Changing our ways?
Behaviour change and the climate crisis

Recommendations for funders
from the Cambridge Sustainability Commission
on Scaling Behaviour Change

Cambridge
Sustainability
Commissions

Key messages

The Paris Agreement and Sustainable Development Goals will not be achieved without radical changes in consumption patterns and lifestyles. **Researchers** point to the need for reductions of over 90% in greenhouse gas emissions by 2050 from today's lifestyles.

Debates about behaviour change are often very polarised with regard to the respective importance of individual as opposed to broader socio-economic change. In reality, however, *individual and systems change go hand in hand*. We need both, and change is not linear. Interventions in one part of the system can trigger – and amplify – change elsewhere. Social mobilisation can change government and corporate policy, creating more space for behaviour change among citizens, just as value shifts among consumers can change markets and enable more radical action from governments. These reinforcing feedback loops of behaviour and systems change are part of an *ecosystem of transformation* that will be crucial to achieving rapid scaling. Positively, it means there are multiple intervention points funders can use to accelerate broader change.

To support the needed step change in action, funders need to take risks, be experimental and brave in *what* they fund and *how* they fund it, in each of the following six spheres:

1. Go deep: pursue 'strong' sustainability to tackle the root of the problem.

In addressing the climate crisis we are also building the foundations of a more sustainable economy and society. Re-orienting key institutions around new goals and ways of *living within planetary boundaries* is key. This means initiating difficult conversations about limits, proposals to 'shrink and share' carbon budgets within and between countries and to regulate the production of polluting goods in the first place. Undoing unsustainable consumption is much harder than preventing unsustainable production.

2. Be fair: promote just transitions.

Social justice principles and social inclusion in governance systems are pre-requisites for long-term effective change, ensuring widespread ownership of the transition process and its outcomes. Building infrastructures for transport, housing, food and energy use that enable behaviour change by locking in affordability, accessibility and sustainability is vital.

3. Enable a power shift: governing change.

Supporting governance innovations such as citizens' assemblies and participatory budgeting is key to getting people involved in shaping agendas for change. But governance change is also required to roll-back the power that incumbent actors wield over decision-making through lobbying, political donations and privileged patterns of representation which lead to short-termism and fails to prioritise sustainability.

4. Drive social transformation : nurturing cultural and value change.

We need to go beyond honing messaging and nudging individuals to nurturing cultural and value change in all aspects of our lives. With the depth of change required, and types of behaviours that need to be targeted, backlash is almost certain. But it needn't be negative if it starts new conversations, challenges deeply held beliefs and instigates public debate.

5. Focus on behaviour hotspots: mobilise the middle, target the top.

Resources and time are limited, and some sectors and lifestyles generate far more emissions than others. Unnecessary travel, meat-based diets, energy and housing are the obvious ones to start with. Interventions, campaigns and proposals targeting polluter elites and specific sites of behaviour change may have more traction (in terms of public support and political palatability), and be more effective in terms of emissions savings than generic appeals to publics to support and engage in behaviour change. But there is still work to do in drawing 'the missing middle' into the debate: not just those who are already active and living sustainable lifestyles, but also a much wider cross-section of society who can play a key role in driving future change.

6. Be bold: spearhead innovation to amplify change.

We need to move beyond comfort zones in terms of those projects, partnerships and actions that have traditionally been supported. This implies revisiting ways of working and distributing funding to facilitate new alliances and accelerate action across all arenas in funders' roles as *incubators, connectors,* and *mobilisers* of change, specifically:

(a) **Incubate:** *fire the imagination*. One of the greatest barriers to change is not believing that change is possible. Supporting organisations to engage citizens in building alternative visions, pathways and concrete projects with short-term visible benefits to set them in motion is empowering and overcomes inertia.

(b) **Connect:** *be flexible*. Context matters – what is possible in one context won't necessarily work in another. This is true of the role of government, business and civil society, and of course there are different baselines in terms of sustainable behaviour change. Effective strategies will need to go with the grain of what strategies will gain traction, even if the aim is to ultimately disrupt and redirect power towards those committed to a sustainable future.

(c) **Mobilise:** *be reactive and proactive*. We can't control events, but when opportunities to intervene arise, we need to be ready to provide resources and support to lock-in sustainable behaviour change. Having proactive and reactive funds in place to do this is key to supporting efforts to anticipate and confront the backlash against more ambitious and bold behaviour change.

What to fund and how

It is challenging for funders to identify high-impact, evidence-based, scalable projects to support in the sustainable behaviour field. These difficulties are related to the current lack of understanding of the relation between system change and individual behaviour change needed for societal transformation. This challenge is compounded by the difficulty of accepting the scale and urgency of transformation that deeper forms of sustainable living imply. An additional obstacle for some funders is that their money comes from individuals or organisations leading carbon intensive lifestyles, so there may be an understandable reluctance to address these issues.

Nevertheless, there are multiple future intervention points that foundations and the philanthropic community can engage with, as discussed at greater length in the main report. Given the diversity of aims, modes of operating, and size of assets that funders in this community possess, recommendations will of course need to be adapted to the circumstances, scale and influence of particular organisations.

What to fund also depends on the change you want to see. It is critical to focus on the overall aims of an intervention, from funders or others, in order to work out where and how best to deploy their funding support. This means **tailoring tools to aims.** If rapid reductions in greenhouse gas emissions within the shortest possible time frame is the goal, interventions targeting the polluter elite in the hotspot sectors would probably yield the greatest return per unit of investment. For example, Gössling and Humpe estimate that only 2-4% of the global population flew internationally in 2018, while just 1% of the world's population emits 50% of CO_2 from commercial aviation. Whereas, if the goal is building and nurturing alternatives, strategies might focus on direct support to community provision of food and energy, for example, or car-free cities, while creating the space for these to flourish through advocacy aimed at disrupting incumbent power, such as through campaigns for divestment, fossil fuel subsidy reform and regulation of funding for political parties. Both are needed and important but imply a different focus.
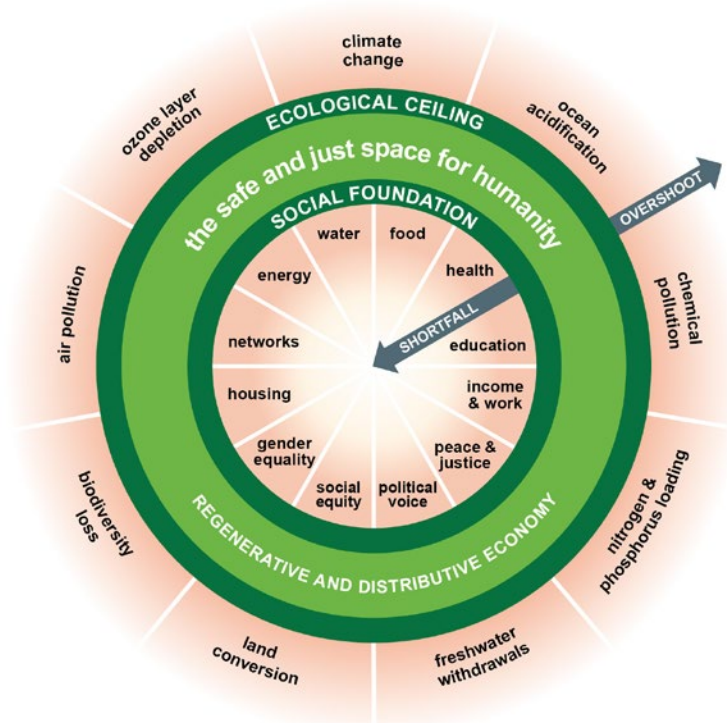

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Areas for funding action

Here we present six interlinked areas for funding action to scale sustainable behaviour change.

1. Go deep: pursue 'strong' sustainability to tackle the root of the problem.

At the root of many of the problems of over-consumption are the systems and structures of work, rampant consumerism, poor governance, business lobbying and the advertising which fuel it. If behaviour change is to achieve its full potential these issues must be addressed. Initiatives around transparency and exposure of government support to polluting industries, or the sponsorship and advertising of industries accelerating the climate crisis (such as the recent 'Badvertising' campaign), or that support campaigns for a shorter working week all have a role to play in getting to the crux of the problem we face.

A key contribution of funders could be to help make the issue of maximum limits of consumption a legitimate focus for societal and political discussion. This might involve supporting communications work around ideas such as *sustainable consumption corridors* or helping fund processes where 'shrink and share' principles are being applied in practice (such as the use of doughnut economics by the city of Amsterdam – see diagramme above) and then amplifying their success to encourage other cities to do the same.

Further support to advocacy on so-called supply side policies which set production limits on further fossil fuel extraction could also make a critical difference. Current campaigns to create a registry of fossil fuel reserves and calls for a Fossil Fuel Non-Proliferation Treaty have been gaining traction building on moves by countries like Denmark and Costa Rica, France and New Zealand to leave fossil fuels in the ground. Strategies such as these help to avoid lock-in to high carbon pathways in the first place.

Climate change is also driven by huge amounts of public and private funding for fossil fuels. Support to activism to track, expose and then engage in advocacy around the ongoing misallocation of public funds for carbon-intensive infrastructures and fossil fuel subsidies (which run at $100 million a minute globally according to the IMF) could make a useful contribution in this regard, by linking debates around financing affordable and more sustainable infrastructures for transport, energy and the like, to the redirection of funds away from supporting carbon-intensive activities to enable behaviour change to be scaled. Examples of recent initiatives in this area include the Energy Policy Tracker. This raises key questions about in whose name, in whose interests and for what purposes public money is being used. Another near-term target could be corporate governance, and changing reward systems within companies where bonuses are currently tied to further fossil fuel extraction rather than other indicators of performance, as recently highlighted by Carbon Tracker regarding 'groundhog pay'.

2. Be fair: promote Just Transitions

Social movements have always been key drivers of systemic change bringing about shifts in power structures, institutions and values, and building alternatives that unsettle incumbent actors in the fossil fuel industry and beyond. Direct support to just transition alliances, Movement Generation, community food and energy projects and the fossil fuel divestment movement can help to increase their impact. Financial support to unusual alliances of diverse actors and voices will be vital for demonstrating cross-societal support for change. In the first instance, this might be aimed at bringing environmental, labour, indigenous, race, gender, human rights and other activists together to explore and identify critical common ground. One increasingly pertinent area in this regard might be around questions of the racial, gender and other dimensions of over-use of resources and around demands for 'fair shares': the ways in which moves towards sustainable lifestyles can simultaneously address economic and environmental injustices, such as lack of access to key services and disproportionate exposure to the effects of environmental pollution.

3. Enable a power shift: governing change

Getting to the root of the problem also requires focusing on the **linkages between unsustainability and dysfunctional democracy**: how the way in which we currently practice democracy institutionalises unsustainability due to the privileges afforded to incumbent actors and the lack of weight given to countervailing voices. There is real scope to help support civil society groups to develop participatory processes and concrete plans for political, institutional and economic change that ensures responses to the Covid-19 crisis 'build back better'. These would aim at both exposing where systems are not functioning in terms of democracy, economic justice and sustainability, and where shifts in power are required to address the roots of these problems.

Dramatic change in society - of the speed and scale now prescribed by climate science - will not be possible without broad-based social buy-in and acceptance. Involving people in the design of carbon descent plans and schemes for radical decarbonisation is vital. Recent experiments in citizens assemblies at national and local level show some promise in this regard, but differ in their scope of mission, effectiveness and the political weight they wield. More radical governance innovations might include de facto representation for future generations that can exercise a veto role over key projects and decisions with long-term consequences. Such roles already exist in several parliaments around the world from Hungary to Israel and Wales, and funding could help to support similar initiatives elsewhere. Funder support for governance innovations such as these could help demonstrate the appetite for deeper change in the way we live our lives.

Funding campaigns for tighter controls on corporate lobbying in politics in relation to party funding, conflicts of interest and secondments, for example, would also help to rebalance politics in favour of climate action by closing the revolving door between politics and polluting industries, as well as placing limits on the over-consumption of fossil fuels in the near-term. There is scope to work with organisations like the Foundation for Democracy and Sustainable Development or Demos to set up enquiries or support citizen-focussed experiments, aimed at exploring ways of strengthening democracy for a sustainable economy and re-balancing power away from incumbent actors.

4. Drive social transformation: 'deep' scaling change

Living sustainably means living by different and less materialistic values. But it also requires change in all aspects of life. Behaviour change is not just about individuals and what households do, it is also about the collective behaviours of business, cities and government. Dominant approaches imply shallow scaling of behaviour change without disrupting key trends around consumption and production, work and growth, or what have been called 'plug and play' approaches where new technology is added to the mix, but the provision of the service and levels of demand stay the same. **Deeper scaling needs to be transformative:** from the individual to the systemic level, using the agency people have in the home, in the workplace and as active political citizens to accelerate change.

But with the depth of change required, and types of behaviours that need to be targeted, backlash is almost certain. Tom Brookes, Executive Director of Strategic Communications at European Climate Foundation, reflecting on ten years of involvement in climate funding, suggests, "we often behave like we don't have an opposition", whereas the question "What will the opposition do next?" should be near the top of the list in planning and strategy meetings.

Funders and organisations should not shy away from this as addressing the most engrained high impact behaviours is essential. What's more, backlash can be a constructive process in itself, bringing new stakeholders into the fold, widening the scope of engagement for a specific project or initiative and challenging deeply held beliefs. Backlash can instigate public debate, such as manufacturers of SUVs being forced to justify producing over-sized, gas-guzzling cars in response to calls from the UK Climate Assembly to have them banned. Or the controversy in the UK about the introduction of Low Traffic Neighbourhoods, which, despite their potential health and environmental benefits, have encountered some resistance. Concretely, this could take the form of a rapid response capacity with funds instantly available to fight these battles when they arise. This could help lock in new sustainable behaviour where capacity is lacking to deal with backlash and to quickly reinforce the positive opportunities.

People need to be brought along in the process of change: dilemmas and reasoning shared, discussed and challenged and compromises struck. When

Google introduced 'Meatless Mondays', they ended up with employees barbecuing meat in the parking lot in protest at the move! Likewise, charges of hypocrisy are levelled at anyone advocating for more radical action on global heating (for inconsistency if they fly, for example) as a deliberate strategy to silence advocates on the part of those resistant to change. Claims have and will be made that freedoms are under threat (to travel as we please and eat what we like). These powerful narratives need counter-narratives about managing privileges (of the few) in order to protect the many. It is about containing anti-social conduct and living within our means: a notion people readily accept in other domains of life.

More proactively, funders might also focus attention on exposing the tactics and strategies of those incumbent actors and polluter elites blocking the low-carbon transition by supporting organisations such as DeSmog and the Corporate Europe Observatory or Oil Change International, and learning from the experiences of successful campaigns, such as *Reclame Fossielvrij* (Fossil Free Advertising) - a Dutch citizen's initiative which coordinated over 50 local organisations in Amsterdam to press for a city-wide ban on fossil fuel advertising.

5. Focus on behaviour hotspots: mobilise the middle, target the top

Interventions, campaigns and proposals targeting polluter elites and specific sites of behaviour change may have more traction (in terms of public support and political palatability) and be more effective in terms of emissions savings than generic appeals to publics to support and engage in behaviour change. Interventions from funders need to target the **polluter elite** since this is where most carbon-intensive lifestyle emissions are concentrated. Over the period 1990–2015, nearly half of the total growth in absolute emissions was due to the richest 10%, with the wealthiest 5% alone contributing over a third (37%).

But they also need to target **behaviour hotspots**. For example, the carbon emissions of the average European diet are around 1,070kg CO_2 equivalent per year, but meat, eggs and dairy make up 83% of those GHG emissions. In terms of the more socially embedded behaviours - like flying and meat-eating - policy measures can be effective ways of institutionalising and generalising emerging social trends towards sustainable behaviour change. Key areas might be car use, aviation, zero carbon housing (and size of housing), support for renewable energy and dietary change.

Infrastructures shape the availability of many of these choices, but patterns of over-consumption might be addressed through measures such as Frequent Flyer Levies and meat taxes. It is vital that these measures yield a high return in terms of near-term rapid emissions reductions, but that they are also seen as fair.

6. Be bold: amplify change

It is clear that the scale of the challenge we face requires large-scale disruption of business as usual. Organisationally, philosophically and by design, funders also need to be **risk-taking, experimental and brave**. Without wishing to over-state the power of the funding and philanthropic community, interventions made by this community over the next ten years can play a decisive role in helping to shape whether we can maintain a viable climate system or drift further towards climate chaos.

Funders are well positioned to be radical convenors: introducing promising ideas and institutionalising them. Allowing this philosophy and approach to take root might mean being open to changing funding criteria and eligibility, as well as supporting different types of research where process and outcomes are more open-ended, contingent and not predetermined. This, in turn, requires a reorientation of conceptions of both success and failure, as often the process or project can create social value in itself and causality can be difficult to attribute when working in the realm of behaviour change.

Active funders and organisations will be embedded in the actual process of identifying systems, behavioural areas, sectors or geographical areas in which transformations need to be initiated and supported; ultimately becoming networked agents of change themselves. In the first place this might mean the further sharing and synthesising of intelligence among funders (such as the Funders for *Sustainable Living network* or the *Environmental Funders Network*) who fund and sit on the board of key organisations active in this space and having reactive and easily mobilised pots of money available for a quick turn around when promising interventions present themselves.

We highlight three key areas where funders can have greatest impact as innovative 'scalers' of sustainable behaviour change, namely:

(a) as *incubators* and promulgators of ideas, inspiration and experimentation;

(b) as *connectors* that build linkages between

actors, institutions and arenas (uniting those pursuing similar goals, inside and outside the philanthropic and sustainability communities); and

(c) as **mobilisers** of change - providing flexible, rapid-response funding to facilitate the development and roll-out of innovations in *new spaces* when events present opportune policy windows or openings for rapid behaviour change, social transition or systemic transformation. We discuss each of these in turn.

a) Incubators

(i) Fire the imagination: From 'What is' to 'What If?'

As discussed above, a huge barrier to imagining major changes in societal behaviour is our inability to imagine how things can be different and that change is in fact possible. As well as supporting spaces and processes for imagining 'what if?' scenarios, there is also work to do in challenging the idea that 'what is', the status quo, is acceptable.

There is a key role for funders in helping to redraw the boundaries of what is 'realistic' and 'possible', including re-positioning business as usual trajectories as unrealistic since they imply climate chaos. Futuring exercises around the redesign of urban spaces, more sustainable food, energy and transport systems, combined with creative attempts to visualise and roadmap them, could provide invaluable benefits for groups working on sustainable lifestyles. For example, researchers have produced a future travel guide to 'Notterdam' - offering a glimpse into a zero carbon city in 2045, while an art installation at London's Barbican ('We know not what we may be') invited audiences to re-imagine a zero carbon future. In Liege, Belgium, for example, local groups have developed a food belt (Ceinture Aliment-terre) to source local food and put in place a plan that, across the region of Wallonia, could create 44,000 jobs, generating €3.9 billion by feeding 3.5 million people on one third of the area's agricultural land. There are an increasing number of groups working in this space that could be engaged towards the end of nurturing and then enacting alternative visions.

(ii) Amplify and showcase success

Related to the above, the best check against despair, resignation and disempowerment is evidence that change is possible and can be made by each of us. Navigating the space between what

is **necessary** in terms of the speed and scale of action and what appears **possible** is very difficult. It requires us to redefine the boundaries of the latter and to do so by demonstrating viable alternatives.

Funders have an important role here in amplifying success stories about what is possible and building pressure on others to follow suit (whether it is cities, businesses, governments or individuals). The Rapid Transition Alliance is a positive example in this regard. Building positive momentum and accelerating trends also means working with key cultural influencers such as musicians, artists, athletes - some of whom have spoken out recently about their commitment to climate action - to maximise public engagement. Ambassadors who can model, showcase and celebrate the possibility and desirability of behaviour change can have disproportionate influence over social trends. Effective storytelling to empower individuals and transform often abstract ideas and policies into real, resonant conversations: supporting 'what if' conversations and communicating what arises in visual, engaging and enticing ways would help to achieve this.

(iii) Future research

Future areas of research that funders might want to support include improving understandings of the role and dynamics of social learning, as well as work on high-impact interventions, using multiple research methods and combining different types of actions to explore how and under what conditions behavioural interventions can have practical value. With regard to modelling, future research might generate large-scale assessments of existing and proposed policies from the perspective of their implications for lower carbon lifestyles; multi-country citizen surveys which combine data on consumption patterns with well-being; as well as the refinement of tools for ex-ante and ex-post evaluation of the effectiveness of policies. This needs to be combined with further in-depth social research on key actors such as the polluter elite to provide the empirical basis for advocacy and policy interventions.

There is also a clear need to globalise research and action on sustainable behaviour change beyond Europe and North America. Given the dominance of carbon intensive lifestyles in the global North this focus makes sense, but we also need to look at ways to avoid lock-in and tap into the potential of 'lifestyle leap-frogging'. There is also significant scope for transdisciplinary approaches and action-orientated methodologies. In the case of the former, funders like the Belmont Forum promote

trans-disciplinarity, but there is considerable scope to improve support for it.

(b) Connectors

(i) Work to build a community of funders collaborating in this space

This will increase the prospects of being able to support scalable interventions, reduce overlaps and duplication in funding, while allowing funders to still occupy niches as part of a coordinated and networked whole. Moves in this direction around sustainability science, for example, include the International Science Council working with national funders, donor aid agencies (like Swedish Sida), and some foundations in an initiative called the Global Forum of Funders.

This allows greater longevity of funding going forward, demonstrating clear commitment and reducing uncertainty for organisations and grantees, as well as creating a shared narrative around the need for scaled sustainable behaviour change. One might imagine for example an open international call from a series of major funders for scalable interventions in key carbon hotspots that meet a series of criteria about speed (tangible benefits within five years) and scale of change (scope for sector wide mainstreaming), and the extent of co-benefits and positive social justice outcomes. Such forms of collaboration among funders will help to nurture spaces for learning and sharing of best practice.

(ii) Build from below and work with what is there

There is a wealth of vibrant civil society action aimed at building a more sustainable society, nurturing shifts in values, and enabling direct participation in solutions and fostering significant behaviour change. Such efforts have intensified in the wake of the global pandemic with the need for self-help responses and community mutual-aid networks. There is value in learning lessons from sustainable communities of practice.

There are also synergies and lessons to be drawn across and between academic and practitioner communities. Horizon-scanning by funders could look at what is going on, what is scalable and might be supported either through small direct grants or open competitions to continue important work. This is about deepening existing strategies at community, city and business level, rather than necessarily setting up new projects. Funding to organisations that already do training and outreach work, in order to make their services free for

some initiatives, to open up courses to leaders of grassroots initiatives, for example, could make a real difference.

Place-based initiatives that can go with the grain of existing institutions and cultures can also be useful in this regard. One example is the ESRC funded Place Based Climate Action Network project which aims to drive climate action in UK cities and communities by translating climate policy into action 'on the ground'. Lifting restrictions on funding in line with being a charity or having charitable status could help bring more organisations on board in the drive for sustainable behaviour change. Support to smaller, start-up, place-based and agile organisations, that sometimes have lower overheads and can therefore devote more capital to their projects, can make a huge difference in terms of both impact and scalability. But they need sufficient resourcing and we need to challenge the idea that volunteers should give their time and resources indefinitely when they are providing essential common goods for us all.

Likewise, building mutual support networks for behaviour change that share positive practice helps to get beyond the sense of disempowerment experienced by the isolated, atomised consumer. Precedents around sustainable behaviour change include things like carbon rationing clubs. "Activism labs" meanwhile can help people to engage politically via social networks and community hubs or webinars (on how to write to an elected representative in a parliament, for example).

Many research councils are funding real time research on the social experimentation currently taking place to tackle the Covid-19 crisis. But commissioned work looking at how civil society responses are helping to support and scale up behaviour change around food consumption, travel and energy use, for example, could be very useful as an entry point for deciding on future funding for interventions. Supporting behaviour change in place-based contexts doesn't need to be big: multi-year, multi-partner funding models may not be appropriate for supporting strategic engagements on the ground.

(iii) Create social glue: Work with networks and intermediaries

Networks that can connect different initiatives and social groups, sharing ideas and tools about what works, when and for whom, building trust and bringing other change makers into projects of social transformation are critical. But

intermediaries also have a powerful, yet often neglected, role in shaping consumer choices. From estate agents to car dealers, financial advisers and community leaders, people receive advice from a range of trusted brokers that can impact on whether lower or higher carbon purchases are made. There is work to do in addressing perverse incentive structures (to sell more wasteful products) and cultural norms (around bigger being better, speed and convenience as the only relevant criteria).

Funders and foundations can also act as institutional entrepreneurs: simultaneously assessing system barriers and opportunities and identifying innovations with the greatest system impact. This builds on the work the Boundless Roots Community and others are doing in mapping key nodal points in networks of power and engaging with actors that move between multiple arenas of power.

(c) Mobilisers

Funders might increase their impact on behaviour change by having rapid response funds available to support key interventions in a timely and reactive way. Writing a proposal to predefined future deadlines, waiting for review, then extensive negotiation processes can mean that opportunities are missed. Intervening in live time debates about the future of aviation, which sectors to bail out, or how to fund campaigns for traffic-free neighbourhoods, or amplifying the recommendations of climate assemblies, require a different way of working for many funders. But they could yield some significant successes. Creating a pooled rapid response fund that can be reactive to events and disperse funds quickly as communities and activists need them, to amplify a particular initiative, meet a pressing resource need, or demand for communication support in the face of a backlash, could be invaluable in shaping the contours of the sustainable living debate as it unfolds.

To give an example of how this might be applied in practice, the COVID-19 pandemic offers an opportunity for funders to move into new spaces where others may already be operating, but

where the potential for sustainable behaviour change remains as yet untapped. School closures induced by national lockdowns have exposed child food poverty in some places, so an area ripe for intervention could be creating partnerships with food banks and free school meal providers to facilitate sustainable diets via locally sourced food provision, promoting low-carbon foods, and combining this with communication and support to low-income families about healthy food and sustainable living. The example also chimes with other attempts to bring social change into the heart of behaviour change strategies, such as Sam Polk's FEAST and Everytable initiatives.

In sum, now is the time for all of us to be bold and courageous through living differently, experimenting with alternatives in the places 'we live, work and play' to coin a phrase from the environmental justice movement, and demanding change from others: cities, local governments, global institutions and businesses. The challenge of scaling behaviour change is a collective one, even if the responsibility and agency to bring about that change is unevenly shared. The scale of the challenge is daunting. But it can be met by the boundless ingenuity, energy, courage and compassion that people around the world bring to the pursuit of a more sustainable society. Ultimately, it is that which gives us hope that another world is possible and may even be in the process of being built.

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