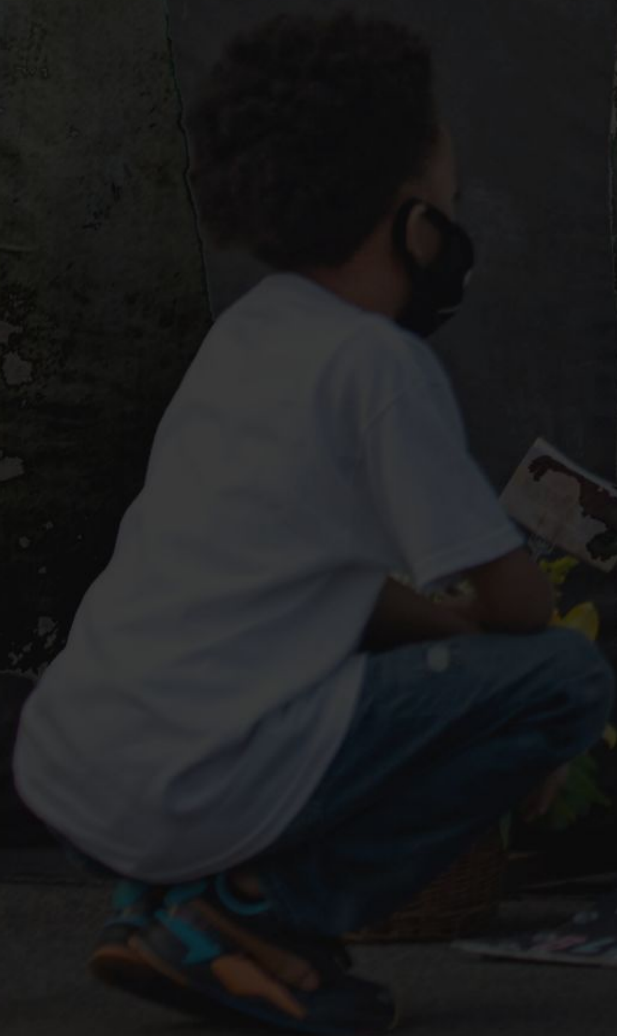


# EMBEDDING JUSTICE 2022

» a lived call to action



GREENPEACE



## Labor & Land Acknowledgement

Greenpeace USA staff live and work on the unceded land of Indigenous peoples, including the Ohlone, Tongva, Micqanaqa'n, Rumsen, Chumash, Yuhaaviatam/Maarenga'yam, Muwekma, Nisenan, Kumeyaay, Ramaytush, Ute, Cheyenne, Arapaho, Wappinger, Pequonnock, Paugussett, Wangunks, Quinnipiac, Piscataway, Anacostan, Tocobaga, Seminole, Calusa, Cherokee, Muscogee, Peoria, Sauk and Meskwaki, Myaami, Kiikaapoi, Susquehannock, Manahoac, Conoy, Wabanaki, Penobscot, Abenaki, Skaruhreh/ Tuscarora, Shakori, Saponi, Occaneechi, Lumbee, Eno, Roanoke, Panuco, Munsee, Lenape, Southern Paiute, Chemehuevi, Seneca, Upper Chinook, Kalapuya, Clackamas, Chinuk Wawa, Cowlitz, Twulshootseed, Suquamish, Stillaguamish, Muckleshoot, Duwamish, and Coast Salish.

We acknowledge the legacy of slavery in the United States and the enslaved African people whose labor was exploited for generations to establish the country's economy and foundations, specifically through production of crops and land cultivation. We acknowledge the harm that colonialism and white supremacy have brought to these lands, in particular the erasure of both Indigenous and African identities.

We acknowledge these communities past, present, and future, who stewarded the lands of the United States for generations, and who have been and continue to be systematically and systemically erased by policies, practices, and laws that remove, overlook, and ignore their histories and land rights.

Greenpeace honors Indigenous and enslaved peoples' contributions and stewardship across the US. We honor and celebrate their knowledge, resilience, and history. When we address justice at Greenpeace, we do so boldly, daring to look forward and backward, imagining justice in the 21st century and the importance of addressing past wrongs, reaffirming humanity, and building mutual understanding.

**GREENPEACE**



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*growing up greenpeace*

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A large crowd of people is gathered for a protest or demonstration. In the foreground, a large yellow banner with the words "WE RESIST WE BUILD" in bold, black, block letters is held across the street. Behind the banner, many people are visible, some holding flags, including a rainbow Pride flag and several red flags. In the background, the United States Capitol building is visible under a clear sky. The overall scene is one of a large-scale public gathering.

# OUR STORY

*growing up greenpeace*

**GREENPEACE**

# OUR JOURNEY

## Live from the critical intersection of Climate Justice & Cultural Change

Last year, after Hurricane Ian throttled Florida's southwest coast, the catastrophic damage from its landfall left many citizens of chronically under-resourced neighborhoods—most of them Black and Brown—as frightened of the storm's fallout as the storm itself.

"Send help," one Fort Myers resident told Capital B, a Black news organization. "They ain't coming for us. This is a good ol' boy town."

Their fears were well-founded. Hurricanes are the most dangerous natural disasters in this country and climate change is the most likely reason why, for the past six years, they have become more frequent, powerful, and devastating, totaling \$70 billion in damage. Inequity in government support from FEMA and other agencies has led to exacerbated wealth inequality for already-vulnerable communities. In counties struck by large disasters like Hurricane Ian, the average household wealth of Black survivors dropped by \$27,000 while white survivors' wealth, also on average, increased by more than \$125,000.

Black and Brown communities have had to fight against environmental racism out of necessity. From the 1968 Memphis sanitation worker strike to Black residents fighting the placement of waste facilities in their Houston communities since the 1980s, to current fights to stop the extraction of fossil fuels, the urgency and need to protect human life and environmental peace has been a coalescing force of resistance. If you require an even more recent example, the battle to Stop Cop City in Atlanta reminds us that the confluence of environmental racism, racial capitalism, and state violence is expanding every day. Environmental justice is as urgent as ever.

At Greenpeace USA, we believe that direct, people-powered action can solve existential threats to our global environment and guarantee the green, peaceful future we all deserve. Our ability to create that future is sourced by staff who increasingly reflect the diversity of our communities. We are committed to dismantling all forms of oppression, starting internally with our own organizational culture and embedding racial justice and equity into every protest, every show of advocacy, every legislative push.

In the spirit of Sankofa, the racial justice work we advanced in 2022 is rooted in the history of our movement and the contemporary times we organize in. We're still a work in progress, still authentically eager to learn and pivot whenever necessary. This report is an opportunity to reflect on the progress we've made in the past year and our commitment to continued and sustainable growth.



Geniro Dingle  
Justice and Equity Director, Greenpeace USA





# OUR HISTORY

Greenpeace USA was founded by a small group of activists committed to remedying the most urgent environmental issues of the time. Our mission was communal, even universal, but nearly everyone on our inaugural staff, board, and volunteer team was white. We learned early on that that homogeneity limited our organizational perspective, our ability to fully serve our purpose, and the integrity of partnerships with communities of color. We were intentional about expanding our approach and relationships. For decades efforts have been made to embrace diversity and inclusion among staff and allies.

Damu Smith helped organize the inaugural First National People of Color Environmental Leadership Summit, which solidified the unification of Greenpeace's mission with social justice. Our collaboration with grassroots environmental justice led to victories across the USA in stopping incinerators and PVC plants, and regulating pulp and paper mills. It also led to global victories such as the UN Stockholm Treaty phasing out persistent pollutants, and corporate commitments to phase out certain toxic chemicals



By the start of the millennium, the level of focus and ambition in this work had declined for multiple reasons, including changes in Greenpeace's leadership, programmatic shifts, and the scaled-back toxics campaign. We picked up the mantle again in 2011 when we hired the National Multicultural Institute to conduct an internal assessment that uncovered areas in our culture and practice that needed to change. In the same year, we established a Diversity and Inclusion Project Team and began training all staff on diversity and inclusion principles and practices.



The Movement Support Hub was established as an external branch of our justice work for national and community-level partnerships and ally-building across BIPOC-led organizations.

1971



1987

The release of the Toxic Waste and Race report by the Commission for Racial Justice marked a significant turning point for environmental organizations worldwide. This pivotal report served as a resounding wake-up call, urging us to recognize the need for prioritizing social and racial justice within our environmental efforts.

1991



1990s

Throughout the decade, our campaign work on toxics kept us engaged with racially diverse communities. Under [Damu Smith's leadership](#), Greenpeace conducted Toxics Tours in Louisiana's Cancer Alley. According to activist Kim Hunter: "[Damu] was one of first national leaders to recognize that people of color and poor people are disproportionately exposed to and harmed by pollution from a variety of sources." We worked in collaboration with Indigenous leaders to fight waste incinerators, and resist air pollution with immigrants in East Los Angeles. Greenpeace became one of the first Big Greens to adopt the [Jemez Principles](#), a shared guidance for mainstream environmental organizations who want to work in low-income neighborhoods and communities of color.



2000s

2012

The Diversity and Inclusion Project Team evolved into the first iteration of the Diversity and Inclusion Council (D&I), a cross-departmental group of staff who developed strategies to advance diversity and inclusion across Greenpeace. This was an important step in refocusing our efforts.

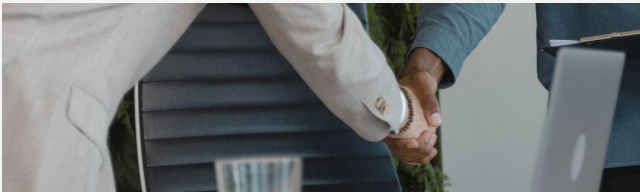
2013



We hired a Diversity and Inclusion Director, but soon realized that we had more internal work to do to ready the organization for the transformation we needed to make. Hiring one person to lead that risked our collective accountability, so we focused instead on integrating expectations, trainings, and checkpoints to address our structural barriers to justice.



After restructuring our compensation program and applying equity adjustments to reduce pay gaps across all salary levels, we overhauled our talent acquisition process to achieve more equitable hiring.



We increased our organizational investment in organizational justice work 5 fold and began working with Dragonfly Partners to accelerate our evolution towards a more just and equitable organization.



In 2021 we launched our first Embedding Justice report to document our transformational journey of 2020 and 2021 and released our [Fossil Fuel Racism Report](#) documenting the public health hazards from air and water pollution, and risks associated with climate change, fall disproportionately on Black, Latinx, Indigenous, Asian, and poor communities. 2021 was the first year our BIPOC staff population exceeded 50%.

2014



2016

Our D&I Council had been instrumental in elevating issues to the attention of leadership, but we began to see its structural limitations to dismantle systems and processes. Our senior management developed a new vision to embed justice and advance equity organization-wide. It became part of everyone's job, not just the job of the D&I Council or Movement Support Hub.

2017



2018

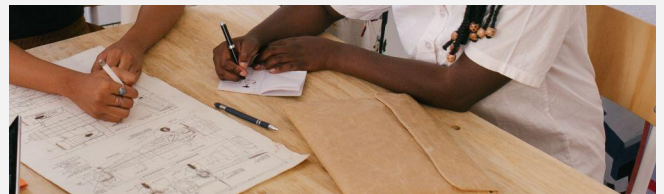
We invested heavily in educating staff through our justice webinars and *Managing for Equity, Results*, and Inclusion training. In the face of both internal and external challenges, our commitment and ongoing effort was not enough to produce the justice we wanted to see in our work and practices.

2019

2020

Our partnership with Dragonfly led to the development of [Culture Shift Pillars](#) to support the reorientation of Greenpeace's organizational practices towards — caring and compassion, humility and generosity, connection and solidarity, and accountability and support. In this same year we developed our [Just Recovery Agenda](#) which outlines bold, transformational policies that address the root causes of racial, environmental, and economic injustice.

2021



2022



We continued to grow our organizational commitment to Embedding Justice by hiring a Justice & Equity Director, embedding justice and equity in our organizational planning process, and rolling out our [Vision for a Justice Centered Greenpeace USA](#). In the Fall our Strategic Leadership Team met to reaffirm our commitments to [moving from racial justice theory to practice](#).



# OUR DIRECTION OF TRAVEL

## Live from the critical intersection of Climate Justice & Cultural Change

This is the story of 2022, the year that changed almost everything following the two years that changed almost everyone. It begins, like most reflections of the previous 12 months, with intentional question-asking and organizational introspection. What went well to elevate justice and equity at Greenpeace USA? What could we have done more conscientiously, more effectively, more strategically?

The unprecedented difference between those conversations before and now is our shared recovery from a global pandemic that continued to upend normalcy in every part of the world as it tornadoed around us locally and a reckoning with the violence and cruelty of racism that manifested locally as it pricked consciousnesses in every part of the world.

The demand for justice is always critical and intense, and last year confronted those of us who

witnessed social revolution in real time with the ultimate follow-up question—now that we have seen both despair and disparity in their rawest, most unignorable forms, what are we doing differently to change them?

This is our second annual Embedding Justice report, an opportunity to recenter our diversity objectives and key results organization-wide, share our successes, and openly identify where we can be better in three key areas: Administration, Communications, and Program.

For Greenpeace USA, 2022 was about meeting the needs of the moment with operational alignment. While we processed the constantly changing news, protocols, and dynamics as citizens of the world living out each difference with everyone else, we were shifting our organizational practices to honor and amplify the lived experiences of marginalized communities, starting with our own people.

## Our Culture Change Pillars

In 2020, we implemented 4 internal [culture shift pillars](#):







# WHO WE ARE

*our transformation*

**GREENPEACE**

# OUR PEOPLE IN NUMBERS

## Changes and transformation within our boards and staffing body

Who's doing the work is as important as the work that's being done, and who we are internally as an organization is how we power our campaigns, projects, and movement in its entirety. Our culture is being built around our employee experience. We're designing it to incorporate a liberatory model of organizational management that supports all staff, particularly BIPOC, women, and trans and nonbinary people.

For that reason, our 2022 diversity statistics are an essential measurement of our commitment, intent, and action. The proof of our progress is in our numbers and the data helps us understand where we need to focus moving forward to ensure we're creating an impactful and equitable experience for all of our employees.

### Key 2022 Highlight

In 2016 we set out to remove significant structural barriers in talent management and acquisition to create more equitable outcomes for our BIPOC employees. Since then, the number of staff who identify as people of color has tripled and those in management positions have more than quadrupled to 45%.

### Successes

Women continue to lead across the organization, including 67% in senior management, 43% on our board of directors, and 57% across management.

Age diversity among our staff continues to demonstrate our commitment to the success and development of both new career and experienced employees.

### Lessons

As part of our commitment to LGBTQ+ justice, we still have room to grow to recruit and retain nonbinary and transgender leaders.

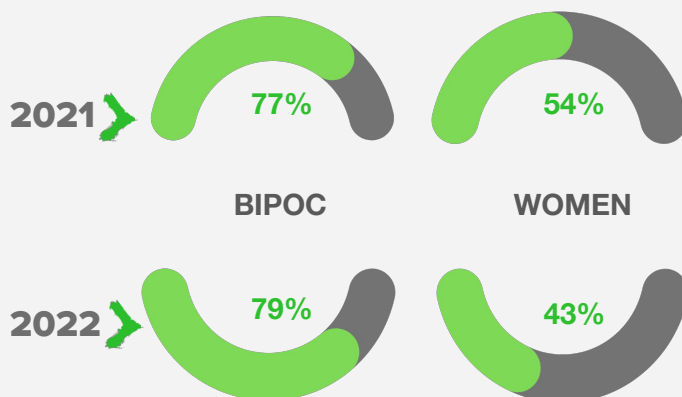
We're working to improve our data collection and reporting capabilities to capture additional dimensions of diversity, such as ability, LGBTQIA+ status, mental health status, parental status, and immigration status while preserving employee privacy, anonymity and safety in reporting.



An environmental revolution is taking shape in the United States. This revolution has touched communities of color from New York to California and from Florida to Alaska - anywhere where African Americans, Latinos, Asians, Pacific Islanders, and Native Americans live and comprise a majority of the population. Collectively, these Americans represent the fastest growing segment of the population in the United States. They are also the groups most at risk from environmental problems.

Dr. Robert Bullard

### Greenpeace INC and Greenpeace Fund Board





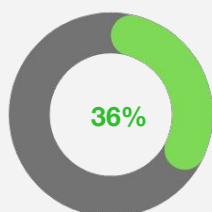
# WHO WE ARE NOW

## Our story in numbers

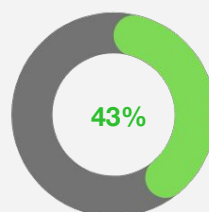
To cultivate stronger, balanced, and more united leadership, Greenpeace USA, Inc. and Greenpeace USA Fund, Inc. have both adopted a multiracial co-leadership model at both our board and executive levels. Our combined boards are 79% BIPOC, which has remained steady, and 54% women, an 11% decline from 2020–2021. For the second year, the Greenpeace Inc. Board is headed by Jakada Imani, the first Black Greenpeace USA board chair, and the Greenpeace, Fund. Board is led by Elizabeth Gilchrist, the first woman board chair of Greenpeace Fund.

### LEADERSHIP STAFF

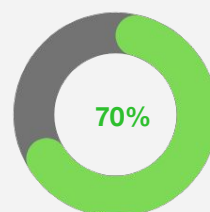
2021



BIPOC

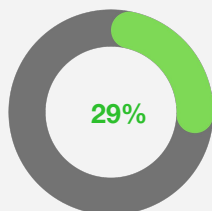


WOMEN

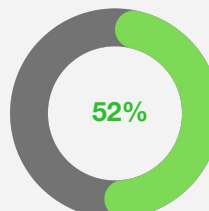


OVER 40

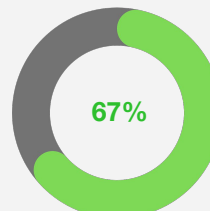
2022



BIPOC



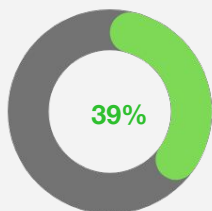
WOMEN



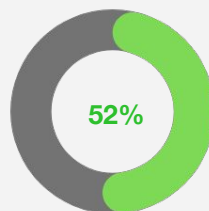
OVER 40

### MANAGEMENT STAFF

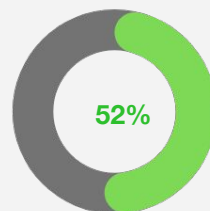
2021



BIPOC

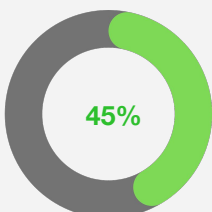


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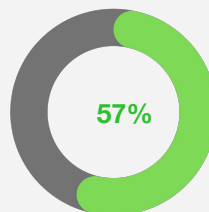


OVER 40

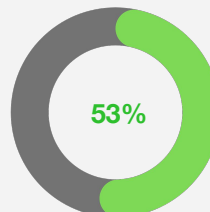
2022



BIPOC



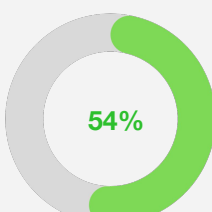
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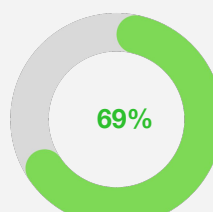
OVER 40

### STAFF OVERALL

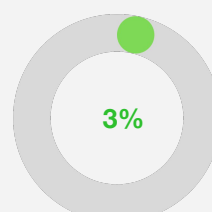
2021



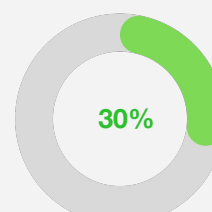
BIPOC



WOMEN

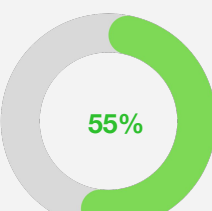


TRANS+  
NON-BINARY

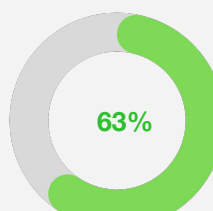


OVER 40

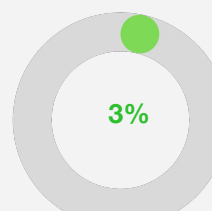
2022



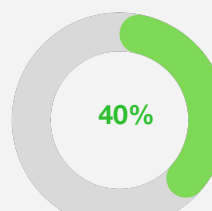
BIPOC



WOMEN



TRANS+  
NON-BINARY



OVER 40

# HIRING & RETENTION

## The nexus between growth and attrition

As a whole, 2022 was a year of meaningful growth and learning in our talent acquisition and retention practices. We filled 47 positions during 2022. 60% of those positions were filled during the hiring push that ran August 2022 - November 2022.

That growth and accelerated pace of hiring is the result of a lot of experimentation in talent acquisition to attract and recruit people historically excluded from the environmental movement, most notably continuing a mandate that hiring pools include 50% BIPOC and 50% women before moving to interviews. In addition, continuing the many practices learned through the Management Center on hiring for equity, inclusion, and results.

### Successes

We hired a Justice and Equity Director to facilitate widespread education and make the intersecting information around climate change and racial justice—and their impact on historically marginalized communities—real and relevant to the organization and the public who needs to know.

Our pipeline diversity remains strong. More than half of the candidates during the hiring push were BIPOC and about two thirds were women-identifying.

### Lessons

58% of our staff were hired or rehired in 2022 as part of “The Great Reshuffling” during the COVID-19 era. That employment shift created challenges in maintaining culture, community, momentum, continuity, and institutional knowledge. But it’s also an opportunity to redesign and cultivate new culture.

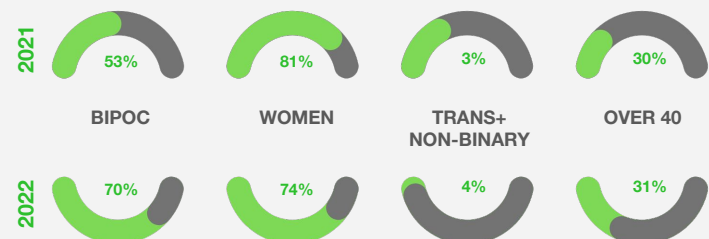
Reshuffling continues in the social progressive space, even as the general job market cools, and we need to learn from past mistakes to improve retention, rebuild knowledge management and succession planning, and avoid the churn that creates burnout, discontinuity, and low engagement.

### What We Are Learning

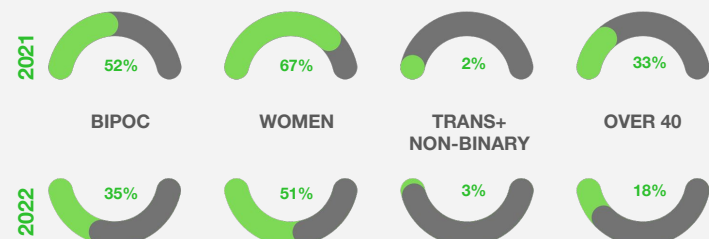
In many ways, exclusively reporting gender, age, race, and ethnicity data isn’t enough. Most of our people live at the intersection of multiple identities, so we’re committed to making sure our future data mining and the results captured in this report reflect that in coming years. Self-reported data is one way we can work to better understand how Greenpeace’s employees both individually and collectively identify.

Numbers are just a component of our story, however, not the bulk of it. Building a more diverse and representative staff on paper is not our goal. We care deeply about being an organization where people can contribute their individual shine and do their best work, and we’re invested in cultivating an employee experience that supports our staff in being and feeling heard, valued, connected, respected, and treated fairly.

### Total New Hires 47



### Total Separations 24



In 2022 22 employees left the organization voluntarily. 12 staff members resigned from Program, 4 from Communications, 5 from Administration, and 1 from Development.



# WHAT WE DO

*who, how and what we have delivered*



NO  
NEW  
FOSSIL

GREENPEACE

# COMMUNICATIONS

## Communications that lead with clarity

Founded as a new super-department in 2022, Communications started off with the fundamental and definitive goal to make sure justice—in particular, racial justice—is at the center of both internal messages and external storytelling. That shift has elevated all Greenpeace content into justice content, and the priority to redevelop it aligns with the organization-wide commitment to building an inclusive and just culture that dismantles racial power dynamics, one public communiqué and planned campaign at a time.

That means pushing past the limitations of the subject matter Greenpeace USA is expected to address and broadening issues we “should be” talking about to vocalize our awareness and support of justice-driven partners and projects that serve women, BIPOC communities, children, seniors, LGBTQIA+ people and more who have been in the crosshairs of chronic marginalization. In the process, we’re turning the aspirational idea of “One Greenpeace” into an actionable movement of its own.

### Key 2022 Highlight

We have increasingly coordinated our communications to align with our brand, strategy, and goals, which led to stronger climate and justice outcomes organization-wide in 2022. This is part of the ongoing justice journey Greenpeace has committed to and we’re better equipped for it now than ever.

### Lessons

- 💡 We’re rebuilding our community management capacity across our social media platforms to engage audiences in tough conversations and minimize bad actors that can toxify our social presence.
- 💡 In the fourth quarter of 2022, Greenpeace partnered with Threespot and RadiantMR to conduct the largest national audience research survey in the organization’s recorded history. The research and gathering followed Yale’s Six Climate Americas segmentation algorithm model and targeted populations who are alarmed and concerned about global warming. We learned a number of things from the survey:
  - 🔊 Respondents in the Alarmed, Urban, Black, Asian-American/Pacific Islander (AAPI), and 25–44-year-old groups are all significantly more likely to agree with the following statement: “The climate crisis will not be solved unless racial justice is incorporated into the climate change movement.”
  - 🔊 Black respondents are least likely to cite global warming as the most important issue to them. That spot is reserved for racial justice and equity. AAPI respondents are most likely to cite global warming as the most important issue.
  - 🔊 Greenpeace has the highest credibility when it comes to taking a larger role in climate justice among Hispanic and Black audiences, and the second highest among AAPI audiences (compared to EarthJustice, Climate Justice Alliance, Extinction Rebellion, 350, and Sunrise Movement).

### Successes

To diversify our communications, we built a more diverse Communications team. As of December 1, 2022, Communications is 60% BIPOC and 75% women. The leadership team is 50% BIPOC and 5 of 6 members are women.

We hired a new digital director to elevate engagement with supporters and contribute a fresh perspective to our work. We developed a new brand and communications strategy to establish Greenpeace USA as a justice-centered environmental organization and trained all managers on the Communications team to better embed justice into their management practices.

Staff were invited to internal conversations about our reenergized brand and voice and how those tools can better serve our justice mission.





# SOCIAL MEDIA

## Staying on the pulse of live action

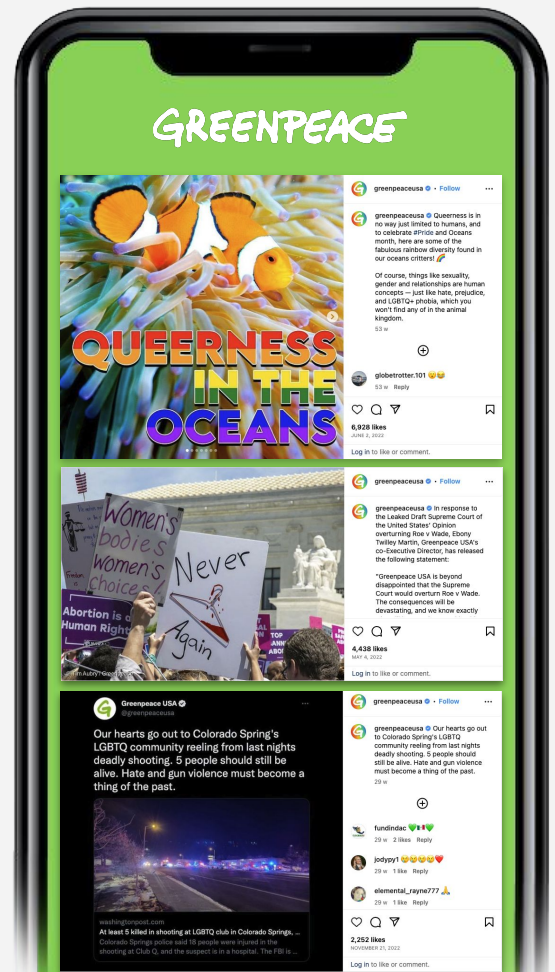
Roughly 10% of posts across all Greenpeace USA social media platforms (Facebook, Twitter, YouTube, and Instagram) in 2022 were explicitly about environmental justice or creating a more diverse, equitable, and inviting movement.

Social media content was a great equalizer in centering equity and justice for audiences in multiple lines of difference. That content existed in three categories:

- Responsive content, making sure Greenpeace was a visible ally to frontline and BIPOC communities (for example, Ebony being an essential voice on Roe v. Wade)
- Campaign content engaging supporters in initiatives that confront injustice
- Content celebrating diverse communities at key moments (like Indigenous Peoples Day) to both ignite justice conversations and present an inviting movement that can be relevant to everyone

### Top Social Media Posts

- Confirmation of Hon. Ketanji Brown Jackson Ocean Pride Month
- Roe v. Wade
- Juneteenth
- Gun violence (including against the LGBTQIA+ community)
- Extreme weather season and climate justice
- World Indigenous Peoples Day to Indigenous Peoples Day and so-called Thanksgiving



Recent events should erase all doubts that race—blackness in particular—is inextricably connected with racism, violence, and gross inequalities in the home, on the street, in the park, and elsewhere in the outdoors. The events ... make it impossible for environmentalists to concern themselves only with the trees, flowers, wildlife, fresh air—and not the people and their experiences in the natural and built environment.

Dr. Dorceta E. Taylor

# COMMUNICATIONS CAMPAIGNS

## Creating stories and messagings that reach the hearts and minds of everyday people

The consequences of climate change ultimately affect us all, but they hit BIPOC communities first and worst. Communications humanizes stories about climate impacts and threads their connection to the global changes we'll all endure if we continue to deprioritize winning a green and racially just world.

To get to the heart center of those experiences and extract the connectional elements that help others relate, we meet people where they are in every possible way to bring them along on a justice journey with us. That means building partnerships and supporting frontline communities, labor groups, and other justice-centered organizations to attract more diverse audiences.

Our outreach campaigns made assaults against both environmental and racial justice—and all of their insidious, intersecting risks—clear and understandable for our existing and potential supporters. Here's how we did it:

Hosted face-to-face conversations at events like Climate Museum and Action Camp

Fought against “The Dirty Deal,” when our then co-executive director, Ebony Twilley Martin, was arrested along with 10 other leaders of environmental justice organizations, to protest corporate greed that put communities at risk. Greenpeace mobilized at least 100,000 people and Communications blitzed members of Congress with advertisements, bus billboards, and other forms of media. In the end, we defeated The Dirty Deal multiple times over.

Helped to lead a breakthrough law banning oil drilling near California communities, one we must now fight in a referendum

Worked to support youth and justice movements in countries like Jamaica, where the grassroots resistance to the nascent deep sea mining industry is firmly rooted in community concerns

Continued to use Fire Drill Fridays content and events to celebrate and feature BIPOC excellence in environmental justice. 10 out of 14 guests and speakers were BIPOC leaders and 5 out of 14 were BIPOC frontline activists. Fire Drill Fridays partnered with key environmental justice allies (e.g., We Act for Environmental Justice, WHEJAC, Climate Justice Alliance) to shape the lineup and messaging for our Climate Emergency Rally on December 2, our first in-person rally after an almost three-year hiatus

### Key 2022 Media Highlights

- California Environmental Justice Campaign
- Tefere Gebre joining Greenpeace to connect workers, immigrants, and environmental movements
- [Planeta G Season 2 - The Latinx Struggle for Climate Justice in California](#)
- [Poor People's Assembly and Moral March on Washington D.C.](#)
- Fire Drill Friday Collaborations:



### What We Are Learning

This is legacy-building work to fortify racial justice and advance equity as a core part of the Greenpeace USA mission and identity, and it will matter 5 days, 5 months, 5 years from now. To do it, we're actively gathering feedback and assessing our progress on equity initiatives to measure our success and, perhaps most important, we're asking questions to prioritize our own internal learning and listening to heighten our external outreach. We're addressing more issues with outsized impacts on marginalized and BIPOC communities, such as Roe v. Wade, and other issues facing Americans alarmed and concerned about climate change. They are all interconnected: healthcare, gun violence, women's rights. And by adding our collective voice to the solution-making, Greenpeace is taking action that will ultimately help us mitigate the worst impacts of the climate crisis.



# PROGRAM

## Action that elevates our mission work

If other departments in Greenpeace USA are its organizational body, the Program super-department is its kinetic energy. Our work spans global and interconnected issues that fit into three intentionally broad but values-based themes: human rights, equity, and justice. They are simultaneously hyperlocal and universal, as relevant to a Cuban neighborhood in Miami as they are to a village in the Philippines.

We harness people power to catalyze movement-building action that challenges corporate greed, holds decision makers accountable, and maintains our commitment to internationalism and collaboration with other Greenpeace National Regional Offices. Our work is more relevant than ever as we stare down racism and white supremacy, colonialism, sexism and patriarchy, heteronormativity, environmental degradation, violence, and other forms of oppression. We are ready for those fights.

### Successes

- On August 15, we launched an organization-wide, all-hands-on-deck effort to stop “The Dirty Deal” that Sen. Manchin negotiated in secret with Sen. Schumer in return for Manchin’s support of the Inflation Reduction Act. Operationalizing a “full power moment,” almost every staff person either worked directly on or supported a colleague on the project.
- Spoiler alert: we won. And the victory was the biggest legislative win to date against fossil fuel expansion. It was also an opportunity to partner with allies across the movement, bridging some of the divides between Big Green and climate justice groups.
- The Program and Communications departments hosted an in-person retreat to build collaborative power with BIPOC and other marginalized communities systematically excluded from environmental decisions that affect their health and well-being. It was the largest gathering Greenpeace USA has hosted since the 2016 all-staff meeting and strengthened the working relationships of Program and Communications staff and leaders, especially following pandemic lockdowns and workforce turnover.

### Key 2022 Highlight

Program was essentially inspired by our own work, using a previous project as a reference. After establishing effective guidelines on how to plan objectives and key results in work and development at the leadership level, our team crafted equally effective objectives and key results in racial justice and equity. They include centering frontline and climate-impacted communities—many of whom are BIPOC—and developing collaborative plans to organize and mobilize.

### Lessons

- We’re committed to breaking down perceived and real silos across the department to increase collaboration and synergies.
- Implementing equitable practices in our hiring panels has been helpful. We’ve used guidance from People and Culture (P&C) to ensure consistent application of those practices during hiring, annual reviews, and other career touchpoints.
- P&C’s guidance, particularly the leadership of our new Justice and Equity Director, has helped us clarify how we can operationalize racial justice and equity in Campaigns, Actions, Organizing, and Operations by building specific objectives and key results around those issues.



# PROGRAM CAMPAIGNS

Seeing the world through many lenses means acting on the world through many angles

Building on what we learned in the previous two years, we wanted to better operationalize racial justice and equity in our 2022 programs and campaigns. Fundamentally, we offered a training series to establish a base understanding of the political system that mechanizes racism and other forms of oppression to sustain climate injustice. We established a complete planning structure for projects that center racial justice and equity, including tools, templates, and guidelines. Perhaps most urgent, our Program Deputies Group explicitly noted that any projects that did not include racial justice and equity objectives and key results would not be approved or receive funding.

We tried to inject urgency from multiple angles, and the results were pivotal campaigns and projects, many still in progress:

➤ To build people power, we're expanding our organizing to student, faith-based, and labor groups. We welcome the opportunity to work with anyone who shares our goals and values, but we're prioritizing building power with BIPOC and other marginalized communities. We're especially focused on geographies where we have long-term goals.

➤ Our chief program officer, Tefere Gebre, has deep connections to the labor movement and as a team, we helped organize a boat picket line with Chevron refinery workers in April 2022. These partnerships are vital to combat corporate greed; ensure safe, well-paid union jobs in the transition to clean energy; and engages non-traditional allies in building bridges with other movements to strengthen our commitments to equity and justice.

➤ We're committed to increasing language access to materials and resources (including opportunities like Action Camp, organizing trainings, and mini-grants to partners) for our members, allies, and supporters. We want to engage with people in the language they are most comfortable speaking to build capacity about issues that resonate most with them.

➤ We're focused on increasing hiring from BIPOC and climate-impacted communities, ensuring our staff is embedded in our partner areas and regions.

➤ Internally in the Program department, we have prioritized mentorship, coaching, and professional development opportunities for staff who request help or whose supervisors indicate that this support would increase an employee's happiness and productivity at work. Our initiative with P&C to develop a new Monitoring, Evaluation, Research, and Learning (MERL) process is part of this commitment.

➤ Our policy, politics, and democracy work are focused on ensuring that Greenpeace and others' right to free speech and protest is protected without undue retribution (particularly in the form of SLAPP suits).



## We Are Learning

There isn't one linear methodology to sustain a department that is high-performing, well-led, and reflective of our commitment to justice and equity. We are working to establish our own successful model. Program supports Greenpeace USA's campaigning, engagement, and development work and the broader movement of environmental justice through strategic planning. We are and remain agile and willing to learn how to best do that in the urgent circumstances of any moment. Right now, we're building a more diverse movement of Greenpeace supporters to activate volunteerism, direct action, policy research and analysis, and grassroots-to-grassroots organizing by securing our resources to build the power of people and win a green, just, and peaceful future.

To have a planet that is sustainable for life. And that the work people are doing in their occupations fits into that framework. Everything that we have to do is to try to keep our climate one that will sustain life on planet Earth—and not only human life, but also animal life and plant species.

Dolores Huerta





# OUR ROAD AHEAD

*what does our future hold?*

GREENPEACE

# OUR FORWARD VISION

**With grit and determination we can steer a course through history**

We are challenged to look ahead as we stand firmly in the needs of the present. 2022 was a year of adjustment in a transitional social climate most of us at Greenpeace and the world at large had never seen or experienced before. We pivoted. We balanced. We fell, regrouped and made gains.

Looking forward, we expect 2023 to be a year of focus. We want Greenpeace to be a place where people bring their best selves and do their best work because the stakes are too high to not make that daily investment in the communities that need the support and resources we cultivate. The machine of injustice never stops and its constant busyness has swallowed too much as collateral damage—human beings, their histories, their livelihoods, their health, their family homes. We need to be armored with intent and action for the collective, ongoing fight. But we also want to be an internal reflection of the external equity and justice we fight daily to actualize.

In 2023, we will explore and roll out new programs, including a Justice and Equity Accountability Committee and identity-based communities of practice, and explore new ways to get more mentoring and coaching to more Greenpeace staff. We will introduce more voluntary self-reported categories, both through Paycom and an anonymous survey, and expand pay transparency, fluency, and our commitment to pay equity. We will build the internal culture of direct action that Greenpeace was founded on and continue to diversify the community of activists we support and partner with across the movement.

Most of all, we will listen and learn and be ready to adjust as necessary because 2022 taught us—as did 2020 and 2021—to stay centered, agile, and ready.



To borrow from the wisdom of those who have gone before: Our power must be rooted and anchored in justice. And this anchor in justice requires that we commit to letting justice roll down like water, and saturate every inch of our work, our space and our movement. We commit to this process of justice and we commit to each other for the good of our communities, all of our people and the planet. We know in this process and realizing this vision of justice that there will be challenges. We are Greenpeace and we know that true peace is not merely the absence of tension; it is the presence of justice. All the flowers of all the tomorrows are in the seeds of today, so let's keep planting.

Ebony Twilley-Martin  
Executive Director Greenpeace USA