



Energy
Transitions
Commission

Refreshing ETC Communications: Strategy evolution

ETC Representatives meeting
10 February 2026

Agenda

Looking back to 2025 and forward to 2026

Winning in a changing world: Why refresh our comms approach

Discussion and Interactive session



Looking back to 2025 & forward to 2026



Our systematic approach to comms in 2025

Audiences	Strategy	Channels	Tactic
<p>The core</p> <ul style="list-style-type: none"> • Senior politicians and policymakers • International institutions • Business leaders • Senior civil society & NGOs <p>The Influential mainstream</p> <ul style="list-style-type: none"> • Climate activists • Community groups • Universities 	<p>Amplify</p> <ul style="list-style-type: none"> • Expand the evidence base to win ongoing debates <p>Repeat</p> <ul style="list-style-type: none"> • To inform and explain: dispelling myths, correcting misinformation, distilling complex ideas <p>Extend</p> <ul style="list-style-type: none"> • To educate and convince audiences previously unaware or unconvinced 	<p>Media</p> <ul style="list-style-type: none"> • High-influence tier 1 national and international media • Technical trade media • Podcasts <p>Digital & social media</p> <ul style="list-style-type: none"> • Website • LinkedIn • Newsletters <p>Engagement & events</p> <ul style="list-style-type: none"> • Global and regional climate conferences and workstreams <p>Partner channels</p> <ul style="list-style-type: none"> • Aligned think tanks, academics & researchers • ETC Members 	<ul style="list-style-type: none"> • Analytical launches • Commentary and opinion • Feature placement • On-going media engagement <ul style="list-style-type: none"> • Creative content & assets • Drumbeat content calendar <ul style="list-style-type: none"> • Bilateral engagement • Keynote and panel presence <ul style="list-style-type: none"> • Messaging & data points • Editorial and visual content • Meetings & presentations



This approach has delivered impact across multiple arenas in 2025

Traditional media

Mentioned in over 3000 international media stories

How the world has responded to Trump's Paris climate agreement withdrawal



Martin Wolf talks to Adair Turner: Can the world decarbonise fast enough?

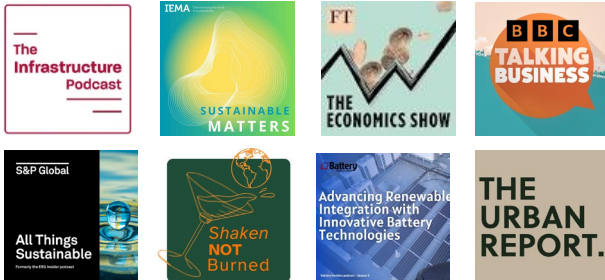


"As fast as we possibly can": Energy expert on transitioning to renewables



Podcasts

Recorded 20 podcast episodes



Newsletters

ETC now reaches 35,000 newsletter subscribers

Social media



19,000+ followers (up 25%)

260,000+ impressions (up 150%)

Website

10,000+ report downloads

~28% of all page visits convert to a report download

Direct Engagement

Over 200 bilateral meetings with key stakeholders, partners and influencers:



Events

ETC attended over 120 events around the world:



And we have a clear plan for 2026

■ High focus ■ Mid effort ■ Long-term campaigns ■ In planning

		Key ETC Launches	Key external events	Key Policy moments	Key expected external launches	
JAN	10 years of the ETC - campaign		Abu Dhabi Sustainability Week & IRENA Assembly Davos	CBAM implementation		
FEB		Molecules – new content published, to be followed by campaign	Adair LSE lectures	IEA 2026 Ministerial Meeting	IEA State of Energy Innovation	
MAR		EP: technical briefing Case study bank India AgriPV	Power Systems briefing series - campaign Productivity indicators	CERAWeek	NVIDIA GTC 2026 (largest AI conference) Int Conference on Climate Change Adaptation IMO Marine Environmental Protection Committee meeting	Ember Global Electricity Review
APR			Colombia FF Transition Conference	ICA0 Aviation Climate	BNEF New Energy Outlook	
MAY		Electrification campaign		UNFCCC SBSTA 64 & G7 Summit	WBCSD Business Breakthrough Barometer	
JUN		Nuclear/geothermal State of the transition	London Climate Week & Electrification Summit	Ireland takes EU Presidency	IRENA Renewable Energy Statistics	
JUL				Pacific Islands Forum Leaders Meeting		
AUG		Indonesia Green transition				
SEP		Hydrogen	NYC Climate Week			
OCT		Protecting Paris incl. Eco of the transition	Clean Energy Ministerial & Riyadh World Energy Congress Africa Energy Week, Cape Town	Biodiversity COP17		
NOV			COP31, Antalya	IMO Marine Environmental Protection Committee meeting 2	WBCSD Reporting Matters	
DEC					IEA WEO launch	



Winning in a changing world: Why refresh our comms



We've iterated our strategy for changing times – from building the evidence base to winning hearts and minds

PILLAR 1: Amplify

To expand the evidence-base:
helping to win ongoing debates

- **Broadening ETC presence, focusing on:**
 - Tier 1 media and non-English international media.
 - Social media
 - Key sectoral and regional events.
- **Direct engagements** through:
 - Targeted outreach campaigns
 - ETC Matters newsletter

PILLAR 2: Repeat

To inform and explain: dispelling myths, correcting misinformation, and explaining and re-explaining complex ideas

- **Through shorter, more digestible forms. eg,**
 - Op-eds & blogs
 - Events
 - Podcasts & You Tube
 - Infographics
 - Short explainers
 - Digital (videos) and social campaigns

“Good stories make us think and feel. They stick in our mind and help us remember ideas and concepts”

– The Storytelling Edge

PILLAR 3: Extend

To educate and convince:
audiences previously unaware or unconvinced

- **Through audience specific** tailored content.
 - Podcasts
 - Digital story-telling
 - Social media
- Build on **existing collaborations** (Global Optimism, GSCC) & **move outside our comfort zone** (new audiences)
- **Direct outreach** with high impact interest groups (Youth, faith, culture & sport) e.g. Count Us In



And we've evolved our approach to attempt to reach wider audiences

Direct Outreach

For example: Universities, climate youth groups, green faith groups, business schools, political/green parties

Erasmus
University
Rotterdam



Keele
UNIVERSITY



Global Climate Innovation Coalition



STUDENT
ENERGY

CAFOD
Catholic Agency for
Overseas Development

Increased collaboration with key groups

Partnerships

- **Mission 2025:** On steering group "Hero programme"
- **WMBC:** FF demand taskforce

MISSION 2025



WE MEAN
BUSINESS
COALITION



Energy & Climate
INTELLIGENCE UNIT

ISD | Institute
for Strategic
Dialogue

Global
Strategic
Communications
Council **GSCC**

Greater focus on new media



We've leaned into debates within clear guardrails to shape where we do and don't go

Criteria for engagement

Clear position based on published work endorsed by members

High profile issues, needing a system-wide perspective

Facts need correction, with analytically robust messaging

Can sidestep party politics

Our intervention adds value

Appropriate to speak as a member organisation

Energy Transitions Commission
17,399 followers
1mo

The [Tony Blair Institute for Global Change](#)'s recent report misrepresents several key facts about the global energy transition. In times like these, it's vital to examine what the evidence shows. ...more

ETC response to Tony Blair Institute Climate Paradox report

The Tony Blair Institute for Global Change has recently published a report, *The Climate Paradox: Why We Need to Reset Action on Climate Change*. This was publicised in a way which suggested that the report was calling for a rejection of net-zero targets as "irrational" in the UK and across the world. Subsequent clarifications have been issued to state that the Institute "supports the government's 2050 net zero targets... and that their approach is the right one."¹

Unfortunately, and surprisingly, the report is a lost opportunity to make a useful contribution to the global debate on how to achieve the emissions reductions needed to limit global warming to manageable levels.

It is essential to face the reality that the world is not yet on a path of emissions reduction, that it is no longer feasible to limit global warming to 1.5°C, and that redoubled efforts and in some cases new policies will be needed to achieve even the Paris Treaty objective of a "well below 2°C" limit. Clearly, we need to keep reassessing the balance of different technologies which can be used to reduce emissions in a cost-effective way.

But this is a disappointingly poor contribution to the needed debate.

It includes a rehash of the need to meet increasing energy demand across the world, particularly in developing countries and notes that progress on moving away from energy system reliance on fossil fuels has so far been limited. Both points have been described in depth by the International Energy Agency (IEA), the ETC and others.² The *Climate Paradox* then suggests that:

"These are inconvenient facts, which mean that any strategy based on either "phasing out" fossil fuels in the short term or limiting consumption is a strategy doomed to fail".

Both statements are true, but:

- **No serious contributors suggest it is possible to "phase out fossil fuels in the short-term"**. The agreement reached at the COP28, under the UAE Presidency, was to "transition away" from fossil fuels, while recognising that this would take several decades. Scenarios presented by the IEA and the ETC suggest a range of feasible paths with different climate change consequences, none suggest a short-term phase out in any normal sense of the phrase "short-term."
- **Neither global scenarios (e.g., IEA) nor UK policy rely to any significant extent on "limiting consumption"** but instead on deploying new technologies (i.e. solar, batteries, wind and in some cases nuclear) to enable continued growth in energy services in developed countries and massive growth in low income countries e.g., ETC work assumes

Page | 1

John Allen and 84 others

7 comments · 25 reposts

"Thanks to the great team at the ETC...for those (like me) who read the TBI report but didn't have the bandwidth to respond on why it was in parts muddled and misleading."

-ETC Commissioner Ian Simm (Impax) on ETC response to Tony Blair Institute report

Delivering real-time engagement in the public conversation

The role of carbon credits in accelerated corporate action

May 2025
Version 1.0



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Power Up

How Clean Energy Is Putting Fossil Fuel
Demand in Doubt



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EMBER



Responding to media on the Spain/Portugal Blackouts

Iberia mess places timely focus on grid resilience



Europe's first grid crisis may not be its last



Massive blackout reignites culture war over the future of nuclear energy in Spain



The great Iberian power cut need not spell disaster for renewables



As a result, the ETC's external position and reputation has evolved and grown

2017

2025

Transformed
positioning

Industry-led group incl. heavy emitters and traditional oil and gas companies



Trusted authority in the energy transition, backed by a broad set of global organisations

Enhanced
reputation

Lack of awareness and some caution from NGOs (climate community) and influencers (media, policy makers)



Highly-regarded source of detailed, evidence-backed insight and guidance on turning net-zero targets into delivery

Expanded reach

Launch focused activity, primarily via media and speaker engagements



Deeper relationships with influential media. Comprehensive engagement programme. Extending into broader audiences.



**But trends reshaping
climate communications
are accelerating.....**



Climate's position in the public debate has changed dramatically

General Public

- Cost of living, energy prices and local issues front and centre of mainstream debate
- Terminology - 'net zero' - has become politicised and unhelpful

Governments & Businesses

- Political saliency of climate challenged by other issues
Geopolitical volatility
- Identity politics increases scrutiny and risk in active climate communication – greenhushing increases

Media and social media

- Media is becoming more partisan on climate - and actively reducing reporting teams
- Ideology trumps 'facts'



Business | Eyes on the prize

The remarkable rise of “greenhushing”

The Economist

Businesses once trumpeted their climate goals. Now they are quietly plugging away



Source: Edelman Trust Barometer (2026); DESNZ Public Attitudes Tracker: Net Zero and climate change (Summer 2025); Yale Program on Climate Change Communication (2024) Yale Experts Explain the Politics of Climate Change; Joseph Rowntree Foundation (2025), Economic security as Labour's electoral foundation; StanfordReport (2024), Partisanship sways news consumers more than the truth, new study shows; ECI Oxford University (2025), Climate journalism in flux: Navigating crisis, innovation, and misinformation in the age of AI.

And for many corporates, other risks are taking immediate priority.....

Short term (2 years)

1 st	Goeconomic confrontation
2 nd	Misinformation and disinformation
3 rd	Societal polarization
4 th	Extreme weather events
5 th	State-based armed conflict
6 th	Cyber insecurity
7 th	Inequality
8 th	Erosion of human rights and/or of civic freedoms
9 th	Pollution
10 th	Involuntary migration or displacement

Long term (10 years)

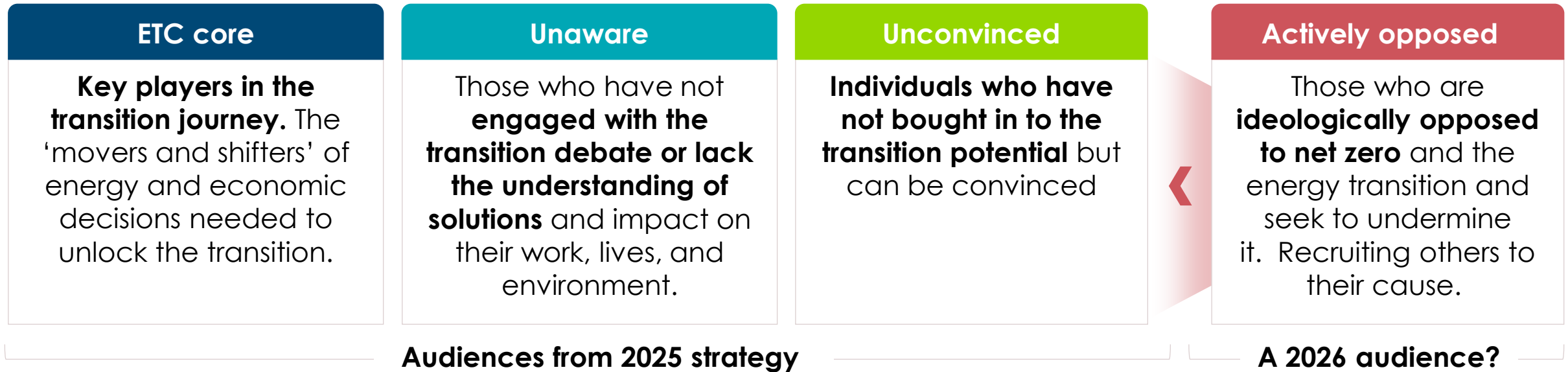
1 st	Extreme weather events
2 nd	Biodiversity loss and ecosystem collapse
3 rd	Critical change to Earth systems
4 th	Misinformation and disinformation
5 th	Adverse outcomes of AI technologies
6 th	Natural resource shortages
7 th	Inequality
8 th	Cyber insecurity
9 th	Societal polarization
10 th	Pollution

“With over half of businesses expecting to revise their strategies or targets, it’s clear that many are adjusting their approach to balance ambition with what is feasible.”

— Sebastiaan Van Dort, Director of Sustainability and Energy, British Standards Institution, commenting on the 2025 Net Zero Barometer



And audiences are evolving ...



Countering the actively opposed matters....

"Politicians are far more responsive to broad public opinion than they are to lobbyists or interest groups. When many ordinary voters favour or oppose a proposal, politicians tend to take positions that mirror that opinion - and they are **much less likely to be swayed by special interests** unless ideological alignment exists."

Kings College London



In public debate, trusted messengers are becoming harder to find

Introducing the age of the insular....

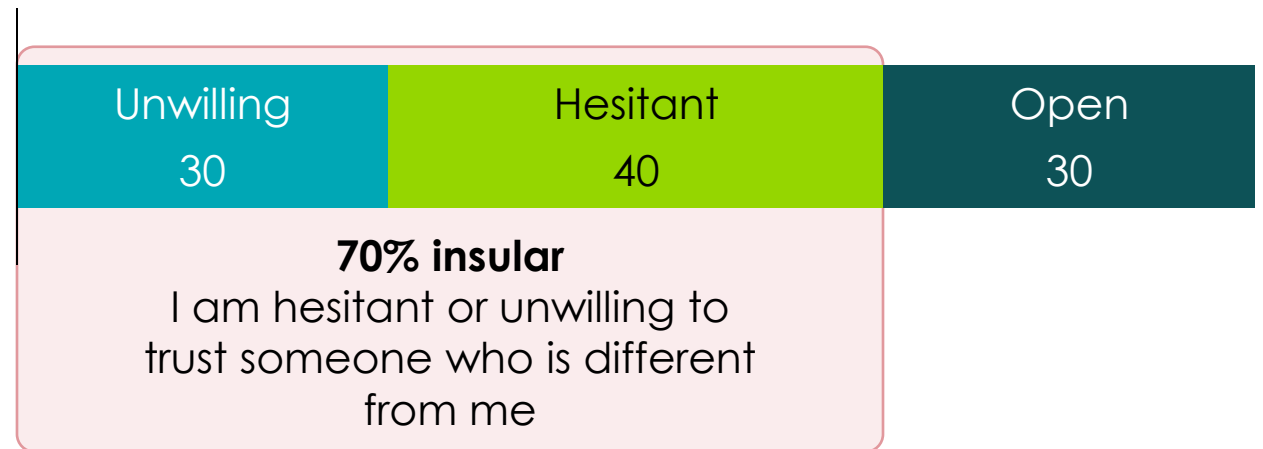
“As economic anxiety, geopolitical tension, and technological disruption intensify, people are narrowing their world to smaller, familiar circles that reflect their views, and this hinders economic and societal progress.

Insularity is being driven by all-time high levels of economic anxiety, a collapse in optimism, eroding institutional trust and an information crisis that has shifted trust from a “we” to “me” mindset.”

Edelman Trust Barometer 2026

Worldwide, 7 in 10 have an insular mindset

Seventy percent are unwilling or hesitant to trust someone who has different values, facts, problem-solving approaches, or cultural background



Our information landscape is being fundamentally transformed

Platforms over publishers

Traditional media economics are in decline

“Economic pressures and newsroom cuts had **reduced specialist environmental reporters**, and full-time climate correspondents were unusual.”



News deserts hit new high and 50 million have limited access to local news, study finds

Federal funding cuts to public broadcasting may accelerate local news crisis

Northwestern

Media fragmentation:

Broader range of smaller circulation platforms

For the first time, social media overtakes TV as Americans’ top news source

NiemanLab



GEO over SEO:

AI redefining content and search

80% of consumers now rely on AI summaries for at least 40% of their searches, reducing traditional website clicks by up to 25%.

BAIN & COMPANY



And some opposing actors are better resourced and using more aggressive tactics

Digital Investment/Capability

Fossil Fuel Groups 'Spent Millions' on Social Media Ads Spreading Climate Disinformation During COP27



*"Denialism has been mainstreamed in public life, and we're now seeing increased investment to push *'false gods' that sound good while maintaining the status quo. Such content... erodes trust in institutions and ... is actively enabled by tech platforms."*



UK PR firms increased fossil fuels lobbying since Paris Agreement



Media manipulation tactics

- Amplifying mis- and disinformation
- Harassment of climate scientists and journalists
- False dramatised policies created to drum up anger against 'woke climate lobby'
- Manipulating trending and ranking algorithms



! 🤔🤔🤔 it didn't happen? Alarmists doing what they do best-**alarm**. Scare people to death. Capture the attention of social media. Earn handsomely from them donations and grants as they preach doom. At the end of the day, none of it comes to pass. [#ClimateScam x.com/GretaThunberg/...](#)



Trump claims 'money-losing windmills' to blame for Europe's economic decline



"Astroturfing"



Members want us to keep pace with a changing world...



It's like bringing a knife to a gun fight

Comment from 2024 Commissioners meeting



***We must reshape comms for
greater effectiveness in 2026.....***



How many people in the core audience? A UK example.....

UK example: Top targets of ~15,000



Political decision makers	Civil Servants	Corporate business leaders	Academics and NGOs	Journalists
<p>~300 Influential Ministers:</p> <ul style="list-style-type: none"> Cabinet, Senior, Junior & Parliamentary undersecretaries + Select committee chairs and key MPs Devolved and Metro-level political leaders <p>~200 Special Advisors:</p> <ul style="list-style-type: none"> For PM, SOS, Ministers of State 	<p>~300 Senior Civil Servants:</p> <ul style="list-style-type: none"> Permanent Secretaries, Directors General, Directors with ET related portfolio authority <p>~2500 Mid-Level Policy and Delivery Leads:</p> <ul style="list-style-type: none"> Policy professionals working in key sectors <p>~2000 Technical & analytical specialists</p> <ul style="list-style-type: none"> Analysts, economists, engineers, planners, etc 	<p>~300 Companies:</p> <ul style="list-style-type: none"> Energy/utilities Heavy industry & infrastructure Finance Large energy using corporates <p>(*6) C-Suite and board</p> <p>(*6) Senior management</p> <p>(*8) Technical/commercial experts</p>	<p>~600 Senior academic leaders:</p> <ul style="list-style-type: none"> Energy/climate relevant Professors, institute directors, research chairs <p>~1000 Academic researchers and fellows:</p> <ul style="list-style-type: none"> Associate professors, senior researchers <p>~1000 NGO leadership and technical/policy specialists:</p> <ul style="list-style-type: none"> Directors, analysts, strategists, legal 	<p>~50 editors and desk heads:</p> <ul style="list-style-type: none"> National newspapers, Broadcast media, Trade and Specialist Energy/Infra media, key digital platforms <p>~ 40 senior correspondents</p> <p>~100 reporters and analysts</p> <p>~10 columnists</p>
500	5000	6000	2500	200

Other priority markets:



We need to make both strategic and tactical choices....

STRATEGIC

- 1 **Reframing the message** for a changing world
- 2 **Empowering new messengers** for wider audiences
- 3 Building capability for an **AI-first information ecosystem**
- 4 Building an **agile response model** to engage in 'live' media debates
- 5 Exploring more **active intervention in in-market policy debates**

TACTICAL

What should we start, stop and continue to deliver our strategic objectives?

Who should we partner with to deliver impact given resources?



In a noisy, fast-paced environment, we must be distinctive and contribute quickly to live debate

The clean energy ecosystem

Other key actors

Focus shift towards implementation

Not exhaustive

Analyses

Progress tracking

Mobilising decision-makers towards implementation

Global



Regional



Sectoral



As we are compared with Ember and others.....



~800 staff, + country members

- Leading Net-Zero vision setters since 2021 – though now under threat from US administration
- In depth analyses with high overlap on ETC areas – but still scope for ETC to add additional insights



~80 staff, philanthropically funded

- Leading 'clean electrification' thinktank
- Focuses on data tracking of key electrification trends
- Produces annual outputs at a global or regional (China, Europe) level, with some additional ad hoc and country level analysis
- Analysis reflects current trends, with less emphasis on a longer-term vision and the pathways to achieve it.



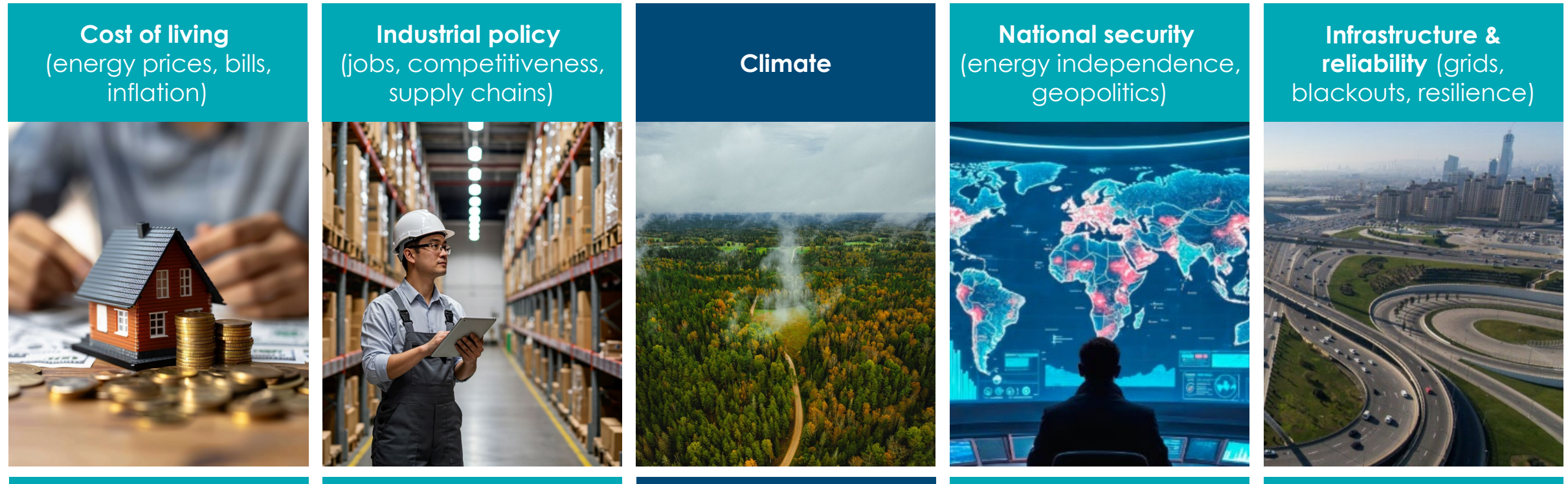
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*10-15 staff
+ analysis backed by >50 members*

- Trusted full systems coverage: analytically leans into accelerate transition including electrification, hard to abate sectors, hydrogen, carbon capture, bioenergy, removals and cross-cutting issues.
- Analysis focuses on “next steps for the transition” rather than deep analysis of recent trends
- Helicopter view on global state of transition, and priorities for policymakers within it.



We must find the best frame to integrate climate with broader policymaker and voter priorities – with realism



While tailoring with more depth for our core audiences:

- Senior policymakers vs technical officials
- CEOs vs sustainability leads vs boards
- Emerging economy governments vs OECD
- Media: specialist vs mainstream



And to influence grassroots as well as grasstops, we need to find new messengers....

Grasstops - core ETC audiences

Senior politicians & policymakers, Technical legislators, Business leaders, Influential academics & NGOs

DEBATING CHAMBERS



BOARD ROOMS



CONFERENCE ROOMS



Grassroots: Extended ETC audiences

Students, Grassroots activists, Community groups, General public

SCHOOLROOMS



LIVING ROOMS



ETC is the face and voice of the message, supported by members and partners

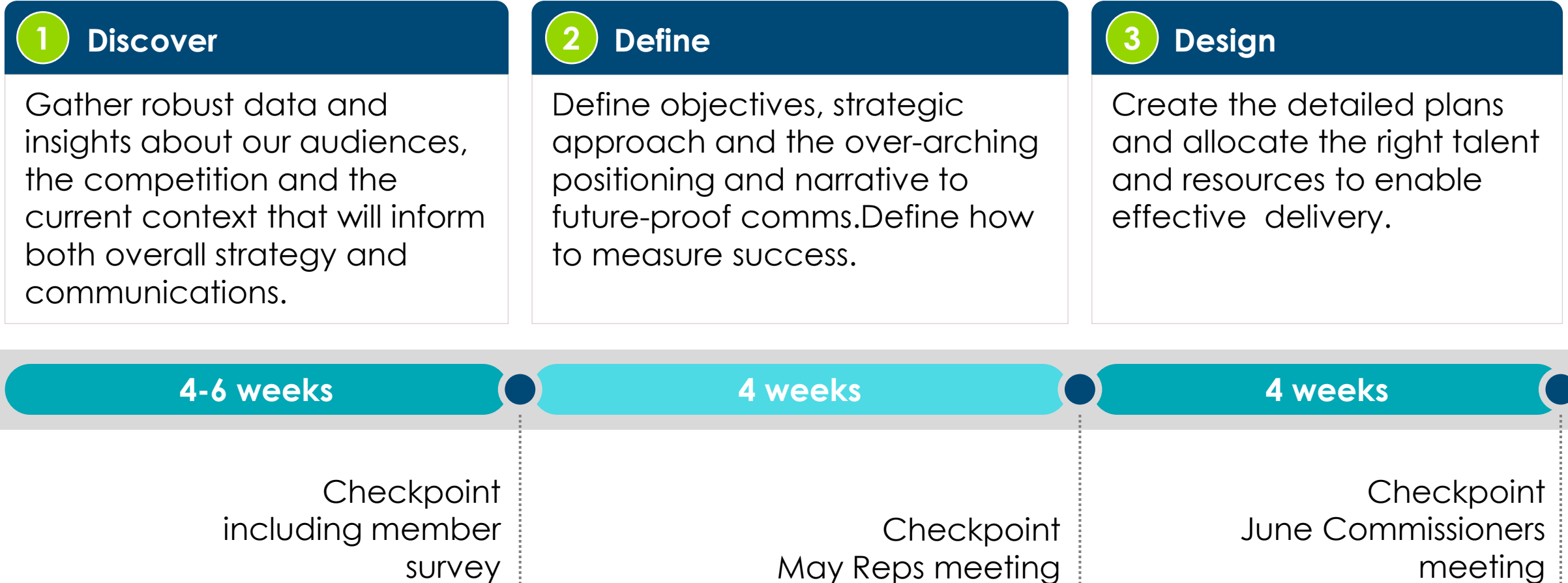
How much can we achieve on our own, and how can we effectively lean into trusted partners, e.g. WMB, WBCSD, etc?

We empower trusted messengers who have ready-made audiences providing data, arguments and assets for distribution

How much focus do we put on extended audiences versus core audiences?



Taking an evidence-based, structured approach.....



Taking an evidence-based, structured approach.....

1 Discover (4-6 weeks)

Gather robust data and insights to inform strategic development

1

Member interviews to determine scope and scale of the refresh and align on expectations.

2

Limited benchmarking interviews with key audiences – media, policymakers, business leaders, NGOs, climate community influencers: motivations, interests, level of knowledge and preferred channels/formats

3

Competitor/peer analysis to determine ETC's relevance and rationale versus similar organisations in the market and for comms learnings (IEA, IRENA, EMBER, etc.)

4

Oppositional analysis to identify what we can learn from the 'other side' – including narratives or actions to be countered.

5

Performance analysis of content, outputs, platforms and channels in '25. Which outputs shaped debate and were heavily cited? Are channels serving strategy—or maintained by default?



2026 global impact & engagement priorities – for discussion

Core themes

Emissions & economics



Objectives

Defend ambitious climate action by promoting strong action, including actions to ensure delivery of credible but stretching climate targets

Example impact targets

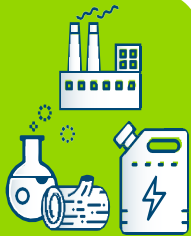
- Influence UN NDC process (COP31), and corporate targets
- Defend carbon pricing/CBAM
- Challenge anti-transition narratives (incl. misinformation)
- Challenge role of fossil in power sector – particularly in ‘Sunbelt’
- Promote faster infrastructure buildout, incl. flexibility in grids and demand
- Defend essential role of H₂
- Promote carbon circularity, including vital but limited role of CCS
- Shift key geography towards sustainable bioenergy transition

Clean electrification



Promote acceleration of clean electrification, including clarity on role of gas, advancing flexibility in grids/demand-side and highlighting ‘sunbelt’ opportunity

Molecules



Provide clarity on role of molecules, accelerating scale up of clean and circular options

Once agreed, ETC team will come back with specific impact measures in comms strategy refresh (e.g. key events, conversations, regions & partners)



To summarise.....

Why refresh?

- Audience mix and motivations have changed
- Structural trends reshaping our information architecture are accelerating with AI
- Waning political saliency for climate issues and increasing political volatility require an agile approach
- Misinformation and disinformation is better funded and working at scale

Why now?

- The transition is at a critical moment
- Ten years since ETC was founded and over ten years since the Paris agreement
- Transition in co-chairs presents a natural moment for evolution
- Members have been asking for change



Discussion: Comments & Reflections

