



# The Climate Justice Playbook for Business

How to centre climate action in Climate Justice





*Atlantic Rainforest, photo courtesy of Guayaki Yerba Mate*



# Contents

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# About this playbook

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The **Climate Justice Playbook for Business** got its start during a regional B Corp climate gathering in Taos, New Mexico in early 2020. One major take-away from the convening was that B Corps cannot be successful in their efforts to help solve the climate emergency without centring all climate action and advocacy in people and justice. Summit attendees also recognised that as a predominantly white, privileged community, they were **ill-equipped to close the enormous gap** between their good intentions and their lack of Climate Justice awareness and practice. Thus the **Climate Justice Learning Task Force** was born, focused on closing this gap through foundational learning as Step 1.

The opportunity to work in collaboration to create a 'Climate Justice Playbook for Business' arose in mid-2020. The playbook partners, the B Corp Climate Collective, B Lab, The Skoll Centre for Social Entrepreneurship, and the Climate Action Champion's Team, began work together in early Autumn 2020. The **playbook** model, which shines a light on how companies are

taking action and identifies practical steps and resources business leaders can refer to in their journey, is one that the B Corp community employed in 2019 with the launch of The Climate Emergency Playbook.

The playbook collaboration team started with a survey of over 40 active members of the B Corp Climate Collective to explore their current awareness and work on Climate Justice. We followed with deep dive interviews with 11 companies. The insights and case studies from these interviews form the core of this playbook. Aligned with the original intent of the Climate Justice Learning Task Force, this 'Step 1' in our learning journey, the **Climate Justice Playbook for Business V1.0** is essentially a 'landscape analysis' that illuminates where a group of purpose-driven businesses are on their Climate Justice journey, key principles and questions they are using to guide their efforts, obstacles they are facing on the way, and how they are seeking to advance Climate Justice on frontlines of their businesses and in the communities they touch.

As interviews progressed through December 2020, the substance of the playbook began to emerge: we had a solid draft that was full of real-world insights from and for business leaders. But, it was also largely missing the voices, stories and lived experience of the people most impacted by climate change in the communities these companies touch. We had focused our core interviews on corporate sustainability leaders, most of whom are white, and failed to engage the people – employees, suppliers, frontline communities – being most impacted by climate change, violating some of the key principles laid out in this playbook!

When we fully recognised this flaw in our process, we wanted to go back to the drawing board on the entire playbook! We took a breath, and instead sought a middle way, seeking out frontline 'Voices' using secondary sources, many of which had been shared by the companies themselves. While we knew this approach would not be ideal, it allowed us to meet project deadlines while also embracing the notion that 'perfectionism' and 'fear of failure' are

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classic white supremacy culture traits (read more about this [here](#)), that are out of sync with a justice-centred approach.

We've learned some **big lessons** in the past four months, and not surprisingly, they are the **same lessons** that have been shared within this playbook in terms of how, and how not, to advance Climate Justice. We're reminded that:

1. From the start of any effort, we must centre diverse voices of people with lived experience.
2. We need to ask fundamental questions about who and when, particularly the need to build in adequate time to connect with and centre diverse voices. Doing things equitably should take longer.
3. We should look for – and seek to avoid – the kinds of colonialist and paternalistic traps and patterns business leaders often fall into.
4. We can expect the journey to be non-linear.

We present this version 1.0 playbook with the utmost humility, and with strong encouragement that you go forth in the same way we did, actively searching for a path toward Climate Justice, making and owning your mistakes, and moving forward with new awareness and knowledge. The process is not easy, but through it you will be transformed. We look forward to learning from your efforts. Together, we will find a way.

No movement has  
ever been built  
without people who  
disappoint you.  
People are called to  
be transformed in  
movements.

Alicia Garza,  
co-founder of Black Lives Matter



Vlad Tehompalov, Unsplash

# From our partners

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‘The High Level Champions team for COP26 is tasked with driving and showcasing the ambitious climate action that is taking place all across society.

Fundamental to our efforts is a recognition that while climate change is a global crisis that affects us all and knows no boundaries or borders, it disproportionately impacts the most vulnerable in our national and global societies. We cannot tackle the climate crisis without addressing the global inequality crisis. We cannot develop effective solutions without recognising the differing impacts of climate change on different groups. The Climate Justice Playbook can help each of us understand what role we can play in supporting Climate Justice efforts. I hope the playbook helps institutions learn from the work that other organisations are doing, and enables us all to have the important conversation about how we might play our part.’

Sayo Ayodele, Climate Action Champion’s Team for COP26



‘Our investments in climate change mitigation have accomplished little, and our efforts to limit its impact have fallen short. Yet there

is a solution: focusing on Climate Justice. The business case for climate action is irrefutable; the only way to solve climate change is to address it through an equity lens, to centre the frontline communities most affected, to listen to the wisdom within those communities, and to work with them to create a sustainable future. A Climate Justice lens strengthens current and new climate action initiatives to be more effective and efficient. The health of people and the planet will improve. Business opportunities will increase, climate-related costs will lessen, and our resilience will grow. We are on a learning journey, and we invite you to join us.’

Raj Aggarwal, President of Provoc, a Certified B Corporation since 2008, Co-Chair of the Climate Justice Task Force of the B Corp Climate Collective



‘Business emissions are the primary cause of climate change, therefore it stands to reason that business is uniquely responsible for solving it – it is an obligation.

This crisis causes disproportionately negative impacts on the people who are least responsible for creating it – Black, Indigenous, and People Of Color, communities that are impoverished and groups who are minoritised worldwide. As an organisation focused on mobilising business to do good in the world for all people, B Lab is committed to BOTH doing its part to equip businesses to solve the climate crisis AND to build a just and equitable society while doing it. The work we’re doing with our partners and B Corps in creating this playbook aims to enlighten, empower, and enable businesses to root climate action in justice and anti-racism, forevermore.’

Dr Ellonda L. Williams, Director of Justice, Equity, Diversity & Inclusion, B Lab Global





‘The Skoll Centre for Social Entrepreneurship is committed to understanding and transforming the systems at the root of the world’s largest social

and environmental problems. It is with this systems lens that we see the intersection of the climate, economic, and inequality crises – and the power of Climate Justice solutions that consider issues of equity, including knowledge equity, as integral to our urgent climate goals.’

Jessica Jacobson, Programme Manager for Research & Insights, The Skoll Centre for Social Entrepreneurship Team, University of Oxford



# Chapter one: Setting the scene



## Climate change and its impacts on people

'If we just focus on climate action, we're going to end up with a future that doesn't treat people fairly or, worse, deepens inequality. At least personally, that's not a future that I want.'

Hana Kajimura, Sustainability Manager, Allbirds

As the source of the vast majority of the planet's greenhouse gases, the business sector is uniquely culpable for the climate emergency. The business sector is therefore responsible for demonstrating leadership in eliminating emissions, drawing down carbon as rapidly as possible, and directly addressing the injustices brought about or exacerbated by climate change.

As business leaders, we often get trapped in the notion that climate action is only about decarbonisation. But when companies pursue decarbonisation journeys without taking into account the very real impacts

of their decisions on **people**, they blunt the impact of those efforts and, at worst, do harm. climate and justice are fully interdependent.

There is no such thing as a single-issue struggle, because we do not live single-issue lives.

Audre Lorde, Civil Rights Activist and Author

'Climate Justice is a way to encapsulate both social and environmental movements into one movement. It's not people and planet considered separately. It's blending them together equally.'

Katie Clark, Director of Sustainability, Happy Family Brands

'...it's not choosing this or that. Or this, then that. It's this and that.'

Sam Grant, 350.org, 'Black Environmentalists Talk About Climate and Anti-racism' [New York Times, June 30, 2020](#)

Yerba mate producers in Brazil share a gourd of yerba mate, photo courtesy of Guayaki Yerba Mate

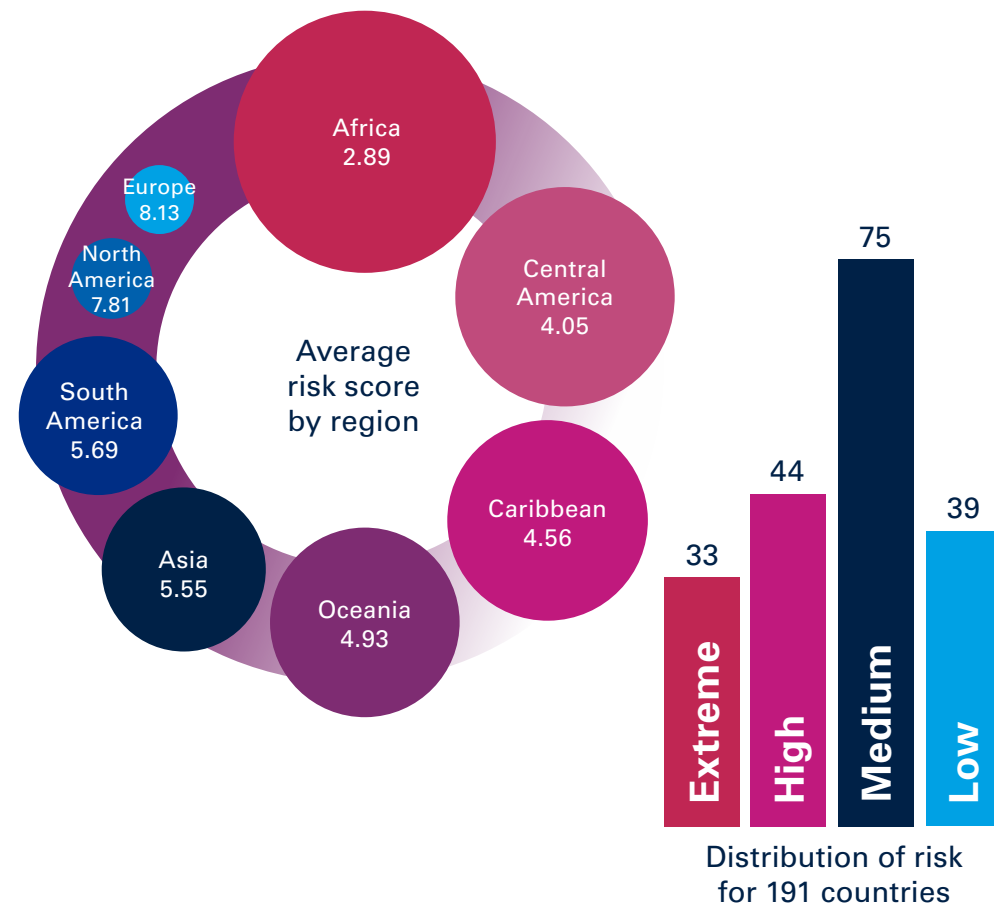




Climate and human rights organisations agree that climate change impacts people differently and in profoundly unjust ways. As aptly described by Concern, a global humanitarian organisation, there are five primary injustices at the heart of climate change:

- 1. Degree of responsibility.** Those who bear the least responsibility for climate change are the ones who will suffer the most.
- 2. Impact on lower income regions.** When natural disasters strike, they hit poor communities first and worst. Countries with lower incomes are being hit hardest by climate change.
- 3. Lack of capacity to deal with the impacts of climate change.** Climate change is having a disproportionately large effect on the most vulnerable countries, communities, and people, some of the least-equipped to deal with these impacts.
- 4. Intergenerational impacts.** Younger generations will suffer these consequences more greatly than their parents and grandparents.
- 5. Gender disparity.** In many countries, women are not only responsible for producing food, water, and childcare, but also for managing these elements within their larger communities. Women (and children) are more likely to die than men during disasters.

### Climate Change Vulnerability Index (2017)



## Climate injustice – by the numbers

**1%** The 50 least developed countries of the world account for less than 1% contribution to the worldwide emissions of greenhouse gases. *'Human Development Report 2007/2008: The 21st Century Climate Challenge'* (PDF). United Nations Development Programme.

**92%** 92% of accumulated greenhouse gas emissions are attributable to countries from the 'Global North,' comprising only 19% of global population. However, only 8% of emissions are attributable to countries from the Global South that are bearing, and will continue to bear, the heaviest consequences of increasing global temperatures. Source: Hickel, Jason (1 September 2020). *'Quantifying national responsibility for climate breakdown: an equality-based attribution approach for carbon dioxide emissions in excess of the planetary boundary'* and Hickel, Jason (2020). *'Less is more: how degrowth will save the world'*. ISBN 978-1785152498.

**18.8M** In 2017, 18.8 million people were displaced by disasters such as hurricanes, landslides, and drought. Source: *Global Report on Internal Displacement*, 2018

**69%** In 2020, 69% of 355 extreme weather events were made more likely or worse by climate change. Source: *Carbon Brief*

**34M** Climate change and extreme weather has driven 34 million people into acute food insecurity. Source: *2020 Global Report on Food Crises*

**20%** By 2050, there will be an estimated 20% increase in malnourished children due to climate change, according to the International Food Policy Research Institute estimates. Source: *Concern Worldwide*

For every person who has the flexibility to move if climate change affects their homes, there are many more who can't pick up and move, and will lose everything. They'll have to start over without savings or local housing options, because their relatives and neighbors are also affected.

Dr Colin Cave, MD, Director of External Affairs, Government Relations and Community Health, Northwest Permanente P.C.



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## What is Climate Justice?

Climate Justice is the recognition that climate change is a human-made crisis that has primarily been wrought by those with economic power and privilege, while the effects of climate change have a disproportionately negative impact on the historically marginalised and underserved – primarily people of colour and low income communities around the world. Climate Justice means advancing climate solutions that link human rights and development in a human-centred approach, placing the needs, voices and leadership of those who are most impacted at the forefront.

Climate Justice is a complex, intersectional issue that is woven deeply into economies, cultures, and the natural world. For this reason, businesses must approach the complex and intersectional opportunities and challenges of Climate Justice with a multi-dimensional and systems-thinking lens.

In this playbook, you'll see businesses working with the communities they touch, to listen, to learn, and to work together on solutions to help ensure that these communities are healthier, more economically equitable, and more sustainable. At this point in the process, none of these businesses has all the answers. But they are all committed to moving forward with a critical idea in mind: **In the same way that any truly meaningful climate action places Climate Justice at the centre, any meaningful Climate Justice work is centred in, and led by, those communities and people most impacted.**

'In order for us to stop and reverse climate change, we need everyone involved. We need to give resources and support to those on the frontlines... to those who sometimes care more about climate change, but are often mired in problems caused by it and can't dedicate the time that they want to fight for Climate Justice.'

Alison Czczuga, Sustainability and Social Impact Manager, Gaia Herbs

Climate Justice means recognising that the effects of climate change will be felt disproportionately by marginalised communities and people of colour.

Hana Kajimura, Sustainability Manager, Allbirds

'I like to think about Climate Justice as shifting the power to where I believe it belongs.'

Sarah Archibald, Senior Program Manager North America/UK, PUR Projet

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## Why should you care?

As you will see described throughout this playbook, there are three main reasons you should care about Climate Justice and want to do something about it:

1. Reducing climate change's **negative impacts** on people is the right thing to do.
2. There is **distinct, measurable business value** in doing your part to make sure the people and communities impacted most by your business are strong and resilient.
3. Unless and until we **centre Climate Justice** in all of our climate action and advocacy, we will not achieve the climate action goals we have invested in and attempted so far – and we will not solve the climate emergency, for which the business case is so clear.

**Global leaders have known about anthropogenic climate change for over 50 years.** Climate activists have valiantly strived for almost as long to reduce greenhouse gases and rebalance the biosphere.

**Yet so little has been accomplished.**

Why? Politics and big money interests, including from the fossil fuel industry, have played a **significant role in hindering progress**. But that can't be the only reason so little progress has been made, especially in the context of such a terrifying and existential threat to our species. One could point to the fact that most climate activism to date has focused on the technical science aspects such as the amount of carbon in the atmosphere rather than on the impacts of climate change on **real people and living creatures**.

Climate is like the beating heart of the human body. If we don't have a planet to live on, then we can't fix any social issues. And what the Climate Justice conversation has brought to the table is saying, if we save the planet at the expense of equality, is that even a planet we want to live on?

Hana Kajimura, Sustainability Manager,  
Allbirds



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## Is this guide for you?

This guide is for you if you own or work for a **business of any size or structure** and you want to have a positive impact on both the climate and people's lives. Whatever your sector, wherever your location(s), you have the potential to **make a contribution to Climate Justice**. CEOs and other C-suite leaders have a particularly powerful opportunity to re-think what your business's accountability and roles are in response to the climate emergency, including how you understand and communicate it to your key stakeholders. There are tools, resources, and provocative suggestions and questions throughout this playbook that will meet you where you are on this journey – whether you're 'climate curious,' 'climate committed,' 'climate courageous' – or somewhere in between.

### Where are you on the journey?

<b>Climate curious</b>	Business leaders curious to understand more about the climate emergency and the impact on their business and communities. Climate curious business leaders are open to learn, reflect and share.
<b>Climate committed</b>	Business leaders who understand the severity of the climate emergency and are committed to taking action. Climate committed business leaders are ready to roll up their sleeves and ready to work on activating – and upgrading – the plans they've already created.
<b>Climate courageous</b>	Business leaders who are leading by taking brave and bold action that sets the pace for others when it comes to addressing the climate emergency. Climate courageous business leaders are out in front and moving the needle through radical strategies that help others go further faster.

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## Many options, no single solution

When it comes to anchoring climate action in Climate Justice, there are many options, but no single solution. For most businesses, the pursuit of Climate Justice will mean some combination of efforts. The more we familiarise ourselves with the many aspects of Climate Justice, the more we can see opportunities to help advance it.

Some businesses may contribute by evaluating and changing their supply chains to support the communities in which their suppliers live and work. Others might contribute by engaging staff or customers to raise awareness about Climate Justice issues. Or you might bring in Lived Experience Leaders as board members. No matter what your business, it's important to listen to a range of stakeholders, from your staff and customers to all of the communities affected directly or indirectly by your business activities.

## Without Climate Justice, success isn't possible

The business case for climate action has long been clear. In order to thrive into the future, we must tackle climate change, and doing so opens a broad expanse of entrepreneurial opportunity. However, unless we focus clearly on Climate Justice, climate action has not and will not succeed. We must bring diverse voices to the table to broaden the scope of our knowledge and develop effective and mutually beneficial solutions, or we will continue to fail. A strong commitment to Climate Justice will strengthen communities, promote health, help create sustainable economies, and help businesses thrive through more culturally diverse, healthy corporate cultures and more loyal customers, among others.

[Climate Justice] means making sure that solutions are addressing the challenge of lifting up communities on the margins, and certainly making sure that the solutions are not disconnected from their needs, so that we don't cause more harm.

Gretchen Grani, Regeneration and Sustainability Lead, Guayakí Sustainable Rainforest Products, Inc.



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## Climate reset and a just recovery

With COVID-19 vaccines in distribution and an end to the pandemic possibly in sight, it has never been more crucial for us as business leaders and change agents to embrace this moment as a portal, as [Arundhati Roy](#) calls it, an opportunity to **reset**, start anew, fix what's broken about our old ways, and **consciously design and build a just, equitable and regenerative economic system that delivers wellbeing for all**.

We need a multi-pronged approach from civil society, business and government.

Alison Czczuga, Sustainability and Social Impact Manager, Gaia Herbs

What can you do to create a better world on the other side of this? Whether we call it a 'just transition,' 'just recovery,' 'green bounce,' 'regenerative recovery,' 'climate reset,' or 'building back better,' business leadership is essential in this recovery. These roadmaps can help you do the hard work on the ground:

- [Principles for a #JustRecovery](#) from 350.org
- [Fundamentals of a Regenerative Recovery](#) from the Alliance Center
- Wellbeing Economy Alliance's '[10 Principles to Build Back Better](#)'
- [Capital Institute's 'Eight Principles for a Regenerative Economy'](#)
- Imperative 21's '[Imperatives for the 21st Century](#)' focused on a **RESET** of our economy so that it works for everyone and for the long term.
- Kate Raworth's [Doughnut Economics](#), principles for building an economy that meets the fundamental social needs of all human beings without overshooting our planet's boundaries, protecting the delicate biosphere upon which all life depends.
- [The Earth Charter](#) to help us see and live into our shared responsibility for whole human family, the greater community of life, and future generations – and turning our conscience into **ACTION**.



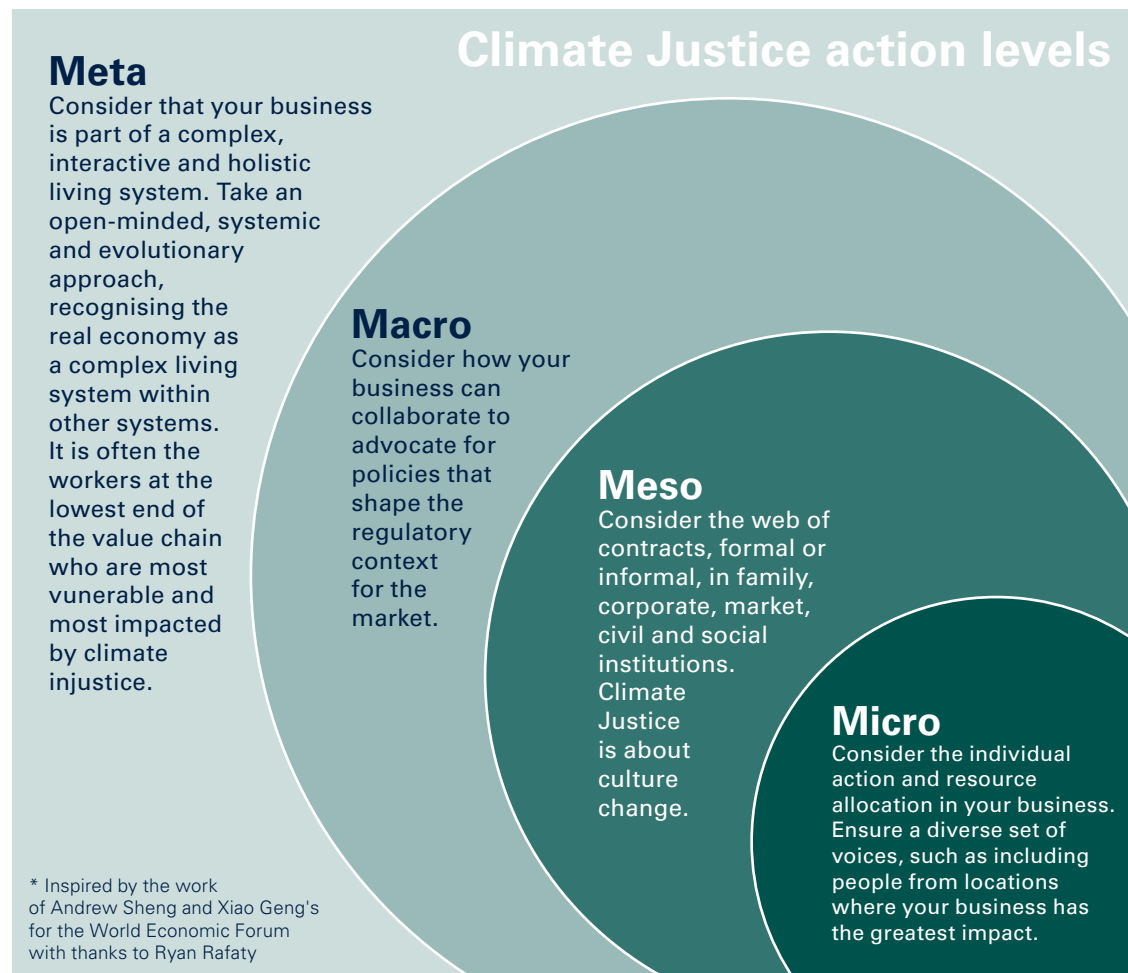
Yerba mate  
harvesting  
in Brazil,  
photo courtesy of  
Guayaki Yerba Mate

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## The need for multi-dimensional thinking in climate action

The challenges facing the world today are interconnected, so the solutions must be, too. Climate Justice requires businesses to change their own practices. But it can't stop there. As Dr Ryan Rafaty at the Institute for New Economic Thinking at University of Oxford has explained:

'Individual companies can be understood as 'nodes' in a complex, multi-layered network system (or 'social system'). The system is inherently pliable but there are many other powerful sources of inertia, so companies have to strategise about how to use their limited time and resources to turn their potential (latent) power in the network into active power.'





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## Using this playbook to move forward toward justice

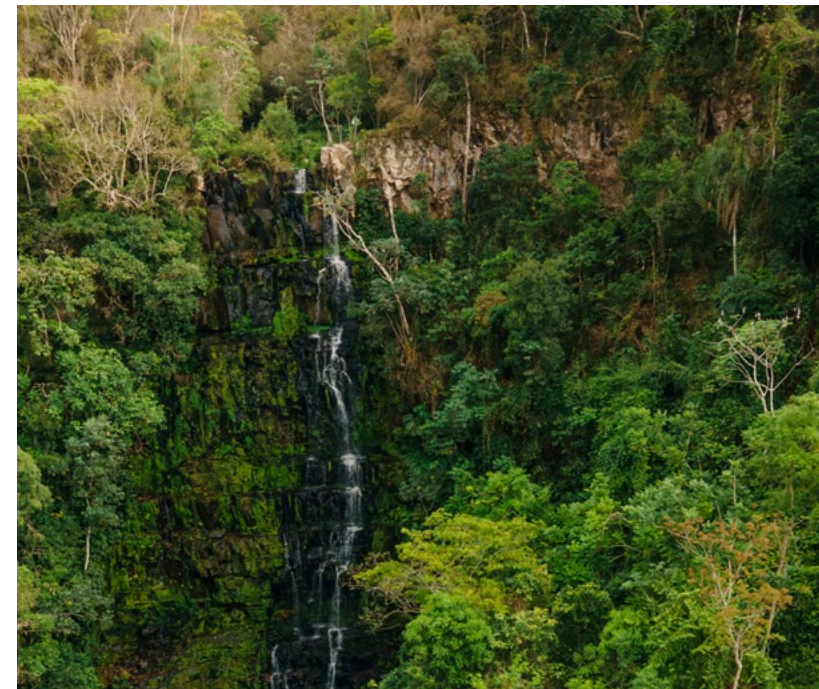
In this playbook, you'll learn from business leaders, employees, and community members who are exploring their own pathways towards Climate Justice. The Climate Justice Playbook represents stage 1 of a longer-term collective learning journey. Our hope is to meet a critical need by providing businesses with practical resources to help them navigate the intersectionality of climate and justice.

Business toolkits often feature handy checklists and clearly ordered action steps and clearly defined goals. If you came to the Climate Justice Playbook in search of this kind of a precise roadmap, we invite you to open your mind to a different kind of journey. The playbook does not offer a standard menu of options so that a business can simply 'check the box' on Climate Justice. Instead, it provides real-world

examples of how leading companies seek to do the right thing by the people they impact, to forge a direct and mutually authentic relationship with them, and to create real Climate Justice.

This playbook is likely to raise more questions than it answers. Knowing that, our hope is that you will approach this complex, intersectional topic with a deep commitment to learning and with a spirit of humility and care for the people most impacted by climate change.

**We invite you on a radical journey of learning, truth, and action, and we earnestly hope you'll join us.**



*A waterfall in the Atlantic Rainforest,  
photo courtesy of Guayaki Yerba Mate*

# Chapter two: Key insights, obstacles and questions

Insights	Obstacles	Questions
<ol style="list-style-type: none"> <li>1. It's about learning and progress, not about checking boxes</li> <li>2. The journey is not linear</li> <li>3. Everybody can have an impact</li> <li>4. Listening is critical</li> <li>5. Start close to home</li> <li>6. Ask fundamental questions about who and when</li> <li>7. Perspective informs priorities</li> <li>8. Only fundamental systems change can reverse long-standing inequities</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of understanding</li> <li>2. Lack of accountability</li> <li>3. Entrenched business behaviours and paternalistic/colonialist mindset</li> <li>4. Lack of diverse voices</li> <li>5. Siloed approach</li> <li>6. Insufficient resources</li> <li>7. Shortage of models</li> <li>8. Business risk</li> </ol>	<ol style="list-style-type: none"> <li>1. Why is Climate Justice important?</li> <li>2. Who bears the cost of climate change?</li> <li>3. How does climate injustice impact you and your family?</li> <li>4. What can you do personally to evolve your heart and mind on Climate Justice?</li> <li>5. How are you personally advancing Climate Justice</li> <li>6. How does climate injustice impact your business?</li> <li>7. How is your business advancing Climate Justice,</li> <li>8. What barriers do you or your company face</li> </ol>







## Key insights

### 1 It's about learning and progress, not about checking boxes

Climate Justice efforts often mean goalposts that are not clearly defined or are shifting. This can be a hard mindset to adjust to; we are used to clear cut goals and the kudos that come from meeting them. Instead, a different mentality is needed, one in which we are comfortable with uncertainty and gradual evolution. This playbook offers guiding principles and on-the-ground lessons that organisations can use to listen, explore, learn, and build their own frameworks and action plans for accelerating Climate Justice.

### 2 The journey is not linear

Climate Justice efforts often unearth patterns that are irregular, and on-the-ground-solutions are often unique. That's because different communities engage with social, economic, and climate issues

in distinct ways. In this context, traditional goals may not be helpful. So make yourself comfortable with uncertainty and gradual evolution.

### 3 Everybody can have an impact

Your business's potential to make a meaningful impact may not directly correlate to its size or level of resources. 'Resources' don't need to be financial. Even small efforts can yield surprisingly large impacts. And when businesses collaborate on Climate Justice efforts, the impact is multiplied.

### 4 Listening is critical

Try as we might, without deep listening, we cannot understand the impact of our businesses and of climate change on the communities in which we do business. We need to ask to discover what kind of change communities want, how they want to participate in that change, and on what timeline they want change to happen. Unless we listen, we can only impose solutions.

'We've got a large Hispanic community that does a lot of field work where we are. They don't need us to tell them how to mitigate challenges in a worsening environment. We need them to tell us what they need.'

Dr Colin Cave, MD, Director of External Affairs, Government Relations and Community Health, Northwest Permanente P.C.

'You know the old saying, you never know what someone else is going through? We'll apply that here. So when you're talking to someone about water conservation, make space for a potential reality that the only water available to them is poisonous. When you're talking to someone about land, make space for a potential reality that the land was stolen from their ancestors, extracted, and they're now being told to fix it. Make space for the painfully ironic realities that exist in our imperfect movements.'

Vanice Dunn, Vice President of Communications, PolicyLink



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## **5 Start close to home**

It can be easy to look at Climate Justice as an overwhelming task. But you don't need all the answers. Start close to home, where you can have the most impact. Look clearly at your company's internal Climate Justice work – or lack of it. Then work iteratively and in parallel both at home and in the places where your business has community connections and environmental impacts.

## **6 Ask fundamental questions about who and when**

Before moving forward on a Climate Justice initiative, ask yourselves some questions: Is this the right time for all key stakeholders to engage with this work? Do you have the right people on your teams? Can you contribute without putting too much stress on them? Is the community you will collaborate with ready to engage in and contribute to the process? Timing can make the difference between success and falling short.

## **7 Perspective informs priorities**

For many people, especially those most impacted by the disruptions caused by climate change, the challenges of day-to-day survival and well-being often take precedence over 'climate' related issues. Many people lack basic resources, so their priorities are necessarily different – health, job security, and the ability to support their families.

## **8 Only fundamental systems change can reverse long-standing inequities**

Climate Justice is necessary because current systems and frameworks have neglected the needs of the most impacted communities. While it's important to find new solutions, we need to remember that some of the approaches we have relied upon in the past have directly contributed to exacerbating and perpetuating systemic inequities. To make Climate Justice a reality, we need to leave some of these learned behaviours and ways of thinking behind.

'It's been interesting just speaking to some of my friends who work within Climate Justice movements or racial equity. When I talk about climate action and scope one and two emissions reduction, and carbon footprint, they're like, what are you talking about? This does not mean anything to me...to those who sometimes care more about climate change, but are often mired in problems caused by it and can't dedicate the time that they want to fight for Climate Justice.'

Alison Czezuga, Sustainability and Social Impact Manager, Gaia Herbs

'For me, it's a moral responsibility of business and individuals to ensure that climate change mitigation doesn't perpetuate decades of environmental movements that are centered around white people. We have an opportunity to rewrite what the environmental movement is about by centring Climate Justice.'

Katie Clark, Director of Sustainability, Happy Family Brands

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## Key obstacles

There's no pretending this work is easy. As with all equity work, the challenges are real. Before you begin, you should be aware of some of the obstacles you may have to navigate:

### 1 Lack of understanding

Before you can meaningfully engage in forwarding Climate Justice, it's important to understand what it means and how it's playing out throughout your business, and in the communities you touch. This means moving beyond jargon and toward real understanding.

### 2 Lack of accountability

Unless a business actively seeks to understand its true impacts, recognises what it doesn't know, and accepts responsibility for its own actions and ignorance, it can be difficult for it to find its voice, let alone footing, on Climate Justice. Often this lack of accountability stems from lack of diversity and/or lack of cultural literacy around justice, equity, diversity and inclusion

within the organisation. Addressing the root causes of lack of accountability in the business (such as shareholder primacy and short-term thinking) through stakeholder-based approaches to governance, investing the time and resources to understand the true impacts of one's business practices, and consciously investing in diversity and inclusion efforts (or working harder on existing ones) are among the first steps in addressing this obstacle.

### 3 Entrenched business behaviours and paternalistic/colonialist mindset

Meaningful Climate Justice work often requires business leaders to turn away from deeply ingrained patterns. A vast majority of business practices demonstrate white supremacy culture characteristics: power hoarding, only one right way, fear of open conflict and even perfectionism – among others. Too often, we drive to problem-solve for others in order to get things 'right'. Not allowing space for 'failure' is paternalistic, even colonialist. It is imperative that we develop true learning organisations, where it is expected that everyone will make mistakes

and those mistakes offer opportunities for learning. We must get comfortable with listening and uncertainty. In our Climate Justice work, we will collaborate with those most impacted by climate change to develop and implement solutions jointly, often in timeframes that are well outside the norm for our businesses, because true, restorative justice is not always swift.

### 4 Lack of diverse voices

Within our daily operations, internal communications, and across C-suite touchpoints such as thought leadership forums, newsletters, and conferences, too often the voices we tend to hear are all the same. In this respect we'd hoped to do better during this project, and we realised early on that we would face this obstacle in the research for this playbook. New – and more diversely representative – voices must be centred so organisations can hear and learn from them. Unless we do so, it will continue to lead to homogeneous, myopic decision making and stifled innovation, reducing the long-term health of our businesses both culturally and financially.

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## **5 Siloed approach**

In many organisations, environmental/sustainability teams often work separately from social impact teams. To practice Climate Justice, we need to understand that the two are interdependent. In order to work effectively, you must connect the dots, which means overcoming both cultural and operational differences.

## **6 Insufficient resources**

Companies can struggle to allocate financial resources to Climate Justice efforts. Whether seeking to redirect existing resources or to find new ones, it's critical to consider your options and how you define resources. As you evaluate existing internal budgets, you might fund a Climate Justice programme or action through your marketing, supply chain, or consumer engagement team(s) and budget(s) – or through a foundation arm. As you'll see in this playbook, Climate Justice actions often benefit the bottom line, and this can be key to attaining C-suite buy in. It's important to remember that when it comes to Climate Justice action, one size does not fit all, and

even small actions matter. And, as we'll learn later, collaborations are a great way to expand your capacity and reach.

## **7 Shortage of models**

While climate and environmental work has been a part of many business' CSR journeys for many years, 'Climate Justice' as a concept and as a field, especially in business, is relatively new. For this reason, it can be hard to find models of leadership and action. The case studies and resources shared in this playbook will provide models for Climate Justice efforts that can inspire and inform your own.

## **8 Business risk**

Businesses that take strong stances on 'hot button' political issues like climate change – and Climate Justice – may risk backlash. But many of the business leaders interviewed for this playbook said that showing integrity builds cultural depth and customer loyalty, and that often, the benefits far outweigh the risks. This is, of course, a deeply personal decision for each businessperson, and each business.

To effectively engage in Climate Justice, businesses of all kinds must lean into these obstacles – and more. In fact, a huge part of Climate Justice work is taking the time to identify, explore and grapple with them. In this playbook, you will find examples of how several companies have navigated these challenges to move forward on Climate Justice.

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## Key questions

When it comes to Climate Justice work, curiosity and an open mind are crucial tools. If you take nothing else away from this playbook, we hope you will bring these guiding questions to your daily encounters within the walls of your business, and beyond.

### 1 Why is Climate Justice important?

### 2 Who bears the cost of climate change?

Who is affected first and worst?

### 3 How does climate injustice impact you and your family?

To what degree do your economic, cultural, or geographical circumstances make you culpable for climate change and its impacts?

### 4 What can you do personally to evolve your heart and mind on Climate Justice?

### 5 How are you personally advancing Climate Justice

on levels big and small, now and in the future?

### 6 How does climate injustice impact your business?

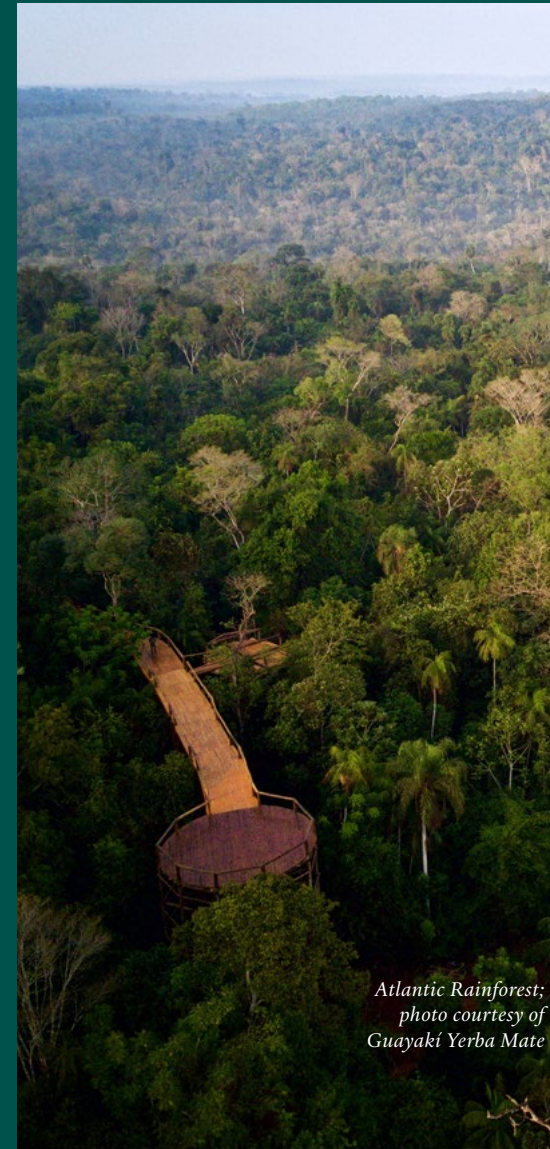
To what degree do your company's economic, cultural, or geographical circumstances make it culpable for climate change and its impacts?

### 7 How is your business advancing Climate Justice,

especially within your customer and employee bases, where you source and/or manufacture your products, and where you operate?

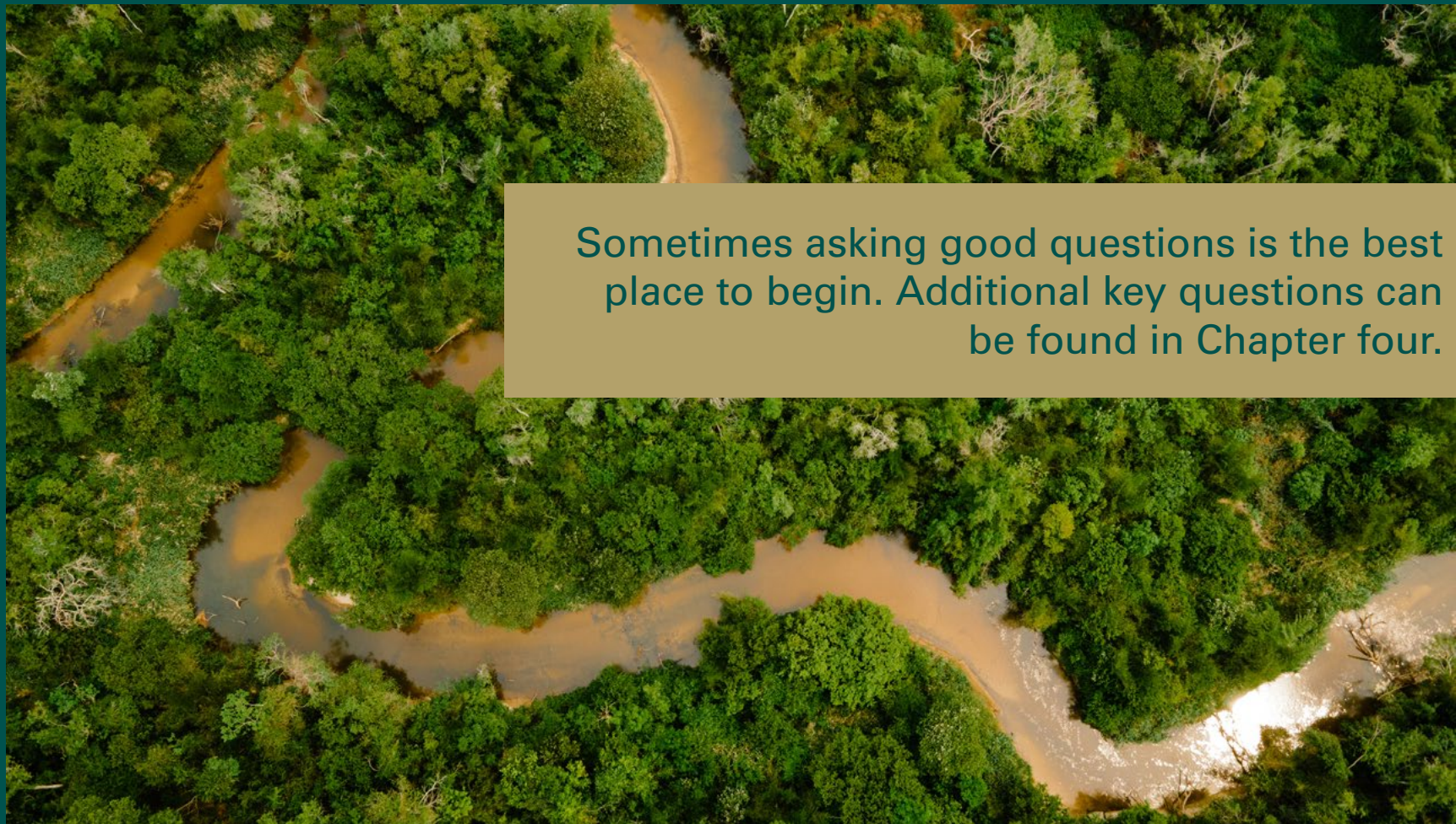
### 8 What barriers do you or your company face

in seeking to centre justice in your climate action? What might you do to overcome those obstacles?



*Atlantic Rainforest;  
photo courtesy of  
Guayakí Yerba Mate*





Sometimes asking good questions is the best place to begin. Additional key questions can be found in Chapter four.

# Chapter three: Case studies of Climate Justice in action



## The Patagonia story

Patagonia designs and sells outdoor clothing and gear as well as ethically sourced, shelf-stable food products through its Patagonia Provisions division. The company was founded by Yvon Chouinard in 1973, is based in Ventura, California, and has been a Certified B Corporation since 2011.

A self-proclaimed 'Activist Company,' Patagonia is not afraid to take a stand when it comes to anchoring its climate action in Climate Justice.

**We used to help and support activists; now we're much more in the trenches with them.**

Vincent Stanley, Patagonia's Director of Philosophy, from the [Climate Emergency Playbook for Business](#)



## Key principles anchoring Patagonia's Climate Justice work

- 1. Differentiate between climate and environmental justice:** The term Climate Justice falls under the umbrella of a wide set of environmental justice issues. While these terms are related, they are not the same, and it's important to be explicit in the use of them in this work.
- 2. Collaborate for impact:** Patagonia collaborates with many grassroots organisations on issues of climate and environmental justice. By doing so, they are able to deliver much more impact than they could alone.

Since 2003, for example, Patagonia has provided funding and collaborated with the Gwich'in Steering Committee in the Canadian and Alaskan Arctic. Composed of representatives from the Gwich'in people, the committee is fighting to prevent oil companies from drilling in the Arctic National Wildlife

Refuge. Drilling would have a negative impact on the Porcupine Caribou herd, which provides the Gwich'in with their traditional source of food.

- 3. It's a journey:** Patagonia will also be the first to tell you that they have a long way to go. They see themselves on a journey of learning, discovery and sharing, expressing humility and actively seeking opportunities to work with those most proximate to the problems on the ground.





We are raised to protect the area. To us it's not work, it's livelihood. It's who we are, it's our life. Some people would call it activism, but we're just trying to protect our way of life.

Bernadette Demienteff, Executive Director, Gwich'in Steering Committee



## Patagonia's approaches to Climate Justice work

- 1. Funding:** Patagonia directly funds grassroots organisations focused on land and water conservation, climate, environmental and Climate Justice, civil democracy, biodiversity, and sustainable communities with a special focus on indigenous communities.
- 2. Industry:** Patagonia actively works to change the industries in which it operates, the outdoor, apparel and food industries, by convening and forwarding sector- and issue-based sustainability efforts such as the Outdoor Industry Sustainability Working Group, the Sustainable Apparel Coalition, and the Regenerative Organic Association.
- 3. Advocacy:** Patagonia actively advocates for policy changes, with a particular focus on its home market of the US and on conservation and Climate Justice issues. Notable examples include their longtime efforts to stand with the Gwich'in people to protect the Arctic

National Wildlife Refuge as well as their grassroots advocacy to advance the Boundary Waters Wilderness Act, among others. They actively raise the importance of Climate Justice and protection of public lands in leveraged ways at both national and local levels.

- 4. Film-making:** Patagonia directly funds and/or creates pivotal films that advance their commitment to climate and environmental justice. One recent documentary, District 15, tells the story of youth activists and their fight against oil and gas operations in the Wilmington community in LA's District 15, which is disproportionately impacted by different sources of pollutants.

'I've spent some time personally dealing with folks in the [US] House and the Senate on climate issues. Climate Justice is always part of the conversation.'

Avi Garbow, Environmental Advocate,  
Patagonia



LA from the 'District 15' film. Courtesy of Patagonia/Michael Darter



As an activist company,  
we don't wait to solve  
problems. We're not  
just setting goals,  
we're acting now to  
solve the climate crisis  
with nature-based  
climate solutions and  
new ways of doing  
business.

Ryan Gellert, CEO of Patagonia



## Common obstacles to Climate Justice work and Patagonia's advice to mitigate them

- 1. Stand your ground:** Strong stances on political issues can carry the risk of adding to the division between ideas so that views become more entrenched. Patagonia believes that staying true to their values is not only the right thing to do, but the benefits outweigh the risks.
- 2. Know the opposition:** Understand that there will be winds that blow against your work. Lobby groups, such as those representing the fossil fuel industry, have actively advocated against stances that Patagonia has taken. Know who these opposition parties are so you can be better prepared to defend against them.
- 3. Embrace your wider community:** Be clear on who your company's 'community' is – including but beyond your customers and employees – and how you will represent them.

- 4. Expand your table:** Build diversity in the ranks of the leadership in your company. Diverse backgrounds and perspectives that fully represent your community build better outcomes.



## Going to the edge: Inspiration for the road ahead

How can you push your work to a new level?

- Map the problem and the solution:** Part of addressing Climate Justice is understanding its scope. Patagonia believes there is a need to understand where climate and environmental injustices are taking place – and that we need to create action pathways for people to address them. Patagonia launched a map to help customers find local, grassroots initiatives focused on climate and environmental justice. What could your business do? Imagine locating your business on a map along with climate and environmental justice challenges you might have impact upon. Then add other concerned citizens and businesses to the map. With a clear view,

you can mobilise, and track progress, together. Could you crowdsource a version of this map – harnessing the power of collective action to identify where these problems are located and swarm the right local actors to work together to take action?

- Nonviolent direct action:** Patagonia regularly organises Nonviolent Direct Action training for its employees. What could your business do?
- Partnerships:** What can you do in partnership with frontline organisations in your communities?

Key principle: Collaborate for impact





### **Collaborating with the Gwich'in Steering Committee**

The Gwich'in people have made their homes on the coastal plain of what is now northeastern Alaska and Canada's Northwest and Yukon Territories for over 20,000 years. They call the area that is now the Alaska Wildlife Refuge the Sacred Place Where Life Begins. And they depend upon the caribou who live there as a critical source of food.

In the 1980s, oil companies and members of the US Congress announced their intention to open the Arctic Refuge to oil drilling, which would damage the Caribou's calving grounds. In 1988, a group of Gwich'in formed the Gwich'in Steering Committee to block oil drilling and permanently preserve the Refuge.

Since its formation, members of the committee have worked tirelessly, testifying in the US Congress and to representatives of the United Nations, speaking in public forums, appearing in films, and promoting their cause over social media.

Gwich'in Elder Ernest Erick has served as 1st Chief of the Native Village of Venetie Tribal Government and 1st Chief of Venetie Village Council. He has been a member of the Gwich'in Steering Committee since its founding, and he has been outspoken in his defense of Gwich'in land and culture.

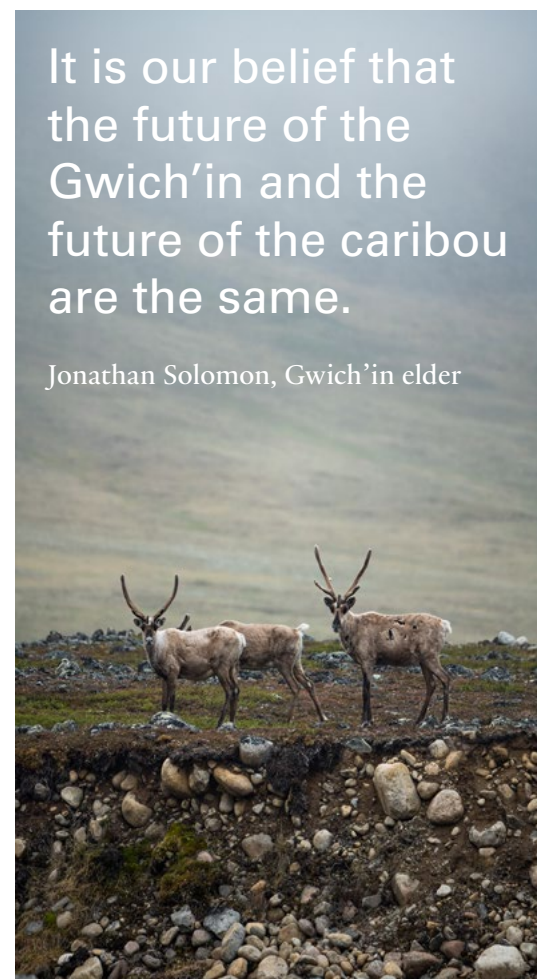
'The land ties into the Refuge, the water ties into the Refuge, the air space ties into the Refuge. The way we take care of ourselves is the way we have to take care of the world.'

Ernest Erick, Elder Advisory Board, Gwich'in Steering Committee

Patagonia has supported the Gwich'in Steering Committee with grants since 2003. In 2016, Patagonia worked in collaboration with the Gwich'in Steering Committee to produce *The Refuge*, a documentary film designed to bring the voices of the Gwich'in and their efforts to preserve the Arctic Wildlife Refuge, to the attention of policymakers, activists, and their customers.

It is our belief that the future of the Gwich'in and the future of the caribou are the same.

Jonathan Solomon, Gwich'in elder



*Porcupine caribou cross the braided streams of the Jago River in the Arctic National Wildlife Refuge, photo courtesy of Patagonia/Austin Siadak*

## The Pukka Herbs story

Founded in 2001, Pukka Herbs designs and brings to market blended herbal teas and supplements to support personal wellbeing drawing on principles of conservation, organic farming, and fair trade. Their strong commitment to Climate Justice includes work with their suppliers and growers around the world. Pukka became a Certified B Corp in 2016.

'The world is everybody's and it belongs to everyone... We need to support everyone to make sure that there's a world for the future and support those who are most at risk from the impacts of climate change.'

Natalie Sluggett, Sustainability Specialist,  
Pukka Herbs



### Key principles anchoring Pukka's Climate Justice work

1. **Acknowledge the impact of climate change on people:** For Pukka, regenerative agriculture is both a vital form of environmental preservation and essential for many people affected first and worst by climate change. Changing weather conditions have dramatically impacted many of the farmers with whom Pukka works closely. Managing issues like water scarcity is important for crop preservation, and in turn, the financial stability of farming communities.
2. **Uplift local expertise at the community level:** Pukka is committed to uplifting local expertise, acknowledging that local expertise is often more valuable than imported solutions. The work Pukka does with particular farmers in its value chain does not occur in a vacuum. For issues such as water scarcity, a solution for one farm alone is insufficient. A community approach is vital.



*A woman picking green tea in Vietnam,  
Courtesy of Pukka Herbs*



**3. Build strong partnerships:** While Pukka's work is very much in its early stages, they seek to pursue a holistic approach to Climate Justice issues, not only by forging links with NGOs, but also by finding ways to work with other companies with similar regional connections.

**4. Centre collaboration, real listening, and true participation:** For Pukka, a successful partnership must be built on a genuine willingness and interest on both sides. It's not about imposing initiatives on their suppliers. Instead, they emphasise listening to suppliers and responding to their needs.

**5. Take a broad and long-term view:** Pukka's efforts consider not only the ways in which climate change will be felt more strongly in some communities, but the effects on future generations and millions of plant and animal species.

**6. Emphasise the business case:** Pukka understands that Climate Justice is the 'right' thing to do. They also make plain that there are direct business benefits to addressing such issues. In response to negative climate impacts on crops in Turkey and Guatemala, Pukka created models to identify where climate change is likely to affect the herbs that they purchase. This clearly illustrates the business value of Climate Justice action.

We've built relationships with the suppliers, and we'd like to continue sourcing from them... we'd like to help ensure that those in our value chain have decent livelihoods now and in the future.

Natalie Sluggett, Sustainability Specialist, Pukka Herbs



### **Pukka's approaches to Climate Justice work**

- **Community approach:** Pukka sees Climate Justice as an opportunity for companies to pool resources, share their expertise, and invest in farmers who can demonstrate best practices. One example of their work to date is a project that shares carbon footprint tools and training for their own suppliers, and in turn for the people who supply them.
- **Environmental and social value chain initiatives:** Since its inception, Pukka has worked with Fair for Life, a fair trade certification that promotes best environmental practices alongside social practices. Additionally, in 2020, Pukka supported a 'wild collectors' community in Kyrgyzstan by supplying COVID-19 hygiene packs to 233 households whose financial restraints would have prevented them from accessing supplies.
- **Regenerative agriculture:** Regenerative agricultural interventions address environmental preservation while supporting farmer livelihoods. In 2020, Pukka and their supplier Martin Bauer Group contributed to a project supporting local families in Paraguay to supplement their income by independently managing beehives and selling their products to the local market. Collectively, more than 640 people in 120 households now benefit from increased income while boosting local biodiversity.



### **Common obstacles to Climate Justice work and Pukka's advice to mitigate them**

- **Simplify the message and start at home:** Like any business, Pukka is challenged by how and when to talk about Climate Justice with their customers and internal stakeholders. When it comes to social justice issues, they are addressing the internal audience first.
- **Avoid jargon:** Climate-related terminology can be loaded with jargon that obscures the issues and can be off putting for some, making it difficult for some key stakeholders to engage. It's important to get clear about what we mean by Climate Justice and make sure that all people across the business have a clear understanding.
- **Understand what isn't always visible:** By their nature, the issues at the heart of Climate Justice work are often hidden. Invest time in demonstrating these impacts to audiences you want to bring with you on this journey.
- **Have patience with your partners.** Change on a community scale takes time. Many Climate Justice projects are long term, the solutions gradual and iterative. Approach the work with this in mind.



### Going to the edge: Inspiration for the road ahead

How can you push your work to a new level?

- **Find your authentic voice:** For Pukka, this is an ongoing process. Sharing where you are, and where you've been can be seen as weakness, but it's actually a strength. No one has this figured out, and by being real in telling your stories, you can invite your stakeholders to join you on an engaging and worthwhile journey.
- **Integrate your words with concrete action:** It's critical to ensure that external communication matches the internal work you're doing. If a business communicates about Climate Justice in order to increase its bottom line without doing the internal work, the impact on the brand and the company's culture will be negative.
- **Think big, seek scale:** Pukka is exploring how to work at scale – from a few farmers in the value chain to whole communities. From the farmers with whom they work directly, to the many other businesses that have suppliers in similar locations. How could your business think beyond its own operations and value chain to advance Climate Justice?

Key principle: centre collaboration,  
real listening, and true participation



*A lady pruning in the old plantation garden at Kangra tea estates, Himachal Pradesh where undulated terrain makes pruning particularly difficult. photo courtesy of Pukka Herbs*



We're thinking about how the impacts of climate change are going to be felt differently by different groups of people. Rich people and poor people for example, or between generations.

Natalie Sluggett,  
Sustainability Specialist,  
Pukka Herbs







### Karnataka farmers build climate resilience

According to Pukka co-founder Karel Vandamme, 'Pukka's purpose is to nurture healthier, happier lives through powerful organic plants and we choose to operate in a regenerative way to benefit people, plants and the planet.' Put into action, this goal has increasingly meant collaborating with Pukka's organic growers and wild harvesters to mitigate the impact of climate change on their work and their lives.

Pukka supports their efforts with a data-driven approach, gathering information directly from the farm communities from whom they source the ingredients for their products. In 2019, Pukka developed a new risk modeling tool designed to analyse 56 sourcing locations to respond to and prepare for current and future climate change impacts.

One area analysed using the risk modeling tool is Karnataka, a state in the Southwest region of India. Based on the modeling, Karnataka is already at risk of soil erosion,

and by 2040 will be at high risk for water scarcity. This will directly impact farmers who grow Pukka's Fair for Life organic turmeric. Pukka believes that while they can't change the weather, they can try to help the farmers in their value chain find natural and regenerative solutions as the climate changes.

In response to the water scarcity threat, Karnataka farmers decided to draw on Pukka's Fair for Life premiums, a community support fund provided

by Pukka and used on projects as the community sees fit. In 2019, the growers used premiums to plant 19,800 specific plant species – such as jackfruit, cinnamon trees, vanilla vines and roses on farms across Karnataka. These plants reduce soil erosion, improve the soil's ability to hold water, increase nutrient cycling and provide additional income.



*A team of women applying mulch in a young tea plantation in India. The mulch helps preserve soil moisture, reduce weed pressure and releases nutrients as it breaks down, photo courtesy of Pukka Herbs*



## The Seventh Generation story

Seventh Generation is an eco-friendly cleaning, paper, and personal care products company based in Burlington, Vermont. Hardwired into Seventh Generation and every decision it makes is a deep belief in the importance of considering the impact of their actions on the next seven generations. Founded in 1988, Seventh Generation became a Founding Certified B Corporation in 2007.

'Justice has to be a piece of our climate work. It also has to be a piece of our health work, so we advocate for ingredient disclosure and toxic chemical reform. There's a justice element of it because we know that the people who are using cleaning products day in and day out are often marginalised communities, whose health is being impacted by exposure to chemicals that are used in common cleaning products.'

Ashley Orgain, Global Director of Advocacy and Sustainability, Seventh Generation



### Key principles anchoring Seventh Generation's Climate Justice work

#### 1. Explore how your products

##### **intersect with Climate Justice:**

Discovering how their products intersect with climate injustice has been an important part of Seventh Generation's Climate Justice journey. Over 90% of the company's emissions are generated by consumers when using their products (bathing, washing dishes and clothes, etc). Current power generation practices disproportionately impact the health of the most vulnerable communities. Making the connection between energy use and generation was key to gaining leadership and board support to take action.

#### 2. Acknowledge where impacts are

**experienced:** At Seventh Generation, Climate Justice is about addressing the inequities of the climate crisis that have emerged over extractive practices from the fossil fuel industry. Seventh Generation acknowledges

that these practices have impacted the most vulnerable and are hurting them first and worse. With this as context, addressing Climate Justice means looking for ways to address these issues for those who are impacted greatest.

#### 3. Identify where impacts are felt most sharply:

Seventh Generation understands that people who use cleaning products intensively and are at risk for high chemical exposure tend to be from vulnerable populations. While Seventh Generation can mitigate a health risk for their own customers, the problem still exists for people who cannot access their products.



In our business we know we need to improve the quality of life for people, not just today but for seven generations to come. It is important for us to ensure that the last 400 years of harm are addressed in the work that we do today.

Ashley Orgain, Global Director of Advocacy and Sustainability, Seventh Generation



### **Seventh Generation's approaches to Climate Justice work**

Seventh Generation has a range of approaches to taking action – and a social mission board of independent advisors who hold them to account on these initiatives.

- 1. Philanthropic funding:** Seventh Generation allocates half of its philanthropic funding to leaders from Native American organisations that are identifying solutions to lead the way out of the climate emergency, including In 2020, NDN Collective, Thunder Valley Development Cooperative, Circle of Courage, Earth Guardians, and others.
- 2. Collective voice and campaigning:** Seventh Generation believes strongly in the power of collective voice and action. The Advocacy and Sustainability team at Seventh Generation is focused on the impacts of the business – setting product standards, identifying ways to be more sustainable through the supply chain and using the voice of the business to influence public policy and to educate and engage consumers in advocacy campaigns. It has taken on the energy generation system by working with over 150 cities and 8 states in partnership with [Sierra Club](#) and [The Solutions Project](#) to campaign for 100% renewable, just and equitable energy production.
- 3. Consumer engagement:** Seventh Generation educates, engages and activates consumers around the issue of justice in climate policies. They view their role in the lives of their customers as one founded on trust. This provides an opportunity to tell a story, share a narrative and, ultimately, shift culture.
- 4. Collaboration:** Seventh Generation listens to, learns from, collaborates with, and supports a range of partners, including [The Solutions Project](#), [350.org](#), the [ACLU](#), [The B Corp Climate Collective](#), [Ceres](#), [the Climate Collaborative](#), [the League of Conservation Voters](#), and many others.



### **Common obstacles to Climate Justice work and Seventh Generation's advice to mitigate them**

- 1. Be comfortable with discomfort:** Sometimes it can be hard in a privileged, predominantly white-led, and white employee-based business. There can be a risk aversion to doing anything more outward around justice and equity – and instead focusing on an ‘inside game.’ But it is critical to get leadership to recognise the importance of public strategy – even if it is uncomfortable.
- 2. Go to your edge and invite others along:** Be as bold and courageous as you can be, but know that not all partners will be able to go as far or as fast. Other partners may have a different risk appetite. Overcome this tension by acknowledging it and being as bold as you know you need to be, which can often inspire others to join you.

Seventh Generation believes even the most forward-thinking businesses have been

playing it too safe and argues for a more rigorous approach that speaks truth to power. Asking regular questions of yourself like 'Are we being too safe?' and 'Are we asking just for what seems possible, or are we being bold enough to call for the transformation that is really needed?' can help overcome this obstacle.

*'We're being too safe by playing to what we know to be possible versus what we know needs to happen. What needs to happen is a transformation. Transformation is not easy.'*

Ashley Orgain, Global Director of Advocacy and Sustainability, Seventh Generation

**Key principle:  
Acknowledge  
where impacts  
are experienced**



### **Going to the edge: Inspiration for the road ahead**

How can you push your work to a new level?

Looking forward, Seventh Generation wants to build a collective movement of business action around Climate Justice. Here's how your business can help.

- Create a social mission board to hold you to account.
- Acknowledge the tension that exists in coalitions where different groups have different objectives or risk profiles.
- Make sure that there is always a connection between the details of what people need and care about and your practices and communications as a company. Focus on showing people in your organisation and outside that tackling climate injustice needs to be part of our everyday lives – how important it is to the health of our communities, our homes, our families, and our economy.





### **Amplifying Climate Justice voices**

'So, to white people who care about maintaining a habitable planet, I need you to become actively anti-racist. I need you to understand that our racial inequality crisis is intertwined with our climate crisis. If we don't work on both, we will succeed at neither. I need you to step up. Please. Because I am exhausted.'

Dr Ayana Elizabeth Johnson, CEO of [Ocean Collectiv](#), Founder of [Urban Ocean Lab](#), and Co-Author of [All We Can Save](#)



For companies with a white employee majority, taking on Climate Justice can seem intimidating. Past (and even current) actions may have focused on imposed solutions. But as Seventh Generation has discovered, the task can be much easier if you approach the task with humility, and listen carefully to the community you are approaching. A critical part of the process is starting where the impacts are experienced.

In 2020, Seventh Generation listened to minority communities and their

representatives across the US, and responded to their needs. This included supporting the efforts of community activists around New York State to help pass the Climate Leadership & Community Protection Act (CLCPA). The law requires New York to generate 100% carbon-free electricity by 2020 and be 100% carbon-neutral by 2050. Seventh Generation also donated \$100,000 to the bail fund, which provides bail money for Black Lives Matter protesters who have been arrested.

Seventh Generation listened to black Climate Justice leaders and amplified their voices across the company's social media platforms. These voices include those of Tamara Tols O'Laughlin, North American Director at [350.org](#); Dr Ayana Elizabeth Johnson, CEO of [Ocean Collectiv](#) and founder of [Urban Ocean Lab](#) and co-author of [All We Can Save](#), a compendium of articles by women Climate Justice leaders, and Rev Lennox Yearwood, Jr, President and Founder of [Hip Hop Caucus](#) and Think 100%'s Climate Justice podcast, [The Coolest Show](#).

Engagement with these activists helps Seventh Generation contribute to Climate Justice while learning what they need to increase their community collaboration and Climate Justice action. According to Ashley Orgain, Global Director of Advocacy and Sustainability at Seventh Generation, 'I'd say that there are way too few of us looking at Climate Justice – and the work that even we are doing is not aggressive enough. We need to be less safe.'



## The Guayakí story

Guayakí is an organic beverage company specialising in yerba mate products. Guayakí believes yerba mate culture is an invitation to personal, social and ecological regeneration. Regeneration of the planet is at the heart of Guayakí's business model, which it calls 'Market Driven Regeneration™'. Founded in 1996 and based in Sebastopol, California, with additional headquarters in Argentina and Canada, Guayakí became a Certified B Corp in 2011.

'We need to involve marginalised communities in the conversation and in the problem solving, and make sure that solutions lift up historically marginalised communities, connect to their needs, and don't cause more harm.'

Gretchen Grani, Regeneration and Sustainability Lead, Guayakí Yerba Mate





### **Key principles anchoring Guayakí's Climate Justice work**

- 1. Listen and centre people on the front lines:** At Guayakí, Climate Justice involves right participation, effective listening, and centring the expertise of groups on the front lines. Different communities have totally different needs, and doing this work well always starts with listening.
- 2. Engage with your community:** Community engagement underscores Guayakí's work. Everything starts with their relationships with indigenous communities, which must be mutually beneficial, not extractive. Its workforce development networks support returning citizens, and it hires recruitment leaders with lived experience of criminal justice issues. And it invests in deep relationships with growers.
- 3. Collaborate for impact:** Guayakí focuses on mutually beneficial relationships across its operations. It

is influenced by strong relationship networks and deep partnerships it describes as a 'global network of regenerators.' In Latin America, this includes collaborating with the World Wildlife Fund in Paraguay through a women's cooperative to source yerba mate and work on rainforest preservation.

- 4. Connect the dots:** Each organisation must identify how they can bring their resources together for optimal impact. Guayakí contributes to Climate Justice by bringing together two distinct aspects of their experience: 1) their climate action work over the past eight years, and 2) the criminal justice work that they pursue through their workforce development commitments.

'It feels like a much broader group who want to talk about justice. This may be their entry point to enter into climate discussion.'

Gretchen Grani, Regeneration and Sustainability Lead, Guayakí Yerba Mate

- 5. Pace your work:** Climate Justice work takes time, and some departments may need or choose to move faster than others. The job cannot be tackled all at once. For example, a company's internal communications on Climate Justice may be far behind their supply chain efforts. It's also important to meet people where they are.
- 6. Tune in to your customers:** Be alert to where the energy and passion of your customers are, so you can be responsive and interactive while advancing the impact you seek.

**Sometimes you need to lay the groundwork. You can't hit them with everything all at once.**

Gretchen Grani, Regeneration and Sustainability Lead, Guayakí Yerba Mate





### Guayakí's approaches to Climate Justice work

- **Supporting the Stewards of the Atlantic Forest:** Guayakí works closely alongside indigenous communities in Paraguay, Argentina, and Brazil where the yerba mate used in Guayakí's products is grown. These stewards of the Atlantic Forest and their families increasingly feel the pressure of climate migration. By collaborating with them to create sustainable markets for yerba mate, Guayakí helps ensure the people living there can stay on their land, and live thriving lives.
- **Improving air quality in communities where they work:** Guayakí is also deeply invested in communities close to distribution centres in Canada, the US, and Chile. Logistics team members tend to live in cities where air pollution is a health concern. Guayakí's migration to electric vehicles for 50% of their delivery fleet is a Climate Justice action that directly impacts health in the communities where their drivers live.

**Electric vehicles are a solution in terms of decreasing our emissions, but can also bring value to specific small communities through not contributing to the air pollution in that community.**

Gretchen Grani, Regeneration and Sustainability Lead, Guayakí Yerba Mate



### Common obstacles to Climate Justice work and Guayakí's advice to mitigate them

- **Lack of internal diversity:** Guayakí admits that climate action and Climate Justice issues do not yet play a central role in their internal engagement. They are moving toward this with a focus on fair and equitable hiring and through detailed JEDI programming bringing regional leaders together for the first time.
- **Lack of internal resources.** Guayakí believes that you need adequate resources to stay focused. One way to ensure consistency and focus is to take concrete action by first hiring someone to oversee Climate Justice work. Guayakí also recommends connecting with environmental and inclusion leaders, so you can explore ways to move forward together.



## Going to the edge: Inspiration for the road ahead

How can you push your work to a new level?

1. **Start with questions and be comfortable with multiple answers:** Guayakí believes the best way to start Climate Justice work is with questions such as 'What does an inclusive conversation look like?' 'How do you balance bringing marginalised communities to the table with building staff diversity and inclusion?' It's important to be open minded. This work is evolving, and flexibility is key.
2. **Collaborate to maximise momentum:** Especially when looking to engage in policy work, you don't need to go it alone. There is huge power in collaboration with other businesses.
3. **Practice patience:** The Guayakí team strives to combine enthusiasm with deep patience. It's about laying the groundwork first, whether that's about getting the right teams in place, joining dots between departments, or investing in training.



Key principle: Listen and centre people on the front lines



**I was born and raised  
in this place. And  
always taking care  
of the forest. The  
rainforest preserves  
shade, it helps  
conserve water,  
the animals that  
still exist ... we are  
conserving nature  
for us and for others  
who need it.**

Haroldo Schinemann,  
yerba mate grower





### **Co-Creation in the Atlantic Forest**

The Atlantic Rainforest extends from northeastern Brazil into Argentina and Paraguay. It is the source of the yerba mate used by Guayakí. Extractive logging and farming practices have reduced the forest to a fraction of its original size and put extreme pressure on indigenous smallholder communities there.

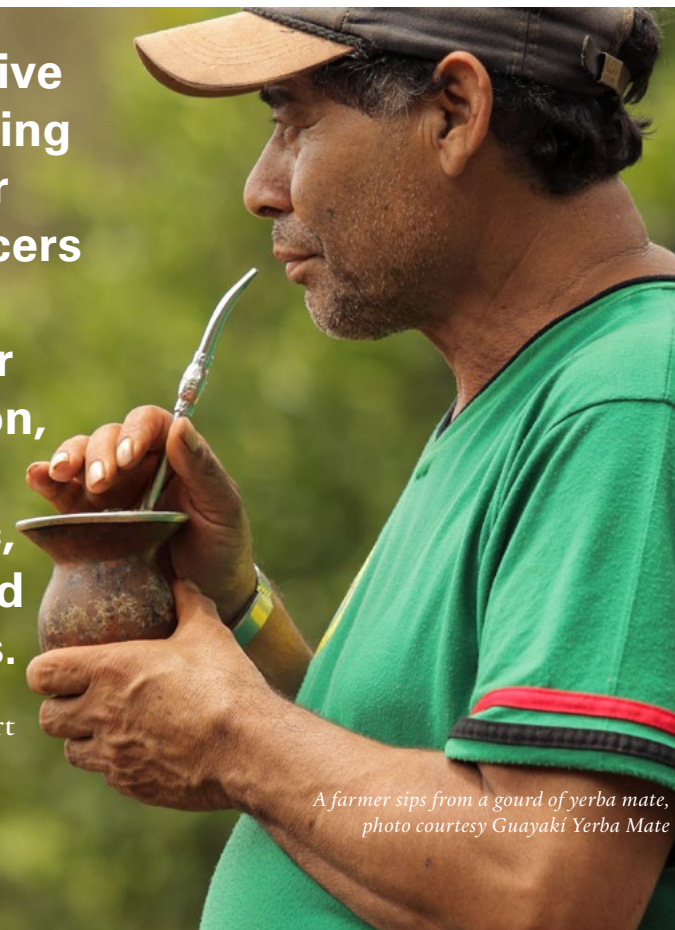
Guayakí has committed itself to the restoration of sustainable agriculture and restoration of the Atlantic Forest. It has brought 174,000 acres of the forest under stewardship, and supported the planting of 48,000 trees. It pays all its farmers a fair trade price for their yerba mate. But Guayakí understands that Climate Justice is impossible without listening to and learning from the people who live in the forest and work on its land.

In 2019, Guayakí convened 12 participative workshops, in which 150 mate producers and community stakeholders identified their vision of sustainability and healthy communities, as well as the obstacles that

stood in the way. Guayakí will use this input to co-create new programmes and add to existing ones that teach forest stewardship, support food sovereignty, and help preserve local language, music, and rituals.

**Guiding regenerative principle: Co-creating programs with our yerba mate producers that take into consideration their unique contribution, reflecting their cultural, economic, environmental, and historical contexts.**

Guayakí 2019 Global Impact Report



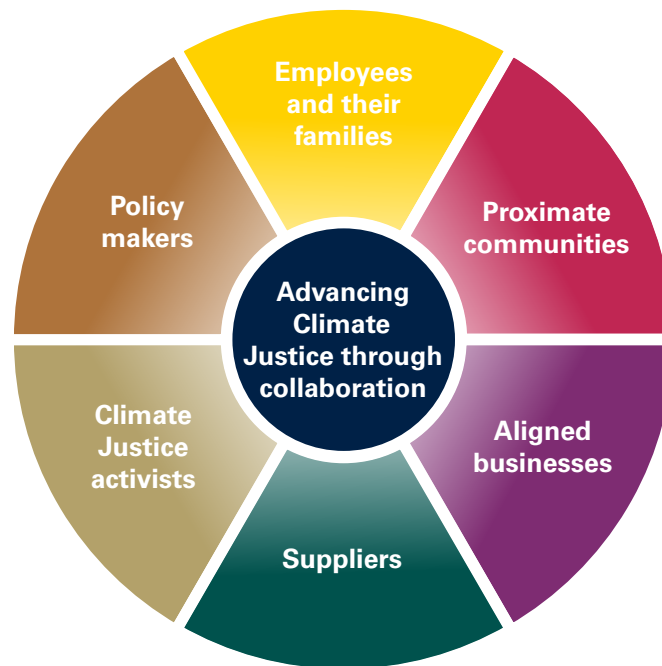
*A farmer sips from a gourd of yerba mate, photo courtesy Guayakí Yerba Mate*

# Chapter four: Collaboration in action



Voluntary action by individual businesses is absolutely necessary – but also insufficient – to address the scale of the climate emergency. Like-minded companies are putting their values, hopes, and visions together for a better world – and accomplishing more by collaborating. Companies of any size can contribute, and it's not just about giving money: it's about collaboration using any strategy that works for you. Working through a Climate Justice lens can enhance climate change efforts you are already making.

## Six key approaches to advance Climate Justice through collaboration



**We hold ourselves to account to meet ambitious sustainability goals. In order to achieve these goals, partnerships are key. We can achieve more together.**

Christopher Hillman, Head of Sustainability & Social Innovation, Danone UK & Ireland

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## 1 Advancing justice with employees and their families

To advance Climate Justice, start by engaging employees and their families. Such partnerships help diversify the voices that contribute to your climate action strategy while also contributing to employee resilience and increased opportunities for change.

Dr Bronner's established an internal Green Team designed to include a range of voices from across the business in decision making. This volunteer committee welcomes representation from throughout the company and from all levels of tenure.

At Northwest Permanente, countless medical supplies, many of them plastic, were typically removed from their packaging in preparation for surgeries. Yet many were disposed of without ever being used. An extensive behaviour change programme with surgeons and operating room staff delayed the opening of items until needed, providing a significant environmental and business impact.



*A yerba mate producer in Brazil enjoys a gourd of yerba mate, photo courtesy Guayaki Yerba Mate*



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## 2 Advancing justice with proximate communities

Advancing Climate Justice in collaboration with local communities can make best sense where you primarily operate, in the locations of your primary suppliers, and/or where your products are regularly being used.

For example, Guayakí Yerba Mate's distribution fleet in the communities where they distribute their products is made up of over 50% electric vehicles.

**We need to make sure that solutions lift up communities – and certainly don't cause more harm.**

Gretchen Grani, Regeneration and Sustainability Lead, Guayakí Yerba Mate

Kaiser Permanente is actively evaluating the greenhouse gas emissions of the healthcare industry, particularly to understand the health risks posed by them in the communities they serve.

**'We have a large agricultural workforce in the Northwest, largely from the Hispanic community. They don't need us to tell them how to mitigate challenges in a worsening environment. We need to listen to them and find out what they need. That's why they have to be at the table.'**

Dr Colin Cave, MD, Director of External Affairs, Government Relations and Community Health at Northwest Permanente P.C.



Representatives from Guayakí's distribution centre stand in front of a few of the distribution fleet's electric vehicles, photo courtesy of Guayakí Yerba Mate

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### 3 Advancing justice with aligned businesses

Collaborating with aligned businesses – even your competitors – on Climate Justice projects can amplify and accelerate your efforts. One place to start is with businesses in your own sector with similar needs, vendors, or locations.

For example, Dr Bronner's co-founded the Regenerative Organic Alliance along with Patagonia, Rodale Institute, and other leading NGO's, farms, and brand partners. Visionary, pre-competitive collaboration was crucial in creating this trailblazing new certification that is a holistic approach to farming that treats healthy soil as the foundation for good farming, while taking good care of the farmers, farm workers, and the farm animals who work and live on the land – nourishing plants, people, animals and help mitigate climate change.

In addition to working with their suppliers, Pukka Herbs' regenerative agriculture work helps the company reach beyond Pukka's direct supply chain and farmer network

through work with other companies that share regional value chains.

In the UK, Danone yogurt brand partnered with fellow B Corp Ella's Kitchen and Terracycle to establish a food pouch recycling consortium.

'Collaborating on common challenges increases our impact. Together we can maximise the availability of collection points, helping consumers recycle pouches which aren't widely recycled today.'

Christopher Hillman, Head of Sustainability & Social Innovation, Danone UK & Ireland

Within the B Corp community, a group of aligned businesses – the B Corp Climate Collective – has been collaborating to advance climate action and justice since 2018 through best practice learning, sharing and dissemination regionally and globally.

In December 2019, at COP25 in Madrid, 533 members of the B Corp Climate Collective

from 33 countries committed to Net Zero by 2030. It was the largest and most aggressive climate commitment to date by a group of businesses – and 20 years ahead of the Paris Agreement 2050 targets. The B Corp Climate Collective will reconvene in April 2021 at the first B Corp Global Climate Summit. The BCCC is a shining example of what business can achieve when they are united in purpose and offers an example of the kind of radical, pre-competitive business sector collaboration necessary to help stabilise the biosphere and build a just, equitable, and regenerative economy.

'These businesses totally inspire me. I'm very connected to other sustainability leaders and people leading social justice work, and I couldn't achieve my work without these partnerships.'

Gretchen Grani, Regeneration and Sustainability Lead, Guayaki Yerba Mate



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## 4 Advancing justice with suppliers

Climate Justice is a powerful lens that can strengthen existing climate work within your own value chain. For example, Pukka Herbs works with and follows the lead of their suppliers to strengthen their resilience to changing weather. Projects include improving water use and anti-erosion strategies and supporting suppliers to diversify their incomes through additional efforts such as keeping bees.

Northwest Permanente sources food locally to support nearby communities.

'It's about purchasing with an environmental and a social lens: we want to look at their production practices so that we can see who is building things in a responsible way, as well as who is taking care of the people building those things.'

Dr Colin Cave, MD, Director of External Affairs, Government Relations and Community Health at Northwest Permanente P.C.



*A team of women pruning the 'Old plantation' at Kangra Tea Estate, Himachal Pradesh, photo courtesy of Pukka Herbs*



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## 5 Advancing justice with Climate Justice activists

You don't have to be an expert to contribute to Climate Justice. Collaboration with Climate Justice organisations and advocates, as well as those who have lived experience with the impacts of climate change, can expand your understanding and reach while amplifying your collective impact. There are many ways to highlight their expertise and experience, such as contracting with them to lead and/or participate in company trainings, events, and conferences, remunerated features in newsletters or social media, and funding their work directly. Paid Advisory Board positions can also integrate activists and experts into the perspectives that inform your company.

'Some of the best presentations I've ever seen are by folks speaking from the heart. It's important to switch up the dynamic and who's at the table. Every panel should have that inclusivity. The folks who want to speak up should be heard.'

Sarah Archibald, Senior Program Manager, North America/UK, PUR Projet

Seventh Generation, for example, directly supports Native American organisations that are actively working on climate change solutions, such as [NDN Collective](#), [Thunder Valley Cooperative Development Cooperative](#), [Circle of Courage](#), and [Earth Guardians](#).

Patagonia, as a co-founder of [1% for the Planet](#), has given over \$100 million over the years to thousands of grassroots groups.

In 2020, Allbirds launched the [Allgood Collective](#), a group of activists exploring Intersectional Environmentalism and community change. Allbirds highlighted the voices of the [Intersectional Environmentalist](#) community in their [#ChangeClimateChange](#) social media campaign and also featured members of Intersectional Environmentalist as models for their clothing line.

At PUR Projet, once they are clear on which communities to centre, they ensure that they reach and engage those communities effectively.

'We rely on focus groups. I'm really proud of the way that we support our group members. We will hire a local cook to cook the meal and provide a daycare so that the focus groups can centralize the voices of women. We'll have our local teams come in to make sure we speak all the right languages. Our team is incredibly diverse and focused on being accessible and approachable.'

Sarah Archibald, Senior Program Manager, North America/UK, PUR Projet



Photo by Liam Edwards, UnSplash

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## 6 Advancing justice with policy makers

Climate Justice intersects with a number of public policy issues including health, climate, energy, environmental, and agricultural policy. Many businesses ground their actions in Climate Justice with significant public policy partnerships.

In the UK, Danone co-chair the Collaboration for Healthier Lives, which brings together retailers, manufacturers, NGOs, and public health officials such as PHE, Guy's and St Thomas' Charity, Impact on Urban Health Programme and the University of Oxford, to explore ways to encourage consumers to make healthier more sustainable dietary choices, and how to make them more accessible.

Danone is committed to partnering on innovative projects that address local challenges and can be replicated. Through partnering with Hubbub and other brands to test recycling and behaviour change interventions, the success of a recent trial

saw recycling rates double in one city centre. This project will now be replicated across other cities.

At Seventh Generation, Climate Justice is deeply connected to advocacy, with full awareness that the health impacts relating to toxic chemicals and lack of ingredient disclosure disproportionately affect marginalised groups.

Happy Family Organics makes their Happy Baby® Clearly Crafted™ Jars available to low-income households that are nutritionally at-risk through the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC), a US federal assistance program for healthcare and nutrition of low-income pregnant women, breastfeeding women, and children under the age of five.

Patagonia has a strong track record of advocating for policy changes on Climate Justice issues in the US, including longtime advocacy to protect the Arctic National Wildlife Refuge, standing alongside the

Gwich'in people, helping to advance the Boundary Waters Wilderness Act, and many others. The Advocacy team at Patagonia focuses their advocacy work on economic growth opportunities for local communities that come with addressing public health and the climate crisis.



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A photograph of five tea harvesters in a terraced tea field. Four of the harvesters are wearing traditional conical hats (three green and one red). They are gathered around a small, red, motorized mechanical harvester. The tea plants are arranged in neat, curved rows on the terraces, and the background shows more of the lush green landscape under bright daylight.

When initiating conversations with suppliers and growers, it is important to listen and hear from them about the challenges they face. Only then can we develop solutions together.

Natalie Sluggett,  
Sustainability Specialist,  
Pukka Herbs



# Chapter five: The personal journey to advance Climate Justice

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How can we be in the right place mentally, emotionally, and spiritually to do the hard work of advancing Climate Justice? Simply put, the work of creating a more peaceful, just, and sustainable world starts from within – within our own hearts and the state of mind we bring to it every day, moment to moment.

Climate change and climate injustice are inherently stress-inducing. The daily practice of cultivating a calm, centred state of consciousness can greatly improve our ability to respond to ourselves and others with kindness, compassion, and wisdom, to see possibilities and solutions, and ultimately, to enable us to contribute greatly to our own healing and to healing our troubled world.

A daily mindfulness practice and personal journaling are two powerful, time-tested tools you can use right now to begin cultivating the state of mind and consciousness to be an effective change agent for Climate Justice.

## **Mindfulness**

Mindfulness can be cultivated in many different ways, whether through daily meditation practice, centring prayer, walking meditation, breathing exercises, etc. The choice of which method(s) you use to cultivate mindfulness in your own consciousness is a personal one.

'Meditation is not a quick fix. It asks us to slow down so that we can experience ourselves lovingly... Meditation opens us to levels of consciousness that lie deeper than our intellect. Our disguises fade and our aggression diminishes. Our mind becomes tranquil and more manageable, and we act more wisely toward others and ourselves.'

Ruth King, Founder of Mindful of Race Institute, LLC, and is a celebrated author, educator, and meditation teacher.

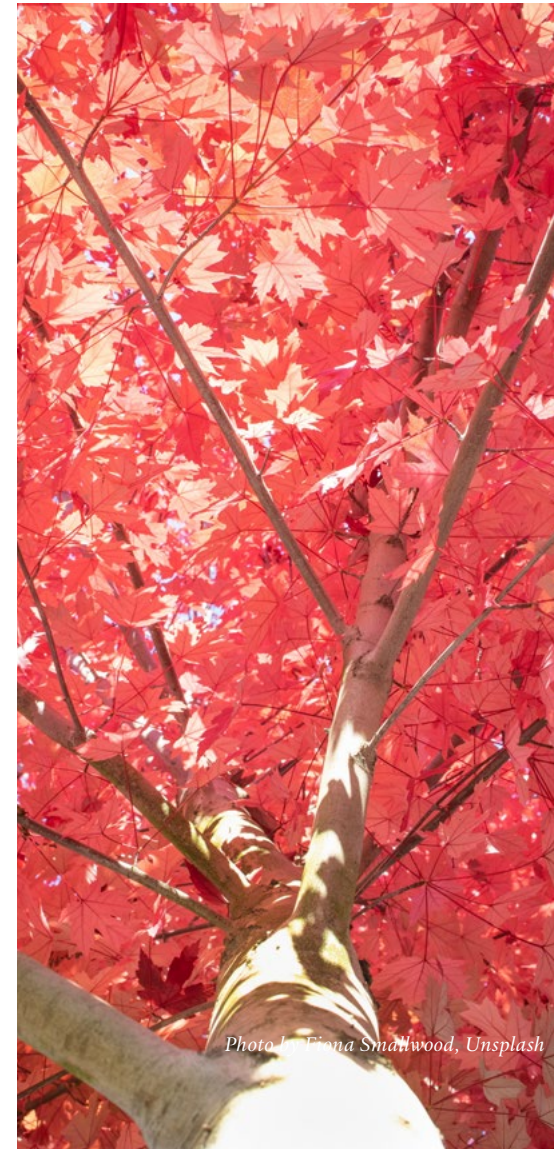


Photo by Fiona Smallwood, Unsplash

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**Benefits of mindfulness in advancing Climate Justice**  
(from [Coming To the Table](#))

- Defuse stress and experience greater calm
- Explore the mind-body relationship
- Heal embodied life trauma
- Connect to our feelings
- Expand our sense of who we are, beyond our fears and self-judgment
- Deepen focus, concentration, and understanding when anxious or fearful
- Increase awareness of conditioning and habits of mind associated with bias, positionally, and blindspots
- Increase capacity for emotion-regulation when 'triggered'
- Ameliorate effects of stereotype threat
- Increase capacity for perspective-taking and compassion
- Find genuine happiness
- Discover inner resources that can change our everyday lives
- Awaken our capacity for insight and wisdom
- Transform our worldview from one of isolation and confusion to one of connection, clarity and compassion
- Broaden our perspective and deepen our courage, based on seeing things just as they are

(sources: [Insight Meditation Society](#),  
[ColorInsight Practices](#), and [Coming to the Table](#))

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## Journaling

Similarly, the daily practice of personal journaling can be a powerful tool in your work to advance Climate Justice. Journaling can help you deal with the powerful emotions that will inevitably arise while dealing with such complex challenges as climate change and injustice. Journaling can help you manage anxiety, reduce stress, and cope with depression. It can help you prioritise problems, fears, and concerns, recognise triggers and learn ways to better control them, and provide an opportunity for positive self-talk and identifying negative or limiting thoughts and behaviours.

Here are some useful questions and prompts to help you get started journaling as a daily practice:

- Despite all the challenges in the world and in my life, what am I grateful for today, in this moment?
- How can I use time in nature to better enable me to connect with climate change and do the work of advancing Climate Justice?
- What am I doing to inform myself about the impacts on the people most affected by climate change?
- How can I build greater awareness of and empathy for the reality of climate change felt by other people and other living creatures? Where can I go to feel the change that is happening?
- How do I respond to discomfort?
- How do I respond to complexity?
- What am I doing to get comfortable with discomfort and complexity?
- Do I have places and people with whom I can share these thoughts? If not, how can I build them into my life?
- Do I allow for quiet time to grieve for the impacts of climate change on our planet and all living beings?
- What are some of the 'Dragons of Inaction' – or barriers to positive Climate Justice action – that I might face on the road ahead and what can I do to diagnose and 'slay' them? (Source: *The Dragons of Inaction: Psychological Barriers that Limit Climate Change Mitigation and Adaptation*, by Dr Robert Gifford, American Psychological Society, 2011). See Dr Gifford's useful self-diagnostic tool.



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### **Additional resources for your personal journey**

Mindfulness practice and journaling are just two aspects of a healthy lifestyle that can help prepare you to advance Climate Justice, particularly for managing the stress and anxiety associated with climate change. Other practices you might consider are eating a healthy, balanced diet, getting adequate rest, exercising regularly, and avoiding excessive drug or alcohol use.

There are many resources available to help you on this journey. To get you started, see Appendix 1 within the [Climate Justice Playbook for Business](#).

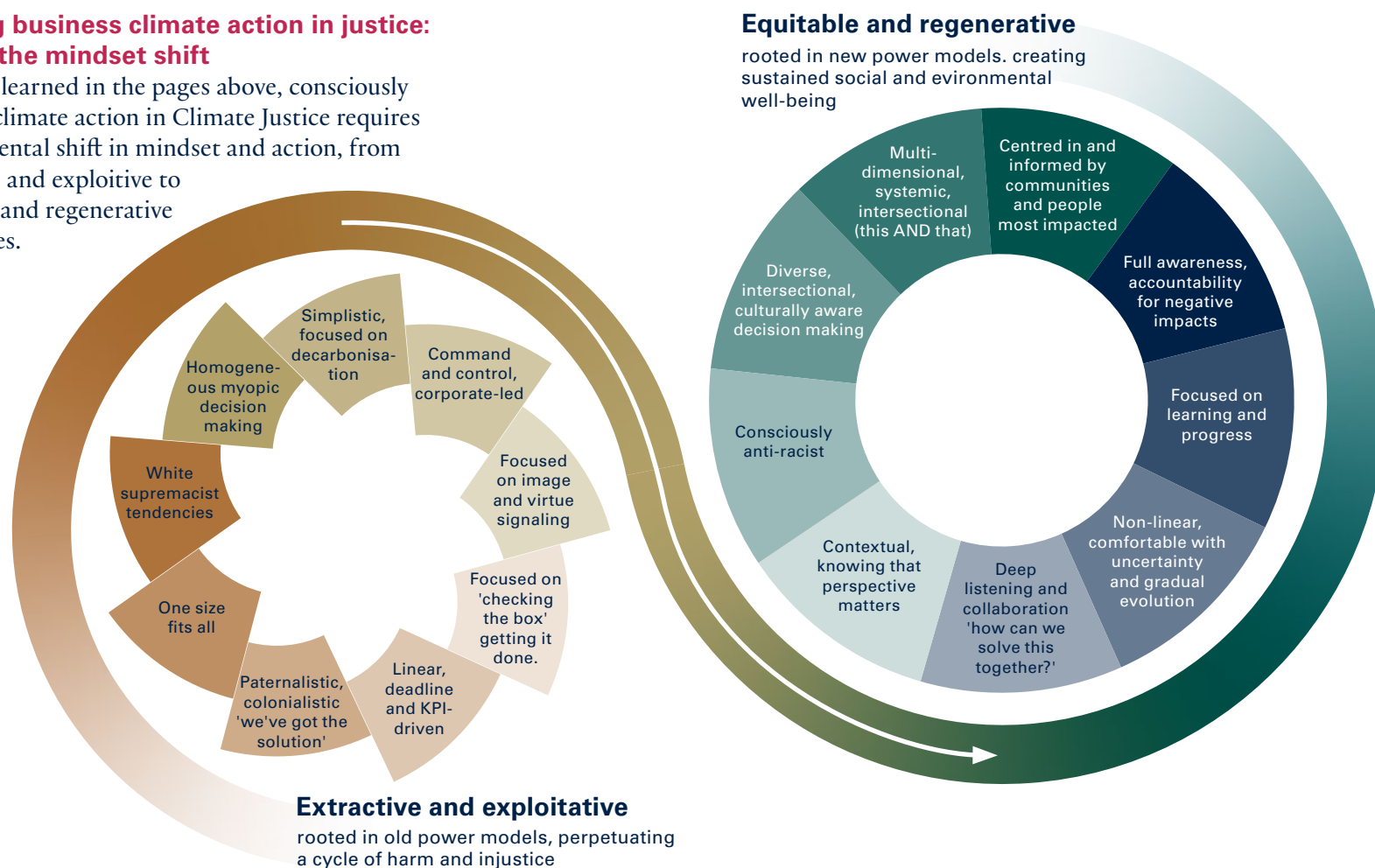


*Photo by Justin Kauffman, Unsplash*

# Chapter six: Bringing it all together and the road ahead

## Centring business climate action in justice: Making the mindset shift

As you've learned in the pages above, consciously centring climate action in Climate Justice requires a fundamental shift in mindset and action, from extractive and exploitive to equitable and regenerative approaches.



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### **The road ahead**

This Climate Justice Playbook for Business is the first step in a long-term collective learning journey for B Corps and all companies that are seeking to do their part to address the climate emergency. We present this work with great humility, and very much consider it Version 1.0, with additions and amendments to come.

### **Lessons learned**

As part of our own learning journey, **we acknowledge the limitations of our efforts so far**, most notably the limited scope of input that has gone into this first version of the playbook, especially from those individuals and communities most impacted by climate change. We plan to address these shortcomings directly in future efforts.

### **The Climate Justice Playbook for Business, Version 2.0.**

Based on our learnings to date and the shortcomings of this first process, we're excited to begin work on Version 2.0 of this playbook in 2021. Version 2.0 will

include new insights and strategies from a far broader and more inclusive set of perspectives as well as new opportunities for companies from a broader range of sectors and business size to engage in meaningful efforts to advance Climate Justice. Version 2.0 will also include more and deeper stories about Climate Justice from the perspective of frontline communities most impacted by climate change, to share the stories of the people doing the work on the ground and show how practical Climate Justice strategies can be put into action.

### **Climate Justice: A curriculum for business leaders**

In 2021, we hope to work closely with Climate Justice leaders from diverse racial and ethnic backgrounds, geography, business sectors, and communities to use the content of version 1 of this playbook as the foundation of a Climate Justice curriculum for business leaders. This module-based experiential course will focus on raising the Climate Justice and anti-racism literacy and cultural competency of business leaders. Early elements of this course will be beta

tested at the first annual B Corp Global Climate Summit in April 2021.

### **B Corp Global Climate Summit**

In April 2021, the B Corp Global Climate Summit will bring together B Corp leaders from around the world for a three-day virtual climate convening. The Summit will focus on deep learning, community-building, and radical knowledge sharing, including evolving the B Corp community's collective understanding and practice of Climate Justice. The summit will include both global and regional local language content focused on forwarding the work of the B Corp Climate Collective. The Climate Justice Playbook will play an essential role in the content of this gathering, and the Summit will also be used as an incubator for taking the playbook to the next level.



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If you're interested in staying tuned into this work, we invite you to join the [B Corp Climate Collective](#). We also want collaborators! If you have ideas about how to forward Climate Justice in the business sector, how to advance the ideas started in this playbook, or interest in supporting this work in any way, please reach out to [climate@bcorporation.net](mailto:climate@bcorporation.net)



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## With gratitude

This playbook would not have come to life without the vision and contributions of so many organisations and individuals. These contributions came in a variety of forms, from significant pro and low bono work to direct financial contributions and voluntary advisory support.

We'd especially like to thank:

- The mission driven businesses who shared their Climate Justice stories: **Allbirds, Danone UK & Ireland, Dr Bronner's, Gaia Herbs, Guayakí Yerba Mate, Happy Family Brands, Northwest Permanente P.C., Patagonia, Pukka Herbs, PUR Projet, and Seventh Generation.**
- The design team at Saïd Business School, led by Denise Legge and especially Mark Vice, Senior Designer.
- Deanna Bratter, Head of Sustainable Development at Danone North America, and the Danone North America team

for their direct financial contribution to make this playbook possible.

- And lastly, sincere thanks to our reviewers, including Dr Zainab Kabba and Jessica Jacobson of the Skoll Centre for Social Entrepreneurship at Oxford University, Sayo Ayodele of the Climate Action Champion's Team, Dr Ellonda Williams of B Lab, and Erin Callahan at the Climate Collaborative.

### The Playbook Team

- Raj Aggarwal, President of Provoc, Co-Founder of the B Corp Climate Collective, and Co-Chair of the Climate Justice Task Force of the B Corp Climate Collective
- Dr Ellonda Williams, Director of Justice, Equity, Diversity and Inclusion at B Lab
- Charmian Love, Co-Founder & Chair at B Lab UK; Entrepreneur-in-Residence at Saïd Business School, University of Oxford, and Co-Chair of the B Global Climate Task Force
- Kim Coupounas, Global Ambassador at B Lab, Co-Chair of the B Global Climate

Task Force, and Co-Founder of the B Corp Climate Collective

- Charlotte Sewell, Strategic Advisor to the B Global Climate Task Force
- Karen Lickteig, Strategic Advisor, B Corp Climate Collective and B Lab
- Gary Miller, Communications Specialist, Provoc
- Dr Zainab Kabba, Associate Director for Programmes and Jessica Jacobson, Programme Manager for Research Insights at the Skoll Centre for Social Entrepreneurship at Oxford University
- Sayo Ayodele and the Climate Action Champion's Team

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**Our partners**



**B Corp  
Climate  
Collective**



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**Contributing  
businesses**

*allbirds*



**gaia**  
HERBS



**PERMANENTE MEDICINE**  
Northwest Permanente



**puKKA**







# APPENDIX 1: Additional resources

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If you've got this far in the playbook, thank you for joining us on this learning journey! No matter where you are on this path, below is a short list of resources that was sourced organically from B Corp leaders, B Lab, Sistema B and external experts and is meant to serve as knowledge and inspiration, not a comprehensive primer on climate change or Climate Justice. We also invite you to view a much longer list of resources on the B Corp Climate Collective [website](#) and B Lab's anti-racism resources [here](#).

## Take climate action now!

- **Declare a climate emergency and take climate action.** [Use the Climate Emergency Playbook for Business](#) as a roadmap to engage your board and team with the science-based facts and the implications for your business and for society, especially for those most vulnerable.
- Use this playbook as a guide and **commit to centring Climate Justice in all of your climate action and advocacy.**
- **Accelerate your Carbon Reduction.** Calculate their baseline Scope 1-3 emissions aligned to an independent internationally recognised standard and commit to accelerate your current emissions reduction trajectory using the climate action module of the [SDG Action Manager](#) to meet the global goals of a 1.5°C average temperature increase.
- **Develop a Net Zero Plan.** Offset the remaining carbon emissions, emphasising carbon removal projects, to balance emissions that cannot be eliminated to achieve net zero emissions between 2025-2050.
- **Join the #RacetoZero** by committing to Net Zero emissions before 2050 at the latest. Go further and Commit to Net Zero by 2030. Join over 1000 companies in this bold, unprecedented leadership commitment.
- **Join the B Corp Climate Collective.** Become part of a global community of learning and practice regarding climate action, Climate Justice and climate advocacy.

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## Foundational resources to improve your company's impacts

- B Impact Assessment: Over 100,000 businesses around the world are using this free, confidential, online assessment to measure, compare, and improve their company's impacts. This Assessment forms the backbone of the B Corp Certification, but any company can use it.
- SDG Action Manager: Developed by B Lab in collaboration with the UN Global Compact, this free, online impact management solution enables businesses worldwide to set goals and track progress against the global Sustainable Development Goals, with modules matched to each of the Global Goals.
- Best Practice Resources from the B Impact Assessment via B Lab.
- 1.5°C Business Playbook: Produced by the Exponential Roadmap Initiative and the UNFCCC's Race to Zero, this foundational playbook is made to prepare ALL businesses for the fastest economic transition in history, halving emissions by 2030. It contains solid guidelines for companies of all sizes to set targets, strategy and actions. Net Zero by 2030 B Corps are committed to decarbonising even faster than what's prescribed in this playbook, but the principles and practices are still the same.
- SME Climate Hub: One-stop-shop for small and medium-sized businesses to make a climate commitment and take concrete climate action. An initiative of the International Chamber of Commerce, the Exponential Roadmap Initiative, the We Mean Business coalition and the Race to Zero.
- Net Zero Climate: This tool connects users with research and tools on setting and achieving their net zero climate commitments across sectors and policy landscapes. Created by Oxford Net Zero Climate Research and Engagement Team in allyship with the SME Climate Hub partners including B Lab and leading global scientists.



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## Climate Justice

- [A Just Climate Platform](#), vision for an inclusive and just national climate agenda.
- [NAACP: Environmental & Climate Justice Resources](#)
- [Framing Climate Justice](#); A guide to improving climate communications
- [On Injustice](#). Mustafa Santiago Ali talks with Naomi Hollard of Sunrise Movement about the power of cross-class and multiracial movements and the mandate for environmental justice.
- [The Solutions Project](#): a guide for journalists to cover climate equitably.

## Indigenous voices

- [UN statement](#) on the impact of Climate Change on Indigenous Peoples
- [Indigenous Principles for a Just Transition](#)
- [The Amazon is on fire – Indigenous Rights could help put it out](#) by Naomi Klein

## Racial justice

- [How to Be an Antiracist](#) by Ibram X Kendi
- ['I'm a black climate expert. Racism derails our efforts to save the planet,'](#) by Dr Ayana Elizabeth Johnson, Washington Post, June 3, 2020
- [Why Every Environmentalist Should be Anti-Racist](#), by Leah Thomas, Vogue, June 8, 2020
- ['How to Make Sure Racial Justice is Part of Climate Activism'](#) by Natasha Pinon
- ['Climate Change Ain't the First Existential Threat'](#) by Mary Annaïse Heglar

## Gender and climate

- [Introduction to Gender & Climate](#), UNFCCC
- [All We Can Save](#) by Dr Ayana Elizabeth Johnson and Dr Katharine Wilkinson. Spotlights women climate leaders offering solutions and inspiration to solve the Climate Emergency.
- [How Empowering Women and Girls Can Help Stop Global Warming](#), TED talk by Katharine Wilkinson, Project Drawdown (13 mins)

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## Youth voices

- Greta Thunberg's [UNCOP25 remarks](#)
- [Extinction Rebellion](#)
- [Sunrise Movement](#)

## Mindfulness and the personal journey

- [Mindful of Race: Transforming Racism from the Inside Out](#) by Ruth King
- [Facing Climate Change with Heart](#), One Earth Sangha
- [What is Ecoanxiety, and How Can Mindfulness Help?](#) by Joe Flanders, 2019
- [Mindfulness, Climate Change and Environmental Justice](#) by Maria Santiago-Valentin
- [Excerpt from Laudato Si', Encyclical Letter of the Holy Father Francis on Care for Our Common Home](#)

# APPENDIX 2: Glossary of terms

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**B Corp:** A 'B Corp' or 'Certified B Corporation' is a for-profit business that meets the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose. B Corps voluntarily achieve Certification from the non-profit [B Lab](#) using the free, online tool called the [B Impact Assessment](#). By harnessing the power of business, B Corps use profits and growth as a means to a greater end: positive impact for their employees, communities, and the environment. B Corps form a community of leaders and drive a global movement of people using business as a force for good. The values and aspirations of the B Corp community are embedded in the B Corp [Declaration of Interdependence](#).

**B Corp Climate Collective (BCCC):** A global community of businesses and business leaders made up primarily of Certified B Corps but open to all business, with local and regional chapters, that is accelerating the buildout and dissemination of practices that businesses must implement

to decarbonise their business models and amplify their voice to advocate for policy change while they seek to centre their work in Climate Justice. More than 1,500 active B Corp volunteers around the world are leading this community of practice and shared learning, focused on creating open-source resources the Action Groups tackle specific climate challenges, including Climate Justice, greenhouse gas baselining, decarbonisation and offsetting, climate policy advocacy, regenerative models, employee engagement, sustainable packaging, and more. This Climate Justice Playbook for Business was inspired by the work of the BCCC, including the Climate Justice Task Force which formed early in 2020.

## **Carbon removal**

The [IPCC](#) defines removals as anthropogenic activities removing CO<sub>2</sub> from the atmosphere and durably storing it in geological, terrestrial, or ocean reservoirs, or in products. Existing and potential carbon removal measures include afforestation and reforestation, land restoration and soil

carbon sequestration, bioenergy with carbon capture and storage, direct air carbon capture and storage (DACCS), enhanced weathering and ocean alkalisation.

**Climate action:** [Climate action](#) is any activity that helps combat climate change and its impacts that results in a decline in climate gas emissions or helps people cope with a changing climate. ([reference](#))

**Climate Justice:** links everything we are doing in addressing the climate emergency to human rights and development, taking a human-centred approach and placing people and equity at the core. It recognises that those who are least responsible for climate change are most likely to suffer its gravest consequences. Climate Justice acknowledges that climate change is rooted in racism and inequality and is profoundly unjust. As Generation green put it: Climate change exacerbates every inequity, and every inequity exacerbates the effects of climate change on frontline communities. We need a multi-faceted, holistic understanding and approach to climate solutions because



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climate change is an amalgamation of social ills ([reference](#)). Systemic racism and injustice have left...the most vulnerable people subject to more powerful storms and floods, intense heat waves, deadly wildfires, devastating droughts, and other threats from the climate crisis.

**Collective action:** Collective action refers to action taken together by a group of people whose goal is to enhance their condition and achieve a common objective. It is a term that has formulations and theories in many areas of the social sciences including psychology, sociology, anthropology, political science and economics. In the B Corp movement, collective action is group(s) of people, anchored by B Corps with a multi-stakeholder approach, using their collective power and voice for impact on a pressing global issue, at scale. Collective action has a clear shared purpose and goals, to collaboratively deliver specific measurable impact(s).

**Environmental justice:** How local communities are impacted by their local environment and where inequalities in this impact exist. The United States Environmental Protection Agency defines environmental justice as the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. In other words, your health should not suffer because of the environment where you live, work, play or learn. In the 1980s the environmental justice movement highlighted that a disproportionate number of polluting industries, power plants, and waste disposal areas were located near low-income or minority communities and worked to ensure fair distribution of environmental burdens among all people regardless of their background due to the realisation. ([reference](#)).

**Gold standard carbon offsets**

Gold Standard was founded as a quality label to ensure environmental integrity and

the delivery of sustainable development benefits for compliance projects under the UN Clean Development Mechanism. Gold Standard certification ensures that these emission reductions are real, 'additional,' and permanent, coming from projects that also contribute to a minimum of three Sustainable Development Goals. Source: [The Gold Standard](#)

**Intersectional environmentalism:** an inclusive approach to environmentalism that advocates for the protection of people and the planet. It identifies the ways in which injustices happening to marginalised communities and the Earth are interconnected. Leah Thomas ([reference](#))

**Returning citizen:** a person returning to the community after a period of time in prison. This terminology is in wide usage in several parts of the world, but different terminology is used in some regions, terminology that is often tinged with prejudice and mistrust. According to [Shared Justice](#), 'returning citizen' provides hope and honors both [the person's] humanity

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and their capacity to contribute to a flourishing society. It gives space for hope by acknowledging their capacity to act as a citizen despite the barriers they may face.

### **Science-based targets**


Targets adopted by companies to reduce greenhouse gas (GHG) emissions are considered 'science-based' if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Agreement – to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C. Source: [Science Based Targets Initiative](#)

### **Scope 1, 2, and 3 emissions**

- Scope 1 emissions are direct emissions from owned or controlled sources.
- Scope 2 emissions are indirect emissions from the generation of purchased energy.
- Scope 3 emissions are all indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.

Source: [GHG Protocol](#)

**Supply chain:** A supply chain is a network between a company and its suppliers to produce and distribute a specific product to the final buyer. This network includes different activities, people, entities, information, and resources. The supply chain also represents the steps it takes to get the product or service from its original state to the customer. Sustainable supply chain management involves integrating environmentally, socially, and financially viable practices into the complete supply chain lifecycle, from product design and development, to material selection, (including raw material extraction or agricultural production), manufacturing, packaging, transportation, warehousing, distribution, consumption, return and disposal.



‘When it comes to climate change  
we cannot be radical enough’

*Sir David Attenborough*





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