



EMBEDDING JUSTICE

Our Transformational Journey 2020-2021

GREENPEACE

Labor & Land Acknowledgement

Greenpeace USA staff live and work on 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 economy and foundations of the United States, 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 the 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 justice in addressing past wrongs, reaffirming humanity, and building mutual understanding.



GREENPEACE

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OUR JOURNEY

A message from our Chief People and Culture Officer



Our mission at Greenpeace USA is to use peaceful protest, advocacy, people power and creative communication to expose global environmental problems and promote solutions that are essential to a green and peaceful future. The key to our success is our people, and we are deeply committed to creating an organization that reflects the diversity of the world we operate within. We are not just focused on increasing representation, but on creating a status quo of embedded racial justice and equity. We believe the tools we use to address institutional racial inequity at Greenpeace USA will also help address sexism, ableism, heterosexism, transphobia, classism, mental health erasure, and other oppressions. Harnessing the power that comes from a more just and equitable Greenpeace is essential to accomplishing our mission.

2020 was a pivotal year for our justice work internally and globally. The heartbreaking murders of George Floyd, Breonna Taylor, Ahmaud Arbery and countless victims of racial injustice sparked a wave of global activism. In addition, escalating hate towards Asian communities, mass family separations at our country's southern border, and ongoing gun violence all illustrate the individual and systemic injustice that exists within our country. As we are writing this report we are also entering our third year of a global pandemic, Russia is in active invasion of Ukraine, and continued acts of violence continue to break out across the globe.

In 2020 we also moved forward with our cultural change efforts with Dragonfly Partners to help us get unstuck. The truth is we, like so many other organizations, need to work harder on being more actively anti-racist and creating spaces that are truly inclusive and support the dignity of every staff person at Greenpeace.

We imagine a new way forward for Greenpeace that centers people at the heart of all we do, values people equally, and treats them equitably. We envision a Greenpeace where all staff are equipped with the consciousness, tools and resources to confront inequities and dismantle white supremacy, racism, and other forms of exclusion and structured oppression that threaten people and our planet.

Looking ahead, we will continue to build on the momentum established throughout our history by focusing on our culture change pillars — **Caring and Compassion, Humility and Generosity, Connection and Solidarity, and Accountability and Support for staff at all levels.**

Our work is far from done however, and we are humbled by the opportunity ahead of us: to do better, to be better. In addition to employee demographic data, this report includes key learnings from the past two years, highlights from teams across Greenpeace USA, a message from our Co-Executive Directors, and concrete actions we are taking to embed racial justice and equity into everything we do.



Thank you for taking the time to read the report, and we look forward to sharing more of our journey with you in the future.

Sincerely,

Jerilyn Johnson
Chief People and Culture Officer

GREENPEACE

OUR HISTORY

A Short History of Embedding Justice at Greenpeace USA

"Throughout history, we've learned that as an organization, we are forever evolving and that social justice, equity, diversity and inclusion must always be at the core of our work to bring a just and sustainable future for all."
Linda Rodríguez (She/Her/Ella),
Plastics Campaigner



70s

Founded in 1971 by a small group of activists committed to the most urgent environmental issues of the time, Greenpeace's demographics have historically been rather homogenous, but for decades we have made efforts to embrace diversity and inclusion among staff and allies. Of the Big Greens, we were one of the first to adopt the Jemez Principles.

90s

Throughout the 90s our campaign work on toxics kept us engaged with diverse communities. Under Damu Smith's leadership, we 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."

In 1991, Smith helped organize the inaugural First National People of Color Environmental Leadership Summit, which solidified the unification of our 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.

2000s

After a series of leadership changes in the early 2000s, the racial justice lens of our organization unfortunately seemed to lose focus and did not advance at the pace most would have expected. We picked up the mantle again in 2011 when we hired the National Multicultural Institute to conduct an internal assessment to uncover areas within our culture and practice that needed to change. In the same year, we established a Diversity and Inclusion Project Team.

In 2012 that team evolved into the first iteration of the Diversity and Inclusion Council. The Council was 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.

2010s

In 2013 the Movement Support Hub was established as an external branch of our justice work for national and community-level partnerships and support; and for ally-building across networks specifically for BIPOC-led organizations. In 2014 we felt as though we needed someone whose role would focus on this work, and we considered hiring a Diversity and Inclusion Director. The problem was we were not ready for this step at that point of our journey. Nevertheless, we persisted and began to address internal structural barriers to justice.

In 2016 we restructured our compensation program and applied equity adjustments, leading to across-the-board reductions in pay gaps for all salary levels. We also saw how the D&I Council had taken us a long way on our journey, but realised we needed to evolve as the Council did not have the power to dismantle systems or processes that were barriers. So senior management, in consultation with Angela Park, developed a new vision to guide our work to **embed justice and advance equity** across Greenpeace. It became clear that embedding justice was not simply the job of the D&I Council or the Movement Support Hub, but everyone's job.

In 2017 we dismantled another structural barrier and overhauled the entire talent acquisition process to achieve more equitable hiring. In 2018 we invested heavily in training for staff through our Managing for equity, results and inclusion training and our justice webinars. In 2019 we began working with Dragonfly Partners to help us get unstuck and chart our path forward.

2020s

In 2020 we established our culture shift pillars to support our reorientation towards **Caring and Compassion, Humility and Generosity, Connection and Solidarity**, and **Accountability and Support for all staff**. In 2021 we developed our Greenpeace Tenets for a People-Centered Culture, our roadmap for shifting how we engage one-on-one to ultimately shift our organizational practices.

WHO WE ARE TODAY

EVERY JOURNEY IS A CULMINATION
OF THE MANY STEPS, GREAT OR SMALL, WE TAKE
TO MOVE OURSELVES AND OUR COLLECTIVE FORWARD,
MILES FROM WHERE WE STARTED...

GREENPEACE

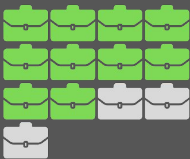
OUR STORY IN NUMBERS

GREENPEACE USA, INC & GREENPEACE USA FUND, INC BOARD



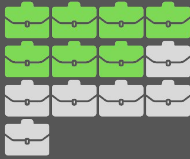
Jakada Imani
First Black Board Chair, Greenpeace USA, Inc

77%
BIPOC



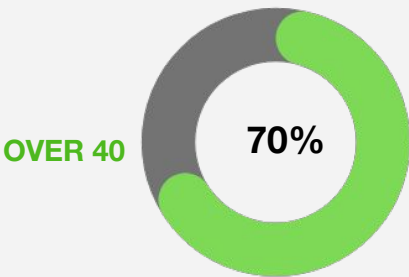
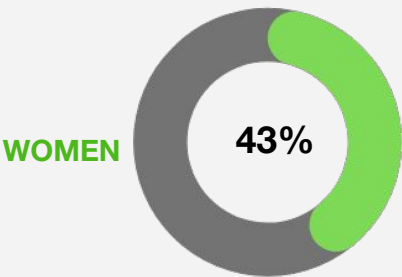
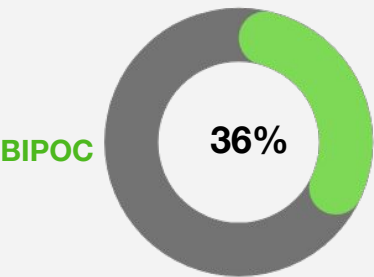
Elizabeth Gilchrist
First Woman Board Chair, Greenpeace Fund, Inc

54%
WOMEN

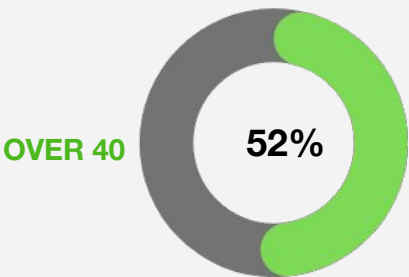
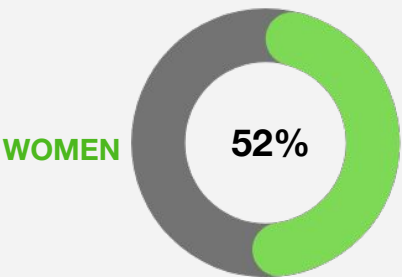
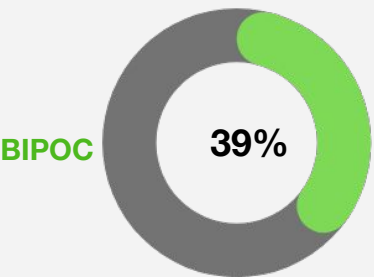


In 2021 we adopted a multiracial co-leadership model at both our board and executive levels. The Greenpeace Fund Board and the Greenpeace, Inc Board are chaired by Elizabeth Gilchrist and Jakada Imani respectively. Jakada Imani is the first Black Greenpeace USA Board Chair, and Liz Gilchrist the first woman Board Chair of Greenpeace Fund. Our combined boards are 77% BIPOC and 54% women.

STRATEGIC LEADERSHIP TEAM 2021



MANAGEMENT STAFF 2021



Data presented is based on self identified data

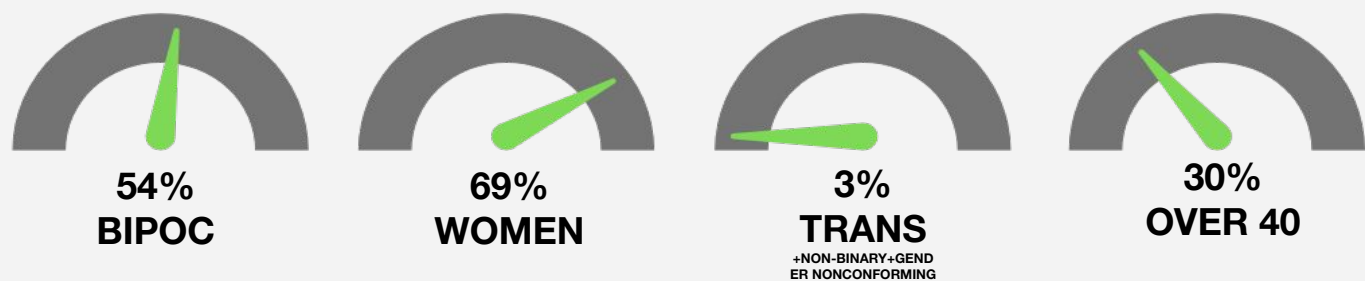
OUR STORY IN NUMBERS

History-making first,
but not the last,
Black appointees to
the Greenpeace USA
Executive Team: Ebony
Twilley Martin &
Tefere Gebre

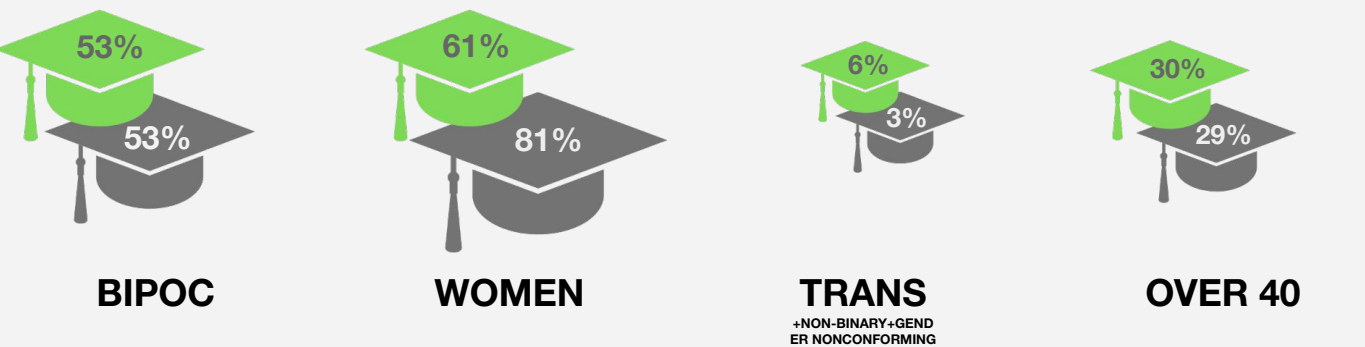


GREENPEACE USA STAFF 2021

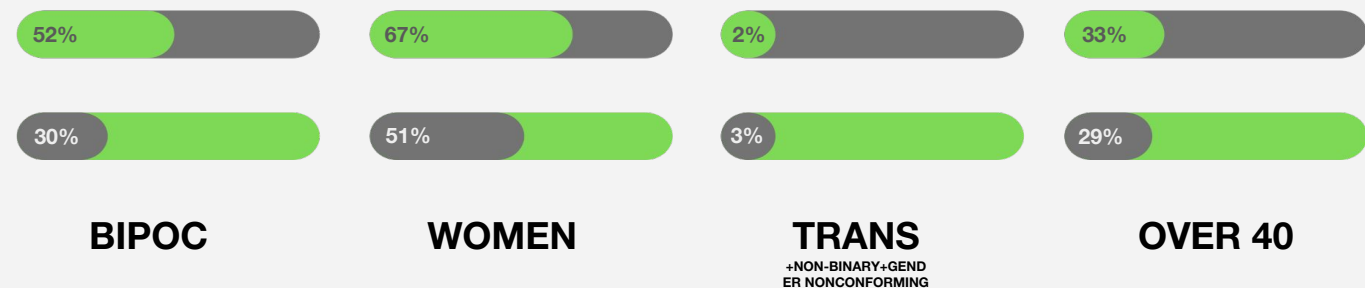
Data presented is based on self identified data



NEW RECRUITS IN 2021 NEW RECRUITS IN 2020



SEPARATIONS IN 2021 SEPARATIONS IN 2020



FROM LEARNING TO ACTION



ALL TRUE LEARNING IS THE ACT OF TRANSFORMATION.
ANYTHING LESS IS PURELY AN OBSERVATION.
OUR STORY OF LEARNING IS OUR STORY OF TRANSFORMATION.

GREENPEACE

HIRING & RETENTION

From Learning to Action 2020-2021

We are rebalancing the focus on Hiring and Retention and linking the two to address root causes of higher attrition among women+, BIPOC+, trans and non-binary+ people. For the past several years we have hired BIPOC+ and women+ colleagues in record numbers, growing representation to 47% and 62% respectively. However, the turnover rates of those groups are both more than double the turnover rate of white men. When we compare this intersectionally at BIPOC men or BIPOC women+, the gap is even wider.

We are expanding access to hiring opportunities for historically excluded groups by centering racial equity throughout our hiring process.

RECRUITMENT JOURNEY



Candidates apply through our Applicant Tracking System, [Greenhouse](#), which has built-in processes to minimize cognitive and unconscious bias within the interview panel and selection process.



In order to move forward with conducting interviews, the pool must be at least 50% BIPOC and 50% women/non binary. Hiring managers must adhere to our hiring policies which are designed to ensure an equitable and just hiring process.



During the first few days, new hires are personally guided through organizational processes to ensure administrative and personal needs are taken care of. Everyone arrives at Greenpeace with a unique story, our commitment to equity means we meet them where they are at.



Within the first three months, new hires are fully onboarded to the Administrative, Development and Program departments, as well as brought up to speed on our efforts to advance equity and embed justice throughout our work.



A Buddy Program supports new employees by answering any questions, helping with organizational cultural integration, and creating a sense of belonging and collective purpose. Someone will always be there for them.

RETENTION INITIATIVES

Expectation and Advancement Plans

Expectation and Advancement plans serve as opportunities for professional growth and reorientation of roles. Expectation Plans by and large address performance or behavioral issues, but are also an opportunity to understand how best to support teams, departments and our organization on a larger scale. Advancement Plans are essential components of an employee's life cycle and are created to encourage growth and professional development in alignment with our mission and goals.

Employee Recognition Program

Building a culture of recognition and gratitude is a crucial part of workplace culture which boosts productivity, employee satisfaction, and enjoyment of work. The Employee Recognition program was created as a way to celebrate workplace triumphs and ensure appreciation and engagement become an everyday way of life.

Strategic Partnerships

P&C continued collaborating with staff and managers to identify ways to improve workplace culture and performance management. Some of the ways we accomplished this was by clarifying roles, responsibilities, and expectations to ensure a level of service in line with organizational needs.

HIRING & RETENTION

Focus Areas 2022

Manager's Orientation

Managers play a key role as culture bearers and stewards. The Manager's Orientation is being revamped to empower them to support others to create the sense of belonging that is critical for a positive and productive workplace culture.

Orientation Program

We are redesigning our efforts to support new employees throughout their first year of employment. We want to ensure staff are able to surface the best parts of themselves, anchored in a collective sense of belonging.

Value Alignment

We are developing stronger employer branding which reflects employee value proposition and experiences that are consistent and accurate. We want to close the gap between our aspirations for a better Greenpeace and our reality.

Data Driven Insights

We distill information collected by exiting employees to better inform our management development efforts, pay practices, and overall culture change. This evidence-based approach ensures we learn and adapt for the future.

Fellowship Program

We want to build a stronger pipeline into our Program department through reviving the Greenpeace Fellowship Program. This will be for members of historically excluded communities and is a one-year program within Greenpeace USA.

"My time on the data and climate teams at Greenpeace USA have been incredible in so many ways! Transitioning from data to climate, I was able to bring so many of the skills I learned and relationships I built across the organization to my role as a campaigner. I have felt so supported by amazing supervisors and managers on both teams, and truly appreciate the fact that I can show up authentically in any Greenpeace USA space."

Seth Antonio Laxman (He/Him/His), Climate Campaigner



Stronger Investments

Fueled by the pandemic and shifts within the market, employees are taking a hard look at their needs and must-haves in the workplace. One of the most important and often underutilized tools is the power of active listening with staff. Staff are often communicating concerns around various work styles, addressing inequities, higher compensation, and more benefits. P&C has demonstrated their commitment to addressing these issues but we can always do more, and this continues with staff investments.

1 Learning & Development

Enabling staff to have the resources, training and tools needed to grow and be the best version of themselves



2 Employee Wellness

Programs, policies and activities around improving health and well-being of staff

3 Employee Wellness

Support for staff who identify with disabilities or disorders

4 Salary & Benefits

Staying competitive and on trend, ensuring equity

5 Salary & Benefits

Continuing to provide comprehensive and expansive benefit packages



6 Recognition

Prioritizing strong cultures of appreciation and incentive

PANDEMIC SUPPORT

From Learning to Action 2020-2021

The pandemic highlighted the difference between equality and equity. Equality is about treating everyone the same. Equity is about recognizing difference and accommodating for it.

The COVID-19 pandemic has up-ended many lives and continues to weigh heavily on staff and their family's physical and emotional well-being. Our organization also faced challenges under turbulent and ever changing operating conditions at state, federal and international levels.

We surveyed staff to understand their needs and better align our organization to meet both individual and group circumstances. We also ran a "Big Idea Challenge". Both the survey and challenge catalyzed a series of initiatives, staff benefits and organizational practice shifts to better support our people to navigate these unprecedented times.

Some Pandemic Response Initiatives 2020-2021:



2021 The P&C team kept in touch regularly with staff, providing updates and listening to feedback. As new laws and guidance were introduced, we ensured swift and seamless implementation so staff could take full advantage of new and existing benefits. Some benefits were continued and strengthened from 2020 such as internet reimbursement, rollover of accumulated self-care hours and further investment in external service provider support (EAP, Cigna, Whil). As offices remained closed from April 2020 to current, we formally created financial support for home office supplies.

2022 We want to continue providing robust benefits and well-being packages that exceed industry standards. We will continue to monitor the trends and changes to benefits to ensure competitive benefits offerings. Moreover, as we work to align our organization's goals for embedding justice and advancing equity, we must look to improve our systems to afford us an opportunity to provide even better service and address employees' needs more efficiently and effectively.

"During the pandemic, priorities shifted for many families around the world, and for mine that included living closer to extended family in North Carolina. Greenpeace supported not only me, but many employees throughout this time by offering the option of remote work from various locations. Greenpeace continues to be an employee-centric organization and one that I take pride in working for."
Elizabeth Bennett (She/Her), Senior Operations Manager



MANAGEMENT DEVELOPMENT

From Learning to Action 2020-2021

Developing a stronger management culture is key to accomplishing our culture shift goals. We have determined that the path forward must become more focused on creating systems of accountability for decision-making within our organization, while still taking a training and education approach to bring all staff along on the journey of anti-racism. Leadership decisions about hiring, management, retention, and partnership must move from a simple nod towards justice, equity, diversity and inclusion (JEDI) goals, to explicitly being tied to, and accountable for, JEDI outcomes. To get there, we must create a new decision-making model,

a universal set of management expectations, and enhance our capacity to partner and communicate about this important work.

In 2020 and 2021, we began the [Managing to Embed Equity and Justice](#) training series focused on the culture change pillar of *Accountability and Support for staff at all levels*. We believe this is the foundational management work that paves the way for culture shift. It was named frequently in team culture change conversations as the shift which resonated with people as a clear organizational need.



"At Greenpeace USA, I experienced an immense opportunity of upward mobility. I started out as a Frontline Recruiter and was rewarded for my efforts with a promotion. I moved from Coordinator to Specialist to Manager, ultimately gaining a Senior Manager role at the organization. With ample support and recognition from leadership, I had the opportunity to climb that ladder and I did."

Ishmael Herod (He/Him), Senior Manager, Talent Acquisition

Our Plans for the Future:

Building: continue to build and strengthen our communities of practice and racial affinity groups to support manager adoption of new practices and behaviors.

Accountability: as part of our 3YP, we have added a multitude of systems and processes intended to achieve racial justice by naming it as a priority. Unfortunately, simply naming injustices does not achieve justice, and simply assessing the perceptions and experiences of staff will not correct our organization's errors and internal culture to prevent micro- and macro-aggressive behaviors from inhibiting our best work. Key to changing the culture and preventing these behaviors is direct accountability for when these behaviors are experienced. While we remain a learning and training organization and will always give our staff space to grow from mistakes, we also recognize that long-standing patterns of problematic behavior are often deeply rooted and may be better addressed by finding pathways into other employment for those who are not a good cultural fit for Greenpeace.








Alignment: to form stronger alignment between our racial justice pillars, cultural tenets, ongoing management training and other systems already in place or newly formed, we must create a "closed system" which teaches everyone in our organization that this is not just rhetoric, but a set of expectations to which all Greenpeace USA employees must hold themselves accountable. It must be understood that assessing staff experiences and perceptions and documenting our decision-making processes requires internal campaign work, and internally challenging white hegemony is as important as externally challenging fossil fuel hegemony.

EMPLOYEE EXPERIENCE



From Learning to Action 2020-2021

Employee experience is at the center of our culture, especially the experience of BIPOC+, women+, trans and nonbinary+ people, in order to design interventions that support all staff. Shifting to a culture that supports all staff requires attention to building an anti-racism practice along with a liberatory model of organizational management.







Things that are working:

-  Greenpeace Tenets for a People-Centered Culture, including establishing and consistently communicating realistic expectations around:
 -  The role that the Tenets play in a larger constellation of culture shift efforts.
 -  The iterative nature of the Tenets, with a set point of entry from which to build, and a process and timeline for evaluating them.
 -  Long-term commitment of culture shift, i.e. building shared understanding, regular dialogue, and consistent practice of the Tenets will require time and trust.
 -  Individual responsibility for nurturing collective accountability, and the necessity of proactively turning the mirror on ourselves.
 -  Role of any single event in communicating the Tenets; i.e. *the launch doesn't need to be everything to everybody*.
-  Definition, Elimination, Automation and Liberation (DEAL) hours.

Future Focus on TENETS

-  Working with teams (line management and project management) to build understanding, address practice areas, and align with any existing charters/practices.
-  Offering learning and practice opportunities relative to individual tenets for teams and for all-staff during DEAL hours.

Future Focus on DEAL

-  Building live offerings with the 3YP, People Power Project, and Actions.
-  Build learning tracks:
 -  Self-Evaluation Tool(s) on individual areas of growth, identifying learning areas to focus on, and prioritizing areas of learning.
 -  Resources for self-started communities of practice.
 -  Live coworking/study sessions.
 -  Program Evaluation Tool(s) - How will we know that DEAL is contributing to increasing staff understanding or skill and capacity for embedding justice and advancing equity?

Greenpeace USA Tenets for a People-Centered Culture means mindful shifts:



INFORMATIONAL JUSTICE

From Learning to Action 2020-2021

Information is power, so ensuring that information flows to the most marginalized at Greenpeace USA is critical in supporting our efforts to become a more just and equitable organization.

Justice and equity have had an ever-prominent role across the movement and within green organizations. To strengthen our workforce is to bolster diversity and strive for inclusivity – or in Greenpeace terms – to embed justice and advance equity.

The Post-Pandemic Workplace

The global pandemic spurred dramatic changes to work operations and communications. COVID-19 had an immediate impact on employees and created an unpredictable landscape for staff. Diminished face-time with leadership and colleagues strained the connection, trust and loyalty towards organizations and communicating virtually brings its own set of challenges, including:

- 📢 Lack of observed behavior leads employees to rely on perceptions and assumptions that may be incorrect or negative. Non-verbal cues and tone are lost in virtual environments.
- 📢 Working in isolation weakens collaboration and can lead to duplication of effort.
- 📢 In-person casual conversations and unplanned interactions with colleagues foster information sharing and awareness. Virtual interactions are inherently planned and intentional, which creates fewer opportunities for these interactions.

Many companies and nonprofits faced the impacts of The Great Resignation, a national and ongoing trend of employees resigning in great numbers after the onset of the pandemic. We are focused on improving employee engagement and retention, and is taking steps to form a strong employer-employee relationship. Fostering this connection starts with promoting involvement and participation internally.



"We have been going through a metamorphosis at Greenpeace USA and are striving to boost our connectivity and productivity through accessible information and resources."

Angie Abraham (She/Her), Senior Internal Communications Specialist



INFORMATIONAL JUSTICE

From Learning to Action 2020-2021 – Communication Vehicles and Resources

We recognize the importance of ensuring information that embeds justice and advances equity is communicated effectively to all staff. As such, key communication vehicles and resources for the organization include:

Evergreen

Our internal website provides a visible, informative and inclusive forum to share diversity-focused messages. The site consists of a homepage and separate sections dedicated to each department and includes resources to embed justice and advance equity.



Tenets for a People-Centered Culture

The Greenpeace USA Tenets for a People-Centered Culture, shaped by many staff, capture the culture shift towards justice and equity and provides a framework for embodying change through our interpersonal practices with colleagues and allies.



Affinity Groups

We developed affinity groups in partnership with Dragonfly Partners to better understand how equity, diversity, belonging, and justice are seen and experienced by staff with marginalized identities; and to create space for white staff members to explore the ways white supremacy culture, anti-Blackness, and racialized classism affect the ability to accomplish our mission.



Activities

Created in July 2020, the Social Justice Book Club currently holds 62 members on its Slack channel. The book club is a forum for participants to share articles, books, and webinars on embedding justice and advancing equity, and is a space for authentic reactions, reflections and questions. The book club has featured a number of celebrated speakers and authors, most notably Alicia Garza, one of the founders of the Black Lives Matter movement and Executive Director of the Black Futures Lab.



Holiday Observances

We acknowledge and honor diversity through holidays and religious observances. Starting in 2021, we made the decision to observe Indigenous Peoples Day to affirm Indigenous Peoples as the original inhabitants of the Americas, thereby directly replacing Columbus Day. In 2020, Greenpeace officially recognized Juneteenth as a holiday and encourage staff to reflect about what freedom means, who has it, and how institutions, laws, and policies continue to deny true freedom to certain individuals.



Leadership Statements

Co-Executive Directors Annie Leonard and Ebony Twilley Martin support their pledge to allyship by releasing statements to staff acknowledging racial injustice in the US. Recent statements addressed George Floyd's murder, the trial of Ahmaud Arbery's killers, the verdict of the Kenosha, Wisconsin killer Kyle Rittenhouse, and more. This communication reinforces the way our leadership recognizes systemic racism and creates a space for staff support and resources.



Organizational Listening

In February 2022, People and Culture launched a survey to assess internal communications. The survey drew from diverse perspectives and experiences of our workforce and one question in particular opened a dialogue about justice and equity through the internal communication lens (see next page).



INFORMATIONAL JUSTICE

Staff Voices

Our workforce is becoming more multicultural and diverse than ever, which means there is a greater opportunity for success, innovation and creativity. A lack of justice and equity in the workplace disrupts the internal communication and cohesion among work groups. It is vital that we maximize power and equal outcomes among employees. In doing so, we not only align with the mission of Greenpeace USA, we fortify our organizational resilience and success.

Question: How can Greenpeace USA improve communication to be more inclusive, just and equitable for staff?



"I think GPUS has done a good job of being mindful of their language, how issues are presented and discussed."

"I like it when we have task forces of various staff members working on an issue or topic, that way when it gets reported out it comes from a variety of voices (example: COVID task force)"

"More Q&A in staff meetings and opportunities for staff to be involved with big decision convos earlier on"

"push key information out across multiple channels."

"I think we've made a lot of progress on this in larger group meetings, offering more transparency and a level of detail that we didn't in previous years. More opportunities for individuals or small groups to dive into the details of complicated things (like the three-year plan) may allow more voices, feedback and questions to be heard."

"Ensure all staff is provided with the same foundation of content, resources, learning tools, and training upon onboarding, no matter the position or department, and that each department then follows an org-wide accepted training structure and managing model."

"continuing to ensure the language we use is inclusive and non-assumptive"

"I think a more organized fashion of internal communication would be helpful. Specifically to people who are neurodivergent. Factoring in that we employ people that have disabilities that are not visible. The way that information is presented and disseminated is crucial for individuals that struggle in these areas."

CROSS-DEPARTMENTAL

HIGHLIGHTS FROM 2020-2021



THE SUM IS ALWAYS GREATER THAN THE PARTS,
BUT WITHOUT THE MANY PARTS PUSHING IN THE SAME
DIRECTION WE WILL REMAIN AT A STANDSTILL.
THE HUNGER FOR PROGRESS CALLS ALL OF US
TO JOIN THE JOURNEY.

GREENPEACE

CAMPAIGNS

Cross-Departmental Highlights 2020-2021

All four campaign areas, Oceans, Democracy, Climate and Energy and Forests, have been taking action to to embed justice and advance equity. This impacts the composition of our workforce as well as how campaigns are designed and delivered.

DEMOCRACY

Our Democracy campaign report Dollars vs Democracy has a racial justice throughline. The report exposes the disconnect between corporate America's avowed support for Black Lives Matter and where they are really putting their money, which is supporting racist anti-voter and anti-protest measures.

We partnered with Black-led groups including Black Voters Matter (BVM), Moechella, and Next Generation Action Network (NGAN) as part of our Chambers and Teleconned Campaigns. We made conscious efforts to support and subgrant to NGAN and Moechella for their engagement in the campaign. We also lifted up Black leaders' voices in the campaign.

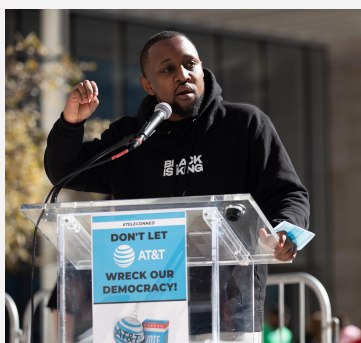
Campaign meetings are run using the Jemez principles.

Indigenous Democracy Campaigner role was created and hired.



"Greenpeace USA's commitment to social and environmental justice is rooted in intersectional analysis, diverse perspectives, people power, and deep research on corporate power and structural oppression. That's how our campaigns amplify the voices of the many and the few."

Folabi Olagbaju (He/Him), Democracy Campaign Director



CAMPAIGNS

Cross-Departmental Highlights 2020-2021

CLIMATE

Our overarching goal of “stopping fossil fuel expansion, and phasing out production in a way that leaves no worker or community behind” centers the reality that BIPOC and low-wealth communities are on the frontline of the climate and fossil fuel crises; and strives to recognize the reality of people working in the industry to put food on the table for their families.

The Climate campaign team has agreed to Values and Norms that center equity and justice, and articulate explicit roles, responsibilities and accountability mechanisms to ensure this commitment goes from words to action.

Of the four positions we hired in the Climate team in 2021, three were women, and one was a woman of color. Our Climate campaign and project leadership positions are women, and one of our two Climate projects is led by a woman of color.

The Climate Leadership project team has intentionally chosen to focus on defusing the Permian Basin Carbon Bomb, a region that has

reduced many BIPOC and low-wealth communities to sacrifice zones for the fossil fuel industry and our energy system, so that we can address inequalities exacerbated by the climate and fossil fuel crisis and center the experience and leadership of frontline communities in our strategies, solutions, partnerships and work on the ground. This project has elevated “Partners w/ Black, Brown, and Indigenous people & organizations as leaders of change” as a priority criterion for choosing strategic pathways and tactics.

The CA Climate Emergency project team has supported a multi-year coalition of environmental justice and frontline groups in the fight to end neighborhood drilling in California, an issue that disproportionately impacts BIPOC and low-income communities, while also coordinating with labor, green, and environmental groups to advance just transition funding and job creation that will ensure that communities and workers are made whole in the transition off fossil fuels.

FOSSIL FUEL RACISM

We published the Fossil Fuel Racism report in partnership with the Movement for Black Lives and Gulf Coast Center on Law & Policy. It was endorsed by 25 frontline, grassroots and national organizations, and for the first time summarized the disproportionate and public health impacts of the oil, gas and coal production life cycle on BIPOC communities, especially Black communities.



OCEANS

Efforts to embed justice and advance equity within the Oceans campaign have resulted in seven of the last 10 campaigners hired being people of color. The Beyond Seafood campaign is a justice-led campaign and our Deep Sea Mining partnership with Greenpeace Aotearoa is driven by justice for Pacific Islanders. The plastic campaign is also a voice for treating plastic as an environmental justice issue and not just an issue about marine debris and environmental harm.

CAMPAIGN - HIGHLIGHTS

Cross-Departmental Highlights 2020-2021

PEOPLE VS FOSSIL FUELS

In October 2021, Greenpeace USA staff joined our allies for the People vs. Fossil Fuels week of action in Washington DC to demand President Joe Biden stop fossil fuel expansion and declare a climate emergency. We were led by Indigenous and community leaders from the frontlines of fossil fuel pollution and climate chaos.

In total, 655 people were arrested in acts of civil disobedience as they demanded President Joe Biden uphold his commitments to climate action and environmental justice.



We joined our allies in marching under banners and artwork at the White House and the Capitol to show elected leaders what we are fighting for: a world beyond fossil fuels. Water protectors also held powerful side actions by occupying the Department of Interior (DOI) and the Army Corps of Engineers while calling on President Joe Biden to stop fossil fuel projects.

People vs. Fossil Fuels was the largest climate mobilization and civil disobedience action in years. The week of action was covered by the media throughout the week, including by The Washington Post and in television segments for ABC and MSNBC. Our allies also met with White House representatives at the end of the week to voice their demands.

BUILD BACK FOSSIL FREE COALITION

We co-organized the Climate Justice Ambition Coordination Center, also known as the Build Back Fossil Free coalition. The Climate Leadership campaign explored the potential of bringing together national, BIPOC-led base-building groups into a new formation centered around building power and jointly organizing the capacity to phase out fossil fuels. The result was the Climate Justice Ambition Coordination Center (CJACC) — a formation of 13 groups that came together to work together for six months (Oct 2020 to April 2021) to push for executive and legislative action to limit fossil fuel expansion.



Between October and December 2020, CJACC groups focused on developing a campaign to pressure President Joe Biden to adopt 25 executive actions on climate and fossil fuels. The resulting public campaign, Build Back Fossil Free, launched in December 2020.

Leadership and decision-making structures of the coalition continue to be led by the frontline, with national organizations such as Greenpeace supporting these groups and acting as a mega-phone for these issues.

THE THRIVE BILL

We supported the development of the "THRIVE Agenda" which offers a blueprint for economic renewal backed by several movements, including unions and racial justice advocacy.

Our campaigners supported and advocated for the inclusion of environmental justice and just transition funding provisions, along with addressing the phase-out of fossil fuels

We mobilized supporters, volunteers and Fire Drill Friday (FDF) viewers to call on their Members of Congress to co-sponsor the THRIVE bill. As we mobilized volunteers to take action, we also educated them on what a just recovery looks like for workers and communities and why it is critical to our mission.



AND MORE...

Our CA Climate Emergency project amplified the voices of over 2.7M Californians – disproportionately Black, Latinx, Indigenous, and working class communities – affected by neighborhood drilling. We used our supporter base, relationships with key influencers and celebrities, and research to support frontline communities and environmental justice groups in pushing California Governor Gavin Newsom to address neighborhood drilling and announce a draft 3200-foot "public health buffer zone" between communities and new drilling projects.

We have also centered economic justice in our work to advance a just transition off fossil fuels. We have built bridges with California labor unions such as United Steelworkers Local 675 by supporting the release of the [California Climate Jobs Plan](#), coordinating environmental groups in advocating for just transition spending, and using our voice, the Fire Drill Fridays web series, and actress Jane Fonda's megaphone to publicly lift up labor-led demands.



We have strengthened our solidarity with labor movements. In 2021, the Climate campaign forged a partnership with the United Auto Workers (UAW) to [call for new electric vehicle manufacturing](#) to have the option of joining a union and ensure that new jobs created in the transition to electric vehicles will be [good union jobs](#). The sector is looking to stage its future manufacturing footprint in southeastern US states which have a higher BIPOC workforce, lower union density, and anti-union policies. The transition to electric vehicles could lead to more exploitation.

ACTIONS

Cross-Departmental Highlights 2020-2021

Our organization has intentionally invested in developing skills among BIPOC activists, with a focus on developing BIPOC, women and trans actions skills trainers. This has dramatically changed the make-up of our direct action activist training cohort, which has supported the diversification of our activist pool. This has resulted in increased diverse representation in our actions, which is a key area where the world sees the face of Greenpeace.

Along with this process has been a change in how we facilitate training and the work we do with tools and skills, which have historically been male-dominated realms (i.e. engines, boats, tools, climbing). Teaching takes place with an anti-oppression approach, in a setting which is mindful that people come into this work with a wide range of experiences and access. We work to create a welcoming environment for all, which includes having diverse trainers and teachers.

We support the movement as much as we are able to by sharing the resources we manage, such as opening our warehouses to allies and providing grants and support. We also share our expertise through training and coaching for activists working in our realm. We do this both in coordination with campaign teams to support relationships with local allies, and directly within the direct action community.



When possible, we encourage and facilitate consultation with local communities before our organization commits to on-the-ground action or events in order to break the pattern of helicoptering in, and to give Greenpeace an opportunity to hear local concerns and create opportunities for collaboration. This can also create opportunities for our organization to share its platform with groups in whose communities we operate.

When there is a Greenpeace ship in the US, we work to make our public events as linguistically accessible as we are able, hosting hundreds of visitors for Spanish language tours and working with crew to make other linguistic matches when possible. We have also successfully opened the ship to community groups as a platform for shared events and for those groups to host their own events using this platform. The ships are now physically accessible to everyone who wants to come on board. Through the Movement Support Hub, our initiative to collaborate with grassroots activists and communities, we manage the provision of small grants to community based organizations.









"The Actions Team is dedicated to ensuring our activist and training networks reflect the environmental & social justice movements that Greenpeace exists in; we dedicate our work to this goal and see it as a fundamental contribution to pushing Greenpeace as a whole to a more just and equitable organization and workplace."

Harmony Lambert (Chumash) (She/Her), Activist Training and Development Program Manager

DOT

Cross-Departmental Highlights 2020-2021

Our Distributed Organizing Team (DOT) makes it possible for supporters across the US to get involved in Greenpeace campaign work and organize locally. Because so much of DOT's work is connected to volunteers - who are key to how we create change - we have spent the past couple of years increasingly focused on embedding justice and advancing equity within our team. Some of the ways in which DOT have made this a priority:

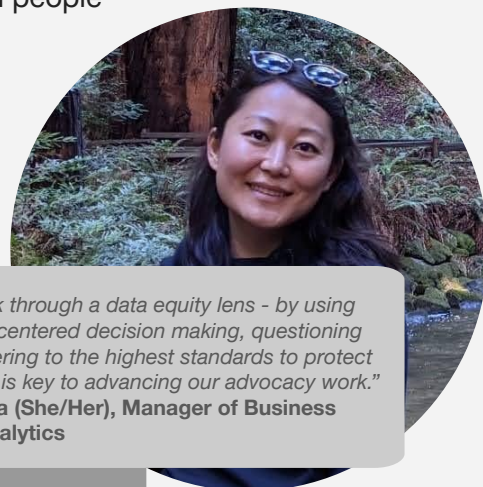
-  We hold monthly justice meetings to reflect back on what we've done, discuss articles we've read and videos we've watched, and focus on key areas of our work. We explore justice issues within our own team and how we can get better – which has led to a couple of different affinity groups being developed.
-  We formed working groups within the team which focus on different areas, such as accessibility in our volunteer work; volunteers and how we bring them along in their own journey; and internal justice discussions.
-  A new volunteer onboarding process focusing on intersectionality and the values we hold in the journey towards justice; having justice be a key part of every planning process; and providing templates, toolkits and updates for our volunteer calls.
-  We developed a set of volunteer principles which are reiterated and read at all meetings alongside the priority goals.
-  We created a Greenpeace academy program on embedding justice (for orientation of new leaders) and we are developing a “working with allies” training that embeds a justice lens.
-  We also held small group conversations with volunteer leaders about how they feel we can grow in justice and accessibility, and implemented their ideas in our core volunteer teams.

DATA

The Data team is responsible for the various data systems throughout Greenpeace USA, including customer relationship management (CRM) both old and new, data integration, reporting, mapping and analysis. Through the use of these systems we track and analyze our engagement with supporters, volunteers, and other Greenpeace partners.

By further expanding our focus into non-fundraising projects, we've been able to contribute to a wider variety of efforts that advance justice and equity, both internally and externally. This includes demographic analysis of our supporter base in order to work towards reaching more diverse populations; working with programs to identify areas where environmental hazards disproportionately impact BIPOC communities; and putting an emphasis on shifting the power of information to groups and individuals who have traditionally been denied access.

We also have a firm commitment to using our size and reach to share tools and data with like-minded groups who are working specifically in areas of social and environmental justice. Our [Data Activist Co-Op](#), inaugurated in 2021 and now an annual conference, brings together individuals and groups from disparate backgrounds. We also make an effort to recruit BIPOC presenters and people who represent groups committed to advancing justice.



“Grounding our work through a data equity lens - by using data to drive justice centered decision making, questioning our biases, and adhering to the highest standards to protect our supporter data - is key to advancing our advocacy work.”
Kesang Chungyalpa (She/Her), Manager of Business Intelligence and Analytics

ONLINE

Cross-Departmental Highlights 2020-2021

The Online team serves Greenpeace USA's needs for strong, supporter-centered digital campaigning, while driving organizational priorities. The team is responsible for: **All Greenpeace USA content:** social, web, email, community management, SMS, and storytelling.

Projects and Mobilization: campaign and project-level digital strategy and implementation support. **Data, testing and reporting:** analysis, reporting, testing across different channels, content and tactics. **Systems and platforms maintenance:** digital systems upkeep, testing and improvement, website fundraising. The Online team has worked hard to embrace our organization's call to embed justice and advance equity, both internally and externally.



"Our social media work is all about empowering people to pursue justice: empowering talented content creators and staff from any team to show ALL online audiences that there is a place for them in the climate movement."
Chris Eaton (He/Him),
Senior Digital Campaigns Manager

INTERNAL

- 📢 All Online managers have been through the *Managing with an Equity Lens* training with the Management Center, which is a requirement for all incoming managers on our team.
- 📢 While hiring, we work with People and Culture (P&C) to make sure our applicant pools included a diverse mix of individuals, and to ensure we are hiring at all staff levels to represent the diverse population we serve across gender, race, ethnicity, age, sexual orientation, gender identity, and ability.
- 📢 Our team has adopted shared norms and values that help to create an inclusive culture where all voices are heard, differences are embraced and respected, and people can come to work as their authentic selves.
- 📢 Staff and managers have participated in political education, DEAL (Definition, Elimination, Automation and Liberation) learning sessions, and Dragonfly Partners training sessions.
- 📢 Digital strategists use SMARTIE (Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, and Equitable) goals and apply an equity lens when crafting digital strategies and output plans.
- 📢 Improved content creation strategy, such as templates for emails which include space for a racial justice check in outgoing content, and ensuring justice is top of mind when creating content.

EXTERNAL

- 📢 In order to more fully embed justice and advance equity in our public-facing work, we have set specific and measurable goals for amplifying allies in the environmental justice and racial justice movements. We are committed to highlighting our diverse staff and making the connections between environmental concerns and racial justice clear and compelling for our supporters and potential supporters.
- 📢 With this in mind, we have created a new [Environmental Justice hub page](#) to feature such content prominently on the website, and added Environmental Justice as a primary navigation choice in the structure of the website.
- 📢 We created [hard-hitting](#) and [educational](#) original content for Indigenous People's Day. Online team members also helped coordinate content for Juneteenth – including a What We Need Now ([WWNN](#)) [episode](#) and an anti-racism [toolkit](#) – via social media and [email](#).
- 📢 Online team members also worked cross-departmentally to support the creation, publication and promotion of WWNN and Planeta G podcast episodes.
- 📢 We worked with staff to publish and amplify many blogs and stories which make the connection between social justice and environmental justice. Below are a few examples:

The stories
of courage
that gave us
hope &
inspired us
to be
better...



SOCIAL MEDIA HIGHLIGHTS

We respond to the news cycle to ensure the environmental movement is not silent when the moment calls. We have done this by:

- Helping to organize and post statements following news of police violence, white supremacy and court decisions
- Highlighting missing and murdered Indigenous women

We also publicly support days like International Women's Day, Juneteenth, Indigenous Peoples Day (which had some of our most engaging content for that time period), and encourage reflection about so-called Thanksgiving and Indigenous Heritage Day.

During Black History Month 2021 our teams collaborated to make more than 35 posts, including special posts for Monumental Mondays celebrating Black history, and Futuristic Fridays celebrating Black youth leaders. Additionally, we posted #followfriday content asking our audiences to follow Black leaders in the environmental movement.

We created content strategies for campaigns that center on justice components, such as:

- Our voting rights campaign
- Our campaign to make Deb Haaland the Interior Secretary
- Fossil Fuel Racism report

We also amplified allies from various groups throughout the year, including:

- Two Instagram Story takeovers from Black youth leaders organized with ReclaimMyTime in February 2021
- NDN Collective
- Defund Formasa
- Indigenous Environmental Network

Lifting the diverse voices of our staff is a key part of the Greenpeace story.

International Women's Day

Juntos Podemos. Together We Can



COLLABORATIONS



EMAIL LIST CULTIVATION

We endeavor to engage our email list in a way that cultivates a more intersectional understanding of our movements. Highlights include:

- An explicit focus on highlighting intersection of environmental racism and major campaign priorities - including climate, democracy, and plastics - both domestically and internationally (Kenya as a dumping ground for plastics, and forced labor on fishing boats)
- Hard-hitting reports like the Fossil Fuel Racism report and corresponding multichannel output packages (email, social, etc)
- Organizational reactions shared with supporters to major racial justice moments, like the conviction of Derek Chauvin.



PODCASTS

Cross-Departmental Highlights 2020-2021

What We Need Now (WWNN)

As a small team of Black staff (past and present) at WWNN, we are advancing equity by amplifying our own voices and those of Black leaders across the country. We have focused more attention to directly impacted communities and activists whose platforms we can amplify.

We regularly assess our guest list to ensure we are presenting diverse voices across age, gender, positional power, region, and other demographics. We are willing to change our coverage plans in order to broaden our reach.

We have uplifted the work of Black artists for logo design, poetry, cinematography and music; and we have prioritized women, non-binary and gender non-conforming artists.

We strive to build flexibility into our work so that we can adjust our plans to accommodate the needs of our team and guests.

We have created a collaborative space for development where any Black staff member who is interested can join our team and hone their skills, regardless of whether it is linked to their field of expertise or core job responsibilities.



Planeta G

Planeta G amplifies Latinx voices in the US and across Latin America who are living on the frontline. The show highlights stories of resilience, power, and community by taking audiences through a local story arc that brings them straight into the struggles and homes of Latinx activists fighting for their life and livelihoods.

Planeta G aims to highlight the differences and similarities that are often flattened or even ignored in mainstream reporting and media coverage.

The show actively embeds justice and advances equity at Greenpeace and turns up the volume on underrepresented narratives by:

- 🔊 Bringing Latinx voices to the table; instead of only talking about Latinx communities in the context of suffering, Planeta G has amplified the multifaceted experience these communities face; from celebration, to struggle, to political power, and community.
- 🔊 Highlighting how Latinxs care about the environment, even if they do not call themselves “environmentalists”. A 2019 Yale study found that people in the US who identify as Hispanic or Latino tend to be especially worried about extreme weather events and health hazards like pollution, which the Latinx community is disproportionately exposed to.
- 🔊 Increasing representation; the environmental movement in the US is usually portrayed as overwhelmingly white and male, but as the number of young climate activists of color grows, representation of the movement itself is changing, and Latinxs deserve recognition.

LEGAL

Cross-Departmental Highlights 2020-2021

The Legal team provides our organization with legal research and analysis, corporate compliance review, case management (criminal, civil, estates) and post-action support.

We have worked to embed justice and achieve equity within our team and our organization in the following ways:

- 🔊 Assisted with securing legal representation for social justice/frontline groups brought into the Energy Transfer lawsuit
- 🔊 Managed the recruitment and election process of four new board members of color
- 🔊 Participated in multiple hiring committees, which resulted in the growth of BIPOC leadership at Greenpeace USA
- 🔊 Ensured that legal guidance prioritized potential legal risk exposure to BIPOC groups, in addition to Greenpeace USA risk exposure
- 🔊 Attended Movement Lawyering training to build skills for strategic collaboration with impacted communities



"We are fierce defenders of justice and equity for our organization. The connection between law and justice is inherent to everything we do and will continue to do for a greener and more peaceful planet."
Jay Meisel (He/Him), General Counsel

Our New Board Members



Ahmina Maxey
(She/Her)



Carlos Carrazana
(He/Him/El)



Robby Rodriguez
(He/Him)



Niria Alicia Garcia
(She/Her/They)

An aerial photograph of a winter landscape. A snow-covered road winds through a dense forest of evergreen trees. In the distance, a small cabin is visible on a hillside. The sky is overcast and grey. The overall tone is somber and contemplative.

LOOKING AHEAD

WE HAVE COME A LONG WAY,
BUT THERE IS AN EVEN LONGER WAY TO GO...

& LIKE EVERYTHING GREENPEACE,
WE WILL DO IT WITH GRIT,
WITH DETERMINATION,
WITH PATIENCE,
WITH INTEGRITY,
WITH SPIRIT,
WITH STRENGTH OF COLLECTIVE WILL.

GREENPEACE

LOOKING AHEAD

A Message From Greenpeace USA Co-Executive Directors

We are in the fight of our lives against the rapidly progressing climate crisis. In this state of emergency, we are doing everything in our power to avoid worst-case climate scenarios. We have to build the strongest, most diverse and broadest coalition possible and advance solutions that are just and equitable across all communities and people. That is not possible unless we embrace our call to embed justice and advance equity. This is Greenpeace's commitment to the movement, the people and planet: we will do the work. We will show up for one another. We will be accountable. As a result, we've created our first report, *Embedding Justice*, to highlight our contributions, identify challenges, emphasize the voices and experiences of the Greenpeace USA workforce, and map out how we will deliver on our commitments.

Embedding justice and advancing equity is a priority across all areas of our work, and especially structured in our People and Culture Department through the lens of talent acquisition, retention, employee relations, learning and development, internal communications and operations. That's because people, and the power that people yield, is at the heart of our organization and what we do. It's why we have begun a shift towards a people-powered culture through eight pillars: **Caring, Generosity, Humility, Connection, Support, Compassion, Solidarity, and Accountability**. Grounded by these key drivers, we are united in our purpose to build a culture of justice and equity at Greenpeace USA from the inside out.

This inaugural report serves as a foundation and framework for progress, accompanied by analytic insights, personal narratives, and steps for the path ahead. And though we are proud of our efforts, our policies, our people - we have a long way to go.

We must continue to establish partnerships, leverage resources, overcome challenges, explore actionable steps, drive impact and defy expectations. As leaders of this organization, we know that we are better together. We will continue to use our voice to support justice and equity at Greenpeace USA in the quest for a green and peaceful future that we deserve.

Greenpeace formed all those years ago because our planet needed a voice. We continue to push forward because we need to ensure that the future we build isn't just green and peaceful — **it must also be just and equitable**.



Ebony Twilley-Martin
Co-Executive Director
Greenpeace USA



Annie Leonard
Co-Executive Director
Greenpeace USA