	0.	N/A	N/A

Part IV

Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

PART I, LINE 2:

BROOKINGS DOES NOT GENERALLY ISSUE GRANTS TO OTHER ORGANIZATIONS, BUT AS A GRANT RECIPIENT, OCCASIONALLY ISSUES SUBGRANTS TO COLLABORATING INSTITUTIONS. SUBGRANTS ARE ISSUED PURSUANT TO WRITTEN AGREEMENTS SPECIFYING THE CHARITABLE PURPOSES FOR WHICH THE SUBGRANT IS MADE AND REQUIRING REGULAR REPORTING AND OTHER COMPLIANCE COVENANTS ON THE PART OF THE RECIPIENT. BROOKINGS ALSO ISSUES FELLOWSHIP STIPENDS AND/OR HONORARIA TO INDIVIDUALS, WHOSE WORK IS SUPERVISED BY A BROOKINGS COUNTERPART. THESE DISBURSEMENTS ARE ISSUED AND MONITORED THROUGH STANDARD FINANCIAL

**SCHEDULE J
(Form 990)**

Department of the Treasury
Internal Revenue Service

Compensation Information

For certain Officers, Directors, Trustees, Key Employees, and Highest
Compensated Employees
Complete if the organization answered "Yes" on Form 990, Part IV, line 23.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

Part I Questions Regarding Compensation

1a Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990, Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.

- | | |
|---|--|
| ☐ First-class or charter travel | ☐ Housing allowance or residence for personal use |
| ☐ Travel for companions | ☐ Payments for business use of personal residence |
| ☒ Tax indemnification and gross-up payments | ☐ Health or social club dues or initiation fees |
| ☐ Discretionary spending account | ☐ Personal services (such as maid, chauffeur, chef) |

b If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain

2 Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors, trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?

3 Indicate which, if any, of the following the organization used to establish the compensation of the organization's CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to establish compensation of the CEO/Executive Director, but explain in Part III.

- | | |
|---|---|
| ☒ Compensation committee | ☐ Written employment contract |
| ☒ Independent compensation consultant | ☒ Compensation survey or study |
| ☒ Form 990 of other organizations | ☒ Approval by the board or compensation committee |

4 During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing organization or a related organization:

- a** Receive a severance payment or change-of-control payment?
- b** Participate in or receive payment from a supplemental nonqualified retirement plan?
- c** Participate in or receive payment from an equity-based compensation arrangement?
- If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.

Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9.

5 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the revenues of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 5a or 5b, describe in Part III.

6 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation contingent on the net earnings of:

- a** The organization?
- b** Any related organization?
- If "Yes" on line 6a or 6b, describe in Part III.

7 For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments not described on lines 5 and 6? If "Yes," describe in Part III

8 Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III

9 If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in Regulations section 53.4958-6(c)?

	Yes	No
1b	X	
2	X	
4a		X
4b		X
4c		X
5a		X
5b		X
6a		X
6b		X
7	X	
8		X
9		

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule J (Form 990) 2023

Schedule J (Form 990) 2023

THE BROOKINGS INSTITUTION

53-0196577

Page 2

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

(A) Name and Title		(B) Breakdown of W-2 and/or 1099-MISC and/or 1099-NEC compensation			(C) Retirement and other deferred compensation	(D) Nontaxable benefits	(E) Total of columns (B)(i)-(D)	(F) Compensation in column (B) reported as deferred on prior Form 990
		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation				
(1) AMY LIU WITMER PRESIDENT (THRU 12/23)/PRES. ADVISOR	(i)	682,583.	50,000.	345.	62,100.	727.	795,755.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) JONATHAN D. SCHWARTZ GENERAL COUNSEL	(i)	595,960.	25,000.	990.	0.	37,465.	659,415.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) WILLIAM GALE SR FLLW & DIR, TAX POLICY	(i)	496,170.	23,925.	990.	39,600.	25,754.	586,439.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) MITCHELL L. WEIN SR VP OF FINANCE & COO	(i)	485,302.	31,500.	990.	22,500.	26,275.	566,567.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) CATHERINE A. PIEZ CHIEF INVESTMENT OFFICER	(i)	401,896.	19,110.	990.	39,600.	28,385.	489,981.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) DARRELL M. WEST SR FELLOW & CHAIR, DILLON	(i)	356,087.	0.	975.	39,600.	28,701.	425,363.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) SUZANNE MALONEY VP & DIR., FOREIGN POLICY	(i)	324,868.	16,500.	645.	40,490.	37,267.	419,770.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) DAVID WESSEL SR FELLOW & DIR, HUTCHINS	(i)	341,754.	5,000.	975.	39,600.	31,751.	419,080.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) ANKUR R. BHATT CHIEF INFORMATION OFFICER	(i)	291,740.	40,800.	20,725.	38,659.	23,942.	415,866.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(10) BRAHIMA COULIBALY VP & DIRECTOR, GLOBAL	(i)	320,087.	16,000.	345.	39,490.	30,839.	406,761.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(11) XAVIER BRIGGS SR. FELLOW, BROOKINGS METRO	(i)	359,623.	0.	645.	9,355.	31,023.	400,646.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(12) TAMARA L O'NEIL VP, CHIEF DEVEL. OFFICER	(i)	316,042.	15,300.	150.	22,500.	35,152.	389,144.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(13) CAMILLE Busette INTERIM VP & DIR., GLOBAL	(i)	306,253.	6,000.	990.	37,995.	30,084.	381,322.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(14) ALAN M. BERUBE INTERIM VP AND DIRECTOR - METRO	(i)	324,410.	12,000.	345.	38,980.	1,147.	376,882.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(15) RICHARD G. FRANK SENIOR FELLOW	(i)	326,461.	0.	939.	39,175.	727.	367,302.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.
(16) APRIL MCWILLIAMS VP & CHIEF HR OFFICER	(i)	270,855.	38,400.	345.	33,233.	22,767.	365,600.	0.
	(ii)	0.	0.	0.	0.	0.	0.	0.

Schedule J (Form 990) 2023

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 1A:

BROOKINGS PROVIDED A GROSS-UP TAX PAYMENT TO THE PRESIDENT DURING 2023 IN CONNECTION TO CERTAIN EXPENSES INCURRED BEFORE THE START OF EMPLOYMENT ON JANUARY 1, 2024. THE TAX GROSS-UP PAYMENT WAS REPORTED IN 2023 ON A FORM 1099 ISSUED TO THE PRESIDENT.

PART I, LINE 7:

AMOUNT PRESENTED IN SCHEDULE J, PART II, COLUMN B(II) REPRESENTS PERFORMANCE BONUSES.

SCHEDULE K
(Form 990)
Department of the Treasury
Internal Revenue Service

Supplemental Information on Tax-Exempt Bonds
Complete if the organization answered "Yes" on Form 990, Part IV, line 24a. Provide descriptions,
explanations, and any additional information in Part VI.
Attach to Form 990. Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023
Open to Public
Inspection

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number
53-0196577

Part I	SEE PART VI FOR COLUMN (A) CONTINUATIONS											
(a) Issuer name		(b) Issuer EIN	(c) CUSIP #	(d) Date issued	(e) Issue price	(f) Description of purpose	(g) Defeased		(h) On behalf of issuer		(i) Pooled financing	
							Yes	No	Yes	No	Yes	No
DISTRICT OF COLUMBIA, A VARIABLE RATE REVENUE BO		53-6001131	NONE	05/21/20	44952570.	MODIFICATION OF 2015 SERIES BOND		X		X		X
B												
C												
D												

Part II Proceeds									
		A		B		C		D	
1	Amount of bonds retired	3,294,888.							
2	Amount of bonds legally defeased								
3	Total proceeds of issue	44,952,570.							
4	Gross proceeds in reserve funds								
5	Capitalized interest from proceeds								
6	Proceeds in refunding escrows								
7	Issuance costs from proceeds	330,000.							
8	Credit enhancement from proceeds								
9	Working capital expenditures from proceeds								
10	Capital expenditures from proceeds								
11	Other spent proceeds	44,622,570.							
12	Other unspent proceeds								
13	Year of substantial completion								
		Yes	No	Yes	No	Yes	No	Yes	No
14	Were the bonds issued as part of a refunding issue of tax-exempt bonds (or, if issued prior to 2018, a current refunding issue)?		X						
15	Were the bonds issued as part of a refunding issue of taxable bonds (or, if issued prior to 2018, an advance refunding issue)?	X							
16	Has the final allocation of proceeds been made?	X							
17	Does the organization maintain adequate books and records to support the final allocation of proceeds?	X							

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule K (Form 990) 2023

Schedule K (Form 990) 2023

THE BROOKINGS INSTITUTION

53-0196577

Page 2

Part III Private Business Use

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
1 Was the organization a partner in a partnership, or a member of an LLC, which owned property financed by tax-exempt bonds?		X						
2 Are there any lease arrangements that may result in private business use of bond-financed property?		X						
3a Are there any management or service contracts that may result in private business use of bond-financed property?		X						
b If "Yes" to line 3a, does the organization routinely engage bond counsel or other outside counsel to review any management or service contracts relating to the financed property?								
c Are there any research agreements that may result in private business use of bond-financed property?		X						
d If "Yes" to line 3c, does the organization routinely engage bond counsel or other outside counsel to review any research agreements relating to the financed property? ...								
4 Enter the percentage of financed property used in a private business use by entities other than a section 501(c)(3) organization or a state or local government		%		%		%		%
5 Enter the percentage of financed property used in a private business use as a result of unrelated trade or business activity carried on by your organization, another section 501(c)(3) organization, or a state or local government		%		%		%		%
6 Total of lines 4 and 5		%		%		%		%
7 Does the bond issue meet the private security or payment test?		X						
8a Has there been a sale or disposition of any of the bond-financed property to a non-governmental person other than a 501(c)(3) organization since the bonds were issued?		X						
b If "Yes" to line 8a, enter the percentage of bond-financed property sold or disposed of		%		%		%		%
c If "Yes" to line 8a, was any remedial action taken pursuant to Regulations sections 1.141-12 and 1.145-2?								
9 Has the organization established written procedures to ensure that all nonqualified bonds of the issue are remediated in accordance with the requirements under Regulations sections 1.141-12 and 1.145-2?	X							

Part IV Arbitrage

	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
1 Has the issuer filed Form 8038-T, Arbitrage Rebate, Yield Reduction and Penalty in Lieu of Arbitrage Rebate?		X						
2 If "No" to line 1, did the following apply?								
a Rebate not due yet?	X							
b Exception to rebate?		X						
c No rebate due?		X						
If "Yes" to line 2c, provide in Part VI the date the rebate computation was performed								
3 Is the bond issue a variable rate issue?	X							

Part IV Arbitrage (continued)

		A		B		C		D	
		Yes	No	Yes	No	Yes	No	Yes	No
4a	Has the organization or the governmental issuer entered into a qualified hedge with respect to the bond issue?		X						
b	Name of provider								
c	Term of hedge								
d	Was the hedge superintegrated?								
e	Was the hedge terminated?								
5a	Were gross proceeds invested in a guaranteed investment contract (GIC)?		X						
b	Name of provider								
c	Term of GIC								
d	Was the regulatory safe harbor for establishing the fair market value of the GIC satisfied?								
6	Were any gross proceeds invested beyond an available temporary period?		X						
7	Has the organization established written procedures to monitor the requirements of section 148?	X							

Part V Procedures To Undertake Corrective Action

Has the organization established written procedures to ensure that violations of federal tax requirements are timely identified and corrected through the voluntary closing agreement program if self-remediation isn't available under applicable regulations?	A		B		C		D	
	Yes	No	Yes	No	Yes	No	Yes	No
	X							

Part VI Supplemental Information. Provide additional information for responses to questions on Schedule K. See instructions.

SCHEDULE K, PART I, BOND ISSUES:

(A) ISSUER NAME:

DISTRICT OF COLUMBIA, VARIABLE RATE REVENUE BONDS SERIES 2020

SCHEDULE M
(Form 990)

Noncash Contributions

OMB No. 1545-0047

2023

Open to Public
Inspection

Complete if the organizations answered "Yes" on Form 990, Part IV, lines 29 or 30.
Attach to Form 990.
Go to www.irs.gov/Form990 for instructions and the latest information.

Department of the Treasury
Internal Revenue Service

Name of the organization THE BROOKINGS INSTITUTION	Employer identification number 53-0196577
--	---

Part I Types of Property

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art - Works of art				
2 Art - Historical treasures				
3 Art - Fractional interests				
4 Books and publications				
5 Clothing and household goods				
6 Cars and other vehicles				
7 Boats and planes				
8 Intellectual property				
9 Securities - Publicly traded	X	10	2,065,698.	FMV
10 Securities - Closely held stock				
11 Securities - Partnership, LLC, or trust interests				
12 Securities - Miscellaneous				
13 Qualified conservation contribution - Historic structures				
14 Qualified conservation contribution - Other ...				
15 Real estate - Residential				
16 Real estate - Commercial				
17 Real estate - Other				
18 Collectibles				
19 Food inventory				
20 Drugs and medical supplies				
21 Taxidermy				
22 Historical artifacts				
23 Scientific specimens				
24 Archeological artifacts				
25 Other (.....)				
26 Other (.....)				
27 Other (.....)				
28 Other (.....)				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part V, Donee Acknowledgement	29	0
--	----	---

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least 3 years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period?

b If "Yes," describe the arrangement in Part II.

31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions?

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions?

b If "Yes," describe in Part II.

33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.

	Yes	No
30a		X
31	X	
32a		X
33		

SCHEDULE O
(Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023
Open to Public
Inspection

Name of the organization THE BROOKINGS INSTITUTION	Employer identification number 53-0196577
--	---

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

IS ORGANIZED INTO FIVE RESEARCH PROGRAMS THAT FOCUS ON DOMESTIC AND INTERNATIONAL ECONOMICS, FOREIGN POLICY, SUSTAINABLE DEVELOPMENT, GOVERNANCE, AND METROPOLITAN POLICY. BROOKINGS ACHIEVES IMPACT BY PROVIDING POLICY ANALYSIS AND RECOMMENDATIONS ON PRESSING POLICY CHALLENGES, WHICH ARE DISSEMINATED THROUGH REPORTS, BOOKS, MEDIA APPEARANCES, OP-EDS, BLOG POSTS, MEETINGS, EVENTS, CONGRESSIONAL TESTIMONY, AND BRIEFINGS.

FORM 990, PART III, LINE 4D, OTHER PROGRAM SERVICES:

GOVERNANCE STUDIES:

THE GOVERNANCE STUDIES PROGRAM AT BROOKINGS IS DEDICATED TO ANALYZING POLICY ISSUES, POLITICAL INSTITUTIONS AND PROCESSES, AND CONTEMPORARY GOVERNANCE CHALLENGES. OUR SCHOLARSHIP IDENTIFIES AREAS IN NEED OF REFORM AND PROPOSES SPECIFIC SOLUTIONS WITH THE GOALS OF IMPROVING THE PERFORMANCE OF THE NATIONAL GOVERNMENT, INFORMING DEBATE, AND PROVIDING STAKEHOLDERS WITH EXPERT ANALYSIS AND IDEAS TO ENSURE BETTER INSTITUTIONAL GOVERNANCE. GOVERNANCE STUDIES EXPERTS FOCUS ON AREAS RANGING FROM ELECTION PROCESSES, TO PRIVACY AND ARTIFICIAL INTELLIGENCE, TO THE LEGISLATIVE PROCESS, TO GLOBAL ANTI-CORRUPTION EFFORTS. IN ADDITION TO PUBLISHING MYRIAD WORKS OF WRITTEN SCHOLARSHIP, GOVERNANCE STUDIES HELD A NUMBER OF EVENTS OPEN TO THE PUBLIC ON THESE AND OTHER TIMELY TOPICS.

EXPENSES \$ 14,476,500. INCLUDING GRANTS OF \$ 524,867. REVENUE \$ 10,000.

Name of the organization	Employer identification number
THE BROOKINGS INSTITUTION	53-0196577

THE BROOKINGS METRO PROGRAM WORKS WITH LOCAL LEADERS TO TRANSFORM ORIGINAL RESEARCH INSIGHTS INTO POLICY AND PRACTICAL SOLUTIONS THAT SCALE NATIONALLY IN SUPPORT OF EVERY COMMUNITY BECOMING PROSPEROUS, JUST, AND RESILIENT - NO MATTER ITS STARTING POINT. THE PROGRAM PRODUCES A NUMBER OF DIFFERENT TYPES OF PUBLICATIONS, INCLUDING BLOG POSTS, RESEARCH BRIEFS, REPORTS, BOOKS AND INTERACTIVE DATA VISUALIZATIONS, AND HOST A NUMBER OF PUBLIC EVENTS. THROUGH ROUNDTABLES, MEETINGS, PUBLIC FORUMS, CONFERENCES, WORKSHOPS, LABS AND COMMUNITIES OF PRACTICE, THE PROGRAM ALSO CONTINUED TO WORK WITH NETWORKS OF EXPERTS FROM DIFFERENT SECTORS TO TRANSLATE EVIDENCE AND IDEAS INTO TANGIBLE SOLUTIONS THAT ADDRESS THE UNPRECEDENTED CHALLENGES FACING THE NATION, STATES AND CITIES ALIKE.

EXPENSES \$ 13,352,149. INCL GRANTS OF \$ 1,576,187. REVENUE \$ 563,601.

COMMUNICATIONS AND WEB:

BROOKINGS' COMMUNICATIONS DEPARTMENT DISSEMINATES INFORMATION ABOUT THE INSTITUTION, ITS SCHOLARS AND RESEARCH, AND THE ARRAY OF RESOURCES THAT BROOKINGS OFFERS. THE COMMUNICATIONS DEPARTMENT MANAGES BROOKINGS' PRIMARY AVENUES FOR DISTRIBUTING ITS WORK - THE INSTITUTION'S WEBSITE (WWW.BROOKINGS.EDU), SOCIAL MEDIA CHANNELS, OTHER DIGITAL COMPONENTS OF OUTREACH AND EDUCATION, AS WELL AS HOUSING THE BROOKINGS INSTITUTION PRESS.

EXPENSES \$ 2,375,819. INCLUDING GRANTS OF \$ 0. REVENUE \$ 0.

INSTITUTIONAL INITIATIVES:

INCLUDES RESEARCH INITIATIVES UNDERTAKEN OR SUPERVISED BY THE EXECUTIVE OFFICE AND CROSS-PROGRAM RESEARCH EFFORTS, SUCH AS THE ARTIFICIAL INTELLIGENCE AND EMERGING TECHNOLOGY INITIATIVE.

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

THE ARTIFICIAL INTELLIGENCE AND EMERGING TECHNOLOGY (AIET) INITIATIVE INCLUDES SEVERAL WORKSTREAMS EACH DESIGNED TO TRACK AND INFORM PRESSING QUESTIONS AT THE INTERSECTION OF TECHNOLOGY AND POLICY IN NEAR REAL-TIME.

EXPENSES \$ 1,355,598. INCLUDING GRANTS OF \$ 0. REVENUE \$ 544,520.

BROOKINGS PRESS:

THE BROOKINGS INSTITUTION PRESS PUBLISHES LONGFORM PUBLIC POLICY RESEARCH AND ANALYSIS FROM BROOKINGS SCHOLARS AND OTHER EXPERTS. THE BROOKINGS INSTITUTION PRESS PUBLISHES BOOKS ON GOVERNANCE, POLITICAL SCIENCE, ECONOMICS, FOREIGN POLICY AND OTHER FIELDS THAT ARE WIDELY DISCUSSED IN THE MEDIA, ASSIGNED IN CLASSROOMS, REFERRED TO IN LIBRARIES, AND PICKED UP IN BOOKSTORES-BOOKS THAT INFORM WITH CLARITY AND PERSUADE WITH CONVICTION.

EXPENSES \$ 305,326. INCLUDING GRANTS OF \$ 0. REVENUE \$ 545,859.

FORM 990, PART VI, SECTION A, LINE 1A:

THE BOARD, BY VOTE OF A MAJORITY OF THE NUMBER OF TRUSTEES THEN IN OFFICE, MAY CREATE ONE OR MORE COMMITTEES OF THE BOARD COMPRISED SOLELY OF ONE OR MORE TRUSTEES. THE BOARD MAY DELEGATE TO A COMMITTEE OF THE BOARD ANY OF THE POWERS OF THE BOARD, EXCEPT THE POWERS TO: (1) ELECT OR REMOVE TRUSTEES, (2) ELECT MEMBERS OF COMMITTEES OF THE BOARD, (3) APPROVE THE DISSOLUTION, MERGER, OR REORGANIZATION OF THE CORPORATION OR DISTRIBUTION OF ITS ASSETS, (4) AMEND THE ARTICLES OF RESTATEMENT OR THESE BYLAWS, (5) SELL THE CORPORATION'S BUILDINGS, OR (6) DECIDE SUCH OTHER MATTERS AS THE BOARD MAY DETERMINE MAY NOT BE DELEGATED TO A COMMITTEE OF THE BOARD. COMMITTEES OF THE BOARD INCLUDE THE EXECUTIVE COMMITTEE, INVESTMENT COMMITTEE, AUDIT COMMITTEE, AND COMPENSATION COMMITTEE.

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

FORM 990, PART VI, SECTION A, LINE 2:

- BROOKINGS TRUSTEES SUZANNE NORA JOHNSON AND ELLEN FUTTER - BUSINESS

RELATIONSHIP (MARKLE FOUNDATION).

- BROOKINGS TRUSTEES GLENN HUTCHINS AND BETH MOONEY - BUSINESS RELATIONSHIP

(AT&T BOARD).

- BROOKINGS TRUSTEES HELENE GAYLE AND DAVID WEINBERG - BUSINESS

RELATIONSHIP (COCA-COLA BOARD).

- BROOKINGS TRUSTEES SUZANNE NORA JOHNSON AND JAMES SMITH - BUSINESS

RELATIONSHIP (PFIZER BOARD).

- BROOKINGS TRUSTEES SUZANNE NORA JOHNSON AND VASANT PRABHU - BUSINESS

RELATIONSHIP (INTUIT BOARD).

FORM 990, PART VI, SECTION B, LINE 11B:

THE BOARD OF TRUSTEES HAS DESIGNATED THE AUDIT COMMITTEE OF THE BOARD AS THE RESPONSIBLE PARTY FOR REVIEWING THE COMPLETE FORM 990 EACH YEAR. THE FORMS 990 AND 990-T ARE ALSO REVIEWED PRIOR THERETO, BY THE SENIOR VICE PRESIDENT OF FINANCE AND CHIEF OPERATING OFFICER, THE CONTROLLER, THE GENERAL COUNSEL, AND OTHER MEMBERS OF BROOKINGS STAFF. FOLLOWING THESE REVIEWS BY BOTH THE AUDIT COMMITTEE AND STAFF, SCHEDULE B (THE SCHEDULE OF CONTRIBUTORS) IS THEN REDACTED AND THE REST OF THE FORM 990 IS MADE AVAILABLE TO, AND SHARED WITH, THE FULL BOARD OF TRUSTEES. THE MEMBERS OF THE BOARD ARE PRESENTED AN OPPORTUNITY TO ASK QUESTIONS AND MAKE SUGGESTED EDITS PRIOR TO THE FILING OF THE FORM 990 WITH THE IRS. AS REQUIRED BY IRS INSTRUCTIONS, IF SCHEDULE B IS REDACTED FROM THE VERSION SHARED WITH THE FULL BOARD, BROOKINGS HAS ANSWERED "NO" TO FORM 990, PART VI, LINE 11A.

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

FORM 990, PART VI, SECTION B, LINE 12C:

EACH YEAR, BROOKINGS PERSONNEL ARE REQUIRED TO COMPLETE A DISCLOSURE AND
ACKNOWLEDGMENT FORM RELATED TO THE INSTITUTION'S CONFLICT OF INTEREST
POLICY. SPECIFICALLY, ALL EMPLOYEES AND RESIDENT AFFILIATES ARE REQUIRED
TO:

- ACKNOWLEDGE THAT THEY HAVE READ, UNDERSTOOD, AND ARE COMMITTED TO ABIDING
BY THE INSTITUTION'S CONFLICT OF INTEREST POLICY AS WELL AS CERTAIN OTHER
INSTITUTIONAL POLICIES; AND
- MAKE CERTAIN DISCLOSURES ABOUT THEIR OUTSIDE ACTIVITIES AND FINANCES TO
HELP IDENTIFY POTENTIAL CONFLICTS OF INTEREST.

FORMS ARE SUBMITTED TO THE OFFICE OF THE GENERAL COUNSEL, WHICH REVIEWS
THEM AND HAS DISCRETION TO MAKE RECOMMENDATIONS OR RAISE CONCERNS WITH
RELEVANT INDIVIDUALS AS APPROPRIATE.

THE BOARD OF TRUSTEES IS REQUIRED TO COMPLETE AN ANNUAL QUESTIONNAIRE AND
AFFIRMATION THAT:

- CONFIRMS THEIR RECEIPT, UNDERSTANDING, AND COMPLIANCE WITH THE
INSTITUTION'S CONFLICT OF INTEREST POLICIES THAT RELATE TO BOARD MEMBERS AS
WELL AS OTHER INSTITUTIONAL POLICIES; AND
- DISCLOSES RELEVANT INFORMATION ABOUT THEIR FAMILY AND BUSINESS
RELATIONSHIPS, TRANSACTIONS AND LOANS, AND OTHER RELEVANT RELATIONSHIPS
WITH BROOKINGS.

ISSUES INVOLVING CONFLICTS OF INTEREST ARE ORDINARILY RESOLVED BY THE
GENERAL COUNSEL OR HIS/HER DESIGNEES, IN CONSULTATION WITH OTHER MEMBERS OF
SENIOR MANAGEMENT, AS APPROPRIATE. POTENTIAL CONFLICTS OF INTEREST
INVOLVING TRUSTEES ARE GENERALLY REFERRED TO THE BOARD CO-CHAIRS AND THE

Name of the organization

THE BROOKINGS INSTITUTION

Employer identification number

53-0196577

APPROPRIATE COMMITTEE LEADERSHIP (INCLUDING THE AUDIT COMMITTEE), ACCORDING TO APPLICABLE POLICIES. THE GENERAL COUNSEL REGULARLY CONFERS WITH THE CHAIR OF THE AUDIT COMMITTEE REGARDING THE INSTITUTION'S CONFLICT OF INTEREST POLICIES.

FORM 990, PART VI, SECTION B, LINE 15:

THE INSTITUTION'S BYLAWS PROVIDE FOR A COMPENSATION COMMITTEE CONSISTING OF THE BOARD CHAIR (OR CO-CHAIRS), THE BOARD VICE CHAIR(S) AND NO FEWER THAN 3 OTHER TRUSTEES. THE COMPENSATION COMMITTEE HAS THE AUTHORITY TO SET THE SALARY OF THE PRESIDENT, THE CHIEF FINANCIAL OFFICER AND ANY OTHER EMPLOYEES THEY DEEM APPROPRIATE. IN SETTING THOSE SALARIES, THE COMMITTEE REVIEWS RELEVANT SALARY COMPARABILITY DATA AND SUBSEQUENTLY DOCUMENTS THE COMMITTEE'S DECISIONS AND RATIONALE UNDERLYING SUCH DECISIONS. THE COMMITTEE REGULARLY USES AN OUTSIDE CONSULTANT TO ESTABLISH SALARY COMPARABLES AND TO DETERMINE THE REASONABLENESS OF THE COMPENSATION RECEIVED BY ALL DISQUALIFIED PERSONS. THIS PROCESS WAS LAST COMPLETED IN 2024.

FORM 990, PART VI, LINE 17, LIST OF STATES RECEIVING COPY OF FORM 990:

AL, AR, CA, FL, GA, HI, IL, KS, KY, MA, MD, MI, MS, MN, NC, NJ, NH, NM, NY, OR, PA, RI, SC, TN, UT
VA, WI, WV, ND

FORM 990, PART VI, SECTION C, LINE 19:

BROOKINGS MAKES THE RELEVANT DOCUMENTS AVAILABLE TO THE PUBLIC AS FOLLOWS:

- BROOKINGS'S CONFLICT OF INTEREST POLICY, AS WELL AS SUMMARIES OF OTHER KEY POLICIES ARE AVAILABLE ON ITS WEBSITE:

- BROOKINGS'S AUDITED FINANCIAL STATEMENTS ARE ALSO AVAILABLE ON ITS WEBSITE; AND

- BROOKINGS'S WEBSITE PROVIDES A LINK TO GUIDESTAR.ORG TO PROVIDE THE FORM 990.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:

EFFECT OF ADOPTION PROVISIONS SFAS NO. 158	93,000.
--	---------

SCHEDULE R
(Form 990)

Department of the Treasury
Internal Revenue Service

Related Organizations and Unrelated Partnerships
Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

Name of the organization	THE BROOKINGS INSTITUTION	Employer identification number	53-0196577
--------------------------	---------------------------	--------------------------------	------------

Part I Identification of Disregarded Entities. Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

Part II Identification of Related Tax-Exempt Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

[illegible]

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

[illegible]

Part V Transactions With Related Organizations. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

Note: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity	1a	X
b Gift, grant, or capital contribution to related organization(s)	1b	X
c Gift, grant, or capital contribution from related organization(s)	1c	X
d Loans or loan guarantees to or for related organization(s)	1d	X
e Loans or loan guarantees by related organization(s)	1e	X
f Dividends from related organization(s)	1f	X
g Sale of assets to related organization(s)	1g	X
h Purchase of assets from related organization(s)	1h	X
i Exchange of assets with related organization(s)	1i	X
j Lease of facilities, equipment, or other assets to related organization(s)	1j	X
k Lease of facilities, equipment, or other assets from related organization(s)	1k	X
l Performance of services or membership or fundraising solicitations for related organization(s)	1l	X
m Performance of services or membership or fundraising solicitations by related organization(s)	1m	X
n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	X
o Sharing of paid employees with related organization(s)	1o	X
p Reimbursement paid to related organization(s) for expenses	1p	X
q Reimbursement paid by related organization(s) for expenses	1q	X
r Other transfer of cash or property to related organization(s)	1r	X
s Other transfer of cash or property from related organization(s)	1s	X

2 If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			

