



CLEAN ENERGY BUYERS ALLIANCE

# CUSTOMER-DRIVEN CLEAN ENERGY FOR ALL.

2030 STRATEGIC PLAN  
MARCH 2022



# MESSAGE FROM THE CEO



## Dear colleagues, fellow citizens of this one planet, and friends—

Now is the time to be bold. Now is the time to act big. Now is the time for energy customers to take the helm of the clean energy transition.

The [Clean Energy Buyers Alliance](#) has launched bold leadership ambitions for this decisive decade for climate action:

**a 90% carbon-free U.S. electricity system by 2030, and a global community of energy customers driving carbon-free energy around the world.**

We are a community. We can't do it alone, and we must take on climate action together. We are institutional energy customers who partner with clean energy providers, business partners, leading environmental NGOs, and top climate-focused philanthropies, to drive a powerful vision: **customer-driven clean energy for all.**

The Clean Energy Buyers Alliance was originally established in 2019, after five years of incubation fostered by four powerful non-profit organizations — RMI, BSR, World Resources Institute, and World Wildlife Fund. CEBA accelerated decarbonization by activating a community of over 280 members— representing \$7 trillion in annual revenues and 16 million employees—to advance market and policy solutions. And it worked. Institutional energy customers have accounted for about 20% of all new carbon-free electricity capacity added to the U.S. grid since 2014.

In 2021, we undertook a strategic planning process to garner learnings from our pilot and proof of concept years and look to the future.

Our process included member surveys, staff and member interviews and focus groups, multiple Board meetings and workshops and engagement of outside advisors and experts. Coupled with a state of the energy literature review, an organizational review involving both staff surveys alongside important and meaningful work on our CEBA Diversity Equity Inclusion and Justice Review, we listened, learned and envisioned our role ahead. Throughout, we engaged a dedicated Task Force to reimagine our role in bringing about transformative change. Thank you to the many Board members, member companies, partner and peer organizations and CEBA staff who participated!

We have a clear-eyed understanding of the challenge. Limiting global warming to 1.5° will require almost 50% CO<sub>2</sub> reduction by 2030, reaching 'net-zero' around 2050. Large clean energy customers have a critical role, and we are laser-focused on a vision of customer-driven clean energy for all.

The strength of our organization has been – and always will be – rooted in our team of people and our efforts to develop solutions and advocate for a decarbonized energy system. By activating a community of energy customers and partners to deploy market and policy solutions for a carbon-free energy system, coupled with solving the toughest market and policy barriers to achieve a carbon-free energy system, we can accelerate this transition.

We are delighted to unveil this 2030 Strategic Plan and to continue our partnership in meeting this call to action.

Onward,

A handwritten signature in blue ink, appearing to read 'MBall', written over a light blue circular graphic element.

Miranda Ballentine





# Executive Summary

The Clean Energy Buyers Alliance has bold ambitions: **a 90% carbon-free U.S. electricity system by 2030, and a global community of energy customers driving carbon-free energy around the world.** We are a community of institutional energy customers who partner with clean energy providers, business partners, leading environmental NGOs, and the top climate-focused philanthropies, to drive a powerful vision: **customer-driven clean energy for all.**

## THE CHALLENGE: Decarbonizing the Power Sector

We are in the decisive decade for climate action, and to fully decarbonize the global economy by 2050, our electricity systems must become clean even faster, requiring a three-fold increase in clean energy investments. As the second largest emitter of greenhouse gases in the world, the U.S. must lead. With over 60% of U.S. electricity consumed by commercial and industrial companies, energy customers play a key role.

## THE OPPORTUNITY: Scaling Affordable Clean Energy and Decarbonizing the Grid by Leveraging Demand

Over the last decade, rapid deployment of renewables has increased the carbon-free energy mix in the U.S. grid to 40%, steadily reducing emissions from the electric power sector. The Alliance's progress to date has served to reinforce our conviction that our theory of change works—**large clean energy customers have the buying power and the influence to play an outsized and critical role in achieving a decarbonized grid.**

## THE METHOD: The Sum is Greater than the Parts

The Clean Energy Buyers Alliance is a consortium of two organizations, the Clean Energy Buyers Association (CEBA), a 501(c)(6) business trade organization, plus the Clean Energy Buyers Institute (CEBI), a 501(c)(3) charitable nonprofit, whose missions and methods are complementary. As a business trade association, CEBA activates a community of energy customers and partners to deploy market and policy solutions for a carbon-free energy system. Complementing CEBA as a public-good charity, CEBI solves the toughest market and policy barriers to achieve a carbon-free energy system.

## THE STRATEGY: Pathways to Impact

To achieve a 90% carbon-free U.S. electricity system by 2030, the Buyers Alliance drives three transformations: **Unlocking markets for energy customers** to use market demand to accelerate electricity decarbonization; **Catalyzing communities of customers** to rapidly deploy and do more than they could do on their own; and **Decarbonizing the grid for all**, including those who can't or won't participate in markets.

Energy customers have already contracted for more than 47 gigawatts (GW) of renewable energy—about 20% of all wind and solar capacity in the U.S.—driving down air pollution and lowering energy costs for American businesses and families. In 2021, voluntary energy customers contracted for 11.06 GW of clean energy—the equivalent of 40% of all new carbon-free capacity installed that year. The Alliance accelerates clean energy transactions by educating and empowering energy customers. We also accelerate decarbonization by activating a community of over 280 members—representing \$7 trillion in annual revenues and 16 million employees—to advance market and policy solutions.



# Table of Contents

- 01.** The Challenge: Decarbonizing the Power Sector
- 02.** The Opportunity: Scaling Affordable Clean Energy and Decarbonizing the Grid
- 03.** The Method: The Clean Energy Buyers Alliance
- 04.** The Strategy: Pathways to Impact
- 05.** Resource Requirements



Thank you

# 2030 Task Force & Strategy Team

## 2030 TASK FORCE

### **Miranda Ballentine**

Chief Executive Officer  
CEBA

### **Michael Terrell**

Director, Data Center Energy & Sustainability  
Google

### **Marty Pickett**

Managing Director & General Counsel  
RMI

### **Marty Spitzer**

Senior Director, Climate & Energy  
World Wildlife Fund

### **Peter Freed**

Energy Strategy Manager  
Meta

### **Max Scher**

Senior Manager, Sustainability  
Salesforce

### **Rob Threlkeld**

Senior Manager, Energy Strategy & Grid Decarbonization  
General Motors

## 2030 STRATEGY TEAM

### **Jeremy Madsen**

Phase I Lead Consultant

### **Angela Bonarrigo**

Phase II Lead Consultant

### **Kyla Aiuto**

Strategy Associate  
CEBA

### **Vic Arrington**

Senior Advisor  
CEBA

### **Debra Montanino**

Philanthropic Advisor

### **Monica Jaburg**

Director, Communications, Marketing, & PR  
CEBA

### **Marisa Long**

Executive Vice President  
Inspire PR Group

**“The Clean Energy Buyers Alliance is setting the bar for what energy customers, utilities and governments should and need to be doing to achieve a carbon-free energy future.**

This ambitious approach is a critical step in tackling climate change. The time for meaningful climate action is now and we must collectively be bolder and more ambitious in our actions in both the public and private sectors – starting today.”

- Michael Terrell, CEBA Board Chair and Director of Energy, Google

**“The Alliance is unique in that energy customers are at the core of our work to lead the transformation of the energy market and drive decarbonization.**

As we look to the future, CEBA and CEBI are poised to propel the thought-leadership and market-advocacy needed to solve the toughest policy and market barriers for the benefit of society.”

- Marty Pickett, CEBI Board Chair and Managing Director, RMI



# 01. The Challenge: Decarbonizing the Power Sector

We are in the decisive decade for climate action. To fully decarbonize the global economy by 2050 the electricity system must become clean even faster, requiring a three-fold increase in clean energy investments. As the second largest emitter of greenhouse gases in the world, the U.S. must lead. With over 60% of U.S. electricity consumed by commercial and industrial companies, energy customers play a key role in accelerating the use of carbon-free energy.

## THE GLOBAL CHALLENGE

Limiting global warming to 1.5°C will require **almost 50% CO<sub>2</sub> reduction by 2030, reaching 'net-zero' around 2050<sup>1</sup>.**



# Decarbonizing Electricity is Not Easy

**60%**

decarbonization of global power production by 2030 necessary to meet IPCC goals<sup>2</sup>.

**80-90%**

of the U.S. electricity system must be carbon-free by 2030—and it's possible<sup>3-11</sup>.

**BUT IT'S THE  
EASIEST,  
AND MUST  
MOVE  
QUICKEST**

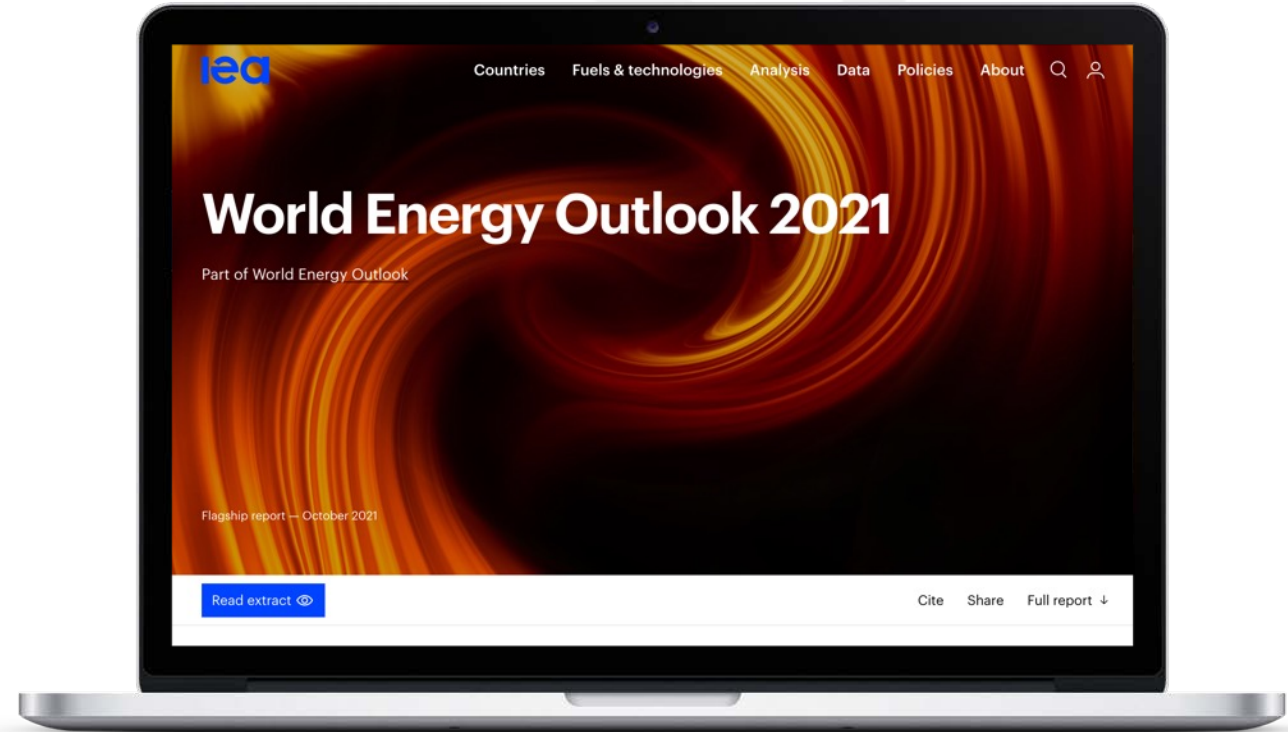




# Global Investment In Clean Energy Must Triple by 2030

*“The world’s hugely encouraging clean energy momentum is running up against the stubborn incumbency of fossil fuels in our energy systems,”* IEA Executive Director Fatih Birol said, urging governments to resolve this at COP26<sup>12</sup>.

*“The social and economic benefits of accelerating clean energy transitions are huge, and the costs of inaction are immense<sup>12</sup>.”*





# The U.S. Must Lead

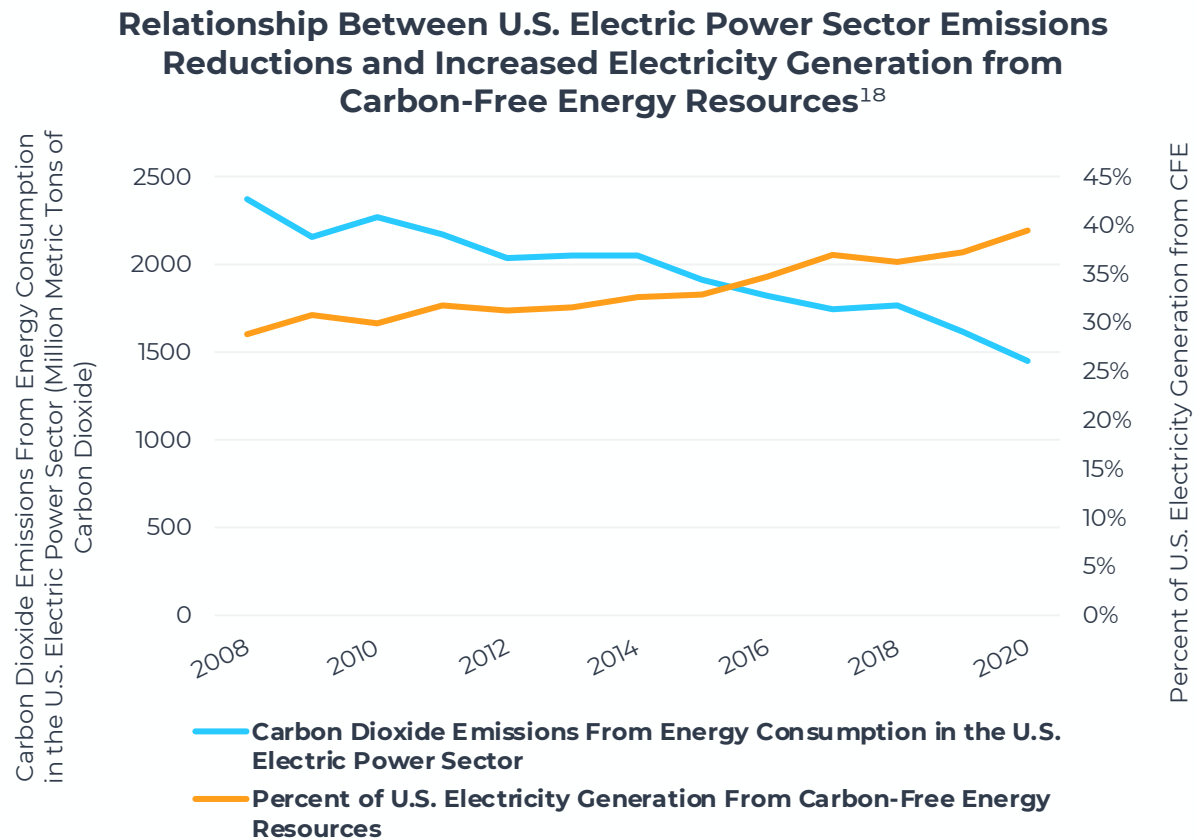
THE U.S. IS THE SECOND  
LARGEST EMITTER OF GLOBAL  
GHGs, CAUSING **12-15% OF  
ANNUAL EMISSIONS<sup>13</sup>**.

Electricity production accounts  
for 28% of U.S. emissions<sup>14</sup>.

# 02. The Opportunity: Scaling Affordable Clean Energy and Decarbonizing the Grid

Energy customers have already contracted more than 47 gigawatts (GW) of renewable energy—about 20% of all wind and solar capacity in the U.S.—driving down air pollution and lowering energy costs for American businesses and families. In 2021, voluntary energy customers contracted for 11.06 GW of clean energy—the equivalent of 40% of all new carbon-free capacity installed that year – demonstrating the influence demand for clean energy can have on energy markets.

# Energy Customers Can Accelerate the Transition

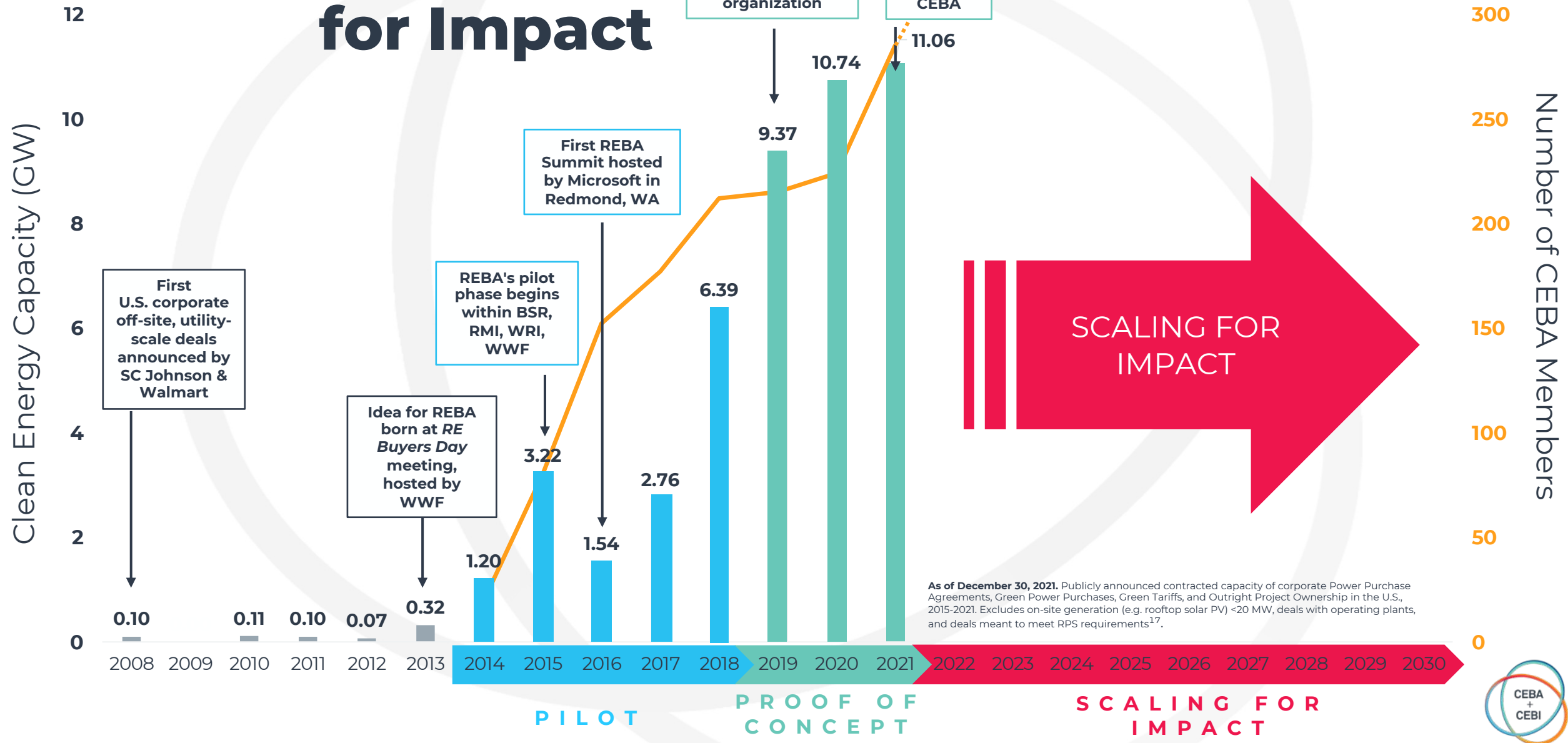


## In the U.S.,

- Approximately **60%** of electricity is used by the commercial & industrial (C&I) sectors<sup>15</sup>
- C&I sectors are largest cause of energy-related greenhouse gas emissions<sup>16</sup>
- Energy customers have led the transition to clean energy with over **47GW** of renewable energy transactions since 2008<sup>17</sup>



# CEBA Is Scaling for Impact





# Our theory of change works and is more important than ever before

**LARGE CLEAN ENERGY CUSTOMERS HAVE A CRITICAL ROLE TO PLAY IN POSITIVELY INFLUENCING THEIR ENERGY PROVIDERS AND POLICYMAKERS TO DECARBONIZE THE GRID FOR ALL.**



# **Our vision of customer-driven clean energy for all requires repositioning for the decisive decade**

OUR BOLD, NEW AMBITION:

**By 2030, achieve a 90% carbon-free U.S. electricity system and cultivate a global community of customers driving clean energy.**

# 03. The Method: The Clean Energy Buyers Alliance is Greater than the Sum of its Parts

The Clean Energy Buyers Alliance is a consortium of two organizations, the Clean Energy Buyers Association (CEBA), a 501(c)(6) business trade organization, plus the Clean Energy Buyers Institute (CEBI), a 501(c)(3) charitable nonprofit, whose missions and methods are complementary.

As a business trade association, CEBA activates a community of energy customers and partners to deploy market and policy solutions for a carbon-free energy system. Complementing CEBA as a public-good charity, CEBI solves the toughest market and policy barriers to achieve a carbon-free energy system.

The Alliance was originally established in 2019, after five years of incubation and growth fostered by four influential non-profit organizations—RMI, BSR, World Resources Institute, and the World Wildlife Fund. The Alliance is uniquely positioned to convene energy consumers, industry members, non-profits, regulators, leading philanthropies, and policymakers to bridge sectors and build powerful coalitions to effect change.



# Two Organizations with Catalytic and Complementary Missions



The Clean Energy Buyers Association (CEBA), a business trade group, activates a community of energy customers and partners to deploy market and policy solutions for a carbon-free energy system.



The Clean Energy Buyers Institute (CEBI), a public charity organization, solves the toughest market and policy barriers to achieve a carbon-free energy system.



# CEBA and CEBI Positioned for Transformative Change

## INNOVATION OF CUSTOMER-FOCUSED SOLUTIONS

- ✓ Sole organization focused on identifying energy *customers'* toughest barriers
- ✓ Deep expertise in both obvious and hidden barriers – forward looking and one-step ahead
- ✓ Known to generate, incubate, and drive customer-focused solutions

## ACTIVATION OF A COMMUNITY OF ENERGY CUSTOMERS & PARTNERS

- ✓ Largest customer-focused clean energy community with 280+ members/165 buyers; \$7.2T revenues; 16.7M jobs
- ✓ Mobilization of buyers to do more together than apart
- ✓ Partnership oriented
- ✓ Go-to organization for energy customer perspectives

## ACCELERATION OF CLEAN ENERGY DEPLOYMENT

- ✓ Scaling C&I RE to 47 GW (94% of deals include CEBA members)
- ✓ Deeply effective peer-to-peer education and inspiration
- ✓ Unparalleled convenings
- ✓ Rapid deployment of demand-side best practices



# 04. The Strategy: Pathways to Impact

Despite great progress over the last decade, the U.S. is at risk of falling short of meeting both the market need and demand for clean energy. Only 40% of U.S. power generation comes from carbon-free energy sources as of 2020. To ensure we unlock markets for energy customers we need well-designed energy markets that allow customers to optimize for decarbonization, reliability, and cost. We also need utilities and retail providers to offer carbon-free energy options to customers.

Energy customers are essential to accelerating a just and carbon-free energy future, however, there is a gap in awareness and education for companies that want to reduce carbon emissions. Commercial and industrial sector multinational companies and their supply chains are responsible for 58% of global electricity. Catalyzing communities of energy customers will require exponential growth in energy customers prioritizing carbon-free energy and a global community of energy customers optimizing impact through collective climate action.

Public policies and utility programs are fragmented and hinder progress toward achieving the 45% reduction in economy-wide CO<sub>2</sub> emissions necessary by 2030 to limit climate impacts. To decarbonize the grid for all, we need effective government policies through local, state and federal governments, congressional leadership, and support from the Federal Energy Regulatory Commission. We must also foster collaborative relationships with utilities to ensure progress and partnership toward decarbonization goals.

# Our 2030 Strategy Requires Three Market Transformations

## OUR BOLD AMBITION...



**90%** decarbonized  
U.S. electricity system



**Global** community of  
clean energy customers

## REQUIRES 3 TRANSFORMATIONS...



Unlock markets for  
energy customers



Catalyze customers  
deploying clean  
energy



Decarbonize  
the grid for all

## DRIVEN BY 2 CATALYTIC ORGANIZATIONS...



Activating a community of energy  
customers and partners to deploy  
market and policy solutions for a  
carbon-free energy system.



Solving the toughest market  
and policy barriers to  
achieve a carbon-free  
energy system.

# Current and Future State of the Energy Market

Customer-driven clean energy for all.

## CURRENT STATE



~40% decarbonized  
U.S. electricity system



community of ~400  
clean energy  
customers

## IMPACT STRATEGY SITS IN THE MIDDLE



Unlock Markets for Energy  
Customers



Catalyze Communities of  
Customers



Decarbonize the Grid For All

## FUTURE STATE



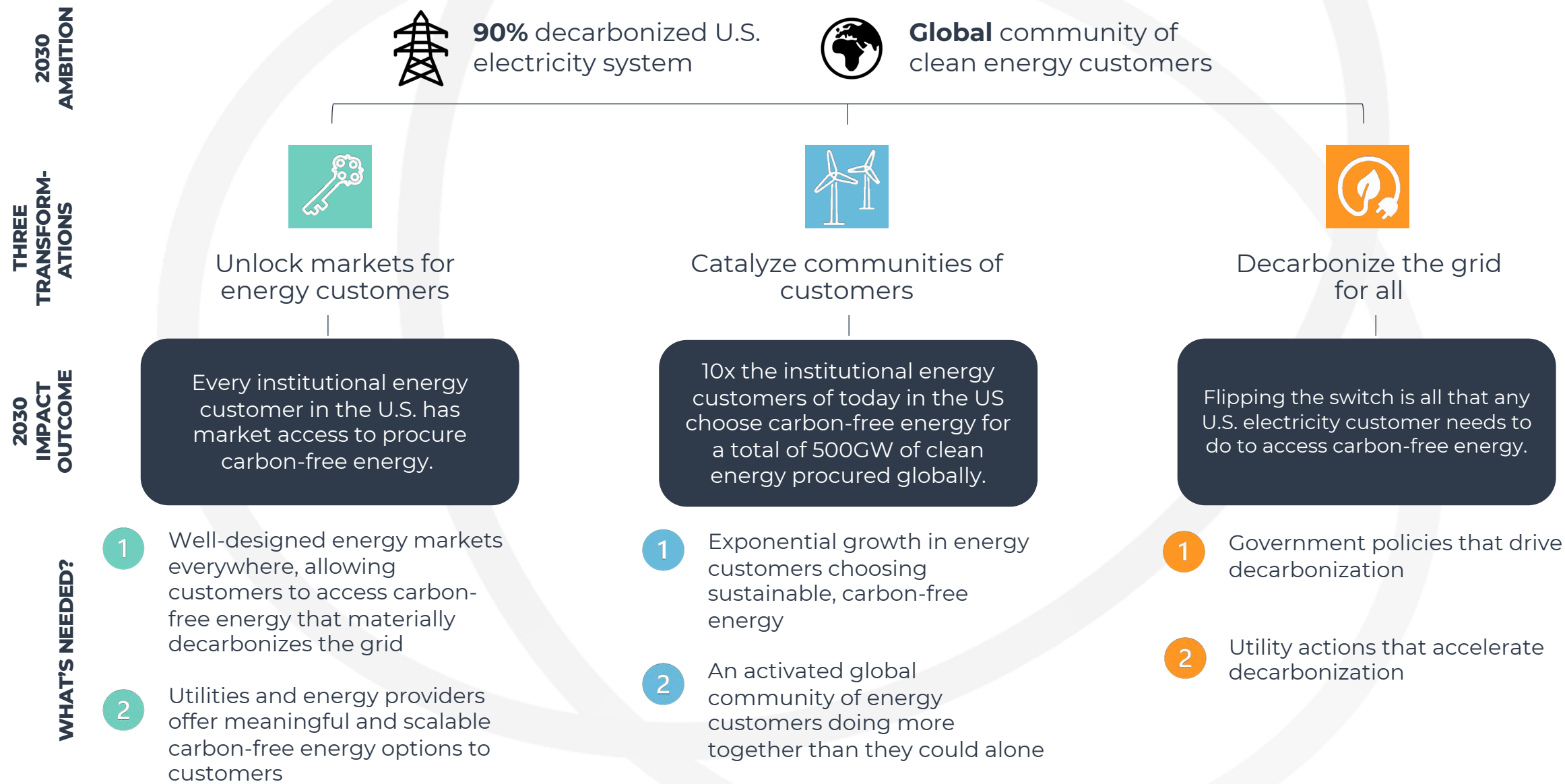
90% decarbonized U.S.  
electricity system



Global community of  
clean energy  
customers



# The Critical Market Transformations Necessary to Achieve our Aspiration





# Unlock Markets for Energy Customers

to use buying power and market-influence to accelerate electricity decarbonization

2030  
IMPACT  
OUTCOME

By 2030, every institutional energy customer in the U.S. has market access to procure carbon-free energy.

WHAT'S  
NEEDED?

1

Well-designed energy markets everywhere, allowing customers to access carbon-free energy that materially decarbonizes the grid

2

Utilities and energy providers offer meaningful and scalable carbon-free energy options to customers

2030  
STRATEGIC  
PRIORITIES

Drive expansion of organized wholesale markets in the U.S.

Advocate to improve design of existing organized wholesale markets in the U.S.

Advocate for standardized, granular, real-time consumption and emissions data

Drive evolution of attribute instrumentation, greenhouse gas accounting standards, and leadership recognition programs

Engage utilities and energy providers to deliver carbon-free options for energy customers



# Catalyze Communities of Customers

to more rapidly deploy clean energy and to do more than they could on their own

2030  
IMPACT  
OUTCOME

By 2030, 10x the institutional energy customers of today in the U.S. choose carbon-free energy for a total of 500GW of clean energy procured globally.

WHAT'S  
NEEDED?

1

Exponential growth in energy customers choosing sustainable, carbon-free energy

2

An activated global community of energy customers doing more together than they could alone

2030  
STRATEGIC  
PRIORITIES

Optimize environmentally sustainable, equitable, and resilient carbon-free electricity transactions

Advance carbon-free electricity procurement best practices worldwide (including environmentally sustainable, equitable, resilient outcomes)

Equip organizations with peer-to-peer education and resources to optimize their carbon-free electricity transaction processes

Accelerate carbon-free electricity demand from supply chains worldwide

Support local NGO partners in key international geographies to further carbon-free electricity transactions

Amplify clean energy technologies and solutions that enable customers to take meaningful carbon-free action



# Decarbonize the Grid For All

including those who can't or won't participate in markets

2030  
IMPACT  
OUTCOME

WHAT'S  
NEEDED?

2030  
STRATEGIC  
PRIORITIES

By 2030, flipping the switch is all that any U.S. electricity customer needs to do to access carbon-free energy.

1 Government policies that drive decarbonization

2 Utility actions that accelerate decarbonization

Drive demand for and shape the government policies and frameworks needed to decarbonize electricity

Promote policies and drive transmission planning to establish a macrogrid in the United States

Motivate utility decarbonization

A background image showing several wind turbines standing on a layer of white clouds. The sky is a soft gradient of pink and purple, suggesting a sunset or sunrise. The turbines are silhouetted against the bright sky.

# 05. Resource Requirements

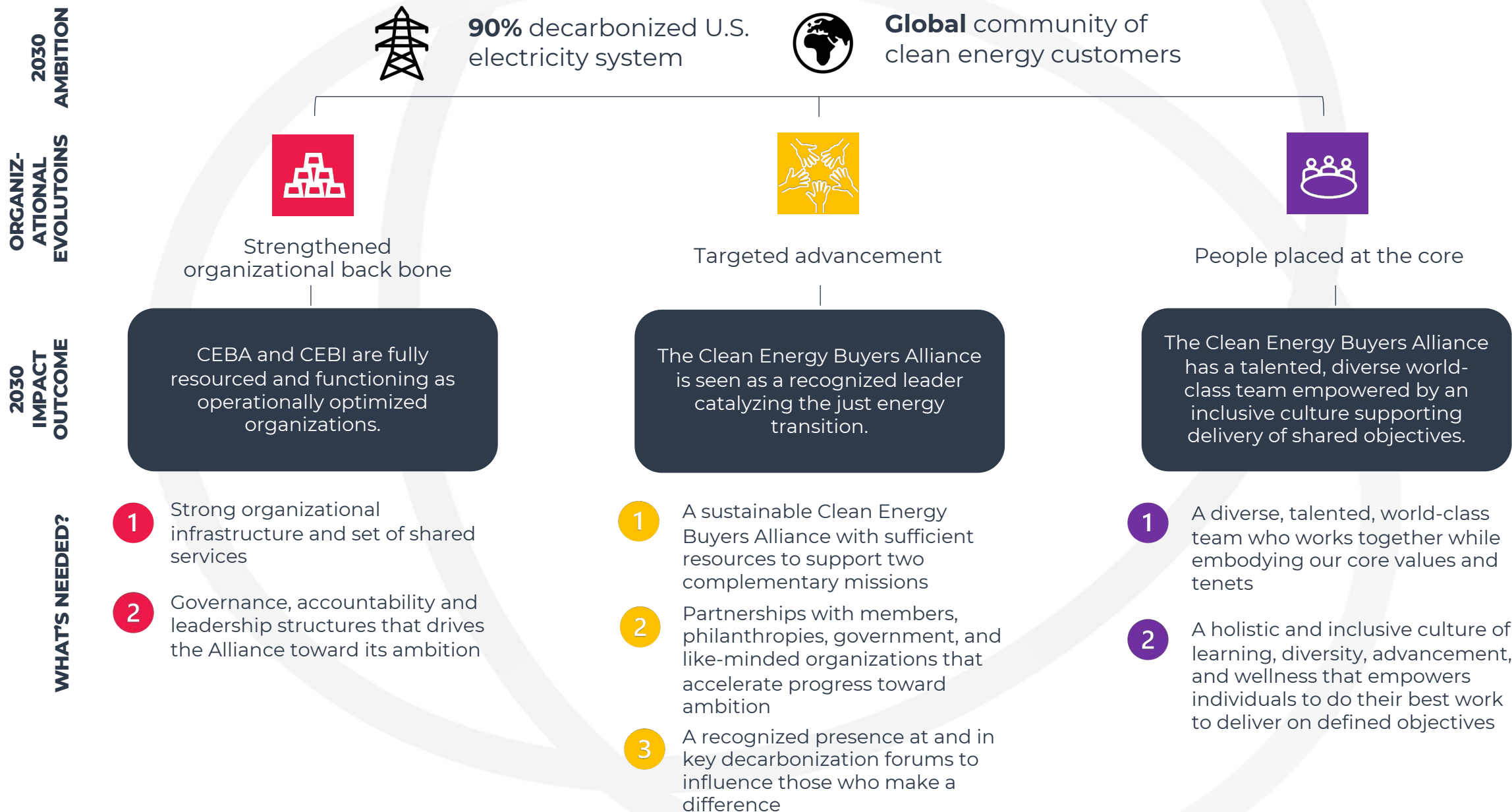
The strength of our organization has been – and always will be – rooted in our team of people and our efforts to develop solutions and advocate for a decarbonized energy system. We will continue to catalyze our community to be greater than the sum of its parts through education, programming, collaboration, innovation and activation.

To achieve our vision of **customer-driven clean energy for all**, while accelerating progress toward our aspiration to achieve a 90% carbon-free U.S. energy system by 2030 and cultivate a global community of energy customers driving clean energy **we will need to transform our organization from the ground up with strategic investments.**



# Bold Market Transformation Requires CEBA and CEBI to Evolve into World-Class Organizations

28





# Strengthened Organizational Back-Bone

to meet this call to action

2030  
IMPACT  
OUTCOME

CEBA and CEBI are fully resourced and functioning as operationally optimized organizations.

WHAT'S  
NEEDED?

1 Strong organizational infrastructure and set of shared services

2 Governance, accountability and leadership structures that drive the Alliance toward its ambition

2030  
STRATEGIC  
PRIORITIES

Optimize governance and leadership structure

Expand and optimize policies and processes

Expand and optimize shared services

Align physical infrastructure assets with organizational needs

Optimize and sustain financial viability



# Targeted Advancement

to drive collective action and advance mission outcomes

2030  
IMPACT  
OUTCOME

The Clean Energy Buyers Alliance is a recognized leader catalyzing the just energy transition.

WHAT'S  
NEEDED?

- 1 A sustainable Clean Energy Buyers Alliance with sufficient resources to support two complementary missions
- 2 Partnerships with members, philanthropies, government, and like-minded organizations that accelerate progress toward ambition
- 3 A recognized presence across key decarbonization forums to influence those who make a difference

2030  
STRATEGIC  
PRIORITIES

Drive strategic membership growth

Expand and diversify impact opportunities

Grow organizational culture of philanthropy

Strengthen member value across all CEBA platforms

Elevate CEBA and CEBI brand presence



# People Placed at the Core

embodying the core values, tenets, skills and commitment needed to succeed

2030  
IMPACT  
OUTCOME

The Clean Energy Buyers Alliance has a talented, diverse world-class team empowered by an inclusive culture supporting delivery of shared objectives.

WHAT'S  
NEEDED?

- 1 A diverse, talented, world-class team who works together while embodying our core values and tenets
- 2 A holistic and inclusive culture of learning, diversity, advancement, and wellness that empowers individuals to do their best work to deliver on defined objectives

2030  
STRATEGIC  
PRIORITIES

Enhance our ability to attract top, diverse talent driven by core values in a competitive market

Strengthen and develop efficient, inclusive and adaptable people processes

Boost and empower overall leadership and development strategy including equitable training and career advancement

Elevate and integrate Diversity, Equity, Inclusion, and Justice (DEIJ) at every step of the talent cycle and organizational practices

Support a culture of employee wellness, inclusion, empathy and engagement



# Our Bold Aspiration Requires Scaling of Resources

Clean Energy Buyers Alliance: Compounded Annual Growth Examples

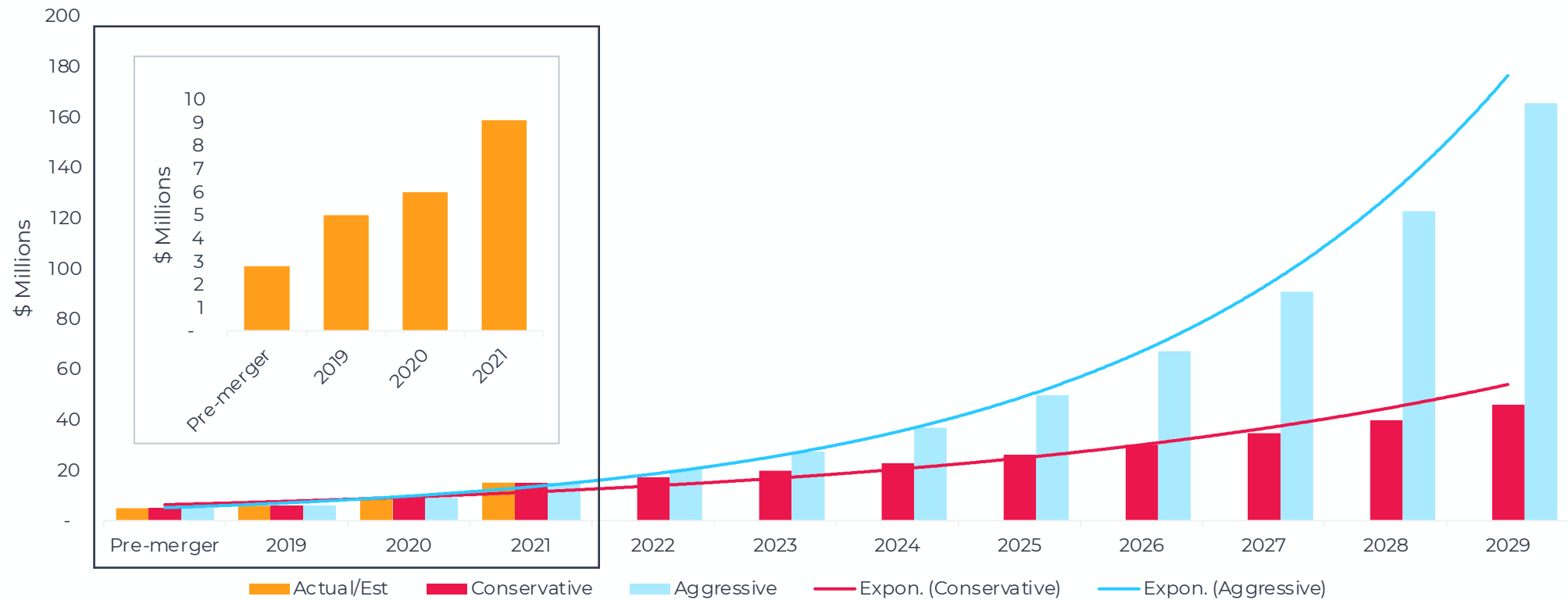


Chart represents forecasted revenues using estimated compound annual growth rate (CAGR) of 15% in a conservative scenario and 35% in an aggressive scenario across both CEBA and CEBI.

# We are Focused on Transformative Change

## OUR BOLD AMBITION...



**90%** decarbonized U.S.  
electricity system



**Global** community of clean  
energy customers

## REQUIRES 3 TRANSFORMATIONS...



Unlock markets for  
energy customers



Catalyze customers  
deploying clean energy



Decarbonize the  
grid for all

## DRIVEN BY 2 DISTINCT ORGANIZATIONS...



Activating customers to deploy market and policy  
solutions to achieve a carbon free energy system.



Solving the toughest market and policy barriers  
to achieve a carbon-free energy system.

## MADE POSSIBLE BY 3 ORGANIZATIONAL EVOLUTIONS...



Strengthened  
organizational back bone



Targeted advancement



People placed at the  
core



# THANK YOU

**Thank you to all our CEBA members, CEBA and CEBI Boards of Directors, Advisory Board members, NGO colleagues, philanthropic partners, external advisors and our dedicated CEBA and CEBI staff.**

Now is the time to be bold. Now is the time to act big. While the strength of our organization has been –and always will be – rooted in our team of people and our efforts to develop solutions and advocate for a decarbonized energy system, we can't do it alone. We are grateful to our community of partners and inspired by your continued collaboration in meeting this call to action.



# References

1. <sup>1</sup>IPCC, 2018: Special Report: Global Warming of 1.5 °C Summary for Policymakers, IPCC, May 2018; <https://www.ipcc.ch/sr15/chapter/spm/>
2. <sup>2</sup>IEA, 2020: World Energy Outlook 2020, IEA; <https://www.iea.org/reports/world-energy-outlook-2020>
3. <sup>3</sup>Princeton University, 2020: Net-Zero America, Princeton University, October 2021; <https://netzeroamerica.princeton.edu/the-report>
4. <sup>4</sup>Energy Transitions Commission, 2020: Making Mission Possible--Delivering a Net-Zero Economy, Energy Transitions Commission, September 2020; <https://www.energy-transitions.org/publications/making-mission-possible/>
5. <sup>5</sup>REBA Institute & The Brattle Group, 2020: Renewable Energy Policy Pathways Report, CEBI, May 2020; <https://cebi.org/research/renewable-energy-policy-pathways-report/>
6. <sup>6</sup>Clean Energy Buyers Institute & Grid Strategies, 2021: Designing the 21<sup>st</sup> Century Electricity Systems, CEBI, March 2021; <https://cebi.org/research/designing-the-21st-century-electricity-system/>
7. <sup>7</sup>Wood Mackenzie & ACPA, 2020: Renewable Energy and Infrastructure Policy Scenario Analysis, ACPA, December 2020; <https://cleanpower.org/wp-content/uploads/2021/02/american-clean-power-renewable-energy-and-infrastucture-policy-analysis.pdf>
8. <sup>8</sup>Energy Innovation, GridLab & UC Berkeley, 2021: 2030 Report: Powering America's Clean Economy; UC Berkeley, April 2021; <https://gspp.berkeley.edu/faculty-and-impact/centers/cepp/projects/2030-report-powering-americas-clean-economy>
9. <sup>9</sup>Clean Energy Buyers Institute & RFF, 2021: ad hoc energy transition modelling on behalf of CEBI; *to be published in 2022*
10. <sup>10</sup>CLEAN Future Act, 2021; 117<sup>th</sup> Congress of the United States of America, March 2021; <https://www.congress.gov/bill/117th-congress/house-bill/1512/text>
11. <sup>11</sup>Various interviews with subject matter experts, 2021
12. <sup>12</sup>Birol, Fatih, 2021; IEA, 2021; <https://www.iea.org/news/world-energy-outlook-2021-shows-a-new-energy-economy-is-emerging-but-not-yet-quickly-enough-to-reach-net-zero-by-2050>
13. <sup>13</sup>Union of Concerned Scientists, 2020: Each Country's Share of CO2 Emissions, Union of Concerned Scientists, August 2020; <https://www.ucsusa.org/resources/each-countrys-share-co2-emissions>
14. <sup>14</sup>U.S. Environmental Protection Agency, 2020; Inventory of U.S. Greenhouse Gas Emissions and Sinks, U.S. EPA, 2021; <http://www.epa.gov/climatechange/ghgemissions/usinventoryreport.html#data>
15. <sup>15</sup>U.S. Energy Information Administration, 2020; U.S. energy consumption by source and sector, 2020, U.S. EIA, April 2021; [https://www.eia.gov/totalenergy/data/monthly/pdf/flow/total\\_energy\\_2020.pdf](https://www.eia.gov/totalenergy/data/monthly/pdf/flow/total_energy_2020.pdf)
16. <sup>16</sup>EPA, 2017; <https://www.epa.gov/ghgemissions/global-greenhouse-gas-emissions-data>
17. <sup>17</sup>Clean Energy Buyers Association Deal Tracker, 2020; <https://cebuyers.org/deal-tracker/>
18. <sup>18</sup>EIA Monthly Energy Outlook, 2020
19. <sup>19</sup>Clean Energy Buyers Association Member Survey, 2021: Linder, 2021

# 2030 STRATEGIC PLAN

CUSTOMER-DRIVEN CLEAN ENERGY FOR ALL.

The Clean Energy Buyers Alliance accelerates clean energy transactions by educating and empowering energy customers. We accelerate decarbonization by activating a community of 280+ members—representing \$7 trillion in annual revenues and 16 million employees—to advance market and policy solutions.

