



# The Leadership Group for Industry Transition Annual report 2025



# Introduction

The industrial policies and our common efforts to decarbonize high-emitting industry sectors globally have evolved in waves since the inception of the Leadership Group for Industry Transition (LeadIT) at the UN Climate Summit in New York in 2019. However, 2025 was an unusually turbulent year, during which cooperation, shared understanding, and partnerships proved crucial. To meet our collective commitments under the Paris Agreement and safeguard the planet from global warming, industry must continue, and even accelerate, the transition. Policies must keep evolving, and industry itself must become more closely aligned. Heavy industry accounted for a quarter of global emissions in 2019 and continues to do so today. Emissions in the transport sector are decreasing, but only slowly.

LeadIT today works in three areas – a global policy forum for dialogue on industry transition, a facilitator of technical co-development, and a custodian for large-scale country-to-country partnerships. The year 2025 was a busy one across all three workstreams.

LeadIT achieved notable results as a platform for countries, policymakers, researchers, and industry to deepen collaboration and build robust and sustainable partnerships. In addition to welcoming six new members from various countries, LeadIT delivered expertise, learnings, perspectives and insights from members and partners to 13 policy forums worldwide, both in person and virtually.

LeadIT's tracker data releases and knowledge products continue to generate valuable insights and help shape the global agenda. Moreover, concrete partnerships have been enabled through LeadIT's work – including the business cooperation between Volvo Group and Tata Motors Commercial Vehicles to transform the heavy vehicle ecosystem in India and globally; an agreement between the Ethiopian government and an industry association to assess low-carbon cement technologies and the policy environment; as well as seven cooperative pre-pilot study projects in the steel and cements sector, funded by the Indian and Swedish governments.

# Key achievements in 2025

## LeadIT as a global forum

A total of 13 global forum events were held by the LeadIT Secretariat as opportunities for members and stakeholders to identify common challenges and amplify existing solutions. More than 90 private sector stakeholders, 69 public sector stakeholders, and 28 stakeholders from think tanks, CSOs, and the finance sector were convened as speakers or panelists to share their learnings.



LeadIT event at Climate Week New York. Speakers Tobias Axerup, Ministry of Foreign Affairs, Sweden; Sibi George, Secretary (West), Ministry of External Affairs, India; Dan Ioschpe, COP30 High-level Champion; Tariye Gbadegesin, CEO, Climate Investments Fund; Susanne Kat, World Business Council for Sustainable Development. Photo: Marcus Haraldsson

The events raised attention on under-addressed issues based on solid research and helped shape the global agenda on industry transition in the following ways:

- LeadIT's thought leadership on inclusive and equitable industry transition was discussed with stakeholders in Geneva. The need to ensure that emerging markets and developing economies are more fully integrated into global value chains for energy transition materials and technologies is widely recognized.
- LeadIT's expertise on facilitating business cooperation and technology co-development was shared at the World Trade Organization (WTO) thematic plenary session. The key barriers of technology transfer, including limited trust, intellectual property gaps, high technical requirements, and inadequate funding mechanisms, were thoroughly highlighted, and the successful country partnership model was acknowledged.
- LeadIT continues to pioneer and shape the forefront of key emerging issues through global forums. For example, AI's role in industry transition was explored with industry members and innovation stakeholders at Almedalen, Sweden's political forum; and the need to balance the EU's climate leadership and support for partner countries affected by the green transition has been spotlighted. Research-based insights are amplified through LeadIT's events, and these learnings are

shared with high-level stakeholders who can make meaningful decisions on the global sustainability agenda.

- LeadIT also provides virtual engagement spaces that offer ease of accessibility for country and industry leaders. Five virtual meetings held throughout the year enabled members to regularly and easily access the latest insights, highlights, and engagement opportunities. The inaugural annual virtual Business Leaders Roundtable (BLR) was held with CIF's CEO as the keynote speaker. It brought together 30 participants, including six CEOs, two CSOs, and other senior management representatives.

## LeadIT as a knowledge partner

LeadIT tracker data for both steel and cement was updated and released during 2025. The trackers continue to be well used and widely cited by media, peer initiatives, and publications. For example, data from the trackers was used by the International Energy Agency's report on "Demand and supply measures for the steel and cement transition" and in Mission Possible Partnership's Global Project Tracker. The Green Steel Tracker and the Green Cement Technology Tracker, which are available on the LeadIT website, were visited 8,354 times during 2025.

In 2025, a total of six policy briefs or analyses were published. These include: a policy brief on Improving Green Competitiveness that fed into the G20 process; an analysis of the potential role of hydrogen in the transport sector that helped shape a business cooperation between Tata Motors Commercial Vehicles and Volvo Group; policy briefs on just transition and green trade, following events in Brussels and Geneva respectively; an overview of the annual green steel status and a review of the European steel transition using tracker data; as well as a landscape analysis focusing on the outcomes of G20 and COP30. The number of visitors for these knowledge products during 2025 was 922.

## LeadIT enables Ethiopia's cement public-private partnership

In September, the Ethiopian Ministry of Industry and the Ethiopian Cement Producers Association released a Memorandum of Understanding (MOU) during the Africa Climate Summit. This agreement is committed to a comprehensive technical and economic assessment of low-carbon cement technologies and the enabling policies needed to deploy them, as per the country's newly released NDC 3. The agreement was facilitated by LeadIT as part of its work with Ethiopia to develop business best practices focused on cement decarbonization. Throughout the year, LeadIT facilitated three roundtables convening stakeholders to discuss cement decarbonization policy and technical areas, and organized a delegation visit from Ethiopia to India with government and

industry representatives to learn about how such policies can work in an emerging economy. LeadIT played a key role in the drafting, review, and signing of the MoU on operations for low-carbon cement.

### LeadIT facilitates business cooperation to transform heavy transport ecosystem

In October, LeadIT members Tata Motors Commercial Vehicles and Volvo Group agreed, under the umbrella of LeadIT, to work together on a more sustainable heavy-duty transport eco-system in India. This cooperation, formalized with a signed MOU, aims to accelerate clean commercial vehicle development, diving into regulatory aspects, pilot applications, demo projects, and eventually creating an ecosystem for hydrogen and fossil-free electricity in the transport sector.

This first-of-a-kind collaboration was announced in October, and in November at COP30 in Brazil, Ministers Bhupender Yadav of India and Romina Pourmokhtari of Sweden welcomed the partnership and paved the way for further collaboration under the LeadIT umbrella.



Announcement of the MoU, New Delhi, with Jan Thesleff, Ambassador of Sweden to India; SJR Kutty, Chief Sustainability Officer, Tata Motors; State Secretary Sara Modig, Ministry of Climate and Enterprise, Sweden; Kamal Bali, President & MD, Volvo Group; Ruchika Drall, Deputy Secretary, India & LeadIT Board Member. Photo: LeadIT

### LeadIT spearheading Sweden-India Industry Transition Partnerships

The India-Sweden Industry Transition Partnership (ITP), supported by LeadIT, has four objectives: (a) strengthen institutional frameworks; (b) unlock pilot and demonstration projects for breakthrough technologies; (c) foster collaboration on R&D and capacity building; and (d) mobilising capital.

To fulfil these objectives in 2025, LeadIT created opportunities for matchmaking and capacity building between business and government stakeholders in the steel and cement sectors of Sweden and India through in-person delegation visits.



ITP delegation at Hybrit, Luleå, Sweden in May 2025. Photo: Jane Birch/LeadIT

The Swedish Energy Agency (SEA) and the Indian Department of Science and Technology (DST) launched parallel calls for proposals to identify joint Indo-Swedish industrial transition projects for steel and cement during the summer of 2025.

18 Indian and Swedish companies, research institutions, and technology providers were selected to conduct seven pre-pilot projects under the India-Sweden ITP. The shortlist was announced by Ministers Bhupender Yadav of India and Romina Pourmokhtari of Sweden in November 2025 at COP30.

### Shortlisted pre-pilot projects under the India-Sweden ITP

	India	Sweden	Sector	Technology	Description
1	Tata Steel IIT Hyderabad	Green14	Steel	Off-gas conversion	Microwave Plasma-Assisted CO2 Conversion of Blast Furnace Off-Gas Technology Validation and Pre-Piloting Feasibility Assessment
2	Tata Steel & JK Cement IIT (Indian School of Mines) Dhanbad	Cemvision	Cement and steel	Circularity and electrification	Steel Slag Reborn - Dual Value generation through high metallic recovery and sustainable Supplementary Cementitious Material (SCM) Production
3	Adani (Ambuja) Cement IIT Bombay	EcoTech	Cement	CCU	Establishing an integrated CO2 capture and utilization unit at a cement industry facility
4	Prism Johnson RMC DMCE Mumbai	Ecometrix	Cement	AI	AI-Based Platform ACORN to Optimize Concrete Mix Designs in the RMC Industry for reduced Climate Impact
5	Jindal Steel & Power Ltd. IIT Bombay	Kanthal	Steel	Electric heating and oxy-combustion	Electric heating methods for future CO2 neutral steel production - complementing Electric Heating with Oxy-Combustion to Reduce Carbon Intensity of Heating Synthesis and Hydrogen Gases in Gas Heaters of DRI Kilns
6	Aarti Iron and Steel & IIT Bhubhaneshwar	Metsol & Höganäs	Steel	Hydrogen-DRI	Green direct reduction in India - electric, flexible rotary kiln
7	My Home Industries	Captimise	Cement	CCU	Decarbonisation of cement production with carbon capture

# Communications and media in 2025

In 2025, LeadIT was mentioned 988 times in the media (excluding news aggregators). Around one-third of all mentions were in India (327 mentions), followed by 175 in the United States, 52 in South Korea, 26 in Brazil, 23 in the United Kingdom, and 20 in Japan. This year saw a broader geographical spread of coverage when compared to 2024, much of it directly linked to LeadIT activities, including a LeadIT event hosting a delegation of South Korean journalists, and engagements at COP30 in Belém, Brazil. Highlights in 2025 include:

- The agreement between Tata Motors Commercial Vehicles and Volvo Group generated widespread media coverage across print, online, video, and social media. This included key outlets such as *The Economic Times*, *Mint*, *Fortune India*, *ANI*, and *Indo-Asian News Service (IANS)*.
- An informal input paper for the Trade and Investment Working Group of South Africa's G20 Presidency, written by LeadIT in collaboration with the Africa Futures Policy Hub (AFPH) and World Resources Institute (WRI), received media attention, including in *The Mail and Guardian*, which reaches a significant and influential audience in South Africa.
- LeadIT's work with the Ethiopian government and cement producers was covered by the state-run *Ethiopian News Agency*, the country's largest source of local and international news.
- LeadIT and former Indian Secretary (West) Tanmaya Lal have co-authored two op-eds: "*Hope and action in a time of despair - a call for collaborative industrial decarbonization*"; "*How India EU FTA could be a catalyst for green transition and trade*", both of which appeared in *The Economic Times of India*.

LeadIT continued to broaden its outreach through social media in 2025. The LinkedIn account grew to 3,298 followers, an increase of almost 2,000 over the year. Greater use of video, photos, and graphics helped boost engagement. LeadIT's Mailchimp newsletter grew steadily again in 2025 and was complemented by the launch of a LinkedIn newsletter, which gained more than 1,300 followers in six months.

Website traffic remained stable throughout the year, reflecting LeadIT's specialized audience of policymakers, industry stakeholders, and climate professionals rather than broad consumer traffic. Following the UX design review conducted in 2024, LeadIT procured an agency to build a new and improved website, scheduled to launch in early 2026.

# LeadIT in numbers in 2025



## Global forum & knowledge centre

3

strategic joint statements

1

technology and policy assessment partnership

13

events, over 180 public, private, CSO stakeholders.

33

insights, policy briefs &amp; articles.

2

data updates tracking green steel &amp; green cement projects



## Technology co-development

6

new company members.

1

business-business ecosystem pilot platform

1

CEO-level business roundtable with

+30

senior representatives



## Industry transition partnership

7

pre-pilot steel and cement decarbonization projects, with

18

Swedish and Indian companies and research institutes, and 2 million USD public funding.

4

capacity building delegation visits with 36 Indian industry leaders, 22 Indian government officers, 19 Sweden industry leaders, and 10 Sweden government officers.

5

working groups,



## Outreach

1990

new subscribers to LinkedIn

988

media mentions

+52K

views to our website

+8K

views to the Green Steel and Green Cement Technology Trackers

# LeadIT calendar 2025

## January

- Webinar "Business and Financing Models for Green Steel Projects in EMDEs"

## February

- India-Sweden industry transition partnership (ITP) steel delegation visits in India.

## March

- India-Sweden industry transition partnership (ITP) cement delegation visits in India.

- Report by European Environmental Bureau "The State of the European Steel Transition", based heavily on LeadIT green steel tracker.

- LeadIT Brussels roundtable "Building inclusive global partnerships for sustainable industrial competitiveness".

## April

- The World Trade Organization (WTO) Committee on Trade and Environment (CTE) held a plenary session dedicated to technology transfer, where LeadIT presented its work.

- Ethiopian government and cement industry delegation visits in India

## May

- Annual India-Sweden Industry Transition Partnership summit and delegation visits in Sweden and Norway.

- JSW Steel and JSW Cement join LeadIT.

- Publication of an informal input paper to the G20 Trade and Investment Working Group "Improving Green Competitiveness for Inclusive Transformation" written by LeadIT, AFPH and WRI.

- Industry Transition Partnership funding call from the Swedish Energy Agency for steel and cement decarbonization projects opens.

- LeadIT Green Steel Tracker update release.

## June

- The first LeadIT Business Leaders' Virtual Summit.

- LeadIT event at Almedalen, Sweden "Sustainability, AI & next gen innovation – how do we accelerate industry transition".

- Ecometrix announced as a LeadIT member in Almedalen.

- Industry Transition Partnership funding call from the Indian Department of Science and Technology for steel and cement decarbonization projects opens.

## July

- Webinar "Accelerating CCUS in the cement sector" with GGCA & CEM

## September

- LeadIT events at the African Climate Summit in Addis Ababa, Ethiopia, signs a LeadIT facilitated joint agreement on net-zero cement pathways between the Ministry of Industry and the Ethiopian Cement Producers Association.

- LeadIT event at Climate Week NYC "Turning the Moment into Momentum - scaling a just and resilient industry transition in turbulent times".

- LeadIT hosts a seminar with a delegation of journalists and researchers from South Korea on a decarbonization study tour of Sweden.

- India Sweden Innovation Day with LeadIT panel on transport decarbonization

## October

- Announcement of a first-of-its-kind cooperation between Tata Motors, Volvo Group and LeadIT to support the development of a more sustainable heavy-duty transport ecosystem in

- India, made during the visit to India by State Secretary Modig.

- Publication of LeadIT research into low carbon technologies for commercial vehicles.

- The first GIZ regional workshop on LeadIT is held in India.

- LeadIT Green Cement Technology Tracker data update release.

- Publication of a LeadIT briefing for TESS "Pathways to inclusive green industrial policy: building shared opportunities across economies."

## November

- LeadIT annual events at COP30 in Belém, Brazil: "LeadIT Leaders' Roundtable" with ministerial announcement; "LeadIT members breakfast and networking mingle".

- LeadIT side events with partners at COP 30 in Belem, Brazil: "Technology, Transition, and Trust – the role of trade and international cooperation for just & equitable industrial transition" with TESS; "Action Agenda Axis 1 Transitioning Energy, Industry, Transport – a showcase of highlighted results & solutions "Clean industry: real projects, real progress, real bright spots" with Climate Club, ITA and AFID".

- SKF joins LeadIT – announced at COP.

## December

- Publication of LeadIT briefing on G20 outcomes.

- Seven Industry Transition Partnership steel and cement pre-pilot projects are launched.

- Ambuja Cement and JK Cement join LeadIT.



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