

# Transition Planning Examples

See how different organizations across the financial sector and real-economy have approached net-zero transition planning.

Organizations will undergo a process to implement the elements of their NZTP over time. The adoption of NZTPs is expected to increase as data and methodologies to support the implementation of transition plans mature.

Below is a list of examples of how financial institutions and real-economy companies have approached transition planning. The examples are not intended to represent “best practice”, nor demonstrate disclosures that fully cover all the guidance in GFANZ’s NZTP voluntary framework. Instead, the mapping of the examples to themes and components in the GFANZ framework shows how these could be integrated into transition planning and are provided to generate inspiration for organizations beginning their transition planning process or for those looking to refine their plan.

Company	Sector	Industry	Region	Report/Resource Link	Relevant Pages (refer to English versions of reports)	Available Languages	Year	Relates to GFANZ NZTP Theme	Relates to GFANZ NZTP Component
Allianz	FI	Insurance; Asset Management	Europe	Innaugural Net Zero Transition Plan	2-3	English	2023	Foundations	Objectives and priorities
Allianz	FI	Insurance; Asset Management	Europe	Innaugural Net Zero Transition Plan	4-7	English	2023	Metrics and Targets	Metrics and targets
Aviva	FI	Insurance; Asset Owner	Europe	Recommendations and Guidance on Financial Institutions NZTP	35	English	2021	Foundations	Objectives and priorities
Aviva	FI	Insurance; Asset Owner	Europe	Recommendations and Guidance on Financial Institutions NZTP	64-65	English	2021	Engagement Strategy	Clients and portfolio companies
AXA IM	FI	Asset Management	Europe	Recommendations and Guidance on Financial Institutions NZTP	65-66	English	2021	Engagement Strategy	Clients and portfolio companies
Bank of America	FI	Banking	North America	Recommendations and Guidance on Financial Institutions NZTP	96	English	2022	Governance	Skills and culture
Barclays	FI	Banking	Europe	Climate Strategy Targets and Progress 2022	9-11	English	2022	Foundations	Objectives and priorities
Barclays	FI	Banking	Europe	Climate Strategy Targets and Progress 2022	14-22	English	2022	Metrics and Targets	Metrics and targets
Barclays	FI	Banking	Europe	Climate Strategy Targets and Progress 2022	24	English	2022	Engagement Strategy	Industry
Barclays	FI	Banking	Europe	Climate Strategy Targets and Progress 2022	26-27	English	2022	Governance	Roles, responsibilities, and remuneration
Barclays	FI	Banking	Europe	Climate Strategy Targets and Progress 2022	31-33	English	2022	Implementation Strategy	Policies and conditions
BBVA	FI	Banking	Europe	BBVA Report on TCFD	20-24	English	2022	Governance	Roles, responsibilities, and remuneration
BBVA	FI	Banking	Europe	BBVA Report on TCFD	5	English	2022	Foundations	Objectives and priorities
BBVA	FI	Banking	Europe	BBVA Report on TCFD	44-47	English	2022	Engagement Strategy	Clients and portfolio companies
BBVA	FI	Banking	Europe	BBVA Report on TCFD	49-50	English	2022	Engagement Strategy	Industry
BBVA	FI	Banking	Europe	BBVA Report on TCFD	49-50	English	2022	Engagement Strategy	Government and public sector
BBVA	FI	Banking	Europe	BBVA Report on TCFD	48; 74-83	English	2022	Engagement Strategy	Clients and portfolio companies
BlackRock	FI	Asset Management	North America	Recommendations and Guidance on Financial Institutions NZTP	66	English	2021	Engagement Strategy	Clients and portfolio companies
Bradesco	FI	Banking	Latin America and the Carribean	Recommendations and Guidance on Financial Institutions NZTP	41	English	2020	Implementation Strategy	Products and services
BRF	RE	Food and beverages	Latin America and the Carribean	2022 Integrated Report	103	English; Portuguese	2022	Foundations	Objectives and priorities
Bupa	RE	Healthcare	Europe	Bupa Annual Report 2022	18; 55	English	2023	Governance	Roles, responsibilities, and remuneration
Bupa	RE	Healthcare	Europe	Bupa Annual Report 2022	24-27	English	2023	Foundations	Objectives and priorities
Buro Happold	RE	Construction	Europe	Net Zero Routemap	3-8	English	2023	Foundations	Objectives and priorities
Buro Happold	RE	Construction	Europe	Net Zero Routemap	9-13	English	2023	Metrics and Targets	Metrics and targets
Cemex	RE	Construction	Latin America and the Carribean	Cemex Sustainability Page	NA	English; Spanish	2023	Metrics and Targets	Metrics and targets
Citigroup	FI	Banking	North America	Recommendations and Guidance on Financial Institutions NZTP	91-92	English	2022	Governance	Roles, responsibilities, and remuneration
Citigroup	FI	Banking	North America	TCFD Report	6-9	English	2022	Foundations	Objectives and priorities
Citigroup	FI	Banking	North America	TCFD Report	11-16	English	2022	Governance	Roles, responsibilities, and remuneration
Citigroup	FI	Banking	North America	TCFD Report	11; 15	English	2022	Governance	Skills and culture
Citigroup	FI	Banking	North America	TCFD Report	33-38	English	2022	Engagement Strategy	Government and public sector
Citigroup	FI	Banking	North America	TCFD Report	59-63	English	2022	Metrics and Targets	Metrics and targets
Dai-ichi Life Insurance	FI	Insurance	Asia Pacific	Recommendations and Guidance on Financial Institutions NZTP	67	English	2021	Engagement Strategy	Clients and portfolio companies

Dai-ichi Life Insurance	FI	Insurance	Asia Pacific	Net Zero Transition Plan	5-6; 9; 11	English; <a href="#">Japanese</a>	2023	Foundations	Objectives and priorities
Dai-ichi Life Insurance	FI	Insurance	Asia Pacific	Net Zero Transition Plan	44-46	English; <a href="#">Japanese</a>	2023	Governance	Roles, responsibilities, and remuneration
Dai-ichi Life Insurance	FI	Insurance	Asia Pacific	Net Zero Transition Plan	47	English; <a href="#">Japanese</a>	2023	Governance	Skills and culture
Dai-ichi Life Insurance	FI	Insurance	Asia Pacific	Net Zero Transition Plan	32-34	English; <a href="#">Japanese</a>	2023	Engagement Strategy	Clients and portfolio companies
Dai-ichi Life Insurance	FI	Insurance	Asia Pacific	Net Zero Transition Plan	35-38	English; <a href="#">Japanese</a>	2023	Engagement Strategy	Industry
Diageo	RE	Food and drink	Europe	<a href="#">ACCELERATING TO A LOW CARBON WORLD: Our Net-Zero Carbon Strategy</a>	5-7	English	2022	Foundations	Objectives and priorities
Diageo	RE	Food and drink	Europe	<a href="#">ACCELERATING TO A LOW CARBON WORLD: Our Net-Zero Carbon Strategy</a>	16	English	2022	Engagement Strategy	Industry
Diageo	RE	Food and drink	Europe	<a href="#">ACCELERATING TO A LOW CARBON WORLD: Our Net-Zero Carbon Strategy</a>	16	English	2022	Engagement Strategy	Government and public sector
Diageo	RE	Food and drink	Europe	<a href="#">ACCELERATING TO A LOW CARBON WORLD: Our Net-Zero Carbon Strategy</a>	9-11	English	2022	Engagement Strategy	Value chain
easyJet	RE	Transportation	Europe	<a href="#">easyJet Net Zero Pathway</a>	3; 15	English	2022	Foundations	Objectives and priorities
easyJet	RE	Transportation	Europe	<a href="#">easyJet Net Zero Pathway</a>	7-14	English	2022	Implementation Strategy	Products and services
Groupe BPCE (Natixis)	FI	Banking	Europe	<a href="#">Recommendations and Guidance on Financial Institutions NZTP</a>	48	English	2021	Implementation Strategy	Activities and decision-making
Grupo Bancolombia	FI	Banking; Financial Service Provider	Latin America and the Caribbean	<a href="#">Corporate Policy: Sensitive Industries to Climate Change Policy</a>	all	English	2020	Implementation Strategy	Policies and conditions
HSBC	FI	Banking; Asset Owner	Europe	<a href="#">Recommendations and Guidance on Financial Institutions NZTP</a>	42	English	2021	Implementation Strategy	Products and services
HSBC	FI	Banking; Asset Owner	Europe	<a href="#">HSBC Energy Policy PDF</a>	all	English	2022	Implementation Strategy	Policies and conditions
Impax Asset Management Group	FI	Asset Management	Europe	<a href="#">Recommendations and Guidance on Financial Institutions NZTP</a>	76	English	2020	Engagement Strategy	Government and public sector
Itaú Unibanco	FI	Banking	Latin America and the Caribbean	<a href="#">Climate Report</a>	16	English, <a href="#">Portuguese</a>	2023	Governance	Skills and culture
Itaú Unibanco	FI	Banking	Latin America and the Caribbean	<a href="#">Climate Report</a>	25-27	English, <a href="#">Portuguese</a>	2023	Engagement Strategy	Clients and portfolio companies
Itaú Unibanco	FI	Banking	Latin America and the Caribbean	<a href="#">Climate Report</a>	29	English, <a href="#">Portuguese</a>	2023	Engagement Strategy	Industry
Itaú Unibanco	FI	Banking	Latin America and the Caribbean	<a href="#">Climate Report</a>	29	English, <a href="#">Portuguese</a>	2023	Engagement Strategy	Government and public sector
Johnson Matthey	RE	Chemicals	Europe	<a href="#">2023 Annual Report and Accounts: Catalyzing the Net Zero Transition</a>	24-26	English	2023	Foundations	Objectives and priorities
Johnson Matthey	RE	Chemicals	Europe	<a href="#">2023 Annual Report and Accounts: Catalyzing the Net Zero Transition</a>	27-28	English	2023	Metrics and Targets	Metrics and targets
Jones Lang LaSalle Incorporated	RE	Real estate	North America	<a href="#">Transition to Net Zero</a>	5-6	English	2022	Foundations	Objectives and priorities
Jones Lang LaSalle Incorporated	RE	Real estate	North America	<a href="#">Transition to Net Zero</a>	8-12	English	2022	Metrics and Targets	Metrics and targets
LSEG	FI	Financial Service Provider	Europe	<a href="#">LSEG Climate Transition Plan</a>	30-31	English	2022	Engagement Strategy	Industry
Maersk	RE	Transportation	Europe	<a href="#">Maersk Sustainability Yearly Report 2022</a>	19	English	2022	Governance	Roles, responsibilities, and remuneration
Maersk	RE	Transportation	Europe	<a href="#">Maersk Sustainability Yearly Report 2022</a>	19	English	2022	Engagement Strategy	Industry
Maersk	RE	Transportation	Europe	<a href="#">Maersk Sustainability Yearly Report 2022</a>	21-22	English	2022	Foundations	Objectives and priorities
Maersk	RE	Transportation	Europe	<a href="#">Maersk Sustainability Yearly Report 2022</a>	24	English	2022	Implementation Strategy	Products and services
Maersk	RE	Transportation	Europe	<a href="#">Maersk Sustainability Yearly Report 2022</a>	56-69	English	2022	Metrics and Targets	Metrics and targets
Mizuho Financial Group	FI	Banking	Asia Pacific	<a href="#">TCFD Report 2022</a>	11, 22	English, Japanese	2022	Foundations	Objectives and priorities
Mizuho Financial Group	FI	Banking	Asia Pacific	<a href="#">TCFD Report 2022</a>	14-20	English, Japanese	2022	Governance	Roles, responsibilities, and remuneration
Mizuho Financial Group	FI	Banking	Asia Pacific	<a href="#">TCFD Report 2022</a>	23-26	English, Japanese	2022	Metrics and Targets	Metrics and targets

Mizuho Financial Group	FI	Banking	Asia Pacific	TCFD Report 2022	27-28	English, Japanese	2022	Engagement Strategy	Industry
Mizuho Financial Group	FI	Banking	Asia Pacific	TCFD Report 2022	31-34	English, Japanese	2022	Engagement Strategy	Clients and portfolio companies
Mizuho Financial Group	FI	Banking	Asia Pacific	TCFD Report 2022	35-36	English, Japanese	2022	Implementation Strategy	Products and services
Mondi	RE	Packaging and paper	Europe	Mondi Sustainable Development Report	46-48	English	2022	Foundations	Objectives and priorities
Mondi	RE	Packaging and paper	Europe	Mondi Sustainable Development Report	54-62	English	2023	Implementation Strategy	Policies and conditions
Mondi	RE	Packaging and paper	Europe	Mondi Sustainable Development Report	50-53	English	2023	Implementation Strategy	Products and services
Mondi	RE	Packaging and paper	Europe	Mondi Sustainable Development Report	50	English	2023	Engagement Strategy	Industry
Moodys	FI	Financial Service Provider	North America	Recommendations and Guidance on Financial Institutions NZTP	43	English	2021	Implementation Strategy	Products and services
MSCI	FI	Financial Service Provider	North America	Recommendations and Guidance on Financial Institutions NZTP	92	English	2020	Governance	Roles, responsibilities, and remuneration
Nationwide	FI	Banking	Europe	Recommendations and Guidance on Financial Institutions NZTP	44	English	2021	Implementation Strategy	Products and services
NatWest	FI	Banking	Europe	2022 Climate Related Disclosure Report	5-9	English	2022	Foundations	Objectives and priorities
NatWest	FI	Banking	Europe	2022 Climate Related Disclosure Report	14-20	English	2022	Governance	Roles, responsibilities, and remuneration
NatWest	FI	Banking	Europe	2022 Climate Related Disclosure Report	23	English	2022	Engagement Strategy	Clients and portfolio companies
NatWest	FI	Banking	Europe	2022 Climate Related Disclosure Report	24-25	English	2022	Implementation Strategy	Activities and decision-making
NatWest	FI	Banking	Europe	2022 Climate Related Disclosure Report	28	English	2022	Foundations	Objectives and priorities
NatWest	FI	Banking	Europe	2022 Climate Related Disclosure Report	29-34	English	2022	Metrics and Targets	Metrics and targets
Ninety One	FI	Asset Management	Europe; Africa and Middle East	Sustainability and Stewardship Report	11, 59-65	English	2023	Engagement Strategy	Industry
Ninety One	FI	Asset Management	Europe; Africa and Middle East	Sustainability and Stewardship Report	16-17, 20, 36-44	English	2023	Engagement Strategy	Clients and portfolio companies
Orbia	RE	Utilities	Latin America and the Caribbean	Climate Report 2021	3-5	English	2021	Foundations	Objectives and priorities
Orbia	RE	Utilities	Latin America and the Caribbean	Climate Report 2021	7-8	English	2021	Governance	Roles, responsibilities, and remuneration
Orbia	RE	Utilities	Latin America and the Caribbean	Climate Report 2021	14-17	English	2021	Implementation Strategy	Activities and decision-making
Phoenix Group	FI	Insurance	Europe	Net Zero Transition Plan	6-7,12	English	2023	Foundations	Objectives and priorities
Phoenix Group	FI	Insurance	Europe	Net Zero Transition Plan	8	English	2023	Engagement Strategy	Clients and portfolio companies
Phoenix Group	FI	Insurance	Europe	Net Zero Transition Plan	10	English	2023	Engagement Strategy	Government and public sector
Phoenix Group	FI	Insurance	Europe	Net Zero Transition Plan	21-25	English	2023	Metrics and Targets	Metrics and targets
Phoenix Group	FI	Insurance	Europe	Net Zero Transition Plan	67-69	English	2023	Governance	Roles, responsibilities, and remuneration
Phoenix Group	FI	Insurance	Europe	Net Zero Transition Plan	71	English	2023	Governance	Skills and culture
Prudential	FI	Insurance	Europe	Climate Transition Plan	1, 5-10	English	2023	Foundations	Objectives and priorities
Prudential	FI	Insurance	Europe	Climate Transition Plan	17	English	2023	Metrics and Targets	Metrics and targets
Prudential	FI	Insurance	Europe	Climate Transition Plan	18-19	English	2023	Governance	Roles, responsibilities, and remuneration
Prudential	FI	Insurance	Europe	Climate Transition Plan	20	English	2023	Governance	Skills and culture
Railpen	FI	Asset Management	Europe	Recommendations and Guidance on Financial Institutions NZTP	50-51	English	2021	Implementation Strategy	Activities and decision-making
Robeco	FI	Asset Management	Europe	Recommendations and Guidance on Financial Institutions NZTP	36-37	English	2021	Foundations	Objectives and priorities

TD Bank	FI	Banking	North America	Recommendations and Guidance on Financial Institutions NZTP	95-96	English	2020	Governance	Skills and culture
Unilever	RE	Consumer goods	Europe	Climate Transition Action Plan	17-18	English	2021	Implementation Strategy	Activities and decision-making
Unilever	RE	Consumer goods	Europe	Climate Transition Action Plan	30-35	English	2021	Implementation Strategy	Products and services
Unilever	RE	Consumer goods	Europe	Climate Transition Action Plan	37 - 40	English	2021	Engagement Strategy	Industry
Unilever	RE	Consumer goods	Europe	Climate Transition Action Plan	37 - 40	English	2021	Engagement Strategy	Government and public sector
Vestas	RE	Utilities	Europe	Sustainability Report 2022	24-25	English	2022	Engagement Strategy	Value chain
Vestas	RE	Utilities	Europe	Sustainability Report 2022	28-29	English	2022	Foundations	Objectives and priorities
Vestas	RE	Utilities	Europe	Sustainability Report 2022	29-30; 76-77	English	2022	Metrics and Targets	Metrics and targets
Vestas	RE	Utilities	Europe	Sustainability Report 2022	69-70	English	2022	Engagement Strategy	Government and public sector
Vodafone	RE	Telecommunications	Europe	Carbon Reduction Plan	2	English	2023	Foundations	Objectives and priorities
Vodafone	RE	Telecommunications	Europe	Carbon Reduction Plan	5	English	2023	Engagement Strategy	Industry
Vodafone	RE	Telecommunications	Europe	Carbon Reduction Plan	3	English	2023	Metrics and Targets	Metrics and targets
Weir	RE	Engineering	Europe	Our Transition Plan	1	English	2022	Metrics and Targets	Metrics and targets
Wincanton	RE	Logistics	Europe	Carbon Reduction Plan	2-4	English	2023	Foundations	Objectives and priorities
WTW	FI	Financial Service Provider	Europe	Recommendations and Guidance on Financial Institutions NZTP	49-50	English	2021	Implementation Strategy	Activities and decision-making