

Industrial Innovation Initiative

2025 Annual Report



Industrial
Innovation
Initiative

DECEMBER 2025

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Letter from I³'s Manager

2025 brought many significant changes to US industrial and energy policy, making it more critical than ever for our members and participants to come together and advance industrial innovation.

One of our most visible efforts this year was leading a multi-coalition sign-on letter in support of the 48C Advanced Energy Project Tax Credits and the Industrial Demonstrations Program (IDP), which was featured in an article by [E&E by POLITICO](#). Although federal funding for many IDP projects was canceled, Congress maintained support for the 48C tax credit. Through this effort, we also strengthened our relationships with several strategically aligned organizations and fostered future collaborative opportunities.

We continued to elevate industrial innovation by engaging with several congressional offices throughout the budget reconciliation process. Member participation played a key role in the success of these meetings. In collaboration with the Renewable Thermal Collaborative, six companies representing major industrial sectors met with staff from Senator Cramer and Senator Young's office, the Environment and Public Works Minority and Majority Staff, and the Department of Energy. These discussions built on our ongoing engagements with many of these offices and helped reinforce the Initiative's priorities.

This report details several other key efforts, including our collective response to the Environmental Protection Agency's (EPA) proposal to eliminate the Greenhouse Gas Reporting Program (GHGRP). We joined several other prominent industry organizations in submitting formal comments and oral testimony highlighting the GHGRP's essential role in supporting US industrial competitiveness and ensuring access to tax credits. Congressional offices responded positively to our comments, and several of them released their own public comments in support of the GHGRP.

To complement our ongoing advocacy efforts, staff expanded our educational outreach by further developing the State Toolkit for Industrial Innovation, ensuring key insights gained from the Initiative are available for a wider audience. Members enhanced our educational efforts through their robust contributions to monthly plenary meetings, notably the recent "State of Play" conversations on cement and concrete, biofuels, and iron and steel.

As we enter 2026, policies that support the vitality of American manufacturing are more crucial than ever. Since its formation in 2020, our coalition's nonpartisan, consensus-based voice has made it a key champion for industrial innovation. **We would like to thank our members and participants for making this work possible. Your commitment, expertise, and ongoing engagement make our collective effort impactful.**

Developing our 2026 policy blueprint will be a strategic opportunity to advance our shared priorities in an evolving political landscape. We look forward to building on the accomplishments of 2025 and continuing to collaborate across the industrial community to strengthen American industry and reduce emissions.

David Soll,
Industrial Decarbonization Manager, Great Plains Institute
and co-convener of the Industrial Innovation Initiative

Co-convened by the Great Plains Institute and the World Resources Institute, the Industrial Innovation Initiative (I³) is an ambitious coalition of leaders from over 30 industry, labor, and nonprofit organizations focused on strengthening American industry and reducing industrial emissions.

Our Values



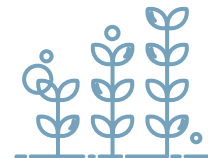
A competitive US economy



Thriving livelihoods for American workers



A safe and healthy environment



A stable climate

Our Guiding Principles

CONSENSUS

The Initiative operates through a consensus-based model, ensuring that policy recommendations reflect the collective input of our diverse members. This deliberative approach ensures that our guidance is both practical and actionable, providing clear pathways to advance American industrial transformation.

NONPARTISAN

The Initiative is committed to nonpartisan collaboration, meaning we refrain from publicly endorsing legislation until it gains bipartisan support. Nonetheless, we are committed to advancing pragmatic, innovation-focused policies that strengthen American industry. We actively engage across the political spectrum to shape policy from its earliest stages.

CROSS-CUTTING SOLUTIONS

The Initiative recognizes that no single solution fits the unique characteristics and requirements of each industrial sector. Therefore, we support technology-neutral, cross-cutting policies that enable a range of strategies for industrial innovation. This approach ensures flexibility and adaptability in transforming American industry.

DIVERSE STAKEHOLDERS

The Initiative convenes a broad coalition of stakeholders from industry, labor, and NGOs. By integrating these diverse perspectives and reaching a collective consensus, we ensure that our recommendations are representative, durable, and responsive to industry realities.

Our Pillars

- Education and Advocacy
- Membership Engagement
- Timely Communication
- State Industrial Innovation

In 2025, the Initiative continued its work across four pillars to support policy development and implementation, technology demonstration and adoption, and demand-side market development at the federal, state, and regional levels.

Education and Advocacy

Monthly Plenary:

Each month, we hold a one-hour virtual plenary to share updates on industrial innovation, often featuring presentations from our members and participants.

Federal Working Group

In 2025, we convened **six federal working groups** that collectively brought together nearly **60 individuals from over 35 organizations** to discuss federal administrative changes, budget reconciliation, and develop collective, consensus-based responses to two Federal Requests for Information/Comment.

Welcome to the 119th Congress of the United States

In April, the Initiative sent [welcome letters](#) to all new members of Congress. The letter introduced the Initiative's work, including our 2024 Federal Policy Blueprint. It also encouraged Congress to maintain critical federal incentives for American manufacturers, providing a brief description of the Industrial Demonstration Program, the 45Q Tax Credit for Carbon Sequestration, the 48C Qualifying Advanced Energy Project Tax Credit, the 45X Advanced Manufacturing Tax Credit, and the 45V Clean Hydrogen Production Tax Credit.

48C-IDP Sign-On Letter

In April, the Initiative played a leading role in mobilizing support for a [multi-coalition sign-on letter](#) in support of the 48C Advanced Energy Project Tax credit and the Department of Energy's Industrial Demonstrations Program.

Nine organizations signed the letter, collectively **representing hundreds of companies.**

The plenaries engaged:

over
110
individuals

from more than
55
organizations

I³ Responds to the US Environmental Protection Agency's Proposed Greenhouse Gas Reporting Program Reconsideration

Office of Science and Technology Policy's Request for Information



Congressional Meetings

Throughout the year, the Initiative had several other opportunities to meet with congressional offices, including those of Senator Young (R-IN), Banks (R-IN), Coons (D-DE), and Miller (R-OH). Topics discussed included the Industrial Demonstrations Program, the 48C tax credit, the Foreign Pollution Fee Act, the Concrete Asphalt Innovation Act, and the IMPACT 2.0 Act. The Initiative values the opportunity to continue building relationships with congressional offices and federal agencies, serving as a resource on industrial innovation.

"American manufacturing depends upon federal policies that foster innovation, competitiveness, and stewardship. The American Cement Association appreciates I³'s effort to nurture collaboration between industry and other stakeholders in support of these policies."

JOSH REINER, AMERICAN CEMENT ASSOCIATION

Budget Reconciliation

In June, during the 2025 budget reconciliation process, congressional offices and agencies received an overwhelming number of meeting requests. The Initiative was pleased to meet virtually with staff from Senator Cramer's and Senator Young's offices, as well as the Environmental and Public Works Minority and Majority Staff, and the Department of Energy.

In collaboration with the Renewable Thermal Collaborative, the Initiative's virtual Hill Day brought together a group of companies that represented several major industrial subsectors to advocate for **four top budget reconciliation priorities**:

- Strike the language in the House reconciliation bill that rescinds unobligated balances from the Advanced Industrial Facilities Deployment Program (Sec. 50161 of the IRA—better known as the Industrial Demonstrations Program)
- Reverse the effective elimination of the 45V Clean Hydrogen Production Tax Credit in the House reconciliation bill and retain it as originally written, giving taxpayers until the end of 2032 to place a facility in service.

- Retain the original “placed in service” dates for the Clean Energy and Advanced Manufacturing investment tax credits (45Y, 48E, 45X) and eliminate the House reconciliation bill language that restricts the transferability of these credits.
- Eliminate or substantially modify the Foreign Entity of Concern (FEOC) language in the House reconciliation bill to ensure that it promotes the competitiveness of American industry.

One Big Beautiful Bill Act (H.R.1)

In July, the One Big Beautiful Bill Act (H.R.1) was enacted. Although the legislation weakened several key industrial tax credits critical for transforming American industry, specifically 45V and 48E/45Y, the Initiative was pleased to see that it preserved and strengthened two other critical tax credits, 45Q and 45Z.

In [our public statement](#), the Initiative expressed that we look forward to continuing to work with Congress and the Administration to develop and support policies and programs required to ensure a thriving American industry, including ensuring that breakthrough technologies are developed and deployed in the US rather than outside of it.

Global Conversations

BREVIK, NORWAY

Patrice Lahlum, VP of Industrial Innovation and Carbon Management at the Great Plains Institute, and Angela Anderson, Director of Industrial Innovation at the World Resources Institute, toured [Heidelberg Materials' Brevik plant](#) shortly before it opened as the world's first full-scale carbon capture and storage facility at a cement plant.

MEXICO CITY, MEXICO

Alana Hadland, Industry Program Coordinator at the Great Plains Institute, attended the Global Cement and Concrete Association's Circular Cities Policy Summit, including a tour of Cemex's Tepeaca plant. This trip kicked off a three-part blog series on cement and concrete:

- [Event Recap: GCCA Circular Cities Policy Summit](#)
- [How States Can Transform Cement and Concrete Production](#)
- [Clinker: How Changing One Ingredient Can Have a Big Impact](#)

Communications

Timely communication is one of the four pillars of our work. Here are the primary ways we kept our members and the broader industrial innovation community informed this year.

Subscribe to our newsletter for 2026 updates on industrial innovation

In May, we launched the Initiative's LinkedIn page to share updates, elevate member work, and expand our network. **In six months, we have gained nearly 250 followers.**

Follow us on LinkedIn

At a glance:

published
10
blogs

with nearly
13k
website views

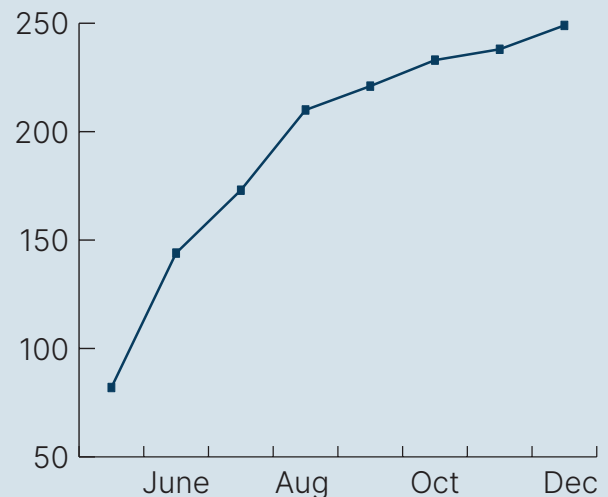
sent
12
newsletters

to over
375
subscribers

issued
3
statements
on Initiative
priorities

responded to
2
federal
Requests for
Information

Number of followers over time



"In today's global marketplace, it is crucial for companies to innovate to remain competitive. ArcelorMittal appreciates the opportunity provided by the Industrial Innovation Initiative to engage with stakeholders on federal policies and other key issues in support of US competitiveness, job creation, and long-term sustainability."

TOM DOWER, ARCELORMITTAL

Membership Engagement

In 2025, our monthly plenaries collectively brought together over **110 individuals** from over **55 organizations**, often featuring insights from Initiative members and participants. As noted earlier, our six federal working groups also collectively brought together over 75 individuals from across 35 organizations.



Speakers

AJW, Inc.
American Cement Association
American Iron and Steel Institute
Amrize
Antora Energy
ArcelorMittal
Bipartisan Policy Center
Boston Metal
BuiltCold
CarbonCure Technologies
Cemex
ClearPath
Electra
Heidelberg Materials
POET
Renewable Fuels Association
Silverado Policy Accelerator
Skyven
Sen. Bill Cassidy's Office (R-LA)
United Steel Workers

Topics

45Z Tax Credit
Budget Reconciliation
Buy Clean
Clean Energy Polling
Foreign Pollution Fee Act
Industrial Heat Pumps
State of Play: Cement and Concrete
State of Play: Biofuels
State of Play: Iron and Steel
Tariffs
Thermal Batteries

**Thank you to our speakers
for sharing their time and
insights this year**

State of Play: Progress, Challenges, and Opportunities Across Sectors

In the second half of 2025, we introduced a “State of Play” format, featuring leaders from specific sectors who shared valuable insights on progress, challenges, and opportunities. Check out key insights from these conversations in the highlight blogs.

- [State of Play: Cement and Concrete](#)
- [State of Play: Biofuels](#)
- [State of Play: Iron and Steel](#)

Welcoming New Members

In 2025, we were pleased to welcome three new public members to the Initiative:

- [Southern California Pipe Trades District Council 16](#) represents 13 United Association (UA) local unions across Southern California, with members working in the piping and construction industries.
- [Rock Energy Storage](#) is an authorized distributor for Brenmiller Thermal Energy Storage Solutions and can work with US domestic facilities to evaluate the multiple benefits of thermal energy storage.
- [Electra](#) makes clean iron through a low-carbon process that uses chemistry and renewable energy to transform iron ore into 99 percent pure iron.

Labor Engagement

In 2025, labor engagement remained a key component of the Initiative’s work. Participation included both union representation and labor-focused workforce organizations, reflecting a range of perspectives connected to industrial skills, manufacturing, and policy. Engagement included contributions from the United Steelworkers, the Southern California Pipe Trades District Council 16, and other workforce

organizations across several plenary and federal policy conversations. This engagement ensured that workforce perspectives were included in discussions, including those related to procurement, biofuels, steel and trade, cement and concrete, and federal reporting developments. Read additional reflections in the [Labor Day Blog](#).

Labor Member Spotlight

In 2025, the Southern California Pipe Trades District Council 16 (DC16) became the first pipe trades council to join the Initiative. DC16 represents 13 United Association local unions across Southern California, with its jurisdiction spanning from San Luis Obispo and Bakersfield to Los Angeles, Orange County, Riverside, San Bernardino County, and San Diego. DC16 represents a membership rooted in the construction industry, including pipefitters, plumbers, welders, and other skilled professionals. DC16 brings expertise and practical experience in the types of work associated with industrial retrofits, facility upgrades, and clean energy infrastructure. We are pleased to welcome DC16!

Their participation builds on a broader labor presence within the Initiative, which now includes engagement from four distinct union networks: The United Steelworkers, the United Association, the International Brotherhood of Boilermakers, and the Laborers’ International Union of North America (LIUNA), with the latter three being official members, along with the continued involvement from additional workforce organizations.

Looking to 2026

As we look toward 2026, the Initiative aims to continue strengthening and expanding its labor engagement through increased participation in discussions and broadening the range of unions and workforce organizations represented in our work. We are committed to ensuring that labor remains a meaningful voice as the Initiative continues to grow.

State Industrial Innovation

State Industry Toolkit

Forty state pages are now featured, with the final 10 scheduled for release in early 2026.

New resources in 2025 include:

- **Carbon Management and Industry:** A fact sheet providing an overview of how carbon capture and storage technology can be deployed in the industrial sector.
- **Cement and Concrete 101:** A fact sheet detailing cement and concrete production with solutions to reduce emissions across the production chain.

Explore the State Industry Toolkit

State Legislative Tracker

Contact [Alana Hadland](#) to subscribe to our digest. The digest is sent from around February to October each year, during the height of state legislative sessions.

We tracked:

nearly
300
total bills
nationwide

169
carbon
management
bills

101
hydrogen
bills

47
procurement
bills

Explore the 2025 State Legislative Tracker

Industrial Innovation Internship

In 2025, the Initiative was thrilled to host Riley Stern as our first summer intern through the University of Minnesota's Sustainability Corp program. Riley compiled research and data on reducing emissions from industrial heat processes in Minnesota and across the US. Thank you to Riley for spending the summer with us! She shared **four key insights she will take with her**:

- Progress implementation must be strategic and pragmatic.
- Uncertainty requires profound creativity.
- To create solutions, you must build a shared understanding.
- Pragmatism often lives in the details.

Read what Riley had to say

Conveners Network

Initiative staff are also working closely with state officials on industrial innovation through the Conveners Network. While this is primarily separate from the Initiative, the work is mutually beneficial and provides opportunities for more impactful networking and advancing shared goals. For example, in August 2025, Initiative staff hosted an Industrial Energy Efficiency webinar for state officials through the Conveners Network. Initiative members and participants were invited to the conversation. In January 2026, we will convene with states in Park City, Utah, to continue this conversation.

As this work progresses, we are eager to facilitate continued opportunities for strategic knowledge sharing, collaboration, and advancing industrial innovation.

The Path Forward

As we reflect on our progress in 2025, the Initiative has prepared several strategies to hit the ground running in 2026. A sampling of activities for 2026 includes:

- **Develop and release a strategic policy blueprint** that advances our shared priorities within the 120th Congress.
- **Continue “State of Play” conversations** to ground our work in the realities of each sector, elevate member leadership, and inform the Initiative more broadly as we begin developing the policy blueprint.
- **Expand the State Industry Toolkit** to further elevate industrial innovation with our broader networks, including state policy makers.
- **Proactively communicate** with policy makers, the media, and stakeholders on the role of industrial innovation in advancing American competitiveness.

“Electra is on a mission to fundamentally reinvent ironmaking from the ground up to produce high-purity materials critical to building the future. We appreciate being a part of the I³ community to collaborate and advance pragmatic policies and innovative solutions.”

DAN CASIOPPO, ELECTRA

“State low-carbon procurement policies are evolving fast, creating both opportunities and challenges for the organizations working to decarbonize industry. I³ excels at convening the entire value chain to interpret these policy signals and coordinate action, which helps BuiltCold design tools that make implementation easier for agencies”

TAYLOR LINNELL, BUILT COLD

We would like to thank our members and participants for making this work possible. We look forward to continuing our collaboration and driving meaningful impact together in 2026.

Our Team

Great Plains Institute



Alana Hadland,
Industry Program
Coordinator



David Soll,
Industrial
Decarbonization
Manager



**Alejandro
Calderon,**
Labor Engagement
Manager



Kate Sullivan,
Senior Content
Specialist

World Resources
Institute



Zach Byrum,
Associate II,
Industrial Innovation
and Carbon Removal



Angela Anderson,
Senior Advisor,
Industrial
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AJW, Inc. (Consultants)



Anna Scutt,
Senior Associate



Jessica Bennett,
Partner



**Industrial
Innovation
Initiative**