

TRANSFORMATIONAL IMPACT

2019 ANNUAL REPORT



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Together, we are moving **from incremental action** and **toward transformational impact.**



WHO WE ARE

Our Vision

A resilient zero-carbon energy system where every organization has a viable and cost-effective pathway to renewable energy.

Our Mission

REBA is an alliance of large clean energy buyers, energy providers, service providers, and NGO partners, who are unlocking the marketplace for all energy consumers to lead a rapid transition to a cleaner, prosperous, zero-carbon energy future.

Our goal is to catalyze 60 gigawatts (GW) of new renewable energy projects by 2025 and to unlock the energy market for all large-scale energy buyers by creating viable pathways to procurement.



Our History

The Renewable Energy Buyers Alliance's history is rooted in deep engagement with environmental NGOs and began with a simple idea: large-scale energy buyers should have one place to go to for the resources necessary to achieving their clean energy goals. While several trade associations existed for clean energy suppliers, none existed for the sole purpose of helping energy buyers accelerate and grow their impact.

The idea goes back to 2013, when the first meeting of a small group of energy buyers was convened by the World Wildlife Fund (WWF) to discuss how to leverage clean energy demand toward tackling market barriers and accelerating the uptake of renewables with partner NGOs: BSR (formerly the Business for Social Responsibility), the Rocky Mountain Institute, and the World Resources Institute.

By late 2017, interest and participation in the Business Renewables Center had reached critical mass, and the founding members and NGO partners decided that a standalone organization with the sole purpose of addressing the needs of large-scale energy buyers was necessary. In 2019, the Renewable Energy Buyers Alliance officially launched as a 501 c6 trade association.

Today, REBA has over 200 members spanning the commercial and industrial sectors that continues to drive toward democratizing clean energy for all energy buyers and creating a resilient, zero-carbon energy future.





LETTER FROM THE CEO

I must begin by acknowledging how REBA's formation was a rare feat similar to capturing lighting in a bottle – a perfect storm of supporting partnerships and momentum of ambitious energy sector actors sending a market demand signal that couldn't be ignored. In fact, the leadership that advocated for and supported the coalescing of programs from leading NGOs – Jules Kortenhorst of RMI, Carter Roberts of WWF, Andrew Steer of WRI, and Aron Cramer of BSR – is a key reason REBA came to fruition. Our beginnings have instilled collaboration and partnership throughout our organization's values, culture, and member engagement.

Our first year was fueled by a community of voices that gained traction so quickly, it's easy to forget that we were a true start-up in the formation phase of development. Our skeleton leadership crew was in the process of coordinating the formal public launch of REBA, while concurrently adding key new senior staff and trying to figure out how to cover the basics – like healthcare and processing payroll! Support from all corners helped us achieve a big splash positioning REBA on the energy scene as a newcomer with established buy-in from the world's leading companies.

The REBA team has taken to the adage *building the plane while flying* it because it symbolizes what we experienced and overcame together. Building an organization from scratch, while also undertaking a 4-organization merger process with all the cultural and programmatic complexities that entailed, required tenacity, management of ambiguity, and a commitment to the shared vision both from the REBA team, and our Board of Directors.

To the Board of Directors, I hope we haven't scared you off with the unconventional time investment and all the digging into the weeds year one entailed. Your insights and helping our nascent organization balance ambitions with fiscal responsibility established a strong foundation for us to build on. I also extend my deepest gratitude and appreciation for our founding Leadership Circle members- **Facebook, General Motors, Google, Hewlett Packard Enterprise, Johnson & Johnson, Salesforce, the Walt Disney Company, CMS Energy, EDF Renewable Energy, First Solar, 3Degrees, Edison Energy, LevelTen Energy, Shell New Energies**- and founding grantors, **Breakthrough Energy, Energy Foundation, We Mean Business**- for their invaluable supporting investments in REBA.

And to the REBA team, I'm not sure "thank you" adequately expresses my appreciation for how **you all** have embodied REBA's core values and tenets to band together and bring our start-up to life. You have driven the intentional, strategic evolution of key programs, leaned into the entrepreneurial spirit, and supported one another along the way. I'm proud to call each of you partners, and proud of all we achieved as a team in 2019.

Miranda Ballentine

Chief Executive Officer

Renewable Energy Buyers Alliance

REBA's work is driven by
five levers of change.
Alongside our members, we:

EDUCATE

Accelerate and grow clean energy transactions.

INNOVATE

Solve the toughest barriers to unlock markets.

ACTIVATE

Activate the community to be greater than the sum of parts.

COMMUNICATE

Track, share, and amplify key trends and best practices.

CULTIVATE

Grow a world-class organization where talents are unleashed, processes zoom, and work is fun.





EDUCATE
INNOVATE
ACTIVATE
COMMUNICATE
CULTIVATE

Educate

Through fundamental educational offerings, REBA helps members learn and grow their ability to accelerate clean energy transactions. REBA curates a unique space for collaboration and peer knowledge sharing where members are empowered through key tools and resources to successfully navigate the clean energy market.

2019 BY THE NUMBERS



1,131

individuals grew their ability

to transact clean energy through REBA education and trainings



573

were trained on clean-tech

through key REBA programs and resources



2

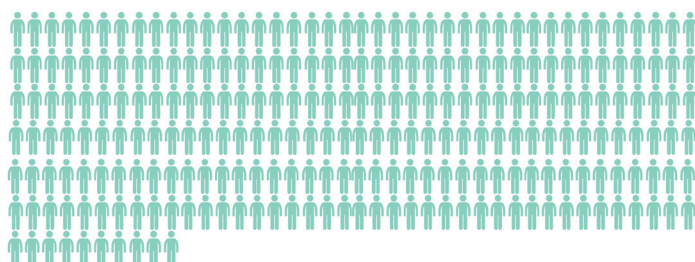
of the largest REBA summits

focused on inspiring our community

Innovate

REBA works alongside market stakeholders to solve the toughest barriers to unlock clean energy markets. In an effort to green the grid for all, we are co-creating innovative market structures, leading breakthroughs in the policy and regulatory processes, and increasing the uptake of emerging energy technologies. By enhancing the ability of energy buyers to engage in policy market design, REBA amplifies the demand voice in the energy sector.

2019 BY THE NUMBERS



250

buyers engaged on policy
via REBA Member Summit, webinars,
and committees

450

legislators reached
through REBA
speaking events



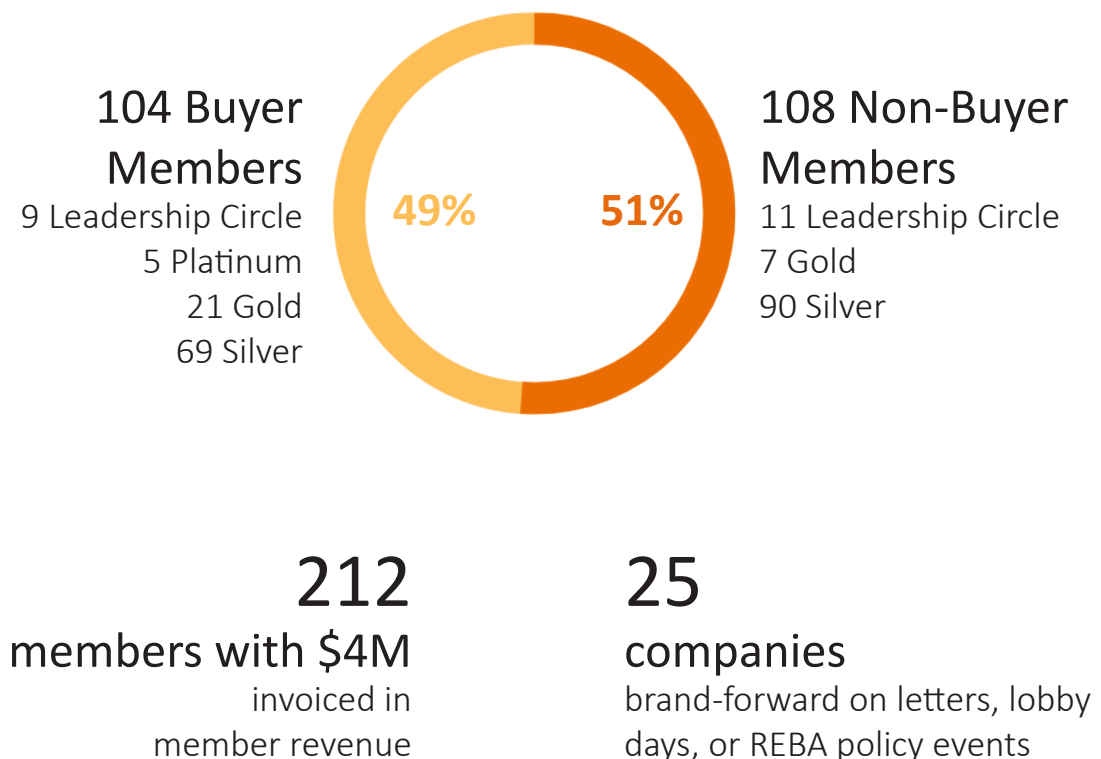
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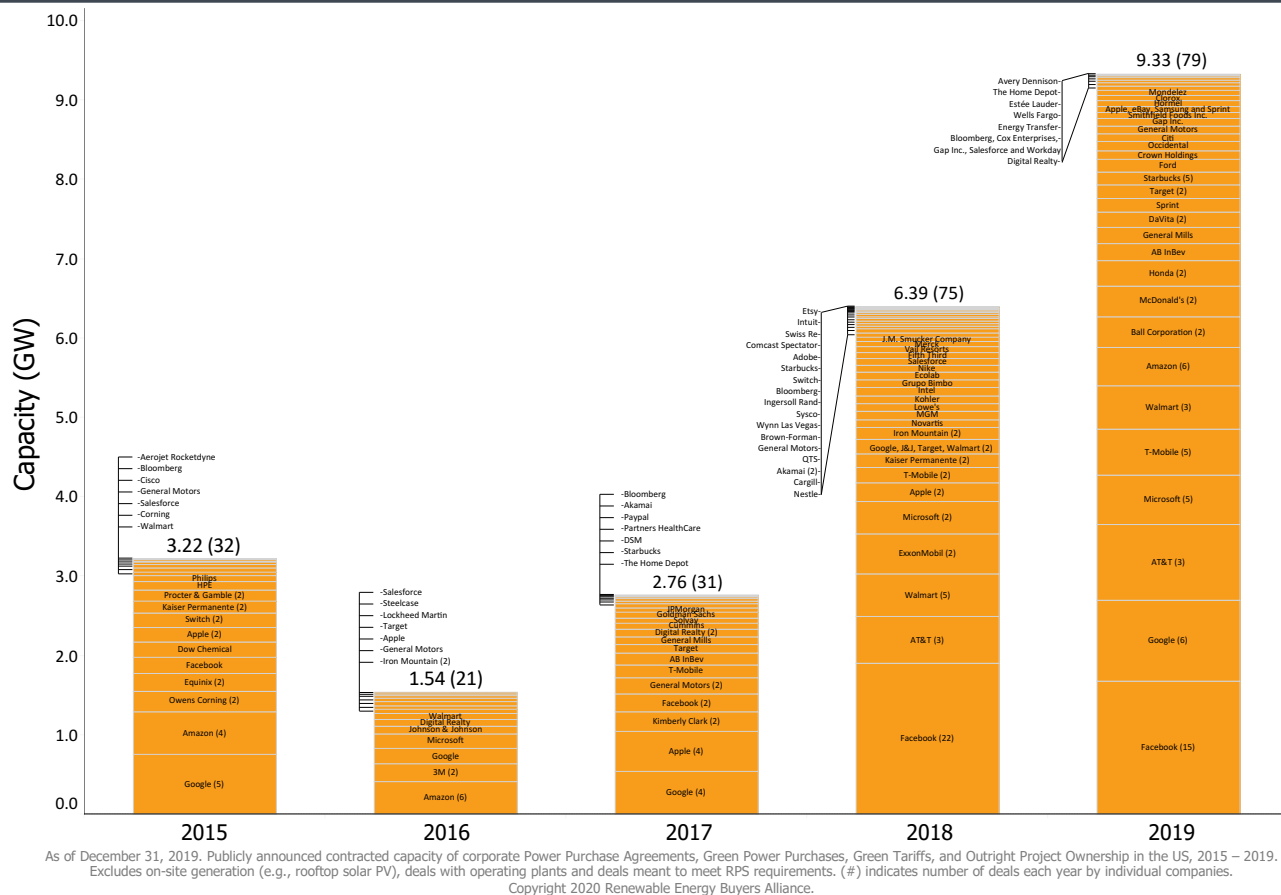
REBA-initiated
docket comments or
introduced legislation

Activate

REBA understands that in order to drive toward its mission of unlocking the marketplace for all energy consumers, our community must be greater than the sum of its parts. We build relationships and encourage dialogue between energy buyers, energy providers, service providers, and experts to turn actions into impact. REBA's member value is immense for both individual goals and the activation of the wider commercial and industrial energy buyer community.

2019 BY THE NUMBERS





The [2019 Deal Tracker](#) showcased a banner year with 9.33 GW of announced renewable energy deals in the U.S. with 94% (78 of 83) having included one or more REBA members, and 26 new companies announcing procurement.

Sustainability is of increasing importance across the C&I sector as proven by the growth in reporting to [CDP](#), which has also accelerated the number of companies establishing ambitious carbon reduction targets with associated renewable energy goals. Driven by the desire to manage volatility in energy costs and reduce the climate impact of their energy consumption, large energy buyers, many that are members of REBA, also have a strong belief that a zero-carbon energy future is in the best interest of their communities, stakeholders and shareholders.

The continued growth of large-scale energy buyer led procurement of renewable energy, as well as a surge of first-time buyers accounting for more than half of transactions, contributes to REBA's overall goal to catalyze 60 GW of renewable energy by 2025. The benefits of these commitments extend beyond helping achieve carbon reduction targets – these renewable energy projects also drive the creation of jobs and can revitalize local economies.



MEMBERS ON REBA'S VALUE

REBA provides a vehicle for transformation, a vehicle for empowering all buyers, so that we eventually get to a point where any company—large and small—has an easy path to buying renewable energy. That's the future we're working together to create. It truly is a movement.

Michael Terrell, Head of Energy Market Development
Google

After I joined a REBA Boot Camp, I went on to lead the execution of three power purchase agreements and can say that I put everything I learned into practice. The Boot Camp was so valuable that I wanted to share my experience and I now regularly serve as faculty to support other energy buyers.

Nicola Peill-Moelter, Ph.D., Director of Sustainability Innovation
VMware

REBA is one of the most innovative and collaborative groups of peers, colleagues, and friends I've been a part of—and it's directly helping us break barriers to finding and executing renewable solutions

Kevin Hagen, Vice President Environment, Social & Governance (ESG) Strategy
Iron Mountain

Communicate

Strategic communication and marketing is vital to the work of REBA in both our internal and external networks. We communicate solutions, key trends, and best practices with our membership and the broader community through a variety of platforms that reach thousands of people. By tracking, sharing, and amplifying our work and that of our members, programs, and initiatives, REBA is becoming a pioneer of original thought-leadership in large energy procurement.

2019 BY THE NUMBERS

Thought-Leadership



10 top-tier media features, including Economist, Forbes, Politico, WashPo

1,315 total media mentions

382+ print articles about REBA and REBA member activities

Reach of Platforms



30% increase across social platforms

200 unique views of per REBA blog

Cultivate

2019 was REBA's banner kick-off year and our organization exceeded all expectations. Equipped with a world-class team, talents have been unleashed to produce phenomenal and impactful mission-driven work. The processes that we have instituted ensure that we are efficient in educating, innovating, activating, and communicating while driving towards the goal of creating a resilient, zero-carbon energy system.

2019 BY THE NUMBERS



50% increase in revenue

\$4.2M in revenue in comparison to pre-merger



95% REBA team staffed

Grew team of high-performing individuals from 6 to 24 staff



90% organizational infrastructure created

Established effective work culture with high team morale, and staff clarity on roles and responsibilities.



Our Core Values

Our **values** underpin who we are as an organization.



Respect for people and planet

We commit to treating all people with dignity and respect including those with differences in opinion.



Integrity in how we conduct ourselves

We commit to conducting our business ethically and delivering on our commitments.



Service to our colleagues, members, and mission

We commit to cultivating a service-oriented culture, guided by our core values and tenets.



Excellence in programs and work

We commit to consistently achieving a high standard of performance in our day-to-day work.



On June 19th, 2019 the REBA staff partnered with the Roaring Fork Outdoor Volunteers for the afternoon reseeding a hill side in the Roaring Folk Valley that was previously devastate by the Lake Christine Fire. The 2018 Lake Christine Fire was a devastating blaze that lasted for 13 weeks and destroyed over 12,500 wilderness acres. With the combined guidance of Outdoor Volunteers and teamwork across the budding REBA team we were able to successfully reseed the hillside so that it could return to its previously lush green state come the spring and provide a home for wildlife that might have previously fled the once burned ecosystem.



REBA Serves

RESPECT FOR PEOPLE AND PLANET

2019 SUSTAINABILITY REPORT



A large, light blue quotation mark icon, consisting of two curved lines, positioned in the upper right corner of the page.

It is important to understand how our organization's operations and processes impact our environment and local community. In our founding year, REBA has purchased offsets for our 2019 GHG emissions, produced recommendations to lower our impact in future years, and truly attempted to walk the walk to help drive a zero-carbon energy system.

Miranda Ballentine,
Chief Executive Officer



Introduction

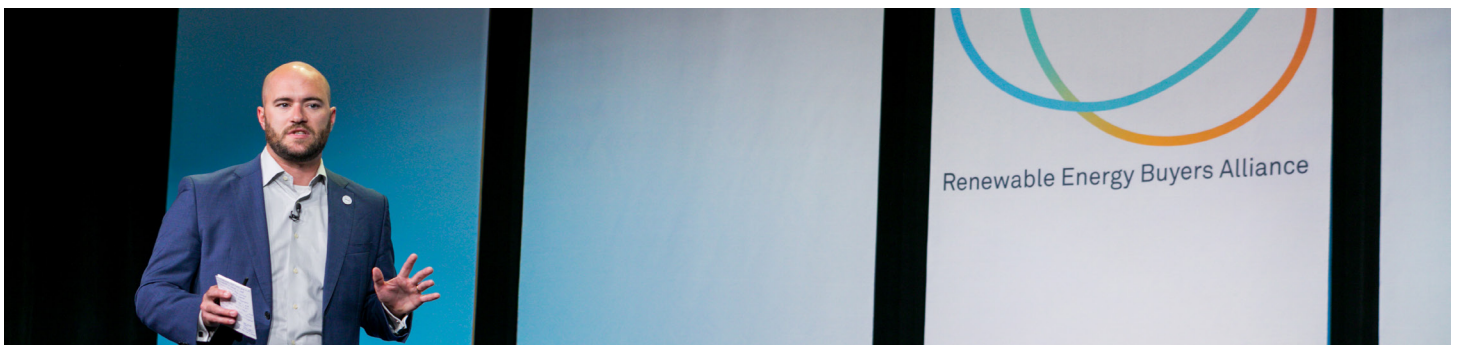
As a collective force, the REBA community has the ability to drive transformational change in the energy sector. As an organization, REBA has the opportunity to evaluate its own behaviors to help lower environmental impact and understand its role in achieving a zero-carbon energy system. REBA's programming is guided by four core values—respect, integrity, service, and excellence. A commitment to those values motivated REBA to establish its own internal Sustainability Task Force to evaluate the carbon emissions associated with our business operations. REBA recognizes that as we strive to enable large energy buyers achieve their renewable goals, our operations and programming also have an environmental and societal impact. REBA's Sustainability Report is intended to hold our organization accountable to minimizing our negative environmental impact and providing full transparency as we work towards a zero-carbon energy system.

REBA's Sustainability Report measures and reports the organization's greenhouse gas (GHG) emissions for 2019. REBA's 2019 reporting will **not** serve as our base year for future reporting due in part to the Sustainability Task Force's limited ability to collect reliable and comprehensive data. REBA did not set an emissions reduction target or specific business goals in this reporting. REBA's total emissions for the 2019 reporting year were 452.1 carbon dioxide equivalent (CO₂e) metric tons. REBA's 2019 reporting will serve as a guidepost to help our organization implement better practices and processes to reduce our carbon footprint for future years. REBA followed guidance from the *Greenhouse Gas Protocol, A Corporate Guide*¹ to determine our boundaries and emissions.

Organizational Boundary

REBA is a U.S.-based organization with offices in Washington, D.C. and Boulder, CO, and includes a small percentage of staff who work remotely. For purposes of this report, REBA used an operational control approach for consolidating activities and grouping the GHG-emitting sources that fall under the organization's responsibility.

1 [GHG Protocol Corporate Standard](#)



Scope of Report

This report measures REBA's GHGs from its D.C. and CO-based offices. The data utilized covers the 2019 fiscal year (Jan. 1, 2019-Dec. 31, 2019). The GHG Protocol defines scope 1 as *"all direct emissions from the activities of an organization or under their control;"* scope 2 as *"indirect emissions from electricity purchased and used by the organization,"* and scope 3 as *"all other indirect emissions from activities of the organization, occurring from sources that they do not own or control."*²

REBA's Sustainability Report includes scope 3 emissions and excludes scope 1 and 2 emissions, because REBA did not own or operate any buildings or physical space. REBA subleased office space in 2019 and the operation of leased assets are accounted for in scope 3. Scope 3 emissions reported include Category 1: Purchased Goods and Services, Category 6: Business Travel, Category 7: Employee Commuting, and Category 8: Upstream Leased Assets. Different methodologies were utilized to determine emissions calculations for each scope. In future reporting, REBA will evaluate new modeling tools and reporting mechanisms to improve its baseline emissions calculations.

2 [Corporate Value Chain \(Scope 3\) Standard](#)



Table 1. Status of REBA's 2019 Scope 3 Emission Sources

Emission Source	Status	Data Included
Scope 3, Category 1: Purchased goods & services	Calculated	Expenditures related to legal services, advertising, public relations, management consulting, and hotel expenses. REBA eliminated any categories that were less than 5% of the total spend.
Scope 3, Category 2: Capital Goods	Excluded	N/A
Scope 3, Category 3: Fuel-and-energy-related activities	Excluded	N/A
Scope 3, Category 4: Upstream transportation & distribution	Excluded	N/A
Scope 3, Category 5: Waste generated in operations	Excluded	N/A
Scope 3, Category 6: Business Travel	Calculated	Data records for business travel for company events and personal business trips
Scope 3, Category 7: Employee Commuting	Calculated	Distance traveled and mode of transportation for all individuals employed by REBA in 2019
Scope 3, Category 8: Upstream Leased Assets	Calculated	Data for REBA's Washington, DC and Boulder, CO subleased offices.
Scope 3, Category 9: Downstream transportation & distribution	Excluded	N/A
Scope 3, Category 10: Processing of sold products	Excluded	N/A
Scope 3, Category 11: Use of sold products	Excluded	N/A
Scope 3, Category 12: End-of-Life treatment of sold products	Excluded	N/A
Scope 3, Category 13: Downstream leased assets	Excluded	N/A
Scope 3, Category 14: Franchises	Excluded	N/A
Scope 3, Category 15: Investments	Excluded	N/A



Results

Category 1 was REBA's largest source of emissions (221.8 CO₂e metric tons) for the 2019 reporting year, with management consultant expenditures being the top emitter.

Consultants and contractors support a significant portion of REBA's programs and services, which are represented in this data along with legal services, advertising and public relations, and hotel expenses. Some of these expenses were particularly high for 2019 since they contributed to the startup of the organization. The information collected on certain expense categories was limited which made it difficult to categorize the data.

Recommendations

- Improve internal accounting processes to help identify and categorize expenses for future reporting to improve data accuracy. For example, tagging expenses during the payment process to align with the modeling tool calculator.
- Assess sustainability practices of consultants and contractors, and when purchasing small goods or services. For example, survey contractors, consultants, and vendors to better understand their sustainability practices and the carbon impacts associated with their services.

Business travel is a significant source of emissions for REBA, with events requiring all-staff participation (i.e. for summits and offsites) being the highest emitter.

In-person events, such as boot camps, summits, and other member convenings, are a core part of REBA's work.

Table 3: Total Emissions Resulting from Business Travel (Category 6)

	CO ₂	CH ₄	N ₂ O	Total
(t CO ₂ e, metric tons CO ₂ equivalent)	54.4	0	0.5	54.9

Recommendations

- Prioritize implementation of processes to collect more accurate data on employee departure and arrival locations, as well as the length of flights.
- Consider a carbon fee for REBA programs incurring business travel and put proceeds toward carbon offset projects.
- Consider criteria to determine whether business travel is warranted, and if an in-person cap is necessary for certain events.
- Consider a hybrid virtual and in-person approach to all organizational events.

Table 2: Total Emissions Resulting from Purchased Goods & Services (Category 1)

	CO ₂	CH ₄	N ₂ O	Other GHGs	Total
(t CO ₂ e, metric tons CO ₂ equivalent)	191.2	4.3	22.7	3.6	221.8



REBA Employee Commuting (Category 7) was the smallest source of emissions, with a small number of staff members contributing to the bulk of emissions in this category.

This is due to commute distance and limited public transportation options for some REBA employees. REBA provides its employees with a transportation stipend to encourage use of public transportation. Centrally located REBA offices also allow for alternative, low-emissions commute options, like biking or walking to work.

Recommendation

- Evaluate effectiveness of stipends in future emissions reporting to determine how to further incentivize low-emissions commuting options.

Category 8 was the second largest source of emissions for REBA in 2019. Due to the fact that REBA subleased office space from other organizations, emissions reported in this category have been reported and offset by REBA's lessors.

REBA's D.C. office is certified LEED Gold ranking in the top 10% of buildings located in the city, and its Boulder, CO office is a net-zero energy building.

Recommendation

- Some of REBA's emissions related to our office operations will shift from this Category of scope 3 to scope 1 and 2 emissions in future reports. REBA began leasing its own office space in Washington, DC in early 2020 from the same building it subleased through in 2019. It is recommended that any future office space leases for its office locations continue to prioritize LEED-certified and Energy Star buildings.

Table 4: Total Emissions resulting from Employee Commuting (Category 7)

	CO ₂	CH ₄	N ₂ O	Total
(t CO ₂ e, metric tons CO ₂ equivalent)	8.3	0	0.05	8.4

Table 5: Total Emissions resulting from Upstream Leased Assets (Category 8)

	CO ₂	CH ₄	N ₂ O	Total
(t CO ₂ e, metric tons CO ₂ equivalent)	166.2	0.4	0.5	167.1

Offsets

The following measures have been taken to offset the emissions associated with REBA's 2019 operations:

REBA's 2019 VERGE event, held in partnership with GreenBiz, was carbon neutral for the location emissions- 3.4 CO₂e metric tons- thanks to carbon offsets. Travel associated with the VERGE event was not included in this calculation and accounted for in REBA's Category 6 emissions.

Emissions associated with REBA's Washington, DC and Boulder, CO office spaces (161.7 CO₂e metric tons) have been reported and offset by REBA's lessors. REBA's Washington, DC office building is LEED Gold Certified and ranks at the top 10% of office buildings in the District in terms of ENERGY STAR score. REBA's Boulder, CO office is a net-zero energy building.

REBA purchased carbon offsets for the emissions resulting from member bootcamps in 2019, including air travel, local travel, and hotel accommodations for REBA staff, boot camp faculty, and attendees. Emissions for those events totaled 19 CO₂e metric tons and offsets were purchased from [Gold Standard](#).

For the remaining 270 CO₂e metric tons emissions, REBA purchased renewable energy offset credits through [Gold Standard](#).



Conclusions

REBA is accountable to its staff, members, NGO partners, and the public to deliver transparency on our effect on the climate. It is critical to conduct our business ethically while we deliver on our commitments to realizing the zero-carbon energy future with our members. REBA's 2019 Sustainability Report is intended to evaluate existing processes and propose recommendations to improve data reporting and lower REBA's carbon footprint for future reporting.

While this report only evaluated REBA's greenhouse gas emissions for 2019, REBA recognizes that in order to drive transformational change in the clean energy sector we must also look at other environmental and social impacts of our work. The Sustainability Task Force recommends broadening the scope of this report to evaluate those areas in future reporting.

Table 6: Total Scope 3 Emissions

Category	Total CO ₂ e (metric tons)
Scope 3, Category 1: Purchased Goods & Services	221.7
Scope 3, Category 6: Business Travel	54.9
Scope 3, Category 7: Employee Commuting	8.4
Scope 3, Category 8: Upstreamed Leased Assets	167.1
Total Scope 3 Emissions	452.1

2019 Financials

In the 2019 fiscal year, REBA's first year of operations resulted in a deficit of \$415K, driven by one-time start up costs associated with launching the organization.

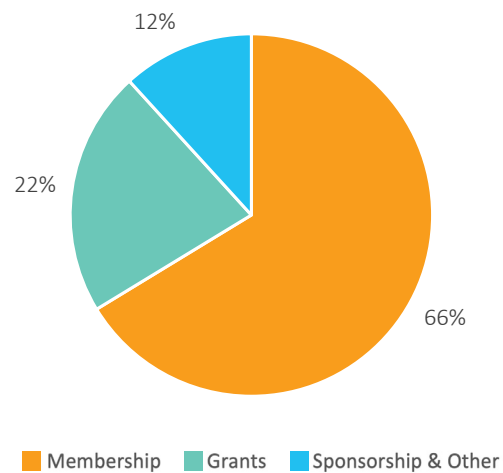
More than \$4 million in membership fees were invoiced in 2019, of which \$2.9 million was recognized in the year. REBA's first year revenues of \$4.3 million thanks to significant grants and sponsorships contributed to a strong foundation for the organization to build on.

Operating expenses in 2019 focused on investments in human capital and internal operating infrastructure to strategically evolve the organization. REBA's start-up status necessitated strong fiscal oversight to ensure continued viability of the organization. With the exception of one-time costs, total organizational expenses fell within available revenue resources.

Selected financial information from REBA's 2019 audited financial statements is included below.

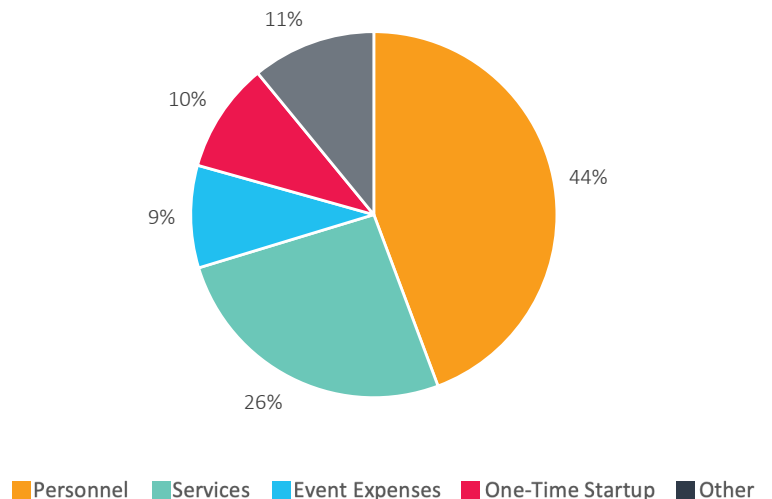
Revenue

Membership	2,851,365
Grants	943,667
Sponsorship & Other	505,700
	4,300,732



Expenses

Personnel	2,089,115
Services	1,226,261
Event Expenses	426,667
One-Time Startup	458,288
Other	515,467
	4,715,798



Board of Directors

The Renewable Energy Buyers Alliance has a committed and expert Board of Directors. Each member brings a wealth of knowledge and talent with a collaborative spirit that brings value to our organization. We rely on the Board to make important decisions that will allow us to reach our goals while working in the spirit of REBA's vision.

Miranda Ballentine

Chief Executive Officer
Renewable Energy Buyers Alliance

Karl Brutsaert

Senior Director, Global Corporate Renewables
First Solar

Emily Cichy

Director, Environmental Policy
The Walt Disney Company

Bruce Frandsen

Senior Manager, Global Utilities and Sustainability
Equinix

Peter Freed

Energy Strategy Manager
Facebook

Cliff Graham

Senior VP, US Development
EDF Renewables

Kevin Hagen

Vice President, ESG Strategy
Iron Mountain

Bruce Harris

Vice President, Federal Government Affairs
Walmart

Jennifer Layke

Global Director, Energy Program
World Resources Institute

Eric Olson

Senior Vice President
BSR

Jake Oster

Head of Energy Policy
Amazon

Nicola Peill-Moelter, Ph.D.

Director of Sustainability Innovation
VMware, Inc.

Marty Pickett

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RMI

Roxana Popovici

Managing Director
Citi

Jed Richardson

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Johnson & Johnson

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Senior Manager, Sustainability
Salesforce

Marty Spitzer

Senior Director, Climate & Energy
World Wildlife Fund

Rob Threlkeld

Global Manager, Sustainable Energy & Supply Reliability
General Motors

Michael Terrell

Director, Operations and Head of Energy Market Strategy
Google

Chris Wellise

Chief Sustainability Officer
Hewlett Packard Enterprise

Our Team

Bryn Baker

Director, Policy Innovation

Miranda Ballentine

Chief Executive Officer

Priya Barua

Deputy Director, Market Innovation & Utility Engagement

Rachel Cadwallader-Staub

Board Manager & Chief of Staff

Julie Casabianca

Senior Associate, Supply Chain & International Collaboration

Jason Colbert

Chief Financial Officer / Chief Operating Officer

Tamalynn Custer

Contract Accountant

Kevin Haley

Director, Membership

Kelly Hart

Membership Associate

Monica Jaburg

Deputy Director, Communications & Media Engagement

Joshua Kaplan

Manager, Education & Engagement

Katherine Kerr

Program Coordinator, Supply Chain & International Collaboration

Alexander Klonick

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Mark Lancaster

Head of People

Sarah Mihalecz

Senior Director, Education & Engagement

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Lily Proom

Associate, Supply Chain & International Collaboration

Ashby Remley

Associate, Education & Engagement

Bradley Sheehan

Software Engineering & Product Development

Jen Snook

Senior Associate, Supply Chain & International Collaboration

Laura Vendetta

Manager, Policy Innovations

REBA extends special recognition and appreciation to Monica Gordon, a graduate intern on the Marketing and Strategic Communications team, for the conceptualization and development of its inaugural Annual Report.

And a special thank you to REBA's first Sustainability Task Force led by Laura Vendetta for championing the organization's inaugural Sustainability Report, and identifying a path for REBA to live its core tenets and values.



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 [Renewable Energy Buyers Alliance \(REBA\)](https://www.linkedin.com/company/renewable-energy-buyers-alliance)