



ANNUAL REPORT

20 19



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CEO FOREWORD

Last year was the year of climate action and declarations of climate emergency. Students and other strikers captured the zeitgeist through a global strike on 15 March of over one million activists across 125 countries. On 24 May, students led the way to a second global strike, mobilising 150 countries to join in their call to action, coinciding with the 2019 European Parliament election.

The 2019 Global Week for Future witnessed a series of strikes joined by the millions in late September. In the final year of the hottest decade on record, cities and governments joined hundreds of their peers in declaring a climate emergency.

Climate action coincided with an increase in extreme weather events. The world is at a tipping point, but there are reasons for hope.

2019 was a critical year in the formation of the EU's Framework Programme for Research and Innovation covering the period from 2021 to 2027 (Horizon Europe). Publication of EIT Climate-KIC's Transformation, In Time strategy in late 2018 came at a very opportune moment. Our strategy was developed to reinforce Europe's systems transitions capacity by connecting and empowering people, governments, industries, institutional stakeholders and investors to harness the power of innovation for transformation.

EIT Climate-KIC has acted fast on implementing the Transformation, in Time strategy over the last 12 months, declaring that the time for incremental, single-point innovations is over, and it is now time for entire systems transformation. Our strategy starts from a recognition of the need to address complex adaptive systems and offers



KIRSTEN DUNLOP, CHIEF EXECUTIVE OFFICER

a practical model for leveraging research and innovation to unlock systemic change in service of rapid decarbonisation and strengthened resilience. At EIT Climate-KIC, we have achieved the following highlights over the past 12 months:

- Adopted systems innovation as a guiding method and accelerated the adoption of our portfolio approach. This has involved new 'innovation call' processes, four large-scale portfolio events to select and learn from supported activities and discontinue those without evidence of compelling strategic impact (portfolio composition) and the introduction of portfolio sensemaking to extract insights from innovation experience to be translated into action and policy input.
- Launched Deep Demonstrations in 35 places across 8 themes (healthy clean cities, circular economies, climate-resilient regions, sustainable food and diets, landscapes as carbon sinks, just transformation for heavy industry areas, zero-emissions/resilient maritime hubs and shipping, and long-termism in financial systems), to pilot our strategy and learn how to deliver systems innovation as a service.
- Grown the formal community membership of EIT Climate-KIC by 25% in 12 months, particularly adding new organisations with experience in policy and social innovation and conducted a range of community activation experiments. This has also involved the

launch of an artificial intelligence community mapping tool called Exaptive Cognitive City that encourages collaboration across the partner community, start-up community, alumni and EIT Climate-KIC teams. Tools like Exaptive have helped us achieve greater openness and transparency, which has been central in the implementation of our strategy and has strengthened our efforts in attracting non-traditional players to our community, engaging with communities and citizens, responding to civil action and introducing a focus on social innovation.

- Rolled out a CEE strategy after two years of in field research, needs analysis and strategy development. We built extensive intelligence on the challenges across the CEE region and identified the major actors that should be linked into our ecosystems. This mapping exercise helped us build our understanding of existing opportunities, main challenges, potential allies and competitors, key decision makers and most promising sources of funding. We have two Deep Demonstrations planned across CEE: the development of the strategy for zero-carbon future for one of the most polluted cities of the region and transformation of Upper Silesia. We are working to streamline opportunities so that all countries of the region are offered similar opportunities while ensuring access to RIS funding.

Climate-KIC Holding B.V. has been developing capacity and capability in orchestration functions to support new community members, EIT Climate-KIC's broadened geographical scope in Eastern Europe, and the development of Deep Demonstrations. It has also guided a strategic review of education and entrepreneurship to ensure all activities are aligned with our vision of Transformation, in Time.

The net result is that EIT Climate-KIC is well positioned in the context in which we operate:

- We have made ourselves significantly more visible and better known;
- Our strategy is attracting attention from the Mission Boards, funders, and the Commission itself;
- Deep Demonstrations and a systems innovation capability are being embraced as a much needed and exciting means by which the EIT Climate-KIC community may build on the learnings and momentum of the last ten years, lead the way in an approach to climate action through innovation suited to the scale and nature of the challenge, and secure lasting impact.

- Efforts by the Community Activation team to engage with a transformational moment in history, building a movement of moments in collaboration with our community, have had a powerful viral effect.
- The launch of Exaptive Cognitive City has augmented collaboration opportunities across our community through AI and machine learning.

We now have an extraordinary and unprecedented opportunity to bring multiple solutions together, to work together as a community and to evolve how we collaborate so that we can, together, catalyse whole systems change, at scale, in ways that others can take inspiration from, invest in, and replicate. With the European Parliament's Climate Emergency Declaration and the new Commission's prioritisation of the European Green Deal, EIT Climate-KIC offers new ideas, hope, and a reach and scale that makes it a vital part of Europe's climate emergency response.

In 2020, EIT Climate-KIC will accelerate progress on Deep Demonstrations, continue working with a portfolio approach and work to expand the community further to respond to the demand for innovation. We also have several new developments planned:

- The launch of the Climate-KIC Foundation, a charitable entity within the EIT Climate-KIC family, to attract and consolidate funding from philanthropic and public sources with the appetite for systems innovation.
- A Global Year of Climate Action, designed to nurture global transformational moments in the fight against climate change, driven by a 'movement of moments' approach and enabled by arts, culture and sports.
- A significantly enhanced community collaboration platform, with new features of Exaptive turned on to address transparency and a structured communications approach to maximise the collective power of the EIT Climate-KIC community. At the heart of our Deep Demonstration work lies a focus on co-designing with challenge owners, with citizens and with key stakeholders and policy-makers at different scales.

Funding-wise, EIT Climate-KIC has a make-or-break year in 2020 as Europe navigates the switch between two long-term budget cycles. This includes the renegotiation of EIT's regulation, strategy, budget and decisions about EIT Climate-KIC's relationship to new EU instruments associated with Horizon Europe or the European Green Deal.

ABOUT US

EIT Climate-KIC is a European knowledge and innovation community. Supported by the European Institute of Innovation and Technology, we identify and support innovation that helps society mitigate and adapt to climate change. We believe that a decarbonised, sustainable economy is not only necessary to prevent catastrophic climate change, but presents a wealth of opportunities for business and society.



Keeping global temperature rise below 2°C necessitates unprecedented change: new social dynamics, ways of doing business, capital flows, policymaking, economic models, and new ways of living. No one organisation can solve climate change on its own.

We catalyse the rapid innovation needed across sectors by convening the brightest minds to tackle challenges, empowering leaders through capacity building, and seed

funding the most promising climate-positive businesses. Our aim is to transform whole places, industries and value chains by 2030, working with funders to develop and scale ambitious, mission-led programmes.





OUR SYSTEMS INNOVATION APPROACH

Our vision is for a prosperous, inclusive, climate-resilient society founded on a net zero-carbon, circular economy. This is a new climate-conscious economy, where finance flows to green projects and activities, and where motivated people are empowered with the skills and capacity they need to take action.



This can only be achieved through wholesale systemic change – change that encompasses not just the technical and material, but regulation, governance structures, values and mindsets.

EIT Climate-KIC works on transformative, systemic innovation that involves many connected innovations developing in parallel to trigger a shift in the system. We aim to take good ideas, products or services from niche to mainstream to reach a tipping point and create maximum impact.

Guided by the Paris Agreement, our advisors and our community, EIT Climate-KIC has identified cities, land use, materials and finance as the four major systems, where, if change were triggered wholesale and emissions reduced, would have the most potential in realising a climate-resilient society and net-zero carbon economy.

Our approach is to carve out space for experimentation by piloting, testing and scaling. We learn from these pilots by observing the change and recalibrating our approach in response to our insights.





OUR RESULTS

During our first 10 years, EIT Climate-KIC has focused on creating a groundswell of innovation to tackle climate change.

We are now directing the full force of our community and our huge supply of innovation to the demand for change from city authorities, industry leaders, regional and national governments and citizens groups. The following pages provide examples of our work.

416

COMMUNITY MEMBERS**

€3.4bn

MORE THAN €3.4BN* CLIMATE FUNDING LEVERAGED

1663

INNOVATIVE START-UPS SUPPORTED

546

NEW PRODUCTS AND SERVICES LAUNCHED

€1.1bn

MORE THAN €1.1BN INVESTMENT ATTRACTED TO START-UPS

27,000

PARTICIPANTS IN OUR EDUCATION ACTIVITIES

Represents EIT Climate-KIC's cumulative results since 2010

*Refers to EIT Funding, KIC Complementary Activities, Start-up Investment Attracted and Non-EIT funding (including community fee).

**This figure represents 2019 only.



OUR COMMUNITY

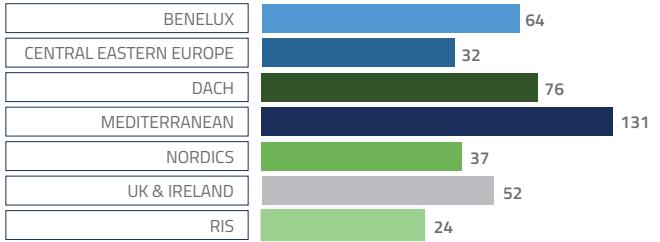
EIT Climate-KIC convenes Europe’s most influential network for transformative climate innovation. Our community is at the heart of our whole climate innovation ecosystem.

In 2019, EIT Climate-KIC had 416 global partners, giving us unrivalled knowledge and expertise to apply to the challenges of climate change. Our network of partners includes SMEs and larger corporations, start-ups, graduate students, researchers, scientists, cities, public authorities, NGOs and more.

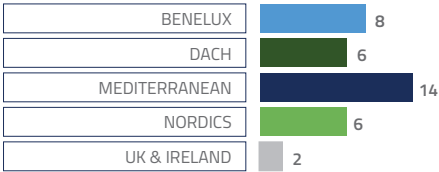
COMMUNITY MEMBERS BY CATEGORY



COMMUNITY MEMBERS BY GEOGRAPHY



CORE PARTNERS BY GEOGRAPHY



TOTALS

416

TOTAL EIT CLIMATE-KIC
COMMUNITY MEMBERS

36

OF WHICH ARE
CORE PARTNERS

TOTAL COUNTRY SPREAD OF COMMUNITY MEMBERS

EIT Climate-KIC is active in 32 countries and has programming in many more. We work on innovation at local national and regional level, co-ordinated through a set of offices and innovation hubs throughout Europe.

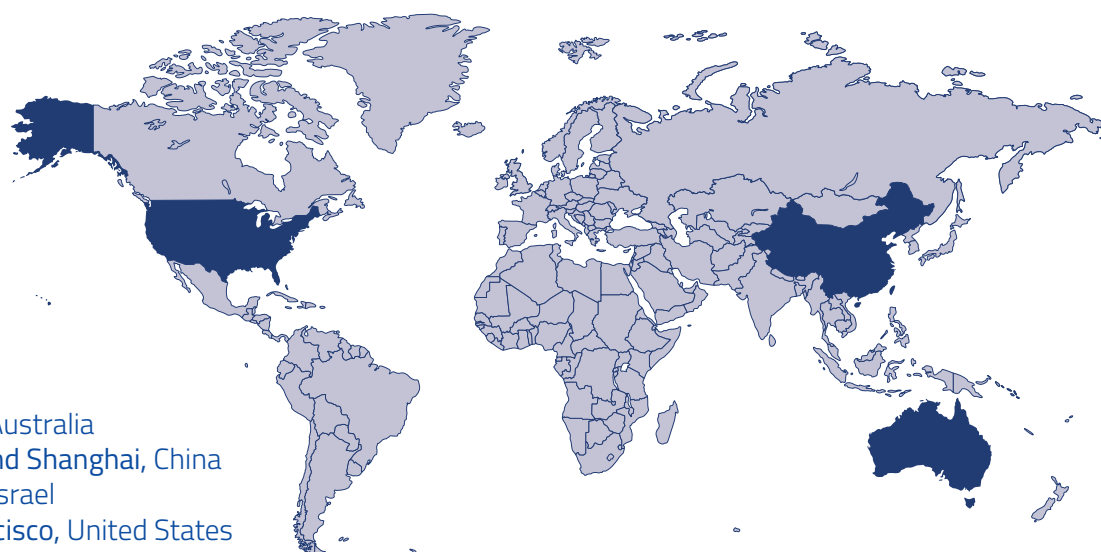
- Austria
- Belgium
- Croatia
- Cyprus
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Germany
- Greece
- Hungary
- Iceland
- Ireland
- Italy
- Latvia
- Lithuania
- Luxembourg
- Malta
- Netherlands
- North Macedonia
- Norway
- Poland
- Portugal
- Romania
- Serbia
- Slovakia
- Slovenia
- Spain
- Sweden
- Switzerland
- United Kingdom



INTERNATIONAL OUTREACH

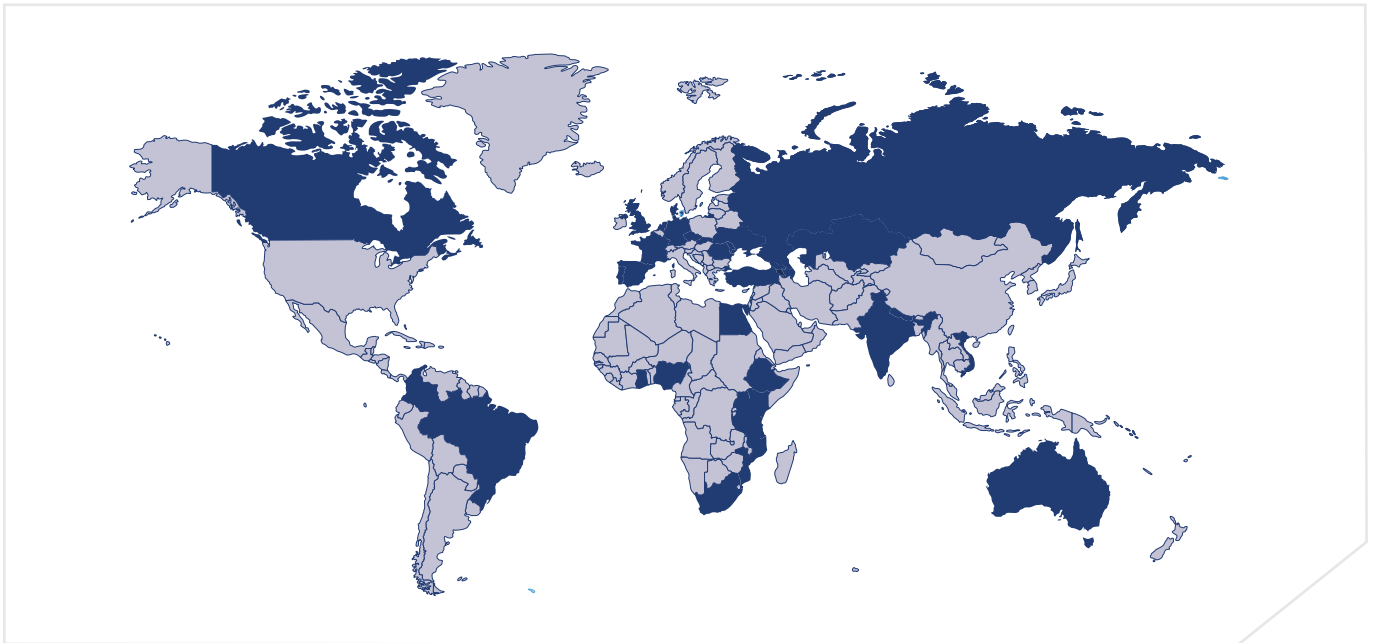
EIT Climate-KIC aims to bring our European experience to other parts of the world and build global innovation bridges in a cross-KIC programme. The international outreach hubs currently span over four continents.

- Sydney, Australia
- Beijing and Shanghai, China
- Tel Aviv, Israel
- San Francisco, United States



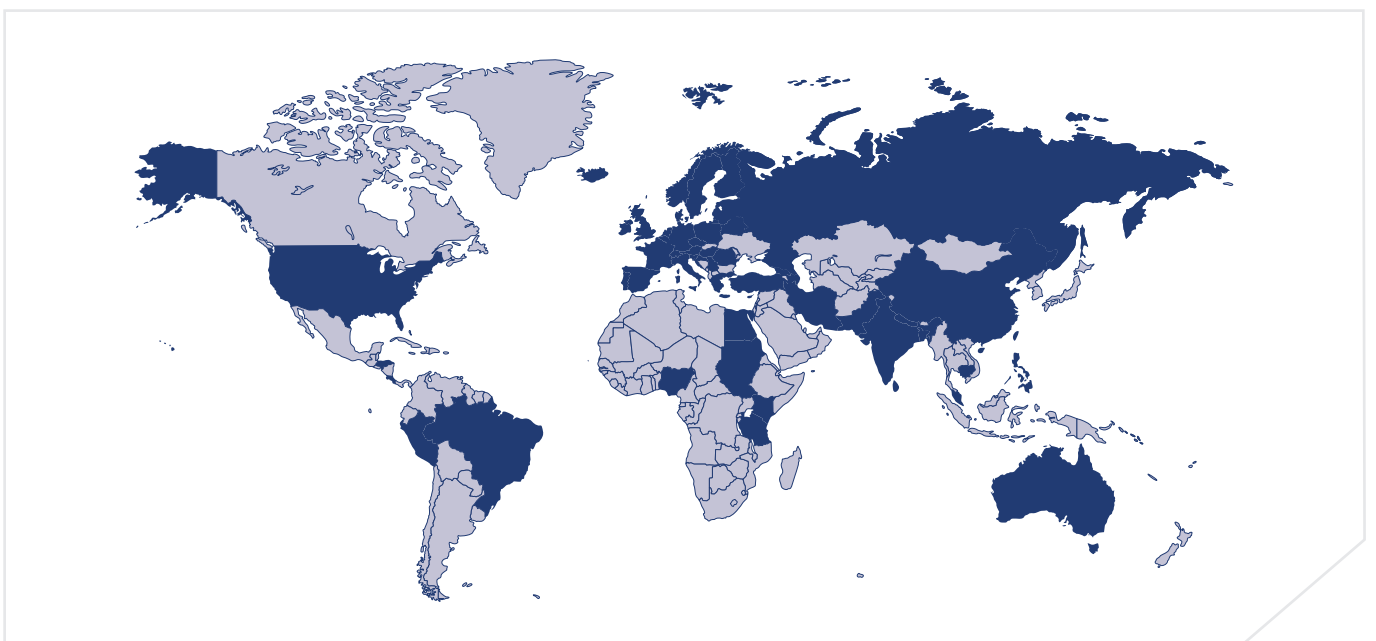
ClimateLaunchpad

ClimateLaunchpad is the world's largest green business ideas competition – it attracts thousands of early stage business ideas and pitches them against each other in a competitive process. The programme consists of a business training boot camp, follow-up coaching sessions and a national final from which the top teams are selected to attend the Grand Final. The top 15 teams at the Grand Final gain access to the EIT Climate-KIC accelerator.



CLIMATHON

Climathon is the largest global climate action programme for cities and citizens with a powerful solutions-hackathon at its core. In 2019 citizens in 145 cities across the world participated in Climathon.



PORTFOLIO APPROACH

This year has seen a comprehensive transition of our organisation to a portfolio approach – a key enabling step for our Transformation, in Time strategy – first introduced through a portfolio composition session in November 2018. Orchestration of a portfolio approach provides a core decision making mechanism for what we work on, principles to be applied in subsequent decision making about implementation choices and ongoing learning from what we are working on with partners and community members, invested back into to those choices.

A portfolio approach means supporting many different but connected initiatives, less on their individual potential, and more as a spread of options for exploring alternatives and connections to test our way forward. It gives us the ability to learn fast and reduce the risks that come with the uncertainties we face, building our ability to be nimble as we intervene in systems, test responses and learn how to change them.

The embedding of a portfolio approach means we are now able to direct our work in a deliberate and systematic way to have more systemic effects. We are also better able to take advantage of the learning opportunities presented through our work and that of our Community and avoid duplication of effort.

KEY ACHIEVEMENTS

Portfolio composition sessions are now the core business process we use to select the work we undertake and fund. In 2019, this included both a session to select proposals from calls (June), and to review our existing portfolio of work (March).



Our portfolio is now centred around impact clustering of our 12 Impact Goals and is distributed across different levers of change, re-balancing from an over-reliance on technological solutions to exploring more options in policy, finance, business models and citizen engagement as intervention points in systems.

We have been working with our Community to keep them updated on and engaged with our approach to portfolio and proposal selection. Through tools such as Exaptive Cognitive City, we have been able to share visuals and key data on the spread, positioning and connectivity of work with our Partners enabling them to shape proposals which bring unique contributions to sum of our current portfolio.

Project and portfolio sensemaking – the counterpoint to portfolio composition – was also introduced to the organisation during the year, with a design workshop in July, a large organisation-level sensemaking session in October and the roll out of sensemaking at team level to our Deep Demonstrations. Sensemaking is the core practice through which we learn from the innovation actions and projects we are supporting and gain understanding of how we can most successfully



PORTFOLIO APPROACH TRANSFORMATION

use innovation to achieve systems transformations. This includes sharing learning from across different geographies and regions as well as understanding better when and how to tailor experiments to their local context.

Our portfolio composition sessions have been observed by EIT and received highly positive feedback. The approach has also been shared outside of our Community and has stimulated significant interest with potential funders, stakeholders and Partners. This has included the European Parliament, the UK Department for International Development (DfID) and the International Development Innovation Alliance (IDIA).

LOOKING AHEAD

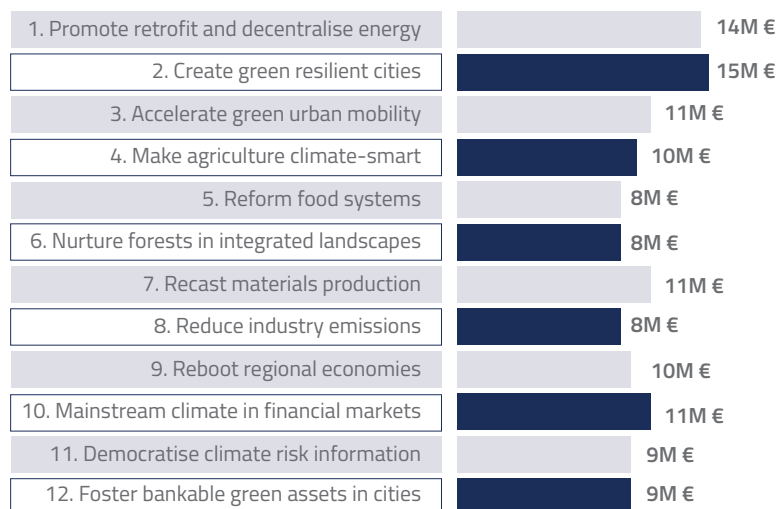
Building of our portfolio capacity, from data, evaluation, to skills development of our team and Community, will all continue during 2020 as we further refine our processes and apply them to working with Partners and wider consortium, particularly through our work with our Deep Demonstrations.

We are working on deepening our internal sensemaking capabilities and building a core sensemaking design and facilitation team to support both our internal practice and our work with the wider Community, as well as a sensemaking service currently under development. We will continue to work with Partners to build their portfolio knowledge and support them in shaping proposals and responding to calls in the context of our portfolio approach and further hone our current portfolio in line with the principles of our strategy and the development of our EIT Climate-KIC 2021 Business Plan. We will also increase partner engagement and practice of sensemaking, started in 2019, with inclusion in team sensemaking sessions which will be held throughout the year and feed directly into the forward direction of our work.

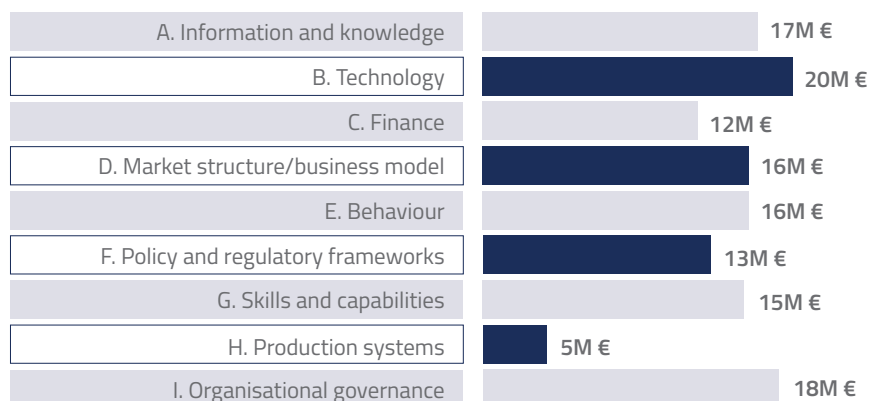
We are sharing our portfolio experience and know-how with an increasing number of external organisations interested in understanding and adopting similar approaches to working in complexity. In 2020, this has already included presentations to the Finnish, Swedish and UK Governments.

OUR PORTFOLIO

EIT FUNDING FOR EACH IMPACT GOAL IN 2019



EIT FUNDING FOR EACH LEVER OF CHANGE IN 2019



Represents EIT Climate-KIC innovation, entrepreneurship and education activity as at 31 December 2019. Each project or programme may address more than one lever of change or impact goal.

DEEP DEMONSTRATIONS

IN 2019, EIT CLIMATE-KIC LAUNCHED EIGHT AREAS OF 'DEEP DEMONSTRATION' AS A TEST BED ENVIRONMENT FOR THE 1.5°-CONSISTENT SYSTEMS TRANSITIONS CALLED FOR BY THE IPCC, EUROPEAN POLICYMAKERS AND OUR OWN STRATEGY AND THEORY OF CHANGE.

Through Deep Demonstrations, we aim to realise and scale a new, more systems-literate way of doing innovation that can address the climate and ecological emergency while also addressing many other related societal challenges in an integrated, holistic way. We know that one of the biggest obstacles to transformation is a problem of empirical belief – seeing is believing. It is very hard to make large scale commitments of capital and regulatory change behind acts of imagination. Decision makers need options – the experiential learning that innovation can provide through demonstration and through engagement in local places, in specific contexts, with ordinary people and with unusual agents of change. Our systems innovation approach works on the principle of learning by doing – hence the idea of deep demonstrations – and in doing so involving the whole community as agents of change.

DEEP DEMONSTRATIONS

- Healthy, Clean Cities
- Just Transformations
- Resilient, Net-Zero Emissions Maritime Hubs
- Circular, Regenerative Economies
- Resilient Regions
- Long-termism
- Landscapes as Carbon Sinks
- Climate-friendly Food Systems and Diets

Learning by doing - Deep Demonstrations are at the heart of our Transformation, in Time strategy and of the change we are seeking in the world.

"Deep Demonstrations are intended as inspirational examples of what is possible at the level of whole systems when innovation is orchestrated, collaborative and mission-led. They represent the 'growth edge' of our strategy for tackling climate change through systems innovation." Kirsten Dunlop, CEO

Deep Demonstrations are a central part of our strategy. They are intended to be demonstrations of our systems-innovation-as-a-service value proposition and at the same time they seek to demonstrate for decision-makers what climate positive, complex systems changes could look like.

We work with Europe's most ambitious 'challenge owners' to understand their 'problem spaces' – city authorities, regional bodies, governments or industry leaders committed to zero-net emissions, resilient futures. 'Designers' help us map and represent the systems at stake so that we can understand and engage with them. Then, before running straight to solutions, we identify intervention and observation points so as to position innovation actions effectively to learn about how to achieve transformation systemically and at scale. To activate a live portfolio of projects we search for multiple innovation actions and possibilities, and make a selection of diverse approaches, designed to be activated simultaneously so as to provide learning on the ground.

Our objective is to build a portfolio of diverse innovation solutions with and for challenge owner(s) to test for effective options for transformation and to accelerate learning about scalable pathways. These solutions should be varied, representing experimentation and intervention on diverse levers for change. The scale and nature of each solution will vary; the value lies in activating them together as a portfolio. We orchestrate this approach, concentrating on learning together about what creates the fastest pathways to change.

KEY ACHIEVEMENTS

Throughout 2019 momentum has been building around the Deep Demonstrations as we have worked with partners in the set-up and design phases to reaffirm direction and scope needs, vision and objectives.

The Deep Demonstrations are the ideal platform to engage multiple stakeholders in our ecosystems. So far more than 40 of our partners have been engaged during the year and numerous organisations with unique capabilities have joined the partnership. The mission-oriented objectives of each Deep Demonstration create a strong rationale for partners to reach out to each other and to organisations and people with whom they have not worked before.

Our eight Deep Demonstrations areas are now working with over 30 cities, regions and national governments with significant progress including in Slovenia, Debagoiena, Madrid, Vienna, Orleans, Malmö, Leuven and Edinburgh.

We have started to see what works in practice. We are looking for connections that emerge between things in order to learn what it takes to shift complex systems to produce new outcomes. Many partners and challenge owners already see benefits in building inclusivity and in breaking down siloes through their work on Deep Demonstrations as they embrace an intent to work differently, and adopt an approach that uses collective intelligence and highly socialised models of decision-making, sensemaking and learning, designed to involve community members, funders, and other stakeholders.

LOOKING AHEAD

Our Deep Demonstrations strategy has struck a chord with challenge owners who have multiple initiatives and projects ongoing in the sustainability space but are not seeing those initiatives break out of sectoral siloes or come together to produce integrated solutions for transformation at scale.

In a European context, we also need to continue to invest effort in building synergies with other European instruments and reinforcing partnerships within and across the European Commission and member states. The pilot we are initiating this year with the EIC will be a good step in this direction, as will closer collaboration with DG RTD through the Mission Boards, Just Transition Fund and Green Deal Pilot Call, and with DG CLIMA on the ETS fund to ensure the systems transformations needed in all sectors of the economy.

CASE STUDY

DEEP DEMONSTRATIONS AS TESTBEDS FOR SYSTEMIC INNOVATION

In November 2019, the Slovenian Parliament passed a motion to adopt an EIT Climate-KIC-led proposal called “A Deep Demonstration of a Circular, Regenerative and Low-Carbon Economy in Slovenia”, representing a multi-million Euro investment.

Slovenia needs a committed, ambitious and realistic climate policy and strategy in order to enable a healthy, sustainable and prosperous tomorrow for all Slovenes. Moving away from traditional linear economic business models and transitioning to closed-loop systems has been defined by the Government of Slovenia as one of the country’s strategic development priorities and an important building block of a carbon-neutral, prosperous and smart future.

In an unprecedented cross-sectoral and cross-disciplinary approach, the Deep Demonstration working plan seeks to marry different disciplines and work across boundaries, silos and departments. Its overall goal is to position Slovenia as a European leader in harnessing circularity to transform and decarbonise its economy at the same time as fostering a green economy and designing and promoting the smart and circular transition of local communities through a coordinated and coherent national approach based on international best practice. As a result, wellbeing and prosperity for all Slovenes will be advanced and secured for decades to come and greenhouse gas emissions significantly reduced to support Slovenia in reaching its targets.

The programme of work is focused on three pillars:

- Smart and circular communities
- Circular green development
- Circular policy design and science;

and applies a system-based approach to decarbonizing Slovenia’s socio-economic system through circular economy principles.



Systemic innovation will tackle material production and waste flows across key economic systems and value chains; training, education and capacity-building will create change agents and foster life-long learning as well as widely disseminate insights and good practices, while policy initiatives and experiments will ensure enabling conditions.

Activities will be structured across a set of intrinsically linked programmes, targeting the three major stakeholder groups of local communities, business, and policy-makers. Sectoral focused transition will take place across five key value chains for Slovenia (built environment, food, forestry, manufacturing, mobility).

All programmes will be anchored via a dedicated vehicle called the Slovenian Center for Smart and Circular Transition which serves as the beating heart and physical centre of the entire Deep Demonstration, bringing together the different stakeholders and opening up activities to the wider public.



To unlock finance from different national, European and international sources, a dedicated work stream will focus on removing investment barriers to a circular, low-carbon economy. Ongoing monitoring, learning and evaluation as well as sense-making is underpinning the entire approach and a core element of all programmes.

Slovenia on the European level will be able to showcase early adopter solutions and precedents for wholesale transformation, leading to an increase in visibility as a circular economy leader. The Deep Demonstration includes progressive and innovative community events designed to bring stakeholders together, ensure the dissemination of results and put Slovenia on the international circular economy map.

The main beneficiaries of this work will be Slovenian local communities, companies and stakeholders from across different sectors and value chains. Train-the-trainer workshops will be held locally to train Slovenian experts and expertise will remain in the country after the completion of the Deep Demonstration. KIC community expertise and additional local and European delivery partners will be brought into the activities on a case-by-case basis to ensure access to state-of-the-art knowledge and expertise

Impacts and results will be felt across the triple bottom line of social, environmental and financial impacts and materialise across all addressed three pillars as well the value chains mentioned. In addition to tangible and quantifiable impacts and results (greenhouse gas emissions avoided, revenue, investment attracted, services and products launched on the market, etc.), the different programmes will also have a range of additional, indirect effects and benefits via shifts in behaviours, mindsets and practices, thus creating the framework and conditions needed for systemic change.





INNOVATION

INNOVATION IS AT THE HEART OF OUR DEEP DEMONSTRATIONS. IN 2019 WE ALSO CONTINUED TO SUPPORT THE SUPPLY OF INNOVATIVE SOLUTIONS TO TACKLE CLIMATE CHANGE ACROSS FOUR OVERARCHING SYSTEMS – CITIES, INDUSTRY, LAND AND FINANCE.

In our Innovation work, this took the form of support to 150 multi-partner projects. These either started or concluded within the year or spanned several years. In total, they channelled over €40m, were aligned to our 12 impact goals and spanned our levers of change. Eighty-three projects had technology as one of their main levers of change, the biggest focus, with cities being the overarching system receiving greatest attention.

KEY ACHIEVEMENTS

Highlights included:

- A team designing a full circular kitchen, using no virgin materials
- A project preventing deforestation through blockchain and AI technologies
- An initiative to replace the climate damaging supply chains of the fish farming industry
- A group designing innovative financial risk products to reduce the impacts of wildfires
- An innovation in the way national credit ratings include future climate change risks.

All projects developed and supported by EIT Climate- KIC are available to the public through our Exaptive Platform. This maps projects by country, impact goal, lever of

change, date, partners and systems. Increasingly Exaptive also includes learning generated by projects about impact, and links to any reports or media coverage they have generated.

Additionally, building on testing in 2018, EIT Climate-KIC changed the way it selected innovation projects in 2019. This involves using the portfolio approach, where the value of projects is derived from the relationship they have to each other and with the overall portfolio, rather than just evaluating a project on its individual merit. The portfolio approach is a crucial way of thinking about how innovation can change complex systems and is a key feature of our Transformation in Time strategy. In the approach, we are optimising for speed of learning and maximising connections between interventions.

LOOKING AHEAD

During 2020, we expect to strengthen the links between the solutions tested in our innovation projects and the demand for transformation associated with the Deep Demonstrations. This will be crucial for maximising the impact of EIT Climate-KIC's innovation portfolio built up over the last 10 years and bringing the best of EIT Climate-KIC's Community to the critically urgent task of tackling climate change.

CASE STUDY

ONE MILLION HOMES

To limit global warming to 1.5 °C, emissions from the global building stock in place in 2050 will be need to be 80-90% lower than the present day. This will require all new buildings to be carbon neutral and existing ones being retrofitted at an annual rate of at least 4%.

1 Million Homes is an EIT Climate-KIC programme set to retrofit one million homes to near-zero energy/carbon neutral within the next five years using the experience and learning from our 10 years of work and drawing on the know-how and expertise of our community.

We are working closely together with cities, regions and other stakeholders in Europe to start with creating 10 million more sustainable homes. We are targeting aggregated demand to trigger a radical change in retrofit supply chain and construction, deliver climate impact at scale and match a large demand pipeline with large scale financing available. We are looking for cities, regions, real estate owners/managers and investors that wish to embark upon this adventure/transformation journey and co-create with us.

Through a portfolio of experiments, EIT Climate-KIC has gained valuable experience in barriers and opportunities for deep retrofit. We have supported innovations looking at technology, new ways of financing, business models, community engagement and policy drivers. We have worked both at the building and district level, and from single building pilot projects to neighbourhood scale projects of hundreds of buildings.

The opportunity for social transformation is a key element of our mission. Residents across Europe daily face the dilemma of 'heat or eat', whilst others wish to retrofit, but cannot afford it. Retrofit has huge potential to offer a wide range of social benefits, from improved health and wellbeing, to affordable living

cost, cleaner air and job creation. By engaging residents and citizens in a participatory process, they are more stimulated to actively contribute in improvements in their neighbourhood.

For instance, on greening, opportunities for local (energy) cooperatives, social contracts and support of a circular economy at neighbourhood or city level. The scale on which we work also offers unique opportunities for companies to come up with new, sustainable and circular concepts.

We also have good news about how to finance the retrofit of so many houses. With examples from our community of innovators, we are looking at new financing models which incentive homeowners. For example, our partner Economic Board Utrecht have developed a specific financing model: The Building Bound Loan. This offers investors the opportunity to secure long-term returns and homeowners the opportunity to accept a loan that is not dependent on or influencing individual financial positions resulting in living-cost-neutral upgrade of their home.



ENTREPRENEURSHIP

EIT CLIMATE-KIC HAS BEEN DELIVERING A SUCCESSFUL ENTREPRENEURSHIP PROGRAMME FOR NINE YEARS, SUPPORTING CLIMATE-POSITIVE START-UPS TO FORM, GROW AND THRIVE IN NURTURING ECOSYSTEMS. WE HAVE HELPED MORE THAN 3700 BUSINESSES IN OVER 50 COUNTRIES AND CATALYSED €1 BILLION OF FOLLOW-ON INVESTMENT, FORGING A NEW LANDSCAPE OF INNOVATIVE SOLUTIONS TO TACKLE CLIMATE CHANGE.



Climate-KIC



During 2019 we redesigned our Entrepreneurship strategy to align fully with our Transformation, in Time strategy. Consequently, we will ensure 'climate impact potential' is the first criteria we use to select which start-ups join our programme. We are building a climate impact entrepreneurship think tank and foundry function, to explore the best models and combinations of start-ups to meet the demand for transformation. We are also developing an entrepreneurship advisory service at the heart of the Deep Demonstration approach to design bespoke schemes to ensure entrepreneurial activity meets local needs. We made this strategic shift while ensuring the continuity of all our relevant programmes (Accelerator, ClimateLaunchpad and Investor Marketplace), testing new methods for early assessment of the climate impact of start-ups, and phasing out some aspects of our programmes that no longer meet our needs.

KEY ACHIEVEMENTS

In 2019 the sixth annual ClimateLaunchpad (CLP) ran in 53 countries holding 74 bootcamps globally. Across all 53 countries, the CLP received 2,601 green business idea applications and accepted and trained 900 teams with

the CLP curriculum. The global grand final took place in November in Amsterdam with 700+ attendees and 130 teams from all 53 countries. All 16 finalists gained direct access to the 'CLP – Climate-KIC Accelerator' – a newly-designed accelerator programme especially designed for the CLP finalist based on the learnings from Climate-KIC's accelerator programme. Finally, the Top 3 of the Global Grand Final, Leafy Ke from Kenya, Maclec from India and Enerdrape from Switzerland received cash prizes of EUR 10,000, 5,000 and 2,500 respectively. Additionally, ClimateLaunchpad social media reached over 5 million people on all social platforms.

We made significant progress in our efforts to secure the future financial sustainability of the programme in 2019 by focusing our fundraising efforts on national and international economic cooperation and development agencies. IrishAid is the first agency to finance the ClimateLaunchpad programme in African countries, with more opportunities already in the pipeline.

Our Accelerator programme, an incubation and acceleration programme for early-stage climate positive ventures, supported a record number of start-ups; 396

during the year, of which 268 were new entrants to the programme. Following our work to track and monitor the funding our start-ups attract, in 2019 we managed to identify more than €280 million of capital attracted by our start-ups.

Since it launched nine years ago, our Accelerator programme (run in partnership with 34 of our Community members) has provided support to over 1600 start-ups in 30 locations across 27 countries in Europe (including the RIS countries). Support is tailored to bring start-ups that are struggling through technological and commercial challenges and mature them into scalable businesses. In 2019, we also renewed our partnership with MunichRE and ERGO who continue to invest in our programme in Germany, Austria and Switzerland. We also started design of a new financial mechanism which will be tested in 2020 to generate revenue from our work with start-ups.

The Plastics Accelerator programme was the first trial for EIT Climate-KIC in running an online and thematic accelerator. The programme successfully delivered on both aims supporting a cohort of 16 start-ups. Participants reported a satisfaction rate of 86%. In addition, start-ups highlighted the potential synergies that emerged from meeting peers working in the same field. The learnings from this new model have been already applied for the custom accelerator programme we will deliver to the CLP finalists spread across the world, as well as in our future accelerator model in Europe.

We also invested efforts to reinforce our climate impact entrepreneurship capabilities by further developing and sharing learning in terms of building sustainable business models, as well as forecasting the climate impact potential of the ventures we support. These unique capabilities EIT Climate-KIC has and is building in entrepreneurship have already attract interest from potential future funders and partners, like the European Innovation Council (EIC).

To mobilise capital towards positive climate impact is critical and in 2019 EIT Climate-KIC continued mobilizing our investor community at a local level via our many start-up and investor matchmaking events within our Accelerator programme (e.g. demo days, investor dinners, 10x10 session) as well as via our pan-European Investor Marketplace online platform. The platform managed to reach over 400 registered investors and showcased over 100 climate positive start-up investment opportunities that we curate and broker. Using Investor Marketplace,

UK company Ichthion (developer of an award-winning technology that can remove greater volumes of plastic from the world's rivers and oceans than other existing technologies) connected with ClearlySo, one of Europe's leading impact investing firms. These discussions eventually led to the structuring of a £1 million agreement between them.

Early in 2019, one of our supported start-ups pushing to become global leader in alternative protein, Ynsect, raised one the biggest food-tech investments ever in an early-stage start-up in Europe. Ynsect raised US \$125 million from a Venture Capital fund, as well as an additional €20 million grant from the European Commission later in the year. The second largest investment came from the German air taxi start-up Volocopter, with €50 million raised in a series-C funding round led by Geely, the Chinese parent company of Volvo Cars. The new funds will support the company in launching their commercial taxi service within the next three years.

LOOKING AHEAD

The priority for 2020 will be to further implement the refreshed entrepreneurship strategy, putting special emphasis across our programmes on our climate impact framework, building deeper synergies with our demand-led initiatives, especially our Deep Demonstrations, as well as working on the financial sustainability of our programmes via our fundraising efforts and our new start-up investment programme. Additionally, we will launch the new Accelerator delivery model which will see our accelerators refine their focus to specific thematic areas based on market need, and look for scaling opportunities for ClimateLaunchpad.



CASE STUDY

START-UP ACCELERATOR

We run Europe's largest start-up accelerator for climate-positive entrepreneurship to nurture and grow the companies whose innovations and business models will enable us to achieve the 1.5° target. The programme currently operates in 31 locations in 29 countries. Successful alumni of our programme are featured in our online investor marketplace, which connects them with investors.

Examples of start-ups we have supported include:

Climeworks, a direct air capture system start-up incubated in the EIT Climate-KIC Accelerator programme, is now a listed company with scalable technology already operating in Switzerland, Iceland and Italy. In 2019 it was named one of the Top 3 CO₂ Direct Air Capture technologies by Bill Gates. EIT Climate-KIC takes the risk and provides business creation support for early ideas that can make a big change – which includes helping big ideas to be embedded in place-based and value-chain transitions, to trigger maximum systems value.

Ÿnsect, an EIT Climate-KIC supported company, manufactures insect products used to make pet food, as well as ingredients for aquaculture and plants. In February 2019 Ÿnsect announced that it has raised €110 million through a variety of investors based in France, Belgium, the United Kingdom, Hong Kong and Singapore. The significant injection of funding is the largest ever agri-tech investment outside the United States and represents a major opportunity to shift food systems to trigger significant change in the way the global economy sources protein.



EDUCATION AND LEARNING

IN 2019, THE EDUCATION AND LEARNING TEAM FOCUSSED ON ADDING IMPETUS TO OUR NEW IMPACT-ORIENTATED STRATEGY EDUCATION FOR TRANSFORMATION, IN TIME WHICH BUILDS ON OUR EXPERIENCE AND LEARNING AND PROPOSES TO LEVERAGE MORE EXPLICITLY THE INEXTRICABLE LINK BETWEEN LEARNING AND INNOVATION.

We are now focussed on the following:

- Learning for Innovation and Systems Change: teaching support around process design, facilitation and range of other competencies needed for embedding learning in innovation systems
- New Skills for Climate Action: - equipping rapidly people with the vocational skills demanded by a net-zero emissions economy
- Leadership for Transformation: furnishing leaders and rising stars with the leadership capabilities to understand, think and act in complex systems.

KEY ACHIEVEMENTS

During the year, we moved from supply-driven to demand-led co-creation of work focused on needs-based capacity building and learning services that are highly integrated with our challenge areas and Deep Demonstrations.

The Learning Hub developed and ran several courses and formats that offered learning opportunities for professionals. We worked on activities like the Network of Coaches; E-Learning courses and modules; the inaugural Cross-KIC initiative DigiEduHack; local experiments and Circular Economy courses. In addition the unit devoted resources to build foundations towards the delivery of systems innovation and contributed to the embedding of sensemaking within the EIT Climate-KIC Community. The Online Learning Platform supported 12 e-learning modules consisting of 177 learning nuggets. The number of registered users reached 16,000 with approximately 3,700 active users per year.

In tandem, we continued to increase our reach in several ongoing and new programmes: The Master Label programme supported 41 Master Degree Programmes at nine Partner Universities to currently more than 350 students; the Journey summer school attracted 360 students from over 60 different countries in nine journeys; the Pioneers Programme had 240 Pioneers participating and launched a redesigned process that better aligns the programme with our innovation projects; and the inaugural Young Innovators programme ran 28 Young Climathons, trained 190 teachers and empowered 1,634 young people to become champions for change.

LOOKING AHEAD

In 2020, we will continue to build on our strategy in order to meet Europe's 2030 climate challenge, which offers guidance to a new Theory of Change for our Education activities.

We will also continue to place learning at the core of the Deep Demonstrations, an immediate test-bed for the activation and development of Learning for Innovation and Systems Change. Skills development, capacity building, upskilling, retraining of local communities, and experiential learning, are already emerging as a desirable component of the portfolios.

Current engagements in Deep Demonstrations include:

- Circular, Regenerative Economy: providing consultancy on education components; contributing to the development of a circular education strategy; identifying learning needs and capturing insights
- Healthy Clean Cities: building on previously developed assets, e.g. the City Finance Lab courses and learning components
- Just Transformation: co-designing a Future of Work Skills Hub aimed at workers within the Basque region of Spain; focusing on climate proofing jobs and promoting gender equality, supporting aging workers and climate migrants.

Additionally, we are working towards being financially sustainable through external funding, creating commercial scalability for our programmes, and providing our expertise in Systems Innovation as a service.



CASE STUDY

YOUNG INNOVATORS

As part of our refreshed Education approach and in support of our efforts in developing New Skills for Climate Action and equipping rapidly people with the vocational skills demanded by a net-zero emissions economy, in 2019 we launched a new programme for young people.



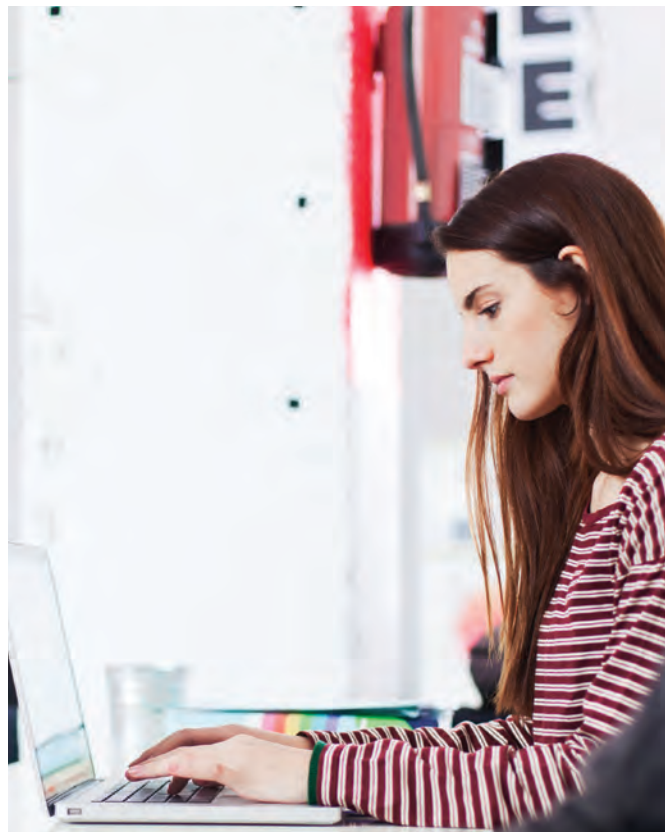
Young Innovators is the only challenge-led programme in Europe, supporting climate innovation through a wide set of partnerships with schools, cities, governments and industry. The mission of our schools learning and education programme is to boost the skills of young people aged 12-18 and to prepare them to lead and upgrade skills and capabilities in systems thinking and innovation. Our mission is to empower 300,000 young people by 2020, and 3 million by 2030, transforming over 10 per cent of all young people living in Europe, and beyond, to become climate champions and innovators.

Young Innovators is an experimental programme aimed to introduce a systems innovation approach to 12-18 year olds to foster social awareness and entrepreneurial thinking towards tackling climate change challenges in the school environment through visual thinking and participatory techniques.

The next few years are the most important in our history to prepare future generations to lead a prosperous, inclusive, resilient society based on a net-zero carbon circular economy. Our mission is to empower 30,000 teens by 2020, and 3 million by 2030, transforming over 10% of all teens living in Europe, and beyond, into Champions to become climate innovators.

With Young Innovators, the future generation is being prepared with the knowledge and understanding to lead the movement for a systemic change. As part of this movement, Young Innovators offers students the methodological approach, visual tools and entrepreneurial

mindset to change the economy and society immediately. Working with EIT Climate-KIC partners, learning designers and teachers as multipliers of change, we aim to integrate climate change challenges as part of our teens' life at school.



COMMUNITY ACTIVATION

The overarching mission of our Community Activation work is to find, foster and support the Community we need to deliver on EIT Climate-KIC's strategy Transformation, in Time. To do this, in 2019 we have developed and refined the three key principles that guide what we do, how we make decisions and who we prioritise working with:

1. Difference matters: Transformative innovation requires multiple actors from across the system to imagine, think and create together. The first key goal of the Community Activation function has been to find people who are acting differently and to find ways to create, make and do things with them. The most important consideration for the work we do to bring 'unusual actors' into the community is to ensure we have the necessary skills, behaviours and methods to connect them with the institutions, organisations and people at the centre of the climate innovation discourse. It is only

by bringing these groups together that we can unlock the complimentary difference required to drive the type of radical systems transformation that is needed.

2. Creating glue: What are the attributes of a community? What brings them together? What keeps them together? We call this the 'glue', and the Community Activation team spent 2019 researching what kinds of glue the EIT Climate-KIC community requires in order to succeed in achieving systems-level transformation.

3. We need more happy accidents: We believe that true transformation happens when the right people are in the right place at the right time. They must bump into each other, strike up a conversation, that conversation needs to lead them to learning they have some things in common but also have some differences of opinion. Creative sparks need to fly. We call this serendipity, or a happy accident. While it is not possible to predict or control serendipity, we believe it is possible to create opportunities for happy accidents to occur more often and have been exploring alternate ways of creating the chance for serendipity. Our main initiative in this space is the Exaptive platform.



KEY ACHIEVEMENTS

Experimenting with our Community: We are running a portfolio of cutting-edge projects and experiments with our Community of partners, friends and collaborators. We have a particular focus on working with actors and organisations that bring new voices into our Community. For example, in 2019 we have worked with museums, artists, comedians, humanitarians, journalists, sports, graphic designers among others.

Connecting our Community: our main initiatives in creating connection within our Community has been our continued work on Exaptive. This digital platform uses data and machine learning to augment our Community, and to create new opportunities for our community to work together to unlock systemic change. We are particularly interested in experimenting with the Exaptive 'Cognitive City' tool because it allows users to self-match-make and to create novel teams. It can unlock potential for unexpected people to work together in unexpected ways by using machine learning to suggest collaborations.

LOOKING AHEAD

In addition to continuing to build on a range of initiatives and partnerships developed in 2019, the Community Activation team are working to build a cascade of moments that matter in 2020, connected by a collective narrative of transformation. Built with people who, like us, want to act to change the system. We are using the principles of movement building, social innovation and community activation. Our approach is experimental, non-violent, experiential and about creating hope (not fear). EIT Climate-KIC is the largest global public-private partnership focused on climate and we have always existed to empower and connect people to use their unique skills, expertise and passion to take action in a collective way. Now, we want to use our profile and experience as a global platform, and in collaboration with our community and every person who wants to take action, drive toward creating a transformational moment in history.



CROSS-KIC COLLABORATION

EIT Climate-KIC works closely with the other EIT-funded Knowledge Innovation Communities (Digital, Food, Health, InnoEnergy, Manufacturing, Raw Materials and Urban Mobility) in several areas. This means a combining of expertise, communities and resources in order to focus efforts and increase impact.

EIT Climate-KIC leads on two of these areas: global outreach and co-location consolidation.

KEY ACHIEVEMENTS

Big strides have been taken in expanding cross-KIC global outreach during 2019. The Global Outreach programme, coordinated by EIT Climate-KIC, focussed on three key locations; EIT Hub Silicon Valley (led by EIT Digital), EIT Hub Tel Aviv (led by EIT Health) and EIT Hub Beijing (led by EIT Climate-KIC). Coordination of the programme consisted of aligning the different Global Outreach locations, sharing learnings, monitoring and reporting.

The EIT Hub Silicon Valley successfully launched in March 2019 and has been represented at key conferences (for example, SEC2SV in September) and organised a series of outreach events with key Silicon Valley stakeholders.

The EIT Hub Tel Aviv successfully opened in December 2019 after organising a range of pre-launch events including outreach to the local ecosystem and matchmaking events.

The EIT Hub Beijing moved into pre-launch outreach phase during the year including holding pre-launch workshops with key partners in both Europe and China. During the year, the number of cities selected for co-location consolidation rose from four to seven. These are places where the KICs can move to shared locations in order to maximise investment and benefit from closer collaboration and cross-fertilisation. As an example, EIT



InnoEnergy and EIT Climate-KIC started co-locating in Berlin from November 2019.

Additionally, EIT Climate-KIC and Aalto University led a cross-KIC 'Digital Education Hackathon'. This took place on the 3rd October 2019 and gathered bright minds from across Europe to 'hack' a series of education challenge through digital technologies. These challenges included improving access, creating more authentic learning experiences and transforming traditional education models. The hack generated dozens of innovative solutions targeting different countries in Europe and more globally.

LOOKING AHEAD

Work on the three global outreach locations continue with similar programmes with a launch date for the Beijing Hub currently planned for July (delayed from February 2020), subject to the Covid19 situation in the region. Proposals in seven co-location cities (Copenhagen, Berlin, Budapest, Espoo, Munich, Warsaw and Warsaw) will be presented to EIT for approval whilst new candidates will also be presented (Milan, Prague, Barcelona).

POLICY AND EU AFFAIRS

The newly appointed President of the European Commission, Ursula von der Leyen, placed climate action at the heart of the political agenda in 2019 and promised to come forward with a European Green Deal during her inauguration.

In response we have been actively engaging key EU policy makers with responsibility for drafting the EU Green Deal to highlight how our approach can accelerate the implementation of the Green Deal on the ground and unlock rapid decarbonization and resilience. The Commission expressed strong interest in the development of our Deep Demonstrations in this context and their potential to show that fast, large-scale change is possible, along with our intermediary role of facilitating rapid learning for maximum impact.

The European Green Deal text released in December 2019 correlates strongly with the approach we have been outlining, including the need for research and innovation to adopt a systemic approach, to work across sectors and disciplines, and the importance of experimentation, involving local communities and initiatives that seek to combine societal pull and technology push.

2019 was also a critical year in the formation of the EU's future Framework Programme for Research and Innovation, covering the period 2021-2027 (known as Horizon Europe). The proposal included the concept of 'mission-oriented' research for the first time.

The systemic approach of EIT Climate-KIC, along with the concrete development of our Deep Demonstrations during 2019, is closely aligned with the European Commission's Mission driven approach. We recognised that getting involved in helping to shape a Mission would give us an enormous opportunity to help enable systems innovation commitments in the future Horizon Europe programme and could potentially attract additional funding for EIT Climate-KIC. Also, that an ecosystem like EIT Climate-KIC has significant strength to support the EU in delivering

the Missions thanks to our expertise as a community in driving sustainable and cross-sectorial approach projects.

We identified three Mission areas as focus for immediate work:

- Adaptation to Climate Change, including Societal Transformation
- Climate-Neutral and Smart Cities
- Soil Health and Food.

During the summer 2019, the European Commission set up a Mission Board for each Mission. Further to several high-level discussions between EIT Climate-KIC and a variety of European Commission departments, the Commission encouraged us to share suggestions on the framing and scoping of missions generally. This interest spanned both the potential detail of what various Missions could cover in terms of content, but also the methodology of the EIT Climate-KIC Deep Demonstration process, as the European Commission noted the potential to learn from the methods used in the Deep Demonstration innovation process, in order to draw lessons of relevance for Missions and cluster activities in Horizon Europe of doing innovation differently.

We developed three papers for the Adaptation, Cities and Soil Health and Food Missions and shared them with key Mission board members and Commission staff during the autumn. Each of the papers seeks to promote a systemic approach to the problem and sets out:

1. Learning from our experience of working on the given topic for the past 10 years
2. Our view on how Missions could be constructed and delivered
3. Our capabilities to help deliver the Mission.

LOOKING AHEAD

The feedback from board members and Commission Secretariat at both Director and working level has been very positive and further discussions are expected as the strategy continues to develop in 2020.

INTERNATIONAL FOCUS

Our strategy states that we will increasingly focus our activities on meeting the needs of high climate ambition cities, regions, companies and countries committed to securing systemic change through innovation. The climate challenge or the ambition to act is not restricted to Europe, so part of EIT Climate-KIC's effort has been to take our European experience and build innovation bridges to other parts of the world. This is crucial as climate-damaging value chains are often global and Europe has key relationships, where cooperation on innovation can help raise ambition.



KEY ACHIEVEMENTS

In this context, in 2019 EIT Climate-KIC has led international outreach efforts by KICs under an EIT-supported cross-KIC programme. This has seen key relationships developing in California, China and Israel, with the opening of EIT cooperation offices. Additionally, 2019 has seen an extension of our international outreach through:

- The Climathon programme, where 145 cities took part in hacking their climate challenges across six continents
- Climate LaunchPad, now supporting start-ups in 50 countries including in Asia, Latin America and Africa
- Expansion of 'scale-up' innovation programmes, such as WINnERS and REDD-Chain, which has seen expanded applications in Africa and Latin America respectively.

This increased activity beyond Europe has been funded by a network of organisations, including IrishAid, the African Development Bank, the Climate Justice Resilience Fund and the Inter-American Development Bank.

LOOKING AHEAD

During 2020, we expect to grow and embed the EIT Cross-KIC Hubs as part of EIT Climate-KIC's core network. This will involve developing joint activities on tackling climate change that can reinforce cooperation between the EU and the respective countries and states; something so crucial before COP26.

Additionally, in 2020, we expect to scale-up our Deep Demonstrations approach by trialling its application with ambition places in fast-growing developing economies, with the support of one or more international development funders.

COMMUNICATIONS, BRAND AND STORYTELLING

EIT Climate-KIC may be pioneering systems innovation methodologies on the ground, but we are not alone in calling out the need for fundamental change.

2019 saw the most significant climate activism in history. Millions took to the streets demanding “systems change not climate change”. The IPCC called for systems transitions and “rapid, far-reaching and unprecedented changes in all aspects of society”. And the UNFCCC urged governments to “seize opportunities for real transformation”.

But there is little public debate about what systemic change looks like or how to get it done. We’ve declared emergency, now what?

EIT Climate-KIC communications can contribute to this debate – and amplify and accelerate the climate impact of our work directly – by developing and sharing inspiring examples of climate innovation successes as well as new and emergent approaches to meeting more ambitious climate targets.

KEY ACHIEVEMENTS

During the year, we grew our social media following to 182,000 across all channels, an increase of 23%, through targeted content marketing. We achieved widespread media coverage, with over 200 articles appearing in national- and EU-level media.

We provided communications support for over 50 events across Europe and beyond, including World Circular Economy Forum, C40 Mayors Summit, COP25, and London Climate Action Week.

We developed content and marketing campaigns to help grow our flagship programmes, including:

Climathon continued its year on year growth as a self-organised climate action hackathon for local climate



challenges. In 2019, 145 cities and over 6,000 citizens took part. Climathon Day had a global digital reach of over 40 million citizens with widespread local community-based press coverage.

Our Journey summer school saw us working with 360 graduates young professionals on climate issues and systems thinking. Digitally, the programme recorded a hashtag reach of 861,000 unique users.

ClimateLaunchpad launched 900 teams of climate entrepreneurs from 53 countries into the world. Digital coverage of the Grand Finals reaching about 218 million readers.

LOOKING AHEAD

In 2019 we laid the foundations for “telling stories like there’s no Planet B” – the theme of our storytelling approach for 2020.

FINANCIAL SUSTAINABILITY

Since 2017, EIT Climate-KIC has worked with EIT to demonstrate a model for climate action that is systemic and can meet the speed and scale of change needed. In a context of a planned reduction of EIT funding to first-wave Knowledge Innovation Communities, year-on-year we have increased our total funding whilst shaping and further broadening our funding pipeline.



As part of our 2019 focus to fully activate our Transformation, in Time strategy, in Q1 we developed a new financial sustainability strategy with a new team structure. We identified the need to focus on a core group of aligned funders, whom we could work with over the longer term to collectively build programmes for systems change of significant scale, and which utilize the infrastructure established with the EIT grant. This includes building and strengthening of relationships with different national governments (including Slovenia, UK & Ireland, Spain, Germany), regions (currently engaging actively with multiple regions across Europe including Cantabria, Scotland, Saxony Anhalt), cities (over 15 cities) as well as the EU Commission (DG RTD, the Mission Boards, DG Clima) and international development agencies (DFID, GIZ and Irish Aid). We used 2019 to reposition ourselves and be seen as a key player offering system innovation programmes at scale and have seen increasing numbers of potential funders approaching us to develop proposals to support our work.

A key part of the strategy was also to strengthen and sharpen our offer to funders. We have invested in the development of the Deep Demonstration approach and actively tested the value proposition with over 25 challenge owners and over 15 funders currently working with us. This work has enabled us to generate traction, improve our offer and adapt to expressed needs. We have also developed a scaling framework for our strategic

programmes to significantly build on their reach and impact, and have started piloting initial scaling strategies (with the Climathon programme in particular). Finally, we have worked on a venturing approach for our most successful innovation projects to ensure we have models in place to support projects in the longer-term to ensure they deliver on their transformational impact, alongside financial return mechanisms.

KEY ACHIEVEMENTS

Our total funding in 2019 was €90m, with €86m from the EIT Grant, €1.6m from other funders and €2.5m from Partner fees. We are seeing the strength of our new approach to funders in terms of the pipeline already in place for 2020; we are already targeting €8m of funding from both existing funders and newly-established relationships in addition to €88m already committed from EIT. The pipeline of opportunities at the end of 2019 was 32 million, with various large scale funding opportunities in discussion with the EU Commission and regions.

Work undertaken in 2019 working to build a Deep Demonstration programme with the Government of Slovenia has led to securing 5m Euros from one of the 9 participating Ministries with a strong potential for a further financial commitment in 2020.



We are receiving significant interest from multiple funding pathways and have conducted mature funding discussions regarding the implementation of our systems innovation approach across various activities in the climate action portfolio of government development departments. We are in the final discussion round for a pilot with an EIC instrument on our accelerator program and are in discussion on additional work. We have also received strong interest from European regional governments to initiate a Deep Demonstration in their region (that they would fund) as well as from corporate clients which would enable us to test our methodology.

Our Winners programme has also sparked high interest from the Global Climate Fund, and our community activation activities have attracted significant interest from several Foundations.

LOOKING AHEAD

The model for EIT funding for the KICs is that the funding reduces from the mid-point of seven years (so from 2017 for Climate-KIC); we have outpaced that over the last three years, increasing our overall grant year on year – a trend which has continued into 2020. We expect and have planned for 2021 to be the first year of a reduced EIT grant. We intend to continue building our value proposition in 2020, with a continued focus on our Deep Demonstration approach, particularly in the context of Covid-19, where we believe we can provide interesting methodologies that could support economic stimulus packages. We will continue our current focused approach on large funders that has showed strong traction in 2019, and continue to embed fundraising approaches across the whole of EIT Climate-KIC.

**OUR TOTAL FUNDING
IN 2019 WAS €90M**

GOVERNANCE OVERVIEW

EIT Climate-KIC is a public-private partnership comprising the Climate-KIC Association and the Climate-KIC Holding. The Association operates through the Climate-KIC Holding. The Climate-KIC Association holds 100 per cent of shares in the Holding and oversees its strategic direction.



Assembly Members as of 31 December 2019:

- Achmea Insurance
- ART-ER (former ASTER - Regional Technology Development Agency)
- CEA (Commissariat à l'énergie atomique et énergies alternatives)
- Chalmers University
- City of Helsinki
- City of Malmö
- Covestro
- Dedagroup Public Services
- Edinburgh Centre for Carbon Innovation (ECCI)
- E.ON SE
- ENGIE
- ETH Zurich (Swiss Federal Institute of Technology)
- Ferrovial Corporación S.A.
- Fundación Valenciaport
- GFZ (German Research Centre for Geosciences)
- HIT (Hub Innovazione Trentino)
- Imperial College of Science, Technology and Medicine
- INRA (Institut national de la recherche agronomique)
- Instituto Tecnológico de la Energía
- KLM
- Novamont
- Potsdam Institute for Climate Impact Research
- Sorbonne University
- South Pole Group
- Stichting Deltares
- Technical University of Denmark (DTU)
- TNO (Netherlands Organisation of Applied Scientific Research)

- Technical University of Delft
- TU Berlin
- Université de Versailles Saint-Quentin-en-Yvelines (UVSQ) (until 26 November, 2019)
- University of Copenhagen
- Universidad Politécnica de Madrid
- Utrecht University
- Veolia Environnement S.A.
- VITO NV
- Wageningen University

GOVERNING BOARD

The Governing Board provides intellectual leadership and investigates critical challenges in the areas of climate change mitigation and adaptation. It informs the multi-annual strategy and aspects of strategic relevance to the Association.

The Governing Board comprises individuals elected from the Association's members with an independent chairperson. The composition of the Governing Board reflects the diversity of institutions and regions within Climate-KIC. The Governing Board meets around six times a year, including an annual retreat.

The Governing Board elects a Chair and a Vice-Chair. Together, they are the legal representatives of, and legally represent, the Climate-KIC Association.

Governing Board members in 2019:

- Anders Wijkman (Chair)
- Marianne Thellersen (Vice Chair)
- Ruben Alblas (re-appointed 1 February 2019)
- Valentin Alfaya
- Paul Althuis
- Giovanni Anceschi (appointed 18 September 2019)
- Catia Bastioli (appointed 18 September 2019)
- Nicolas Gruber
- Renat Heuberger (until 31 December, 2019)
- Jonas Kamleh
- Daniel Klingensfeld (until 31 December 2019)
- Alice Peyrard
- Martin Siegert
- Jean-Francois Soussana (until 30 June 2019)

SUPERVISORY BOARD

The Holding's Supervisory Board takes responsibility for Climate-KIC Holding B.V.'s general affairs and reports to the company's shareholders at the Annual General Meeting. It supervises the Holding's managing statutory directors' performance and considers matters such as the multi-annual strategy to be proposed to the General Meeting, the annual business plan, accounts, legal and portfolio strategy for partners and strategic alliances.

Supervisory Board members in 2019:

- Monika Weber-Fahr (Chair, independent)
- Yvo de Boer (Vice-chair until 14 February 2019, independent)
- Barna Barath (Vice chair from 14 February 2019, independent)
- Thomas Goergen (non-independent)
- Timo Nurminiemi (independent)

ADVISORY COUNCIL

In support of EIT Climate-KIC's transition to a multifunded catalyst of systemic change, we will tap into the collective intelligence and guidance of highly experienced and highly connected individuals – our newly-formed Advisory Council. Members of the Advisory Council play an important complementary role to the Association Governing Board as a strategic sounding board for Climate-KIC's management team, offering an element of independence, fresh perspectives, and divergent thinking. Advisory Council members also help to represent EIT Climate-KIC externally – including at the European

Commission level, in the Technical Expert Group on Sustainable Finance, helping to develop a unified EU-wide classification system for sustainable economies.

Advisory Council Members in 2019:

- Sean Cleary
- Sandrine Dixson-Declève
- Connie Hedegaard
- Molly Jahn
- Tomas Kåberger
- Dennis Pamlin

EXECUTIVE BOARD

The Executive Board is responsible for the operations and day-to-day running of the Climate-KIC Group.

Executive Board members as of 31 December 2019:

- Kirsten Dunlop – CEO (Statutory Director)
- Joann Passingham – CFO (Statutory Director, joined November 2019)
- Tom Mitchell – CSO (Statutory Director)
- Richard Zaltzman – COO (Statutory Director)
- Chris Hutton – Director, People and Culture
- Gudrun Freese, Georgia Hutchinson, Peter Koziel – Co-Interim Communications Directors
- Michelle Zucker – Director, Community Activation
- Dominic Hofstetter – Director, Transformation Capital
- Anna White – General Counsel
- Riyong Kim – Director, Mission Finance
- Benat Egana – Co-Director Entrepreneurship
- Angelica Monaco – Director, EIT Climate-KIC Italy branch
- Magdalena Dul-Komosinska – Director, CEE region
- Solveig Zophoniasdottir – Co-Director Education

STAFF

EIT Climate-KIC values having a diverse organisation and endeavours to embed fairness and inclusion in all of our practices, processes and policies. We review and monitor our gender and diversity data to drive improvements, supporting specific activities such as internal women's networks and review policies, processes and attitudes within the organisation. In addition we challenge approaches and behaviours which may compromise our values.

Our headcount was 271 at 31 December 2019 (composed of 175 female, 95 male, and 1 other gender identification).

ORGANISATION DESIGN

To enable our strategic pivot towards systems innovation as a service, we are changing the way we operate as an organisation towards a structure that is more effective as an agent of systems transformation, better fit for purpose to engage in complex adaptive systems and more agile in working through distributed leadership teams made up of people bringing different perspectives, playing different roles, and working on multiple projects. Through the participatory organisational change process started in November 2018, this year we have continued development of a new organisation design, with new processes and new ways of working all focussed on delivery of our Transformation, in Time strategy.

- Build richer understanding, community and place-based relationships and policy interfaces
- Develop structure for professional pride, capability and service excellence in core business services of grant management, financial administration, partner relationship management and funder relationship management
- Enable EIT Climate-KIC to work as an orchestrator of systems innovation and utilise the expertise and capacity of our community to increase our shared capabilities and respond to opportunities in a more agile way.

LOOKING FORWARD

Work done in 2019 has provided a detailed framework for processes, culture and behaviours which will enable us to focus our resources and expertise more effectively on the systemic and demand-led focus of our strategy. During Q1 and 2 of 2020 we will implement the new organisation design and support the Climate-KIC through this change as we also consider impacts of Covid19 on wellbeing and working practices.

Our approach to the organisation design has not been to adopt a formulaic, off the shelf solution but to take inspiration from a variety of sources including but not limited to holacracy, Team of Teams, Teal organisations, Cynefin, Agile teams, consulting, service desk, and design organisations. We've worked collective to understand how best we might use these practices and approaches to suit our purpose and needs.

The process of organisational design has been conducted in a deliberately transparent way, with wide participation, rather than a top down process or one designed by external consultants.

KEY ACHIEVEMENTS

Collectively, we have designed an organisational form that responds to our objectives to;

- Work more holistically and across boundaries on a portfolio approach, with the capability and shared practices to deliver systems innovation as a service



PEOPLE AND LEARNING

During 2019, we have been supporting our team to hone the skills and competencies needed to deliver on our Transformation, in Time strategy. We are moving to a model of distributed leadership, focus on systems innovation and developing our role as a 'orchestrator of change' and as a 'backbone organisation, all of which have shaped our learning and development programme for our team during the year.



We have focussed on developing experiential learning in leadership and management skills, running initiatives which help to develop our people's personal effectiveness and resilience, and ability to work in new ways, as well as technical competencies (e.g. community management, financial management, systems knowledge).

KEY ACHIEVEMENTS

Over the course of 2019, as we developed our organisation design, we also responded by creating programmes and training to help our people develop new skills, embrace new ways of working required to deliver on our strategy, and refresh and consolidate their expertise. Much of this was developed in the context of the requirements of Deep Demonstrations work.

Key skills identified as priorities for which training and development initiatives were delivered, included:

- enabling and facilitating collaboration and co-creation, especially with multiple stakeholders
- systems innovation and design thinking, including in support of our Deep Demonstration work
- sensemaking as a practice, including the set up and training of an in-house sensemaking facilitation and design team

- portfolio working, including a focus on collaborative decision-making, active listening and working with unconscious bias
- business fundamentals, including further development of project management capabilities to support non-EIT funded activities, financial sustainability capabilities outside of the core funding team and community management.

Our leadership development activity in 2019 has also been closely connected to our shift to a new organisation model, including one-on-one and team coaching and wider leadership behaviours development workshops.

LOOKING AHEAD

Work initiated in 2019 will continue and be built upon in 2020, ensuring we have the skills, capabilities and confidence to deliver on our mission and as required by our organisation design, focussing on the areas highlighted above.

OUR EXPECTED RESULTS

The following highlights EIT Climate-KIC's multi-year targets, to correspond with the next European finance frameworks.

YEAR	2022	2024	2027	2030
Impact Pathway	Our balanced portfolio of innovation options acts on levers and blockers simultaneously to catalyse systemic change in those systems most crucial for reaching the EU's climate change ambitions			
Rationale for Targets	Focused on the quality of the portfolio, as a spread of innovation options	Focused on the material impact that our portfolio is having on levers of systems change	Focused on the systemic change seen through the lens of cities, regions and countries towards climate action.	Focused on the systems and impact areas crucial to achieving European decarbonisation and climate resilience.
Societal and economic impact	Outputs <p><i>On Learning</i>, 95% of portfolio options offer insights into systems change dynamics.</p> <p><i>On Community Activation</i>, at least 50% of options involve citizens and end-users as active participants.</p> <p><i>On Deep Demonstrations</i>, the portfolio directly serves the needs of 25 challenge-owners.</p> <p><i>On Green skills and Leadership</i>, participants exceed 10,000 (2019-2022).</p> <p><i>On Start-ups</i>, 50 EIT Climate-KIC supported businesses offer deep demonstration options.</p> <p><i>On Partnerships</i>, 20% from RIS and 20% Challenge-owners.</p>	Medium-term Outcomes <p><i>On Finance</i>, leveraged €50bn of public and private funding to scale innovation options in our portfolio, in pursuit of our impact goals.</p> <p><i>On Policy</i>, 20 climate change-related policies or policy experiments shaped by EIT Climate-KIC.</p> <p><i>On Technology</i>, 50 cities, regions and institutions adopted CKIC supported technology.</p> <p><i>On Leadership</i>, 2000 change agents supported by Climate-KIC education programming in positions of climate leadership.</p> <p><i>On Community Activation</i>, 10% of portfolio positions have triggered behaviour changes.</p>	Longer-term Outcomes <p>Through our Deep Demonstration approach and overall portfolio, EIT Climate-KIC will have made a significant contribution to catalysing systemic change to achieve net zero-emissions and climate resilience in:</p> <ul style="list-style-type: none"> 30 European cities 15 European agricultural and industrial regions 5 European countries. <p>We will have leveraged over €100bn of public and private funding towards innovation to tackle climate change.</p> <p>EIT Climate-KIC will have made a significant contribution to changing innovation models in Europe for tackling climate change.</p>	Impact Goals <p>Innovation effects to have:</p> <p><i>Cities</i></p> <ol style="list-style-type: none"> Promoted retrofit and decentralised energy Nurtured nature-based resilience for cities Accelerated sustainable urban mobility. <p><i>Land-use</i></p> <ol style="list-style-type: none"> Made agriculture climate-smart Reformed food systems Nurtured forests in integrated Landscapes. <p><i>Materials</i></p> <ol style="list-style-type: none"> Built Circular Material Flows Reduced industry emissions Rebooted regional economies. <p><i>Finance</i></p> <ol style="list-style-type: none"> Mainstreamed climate in financial markets Democratised climate risk information Fostered bankable green assets in cities.

* consistent with tackling climate change at speed and scale required, based on demand

TEN YEAR REVIEW

In 2019 we conducted a 10 year review of our identity, structure, influence and innovation, in order to capture, apply and share learning from our work over the last decade. Key findings include:

CLIMATE INNOVATION

There is a real, current opportunity to drive rapid, large-scale climate innovation throughout Europe on the back of hard-hitting social movements and public appetite for change. This fact exists in tension with another, which is that political momentum and will are fickle, and solutions uncertain.

Approaches to system innovation must also recognise that the real world is imperfect, and solutions are not simple. Other key learning points relating to system innovation include the challenges of changing mindsets when people and institutions are used to a particular approach to a problem; the recognition that single point innovations are easier in terms of being able to find solutions and demonstrate results, which reduces the incentive (but not the need) to engage systemically; the fact that it is hard to provide demand-side solutions unless challenge owners are able to articulate the demand in a way which allows institutions to engage; and that systemic solutions take a long time.

PARTNERSHIPS

Partnership based organisations benefit from engaged, active partners who are prepared to work hard to see positive results from their engagement. Those partners who expect to have their needs met without active participation tend not to benefit as much. Network size is also an important decision point. Benefits of small partnership networks include close working relationships and a sense of community; control shared between fewer entities and therefore greater decision-making power for each; and simplicity in systems and structures. Benefits of larger partnership networks include a potentially greater impact achieved through channelling funding via a wider



range of organisations; a reduced ability for individual, vociferous partners to have undue influence; a greater sense of network innovation; and greater diversity.

IMPACT AND LEARNING

Learning needs to be embedded into organisational design from the earliest stages; knowledge capture is one of the most important priorities for organisations working in the innovation space. Organisations with complex missions may benefit from being given the space to make mistakes, as - over time - learning from those errors enables them to get the organisational design right.

There is a natural disconnect between system innovation and traditional impact measurement frameworks; innovation implies a certain level of failure, arising through experimenting in areas where results are not certain, but standard KPIs and outcome frameworks are not designed in a way which can easily capture this. Thought needs to be given to the question of how to create a safe space to fail with public money. Requirements around impact measurement also need to factor in the likely timeframes in which impact realisation is feasible.

A common KPI framework is not necessarily applicable across organisations with different sectoral focus. Finding sufficient commonality to enable KPI measurement can lead to the wrong things being measured, thereby creating incentives which do not correspond to organisations' stated purposes. In a similar vein, isolating impact in complex systems interventions is challenging; incentives are there for the 'easy wins', which do not lead to long-term change. Such choices are hard; more space could therefore be offered to the KICs to make their own decisions around focus, impact and organisational ambition.

PARTNERS LIST

FULL OFFICIAL REGISTERED NAME

- 2° Investing Initiative
- A2A Calore e Servizi s.r.l.
- A2ASmartcity
- AALTO-KORKEAKOULUSÄÄTIÖ
- Aarhus Kommune, Teknik og Miljø
- Aarhus Universitet
- Aberystwyth University
- Acclimatise Group Ltd
- Achmea Schadeverzekeringen N.V.
- ACTECO PRODUCTOS Y SERVICIOS S.L.
- AEROSPACE VALLEY
- Agence de l'Environnement et de la Maitrise de l'Energie
- AGENZIA MOBILITA' AMBIENTE E TERRITORIO SRL
- Agenzia Nazionale per le Nuove Tecnologie, l'Energia e lo Sviluppo Economico Sostenibile
- Agenzia per l'Energia e lo sviluppo sostenibile
- Agolin S.A.
- AGORANOV
- AgriCircle AG
- AGRO-TRANSFERT RESSOURCES ET TERRITOIRES
- AGROPARISTECH INNOVATION
- AgroPithiviers
- Agvesto Limited
- Air Liquide – Recherche et Développement
- Air Liquide Forschung und Entwicklung GmbH
- AIT Austrian Institute of Technology GmbH
- Akseleratorius, UAB
- ALGOE
- Alma Mater Studiorum - Università di Bologna
- Amatus GmbH
- Amped Concepts B.V.
- Antaco UK Ltd
- Aqdot Ltd
- AquaBioTech Limited (trading as AquaBioTech Group)
- AQUAFIN
- Aquatec Proyectos para el Sector del Agua, S.A.U
- aQysta B.V.
- Architecture 00 Limited (trading as Dark Matter Laboratories)
- ARIA Technologies SA
- ART- ER S. Cons. p.a
- Arx-IT Consulting SA
- Ashoka gemeinnützige GmbH
- Asociación de investigación de la industria del juguete, conexas y afines
- Asociación de Investigación de las Industrias Cerámicas
- Asociación Valenciana de Empresas del Sector de la Energía
- ASSOCIATION SEE ICT
- Athens University of Economics and Business Property Management & Development
- ATHINA-EREVNITIKO KENTRO KAINOTOMIAS STIS TECHNOLOGIES TIS PLIROFORIAS, TON EPIKOINONION KAI TIS GNOSIS
- Aurora Sustainability Ltd
- Avocet Holding Kft
- Bankers without Boundaries
- Baysan Quality Pro S.L.
- Betterpoints Limited
- Beyond Ratings
- BIK Bouw B.V.
- Birmingham City Council
- Black Bear Carbon B.V.
- brainbows informationsmanagement gmbh
- Brandenburg University of Technology Cottbus-Senftenberg
- Budapest Fovaros Onkormanyzata
- Budapest University of Technology and Economics
- Building Global Innovators – IUL MIT Portugal accelerator
- Building Solution Services Cooling Germany GmbH
- Buildings Performance Institute Europe A.S.B.L.
- C2C ExpoLAB
- C40 Cities Climate Leadership UK
- Camera de Comerț, Industrie și Agricultură Timiș
- Carbon Delta AG
- Carbon Trust Advisory Ltd
- Carbone 4
- CAVIRO DISTILLERIE S.R.L.
- CAVIRO Soc. Coop. Agricola
- CDP Europe – Services GmbH
- CDP Worldwide
- CDP Worldwide (Europe) gemeinnützige GmbH
- CENEX (Centre for Excellence for Low Carbon and Fuel Cell Technologies)
- Centre of Excellence for Low-Carbon Technologies/Center odli?nosti nizkooglji?ne tehnologije (CO NOT)
- Cetaqua, Centro Tecnológico del Agua, Fundación Privada
- Chalmers Tekniska Högskola Aktiebolag
- Chrysalis Leap Limited
- CIRAD – Centre International de Recherche Agronomique pour le Développement
- Clarmondial AG
- Cleantech Bulgaria Ltd.
- CLEAR NANO TECHNOLOGIES AG
- Climate Blockchain Initiatives Sociedad Limitada
- Climate Leadership Coalition ry
- Climate Media Factory UG (haftungsbeschränkt)
- Climate Strategies
- Climate-KIC Alumni Association
- CO2i
- Commissariat à l'Energie Atomique et aux Energies Alternatives
- Compagnie Nationale du Rhône
- Compañía Española de Servicios Públicos Auxiliares S.A.
- COMPUTER SOLUTIONS S.P.A.
- Comune di Milano
- Conigital Group
- Consellería de Medio Ambiente e Ordenación do Territorio. Xunta de Galicia
- Cool Farm Alliance Community Interest Company

- Cornelissen Consulting Services B.V.
- Covestro Deutschland AG
- CRCLR GmbH
- CybeleTech SAS
- Cyprus Energy Agency
- Cyprus University of Technology
- Danmarks Tekniske Universitet
- DanTrade B.V.
- Dark Matter Laboratories B.V.
- De Gezonde Stad
- De Groene Grachten B.V.
- Dedagroup Public Services S.r.L.
- Devtaar B.V.
- DIL Deutsches Institut für Lebensmitteltechnik e.V.
- Drawdown Europe Research Association
- E-zavod, Zavod za celovite razvojne rešitve
- E.ON SE
- E.ON Sverige AB
- E3G -Third Generation Environmentalism GmbH
- E3G -Third Generation Environmentalism Ltd
- E3G ASBL
- Easy Engineering SA
- EAT Foundation
- Eaternity AG
- Ebusplan GmbH
- Eco Environnement Ingenierie
- ECOACT S.A.S.
- ECOCLIMASOL
- ECODOM – CONSORZIO ITALIANO RECUPERO E RICICLAGGIO ELETTRO-DOMESTICI
- Ecoembalajes España S.A.
- EcoKraft GmbH
- Ecole Polytechnique
- Ecomatters B.V.
- EcoSCADA Sp. z o.o.
- Ecospeed AG
- Edgeryders OÜ
- EDINN GLOBAL S.L.
- Eidgenössische Technische Hochschule Zürich/Swiss Federal Institute of Technology
- ElectricFeel AG
- Empresa Municipal de Iniciativas y Actividades Empresariales de Málaga S.A. -PROMALAGA-
- Encraft Limited
- Energy Systems Catapult Ltd
- ENGIE S.A.
- Engineering Ingegneria Informatica S.p.A.
- European Regional Framework for Co - Operation
- Exceedence Ltd
- Fachhochschule Zentralschweiz - Hochschule Luzern
- Faculdade de Ciências e Tecnologia da Universidade Nova de Lisboa
- FAGOR SOCIEDAD COOPERATIVA
- FERROVIAL AGROMAN S.A.
- Ferrovial Corporación, S.A.
- Ferrovial Servicios S.A.
- FONDATION INSTITUT DE RECHERCHE POUR LE DEVELOPPEMENT DURABLE ET LES RELATIONS INTERNATIONALES
- Fondazione Alma Mater
- Fondazione Bologna University Business School
- Fondazione Bruno Kessler
- FONDAZIONE CENTRO EURO-MEDITERRANEO SUI CAMBIAMENTI CLIMATICI
- Fondazione Edmund Mach
- Fondazione Fenice Onlus
- Fondazione per l'Innovazione Urbana
- Fonds Mondial pour le développement des villes
- Foodways Consulting GmbH
- Forum Virium Helsinki
- Fovarosi Csatornazasi Muevek Zrt.
- Frankfurt School of Finance & Management gGmbH
- FUNDACIA ASHOKA - INNOWATORZY DLA DOBRA PUBLICZNEGO
- FUNDACION CENTRO DE INNOVACIÓN EN INFRAESTRUCTURAS INTELIGENTES
- Fundación de la Comunidad Valenciana para la Promoción Estratégica, el Desarrollo y la Innovación
- Fundación Delegación Fundación Finnova
- Fundacion Gizabidea
- FUNDACIÓN PARA LA INVESTIGACIÓN DEL CLIMA
- Fundacja Instytut na rzecz Ekorozwoju
- Fundacja Warszawski Instytut Studiów Ekonomicznych
- Fundatia Ashoka
- FUNDATIA OECONOMICA TIMISIENSIS
- Furbish AB
- Futureproofed bvba
- FutureWater B.V.
- FutureWater S.L.
- GECOSISTEMA SRL
- Gemeente Amsterdam
- Genillard & Co. GmbH
- GOTEBORGS KOMMUN
- Greater London Authority
- Green and Sustainable Finance Cluster Germany e.V.
- greenApes Società a Responsabilità Limitata
- Hab za klimatske inovacije
- HarvestaGG Green Goods B.V.
- HaskoningDHV Nederland B.V.
- HaskoningDHV UK Ltd
- Helmholtz-Zentrum Potsdam Deutsches GeoForschungsZentrum
- Helsingin kaupunki
- Hub Innovazione Trentino (HIT)
- I CARE ENVIRONNEMENT
- I4CE – Institute for Climate Economics
- Imperial College of Science, Technology and Medicine
- InfluenceMap CIC
- Infrastrutture Recupero Energia Agenzia Regionale Liguria
- Initiative für Teaching Entrepreneurship - unternehmerische Haltungen wecken, fördern, stärken
- INSOMNIA CONSULTING SOCIEDAD LIMITADA
- Institut de Recherche pour le Développement
- Institut des Sciences et Industrie du Vivant et de l'Environnement
- Institutional Shareholder Services Europe SA
- Institutional Shareholders Services Switzerland AG
- Instituto Nacional de Investigación y Tecnología Agraria y Alimentaria O.A.M.P.
- Instituto Tecnológico de la Energía
- Instituto Valenciano de Competitividad Empresarial
- Instituto Valenciano de Investigaciones Agrarias
- Instituto Valenciano de la Edificación
- INSTYTUT NAUK GEOLOGICZNYCH POLSKIEJ AKADEMII NAUK
- International Center for Research on the Environment and the Economy
- International Institute for Environment and Development
- Internationales Institut fuer Angewandte Systemanalyse
- IONF ANDINA SUCURSAL COLOMBIANA DE ONF INTERNATIONAL
- IOTA Stiftung
- Iparfejlesztési Közalapítvány
- ISS-Ethix AB
- Istituto per la Bioeconomia - Consiglio Nazionale delle Ricerche
- ITECON INGENIERIA Y CONSTRUCCION S.L.
- Johanneberg Science Park AB
- Kapitech Sp. z o.o.
- KEMIJSKI INSTITUT
- Knight Frank LLP
- Københavns Kommune

- Københavns Universitet
- Koninklijke Luchtvaart Maatschappij N.V.
- L'Université Paris-Saclay
- l'Institut national de la recherche agronomique
- La Fundación de la Comunidad Valenciana para la Investigación, Promoción y Estudios Comerciales de Valenciaport (Fundación Valenciaport)
- La Universitat de València
- Laborelec C.V.B.A.
- Leibniz-Zentrum für Agrarlandschaftsforschung (ZALF)
- LEUVEN KLIMAATNEUTRAAL 2030 VZW
- Lightsmith Group Europe, s.a.
- LISBOA E-NOVA - Agência de Energia e Ambiente de Lisboa
- London Waste and Recycling Board
- LONGEVITY PARTNERS SAS
- Lower-Silesia Regional Development Agency (DARR S.A.)
- Lumimuutos Osuuskunta
- Lunds universitet
- Luvent Consulting GmbH
- Magistrat der Stadt Wien – Magistratsabteilung 20 - Energieplanung
- Magyar Innovációs Hatalmasok Nonprofit Kft.
- Malmö Stad
- Malta College of Arts, Science & Technology
- Material Economics Sverige AB
- MATERNE SAS
- MCM INSTITUTE POLAND SP Z.O.O
- Meteorological Environmental Earth Observation
- MIDEME S.L.U.
- Mittetulundusühing Cleantech Forest
- MONDRAGON CORPORACION COOPERATIVA S. COOP
- Montanuniversität Leoben
- Naked Energy Ltd.
- Narodowa Agencja Poszanowania Energii S.A.
- NE NOMISMA ENERGIA SRL
- Nederlandse Organisatie voor Toegespast Natuurwetenschappelijk Onderzoek
- Negos Tanácsadó Kft
- NIER Ingegneria
- Norges teknisk-naturvitenskapelige universitet
- NOVAMONT S.p.A.
- NTU International A/S
- NUMTECH
- NV Zeedijk
- Oasis Hub Ltd
- oekom research AG
- OFFICE D'INGENIERIE SANITAIRE
- OfficeVitae B.V.
- ONF International SAS
- Open Forest
- ORGANICA Technologiak Zrtkoruen Mukodo Reszvenytársaság
- Origen Power Ltd
- ORLEANS METROPOLE
- PANNON Pro Innovation Services Ltd.
- Paragon Limited
- Partnersvan.nu B.V.
- PE Teknik & Arkitektur AB
- Places in Common Limited
- Poliedra - Centro di servizio e consulenza del Politecnico di Milano su pianificazione ambientale e territoriale
- POLITECNICO DI MILANO
- Polskie Stowarzyszenie Budownictwa Ekologicznego (Polish Green Building Council – PLGBC)
- Potsdam Institute for Climate Impact Research
- Privredna komora Srbije
- Proambiente S.C.R.L.
- Project X Global Limited
- Project00 Limited
- Provadis School of International Management and Technology A.G.
- Provincie Utrecht
- Provincie Zuid-Holland
- PT South Pole Indonesia
- Quantis Sàrl
- Quantis GmbH&Co.KG
- Quantis SASU
- Quantis, Inc.
- REDO Società di Gestione del Risparmio S.p.A. - Società Benefit
- Regionalna energetska agencija sjeverozapadne Hrvatske
- RES SOCIETÀ COOPERATIVA
- Resurgence Urban Resilience Trust
- Reykjavíkurborg
- Rigas Tehniska universitate
- RISE Processum AB
- RISE Research Institutes of Sweden AB
- Rockwool International A/S
- RWTH AACHEN University
- SAFEGE SAS
- SCOR Global P&C SE
- Scuola universitaria professionale della Svizzera italiana (SUPSI)
- SEED Foundation
- Select Innovation Limited
- SERI Nachhaltigkeitsforschungs und -kommunikationsnetzwerk
- Sky Energy B.V.
- Sorbonne Université
- South Pole Carbon (Thailand) Ltd
- South Pole Carbon Asset Management Consulting (Beijing) Ltd.
- South Pole Carbon Asset Management Ltd.
- South Pole Carbon Asset Management S.A.S
- South Pole Carbon Mexico S. de R.L. de C.V.
- South Pole Group UK Ltd
- South Pole Holding
- South Pole Netherlands B.V.
- South Pole Sweden AB
- SPIN-US spółka z ograniczoną odpowiedzialnością
- Stavanger kommune
- Stichting CropEye
- Stichting Cues
- Stichting Deltares
- Stichting Economic Board Utrecht
- STICHTING EUROPEAN CLIMATE FOUNDATION
- Stichting Historie der Techniek
- Stichting Our Common Future 2.0
- Stichting Red Cross Red Crescent Climate Centre on Climate Change and Disaster Preparedness
- Stichting Rooftop Revolution
- Stichting StartLife Holding
- Stichting Technotrend
- Stichting VU (Vrije Universiteit)
- Stichting Wageningen Research
- Stichting YES!Delft Students
- Stiftung Global Infrastructure Basel
- Stiftung myclimate – The Climate Protection Partnership
- Stockholm Green Digital Finance, by Insamlingsstiftelse Gaia Values, (with Stockholm Sustainable Finance Centre)
- Stork Asset Management Technology B.V.
- Stowarzyszenie EKO-BIEGLY (EKO-BIEGLY Association)
- Stowarzyszenie Centrum Rozwiązań Systemowych
- Stowarzyszenie Wolna Przedsiębiorczość
- Strategische Board Stedendriehoek
- Suez Eau France
- Suez Groupe SAS
- Sustainability Matters trading as Sustainable Nation Ireland
- Sustainable Towns
- Sustainable Venture Development Partners Ltd
- SustainCERT SA
- Swarmcheck sp z o.o.
- Synoptic Technologies Ltd
- Technická univerzita v Košiciach
- Technische Universität Berlin

-
- Technische Universität Graz
 - Technische Universität München
 - Technische Universiteit Delft
 - Technostarters Delft Vastgoed B.V.
 - TECNALIA RESEARCH & INNOVATION
 - TEP Energy GmbH
 - The Chancellor, Masters and Scholars of the University of Oxford
 - THE CITY OF EDINBURGH COUNCIL
 - The Climate Change Organisation
 - THE CULTURE INITIATIVE LTD
 - The Democratic Society AISBL
 - The Democratic Society Ltd
 - The Ecological Sequestration Trust Trading
 - The Energy Saving Trust Foundation
 - The Gold Standard Foundation
 - The Nature Conservancy
 - The Nature Conservancy in Europe gemeinnützige GmbH
 - The Provost, Fellows, Foundation Scholars, and the other members of Board, of the College of the Holy and Undivided Trinity of Queen Elizabeth near Dublin
 - The University Court of the University of Edinburgh
 - The University of Birmingham, incorporated by Royal charter under the Laws of England and Wales
 - The University of Reading
 - TheRockGroup Holding BV
 - TRACTEBEL ENGINEERING
 - Trentino Sviluppo
 - Trivector Traffic AB
 - Trondheim Kommune
 - Turun Yliopisto
 - Ubeeqo UK Ltd
 - UK GREEN BUILDING COUNCIL LIMITED
 - UK100 Cities Network Limited Company
 - Umweltverband WWF Österreich (WWF Austria)
 - Universidad Politécnica de Madrid
 - Università degli Studi di Trento
 - UNIVERSITÀ POLITECNICA DELLE MARCHE
 - Universität Hamburg
 - Universitat Politècnica de València
 - Universität Zürich
 - Université de Versailles Saint-Quentin-en-Yvelines
 - Universiteit Utrecht
 - University College London
 - University of Debrecen, Centre for Agricultural and Applied Economic Sciences
 - University of Helsinki
 - UNIWERSYTET WARSZAWSKI
 - Unternehmer TUM GmbH
 - Urban Workshop sp. z o. o.
 - Ústav výzkumu globální změny AV ČR, v. v. i.
 - Uudenmaan liitto
 - Vejle Kommune
 - VEOLIA EAU – COMPAGNIE GENERALE DES EAUX
 - Veolia Environnement S.A.
 - Veolia Innove
 - Veolia Recherche et Innovation
 - Vlaamse Instelling voor Technologisch Onderzoek N.V.
 - Volans Ventures Ltd
 - Wageningen University
 - World Business Council for Sustainable Development
 - Wuppertal Institut fuer Klima, Umwelt, Energie GmbH (Wuppertal Institute)
 - WWF European Policy Programme AISBL
 - WWF Schweiz
 - YES!Delft B.V.
 - Zagrebacki inovacijski centar d.o.o.
 - Združenje na građani SMART AP – Laboratorija za socijalni inovacii Skopje
 - Zelena energetska zadruga za usluge
 - ZUERCHER HOCHSCHULE FUER ANGEWANDTE WISSENSCHAFTEN

