

Our 2026-2028 Strategic Plan



About Climate Catalyst

Climate Catalyst strengthens collaboration and mobilises new actors on pivotal climate challenges.

We work behind the scenes with diverse stakeholders in Europe and Asia to identify opportunities where action to date has been limited, the potential for collaboration is high, and there's significant potential to reduce greenhouse gas emissions. We then bring together renowned experts and new entrants to deliver creative campaigns that build power and secure decisive action by governments and the private sector to ensure we reach our vision of a just, prosperous world in which global temperature rise is limited to 1.5°C.

To date, we've sparked collective action in support of peatlands protection in Europe and to secure positive shifts towards steel decarbonisation in India and aviation in Europe. In 2024, we also developed a new programme on heavy industry in Indonesia, which will launch in 2025.

Find out more at www.climatecatalyst.org, on [LinkedIn](#), [X](#), [BlueSky](#) or email us as info@climatecatalyst.org.



Introduction

Climate Catalyst was created to spark action and reduce greenhouse gas emissions in specific places and sectors, through the collective actions of private sector and civil society actors.

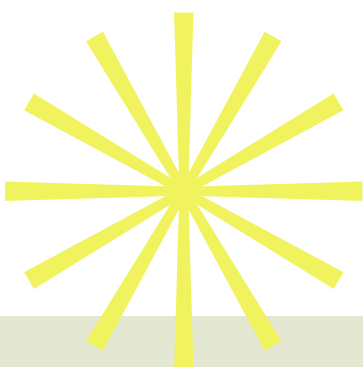
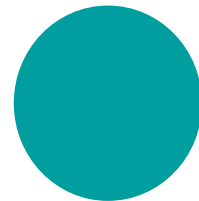
We win or lose the climate battle through countless struggles - one country, one sector, one investment decision at a time. Our work at [Climate Catalyst](#) creates the conditions for success in these struggles. We maximise impact by inspiring collective action - aligning existing actors, mobilising new players, and building unlikely coalitions. These activities are all designed to reduce emissions by securing policy change and shifting investment patterns in these sectors.

Our achievements in our first three years of programme delivery demonstrate that our model of trust-based collaboration can unlock this progress in the sectors where we focus. This evidence, with our strong team and growing network of funders, gives us the foundations to scale our work and impact.

This document sets out our approach and objectives for 2026-28. We will continue to focus in Asia and Europe. We believe these two regions are hugely significant for global action on climate change over the next few years. It is imperative that rapid economic growth in Asia is accompanied by effective climate policy and investment in low-carbon infrastructure, while the abdication of US climate leadership by President Trump makes continued European leadership even more important.

We have made the significant decision to focus in 2026-28 on heavy-emitting industries. This document sets out why we believe we will maximise our knowledge, income and thus impact by focusing our team's effort and expertise on this cluster of industries.

We look forward to working more deeply with existing partners, to new collaborations that will emerge, and above all to celebrating the progress we can make together in the next phase of our journey.



Progress in 2023 - 25

Climate Catalyst's first significant accomplishment was playing a pivotal role in securing the [EU Nature Restoration Law \(NRL\)](#) in 2022-23, focusing on the climate benefit of healthy peatlands. Key strategies included amplifying business voices and partnering with organizations like the Corporate Leaders Group Europe. The NRL requires 27 EU countries to restore ecosystems, including peatlands, with significant carbon reduction potential.

2024 was a milestone year for our ongoing steel decarbonisation work in India, with the publication of a ground-breaking [government roadmap](#) in September 2024. We established the [India Green Steel Network](#) in 2022. This now has 58 active members and a shared perspective on decarbonisation pathways. The Network includes civil society, think tanks, investors, banks, and steel companies. We were pleased to see the commitment to Green Public Procurement (GPP) as a high priority in the roadmap. We commissioned research demonstrating the importance of this lever, and advocated for this with partners.

Our aviation work in Europe since 2023 has [advanced investor understanding](#) and commercial interest in high integrity sustainable aviation fuels, in particular e-fuels. This is helping create the conditions for successful e-fuel plant development to meet new European and UK fuel mandates. Another highlight of this programme has been our work with over fifty organisations in four European countries to develop [evidence-based messaging](#) challenging incremental, business as usual aviation narratives. This is critical to develop a wide base of public support for a just and rapid transition in the sector.

These achievements have been made possible first by the steadfast support of our anchor funder, the Skyline Foundation, and then by support from a growing network of foundations and donors for our individual programmes. We look forward to continued advice and support from current partners and new ones in the years ahead.



We think philanthropic funding for industrial decarbonisation is especially neglected in Asia, and therefore we are excited to support efforts in this field. We think Climate Catalyst is well-suited for this work because, in the short time that Climate Catalyst has been active, it has established a strong track record. For example, it influenced the EU's Nature Restoration Law, established the India Green Steel Network, and advocated for India's upcoming green steel public procurement policy. We have been impressed by Climate Catalyst's strategic approach to selecting projects and its ability to build relationships among nonprofits, the private sector, and governments. We believe Climate Catalyst will be able to replicate its previous successes in new geographies.

- Giving Green evaluation report



Routes to scale

We have a clear value proposition, strong evidence that our programmes are achieving impact, and positive feedback from funders and partners. This is an exciting foundation for scaling our work and impact in 2026 - 28. We see four paths to this:

- Country programmes will remain the bedrock of our path to impact. We will continue our work on steel and aviation until the end of 2026, and on heavy-emitting industries in Indonesia until 2028. We will develop new programmes in India and Europe. The chemicals sector is our next target, as explained below.
- We will pursue opportunities for impact across national and regional boundaries, starting in 2026. We think our value proposition can be deployed impactfully in this way.
- We will seek to build and achieve impact in an additional country in 2027 - 28. We will not prioritise this earlier. Our first priority is on new programmes in existing locations.
- We remain keen to apply our value proposition to land use and nature, building on our work on peatland restoration. We will return to this once we have a set of successful programmes on heavy-emitting industries. If we are encouraged by funders to focus on this in specific places, such as in Indonesia, we will do so.

Figure 1, above, illustrates our ambition for developing new programmes in 2026-28, and for exiting our existing programmes leaving a positive legacy in each case.

We built one new programme in 2023 (aviation) and 2024 (Indonesia). In 2025 we are scoping a new chemical programme in both Europe and India, in response to funder interest. We will be more ambitious in scaling our programmes, as we move through the period of this strategic plan.

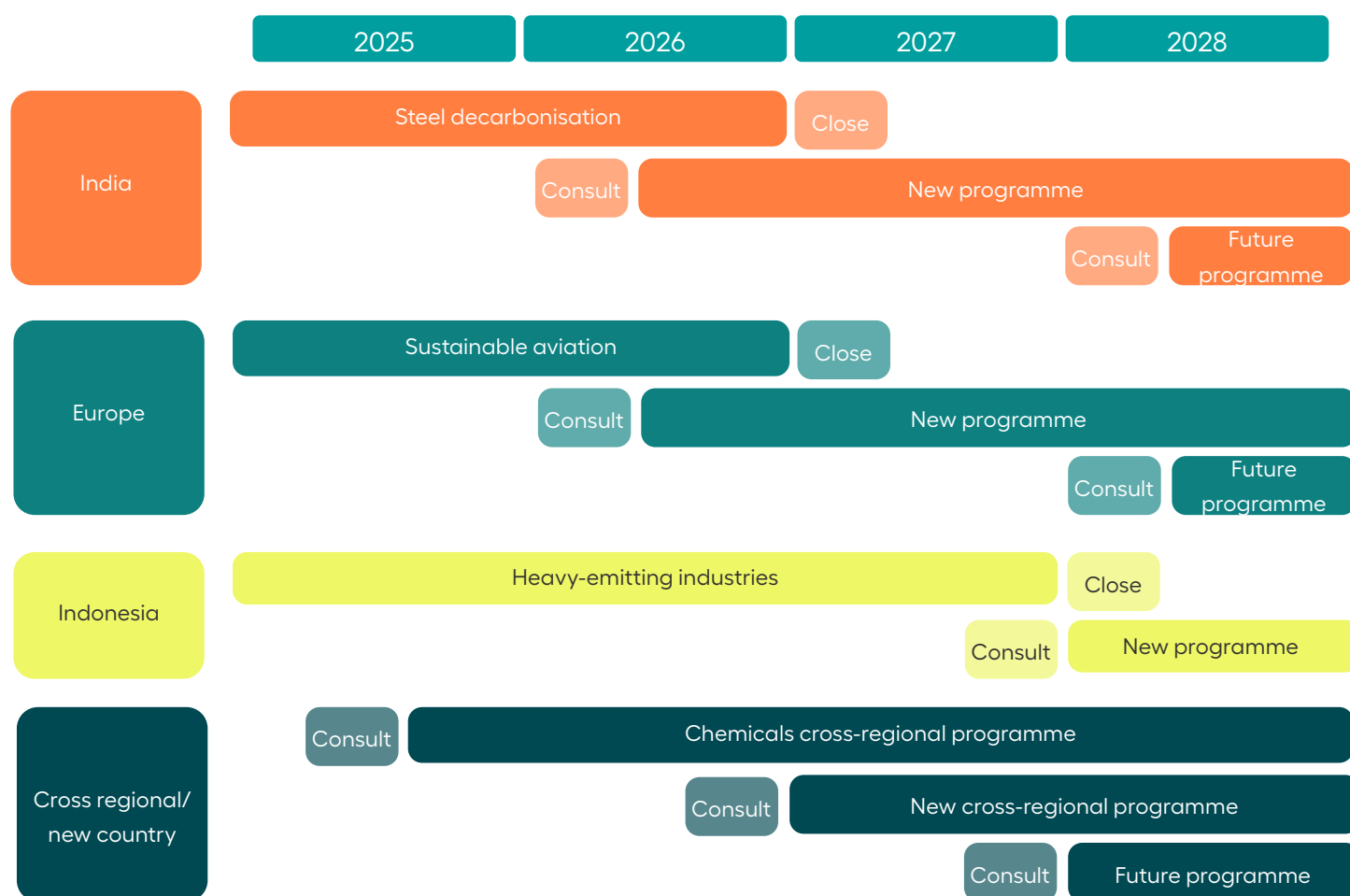


Climate Catalyst fills an important need in the climate field: building strategic collaborations to advance the hardest-to-address climate challenges. In its short lifetime, Climate Catalyst has already contributed to game-changing policy victories on peatlands in Europe and green steel in India. Now, the organisation has its sights set on shifting a sector for which decarbonisation is incredibly challenging - aviation.

- Shereen D'Souza, Skyline Foundation



Figure 1: Climate Catalyst Programme Arc 2025-28



Our overall vision and goal for 2026-28

Our vision

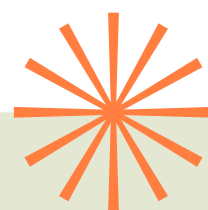
Our vision describes the world we want to create. It is unchanged since 2022.

A just prosperous world in which global average temperature rise is limited to 1.5°C.

Our goal

Our new goal for 2026-28 commits us to:

Move heavy-emitting industry sectors in Europe and Asia on a path in line with achieving net zero globally by 2050 through an equitable and just transition, securing policy change and shifting financial flows by mobilising the collective efforts of existing and new actors.



We propose to focus our work in 2026-28 on heavy-emitting industries¹ because:

- These sectors contribute approximately 40 per cent of global emissions. Their emissions are rising more rapidly than other sectors. There is a lot to do.
- It is a natural evolution of our current programmes, networks and expertise.
- It is our best path to impact. Our value proposition works very well in these areas, where strategies are still being formed and there are few established structures for dialogue and collaboration.
- It will strengthen our funding prospects by giving us a clear identity with funders, and a focus on an area with growing philanthropic funding.
- It will enable us to build deep knowledge and a strong reputation in one area.

We remain deeply conscious of the importance of land use and nature issues. We continue to believe that our value proposition could be impactful on these issues, as demonstrated through our first programme on peatland protection in Europe.

However, we believe the best path to scaling our impact in 2026-28 is to focus on heavy-emitting industries, because our existing programmes and networks are concentrated in this area. Our work on heavy-emitting industries will include advocating for nature-positive solutions, and addressing the risks of negative implications for nature and land use.



Our company (a zero emissions flight pioneer) has been significantly aided by Climate Catalyst and the work they have done on aviation. It has not only helped the company build new connections with allies to amplify our voice, but I have found it personally enriching to work with people who are committed and passionate about what they do and what they stand for. So I'd like to extend my heartfelt thanks for all you have done for us and the wider sector.

- Scott Pendry, Cranfield Aerospace



¹ We are applying the definition of heavy-emitting industries used by the World Economic Forum, Mission Possible Partnership and others. This is a broad definition, including seven sectors which are “carbon intensive” and often described as “hard to abate”. These are aluminium, steel, cement, chemicals, aviation, shipping, and trucking.

These sectors often share multiple characteristics, including high capital and operating costs, long infrastructure lifetimes, relatively low profit margins and high heat requirements. They also share several solution areas, including replacing fossil fuel inputs with hydrogen or direct electrification, increasing material usage efficiency and circular economy approaches, and demand reduction / development of alternative materials.

2026-28 Objectives

Everything we do at Climate Catalyst is designed to reduce greenhouse gas emissions. We focus on heavy-emitting industries because emissions are rising more rapidly in these areas than in any other area. Industrial sectors account for approximately [40 per cent of global emissions](#). We focus on Asia because this is the region where emissions are currently projected to rise dramatically, as these economies continue to grow.

Our work in 2023 - 25 has enabled us to identify how best to measure the impact of our programmes. We measure signals that we are catalysing lasting change, and creating tipping points in our chosen sectors. Table 1 below captures these measures of success. We apply these to each of our programmes.

This comes to life through the objectives we set for achieving impact in each sector. Annex 1 below contains our current 2026 - 28 objectives in relation to steel, aviation and heavy industry.

1. Drive policy change through new commitments and legislation	<ul style="list-style-type: none">• Alignment of policy frames with new narratives• Increased political will to introduce policies supporting decarbonisation• Improved policies in target areas
2. Shift financial flows towards low-emissions solutions	<ul style="list-style-type: none">• Greater investor awareness of opportunities for scaling alternatives• Private sector actors support policy changes• Significant projects reach Final Investment Decision
3. Build power and sustained pressure for further action via networks and narrative change	<ul style="list-style-type: none">• New actors, including businesses and investors, express support for action in programme areas• Increased connection between actors• Media coverage reflects shifts in discourse, including reach and uptake of new frames and visibility of key messengers
4. Strengthen collaboration and learning	<ul style="list-style-type: none">• Increased alignment of shared goals across stakeholders• Strengthened capacity to advance shared goals through increased access to knowledge, resources, and skills to take action on programme areas• New joint initiatives and actions promote emissions reductions pathways

Supporting objectives

1. Maintain and strengthen our leadership, culture and operational effectiveness	<ul style="list-style-type: none">• Recruit as needed to sustain a high calibre board of 6 - 8 for effective governance and a Strategic Council of 10 - 12 leaders from across the climate community• Be a culture first organisation that prioritises wellbeing, inclusion and employee engagement - measured in annual benchmarking and delivery of strong JEDI strategy• Enable good decision making on programme strategy, finances and other issues via quality systems and processes
2. Secure increased income from a growing, diverse and engaged network of donors, enabling us to achieve goal for 2026-28	<ul style="list-style-type: none">• Inspire a growing community of donors, measured by number of donors pledging \$100k or more in each year• Secure total revenue of \$X million for 2026• Secure total revenue of \$X million for 2027• Secure total revenue of \$X million for 2028

Leadership

Climate Catalyst's progress has been possible as a result of leadership and support in our executive team, board and Strategic Council.

Our diverse and highly talented Leadership Team develops and delivers each of our programmes, and manages our teams in Europe, India and Indonesia. Our board provides strategic oversight and governance, while our Strategic Council provides specific advice in their areas of expertise.

Climate Catalyst will renew and strengthen our leadership in all three levels, to help us scale our work and impact in 2026 - 28.

Additional information: Current 2026-2028

External Objectives

Aviation in Europe	The European aviation sector makes significant progress to move on track for a just transition to net zero emissions by 2050, through the establishment of greater public support, more enabling policy incentives and increased financial community action to scale solutions and unblock barriers to progress.	<ul style="list-style-type: none">• Policy change secured in line with the position we have advocated for (ie. that supports e-fuels availability and integrity)• Investor behavior supports e-fuel production or supports limiting biofuels and mitigating social and equity issues with fuel production.• Private capital flows to support e-fuel production to ensure Europe's ReFuelEU targets are met.• Public perception of aviation shifts in favour of a need for policy and shifts against industry narratives.
Steel decarbonisation in India	IGSN becomes a trusted advisor to the Ministry of Steel and related ministries, and influences decision-making on the adoption of 2-3 priority policies, including two fiscal mechanisms and green public procurement.	<ul style="list-style-type: none">• The Ministry of Steel publishes an updated Green Steel Action Plan to include a suite of high-impact policies that spur investment in breakthrough technologies.• The Green Steel Mission prioritises enablers and policies that align with IGSN's analysis of drivers that will accelerate steel decarbonisation.• An infrastructure ministry signals commitment to adopt GPP policies for low-carbon steel.• Financial institutions and regulators adopt transition finance recommendations produced by IGSN, scaling finance for green steel.
Heavy industry decarbonisation in Indonesia	Build evidence and narrative on the positive link between decarbonisation and economic growth, job creation, and poverty reduction; targeted towards policy makers, businesses, and financiers	<ul style="list-style-type: none">• Key decision makers buy into the importance of decarbonisation for the economy.• The Ministry of Industry steel decarbonisation roadmap translates into a robust green industrial policy that is passed, enforced, and designed to drive economic growth, job creation, and emissions reduction.• Growing steel decarbonisation project pipeline and investor confidence in financing projects.

