

**RE100 Progress and Insights Report,
January 2018**

APPROACHING A TIPPING POINT:

**how corporate users are
redefining global electricity
markets**

KEY FINDINGS

SIGNIFICANT RE100 GROWTH

- **122 leading companies** have committed to sourcing 100% renewable electricity.
- Their collective **electricity demand is over 159 terawatt hours per year (TWh/yr)** – this is more than enough to power Malaysia, New York State or Poland, and is a **49% increase on last year’s membership**.
- If RE100 were a country, it would be **24th biggest in the world** in terms of electricity use¹.
- **Suppliers and peers** are being increasingly influenced by members.

RE100 MEMBERS ARE ADDING RENEWABLE ELECTRICITY CAPACITY TO THE GRID

- **25 companies** achieved their **100%** target by the end of 2016.
- On **average**, RE100 members are **sourcing 32%** of their electricity from **renewables**.

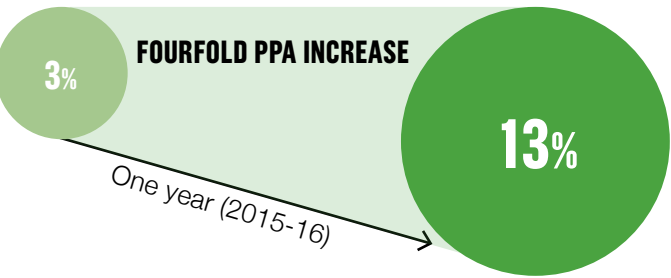
32%

DIRECT INTERVENTION AND DIVERSIFICATION OF ENERGY MARKETS

- Renewable power consumption from companies grew, with the proportion of **procurement from offsite grid-connected generators** (Power purchase agreements - PPAs) **increasing more than fourfold in one year**, from 3% to 13%.
- Purchase from **on-site installations** owned by a supplier has **increased x15**.
- 56 companies generated some of their own electricity on site in 2016, **increasing generation ninefold** on the previous year.

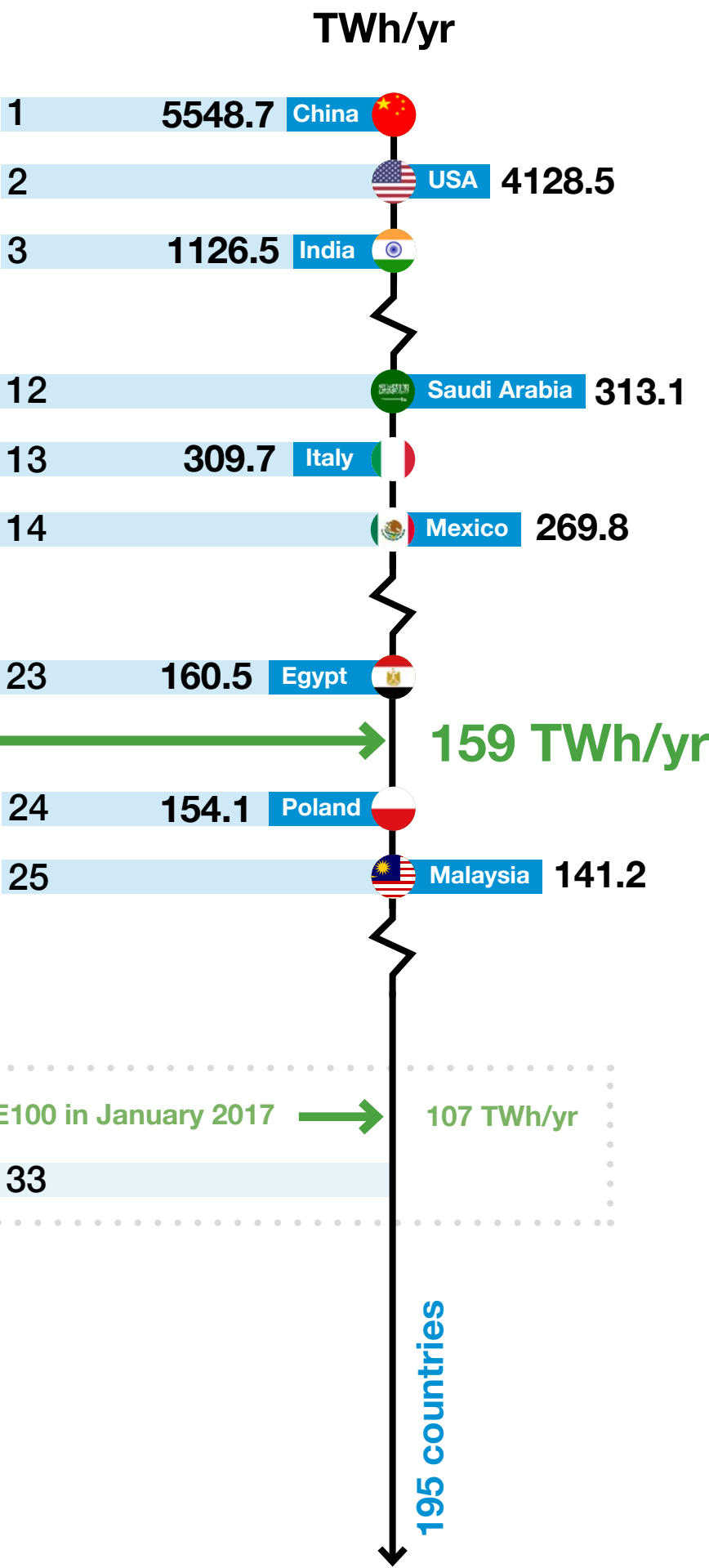
BETTER COST COMPETITIVENESS OF RENEWABLES IMPROVING THE BUSINESS CASE

- **88%** of responding members **cite the economic case** as an important driver for their RE100 commitment.
- 30 out of 74 respondents reported that switching to renewable electricity was cost competitive or resulted in cost savings on their energy bills.



RE 100

If RE100 were a country, it would be 24th biggest in the world in terms of electricity use:



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INTRODUCTION

Progressive companies are transforming global energy markets. Led by The Climate Group² in partnership with CDP³, RE100 brings together the world’s most significant, ambitious and forward-thinking companies who are accelerating the transition to a zero-emissions economy by committing to 100% renewable electricity across their operations.

At the time of publishing, 122 multinational businesses have made the RE100 commitment – and more are joining the campaign each month. Renewable electricity is no longer a niche demand of a few companies looking to ‘do the right thing’ solely for their corporate social responsibility efforts. As prices continue to plummet, renewables make clear business sense.

This is the third annual report of RE100. It tracks the progress of member companies working towards their 100% goals, provides key annual findings of RE100, and gives insights into some of the most critical issues around the role of businesses in future energy markets.



We’re convinced that embracing renewable energy is an excellent way to create both short- and long-term value that will enable a true business transition. RE100 is all about working with our suppliers, our customers and other leading companies to help make this change happen all over the world.”

– André Veneman, Corporate Director of Sustainability, AkzoNobel

The data in this report covers members’ reported electricity use in 2016, as well as examples of progress through 2017. At time of publication (January 2018), 122 companies had signed up to the RE100 commitment. RE100 members report their electricity consumption data annually through the RE100 reporting spreadsheet or the CDP Climate Change Questionnaire.

For this report covering the year 2016:

- 119 companies have provided their total electricity consumption data;
- 117 companies have provided their renewable electricity consumption data;
- 78 companies have provided in-depth data through the more comprehensive RE100 reporting spreadsheet;
- Of the 78, 76 have provided country wide electricity consumption data and 74 have provided comprehensive renewable electricity consumption data.

EXECUTIVE SUMMARY

2017 was a tremendous year for RE100. Our membership grew by 40% and we expanded into new markets including Japan and Singapore. With a combined global revenue of over US\$2.75 trillion, RE100 members represent a powerful new dynamic in global energy markets, bringing a vast new source of capital and finance for renewable energy projects. Today RE100 is working to ensure this new opportunity is recognized by policymakers – changing the energy dialogue around the world.

Rapidly falling costs of wind and solar power meant that at the beginning of 2017, renewables became the cheapest source of electricity in 30 countries⁴. Then solar photovoltaic (PV) reached its lowest cost ever, in Mexico, at US\$1.77 c/kWh⁵. And the economics will continue to improve. By 2020, solar PV is projected to have a lower unsubsidized, levelized cost of electricity than coal or natural gas-fired generation throughout the world⁶.

These lower costs are helping businesses translate their commitments into tangible investments, primarily through PPAs.

We’re seeing innovations in how renewable electricity is procured and tracked. Pioneering new tracking instruments being trialled by our members⁷ combine the purchase of documented renewable power with the financing and building of new renewable power capacity. Meanwhile, a new Gold Standard for renewable electricity sourcing incorporates social and environmental safeguards into renewable electricity procurement⁸.

Governments and policymakers are taking notice of this clean energy revolution. China has developed its first voluntary renewable electricity certificate system through the Green Electricity Consumption Cooperative Organisation (GECCO). And in Europe, the importance of corporate PPA in delivering national energy strategies has been strongly recognized in the development of the EU Clean Energy for All Europeans package.

RE100 insights into energy policy and markets

But there is still much work to be done. Our members are present in 122 countries across the globe, and they face a complex and challenging patchwork of market structures, policy frameworks and economic conditions that create wide variety in the cost and availability of renewable electricity.

We need policymakers to recognize that with the right market and policy environment, there is potential for large carbon savings through corporate sourcing of renewables. We launched the RE-Source platform with WBCSD⁹, WindEurope¹⁰ and SolarPower Europe¹¹, to send a clear message to the European Parliament and Council that businesses are prepared to invest in renewable energy at scale.



We believe RE100 forms a strong voice in the policy discussions on how to create supportive frameworks for renewable energy.”

– Morten Dyrholm, Group Senior Vice President of Marketing, Communications & Public Affairs, Vestas Wind Systems

We’re also developing partnerships to optimize our impact in other parts of the world. We’re working with Japan-CLP¹² and CDP to grow our membership and accelerate change in Japan; with REBA¹³ members WRI¹⁴, RMI¹⁵ and WWF¹⁶, and Ceres¹⁷ in the US; and with WBCSD’s Corporate Renewable PPA Forum to deliver capacity building events in India.

Delivered as part of the We Mean Business coalition, RE100’s approach is firmly rooted in collaboration. By working in partnership, we can amplify our message and leverage our resources to create real change.

We are proud to present our members’ achievements in 2016-17, during which time unsubsidized renewables became increasingly commercially competitive, with businesses taking the lead to implement the ambition of the Paris Agreement. With more and more pioneers joining RE100, we are getting ever closer to a tipping point, where renewable electricity becomes the unequivocal first choice for powering businesses throughout the world.

THE GROWTH OF RE100

RE100 has grown from 87 members to 122 in the last 12 months. Reaching our 100-member milestone in July 2017 – three years earlier than originally expected – demonstrated the growing momentum behind the corporate movement for renewable electricity. It was championed by Al Gore, Former US Vice President; Patricia Espinosa, the Executive Secretary of the UN Framework Convention on Climate Change; and Dominic Waughray, Head of Public-Private Partnership, World Economic Forum.

Together, these companies consume over 159 TWh of electricity per year – a 49% growth against last year’s membership and more than enough to power Malaysia, New York State¹⁸ or Poland. If RE100 were a country, it would rank as the world’s 24th biggest electricity user, just behind Egypt (160.5 TWh)¹⁹.



This would not be happening without leadership – and not just at the level of the CEO or a company board. It has been a huge collective effort of people at all levels, from those responsible for the business energy needs or the running of manufacturing facilities to those managing retail outlets or working in finance and purchasing.”

– Patricia Espinosa, Executive Secretary of the UN Framework Convention on Climate Change



Membership by region of HQ

Company headquarters	Number of companies	% of RE100 membership
USA	41	34%
United Kingdom	25	20%
Rest of Europe	19	16%
Switzerland	9	7%
Netherlands	7	6%
Denmark	5	4%
France	5	4%
India	4	3%
Japan	3	2%
China	2	2%
Canada	1	1%
Singapore	1	1%
Total	122	100%

Based on 122 companies who were members at time of publishing (January 2018).

The majority of RE100 members are headquartered in Europe and North America. However, we are experiencing growth in Asia. In 2017, we welcomed **DBS Bank** (Singapore) and three Japanese members: **Ricoh**, **Sekisui House** and **ASKUL Corporation**.

Membership by region of operations

Region of operations	Electricity consumption (Mega-watt hours, MWh)	% of total consumption
North America	47,930,721	44%
Europe	31,281,857	29%
Asia	13,798,692	13%
South America	8,888,457	8%
Central America	4,403,054	4%
Africa	1,291,613	1%
Middle East	527,907	<1%
Oceania	296,209	<1%
Caribbean	227,128	<1%
Rest of the world	194,989	<1%
Total	108,840,625	100%

Note: 76 companies have provided country wide electricity consumption data through the RE100 reporting spreadsheet²⁰.

RE100 companies have a global reach, with operations in 122 countries across six continents. This is a powerful lever for change, as it means reaching beyond the ‘easy wins’ where renewables are easily obtainable – and working to improve access in more challenging geographies. In this way, RE100 catalyzes innovation, collaboration and influence.

“Our position as the first major international company to secure renewable energy consumption in the Gulf region demonstrates the importance of collaboration to source renewables wherever we are present. Only by ensuring we involved all key internal and external stakeholders from the beginning and by ensuring alignment on common goals, were we able to make this possible.”

– Goktug Gur, President & CEO, Middle East & Turkey, Philips Lighting

In 2018, we will focus on building our membership and influence beyond the US and EU, with an additional focus on Asia where we anticipate significant membership growth. This will be driven by our members engaging with their supply chains to increase demand for renewable electricity, and through an increasing interest from governments in the potential for corporate investment in renewables.

Membership by sector

Sector	Number of companies	Total electricity consumption (TWh)	% of total electricity consumption
Financials	30	13	8%
Consumer Discretionary	22	22	14%
Consumer Staples	19	64	41%
Information Technology	18	25	15%
Industrials	15	9	6%
Materials	7	13	8%
Telecommunication Services	4	10	6%
Health Care	4	3	2%
Total	119	159	100%

Note: 119 RE100 members (out of 122 members at time of publishing – January 2018) provided electricity consumption data²¹.

RE100 membership has grown in all sectors except Health Care, with the **highest growth in Consumer Staples**, which has more than doubled to 19 members, consuming 41% of the total reported electricity demand. This may reflect the sector’s exposure to consumer pressure, with expectations of companies to ‘walk the talk’ through their own operations.

“There are rewards for doing the right thing. It makes us a more attractive partner to customers, governments and NGOs, and it ensures our relevance to consumers as well as current and future Mars associates.”

– Stephen Badger, Chairman of Mars, Incorporated

However, while corporate social responsibility (CSR) concerns still feature strongly in our members’ RE100 stories, **Financials remain the most represented sector** with 30 members, and they are increasingly talking about their RE100 commitments in terms of business opportunity, risk mitigation and investment returns. Their RE100 commitments also provide interesting opportunities to innovate finance solutions to help scale up renewable electricity procurement both within their own operations, and as a service to other corporate buyers.

“As a long-term active investor, we believe that climate change and energy transition carry risks and opportunities that warrant our attention.”

– Maarten Slendebroek, Chief Executive Officer, Jupiter Asset Management

HSBC

Going 100% renewable for global electricity use is one of five new commitments that **HSBC** is making to tackle climate change and support sustainable growth in the communities it serves. **HSBC** also pledged to provide US\$100 billion in sustainable financing and investment by 2025; discontinue the financing of new coal-fired power plants in developed markets and of thermal coal mines worldwide; adopt the recommendations of the Task Force on Climate-related Financial Disclosures to improve transparency; and lead and shape the debate around sustainable finance and investment.

In 2018, we are seeking to increase representation of **Industrials**, in particular metals processing and other heavy industries. They consume larger amounts of electricity and their purchasing choices can have a considerable impact on the reshaping of the energy market.

PROGRESS ON RE100 GOALS

Building on the progress we reported last year, our members are continuing to translate their commitments into action.

RE100 members already consume 51 TWh of renewable electricity a year²² (more than enough to power Portugal²³) out of a total consumption of 159 TWh per year²⁴.

By the end of the reporting period, December 2016, 25 RE100 members had achieved their 100% renewable electricity commitment. These 25 pioneer companies obtained a total of 10.5TWh from renewable sources in 2016. Three additional companies – **Google**, **The LEGO Group** and **Wells Fargo** – announced they reached this target in 2017, showing continuing momentum.

Paradoxically, while renewable electricity use by our members has more than doubled since 2015, the proportion of their combined electricity demand secured from renewables has dropped from 50% in 2015 to 32%²⁵, in 2016. This reflects the rapid growth and diversification of RE100, attracting more and more companies who are still at an early stage in their renewable electricity journey, but demonstrating the confidence to make ambitious RE100 commitments.

Nevertheless, members remain at the forefront of corporate renewable electricity sourcing, with the average share of renewables in RE100 members’ power consumption 1.3 times higher than the global rate of renewable electricity use (24.5%)²⁶.

Achieved 100% prior to 2016

Bankia
Biogen
Canary Wharf Group
Clif Bar & Company
Colruyt Group
Danske Bank
DNB
Gatwick Airport
Helvetia
KPN
Microsoft
Nordea²⁷
Pearson
SAP
Starbucks
Steelcase
Swiss Post
TD Bank Group
Vestas
Voya Financial
Workday

Achieved 100% in 2016

Autodesk Inc.
Elopak Inc.
Interface Inc.
Marks & Spencer
Sky plc

Interface Inc.

Interface achieved 100% renewable electricity four years ahead of its 2020 goal. The company’s preferred option for sourcing renewable electricity is unbundled renewable energy attribute certificates in North America, Europe, Asia and Australia – although the cost of certificates is particularly high in Australia. Interface Inc. also generates 18 MWh of electricity on-site through two solar PV arrays in LaGrange (US) and Scherpenzeel (the Netherlands).

Sky plc

Sky reached 100% renewable electricity consumption in 2016. It prioritizes on-site generation where possible (4% of its UK and Ireland electricity consumption). It has invested US\$2.7 million over the last three years for on-site generation projects, which enables the company to save around US\$14,900 on annual electricity bills. It meets most of its needs through contract suppliers (green electricity products).

Marks & Spencer

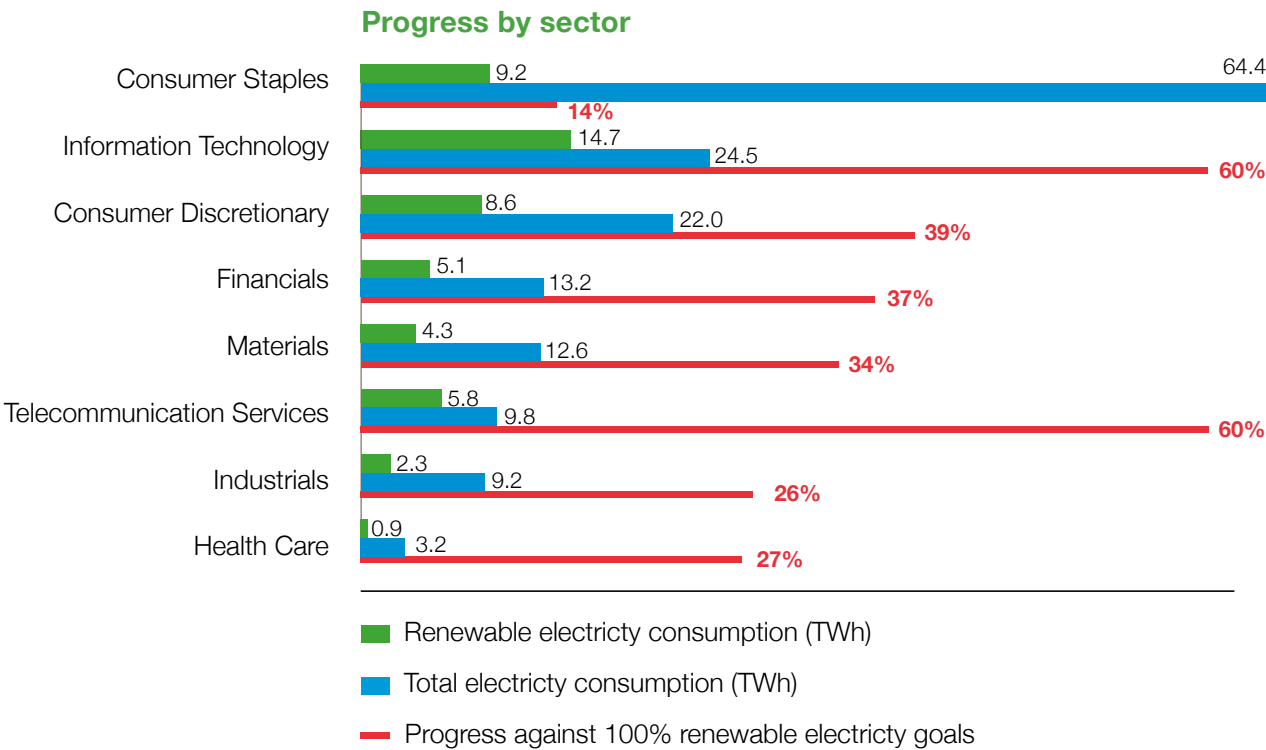
Marks & Spencer combined on-site generation where viable (<1%), green electricity products and unbundled energy attribute certificates to achieve its 100% target four years in advance. It also relies on a PPA to cover some of its consumption in India. Achieving its RE100 target enabled the company to reduce its carbon footprint by 55%.

Progress by many other members has been impressive: in 2016, our biggest achievers were **Bank of America**, **Astra Zeneca** and **Coca Cola Enterprises Inc.** (now Coca Cola European Partners), whose share of renewable electricity has progressed by at least 300% in a single year. **Autodesk**, **Bankia**, **Biogen**, **DNB**, **Helvetia**, **Interface**, **Marks & Spencer**, **Microsoft**, **Pearson** and **TD Bank** all reached their 100% goals faster than expected. **Equinix** and **Kingspan** have both surpassed their interim target.



RE100 challenges us to step up our progress on renewable electricity sourcing. We have access to more peer learning opportunities, which is helping us make the transition. It is incredibly motivating. We're future-proofing our business with solar, wind, and hydro together with some of the world's most influential companies."

- Koen Devits, Chief Procurement Officer, Royal DSM



Based on the data provided by 119 members (for total electricity consumption) and 117 members (for renewable electricity consumption) out of the 122 companies who were members at time of publishing (January 2018).

Members in the **Information Technology** sector have progressed most with their RE100 commitments, sourcing a total of 60% of their electricity consumption from renewable sources in 2016. They are closely followed by **Telecommunication Services** (59.8%).

Analyzing progress by sector only provides limited value due to the number of factors at play in determining companies' success towards their RE100 target.

These include size and geographical location of global operations; concentration of demand in large facilities versus distribution across numerous smaller offices or stores; access to capital and finance, long vs short business cycles; and a host of other factors that vary within sectors.



The IT sector must constantly innovate and respond to the globe's exponentially increasing demand for connectivity and computing power. We're working with our industry peers to find collaborative strategies for renewable energy sourcing and increasingly expect our suppliers to take active steps to use renewable power."

- Christopher Wellise, Chief Sustainability Officer, Hewlett Packard Enterprise



Going 100% renewable is a huge task for a heavy industry operating in less developed markets, but initiatives like RE100 are sending a clear signal in the market that corporates are moving to renewable energy."

- Arvind Bodhankar, Chief Sustainability Officer, Tata Motors Ltd

Progress by geography

The proportion of electricity our members are sourcing from renewables is higher in Europe²⁸ compared to other parts of the world, reaching 61% in 2016.

The three countries where members source the highest proportion of renewable electricity are **Spain** (87%), followed by the **UK** (63%), and the **Netherlands** (62%). This is partly due to the wide availability of Guarantees of Origin (European system of unbundled renewable energy attribute certificates) and in the case of the UK and Netherlands, the existence of markets enabling corporate renewable PPAs.

In North America, 25% of the electricity consumed by RE100 companies is renewable. It is 23% in South and Central America and 15% in Asia and Oceania. Regional variations can be attributed to many factors. The availability of renewable energy is important, but the picture is complicated by companies prioritizing renewable sourcing at headquarter level, creating more focus on Europe and the US.



Access to renewable resources is still limited in some places. By joining RE100 we aim to drive wider demand for low carbon power and encourage all providers to introduce renewable energy options."

- Leanne Wood, Chief People, Strategy & Corporate Affairs Officer, Burberry

RE100 MEMBERS BY REGION AND COUNTRY

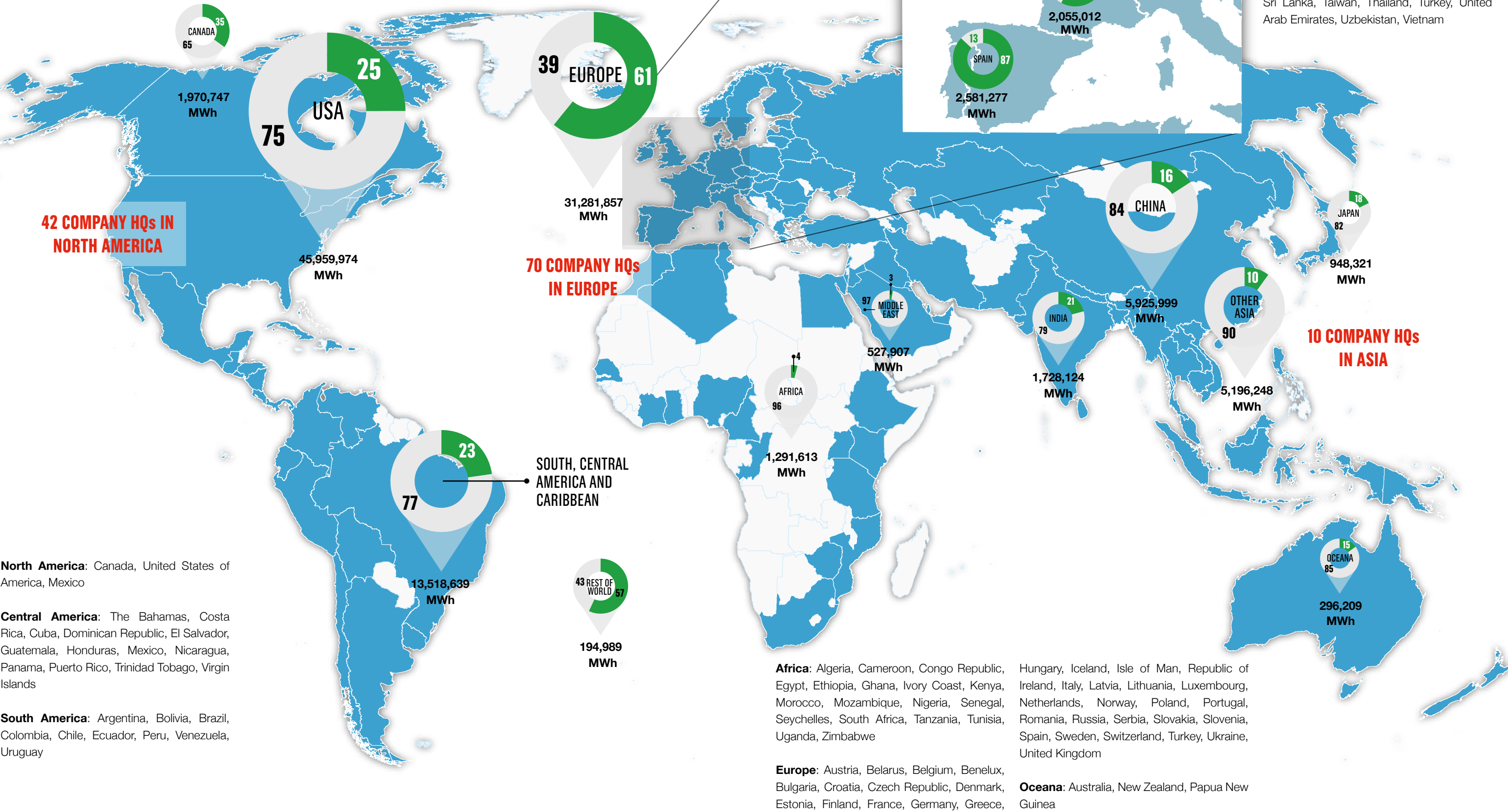
Map:

Area of RE100 company operations

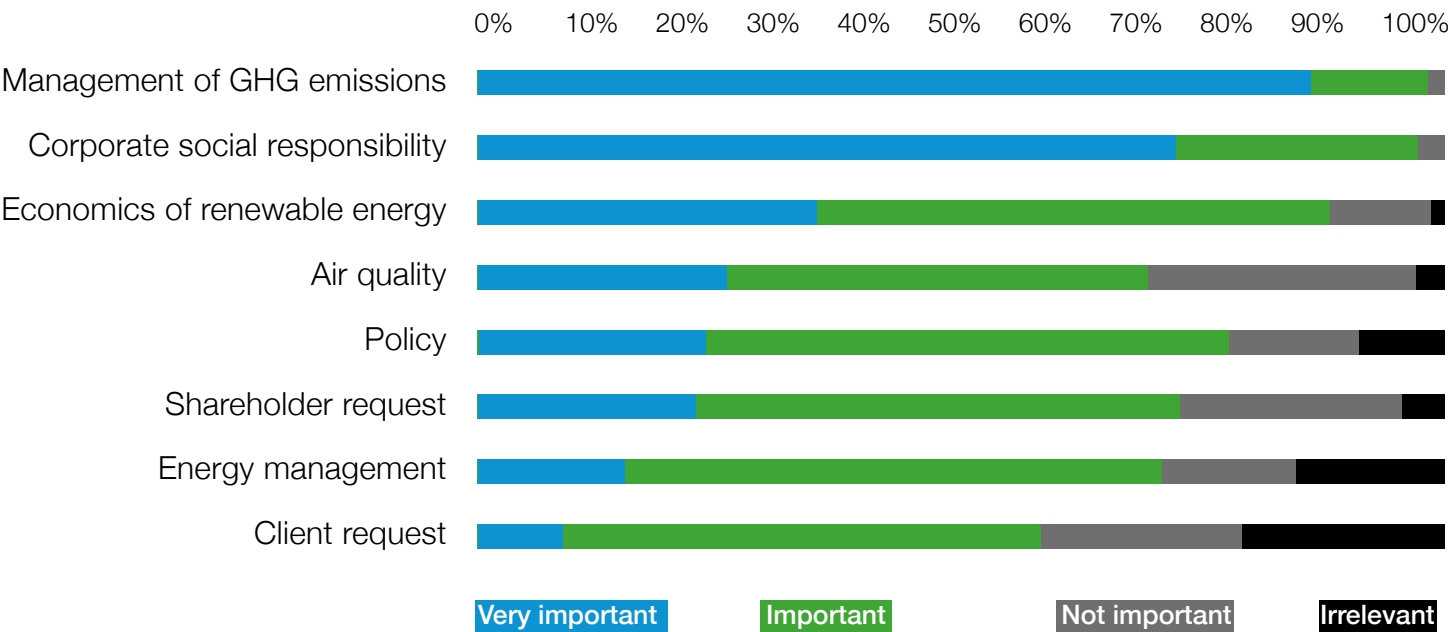
Pie charts:

% of members' electricity use sourced from renewable energy
% of members' electricity use not sourced from renewable energy

Figure below piechart: Total electricity consumption of RE100 members (MWh)



DRIVERS FOR RENEWABLE ELECTRICITY SOURCING



New for 2016, this report maps the drivers behind our members’ 100% renewable electricity commitments. **Management of greenhouse gas emissions**, and **CSR concerns** ranked as the top drivers, marked as ‘important’ and ‘very important’ by 99% and 97% of respondents, respectively.

However, the **economics of renewable energy** comes a close third, cited as ‘very important’ or ‘important’ by 88% of the 74 responding members²⁹. This illustrates the changing landscape for renewable electricity sources – as they become more and more cost competitive with fossil fuels, it makes business sense to switch to renewables.

“**Mars is already capitalizing on the falling prices of renewable energy and the long-term cost savings of clean technology. We now purchase enough renewable energy to fuel our entire operations in five countries and plan to make that 11 countries in 2018. All of this is delivered at the same cost, or lower, as fossil fuel.**”

- Stephen Badger, Chairman, Mars, Inc.

The business case

The business case for transitioning to renewable electricity is becoming clearer. 40.5% of respondents (30 out of 74) reported that switching to renewable electricity was **cost competitive or resulted in costs savings** on their energy bills³⁰. This reflects the ongoing plunging cost of renewables across the globe.

By installing solar panels on the roof of a data center in Sweden, **H&M** estimates that it has saved US\$15,000 (SEK 275,000) annually compared to sourcing electricity through the grid.

“**With a life expectancy of over 25 years, we know that our solar power plants will not only help us generate clean, sustainable power, but will also do so in a way that will save Swiss Re millions of dollars in the coming decades.**”

- Lasse Wallquist, Senior Environmental Management Specialist, Swiss Re

Another major benefit mentioned by members is **reduced exposure to fluctuating energy prices**.

“**Renewables have a very attractive payback period with the product life of most of the equipment being more than 20 years. They also provide lower operating costs in the long run, eliminating the associated risks of escalating energy prices.**”

- Rakesh Bohra, Sr. Associate Manager, Green initiatives & Infrastructures, Infosys

“**Renewables are increasingly becoming the lowest cost option. Electricity costs are one of the largest components of our operating expenses at our data centers, and having a long-term stable cost of renewable power provides protection against price swings in energy.**”

- Urs Hölzle, Senior Vice President, Technical Infrastructure, Google

“

As we expand our global cloud infrastructure, we will increasingly turn to renewable energy because it is a clean power source and gives us better financial predictability. It's good for the environment, our customers, and our business.”

- Brad Smith, President and Chief Legal Officer, Microsoft

There's also the importance of delivering **returns to shareholders**.

“

Renewable targets allow us to improve efficiency, while we run our business in a sustainable way, maximizing returns to our shareholders that care about results, as much as how we achieve them. Furthermore, we expect savings of 6% on the energy bill in 2020 and up to 26% in 2030 thanks to our Renewable Energy Plan.”

– Laura Abasolo, Chief Finance and Control Officer, Telefónica

Then there's increased **market value** to be seized, resulting from taking a leadership position.

“

In our experience, going with renewable electricity makes good sense; firstly, it is economically feasible to set up your own renewable power generation facility, and secondly it reduces carbon footprints thereby allowing you to brand your socially and environmentally conscious image in market.”

- Rakesh Bohra, Sr. Associate Manager – Green initiatives & Infrastructures, Infosys

“

Companies committed to aggressive renewable energy targets are already seeing the benefits – from increased innovation, to reduced regulatory uncertainty, strengthened investor confidence, and improved profitability and competitiveness.”

- Christopher Wellise, Chief Sustainability Officer, Hewlett Packard Enterprise

And of course, on the flip side, there's the **risk of being left behind** if companies do not act.

“

The case for businesses to adopt renewable energy at scale is clear and becoming more compelling all the time. Companies need to ‘get with the program now’ or risk losing relevance to their customers.”

- Mike Power, Chief Operating Officer for Technology and Operations, DBS Bank

In terms of greenhouse gas emissions reductions, members are highlighting the contribution that renewable electricity makes to their **decarbonization strategies**. Those can in turn result in cost savings through reduced carbon taxation.

Some members have also mentioned additional benefits linked to their renewable electricity sourcing efforts, such as **jobs creation**, but also higher employee satisfaction and broader **reputational benefits**. Solar City estimates that **Walmart's** commitment to solar alone has created 9,000 construction jobs in the US and to the company adding 5,000 permanent jobs in the US since 2010³¹.

“

As business leaders, we must recognize that climate action is a path to job creation, economic growth, improved public health, and advanced innovation. It's imperative we transition to low-carbon business models in order to compete and succeed in the 21st century.”

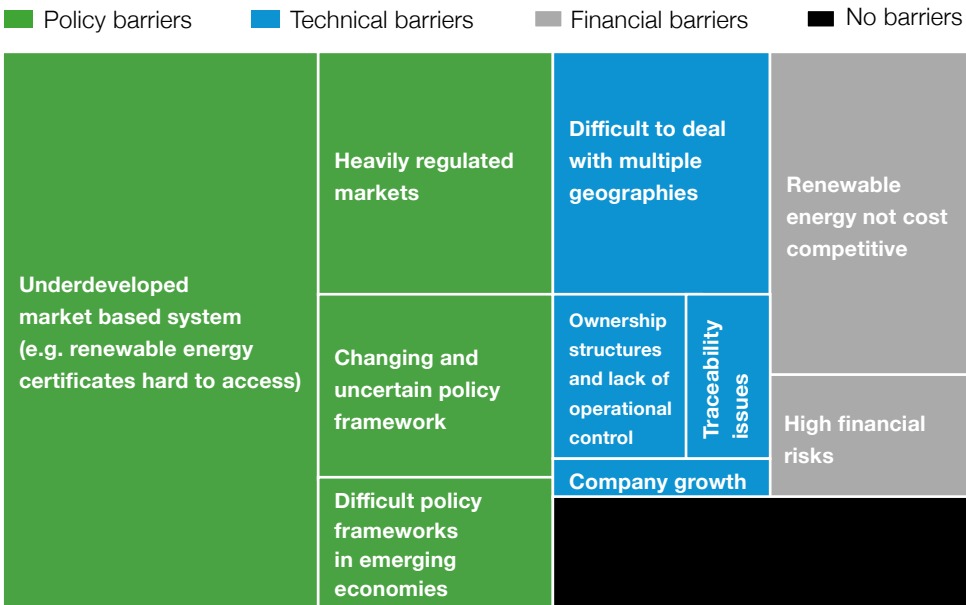
- Christopher Wellise, Chief Sustainability Officer, Hewlett Packard Enterprise

“

Going 100% renewable is an important milestone in how we “walk the talk”. It helps us to illustrate our concrete efforts for our customers, our employees, and the wider public, whose enthusiasm for our efforts has been remarkable.”

- Lasse Wallquist, Senior Environmental Management Specialist, Swiss Re

BARRIERS TO RENEWABLE ELECTRICITY SOURCING



This year we have mapped the key barriers cited by our members to reaching their 100% objective³².

Policy barriers are the most commonly cited, together with unavailability of suitable contracts or renewable energy certificates and the underdevelopment of a market-based system in some geographies³³.

“
There are considerable efforts from the Indian government to include renewable energy in mainstream power generation sources, but a specific policy around corporate sourcing of renewables needs to be developed to persuade more corporates to invest.”
– Rakesh Bohra, Sr. Associate Manager – Green initiatives & Infrastructures, Infosys

Heavily regulated markets, changing policy landscapes (e.g. support mechanisms) and the difficulty of navigating policy and regulatory landscapes in emerging economies all present challenges.

“
We strongly believe that halving CO₂ emissions by 2050 is possible. This will require transformation, from consumption practices to production patterns, from technology adoption to public policies, and no time can be lost”
– Xavier Houot, Senior Vice President, Group Environment, Safety, Real Estate, Schneider Electric

RE100 is committed to helping members overcome those barriers by making the case to national governments for simplifying access; enabling markets where direct purchase of electricity is possible for companies – giving them control over their energy supply – and where traceability of renewable electricity is guaranteed.

“
Looking at the policy measures in India that can support this intent, open access regulations need to be consistent across states.”
– Arvind Bodhankar, CSO, Tata Motors Ltd

“
We have also got to keep working to encourage the government to create more stable frameworks for renewable policy and certification. And we must continue to apply pressure on policymakers to create clearer incentives for companies to purchase renewable energy and stimulate demand.”
– Robert Williams, General Manager, Procurement – Utilities, Power & Cooling, Property & Facilities Management, BT.

“
RE100 brings us all together, makes us a market power and our political power, our advocacy a lot stronger than any individual company alone. And by working together, we can make a really strong business case of how renewable energy is good for the economy, is good for our business, and it’s good for the rest of the world.”
– Michelle Patron, Director of Sustainability Policy, Microsoft

“
We plan on working closely with RE100, other corporates, governments and regulators to open up renewable energy markets. This will enable HSBC and other corporates to develop PPAs globally and support the transition to a low-carbon economy and 2-degree world.”
– Andy Maguire, Group Chief Operating Officer, HSBC Holdings plc

Unlocking more corporate sourcing of renewable electricity can in turn help governments to meet their national renewable energy targets.

Financial barriers remain a significant challenge that we will continue to monitor. However, it is important to note that these were cited by significantly fewer members than policy barriers – likely reflecting the fact that the rapidly falling cost of renewables means that in many regions there is an economic incentive to use renewables. This marks a major shift.

While the cost difference between clean and conventional electricity remains problematic in many geographies, this is often closely linked to inadequate policy frameworks and market structures rather than technology costs, further reinforcing the need to address energy market reform.

RE100 members also identified **technical barriers**, including the difficulty of learning and managing renewable acquisition strategies across multiple locations – each with different market regimes, processes, advisors and nuances – to reach their target globally. Lack of data and traceability issues regarding their own consumption is also an issue.

The campaign will continue to work with partners across the world to help members and the wider business community to overcome or remove those barriers through education, peer-to-peer knowledge sharing, political advocacy and market development.

“**Joining RE100 will provide us the opportunity to collaborate with experts and other RE100 members to explore various renewable energy options available in the markets we operate in.**”

– Mike Power, Chief Operating Officer for Technology and Operations, DBS Bank

“**RE100 continues to provide a great platform for companies to learn from each other – to exchange best practices and to cooperate on concrete renewable electricity projects.**”

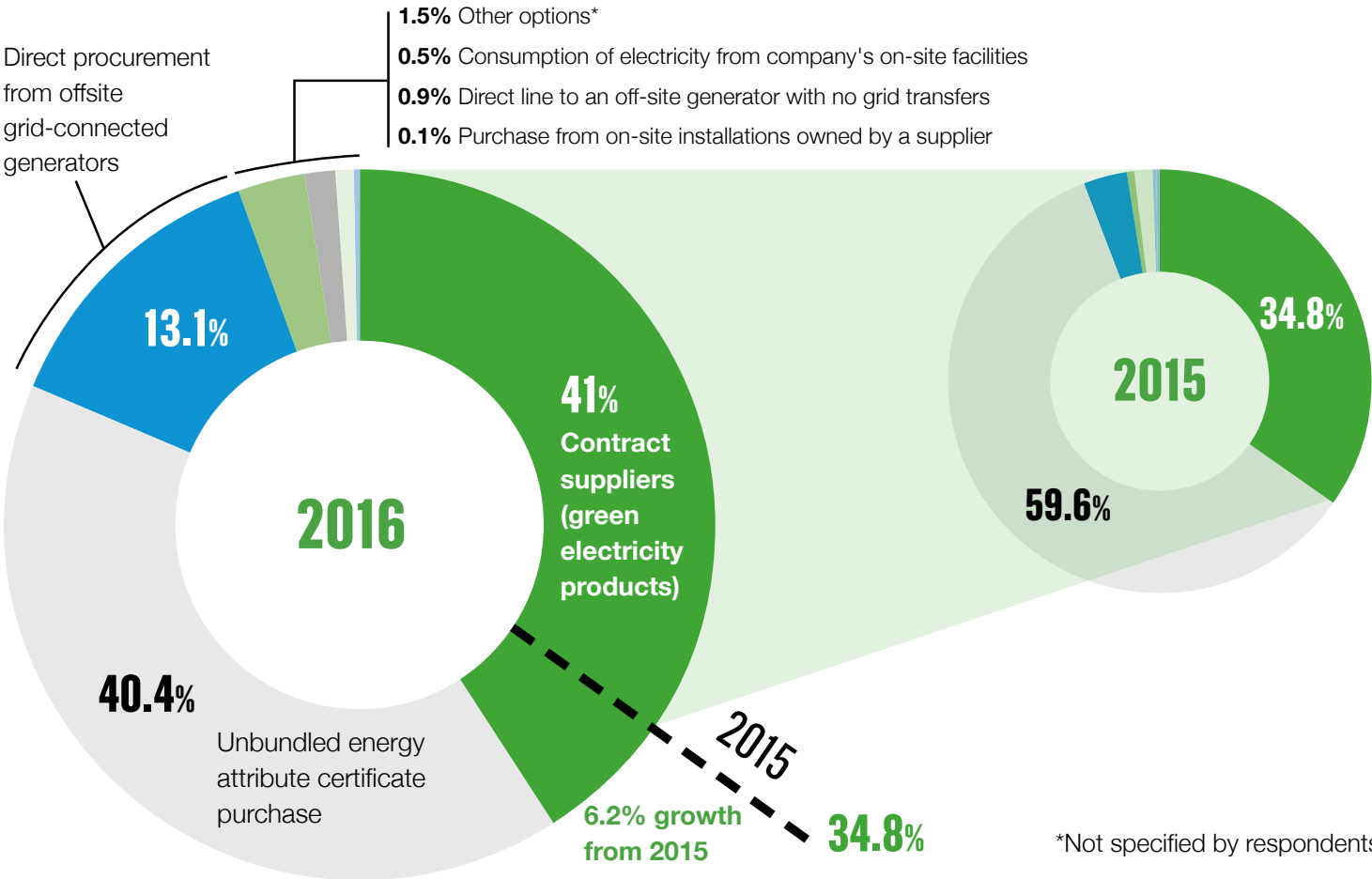
– Lasse Wallquist, Senior Environmental Management Specialist, Swiss Re

EVOLVING SOURCING STRATEGIES

RE100 members are going beyond simply meeting a target – their innovative approaches are re-writing the rulebook for renewable energy purchasing, and their investments are adding significantly to global renewable electricity capacity.

Sourcing strategy	2016 (MWh)	2016 (%)	2015 (%)
Contract with suppliers (green electricity products)	15,069,854	41	34.8
Unbundled energy attribute certificate purchase	14,849,772	40.4	59.6
Direct procurement from offsite grid-connected generators	4,813,968	13.1	3.3
Generation from installations owned by the company	1,108,092	3	<1
Other options	551,268	1.5	1.5
Purchase from on-site installations owned by a supplier	328,515	<1	<1
Direct line to an off-site generator with no grid transfers	22,089	<1	<1
Total	36,743,558	100%	100%

Based on 74 companies that have given in-depth information through the RE100 reporting spreadsheet.



*Not specified by respondents

The in-depth data provided by 74 RE100 members about their renewable electricity consumption shows that approaches to renewable electricity sourcing have significantly changed in 2016 compared to 2015. Although all approaches are beneficial to the global uptake of renewable electricity, **strategies that are more directly resulting in additional capacity connected to the grid are on the increase**. Diversity of approach is particularly apparent in India.

Direct contract with suppliers is now the preferred option of RE100 members (41% of total renewable power consumption), followed closely by purchasing **unbundled energy attribute certificates** (40%). This order is opposite to what we saw in the previous year, when certificates came largely ahead of green electricity products (60% against 35%). Companies are increasingly recognizing the active role they can play in adding renewable electricity capacity to the grid.

The contract that **BT** has with Npower for its UK electricity use gives them clear visibility of the carbon impact of its purchases.

“

Having visibility of the carbon content in electricity was an innovative move that makes perfect sense because it stimulates demand for low carbon A-rated electricity. This encourages energy companies to invest in renewable energy infrastructure which all helps to drive down overall carbon emissions in the UK.”

– Robert Williams, General Manager, Procurement – Utilities, Power & Cooling, Property & Facilities Management, BT.

Unbundled certificates remain essential however, in regions where direct access to renewable electricity is challenging. In 2017, **Philips Lighting** became the first major international company to use International RECs in the Gulf region. An I-REC is a global standard for documenting renewable energy consumption used in regions where no similar documentation scheme exists.

The growth of PPAs

The most notable change is **the increase in direct procurement from offsite grid-connected generators, or PPAs**, growing fourfold from 3% to 13% of RE100 members’ total renewable power consumption between 2015 and 2016.

Those PPAs amounted to 4.8TWh of electricity consumption in 2016 – with half of it in the US alone, followed by Europe, India and the rest of the world. Beyond RE100 members, record capacity was signed in Europe, the Middle East, Africa and Asia Pacific according to Bloomberg New Energy Finance³⁴. According to our 2016 data, **BT, Equinix, Microsoft, Nestlé, Procter & Gamble** and **Walmart** are the companies that source the highest share of their renewable electricity consumption through PPAs.

“

Our target date for 100% renewables is 2035. This might seem a long way off, but Adobe is focusing on direct and open access renewable energy – this means that the energy we purchase is adding directly to the local power grid. This process will take us more time than using carbon offsets or unbundled renewable energy certificates (RECs), but we think it’s worth it.”

– Vince Digneo, Sustainability Strategist, Corporate Responsibility, Adobe



Image credit: Philips Lighting

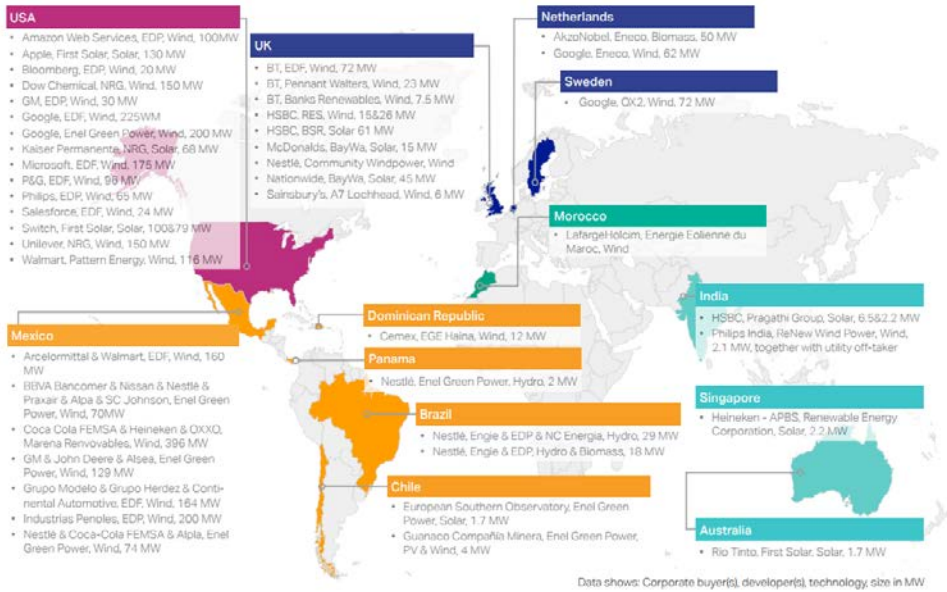
Power purchase agreements by RE100 members

During 2016-17 we saw the greatest increase in PPAs in the regions where the legislative frameworks are the most favorable; notably, in the US, Mexico, UK, Ireland and the Netherlands.

In 2017, in the US, **General Motors** signed PPAs to power its Ohio and Illinois plants, for example, while **Goldman Sachs** signed a PPA in Pennsylvania and **Royal DSM** signed one in Oklahoma. **Philips Lighting** signed a PPA in Texas in 2015 which became operational in 2016.

Expecting to obtain 75-85% of its total purchased electricity through PPAs, **AB InBev** signed a PPA for its Mexico operations. In the UK, **BT** signed one in Scotland, and **The LEGO Group** developed a huge wind power project offshore. **Microsoft** signed a PPA in Ireland, which it soon followed with another in the Netherlands; the largest corporate PPA in Europe.

Meanwhile, four RE100 members - **AkzoNobel**, **Google**, **Royal DSM** and **Royal Philips** - formed a unique partnership to jointly negotiate PPAs with wind projects in the Netherlands. Having executed its first PPA in October 2016, the Dutch Wind Consortium signed a second in December 2016.



Examples of corporate PPAs signed across the globe, as of October 2016. Source: WBCSD³⁵.

On-site generation

Purchase from **on-site installations owned by a supplier grew** from 21,618 MWh to 328,515 MWh, a 15-fold increase from the previous year (compared to an increase in total renewable electricity consumption of 60%, as the membership grew).

74% of the responding companies³⁶ (58 out of 78) reported self-generating some of their renewable electricity consumption, against 62% last year (34 out of 55), with **associated consumption growing almost ninefold**.

Falling costs are likely to be playing a key role in the increase of self-generation, as more companies can find the upfront capital to invest in renewable energy installations such as solar PV, to yield increasingly attractive returns.

Furthermore, our members report that on-site projects provide a good visual representation of their RE100 commitment to employees, customers and local communities.

“ In addition to helping us meet our renewables goal, solar photovoltaics provide a physical representation of our commitment for team members and customers.”

– Curt Radkin, Senior Vice President, Corporate Properties Sustainability Strategist, Wells Fargo

REGIONAL REPORTS

UNITED STATES

Sourcing strategies	2016 (MWh)	2016 (%)	2015 (%)
Unbundled energy attribute certificate purchase	6,863,745	59	85
Direct procurement from offsite grid-connected generators	2,362,056	20	<1
Contract with suppliers (green electricity products)	1,549,281	13	14
Generation from installations owned by the company	526,907	5	1
Purchase from on-site installations owned by a supplier	284,543	2	<1
Other options	2013	<1	<1
Total	11,588,545	100%	100%

In 2016, 44 RE100 companies reported 11,588,545 MWh of renewable electricity consumption in the US – 25% of the total electricity they consumed that year – against 6,783,791 MWh in 2015. It should be noted that the proportion of renewable electricity decreased, but this is indicative of the growth in RE100 membership and therefore overall demand, including some members who are at the start of their renewable electricity purchasing and reporting journey³⁷.

Following a growing global trend towards direct purchasing and self-generation, direct procurement from offsite grid-connected generators or **PPAs were the big success story in the US for 2016**, and grew exponentially to provide 2,362,056 MWh of consumption – against 8,732 MWh in 2015. This results from the many PPAs signed in previous years and that reached completion in 2016, and mirrors research findings by Smart Energy Decisions³⁸ and Bloomberg New Energy Finance³⁹.

Generation from installations owned by companies multiplied x17 compared to 2015 – another huge increase.

While **unbundled renewable energy certificates** remain the most popular means of sourcing renewable electricity, they represent a reduced proportion of the total electricity demand of RE100 companies in the US. This is due to the significant increase in the overall demand of our growing membership, and more direct sourcing methods gaining market share.

In 2016, two new US-based members achieved their RE100 target: **Autodesk** and **Interface**. **Interface** relies mostly on purchasing unbundled energy attribute certificates to reach its target, but also has one PPA in place in the UK and generates some of its own renewable electricity.

Google and **Wells Fargo** also announced in late 2017 that they had reached 100% renewable electricity consumption, subsequent to the data collection period for this report.

Wells Fargo

Wells Fargo's sourcing strategy is an illustration of RE100 members' ambition and commitment to impact. Having reached its target mostly through purchasing renewable energy certificates, the company is now looking at a second phase of development in which it will directly fund new renewable electricity projects – including through expanding its on-site solar installations.

In 2017, **Starbucks** has also shifted away from buying unbundled energy attribute certificates and has invested in a new 47 MW solar farm in North Carolina, US, for the first time. The coffee giant also signed a new long-term electricity tariff in Washington State, US, which will see the construction of a new wind farm that will generate enough electricity to power over 700 stores.

“The corporate sector is driving the conversation at the moment, which is a very interesting dynamic. Green Direct is a way Starbucks can select what type of energy we buy, rather than that being predetermined by the utility, so we can put the money we spend on electricity into renewable energy projects.”

– Patrick Leonard, Manager, Energy & Resource Management, Starbucks



Similarly, **Facebook** worked with the Omaha Public Power District to develop an energy tariff to power its new data center Papillion in Nebraska, US. The tariff is now available to anyone.

“At Equinix, we look for ways to minimize our carbon footprint and deploy more renewable energy on our local electricity grids, because we understand the role we play in our customers' supply chains. In partnership with over 8,000 businesses worldwide, we seek to be the place where opportunity connects and where customers not only find world-class data centers, but also find unique industry-leading alternatives to green their own footprints and digital supply chain by collocating with an Equinix data center.”

– David Rinard, Head of Global Sustainability, Equinix.

EUROPE

Sourcing strategies	2016 (MWh)	2016 (%)	2015 (%)
Contract with suppliers (green electricity products)	12,131,233	63	47
Unbundled energy attribute certificate purchase	5,545,147	29	48
Direct procurement from offsite grid-connected generators	704,300	4	3
Generation from installations owned by the company	649,552	3	<1
Other options	178,212	1	2
Purchase from on-site installations owned by a supplier	27,140	<1	<1
Total	19,235,584	100%	100%

66 RE100 members have reported 19,235,584 MWh of renewable electricity consumption in 2016 in Europe. This is 61% of the electricity that they consume in Europe. While still the main source of electricity, it is down from last year because of the changing makeup of the growing membership, with more companies just starting out on their renewable electricity journey. UK, Spain, Germany and the Netherlands are the main geographies for renewable electricity consumption⁴⁰.

In 2016, three European companies achieved their RE100 target: **Elopak Inc, Marks & Spencer**, and **Sky plc.**. Meanwhile, **Crédit Agricole** reached 100% renewable electricity in France and **Commerzbank** continued to source 100% renewable electricity in Germany. **Kingspan** also made significant progress, exceeding its interim target of 50% and entering 2017 with 89% of renewable electricity.

Green electricity contracts with suppliers are the preferred option in Europe, with 63% of the total renewable electricity consumption, and doubling in terms of the amount of renewable electricity consumed compared to 2015.

Unbundled energy attribute certificates (Guarantees of Origin – GOs) account for 29% of renewable electricity consumption, down from 48% in 2015. GOs are widely and easily accessible in Europe and still form an important means of sourcing renewable power.

Renewable electricity consumed through PPAs by our members has almost doubled in Europe from 467,117MWh to 704,300MWh, although PPAs have not yet experienced the same level of growth seen in the US. There is strong regional variation reflecting the diversity of the legislative frameworks across member states – 63% of the electricity purchased through PPAs in Europe was in the UK alone where the policy framework has encouraged investment, with the remainder being primarily in Ireland, the Netherlands and Scandinavia. We hope other European countries will create policy environments that attract higher levels of investments following the adoption of the Commission’s new renewable energy directive, REDII⁴¹.

Generation from on-site facilities owned by companies increased more than twelvefold in Europe since 2015, in line with the global trend.

“ We have become aware of the impacts that climate change and the reduction in fossil fuels will have on our supply chains and all our activities. Switching to renewable energy is one of the key actions that companies can – and must – take.”

– Reinold Geiger, Chairman and CEO, L’OCCITANE Group



In 2017, the ongoing review and negotiation of the Clean Energy for All Europeans package⁴² was a crucial time for determining the future of corporate sourcing of renewable electricity in Europe. It is a package of legislative proposals that aim to keep the EU competitive while transitioning to clean energy. With the possibility to incorporate modifications to the existing framework, it provided a strong opportunity to unlock billions of dollars of corporate finance and investment into renewable electricity infrastructure over the coming years.

All year, we supported RE100 members who advocated to ensure that the post-2020 Renewable Energy Directive as originally drafted was amended to include critical provisions to facilitate corporate purchase of renewable electricity. With our partners on the RE-Source platform (SolarPower Europe, WindEurope and WBCSD), we asked EU Parliamentarians and Member States that the Directive⁴³:

- Includes a renewable energy target of at least 35% by 2030
- Requires members to lift all administrative and regulatory barriers to the development of corporate renewables PPAs
- Establishes a fully functioning Guarantee of Origin system

We will remain active in this area throughout 2018.

Our members – namely **AkzoNobel, BT, Corbion, Google, H&M, IKEA Group, ING, Marks & Spencer, The LEGO Group, Microsoft, NovoNordisk, Philips Lighting, Royal DSM, Royal Philips, Unilever** and **Vestas** – have been active participants in the policy debate, championing the role that companies can play in helping the EU meet its renewable energy ambition and showcasing their own experience in switching to clean electricity.

We’re also seeing the first examples of member companies collaborating to ‘bulk buy’ renewable power, with **AkzoNobel, Google, Royal DSM** and **Royal Philips** forming the Dutch Wind Consortium.

CHINA

Sourcing strategies	2016 (MWh)	2016 (%)	2015 (%)
Unbundled energy attribute certificate purchase	854,331	89	87
Other options	56,571	6	9
Contract with suppliers (green electricity products)	35,066	4	0
Generation from installations owned by the company	8,808	1	<1
Purchase from on-site installations owned by a supplier	448	<1	0
Direct procurement from offsite grid-connected generators	0	0	3
Total	955,224	100%	100%

In 2016, renewable electricity consumption by our members in China reached 955,224MWh, or 16% of the total electricity consumed by RE100 companies in the country. 23 companies reported using renewable power in China. This represents a significant increase in the amount of renewable electricity consumed by RE100 members in China since 2015 (362,511 MWh)⁴⁴.

Most renewable electricity used by RE100 members in China is purchased through **unbundled energy attribute certificates**. In February 2017, China’s National Development and Reform Commission announced the launch of a national pilot Renewable Energy Certificates (REC) market, alongside the existing international REC market operated by an international REC issuing organization (RECS International). This way of procuring electricity could increase even more in coming years. The first green power trading certifications were issued to 20 renewable generation projects in June 2017.



To help accelerate progress in China, The Climate Group became a founding member of the Green Electricity Consumption Cooperative Organisation (GECCO). Announced during the 8th meeting of the Clean Energy Ministerial in Beijing, in June 2017, this partnership will work to increase corporate uptake of renewable power in China, supporting the Government to reach its ambitious national targets.

“China’s reform of energy production and consumption is well under way and has been developing in depth. Clean energy consumption is increasing ever since. The barrier of renewable energy consumption has gradually been removed by the outstanding falling of renewable energy cost. I am delighted to see RE100 is instrumental to bring renewable sourcing to corporates in China. I also encourage more Chinese companies to join this global campaign, joining hands together with others to promote China’s clean energy transition, and in the meanwhile to achieve their own sustainable goals.”

- Li Junfeng, Chairman, GECCO

Other ways of sourcing renewable electricity are emerging but remain limited. Companies like **Carlsberg Group** and **Apple** are generating electricity from their own facilities. **Carlsberg Group** has installed 8,000 solar panels in Dali, China, to cover 20% of the electricity needs of the brewery.

Apple’s electricity consumption in China was 100% renewable in 2016, partly due to a 40MW solar project coming online. Moreover, through its Supplier Clean Energy Program, **Apple** is working with its suppliers to add 2 gigawatts (GW) of clean energy facility by 2020 – on top of the 500 MW of renewable capacity in six provinces that the company has already helped to install.

RE100 China-based member **Broad Group** is progressing towards its 2045 goal, having reached 40.1% renewable electricity consumption in 2016 – up from 30% in 2015. The company is getting closer to its interim target of 50% by 2030.

INDIA

Sourcing strategies	2016 (MWh)	2016 (%)	2015 (%)
Unbundled energy attribute certificate purchase	114,707	31	0
Contract with suppliers (green electricity products)	108,194	30	0
Generation from installations owned by the company	49,270	13	31
Direct procurement from offsite grid-connected generators	46,123	13	69
Other options	39,804	11	0
Purchase from on-site installations owned by a supplier	5,692	2	0
Total	363,790	100%	100%

India is seeing rapid growth in renewable electricity production. Renewable power sourcing by our growing membership has more than tripled in India between 2015 and 2016, reaching 363,790 MWh - or 21% of total electricity consumption.

Unbundled energy attribute certificates are the preferred option (31%), followed closely by **green electricity products** (30%), and other means. India presents our most diverse regional picture in terms of companies’ sourcing strategies – a sharp difference from the previous year when only two options were reported by members (renewable energy certificates and self-generation).

The business case for switching is strong in India. The cost of renewable electricity has dramatically decreased, especially regarding solar PV which reached an all-time low of US\$0.038/kW (Rs. 2.44) per unit in May 2017⁴⁵. Wind power tariffs fell to a record low of US\$0.041/kW (Rs. 2.64)⁴⁶.

In a side event to the Business & Climate Summit in New Delhi in August 2017, our members cited long term lowering of operating costs, eliminating the risk of escalating energy prices, and dealing with unstable power supply, as reasons to go 100% renewable.

“We have seen growing interest from Indian companies towards increasing uptake of renewable energy. This year, 51 companies from India have reported data as part of CDP’s Climate Change Questionnaire and about 1 in 3 companies have set a target related to renewable energy. Though corporate renewable electricity buyers are experiencing a lack of long-term certainty in policy implementation which holds them back, RE100 members like Infosys and Tata Motors are persistently increasing the uptake of renewable electricity via entering into a contract with third party supplier and investment in captive renewable energy.”

– Damandeep Singh, Director, CDP India

India aims to add 175 GW of operational renewable electricity capacity to its grid by 2022, with 100 GW to come from solar – a goal the country is on a firm trajectory to reach. Achieving such ambition would make India a global leader in renewable energy. According to Ernst & Young’s Renewable Energy Country Attractiveness Index (October 2017), India ranks second after China globally in market attractiveness for renewables – a huge improvement from 10 or even five years ago.

RE100 has four members based in India that are progressing towards their 100% goal, all relying first on solar PV as a key technology. The decrease in price gave them the confidence to make their RE100 commitment – the levelized cost of electricity (LCOE) of rooftop PV in India for commercial consumer (US\$0.062/kWh) is one of the lowest in the world, only comparable to the sunniest parts of Australia and the US⁴⁷.

By demonstrating the corporate demand for renewables in India, our members are in effect advocating for a clear policy framework that will allow the country to achieve its national goals.

Tata Motors

Tata Motors nearly doubled its share of renewable electricity in 2016, through captive renewable electricity generation and on-site & off-site PPAs. The automobile company has called for consistent open access regulations across states, and more clarity on transmission and wheeling charges and on taxes. Renewable power has enabled the company to hedge against risk and establish a leadership position in the delivery of India’s Nationally Determined Contributions. Tata Motors is encouraging others to follow its lead.

Infosys now sources 45% of its electricity from renewable sources – up from 26% in 2015. The company has installed 15 MW of solar PV capacity in various locations and is planning to set up an additional 30-40 MW of solar PV capacity in Karnataka State in 2017-18.

“As the cost of renewable energy is falling and rapidly attaining parity with grid power, it makes commercial sense for corporates to go 100% on renewables. With advancement in technology and considering economy of scale, the cost of storage systems is also going to fall significantly in the coming years, thus making renewable electricity a more attractive and reliable energy solution.”

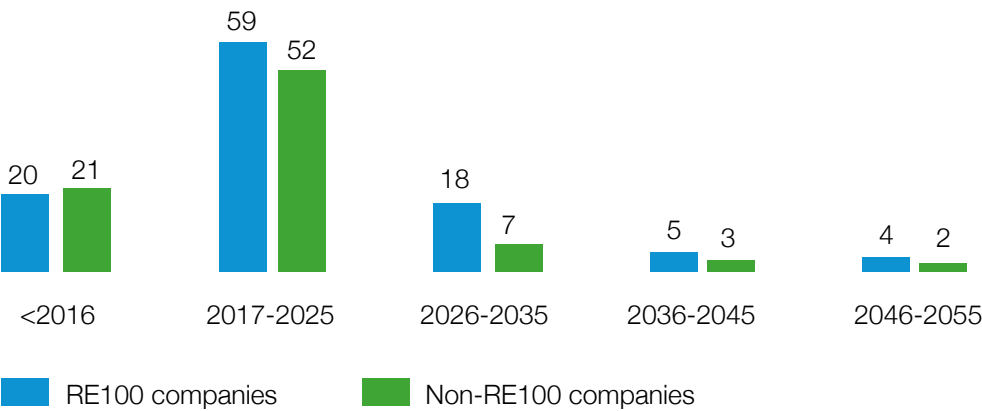
– Rakesh Bohra, Sr. Associate Manager – Green initiatives & Infrastructures, Infosys

Swiss RE also announced in 2017 that it will achieve 100% renewable electricity in India before 2020. **Adobe**’s offices in Bangalore are already running on 100% of renewable power, owing to a PPA for 2.5 MW of solar power that is helping to clean up local air. This is in line with the company’s global commitment to favor direct additions to the grid when purchasing renewables.

GOING BEYOND - CATALYZING WIDER PROGRESS

Inspiring peers

Number of companies with 100% renewable electricity targets by target year (range)



RE100 is creating a movement that will inspire and enable the broader business community to follow our members’ lead.

According to CDP data, 80 companies have committed to 100% renewable electricity outside of the RE100 campaign. This has doubled from 40 in the previous year, and many more companies have committed to sub-100% targets. While these claims and associated reporting are not currently verified by RE100 to check their compatibility with our guidance⁴⁸, the growth of this broader movement is encouraging.

“Through RE100, we are joining forces with other like-minded companies, which are also leading the change towards a low carbon future. Switching to 100% renewable electricity offers a holistic business case with financial, social and environmental benefits. Hopefully together, we can inspire others to step up and do the same.”

– Cees’t Hart, President & CEO, Carlsberg Group

Engaging supply chains

In 2017, we stepped up our efforts to encourage and support our members in engaging their suppliers on renewable electricity. Before this time, companies had mostly focused on addressing the direct impact of their own operations fully under their control – as per the RE100 commitment. However, our members are starting to look beyond this, to encourage the uptake of renewable electricity within Tier 1 of their supply chains.

This makes sense for leading companies, who recognize that it is their responsibility to minimize the impacts of the goods produced to support their businesses. Indirect emissions from supply chains are typically four times greater than an organization’s direct operational emissions⁴⁹. Extending renewable electricity purchasing into the supply chain therefore has the potential to create a multiplier effect in demand and investment.

The potential extends well beyond the simple arithmetic of additional demand. The supply chains of RE100 members stretch across the world, and represent terawatt-scale electricity demand in countries such as Vietnam, Indonesia, Bangladesh and Laos, where direct demand from our members is low. The adoption of renewable electricity by supply chain companies in these regions can send a strong signal to markets and policymakers, particularly in counties where coal currently features strongly in their growth plans. By partnering with suppliers, companies can open up opportunities for collaboration, aggregation of demand, increased purchasing power and knowledge sharing.

“By raising awareness of the positive aspects of supply chain action, it is possible to deliver tangible, meaningful results for the bottom line and the planet.”

– Patricia Espinosa, Executive Secretary, UNFCCC

Our 2016 data⁵⁰ shows that 38% of our members are working with their suppliers to drive the uptake of renewable electricity, using a variety of approaches.

Many members focus on building capacity by providing information about available options and training via webinars, workshops and regular contacts – sometimes trying first to narrow down their efforts to their biggest suppliers. They also survey their suppliers to monitor progress, either through their own system or with the assistance of a specialized platform. For instance, three of our members are using the EcoVadis platform⁵¹ to monitor suppliers. The platform spans 150 sectors and 110 countries, providing sustainability ratings and performance improvement tools for suppliers globally.

Some companies are piloting projects and approaches to accelerate progress, including in regions where access to renewable electricity is more challenging. **H&M** has developed a global roadmap for its supply chain (Tier 1 and 2) to be carbon neutral by 2030 and is working with WWF (World Wildlife Fund) and IFC (International Finance Corporation) to accelerate uptake of renewable electricity in its supply chain in Bangladesh, China and India. **Walmart**, with Project Gigaton⁵², is providing an emissions reduction toolkit to its suppliers, aiming to eliminate 1 GtCO₂e by 2030 – energy is one of the key pillars.

RE100 analysis in 2017 (with 29 companies) showed that learning from pioneer companies was important for 90% of the respondents, especially on how to engage successfully with suppliers and how to set appropriate targets. RE100's report *Going Beyond: A guide to integrating renewable electricity into your supply chain*⁵³ highlights case studies from three of our companies who are pioneers in this field: **Apple**, **BT**, and **IKEA Range and Supply**. All have adopted ambitious targets and action plans to increase renewable electricity consumption among their suppliers.

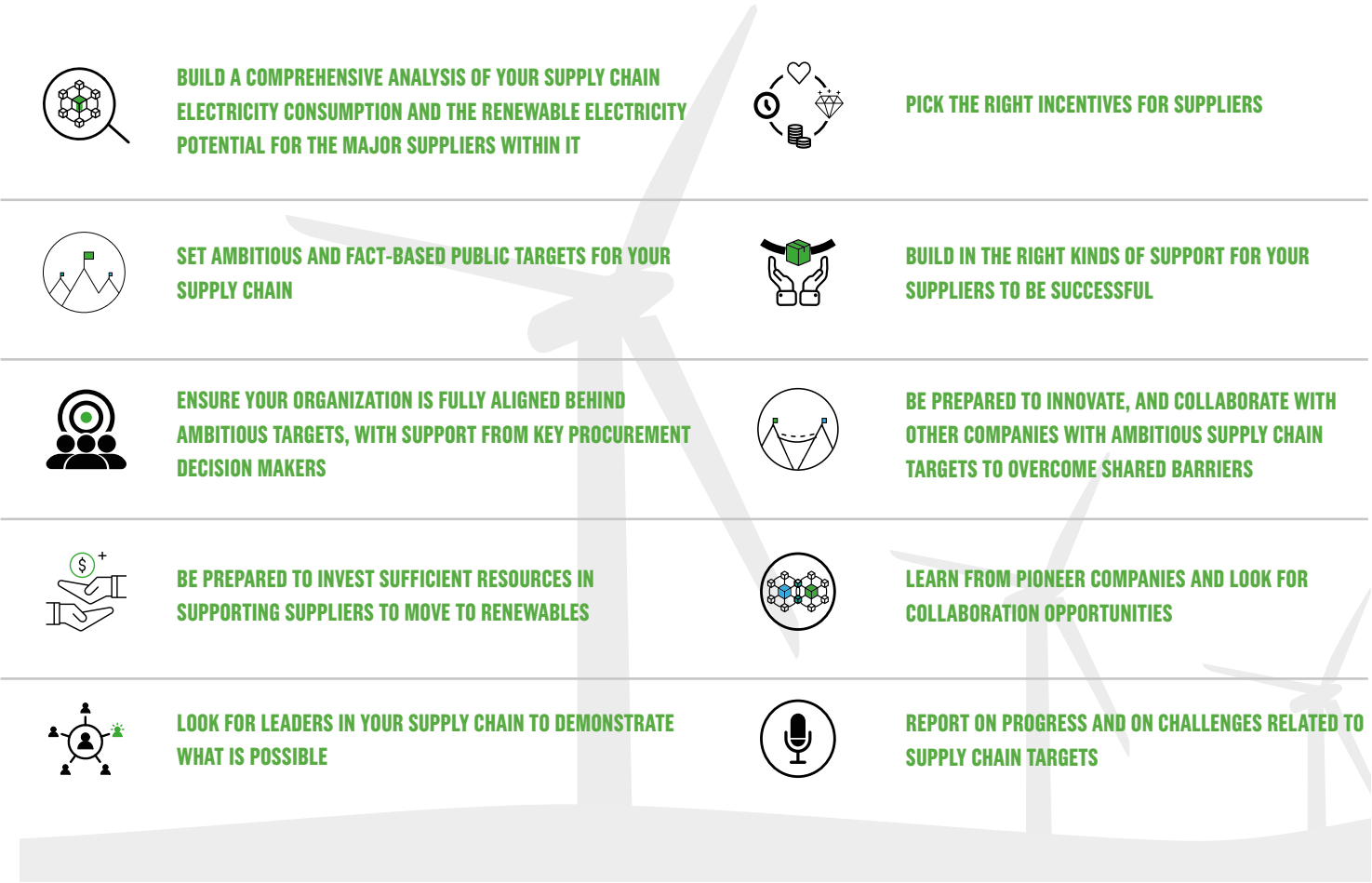
“**We believe passionately in leaving the world better than we found it and hope that many other suppliers, partners and other companies join us in this important effort.**”

– Tim Cook, Chief Executive Officer, Apple

“**We are well on our way to hitting 100% renewable worldwide. Going at this alone is not an option - the extensive knowledge and experience we’ve acquired is being used to help our partners and suppliers on their own carbon reduction journeys.**”

– Robert Williams, General Manager, Procurement - Utilities, Power & Cooling, Property & Facilities Management, BT

The analysis explores the challenges, best practices and successes experienced by these companies, and identified 10 top tips for companies:



While the opportunity is huge, engaging suppliers is still a new discipline and the ‘rulebook’ is yet to be written. Supply chains are often complex and difficult to navigate – and the bigger the company, the more this tends to be the case. Encouraging and empowering the supply chain of a large company is not simply a case of dictating or flicking a switch.

Knowledge sharing between companies and collaboration with suppliers to overcome shared challenges will accelerate the pace of change and reduce duplication of effort. RE100 will be actively assisting this process in 2018, in partnership with existing initiatives through peer-to-peer learning, best practice sharing and collaboration between companies to address practical challenges.

“**We recognize that limited resources and impacts on the climate are some of the most complex challenges facing our world today and we’re committed to working together with our suppliers, customers, and industry peers to drive strategies that reduce climate impacts.**”

– Christopher Wellise, Chief Sustainability Officer, Hewlett Packard Enterprise

Influencing customers

Many RE100 members are also using their 100% commitment as a platform to champion renewable electricity to their customer base. In 2017, **Mars, Inc.** launched its ‘Fans of the Wind’ campaign⁵⁴, featuring its iconic M&Ms characters, to engage customers on its journey to 100% renewable power.

The LEGO Group has organized building challenges, encouraging children to use their creativity and imagination to capture wind energy and invent solutions to power their lives. This was to celebrate the company’s investment in the Burbo Bank Extension wind farm off the coast of Liverpool in the UK, and its announcement that, on joining RE100, LEGO reached its 100% target three years earlier than expected.

The LEGO Group

The LEGO Group has built the world’s largest LEGO® brick wind turbine, a Guinness World Records™ title. Built with 146,000 LEGO bricks, the wind turbine stands 7.5 meters tall and is a tribute to the record 200 meter-tall wind turbines of the Burbo Bank Extension wind farm, which includes the largest wind turbines in operation globally. The LEGO wind turbine is now located at the LEGOLAND Windsor Resort, in the UK.

RE100 members are also empowering their customers to become pro-active energy stakeholders. **Google** has been partnering with E-On and software producer Tetraeder to expand Sunroof – a platform that helps people assess the solar potential of their rooftops – to Germany. **IKEA Group** has developed home solar offers in Belgium and Poland in 2017, following similar offers in the UK, the Netherlands and Switzerland.



In order to fulfil our vision to create a better everyday life for the many, and to reach our growth ambitions with positive impact, we need to push our boundaries to inspire and empower many others to join the clean energy revolution. We want to empower customers to take control of their energy, save money and live more sustainably at home.»

– Alejandro Castro Pérez, Head of Home Solar Business, IKEA Group

Accelerating the energy transition

Companies are recognizing the business benefits of having a multi-faceted approach to energy, and The Climate Group is seeing increasing interest from companies making multiple commitments across our EV100⁵⁵ (electric vehicles) and EP100⁵⁶ (energy productivity) campaigns, and LED lighting program⁵⁷. Each of these campaigns works in parallel with RE100 to harness the power of corporate leadership in achieving a business-led energy transition.

In 2017, **Schneider Electric** joined **Dalmia Cement**, **H&M**, **Landsec** and **Swiss Re** as a member of both RE100 and EP100, The Climate Group’s energy productivity campaign with the Alliance to Save Energy. RE100 members **ASKUL Corporation**, **IKEA Group**, **HP Inc.** and **Unilever** also chose to join EV100, The Climate Group’s new corporate leadership campaign to make electric vehicles (EVs) the new normal.

Of course, companies also need enabling and supportive policy frameworks to maximize their contribution as active drivers of the energy transition. Working closely with governments is therefore essential for the RE100 campaign to overcome policy challenges that our members have identified. As the secretariat of the Under2 Coalition, The Climate Group is well placed to act as a bridge between business and government. Under2 is a global coalition of state and regional governments representing more than 1.3 billion people and US\$30 trillion in GDP, and committed to making bold emissions reductions by 2050. The Coalition members recognize that providing policy certainty and enabling frameworks is key to determining where and how companies source renewables. RE100 serves as a platform for amplifying companies’ needs and signaling growing demand for renewable electricity to key policymakers, feeding into the work of the Coalition.

OUR PLANS FOR 2018

We have big ambitions for 2018. It is a milestone year between the adoption of the Paris Agreement and the 2020 revision of Nationally Determined Contributions. There will be growing expectations on governments and businesses alike to start stepping up their climate commitments, to ensure that we keep global warming well under two degrees Celsius.

The rapidly improving economics of renewable electricity have brought us tantalizingly close to the tipping point at which renewables are simply the best business choice. However, many uncertainties remain, not least a pro-fossil fuel US federal administration, complex and varied market structures, a lack of awareness of the rapid pace of change and political inertia, presenting significant potential roadblocks.

We want our membership to grow to at least 200, including large energy users from the metals, cement and other heavy industrial sectors. We want to strengthen our members' voice in India, China, Japan and in emerging economies around the globe. And we will continue to offer technical support and opportunities for peer-to-peer learning and collaboration to overcome barriers to corporate renewable electricity sourcing.

We want to expand our existing work in Europe to ensure that policy and regulatory frameworks in other geographies enable RE100 members to access direct renewable electricity for their own operations. By aggregating the consumption and investment potential of our members, we hope to show governments that corporates can be great allies in reaching their clean energy goals.



At Schneider Electric, we believe RE100 is a perfect platform for committed organizations to share their practices and have a stronger voice in the overall decarbonisation of our global economy.”

– Xavier Houot, Senior Vice President – Group Environment, Safety, Real Estate, Schneider Electric



Climate action simply demands our collective action, and coalitions like RE100 send a clear message that the global business community knows our future success depends on a low carbon economy and that we will use our combined influence to shift the market.”

– Kevin Cleary, Chief Executive Officer, Clif Bar & Company

We will continue to strengthen our partnerships within the growing community of renewable electricity support organizations and NGOs through our Technical Advisory Group and other platforms, and connecting with REBA working groups worldwide.

Following the launch of our Going Beyond report⁵⁸, we will be working with our members and partners in CDP and REBA to build the nascent supply chain renewables movement into a major trend, bringing corporate sourcing to new geographies and to the vast network of companies behind our strong brands.

We will capitalize on the momentum we have generated alongside REBA and initiatives such as ‘We Are Still In’⁵⁹, and continue to grow RE100’s membership and profile in the US. We will champion the role that our members can play in accelerating the clean energy transition, working with states where relevant to ensure that our members have access to the clean electricity they need.

We will continue to amplify the voice of RE100 leaders, helping to mainstream renewable electricity because it makes business sense. And we will continue to celebrate successes and progress made by our members through communications and speaking opportunities at key events, showing how pioneers can help increase the uptake of renewable electricity and accelerate the delivery of a zero-emissions economy.



RE100 is a great initiative, it’s a platform to show different companies that are committed to renewable electricity, to show that there is demand for renewable electricity, and in this way we can accelerate the transition.”

– Diana Visser, Sustainability Director, Corbion



Joining RE100 and speaking at the Velocity event during Climate Week in NYC provided a great opportunity to showcase Kellogg leadership on climate action. No one company, sector, or government can undertake the changes needed alone. We believe in the power of partnerships to bring action on these important issues.”

– Diane Holdorf, Chief Sustainability Officer, Kellogg Company

ANNEX: RE100 COMMITMENTS AND ACHIEVEMENTS

Company	HQ	100% goal	Interim target	Progress			Approach
				against 100% goal (2016)	against 100% goal (2015)	against 100% goal (2014)	
Adobe	US	2035	n/a	6%	0%	7%	<ul style="list-style-type: none">- Direct procurement from offsite grid-connected generators- Onsite wind in the US
AkzoNobel	Netherlands	2050	45% by 2020	40%	38%	34%	<ul style="list-style-type: none">- Contract with suppliers- Public private partnerships- Onsite renewable electricity generation
Alstria	Germany	2020	n/a	61%	92%	90%	<ul style="list-style-type: none">- Contract with suppliers- Onsite solar in Germany
Amalgamated Bank	US	2017	n/a	No data available	n/a	n/a	<ul style="list-style-type: none">- Onsite solar in the US
Anheuser-Busch InBev	Belgium	2025	n/a	5%	n/a	n/a	<ul style="list-style-type: none">- Direct procurement from offsite grid-connected generators- Contract with suppliers- Onsite hydro, solar and biogas at various locations
Apple	US	No target date	n/a	95%	93%	n/a	<ul style="list-style-type: none">- Solar PV and biogas self-generation projects- Direct procurement from offsite grid-connected generators- Contract with suppliers- Unbundled renewable energy attribute certificates
ASKUL Corporation	Japan	2030	80% by 2025	0%	n/a	n/a	<ul style="list-style-type: none">- No data available
AstraZeneca	UK	2025	100% in EU & US by 2020	58%	14%	n/a	<ul style="list-style-type: none">- Unbundled renewable energy attribute certificates- Contract with suppliers- Onsite solar in the US and China
Autodesk	US	2021	n/a	100%	81%	40%	<ul style="list-style-type: none">- Unbundled renewable energy attribute certificates- Contract with suppliers
Aviva	UK	2025	80% by 2020	61%	62%	56%	<ul style="list-style-type: none">- Contract with suppliers- Onsite solar in the UK
AXA Group	France	2025	n/a	53%	n/a	n/a	<ul style="list-style-type: none">- Contract with suppliers- Onsite solar in Switzerland

Bank of America	US	2020	n/a	64%	0.2%	n/a	<ul style="list-style-type: none">- Unbundled renewable energy attribute certificates- Contract with suppliers- Onsite solar in the US
Bankia	Spain	2016	n/a	100%	100%	n/a	<ul style="list-style-type: none">- Contract with suppliers- Onsite solar in Spain
Biogen	US	2016	n/a	100%	100%	100%	<ul style="list-style-type: none">- Purchase from onsite installations owned by a supplier- Unbundled renewable energy attribute certificates
Bloomberg	US	2025	35% from direct sources by 2020	2%	1%	n/a	<ul style="list-style-type: none">- Purchase from onsite installations owned by a supplier- Direct procurement from offsite grid-connected generators- Unbundled renewable energy attribute certificates- Onsite solar in the US
BMW	Germany	2020	2/3 by 2020	67%	42%	40%	<ul style="list-style-type: none">- Unbundled renewable energy attribute certificates- Contract with suppliers- Onsite wind, solar PV and biogas plants
British Land	UK	2019	n/a	93%	93%	98%	<ul style="list-style-type: none">- Contract with suppliers- Onsite solar in the UK
BROAD Group	China	2045	50% by 2030	40%	30%	No data available	<ul style="list-style-type: none">- No data available
BT	UK	2020	n/a	82%	95%	94%	<ul style="list-style-type: none">- Direct procurement from offsite grid-connected generators- Contract with suppliers- Onsite solar in the UK
Burberry	UK	2022	n/a	39%	n/a	n/a	<ul style="list-style-type: none">- Contract with suppliers- Onsite solar in the US and UK
CaixaBank	Spain	2040	n/a	99%	98%	n/a	<ul style="list-style-type: none">- Unbundled renewable energy attribute certificates
Califia Farms	US	2020	n/a	30%	n/a	n/a	<ul style="list-style-type: none">- No data available
Canary Wharf Group	UK	2012	n/a	100%	100%	100%	<ul style="list-style-type: none">- Contract with suppliers
Carlsberg	Denmark	2022	n/a	45%	n/a	n/a	<ul style="list-style-type: none">- Unbundled renewable energy attribute certificates- Onsite solar in India and Switzerland
Citi	US	2020	n/a	11.6%	6.54%	5.83%	<ul style="list-style-type: none">- Onsite power generation- Direct procurement from offsite grid-connected generators- Unbundled renewable energy attribute certificates

Company	HQ	100% goal	Interim target	Progress against 100% goal (2016)	Progress against 100% goal (2015)	Progress against 100% goal (2014)	Approach
Clif Bar & Company	US	n/a	n/a	100%	n/a	n/a	- Unbundled renewable energy attribute certificates
Coca-Cola Enterprises	UK	2020	n/a	75%	18%	10%	- Solar PV installed at sites in Europe - Contract with suppliers
Colruyt Group	Belgium	2020 (self-produced renewable electricity)	n/a	100%	100%	n/a	- Onsite generation (wind and solar) - Direct procurement from offsite grid-connected generators - Unbundled renewable energy attribute certificates
Commerzbank	Germany	2019	100% in Germany in 2013	96%	95%	95%	- Contract with suppliers - Unbundled renewable energy attribute certificates
Corbion	Netherlands	2030	50% by 2020	20%	n/a	n/a	- Contract with suppliers - Onsite solar in the Netherlands
Credit Agricole	France	No target date	100% in France in 2016	85%	40%	n/a	- PPA (France operations)
Dalmia Cement	India	2030	n/a	9.27%	7%	n/a	- No data available
Danone	France	2030	50% by 2020	7%	n/a	n/a	- No data available
Danske Bank	Denmark	2015	n/a	100%	100%	n/a	- Unbundled renewable energy attribute certificates - Contract with suppliers
DBS Bank	Singapore	2030	n/a	No data available	n/a	n/a	- No data available
Dentsu Aegis Network	UK	2020	n/a	13%	11%	n/a	- Contract with suppliers
Diageo	UK	2030	50% by 2020	24%	23%	n/a	- Contract with suppliers - Unbundled renewable energy attribute certificates - Onsite solar in the UK - Hybrid project in India
DNB	Norway	2020	n/a	100%	100%	n/a	- Contract with suppliers - Unbundled renewable energy attribute certificates

eBay	US	2025	n/a	54%	n/a	n/a	- Contract with suppliers - Unbundled renewable energy attribute certificates - Onsite solar in the US
Elion Resources Group	China	2030	n/a	No data available	7%	27%	- No data available
Elopak	Norway	2016	n/a	100%	86%	18%	- Unbundled renewable energy attribute certificates
Equinix	US	No target date	50% by 2017	56%	34%	n/a	- Contract with suppliers - Unbundled renewable energy attribute certificates - Direct procurement from offsite grid-connected generators
Estee Lauder	US	2020	n/a	45%	n/a	n/a	- Contract with suppliers - Unbundled renewable energy attribute certificates
Facebook	US	No target date	50% by 2018 for data centers	43%	35%	n/a	- Contract with suppliers - Onsite solar in the US
Formula E	UK	2020	n/a	No data available	50%	50%	- No data available
Gatwick Airport Limited	UK	2013	Increase direct generation share by 2020	100%	100%	n/a	- Unbundled renewable energy attribute certificates - Onsite solar in the UK
Givaudan	Switzerland	2025	50% by 2017, 75% by 2020	48%	40%	33%	- Contract with suppliers
Goldman Sachs	US	2020	n/a	90%	86%	14%	- Unbundled renewable energy attribute certificates
General Motors	US	2050	n/a	3%	1%	n/a	- Onsite solar in the US
Google	US	2017	Triple RE purchasing by 2025	57%	n/a	37%	- No data available
Hatsun Agro Product	India	2032	93% by 2021	82% (2017)	n/a	n/a	- No data available
H&M	Sweden	No target date	n/a	96%	78%	27%	- Unbundled renewable energy attribute certificates - Onsite solar in Europe

Company	HQ	100% goal	Interim target	Progress against 100% goal (2016)	Progress against 100% goal (2015)	Progress against 100% goal (2014)	Approach
Microsoft	US	2016	n/a	100%	100%	100%	<ul style="list-style-type: none">- Solar PV installed in US- Unbundled renewable energy attribute certificates- Direct procurement from offsite grid-connected generators
Morgan Stanley	US	2022	n/a	5%	n/a	n/a	<ul style="list-style-type: none">- Onsite solar PV- Contract with suppliers- Direct procurement from offsite grid-connected generators
Nestle	Switzerland	No target date	n/a	13%	8%	5%	<ul style="list-style-type: none">- Solar PV and hybrid technology installed at sites in Europe, Asia and the US- Purchase from onsite installations owned by a supplier- Direct procurement from offsite grid-connected generators- Contract with suppliers
Nike	US	2025	n/a	24%	16%	n/a	<ul style="list-style-type: none">- Unbundled renewable energy attribute certificates- Purchase from onsite installations owned by a supplier- Onsite solar in the US
Nordea	Sweden	2020	n/a	96.8%	100%	n/a	<ul style="list-style-type: none">- Unbundled renewable energy attribute certificates- Contract with suppliers
Novo Nordisk	Denmark	2020	n/a	78%	78%	n/a	<ul style="list-style-type: none">- Contract with suppliers- Unbundled renewable energy attribute certificates
Organic Valley	US	2019	n/a	47%	n/a	n/a	<ul style="list-style-type: none">- No data available
Pearson	UK	2016	n/a	100%	100%	100%	<ul style="list-style-type: none">- Contract with suppliers- Unbundled renewable energy attribute certificates
Philips Lighting ⁶¹	Netherlands	2020	n/a	67%	58%	54%	<ul style="list-style-type: none">- Contract with suppliers- Unbundled renewable energy attribute certificates- Onsite wind in the US

Procter & Gamble	US	-	30% by 2020	- (10% of renewable energy in total energy consumption)	33% (10% of renewable energy in total energy consumption)	n/a	<ul style="list-style-type: none">- Direct procurement from offsite grid-connected generators- Contract with suppliers
Proximus	Belgium	2020	n/a	98%	98%	98%	<ul style="list-style-type: none">- Solar PV installed at sites in Belgium- Contract with suppliers
Rackspace	US	2026	Increase RE consumption by 5% per year	50%	45%	n/a	<ul style="list-style-type: none">- No data available
RELX Group	UK	2020	70% by 2017	62%	50%	n/a	<ul style="list-style-type: none">- Contract with suppliers- Unbundled renewable energy attribute certificates
Reckitt Benckiser Group	UK	2030	n/a	15.5%	n/a	n/a	<ul style="list-style-type: none">- Contract with suppliers- Direct procurement from offsite grid-connected generators- Onsite renewable generation- Unbundled renewable energy attribute certificates
Ricoh	Japan	2050	30% by 2030	14.5%	n/a	n/a	<ul style="list-style-type: none">- Direct procurement from offsite grid-connected generators
Royal DSM	Netherlands	No target date	50% of purchased electricity to be renewable by 2025	8%	n/a	n/a	<ul style="list-style-type: none">- Unbundled renewable energy attribute certificates- Contract with suppliers- Direct line to offsite generator with no grid transfers
Royal Philips ⁶²	Netherlands	2020	n/a	62%	n/a	n/a	<ul style="list-style-type: none">- Self-generation from solar PV and wind in the US- Contract with suppliers- Unbundled renewable energy attribute certificates
Salesforce	US	No target date	n/a	35%	37%	n/a	<ul style="list-style-type: none">- Unbundled renewable energy attribute certificates- Direct procurement from offsite grid-connected generators
SAP	Germany	2014	n/a	100%	100%	100%	<ul style="list-style-type: none">- Unbundled renewable energy attribute certificates- Onsite solar in the US
SAVE S.p.A Group	Italy	2016	n/a	69%	2%	n/a	<ul style="list-style-type: none">- Solar PV installed in Italy- Contract with suppliers

FOOTNOTES

1. <https://www.iea.org/publications/freepublications/publication/KeyWorld2017.pdf>
2. www.theclimategroup.org
3. www.cdp.org
4. http://www3.weforum.org/docs/WEF_Renewable_Infrastructure_Investment_Handbook.pdf
5. <https://electrek.co/2017/11/16/cheapest-electricity-on-the-planet-mexican-solar-power/>
6. http://www3.weforum.org/docs/WEF_Renewable_Infrastructure_Investment_Handbook.pdf
7. <https://www.ecohz.com/press-releases/re100-member-top-finances-new-wind-farm-in-sweden/>
8. A renewable energy label developed by Gold Standard, providing high quality assurance for renewable energy projects. <https://www.goldstandard.org/articles/gold-standard-renewable-energy-labels>
9. World Business Council for Sustainable Development, www.wbcsd.org
10. WindEurope, www.windeurope.org
11. SolarPower Europe, www.solarpowereurope.org
12. Japan-Climate Leaders Partnership, www.japan-clp.jp
13. Renewable Energy Buyers Alliance, www.rebuyers.org
14. World Resources Institute, www.wri.org
15. Rocky Mountain Institute, www.rmi.org
16. World Wildlife Fund, www.wwf.org
17. www.ceres.org
18. <https://www.eia.gov/electricity/state/newyork/>
19. <https://www.iea.org/publications/freepublications/publication/KeyWorld2017.pdf>
20. Based on in depth data about geographic breakdown of electricity consumption provided by 76 RE100 companies (totalling 109TWh) through the RE100 reporting spreadsheet. Companies have not reported the countries where they consume less than 1% of their total electricity consumption.
21. Companies are grouped using the Global Industry Classification Standard (GICS)
22. Based on sample of 119 members at time of data analysis (December 2017)
23. IEA, Key World Energy Statistics 2017, <https://www.iea.org/publications/freepublications/publication/KeyWorld2017.pdf>
24. Based on 122 members at time of publishing (January 2018)
25. 32.7% at time of writing, January 2017.
26. 24.5% according to REN21.
27. Nordea reached 96.8% in 2016.
28. Based on in depth information provided by 76 companies about geographic breakdown of their total electricity consumption and 74 companies about their renewable electricity consumption.
29. That have provided in depth information through the RE100 reporting spreadsheet.
30. Out of 74 companies that provided in-depth data.
31. https://corporate.walmart.com/_news/news-archive/2014/05/09/walmart-puts-price-of-solar-power-on-rollback
32. 74 respondents provided in-depth data through the RE100 spreadsheet.
33. With India, China, Russia, Japan and some US states being the most quoted.

- Other countries included several times: Australia, New Zealand, Poland, Indonesia, South Korea, Eastern Europe, Africa, Asia Pacific, Latin America.
34. <https://about.bnef.com/blog/companies-buying-green-power-big-trend/>
 35. WBCSD, Corporate renewable power purchase agreements: Scaling up globally, 2016. http://www.wbcsd.org/Clusters/Climate-Energy/Resources/Corporate_Renewable_PPAs_Scaling_up_globally
 36. 78 companies have reported in-depth electricity consumption data through the RE100 reporting spreadsheet.
 37. 44 companies have reported renewable electricity consumption in the US
 38. <https://www.smartenergydecisions.com/research/2017/09/13/the-state-of-corporate-renewable-energy-sourcing>
 39. <https://about.bnef.com/blog/companies-buying-green-power-big-trend/>
 40. 66 companies have reported renewable electricity consumption in Europe through the in-depth data provided through RE100 reporting spreadsheet.
 41. <https://ec.europa.eu/energy/en/consultations/preparation-new-renewable-energy-directive-period-after-2020>
 42. <https://ec.europa.eu/energy/en/topics/energy-strategy-and-energy-union/clean-energy-all-europeans>
 43. A more complete list of RE-Source policy recommendations is available at www.resource-platform.eu
 44. 23 companies have reported renewable electricity consumption in China through the in-depth data provided through RE100 reporting spreadsheet.
 45. <http://www.thehindubusinessline.com/economy/with-no-auctions-in-sight-solar-power-price-may-fall-below-alltimelowof-244-a-unit/article9816399.ece>
 46. in an auction conducted by state-run Solar Energy Corporation of India (SECI) <http://pib.nic.in/newsite/PrintRelease.aspx?relid=161755> and <http://pib.nic.in/newsite/PrintRelease.aspx?relid=171394>
 47. BNEF, Accelerating India's Clean Energy Transition, 2017
 48. <http://media.virbcdn.com/files/62/53dc80177b9cc962-RE100CREDIBLECLAIMS.pdf>
 49. 'Big buyers harness the power of purchasing to deliver emissions reductions in supply chain', The Carbon Trust, January 2017
 50. Based on 78 respondents that have reported through the RE100 reporting spreadsheet.
 51. <http://www.ecovadis.com/buyer-solutions/>
 52. <https://www.walmartsustainabilityhub.com/project-gigaton>
 53. https://www.theclimategroup.org/sites/default/files/downloads/re100_going_beyond.pdf
 54. <http://www.mms.com/fansofwind>
 55. <https://www.theclimategroup.org/project/ev100>
 56. <https://www.theclimategroup.org/project/ep100>
 57. <https://www.theclimategroup.org/project/led-scale>
 58. <http://media.virbcdn.com/files/97/930dc6de1a8be898-RE100GOINGBEYOND.pdf>
 59. <https://www.wearestillin.com/us-action-climate-change-irreversible>
 60. IKEA Group has a target to produce as much renewable energy as the energy it consumes by 2020 and this is what it measures its progress against.
 61. Due to the split of Royal Philips and Philips Lighting in 2016, data is not available for progress against 100% goals in 2014 and 2015.
 62. Due to the split of Royal Philips and Philips Lighting in 2016, data is not available for progress against 100% goals in 2014 and 2015.

GLOSSARY

Contract with suppliers (green energy products) – A contract for electricity procurement where the supplier (a utility, or other power developer or market entity) matches the electricity consumed by the company and delivered through the grid, with renewable electricity produced or purchased from a variety of sources and projects, or a specified project or set of projects.

Direct line from off-site generator with no grid transfers – Includes renewable electricity produced from off-site installations owned and operated by a third party and delivered to the company.

Guarantees of Origin – Market-based tracking instrument issued by renewable electricity generators, used in Europe. Used to track ownership, verify claims and prevent double counting.

International RECs (I-RECs) – Similar to Guarantees of Origin and RECs, but used in regions where there isn't an equivalent scheme, such as Asia and Latin America.

Power purchase agreement (PPA) – An agreement signed between a purchaser and a power producer. The contract ensures the purchase of electricity generated by a specific renewable project, with renewable attributes.

Renewable Energy Certificates (RECs) – Market-based tracking instrument issued by renewable electricity generators, used in North America. Used to track ownership, verify claims and prevent double counting.

Unbundled – Companies may purchase certificates like RECs, Guarantees of Origin and I-RECs separately from electricity to match with their electricity consumption from non-renewable sources.

Virtual PPA – This agreement sets a price for electricity (a contract for differences), electricity is scheduled and delivered by the local electric service provider, and the attributes of the generation are delivered to the purchaser.

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Led by **The Climate Group** in partnership with **CDP** and as part of the **We Mean Business** coalition, RE100 is a collaborative initiative uniting the world's most influential businesses committed to 100% renewable power.

Renewables are a smart business decision, providing greater control over energy costs and driving innovation, while helping companies to deliver on emission reduction goals. RE100 members, including Global Fortune 500 companies, have a total revenue of over US\$2.75 trillion and operate in a diverse range of sectors – from Information Technology to automobile manufacturing.

Together, they send a powerful signal to policymakers and investors to accelerate the transition to a low carbon economy.

Please visit RE100.org or follow us on Twitter @theRE100 to find out more. #RE100

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The Climate Group is an international non-profit, founded in 2004, with offices in London, Beijing New Delhi and New York.

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