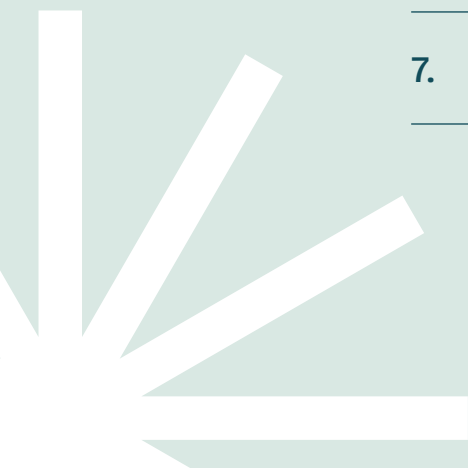




Impact Report 2025

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At **alinnea**, we believe that climate action is no longer a matter of ambition alone, but of implementation. The challenges we face—industrial transformation, food system resilience, energy security, and green investment—are complex, multi-dimensional and interconnected. They require more than isolated solutions; they demand structured dialogue, evidence-based proposals, and collaboration across sectors and borders.



Letter from our Management Team

Over the past year, **alinnea** has continued to strengthen its role as a Think & Action Tank committed to turning climate ambition into actionable pathways. Through multi-stakeholder working groups, sectoral insights, and convenings in Spain, Europe, and Latin America, we have brought together policymakers, industry leaders, financial institutions, academia, and civil society to confront structural bottlenecks and define practical solutions. Our work has focused not only on identifying barriers, but on building consensus around competitive, socially inclusive, and financially viable transitions.

From advancing industrial decarbonization and electric mobility, to mobilizing green investment in Latin America, and strengthening resilience across Spain's agri-food system, **alinnea** has positioned itself as a bridge—between research and policy, between Europe and Latin America, and between climate ambition and economic competitiveness.

What distinguishes **alinnea** is not only the quality of its analysis, but the diversity of voices at the table.

We are convinced that durable climate solutions emerge when public institutions, private capital, workers, researchers, and communities engage in honest and structured dialogue. In a context marked by geopolitical uncertainty and economic fragmentation, strengthening these spaces for cooperation is more important than ever.

This report reflects the collective effort of all those who have contributed to our activities and publications. We are especially grateful to all participants in our working groups, who generously contribute their knowledge and experience, to our donors for their continued trust and support, and to IE University for hosting and supporting our work. It also reaffirms our commitment to advancing a just, competitive and resilient transition—grounded in evidence, driven by partnership, and aligned with long-term climate goals.

The work ahead remains ambitious. But so is our conviction that through collaboration, innovation, and shared responsibility, we can accelerate the transformation that our societies and economies urgently require.

We remain committed to advancing this work with rigor and urgency, recognizing that climate action cannot be postponed.




Ana Belén Sánchez
Director, alinea



Isabela de Alcazar
Chief Purpose and Sustainability Officer,
IE University

02

Our Mission



alinea's mission is to accelerate effective and equitable climate action by turning climate ambition into implementation.

Our Mission

alinnea is a think & action tank launched in 2024, part of IE University through IE Foundation and supported by the European Climate Foundation (ECF). Its mission is to accelerate effective and equitable climate action by turning climate ambition into implementation. This is achieved through multi-actor dialogue along with rigorous, interdisciplinary knowledge that helps identify win-win solutions to the challenges of the green transition.

In the last decade, climate ambition has grown across Europe, with member states having to comply with stronger climate regulations set in the European Green Deal, where the region pledges to become climate neutral by 2050. Despite its ambitious goals and strong progress towards them, implementation remains uneven—among countries and sectors—and too slow to meet climate objectives in the set timeline. Moreover, these regulations have raised concerns regarding Europe's industrial competitiveness as other countries start to drift from climate commitments. **alinnea** was created to shed light on these challenges and, through knowledge, help the different actors to achieve a common goal.

alinnea, therefore, acts as a platform for collaboration, promoting knowledge sharing and learning, helping to build capacity, identifying barriers, encouraging innovation, and overall catalyzing transformative ideas for climate action.

This is achieved through a comprehensive multi-stakeholder approach that emphasizes creating practical and implementable solutions to address real-world challenges related to climate action.



This approach has allowed alinnea—in the last year—to explore climate action within **four pillars**:

-  **01** Sustainable cities
-  **02** Green industrialization
-  **03** Food systems, land use and water management
-  **04** International dialogue and partnerships

To conclude, climate action is harmed by fragmented governance, siloed decision-making, and misaligned incentives across various sectors. Although many stakeholders are promoting solutions, the absence of common understanding, coordination, and trustworthy collaborative spaces hampers the realization of effective and equitable results.

Looking ahead, alinnea aims to enhance its role as a reference platform for translating climate ambitions into coordinated action, expanding from its work in Spain to broader European engagement.

It seeks to support decision-makers by reinforcing cross-border partnerships and deepening evidence-based initiatives, addressing structural barriers to climate action and strengthening its position as a trusted, independent platform for climate policy dialogue and collaboration in Europe.

2.1. alinnea's History



2023

The understanding of the diversity of environmental think tanks and climate action organizations in Europe was key for the conceptualization of **alinnea's** proposal. Key takeaway is the understanding of the existence of a network of organizations that intentionally or not complement each other to gain different types of legitimacy and spread the sustainable agenda across different sectors, identities. **alinnea** was born to lead this climate action within the Spanish ecosystem, with **Ana Belen Sánchez** as its director.

2024

This year was pivotal in shaping **alinnea's** mission and strategic priorities. Three exploratory dialogues were held to assess key barriers related to sustainable cities, green industry, and climate action in food systems. Building on the insights generated, three multi-stakeholder working groups were launched:

- * Financing tools for building renovation
- * Priority measures to accelerate Electric Vehicles (EV) adoption with a just transition approach
- * Proposals to promote climate-neutral local food production and consumption

In parallel, **alinnea** strengthened its institutional visibility by participating in IE University Sustainability Week, convening former COP participants to engage students on the challenges of climate diplomacy, and by holding a dedicated dialogue with the International Energy Agency (IEA).

To tackle the increased workload the team expanded to four members and one more financial partner was included in the project. **alinnea's** sphere of influence grew, establishing stringer partnerships with the Spanish industry players.

2025

alinnea's influence continued to grow in March, when the think & action tank publicly introduced its project at a launch event that presented the findings of the 2024 Climate Action in Spanish Businesses report—its flagship, evidence-based assessment of corporate climate action in Spain. Additionally, five new working groups were launched and the team expanded to five members, strengthening the organization's capacity and communication strategy.



300 Business leaders
800 Spanish companies provided insights

2.2. Highlight of the Year

High-Level Conference—Generating Impact: Financial Pathways for a Sustainable Industrial Transformation (March 31, 2025)

This event successfully brought together approximately 300 business leaders, public officials, and climate financial stakeholders to explore how Europe can lead on climate action while maintaining industrial competitiveness. Discussions focused on building a “win-win-win” scenario that benefits the private sector, engages citizens, and aligns with public-sector objectives. The conference featured high-level contributions from prominent figures such as Nadia Calviño, President of the EIB Group; Enrico Letta, Dean of the IE School of Politics, Economics and Global Affairs and former Prime Minister of Italy; and Manuel Muñiz, International Rector of IE University in Madrid.


Moreover, the event marked **alinnea's** formal entry into the sustainability and climate policy space, providing a platform to present its lines of work and to launch its first report on industrial decarbonization. Drawing on insights from 800 Spanish companies, the report demonstrated that climate action delivers measurable benefits for competitiveness, innovation, and business performance, reinforcing **alinnea's** mission.

► [More information](#)



03

2025 Impact Overview



The value of **alinea's** work lies in the tangible impact it generates, translating knowledge into action and fostering meaningful change. Through its initiatives, alinea contributes to better decision-making and advances solutions that address pressing societal and environmental challenges.

2025 Impact Overview

1.

Media and events



+124
institutional
collaborators
providing inputs

+15
expert
collaborators



+18
media outlet mentions



+3
new team members



700
LinkedIn followers

+42,609
LinkedIn impressions
and +1,006 reactions



3,135
web sessions with an
engagement rate of 71,96%
(Nov 2025–Nov 2026)



One high level event
with **+300** business
leaders, public officials,
and climate financial
stakeholders

+8
hosted and
co-hosted events

+20
external events
participation

+100
bilateral meetings

2.

Publications



2 Regulation processes informed

- * National Plan for Building Renovation
- * Plan Auto Spain 2030



2 Thematic reports published

- Climate finance to transform agri-food systems
- The Common Agricultural Policy 2028–2034



8 technical documents (Sector insights series) published on climate change and:

- water management,
- energy,
- food-supply chains,
- urban transport,
- Nature-based solutions,
- Agriculture and livestock,
- construction, and
- mobility electrification



“Climate Action Among Spanish Companies, 2024” report published.

- [Read here](#)



5 multi-stakeholder working groups and final analytical reports (*Ideas for Action series*) published



► [Read here](#)



► [Read here](#)



► [Read here](#)




► [Read here](#)



► [Read here](#)

04

Our Network



alinea's work is grounded in multi-stakeholder dialogue, bringing together a diverse network of public institutions, private sector actors, civil society organizations, and academic and research institutions.

Our Network

alinea's work is grounded in multi-stakeholder dialogue, bringing together a diverse network of public institutions, private sector actors, civil society organizations, and academic and research institutions. This diversity enables **alinea** to build a comprehensive, system-level understanding of climate action in Spain and to translate dialogue into feasible, aligned solutions.

In 2025, all working groups hosted by the think and action tank preserved this diversity in representation, with more than 124 participating entities. Alinea is among the first spaces for these different actors to share ideas in a constructive way, which has attracted interest to the think tank—increasing its impact and relevance in shaping climate action discussions and fostering collaboration across the climate ecosystem.

124+
participating entities



4.1. Public Sector

For **alinnea** shaping policy into promoting climate action is essential. The think & action tank initially focused on the Spanish policy landscape and has since built a growing sphere of influence across national ministries and local government agencies, which now represent 61% of participating public-sector institutions. This sustained engagement allows alinnea to strengthen its policy relevance and enhances its capacity to support both climate policy design and project implementation.

Key Figures

5
of Spain's key economic and climate ministries
+
2 of the vice-presidencies are directly engaged.



Engagement across national, local, and international levels.

34%
of engagement occurs at the local level, involving high-impact cities such as Madrid, Zaragoza, and Bilbao, which play a central role in implementing and operationalizing climate policies.

“In this complex context we are facing, it is essential to **strengthen spaces for dialogue**—and that is precisely what alinnea does. It is fundamental to **build alliances and focus on what unites us.**”

* **Elena Pita,**
Director, Spanish Climate Change Office, MITECO

4.2. Private Sector

For achieving decarbonization targets set by the European Union by 2025, greening the industrial sector is essential as it is among the most polluting economic engines in the country. Achieving this requires a mix of incentives and financing which allow companies to transition without undermining competitiveness. The active participation of leading industrial firms, energy companies, financial institutions, and investment actors in **alinea's** working groups ensures that climate solutions are grounded in operational realities and investment constraints. By bringing together both emitters and capital providers, **alinea** creates a space where transition strategies are not only ambitious but also financially viable and implementable at scale.

Key Figures¹

Working groups engage sectors generating:

€227bn+

in industrial and energy GVA (around 16% of Spain's economy).

+

€81bn

in financial activity, convening leading institutions such as Iberdrola, Repsol, Acerinox, BBVA, Santander, and CaixaBank.

Private sector participants include Spain's most trade-critical sectors:

28%

automotive (approx. 18% of exports; 10% of GDP).

17%

chemicals (goods exports), anchoring decarbonization dialogue in the country's high-complexity, globally competitive industries.

alinea englobes:

57

private companies with operational presence across at least 15 of Spain's 17 autonomous communities.

¹ https://www.ine.es/dyngs/INEbase/en/operacion.htm?c=Estadistica_C&cid=1254736177056&idp=1254735576581



“Thanks to alinnea for the work done in bringing together representatives from different sectors involved in achieving such a complex challenge as improving the energy efficiency of buildings and their decarbonization. Thank you for counting on Ibercaja to be part of this working group, in which we have been able to understand the different points of view of companies and public administrations involved in this challenge, to learn and help be part of the solution.”

* Francisco Sanz Piedrafita,
Sustainable Finance Chief at Ibercaja

4.3. NGOs, Foundations, and Civil Society

Climate governance extends beyond governments and markets to include civil society organizations, foundations, and advocacy groups that play a critical role in shaping equitable climate outcomes. NGOs and social partners help ensure that decarbonization pathways are socially just—safeguarding employment, protecting vulnerable communities, and promoting a fair distribution of the benefits associated with industrial greening. Moreover, philanthropic organizations also contribute by mobilizing financial resources for climate research, innovation, and adaptation initiatives, strengthening the evidence base and enabling pilot projects. Their participation in **alinnea**'s dialogues enhances legitimacy, accountability, and social balance, ensuring that climate transition strategies reflect not only economic feasibility but also social equity.

Key Figures²



alinnea engages Spain's two largest unions: **UGT** (~1M affiliates; ~11M workers represented) and **CCOO** (>1M members; 112,000 representatives) embedding just transition principles in Spain's economy.

80%

nationally anchored engagement—such as ECODES and Fundación Renovables— complemented by 20% internationally recognized actors— including the Green Finance Institute and Solidar—combining territorial legitimacy with global policy reach.

+25

cross-sector civil society institutions engaged, connecting climate ambition with producers, consumers, and financial actors across the Spanish economy.

“It is a privilege to take part in a forum such as alinnea’s Electric Vehicle working group, which brings together such diverse and insightful perspectives.”

* Iñigo Bilbao Ubillons,
Director, MobilityLab Foundation—Vitoria-Gasteiz

² <https://transparencia.ccoo.es>; <https://www.ugt.es/index.php/que-es-ugt>

4.4. Academia and Research Institutes

alinnea works closely with leading academic institutions and European think tanks specializing in climate action, industrial policy, sustainable finance, and agri-food systems, strengthening the scientific rigor and cross-sector relevance of its work. Their participation in the working groups broadens the evidence base and helps guide discussions with research-driven insights and comparative policy expertise, essential for effective solutions.

Key Figures

12

academic institutions and research centers engaged, including 3 major Spanish universities.

6

specialized climate and energy research centers represented (including BC3, CIC energiGUNE, CARTIF, UPM NetZero Cities), embedding technical expertise into transition discussions.

+4


Spanish autonomous communities are represented—Madrid, Basque Country, Catalonia, and Castilla y León.

“Having a university host **alinnea** is critical, as it can foster collective work on climate change mitigation and adaptation through research, teaching, and social engagement. As a trusted space, **alinnea** is uniquely positioned to convene diverse stakeholders, enable honest—and sometimes difficult—conversations, and support constructive collaboration on the major climate challenges we face today.”

* Julio Lumbreras, PhD, Vice Dean of Faculty and Research, IE School of Science & Technology

05

Strategic Axes



alinea's strategic axes define its core areas of action, chosen for their outsized impact on global emissions, structural complexity, and resistance to change. These sectors present high barriers to decarbonization but offer significant potential for systemic transformation through coordinated, cross-sector collaboration, investment, and policy innovation.

Strategic Axes

alinnea's research agenda in 2025 organizes around four thematic pillars:

01/ Sustainable cities

02/ Green industrialization

03/ Food systems, land use and water management

04/ International dialogue and partnerships

The work carried out under each of these pillars also integrates specific cross-cutting themes. In 2025, these themes were:

- * Innovation
- * Financing
- * Just transition

At the end of the year, the Executive Board confirmed the interest in starting a new vertical called Ecosystems in Transition which will connect public administrations, private sector, civil society and citizens to co-create innovative solutions that accelerate climate action, reduce inequalities and drive a just, equitable and lasting ecological transition.



01 Sustainable cities

Innovation



02 Green industrialization



03 Food systems, land use and water management

Financing

Just transition



04 International dialogue and partnerships



5.1. Sustainable Cities

Sustainable cities are central to the green transition and the achievement of net-zero objectives, particularly in the context of rapid urbanization. By 2050, approximately two-thirds of the global population is expected to live in urban areas, increasing the urgency of sustainable urban development strategies that integrate climate mitigation and adaptation thereby boosting Spanish cities resilience.

Working Group:

Priority measures to address financing barriers in Spain's building stock



As its main project in 2025, alinea developed a working group focused on addressing the financing challenge of renovating Spain's building stock. The initiative provided a platform to assess the implications of the PNIEC and the revised European Energy Performance of Buildings Directive (EPBD), with a particular focus on how innovative sustainable finance mechanisms can unlock large-scale renovation and accelerate progress toward climate targets.

The sessions convened representatives from a wide range of organizations, including Acciona, ASUFIN, Banco Sabadell, BBVA, Caixabank, Caja Rural de Navarra, Cluster de la Edificación, Ecodes, Green Finance Institute, Ibercaja, Octopus Energy, REVO Prosperidad Sostenible, Repsol, Savills, Spanish Ministry of Housing and Urban Agenda, and Urban Climate Economy.



After a series of multi-stakeholder discussions held between May and September, the working group consolidated a set of priority recommendations to unlock financing for building renovation and decarbonization in Spain, summarized in an infographic.

- ▶ [Access the report](#)
- ▶ [Access the infographic](#)



WORKING GROUP FEEDBACK

Participant feedback highlights the Building Renovation Financing Working Group as a useful and well-structured space for strategic reflection. Dialogue facilitation and content relevance were particularly valued, with participants emphasizing the benefit of bringing diverse perspectives together to address sector bottlenecks. Suggested improvements focused on the group's logistics, highlighting the need for more time to delve deeper into the topics and strengthen technical consistency. This reflects constructive engagement and readiness for a more action-oriented next phase.



EVENT MEDIA OUTREACH

Diario.es: ▶ [Seis millones de familias en casas con deficiencias graves y problemas para financiar las obras: "Hay que repensar las ayudas"](#)



OTHER PUBLICATIONS

To advance knowledge of key issues related to climate change and Sustainable Cities, **alinea published three reports within the Sector insights section:**

- ▶ [Contribution and degree of adaptation to climate change of the transportation sector in Spanish cities](#)
- ▶ [Contribution and degree of adaptation to climate change of construction and buildings in Spanish cities](#)
- ▶ [Adaptation of Spanish cities to climate change through the implementation of Nature-based Solutions](#)





HIGHLIGHTED EVENTS

2024 Report Launch *“Financing tools for building renovation and decarbonization”*

During its inaugural event, **alinnea’s** Director Ana Belén Sánchez presented the key conclusions of the think tank’s first report on sustainable cities, focused on financing tools for building renovation and decarbonization. The presentation was followed by a high-level panel discussion on bottlenecks to climate advancement, moderated by Cristina Monge Lasierra. The panel brought together Elena Pita (Director of the Spanish Climate Change Office, Ministry for the Ecological Transition), Isabel Abellán (Banco Sabadell, Head of ESG & Sustainable Finance), Mario Rodríguez (Associate Director for Just Transition, ECODES), Ignacio Rodríguez-Solano (Director of Institutional Relations, Renault Group), and Fernando Moraleda (Food Office Director, LLYC), fostering dialogue across government, finance, industry, and civil society.



2025 Report Launch Event *“Priority measures to address financing barriers in Spain’s building stock”*

In November 2025, **alinnea** convened a high-level event at IE University in Madrid during which the report *“Priority Measures to Address Financing Barriers in Spain’s Building Stock”* was launched. The gathering brought together senior representatives from the Ministry of Housing, leading financial institutions such as CaixaBank, Banco Sabadell and Ibercaja, sustainability platforms including ECODES, and urban actors from citiES2030 and Vitoria-Gasteiz. Across multiple panels, policymakers, bankers, architects, and civil society leaders engaged in an open dialogue on how to unlock large-scale renovation financing, strengthen institutional coordination, and ensure that vulnerable households are not left behind. The event positioned building rehabilitation as a central pillar of Spain’s climate and social transition, reinforcing **alinnea’s** role as a convening platform capable of bridging finance, policy, and implementation.



► [Learn more](#)



5.2. Green Industrialization

Green industrialization paves the way toward transitioning to the production of cleaner technologies, reducing industry-linked carbon emissions, and promoting circular economy principles. This approach can create more and better jobs and a climate-resilient economy. In 2025, **alinea's** research agenda on green industrialization focused on identifying the conditions under which Spanish industry can effectively engage in the green transition, aligning decarbonization objectives with competitiveness and social outcomes.

Working Group:

Identifying priority measures to advance industrial decarbonization in Spain.



A new working group on identifying priority measures to advance industrial decarbonization in Spain was launched in May 2025. Over six months, senior representatives from energy companies, financial institutions, industry, labor unions, public authorities, and technical experts engaged in structured dialogues examining geopolitical pressures, regulatory frameworks, clean technology deployment, energy affordability, and access to public and private financing.

The sessions brought together voices from organizations such as Banco Santander, CAF, CaixaBank, CCOO, Ecologistas en Acción, Enagas, European Investment Bank, Heineken, Iberdrola, Spanish Ministry of Economic Affairs and Digital Transformation, Naturgy, Repsol and UGT, fostering cross-sector consensus on financial, technological, and coordination barriers limiting industrial transition.



The process translated technical analysis and multi-stakeholder debate into a shared roadmap aligned with Spain's 2050 decarbonization objectives, with the main conclusions shown in an infographic.

- ▶ [Access the report](#)
- ▶ [Access the infographic](#)

WORKING GROUP FEEDBACK

Feedback confirms the group as a credible and well-structured platform to address a complex strategic challenge. Participants particularly valued the quality of expert interventions and the opportunity to exchange sectoral perspectives.

Suggested improvements focused on moving toward greater prioritization and technical depth, reflecting strong engagement and readiness for a more implementation-oriented next phase.



Report: *Facing the future: The challenge of the electric automotive Sector*

Building on its 2024 research outcomes, **alinea** launched a second working group under this vertical, "*Facing the Future: The Challenge of the Electric Automotive Sector*." For various months the group addressed one of Spain's most strategic sectors—accounting for around 10% of GDP, 17 manufacturing plants, more than 80% export orientation, and over 330,000 jobs across the value chain. Structured around industrial policy and financing, innovation and competitiveness, and environmental sustainability, the dialogue examined regulatory gaps, EU alignment, battery and charging deployment, and circular economy integration, resulting in targeted recommendations to strengthen Spain's electric mobility transition.

- ▶ [Access the report](#)
- ▶ [Access the infographic](#)

Participants included, among others, AEDIVE, Alsa, ANFAC, AUVE, CCOO, Ecodes, Faconauto, Fundación Renovables, Iberdrola, Mobility Lab Foundation, Moeve, Naturgy, Octopus Energy, Renault Group, Seat, Spanish Office for Climate Change, Stellantis, T&E, UGT and Zunder.

WORKING GROUP FEEDBACK:

Participant feedback confirms the strong positioning of this working group as a credible and strategically relevant platform for addressing the electric vehicle transition. Dialogue facilitation and session design received particularly high scores, reflecting effective coordination and engagement. The consistently strong ratings across all categories highlight a cohesive and well-executed process, with participants expressing readiness to move toward more concrete and action-oriented next steps.





OTHER PUBLICATIONS

Furthermore, **alinnea** released sector insights addressing both the electrification of mobility and the transformation of Spain's energy system. These publications deepen the evidence base on industrial competitiveness, regulatory alignment, and energy transition pathways, positioning decarbonization as a driver of long-term economic resilience.

- ▶ [Value chains driven by mobility electrification in Spain](#)
- ▶ [The energy system in Spain and its transition](#)



HIGHLIGHTED EVENTS

ECODES, T&E, and alinnea discussion about the state of electric mobility in Spain

In May, **alinnea**, in collaboration with ECODES and T&E, co-hosted an event structured around three panels addressing innovation and competitiveness, social acceptability, and European public policy best practices in electric mobility. With road transport accounting for 61.5% of Spain's CO₂ emissions in 2023, the discussions positioned electrification as both a climate imperative and an industrial opportunity. Participants from key institutions—including national ministries, IDAE, AEDIVE, Renault Group, and BC3—examined regulatory certainty, battery value chains, charging infrastructure deployment, and access to affordable electric mobility. The event reinforced **alinnea's** role as a convening platform capable of aligning climate ambition, industrial competitiveness, and social inclusion within Spain's mobility transition.

- ▶ [More information](#)





EVENT MEDIA OUTREACH

- ▶ **ABC:** [Leasing social: la formula barata para acceder al coche eléctrico](#)
- ▶ **El Comercio:** [Leasing social: la formula barata para acceder al coche eléctrico](#)
- ▶ **Las provincias:** [Leasing social: la formula barata para acceder al coche eléctrico](#)
- ▶ **El Correo:** [Leasing social: la formula barata para acceder al coche eléctrico](#)
- ▶ **Transporte3:** [La movilidad eléctrica como oportunidad](#)
- ▶ **Hoy.es:** [Leasing social: la formula barata para acceder al coche eléctrico](#)
- ▶ **Interempresas:** [Ecodes, Alinnea y T&E analizan la movilidad eléctrica como oportunidad estratégica](#)
- ▶ **Ecoticias:** [La gran oportunidad de España: Podemos volver a liderar hacia un Nuevo Mundo](#)



2024 Report Launch

"Proposals to accelerate the transition to zero-emission electric mobility"

In July 2025, **alinnea**, in collaboration with the IE Center for Transport Economics & Infrastructure Management and Transport & Environment (T&E), hosted a public forum to present the findings of its report *"Proposals to Accelerate the Transition to Zero-Emission Electric Mobility."* The event convened senior representatives from industry, financial institutions, public administrations, research centers, and civil society to examine the transformation of Spain's electric vehicle value chain. Discussions addressed regulatory alignment, incentive design, charging infrastructure deployment, and industrial competitiveness, highlighting the strategic opportunity for Spain to consolidate its position as a European hub for electric mobility.

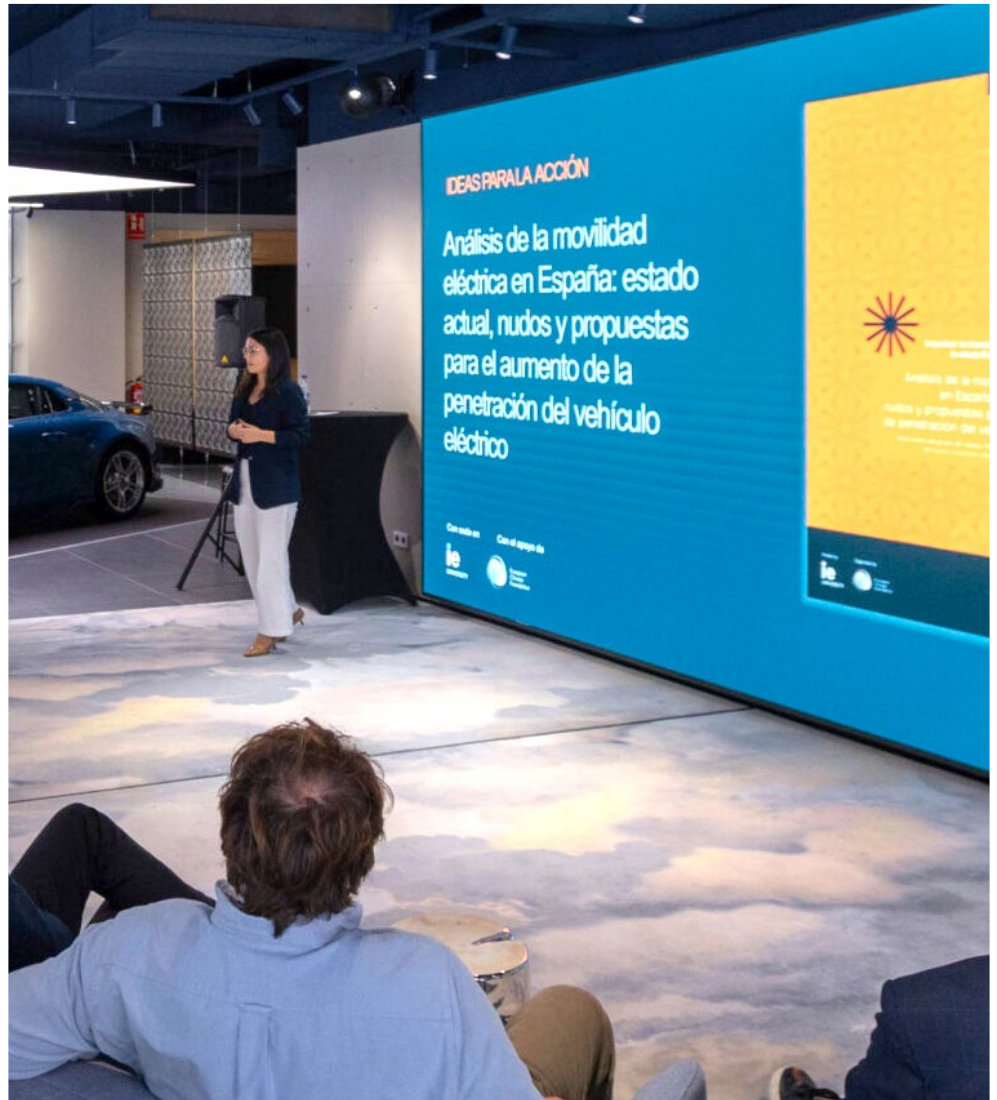
- ▶ [More information](#)

alinnea participation in the Mobility Institute Talks



Gemma Bedia, Senior Project Manager for Climate Change at **alinea**, was invited to present the key conclusions of the think tank's 2024 report *"Analysis of Electric Mobility in Spain: Current Status, Challenges, and Proposals to Increase the Penetration of Electric Vehicles."* Drawing on the outcomes of **alinea's** multi-stakeholder working group, she outlined priority reforms to accelerate EV uptake, including the simplification of support schemes, nationwide charging infrastructure deployment, targeted tax incentives, and measures to ensure equitable access to electric mobility. Her intervention positioned **alinea's** recommendations within the broader European mobility debate and reinforced the organization's role as a contributor to evidence-based policy discussions on transport electrification.

► [More information](#)





5.3. Food Systems, Land Use, and Water Management

Food systems, land use, and water management are deeply interconnected. As the global population grows and climate change intensifies, it is imperative to rethink our approach to food production and consumption—building a system that minimizes environmental impacts. Given its importance for climate action, **alinea** hosted its second working group under this vertical to further explore viable proposals to reduce the sector’s emissions in a competitive and fair manner.

Working Group:
Promoting climate transformation across the agri-food chain.



In 2025, **alinea** deepened its work on the agri-food sector, examining the structural complexities that hinder effective climate action, including its fragmented governance and diverse value chains. Together with experts from across the ecosystem—from multinational companies to small-scale farmers—**alinea** built a shared diagnosis and identified practical pathways forward. The resulting report outlines key structural barriers and proposes actionable solutions to mobilize climate finance, scale innovation, and better align regulatory and market frameworks in support of a more resilient, competitive, and sustainable agri-food system.

- ▶ [Access the report](#)
- ▶ [Access the infographic](#)



WORKING GROUP'S FEEDBACK

The evaluation results show a highly positive perception of the working group. Participants particularly valued the technical quality, relevance of content, and richness of the multi-stakeholder dialogue. The main area for improvement identified was the need for more time for discussion, reflecting strong engagement and interest in deeper exchange. Overall, the group is recognized as a rigorous and valuable platform to address complex sector challenges.



OTHER PUBLICATIONS

Complementing this work, **alinea** produced three **sector insights** analyzing the **climate impact of agriculture and livestock** and its regulation; **water governance** challenges, and the resilience of **food supply chains**. These insights identify key regulatory, governance, and investment gaps while highlighting pathways to better integrate climate objectives across food systems, land use, and water management.



► [Challenges and opportunities in relation to water management in Spain](#)



► [Food supply chains in the face of climate change](#)



► [Spain's agriculture and livestock sector: impact and climate action](#)

In addition to these sectoral reports, in 2025 **alinea** published two thematic reports on the Common Agricultural Policy (CAP) in relation to climate change and climate finance for the transformation of the agri-food sector.



► [The Common Agricultural Policy 2028-2034](#)



► [Climate finance to transform agri-food systems](#)



HIGHLIGHTED EVENTS

2024 Report Launch "Proposals to promote climate-neutral local food production and consumption"

During its inaugural event in March 2025, **alinea**'s Director Ana Belén Sánchez formally introduced the think tank's first set of recommendations on climate action in agro-systems to a high-level audience representing key actors across the sector. The presentation highlighted the structural bottlenecks slowing the decarbonization of Spain's agri-food system and outlined concrete "win-win" measures to align competitiveness, climate ambition, and resilience. By placing the agri-food transition at the center of its first public dialogue, **alinea** signaled its commitment to addressing one of Spain's most complex and strategic sectors through evidence-based, multi-stakeholder solutions.



2025 Report Launch "Transforming Spain's agri-food chain: innovation, business models, and climate finance"

In September 2025, **alinea** presented the findings of its report on strengthening climate resilience in Spain's agri-food value chain at IE University in Madrid, in collaboration with Fundación Grupo Cajamar and IE University's School of Science and Technology. The event brought together senior representatives from the Ministry of Agriculture, the Spanish Climate Change Office, Fundación Cajamar, Fundación Eroski, farmer organizations, and leading foundations to address the future of a sector responsible for 12.2% of Spain's greenhouse gas emissions. Discussions focused on data gaps, regulatory clarity, climate-risk management, and the need to mobilize dedicated financing mechanisms to ensure a competitive and just transition.

► [More information](#)



5.4. International Dialogue and Partnerships

alinnea recognizes that climate change is a collective action problem requiring cooperation, especially in the context of profound shifts in international relations marked by increasing global polarization and a growing trend toward protectionism. The think and action tank therefore seeks to contribute to the dialogue between Spain, the European Union, and Latin America by being an impartial bridge, advancing working groups and partnerships with international research institutes to strengthen shared climate governance and policy alignment.

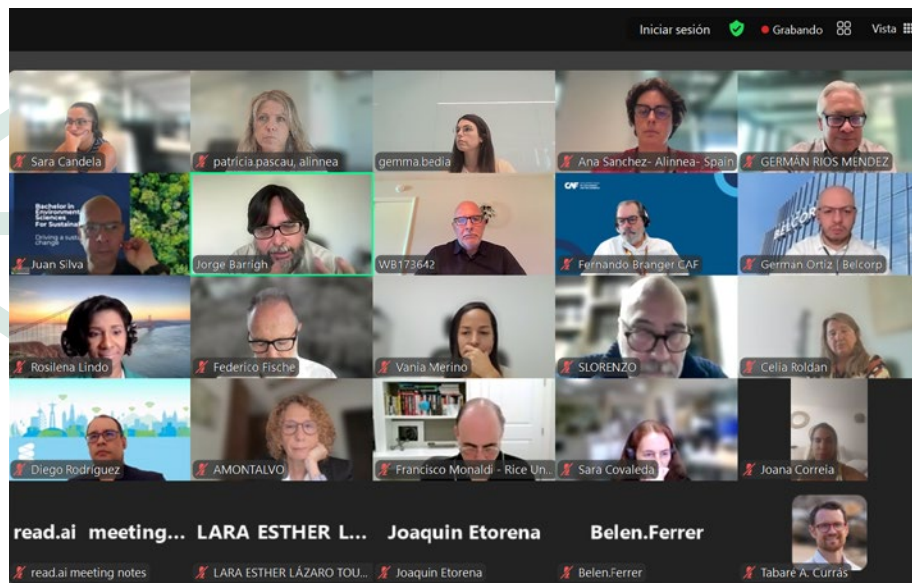
Report: Identifying Measures to Accelerate Green Industry Investment in Latin America

For its first working group under this vertical, **alinnea** focused on accelerating investment in Latin America’s green industry, leveraging the momentum of COP30, hosted in Belém, Brazil. The dialogue examined key barriers to green industrial investment and developed evidence-based recommendations to strengthen policy coherence and mobilize climate finance in support of sustainable industrial transformation in the region. It also explored opportunities for enhanced cooperation between the European Union and Latin America—particularly relevant in a context of shifting geopolitical dynamics and growing economic fragmentation.

To facilitate the participation of key institutions from both regions, the working group was conducted online, allowing **alinnea** to expand its international footprint, position itself as a global actor in climate-industrial dialogue, and build strategic partnerships beyond Europe.



- ▶ [Access the report](#)
- ▶ [Access the infographic](#)





WORKING GROUP'S FEEDBACK

The group received overall high ratings, particularly for technical quality and dialogue facilitation. Participants emphasized the rigor of the methodology, the strategic depth of the discussions, and the value of bringing diverse regional perspectives together. As the only group hosted fully online, it successfully enabled broader international participation and cross-regional exchange—acting as a reference for future dialogues. Feedback focused on increasing the concreteness of proposals, highlighting the need to move towards an implementation-oriented phase.



▲ alinnea's participation in OLADE Energy Week

▲ Event organized at the Spain Pavilion during COP30

HIGHLIGHTED EVENTS

2025 Report Launch "Identifying Measures to Accelerate Green Industry Investment in Latin America"

In October 2025, **alinnea** officially launched its report *"Accelerating Investments in Green Industry in Latin America: Recommendations from Multistakeholder Dialogue"* at OLADE's Energy Week in Santiago de Chile—the region's most prominent political and technical energy forum, convening over 2,500 participants from 49 countries, including the Energy Ministers of OLADE's 27 member states. Through its participation in a roundtable on private investment in energy efficiency, **alinnea** reinforced the importance of inclusive financial mechanisms and EU–Latin America cooperation to mobilize capital at scale based on its research project.

► [More information](#)

alinnea at COP30

At COP30 in Belém, **alinnea** co-organized a high-level event at the Spain Pavilion together with the Ministry for the Ecological Transition, the Biodiversity Foundation, and ICATALIST, focused on accelerating green industry as a lever for implementing Nationally Determined Contributions (NDCs) in Latin America. The event drew directly on the conclusions of **alinnea's** 2025 working group, which framed discussions on regulatory stability, innovative financing mechanisms, and strengthened EU–Latin America cooperation to mobilize investment in strategic value chains such as lithium, batteries, and transport electrification. The session reinforced **alinnea's** role in shaping the biregional dialogue around the implementation phase of the Paris Agreement.

► [More information](#)



Student Challenge: Green Industry in Latin America, investment Challenges in the Face of Climate Change

Through October and November, in collaboration with IE University's School of Politics, Economics, and Global Affairs, **alinnea** launched the student challenge: "Green Industry in Latin America: Investment Challenges in the Face of Climate Change." The event invited undergraduate teams to design scalable solutions to overcome investment barriers in Mexico, Chile, and Brazil based on **alinnea's** research. Final projects were presented before representatives of the Embassies of Chile and Mexico, strengthening **alinnea's** institutional engagement in the region. The winning proposal focused on Brazil and introduced, with clear impact targets, a university-led hydrogen innovation hub model designed to connect supply with industrial demand, validate pilot projects, and reduce investor risk. As recognition, the winning team was awarded a study visit to Heineken's decarbonized factory in Seville, linking academic innovation with real-world industrial transition.



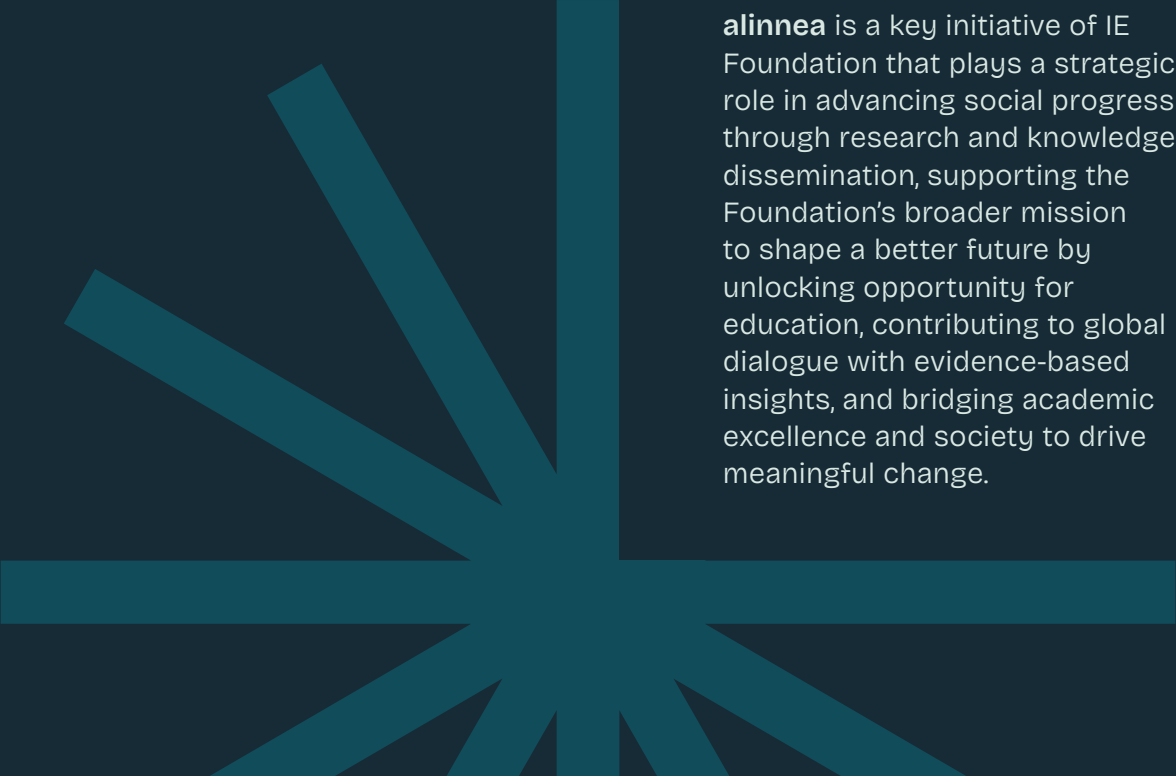
Think tank's dialogue—alinnea's partnerships

Throughout the year, **alinnea** continued to consolidate its position within the European think tank ecosystem by joining collaborative networks aligned with its core research areas. In the field of electric mobility, **alinnea** became part of the Market Monitor initiative alongside Agora Verkehrswende (Germany), ECCO Climate (Italy), the International Council on Clean Transportation (ICCT), the Mobility in Transition Institute (IDDRI-IMT, France), and the Polish Association for New Mobility (PSNM, Poland), strengthening its access to high-quality data and comparative policy insights while contributing to coordinated efforts to advance sectoral regulation across Europe.

Moreover, in the agri-food sector, **alinnea** participated in exchanges with leading European think tanks such as Agora Agriculture (Germany), Clinglendael (The Netherlands), Concito (Denmark), Green Climate Institute (Poland), the Institute for European Environmental Policy (IEEP, EU level), the Institute for Sustainable Development and International Relations (IDDRI, France), and the Institute of International and European affairs (IIEA, Ireland) gaining deeper insight into other Member States' priorities while sharing Spain's policy objectives and regulatory frameworks. These engagements enhanced **alinnea's** analytical capacity and reinforced its role as a knowledge bridge between national and European climate policy debates.

06

Institutional Framework



alinea is a key initiative of IE Foundation that plays a strategic role in advancing social progress through research and knowledge dissemination, supporting the Foundation's broader mission to shape a better future by unlocking opportunity for education, contributing to global dialogue with evidence-based insights, and bridging academic excellence and society to drive meaningful change.

Institutional Framework

6.1. Governance

alinea is governed by an Executive Board responsible for safeguarding the initiative's purpose, mission and strategic goals, and ensuring that its activities are carried out in a responsible, efficient and independent manner.

The Board provides overall direction and oversight, supporting **alinea's** role in advancing breakthrough climate solutions while ensuring the integrity and legitimacy of its work. It operates under a governance model based on collaboration, transparency and shared responsibility. Decisions are reached through consensus, allowing all members to contribute their perspectives and expertise.

During 2025, the Executive Board met twice, in line with its semi-annual meeting schedule, to provide strategic guidance and oversight to **alinea's** activities. The Board reviewed progress against the initiative's objectives, discussed strategic priorities and provided guidance to support the continued development of **alinea's** programmes and partnerships.

► [Meet the board](#)




6.2. Legal and Financial Status

alinea is an initiative driven by [IE Foundation](#), conceived as an integral part of its commitment to advance social progress. Within this framework, **alinea** contributes to the Foundation's mission through research and dissemination activities that support decision-making on critical societal challenges.

IE Foundation fosters positive change by expanding access to education, advancing actionable knowledge, and driving social impact—unlocking opportunities for extraordinary talent, contributing to global dialogue through evidence-based insights, and bridging academic excellence and society to create meaningful change.



At the core of this mission is a belief in collective action, expressed through a collaborative research ecosystem that brings together faculty, industry leaders, policymakers, and global institutions to address pressing global issues.




In this context, **alinea** acts as a platform that translates knowledge into dialogue and practical tools, helping turn insight into tangible, real-world impact.

As an initiative hosted under the umbrella of IE Foundation, **alinea** does not have separate legal status. Its financial activities are included within the Foundation's accounts. Further details on income and expenditures associated with the Foundation's knowledge generation activities, including **alinea**, can be found in the IE Foundation Annual Reports available on [its website](#).

07

Special Thanks



alinea's work during 2025 would not have been possible without the commitment and collaboration of our donors, partners and contributors.

Special Thanks



This work would not have been possible without the commitment and collaboration of a wide range of partners and contributors.

We are especially grateful to the members of **alinnea's** working groups, whose expertise, dedication and willingness to share knowledge are at the core of our work.

We also extend our thanks to all organisations and individuals who have contributed to and engaged with our events, publications and ongoing activities, helping to shape a vibrant and collaborative ecosystem.

We would like to express our sincere appreciation to our donors for their continued trust and support, in particular the European Climate Foundation, whose contribution as principal donor and member of our Board goes beyond financial support by strengthening **alinnea** through capacity building, access to networks within the climate community, and the amplification of our work. We are also grateful to IE University and IE Foundation for hosting and supporting **alinnea** and enabling its activities.

Members of alinnea's working groups and collaborators contributing to alinnea's Strategic Axes



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From advancing industrial decarbonization and electric mobility, to mobilizing green investment in Latin America, and strengthening resilience across Spain's agri-food system, during 2025 alinnea has positioned itself as a bridge—between research and policy, between different regions of the world, and between climate ambition and economic competitiveness.

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