

2025 Expression of Interest for GFANZ Workstreams

May 2025

Executive Summary

The Glasgow Financial Alliance for Net Zero (GFANZ) is an independent, private-sector-led initiative focused on mobilizing capital and removing barriers to investment in the global transition. GFANZ brings together financial sector firms that recognize the opportunity created by the transition – including banks, insurers, asset owners, asset managers, and service providers. It helps drive transition finance and unlock private capital at scale through support for capacity building and the development of innovative financing opportunities and solutions.

GFANZ convenes practitioner-led workstreams to advance our work. This document provides an overview of GFANZ, its 2025 workstreams, and the expressions of interest (EOI) process.

GFANZ workstreams are composed of financial institutions, representing a broad range of sectors and geographies, supported by the GFANZ Secretariat. GFANZ is launching a process for financial institutions to indicate their interest in being represented on a GFANZ workstream for a term running through at least the first quarter of 2026.

If your firm is interested in joining a GFANZ workstream, **please complete [this survey](#) by May 27, 2025**. The GFANZ Secretariat will contact respondents and convene initial workstream meetings thereafter.

Please note that this survey is for all firms wishing to join a 2025 GFANZ workstream, including firms who may have participated in GFANZ workstreams in prior years.

Please contact the GFANZ Secretariat at secretariat@gfanzero.com with any questions.

1. GFANZ Overview

The Glasgow Financial Alliance for Net Zero (GFANZ) is an independent, private-sector-led initiative focused on mobilizing capital and removing barriers to investment in the global transition. GFANZ brings together financial sector firms that recognize the opportunity created by the transition – including banks, insurers, asset owners, asset managers, and service providers. It helps drive transition finance and unlock private capital at scale through support for capacity building and the development of innovative financing opportunities and solutions.

GFANZ is governed by a Principals Group chaired by Michael R. Bloomberg, who serves as UN Special Envoy on Climate Ambition and Solutions. The Principals Group approves GFANZ's strategic direction and priorities, provides oversight and guidance, and, where appropriate, makes decisions to ensure effective implementation. GFANZ's work is delivered by a technical secretariat and its practitioner-led workstreams, which draw on a broad set of financial institutions from around the world.

GFANZ works to ensure that the transition is globally inclusive and effective by bringing a broad array of perspectives and expertise to the heart of GFANZ's work through GFANZ Networks in Africa, Asia-Pacific and Latin America & the Caribbean, as well as local chapters in Japan, Hong Kong, Brazil, and the Caribbean. The Regional Networks may run separate, regionally-targeted processes for any regional workstreams. Participating in a global workstream is independent of participation in a workstream run by the Regional Networks.

2. GFANZ Workstreams

Background

The GFANZ Principals Group has approved an ambitious program of work for 2025 to facilitate capital mobilization opportunities in support of the global transition. To drive this work forward, GFANZ is convening two workstreams in 2025 with a focus on (1) developing financing opportunities and solutions, and (2) capacity building and global engagement.

Each GFANZ workstream is led by one or more Principals Group members who appoint a delegate to serve as a Workstream Lead and provide strategic direction. Workstreams are multi-sector and cross-region, incorporating the views of a range of workstream members from a variety of different financial sector institutions and geographies. Workstream meetings are virtual and take place approximately on a quarterly basis, at the discretion of the workstream leads and the GFANZ Secretariat.

Workstream leads may add areas of work for the workstream to address. From time to time, workstream leads may recommend small-group convenings with workstream members to address specific projects or collect input from workstream members.

In 2025, GFANZ will support the following workstreams:

- **Workstream 1:** Financing Opportunities & Solutions
- **Workstream 2:** Capacity Building & Global Engagement

Workstream Details

Workstream 1: Financing Opportunities & Solutions

Key target outcomes that GFANZ aims to support the industry in achieving	<ul style="list-style-type: none"> • Supporting development and scaling of mechanisms to facilitate private investment in the transition • Unlocking pipelines of investable projects at scale through public-private partnerships
GFANZ work in scope	<ul style="list-style-type: none"> • GFANZ support for Country Platforms <ul style="list-style-type: none"> ◦ Indonesia JETP ◦ Vietnam JETP ◦ Brazil Climate & Ecological Transformation Investment Platform ◦ Share GFANZ best practices across additional country platforms with support from Regional Networks • GFANZ support for the Industrial Transition Accelerator • MDB/DFI Private Capital Mobilization <ul style="list-style-type: none"> ◦ Analysis on key MDB/DFI private capital mobilization topics ◦ Private investment “labs” with MDBs ◦ Improving access to de-risking tools and blended finance • Africa Network and LAC Network support for project pipeline development (including Brazil Nature Investment Lab) • High-integrity carbon markets
Description of expected role played by workstream members	<ul style="list-style-type: none"> • Attend full workstream meetings, which will take place 2-3 times this year, at the discretion of workstream leads and the GFANZ Secretariat • Contribute expertise to progressing various work areas in scope for the workstream, especially as it relates to the

- development of financing opportunities and solutions
- In certain cases, participate in small-group discussions about specific workstream tasks to provide in-depth expertise and develop proposals

Workstream 2: Capacity Building & Global Engagement

Key target outcomes that GFANZ aims to support the industry in achieving

- Capacity building and global engagement to provide market participants, governments, multilateral bodies, and others with tools and expertise to support private investment

GFANZ work in scope

- Capacity building on transition finance
 - Global and regional case studies on climate finance topics
 - Africa, APAC, and LAC network in-country workshops and events (including with national trade associations and authorities)
 - APAC network to explore next steps on methane abatement financing
 - Develop plan to formally conclude Index Investing and Nature in Net-Zero Transition Planning work
- Coal to clean transition in EMDEs
- Engagement with G7, G20, COP, & others on topics including:
 - Investable NDCs
 - Prudential barriers to EMDE investment
 - Baku to Belem Roadmap
 - Adaptation finance

Description of expected role played by workstream members

- Attend full workstream meetings, which will take place 2-3 times this year, at the discretion of workstream leads and the GFANZ Secretariat
- Contribute expertise to discussions of various work areas in scope for the workstream
- In certain cases, participate in small-group discussions about specific workstream tasks to provide in-depth expertise and develop proposals

3. Expression of Interest Process

GFANZ is extending the opportunity to all financial institutions to express interest in joining a GFANZ workstream, including prior workstream members who wish to recommit to their involvement.

The GFANZ Secretariat seeks to ensure we are accessing the full breadth of expertise, capabilities, and experience from workstream members so we can effectively deliver against our 2025 objectives. We welcome all interested firms and are particularly looking to achieve the following objectives:

- Incorporate geographic balance across workstreams;
- Maintain a balanced representation across types of financial institution;
- Establish strong technical expertise, the specific areas of which are outlined in relation to individual workstreams.

If your firm wishes to express an interest in joining one or more of the GFANZ workstreams:

- Please complete the [expression of interest survey](#) by May 27, 2025. We request that each organization submit only one survey nominating individuals to either or both workstreams.
- Please ensure your firm's nominated individuals have the necessary expertise and seniority for the workstream as outlined in Section 2. Firms may nominate one individual per workstream.
- Organizations who participated in the prior GFANZ workstreams are still requested to complete the survey to indicate their interest in participating in new 2025 workstreams.

Please note that the expression of interest survey is solely for financial institutions.

4. Workstream Expectations

Roles and Responsibilities

Role of the Workstream Members

Workstream members are representatives from a range of private financial institutions that have expressed interest in the work of GFANZ and have been selected via the EOI process to join a workstream. Each workstream member must meet a minimum level of engagement and commitment as outlined below. This is to ensure that the workstream can deliver against its work plans, meet key milestones throughout the year, and maintain compliance with all applicable laws.

Specifically, each workstream member is expected to:

- Offer their expertise, capabilities, and experience to support the successful execution of the 2025 work plan;
- Support development and execution of implementation strategies, engagement strategies, and some policy and technical work, where applicable and appropriate;
- Proactively engage in working sessions and, where relevant, be willing to deliver or review work products;
- Attend workstream meetings which will occur 2-3 times this year and relevant convenings as invited by the GFANZ Secretariat, in addition to interim bilateral meetings with the GFANZ Secretariat and other workstream members as required to progress the work (meeting frequency may vary depending on the stage of work and subject matter);
- Where relevant and appropriate, workstream members are encouraged to share insights from their direct experience with capital mobilization, to support GFANZ efforts to be well connected, and to collaborate and knowledge-share;
- Demonstrate their understanding of, and adherence to, the GFANZ Terms of Reference, including the GFANZ Antitrust Guiding Principles included therein.

Role of the Workstream Lead(s)

Principals Group members oversee the workstream and they, in turn, appoint a member of their institution to serve as a workstream lead. Alongside the Principals Group members overseeing the workstream, the workstream leads help set the strategic direction of the work. A workstream may have more than one workstream lead.

Roles of the GFANZ Secretariat

The GFANZ Secretariat is accountable to the Principals Group for the execution of the work plan, delivered in part through the workstreams. Additionally, the GFANZ Secretariat provides guidance and administrative coordination across workstreams, as well as strategic input from the GFANZ Leadership Team.

Participation Process

Target Composition of Workstream

- Workstream composition should be balanced in terms of geography, type of financial institution, and institution size.
- Workstream members should be senior within their organization (i.e. able to engage on the relevant issues on behalf of their organization, speak on behalf of senior leadership, and have the authority to execute on workstream action items).
- Workstream members should represent a financial institution with demonstrated experience in capital mobilization in support of the global transition.

- Workstream members should have technical expertise aligned with the focus of the workstream.

Appointment of Workstream Members

Final decisions on workstream membership are made at the sole discretion of the GFANZ Secretariat. The selection will seek to support a broad range of participants consistent with the aforementioned workstream target composition, while ensuring the workstream is sized to be effective and efficient

Delegation

Delegation of participation in workstream meetings for either workstream members should be pre-agreed with the GFANZ Secretariat.

Code of Conduct

- The proactive involvement of workstream members is important to the success of the workstream. Individual participation may be reviewed by the GFANZ Secretariat, workstream leads, and Principals Group leads if the required level of commitment is not demonstrated.
- Workstream members should focus on the work plan and objectives of the workstream and must not use this group for commercial purposes (and must, at all times, act in accordance with applicable laws and regulations).
- Workstream members may not share workstream materials or details of workstream discussions with external parties except in cases explicitly allowed in this document or by prior written consent from the GFANZ Secretariat.

5. FAQ

Is the organization or the individual the workstream member?

The organization is the member of the workstream, but it must nominate an individual to be a permanent representative of the organization. This individual should have the authority to speak on behalf of the organization. Participation in workstream meetings can only be delegated with pre-approval from the GFANZ Secretariat.

Can we express an interest in more than one workstream?

Yes, you can nominate your organization for more than one workstream. Please indicate this in the survey. Please note that if nominating the same individual for more than one workstream, they would need to have sufficient bandwidth to fulfill the requirements of multiple workstreams. In order to allow participation from as many organizations as possible while keeping the workstreams of suitable size to be effective and ensuring breadth of sector and geography, organizations may not ultimately be selected for all workstreams in which they have expressed an interest.

Are we guaranteed a role on a workstream?

Regrettably, we cannot guarantee every nomination a role on the workstreams. The GFANZ Secretariat is seeking to keep a manageable workstream size, while ensuring the right expertise and capabilities required to deliver against the 2025 work plan. It is a priority to ensure there is a balanced representation across geographies, technical expertise, and financial institution types. In selecting workstream members, the seniority and expertise of nominated individuals will be taken into consideration.

How is the selection made?

Final decisions on workstream participants are at the sole discretion of the GFANZ Secretariat. As described in the Participation Process section above, the selection will balance several criteria including:

- Expertise, seniority, and relevance of role of the proposed workstream member
- Balance of financial institution type, geography, expertise, size, and other factors
- Ensuring the workstream is of a suitable size to be effective and efficient in practice

Will our role, if selected, be public?

Your organization can choose to make public announcements about your involvement in GFANZ if you so wish, in partnership with the GFANZ communications team. However, GFANZ has no immediate plans to publicize the members of the workstreams.

We were previously a workstream member, do we need to re-apply?

Given that our workstream structure has changed, all institutions interested in participating in our 2025 workstreams must take part in the Expression of Interest process to be considered.

We expressed an interest previously but weren't selected. Should we apply again?

Yes. The selection process for 2025 is independent of the previous selection process.

Annex: Expression of Interest Survey Questions

To assist the coordination of your firm's submission, the below summary outlines the questions that are included in the expression of interest survey.

Background information

- Firm name
- Country of headquarters
- Type of institution
- First name
- Last name
- Email address
- Your role at the firm

Expression of interest

For each workstream that you have selected as being of interest, you will be asked to provide the following information for each representative nominated:

- First name
- Last name
- Email address
- Primary location (country)
- Role in firm
- Relevant experience of firm in relation to the workstream
- Relevant experience of nominated individual in relation to the workstream

Acknowledgements of GFANZ Workstream Expectations

You will be asked to acknowledge that your firm and the nominated representatives agree to the GFANZ workstream expectations which are detailed in this document.

