

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	Industry	Region	Report/Resources	Relevant Pages	Year	GFANZ NZTP Theme and Component
Allianz	Insurance; Asset Management	Europe	Innaugural Net Zero Transition Plan	4-7	2023	Metrics and Targets; Metrics and targets
Allianz	Insurance; Asset Management	Europe	Innaugural Net Zero Transition Plan	2-3	2023	Foundations; Objectives and priorities
Aviva	Insurance; Asset Owner	Europe	Recommendations and Guidance on Financial Institutions NZTP	64-65	2021	Engagement Strategy; Clients and portfolio companies
Aviva	Insurance; Asset Owner	Europe	Recommendations and Guidance on Financial Institutions NZTP	35	2021	Foundations; Objectives and priorities
AXA IM	Asset Management	Europe	Recommendations and Guidance on Financial Institutions NZTP	65-66	2021	Engagement Strategy; Clients and portfolio companies
Bank of America	Banking	North America	Recommendations and Guidance on Financial Institutions NZTP	96	2022	Governance; Skills and culture
Barclays	Banking	Europe	Climate Strategy Targets and Progress 2022	31-33	2022	Implementation Strategy; Policies and conditions
Barclays	Banking	Europe	Climate Strategy Targets and Progress 2022	26-27	2022	Governance; Roles, responsibilities, and remuneration
Barclays	Banking	Europe	Climate Strategy Targets and Progress 2022	24	2022	Engagement Strategy; Industry
Barclays	Banking	Europe	Climate Strategy Targets and Progress 2022	14-22	2022	Metrics and Targets; Metrics and targets
Barclays	Banking	Europe	Climate Strategy Targets and Progress 2022	9-11	2022	Foundations; Objectives and priorities
BBVA	Banking	Europe	BBVA Report on TCFD	48; 74-83	2022	Engagement Strategy; Clients and portfolio companies
BBVA	Banking	Europe	BBVA Report on TCFD	49-50	2022	Engagement Strategy; Government and public sector
BBVA	Banking	Europe	BBVA Report on TCFD	49-50	2022	Engagement Strategy; Industry
BBVA	Banking	Europe	BBVA Report on TCFD	44-47	2022	Engagement Strategy; Clients and portfolio companies
BBVA	Banking	Europe	BBVA Report on TCFD	5	2022	Foundations; Objectives and priorities
BBVA	Banking	Europe	BBVA Report on TCFD	20-24	2022	Governance; Roles, responsibilities, and remuneration
BlackRock	Asset Management	North America	Recommendations and Guidance on Financial Institutions NZTP	66	2021	Engagement Strategy; Clients and portfolio companies
Bradesco	Banking	Latin America & Caribbean	Recommendations and Guidance on Financial Institutions NZTP	41	2020	Implementation Strategy; Products and services
BRF	Food and beverages	Latin America & Caribbean	2022 Integrated Report	103	2022	Foundations; Objectives and priorities
Bupa	Healthcare	Europe	Bupa Annual Report 2022	24-27	2023	Foundations; Objectives and priorities
Bupa	Healthcare	Europe	Bupa Annual Report 2022	18; 55	2023	Governance; Roles, responsibilities, and remuneration

Buro Happold	Construction	Europe	Net Zero Routemap	9-13	2023	Metrics and Targets; Metrics and targets
Buro Happold	Construction	Europe	Net Zero Routemap	3-8	2023	Foundations; Objectives and priorities
Cemex	Construction	Latin America &	Cemex Sustainability Page	NA	2023	Metrics and Targets; Metrics and targets
Citigroup	Banking	North America	TCFD Report	59-63	2022	Metrics and Targets; Metrics and targets
Citigroup	Banking	North America	TCFD Report	33-38	2022	Engagement Strategy; Government and public sector
Citigroup	Banking	North America	TCFD Report	11; 15	2022	Governance; Skills and culture
Citigroup	Banking	North America	TCFD Report	11-16	2022	Governance; Roles, responsibilities, and remuneration
Citigroup	Banking	North America	TCFD Report	6-9	2022	Foundations; Objectives and priorities
Citigroup	Banking	North America	Recommendations and Guidance on Financial Institutions NZTP	91-92	2022	Governance; Roles, responsibilities, and remuneration
Dai-ichi Life Insurance	Insurance	Asia Pacific	Net Zero Transition Plan	35-38	2023	Engagement Strategy; Industry
Dai-ichi Life Insurance	Insurance	Asia Pacific	Net Zero Transition Plan	32-34	2023	Engagement Strategy; Clients and portfolio companies
Dai-ichi Life Insurance	Insurance	Asia Pacific	Net Zero Transition Plan	47	2023	Governance; Skills and culture
Dai-ichi Life Insurance	Insurance	Asia Pacific	Net Zero Transition Plan	44-46	2023	Governance; Roles, responsibilities, and remuneration
Dai-ichi Life Insurance	Insurance	Asia Pacific	Net Zero Transition Plan	5-6; 9; 11	2023	Foundations; Objectives and priorities
Dai-ichi Life Insurance	Insurance	Asia Pacific	Recommendations and Guidance on Financial Institutions NZTP	67	2021	Engagement Strategy; Clients and portfolio companies
Diageo	Food and drink	Europe	ACCELERATING TO A LOW CARBON WORLD: Our Net-Zero Carbon Strategy	9-11	2022	Engagement Strategy; Value chain
Diageo	Food and drink	Europe	ACCELERATING TO A LOW CARBON WORLD: Our Net-Zero Carbon Strategy	16	2022	Engagement Strategy; Government and public sector
Diageo	Food and drink	Europe	ACCELERATING TO A LOW CARBON WORLD: Our Net-Zero Carbon Strategy	16	2022	Engagement Strategy; Industry
Diageo	Food and drink	Europe	ACCELERATING TO A LOW CARBON WORLD: Our Net-Zero Carbon Strategy	5-7	2022	Foundations; Objectives and priorities
easyJet	Transportation	Europe	easyJet Net Zero Pathway	7-14	2022	Implementation Strategy; Products and services
easyJet	Transportation	Europe	easyJet Net Zero Pathway	3; 15	2022	Foundations; Objectives and priorities
Groupe BPCE (Natixis)	Banking	Europe	Recommendations and Guidance on Financial Institutions NZTP	48	2021	Implementation Strategy; Activities and decision-making
Grupo Bancolombia	Banking; Financial Service Provider	Latin America &	Corporate Policy: Sensitive Industries to Climate Change Policy	all	2020	Implementation Strategy; Policies and conditions
HSBC	Banking; Asset Owner	Europe	HSBC Energy Policy PDF	all	2022	Implementation Strategy; Policies and conditions
HSBC	Banking; Asset Owner	Europe	Recommendations and Guidance on Financial Institutions NZTP	42	2021	Implementation Strategy; Products and services
Impax Asset Management	Asset Management	Europe	Recommendations and Guidance on Financial Institutions NZTP	76	2020	Engagement Strategy; Government and public sector

Itaú Unibanco	Banking	Latin America & Caribbean	Climate Report	29	2023	Engagement Strategy; Government and public sector
Itaú Unibanco	Banking	Latin America & Caribbean	Climate Report	29	2023	Engagement Strategy; Industry
Itaú Unibanco	Banking	Latin America & Caribbean	Climate Report	25-27	2023	Engagement Strategy; Clients and portfolio companies
Itaú Unibanco	Banking	Latin America & Caribbean	Climate Report	16	2023	Governance; Skills and culture
Johnson Matthey	Chemicals	Europe	2023 Annual Report and Accounts: Catalyzing the Net Zero Transition	27-28	2023	Metrics and Targets; Metrics and targets
Johnson Matthey	Chemicals	Europe	2023 Annual Report and Accounts: Catalyzing the Net Zero Transition	24-26	2023	Foundations; Objectives and priorities
Jones Lang LaSalle Incorporated	Real estate	North America	Transition to Net Zero	8-12	2022	Metrics and Targets; Metrics and targets
Jones Lang LaSalle Incorporated	Real estate	North America	Transition to Net Zero	5-6	2022	Foundations; Objectives and priorities
LSEG	Financial Service Provider	Europe	LSEG Climate Transition Plan	30-31	2022	Engagement Strategy; Industry
Maersk	Transportation	Europe	Maersk Sustainability Yearly Report 2022	56-69	2022	Metrics and Targets; Metrics and targets
Maersk	Transportation	Europe	Maersk Sustainability Yearly Report 2022	24	2022	Implementation Strategy; Products and services
Maersk	Transportation	Europe	Maersk Sustainability Yearly Report 2022	21-22	2022	Foundations; Objectives and priorities
Maersk	Transportation	Europe	Maersk Sustainability Yearly Report 2022	19	2022	Engagement Strategy; Industry
Maersk	Transportation	Europe	Maersk Sustainability Yearly Report 2022	19	2022	Governance; Roles, responsibilities, and remuneration
Mizuho Financial Group	Banking	Asia Pacific	TCFD Report 2022	35-36	2022	Implementation Strategy; Products and services
Mizuho Financial Group	Banking	Asia Pacific	TCFD Report 2022	31-34	2022	Engagement Strategy; Clients and portfolio companies
Mizuho Financial Group	Banking	Asia Pacific	TCFD Report 2022	27-28	2022	Engagement Strategy; Industry
Mizuho Financial Group	Banking	Asia Pacific	TCFD Report 2022	23-26	2022	Metrics and Targets; Metrics and targets
Mizuho Financial Group	Banking	Asia Pacific	TCFD Report 2022	14-20	2022	Governance; Roles, responsibilities, and remuneration
Mizuho Financial Group	Banking	Asia Pacific	TCFD Report 2022	11, 22	2022	Foundations; Objectives and priorities
Mondi	Packaging and paper	Europe	Mondi Sustainable Development Report	50	2023	Engagement Strategy; Industry
Mondi	Packaging and paper	Europe	Mondi Sustainable Development Report	50-53	2023	Implementation Strategy; Products and services
Mondi	Packaging and paper	Europe	Mondi Sustainable Development Report	54-62	2023	Implementation Strategy; Policies and conditions
Mondi	Packaging and paper	Europe	Mondi Sustainable Development Report	46-48	2022	Foundations; Objectives and priorities
Moodys	Financial Service Provider	North America	Recommendations and Guidance on Financial Institutions NZTP	43	2021	Implementation Strategy; Products and services
MSCI	Financial Service Provider	North America	Recommendations and Guidance on Financial Institutions NZTP	92	2020	Governance; Roles, responsibilities, and remuneration
Nationwide	Banking	Europe	Recommendations and Guidance on Financial Institutions NZTP	44	2021	Implementation Strategy; Products and services

NatWest	Banking	Europe	2022 Climate Related Disclosure Report	29-34	2022	Metrics and Targets; Metrics and targets
NatWest	Banking	Europe	2022 Climate Related Disclosure Report	28	2022	Foundations; Objectives and priorities
NatWest	Banking	Europe	2022 Climate Related Disclosure Report	24-25	2022	Implementation Strategy; Activities and decision-making
NatWest	Banking	Europe	2022 Climate Related Disclosure Report	23	2022	Engagement Strategy; Clients and portfolio companies
NatWest	Banking	Europe	2022 Climate Related Disclosure Report	14-20	2022	Governance; Roles, responsibilities, and remuneration
NatWest	Banking	Europe	2022 Climate Related Disclosure Report	5-9	2022	Foundations; Objectives and priorities
Ninety One	Asset Management	Europe; Africa	Sustainability and Stewardship Report	16-17, 20, 36-44	2023	Engagement Strategy; Clients and portfolio companies
Ninety One	Asset Management	Europe; Africa	Sustainability and Stewardship Report	11, 59-65	2023	Engagement Strategy; Industry
Orbia	Utilities	Latin America	Climate Report 2021	14-17	2021	Implementation Strategy; Activities and decision-making
Orbia	Utilities	Latin America	Climate Report 2021	7-8	2021	Governance; Roles, responsibilities, and remuneration
Orbia	Utilities	Latin America	Climate Report 2021	3-5	2021	Foundations; Objectives and priorities
Phoenix Group	Insurance	Europe	Net Zero Transition Plan	71	2023	Governance; Skills and culture
Phoenix Group	Insurance	Europe	Net Zero Transition Plan	67-69	2023	Governance; Roles, responsibilities, and remuneration
Phoenix Group	Insurance	Europe	Net Zero Transition Plan	21-25	2023	Metrics and Targets; Metrics and targets
Phoenix Group	Insurance	Europe	Net Zero Transition Plan	10	2023	Engagement Strategy; Government and public sector
Phoenix Group	Insurance	Europe	Net Zero Transition Plan	8	2023	Engagement Strategy; Clients and portfolio companies
Phoenix Group	Insurance	Europe	Net Zero Transition Plan	6-7,12	2023	Foundations; Objectives and priorities
Prudential	Insurance	Europe	Climate Transition Plan	20	2023	Governance; Skills and culture
Prudential	Insurance	Europe	Climate Transition Plan	18-19	2023	Governance; Roles, responsibilities, and remuneration
Prudential	Insurance	Europe	Climate Transition Plan	17	2023	Metrics and Targets; Metrics and targets
Prudential	Insurance	Europe	Climate Transition Plan	1, 5-10	2023	Foundations; Objectives and priorities
Railpen	Asset Management	Europe	Recommendations and Guidance on Financial Institutions NZTP	50-51	2021	Implementation Strategy; Activities and decision-making
Robeco	Asset Management	Europe	Recommendations and Guidance on Financial Institutions NZTP	36-37	2021	Foundations; Objectives and priorities
TD Bank	Banking	North America	Recommendations and Guidance on Financial Institutions NZTP	95-96	2020	Governance; Skills and culture
Unilever	Consumer goods	Europe	Climate Transition Action Plan	37 - 40	2021	Engagement Strategy; Government and public sector
Unilever	Consumer goods	Europe	Climate Transition Action Plan	37 - 40	2021	Engagement Strategy; Industry

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