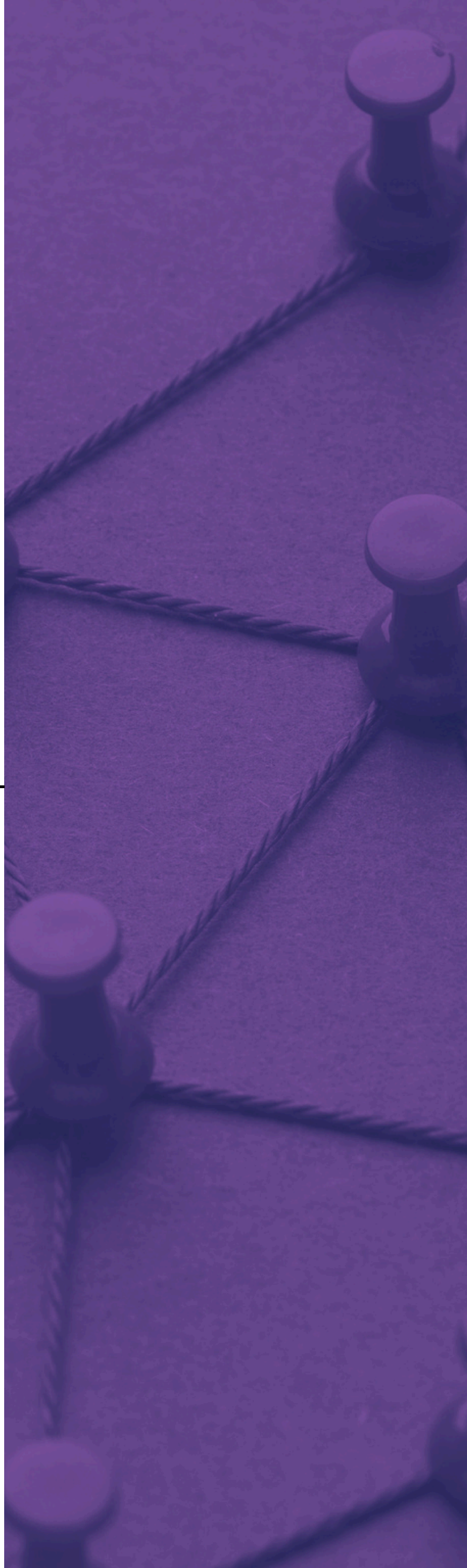


ANNUAL REPORT

2025-2026

IDDRI



EDITORIAL



SÉBASTIEN TREYER

Executive Director

Balancing security and long-term goals amid mounting crises

Climate disasters, economic instability and armed conflict are now unfolding in rapid succession, with impacts that accumulate and reinforce one another. The profound reshaping of global value chains, driven by the digital and energy transitions, may itself be contributing to economic and political tensions, as public and private actors seek to secure their place in the emerging economy. Reorienting the economy around decarbonization, resilience and ecosystem protection lays the foundations for a robust long-term response, reducing dependence on fossil fuels and minimizing vulnerabilities. [Read more.](#)

FOCUS

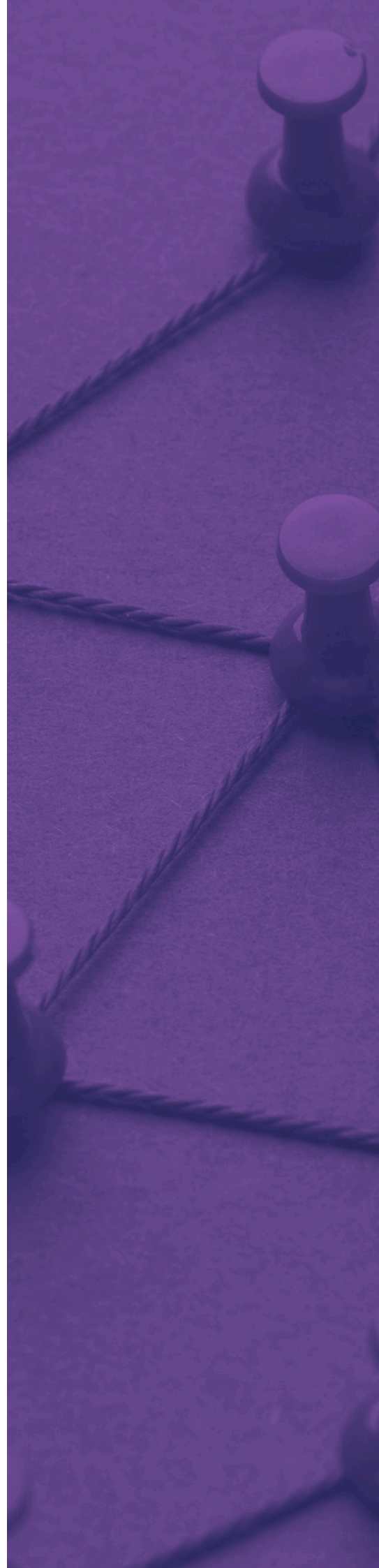
IDDRI co-leads the T7 2026 initiative amid growing challenges to multilateralism



At a time when international cooperation is increasingly being undermined by the emergence of power dynamics as the only way of making “deals”, IDDRI is working to identify opportunities to revitalize cooperation to better manage the physical, economic and social interdependencies between countries. The institute does so through forums dedicated to sustainable development (climate, biodiversity, high seas, etc.) as well as economic cooperation forums such as the G20 and the G7, seeking to connect geopolitical, economic and environmental dimensions. In 2025, IDDRI co-led the energy-climate task force of the G20 Think Tanks Engagement Group (T20) under the South African presidency and, together with ECFR, assumed overall leadership of the G7 Think Tanks Engagement Group (T7) for 2026 under the French presidency.

IDDRI chose to carry out this work by opening the forum to experts from non-G7 countries, thereby fostering crucial dialogue with key partners. The task forces coordinated by IDDRI addressed five key issues relating to the coordination of industrial policies in the context of macroeconomic imbalances and to the renewal of partnerships for international development. The T7 Solution Papers were presented in March 2026, ahead of wider dissemination and public debate, in preparation for the G7 summit in Évian in June 2026.

KEY ACHIEVEMENTS



INTERNATIONAL

Ten years of the Paris Climate Agreement: a review and outlook for its implementation

In 2025, marking the tenth anniversary of the Paris Agreement, IDDRI played an active role in reviewing the agreement's theory of change and making recommendations to the Brazilian presidency of COP30 to support the full implementation of commitments. Several papers and reports, focusing on the challenges of the coming decade and published in the run-up to the COP, informed discussions on the process, its implementation, the just transition, the transition away from fossil fuels, and solidarity levies. In particular, IDDRI outlined pathways to extend international climate cooperation beyond the UNFCCC. In addition, a report reviewing a decade of climate action across 21 countries received significant media coverage, alongside two launch events held in France and Brazil. IDDRI presented its analyses and recommendations to the Brazilian presidency during five meetings in preparation for the COP. In March 2026, the COP30 President invited IDDRI to contribute to the "Roadmap for Transitioning Away from Fossil Fuels in a Just, Orderly and Equitable Manner", which will present its analyses and proposals at COP31 in 2026.



Listen — Podcast — October 2025

[Climate emergency, ten years to act: Promises and reality of the Paris Agreement](#)



INTERNATIONAL

Green industrialization in Africa: the dialogue is widening

For several years now, IDDRI has been working, through its co-leadership of the Ukama platform, to strengthen dialogue between the European Union and African countries, with a view to fostering a better mutual understanding of their respective priorities for a just energy transition and green industrialization, and to supporting the development of partnerships that deliver benefits on both sides. Together with the think tanks of the European Think Tanks Group (ETTg) network, and through a series of stakeholder workshops, IDDRI is broadening the debate to include private sector actors and investors, who are key players in these exchanges. Against a backdrop of declining official development assistance and the restructuring of value chains linked to the energy and digital transitions, several African countries see green industrialization as a strategic opportunity, provided that partnerships move beyond rhetoric and lay the foundations for deep, lasting cooperation. These dialogues seek to build on this momentum. At a workshop in Nigeria in early 2026, attended by representatives of relevant ministries and the EU Ambassador, participants called for more ambitious partnerships with the EU, going beyond capacity-building approaches. One key avenue highlighted was the need to link energy and industrial investment to support the development of sustainable industrial ecosystems.



INTERNATIONAL

COP17 Biodiversity: IDDRI's proposals for the Global Review and financing

In the two years prior to COP17, to be held in Yerevan (Armenia) in October 2026, IDDRI is organizing, with support from Switzerland, a series of workshops for negotiators from a range of countries. These workshops provide a space for open discussion, distinct from and complementary to the official negotiations, in which the Armenian presidency also takes part. Based on an agenda set by participants and supported by IDDRI briefings, discussions focus on biodiversity financing in countries of the Global South and on the modalities of the Global Review of progress towards the objectives of the Kunming-Montreal Global Biodiversity Framework by 2030, the first iteration of which will take place in October in Yerevan. A high-level public webinar provided an opportunity to explore how stakeholders can contribute to making the Global Review a mechanism for identifying short-term enabling levers and strengthening biodiversity governance over the medium term. Regarding multilateral funds, IDDRI proposes focusing on their functions and guiding principles, in line with COP16 decision.



EUROPE

Europe: what policies for sustainable competitiveness?

In October 2025, an IDDRI report on new industrial policies compared approaches across ten countries (Germany, China, South Korea, Spain, the United States, France, Italy, Japan, Poland and Sweden) and within the EU. It assessed their potential in terms of sustainability and their capacity to drive transformation of the global economy, and identified pathways for Europe to develop a model suited to its strengths and specific characteristics, alongside a set of recommendations to support the success of the EU's Clean Industrial Deal. IDDRI is also continuing its analysis of the instruments for implementing this Deal, in particular through an examination of the European Competitiveness Fund, presented by the Commission in July as part of its 2028–2034 budget proposal.

Furthermore, as sustainable competitiveness depends on the effectiveness of environmental policies rather than deregulation, IDDRI draws on its expertise in European legislative and budgetary processes to analyse the Omnibus simplification packages and propose ways to simplify without weakening regulatory standards. This work has been presented in both Paris and Brussels to DG GROW (Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs), the Commission's Secretariat-General, and the European Parliament.

EUROPE

Transformation of the energy sector

While France was slow to revise its multi-year energy plan (PPE3), in 2025 IDDRI championed electrification as a key driver of the political agenda for decarbonizing the energy system, and as a framework for overcoming polarization around the energy mix. The task force on the electricity transition, set up by IDDRI in 2022 and comprising around 60 experts and government representatives, met four times in 2025. As energy choices have to be made following the war in Iran, France incorporated an electrification plan into its PPE3, announced in April 2026, while the EU is expected to present its own in July 2026. More specifically, IDDRI has established itself as a key centre of expertise on electricity prices for industry and has organized discussions on this issue in Paris, Berlin and Brussels.

As the European Commission prepares a new “networks package”, IDDRI is working with a network of European think tanks on the economic benefits of more integrated energy infrastructure planning in Europe. This consortium published a [report](#) and engaged with the Commission in September. A public event was organized in Brussels in March 2026.



Read — **Blog post** — **February 2026**

[Eight conditions for success for an ambitious electrification plan for France](#)

EUROPE

Agriculture: key approaches to minimizing strategic dependencies

In the context of a growing number of crises affecting the agricultural sector (health, economic, climate-related, etc.), their cost to national budgets and the strategic dependencies they reveal, IDDRI is contributing to discussions on the 2028–2034 European budget, advocating for the introduction of a mechanism for upstream risk assessment and mitigation, alongside improved downstream responses when crises occur. This work will be presented in Paris, Brussels and other European capitals in 2026.

To support the evolution of the agricultural model, IDDRI is also focusing on two intermediary levels between farmers and consumers: agri-food industries, and how they can support the diversification and circularity of European agriculture; and the retail sector, and its role in shaping diets. In France, following sustained dialogue between civil society organizations, IDDRI and public authorities, major retailers appear ready to commit to transforming food environments and facilitating the choice of healthy and sustainable diets.



Read — **Study** — November 2025

[Food prices evolution: a threat to the “food pact”?](#)



FRANCE

Biogas: shedding light on the tensions surrounding support policies

IDDRI has contributed to the debate on biogas development in France by analyzing support policies for the sector and their environmental and economic effectiveness. In France, proposals aim to increase production nearly fourfold by 2030 and more than twelvefold by 2050, as part of the energy transition. Policies supporting agricultural anaerobic digestion also aim to reduce production costs while providing economic incentives for farming practices that support the agroecological transition. IDDRI's study highlights tensions between these three objectives. Published in October 2025, it received significant media attention, reflecting the novelty and relevance of the analysis.



Read — **Study** — **October 2025**

[Biomethane in France: issues and challenges for sustainable production](#)



FRANCE

Transformational adaptation is gaining momentum

Following its proposal, in March 2025, for a mechanism to monitor the French Climate Change Adaptation Plan (PNACC-3), developed in collaboration with regional authorities, IDDRI turned its attention to the governance of adaptation. As adaptation requires informed public debate, grounded in scientific evidence, governance must be organized to facilitate effective decision-making. A publication released in autumn 2025 sets out the scope of adaptation challenges, along with the governance framework and objectives, the stakeholders involved, and the tools and instruments deployed. Transformational adaptation, understood as changes to the fundamental elements of a system (as opposed to incremental adaptation), is gaining traction in France, alongside efforts to move beyond siloed approaches. For example, the integration of adaptation into ADEME's 2050 foresight scenarios addresses governance issues, cross-border risks, and the prioritization of sectors under different adaptation strategies.



FRANCE

What strategy should be adopted to promote environmental issues?

IDDRI's work in recent years on the social dimensions of the ecological transition, carried out in collaboration with the Parlons Climat agency, has focused on analyzing the strategies of change-makers—including IDDRI—and to provide proposals for adapting these approaches to the current context. The publication “A majority strategy for the environmental transition: moving beyond minority-based approaches?” has served both as a basis for dialogue with stakeholders and as a foundation for the development of IDDRI's 2026-2030 strategic plan. It highlights the need to: diversify the figures who embody environmentalism, recognizing a plurality of approaches; act on enabling environments to make sustainable practices possible, rather than relying solely on individual behaviour change; consider social inequalities in the transition; and embed environmentalism within a broader project addressing everyday concerns (employment, purchasing power, etc.). The aim is to address the needs of citizens by focusing on living conditions rather than on environmental issues alone.



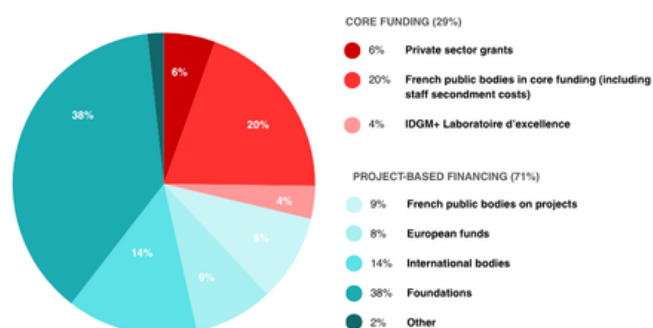
Read — **Report** — June 2025

[A "majority strategy" for the environmental transition : moving beyond minority-based approaches](#)

BUDGET

The 2025 accounts, certified by statutory auditors and approved by the Foundation's Board of Directors, amounted to 6,996,783 euros, including staff secondment costs, excluding payments to research partners.

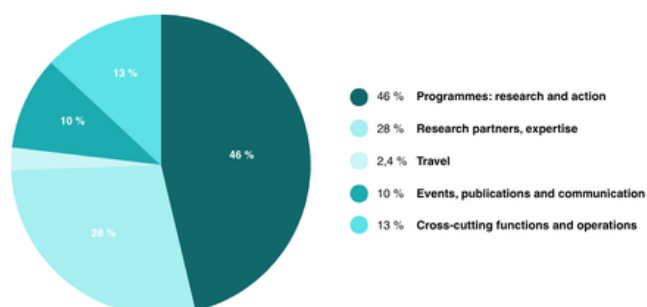
2025 FUNDS



IDDRI has received support from its key partners, who have renewed their annual core funding for IDDRI's activities as a whole, i.e. 29% of the total budget. This funding enables the implementation of the program defined by IDDRI's teams in accordance with its strategic guidelines and approved by the Board of Directors. [More information.](#)

EXPENDITURE STRUCTURE 2025*

*including payments to research partners



Expenditure is divided between research programmes carried out by IDDRI and its scientific partners, communication activities, and support, cross-cutting functions, structural and operational costs. [More information.](#)



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