How important is it to disclose climate change risks and do they really capture the true financial implications?

February 2019
In the recent years, the issue of corporate governance in India has assumed immense importance. As India Inc. has grown by leaps and bounds, corporate India's attention has evolved from simple “management” to “corporate governance”, meaning transparency, integrity, accountability, responsibility and investor protection. Given the unique challenges that India Inc. faces due to the predominance of family-run businesses, there is a pressing need to move from the earlier models of governance wherein the self-interests of the promoter family preceded the interests of other stakeholders to the custodian model of governance, which is designed to serve the interests of all stakeholders. While some promoters have consciously worked hard to establish a democratic-righteous rule, many are still lagging to yield power and fear that this transition may lead to an abdication of their throne.

The era of liberalization in India changed the way family business owners ran their businesses. With License Raj crumbling, the promoters had to quickly find their feet as they saw the world businesses rushing into the country. Global businesses brought their products, their services and the practices of corporate governance. Transparency, a key pillar of corporate governance became a necessity both within and outside. The pressure was brought from within by the changing nature of employees, who wanted more of structure and less of ad-hocism.

India’s population is growing, and in order to meet the demands of the 1.27 billion people, rapid growth is warranted. In order to ensure accelerated development, our government has been working relentlessly to make India a business-friendly destination to attract investors from across the world.

However, there are issues of corporate governance in India like stressed balance sheets, the composition of the Board of Directors, role of independent directors, and the conflict between promoters and management that are still needed to be addressed.

Corporate governance is a step ahead from mere management and has a separate standing from the government function with a boundary between the two.

In order to understand the various facets of corporate governance particularly in the matter of implementing them and also the efforts that are required to overcome the challenges for being successful in the area of good governance and sustainability, Indian Chamber of Commerce is organizing the 9th edition of India Corporate Governance and Sustainability Vision Summit and Awards on 21 February 2019 at New Delhi.

The prestigious summit and the awards, over the years, have provided right platform to organizations for effectively showcasing their corporate governance and sustainability practices. EY has joined hands with ICC as a knowledge partner.

This platform will bring together various stakeholders to discuss, share and evolve suitable sustainable strategies and development models.
How important is it to disclose climate change risks and do they really capture the true financial implications?

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How important is it to disclose climate change risks and do they really capture the true financial implications?
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Governments, businesses and investors around the world are increasingly focusing on the financial impacts of climate change. Businesses may face new regulatory requirements and rising stakeholder concerns, as well as risks related to price and availability of commodities.

The Task Force on Climate-related Financial Disclosures (TCFD) Recommendations were developed because the Financial Stability Board (FSB) considers climate change to represent a systemic financial risk to the economy that is not being adequately addressed by businesses.

Embedding a sustainable approach into core business activities is a complex transformation that may create long-term shareholder value and unlock a range of new, emerging sources of green financial capital such as green bonds.

The United Nation’s (UN) COP Paris agreement of December 2015, ratified in early October 2016, provides a milestone achievement in a series of events, speeches and reports that have propelled the issue of climate change to prominence over the past two years.

The potential financial consequences of climate risk are often debated in terms of “stranded assets”. The value of global financial assets at risk from climate change has been estimated at US$2.5t by the London School of Economics and US$4.2t by the Economist. For comparison, the annual Gross Domestic Product (GDP) of Japan, the world’s third largest economy, is worth about US$4.8t.

The staggering scale of these potential losses has done a lot to raise awareness of climate risks in investment circles. But stranding is only part of a complex range of climate risks – each of which create its own opportunities. Climate risks can be summarized as:

- **Physical**: damage to land, buildings, stock or infrastructure owing to physical effects of climate-related factors, such as heat waves, drought, sea levels, ocean acidification, storms or flooding.
- **Secondary**: knock-on effects of physical risks, such as falling crop yields, resource shortages, supply chain disruption as well as migration, political instability or conflict.

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1 “The cost of inaction”, Economist Intelligence Unit, July 2015, © 2015 The Economist Intelligence Unit Limited
2 EY, “Climate change: The investment perspective”, 2016
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- **Policy**: financial impairment arising from local, national or international policy for climate change, such as carbon pricing or levies, emission caps or subsidy withdrawal.

- **Liability**: financial liabilities, including insurance claims and legal damages, arising under the law of contract, tort or negligence because of other climate-related risks.

- **Transition**: financial losses arising from disorderly or volatile adjustments to the value of listed and unlisted securities, assets and liabilities in response to other climate-related risks.

- **Reputational**: risks affecting businesses engaging in, or connected with, activities that some stakeholders consider to be inconsistent with while addressing climate change.

This simplified list is only a starting point for assessing climate-related risks. Different types of these risks can interact with each other in complex ways, all contributing to stranding the core asset.

Realizing the need for an immediate action, governments across the world are starting to play their part in transitioning to a low-carbon world. At the same time, implementation of unsubsidized low-carbon technologies is becoming cost competitive compared to more traditional technologies. These dual forces are acting as both a stick (increased regulatory and market risks, in particular high-impact sectors) and a carrot (decreased risk profiles or superior returns in companies with exposure to low-carbon technologies) for investors in the global economy.

In response, the FSB created an industry-led task force in 2015 to establish a set of recommendations for consistent disclosures to help financial market participants understand their climate risks. Mark Carney, the Governor of the Bank of England and founder of the task force, echoed this by warning that the fight against climate change will likely be jeopardized unless the risks associated with climate change are priced into capital allocation. To respond to these developments, there is a need for investors to have the right information.

An analysis done by EY, reported in the paper “Climate Risk Disclosure Barometer 2018”, shows that companies generally report on climate risks in sustainability reports, annual reports, or stand-alone reports focusing on climate risk (including Carbon Disclosure Project (CDP) reporting). Majority of the disclosures made in annual reports and sustainability reports provide less detailed information than the stand-alone climate reports, including CDP responses. More specifically, quality of the disclosures regarding the core elements of the TCFD recommendations including governance, risk management, and targets and metrics is higher in the CDP responses, while the disclosures related to the approach taken by companies to perform climate change scenario analysis and associated results are better described and accessible in stand-alone climate reports.

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3 EY, “How well prepared is your business for a 2°C world?”, 2017
4 EY, “Reporting climate change risk”, 2017
5 EY, “Climate Risk Disclosure Barometer”, 2018
How can businesses estimate climate change risks?

Businesses need to start developing and implementing their 2°C strategy by clearly understanding their exposure to climate-related risks, identifying leading practices for adaption to new carbon regulations, meeting investors' expectations on climate disclosures and taking advantage of low-carbon market opportunities.

Whether an investor or an asset manager, businesses should develop and execute strategies that consider a 2°C world, as the risks of diversifying portfolios into emerging technologies are likely outweighed by the risks of not responding to these signals and continuing to invest in companies operating in business-as-usual mode.

Specific steps recommended for the investors are as follows:

- Understanding your emissions profile and climate risks over the entire value chain.
- Building a comprehensive climate strategy or ensuring that climate is strongly embedded in your business strategy.
- Taking advantage of climate finance opportunities, such as green bonds.

### Climate change for businesses: from compliance to opportunities

<table>
<thead>
<tr>
<th>Assess your business climate challenges</th>
<th>Comply with climate regulatory reporting requirements</th>
<th>Meet extended stakeholders' expectations</th>
<th>Risk and opportunities management</th>
<th>Develop your own strategy</th>
<th>Raise finance for low-carbon projects</th>
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<tr>
<td>Understand what 2°C means for your business (receive resources and technology roadmap).</td>
<td>Be compliant with reporting requirements and understand your emissions (direct, indirect and induced).</td>
<td>Be prepared for new stakeholders' requests (such as investors).</td>
<td>Anticipate the regulatory and business risks and capture the opportunities associated with a path to a low-carbon economy.</td>
<td>Set your targets and priorities and reap benefits from your competitive advantage.</td>
<td>Access climate finance for low-carbon initiatives.</td>
<td>Implement climate reduction actions (such as energy efficiency and renewable energy) in full capacity. Drive your climate strategy with appropriate tools (for e.g., internal carbon pricing).</td>
</tr>
</tbody>
</table>

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Report your actions, show leadership

Source: EY, “How are your climate change disclosures revealing the true risks and opportunities of your business?”, 2017

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6 EY, “Reporting climate change risk”, 2017
Key considerations for businesses and their investors

Responding to market and regulatory drivers of climate change is complex and requires different responses, depending on the sector and asset class. To facilitate direct comparisons between sectors and across portfolios, an assessment of the contribution of greenhouse gas emissions to climate change per dollar of investment, revenue or per unit of output is required.

Before climate change strategy assessment of the business begins, entities should evaluate their climate maturity by answering the following questions:

- Where are the largest sources of emission (past and forecast) in the asset portfolio or value chain?
- Compare the greenhouse gas (GHG) emissions profile with peers?
- What is the potential exposure to new regulations (carbon taxation or carbon pricing) on national climate targets or international commitments? What assets are at risk (supply chain, products, activities, etc.) and in which geographies?
- Where will new growth opportunities emerge for your business with the 2°C target set by the Paris Agreement? What competitive advantage can be leveraged to capture these opportunities?
- What new green financing mechanisms can be adopted to get an access to emerging sources of capital to fund the 2°C strategies?
- Are actions prioritized by region or sector in the form of a 2°C roadmap or equivalent?
- Are there proper governance mechanisms and instruments in place (i.e., internal carbon price) to help guide investment decisions and decision-making in general?
- Have appropriate metrics been defined to monitor performance and report on progress?
- Have impacts on assets from the expected physical changes due to climate change been addressed?

Source: EY, “How well prepared is your business for a 2°C world?”, 2017

Approach to estimate climate change risks

For a successful climate change risk analysis, it is important to:

- Understand the emissions’ profile and climate risks over the entire value chain and build forward-looking scenario models to help get a full vision of the exposure to changing regulation and technology costs. Besides this, developing metrics that align with key climate risks, beyond operational emissions, can also provide a baseline and allow a company to monitor its risk exposure over time.
- Build a broad climate strategy or embed climate issues in the corporate strategy to take climate-related risks and opportunities into account. Considering implementation of a corporate-wide climate approach can be key to reducing the exposure to climate risk, by prioritizing emission reduction actions, screening opportunities for improved energy efficiency, developing adaptation plans or investing in innovative low-carbon technologies.
- Take advantage of climate finance opportunities, such as Green Bonds, in order to improve access to capital or reduce the cost of capital for new investments. Reporting on progress in meeting long-term climate targets can contribute in attracting new investors from the climate finance space. The credibility of these targets in the long run is likely to be dependent on the transparency of the information disclosed.
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A typical approach to climate change risks is shown below:

**Portfolio GHG emission analysis**
1. The collection of GHG emission data is done per unit of listed or unlisted investment or an asset.
2. Intensity analysis based on:
   - Investment
   - Revenue or earnings
   - Sectoral output (throughout)
3. Benchmark analysis
   - Intensity versus peers

**Climate change scenario risk analysis**
1. Climate change scenario development:
   - Develop climate scenarios that are meaningful to the organization based on publicly-available data or organizational-specific data.
2. Model financial transition impacts:
   - Sectoral models and regional level (e.g., computational general equilibrium models).
   - Organization-specific supply chain model to assess exposure to demand and production changes.
3. Model physical impact of scenarios:
   - Define relative climate variables (e.g., rainfall and storms).
   - Use physical climate models to assess change in frequency and intensity of each variable in asset locations.
   - Analyse costs in terms of business continuity, insurance and capital expenditure.

**Green bond services**
1. Verification of green bonds against green bond principles or climate bond standards.
2. Development of green bond investment programs and products
   - Defining use of proceeds
   - Developing green bond frameworks
   - Improving green bonds’ accounting and tax structures

The correct way to long-term value reporting

For businesses, it is important that along with financial reporting, there should be a coherent and strategic story on how they are seeking to grow the intangible assets to help their businesses thrive. Having this framework and data may help support the organizations’ positions to have conversations with investors and prepare for future regulatory development. It is believed that there are four main areas that organizations should consider:

- Establishing a structured materiality analysis process
- Measuring and reporting social and environmental outcomes
- Measuring and reporting long-term value
- Reporting more comprehensively on all climate risks and engaging with stakeholders, including investors

1. **Establishing a structured materiality analysis process**

   Understanding and measuring impact is not straightforward, but a structured materiality assessment process can support you in:
   - Setting strategic objectives and establishing a corporate sustainability strategy
   - Defining the issues that should be covered in environment, social and governance (ESG) reporting and disclosures
   - Designing KPIs to measure performance against expectations of the business and its stakeholders
   - Aligning ESG risks with business risk management priorities to increase consistency and cohesiveness of sustainability risk management

   EY approach to materiality analysis is designed to be customizable to an organization’s specific objectives and context, while adhering to the requirements of the relevant reporting framework such as the Sustainability Accounting Standards Board (SASB) framework, Global Reporting Initiative (GRI) standards or the Integrated Reporting <IR> framework. It also provides a critical input to the setting of business strategy that will likely respond to the future view of value.

Source: EY, “How well prepared is your business for a 2ºC world?”, 2017

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EY, “Does your nonfinancial reporting tell your value creation story?”, 2018
2. Measuring social and environmental outcomes

 Once the company has established where its material impact lies, it can begin to identify the appropriate measurement indicators and proxies for nonfinancial information and subsequently report them.

 EY teams have built a database of outcomes around value reporting to support an outcomes measurement framework. Methodologies have been established that give companies the tools to assess their outcomes and associated higher-level impact. These outcomes can then be mapped to the sustainable development goals (SDGs).

3. Measuring long-term value

 With the appropriate method and metrics for reporting, companies can begin to identify the KPIs to answer specific performance questions and inform your corporate reporting. By putting risks and outcomes into financial proxies, companies can begin to understand the total cost, value and return of the activities. Investors are influencing the need for transparent disclosures on a range of nonfinancial metrics to help them assess the risks and creation of long-term value, including new markets, products and services.

 EY can support companies in identifying relevant metrics and then measuring them to help provide a clear long-term value creation story to support and highlight noteworthy initiatives of the various organizations to the investors.

4. Reporting more comprehensively on all climate risks and engaging with stakeholders, including investors

 The increase in demand for more nonfinancial information to indicate long-term value creation has also influenced regulatory developments such as the TCFD recommendations. Only a few organizations are deploying forward-looking scenario analysis to address climate risks and support their strategic vision of how to protect and create value. Organizations should consider how to:

 ► Assess their exposure to climate-related risks
 ► Build forward-looking scenarios
 ► Disclose the information required by stakeholders
 ► Build futureproof strategies in countries of operation
 ► Take advantage of low-carbon market opportunities

 EY can help develop and implement climate risk strategies, from helping identify risks and monitoring impacts, identifying climate-reporting requirements through to identifying and developing opportunities.

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Source: EY, “Does your nonfinancial reporting tell your value creation story?”, 2018

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8 EY, "Does your nonfinancial reporting tell your value creation story?", 2018
What next, disclosing climate change risks?

Risks to be managed while reporting on climate change

- Inconsistency between internal workings and external standards.
- Misrepresentation of forward-looking conditions.
- Misrepresentations on compliance with regulatory standards.
- Mandatory filings differ from voluntary disclosures.

In the slow but steady transition to a carbon-constrained landscape, the world is moving into a new era of carbon disclosure, characterized by rapidly growing concerns among investors on the existence and enormous potential financial impacts of carbon reduction policies and resulting stranded assets.

This transition will present an investment opportunity. Bank of England Governor Mark Carney is leading efforts to understand the potential impact of climate change on companies and financial institutions. In his view, the use of more systemic and comparable reporting systems for climate risk “will give financial markets the information they need to manage risks and seize opportunities, stemming from climate change.” As more consistent, complete information is reported, investor confidence is likely to rise and capital investment is likely to move toward strong returns⁹.

Taking a measured yet proactive stance on addressing climate change can lead to a competitive advantage in the long-term. New reporting systems will likely place additional responsibilities on the board and senior management for accuracy, completeness and disclosure.

Finally, investors are increasingly using non-financial performance to draw conclusions on value and better inform and underpin their decisions. Investors and security regulators continue to indicate that existing climate-related information provided by companies in securities filings, particularly in Canada and the US, is incomplete and fails to link with the organization’s business strategy, performance and prospects. Climate change disclosures can be used as a tool to demonstrate how an organization is managing uncertainty and to unearth the changing risk profile associated with climate change.

⁹ EY, “Can climate change transform how you do business?”, 2017
Your responsibility as a board and management

There is a need for companies to adapt their business models, processes and corporate disclosures to comply with the government’s climate change framework in a manner that reduces their risk exposure and capitalizes on new opportunities, including those through technological innovation.

Here are 10 questions the board should be asking management about operating in a low-carbon economy:

- Does the organization have a climate change strategy?
- What level of understanding does the organization’s full exposure to existing and future climate change regulations have?
- How have the company’s current business model, financial exposure and cash flow projections been evaluated against international, federal and provincial (you might want to say central and state governments instead of federal and provincial, considering this paper is for the Indian audience) emissions reductions targets and policy direction?
- What has the organization done to identify all opportunities to capitalize on incentives driven by the movement to a low carbon economy?
- What’s the company’s plan to complete a comprehensive assessment of the potential impact of the Alberta Climate Leadership Plan and federal climate change framework?
- What is a bigger threat to the long-term business model, the implementation of carbon pricing or rapid technology development?
- Why should the company conduct a cost-benefit analysis to assess financial investment required to reduce emissions as opposed to paying penalties?
- How to create an accurate profile of the organization’s current and future greenhouse gas emissions?
- What are the considerations for adopting carbon shadow pricing for long-term planning?
- How can the companies be sustainable and operate more efficiently?

Source: EY, “Are your climate disclosures revealing the true risks of your business?”, 2017

Moving towards Task Force on Climate-related Financial Disclosures

On 30 June 2017, the industry-led TCFD set up by the FSB released its final report: Recommendations of the Task Force on Climate-related Financial Disclosures (the Report).

The report sets out the TCFD’s climate-related Financial Risk Disclosure Recommendations (the TCFD Recommendations) to be adapted by companies for providing information to investors, lenders, insurers and other stakeholders. These disclosures include the financial impact that climate risks have, or could have, on their organizations.

- Applicable to all organizations.
- Climate disclosures to be included in financial filings.
- Designed to solicit decision-useful, forward-looking information for financial markets.
- Strong focus on risks and opportunities related to the transition to lower carbon economy.
- Voluntary action by organizations.

The recommended disclosures include how boards and management govern the impacts of climate change, and how they integrate governance into their strategy, businesses, financial plans and risk management processes. The report also recommends that companies disclose various metrics and targets relating to climate change, ranging from greenhouse gas (GHG) emissions to executive remuneration. The most complex of the recommendations ask organizations to model a range of climate scenarios (including a two-degree aligned scenario) over the short-, medium- and long-term and quantify the financial impacts from climate change.

This is a milestone for climate risk reporting. For the first time, there is a framework for companies to deliver information that is consistent, comparable, reliable, clear and efficient. It also solicits decisions that are useful, forward-looking and informative for financial markets.

Source: EY, “Are your climate disclosures revealing the true risks of your business?”, 2017
While the adoption of the recommended disclosures is voluntary, more than 100 companies globally, across sectors, with a combined market capitalization of around US$3.5t, together with financial institutions with assets under management of about US$25t, have already publicly committed to support the recommendations. These include ANZ, CBUS, Singapore Exchange, Tata Steel, Unilever, Swiss Re, Jet Blue, Acciona, HSBC and EDF Group.

The TCFD recommendations are structured around four core elements that reflect how companies operate – governance, strategy, risk management, and metrics and targets (shown in the figure below).

**Core elements of recommended climate-related financial disclosures**

- **Governance**
  The organization’s governance around climate-related risks and opportunities.

- **Strategy**
  The actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.

- **Risk management**
  The processes used by the organizations to identify, assess and manage climate-related risks.

- **Metrics and targets**
  The metrics and targets used to assess and manage relevant climate-related risks and opportunities.

Source: EY, “Climate Risk Disclosure Barometer”, 2018

11 EY, “Climate Risk Disclosure Barometer”, 2018
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Drivers for adopting TCFD Recommendations

The companies may be impacted by the TCFD Recommendations via investor demands, increased shareholder resolutions and even potential legal and regulatory changes. Therefore, it is important for the board and management to understand the risks and potential repercussions to their company should the recommendations not be adopted, if adopted but applied inappropriately, or if their company has publicly welcomed the recommendations but not acted on them.

Influencing factors leading to a better disclosure and potentially the transition from voluntary disclosure to mandatory reporting include:

1. Stock exchanges and securities
2. Shareholders
3. Customers
4. Accounting standards boards
5. Credit ratings agencies
6. Investors

France has already introduced a legal requirement which mandates listed companies and financial institutions to make certain climate-related disclosures including financial disclosures via “Article 173, the French Energy Transition Law.” The Australian Prudential Regulation Authority stated, in February 2017, that they see climate change as a material financial risk to the economy and that it may become a parameter of their system-wide stress testing processes.

ExxonMobil, faced shareholder resolutions in 2016 and 2017 requesting the company to report on the portfolio risks under a two degree aligned scenario – the key recommendation on the TCFD report. This gained 38.1% in 2016 and 62.3% in 2017. The resolution was passed at the 2017 AGM.

BlackRock has issued a statement that they expect companies most exposed to climate risk to consider these recommendations and expect the whole board to have an adequate understanding of how the risks may affect the business and management’s approach in their adaption and mitigation.

Standard & Poor’s and Moody’s are now considering climate change risks as part of sovereign credit ratings and on a sectoral basis. Improving climate risk disclosures and providing evidence of risk management is seen as a way to show the market you have no increased credit risk and may address the concerns of credit rating. If sectoral risks are not managed this may lead to future credit rating reductions and potentially an increased capital cost.

Accounting bodies are already exploring the question: can existing accounting, reporting and assurance standards accommodate the FSB TCFD recommendations? Not all the TCFD recommendations can sit within financial data of companies but strategic and other qualitative disclosure may well fit within management commentary within existing accounting standards.

Millennials are highly engaged with environmental and social issues and often require an organization to share similar concerns to remain as a customer. This trend has seen a rise in socially-minded enterprises and pressure from customers may compel companies to implement the TCFD recommendations.

Source: EY, “Are your climate disclosures revealing the true risks of your business?”, 2017
Adoption and implementation

While the TCFD Recommendations are voluntary, companies who adopt to these are asked to report the disclosures in financial filings, or for asset managers and owners that don’t prepare standard corporate financial reporting, in existing financial reporting to investors. Specifically, the report recommends all companies report on governance and risk management processes relating to climate risk, due to the systemic (non-diversifiable) nature of the risk. These governance processes should undergo the same review procedures as other financial reporting processes by the CFO and audit committee. The companies that have climate risk as a material issue, and those that are in certain sectors and the ones which have an annual revenue exceeding US$1b, should also include recommended disclosures relating to strategy, targets and metrics, including the results of climate scenario modelling.

The TCFD Recommendations were developed because the FSB considers climate change to represent a systemic financial risk to the economy that is not being adequately addressed by business.

Climate risks are more complex and long-term in nature than most traditional business risks, and this has contributed to a lack of understanding and measurement on their potential impacts. Climate risks are further categorized as transition risks and physical risks, both of which have the potential to impact financial statements (as shown in the figure below). If an organization does not have a clear understanding of the range and magnitude of potential financial impacts from climate change, this may be increasingly detrimental to its financial performance.

Adoption of the recommendations will potentially require changes to existing financial risk processes and disclosures. Due to the forward-looking nature of this analysis, risk assessments should be updated regularly to assess technology, regulation, consumer and physical changes that may impact the materiality of the risk. For example, solar electricity generation falling below the cost of grid (or other stand-alone options) in certain regions and countries, will likely have an impact on growth of other electricity sources such as coal-fired generation. Depending on the materiality and timeframe, climate risks should be considered in terms of future revenue and cost expectations, provisioning and liability, and asset depreciation.
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Notes:
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About Climate Change and Sustainability Services (CCaSS)

EY's Climate Change and Sustainability Services (CCaSS) helps organizations meet challenges arising from numerous strategic sustainability issues, the fast-growing sustainability regulatory framework and increasing social demands. EY's CCaSS team brings together more than 700 specialized professionals from EY offices spread across 40 countries, providing services relating to climate change, energy, waste, water and sustainability.

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About ICC

Founded in 1925, Indian Chamber of Commerce (ICC) is the leading and only national chamber of commerce operating from Kolkata, and one of the most pro-active and forward-looking chambers in the country today. Its membership spans some of the most prominent and major industrial groups in India. ICC’s forte is its ability to anticipate the needs of the future, respond to challenges, and prepare the stakeholders in the economy to benefit from these changes and opportunities.

Set up by a group of pioneering industrialists led by Mr G D Birla, the Indian Chamber of Commerce was closely associated with the Indian Freedom Movement, as the first organized voice of indigenous Indian industry. Several of the distinguished industry leaders in India, such as Mr. B M Birla, Sir Ardeshir Dalal, Sir Badridas Goenka, Mr. S P Jain, Lala Karam Chand Thapar, Mr. Russi Mody, Mr. Ashok Jain and Mr. Sanjiv Goenka, have led the ICC as its President. Currently, Mr. Rudra Chatterjee is leading the chamber as its President.

ICC is the only chamber from India to win the first prize in World Chambers Competition in Quebec, Canada.

ICC's North-East Initiative has gained a new momentum and dynamism over the last few years. ICC has a special focus upon India's trade and commerce relations with South and South-East Asian nations, in sync with India's Look East Policy, and has played a key role in building synergies between India and her Asian neighbors through Trade and Business Delegation Exchanges, and large investment summits.

ICC also has a very strong focus upon economic research and policy issues - it regularly undertakes macro-economic surveys/studies, prepares state investment climate reports and sector reports, provides necessary policy inputs and budget recommendations to governments at state and central levels.

Headquartered in Kolkata, the Indian Chamber of Commerce, over the last few years has truly emerged as a national chamber of repute, with full-fledged offices in New Delhi, Mumbai, Guwahati, Ranchi and Bhubaneshwar and Hyderabad functioning efficiently, and building meaningful synergies among industry and government by addressing strategic issues of national significance.