

Designing Effective Approaches for Corporate Advocacy on Carbon Pricing

Greenbiz 2019
Monday, February 25th



CoLab
a BSR Initiative



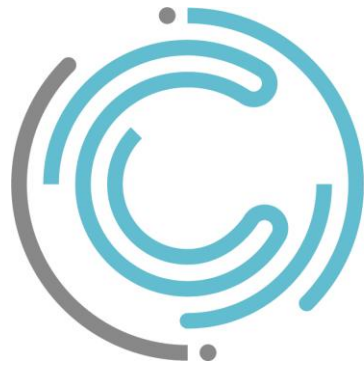
BSR[®]
The Business of a Better World

Workshop Objectives

- Exploring potential new collaboration(s) and approaches in pursuit of an effective public policy advocacy strategy to support climate ambition in the U.S.
- Share opportunities, aspirations, challenges and concerns in a time of both uncertainty and renewed hope.
- Start to build a business case and plan for action

Attendees:

- BSR
- Ceres
- Aligned Incentives
- The Climate Group
- HP Inc.
- HSBC
- JLL
- Suscon
- Target
- Weihl Consulting
- W.L. Gore
- WWF



CoLab

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CoLab is BSR's incubator and accelerator of private-sector collaboration, mobilizing the collective power of business to solve some of the world's biggest sustainability challenges.

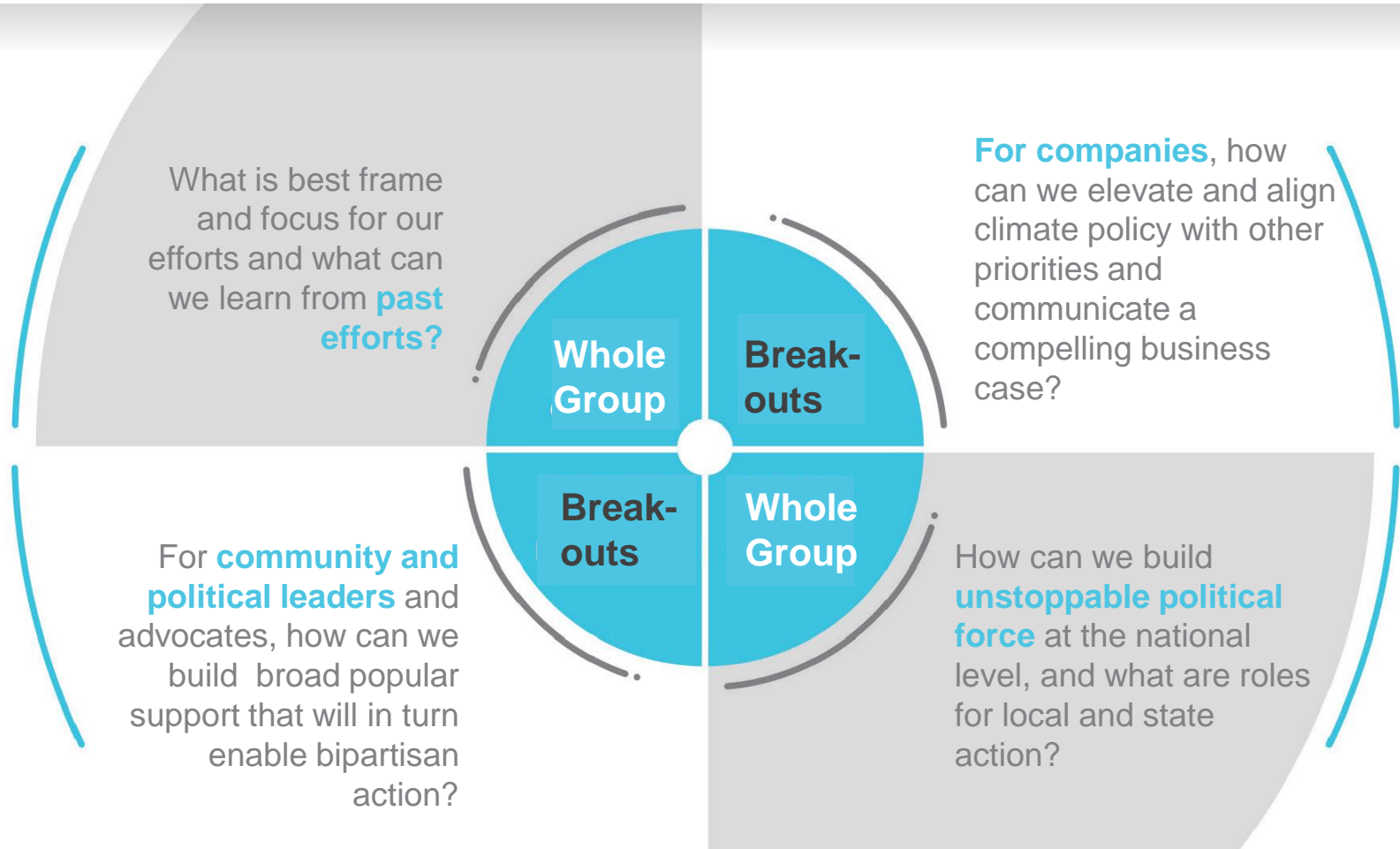
CoLab IDEAS Process Takes Initiatives from Ideation to Scale

The incubator focuses on Ideating, Designing, and Exploring solutions. Successful solutions are then moved forward to Acceleration and Scale.

COLLABORATION INCUBATION



Discussion Overview



Framing the Opportunity

- The private sector and other key “non-state actors” in the U.S. have stepped up in a big way on climate action.
- And yet, we know that this is not nearly enough to secure the prosperous low-carbon future we want while avoiding the worst impacts of climate change.
- We simply won’t get there without leveraging corporate and citizen ambition to drive changes in public policy that will enable faster and larger scale change.
- Smart public policy will be critical to accelerate action and increase ambition on the part of thousands more companies, cities, and other players, while unleashing the massive capital needed to drive innovation.

What would enable your organization to take bold action on policy?

- **Move from ad hoc to strategic:** Ability to respond strategically rather than having to evaluate each opportunity in isolation:
 - Alignment with core values at company – create foundation for consistent policy advocacy by linking climate to issues that already obviously matter within your organization
 - Where possible, connect to your people: customers/consumers, employees, and communities
 - Ability to prioritize and plan would enable companies to advocate with confidence: what vision does the company have for its future? What policies are necessary to get there?
- Updates to supporting structures such as actuary standards and building code updates
- Ability to identify the sweet spot between leadership and safety in numbers (being part of a movement)
- Presence of operational disruptions in direct operations in the United States highlights need to understand linked / cascading issues, and what resilience and business continuity plans really need to look like
- Acknowledgment of different needs and impacts of different sectors—some will fare better than others in a world with a carbon tax
- Participation in local / state-level policy conversation may be easier than federal-level

What needs to happen to enable accelerated action and increased ambition toward large-scale change?

- **Successful advocacy** will require 1) consensus, 2) business case, 3) identifying and ascribing to values beyond cost-benefit analysis, 4) plan for handling companies that are potentially threatened by the policy.
 - Increased advocacy on specific policies; public commitments are a starting point. Set of “principles” useful for identifying policy to advocate for
 - Must set bar high – won’t get to raise it for awhile
- Align company targets with advocacy.
 - Shift from action to advocacy is a tough transition – but we need to get there
- **“SBPTs:”** Science-based policy targets tied to particular geographies, ideally based in quantitative techniques such as LCA
- Ability to move past short-termism and career risk to generation the right level of productive panic
- **Communications:** Balance language of “business case” with language of society and morality
 - Put the issue in terms and metrics people understand; meet audiences where they are
 - Dollars and numbers and goals can lose meaning
- Call to action should be broad enough that no one actor is “picked on” or singled out

Next Steps

- **Inventory** collaborative efforts across NGOs to identify areas of overlap and impact
- Send **strong political signal** via 1:1 meetings with Congresspeople
 - Increase urgency of conversation to help foster the right level of “productive panic”
 - May L.E.A. Day with Ceres in Washington, D.C.
- Develop a **three-year policy advocacy strategy**, including science-based policy targets
 - E.g. every region where a company does business / sites a facility / etc. must have a climate action plan that is being actively implemented
- Create a **narrative** that connects climate change to other issue areas that are “obvious” areas for action at companies

Flipcharts

Report Back

- Core values @ companies ^{how can climate become an 'obvious' area for support/action}
- C tax / actuary standards / bldg code updates
- Balance btw leadership & being part of a munit
- Vision co has for future - better positioning
- Prioritization + plan ^{ability to fight w/ confidence} not ad hoc / defense
- Link climate to issues that already obviously matter within your org
- Operational disruptions here, not 'over there'
 - ↳ understanding linked / cascading issues, what a resilience / biz continuity plan really needs to look like
- Connection to your people ^{customers / consumers, employees, communities}
- Acknowledge diff. needs / impacts btw sectors ^{mayors}
- "Easier" (?) @ local / state level than federal
 - ↳ personal / individual

- Specific policy advocacy ^{LCA}
- "Science-based policy target" ^{right level of productive panic}
- Short termism / career risk ^{what about society?}
- "business sense" ^{one biz? all business? speak language of society + morality}
 - ↳ terms + metrics people understand
 - ↳ meet ppl where they are
- End feel good time-wasting ^{health + bottom line impact}
- Public commitments as starting pt.
- \$s / # / goals convo can lose meaning ^{connect to impact / healthy communities}
- Broader picture can bring more actors on board ^{↳ no one 'picked on'}
- If Silicon Valley @ same risk as Maldives, cos would act
- Align targets w/ advocacy: Action → Advocacy a hard transition - need to move past
- Many things need to happen: 1) consensus 2) Biz case 3) values beyond C/B analysis 4) dealing w/ cos threatened
- Δ convo

Next Steps (proposed)

- Sending political signal ^{1:1 convos w/ reps, May C.E.A.D. event, urgency}
- 3 yr policy advocacy strategy
- Narrative connecting climate to other issue areas