

2026 work programme

CONTEXT: THE ETC'S LAST 10 YEARS AND THE CURRENT TRANSITION

The ETC was established with 16 founding members in early 2016 just after the Paris climate conference; we now number 50 companies and organisations. Over the last decade we have established a highly respected reputation for strong and distinctive insights and have had an important positive impact on global climate change debates. But 10 years on from the Paris climate conference and the ETC's founding the world is not on track to meet agreed climate objectives. Our work plan for 2026 must therefore build on the ETC's strengths and past achievements while addressing the reality of the challenges we now face.

ETC strengths and impact

Ten years ago no major country or company had made a clear commitment to achieve net zero emissions by mid-century. Today, and despite the US's exit from the Paris agreement, 74% of global emissions are still covered by explicit country commitments to reach net zero between 2050 and 2070.¹ In addition 9500 companies have formally registered science-based targets to decarbonise their operations, and of these 2500 have net zero commitments covering their full emissions value chain. A number that is growing in aggregate despite some headwinds.²

The ETC has played an important role in encouraging this ambition and in persuading companies and countries that is technologically and economically possible. In particular:

- [From our first report in 2017](#), we have been at the forefront of arguing that rapid reductions in the cost of solar panels, wind turbines and batteries now make possible a faster pace of electrification and power sector decarbonisation than most people anticipated 10 years ago. We have:
 - [Set out of a vision](#) in which direct use of electricity could rise to well over 60% of final energy demand, and illustrated how that can drive a revolution in [energy productivity](#).
 - Described how to [cost effectively balance supply and demand](#) in power systems with high levels of intermittent renewables.
 - Highlighted the [huge potential for clean power system growth](#) in the global sunbelt.
 - And we identified how to overcome implementation challenges which could constrain growth, with a focus on [planning systems](#), [supply chains](#), [mineral resource availability](#), [grid investment and technologies](#), and [finance](#).
- Our [Mission Possible](#) report of 2018 made a compelling case that it is possible to achieve net zero emissions by mid-century even in the "hard to electrify" sectors of heavy industry and long distance transport (shipping and aviation). This report continues to be widely referred to as a breakthrough contribution to the momentum of the energy transition, through providing the analytical basis for increased ambition across these sectors. It led on to the creation of the [Mission Possible Partnership](#) and the [Industrial Transition Accelerator](#) launched by the UAE presidency at COP 28 in 2023.
- In addition we have made important contributions to global understanding of the role that [hydrogen](#), sustainable [bio energy](#), [carbon capture and storage](#), [fossil fuels](#) and [carbon removals](#) can and must play in a complete energy transition.

As we developed our understanding of the full range of technological possibilities, we became increasingly convinced that it was possible in principle (though still very difficult) to meet the Paris aspiration of limiting global warming to 1.5°C, and we were increasingly seen as authoritative experts on how that could be achieved. At both COP 26 and COP28 we were

¹ From Net Zero Tracker 2025, available at <https://zerotracker.net/>

² From SBTi 2025, available at: <https://sciencebasedtargets.org/>



therefore asked by the UK and UAE presidencies to work with them to identify the actions which were required to "[Keep 1.5°C Alive](#)".

This last decade of work leaves us with strengths which we can use to have a major impact in future. We have deep and comprehensive understanding of all key aspects of the energy transition; an extensive "back catalogue" of reports and insights which we update, repackage and re-communicate to influence corporate action and public policy; and we are highly respected for our combination of fact-based analysis, strategic vision, and pragmatism. There is therefore a widespread expectation that the ETC should play a major role in maintaining the momentum of the energy transition.

Growing challenges and pushback

But the sad reality is that 10 years on from the Paris conference and from the founding of the ETC, the world is far off track to meet agreed climate goals.

Global emissions have still not peaked, concentrations of greenhouse gases in the atmosphere are still rising fast, and global temperatures are on a strong upward path. It is widely recognised that there is no realistic prospect of limiting global warming to 1.5°C above pre-industrial levels in 2050. In addition the political context has changed dramatically over the last three years.

- President Trump's second administration denies the climate change science, rejects any US responsibility to reduce its own emissions, has abandoned US support for clean technology development, and actively seeks to undermine international cooperation on key climate change issues
- High energy prices and inflation have undermined popular support for climate action and raised concerns about international competitiveness. Climate objectives and energy transition policies have become politically contentious issues.
- Misinformation on climate and mitigation technologies is widespread, particularly on social media
- And leading institutions like the IEA are under pressure to deemphasise net zero scenarios and to describe pathways which assume continued fossil fuel growth.

Despite these challenges it is important to recognise that significant progress has been made since the Paris conference. Before that conference many scenarios suggested the global warming of over 3°C was likely given the trends and policies then in place. Today the IEA believes that "Stated Policies" put us on a path to warming of about 2.5°C in 2100³. This significant improvement reflects both the impact of national and corporate commitments, policies and investments and a pace of technological advance and cost reduction far faster than was anticipated just 10 years ago.

Given this context it is vital that the ETC uses its distinctive strengths to help increase the momentum of the energy transition. This will require:

- Recognising current realities while maintaining strong ambition to achieve feasible emission reductions and climate objectives.
- Ensuring that countries and companies and financial institutions recognise the enormous opportunities which technological advance and cost reduction have created, particularly in everything to do with clean electrification
- Drawing on our back catalogue of analysis and insights to make the case for rapid cost-effective emissions reductions
- Evolving our communication strategies to be effective in the world of social media, misinformation, and politicised debate

³ IEA (2025) *World Energy Outlook*



Our proposed workplan for 2026 is designed to achieve these objectives. We cover in turn;

- A major focus of analysis and engagement to define a feasible path to limit global warming to well below 2°C, protecting the core Paris commitment
- Other elements of the analytical programme, including a strong focus on accelerating clean electrification and detailed analysis of the economics of the transition
- Our proposed approach to communications and engagement in global climate change debates
- The regional work programme, with a focus on Africa, India, and south east Asia, but also on Europe
- How we will work with the Mission Possible Partnership and the Industrial Transitions Accelerator
- Ways of working with members
- The outline timetable

As in previous years, most initiatives will be led by the core ETC team, with others via collaboration with our regional partners. The majority will be funded by our member supported core budget, but we will seek additional philanthropic funding for some key priorities and regional work.



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1 PROTECTING THE PARIS CLIMATE COMMITMENT: AVOIDING DISORDERLY BACKTRACKING

At COP21 in Paris 195 countries committed to limit global warming to well below 2°C (WB2C) and to pursue efforts to maintain a 1.5°C limit. Over the following five years, and in particular after the IPCC's report of 2018 on the consequences of warming above 1.5°C⁴, there was increasing focus on the 1.5°C target. But it is sadly now clear that a limit of 1.5°C without significant overshoot has become unattainable, and there is a real danger that even the WB2C will not be achieved. The International Energy Agency projects that on the basis of current Stated Policies the world will warm by 2.5°C above pre-industrial levels by 2100⁵.

As a result many corporate and financial institution emission reduction commitments – especially those which were explicitly linked to a 1.5°C compatible scenario, are seen as are no longer credible. Standard setters such as SBTi have moved away from an explicit 1.5°C target, while continuing to stress the importance of achieving net zero emissions by mid-century. Many financial institutions have left the various “net zero” alliances and/or are resetting or reducing the ambition of their targeted emission reductions.

In this environment, several commentators, including some who are strong supporters of the need for an eventual energy transition, are arguing that a “realistic” approach should accept that global warming of above 2°C is inevitable, and that commitments and policies should focus only on achieving emission reductions which can be achieved in a zero cost fashion.

But the imperative to limit global warming well below 2°C remains strong: with each 0.1°C of warming above 1.5°C average climate effects will increase with severe negative impacts on human welfare. Past ETC analysis has moreover demonstrated that it is technically and economically feasible to achieve a WB2C limit at low cost.

As a key part of our 2026 work program, the ETC will assess what actions are required to limit global warming to well below 2°C, and thus protect the core of the Paris agreement. Our objective will be to:

- Define a credible pace of emissions reductions by sector which will deliver the well below 2°C limit, with a range of indications for how far below 2°C can be achieved
- Illustrate the dangers and costs of accepting global warming above this level.
- Identify the actions required by companies, financial institutions and policy makers to achieve the feasible sector reductions,
- Provide guidance on the types of targets which countries, companies and financial institutions should now adopt to drive actions which will help deliver the overall target.

The core analytical work to develop our recommendations will entail a comparison between:

- Major published scenarios for emission reduction which reflect either existing policies (e.g. IEA STEPS) or least cost pathways in the absence of policy support (e.g. the BNEF Economic Transition Scenario)
- Scenarios required to achieve a limit of well below 2°C.

We will use this comparison to assess the actions required to move from the first to the second category of scenario, and the cost consequences of so doing. Our current hypothesis, based on [past ETC analysis](#),⁶ is that six key sets of mitigation actions will be essential:

- **(1 & 2) Turbocharging the pace of clean electrification**, both by faster electrification of end applications and by ensuring that all electric system growth is compatible with rapid decarbonisation. We will therefore identify the feasible pace of acceleration, the investments and policies required to drive it, and the implications for the types of targets –

⁴ IPCC (2018) *Special Report on Global Warming of 1.5°C*.

⁵ IEA (2025) *World Energy Outlook – Stated Policies Scenario*

⁶ See ETC (2021) *Keeping 1.5°C Alive*



building on those which exist - which countries, companies and financial institutions should set in order to drive clean electrification.

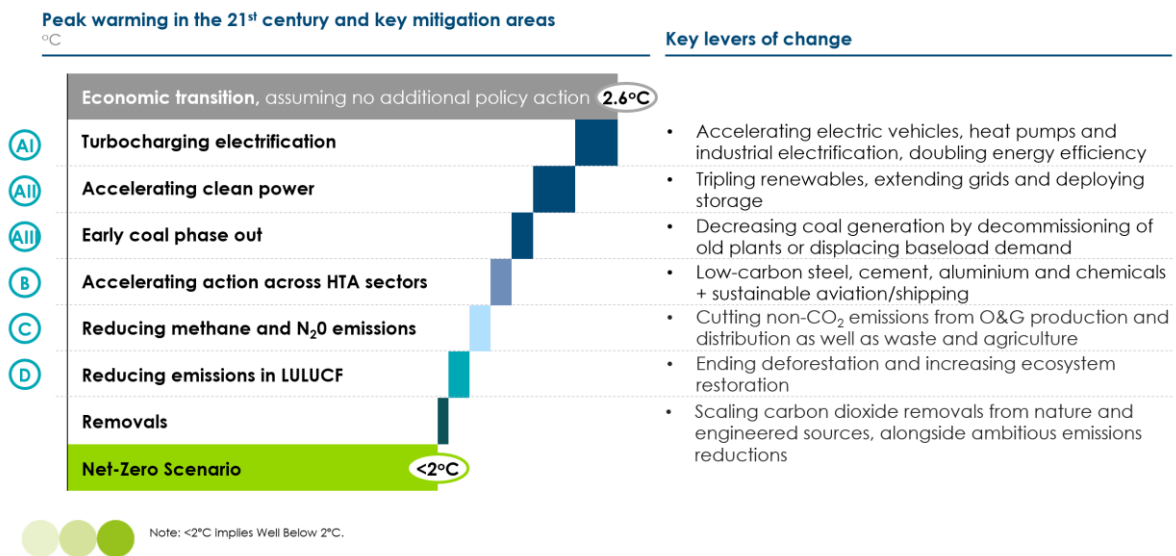
- **(3) Effective strategies for driving the early retirement of already existing coal generation capacity.** Unlike turbocharging electrification, this required action is likely to entail additional cost. Our analysis will therefore estimate the scale of this cost requirement, identify possible sources of finance, and set out the implications for the role of countries and financial institutions in delivering this priority.
- **(4) A faster pace of decarbonisation of heavy industry and long-distance transport** (shipping and aviation) than will likely occur without explicit policy incentives. Analysis here will build on the work of the Mission Possible Partnership which is tracking the pace of developments in these sectors relative to that required to meet a 1.5°C compatible scenario. It will identify the policies (such as carbon pricing) required to deliver a faster than least cost pace of change, and it will identify the types of commitment which companies in these sectors, or customers of them, and financial institution should adopt to drive adequately fast and feasible reductions.
- **(5) Actions to drive required reductions in non-CO₂ greenhouse gases**, in particular methane and N₂O. Our analysis here will focus on identifying why previous commitments to reduce these emissions have so far been ineffective and what is required to deliver them.
- **(6) Action to ensure that the emissions from land use change (LULUCF) achieve the shift from positive to negative emissions** which is assumed in most WB2C compatible scenarios. Our analysis here will focus on assessing the credibility of the assumptions made and the specific categories of action required to achieve this shift.

Putting these strands of analysis together we can then define the full set of mitigation actions which would be required to achieve the shift shown on Exhibit 1 – from scenarios which result in warming well above 2°C, to those compatible with the Paris commitment of WB2C. In addition to these actions, we will need to consider the viable role for carbon dioxide removals between now and mid-century. We will also draw out implications for fossil fuels, with the intention of feeding in to the fossil fuel roadmap process which was launched at COP30.

Exhibit 1

We will clearly identify the core ‘blocks’ of emissions reductions that are needed to deliver temperatures closer to Paris objectives

Illustrative



Throughout this analysis, we will need to identify where accelerated emissions reductions could result in minimal, nil or even negative cost to consumers (e.g. some of the actions to achieve accelerated electrification, such as those with distributional implications) and those where some additional cost must be faced to achieve accelerated emissions decline (e.g. in the hard

to abate sectors and in early coal retirement). In aggregate there is likely to be some cost entailed in achieving a pace of emissions reduction compatible with well below 2°C rather than accepting a higher temperature result.

These costs must then be compared with **the cost of inaction**. Our analysis will therefore also include a synthesis of best available estimates of the economic and welfare costs likely to result as temperatures rise above 1.5°C and possibly 2°C. This will enable us to present an argument for **why** the world must limit global warming to well below 2°C as well as **how** it can achieve it.

Stakeholder engagement and communication strategy.

We plan to complete the analytical phase of this work by around June, and be in a position to publish some form of report well ahead of COP 31. But before deciding on a specific communication strategy, we will discuss our emerging results and possible influence approach in detail with members.

We also plan to engage extensively with a wider group of relevant stakeholders and experts over the next several months, to identify how our work can best contribute to the goal of ensuring that countries, companies and financial institutions set ambitious and credible targets.

Initial discussions with some of these stakeholders – such as the IEA and UNFCCC - have indicated that our planned work could have an extremely positive impact in the troubling context which we now face.

Analytical inputs and resources

This work will be delivered by the core the ETC team and will draw on and contribute to other elements of the 2026 workplan discussed in Section 2 – in particular *The Economics of the Transition* and *Accelerating Clean Electrification*. We are currently exploring potential for this work to be partially philanthropically funded to enable a larger overall analytical and engagement effort.



2 OTHER ELEMENTS OF THE 2026 ANALYTICAL WORK PLAN

Looking back at the 2024–25 analytical programme

At the end of 2023, the ETC proposed a two year analytical program for 2024-25 which would address key energy transition issues we had not previously considered, and deepen our understanding of the core challenge of clean electrification. An appendix at the end of this document sets out a summary of the three major reports and 10 insight briefings which we have produced over the last two years.

This two year work program, combined with the work of the previous eight years, has left us with a “back catalogue” of rich insights into almost all aspects of the energy transition including:

- The crucial role of **electrification** in driving energy efficiency improvement and decarbonisation in road transport, buildings and light industry.
- The challenges of **power decarbonisation**, globally and with deep dives in multiple countries
- Feasible actions to decarbonise the so-called “**hard to abate**” sectors of heavy industry and long distance transport.
- The potential roles of **bioenergy, carbon capture and storage**, and **hydrogen** alongside clean electrification.
- The need and potential for **carbon removals** to meet climate goals.
- The pace of reduction in **coal, oil and gas** demand implied by and required for different emission reduction pass
- The **mineral and other resources needed** to support the energy transition
- And the need and potential for different categories of **finance to support mitigation investment** in different groups of countries.

Given this past work, the ETC can now have a major impact on important energy transition related debates and public policies without always conducting new analytical work which results in major public reports. Our work plan for this year will therefore include fewer major reports than in 2025, and more focus on repackaging, updating, and communicating our existing insights. This will enable us to respond to changing political and economic priorities, and to rapidly reflect the implications of latest trends in technologies and costs. Some of our focus will therefore be determined flexibly during the course of the year.

However we have already planned the following key areas of focus:

2.1 The economics of the transition

Previous ETC analysis has made us confident that in many sectors and energy applications, new zero carbon technologies could enable the provision of energy services at costs equal to or below the cost of fossil fuel alternatives. And in [Making Mission Possible](#) (2020) we presented indicative estimates that the total economic cost of achieving a zero carbon economy would be relatively small – e.g. less than 1% of global GDP foregone in 2050.

But even if the eventual global aggregate cost of moving to a zero carbon economy is small, the impact could be unfavourable for specific groups of people at specific times. This is as a result of:

- Significant initial subsidy costs to support new technologies, most of which has already occurred and which have to be borne in some way
- Large transitional investment which must be financed before operating cost reductions are achieved
- Different regions which have different natural resources, with the cost of renewable electricity likely to be much lower in some countries than others, and with some countries facing the loss of fossil fuel resource rents



- Specific distributional effects, with for instance, the cost of EV operation significantly influenced by whether the households are able to charge at home, and the economics of heat pump installation influenced by existing levels of building insulation
- Significant differences in the cost of capital both between countries and between households

Unless these complexities are recognised, anticipated and managed, there is a danger that many citizens will feel that high-level promises of low cost green energy are at odds with their own specific circumstances, and that political opposition to the energy transition will grow.

During 2026 we will therefore conduct analysis of the *Economics of the transition*, assessing not only aggregate and average costs by sector, but also key distributional issues, distinguishing between eventual costs in a zero-carbon economy and the cost of transitioning to it.

This will form a crucial input to the work on *Protecting the Paris Commitment* described in Section 1 above. But it will also be the basis for a significant standalone ETC report to be published by autumn 2026.

2.2 Accelerating clean electrification

The ETC has led the way in arguing that clean electrification will be the single most important driver of the energy transition. In various reports we have argued that direct use of electricity could eventually exceed 60-65% of total final energy demand (versus around 55% in the most ambitious IEA scenarios). And in our recent report on [Carbon molecules in an electrified future](#), we presented a maximum electrification scenario in which the share could reach over 75%. Reflecting this importance a significant part of our 2024-25 work program has been devoted to the power sector, with reports or briefs on [Power Systems Transformation](#), the [importance of grids](#), and the role of [long-distance transmission](#).

But achieving clean electrification is so important that it should continue to be a major focus of our work in 2026, with three main thrusts:

Updating, refining, repackaging and communicating the conclusions of our past work, with a particular focus on.

- How to **accelerate the electrification** of end-use applications, including the potential role for new national or corporate targets.
- The optimal **balance between electrification and last mile power sector decarbonisation**, which we highlighted as a key issue in our power sector transformation report.
- Seizing the opportunity for rapid clean electricity system growth in the “**global sunbelt**” where round the clock renewable costs will be lower, and in **South East Asia** where we will support efforts to expand the Asian Power Grid (see section 4).
- Ensuring that transmission and distribution **grid investment** grows fast enough to support future electrification, while fully exploiting the cost reduction potential of **innovative grid technologies**.
- Defining the **role which gas** (whether methane or H₂) should play as a flexibility resource in very low carbon power systems: and how to make this compatible with net zero emissions.

This work will be an important input to our *Protecting Paris* assessment of the potential to reduce emissions and resulting temperatures via turbocharging clean electrification. But we also plan to issue a series of briefs and other communications to address important policy priorities.

Analysing the role of firm low carbon power: nuclear and geothermal. In 2025 the ETC launched an in-depth techno-economic study of these technologies, their next-generation variants and wider societal impacts. In H1 2026 the ETC will publish a comprehensive view of their role in future clean power systems worldwide. Our current hypotheses are that nuclear and geothermal will significantly expand in specific markets and applications, but cost and timing



uncertainty means variable renewables remain the dominant pathway for global power-sector decarbonisation.

Market design to deliver lower consumer bills. Within the work on “*The economics of the transition*”, the cost of electricity to end consumers will be a crucial issue. In Europe and UK, there has been a perceived dissonance between promises that power decarbonisation would deliver lower electricity prices, and the experience of high electricity prices in particular in the years following Russia's invasion of Ukraine. One driver of that dissonance is that the marginal wholesale price of electricity is often set by gas generation, even in conditions where renewables should be able to provide power at a lower levelised cost, particularly during off peak times of day. We therefore plan in 2026 to identify how marginal wholesale prices might develop in systems with rising shares of renewables and how different market designs could impact resulting consumer prices. This work would build on and synthesize the many analysis which other organisations of this issue have published (e.g. [RAP Making electricity cheaper](#)), and aim to provide a crisp assessment of the practical policy options available – though we will continue to monitor key developments in this space to ensure any ETC intervention adds value.

2.3 The role of low-carbon molecules

A major focus on carbon molecules in 2025, resulting in [Carbon in an electrified future](#), positions us well to engage further in translating the vision set out in that report into reality. Alongside publishing the final elements of that work in 2026, including innovation briefs and chapter summaries, our 2026 work programme will focus on:

- **Hydrogen:** Four years after ETC's [hydrogen review](#), **fundamentals** need re-assessing. Electrolyser costs have not fallen significantly outside China, and energy input costs remain high in some regions. Yet achieving net zero still requires tripling today's production to 300 Mt. This work, kicking off in Q2 2026, proposes a concise stocktake of lessons learned to reinforce the plausible path forward for scaling hydrogen sustainably⁷ – actions for which will also be reflected in the Protecting Paris work.
- **Bioenergy: transition vs. reality.** The ETC's 2021 view of bioenergy prioritisation, reinforced in 2025's [Carbon in an electrified world](#), put forward a respected viewpoint on prioritising bioenergy use from scarce sustainable supply. Four years on, realities on the ground stray far from these principles, with many countries still focusing on blending biofuels for road transportation. This proposed work, which we will scope further and discuss with philanthropic funders with the aim of kicking off in late 2026, aims to find opportunities to tip bioenergy trajectories onto more sustainable footings, in key regions. Indeed, the proposal for work in Brasil (see section 4) would be an example of this.

2.4 State of the transition

In recent years a flagship of presentation at ETC Commissioners meetings has become an annual 'deep dive' on the state of the global energy transition, typically presented in June, and providing a regular stocktake and reflection on areas of critical progress. For 2026 we propose to publish this analysis in order to establish ETC's point of view as a leading voice in the state of the transition debate – highlighting both positive progress and key gaps. This work will partner with the Mission Possible Partnership to ensure we are accessing the latest understanding on industrial decarbonisation and form part of a campaign that includes a launch event/webinar. This will expand ETC's core audiences and make public much of the thinking that informs our engagement with policymakers in key regions. Subject to funding, we intend to follow on from this with a wider campaign and series of dedicated engagements.

⁷ Based on the revised hydrogen supply/demand numbers in the ETC's 2025 *Carbon in an electrified world*.



Delivery of the ETC's analytical programme will be through the core member budget, aside from the proposed work on bioenergy for which we will be seeking philanthropic funding. In addition, we will continue to respond opportunistically to proposals for work that are mission-aligned, and build from our body of work. An overview of how the work programme builds on prior ETC work, and proposed member engagements for 2026 work covered in Exhibits 2 and 3 *Exhibit 2*

Proposed 2026 work programme builds on previous, shifting towards shorter insights & targeting selected new big issues

Key

- Major report
- Repackaging
- Briefing note/blog

↑ Length

Core themes	Back catalogue	2025	2026
Emissions & economics	<ul style="list-style-type: none"> Making Mission Possible (2021) NDCs (2024) Financing the transition (2023) Carbon removals (2022) 	<ul style="list-style-type: none"> Global trade Carbon credits Energy productivity Road transport Zero-carbon buildings 	<ul style="list-style-type: none"> Protecting Paris Economics of transition: costs to economy and consumers Targeted issues: productivity indicators (incl. buildings)
Clean electrification	<ul style="list-style-type: none"> Offshore wind (2024) Building Grids (2024) Materials (2023) Supply chains (2023) Planning + permitting (2023) 	<ul style="list-style-type: none"> Power Systems Transformation Long-distance transmission Demand-side flexibility 	<ul style="list-style-type: none"> Role of firm low-carbon power: nuclear, geothermal Market design for lower bills Amplifying Power Systems: demand, Sunbelt, gas, wind
Molecules	<ul style="list-style-type: none"> Fossil fuels in transition (2023) Clean hydrogen (2021) Sustainable bio (2021) Making Mission Possible (2020) Mission Possible (2018) 	<ul style="list-style-type: none"> Carbon in an electrified future 	<ul style="list-style-type: none"> Hydrogen: re-assessing the fundamentals, 4 years on Bioenergy: transition vs. reality Targeted issues: circular carbon story + implementation
<p>+ Cross-cutting state of the transition campaign</p> <p>Using the ETC's existing global & regional connections and initiatives to target policymakers and business in all key regions</p>			

Exhibit 3

2026 ETC publications – format and engagements with members

	1 Major reports (100pp+)	2 Insights Briefings (20-50pp)	8 Briefing note (5-10pp) & blogs
Emissions & economics	Protecting Paris	Economics of the transition	Productivity indicators (including buildings)
Clean electrification		Role of firm low-carbon power: nuclear, geothermal Larger communications effort	<ul style="list-style-type: none"> Amplifying Power Systems: demand growth, Sunbelt opportunity, role of gas, wind Market design for lower bills
Molecules		<ul style="list-style-type: none"> Hydrogen: re-assessing the fundamentals Bioenergy: transition vs. reality 	<ul style="list-style-type: none"> Carbon Molecules: Innovation briefs & chapter summaries Targeted issues: circular carbon story & implementation
Member engagement frequency	Multiple workshops & member endorsement	1-2 workshops & member feedback (ad hoc decisions on member endorsement)	Delivered directly by the ETC Secretariat
<p>+ Cross-cutting state of the transition campaign</p> <p>Using the ETC's existing global & regional connections and initiatives to target policymakers and business in all key regions</p>			



3 COMMUNICATIONS PROGRAMME: EXTENDING OUR ENGAGEMENT IN THE GLOBAL CLIMATE DEBATE

Stocktake on strategy and impact

Over the past decade, effective communication of our analysis has positioned the ETC as a trusted leader in the global energy transition. However, as the climate debate becomes increasingly politicized and vulnerable to misinformation, our communications must evolve to be more agile and proactive.

We now play a growing role in countering myths and amplifying evidence-based insights through our core channels and partnerships, e.g. media briefings, short form briefing notes and blogs, podcasts. While our traditional audience - senior policy, finance, and corporate decision-makers - remains critical, we are constantly considering and actively testing how to engage broader audiences and influence the wider debate.

In recent years, our approach has expanded to reflect the changing landscape, and we have organised our communications against three pillars:

1. **Disseminating ETC reports:** Production and dissemination of ETC insights via major reports remain foundational.
2. **Beating the drum:** Repackaging our "back catalogue" and reinforcing ETC messages across formats and channels.
3. **Extending our reach:** by informing those who influence audiences beyond our traditional target audience of senior decision-makers.

A summary of our external impact over the past year is provided in a separate annex to this Work Programme document.

These pillars have served us well, supported by strong partnerships and the engagement of our membership. Yet, the external context and our pivot toward deeper engagement call for a strategic refresh.

As we mark a decade of ETC impact, we propose a strategic step back in spring 2026 to:

- Reflect on lessons learned and reassess priorities in light of evolving external dynamics.
- Define clear objectives and impact measures for engagement and communications.
- Understand how far the Commission wants us to push beyond our core audiences (senior policymakers, corporates, financiers)
- Align with Commission members on an effective communications strategy for the coming years.

Discussions at Commissioners and Representatives meetings over the past two years underscore the importance of this evolution. The ETC's Communications Director Caroline Randle will move on in early 2026, being replaced by Rosalie Hunt on an interim basis, who will lead this refresh. The ETC's overall positioning as a clear and leading fact-based communicator on the global energy transition, will continue to be maintained. And we will seek to build on this approach to selectively target additional opportunities to extend our impact. The secretariat will lead this process in close collaboration with members to ensure ETC remains a credible, agile, and influential voice in the energy transition.

While we aim to refine our approach in Q1, several key elements will remain critical. Increased engagement will be an organisational priority, with two new initiatives already leading us in that direction:

- **Protecting Paris** (see Section 1) where engagement with a broad range of stakeholders will be a core component of the work.
- **State of the transition** (see section 2.4) – making an external campaign out of analysis we typically discuss within the summer Commissioners meeting. This aims to extend ETC's reach to new audiences and highlight our unique analytical capabilities in order to provide clarity on transition successes and barriers in a complex landscape.



We will maintain progress on three key campaigns we began this year:



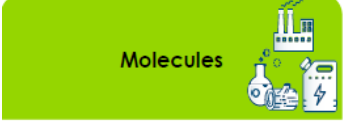
- **Clean electrification** – building on our [Power Systems](#) work to draw out specific insights relevant to key geographies (Asia, Europe and Sunbelt in particular) and policy decisions
- **Low-carbon molecules** – building on our [Carbon in an electrified future](#) to lay the foundations of a transition towards a managed and sustainable carbon ecosystem, via a series of blogs and engagements with relevant parties.
- **Buildings & energy productivity** – following on from the two publications this year to communicate the opportunities highlighted in our insights and seeking to apply them to country and/or city level policy and implementation programmes.

As we increase our focus on engagement and communications, we aim to ensure efforts are targeted for maximum impact whilst continuing to ensure engagement is a core part of our analytical, regional and communications programmes. In doing this, we will revisit how to keep engaging with our key audiences in an increasingly polarised world, and fragmented media landscape, whilst thinking through the best approaches to broaden and extend our audiences beyond this base, in a targeted manner – including how to best target our communications in key geographies.

To support this, we presented initial engagement objectives and example impact targets at the October 30th Commissioners meeting (Exhibit 4) and continue to welcome feedback on these priorities. These areas will inform the strategic communications reset planned to be undertaken in early 2026 in consultation with ETC members and core communications partners.

Alongside this, a particular programme we are exploring is countering energy transition mis and disinformation via creation of an assured fact database of the top ~20 misinformation tropes, the correct facts and sources, with endorsement from global business leaders. ETC have agreed a partnership with the Energy and Climate Intelligence Unit to maximise impact of this work, with the intention of hosting a senior media executive roundtable.

Exhibit 4

Core themes	Objectives	Example impact targets
 <p>Emissions & economics</p>	<p>Defend ambitious climate action by promoting strong action, including actions to ensure delivery of credible but stretching climate targets</p>	<ul style="list-style-type: none"> • Influence UN NDC process (COP31), and corporate targets • Defend carbon pricing/CBAM • Challenge anti-transition narratives (incl. misinformation)
 <p>Clean electrification</p>	<p>Promote acceleration of clean electrification, including clarity on role of gas, advancing flexibility in grids/demand-side and highlighting 'sunbelt' opportunity</p>	<ul style="list-style-type: none"> • Challenge role of fossil in power sector – particularly in 'Sunbelt' • Promote faster infrastructure buildout, incl. flexibility in grids and demand
 <p>Molecules</p>	<p>Provide clarity on role of molecules, accelerating scale up of clean and circular options</p>	<ul style="list-style-type: none"> • Defend essential role of H₂ • Promote carbon circularity, including vital but limited role of CCS • Shift key geography towards sustainable bioenergy transition



4 ETC's Regional Programmes: enhancing regional priorities

Priorities for 2026

In 2025 the ETC had a number of in-person engagements around the world including at: **Abu Dhabi** Sustainability Week (January); the **Australian** High Forum in London (March); Building Decarbonization Forum in **Madrid** (May); and energy transition dinner in **Paris** (May) ahead of the **OECD** Inclusive Forum on Carbon Mitigation Approaches (June); Energy Asia in **Kuala Lumpur** followed by partner meetings in **Jakarta** (June); **London** Climate Action week (June); **New York** Climate Week (September); a **roundtable in Brussels**⁸ (February) and further meetings following the annual summit of the Global Maritime Forum (October); the Bund Summit in **Shanghai** and knowledge partner meetings throughout **China** (Oct); and COP30 in **Belém, Brasil** (Nov).

The ETC continues to maintain its 10 regional programmes - Australia, Brazil, Canada, China, India, Indonesia, Japan, European Union, Sub-Saharan Africa, and the United States - where, working with partners, we ensure global priorities are recognised in regional transitions and hear from regions about the facts of the transition on the ground. Often this results in collaborative bodies of work. In 2026, four key priorities stand out:

1. Accelerating solar in the global “Sunbelt”:

- **Work on the “Solarisation of Africa”** has been proposed as a joint project between ETC and a new member, the International Solar Alliance. Building on [ETC's 2023 report with WRI Africa](#), this effort will leverage ISA's government links to showcase real-world progress in select African case studies. The ISA team based in Africa will work with energy ministries of ISA member countries to conduct stakeholder interviews and gather data around solar deployment. The ETC will advise on the narrative structure, key insights, and communication plan. The work is expected to run January-June, ahead of the ISA regional member meeting.
- **India has an opportunity to dramatically scale solar deployment in support of its transition.** In 2025, the ETC and The Energy and Resources Institute (TERI) won funding from the Global Energy Alliance for People and Planet (GEAPP) to jointly assess India's potential for agrivoltaics (AgriPV), which combines solar generation with agriculture. The study, which will continue into 2026, conducts new analysis and looks at existing pilot sites to understand how India can expand clean energy generation while protecting farmland and rural livelihoods.

2. The EU's (and UK's) transition foundations are strong, but require sustained implementation to achieve ambitious goals. **Building on our [2024 Whitepaper](#) and [2025 work on trade](#) our priority will be to defending ambitious climate action and accelerating clean electrification** in the EU (and UK) working the Corporate Leaders Group (CLG) Europe to streamline engagement with EU stakeholders and ensure our techno-economic analyses feed into policy.

- **Defend priority policy action** underpinning the 90% emissions reduction by 2040 target, including the Carbon Border Adjustment Mechanism (building on this year's [Trade](#) work) and the 2035 Internal Combustion Engine sales ban (building on 2025's road transport report). We will do so through presence and activity in Brussels and wider Europe, in partnership with members and working alongside the Corporate Leaders Group – through which we developed a stronger partnership in 2025.
- **Expand power systems insights** – particularly on grids – to regions and member states within the EU. The ETC will explore a priority list of member states where amplification of the ETC's 2025 [power systems](#) work can help accelerate the transition. This is likely to focus on the potential for innovative grid technologies to accelerate grid development, and overall clean electrification – including a focus on the relative balance of clean vs. electrification in managing consumer bills (see section 2).

⁸ With DG Energy, DG Climate Action and DG Trade to discuss the ETC's 2024 paper *Solidifying the EU's Leadership in the global energy transition*



- **European competitiveness.** Recognising the synergies between competitiveness and industrial decarbonisation, we are exploring potential work on European competitiveness, to consider the impact of structurally higher electricity prices on industrial decarbonisation in Europe, building on ETC's EU focused [supply chains work](#). Any work we do here will be aligned to MPP work in Europe.
3. **Asia & Australasia are at the beginnings of a deep energy transition, based on high initial fossil fuel use.** This year saw the launch of regional chapter meetings for Asia and Australasia-based members to facilitate ETC discussions at more convenient times. Three sessions were held, each receiving strong engagement and we will continue these sessions in 2026. Members particularly valued the opportunity to discuss global issues through an Asia-specific lens, creating space for more relevant and nuanced dialogue. We are also exploring five additional focus areas:
- **Indonesia's transition is threatened by institutional barriers, resulting in slow progress.** In 2025, through close collaboration with ETC member Tara Climate Fund, ETC partner the Institute for Essential Services Reform (IESR), and Systemiq Indonesia, the ETC has secured funding to reframe the country's energy transition around the wider economic growth opportunity. Seeking to unlock action where other initiatives haven't fully succeeded the focus will be on economic opportunities - both the potential for lower cost power provided by renewable resources, as well as the potential for new industries or job creation related to the deployment of clean technologies, and resulting GDP impacts. The project will continue into 2026.
 - **Asian Power Systems:** Building on the power systems work from 2025, the ETC is engaging with relevant actors in Asia (e.g., ASEAN Energy Centre, UN) on the potential for an ASEAN interconnected grid, as well as the role of "green" firm power in the region, building on recent ETC work on [power systems](#) and [interconnection](#). This will also consider how the recent shift in clean energy supply chains from China offers opportunities for domestic growth.
 - **China:** Building on this year's [trade](#) work, we will continue to reinforce the global opportunity for low-cost Chinese clean technologies to accelerate the global energy transition, working with our network of Chinese partner organisations and member companies. In addition, following the recent signing of an MoU between the ETC and the China Iron and Steel Research Institute, we are exploring joint work on carbon pricing.
 - **Australia:** The ETC has been in discussions with partners at Climateworks Centre, the Max Ambition Coalition and the Australian government about a new programme to refine and advance the "triple/double" and electrification agendas in Australia and globally – especially important given Australia's forthcoming joint leadership of COP31. With Australia's recent solar boom, the government and utilities are well positioned to explore the integration of high shares of renewables and the implications for grid stability, directly linked to the tripling renewables pledge, reflecting also an electrification opportunity to double energy efficiency. The ETC plans to visit Australia in Q1 2026 to advance this collaboration.
 - **Japan risks missing opportunities to accelerate clean electrification through ambitious renewables and electric vehicles deployment.** Continuing our partnership with the Center for Global Commons at the University of Tokyo, we will seek to highlight the role and opportunity of low-cost clean electrification in the Japanese energy transition, building on previous work and applying this thinking to the new Japanese administration's energy priorities.
4. **Brasil's energy transition is underway, but risks missing out on biofuels and electrification opportunities.** Beginning in 2024, the ETC worked with Systemiq Brasil to draft a proposal for a local Energy Transition Initiative that would challenge the existing net-zero pathways to be more ambitious. The focus in 2025 was on extensive stakeholder engagement to secure buy-in, including government, philanthropic, and private sector institutions that represent a



significant part of Brazil's decarbonization ecosystem.⁹ Initial discussions with philanthropic funders were had before and during COP30 and we continue to pursue how best to take forward this initiative in 2026.

Alongside these priorities, the ETC is committed to maintaining our active network of regional partners in 2026, ensuring that learnings from country transitions are reflected in our global analyses and that our global analyses help shape regional priorities. Specific country focuses include work in Canada with the Transitions Accelerator to explore **Canada's clean electricity advantage** (drawing from ETC's [Power Systems](#) modelling), and exploring, with our partners at Duke University **how to best engage in US debates** under the current administration.

We are also planning targeted visits to key countries, events and international partners around the world, including a visit to **India** for Teri's World Sustainable Development Summit in February, **UAE** and **Australia** in February, **Singapore, Malaysia and Indonesia**, in May, **London Climate Action Week** in June, **NYCW** in September, **Saudi Arabia** for the Riyadh World Energy Congress in October, **China** for the BUND Summit in October and **Turkey for COP31** in November.

⁹ Stakeholders engaged included ministries, industry bodies, and civil society actors: Ministério do Meio Ambiente e Mudanças Climáticas; Ministry of Finance (Ministério da Fazenda); Ministry of Mines and Energy (Ministério de Minas e Energia); Ministry of Agriculture, Livestock and Supply (Ministério da Agricultura, Pecuária e Abastecimento); Ministry of Industry, Foreign Trade and Services (Ministério da Indústria, Comércio Exterior e Serviços); National Confederation of Industry (Confederação Nacional da Indústria, CNI); Brazilian Agribusiness Association (Associação Brasileira do Agronegócio, ABAG); ITAÚSA (Brazilian investment holding); International Chamber of Commerce Brazil (Câmara de Comércio Internacional, ICC Brazil); Institute for Climate and Society (Instituto Clima e Sociedade, iCS); Instituto Mais Energia (E+).



5 SUPPORTING THE MISSION POSSIBLE PARTNERSHIP (MPP) AND INDUSTRIAL TRANSITION ACCELERATOR (ITA)

ETC's 2018 [Mission Possible report](#) showed harder-to-abate sectors—heavy industry and transport—can reach net-zero by 2050. This analysis led to the WEF-ETC Mission Possible Platform and, in 2021, the Mission Possible Partnership (MPP), which became independent in 2022.

In 2023, Faustine Delasalle, ETC Vice-Chair and former Director, became MPP CEO to drive decarbonisation across seven sectors: steel, cement, chemicals, aluminium, shipping, aviation, and trucking. By engaging the full value chain—industry, energy, tech, buyers, finance, and governments—MPP enables investment in low-carbon solutions.

MPP created Sector Transition Strategies for these sectors, shaping standards like SBTi, and demand initiatives such as the First Movers Coalition. MPP also hosts the Industrial Transition Accelerator (ITA), an initiative launched at COP28 to tackle barriers to investment decisions.

In 2025, ETC supported MPP/ITA by working with the secretariat on [green market measures](#) in Europe and electricity market design, contributing to and amplifying the [Build Clean Now](#) campaign and developing new analysis on the energy productivity opportunities in the hard-to-abate sectors.

In 2026, ETC will continue our deep collaboration with MPP/ITA by:

- Drawing out the opportunities to accelerate industrial decarbonisation in the **Protecting Paris** work aiming to understand how the targets underpinning the [Build Clean Now](#) campaign can be actioned to put the world on a pathway to well below 2°C.
- **State of the transition:** Partnering with MPP to ensure the latest insights in decarbonisation in the hard to abate sectors are reflected in the ETC's State of the Transition work (see section 2.4), including the pursuit of joint funding for this initiative to maximum its exposure potential.
- **Integrating sector insights:** Launching a joint publication on the energy productivity in heavy industry and transport sectors, in January/February
- **Exploring cross-sector impacts:** Clarifying the pragmatic next steps in the clean hydrogen and sustainable bioenergy transitions, through ETC's global analytical work.
- **Supporting early projects:** Share learnings from MPP project developments to inform ETC's transition analysis, and use ETC's global and regional programmes to defend strong policy for heavy industry and transportation sectors (such as the EU CBAM) – including through supporting MPP's work in Europe on developing ['lead' market standards for clean goods](#).

The ETC continues to play a key role in the MPP's governance, through a founder seat on the MPP board, and supporting outreach at global events such as NYCW and COP. In addition, the ETC team will continue to dedicate time to interacting with MPP/ITA for seamless collaboration and information exchange with MPP initiatives.



6 WORKING WITH THE ETC MEMBERS

In 2025, the ETC maintained a vibrant network of global members, with three new members joining. Member engagement included a wide array of member events: three Commissioner meetings, three Representative meetings, six analytical workshops, seven webinars, two comms-club meetings, a COP30 member briefing, four energy transition dinners in London and one in Paris. All of these saw high participation and rich discussions.

The ETC's [member portal](#) – the home to all information related to new analyses and events – continued to see increased usage, following its launch in 2024. In addition, we launched a new series of "Asia/Australia chapter meetings", of which there were three in 2025, to better understand the region's transitions and the potential impact opportunities for ETC, and to ensure we have a series of engagement opportunities at a more accommodating time for these members.

At the end of 2025, in a letter to ETC members, Adair announced his intention to move into a co-Chair role at ETC, bringing in founding ETC Commissioner Jules Kortenhorst as co-Chair. Over the next 12 months we will seek to bring in another co-Chair alongside Jules. Adair will join Faustine Delasalle as ETC Vice Chair(s). Suggestions from members on future co-chairs are welcomed.

In 2026, the ETC aims to amplify its influence by deepening collaboration with existing members and leveraging its network to attract new ones and will continue supporting members to utilise ETC insights and messaging to more effectively influence decision-makers, driving greater awareness and impact in the global energy transition. This programme will involve:

1. ETC governance and progress review.

The secretariat will continue a similar frequency of ETC meetings. The scheduling of these will take into consideration – whenever possible - the different time zones of ETC members.

- **Commissioners meetings** are high-level meetings structured around key debates introduced by internal and external speakers. Three meetings will be organised in 2026: one half-day virtual, and two full-day hybrid, followed by in-person dinners in London.
- **Representatives meetings** are dedicated to a review of progress and detailed discussions of ongoing analyses, as well as any upcoming feedback/input requests that the ETC secretariat will send to its membership. Three meetings will be organised in 2026: one half-day virtual, and at least one full-day hybrid, both followed by in-person dinners in London. Recognising that the timing of the third meeting falls just ahead of NY Climate Week, we are considering the format of this meeting, but are likely to propose a virtual meeting ahead of NYCW with an ETC hosted drinks event at NYCW to facilitate member networking.
- **Asia & Australasia chapter meetings** focus on ensuring ETC's insights are adapted to the realities of the region's transition. Two-three virtual meetings will be organised in 2026.

2. Direct engagement with ETC members. To strengthen the alignment and ambition of ETC members in driving the energy transition, the ETC will engage with the ETC members' board and executive management. Continue supporting members by presenting ETC findings and messages at internal leadership forums, including board meetings, executive committees, and management conferences, tailoring discussions to each organisation's context.

3. Knowledge building. To leverage and expand the collective expertise of all members in shaping our insights on the energy transition, we will:¹⁰

- **Host expert workshops:** Organise 1–3 expert workshops for each analytical workstream, enabling knowledge exchange and in-depth exploration of key topics.
- **Facilitate bilateral consultations:** Continue to offer bilateral meetings with ETC members to gather additional perspectives and inputs.

¹⁰ As we reflect on our wider communications strategy for 2026 and beyond, we will pause our "Communications club" and thematic webinars (though the archive will continue to be available through the member portal).



- **Engage external experts:** Invite non-member external experts to contribute insights on specific workstreams, ensuring diverse and robust analysis.
 - **Rigorous report review processes:** Maintain our member review and endorsement process for all major reports to uphold quality and consensus. Recognising that there will be fewer major reports in 2026, we will also circulate larger briefing notes for comment, and in some cases endorsement.
4. **Advocacy, outreach and membership expansion.** In 2025, the ETC will continue to build on its efforts to disseminate both existing and new research, aiming to influence key decision-makers in driving the energy transition. To support this, we will:
- **Expand influence through member networks:** Leverage the growing geographical presence of the ETC by collaborating with existing members to recruit and engage additional companies, organisations, business associations, and initiatives. Our focus for 2026 is leading companies and organisations from: electrotech & utilities, big tech & hyperscalers, ambitious finance and sustainable molecules as well as expanding membership in non-EU regions.
 - **Collaborate with members around key events:** Work with members to identify and maximise opportunities at major events, leveraging collective resources to amplify ETC's influence. This includes speaking opportunities for the ETC Commissioners and supporting joint advocacy efforts to ensure impactful engagement at these events.
 - **Due diligence.** The ETC will continue to review the alignment of current and potential members with the key recommendations highlighted in its publications and engage in bilateral discussions in case of divergent objectives.

In support of these objectives, we will continue to deepen member engagement through:

- **Maximising engagement through the ETC member portal**, which continues to be [the hub for ETC insights and events information](#), with access available to multiple staff within member organisations. It also empowers members to share information with each other, fostering collaboration and strengthening connections across the network.
- **Exploring opportunities for informal ETC member networking** at key global conferences (e.g., COP, New York & London Climate Weeks) to strengthen connections and collaboration.
- **Onboarding briefings for new ETC Commissioners and Representatives** to help them understand their roles and align their interests with the ETC's annual work programme, and provide members with a communication package, including draft social media messages and press releases, to help them announce their membership of the ETC.
- **Expanding regional-level engagement** through regular updates on insights and work programmes during Commissioner and Representatives meetings. Additional engagement focused on specific regions will be organised as needed.
- **Member Newsletter, ETC Insider:** The monthly *ETC Insider* newsletter will continue to deliver exclusive insights, updates, and news. Each issue will highlight key activities, upcoming events, and fresh perspectives from the ETC's programme and network.



7 TIMELINE OF WORK

A timeline for the key outputs of the ETC's 2026 work programme that are described above is presented in Exhibit 5 below. As we have done in prior years, we will assess and, if necessary, adapt the global analytical work programme over the course of the year to ensure a timely response to emerging global events that may challenge the energy transition. This may result in some additional publications not shown on the timeline in Exhibit 5. Our member engagement schedule is outlined in Exhibit 6.

Exhibit 5

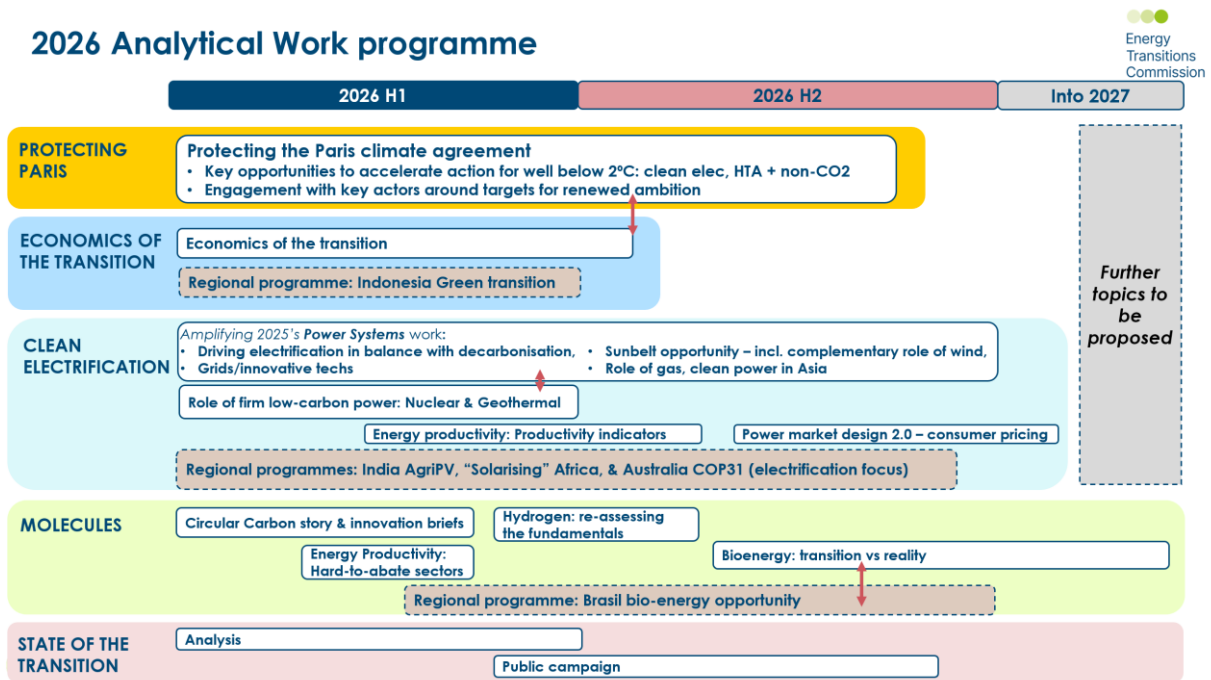
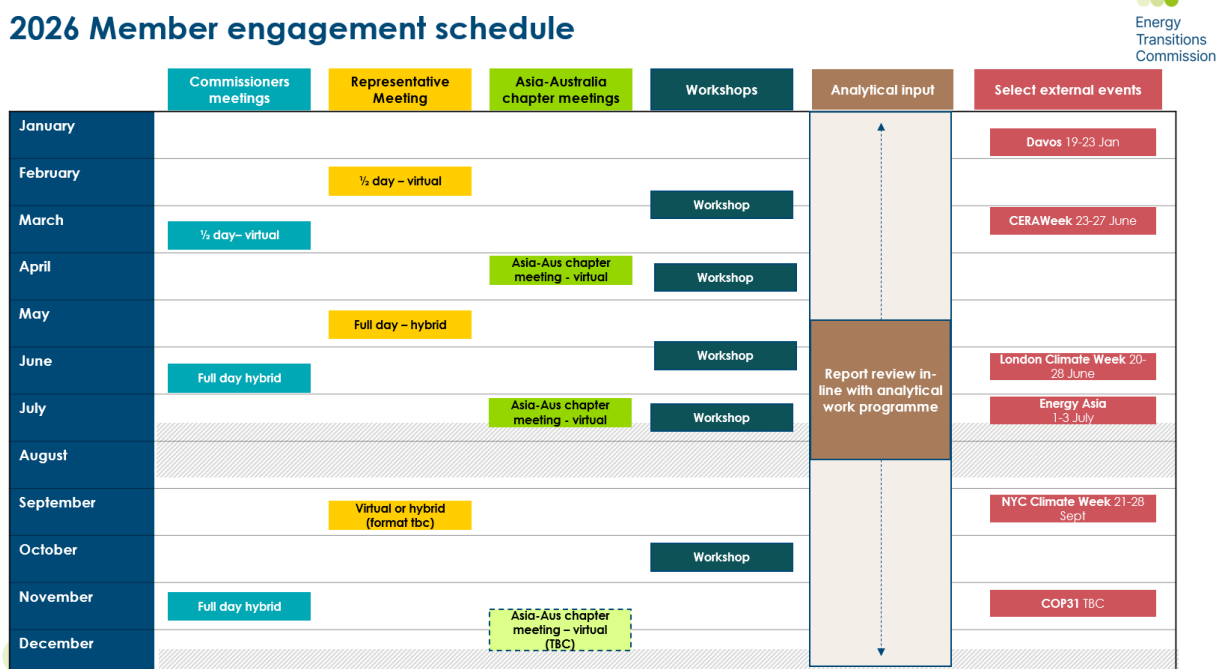


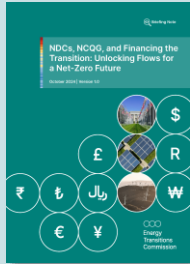
Exhibit 6



APPENDIX 1: ETC REPORTS 2024-25

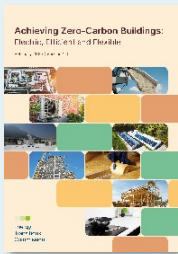
At the end of 2023, the ETC proposed a two-year analytical work programme for 2024-2025. Over the past two years, the ETC has produced 3 major reports, and 10 insights briefings. This work has helped reinforce global emission reduction priorities (including the critical role of buildings), the energy productivity opportunity, the critical role of clean electrification and a vision for the role of molecules in an electrified world.

Priorities for global emissions and the economics of transition



NDCs, NCQG, and Financing the Transition: Unlocking Flows for a Net-Zero Future

- Stock take of global climate finance needs and priorities for NCQG and NDC targets, clarifying required ambition and sources for COP29 and COP30.
- Informed UN SBs discussions in Bonn, shaping debate on finance pathways.



Achieving Zero-Carbon Buildings: Electric, Efficient and Flexible

Most comprehensive picture of buildings sector emissions and energy use for heating and cooling, highlighting electric, efficient, flexible and passive solutions.



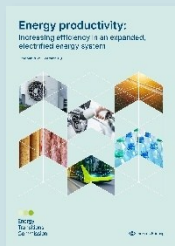
The role of carbon credits in accelerated corporate action

- Clarified the role of high-integrity carbon credits in scaling carbon removals and supporting corporate net-zero targets.
- Influenced SBTi's Corporate Standard revisions, securing recognition of carbon removals on the pathway.



Global trade in the energy transition: Principles for clean energy supply chains & carbon pricing

- Clarified the role of domestic vs. low-cost Chinese cleantech in the transition.
- Endorsed carbon pricing and CBAMs to drive action in hard-to-abate sectors.
- Shared these principles at key forums, including WTO, OECD, and key policymakers in Europe and China.

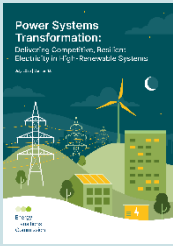


Energy productivity: Increasing efficiency in an expanded, electrified energy system

- Offered clarity and definition of plausible actions to achieve a global doubling of energy productivity, doubling the global economy to 2050 with 25% less energy.
- Countered claims that the energy transition cannot meet rising energy service needs.

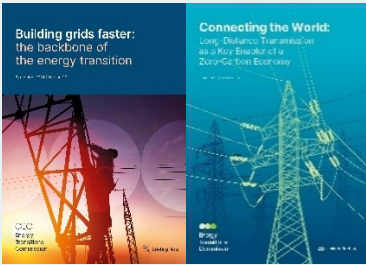
Clean electrification as the core global decarbonisation opportunity:





Power Systems Transformation: Delivering Competitive, Resilient Electricity in High-Renewable Systems

Demonstrated that wind- and solar-dominated power systems can deliver reliable electricity at costs comparable to or lower than fossil-based systems globally, through comprehensive review of generation, storage and grid technologies.



Building Grids Faster and Connecting the World

- Called for policymakers and industry to fast-track grid development and overcome coordination, permitting, component, skill, and financing challenges; widely cited in policy engagements and global debates – including informing COP29 grids pledge.
- Analyzed how international and cross-regional transmission lines can accelerate net-zero power systems, showing that a few high-impact could supply 15% of global electricity, cut 1.8 Gt CO₂ annually, and save \$100 billion per year.



Overcoming Turbulence in the Offshore Wind Sector

Addressed the perceived offshore wind “crisis” caused by inflation, supply chain issues, and high interest rates in 2022–2023, outlining key actions to restore confidence and reduce costs, incl. market design and supply chain coordination.



Demand side flexibility – unleashing untapped potential for clean power

Clarified vital role of demand-side flexibility in clean, expanded power systems, highlighting opportunities for 30% flexibility prize in buildings, industry, and transport as electrification grows.

The role of **low-carbon molecules** in an electrified world



Carbon in an electrified future: Technologies, trade-offs and pathways

- Set out a vision for the non-electrified part of the energy system, where carbon molecules remain essential for fuels and materials.
- Emphasized sustainable sourcing, reuse and recycling, and responsible end-of-life storage to build a balanced, resilient carbon system.



Power Up: How Clean Energy Is Putting Fossil Fuel Demand in Doubt

- Partner effort with WMB, Ember and E3G which clarified how clean energy trends put demand for fossil fuels in doubt.

