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# HSBC Centre of Sustainable Finance

Scaling up renewables:  
Corporates as solution providers

December 2018



HSBC

Together we thrive

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## Executive summary

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Scaling up the use of renewable electricity is critical for achieving climate goals, but currently only a quarter of the power mix is sourced from renewables. The International Energy Agency (IEA) and International Renewable Energy Agency (IRENA) estimate that renewable energy additions must be greater than 400 gigawatt (GW) per year to be aligned with achieving Paris goals, but currently a 200GW gap exists.<sup>1</sup> Corporate demand for renewables is therefore an important means to fill the gap. This report sets out the different approaches corporates can take to source renewable electricity.

The most recent data from BP, shows that renewables represent just 15 percent of the overall energy mix.<sup>2</sup> Since the well-known and most straightforward means of achieving the 2°C temperature goal set out in the Paris Agreement is to decarbonise power, scaling up the use of renewables is an effective solution.<sup>3</sup>

Historically, governments have tended to be the key facilitators of renewable energy roll out by implementing policy targets and mechanisms, such as subsidies. Increasingly however, corporates, driven by cost considerations and reputational factors, are assessing how to source power from renewables.

This report is a guide for corporates that are thinking about how to source 100 percent of their power consumption from renewable energy (RE). The aim is to highlight the different approaches of companies that have joined the RE100 initiative, a commitment made by 150 companies (at the time of print) to completely decarbonise their demand for power.

Essentially corporates can help to drive the demand for renewable capacity by sourcing renewable electricity through existing providers, by buying Energy Attribute Certificates or by building the capacity to generate electricity themselves. This paper looks at how corporates are helping to decarbonise the energy system, the existing framework that guides the process and the approaches corporates can take, and the pros and cons of each approach.

<sup>1</sup> Source: IEA and IRENA, Perspectives for the Energy Transition/ Available at: [https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2017/Mar/Perspectives\\_for\\_the\\_Energy\\_Transition\\_2017.pdf](https://www.irena.org/-/media/Files/IRENA/Agency/Publication/2017/Mar/Perspectives_for_the_Energy_Transition_2017.pdf)

<sup>2</sup> BP Statistical Review 2018, [www.bp.com](http://www.bp.com)

<sup>3</sup> Energy Transition Commission, 'Better Energy, Great Prosperity': HSBC Centre of Sustainable Finance: <https://www.sustainablefinance.hsbc.com/reports/better-energy-greater-prosperity>

## Renewables as a means to solve climate change



The recent report by the Intergovernmental Panel on Climate Change reiterated the urgency required to limit temperature rises.<sup>4</sup> It showed that if warming continues at the current rate, the world will be 1.5°C hotter than pre-industrial times sometime between 2030 and 2052. Implementing energy efficiency measures and decarbonising energy supply are key solutions to halt warming. Moving to renewable energy instead of fossil fuels to generate electricity is a key solution for the climate problem. The International Energy Agency (IEA) and International Renewable Energy Agency (IRENA) estimate that almost three quarters of long term country plans relating to addressing climate change refer to increasing the use of renewable energy.<sup>5</sup>

So far, the public sector has been a key driver in facilitating the scale up of renewable energy by setting national targets and putting in place direct policies. IRENA states that amounts committed under the current country plans submitted for Paris agreement compliance will lead to an estimated 1,300 gigawatts (GW) or more of renewable energy capacity globally by 2030.<sup>6</sup> Research by Bloomberg New Energy Finance and HSBC suggests that renewables will account for approximately 62 percent of total generation capacity by 2030. Whilst the growth in installed RE generation capacity is expected to

accelerate in the future, the pace is not quick enough to have a good chance of meeting the 2°C temperature rise limit set out in the Paris Agreement of 2015, according to IEA and IRENA. These associations estimate that renewable energy additions must be greater than 400GW per year to be aligned with achieving Paris goals,<sup>7</sup> but currently a 200GW gap exists.

Corporates can help bridge that gap by increasing demand for renewable electricity. Several catalysts, such as shareholder activism on climate factors, cost efficiencies and business continuity factors, are driving corporates more comprehensively to assess their underlying power sources.

Some companies are publicly pledging to support renewable energy by becoming signatories of initiatives such as RE100. RE100 is a collaborative, global, initiative uniting businesses committed to sourcing 100 percent renewable electricity.<sup>8</sup>

Approximately 150 companies had signed up to RE100 and we list these in Appendix 1.

<sup>4</sup> Source: Intergovernmental Panel on Climate Change, Global Warming of 1.5oC. Available at: <http://www.ipcc.ch/report/sr15/>

<sup>5</sup> Source: IEA and IRENA, Renewable Energy Policies in a Time of Transition. Available at: [http://www.irena.org/-/media/Files/IRENA/Agency/Publication/2018/Apr/IRENA\\_IEA\\_REN21\\_Policies\\_2018.pdf](http://www.irena.org/-/media/Files/IRENA/Agency/Publication/2018/Apr/IRENA_IEA_REN21_Policies_2018.pdf)

<sup>6</sup> Idem

<sup>7</sup> Source: IEA and IRENA, Perspectives for the energy transition: Investment needs for a low-carbon energy system. Available at: [http://www.irena.org/-/media/Files/IRENA/Agency/Publication/2017/Mar/Perspectives\\_for\\_the\\_Energy\\_Transition\\_2017.pdf?la=en&hash=56436956B74DBD22A9C6309ED76E3924A879D0C7](http://www.irena.org/-/media/Files/IRENA/Agency/Publication/2017/Mar/Perspectives_for_the_Energy_Transition_2017.pdf?la=en&hash=56436956B74DBD22A9C6309ED76E3924A879D0C7)

<sup>8</sup> Source: RE100 Website. September 2018. Available at: [www.there100.org/re100](http://www.there100.org/re100)

Clear definitions and robust methodologies to decarbonise the energy sector mean that corporates can effectively prove that their efforts are contributing to additional capacity. Power generation from renewable energy sources generally includes electricity produced from hydro (excluding pumped storage), geothermal, solar, wind, tidal and wave sources.<sup>9</sup>

Energy mix refers to the composition of the energy sources used to generate electricity, but electricity consumers, including corporates, might not have easily accessible information about the exact energy mix composition, which can vary by country and even geographic region.

The starting point for corporates is to establish the existing status of their power supply by engaging with their utility provider. The amount of renewables consumed will be entirely driven by the energy mix in the grid. This, obviously, is determined by the underlying structure of the country power market. Renewable energy sources represented just 15 percent of the global energy mix in 2017. For power generation, approximately one quarter of electricity comes from renewables.<sup>10</sup>

### Box1: Energy Attribute Certificates

Energy Attribute Certificates (EACs) are the verification mechanism that corporates use to evidence renewable energy. Whilst it is not mandatory for traditional energy generators to create EAC's, they provide a useful tool to build trust. One EAC is produced for every megawatt hour of electricity generated. For example, EACs originated in the United States are referred to as Renewable Energy Certificates or RECs while guarantees of origin are commonly used in Europe and International REC or I-REC are used globally.

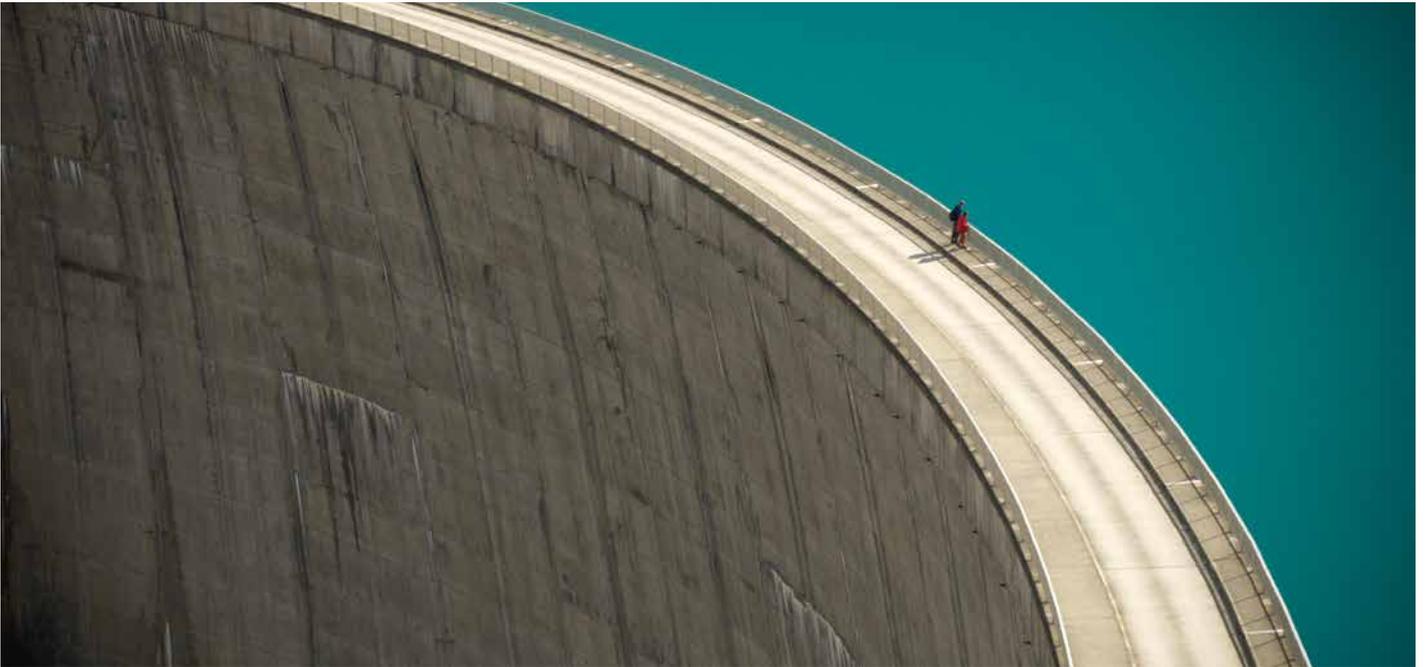
EACs are commonly confused with carbon offsets. Carbon offset certificates can reflect emission reductions in CO<sub>2</sub> or other Greenhouse Gases that come from other means outside of energy, such as avoided deforestation. In addition carbon offsets are only valid where they have been proven to drive additional emission reductions while additional renewable capacity is not a requirement of EACs.



<sup>9</sup> Source: OECD Data, Renewable energy Webpage. Available at: <https://data.oecd.org/energy/renewable-energy.htm>

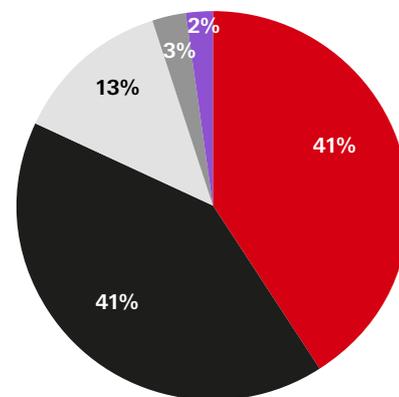
<sup>10</sup> Source: IEA Website (<https://www.iea.org/topics/renewables/>)

## Corporate activities that support renewables



Companies that make commitments to increase their share of RE often disclose their approach to fulfil their pledges to increase transparency and trust. For example, RE100 members mainly talk about four distinct paths to decarbonise their energy demand: asking the utility to provide proof that power is generated from RE sources; purchasing EACs; buying RE directly from a RE power generator; and investing in capacity generation from RE sources. These options are not mutually exclusive and most corporates use a combination of approaches depending on size and geography of operations.

**RE100 Companies and their Approaches to Meet their Commitments**



- Direct provision from utility
- Purchase of EACs
- Contract for provision of RE (PPA)
- Self-generation
- Other

Source: RE100

**1) Direct engagement with utility**

The corporate utilises current grid infrastructure and purchasing power to agree on green power provision with the utility provider. The utility is free to choose how to fulfil the renewable obligation, either by increasing its own renewable generation capacity, or by buying EACs on the wholesale market. With the second option the utility is not altering their energy mix but instead is purchasing EACs separate from the electricity for the corporate.

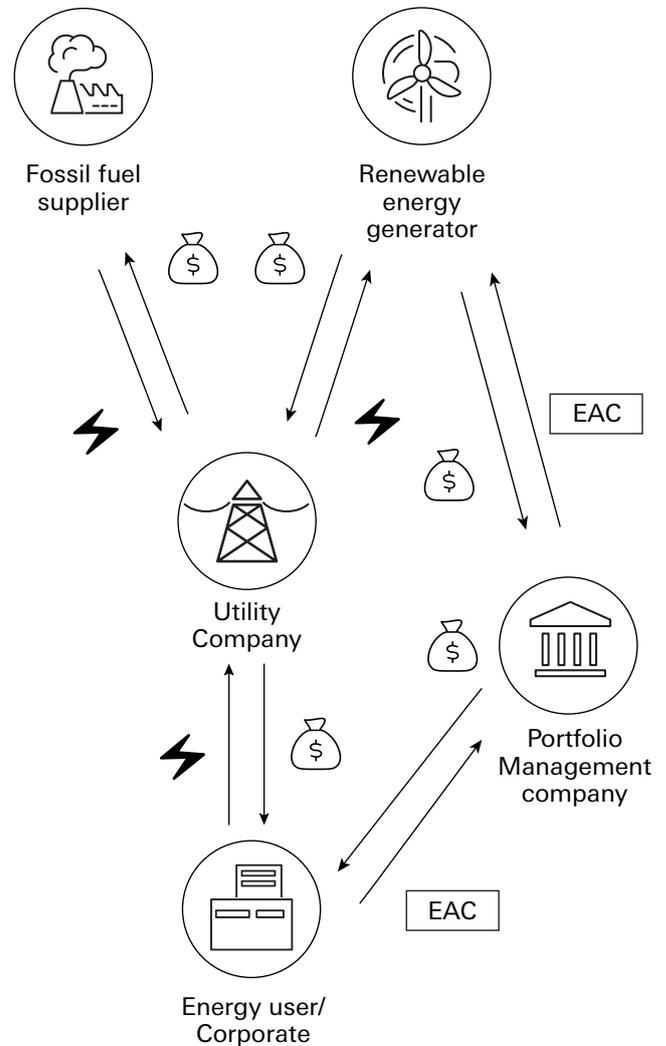
Under this approach, corporates are often charged a green premium. The utility company maintains the relationship with the renewable energy generator, which gives the corporate limited control over future price increases. This approach means that the corporate has no influence over the type of renewable energy provided (e.g. wind or solar). This option is usually used by corporates where energy represents a small proportion of costs. In 2016, RE100 members sourced 41 percent of renewable electricity through engagement with the utility provider.<sup>11</sup>

**2) Corporate EAC purchases from a third party**

Unlike the first option, this approach allows the corporate to buy EACs separately from the electricity provided by their existing utility. These are considered as unbundled EACs. The types of third parties include brokers and portfolio management companies. Portfolio management companies manage the sale of EACs on behalf of a number of power producers, which allows them to have numerous categories of EACs for sale covering different tenors, locations, and technologies.

Buying the EACs from portfolio management companies or brokers, as opposed to utilities, gives the corporate more control over the type and quality of certificates purchased because corporates are one step closer to the energy source. In this instance, corporates can choose to purchase EACs that finance additional renewable energy capacity. In 2016, RE100 members sourced 40percent of renewable electricity using energy attribute certificates.<sup>12</sup>

Figure 1: Corporate EAC purchases from a third party



Source: Amended from IRENA report.<sup>13</sup>

<sup>11</sup> Source: RE100, Approaching a tipping point: how corporate users are redefining global electricity markets. January 2018. Available at: <http://media.virbcdn.com/files/97/8b2d4ee2c961f080-RE100ProgressandInsightsReport2018.pdf>

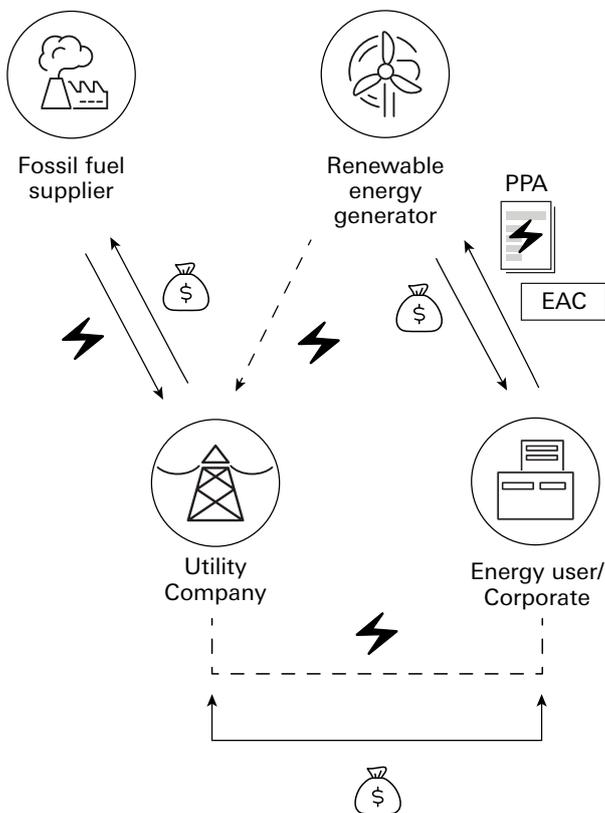
<sup>12</sup> Idem

<sup>13</sup> Source: IRENA, Corporate sourcing of Renewable Energy: Market and Industry Trends. May 2018. Available at: <http://www.irena.org/publications/2018/May/Corporate-Sourcing-of-Renewable-Energy>

### 3) Direct purchasing from RE generator

Corporates can also enter bilateral agreements with renewable energy generators to buy a fixed amount of electricity over a fixed period of time (which can range from 10 to 25 years) for a fixed price. This enables companies to cover their own consumption and provides them with the associated EACs. Often this approach captures the total production of a specific power plant and is known as a power purchase agreement (PPA). In 2016 RE100 members sourced 13 percent of renewable energy direct from the renewable energy generator.<sup>14</sup>

Figure 2: Direct purchasing from RE generator



**Source:** Amended from IRENA report.<sup>15</sup>

This approach makes sense for large corporates that have enough scale to bypass traditional utilities. Box 1 explains two variations of this approach.

#### Box 2: Power Purchase Agreements (PPA): Sleeved vs Virtual?

Corporates traditionally use power purchase agreements to buy electricity. Now, they are increasingly used by corporates to procure EACs from the RE generators directly with electricity at a set price. A PPA locks in a particular price over a particular timeframe, which gives the corporate cost visibility. In addition, some corporates are working together to form aggregated PPA frameworks. Renewable energy PPAs take two forms; sleeved and virtual.

##### Sleeved PPA

Corporates buy electricity from the renewable energy generator and use the utility company to “sleeve” it through the grid. The corporate receives the associated EACs as part of the agreement. The corporate must be connected to the same grid, and be part of the same market as the renewable energy generator. This structure is traditionally used in Europe. The utility is also party to the agreement as they provide the electricity to the corporate through the grid. The corporate and utility will also have to balance production and consumption needs due to the variable nature of renewable energy.

##### Virtual PPA

Corporates buy electricity at market price from the utility. The virtual PPA sits over and above this relationship and is essentially a contract for difference which allows the corporate to hedge against future price volatility. If the market price that the corporate has paid to the utility is above the set price agreed, the renewable energy generator compensates the corporate. If the market price that the corporate has paid to the utility is below the set price agreed, the corporate compensates the renewable energy generator.

Under this scheme, the corporate and the RE generator do not have to be connected to the same grid.

<sup>14</sup> Source: RE100, Approaching a tipping point: how corporate users are redefining global electricity markets. January 2018. Available at: <http://media.virbcdn.com/files/97/8b2d4ee2c961f080-RE100ProgressandInsightsReport2018.pdf>

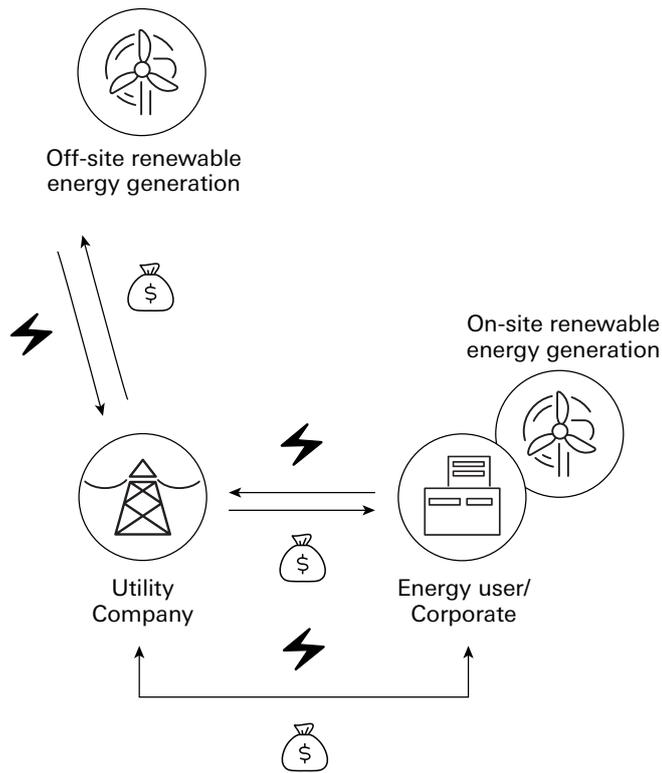
<sup>15</sup> Source: IRENA, Corporate sourcing of Renewable Energy: Market and Industry Trends. May 2018. Available at: <http://www.irena.org/publications/2018/May/Corporate-Sourcing-of-Renewable-Energy>

#### 4) Self-generation

The other option for corporates is to invest directly in building renewable energy facilities. This approach gives corporates total control over their renewable energy supply, and is a transparent way to demonstrate commitment.

Electricity generated in the same location as the property for which the power is being generated is referred to as on-site. Electricity generated in a different location and fed to the property through the existing electricity grid is referred to as off-site. IRENA notes that on-site facilities are the most common form of self-generation.<sup>16</sup> For example, RE 100 company IKEA have committed to own and operate 416 offsite wind turbines and have installed 750,000 solar panels on IKEA buildings.<sup>17</sup> IKEA sourced 71 percent of electricity from renewable sources as of 2016.<sup>18</sup>

Figure 3: Self-generation



Source: Amended from IRENA report.<sup>19</sup>



<sup>16</sup> Idem

<sup>17</sup> Source: IKEA's Website (<https://www.ikea.com/gb/en/this-is-ikea/people-planet/energy-resources/climate-energy/>)

<sup>18</sup> Source: RE100, Approaching a tipping point: how corporate users are redefining global electricity markets. January 2018. Available at: <http://media.virbcdn.com/files/97/8b2d4ee2c961f080-RE100ProgressandInsightsReport2018.pdf>

<sup>19</sup> Source: IRENA, Corporate sourcing of Renewable Energy: Market and Industry Trends. May 2018. Available at: <http://www.irena.org/publications/2018/May/Corporate-Sourcing-of-Renewable-Energy>

## Advantages and disadvantages of each approach

Corporate renewable energy strategies vary significantly according to the size and geographical location of operations, the energy intensity of the business and the ambition of the company in terms of influence on the wider energy ecosystem. The suitability of the approach taken depends on the scope and ambition embedded in corporates' sustainability strategies. Factors driving the most appropriate approach depend on cost considerations, including transaction costs, electricity price

volatility, legal and risks considerations, interest in preserving existing commercial relationships, a preference for enhanced control over types of RE sources, and ambition to add new and higher quality RE generation capacity. There are also constraints relating to location and available infrastructure and human capacity. The table below shows how some of these considerations map across each approach.

**Table 1: Advantages and Disadvantages of each Approach**

Key: ■ Advantage ■ Disadvantage

Considerations	Direct engagement with utility	Corporate EACs purchases from a third party	Direct purchasing from RE generator: sleeved PPA	Purchasing from RE generator: virtual PPA	Self-generation
Utility Involvement	Purchase of electricity continues to be managed through existing relationship.				
Enhanced control over the type of RE sources	No control. Less transparent selection of the quality of the energy source.	In some cases, corporates have control. The greater the control the greater transparency about the selection of energy sources.	Corporates have control over the selection of energy sources and hence, there is greater transparency.		Absolute control over the selection of energy sources and hence, absolute transparency.
Ambition to add new RE generation capacity	No new renewable capacity	Approach might add RE capacity but it is not guaranteed.			Additional capacity
Physical and human constraints				Renewable energy generator and corporate do not have to be connected to the same electricity grid.	Provision of electricity for corporates that operate off grid.
			RE generator and corporate have to be connected to the same electricity grid.	Virtual PPAs are basically hedging instruments, which require specific management, legal and accounting expertise.	Easier to implement in buildings that are owned.



			<p>Increasingly cost effective approach as corporates generally agree a lower electricity price directly with RE generator.</p>	<p>Additional electricity sold back to the grid provides an additional revenue opportunity.</p> <p>Corporate owns underlying assets.</p>
<p><b>Costs/Revenues</b></p>	<p>Corporate usually pays a green power “premium” to the utility. This additional cost is less of a burden when electricity is a small proportion of costs.<sup>20</sup></p>	<p>Purchase of EACs is an additional cost over and above electricity.</p>		<p>Significant working capital investment is required to build generation plants.<sup>21</sup></p> <p>Off-site projects may be subject to additional charges to transport the electricity (“wheeling charges”).</p>
<p><b>Price volatility and legal and risks considerations</b></p>		<p>Prices differ vastly depending on the jurisdiction.<sup>22</sup></p> <p>Must be purchased annually.</p>	<p>Long-term fixed electricity price.</p> <p>Most suitable approach in markets with a legal framework supporting PPAs.</p>	<p>The corporate assumes project risks.</p>

<sup>20</sup> IRENA estimates that companies that spend less than 5 percent of operational expenditure on electricity are more likely to favour direct engagement with utilities and the purchase of unbundled EACs (IRENA, Corporate sourcing of Renewable Energy: Market and Industry Trends. May 2018).

<sup>21</sup> IRENA estimate that 75 percent to 90 percent of renewable electricity is either self-sourced or sourced through PPAs for sectors where energy costs represent more than 5 percent of corporate spending, suggesting that any up-front costs are offset by long term savings (IRENA, Corporate sourcing of Renewable Energy: Market and Industry Trends. May 2018).

<sup>22</sup> For example, from below USD1.20 per MWh in Europe to USD46 per MWh in Japan, according to IRENA (IRENA, Corporate sourcing of Renewable Energy: Market and Industry Trends. May 2018. Available at: <http://www.irena.org/publications/2018/May/Corporate-Sourcing-of-Renewable-Energy>)

## HSBC Approach

HSBC has been assessing its own environmental impact in relation to climate change since 2004. Building on our 2011 programme to benchmark energy consumption reductions against full time employee numbers, we refreshed our intentions in 2017. Then, we pledged to enable 100 percent renewable energy by 2030, with an interim goal of 90 percent by 2025. Our renewable strategy is to influence the markets where we have operations by supporting projects that add renewable energy to the underlying country energy mix. To start with we assessed three factors to define our priority countries: our electricity consumption volumes; the carbon intensity of country energy mix; and whether there is a PPA framework in place. By ordering country priorities in this way, we built a portfolio of wind and solar projects of varying sizes and in various locations with different pricing mechanisms.

We are using sleeved power purchase agreements in the UK, India and Mexico. Electricity in these countries comes from a 60.9 MW solar farm in the United Kingdom, a 6.5 MW solar farm in India and a 32.0 MW wind farm in Mexico, which together provide 27 percent of our total global consumption. These projects have added 148MW of new renewable energy, which equates to 273,806 MWh of anticipated renewable power generated in local grids in the markets where we have significant consumption. Our commitment to RE 100 means addressing our consumption needs in the 67 countries and territories where we have operations. The challenges we face in reaching this goal include a lack of PPA frameworks in some of these markets. Another challenge which many corporates face is that in some markets, electricity consumption is part of a lease agreement. This is a complicating factor because engagement with the landlord is needed to facilitate self-generation.

## Conclusion

There are four ways that corporates can actively change their electricity provision to renewable sources: direct engagement with utility, EAC purchase, direct purchase from RE generator, and self-generation. For companies where electricity is a small proportion of costs, direct engagement with the utility is a good approach. For companies that own facilities and have space to build on site facilities self-generation is a good option.

For most large companies a combination of the four approaches will be used. Corporates recognise that while engaging with suppliers and buying EACs help to generate demand, these actions in themselves do not generate additional renewable energy capacity. Corporates are increasingly taking actions that drive additional renewable capacity as opposed to merely claiming the renewable energy already in the grid.



## Appendix 1: List of RE100 Members<sup>23</sup>

#	Company name	#	Company name	#	Company name	#	Company name
1	Ikea	39	Dalmia Cement	77	Interface, Inc.	115	RICOH Company, Ltd.
2	Swiss Re	40	Danone	78	Iron Mountain Incorporated	116	Salesforce
3	Anheuser Busch InBev	41	Danske Bank	79	Johnson & Johnson	117	SAP
4	Adobe	42	DBS Bank	80	Johann Shinkin Bank	118	SAVE S.p.A. Group
5	AEON Co., Ltd	43	Decathlon	81	JPMorgan Chase & Co.	119	Schneider Electric
6	Akzo Nobel N.V.	44	Dentsu Aegis Network	82	Jupiter Asset Management	120	Schroders
7	Alstria	45	Diageo	83	Kellogg	121	Sekisui House
8	Amalgamated Bank	46	DNB	84	Kingspan	122	SGS
9	Apple	47	eBay	85	KPN	123	Signify
10	ASKUL Corporation	48	Elion (resources group)	86	L'OCCITANE Group	124	Sky plc
11	Astra Zeneca	49	Elopak	87	La Poste	125	SONY
12	Autodesk	50	Envipro Holdings Inc.	88	Landsec	126	Starbucks
13	Aviva	51	Equinix	89	LEGO Group	127	Steelcase
14	AXA	52	Estée Lauder Companies	90	Lyft	128	Swiss Post
15	Bank of America	53	Etsy	91	Mace	129	Tata Motors Limited
16	Bankia	54	Facebook	92	Club Mahindra	130	TCI Co., Ltd
17	BBVA	55	FIA Formula E	93	Marks and Spencer	131	TD Bank Group
18	Biogen	56	Fifth Third Bancorp	94	Mars	132	Telefonica S.A.
19	Bloomberg LP	57	Fujitsu	95	Marui Group	133	Tesco
20	BMW Group	58	Fuyo General Lease Co., Ltd	96	McKinsey & Company	134	Tetra Pak
21	British Land	59	Gatwick Airport Limited	97	Microsoft	135	T-Mobile US, Inc.
22	BROAD Group	60	General Motors	98	Morgan Stanley	136	TRIDL
23	BT	61	Givaudan	99	Nestle	137	UBS
24	Burberry	62	Goldman Sachs Group, Inc.	100	NIKE, Inc.	138	Unilever
25	CaixaBank	63	Google	101	Nordea	139	Vail Resorts
26	Califia Farms	64	Grupo Bimbo	102	Novo Nordisk	140	Vaisala
27	Canary Wharf Group	65	Gurmen Group	103	Organic Valley	141	Vestas
28	Capital One	66	H&M	104	Pearson	142	VF Corporation
29	Carlsberg Group	67	Hatsun Agro Products Ltd	105	Procter & Gamble Company	143	Visa
30	Citi	68	Heathrow Airport	106	Proximus	144	VMware, Inc
31	Clif Bar & Company	69	Helvetia Group	107	Prudential plc	145	Vodafone Group
32	Coca-Cola European Partners	70	Hewlett Packard Enterprise	108	PVH	146	Voya Financial
33	Colruyt Group	71	HP Inc	109	Rackspace, Inc.	147	WalMart Stores, Inc.
34	Commerzbank	72	HSBC	110	RB	148	Watami Co., Ltd.
35	Corbion	73	International Flavors & Fragrances Inc.	111	Royal Bank of Scotland	149	WeWork
36	Crédit Agricole	74	IHS Markit	112	RELX Group	150	Wells Fargo & Co.
37	The Crown Estate	75	Infosys	113	Royal DSM	151	Workday, Inc.
38	Daiwa House Group	76	ING	114	Royal Philips	152	YOOX NET A PORTER GROUP

<sup>23</sup> Source: RE100 Website. September 2018. Available at: [www.there100.org/re100](http://www.there100.org/re100)

## About the Centre of Sustainable Finance

“Each and every one of us has a stake in developing a sustainable economic system. It is the combined responsibility of all players in society to respond to climate change, rapid technological innovation and continuing globalisation to secure a prosperous future. Yet addressing these changing forces is by no means straightforward. More work is needed to provide the financial system with the right toolkit to solve sustainability challenges.

Working with internal and external partners, this central think tank is uniquely positioned to lead and shape the debate. We will promote the sustainable finance agenda using our global network which covers the world’s largest and fastest growing trade corridors and economic zones. We can provide the connections needed to foster sustainable growth across borders and geographies. We aim to mobilise the capital flows needed to address the world’s major sustainability challenges.”

**Zoë Knight, Group Head,  
HSBC Centre of Sustainable Finance**

“For more than a decade, HSBC has been at the forefront of the sustainable finance market. In November 2017, HSBC made five sustainable finance pledges. We committed to provide USD100 billion of sustainable financing and investment by 2025, source 100 per cent of electricity from renewable sources by 2030, reduce our exposure to thermal coal and actively manage the transition path for other high carbon sectors, adopt the recommendations of the task force on climate related financial disclosures to improve transparency, as well as leading and shaping the debate around sustainable finance and investment.

Taken together, these commitments reflect the scale of the challenge of delivering the Paris Agreement and UN Sustainable Development Goals. They also demonstrate the heights of our ambition to be a leading global partner to the public and private sectors in the transition to a low-carbon economy.”

**Daniel Klier, Group Head of Strategy and  
Global Head of Sustainable Finance**

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