

DEAL AGILE

Safe Time

Brussels, 9 February 2026

Position Paper Q1 2026

We are a European NGO dedicated to **stabilizing and accelerating transformation** projects in heavy industry—particularly steel, glass, cement, and basic chemicals. We work in a **technology-neutral, market- and competition-oriented manner, focusing on implementation, risk reduction, job security and industrial value creation in Europe.**

0. Starting point

- Europe is entering the decisive decade for industrial climate action and pilot projects go in the decisive year 2026. The absorption capacity for public funding is low, while technology and funding capacity can advance rapidly.
 - Steel, cement and glass together account for **~30% of all EU industrial emissions**. Europe knows how to build, but often not how to deliver - facing stalling problems due to implementation on the shop floor, which creates a **systematic risk** for the Green/Clean Industrial Deal:
 1. **Project governance:** overload, drift, rework, timeline slippage, stalled or delayed projects despite secured funding & increasing risk that climate targets, public funds, competitiveness and social acceptance fail simultaneously
 2. **Project mindset:** inflexible hierarchies, lack of empowered teams, workforce anxiety and resistance, rising uncertainty and disengagement among workers
 3. **Project and problem solving skills:** low process transparency, fragmented silo decision making, weak risk management, cross functional coordination and workforce trust, responsibility & role definitions, misalignment between shop floor reality and management/stakeholder intentions
 - Technology changes industry: But **methodology changes people**, and people deliver transformation. Where technology pilots often succeed, full-plant transformation often fails — not because of physics, but because of people and systems.
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1. Mission/Value Added: ciDA closes an operational gap in heavy industry projects

- **Ensuring that transformation projects are implemented on schedule**, despite high technical and organizational complexity: reduces project risks of failed investments, accelerates deployment of green technologies, secures EU competitiveness & resilience, turning CAPEX into impact
- **Reinforcement in critical project phases & practice-oriented acceleration:** Lean/agile methodology adapted to heavy industry, unbureaucratic and compliant with standards.
- **Stabilization of workforce involvement:** Support for co-determination and dialogue across all levels in projects to strengthen workforce support and social legitimacy
- **Reduction of delays, cost overruns, and supply chain risks:** transparent risk detection and mitigation with socially robust delivery

What makes us different?

- ➔ Not a think tank, but an **operational implementation partner for achieving goals**: shop floor anchored, socially embedded and highly scalable
- ➔ ciDA is technology neutral (applicable to H2, DRI, EAF, CCUS, etc), but ensures that **technologies, policies and investment** actually work in practice
- ➔ Complementary to EU funding and policy instruments: ciDA operationalises **Just Transition** by turning workers from recipients of change into **co-drivers of transformation**.

2. Relevance for stakeholders

- **Implementation instead of declarations of intent**: Major industrial projects are at risk of failure – not because of technology, but because of **organization, personnel, interfaces, and control**. ciDA addresses the bottlenecks that the EU can only influence to a limited extent through regulation.
- **Securing European industrial jobs** through stable transformation: ciDA works directly on the shop floor, where employment, qualifications, and actual operations are decided.
- **Protecting competitiveness**: When transformation projects fail, Europe loses value creation, security of supply, technological leadership, and export markets. ciDA helps ensure that EU investments from taxpayers' money really have an impact. Europe needs smart, pragmatic, and low-carbon supply chains to compete internationally. Our democratic and secure framework is an advantage. Internationally, markets have opted for CO2 neutrality, as evidenced by global investments in green technologies. *
- *: (currently with some exceptions in the US, see “clean beautiful coal/oil” or “ugly windmills kill birds”)
- **Supplement to EU legislation**: ciDA provides practical evidence that helps political decisions on industrial policy, Fit-for-55 implementation, Just Transition, and energy and location issues. Civil society, businesses, and employees in particular are called upon to address politics. Because only what politicians decide will happen.

3. Impact & Leverage:

Strategic leverage:
One empowered industrial workforce influences gigaton-scale systems.

High multiplier effect:
Method capacity spreads faster than technology.
Improved project execution accelerates CO2 reduction.

Just Transition outcomes:
Workers become co-drivers, not passengers of the transition. This enhances credibility.

Policy resonance:
cLEAN Academy training aligns with EU standards (ISO9001, 14001, 45001, 50001 etc.) and supports the political credibility of industrial decarbonisation. This avoids costly failures of multi Billion Euro investments funded by taxpayers & industries.

Enabling and unlocking replication across EU:
supports policy goals & funding absorption

Take aways per stakeholder:

Stakeholder	Value	Summary
Policy & Institutional Funding	<ul style="list-style-type: none"> • Strong social legitimacy • Worker-led transformation • Cross-border scaling • CO₂ reduction through operational acceleration 	<i>Operational capacity is the missing pillar in industrial decarbonisation.</i>
Industrial Cluster Competitiveness	<ul style="list-style-type: none"> • Faster execution • Less risk • More stable rollout • More capable workforce • Cross-functional alignment 	<i>Reduce delays. Stabilise execution. Empower your teams.</i>
Social Just Transition	<ul style="list-style-type: none"> • No parallel structures • Workers gain clarity • Better communication with management • Enhanced Just Transition • Practical tools for daily involvement 	<i>We support „Mitbestimmung“ (Co-determination according to the German Works Constitution Act) — we operationalise it.</i>
Partner NGOs & Philantrop Fundings	<ul style="list-style-type: none"> • High leverage • Public-good orientation • Worker empowerment • Climate impact through execution speed • Independent, NGO-led model 	<i>Accelerating decarbonisation by fixing execution bottlenecks.</i>

Summary

Our role: **stabilize interfaces, identify bottlenecks, involve operators, avoid project delays.**

2025–2027 is the **decisive implementation window** for Europe’s industrial transition. Delays now will lock in emissions, costs and social conflict for decades.

ciDA works where the political industrial agenda needs to be translated into reality, enabling European industry to successfully navigate its transformation in a competitive and socially stable manner. We exists to make sure that **ambition turns into delivery**. We fix the execution gap.

For info: The LIFE-SAP application for ciDA was submitted on September 23, 2025. We expect an EU decision in spring 2026 and an initial payment in the third quarter of 2026. At the same time, we are conducting targeted discussions with European philanthropic funds for bridge and start-up financing and scaling our third pillar, the cLEAN Academy, as a sustainable source of self-financing.