



GLOBAL CCS
INSTITUTE

ACCELERATING CCS **2023 - 2027**

FIVE-YEAR STRATEGIC PLAN

VISION

CCS is an integral part of the net-zero emissions future

MISSION

To accelerate global deployment of CCS

OBJECTIVES

- Fact based influential advocacy
- Catalytic thought leadership
- Authoritative knowledge sharing

OUTCOMES

- Widespread policy support and appropriate frameworks for CCS
- Increased commercial project opportunities for CCS
- Accelerating global CCS deployment



CEO MESSAGE

I am delighted to be leading the Global CCS Institute during this dynamic time for CCS. As a global not-for-profit think tank comprised of both government and private sector members, the Institute is well positioned to accelerate the global deployment of CCS to help mitigate climate change. We are member driven and focused on CCS advocacy, thought leadership, and knowledge sharing.

The urgent need for CCS deployment is abundantly clear. According to recent IEA analysis, CCS capacity must increase some 100-fold by 2050 to help achieve net-zero emissions, requiring on the order of one trillion US dollars of investment over the next 30 years. While this may sound daunting, it is achievable provided that government, industry, and financial sector find ways to efficiently and effectively work together. Simply put, our mission is to help make this happen.

Governments need to establish appropriate policies to support and drive investment in CCS, and the Institute's global perspective and thought leadership can efficiently help inform policy formulation. As part of our strategy, the Institute will help public and private sectors work together to craft durable policies that can unlock and accelerate investment.

Industry will need to build, own, and operate CCS facilities at scale, and must develop successful business models that support the large capital investments required. The Institute will help hard-to-abate sectors to integrate CCS into their net-zero strategies and plans. We are growing our reach in key regions and industries and will work with industry leaders and other stakeholders to champion and advance CCS projects around the world.

To enable widespread deployment, the financial sector must include CCS in their sustainable development portfolios, and CCS must be appropriately included in ESG structures and sustainable investment taxonomies. Moving forward, the Institute will actively engage and support the financial sector to incorporate CCS into their investment strategies and portfolios.

Our core strength is our global team of talented staff. The Institute's in-house skill set includes both above ground and below ground technical expertise combined with legal, regulatory and policy experience and strong advocacy skills. I look forward to sharing our knowledge and capabilities with our members and leveraging the Institute's strengths and agility through strategic partnerships with other organizations working to progress CCS. We're all part of the global community working to address climate change, and we must efficiently and effectively collaborate to achieve our net-zero goals.

On behalf of the Institute's staff and our members, I look forward to working together with you to accomplish our mission.

Jarad Daniels
CEO | Global CCS Institute

“

Our core strength is our global team of talented staff. The Institute's in-house skill set includes both above ground and below ground technical expertise combined with legal, regulatory and policy experience and strong advocacy skills.

”

FRAMING THE NET-ZERO CHALLENGE

It is often helpful to frame the role of CCS in the global perspective, where analyses show that CCS is essential to meeting our climate change mitigation goals and achieving net-zero emissions. We absolutely need to drive as much energy efficiency and renewable energy into the mix as possible, and we will also need CCS for many applications: to deeply decarbonize hard-to-abate industrial sectors, to help produce low-carbon hydrogen, to provide low-carbon dispatchable power when required, and to enable carbon dioxide removal at scale.

Indeed, the International Panel on Climate Change (IPCC) and the International Energy Agency (IEA) continue to highlight the importance of CCS to help reach net-zero emissions. The scale of our challenge is large and the need for CCS is clear.

The broad application of CCS is what makes it such a strong tool in the overall climate change mitigation tool kit. CCS provides one of the most mature and cost-effective options to decarbonize the cement, iron and steel, and chemical sectors which are hard to abate due to their inherent process emissions and high temperature heat requirements. Low-carbon hydrogen produced with CCS can enable and accelerate the buildout of hydrogen infrastructure required to help reach net-zero. Power plants with CCS can supply dispatchable low-carbon electricity and grid-stabilising services that support increased deployment of renewables. CCS also provides the foundation for technology-based carbon dioxide removal (CDR) solutions including bioenergy with CCS (BECCS) and direct air capture (DAC) – two key negative emissions technologies which can compensate for remaining emission sources such as aviation and remove carbon dioxide from the atmosphere.

We now see increased positive momentum and growing support for CCS in many regions of the world. More than 130 countries have set or are considering net-zero targets by mid-century, and around 80% of long-term development strategies submitted to the UNFCCC recognize a role for CCS. Strengthening policy support, especially in the United States and Europe, has substantially improved the investment environment for CCS and we are seeing a rise of networks for both CCS projects and innovative business partnerships. Many companies, cities, and financial institutions now have net-zero goals driven by demands from citizens and shareholders, and government and industry leaders alike are realizing we simply can't achieve our net-zero goals without a healthy amount of CCS in the mix.

For communities built around carbon-intensive industries, CCS plays a vital role in a just transition towards a low-carbon future by creating new, high-value jobs that bolster the local economy. Marginalized groups and low-income communities are already experiencing disproportionate negative impacts from climate change. In order to avoid worst-case-scenario global warming and prevent additional harm to these communities we must drastically decrease our global emissions in a very short timeframe, and CCS is a key technology to rapidly reduce emissions.

Urgent action is needed to accelerate deployment globally from today's 40MT/year to multiple gigaton scale by 2050. There is no time to waste and we must work together to make this happen.

CCS IS VITAL TO NET-ZERO



**Achieving
decarbonisation in
hard-to-abate industry.**



**Enabling low-carbon
hydrogen at scale.**



**Providing low carbon
dispatchable power.**



**Delivering
negative emissions.**

OUR STRATEGIC FRAMEWORK

OUR VISION

CCS is an integral part of the net-zero emissions future

OUR MISSION

To accelerate global deployment of CCS

LISTEN TO AND SUPPORT OUR MEMBERS

OBJECTIVE	KEY STRATEGIES
1. Fact based influential advocacy	1.1 Inform net-zero strategies and policy making 1.2 Build durable, strategic partnerships with industry leaders and experts 1.3 Increase efforts to communicate CCS as a proven and enabling technology
2. Catalytic thought leadership	2.1 Provide thought leadership on enabling policies, technologies, and business models 2.2 Engage leading experts across industry, government, and academia to help inform and drive strategic road mapping
3. Authoritative knowledge sharing	3.1 Be an authoritative source for CCS data 3.2 Build knowledge across the full value chain of capture, transport and storage 3.3 Increase engagement with the financial sector
How we operate	1 Operate as an integral part of the global CCS community 2 Attract, develop and grow a diverse, talented workforce 3 Increase financial viability to fund strategic growth

SUPPORT AND EMPOWER OUR TEAM

ANNUAL BUSINESS PLAN

OUR OUTCOMES

Widespread policy support and appropriate frameworks for CCS

Increased commercial project opportunities for CCS

Accelerating global CCS deployment

OBJECTIVE

1. FACT BASED INFLUENTIAL ADVOCACY

The Institute promotes the critical role for CCS to help mitigate climate and achieve a just-transition to mid-century net-zero emissions. We do this by framing carbon capture, storage, utilization, and removals in the global perspective as we advise and connect key decision makers. We also highlight its broad applications and the urgent need for deployment at scale as we raise the profile of CCS through direct media and stakeholder engagements.

KEY STRATEGY	SUPPORTING ACTIVITIES
1.1 Inform Net-Zero Strategies and Policy Making	<div>1. Engage key government policy makers as a trusted advisor to inform and influence policy outcomes</div> <div>2. Partner with industry leaders to inform and influence their net-zero strategies so that CCS is incorporated</div> <div>3. Produce policy-facing key messages and work with other organizations to deliver key messages to key senior policymakers</div>
1.2 Build durable, strategic partnerships with industry leaders and experts	<div>1. Partner with global industry bodies to leverage their convening power and voice in carbon-intensive industries</div> <div>2. Partner with stakeholder communities and organizations to further their support for CCS</div>
1.3 Increase efforts to communicate CCS as a proven and enabling technology	<div>1. Collaborate with conventional and unconventional partners to shift the narrative away from CCS being an unproven technology and a burden, to CCS being a proven technology and an opportunity to help decarbonize society, including both low-carbon hydrogen and Carbon Dioxide Removal as part of the narrative</div> <div>2. Proactively engage press/media to advocate for CCS and counter disinformation</div> <div>3. Share knowledge with philanthropic community on necessary role for CCS and the opportunities for them to help</div>

2. OBJECTIVE CATALYTIC THOUGHT LEADERSHIP

To accelerate deployment, the Institute performs analyses to help catalyse enabling policies and market opportunities for CCS. Working with experts across industry, government, and academia, we focus on critical issues and suggest innovative approaches to spur investment and create favourable conditions for project development.

KEY STRATEGY

SUPPORTING ACTIVITIES

2.1 Provide thought leadership on enabling policies and business models	<ol style="list-style-type: none">1. Produce thought leadership products on topics, including:<ul style="list-style-type: none">• Policy options for governments to accelerate CCS deployment to help achieve a net-zero world• CCS financing, investment and business models to support investors, financiers, and project developers• Advanced CO₂ capture, transport, utilisation and storage technologies required for CCS in a net-zero world2. Where relevant, leverage outside expertise to develop and expand our thought leadership reach
2.2 Engage leading experts across industry, government, and academia to help inform and drive net-zero strategies	<ol style="list-style-type: none">1. Collaborate with Industry leaders (especially in hard-to-abate sectors) to inform and help develop targeted CCS deployment roadmaps2. Collaborate with leading academics to highlight promising applications and untapped opportunities

OBJECTIVE

3. AUTHORITATIVE KNOWLEDGE SHARING

The Institute facilitates knowledge and experience sharing by building networks and connecting people around the world. To accelerate CCS, we provide global insight broadly and tailor data delivery to help meet our Members’ specific needs. At our core, we efficiently provide our Members with world–class knowledge to help them make informed decisions.

KEY STRATEGY	SUPPORTING ACTIVITIES
3.1 Be an authoritative source for CCS data	<ol style="list-style-type: none">1. Expand CO₂RE as a world-leading global CCS database, adding functionality to address increasing demands and broadening interests including carbon markets, CCS networks, CO₂ utilization, and Carbon Dioxide Removal2. Continue to deliver the annual Global CCS Status report to provide current data and highlight pressing needs to accelerate CCS deployment
3.2 Build knowledge across the full value chain of capture, transport, and storage	<ol style="list-style-type: none">1. Identify the highest priority locations for subsurface data collection, publication, and analysis and pursue funding and collaboration opportunities to close these gaps2. Leverage established regional platforms to accelerate capacity building
3.3 Increase engagement with the financial sector	<ol style="list-style-type: none">1. Increase engagement and influence with financial organizations to advance financial sector interest and capability to pursue CCS2. Provide tailored work products to support financial institutions and investors with the information required to incorporate CCS into sustainable investment portfolios3. Strive to implement/include CCS in ESG, carbon markets, and green/sustainability taxonomies

HOW WE OPERATE

The Institute's team of skilled and experienced staff operate globally, working closely with Members and key partners.

KEY STRATEGY

SUPPORTING ACTIVITIES

1.
Operate as an integral part of the global CCS community

1. Actively seek strategic collaborations to partner with and leverage other organizations working to progress CCS
2. Strengthen and deepen our operations in our existing core regions
3. Expand our efforts in South East Asia region directly and through supporting new networks

2.
Attract, develop and grow a diverse, talented workforce

1. Invest in our employees to grow their skill sets, focus on flexibility given post-pandemic realities
2. Actively recruit through our network of peers and partners to grow the depth and diversity of our team

3.
Increase financial viability to fund strategic growth

1. Increase depth and breadth of membership and ensure that the benefits are aligned with Member needs
2. Secure grant funding aligned with existing programs and strategic opportunities
3. Grow commercial consulting revenues

REGIONALLY RELEVANT, GLOBALLY CONNECTED

GLOBAL OPERATIONS

The Global CCS Institute is an independent, not-for-profit company comprised of both government and private sector members who are operational across the globe. To support our membership base and engage with relevant stakeholders, our technical and operational staff are matrixed globally throughout our current locations shown below. In addition, the Institute will look to strategically expand operations – both by increasing staff in current locations as well as expanding our global footprint, particularly in South East Asia.

AREAS OF OPERATIONS

- Australia: Melbourne (Head Office)
- Japan: Tokyo
- China: Beijing
- United Arab Emirates: Abu Dhabi
- United Kingdom: London
- Belgium: Brussels
- United States: Washington DC and Houston

EVALUATION

Transparency of our performance is vital to ensure the Institute's work programs maximize value delivered to our Members. We have developed a robust performance and tracking framework to evaluate and report to our Members the progress of our work programs against our objectives. Our work programs and annual business plan align to our Five-Year Strategic Plan. Annual business plan outputs will be evaluated directly against forecasted outcomes to ensure the Institute meets Member requirements, maintains our strategic direction, and supports the advancement of CCS.

EVALUATION PROCESSES

- Five Year Strategic Plan
- Annual Business Plan
- Group Work Plans
- Key Performance Indicators
- Corporate Objectives

GOVERNANCE

The Institute and its Board are committed to rigorous corporate governance appropriate for a global not-for-profit organisation. The Board acts in accordance with the (Australian) Corporations Act 2001 (Cth) and the corporate governance principles contained therein. The Institute's Constitution defines the function and provides a set of principles and procedures that govern the Institute's conduct. The Constitution outlines the rights of Members, sets out procedures for considering membership applications and holding Members' meetings, details the procedures for selecting the Institute's Board of Directors, and sets out the rules for meetings of the Board and the Board Selection Panel.

GOVERNANCE AND ADVISORY SUPPORT

- Board
- CEO
- Leadership Team
- Board Selection Panel
- Expert panels

MEMBER COMMUNICATIONS AND ENGAGEMENT

As a Member-focused organisation, the Institute is accountable for our performance and action and committed to transparent reporting. The Institute values our diverse membership, which is drawn from governments, industry, research bodies and NGOs, and particularly values the input and expertise that Members contribute. Coordination of business planning and Member engagement is visible and responsive to needs and we are committed to providing information that is relevant and targeted to our Members' interests.

MEMBER COMMUNICATIONS AND ENGAGEMENT

- Accountability in reporting on performance
- Coordination of Member activities across regions
- Coordination of business planning
- Coordination of Member engagement processes
- Focus on Member needs through targeted services



Global CCS Institute
Level 16, 360 Elizabeth Street,
Melbourne 3000 VIC Australia

globalccsinstitute.com

Copyright © 2022 Global CCS Institute

The Global CCS Institute has tried to make the information in this publication as accurate as possible. However, it does not guarantee that the information in this publication is totally reliable, accurate or complete. Therefore, the information in this publication should not be relied upon when making an investment or commercial decisions or provided to any third party without the written permission of the Global CCS Institute.