



GREENPEACE UK STRATEGIC PLAN 2025-2027

CONTENTS

1: INTRODUCTION

2: OUR GUIDING PRINCIPLES

Vision

Mission

Values

3: THE PATHWAY TO CHANGE

Where we are now

Where we want to be

How we win

4: MAKING IT HAPPEN

Our strategic approach

Confront and undermine power

Build our power: People power

People power at Greenpeace UK

Build our power: Fundraising

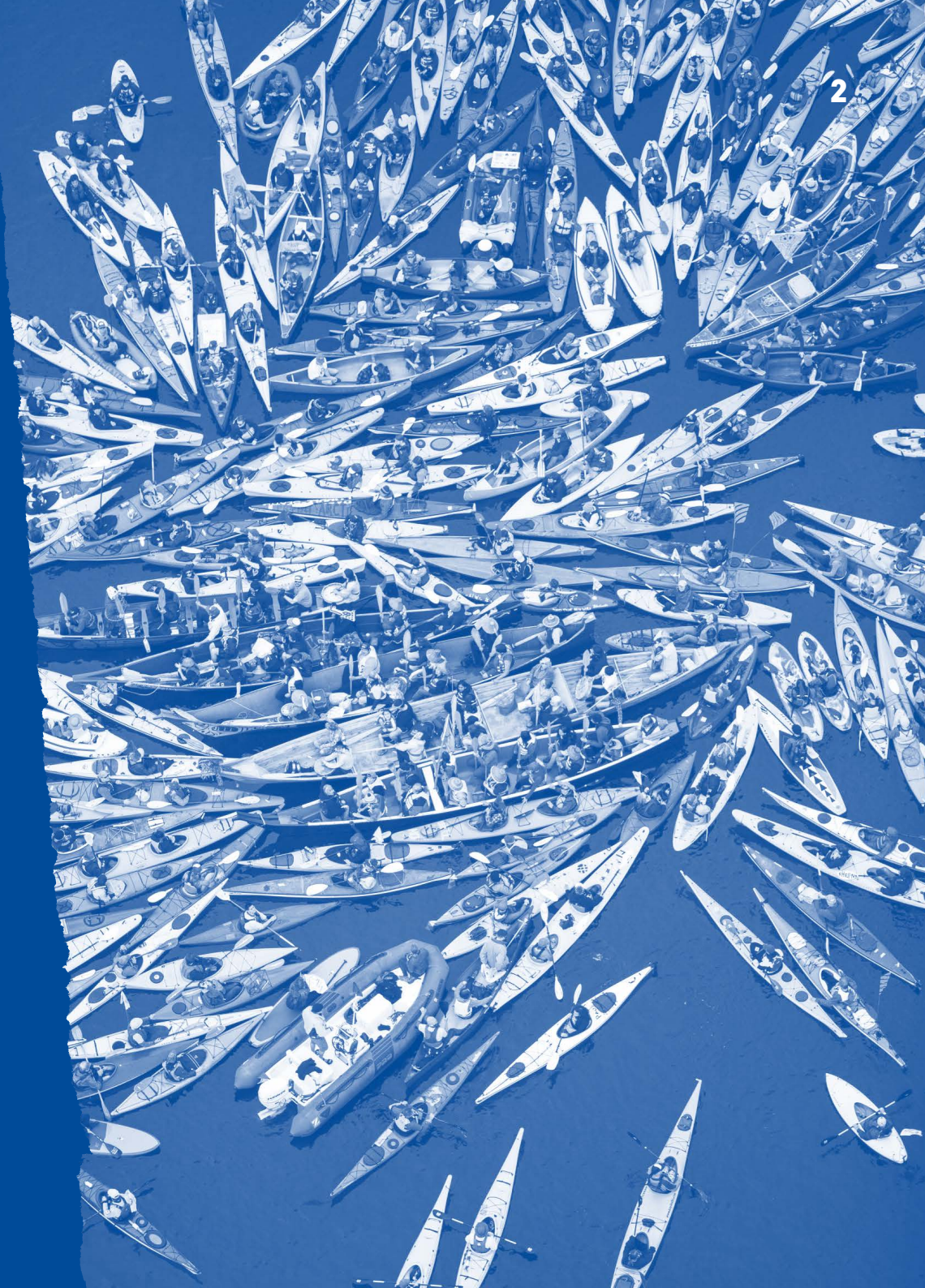
Build the power of others: Allyship

Win on ideas, not just policies

Be informed by insights: Technology data & insights

Be informed by insights: Brand & audience

Prioritise our resilience & agility: People & culture



1

INTRODUCTION

In the last five decades, Greenpeace has become one of the foremost environmental organisations in the world, winning victories that have put climate and nature protection on the map.

Fast forward to the present day, and we have gained huge momentum. Our movement is booming, environmentalism is mainstream and the solutions are more viable than ever. We look to the future from a position of strength. Now is the time to seize it.

But progress is not linear. Corporations and politicians are retreating into the status quo and there has been a rise in extremism, with increasingly powerful voices using our progress to drive division. Combine this with looming climate and nature deadlines, and we've got our work cut out for us.

That's why we need to lead with hope – driving home the solutions and the change we know is possible.

At the same time, we have to remain alert to the push and pull of our opponents, adapting our plans to meet the moment.

Our mission is clear: to halve emissions and restore biodiversity by the end of this decade in a fair and equitable way.

This three-year plan outlines how Greenpeace UK is going to play a vital role in getting there. It recognises that gradual change will not deliver our mission. In an ever-turbulent world, we need to accelerate our efforts. That means continuing to campaign proactively for the change we want to see – the work which makes leaps of progress possible – while building our power and our capacity to be reactive and resilient. By forging new partnerships, collaborating with our allies and creating a united front, we'll be ready for whatever the world throws at us.



2

OUR GUIDING PRINCIPLES

To evolve into an organisation with the impact, clarity of vision and integrity to change the world, our guiding principles need to underpin every decision we make. They are the ship with which we navigate choppy waters – defining the issues we work on, the decisions we make and how we treat each other.



Vision

A world where everyone has equal access to clean air, water and energy; where the nature we love is protected, precious habitats are restored and communities are united by ambitious climate action.

Mission

TO HALVE EMISSIONS AND RESTORE BIODIVERSITY BY THE END OF THIS DECADE IN A FAIR AND EQUITABLE WAY.

We can't predict what will happen in the next three years. But we can prepare. By committing to a set of organisational values, we can find the common ground we need to build our resilience. When difficult choices arise, our shared values will determine who we are and what we stand for, empowering us to make those choices together.

Greenpeace UK's values sit alongside the organisation's global principles of personal responsibility, non-violence, financial independence, promoting solutions and having no permanent friends or foes.



RELATIONSHIPS FIRST

We assume the best intentions of each other and all our successes and failures are collective. In order to take risks together, we will invest in building strong relationships guided by trust. We will not shy away from difficult conversations because we know we share a common mission.

WE WANT TO WIN

We are ambitious. The moment we lose that, we lose the fight. We must ask ourselves: how does what we're doing get us closer to winning? How are we adding value to the fight to win? We aim to do work that we're proud to be associated with, to win campaigns, and to share and celebrate those victories together.

LIFTING ALL BOATS

Our successes must be successes for those working on other issues – and their successes ours, too. Our approach is intersectional, in our campaigns and in how we work within our own organisation.

THE PATHWAY TO CHANGE

Where we are now

We find ourselves at a pivotal moment in human history. After the upending force of a global pandemic, there's been a deadly spike in armed conflict, a deterioration in human rights and a number of high-stakes elections that have put democracy to the test. Meanwhile, climate chaos has tightened its grip, with record-breaking floods, heat waves and wildfires devastating lives and livelihoods.

On the other end of the spectrum, the environmental movement is thriving. New activist groups are taking ever-bolder steps towards achieving our mission and public support for climate action has never been higher. But while our collective power has only strengthened, the backlash has been fierce. Protest rights are under attack and a new ideological frontier has emerged, with the ruling class doing everything they can to discredit us.

The need to reorient Greenpeace UK in this context is clear. But far from ripping up the rulebook, this includes building on our strengths and the things that set us apart – from the financial independence that allows us to confront power, to the incredible range of tactics we've become experts in deploying. It means taking smart risks and recognising that as a movement, we have what it takes to win.

“We are on a highway to climate hell with our foot still on the accelerator. A window of opportunity remains open, but only a narrow shaft of light remains.”

– António Guterres, UN Secretary-General



Where we want to be

We need to get better at seizing opportunities for seismic change. This means building our power and making our movement ready to act at a moment's notice.

To make this possible, we need to influence the conditions within which seismic change can happen – throwing grit in the wheel of destructive power to slow it down. Our existing campaigns already do this, but we need to reconsider how this services the wider movement. By working to strengthen forces for good, we'll shift the balance of power in our collective favour. And if we do this while popularising radical solutions – showing what's wrong with now and what good looks like – we'll make those big wins easier.

All of this requires resilience and agility. That's why, over the next three years, we'll focus on strengthening our efforts in the following areas.

Priority workstrands for 2025-2027:

7



Our strategic approach

We'll embed our new strategic approach, reorienting all our work under six strategic pillars.



People power

We'll win with our supporters, empowering them to drive meaningful change in a diversity of ways.



Allyship

We'll work together with a variety of movements to build counter-power by embedding solidarity into our strategies.



Fundraising

We'll inspire people to join us and stay with us, to power our campaign wins and fund our mission.



People and culture

We'll create a values-driven culture where everyone is empowered to play their part in delivering our mission.



Technology

We'll embrace the latest in technology, data and insights to enhance our capabilities and equip us with cutting-edge tactics.



Brand and audience

We'll develop new brand and audience strategies that unify our voice and make sure we're reaching the people we need to deliver change.



Impact

We'll improve how we measure our impact with a new framework to create organisational alignment.

How we win

One of Greenpeace's greatest strengths is our ability to read power – who has it, who needs it and how to disrupt it. It underpins the tactics we use and the stories we tell, tipping the balance away from destructive forces and towards our supporters and allies.

8



THE TACTICS WE USE

Our financial independence means that we are able to challenge power without conditions or hesitation. Our ability to read power, alongside a clear mandate to shift it, means that we use a range of tactics: investigating, documenting, exposing, taking action and lobbying those in power to create change.



THE STORIES WE TELL

We use our storytelling skills and the UK's global media hub to shift power. We do this by mainstreaming radical solutions, exposing villains, centring justice, weakening perverse corporate influence, strengthening international cooperation and cultivating hope.



THE PEOPLE WE WORK WITH

We are defined by our supporters' power and give them a channel to wield it. We work with the global organisation and support priority offices to deliver international impact. We collaborate with the wider movement, learning from and supporting our allies to build our collective power.



THE POWER WE SHIFT

We loosen the grip of extractive industries on politics, undermining the power of those who show no signs of changing course. Meanwhile, we uplift the companies and politicians who advocate for progressive legislation and solutions.

We challenge dominant media narratives that seek to divide the public and amplify stories that challenge power and platform hope.

We shift power to the people most impacted by environmental degradation. We build the movement's power, and our role within it, so that those who profit from the status quo are held to account.





Our strategic approach

Our strategic approach recognises that gradual, campaign-by-campaign progress is no longer enough. To contend with the scale and urgency of our mission, we need to:

- **Run proactive campaigns** that influence the conditions within which change can happen – making future wins easier for us and our allies.
- **Seize reactive moments** that present exciting opportunities to make leaps of progress towards our mission.

These six pillars will enable us to do that.

1

Confront and undermine power

We'll target those who sustain the systems that drive interconnected crises.

2

Build our power

We'll ready ourselves for reactive opportunities with the resources we need to activate our movement of supporters and allies.

3

Build the power of others

We'll prioritise impacted communities and progressive alliances, making the demands of our allies impossible to ignore.

4

Win on ideas, not just policies

Our campaigns will show what's wrong with now and what different looks like, expanding the social, cultural and political consciousness to make future wins easier.

5

Be informed by insights

We'll know when to act, and how, by constantly and competently reading the political, economic, social and cultural landscape.

6

Prioritise our resilience and agility

We'll do this in small ways, every day, so we're ready for big wins when the moments arise.



CONFRONT AND UNDERMINE POWER

10

By confronting and undermining destructive power, we can create the conditions we need for change. Then, when opportunities to radically shift power arise, our opponents will be weakened, supercharging our impact.

We identify our targets using investigation to gather the evidence we need, then we harness our financial independence and toolkit of tactics to expose them.

We hold firm in the belief that nothing confronts power more than effective direct action. In fact, it's not possible to truly hold destructive forces to account without it, and remains central to the tactics we use to create change.

How we'll do it

- Force accountability of the fossil fuel industry by highlighting their role in the climate and nature crisis and making polluters pay.
- Roll back extractive industries' political and financial privileges by demanding equitable transition plans, restricting their subsidies and imposing regulatory constraints.
- Shift political power by promoting the civil participation of people everywhere, unlocking their agency as change-makers.
- Lean into our long history of confronting power through effective, highly targeted direct action.

Non-violent direct action (NVDA)

Our mission will be won by ordinary people taking bold action. But that doesn't necessarily mean scaling an oil rig. NVDA is a vast spectrum of powerful interventions, from signing a petition to making climate-friendly choices, marching in the streets to providing NVDA aftercare – every activist is different and equally vital.

Greenpeace is and will continue to be synonymous with NVDA. We'll inspire people to act in a diversity of ways – both in and outside of the organisation. We'll challenge our assumptions about NVDA, bringing new energy, ideas and creativity into our methods. And crucially, we'll make our tactics accessible to people of different backgrounds and skill sets.



BUILD OUR POWER

People power

Greenpeace UK's power comes from the hundreds of thousands of people who put their faith in us – donating their money, time and expertise. In any room we're in, they're there, providing the credibility to persuade decision-makers and the strength to take down villains. It's our job to build the power of our supporters and to channel it towards achieving our mission.

People power will always be at the heart of what we do. Over the next three years, we'll prioritise 'big organising' as a new way to grow it. By giving volunteers greater levels of agency, we'll unlock more meaningful ways for them to take action and grow our collective impact. That means trusting, valuing and resourcing them more than ever before.

How we'll do it

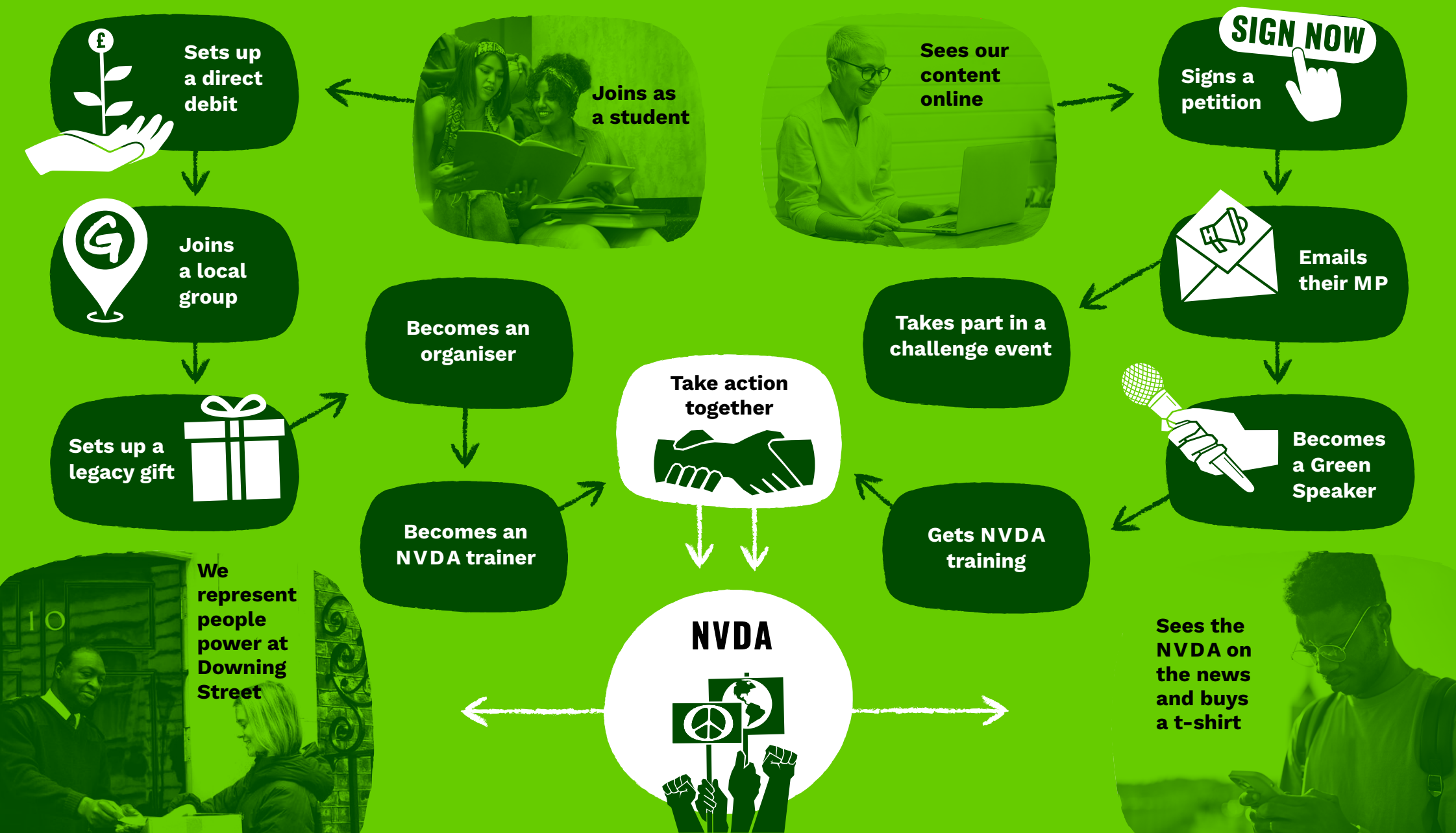
- Upskill staff to embed the big organising model into campaign plans and theories of change.
- Design a three-year strategy to scale up big organising at GPUK, using learnings from our first Project Climate Vote.
- Review our collective approach to people power at regular intervals, via evaluation and planning cycles, to ensure consistency.
- Give people varied and easy entry points, taking them on a journey that meets their needs.



PEOPLE POWER AT GREENPEACE UK

At Greenpeace UK, we offer so many ways for people to take action with us, from upskilling in NVDA to setting up a legacy gift. This means the journey our supporters take is as individual as they are. We work to meet the needs of their lifestyle and interests, enhancing their power as part of a collective and deepening their engagement over time.

12





BUILD OUR POWER

13

Fundraising

Our financial independence is central to our identity, enabling us to confront and undermine power. We've seen phenomenal success in our fundraising over the last decade, doubling both income and financial supporters, powering the organisation's growth. This is the kind of people power we need for credibility, legitimacy and to enable our campaign wins.

Changes in the external environment are making it harder to reach and inspire people to support us. To stay on an even keel, we need to keep inspiring many thousands of new supporters to join us every year. It will take a cross-organisational effort to do this.

How we'll do it

- Inspire the people who will power our victories and fund our mission, to win for nature and bring the fight to big oil for climate justice.
- Protect online activism, grow major gifts and encourage people to leave us a legacy to help sustain us for the future.
- Test new ways for people to get involved with and give to us, and go bigger on the things that work.
- Make sure our supporters feel part of our success and give them an outstanding experience to make Greenpeace their favourite organisation.





BUILD THE POWER OF OTHERS

14

Allyship

To win, we need a unified movement at the height of its power. That means sharing our skills and resources with other groups who want and need our support. The allyship strategy will authentically align us with diverse voices, hold us accountable and strengthen our collective impact.

As a major environmental NGO, we sit in a space historically dominated by white voices. To dismantle existing power structures and avoid harm, our allyship must be relational, not transactional. It must focus on the long-term wellbeing of the people we support, not our short-term aims. This is how we'll approach allyship moving forward.

How we'll do it

- Maintain access to our community space and movement support fund.
- Work in solidarity with communities, listening to their expertise and sharing ours.
- Build strategic coalitions that share broad goals to fight our common opponents.
- When running campaigns that affect disadvantaged communities, we'll endeavour to co-create them using a community-centred design approach.

Who are our allies?

Allyship builds the power of the collective movement by forming alliances with groups who share similar values to our own. We are allies to and work with:

- **Partners** – other NGOs with access to decision-making spaces who can bring people closer to the centre of power.
- **Collaborators** – the coalitions we're a part of, with a variety of actors campaigning on intersectional issues.
- **Grassroots groups, activists and organisers** – including front-line, impacted and under-served communities in the UK and abroad.



WIN ON IDEAS, NOT JUST POLICIES

15

While the challenges we're facing are many, we have the strength to imagine a better world and the expertise to make it happen. This is what we must centre in our campaigns and communications – not the precarity of the present moment.

We'll set the stage for change by grounding our campaigns in fact: with investigations and scientific work that exposes the villains, champions solutions and sways policy makers.

But effective storytelling is about more than facts and policy – it's about feelings. At a time of climate crisis, people need hope. We'll provide that in spades, using inspiring communications that motivate action and expand the social, cultural and political consciousness to make future wins easier.

How we'll do it

- Increase the public appetite for a fossil fuel phase-out.
- Reverse public apathy and rebuild hope by popularising solutions that connect everyday struggles with the imperative to save our planet.
- Focus on solutions for nature at scale, building our future through campaigns like protecting at least 30% of our ocean by 2030.
- Challenge the scarcity mindset with campaigns that champion investment and redistribution to deliver ambitious, equitable change.

“Another world is not only possible, she is on her way. On a quiet day, I can hear her breathing.” – Arundhati Roy





BE INFORMED BY INSIGHTS

16

Technology, data & insights

Technology allows us to maximise our power through innovation. By harnessing its full potential, we can evolve into an organisation that delivers better results, quicker. Through data and insights, we'll unlock vital information about people and power – enhancing our campaign strategies. And by making our processes more efficient, we'll get more of our most precious asset – time.

We're developing a technology, data and insights strategy that will benefit all teams at Greenpeace UK. Our use of technology, data and insights will reflect our values, and we'll work in partnership with the international organisation to unify our efforts.

How we'll do it

Deliver a new strategy in year one of the plan that:

- Responds to our technology needs over the next three years, enabling our ambitious plans for big organising, mobilisation and fundraising.
- Is inspired by best practice elsewhere, when it comes to harnessing technology, data and insights.
- Explores efficient ways to maintain and enhance our existing technology and data assets.
- Continually reviews how to get the most out of technology and data through participatory, collaborative workshops and consistent technology governance.





BE INFORMED BY INSIGHTS

17

Brand & audience

Our brand is central to our visibility in the movement. It can be the difference between fading into the background and asserting our unique strengths. It's also essential in our efforts to confront and undermine power. If we're to build the level of counter-power we need to tip the scales, our brand must inspire our existing supporters, reach new ones and empower them to take action with us.

That's why we're going to develop a new brand strategy. It won't overhaul what makes Greenpeace distinctive, but it will unify our communications and hone our visual identity, saying who we are and what we want in one bold voice.

As part of this work, we'll evolve our audience and insights capabilities, enabling us to better understand and keep up with the social and cultural landscape. By doing this, we'll know how to reach new people and inspire them to join us.

How we'll do it

- Deliver new brand and audience strategies in year one of this plan.
- Define the people we need by our side to both win campaigns and fund our work.
- Begin building recognition and relevance among younger and diverse audiences, where we currently lack a connection.

“Fight for the things you care about, but do it in a way that will lead others to join you.” – Ruth Bader Ginsburg





PRIORITISE OUR RESILIENCE & AGILITY

18

People & culture

Our organisational culture is central to our success. Every member of our staff has a part to play in creating a positive culture and, by supporting and enabling everyone to give their best, we'll build the kind of resilience we need to achieve our mission. We'll do this by strengthening our abilities and giving managers and leaders the tools and support they need to create the conditions where everyone can thrive.

We'll maximise our internal strength through our collective commitment to live our values, fostering the high levels of trust we need in each other to be agile in rising to the challenges we face.

Our impact will grow through greater levels of diversity in leadership roles and by keeping our commitment to being ever more inclusive.

How we'll do it

- Promote a sense of citizenship at Greenpeace UK so that we all live our values and contribute to a healthy organisational culture.
- Invest in leadership and management support.
- Support development and strengthen performance management processes.
- Improve psychological safety, disability awareness and approaches to health and wellbeing support.
- Intensify our efforts to diversify at senior levels and maintain our commitment to removing barriers to inclusion.
- Foster a culture with a high-risk appetite and build confidence in taking non-violent direct action.



The image is a composite. The background is an aerial photograph of Paris, France, centered on the Arc de Triomphe and the Champs-Élysées. The entire image is overlaid with a semi-transparent green filter. In the foreground, there is a scene of three people in an office or computer lab. On the left, a man with dark hair is sitting at a desk, looking at a computer monitor. In the center, there are several computer monitors and keyboards. On the right, a man with glasses and a beard is sitting, looking towards the camera, and a woman with long dark hair is standing next to him, looking away. The word "GREENPEACE" is written in a white, bold, sans-serif font across the middle of the image, partially obscuring the city and the office scene.

GREENPEACE