# Renewable industrial heat navigator brief → Solar thermal solutions



World Business Council for Sustainable Development



# Preface

In today's rapidly evolving energy landscape, companies face increasing pressure to reduce carbon emissions, not only to meet regulatory requirements but also to stay competitive and align with growing stakeholder expectations. Across the globe, companies have been successful in lowering their carbon footprint by procuring renewable electricity and the renewable electricity market is quickly maturing. However, heat used in industrial processes continues to be predominantly generated by burning fossil fuels and transitioning to renewable heat marks the next major frontier to further reduce industrial companies' scope 1 and 2 emissions. Investment decisions in renewable heat solutions have thus become a critical lever to decarbonize industrial processes, reduce long-term energy costs, and enhance operational resilience.

To support companies in assessing the suitability of different renewable heat solutions for their operations, WBCSD is publishing a series of navigator briefs centering on technologically mature renewable heat solutions available in the market.<sup>i</sup> These briefs aim to provide companies with insights that allow them to make informed investment decisions, offering a clear understanding of how renewable heat solutions can deliver both environmental benefits and returns on investment. The briefs assess the impact of the analyzed renewable heat solutions on key areas of a company's business, including:

i) This series of briefs will cover technologies that are at Technology Readiness Level 7 and above, i.e. the prototypes of solutions have been demonstrated to work in operational environments.



### Environment, health and safety

for each of the solutions. [refer to other parameters]

→ Support broader business and sustainability goals by providing stable and competitively priced renewable heat [refer to Business Summary, list

 $\rightarrow$  Major challenges and benefits of the solution through examples and experiences of companies from implemented projects. *[refer to Business* 

 $\rightarrow$  Key capabilities and potential of the solution including technical and other requirements necessary for a successful implementation. [refer to key

> Indicative cost details and commercial parameters to be considered when assessing investment into the solution. [refer to key commercial parameters]

→ How the solution lowers emissions, improves the company's environmental profile, and furthers its sustainability goals. [refer to key location parameters,

Examples of how peers are implementing innovative solutions and forming partnerships to drive sustainability and boost confidence in investment decisions. [refer to key learnings from implemented projects]

Broad potential safety hazards to take appropriate safety measures

### Each brief is divided into four sections:

**Business Summary**, giving a high-level strategic overview of the factors that favor and limit each renewable heating solution, as well as key takeaways from projects installed by peers.



2 Introduction, providing a brief overview of the renewable heating solution.



A table with **key parameters** to be considered by companies when assessing the suitability of each renewable heat solution for their operations.



4 A table with **key learnings** from implemented projects showcasing the barriers overcome and the success factors that led to the implementation of the selected projects.

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# Business Summary - Solar thermal



NON-CONCENTRATED SOLAR THERMAL

Up to

**120°C** Hot water

**1.6-1.9m<sup>2</sup>** of land per kW

€20-50 /MWh Levelized Cost of Heat



- Carbon pricing and/or
   available subsidies on CAPEX
- → Financing models that spread the CAPEX over long periods
- → Location with high solar irradiance
- → Remote location as solar thermal doesn't require grid connection
- $\rightarrow$  Year-round heat demand



# SOLAR THERMAL FOR INDUSTRY

(\$)

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KEY COMMON SUCCESS FACTORS

- $\rightarrow$  Availability of land close to the facility
- Availability of capital subsidies and/or <u>Heat-as-a-Service</u> financing models
- A clear commitment to decarbonization by the industrial company

# <section-header> Image: Structure Image: Structure

- Intermittence of heat production (can be addressed with thermal storage)

### CONCENTRATED SOLAR THERMAL

Up to

310°C

 $2.1-4.2m^2$ of land per kW

€30-70 /MWh Levelized Cost of Heat



### Introduction 01.

Solar thermal solutions use solar collectors to absorb sunlight and generate heat. They efficiently expose water or another fluid inside the collectors to the sun, heating it up to the desired temperature. The generated heat can then be used for residential and commercial heating, for district heating networks and industrial processes requiring hot water or steam at temperatures up to 400°C.

Currently, there are just under  $1 \text{ GW}_{th}$  of solar thermal solutions for industrial processes installed globally.<sup>1</sup> However, the potential of the technology is much greater. Estimates forecast it can supply up to 12% of the global final energy demand<sup>2</sup> and feature it as an important piece in the portfolio of renewable heating solutions needed to reach net-zero GHG emissions. According to the International Energy Agency (IEA), the deployment of solar thermal solutions in industry needs to accelerate rapidly and be up to 20 times faster during 2022-2028 than currently projected to have a chance at limiting global warming to 1.5°C.<sup>3</sup>

Solar thermal solutions come with several inherent advantages which make them attractive for some industrial applications. These are:

- $\rightarrow$  They provide fully decarbonized and renewable heat.
- $\rightarrow$  They do not use any fuel to generate heat, vastly reducing operational costs and avoiding fossil fuel, electricity, and biomass price fluctuations as well as supply shortages.
- $\rightarrow$  Under favorable conditions, they offer short payback periods of 3-5 years.
- $\rightarrow$  They do not require costly upgrades to local grid or other infrastructure and can be deployed in fully offgrid remote locations.
- $\rightarrow$  They can supply low, medium, or high-pressure steam at temperatures up to 400°C.

### Did you know?

Solar PV uses sunlight to produce electricity while solar thermal generates heat. The heat generated by solar thermal solutions can be used directly in industrial processes without the need for additional equipment such as electric boilers or heat pumps.

Additionally, solar thermal covers roughly 2-3x less space for the same amount of energy produced in comparison to solar PV. On the other hand, solar PV has a large established market, lowering costs signficantly, and the electricity it generates can have other uses.



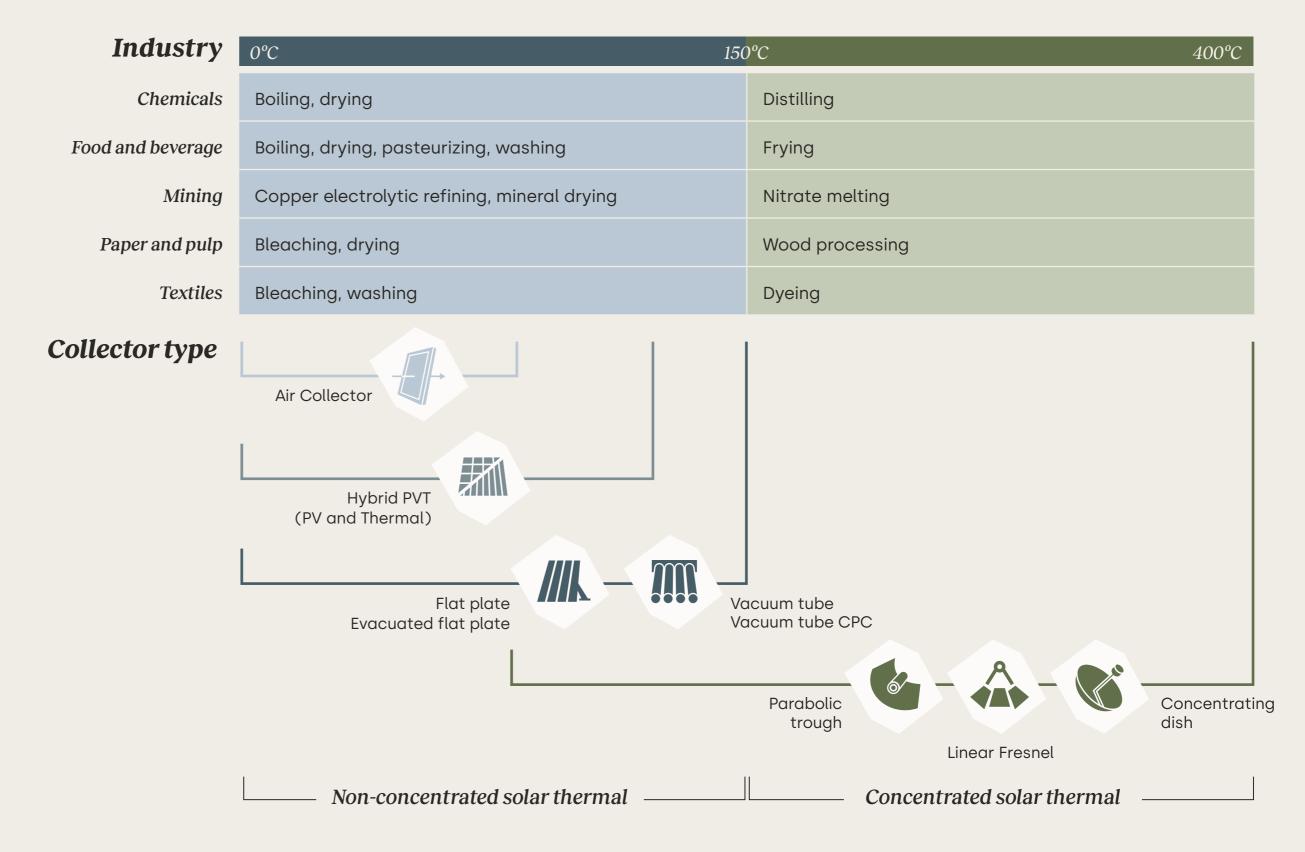
### Types of solar thermal

Solar thermal solutions encompass a variety of technologies that can be roughly split into two categories - non-concentrated and concentrated solar thermal solutions.<sup>4</sup>

- Non-concentrated solar thermal solutions are mostly suitable for lower temperature uses – such as preheating water - but are more cost and space efficient. They include flat plate collectors, evacuated tube collectors, and compound parabolic concentrator collectors.
- Oncentrated solar thermal solutions concentrate
   Oncentrate
   Oncent direct sunlight into a specific point to generate heat at higher temperatures than their non-concentrated counterparts and can produce high pressure steam. They include parabolic trough and linear Fresnel solutions.

Additionally, solar thermal solutions can be paired with absorption chillers and other technologies to provide cooling to buildings and industrial processes. Finally, there are photovoltaic thermal (PVT) hybrid collectors producing both heat and electricity available on the market. However, this brief doesn't cover these solutions as their adoption for industrial processes is currently limited.

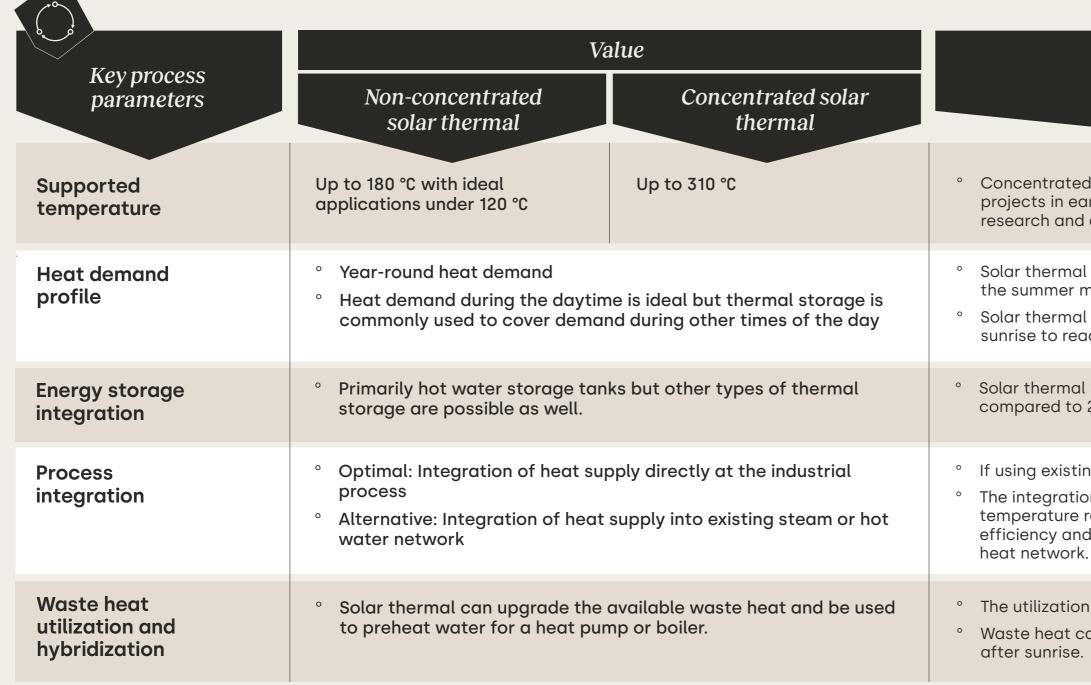
**Figure 1:** Types of solar thermal solutions and example industrial processes where they can supply heat



## Key parameters for assessing 02. suitability of solar thermal

The following parameters should be assessed in conjunction with each other to effectively evaluate suitability of solar thermal solutions. While each of them is important to be considered, generally, three main parameters are seen as crucial for assessing the commercial viability of solar thermal solutions. They are:

- > Required temperature (lower required temperature improves efficiency and lowers capital costs),
- $\rightarrow$  **Project size** (larger systems benefit from economies of scale), and
- → Location (high solar irradiance increases amount of heat generated and availability of land close to the industrial facility reduces the required investment).



Context

Concentrated solar thermal solutions can technically support temperatures up to 400°C, as evident from some projects in early development. Further specialized solutions reaching temperatures up to 1500°C are currently under research and development.<sup>5</sup>

Solar thermal has high upfront investment costs and low operational costs. Increased utilization, especially during the summer months with the highest output potential, is key for commercial viability.

Solar thermal heat generation is limited to daytime and without thermal storage requires up to 45-90 minutes after sunrise to reach desired temperatures, depending on the size of the installation.

Solar thermal solutions can cover up to 80% of energy demand when combined with thermal storage, compared to 20-30% without storage.

If using existing heat infrastructure, integration can be done in planned downtime without disrupting production.

The integration at the industrial process allows optimizing the solar thermal solution to provide heat at the temperature required by that process which is usually lower than the heat network temperature. This increases efficiency and lowers needed capital investments but can be more complex than the integration into the existing

° The utilization of waste heat reduces the required capacity and the investment costs for the solar thermal solution. Waste heat can help deal with system inertia as it can be used to speed up the startup of the solar thermal plant

Key parameters for assessing suitability of solar thermal: Key location parameters *continued* 

<b>S</b>		Va		
Key location parameters	Non-concentrated solar thermal	Concentrated solar thermal		
	Required space	1.6-1.9 m²/kW	2.1-4.2 m²/kW	<ul> <li>Solar thermal s roofs or parking energy output i</li> <li>Larger ground i</li> </ul>
	Minimum plant size	In principle, there is no minimum pla	nt size.	° Solutions range
	Distance between solar thermal plant and heat sink	<ul> <li>Op to 300 m - preferred</li> <li>Op to 500 m - feasible</li> <li>500 m-1 km - needs further assessment</li> </ul>		<ul> <li>Closer distance</li> <li>Distances abov MW plants.</li> </ul>
	Geographical location:	All around the world, with added advantage for locations with high solar irradiance level		<ul> <li>The geographic solutions.</li> <li>Operational products of the solution of th</li></ul>
	<ul> <li>Locations with high irradiance</li> </ul>	1700 – 2200 Global Horizontal Irradiance (GHI)	2000 – 2500 (Direct Normal Irradiance) DNI	<ul> <li><sup>°</sup> Example location</li> <li>and Australia.</li> <li><sup>°</sup> GHI is also high</li> </ul>
	<ul> <li>Other viable locations</li> </ul>	700 – 1700 GHI	1000 – 2000 DNI	<ul> <li>Example location</li> <li>China.</li> <li>Example location</li> </ul>
	Local infrastructure	No specific requirements		° Solar thermal s and can be imp

### Context

solutions can be generally installed on the ground as well as on roofs, such as most industrial ng area covers. Compared to solar PV, solar thermal collectors require 2-3x less space for the same t but generally require structures with higher load bearing capacity (up to 100kg/m²).

installations can be combined with other land uses such as animal grazing.

ge from less than 100kW to several hundred MW.

ces reduce heat losses and the cost of equipment.

ove 1 km are technically possible and feasible for large plants but may be cost prohibitive for sub-

nical location and yearly solar irradiation roughly proportionally influence the commercials of the

projects are spread across the whole world. You can find their locations and specifications in <u>this</u> plished by AEE Intec.

approximate irradiation levels for your location on <u>this map</u> provided by the World Bank Group, solargis.

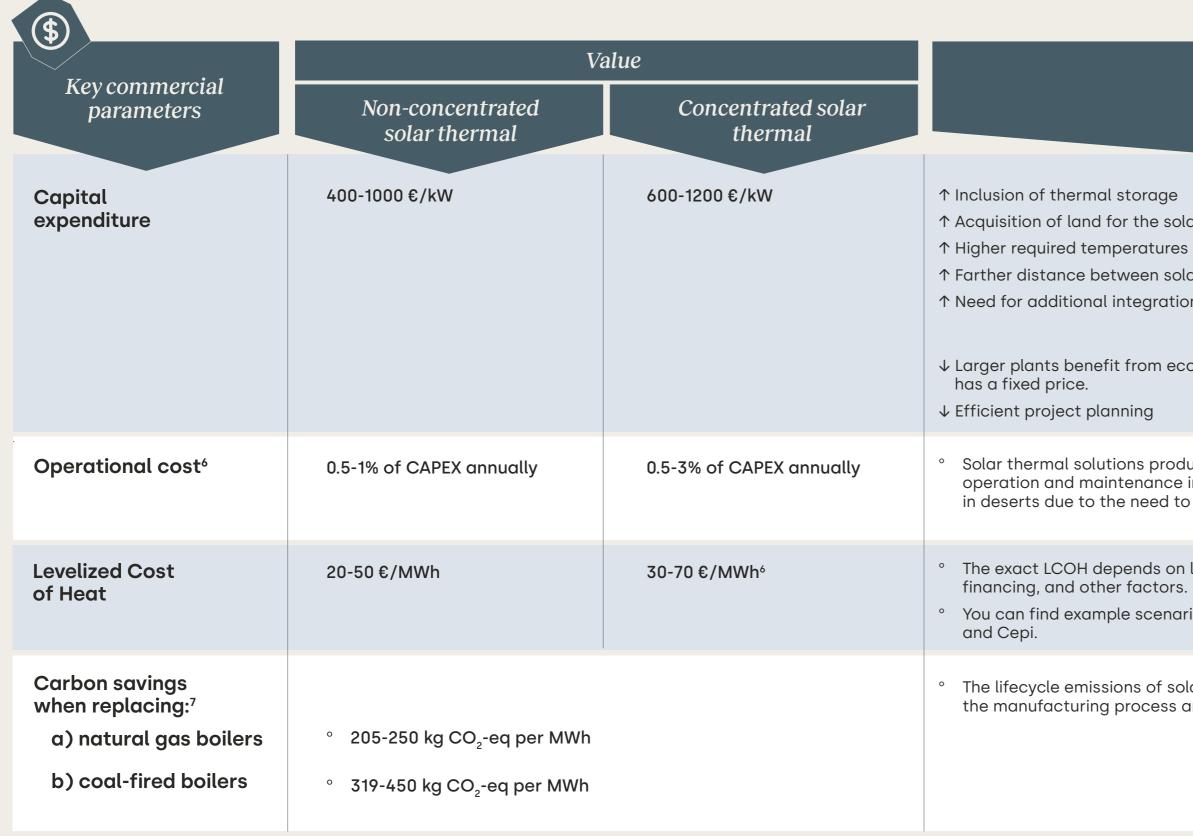
tions with high GHI and DNI include southwest of the United States, northern Africa, southern Europe .

gh in India and Southeast Asia even though DNI is relatively low in these regions due to misty climate.

tions with medium GHI and DNI include east coast of the United States, central Europe, and northern

tions with relatively low GHI and DNI include northern Europe.

solutions require only a negligible amount of electricity to operate (e.g. for remote control access) plemented in fully off-grid settings without connection to any network.



RENEWABLE INDUSTRIAL HEAT NAVIGATOR BRIEF SOLAR THERMAL SOLUTIONS

Solar thermal solutions have high upfront capital costs but minimal operational costs and long lifetime. They are therefore ideal for financing models such as Heat-as-a-Service which allow companies to avoid the capital expenditure and rather just pay for the supply of heat.

### Context

- ↑ Acquisition of land for the solar thermal solution
- ↑ Farther distance between solar thermal solution and heat sink
- ↑ Need for additional integration equipment

 $\downarrow$  Larger plants benefit from economies of scale as the additional equipment (other than the collectors)

° Solar thermal solutions produce energy without any fuel. The operational costs are relatively small and are driven by operation and maintenance including the cleaning needs. They vary based on the environment, e.g. they can be higher in deserts due to the need to clean dust.

° The exact LCOH depends on local irradiance, operating temperatures, heat requirements, lifetime of the plant, cost of

You can find example scenarios of LCOH for several European locations in a **factsheet** prepared by Solar Heat Europe

The lifecycle emissions of solar thermal solutions are only about 9-35 kg CO<sub>2</sub>-eq per MWh<sup>8</sup> coming primarily from the manufacturing process and steel production, as the solutions do not emit any CO<sub>2</sub> during their operation.

Key parameters for assessing suitability of solar thermal: Other parameters *continued* 

	000		-	
Other	Va			
	parameters	Non-concentrated solar thermal	Concentrated solar thermal	
	Efficiency (ratio of irradiation to useful energy)	30-85% of solar irradiation transferred into useful heat	30-70 % of solar irradiation transferred into useful heat	The target process parameters for the
	Safety	No special precautions and generally safer than fossil fuel alternatives due to no combustion		Some solar therma case of leakage
	Lifetime	More than 25 years		

Source: Meriaura Energy, Solar thermal project in Nacozari de García, Mexico with Grupo México

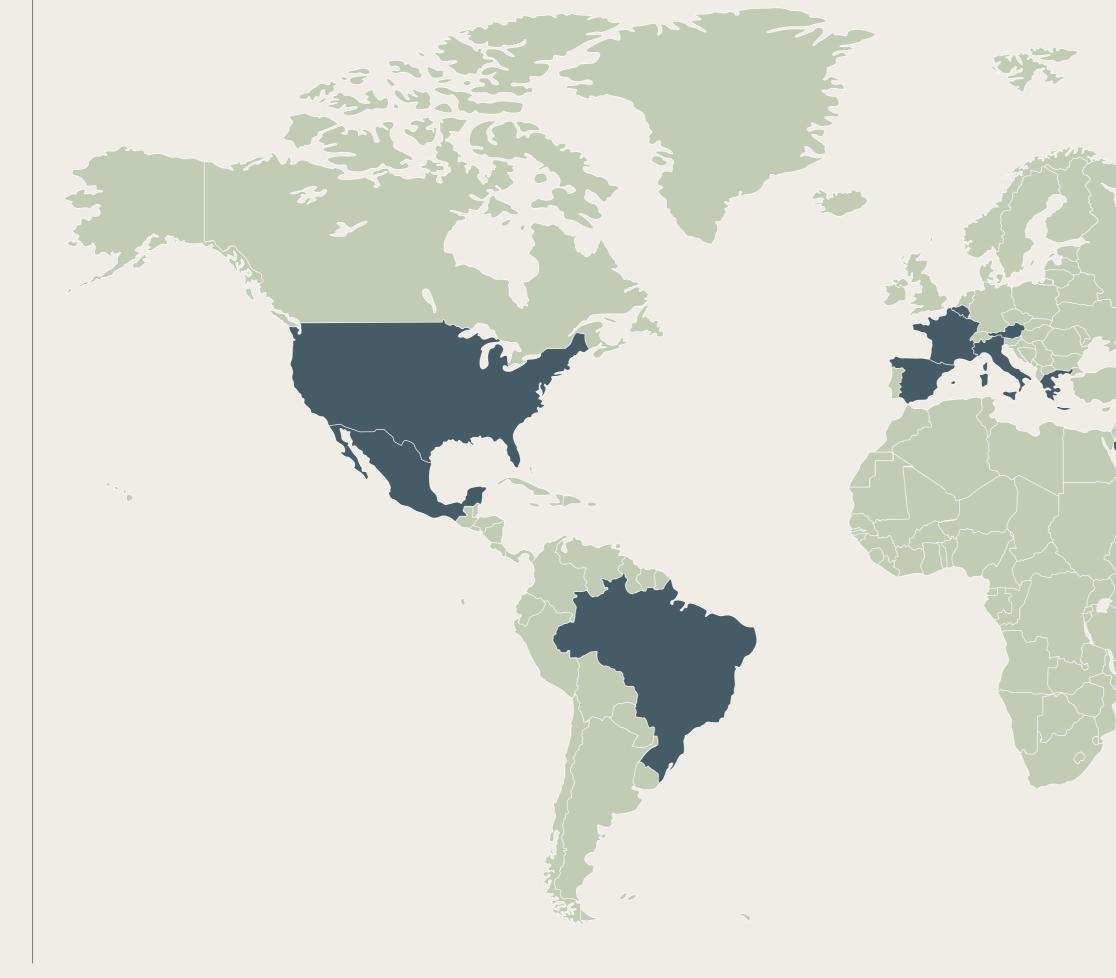
### Context

ss heat temperature and temperature of the liquid returning to the solar thermal solution are key ne efficiency

nal solutions use thermal oil instead of water to transfer heat which may pose a water pollution hazard in



# 03. Key learnings from implemented projects





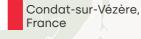
Heineken – Engie – Solarlite-Azteq **FOOD & BEVERAGE** 



### Lactalis Group -Newheat FOOD & BEVERAGE



Lecta Group -Newheat **PULP & PAPER** 



### **California Dairies** Industries – SOLID **FOOD & BEVERAGE**

Turlock, California, US

Ball – SOLID PACKAGING



Fairfield, California, US

Avery Dennison – Solarlite-Azteq -Energynest CHEMICALS

> Turnhout, Belgium

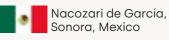
### AVL - SOLID AUTOMOTIVE

Graz, Austria

Saudi Aramco – **TVP Solar** OIL & GAS

> 50905 Qurayyah, Saudi Arabia

Grupo México - Jorgensen -**Meriaura Energy** MINING



Birra Peroni – Absolicon FOOD & BEVERAGE



Carlsberg – Absolicon **FOOD & BEVERAGE** 



Jean Larnaudie – **TVP Solar FOOD & BEVERAGE** 



Castelnau d'Auzan, France

PepsiCo – TVP Solar FOOD & BEVERAGE



Sete Lagoas, Minas Gerais, Brazil

### Sigma Alimentos – Modulo Solar

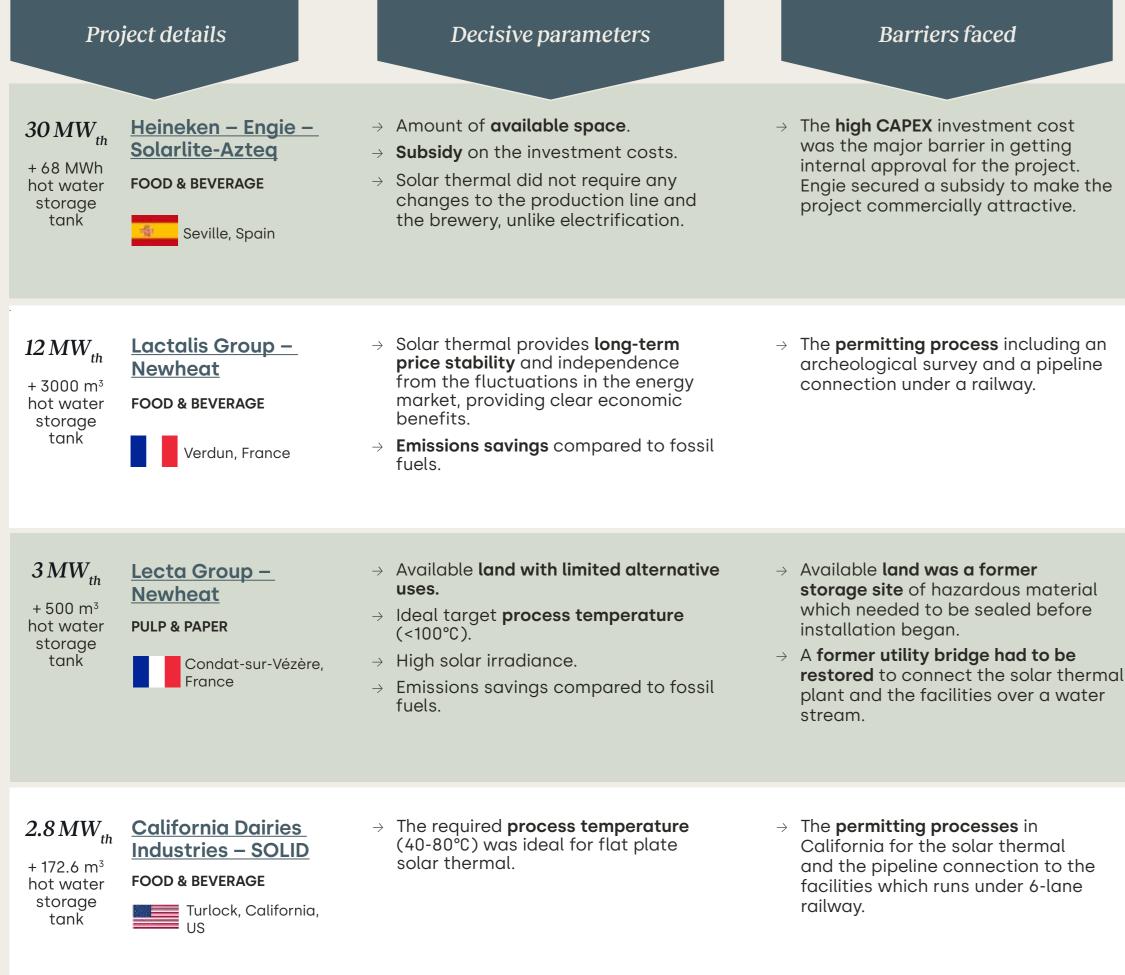
FOOD & BEVERAGE



### Volvo Group – Modulo Solar

### AUTOMOTIVE



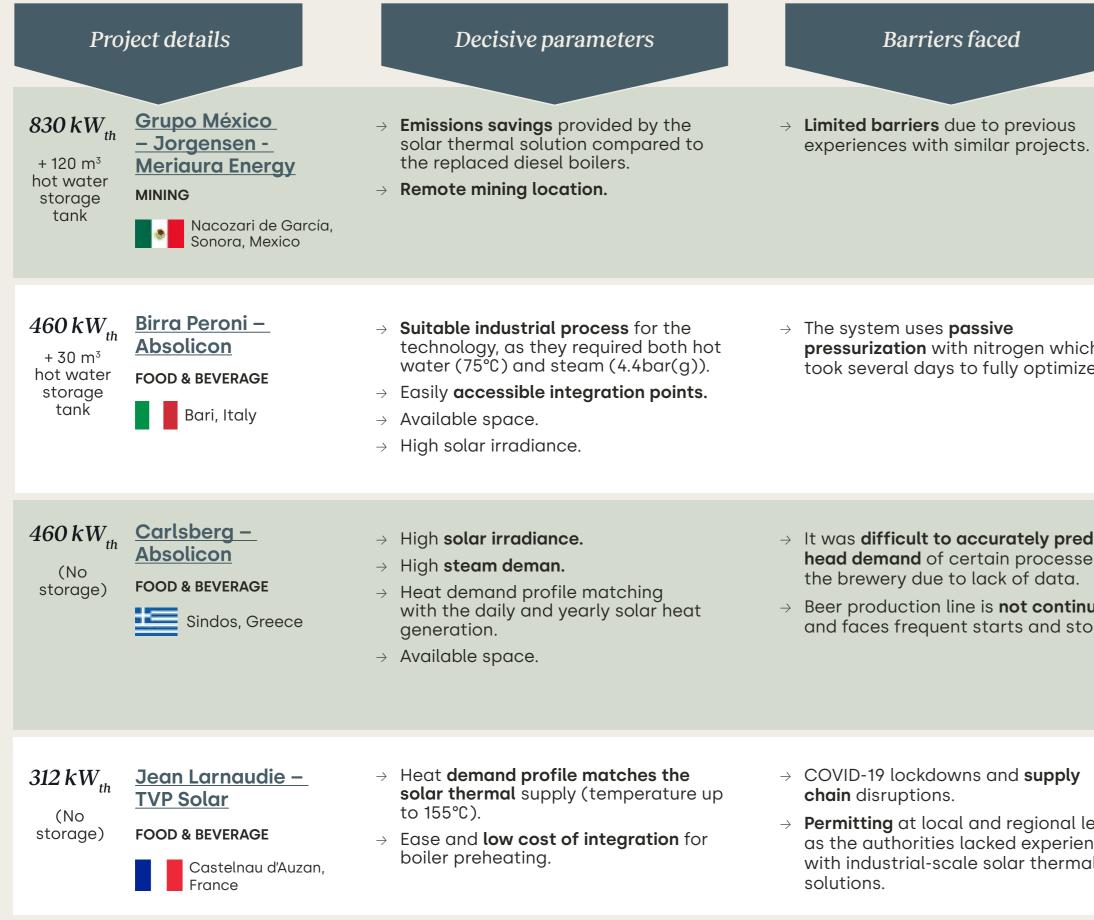


03.

### Ease of process **Decisive success factors** integration → Heineken's strong corporate → Integration with one connection commitment to reduce GHG **point** to the existing steam network. emissions and a clear roadmap to achieve net zero by 2025. → Heat-as-a-service agreement with Engie who financed the project and secured a subsidy. → Lactalis's **commitment to carbon** $\rightarrow$ The integration equipment needed to be installed already before the footprint reduction. beginning of the project during the → The heat-as-a-service agreement construction of the drying facilities. enables Newheat to constantly optimize the management of the solution. $\rightarrow$ Financial assistance from the French government agencies. → Solar thermal reduced the energy → Careful **planning mitigated the price** compared to fossil fuels **impact** of the integration onto the alternatives. production. → The heat-as-a-service agreement enables Newheat to constantly optimize the management of the solution. → Financial assistance from the French government agencies. $\rightarrow$ Identification of the correct $\rightarrow$ Thermal storage integration integration point for the solar mitigates the temperature variability of the supplied hot thermal to maximize its efficiency. water and enables integration into → **Close collaboration** with California existing control systems. Dairies Industries to minimize interference with existing processes.

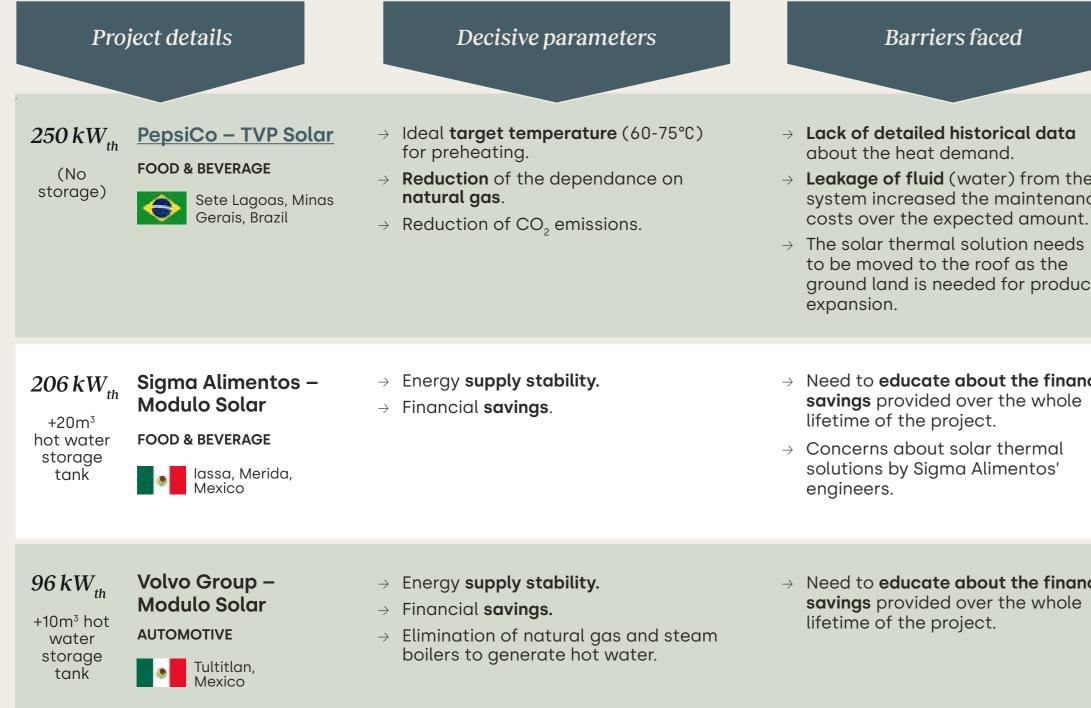
Project details	Decisive parameters	Barriers faced	Decisive success factors	Ease of process integration
2.8 MW <sub>th</sub> Ball – SOLID + 106 m <sup>3</sup> hot water storage tank Fairfield, California, US	<ul> <li>→ Temperature demand below 100°C which is well suited for flat plate solar thermal.</li> <li>→ The solar thermal solution can be extended with heat pumps to fully decarbonize the plant in the future.</li> </ul>	→ The solar thermal solution came with a new hot water loop replacing the old steam network which reduced distribution losses from 30% to 5% but required deep technical understanding of Ball's thermal needs and controls.	→ The solar thermal solution was combined with a heat-as-a-service agreement shifting the project risk on the solar thermal provider who also financed the project and secured grants.	→ The new hot water loop needed integration of <b>new heat exchangers</b> complicating the integration process.
<ul> <li>2.7 MW<sub>th</sub></li> <li>+ 5 MWh thermal battery</li> <li>Avery Dennison – Solarlite-Azteq – Energynest</li> <li>CHEMICALS</li> <li>Turnhout, Belgium</li> </ul>	<ul> <li>→ Available space for the concentrated solar thermal plant.</li> <li>→ High efficiency of the solution and no need for energy conversion (heat-to-heat solution).</li> <li>→ Combination with storage enables efficient use of all generated energy.</li> </ul>	<ul> <li>→ Challenges with permitting and insurance due to unfamiliar technology</li> <li>→ Supply chain issues due to Suez Canal obstruction and COVID-19 pandemic extended the development time</li> </ul>	<ul> <li>→ Strong decarbonization targets by Avery Dennison.</li> <li>→ The long lifetime of the solar thermal solution as well as the thermal battery.</li> <li>→ Co-financing by the local community and grant reduced the financial risk to main stakeholders.</li> <li>→ Consortium of several suppliers enabled sharing of risks and competencies.</li> </ul>	→ Easy integration with standard heat exchangers as the system uses thermal oil which is used by Avery Dennison as well.
2 MW <sub>th</sub> + 70 m <sup>3</sup> hot water storage tank + 650 kW <sup>th</sup> solar cooling	<ul> <li>→ Availability of rooftop space.</li> <li>→ The solar thermal solution is able to comprehensively decarbonize the thermal demand by supplying the process and space heating all year round, as well as by providing cooling in the summer.</li> </ul>	→ The implementation was combined with the construction of a roof over a previously uncovered car park which slowed down the development.	<ul> <li>→ The heat-as-a-service agreement enabled lower recurring price of energy than a district heating alternative.</li> <li>→ The solar thermal solution was accompanied by energy efficiency and optimization measures which helped increase the overall savings.</li> </ul>	→ Integration in existing network while optimizing the distribution of the hot water and the industrial process.
1.8 MW thSaudi Aramco – TVP Solar(No storage)OIL & GASOIL & GASOurayyah, Saudi Arabia	<ul> <li>→ The decarbonization potential of solar thermal even for temperatures above 160°C.</li> <li>→ Minimal efficiency losses (only 15% annually) from dust covering the collectors without any cleaning.</li> </ul>	→ COVID-19 lockdowns and supply chain disruptions.	→ Saudi Aramco's commitment to decarbonization of its operations.	→ Easy integration with water-to- water heat exchangers.

### Key learnings from implemented projects *continued*



	Decisive success factors	Ease of process integration
S.	→ Proper planning and investment into project engineering.	→ The integration included a back-up electric boiler and the conversion of existing heating infrastructure from steam to hot water.
ch ze	<ul> <li>→ The Birra Peroni's commitment to the project and their supportive involvement.</li> <li>→ Experience from previous projects.</li> </ul>	<ul> <li>→ An unused heat exchanger was available on the pasteurizer equipment, allowing for seamless integration of the hot water without the need for any downtime.</li> <li>→ Steam was integrated into existing steam network.</li> </ul>
edict ses in nuous tops.	→ Using proven technology which demonstrated the feasibility of producing the steam at high pressure (4.5bar(g)).	→ Integrated into existing steam network without disturbing the customer's production during a planned downtime.
level ence nal	<ul> <li>→ Jean Larnaudie's commitment to decarbonization of process heat.</li> <li>→ Availability of public support.</li> </ul>	→ The integration into processes was more costly but greatly increased the proportion of usable heat from the solar thermal solution.

### Key learnings from implemented projects *continued*



	Decisive success factors	Ease of process integration
ne nce it. s uction	<ul> <li>→ Short payback time of 4 years.</li> <li>→ Avoided high inflation of natural gas prices.</li> </ul>	<ul> <li>→ Easy integration with water-to-water heat exchangers.</li> <li>→ The integration was done in the planned downtime and the development did not interfere with operation.</li> </ul>
<b>ncial</b> e	→ Sigma Alimentos' commitment to sustainability and emissions reduction.	→ The integration to the steam boiler was complex.
<b>ncial</b> Ə	<ul> <li>→ Volvo Group's commitment to sustainability and emissions reduction.</li> <li>→ The goal to eliminate the use of natural gas.</li> </ul>	→ The existing steam boilers were uninstalled in parallel with the integration of the solar thermal solution to ensure continuous operation of the factory.

# Annex: Links to external case studies

Project name	Location	Link to case study
Database with all operation solar thermal projects for industrial applications	Worldwide	→ <u>https://energieatlas.aee-intec.at/index.php/view/</u> <u>map?repository=ship&amp;project=ship_edit</u>
Database of all active solar thermal suppliers	Worldwide	→ <u>https://www.solar-payback.com/suppliers/</u>
Examples of Solar Heat for Industrial Process plants across Europe	Europe	→ <u>https://solarheateurope.eu/about-solar-heat/solar-heat-industrial-</u> processes/
Solar Thermal at the Indianapolis International Airport	Indianapolis, USA	→ <u>https://www.renewablethermal.org/iaa-case-study/</u>
Solar Thermal at Boortmalt Malting Plant	Issoudun, France	→ <u>https://www.renewablethermal.org/boortmalt-case-study/</u>
Solar Thermal at Colgate-Palmolive Factory	Athens, Greece	→ <u>https://www.renewablethermal.org/cp-absolicon-case-study/</u>
Decarbonizing Process Heat at California Dairies, Inc. with Skyven Technologies	Visalia, California, USA; Turlock, California, USA	→ https://www.renewablethermal.org/skyven-cdi-case-study/
Sundrop Farms	Port Augusta, Australia	<ul> <li>→ <u>https://wbcsdpublications.org/wp-content/uploads/2020/07/WBCSD</u> <u>Business_Case_Concentrated_solar_heat.pdf</u> (p. 21)</li> <li>→ <u>https://www.aalborgcsp.com/projects/integrated-energy-</u> <u>systems/366mwth-integrated-energy-system-based-on-csp-australia</u></li> </ul>
Petroleum Development Oman	Amal, Oman	→ <u>https://wbcsdpublications.org/wp-content/uploads/2020/07/WBCSD</u> <u>Business_Case_Concentrated_solar_heat.pdf</u> (p.22)
ENEL Green Power	Stillwater, USA	→ <u>https://wbcsdpublications.org/wp-content/uploads/2020/07/WBCSD</u> <u>Business_Case_Concentrated_solar_heat.pdf</u> (p. 23)

# Glossary

### CAPEX

Capital expenditure

**DNI** Direct normal irradiance

**GHG** Greenhouse gas

**GHI** Global horizontal irradiance IEA International Energy Agency

IEA SHC International Energy Agency Solar Heating and Cooling Programme

**PV** Photovoltaic

**PVT** Photovoltaic thermal



# Endnotes

- 1. IEA SHC (2024), Solar Heat Worldwide, https://doi. org/10.18777/ieashc-shww-2024-0001
- 2. IEA SHC (2024), Technology Position Paper: Solar Heat for Industrial Processes (SHIP), https://www.iea-shc. org/Data/Sites/1/publications/IEA-SHC-Task64-Technology-Position-Paper-SHIP-2024-01.pdf
- IEA (2024), Renewables 2023, https://iea.blob.core. 3. windows.net/assets/96d66a8b-d502-476b-ba94-54ffda84cf72/Renewables\_2023.pdf
- 4. For more technical details about the solar thermal technology see the publications by IEA SHC Task64 and Task49.
- See more information about very high temperature 5. solar thermal solutions in the work by **SolarPACES** Task IV.

- 6. Values based on 'IEA SHC (2024), Update on SHIP Technology Costs & SHIP Business and Financing Models, https://doi.org/10.18777/ieashctask64-2024-0005' and corroborated by contributing experts.
- 7. Values based on 'WBCSD, Concentrated solar heat, https://wbcsdpublications.org/wp-content/ uploads/2020/07/WBCSD\_Business\_Case\_ **<u>Concentrated\_solar\_heat.pdf</u>**' and expanded by contributing experts.
- 8. Gabio-Thomas et al. (2023), Environmental impacts of solar thermal power plants used in industrial supply chains, https://doi.org/10.1016/j. tsep.2023.101670; Milousi et al. (2019), Evaluating the Environmental Performance of Solar Energy Systems Through a Combined Life Cycle Assessment and Cost Analysis, https://doi.org/10.3390/su11092539

# Acknowledgements

### Disclaimer

This navigator brief is the result of collaborative effort between WBCSD, representatives from WBCSD's Decarbonizing Heat workstream, and external subject matter experts. A range of stakeholders reviewed the drafts, ensuring that the publication broadly represents the majority perspective. WBCSD incorporated input and feedback from stakeholders in a balanced way. However, this does not mean that every member company or stakeholder agrees with every word or endorses the report. This publication has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, legal, or other professional advice.

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### About WBCSD

The World Business Council for Sustainable Development (WBCSD) is a global community of over 225 of the world's leading businesses driving systems transformation for a better world in which 9+ billion people can live well, within planetary boundaries, by mid-century. Together, we transform the systems we work in to limit the impact of the climate crisis, restore nature and tackle inequality. We accelerate value chain transformation across key sectors and reshape the financial system to reward sustainable leadership and action through a lower cost of capital. Through the exchange of best practices, improving performance, accessing education, forming partnerships, and shaping the policy agenda, we drive progress in businesses and sharpen the accountability of their performance.

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