CATALYZING CLIMATE IMPACT BY LEVERAGING SPHERES OF INFLUENCE

A working White Paper from **Futerra** and **Oxford Net Zero**

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CONTEXT

Over 60% of the Forbes Global 2000 companies have now made public commitments to organisational net zero. This wave of ambition has been enabled by the infrastructure of voluntary emissions accounting and target-setting frameworks, developed and championed by initiatives such as the Science Based Targets initiative (SBTi), the Greenhouse Gas Protocol, and the World Resources Institute (WRI), among others. These initiatives have provided the essential scaffolding for corporate climate action by offering the accountability mechanisms necessary for real progress on decarbonisation. The SBTi Trend Tracker shows a dramatic increase in corporate climate ambition over 18 months. The number of companies with near-term science-based targets nearly doubled, while those with both near-term and net-zero targets more than tripled.

Within sustainability and ESG functions, these corporate climate emissions commitments are operationalised across 'Scopes' providing a structure for the inventory of greenhouse gas emissions across an organisation's value chain. Reducing emissions across this inventory is critical for measuring and managing emissions. However, greenhouse gas emissions inventories accounting across Scope 1, 2, and 3 only demonstrate a partial picture of a company's climate effort and impact. This paper expands on emerging concepts and metrics developing alongside emissions benchmarking, to demonstrate impact across a company's 'Spheres of Influence'. 'Spheres' capture the wider roles of the private sector in catalysing change across society, towards and beyond emissions reductions across 'Scopes' in traditional carbon inventories..

This paper explores an emerging concept dubbed 'Spheres of Influence', which considers the business sector's role in climate action beyond 'Scopes' and traditional carbon inventories.

A WIDENING PICTURE

The climate crisis and our pathways out operate across physical, social and technical systems, requiring solutions that extend beyond the operational Scope boundaries of any single business or sector. As the research, activity, and impact of corporate net zero has matured, it has become clear that focusing solely on operational emissions overlooks the critical role companies can play in shaping the broader market conditions necessary for a sustainable future. This leaves valuable avenues for gaining competitive advantage and accelerating climate action under- explored.

Many corporate leaders have already met limitations in current efforts to reduce their Scope 1, 2, and 3 emissions in a siloe, especially after 'low hanging fruit' reductions are achieved. These challenges reflect the reality that business exists within societal structures and thus, is subject to collective progress in system decarbonisation. Simply put, we reach net zero together or not at all.

Furthermore, business leaders who step in to help shape the new approach proposed in the paper are increasingly identifying benefits, first-mover advantages, and business opportunities across their 'Spheres of Influence'. These have the power to shift energy, priorities and resources beyond the scope of current corporate climate action, towards innovation breakthroughs driven by business-aligned climate opportunities.

The authors of this paper believe that recognising and leveraging a company's Spheres of Influence can propel strategies centered on business resilience, market leadership, competitive differentiation and system transformation.

THE ACADEMIC FOUNDATION

In 2024, the Journal of Carbon Management published a peer-reviewed paper entitled: "Is Impact Out of Scope? A Call for Innovation in Climate Standards to Inspire Action across Companies' Spheres of Influence" (Axelsson, Wigg, and Becker, 2024). The paper proposed that while emissions accounting measures a carbon footprint based on 'Scope', additional frameworks and governance are needed to reflect a company's Spheres of Influence beyond its inventory.

Each of the three Spheres first outlined in that paper represents a distinct yet interconnected avenue through which companies already are, and can continue to leverage their unique capabilities, relationships, and market positions to accelerate climate solutions, build resilience, and create value by driving down emissions across society.

In the Journal of Carbon Management paper, each Sphere is presented as dynamic, with boundaries that may overlap and have potentially powerful mutually reinforcing interactions. Unlike Scopes, which have to be tightly accounted for as an inventory of the company's physical climate-forcing liabilities, impact across Spheres may be presented (transparently) with varying degrees of direct or indirect certainty and causality, offering companies a space for research, development and, experimentation on potentially powerful but often less direct levers of influence.

The Spheres of Influence:

(Sphere A)
PRODUCTS AND SERVICES

Focuses on a company's efforts to drive climate action through the core offerings it brings to markets. This includes innovating, developing, and scaling climate-solution products and services.

(Sphere B)
PORTFOLIO OF CLIMATE FINANCE

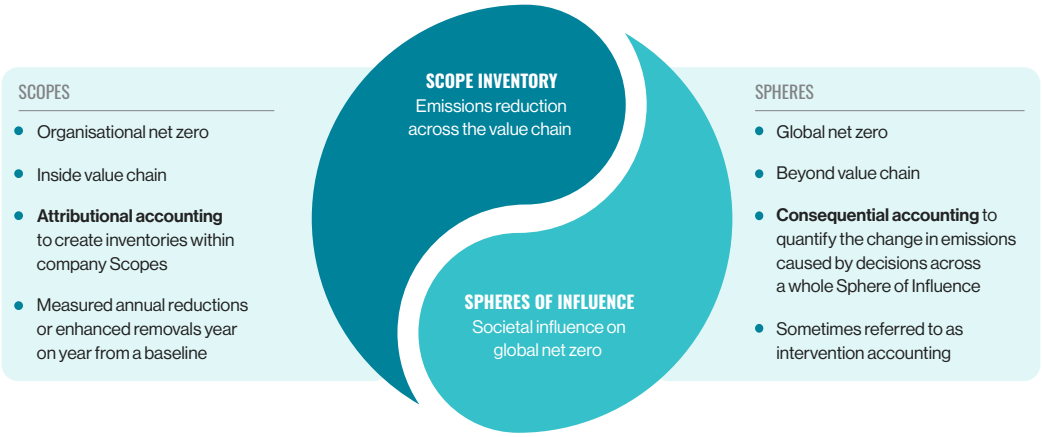
Encompasses a company's financial influence, including how it invests capital, lends, or otherwise directs financial flows towards climate solutions and away from high-carbon activities. This Sphere leverages a company's financial power to accelerate the broader transition.

(Sphere C)
POLICY AND PUBLIC ENGAGEMENT

Highlights a company's role in shaping the external environment through advocacy and communication. This involves influencing policy-making, engaging in cross-sectoral collaborations, and educating the public to foster a more supportive context for climate action.

SCOPES AND SPHERES

The relationship between interventions across Spheres of Influence, and Scope inventory reductions is crucial for holistic corporate climate action, as illustrated below:



While Scopes (1, 2, and 3) rely mainly on attributional accounting to track a company's emissions and decarbonisation efforts within its value chain, impact across Spheres of Influence, if quantified in terms of potential emissions impact, are often likely to be captured using consequential accounting reflecting change in emissions caused by decisions and interventions across a Sphere of Influence. While impact across Spheres of Influence may ultimately help to drive down value chain emissions, this is not always traceable. Furthermore, impact across Spheres extends beyond the company's value chain, representing wider critical contributions to global net zero.

IMPORTANT NOTE

Scopes and Spheres are complementary and not interchangeable. Scopes and Spheres cannot be traded or 'netted off' against each other as they ask and answer fundamentally different questions about a company's separate types of climate action. While emissions across Scopes represent direct value-chain emissions and progress in decarbonising these, Spheres capture broader influence-based impact, such as enabling systemic change through product innovation, financial flows, or policy advocacy. Spheres affect emissions beyond a company's own footprint or supply chain. Each thus reports on distinct aspects of a company's overall climate contribution: one attempts to offer a true physical emissions inventory and the other is current or potential impact (which can be reflected in terms of estimated emissions removed or reduced or other values and metrics).

> **"WHILE IT IS CRITICAL FOR THE CREDIBILITY OF CLIMATE CLAIMS THAT COMPANIES NOT 'NET' ASSUMED IMPACTS ACROSS SPHERES WITH EMISSIONS ACROSS SCOPES, STANDARD REPORTING ON SPHERES CAN PROVIDE A HOLISTIC PICTURE OF CORPORATE CLIMATE ACTION."**
>
> Axelsson, Wigg, and Becker, 2024

FURTHERING THE CONCEPT

Following the publication of the academic paper, Solitaire Townsend of Futerra and Kaya Axelsson of Oxford Net Zero jointly authored a Harvard Business Review article titled "To Incentivize Companies to Address Climate Change, Measure Their Broader Impact" (Townsend, and Axelsson, 2024).

The positive response to that article encouraged the authors to continue to develop projects to better aggregate and define high-impact action across **Spheres of Influence.** The first work plan reviewed emerging efforts, standards, and guidance relevant to the Spheres of Influence concept and also benchmarked over 800 different relevant commitments, goals, or publicly shared endeavours by companies. Examples of those existing efforts by companies are noted in this paper as examples to help clarify the proposed approach.

This research revealed a wealth of activity, insight, and emerging frameworks relevant to global net zero. Many organisations have produced relevant and useful developments, notably SBTi, WRI, WBCSD, Exponential Roadmap Initiative (ERI), Project Drawdown, ACT Initiative, WWF, and others. The references section lists many of the most detailed frameworks and insights relevant to the Spheres of Influence concept.

[1] Inventory accounting, also known as attributional accounting, tracks greenhouse gas emissions reductions and removals within a defined organisational and operational boundary over time. It is the primary method used by corporations and other organisations to report emissions from their operations and value chains. (Greenhouse Gas Protocol, 2023)

[2] Project-based accounting, also known as consequential accounting or intervention accounting, estimates the impacts or changes in greenhouse gas emissions resulting from specific projects, actions, or interventions relative to a counterfactual baseline scenario. It is the primary method used to evaluate the emission effects of projects by comparing emissions and removals that happen in the project scenario with an estimate of what would have happened without the intervention.Project-based accounting, also known as consequential accounting or intervention accounting, estimates the impacts or changes in GHG emissions resulting from specific projects, actions, or interventions relative to a counterfactual baseline scenario. It is the primary method used to evaluate the emission effects of projects by comparing emissions and removals that happen in the project scenario with an estimate of what would have happened without the intervention. (Greenhouse Gas Protocol, 2023)

The research also revealed an evolving lexicon related to this debate, although firm definitions and boundaries are still evolving. Some terms refer to one specific part of activity beyond organisational net zero, others attempt to encompass an entire approach:

- Avoided emissions
- Beyond inventory
- BVCM
- Carbon positive
- Climate shadow
- Emission reductions outside the value chain
- Enabled emissions reductions
- Handprint
- Brainprint
- Scope 3+
- Scope 4
- Scope F
- Scope X
- Scope Zero
- Solutions Scope

This cornucopia of concepts and related dialogue speak to wide-ranging calls from across sustainability professionals as to the need for more formalisation of 'Spheres of Influence' type thinking. Following an extensive review of these concepts and their related reasonings, we synthesised three main insights:

INFLUENCE-BASED CLIMATE ACTIONS ARE UNDER-CLASSIFIED AND INADEQUATELY REWARDED

Companies are already wielding their influence for climate action (for better and for worse), yet this critical work (for better) is often siloed, fragmented, and under-acknowledged in current reporting frameworks. This oversight not only disincentivises the most impactful actions but also obscures genuine climate leadership and inhibits strategic investment in systemic change.

OPTIMISING INVESTMENTS FOR LEVERAGE AND TRANSFORMATIVE RETURNS

Corporate actors require a common lexicon and a structured framework to better understand, categorise, and communicate their influence-driven impacts. Without this, the full strategic value of their broader climate action remains unrealised and under incentivised.

SHAPING MARKETS AND POLICY TO ALIGN WITH LONG-TERM BUSINESS SUCCESS

While many advocates for climate action by the business sector reference corporate influence beyond Scopes at a high level, most climate standards do not explicitly draw this out, and do not explicitly outline or formally reward those actions. This creates a disconnect, as the predominant focus for sustainability teams remains on direct emissions reduction targets, effectively sidelining crucial leverage and strategic opportunities for comprehensive climate action.

With all this in mind, this paper proposes a framework for corporate Spheres of Influence to address the gap, offering further detail on each Sphere.

ONGOING PROJECTS TO DEFINE AND ESTABLISH SPHERES OF INFLUENCE

In December 2024, the authors began collaborating to define, expand, test, and transform the concept into a practical framework.

A core principle of this work is to avoid duplicating existing work. Our extensive review revealed a

wealth of valuable guidance and strong research on relevant topics. The project seeks to amplify this work by others and provide a robust framework to structure all this excellent corporate action that goes beyond inventory accounting.

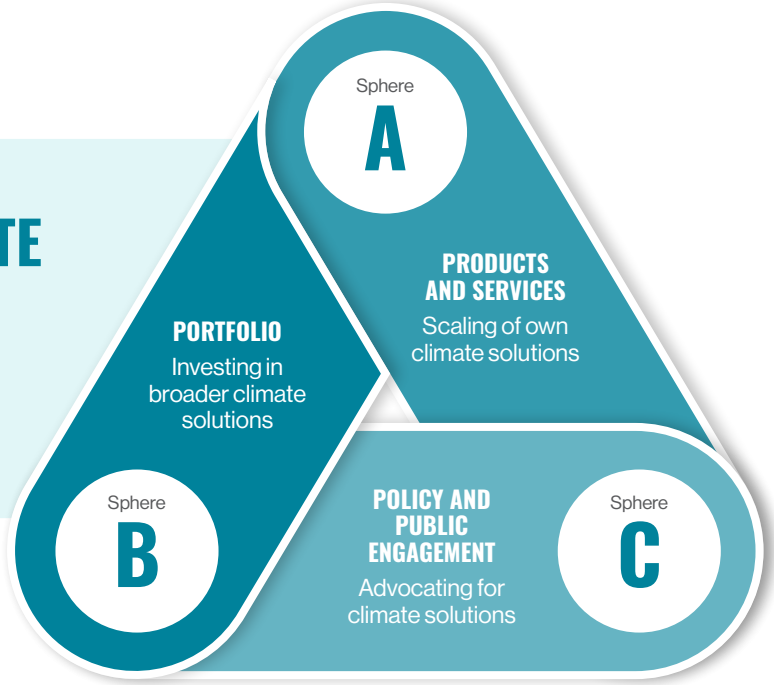
To test the practical application of the emerging framework, a Pilot Group of companies has partnered with Futerra and Oxford Net Zero. This group includes CHANEL, Kao Corporation , Oatly, Unilever, and others, who have generously offered their support. **The authors of this White Paper, and collaborators on projects take inspiration from examples of emerging high-impact practice but maintain academic and strategic independence from the Pilot Group.**

THE SPHERES OF INFLUENCE FRAMEWORK

The framework under development identifies three primary Spheres of Influence, each representing a critical avenue for impactful action that complements Scope 1, 2, and 3 reporting:

SPHERES OF CORPORATE CLIMATE INFLUENCE

Action and reporting in these three spheres is needed to complement reporting on Scopes 1, 2 and 3



These three Spheres collectively represent the levers through which companies can and are using their influence to accelerate global net zero. Strategic action and transparent reporting across these three Spheres of influence is needed to complement action and reporting on Scope 1, 2, and 3 emissions, and together can provide a comprehensive look at a company's commitment and impact.

To effectively operationalise this Spheres of Influence framework, more detail on each is required. Therefore, the Spheres of Influence Project has developed a preliminary classification of 'sub-spheres' which are actionable levers where companies have or can demonstrably exert positive influence. These sub-spheres are distinct, defined either by the specific function a company performs or the authority it exercises within a given context.

(Sphere A)
PRODUCTS AND SERVICES

A1
Product and Service Innovation

A2
Business Model Innovation

A3
Climate Solutions Research and Development

(Sphere B)
PORTFOLIO OF CLIMATE FINANCE

B1
Climate Mitigation Beyond Emissions Inventory

B2
Market Shaping Mechanisms for Decarbonisation Pathways

B3
System Investment in Enabling Infrastructure and Services

(Sphere C)
POLICY AND PUBLIC ENGAGEMENT

C1
Government and Policy Engagement

C2
Industry Engagement

C3
Public Engagement and Empowerment

The initial list of sub-spheres was developed through an iterative process involving a comprehensive analysis of current climate actions embedded in corporate strategies, engagement with leading companies and experts, and careful comparison with emerging best practices in both industry standards and evolving regulatory landscapes.

For a detailed overview of most of the foundational resources and relevant literature, please see the References.

This classification is a **dynamic working draft**, and the immediate objective of authors is to refine these sub-spheres through continuous consultation with a diverse group of experts and practitioners. The Spheres of Influence Project's ongoing work will focus on identifying appropriate measurement methodologies and key performance indicators (KPIs) for each sub-sphere.

It is anticipated that these indicators will encompass both qualitative and quantitative measures (beyond carbon dioxide equivalent), reflecting the complex, often systemic, and dynamic nature of corporate influence.

SUB-SPHERES

The table below sets out the current iteration of the proposed sub-spheres. Please refer to the appendix for further detail and examples of the sub-spheres in practice.

NOTE: The language used in the below table is intentionally technical, intended to reference specific frameworks and terminology leveraged across industries today. For more detailed descriptions and illustrative examples of each sub-sphere, please see Appendices A, B, and C.

	Sphere A **PRODUCTS AND SERVICES**			Sphere B **PORTFOLIO OF CLIMATE FINANCE**			Sphere C **POLICY AND PUBLIC ENGAGEMENT**		
SUB-SPHERE	A1 Product and Service Innovation	A2 Business Model Innovation	A3 Climate Solutions Research and Development	B1 Climate Mitigation Beyond Emissions Inventory	B2 Market Shaping Mechanisms for Decarbonisation Pathways	B3 System Investment in Enabling Infrastructure and Services	C1 Government and Policy Engagement	C2 Industry Engagement	C3 Public Engagement and Empowerment
LEVERS	A1.1 Develop and scale products that accelerate others' emissions reductions (i.e., resulting in avoided emissions) A1.2 Develop and scale services that accelerate others' emissions reductions (i.e., resulting in avoided emissions)	A2.1 Implement revenue models that decouple growth from material consumption A2.2 Implement incentives for sustainable consumer behaviours	A3.1 Foster and invest internal climate solutions R&D, (e.g., patents for climate solutions) A3.2 Conduct joint climate solutions R&D for own products and services with external partners	B1.1 Invest in high-integrity credits, certificates, and removals that support technological and nature-based solutions beyond emissions inventory B1.2 Support programmes and philanthropic efforts that contribute to societal decarbonisation and a just transition	B2.1 Utilize advanced market commitments, offtake agreements and/or demand aggregation partnerships to demonstrate demand and prove long-term finance for low-carbon and/or carbon removal technology and solutions B2.2 Support the development and scaling of climate solutions beyond own products and services (e.g., accelerators, incubator funds, corporate venture capital, academic research, etc.) B2.3 Leverage corporate cash/investments to divest from high-emitting activities and redefine market incentives	B3.1 Invest in infrastructure that enables and supports the development and uptake of low-carbon and/or carbon removal technology and solutions (e.g., renewable energy infrastructure, grid modernization, sustainable transportation infrastructure, regenerative farming etc.) B3.2 Invest in critical enabling services to foster systemic decarbonisation (incl. public-private partnerships)	C1.1 Advocate for policy to address external dependencies and climate risk C1.2 Advocate for policy to incentivize corporate climate action C1.3 Advocate for policies to remove barriers for net zero compatible lifestyle	C2.1 Advocate and engage with suppliers and partners to implement climate action and sustainable practices C2.2 Advocate for alignment to the Paris Agreement for all affiliated coalitions, business and trade associations C2.3 Participate in a multi-stakeholder coalition or initiative with explicit objective aligned with global net zero C2.4 Open-source climate knowledge and solutions	C3.1 Equip the public with science-backed efforts to generate demand for and enable sustainable lifestyles (e.g., campaigns, entertainment or advertising to clients, customers, employees, or broader public) C3.2 Promote public climate advocacy (e.g., advocacy campaigns, petitions)

SPHERES FAQ

How does the Spheres concept incorporate the Just Transition?

Climate change is too often presented through global models or technical solutions. But in the end, it is people that will both suffer and solve this crisis. Dominant dialogues about climate often boil down to accounting frameworks for measuring emissions. These conversations too often alienate would-be solutions providers, including workers, communities, and vulnerable groups, whose contributions and self-determination is critical to a fast and fair transition. Successful pathways to net zero must involve a wide range of people in decision-making, acknowledging and redressing past harms, mitigating future unintended consequences of responses, and attending to the distribution of decarbonisation benefits. It is therefore crucial to develop frameworks and governance that helps to inspire and invite a range of different types of impact. Working together on impact projects as higher-order priorities in an accessible way can help to build trust between people and organisations and reduce operational risks. Opportunities to build these principles of a just transition into company strategy exist across the Spheres of Influence approach.

For example, companies can leverage the Products and Services Sphere (Sphere A) towards a Just Transition by involving employees, workers and frontline communities in the development of new products, services and climate solutions. This may include working with and recognising the innovations of new entrants into incumbency markets who might not otherwise receive recognition by large firms focused only on reducing their own emissions across scopes (Robiou du Pont, S., et al. "Corporate emissions targets and the neglect of future innovators." Science, vol. 384, no. 6694, 2024, pp. 388-390. DOI, doi:10.1126/science.adl5081). As frontline climate communities and those in developing contexts often develop climate solutions out of necessity, a raft of untapped climate solutions products exists in emerging markets for large and established companies to learn from. In other cases, shifts in the way that products and services are developed may have impacts on workers. Supporting workers to reskill to meet new product or service development needs is critical.

Increasingly, wellness concerns are cited by climate-aware employees whose work requires them to develop or facilitate high-emitting processes and products. Such a shift towards climate solutions offers companies an opportunity to review the ways that current production processes and ways of working are serving employees and to use the transition to engage and improve on work-place well-being. By shifting a corporate portfolio, companies can mitigate health risks for employees suffering due to cognitive dissonance between actions and values, transforming health risks and low-motivation into employee satisfaction and purpose-based work.

The Portfolio of Climate Finance Sphere (Sphere B) helps companies raise climate finance, not just for meeting value chain targets, but also for a broader range of priorities (including local and ground-up priorities). De-coupling some climate finance from corporate climate claims about their own inventory allows companies to invest where they can make the most impact and support projects for a range of other additional co-benefits. Better recognition of the way companies leverage their climate finance to fill critical climate finance gaps enabling the most

impacted to leap frog brown development for green, and adapt to climate change along the way. Leading companies are already leveraging a range of financial portfolios towards global net zero in acknowledgement of the global social cost of their ongoing emissions year on year.

The development of a high integrity climate finance portfolio also comes with its own just transition considerations. Knock-on impacts of climate finance should be considered by companies, for example the impact on local communities of the purchase of carbon credits (e.g. whether free, prior, and informed consent (FPIC) has been sought from Indigenous people). Where companies engage in systemic investment for products and services, collective action to influence (e.g. working conditions and rights in product manufacture or sourcing sites) would help mitigate against potential human rights infringements.

Finally, from a procedural justice perspective Sphere C is critical to a fair transition. There are myriad ways companies engage and influence the public and the public sector through. Sphere C acknowledges the responsibility companies have to thoughtful and transparent policy engagement and stimulation of public dialogue in line with their climate commitments. Companies have the opportunity to strengthen transition fairness by advocating for governments to implement regulatory regimes that level playing fields ensuring a fair common transition, and embed accountability systems for common corporate behaviour to limit social and environmental harm of doing business.

Further work from the Spheres of Influence Project will seek to better evaluate how principles of a just transition are already being applied across corporation activities beyond traditional inventories, and how future versions of this framework could recognise and incentivise efforts working toward empowering communities to adapt and thrive in a net zero society.

Do the Spheres include Nature and Climate Adaptation?

The literature on the relationships between climate mitigation, nature, and adaptation, emphasises the ways in which intersections are multiplied when actors work together at a 'system-level'. In this way, the Spheres of Influence framework opens up creative pathways for corporate strategies that integrate climate and wider sustainability co-benefits. Furthermore, if companies are not required to 'net' inventory emissions with wider project investments (e.g. Sphere B) this takes some pressure off of such investments to focus entirely on carbon benefits, allowing space for recipients of funding to self-determine based on carbon benefits alongside a wider set of sustainability priorities eg. nature and adaptation. Taking pressure off tonne-for-tonne accounting for some climate finance, while rewarding its action across this Sphere, has the potential to mitigate pressure on companies to purchase only the least expensive carbon credits, and rather evaluate projects based on a range of metrics.

While the primary lens of Spheres of Influence Project is climate mitigation, the 'dual track' of climate action offered across Spheres opens up more space for flexible and adaptive governance integrated with social and environmental sustainability priorities. Future iterations may include more detailed guidance on the ways the intersections of the Spheres of Influence framework with nature and climate adaptation.

CASE STUDY: OATLY – CULTIVATING INFLUENCE FOR A PLANT-BASED FUTURE

Oatly, the leading global oat drink company, exemplifies how corporate strength can be proactively leveraged beyond direct operational boundaries to drive systemic climate action. Their latest Sustainability Plan clearly articulates a philosophy that resonates deeply with the Spheres of Influence framework, demonstrating how climate competitiveness is achieved through comprehensive impact. Oatly also continues to demonstrate leadership by being among the first to embed this framework as a guiding principle within their sustainability plan. Oatly explicitly states, "Our biggest impact isn't the emissions from our factories. It's the emissions we help avoid by making it easier for people to choose plant-based instead of dairy." This statement is a clear articulation of their proactive approach to climate contribution, moving far beyond their direct footprint and underscores their commitment to addressing the broader climate challenge.

Oatly's strategy seamlessly integrates action across the three Spheres of Influence:

SCALING CLIMATE SOLUTIONS FOR MARKET TRANSFORMATION (SPHERE A - PRODUCTS AND SERVICES)

Oatly's entire business model is built around providing a direct climate solution. By relentlessly innovating and scaling its portfolio of plant-based products that replace cow's dairy, Oatly directly empowers millions of consumers globally to make choices that significantly reduce emissions. Their rigorous focus on calculating "avoided emissions" (the societal greenhouse gas reductions achieved when a consumer selects oat drink over cow's milk), in addition to their ambitious footprint reduction target, is a groundbreaking step. It quantifies their positive influence, demonstrating how their product actively contributes to broader decarbonisation targets by shifting consumption patterns and transforming the food market, extending well beyond their immediate value chain.

INVESTING IN BROADER CLIMATE SOLUTIONS AND SYSTEMIC SHIFTS (SPHERE B - PORTFOLIO)

Beyond their direct product offerings, Oatly actively influences its supply chain through strategic partnerships and engagement, effectively using its purchasing power and investment portfolio. This includes working directly with farmers to transition towards more sustainable agricultural practices, such as regenerative farming methods. While these efforts are within their extended value chain, Oatly's commitment to supporting and expanding these farming methods shows how they're using their influence to drive real systemic change within the food system.

ADVOCATING FOR THE CLIMATE TRANSITION (SPHERE C - POLICY AND PUBLIC ENGAGEMENT)

Oatly consistently leverages its distinctive brand voice and public platform to champion a more plant-based food system. This includes actively engaging in public discourse, driving awareness campaigns, and strategically advocating for supportive policies. Examples include promoting climate labeling standards, equitable taxation for sustainable alternatives, and advocating for the inclusion of plant-based options in public dietary guidelines and subsidies. Their direct engagement with policymakers and impactful public campaigns exemplifies their use of corporate strength to actively shape the broader regulatory and societal environment, paving the way for a faster, more effective climate transition.

Oatly's approach serves as a compelling real-world example from the Spheres of Influence Pilot Group. It illustrates that impactful climate action is no longer siloed; it demands a multi-faceted approach where businesses utilise their full corporate strength, across their products, investments, and public voice, to foster a competitive landscape that actively drives and rewards climate solutions. By embracing the Spheres of Influence, Oatly is not only reducing its own environmental impact but is actively shaping the future of the food system, demonstrating climate competitiveness and leadership.

To ensure credibility, integrity, and effectiveness, the Spheres of Influence framework is underpinned by the following core principles. These principles guide companies in deploying the framework responsibly and transparently, minimising risks such as greenwashing and ensuring that climate action delivers genuine systemic impact.

NEXT STEPS FOR SPHERES AND APPROACHES TO THE WORK

The immediate next steps for the Spheres of Influence Project focuses upon key strategic efforts designed to advance the framework and establish the practical foundations for its widespread integration:

PROACTIVE ENGAGEMENT WITH POLICY AND STANDARDS BODIES

This white paper is part of ongoing engagement with experts, pivotal policy, and standards-setting bodies. This engagement transcends conventional advocacy. It is a strategic imperative to co-create the enabling environment where comprehensive climate action is not just encouraged, but explicitly recognised and incentivised. This directly shapes the evolving normative and regulatory landscape to explicitly reward holistic climate action that extends beyond traditional emissions accounting paradigms.

EMPIRICAL PILOTING WITH CORPORATE PARTNERS

The core project team will continue to collaborate with corporations to rigorously test and refine how Spheres of Influence strategies can work within authentic operational contexts. This work involves the systematic conceptual elaboration of the framework and its operationalisation, translating rigorous theoretical underpinnings into actionable, implementable guidance modules for diverse corporate entities. This collaborative effort is designed to generate robust empirical evidence affirming strategic efficacy, operational viability, and contribution to competitive advantage across various business models. It also entails developing iterative and progressively refined methodologies for impact attribution and measurement. It will focus initially on salient qualitative indicators and, where empirically feasible, precise quantitative metrics, all while ensuring transparency on degrees of certainty regarding possible or estimated impact. These practical pilot projects serve as critical case studies. They demonstrate real-world application, quantifying benefits where scientifically amenable, and systematically identifying emergent best practices, thereby rendering "impact beyond Scope" genuinely operationalisable and ensuring comprehensive assessment and accountability for every positive ripple.

STRATEGIC DISSEMINATION AND CONVENING

We are strategically orchestrating high-impact communication initiatives, dynamic bespoke fora, and critical convenings. These efforts aim to cultivate broad awareness and foster collaborative action around the Spheres of Influence, thereby solidifying the framework's standing as an indispensable cornerstone for resilient business strategy and undeniable climate leadership.

The framework emphasizes progress over perfection, aiming to publish an initial version of this paper to enable companies to pilot and refine the approach in real time, capturing momentum in fast-moving markets and regulatory environments.

INVITATION TO PROVIDE FEEDBACK

The potential of the Spheres of Influence concept can only be fully unlocked through collaborative engagement and the collective wisdom of diverse stakeholders, from forward-thinking industry leaders and policymakers to leading academics and civil society organisations. This white paper is not a conclusion; it is an explicit invitation to co-create and refine a framework that can empower companies to maximise their systemic climate impact.

The Spheres of Influence Project therefore invites your feedback and active discussion on the ideas and strategic directions presented in this paper. Your insights are invaluable as we seek to enhance the framework's clarity, practical applicability, and strategic utility for real-world implementation.

The authors recommend reviewing the detailed 'sub-sphere' explanations in the Appendix before finalising your feedback.

To guide your reflections and facilitate structured input, we particularly welcome your perspectives on the following questions:

- How can the proposed Spheres of Influence framework best integrate with or complement existing corporate climate strategies and reporting standards within your specific sector or area of expertise?
- What are current emerging high-integrity/inspiring examples of impact targets and evaluation metrics across each of the Spheres?
- What compelling examples or empirical case studies within your experience demonstrate a company's influence that extends significantly beyond its traditional Scopes 1, 2, and 3 emissions?
- What are the primary challenges, opportunities, or methodological considerations you foresee in operationalising each Sphere, particularly concerning robust measurement, transparency, and accountability?
- What specific safeguards or mechanisms should be integrated into the Spheres of Influence framework to effectively mitigate the risk of greenwashing and ensure that reported activities represent genuine, verifiable, and additional climate impact?
- How can this approach be most effectively leveraged to drive genuine, systemic climate action and incentivis\¥¥¥¥¥¥ the most impactful corporate interventions across the global economy?
- Are there any critical elements or considerations missing from this initial articulation of the Spheres framework that would enhance its overall robustness, applicability, or capacity for driving transformative change?

Please submit your feedback and contributions by December 1st to https://forms.gle/BiCctsFD6YPjRVET8.

Beyond formal feedback on this document, we are actively forging a coalition of pioneering organisations and experts dedicated to advancing this essential work. The Spheres of Influence Project is recruiting further corporate members for the Pilot Group. Members of the Pilot Group are invited to engage directly in the cutting-edge research, development, and piloting of Sphere strategies, contributing directly to the framework's ongoing refinement, empirical validation, and real-world application.

APPENDICES

DEVELOPMENT OF THE 'SUB-SPHERES'

The development of these 'sub-spheres' has been informed by a thorough review of leading frameworks and methodologies, as detailed in the references section of this paper. These foundational resources include, but are not limited to, guidance from:

- Intergovernmental Panel on Climate Change (IPCC)
- Greenhouse Gas Protocol
- Science-Based Targets Initiative (SBTi)
- Exponential Roadmap Initiative (ERI)
- Accelerating Climate Transition (ACT) Initiative
- World Resources Institute (WRI)

This comprehensive review covered a wide array of crucial topics, from emissions inventories and beyond value chain mitigation (BVCM) efforts to avoided emissions and policy advocacy. The core project team are eager to further refine the strategic aims and descriptions of these sub-spheres through continued consultation, fostering shared understanding and collective action.

NOTE ON ILLUSTRATIVE EXAMPLES

The company examples provided for each lever of action are illustrative and are only included to aid understanding of each Sphere described. It's crucial to understand that these are not presented as models of perfectly measured or "ideal" impact case studies. Instead, they serve to highlight that the work of creating and communicating positive social and environmental impact is already happening across the corporate world, underscoring the critical need for a common framework.

These examples are based on publicly available information and represent the authors' interpretation of how specific company actions could align with the Spheres of Influence framework. They are not exhaustive, nor do they imply endorsement of any company's overall climate strategy, performance, or endorsement by a company of all perspectives offered in this whitepaper. The climate landscape is constantly evolving, and companies' approaches may change over time. Users should conduct their own research and due diligence for current and comprehensive information on any specific company's climate initiatives.

PRODUCTS AND SERVICES - SCALING OF OWN CLIMATE SOLUTIONS (SPHERE A)

The core offering of a company (products and services) represents a profound and often underestimated lever for climate action, extending far beyond the emissions associated with their production/use. Every company, through its design, innovation, and market presence, shapes consumer demand, influences industry norms, and can directly enable global decarbonisation. In a rapidly transforming net zero economy, products and services that deliver climate solutions are not just an ethical imperative; they are powerful drivers of market leadership, brand loyalty, and sustained growth. This Sphere fundamentally redefines value, aligning commercial success with transformative climate impact.

BUSINESS VALUE AND SYSTEMIC IMPACT

The first Sphere focuses on products and services as a proactive strategy for identifying and capitalising on new market opportunities, strengthening customer relationships, elevating brand reputation, and attracting and retaining top talent. It moves far beyond static product life cycle assessments. By strategically leveraging the influence of its products and services, an organisation can significantly accelerate the global transition to a net zero economy, demonstrating a form of leadership that resonates powerfully with investors, customers, and employees alike. For regulators, NGOs, and standard setters, Sphere A offers a vital pathway for market-driven solutions that effectively complement policy frameworks and contribute directly to collective climate and economic goals.

This Sphere (A) includes innovation of Products and Services (A.1), Business Models (A.2), and climate solutions. Impacts can be reflected in terms of the avoided emissions and/or positive systemic shifts across consumption patterns and the wider economy. Sphere A embeds into corporate strategy, demonstrating competitive advantages through climate action by cultivating demand for sustainable alternatives to high-emitting products and establishing and building new markets for a post-carbon future.

THE LEVERS OF THE PRODUCTS AND SERVICES SPHERE

Organisations can drive and reflect significant climate impact through their products and services across the following 'sub-spheres':

A1
Product and
Service Innovation

A2
Business
Model Innovation

A3
Climate Solutions
Research and Development

Subsphere A1 involves the innovation of products and services, expanding solutions that help organisational customers, individual consumers, and other users reduce their own greenhouse gas emissions, leading to significant avoided emissions that would not have occurred otherwise.

These positive climate impacts from products and services can be assessed and reported in line with the guidance and methodology supported by co-authors and published by the World Business Council for Sustainable Development's (WBCSD) guidance.

Two key levers of actions were identified:

A1.1

Develop and scale products that accelerate others' emissions reductions

Making and selling physical items designed to help other organisations or individuals lower their own carbon emissions.

Unlike Scope 3, which accounts for emissions generated within a company's value chain, this activity focuses on measuring the avoided emissions of its customers and consumers beyond the company's value chain.

HITACHI

Hitachi is advancing decarbonisation through a targeted portfolio of products and services designed with low environmental impacts, already claiming 100 million metric tons of avoided emissions by fiscal year 2024.

Climate Benefit:

By proving that large-scale industrial product innovation can deliver meaningful emissions reductions without sacrificing performance or profitability, Hitachi is reinforcing confidence in society's ability to transition entire value chains to net zero.

Business Benefit:

This ambition strengthens Hitachi's market leadership in climate-aligned technologies, positioning the company to capture emerging low-carbon markets, deepen customer trust, and stay ahead of tightening policy expectations around industrial emissions.

A1.2

Develop and scale services that accelerate others' emissions reductions

Offering intangible help, advice, or ongoing support that empowers other organisations or individuals to decrease their carbon emissions beyond the company's own value chain.

SALESFORCE

Salesforce provides its Net Zero Cloud platform as an enterprise-grade sustainability management tool that helps other organisations measure, manage, and reduce their own emissions footprints. The platform includes automated data collection, emissions calculation, supplier engagement tools, and scenario planning to support decarbonisation strategies.

Climate Benefit:

By equipping thousands of companies with the tools, insights, and frameworks needed to take credible climate action, Salesforce helps drive exponential emissions reductions far beyond its own footprint – supporting more ambitious and accountable pathways to net zero across industries.

Business Benefit:

Net Zero Cloud positions Salesforce as a climate enabler and trusted partner in sustainability transformation, deepening customer relationships, opening new markets for climate-aligned digital services.

Sub-sphere A2 focuses on Business Model Innovation involving transforming a company's fundamental approach to value creation and revenue generation to inherently reduce climate impact. This sub-sphere moves beyond incremental operational efficiencies, or climate positive features of individual products and services. This work involves driving lower or avoided emissions beyond the walls of the company through structural changes to the way the company does business.

Two key levers of actions were identified:

A2.1

Implement revenue models that decouple growth from material consumption

Design and adopt financial frameworks where increased revenue is no longer directly tied to, or dependent upon, increased consumption of raw materials or higher volumes of manufactured goods. This could include transitioning to "product as a service" models, subscription-based services or establishing new revenue streams from repair and refurbishment.

PHILIPS

Philips has shifted from simply selling light bulbs and fixtures to offering "Light as a Service" (LaaS), particularly for commercial and municipal clients. Instead of purchasing lighting equipment outright, customers pay a recurring fee for the light output, maintenance, and energy efficiency provided by Philips. Philips retains ownership of the luminaires, incentivising them to design for durability, repairability, and upgradability.

Climate Benefit:

Philips' LaaS decouples growth from material consumption, greatly reducing waste and energy use through longer-lasting, more efficient lighting, thus lowering carbon emissions.

Business Benefit:

Under Philips' LaaS model, revenue is based on the lighting system's performance and longevity, not new product sales. This incentivises Philips to design highly durable, modular, and recyclable components, as their profitability increases with longer product lifespans and lower material/maintenance costs. By retaining ownership, Philips internalises resource costs, driving innovation for greater durability and reduced supply chain risks.

A2.2

Implement incentives for sustainable consumer behaviors

Strategically integrate mechanisms within the business model that encourage and reward consumers for making lifestyle choices aligned with global net zero. According to the IPCC AR6 WGIII report , specific consumer actions can play a significant role in reducing emissions.

KERING (BALENCIAGA)

Balenciaga launched an initiative that represents a structural shift in its business model from focusing solely on the sale of new luxury goods to actively participating in, enabling, and monetising the second-life and circular luxury economy. This climate solution, the Balenciaga Re-sell Program developed with Reflaunt, encourages customers to return pre-owned items for compensation or store credit. These returned items are then authenticated, professionally photographed, priced, and listed across numerous secondary marketplaces, extending their lifecycle and reducing the demand for new production.

Climate Benefit:

Through extending product life cycles and cutting demand for new production, Kering is showing how luxury can align with a climate-positive circular economy, unlocking pathways to significantly reduced sectoral emissions.

Business Benefit:

This bold pivot expands Kering's engagement with customers seeking sustainable fashion choices, grows resilience by diversifying revenue streams, and protects the brand's leadership status in a market moving rapidly toward circularity expectations. The program offers a 20% higher value in store credit to incentivize customers to continue the circular loop.

IPCC. (2022). Climate Change 2022: Mitigation of Climate Change (AR6 WGIII)

Sub-sphere A3 focuses on Research and Development for climate solutions, technologies, and methodologies. Climate benefits include the potential for breakthroughs towards global net zero goals, with business benefits related to first mover advantages and dominance in a net zero world.

Two key levers of actions were identified:

A3.1

Foster and invest internal climate solutions R&D

Dedicate resources to discover, develop, and refine new technologies, processes, or materials internally that directly help solve climate challenges. This includes actively pursuing patents for climate solutions, as encouraged by initiatives like ACT, to both protect innovations and facilitate their broader adoption and impact in addressing climate change.

COLGATE

Beginning in 2013, Colgate-Palmolive invested significant internal R&D over five years to develop a toothpaste tube made primarily from High-Density Polyethylene (HDPE), the same plastic used in milk jugs, making it compatible with existing recycling streams. This was a breakthrough as traditional toothpaste tubes are made from a mix of plastics and aluminum, rendering them unrecyclable.

Climate Benefit:

This internal innovation directly tackles a massive plastic waste problem with billions of toothpaste tubes ending up in landfills globally. By enabling tubes to be recycled, it conserves virgin resources and reduces the carbon footprint associated with new plastic production.

Business Benefit:

By achieving recyclability and even sharing its patented technology with competitors, Colgate aims to standardise recyclable tubes across the industry and encourage industry-wide adoption, ensuring greater acceptance by recycling facilities and securing its long-term market relevance in an increasingly circular economy.

A3.2

Conduct joint climate solutions R&D for own products and services with external partners

Collaborate with external entities, such as academic institutions, startups, or other businesses, to research and develop new climate solutions. This joint R&D is specifically aimed at enhancing or integrating into the organisation's own products and services.

FLORA FOOD GROUP

Flora Food Group joined the FabaFood project in the Netherlands. This is a collaborative initiative with industry peers to advance plant-based protein innovation alongside innovative methods for protein extraction and processing.

Climate Benefit:

This research partnership helps accelerate shifts in global diets away from high-emission animal protein, contributing to reduced agricultural emissions and more resilient food systems.

Business Benefit:

By investing early in next-generation plant protein solutions, Flora Food Group builds technical know-how, strengthens innovation networks, and positions itself as a trusted leader in the emerging sustainable food market.

CASE STUDY: CHANEL - ELEVATING CIRCULAR LUXURY THROUGH REUSE AND REFILL

CHANEL is a private company and world leader in creating, manufacturing and distributing luxury products, including Ready-to-Wear, Accessories, Fragrances, Makeup, Skincare, Jewellery and Watches. Founded by Gabrielle Chanel in 1910, the House remains dedicated to exceptional craftsmanship and offering high-end creations.

As part of the Spheres of Influence Project, CHANEL offers a compelling example of how circularity can be seamlessly integrated into luxury product design to drive both environmental and cultural impact.

> **BY EMBEDDING CIRCULAR PRINCIPLES INTO PRODUCT INNOVATION, CHANEL IS HELPING TO SHIFT CONSUMER BEHAVIOUR AND INFLUENCE INDUSTRY EXPECTATIONS.**

Within its Products and Services Sphere of Influence, CHANEL has introduced refillable packaging for its Sublimage skincare line, featuring a premium glass jar plus a lightweight aluminum refill designed for both in-home and on-the-go use.

This 'nomadic' format has led to a 50% increase in refill sales compared to traditional models and an estimated 30% reduction in product carbon emissions.

CHANEL's approach demonstrates that sustainability can enhance, rather than compromise, the luxury experience. By embedding circular principles into product innovation, CHANEL is helping to shift consumer behaviour and influence industry expectations.

This example illustrates how the Products and Services Sphere of Influence can be activated through design-led solutions that align environmental responsibility with aspirational product development, showcasing the role of luxury brands in advancing climate-conscious innovation.

PORTFOLIO OF CLIMATE FINANCE - FINANCING CLIMATE ACTION (SPHERE B)

The Portfolio of Climate Finance Sphere encompasses an organisation's profound ability to drive systemic climate transformation through the power of their wallet. Every organisation, regardless of its primary business, can leverage a suite of financial mechanisms to benefit from and shape the future net zero economy. A company's portfolio of climate finance may include direct capital investments, venture capital allocations, purchased carbon credits, and offtake agreements among others.

BUSINESS VALUE AND SYSTEMIC IMPACT

The Portfolio of Climate Finance Sphere speaks to an organisation's potential to make and shape markets for systemic decarbonisation using the power of their wallet. Companies can leverage a suite of long-established and novel financial mechanisms to shape the future of the net zero economy. A company's portfolio of climate finance may include direct capital investments, venture capital allocations, offtake agreements and advanced contracts, purchased carbon credits, and others.

Companies that direct financial influence towards climate-positive initiatives, can do so to de-risk their sector and/or supply sheds, scale innovative sustainable technologies, and foster other companies' deep decarbonisation. The impacts of these efforts may also ultimately drive down a company's direct operational footprint, and will likely extend well beyond it.

A range of financial mechanisms outlined in this Sphere also allows firms to send powerful demand signals that connect to capital markets, government policy and direct investments that shape new markets.

A company's portfolio of climate finance is a powerful engine for shaping the external conditions and key dependencies relevant to their success, while delivering innovation and decarbonisation across industries.

> **THE PORTFOLIO OF CLIMATE FINANCE SPHERE REDEFINES A DYNAMIC LEVER CAPABLE OF ACTIVELY SHAPING A FUTURE ECONOMY AND PREPARING A FIRM FOR A CHANGING CLIMATE.**

The Portfolio of Climate Finance Sphere (B) is a proactive strategy for creating new market opportunities, strengthening supply chain resilience, and enhancing brand reputation, going beyond climate related financial planning and compliance. By strategically leveraging its financial and market influence, an organisation can significantly accelerate the global transition to a net zero economy, demonstrating leadership that resonates with investors, customers, and employees alike.

THE LEVERS OF THE PORTFOLIO OF CLIMATE FINANCE SPHERE

Companies have impact through several financial mechanisms outlined in the sub-spheres below:

B1
Climate Credits, Certificates, and Programmes Beyond the Emissions Inventory

B2
Market Shaping Mechanisms for Decarbonisation Pathways

B3
System Investment in Enabling Infrastructure and Services

B1 CLIMATE CREDITS, CERTIFICATES, AND PROGRAMMES BEYOND THE EMISSIONS INVENTORY

Companies may support credits, certificates, and strategic climate programmes that have impact within and well beyond their value chain. While these are not claimed as physical offsets (e.g., not netted in a Scope inventory) they represent verified climate mitigation. In many cases a leading company will develop a portfolio of beyond inventory climate certificates, credits or projects as a way to take financial responsibility for some portion of its ongoing annual emissions. Even as a company still works to reduce annual remaining emissions there is still a climate impact in the world from emissions today.

Cases may also arise in which a company has supported credits, certificates, or programmes with the primary intent of using them in their value chain in excess of the amount needed. These might be removals to neutralise residual emissions or certificates linked to an activity in the value chain. Because companies follow strict rules as to what can be 'netted' against inventory emissions, they may want to represent these as additional contributions. In other cases a company may develop such solutions through advanced market commitment which can't be counted towards inventory emissions until the reduction or removal is delivered. These such cases may too be reported in this sub-sphere.

The Portfolio of Climate Finance Sphere provides a space for companies to develop a strategy, report, and compare support for climate mitigation beyond their inventory boundaries.

Companies finance climate mitigation and adaptation projects beyond their value chains for a variety of reasons:

- To drive new market development on a needed solution (e.g., through offtake agreements),
- To improve resilience (in or around their supply shed or business operations, or in their wider sector),
- To manage systemic risk which may affect their company, sector, or the world at large
- To pursue a business opportunity linked to the solutions represented by these market instruments and programmes,
- To finance progress toward global net zero through verifiable climate impact.

As with all impact across Spheres, these are reported separately from scopes and are not immediately intended to be reflected as an inventory reduction. This is the case, even as investment in some of these market-based instruments may eventually drive progress towards companies' organisational emissions reductions targets, if reductions come to shift value chains in a way that meets inventory accounting and matching requirements. In that case verified reductions can be moved from Spheres to Scopes, but in the meantime Spheres offer a visibility and holding space for wider positive impacts of market-based mechanisms and programmes beyond the value chain, as a representation of financial influence for climate action in society.

Two key levers of actions were identified:

B1.1

Invest in high-integrity credits, certificates, and removals that support technological and nature-based solutions beyond inventory

Strategically purchase verified instruments (e.g., carbon credits or removals) that represent real, measurable climate benefits happening beyond operations. These investments support projects that either prevent new emissions (e.g., funding renewable energy projects), remove existing carbon from the atmosphere (e.g., direct air capture facilities or reforestation), or represent renewable energy generation (e.g., renewable energy certificates), ensuring these are of high quality and genuinely impactful.

LEGO

In 2025, LEGO announced a DKK 19 million commitment toward four carbon removal projects in partnership with Climate Impact Partners and ClimeFi. The portfolio supports biochar production, enhanced rock weathering, and a major reforestation project in the Mississippi Alluvial Valley. These nature- and technology-based solutions speed up carbon capture through naturally occurring processes, ensuring durable carbon storage far beyond LEGO's own operational footprint.

Climate Benefit:

LEGO's proactive investment in emerging carbon removal projects helps build real-world capacity for high-integrity carbon removal, critical to balancing global residual emissions and stabilising the climate.

Business Benefit:

By supporting removal approaches beyond what its inventory requires, LEGO demonstrates climate leadership, builds resilience against future carbon costs, and positions itself as a credible, solutions-driven brand in a sector under rising scrutiny for climate transparency.

B1.2

Support programmes and philanthropic efforts that contribute to societal decarbonisation and a just transition

Use philanthropic contributions and targeted charitable giving to support initiatives that accelerate the broader societal shift towards a global net zero and ensure this transition is equitable and inclusive for all communities.

APPLE

Apple's Power for Impact initiative supports under-resourced communities by funding renewable energy projects that deliver local economic and social benefits while retaining environmental attributes for emissions accounting. Since launching in 2019, the program has supported 20 renewable energy projects around the world, improving energy access while strengthening community resilience and capacity for future climate solutions.

Climate Benefit:

By extending renewable energy access to communities otherwise left behind, Apple helps accelerate a fair and inclusive energy transition, closing critical gaps that would slow progress toward global decarbonisation.

Business Benefit:

This approach deepens relationships in emerging markets, demonstrates leadership in climate justice, and strengthens Apple's brand as a company committed to equitable climate progress, all while maintaining transparent emissions accounting.

B2 MARKET SHAPING MECHANISM FOR DECARBONISATION PATHWAYS

Sub-sphere B2 focuses on market-shaping activities an organisation can deploy to create or accelerate new markets for zero or low-carbon technologies and solutions. It focuses on leveraging the power of future demand and using catalytic financing to support breakthrough solutions by cultivating a broader, more viable commercial landscape for the climate innovations essential to achieving net zero emissions. This often necessitates assuming early-stage risk or providing critical foundational demand to facilitate the widespread adoption of nascent solutions.

Many companies are financing climate solutions to scale and mature future technologies, down a cost

and experience curve, which they will need long-term to shift their value chain or sector to net zero. Even if these are intended to shift parts of their value chain over time, companies may not immediately see such impacts from demand pull-financing efforts in their emissions inventory. This leaves companies with no 'reward' or recognition for financing future critical solutions. Such anticipated impacts can be reflected as an amount of finance with 'anticipated or expected' impact in B.2 of the Portfolio of Climate Finance Sphere.

Three key levers of actions were identified:

B2.1

Make advanced market commitments, offtake agreements, and/or demand aggregation partnerships to demonstrate demand and prove long-term finance for low-carbon and /or carbon removal technology and solutions

Leverage purchasing power or make future commitments to signal strong market interest and provide financial certainty for emerging low-carbon or carbon removal solutions. By pledging to buy future outputs or by grouping together with other buyers, the organisation helps new technologies secure the investment they need to scale up, even when they are not yet fully proven or cost-competitive.

STEELZERO

SteelZero, an initiative led by Climate Group in partnership with ResponsibleSteel, brings together major buyers including Ørsted, Lendlease, Mace, Buro Happold, and Multiplex who have committed to procuring 100% net zero steel by 2050, with an interim target of 50% by 2030. Collectively, these signatories represent significant global demand and billions of dollars in procurement influence across construction, infrastructure, and energy sectors. By aggregating this demand, SteelZero is sending a signal to steel producers that there is a viable, growing market for low-emission and fossil-free steel solutions.

Climate Benefit:

By aligning major purchasers behind clear, ambitious steel targets, SteelZero is accelerating investment in breakthrough production technologies for a sector responsible for roughly 7–9% of global emissions, making systemic decarbonisation of heavy industry more achievable.

B2.2

Support the development and scaling of climate solutions beyond own products and services through catalytic investments

Actively invest in, fund, or otherwise support the growth of climate solutions developed by other entities. This means an organisation extends its efforts to help promising climate technologies and businesses mature and scale, even if those solutions are not directly integrated into its own products or services. For instance, this can include launching climate tech accelerators or incubator funds, establishing corporate venture capital arms to invest in external startups, or providing grants for academic research into breakthrough climate science.

JLL

JLL Foundation acts as a catalyst for climate-mitigation startups and early-stage companies, reducing barriers to scale and nurturing a collaborative support ecosystem. Through its unique zero-interest recoverable loan model, the foundation has deployed $4.75 million across 18 startups, accelerating innovations from carbon capture to sustainable agriculture. As loans are repaid, the funds are recycled to support new waves of climate innovators, creating a continuous engine for climate solutions.

Climate Benefit:

By accelerating promising early-stage climate solutions, JLL Foundation helps bring breakthrough ideas to commercial scale faster, unlocking tools and technologies vital for global emissions reductions and societal climate resilience.

B2.3

Leverage corporate cash/ investments to divest from high-emitting activities and redefine market incentives

Deploy financial capital to strategically shift away from investments in polluting activities while simultaneously creating new financial signals that favour low-carbon and sustainable solutions. This involves both selling off assets in polluting sectors (e.g., divesting from fossil fuel companies) and proactively creating new financial products or direct investments that make net zero aligned options more appealing, thereby accelerating the broader transition to a sustainable economy.

DECATHLON

Decathlon launched an initiative to integrate Environmental, Social, and Governance (ESG) criteria into its bank loans, with a target of 100% analysis by 2025. This approach leverages the company's financial relationships to drive broader environmental and social responsibility.

Climate Benefit:

By making sustainability a key factor in its financial strategy, Decathlon incentivizes sustainable practices, demonstrating how financial agreements can actively promote responsible business conduct and redefine market incentives towards sustainability.

Business Benefit:

Participating companies secure early access to lower-carbon materials, hedge against future carbon regulation and pricing volatility, and reinforce their reputation as forward-looking, climate-aligned leaders ready to operate in a decarbonising global economy.

Business Benefit:

This approach positions JLL at the forefront of market-shaping climate innovation, builds strong relationships with emerging technology leaders, and provides early exposure to scalable solutions that can future-proof its own operations and service offerings in a decarbonising economy.

Business Benefit:

This initiative potentially leads to more favorable loan terms and reduced financial risks by aligning with global sustainability trends and regulations, ultimately strengthening the company's long-term financial stability and market position.

B3 SYSTEM INVESTMENT IN ENABLING INFRASTRUCTURE AND SERVICES

Sub-sphere B3 focuses on the System Investment in Enabling Infrastructure and Services. Alongside verifiable and direct carbon reduction projects, many leading climate-committed companies are strategically investing in the building blocks and essential infrastructure necessary for a global net zero transition. This approach acknowledges the often forgotten, but so critical enabling infrastructure and crucial support services that fosters systemic change across industries and regions.

B3.1

Invest in infrastructure that enables and supports the development and uptake of low-carbon and/or carbon removal technology and solutions

Directly invest or otherwise enable the physical foundations that make low-carbon technologies and carbon removal solutions possible and widely adopted. This means putting capital into the critical physical assets needed for the climate transition such as renewable energy infrastructure, grid modernisation, sustainable transportation infrastructure, regenerative agriculture, etc.

INGKA

Ingka Investments has invested or committed EUR 4.2 billion in off-site wind and solar farms and broader renewable investments to date, with a target to reach EUR 7.5 billion by 2030. These investments cover 51.7% of their electricity use (directly or via renewable energy attribute certificates).

Climate Benefit:

This large-scale investment directly expands renewable generation capacity, accelerating the clean energy buildout needed to decarbonise global electricity systems.

Business Benefit:

Ingka secures predictable, affordable renewable energy for future operations, buffers against fossil-fuel price volatility, and strengthens its brand as a catalyst for climate-positive transformation.

B3.2

Invest in critical enabling services to foster systemic decarbonisation (incl. public-private partnerships)

Invest and/or support the essential non-physical services, systems, and public-private partnerships that are crucial for accelerating widespread decarbonisation. These are the support mechanisms that help climate solutions move from niche to mainstream.

GOOGLE

Google EIE is a free online platform that leverages Google's unique data sets and machine learning to provide cities and regions with granular, actionable insights into their greenhouse gas emissions (from buildings and transportation), renewable energy potential (rooftop solar), and tree canopy coverage.

Climate Benefit:

By providing data that is often expensive or difficult to obtain, EIE enables more accurate baseline assessments, identifies high-impact decarbonisation opportunities, and supports the development of effective climate policies and projects at the local level, accelerating systemic climate action.

Business Benefit:

This initiative strengthens ties with local governments and global climate groups. EIE acts as a public service, highlighting Google's advanced tech in data analytics and AI, potentially opening doors for further partnerships and reinforcing its position as a key enabler of digital transformation for a sustainable future.

CASE STUDY: AMAZON - INVESTING IN A NET-ZERO FUTURE

Amazon, a global technology and e-commerce leader, uses its financial influence to accelerate climate action beyond its operations and value chain through strategic investments and collaborations.

The company has a history of collaborating to fund and deploy climate solutions. For example, the $2 billion Climate Pledge Fund has invested in 37 startups across 8 sectors and 8 countries that are developing low-carbon products and services. The fund's investments focus on areas critical for the transition, such as transportation, energy storage, and the circular economy. Additionally, Amazon is a co-founder of the Lowering Emissions by Accelerating Forest Finance (LEAF) Coalition, a public-private partnership that has mobilized over $1 billion to protect tropical forests.

This approach demonstrates a company's ability to drive systemic change. By investing in projects and companies with others, Amazon helps scale climate-critical technologies. This provides the foundational infrastructure needed for the transition to a net-zero future, showcasing a company's ability to drive systemic change through strategic finance.

POLICY AND PUBLIC ENGAGEMENT - ADVOCATING FOR CLIMATE SOLUTIONS (SPHERE C)

Sphere C, termed the Policy and Public Engagement Sphere, offers a strategic approach for companies to proactively shape the external landscape, fostering conditions that both safeguard an organisation's sustained business success and accelerate global climate action. Companies already play a strong and well-evidenced hand in the shaping of policy, regulation, and public perspective. However, many of the strongest leading climate aligned companies are missing opportunities to secure a competitive advantage by supporting the development of a supportive public mandate for action or regulatory environment that would help level the playing field and scale demand for sustainable solutions.

BUSINESS VALUE AND SYSTEMIC IMPACT

> **"POLICIES THAT ADD CLARITY AND BUILD CONFIDENCE ARE CRITICAL TO DRIVING ACTION ACROSS THE PRIVATE SECTOR, PROVIDING THE RIGHT INCENTIVES TO MOVE ALL COMPANIES TOWARD A ZERO-CARBON FUTURE."**
>
> The Ambition Loop. (2018). How Business and Government Can Advance Policies that Fast Track Zero-Carbon Economic Growth. We Mean Business, UN Global Compact, World Resources Institute.

This Policy and Public Engagement Sphere encompasses an organisation's ability to drive systemic climate transformation through its voice and active external relationships. The impacts here are primarily indirect yet pervasive, influencing entire sectors, national policies, and global agreements. By consciously directing engagement towards progressive climate policy, fostering cross-sectoral collaborations, and mobilising public awareness, firms can send powerful signals to governments and civil society, driving systemic transformation.

THE POLICY AND PUBLIC ENGAGEMENT SPHERE TRANSFORMS CORPORATE VOICE AND INFLUENCE FROM A REACTIVE NECESSITY INTO A DYNAMIC INSTRUMENT.

The Policy and Public Engagement Sphere (C) is a proactive strategy for reducing regulatory uncertainty, ensuring a favourable market for sustainable solutions, enhancing brand reputation as a thought leader, and attracting and retaining top talent. It moves far beyond passive lobbying or token CSR initiatives. By strategically leveraging its advocacy and communication influence, an organisation can significantly accelerate the global transition to a net zero economy, demonstrating leadership that resonates with investors, policymakers, customers, and employees alike. For other businesses, NGOs, and standard setters, Sphere C offers a vital pathway for collective action.

THE LEVERS OF THE POLICY AND PUBLIC ENGAGEMENT SPHERE

To date, the core project team have identified three primary areas for organisations to drive significant climate impact through their engagement with policy and the public. Each sub-sphere represents a practical strategy for influencing the external environment:

C1
Government and Policy Engagement

C2
Industry Engagement

C3
Public Engagement and Empowerment

Sub-sphere C1 focuses on how an organisation actively participates in shaping public policy to accelerate climate action. This Sphere recognises that systemic change often requires supportive laws, regulations, and government incentives, and that a single organisation's efforts alone are not enough to reach global net zero. This sub-sphere focuses on influencing the rules of the game to create a more favourable environment for decarbonisation.

Three key levers of actions were identified:

C1.1

Advocate for policy to address external dependencies and climate risk

Advocate for government policies that help manage broad societal risks from climate change or address barriers that are outside the organisation's direct control but impact its climate goals. This ensures the necessary external conditions are in place for climate resilience and action (incl. land use and ecosystem preservation).

GENERAL MILLS

General Mills actively engages in public policy efforts that address climate and nature challenges critical to its supply chain, including supporting the U.S. commitment to the Paris Agreement in 2020 and engaging in the 2023 Farm Bill. The company prioritises advocacy where it can help scale regenerative agriculture, combat climate change, and reduce waste.

Climate Benefit:

By using its influence to strengthen climate-smart food policies, General Mills helps catalyse systemic change in agriculture, a sector crucial for stabilising global emissions.

Business Benefit:

Advocating for regenerative, climate-resilient systems also protects General Mills' own supply security and price stability in a world increasingly exposed to climate-driven shocks.

C1.2

Advocate for policy to incentivize corporate climate action

Champion government policies that specifically encourage and reward businesses, including itself, for taking ambitious climate action.

HANDM GROUP

HandM Group, a global fashion retailer, actively advocates for and collaborates on the development and implementation of Extended Producer Responsibility (EPR) legislation for textiles in the EU and US. EPR schemes mandate that brands are financially or physically responsible for the post-consumer phase of their products, incentivising them to design for durability, recyclability, and reuse.

Climate Benefit:

EPR schemes directly incentivise a shift towards a more circular economy in fashion, which is crucial for decarbonisation. By making brands responsible for end-of-life, it pushes them to design for circularity and boost recycling infrastructure.

Business Benefit:

While EPR can impose costs, HandM's early engagement allows it to help shape favourable policy design, manage future compliance more effectively, and potentially gain a competitive advantage by developing circular business models ahead of competitors.

C1.3

Advocate for policies to remove barriers for net zero compatible lifestyles

Advocate for government policies that make it easier and more affordable for individuals and communities to adopt sustainable, low-carbon lifestyles. This ensures policy frameworks support consumer choices that contribute to global net zero.

DANONE

Danone actively advocates for government policies that standardise and clarify food date labels (e.g., consistent use of "Best Before" for quality and "Use By" for safety). This advocacy is often conducted in partnership with industry coalitions and NGOs dedicated to food waste reduction.

Climate Benefit:

By advocating for clear, harmonised labelling standards worldwide, Danone helps empower billions of consumers to reduce food waste, leading to a substantial decrease in emissions from discarded food.

Business Benefit:

Reducing global food waste aligns with Danone's own sustainability commitments and resonates with environmentally conscious consumers, enhancing brand's reputation and positioning them as a leader in building a more sustainable and resilient food system for the long term.

Sub-sphere C2 focuses on Industry Engagement, profiling how an organisation can collaborate with peers, competitors, suppliers, and broader industry groups to collectively drive positive and responsible climate policy and industry engagement and action. Many climate challenges are systemic and require coordinated efforts across value chains and entire sectors to achieve global net zero. This sub-sphere focuses on influencing industry norms, standards, and practices.

Four key levers of actions were identified:

C2.1

Advocate and engage with suppliers and partners to implement climate action and sustainable practices

Work with companies throughout supply chains and other business partners to encourage and enable them to reduce their own emissions and adopt more sustainable operations. This involves sharing best practices, setting expectations, and sometimes providing support to improve environmental performance across the value chain.

AT&T

AT&T aims for half of its suppliers – covering purchased goods, capital goods, and downstream leased assets – to set their own science-based Scope 1 and 2 targets by the end of 2024, using supplier engagement as a lever for climate action specifically to reduce AT&T's Scope 3 emissions; however, as suppliers are dynamic business partners who serve multiple clients, their behaviour is shaped by the broader market, not just a single company. AT&T's supplier engagement involves sharing best practices, setting expectations, and providing support to improve environmental performance which has ripple effects across the wider ecosystem.

Climate Benefit:

By pulling suppliers along with science-based targets, AT&T helps align and mainstream climate ambition beyond its own operations, driving emissions reductions across a large industrial footprint.

Business Benefit:

This approach also helps build a more transparent, resilient, and future-ready supply chain, reducing vulnerability to climate policy shifts and reputational risk of missing public climate targets due to slow progress on Scope 3.

C2.2

Advocate for alignment to the Paris Agreement for all affiliated coalitions, business, and trade associations

Ensure that the industry groups, trade associations, and business coalitions the company belongs to genuinely support and promote policies and actions consistent with the goals of the Paris Agreement. The aim is to prevent internal inconsistencies where a company commits to climate action but its industry associations undermine it.

ADOBE

Adobe participates in initiatives like the Clean Energy Buyers Association and Ceres, advocating for policies including standardised climate-related disclosures, and directly urging California lawmakers to adopt first-in-the-nation legislation for climate reporting.

Climate Benefit:

By backing policy transparency, Adobe is helping drive more consistent, comparable emissions data across industries, a foundational step for collective climate action.

Business Benefit:

Strong, standardised climate disclosure protects Adobe from being blindsided by fragmented rules while bolstering its credentials as a trusted and transparent business partner.

C2.3

Participate in multi-stakeholder coalition or initiatives with explicit objectives aligned with global net zero

Join and actively contribute to collaborative groups that bring together diverse actors (like other businesses, NGOs, governments, and academia) specifically to achieve shared, ambitious climate goals. These coalitions work on systemic solutions that no single entity could accomplish alone.

CEMEX

As a founding member of the Global Cement and Concrete Association (GCCA), Cemex has taken a leading role in uniting industry players and governments to evolve regulations that promote a circular, low-carbon concrete sector. In 2023, its CEO took on the GCCA presidency with a priority to drive deeper public-private collaboration.

Climate Benefit:

Cemex is pushing the entire cement industry – a major global emitter – to transform together, closing policy and innovation gaps that no single actor could solve alone.

Business Benefit:

Playing this convening role secures Cemex's voice in shaping future regulations and market expectations, ensuring the company remains at the forefront of an evolving sector.

C2.4

Open-source climate knowledge and solutions

Share research, data, tools, or best practices related to climate solutions with the wider industry and public. This accelerates collective progress by removing barriers to knowledge and enabling others to learn from and build upon existing innovations.

ALSTOM

Alstom supports evidence-based advocacy for rail infrastructure, commissioning studies to quantify the carbon reduction and economic benefits of expanding urban rail in African cities, and sharing this knowledge to guide public investments. A study they commissioned ahead of COP27 showed that increasing investment in urban rail in African cities to reach 20% of urban transport, could avoid up to a gigatonne of CO2 emissions by 2050, while creating 258 jobs for each new kilometre of rail built.

Climate Benefit:

This knowledge-sharing accelerates climate-friendly infrastructure decisions in fast-growing regions, unlocking low-carbon mobility pathways that are critical for sustainable urbanisation.

Business Benefit:

Alstom's evidence-driven advocacy positions it as a thought leader in rail, strengthening relationships with cities and investors exploring mass transit solutions.

CASE STUDY: UNILEVER - ALIGNING CLIMATE ADVOCACY WITH CORPORATE AMBITION

Unilever, a global consumer goods company, is leveraging its scale and influence to drive systemic change in climate policy and corporate responsibility. The company aimed to address a critical challenge: ensuring its climate goals were aligned with the policy engagement of the trade associations it belongs to. The goal was to ensure its policy engagement on climate, both direct and indirect, supports the Paris Agreement and accelerates decarbonisation across sectors.

In 2023, Unilever launched its first Climate Policy Engagement Review (CPER), an independent review conducted by the firm Volans. This review assessed 27 trade associations, using InfluenceMap's LobbyMap platform to evaluate their climate policy alignment. By publishing the findings, Unilever was able to directly engage with these associations and advocate for improved transparency and science-based policy support. This initiative is a prime example of a company using its influence in the Policy and Public Engagement Sphere to drive broader change. Rather than simply focusing on its own operations, Unilever is actively working to shape the external environment.

The CPER led to significant and measurable improvements: Unilever achieved a 100% score from Influence Map for its climate lobbying transparency, and in 2024, 18 of 26 associations were found to be aligned with Unilever's climate goals, up from 13 the previous year.

While the process built trust with stakeholders and investors, Unilever also learned key lessons. They found that many associations lacked meaningful engagement despite having high-level climate commitments. This highlighted the importance of early and proactive engagement on specific issues. Unilever plans to continue tracking progress and ensure sustained positive change.

Unilever's experience demonstrates the power of independent assessments, transparent reporting, and constructive dialogue with industry bodies. It shows that companies can drive climate ambition not only through their own operations but also by actively influencing the broader policy ecosystem.

C3 PUBLIC ENGAGEMENT AND EMPOWERMENT

Sphere C3 focuses on Public Engagement and Empowerment emphasizing how an organisation actively communicates with and involves the broader public to foster climate action, with a strong emphasis on driving behaviour change. It recognises that widespread societal change and individual behaviour shifts are crucial for achieving global net zero, particularly concerning lifestyle emissions as highlighted in the IPCC AR6 WGIII report. This report indicates that having the right policies, infrastructure, and technology in place to enable changes to lifestyles and behaviour can result in a 40-70% reduction in global greenhouse gas emissions by 2050. This sub-sphere focuses on educating, inspiring, and mobilising people to make climate-friendly choices and advocate for change, leveraging this significant potential for emissions reduction.

Two key levers of actions were identified:

C3.1

Equip the public with science-backed efforts to generate demand for and enable sustainable lifestyles

Utilise communication channels to educate and influence (clients, customers, employees, and the general public) about climate change and the tangible benefits of sustainable living, actively shaping and encouraging the adoption of socio-behavioural change and generating demand for sustainable products/services. The content is grounded in robust scientific understanding, actively countering misinformation, and designed to facilitate new actions.

C3.2

Promote public climate advocacy (e.g., public advocacy campaigns, petitions, etc.)

Actively encourage and facilitate the general public to become advocates for climate public policy and systemic change. Empowering individuals to use their voice to push for broader climate action beyond individual consumer choices.

NETFLIX

Netflix leverages its storytelling platform to deliver science-backed, climate-relevant narratives to a global audience. Content like My Octopus Teacher and climate-themed family offerings highlighted during Earth Week 2024, including Our Planet II and curated collections such as "One World, Infinite Wonder," showcase inspiring, scientifically grounded stories about nature, climate change, and ecosystem protection. These efforts are supported by partnerships with credible organisations to ensure factual accuracy and promote awareness.

Climate Benefit:

Bringing compelling climate stories to mainstream audiences helps shift culture, spark conversation, and build social momentum for climate-positive behaviors and policies.

Business Benefit:

This investment strengthens Netflix's reputation as a responsible, purpose-driven platform, attracting both audiences and creators who value meaningful, science-based content.

PATAGONIA

Patagonia actively supports grassroots climate advocacy through campaigns, grant making, and public mobilisation efforts. The company funds and amplifies community-based climate action initiatives, hosts petitions on issues like fossil fuel phaseout and ecosystem protection, and encourages customers to participate directly in climate policy movements. Patagonia's platforms, including its Action Works network, connect people with opportunities to advocate for systemic change at local, national, and global levels.

Climate Benefit:

Patagonia's sustained support for climate movements empowers a stronger, more vocal public push for policies that can accelerate emissions cuts and climate justice.

Business Benefit:

This bold advocacy deepens loyalty among values-driven customers, reinforcing Patagonia's identity as a genuine movement brand and maintaining leadership in purpose-led business.

CASE STUDY: KAO CORPORATION - SHAPING CONSUMER NORMS AND INDUSTRY STANDARDS THROUGH PUBLIC ENGAGEMENT

Kao Corporation, the leading Japanese consumer products and chemicals company, is guided by its mission to "Create a Kirei life for all People and the Planet." With a strong legacy of integrating societal benefit into its business strategy, Kao has consistently sought to extend its environmental impact beyond its own operations.

A powerful example of this influence can be seen in its work to transform laundry habits in Japan through the launch of Attack Neo (2009), now on the market as Attack ZERO (launched 2019), ultra concentrated detergents designed to perform with a single rinse cycle, a significant shift from the prevailing two-rinse norm. While the product innovation itself contributed to Scope 3 emissions reductions for Kao and spurred similar changes among other major detergent manufacturers in Japan, a broader impact also came through Kao's strategic use of the Policy and Public Engagement Sphere (C).

Recognizing that product innovation alone would not be enough to shift entrenched consumer behaviour, Kao launched a coordinated public engagement campaign to educate consumers on how to reprogram their washing machines to enable single-rinse cycles, at a time when machines lacked a dedicated setting. Simultaneously, Kao engaged directly with washing machine manufacturers, advocating for design changes that would embed single-rinse functionality into future models. This dual approach of public education and industry collaboration helped reshape the foundational infrastructure of home laundering in Japan.

Today, single-rinse detergents are prevalent in the Japanese laundry detergent market, and washing machines are routinely equipped with single-rinse settings. Through compactification, use of single-wash cycle, and refills, this shift has led to an estimated 38% reduction in CO_2

emissions per wash (compared to 2009). The single-rinse cycle alone has helped society reduce an estimated 86 thousand t-CO2 (compared to 2-rinse-cycle baseline).

Kao's strategy shows how activating a sub-sphere within Products and Services through R&D, combined with public engagement and industry collaboration, can drive market-wide transformation. By influencing both consumer behaviour and appliance design, Kao extended its impact far beyond its own value chain.

PRINCIPLES GOVERNING THE SPHERES OF INFLUENCE FRAMEWORK

To ensure credibility, integrity, and effectiveness, the Spheres of Influence framework is underpinned by the following core principles. These principles guide companies in deploying the framework responsibly and transparently, minimising risks such as greenwashing and ensuring that climate action delivers genuine systemic impact.

TRANSPARENCY AND ACCOUNTABILITY

- Companies should publicly disclose their climate-related activities, methodologies, and results across each Sphere of Influence.
- Regular reporting and verification by independent third parties is encouraged to safeguard the credibility of impact claims.
- Disclosure should include political engagement and lobbying activities, with clear policies and outcomes shared openly with stakeholders.

PRINCIPLES-BASED, EVIDENCE-DRIVEN APPROACH

- Climate actions pursued within the framework should be grounded in scientific evidence and aligned with the goals of the Paris Agreement.
- Companies are encouraged to adopt a principles-based approach that prioritises meaningful impact over "box-ticking."
- Measurement approaches should balance rigor with pragmatism, recognizing emerging methodologies like consequential accounting while maintaining transparency about uncertainties.

COMPLEMENTARITY AND INTEGRITY

- The Spheres framework complements existing corporate climate disclosures and strategies, particularly Scope 1, 2, and 3 emissions accounting, without substituting or offsetting those obligations.
- Climate claims made using the framework must not be "netted off" against traditional emissions inventories.
- Companies must avoid potentially misleading assertions and maintain clear boundaries between direct emissions reductions and Sphere-based influence activities.

CONTINUOUS IMPROVEMENT AND INCLUSIVITY

- Recognising that systemic change is evolving, companies should commit to continuous learning, improvement, and transparency about challenges faced and progress made.
- The framework should be applied inclusively, considering diverse stakeholder perspectives, promoting equity, and addressing potential unintended consequences.
- Collaboration with industry peers, governments, and civil society is essential to magnify impact and foster trust.

ETHICAL POLITICAL ENGAGEMENT

- Political and public engagement must be conducted with integrity, aligning with both corporate values and broader societal interests to advance climate goals.
- Companies should adopt transparent lobbying practices and work to align trade associations and coalitions with climate science and the Paris Agreement.
- Advocacy efforts must not undermine climate commitments or public policy frameworks aimed at mitigating climate change.

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DISCLAIMER

PURPOSE AND SCOPE

This white paper and the Spheres of Influence framework it presents are intended to serve as guidance for companies seeking to broaden their climate action. The information contained herein is based on current understanding and is not a substitute for professional legal, financial, or other expert advice. It should not be interpreted as a definitive statement of best practice, as this is an evolving field.

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TERMS OF USE

FRAMEWORK REVISIONS

This framework is a reflection of current knowledge and will change throughout the consultation process, after which the authors reserve the right to update and revise as new scientific findings, market insights, and industry best practices emerge. The guidance provided is designed to align with the most current understanding, but some time may be required to fully integrate new developments.

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