PROJECT DRAWDOWN

AN EMPLOYEE GUIDE TO DRAWDOWN-ALIGNED BUSINESS | SEPTEMBER 2021

CLIMATE SOLUTIONS AT WORK

Unleashing your employee power

Before you begin

Employees hold tremendous power—you and your colleagues are instrumental to how your company functions, innovates, and survives through uncertainty. For many employees, the importance of climate action has taken center stage, but it can be hard to know where (and at which levels) to accelerate climate action in the workplace, and how to bring your own skills to the table. If your company leadership is serious about its climate ambition, then they will welcome employees to the work of helping them get there and holding them accountable. We see the consequences of working against climate-concerned employees: added pressure, higher attrition, a lack of morale, public protests, and more. Worker engagement on the all-encompassing climate crisis doesn't just sound good, it will actually help your company succeed in a rapidly changing world.

PRESENTED BY DRAWDOWN LABS

Drawdown Labs—a program of Project Drawdown—aims to help employees like you to apply your skills and expertise to the climate crisis while holding your company accountable for sweeping climate action.

Cover Photo by Silas Baisch

WHO THIS GUIDE IS FOR

Employees concerned about climate change, from those just starting their climate journeys to those ready to take concrete action in their workplace. This guide will help you understand whether your company is serious about addressing the climate crisis at scale—and how you can work with your colleagues to go further on climate.

WHAT THIS GUIDE IS

An illustrative suite of transformative actions that redefine business climate leadership—highlighting the types of actions your company should take if it is serious about tackling the climate crisis.

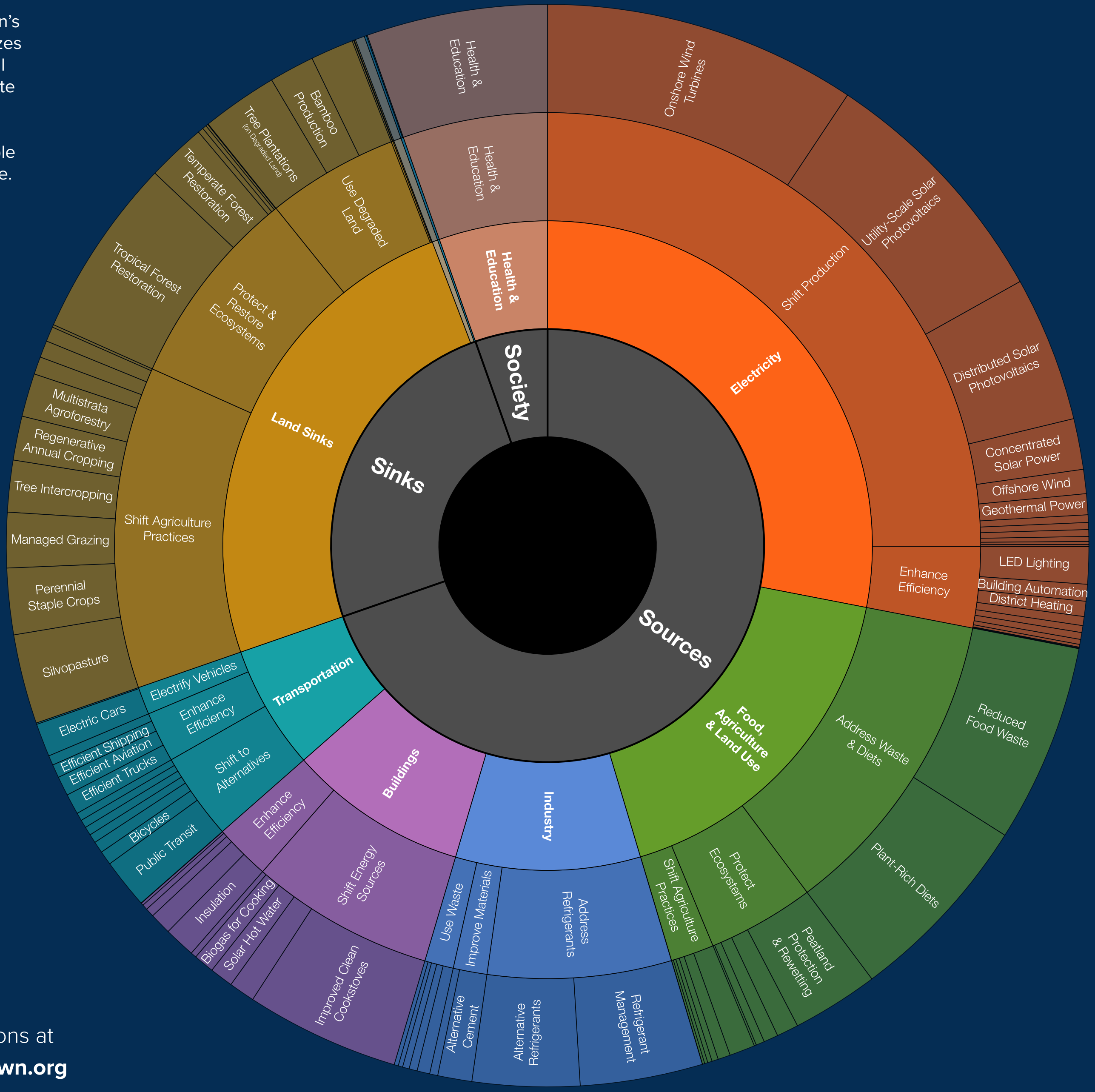
WHAT THIS GUIDE ISN'T

A menu of actions your company can pick and choose from. Pursuing only some climate actions can mean ignoring the systemic nature of the global crisis. Only full commitment leads to transformation.

Today's definition of business climate leadership centers on companies doing *less harm*, gradually reducing their emissions—and the damage they cause—over time. Employees can demand a more expansive view, one that taps every company's leverage points and the passion of every employee to scale climate solutions available *right now*, dramatically boosting expectations for business climate leadership around the world.

Project Drawdown's research shows the world can reach drawdown by mid-century, if we make the best use of all existing climate solutions. Reflect on this graphic. What are the climate solutions most relevant to your business? Your industry? Which resonate with you most personally? To scale them quickly enough, every person must be able to find their inroad, and every job must become a climate job. To learn more about climate solutions, check out Drawdown's free online course, Climate Solutions 101.

Project Drawdown's taxonomy organizes the most powerful solutions to climate change into key sectors. These solutions are viable and ready to scale.

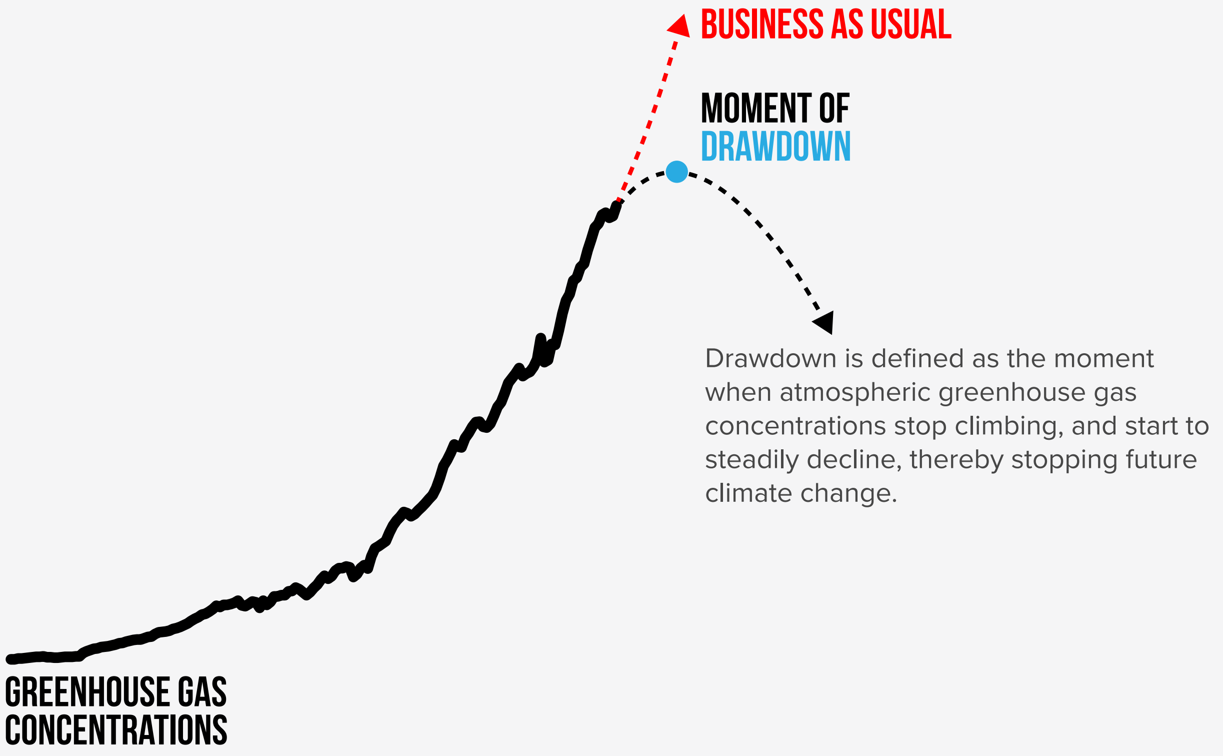


Explore solutions at
www.drawdown.org

Companies must be fully aligned in the pursuit of drawdown—the point in the future when levels of greenhouse gases in the atmosphere stop climbing and start to steadily decline (see *Reaching "Drawdown"*). Working through how to reduce private sector emissions as quickly as possible has grown into something bigger: **How can companies—in partnership with passionate employees—use their full resources, scale, influence, and broader community to help the world reach drawdown quickly and safely, and with equity at the heart of the transition?**

DEFINING A DRAWDOWN-ALIGNED BUSINESS

A drawdown-aligned company leverages all aspects of its business—its social, political, and financial capital—to reduce emissions well beyond its own operations and help secure a just climate future for all.



Reaching "Drawdown"

An unparalleled opportunity to set a higher bar for business climate leadership has arrived. If you're motivated to shift your company toward drawdown, you're going to need a basic understanding of the ways—both positive and negative—that your company impacts Earth's climate. **Use this guide to explore a suite of leverage points companies can tap to eliminate their planet-warming emissions and focus their influence and resources on helping the world rapidly scale climate solutions.**

If you're looking to take action on climate within your own workplace (even without "sustainability" in your job title), then this guide is for you.

	STATUS QUO	DRAWDOWN–ALIGNED
Emissions Reductions	Promises distant "net zero by 2050" commitment with reliance on offsets and no interim targets.	**Moves on an accelerated timeline with interim targets and reduced reliance on offsets.**
Stakeholder Engagement and Collaboration	Internal climate work is limited to sustainability teams and external engagement is primarily focused on investors.	**Employees, communities, board members, and more are included.**
Products, Partnerships, and Procurement	Products, partnerships, and procurement (the three Ps) are misaligned with climate commitments.	**The three Ps are aligned with a company's sustainability strategy.**
Investments and Financing	Corporate investments and employee retirement plans are misaligned with climate goals.	**Business is fully divested from fossil fuels and invested in climate solutions.**
Climate Disclosures	A lack of transparency on emissions and climate-related risks is the norm.	**Public emissions and climate risk disclosures occur on a regular basis.**
Climate Policy Advocacy	Corporate and trade associations are known to lobby against climate policy.	**Lobbying and contributions support bold climate policy, including alignment from trade associations.**
Business Model Transformation	Sustainability is an under-resourced add-on to the core business of the company.	**Business models always shift center on scaling climate solutions.**
Long-term Thinking	Business is focused on growth and quarterly returns.	**Uses business influence to promote justice and shift economic paradigms to fit within planetary boundaries.**

Where we are and where we need to go

Private-sector climate targets need to meet the global climate crisis at scale. Companies can become "drawdown-aligned" by meeting all of the requirements outlined in this guide.

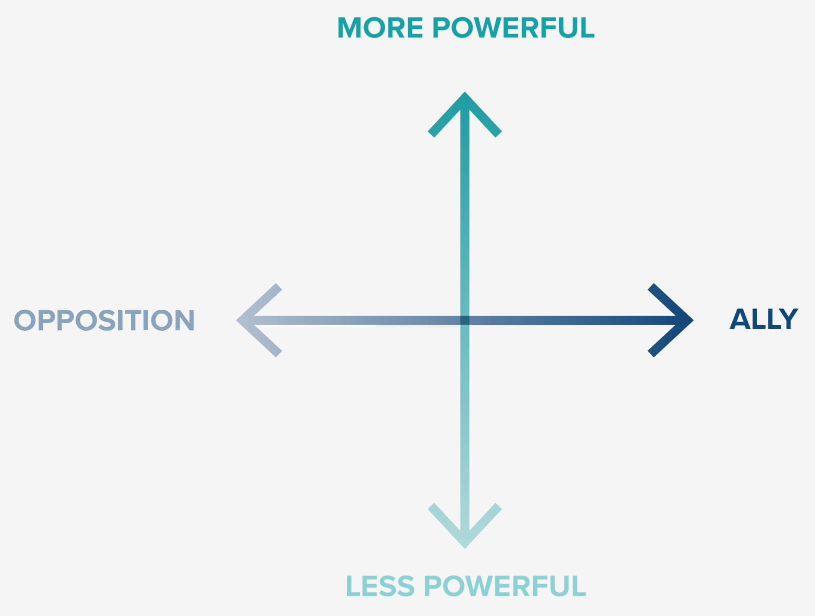
Getting to work

Inside most companies, only a handful of people with "sustainability" roles consider climate issues part of their workday. But in this most all-encompassing challenge in human history, **every job must be a climate job.**

Asking your employer for any type of change—from new coffee makers to comprehensive action on climate—can be intimidating, especially when the request targets something core and systemic to the business, and may not be supported by leadership. But there are tangible, collaborative ways to harness your employee influence and spark climate action at any company. Bottom line: All action is valuable, and the climate crisis calls on every person to find their inroad.

1. Form groups with like-minded colleagues focused on creative brainstorming, identifying company leverage points, and instigating collective action. Whether through "green teams," employee resource groups, or under-the-radar organizing, employees can pull from a variety of teams and skills, promote active participation, and set priorities and goals.

2. Conduct power mapping with colleagues to identify networks inside (and outside) your company that can be tapped for change. When considering requests to company leadership, these types of mapping exercises can help you understand where influence sits in your company. Rather than bringing a request to the most powerful decision maker, this process helps identify a more accessible staff member with the right type of leadership influence.



Power mapping to understand influence and identify targets
Example: getting your employer to publicly support climate legislation

You can use a variety of visual exercises, like this one, to identify the routes to influence decision makers. For example, you may want to get your company's VP of Government Affairs to publicly support a specific bill related to climate action. While that executive may be hard to access, a power mapping exercise can help you determine a more accessible target that agrees with your ask and can influence the decision maker.

3. Join action-oriented groups like Climate Changemakers, Terra.do, or ClimateAction.tech (for those in the tech industry) to share resources and build community.

4. Learn the latest about global climate solutions and explore ways to work climate into your own job responsibilities.

Moving beyond net zero

To realize a new standard, it helps to understand how the private sector arrived at its current definition of climate leadership. Today, this type of climate ambition focuses on achieving *net zero*. **These targets strive to keep the amount of greenhouse gases (GHG) emitted by an entity equal to the GHG removed by that entity**, using methods like forest restoration and protection or carbon removal technology. In its infancy, "net zero" was meant to embody a long-term climate goal used by entire countries to track Paris Agreement progress—a global goal to reach net zero by, at the latest, 2050 to keep increased warming to 1.5°C.

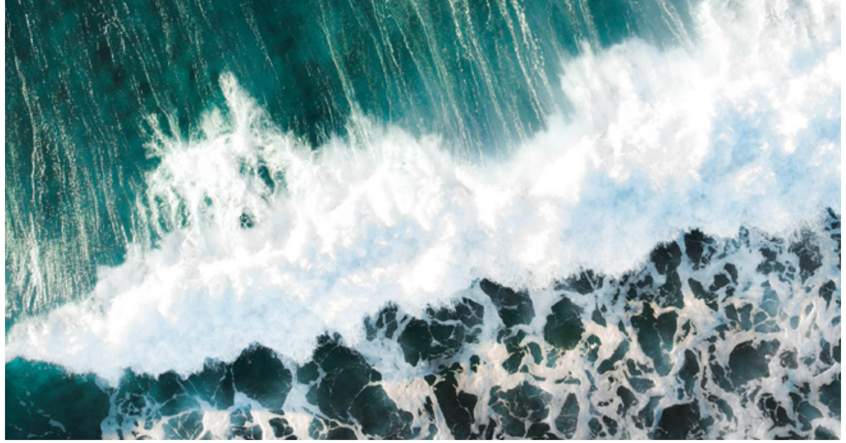


Photo by Nick Jones

You might wonder: *That sounds like a great plan to fix the climate crisis—why doesn't Project Drawdown support this type of progress?* Over the past few years, "net zero" has shifted from a collective, global goal to a leadership position from *individual* companies. This type of long-term target only works if every company makes the same commitment with a shared deadline—a highly unlikely prospect. Long-term emissions-reduction targets too often lack the intermediate targets and accountability mechanisms needed to transform commitments into immediate reductions in atmospheric GHG concentration.

YOUR COMPANY'S EMISSIONS REDUCTION TARGET: WHAT DOES IT MEAN, AND IS IT SUFFICIENT?

Most companies spotlight their climate-related plans by making public commitments to a target they aspire to achieve by a specific date. These announcements are often riddled with confusing jargon—how to make sense of it all? Explore a few commonly used (and new) terms to see how they stack up.

Net zero (also known as carbon neutral)

A popular but insufficient definition of leadership. This climate target proposes to negate the amount of GHG produced by a company, often prioritizing offsetting emissions rather than reducing them.

Carbon negative / Climate positive

These terms refer to climate targets that commit to removing more carbon dioxide than they emit, often through investments in carbon removal technologies.

Drawdown-aligned

Climate targets that meet this pivotal moment go well beyond a narrow focus on emissions reductions—they tap all the social, political, and financial leverage points most businesses have at their disposal, including the elements outlined in this guide. These comprehensive targets indicate a company's ambition to extend their influence beyond their own operations, keeping overall planetary health and social justice center stage.

> “Deep engagement on climate is a way companies can play a direct role in fighting myriad social injustices, many of which are caused or made worse by the climate crisis.”

Photo by Ying Ge

At least one-fifth of the world's 2,000 largest publicly traded companies (with annual sales totaling $14 trillion) have made net-zero commitments[1]—a move that often plays well with consumers. But the celebration of "net zero" as a business climate leadership position, while well-intentioned, perpetuates the status quo; the resulting fanfare entitles companies to emit now while relying on offsets and hypothetical, non-scalable, and unscientific carbon removal tactics mired with externalities (see *What about carbon offsets?* on page 13).

As Earth continues its trajectory toward 3°C of warming by the end of the century[2]—which could lead to unprecedented consequences for ecosystems, human health, and the economy—net-zero goals cannot be a proxy for climate action.

Net-zero targets can also have the unintended consequence of delaying feasible reductions, perpetuating a laundry list of social and environmental harms that those emissions cause. This includes negative health outcomes for communities living with point-source pollution from power plants or extraction sites, biodiversity loss through deforestation, and more.[3,4] Localized impacts of GHG emissions have long been disproportionately felt by low-income and Black, Indigenous, and people of color (BIPOC) communities,[5] underscoring the need for equitable representation in business climate action planning from the beginning.

Deep engagement on climate is a way companies can play a direct role in fighting myriad social injustices, many of which are caused or made worse by the climate crisis. Prioritizing climate justice can also surface better ways for companies to work together, mobilizing thousands of individuals (workers, customers, community members, and society at-large) to reimagine entire sectors. Drawdown-aligned companies understand that net zero is the floor—not the ceiling—and use their influence to lead sector-level transformation by meeting or surpassing the actions outlined in the following sections.

Project Drawdown's recommendations will help you judge your company's emissions reduction strategies and identify leverage points where you can push your employers to do better. Conventionally, many of the following goals tend to live within sustainability teams, but every employee can and should have a role to play. You can use your unique responsibilities and skills to advocate for stronger emissions reduction efforts (and beyond) as outlined below.

THE DRAWDOWN-ALIGNED BUSINESS FRAMEWORK

This framework highlights key leverage points and climate actions that all businesses must tap to help the world achieve drawdown quickly, safely, and equitably. To be drawdown-aligned, companies must apply their social, political, financial, and employee power to scaling climate solutions we have in-hand today.

EMISSIONS REDUCTIONS

- Accelerate goals, include interim targets, and phase out use of offsets
- Use carbon removal technology as a last resort and only for unavoidable emissions
- Address supply chain and historical emissions
- Institutionalize emissions reduction efforts
- Embed climate justice

CLIMATE DISCLOSURES

- Publicly disclose climate-related risk and support mandatory disclosure standards

STAKEHOLDER ENGAGEMENT AND COLLABORATION

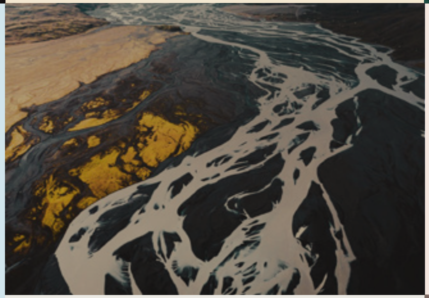
- Engage employees on climate action
- Create pathways for every job to be a climate job
- Ensure the board is climate-competent
- Engage and support local communities

CLIMATE POLICY ADVOCACY

- Use influence to advocate for climate policy at all levels of government
- Align political contributions
- Focus lobbying dollars on just climate solutions
- Push trade associations to align

PRODUCTS, PARTNERSHIPS, AND PROCUREMENT

- Ensure products and partnerships don't serve bad climate actors
- Require suppliers to adopt science-based emissions reductions targets
- Prioritize circularity and low carbon materials



BUSINESS MODEL TRANSFORMATION

- Embed climate considerations into every part of the business
- Focus business model on scaling climate solutions, phase out parts of the business that are incompatible

INVESTMENTS AND FINANCING

- Offer employees climate-friendly retirement plans and investment opportunities
- Push banks and asset managers to align investments with the Paris Agreement
- Pressure insurance companies to stop underwriting and investing in carbon-intensive projects

LONG-TERM THINKING

- Value long-term thinking over short-term profit and prioritize building a just climate future for all

CLIMATE SOLUTIONS AT WORK

DRAWDOWN-ALIGNED EMISSIONS REDUCTIONS

No one company, country, or individual can solve climate change, and current efforts to curb emissions are nowhere near enough to keep warming below 1.5°C.

To achieve drawdown, businesses must shift their entire operations to address the scope, magnitude, and urgency of the problem within this decade, and use their influence to transform entire sectors. Employees can help make it happen—pay close attention to the steps in this section as you find your climate footing at work.

The world must halve its GHG emissions every decade—a whopping seven percent reduction in emissions annually—to curb warming.[6] This presents an immediate and urgent challenge for companies to set and implement ambitious goals, measure and disclose their efforts, and share their knowledge with others to maximize private-sector impact.[7]

In response to weak private-sector emissions reductions commitments, a new business climate framework offers a more comprehensive perspective: "Emissions 360." This concept expects companies to account for emissions profiles in their entirety—past, present, and future—from direct operational emissions, to their suppliers', employees', and customers' emissions enabled by their business activities. Reducing operational emissions and offsetting the rest no longer makes the cut. Note that businesses must first measure their entire emissions profiles before they can set ambitious goals—make sure your organization is taking the necessary steps to understand carbon impact if it hasn't done so already.

Alongside the Emissions 360 framework, the information in this section is based on the work of many organizations, including the Science Based Targets Initiative (SBTi)'s Best Practices In Scope 3 Greenhouse Gas Management and the Exponential Roadmap Initiative's 1.5°C Business Playbook. (For more resources and information on target-setting, see *Resources for Action*.)

SCOPES: WHICH EMISSIONS DOES YOUR COMPANY CONSIDER?

The GHG Protocol describes the functional boundaries of various emission types by Scopes 1, 2, and 3, helping a growing number of companies accurately account for their emissions impacts. A drawdown-aligned company accounts for all scopes, covering the entire suite of their emissions:

Scope 1

Direct emissions from sources owned or controlled by a company, including company-owned vehicles, facilities, and more

Scope 2

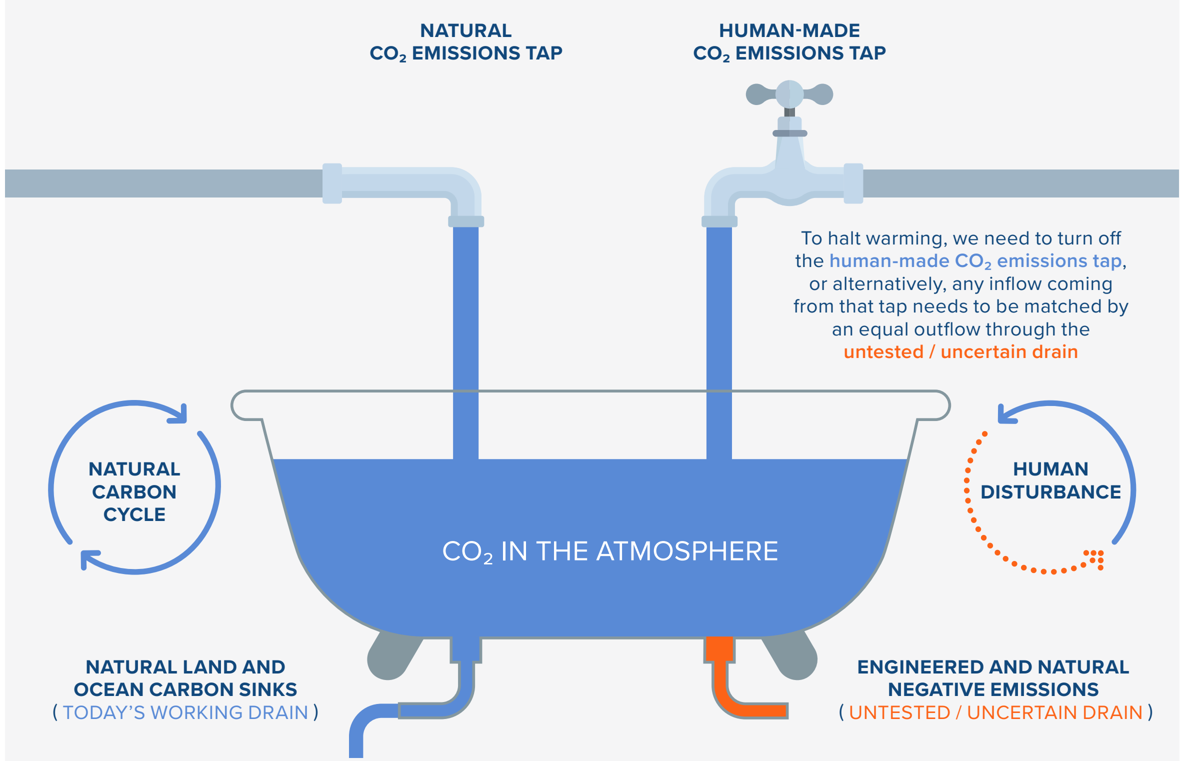
Indirect upstream emissions from consumption of purchased electricity, heating, cooling, and steam

Scope 3

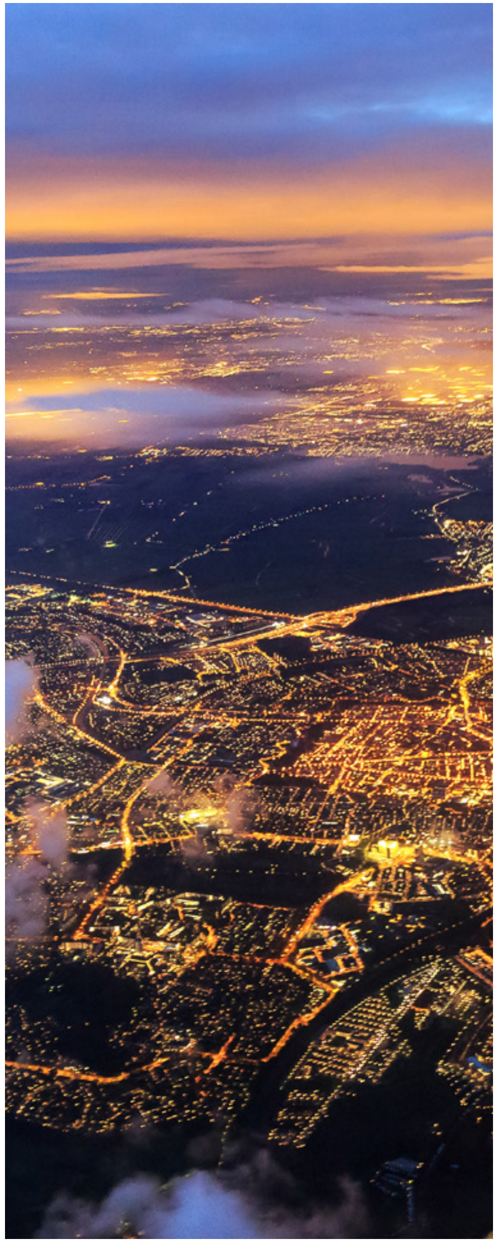
All other indirect emissions, including the extraction and production of purchased materials and fuels, transportation and distribution in vehicles not owned or controlled by the reporting entity, business travel and commuting, and the use of company products and services

It is time to turn off the tap

The Earth's atmosphere is like a bathtub filling up with GHGs. We need to turn off the tap as soon as possible by reducing emissions across the economy. Although they are important, and will become increasingly needed over time, natural carbon sinks and negative emissions technologies are not sufficient to match the current flow of anthropogenic emissions into the atmosphere.



Source: Intergovernmental Panel on Climate Climate Change, Worlds Apart 2020



1. Accelerate goals, include interim targets, and reduce or eliminate reliance on offsets (except in select cases).

Long-term aspirations without near-term goals are insufficient, and interim climate targets are essential markers of accountability.[8] Yet only one-fifth (roughly 400) of the Forbes Global 2000 companies have net-zero goals.[9] Among those with net-zero commitments, only 30 percent have goals for the years leading up to 2030.[10]

Reaching zero requires a focus on reducing *today's* emissions without relying on offsetting schemes. When companies delay or offset feasible emissions reductions, they are inadvertently contributing to an extractive economy that has disproportionately put people at risk based on race, age, gender, location, economic standing, and other social categorizations.

Be vigilant: if your company has a climate plan, there's a good chance it relies heavily on offsets to meet its goals. Employees must stress that the private sector can no longer delay reductions—a company may achieve a "transient state" of balance between its emissions and removals by offsetting, but abatement of emissions is required in order to bring the atmosphere back to safe levels of GHGs[11] (see *What about carbon offsets?*). When emissions cannot be eliminated, strategies like increasing energy efficiency, reducing energy demand, and lobbying in support of bold climate policy should be pursued in tandem with offsetting.

WHAT ABOUT CARBON OFFSETS?

As more companies grapple with how to achieve climate targets, they turn to ever-popular offsets: paying others to remove carbon from the atmosphere (through tactics like reforestation and renewable energy development) as a way of counteracting the emissions they themselves struggle to eliminate. But companies often overlook the complexities and trade-offs associated with offsets—it remains imperative that industries in which emissions reductions are immediately possible commit to these reductions today. Eliminating all emissions from certain activities—such as producing steel and cement, or traveling by airplane—is not currently possible. In these cases, strategies should focus on increasing energy efficiency, reducing energy demand, and transforming the industry.

While offsets can have co-benefits (like protecting natural ecosystems), their climate benefits are often limited by a whole host of issues. It can be difficult to measure how much carbon is stored or how impactful a particular offset might be. If a climate "solution" moves the problem to a new location or lacks permanency, then it can't provide the transformative change the private sector must target. Beyond these technical issues, offsets can also perpetuate long-standing environmental injustices by granting companies free passes to carry on polluting and destroying biodiversity—especially in historically marginalized communities.[12,13]

1. For emissions that cannot be reduced today, pursue offsets that reduce others immediately.
Examples include eliminating refrigerant emissions from landfills and methane leaks. Ensure that offsets can be verified, and are additional (ask: Would these emissions reductions have happened regardless of the offset project?) as well as permanent. Projects should be developed in close coordination with the community in which they are located.

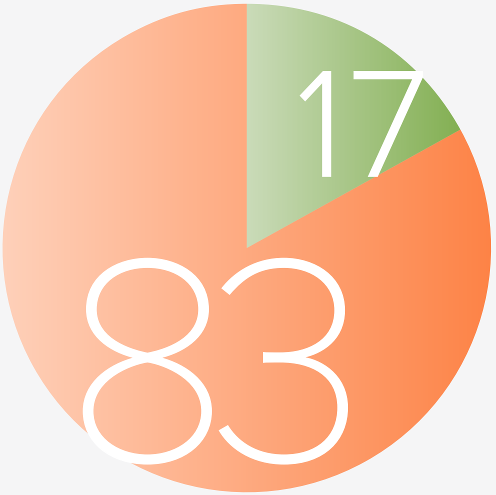
2. For the next best thing, use offsets that protect and enhance natural sinks.
Ensure these projects do not compete with food supplies or biodiversity, and do not burden or displace local communities. Nature-based solutions are critical to Earth's future health and can't function as trade-offs for other emissions.

3. DO NOT hold out for carbon removal technology that doesn't yet exist at a meaningful scale.[14]
Fossil fuel companies are desperate to avoid shifting their business models, and it's tempting to invest in unproven technology in an attempt to reduce your company's future emissions. Instead, focus on the emissions reductions and offsetting options outlined above, based on today's proven technology.

2. Use carbon removal technology as a last resort and only for unavoidable emissions.

Project Drawdown outlines more than 80 solutions for reducing emissions that are proven, financially viable, and can be scaled and implemented today without the use of offsets. These solutions encompass every type of business and sector beyond electricity, which often receives the most attention. Yet many companies still make future carbon-removal promises by investing in negative emissions technologies.

One example is the effort to directly remove carbon from the air and store it underground,[15] which offers "only limited realistic potential to remove carbon from the atmosphere and not at the scale" required. Carbon removal technology should only be pursued as a last resort, only after companies have done the hard work outlined in this guide.



Source: Adapted from the World Economic Forum report, Net-Zero Challenge, The Supply Chain Opportunity

Supply chain emissions dominate the carbon footprint for major economic sectors
% Scope 1, 2, and 3 emissions across (end product) sectors

The average company has direct control over only approximately 17 percent of its emissions. Reducing emissions from end products requires working across the sector supply chain.

This is an average across the food, construction, fashion, fast-moving consumer goods, electronics, and auto sectors.

% SCOPE 3 EMISSIONS
% SCOPE 1 AND 2

3. Address full supply chain and historical emissions.

Reducing supply chain emissions is a critical piece of the puzzle for businesses and corporations aiming to zero-out their GHG footprint. Scope 3 emissions sometimes represent the largest portion of a company's emissions footprint, over 80 percent on average[16] (see *Supply chain* chart). But because they exist outside of a company's direct control, they can be difficult to define and measure.

Difficult does not mean *impossible*; real-world options for reducing supply chain emissions abound. Ask your company to explore internal carbon pricing, procurement changes, and policy advocacy opportunities that will help shift your sector. Remember: Because supply chains often overlap from company to company, collaboration is key to reducing Scope 3 emissions across sectors.[17]

Companies must address their current emissions as well as the cumulative harm caused by their past emissions. Just as wealthier countries with higher carbon footprints carry more responsibility than emerging economy countries to set ambitious targets, so too do companies with higher historical emissions—and the ability to account for them.[18] Unlike abating current emissions, addressing historical emissions relies on nature-based offsetting and carbon removal, two tactics that come with myriad technical and social concerns that demand extra planning (see *What About Carbon Offsets?* on page 13).

4. Institutionalize emissions reduction efforts.

If your company takes emissions reductions seriously, you'll notice reduction efforts embedded into all parts of the business. Examples of this include self-imposed carbon taxes based on the social cost of carbon (the revenue from which can be directed to biodiversity conservation projects and others that are traditionally funded by offsetting schemes) and executive compensation that's firmly tied to meeting climate targets. Publicly disclosing emissions is also critical.

5. Embed climate justice.

The climate crisis has caused and continues to compound a suite of social issues, from economic inequalities to disparities based on race and sex. When taking the actions outlined in this guide, ensure your company considers the potential adverse and disproportionate effects on marginalized communities—and the legacy of past harms—by centering justice when reducing emissions.[19] Companies should collaborate with (and be led by) those most affected by the climate crisis.

RESOURCES FOR ACTION

There are many organizations guiding companies along the winding road to zero emissions. Companies should consider partnering with a third-party organization to verify their chosen strategies and hold them accountable. Some helpful organizations and resources:

Science Based Targets Initiative (SBTi) and **Race to Zero** provide businesses with guidelines on setting emissions reduction targets. They also represent the current gold standard for climate commitments that include Scope 3 emissions, look beyond carbon offsets, and include short- and mid-term targets.

The Exponential Roadmap Initiative highlights influential actions (via their **1.5°C Business Playbook**) that support the transition to a zero-emissions economy.

We Mean Business coalition mobilizes businesses across a variety of climate-related commitments.

The Net Zero Backlash Has Arrived by Joel Makower describes the criticism around net-zero targets and some paths forward.

This **World Economic Forum Insight Report** outlines a road map for businesses to decarbonize supply chain emissions.

Carbon Market Watch provides a comprehensive **guide to carbon offsetting mechanisms**.

Not Zero: How 'net zero' targets disguise climate inaction—a report by various climate justice organizations—explores how net-zero targets fall short of "zero emissions," and highlights key justice and equity considerations involved in reducing global emissions.

B Lab and the **B Corp Climate Collective** have developed a **Climate Justice Playbook for Business**, helping companies advance a justice-centered approach to climate action.

Photo by School Strike 4 Climate

CLIMATE SOLUTIONS AT WORK

Businesses operate in a complex ecosystem: employees, customers, shareholders, and communities. A drawdown-aligned company understands how all business activity within this broader ecosystem contributes to a company's impact on both climate and people, and sees its success as inextricably linked to the well-being of its stakeholders. It recognizes that each stakeholder plays a role in the group's success—they implement approaches that support long-term prosperity and clear opportunities for stakeholders to act on the climate crisis and advocate for justice.

Today, there is a growing movement toward stakeholder capitalism, "the idea that corporations have responsibilities that extend beyond just their investors to include their societies, communities and employees." This section describes concrete ways your company can foster climate action among all stakeholders, rather than focusing on short-term investor returns. Employees who work in human resources, finance, products, design, and marketing have notable roles to play in advocating for and implementing the following actions.

Photo by Aaron Blanco Tejedor

1. Meaningfully engage employees on climate action.

The growing gap between inadequate business climate commitments and high levels of public climate concern affords employees new leverage to push their companies faster. Workers are asking their employers to address climate change at the massive scale it requires.[20] In a recent survey of U.K.-based companies, 81 percent of respondents said they anticipate a rise in employee activism (46 percent of which will be caused by pressure to align on environmental issues and climate change), but only half of these companies said they see this activism as a positive force for change. At the same time, most employees believe their organization should do more to involve them in cutting carbon emissions, and report that they prioritize sustainability in their personal lives.[21] This mismatch—employees passionate and ambitious about climate action and companies unwilling to explore bold changes—reveals an opportunity for closer collaboration and more creative company problem-solving. Those in human resources roles can help create an environment in which employee concerns are taken seriously by leadership (in a transparent manner) without fear of retribution.

Photo by Ugne Vasyliute

2. Create pathways for every job to be a climate job.

Businesses should incorporate aspects of climate action into every job description—making every job a climate job. Accountants, for example, can focus on counting dollars and cutting costs while simultaneously finding ways to align financial resources with climate goals. Cafeteria workers can promote foods that are healthy for people and the planet and help reduce food waste. Drawdown-aligned companies normalize climate action in work culture and harness the eagerness (of employees like you) to be part of the climate movement. Human resources employees can institute ongoing education (starting at onboarding) on climate topics and company targets, integrating climate work into job descriptions, and helping colleagues find a way to bring their climate concerns to work. There are a number of community groups focused on climate action in the workplace that can offer you resources and support (see *Resources for Action* on page 19 for a few ideas).

3. Ensure the board is climate-competent.

Sustainability is gradually making its way onto corporate board agendas, but progress is slow. A recent survey found that only 17 percent of 475 surveyed companies from the Forbes Global 2000 had board members with sustainability credentials. This is concerning because boards oversee and approve business strategy and financial performance, facets of business that, for most companies, often perpetuate extractive and GHG-emitting activities.

Climate-competent boards can help transition strategy and financial performance toward more up-to-date best practices. In fact, companies that address environmental and social issues tend to outperform their counterparts on the stock market.[22] When boards possess the expertise to address climate change, companies have a built-in accountability mechanism that can also help reduce financial risk. While employees aren't typically represented on U.S.-based boards, you can still push your companies to integrate climate into board nomination processes and require regular climate education.[23] Oversight of board structures typically resides with the general counsel.

4. Partner with, engage, and fund communities for local benefits.

Businesses are major community fixtures, providing jobs, goods, and services. Some companies even have the ability to provide residents with renewable energy through their vast infrastructure and power grid impact. Companies depend on local infrastructure and labor and have an imperative to ensure their communities are benefiting from their activities. By giving back to the local community, companies build trust with those that they depend on to operate, and contribute to a more resilient ecosystem that can both fight the climate crisis and withstand its effects. Those in government affairs can advocate for local climate-friendly policies and regulations that tackle environmental and social justice reform, and look for climate solutions in zoning and city planning; human resources specialists can develop employee volunteer programs with local nonprofits; procurement specialists can support local suppliers and business owners; and external affairs employees can develop community workforce training programs and paid internship programs for community youth—especially those who live in lower-income neighborhoods.

RESOURCES FOR ACTION

Groups like Terra.do, The Climate School, and planetgroups provide education for employees looking to implement climate action into their work and lives.

This presentation (from the organization planetgroups) provides "50+ ways to drive sustainability," with a breakdown of helpful actions for different roles.

Coworker.org provides various resources on effective workplace transformation, including tips on talking about workplace issues and engaging colleagues.

The World Economic Forum provides an overview of the concept of stakeholder capitalism.

Ceres, a nonprofit working with private-sector partners to drive action and policy on equitable and sustainable markets, has useful reports on board governance and building sustainability competence into boards.

DRAWDOWN-ALIGNED

PRODUCTS, PARTNERSHIPS, AND PROCUREMENT

Photo by Ian Taylor

The three all-important Ps. Companies must account for the full scope of the climate impacts of their products, partnerships, and procurement processes, even if it means leaving some business opportunities on the table.

Companies offer goods and services that either help or hurt global efforts to achieve drawdown. Many products can be used to enhance the capability of the oil and gas sector to increase production—and pollution. In the tech industry, for example, some companies have secured contracts to provide automation, machine learning, and cloud services to oil and gas companies, effectively making it easier to extract fossil fuels.[24] The fact that these companies often publicize climate commitments highlights a common inconsistency between public relations and practice. Spearheaded by product design, business strategy, and procurement teams, you can advocate for the following actions known to cause significant ripple effects across an whole supply chain or entire industries. And as you do so, ensure that your company embeds climate justice principles into its decisions. For example, your company can prioritize purchasing from (and contracting with) women and BIPOC-owned businesses, and integrate racial justice into supply-chain practices.

1. Ensure products and partnerships avoid serving bad climate actors.

Drawdown-aligned companies should demonstrate an unwillingness to associate with industries that grossly perpetuate the climate crisis. This can help ensure that the products they sell, those they sell to, and the ways their products are used stay consistent with a world that limits warming as much as possible. This may feel like a sacrifice, but let's face it—the fossil fuel and extractive industries are in decline, making them unattractive candidates for long-term business partnership and value creation.

You can stress to leadership—via staff meetings, in-house employee green teams, and other inroads to company decision makers—the importance of vetting clients and partnerships, signaling an unwillingness to work with (or provide services to) companies that disproportionately contribute to the climate crisis. Employees who work on sales teams can flag these misaligned customer relationships with their sustainability counterparts. Sector-wide efforts led by employees have emerged to advocate against securing contracts and clients that contribute to climate change. For example, the Clean Creatives campaign asks agencies and individuals in the public relations and advertising industry to reject contracts with the fossil fuel industry. For some industries, companies may even need to rethink their core products or shift to a service-oriented business.

2. Require and support suppliers in adopting science-based targets.

For most companies, supply-chain activity accounts for the largest slice of the emissions pie. While accounting for (and reducing) these emissions can prove difficult, businesses can slash Scope 3 emissions with their purchasing power. If you work on sustainability, procurement, or operations teams, you can help develop policies that require suppliers to adopt science-based emissions reduction targets. Raising the climate bar for procurement allows companies to multiply their impact, sending market signals that ripple across industries. Penalty mechanisms can be handy for noncompliant suppliers.[25]

3. Prioritize circularity and low-carbon materials.

When done well, customers have an easier time aligning their consumption habits with climate solutions. Apparel companies, for example, can offer free clothing repairs to keep garments in circulation longer, reducing the material waste from buying new.

Measuring—and transparently reporting—the climate impact of every product helps businesses understand their own progress toward zero emissions and circularity, and allows the public to make informed purchasing decisions. Businesses can also increase consumer access to circular practices and low-carbon products by supporting policies and regulations that incentivize sustainable waste management and carbon-friendly material production. (This is an opportunity for government affairs and product teams to team up across departments.) Procurement teams can purchase a higher percentage of reused and recycled materials; designers can design for repairability rather than planned obsolescence; and data scientists and those working in AI can also play a role in circular design by tracking how the company's products are being used and disposed of.[26]

RESOURCES FOR ACTION

The Circular Design Guide—a joint effort from the **Ellen MacArthur Foundation** and **IDEO**—can help designers create a more modern circular economy.

Despite its technical-looking format, **this Salesforce resource** is a powerful example of how a corporation can encourage its suppliers to reduce their footprints. Borrow away!

Read this **Harvard Business Review** article for information on innovative supplier diversity programs.

This **Open Contracting Partnership report** examines the "role of local procurement in building more economically and socially just communities."

Essential reading: this coverage from ***The New York Times*** about climate-conscious PR employees who shifted their firms away from fossil fuel companies (thereby removing their social license to operate).

For more resources and inspiration, check out **Clean Creatives** and **Fossil Free Media**.

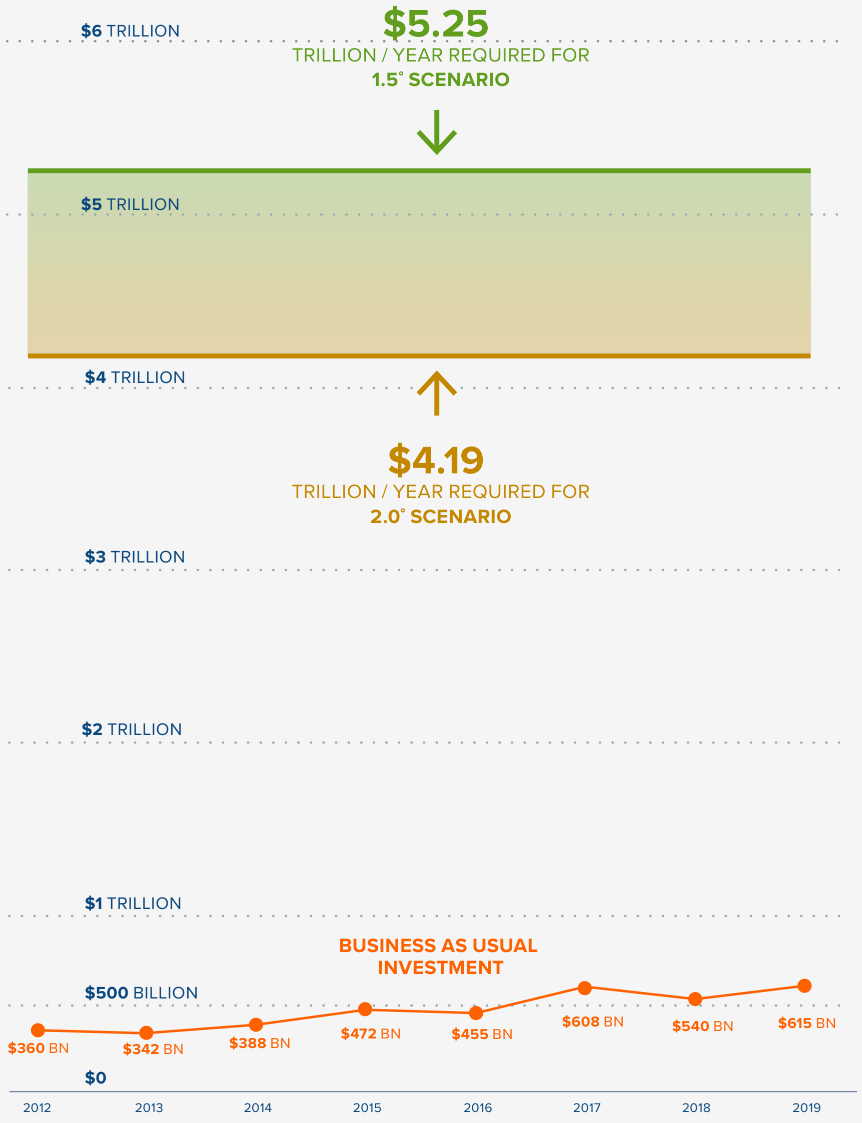
DRAWDOWN-ALIGNED

INVESTMENTS AND FINANCING

Photo by Nicholas Doherty

In our current economic system, there's no doubt that money holds tremendous power—much of which is funneled toward fossil fuels and other extractive industries. This makes capital an undeniable catalyst in private-sector work to mitigate climate change—moving it away from extractive practices can be a powerful way to halt emissions at the source. Divestment shifts capital away from sources of the climate crisis, undermining their social license to operate. Redirected public and private investment can be applied to advancing climate solutions.

With clear economic opportunities for decarbonization on the horizon, a tidal wave of capital is within reach. According to a report commissioned by BlackRock, the world's largest asset manager, "no investors found negative performance from divestment; rather, neutral to positive results." This feedback quashes fiduciary arguments against the growing divestment movement. The drumbeat for divestment continues to build, exploding from $52 billion funds removed from the fossil fuel industry in 2014 to more than $14 trillion in losses today—correlating with massive growth in environmental, social, and governance (ESG), carbon-free funds, and climate-oriented financial technology companies (fintechs).



Massive investment is required to keep warming below 1.5˚C

Despite steady growth in climate finance over the past decade, we still need to increase annual investments nearly eightfold to transition quickly enough to a zero-carbon economy.

Source: Required investment data from Project Drawdown; historical climate finance data from the Climate Policy Initiative, Global Landscape of Climate Finance 2019

Despite this momentum, climate finance has a lot of catching up to do. According to Project Drawdown's financial assessment, **annual investments must increase by eightfold** to match the approximately $5 trillion required to decarbonize quickly enough to stay below 1.5˚C of warming.[27, 28] The Bank of England recently noted that the global financial system supports carbon-producing projects that, if left unchecked, will cause a global temperature rise of more than 4°C.[29] Investment from the private sector (corporations, individuals, and private financial intermediaries) can play an important role in shifting capital to meet this challenge. As an employee, you can emerge as a powerful force. Finance and human resource teams can urge their employers to stop the financing and underwriting of fossil fuels across the company.

1. Push banks and asset managers to reduce their financed emissions and align investment portfolios with science-based targets.

Drawdown-aligned companies take a hard look at where they keep their money, moving investments away from extractive industries and into climate solutions while they work to reduce their own emissions. In the five years since the Paris Agreement, the world's 60 biggest banks have financed fossil fuels to the tune of $3.8 trillion.[30] Corporate investments can tacitly underwrite the expansion of fossil fuels and directly contradict climate action commitments. As a first step, you can encourage your company to track its financed emissions—those enabled by loans, investments, and other financial services—by auditing the carbon-intensive holdings among its financial relationships. Next, you can push your company to sign public pledges that call on banks to divest their investment portfolios from fossil fuels and other carbon-intensive economic activities. As another step, you can build internal company support for pushing banks and asset managers to create default fossil-free funds that automatically include customers. (See *Resources for Action* on page 26.)

Photo by Jeffrey Blum

2. Make climate-friendly retirement plans and investment opportunities the employee default.

As economic rationale for investments aligned with the Paris Agreement grows and a more climate-aware generation enters the workforce, companies must commit to creating a positive impact in the world. *Do you know the funds in which your 401(k) is invested?* Fossil-free options in 401(k)s and other employer-sponsored retirement plans can empower employees to invest in a flourishing future for people and the planet—and they create investment portfolios free of the risk associated with declining industries. Your company can shift its default investment option to a fund that only includes holdings aligned with the Paris Agreement. You can also encourage your company to offer retirement plans that better match your values and promote climate-conscious banks and fintechs to your peers.

3. Pressure insurance companies to stop underwriting and investing in carbon-intensive projects.

Despite enormous and well-documented physical and financial risks,[31] fossil energy continues to dominate in part due to the willingness of insurance companies to underwrite and invest in the expansion of destructive, carbon-intensive industries and infrastructure.[32] Any climate-concerned employees who work in finance and government affairs can highlight the issue to their teams and support legislation and regulatory changes that require companies to disclose all scopes of emissions, as well as any climate-related financial risk. (See more in the *Climate Disclosures* section below.)

RESOURCES FOR ACTION

Net Zero Asset Managers is a coalition that represents $32 trillion in assets by companies committed to decarbonizing by 2050—a thought-provoking resource to share with your company's leadership team.

Rainforest Action Network's **Banking on Climate Chaos: Fossil Fuel Finance Report 2021** provides a helpful ranking of banks' climate performances.

InsureOurFuture is a campaign focused on holding the U.S. insurance industry accountable for its role in the climate crisis.

Bank FWD is a coalition focused on pressuring banks to transition to a zero-carbon world. Check out their **toolkit**, which includes background information on Wall Street's biggest banks, talking points, and ready-to-send letter templates aimed at CEOs.

Human Impact + Profit (HIP) Investment offers investment advice and tools for rating existing 401ks on social and ecological impact.

Fossil Free Funds enables companies and employees to check if their 401(k)s, retirement plans, and portfolios are invested in fossil fuels.

The **Net-Zero Banking Alliance** is an industry-led coalition (convened by the United Nations) focused on aligning lending and investment portfolios with the Paris Agreement.

The **Coal Policy Tool** analyzes and rates financial institutions based on the quality of their adopted coal policies.

The **Climate Safe Lending Network** is a multi-stakeholder collaborative working to accelerate the decarbonization of the banking sector. In 2020, they published **"Taking the Carbon out of Credit,"** which maps how banks can demonstrate climate leadership. CSLN also published **Climate Intrapreneurs** which explores how employees in the banking sector can take action from within."

New Energy Nexus released a report on the emerging trend of **Climate Fintechs** innovating to make climate finance easier.

Carbon Collective offers low-fee, diversified portfolios built for solving the climate crisis.

DRAWDOWN-ALIGNED

CLIMATE DISCLOSURES

Photo by Mila Young

What gets measured gets managed. Climate-related disclosures are essential to meeting U.S. climate targets and limiting warming as much as possible. Mandatory and standardized disclosure rules are an important path forward, allowing investors to make apples-to-apples comparisons and accurately price risks and opportunities for companies hoping to survive the era of climate change. Understanding climate risk is not only helpful to investors, it's also critical to companies themselves for allocation of resources and capital, supply chain management, and other elements of strategic planning in a changing climate.[33, 34] If your company is exploring disclosure of climate risk, make certain that its standards include social equity measures that ensure everyone benefits from increased transparency.

1. Publicly disclose climate-related risk and support mandatory disclosure standards.

Drawdown-aligned companies publicly disclose their climate-related risk and actively support mandatory disclosure by all large corporations, giving governments confidence to enact more sweeping rules. If your company doesn't currently choose to disclose climate risk, finance teams can urge leadership to do so. One option is to point out frameworks that guide businesses in climate risk disclosure, including the Task Force on Climate-Related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB). Nearly 60 percent of the world's 100 largest public companies support the TCFD, report in accordance with its recommendations, or both.[35] Still, global financial reporting of climate risks remains low, highlighting the need for standardized metrics and louder corporate support. If you work on a government affairs team, push for public support of legislation and regulatory standards related to climate risk disclosure.

RESOURCES FOR ACTION

The **Task Force on Climate-Related Financial Disclosures (TCFD)** provides a **suite of recommendations** on climate-related financial disclosures that apply to businesses across all sectors and jurisdictions.

This **blog post** from **WSP USA** and **The Climate Service** overviews how to center social equity in climate risk analysis and ESG reporting—and how to quantify potential social impacts of climate risk-related decisions.

The **Sustainability Accounting Standards Board (SASB)** provides **industry-specific standards** on environmental, social, and governance issues most relevant to financial performance.

DRAWDOWN-ALIGNED

CLIMATE POLICY ADVOCACY

Photo by Joshua Sukoff

Policy is key to making zero-emissions goals a reality, and companies use their clout to influence policymaking. The private sector has an opportunity and responsibility to engage with climate policy changes—indeed, creating more government-approved, climate-just conditions around the world can help businesses achieve zero emissions across their entire value chains.

No entity can rely on voluntary action by others—climate-committed companies must extend their capacity to spheres outside their own. When a company or industry better aligns its political activity with its climate targets, it helps level the playing field for others that might fail to make progress (for lack of resources or peer support) without official policy mechanisms in place to ease the way.

Government affairs and sustainability teams must coordinate to ensure all political activity serves stated climate goals—one false move by a company or a partner organization can undermine the very progress celebrated by corporate sustainability teams. Industry- or economy-wide change—in pursuit of transformative climate action—is only possible when businesses support policy measures useful to that imagined, attainable future.

1. Use social and financial power to publicly advocate for climate policy at every level of government.

Many companies avoid using their abundance of resources—social and cultural influence, and financial and human capital—to push for climate policy at the scale and breadth required. For example, a study from InfluenceMap found that big tech companies are mostly disengaged from state-level policy—a blow to progress toward more sweeping U.S. climate legislation. Employees should highlight the importance of engaging with policy at the federal, state, *and* local levels.

There is real power in publicly supporting pro-climate policies both within and outside one's own industry or geographic location,[36] and businesses should push their advocacy beyond the legislation that impacts them directly. Cross-sectoral advocacy signals broad support for climate policies, building coalitions and scaling impact. Ideally, executives will place public stamps of approval on these policies, communicating that their company considers climate a top priority. Companies can also withhold any new investment in jurisdictions that thwart the passage of climate legislation. This is where government affairs, sustainability, and marketing employees can come together, scoping out ambitious climate policies across a company's broad reach and developing effective communications strategies to show support.

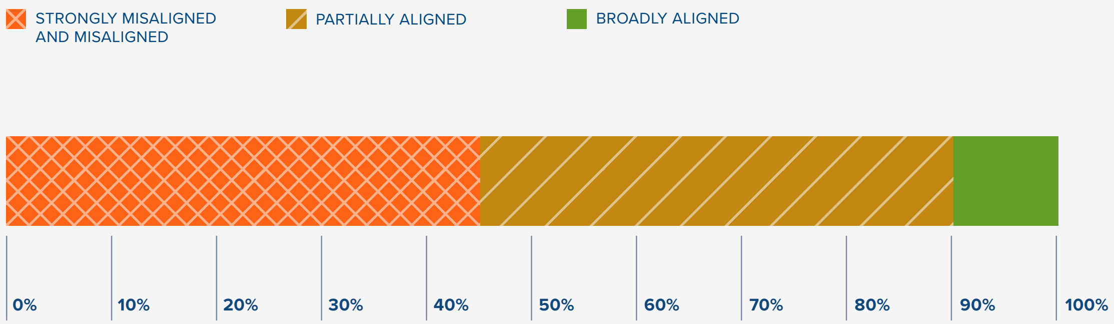

Photo by Chad Upham, Covive

2. Align political contributions.

Bloomberg Green took a fascinating look at the 2020 election cycle through the actions of 106 businesses, both in the S&P 100 and other large U.S.-based corporate contributors to climate change; it found that, for every campaign dollar entities donated to a climate-friendly member of Congress, those same entities gave $1.84—nearly *double*—to members actively obstructing climate policy. Many of these companies trumpet ambitious climate goals while allocating larger political contributions to Congressional climate obstructionists, highlighting a mismatch between statements and practice. **Drawdown-aligned companies can take the first step in ensuring their contributions support climate action by publicly disclosing all spending.**[37] Here, you can ask corporate leaders for transparency and more immediate action on the company's political contributions.

3. Focus lobbying dollars on climate solutions.

In addition to direct contributions to political campaigns, the business community maintains enormous influence on policy through lobbying. Yet only 10 percent of the companies targeted by Climate Action 100+ (a voluntary investor-led organization focused on some of the largest corporate GHG emitters) have "fully aligned their direct climate lobbying practices with the Paris Agreement." Studies show that the amount of money spent on lobbying is directly correlated with the introduction and likely passage of legislation.[38] Unfortunately, an analysis of climate-related lobbying dollars from 2010 to 2016 found that companies fighting against climate legislation outspent environmental groups and the renewable energy industry 10 to 1.[39] Efforts like the 1 in 5 for 1.5 campaign are already underway, urging companies to "push back against anti-climate interests" and focus lobbying dollars on a safer climate future—sign the petition and urge your colleagues (and others outside your company) to do so as well.



Source: InfluenceMap

Lobbying isn't usually aligned with the Paris Agreement

Climate Action 100+ companies are some of the largest corporate GHG emitters and are selected by the voluntary investor-led organization for engagement efforts. Unfortunately, almost half of these companies are misaligned or strongly misaligned with the goals of the Paris Agreement, and only 10 percent are broadly aligned. Alignment ratings represent the degree to which a company influences climate legislation and its participation in relevant trade associations.

Photo by Ricardo Esquivel

4. Push trade associations and other member organizations on climate action.

Businesses amplify their voice when acting together in coalitions or trade associations. Many companies financially contribute to trade associations, which lobby on behalf of their members, promote policy, and shape public narratives. Companies also regularly participate in groups that act across sectors within a specific region or at the national—or even global—scale (for example, the U.S. Chamber of Commerce and National Manufacturers Association). But 93 percent of Climate Action 100+ companies "hold memberships to at least one industry association with climate lobbying practices misaligned with the Paris Agreement."[40] **Do you know which trade and other association memberships your company holds?** You can flag for corporate leadership any anti-climate rhetoric you hear from company associations and demand that your company sever ties if problematic positions don't change.[41]

RESOURCES FOR ACTION

ClimateVoice mobilizes workforces, pressuring companies to go all-in on climate policy and advocacy. Its report **Going "All In"** aggregates a topline list of high-impact climate policies for the private sector to support, including 100 percent clean energy standards, the elimination of fossil fuel subsidies, and more.

The **AAA Framework** outlines three essential actions for businesses working to implement an ambitious climate policy agenda.

Change the Chamber is a bipartisan campaign to reform the U.S. Chamber of Commerce, the largest trade association in the country with a record of lobbying against climate policy and enabling the fossil fuel industry.

InfluenceMap is a corporate climate lobbying platform that analyses and tracks companies' political activity on climate.

See if your company is one of the 96 businesses that Ceres **tracks and analyzes** on responsible policy engagement.

DRAWDOWN-ALIGNED

BUSINESS MODEL TRANSFORMATION

Photo by Matheo JBT

For many companies, dealing with the climate crisis is a public affair; issuing sustainability reports, sponsoring environmental conferences, and making public commitments are increasingly commonplace. While these actions are commendable, companies must go further to integrate climate solutions into the internal systems that drive day-to-day decision-making. Eventually, every company will need to transform their business models, fundamentally changing the goods and services they provide toward those that scale just climate solutions—full stop.

Shifting society back into balance with Earth's living systems is no small order—the vast resources of the private sector are crucial to making it happen as quickly, safely, and equitably as possible. You can help drive this transformation by first understanding your company's business model—a topic where an estimated 60 to 85 percent of employees report a lack of understanding.[42] This is another opportunity for you to work across teams to generate creative internal climate ideas and make a business case for tangible changes.

Photo by Josh Sorenson

1. Embed climate considerations into every part of the business enterprise.

It's possible to bake climate considerations into every business decision, from hiring to accounting and beyond. Connecting with colleagues to build community and share knowledge from inside your organization is a great first step toward making every job a climate job, because transforming an entire business takes a village. This requires the unsiloing and decentralization of departments across the entire business—climate action can't rest solely on the shoulders of sustainability teams, and every team should pursue the climate targets that match their roles. Emissions reduction efforts should be woven into branding and purpose statements, governance structure, executive decision-making, board priorities, travel policy, employee incentives, and more.

2. Prioritize climate solutions (even when it's difficult and requires up-front investment of resources).

Pivoting away from incompatible industries today opens a path for businesses to scale climate solutions at the rate needed this decade. Companies tend to transform their business models in response to internal and external pressure—and because more often than not, it simply makes financial sense. The auto industry—historically resistant to regulatory standards—is experiencing the power of consumer, employee, and investor pressure. Automakers that actively avoided ambitious shifts toward electric vehicles are scrambling to dominate the popular market.[43] It's now clear that the future is trending green, and companies have an imperative to align their business models accordingly. Harness your collective voice and that of your colleagues to keep leaders on the right track, pushing them to rethink the company's mission, vision, and value propositions.[44] The climate crisis requires all of us to identify our value-add—including the unique contribution companies can make in the transition away from a fossil-fueled economy.

RESOURCES FOR ACTION

The SustainAbility Institute identifies business-focused sustainability solutions, providing many actionable insights and case studies in its **Strategies to Rewire Business** report on business model innovation.

When Business Meets the Doughnut is an adaptation framework for businesses interested in a more balanced future.

B the Change—an affiliate of B Lab and the community of Certified B Corps—shares business stories and resources about being "a force for good."

LONG-TERM THINKING

Photo by Victoria Palacios

Achieving drawdown quickly, safely, and equitably requires fundamental shifts to the economic status quo—a tall order without workplaces that value long-term thinking. In the context of astronomical income inequality, climate change, and biodiversity loss, it's clear that the current economic system isn't working for most people or our planet.[45, 46] Now, many are questioning the extractive economic paradigm that produced these enormous social and environmental externalities. It's time for companies to "measure progress over decades, not financial quarters."

Today's thought leaders, academics, youth activists, and businesses are experimenting with innovative practices and long-term value propositions that completely reorient our economic system. Nations and businesses around the world are starting to introduce metrics of progress beyond Gross Domestic Product (GDP) and shareholders' profit to capture a more holistic picture of human and ecological well-being—changes that could have significant social and economic implications.[47, 48]

Terms like *stakeholder capitalism*, *doughnut economics*, *degrowth*, and other creative economic pathways that diverge from endless growth are bubbling up in mainstream business conversations. This paradigm-shifting trend underscores a new reality: questioning the economic status quo is no longer considered fringe behavior.

While drawdown-aligned companies change their business models to advance near-term climate solutions, they also help shift society toward broader economic paradigms that value both stakeholders and nature—all while showing the public how and why this shift must happen today.

But it's not just about how your company views the current economic system or the climate crisis in isolation—it must also understand the intersectional nature of the economy and climate with other pressing systemic issues. Just as the climate crisis exacerbates inequalities, we cannot solve the climate crisis without also addressing social and racial injustices and global inequality. Centering intersectional justice is key to aligning businesses with an inclusive, ecological economy.

There is an urgent need for the private sector to play a long game—and to reimagine the extractive, unsustainable economic paradigms that rule the day.

1. Prioritize long-term health for all (rather than short-term profit).

Drawdown-aligned companies embrace long-term thinking. They are reevaluating their purpose, the nature of their networks and partnerships, the folks who make big decisions, their ownership and products, and the ways in which everything is financed to meet the magnitude of the climate crisis.[49] Whatever your role, you can help move your company toward a new model—one that rejects short-term vision for a focus on long-term resiliency, planetary health, and benefits and benefits for every part of society.

You can also remind your employer that focusing on a long-term strategy provides businesses with a competitive advantage—market share and revenue growth, sustained investment, and more jobs added to the economy.[50] Encourage your company to: prioritize long-term social value creation rather than quarterly returns;[51] cultivate strong community bonds where they operate; create more equal, democratic governance and ownership structures;[52] commit to ongoing, organizational anti-racism and justice work;[53] and advocate for cross-industry reform that promotes social and ecological well-being.[54, 55] More tangible ways to create long-term planetary health include advocating for the Chief Sustainability Officer and other sustainability-minded C-Suite members to report directly to the CEO, and pushing for climate-competent Boards.

RESOURCES FOR ACTION

The **Long Term Stock Exchange (LTSE)** is a principles-based trading platform, focused on supporting built-to-last businesses and investors who focus on the long game. Explore this LTSE white paper discussing its **five principles for long-term value creation** for more.

B Lab's **Anti-Racism Business Resources** includes actions and ideas for companies to implement anti-racist business practices.

The **Doughnut Economics Action Lab (DEAL)** provides resources and community-building around the pursuit of distributive economies that meet the needs of all people and the planet.

Centering marginalized communities, Acumen and EY's **Inclusive Business Playbook** provides a variety of actions and case studies for green businesses looking to create shared prosperity.

Roman Krznaric's book, **The Good Ancestor**, tracks a growing movement of governments, businesses, and activists that embrace long-term thinking and promote justice. Krznaric offers several resources in service of "the long view."

Finding your voice

The Intergovernmental Panel on Climate Change (IPCC) calls for "fundamental societal and systems transitions and transformations,"[56] an order the private sector—with its vast monetary and human resources—must address in sweeping fashion. *Everyone, everywhere* can and must participate in the greatest challenge—and opportunity—in human and planetary history.

Because companies (as influential societal actors) are necessary in addressing the climate crisis, so too are you as an employee—the backbone of businesses, and a diverse, powerful lever for change. With the knowledge that collaboratives hold across sectors, companies, and teams, **you can guide your companies toward drawdown alignment using your collective voice, building better companies that value the long-term well-being of our planet.** This progress can be deeply challenging, but often exciting—don't forget to embrace the fun inherent in work worth doing whenever possible.

Now is the time for employees like you to advocate for climate action from your employers. **A good rule of thumb: Rethink and reimagine everything, foster strong communities, and keep pushing forward.** If it seems as though your company isn't moving fast enough, trust your instincts—they're probably not.

There is no room left to stall on climate, and future-focused companies and vocal employees from around the world are lighting a new path forward. Every journey—and company—starts with a first step.

Use this guide as your new north star, and share your successes and learnings far and wide. Revisit each section, use it to build toward collective action with your colleagues, and focus your creativity and energy on the greatest work in human history: a healthy, thriving planet for all living things.

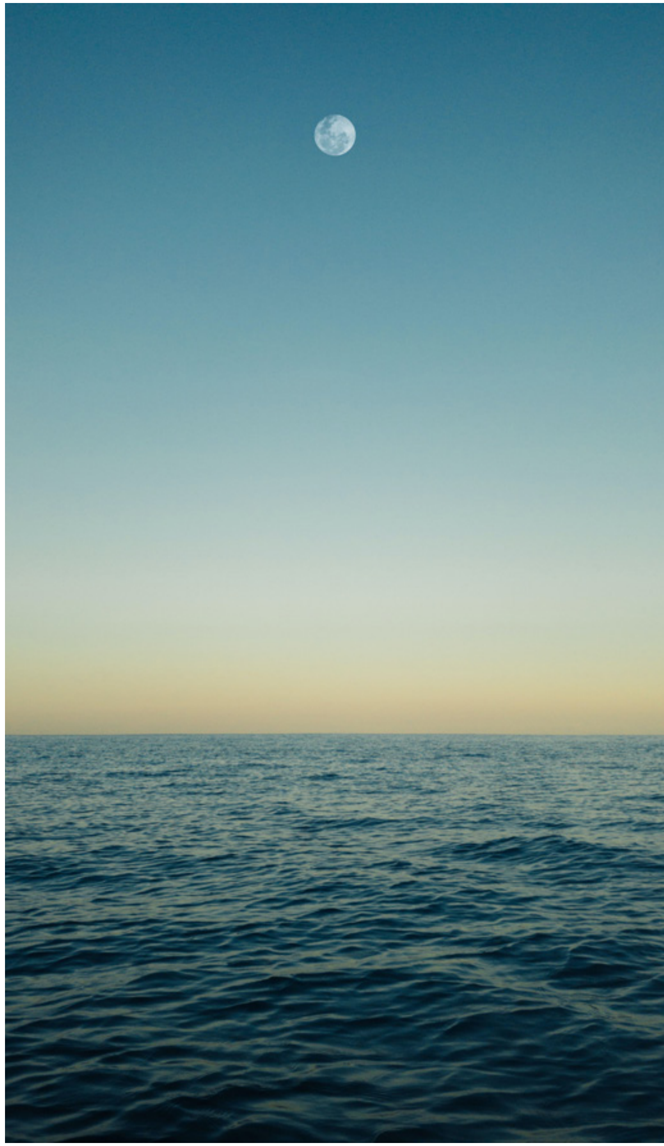


Photo by Arusfly

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ABOUT PROJECT DRAWDOWN

The World's Leading Resource for Climate Solutions

Founded in 2014, Project Drawdown is a nonprofit organization that seeks to help the world reach "drawdown"—the point in the future when levels of greenhouse gases in the atmosphere stop climbing and start to steadily decline, thereby stopping catastrophic climate change—as quickly, safely, and equitably as possible.

Since the 2017 publication of the New York Times bestseller *Drawdown*, the organization has emerged as a leading resource for information and insight about climate solutions. We continue to develop that resource by conducting rigorous review and assessment of climate solutions, creating compelling and human communication across media, and partnering with efforts to accelerate climate solutions globally. Cities, universities, corporations, philanthropies, policymakers, communities, and more turn to Project Drawdown as they look to advance effective climate action. We aim to support the growing constellation of efforts to move climate solutions forward around the world.

Last year, Project Drawdown released *The Drawdown Review*, a report building on the organization's inaugural analysis and best-selling book that takes into account the rapidly evolving landscape of climate solutions available today.

A 501(c)(3) nonprofit organization, Project Drawdown is funded by individual and institutional donations.

ABOUT DRAWDOWN LABS

Drawdown Labs is Project Drawdown's private sector testing ground for accelerating the scaling of climate solutions quickly, safely, and equitably. Leveraging world-class research and analysis from Project Drawdown and the cross-industry capabilities of climate-leading businesses, philanthropists, and investors, Drawdown Labs offers the world powerful—and attainable—ways of addressing the climate crisis at scale.

Achieving drawdown will require a transformation of the global economy. Using climate solutions we have in-hand today, Drawdown Labs mobilizes the private sector by uncovering and promoting untapped social, political, and financial levers for climate action. Through cross-sectoral engagement, thought leadership, and community building, Drawdown Labs seeks to level-up private sector climate leadership to the standard this crisis demands.

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Want to provide feedback on this guide, or need help advancing climate action within your company? We'd love to hear from you!
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