Global Battery Alliance General Meeting 2025

Event Report

GLOBAL BATTERY ALLIANCE
BATTERIES POWERING SUSTAINABLE DEVELOPMENT

December 9-10
Brussels, Belgium

Report for Participants. Anonymised per the Chatham House Rule – with exception of keynote speakers.
GBA Anti-Trust Guidelines acknowledged at each session.

Day 1

Between December 9-10, the Global Battery Alliance convened its membership for the 2025 Annual General Meeting (AGM) in Brussels. This report provides an overview of key take-aways from the various sessions hosted during the AGM. Materials used during the AGM have been shared separately with participants.

Members of the Board of Directors and the Secretariat of the Global Battery Alliance.

Tuesday, 9 December

Mirroring the complexity of the battery value chain, the GBA AGM in 2025, with its variety of formats (panels, expert talks, breakout sessions etc) and topics presented a unique opportunity for valuable networking, peer-to-peer exchange and practical discussions on policy, finance and circularity issues among participants from all over the world.

Day One started with the Secretariat setting the scene and capturing the milestones of the journey GBA embarked on in 2025.

SETTING THE SCENE: THE GBA IN 2025

In the opening remarks, Inga Petersen, Executive Director, described 2025 as a “rollercoaster” year, reflecting the shifting geopolitical context and its impact on the Alliance’s work. The Secretariat highlighted GBA’s key achievements, notably the launch of the Battery Benchmarks at New York Climate Week, and reaffirmed GBA’s role as an action-oriented coalition and the largest multistakeholder platform spanning the full battery value chain. Inga emphasised that GBA’s impact comes from collective action - pooling expertise, shaping shared knowledge through benchmarks, and advancing transparency and sustainability in line with the Alliance’s 10 guiding principles. Finally, the opening address underscored the strategic importance of the **GBA Battery Passport** and the need to strengthen participation from producing countries to ensure their perspectives are embedded.

Day 1, Panel discussion: 13:30 – 14:15

ENABLING CONDITIONS FOR MAKING SUSTAINABILITY COMPETITIVE

Why has sustainability not yet become a competitive advantage in global battery value chains and what must change by 2030?

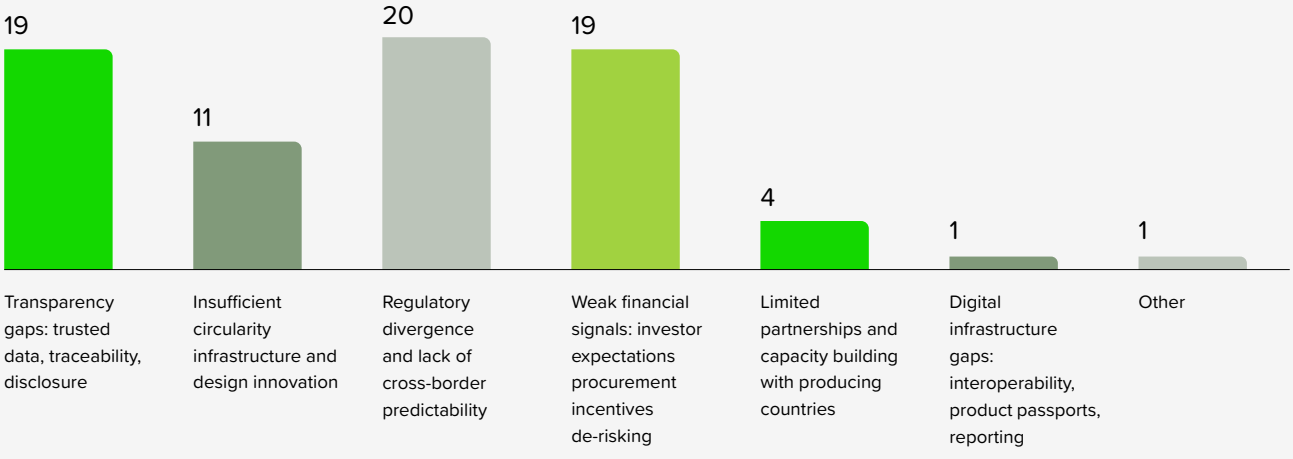
Panellists and audience discussed this question.

Audience polling highlighted the current gap between ambition and commercial reality, with **42% of participants** viewing sustainability as a clear competitive advantage. While demand for low-carbon, circular, and responsibly produced batteries is growing, **cost and price competitiveness still dominate purchasing decisions**, and sustainability is often treated as compliance or risk management rather than a driver of premium value.

KEY TAKEAWAYS:

- Trusted data, traceability, and digital tools are essential but not sufficient without interoperable data infrastructure, strong data governance, and alignment across jurisdictions.
- Regulation can be both an enabler and a barrier: well-designed rules can create markets and reward early movers
- Sustainability will become commercially "sticky" only if enabling conditions are strengthened through more coherent regulation, scalable circularity systems, stronger financial and demand-side incentives, and deeper partnerships with producing countries – otherwise it risks remaining the exception rather than the norm.

Which of the following remains the biggest barrier to making sustainability commercially competitive?



Day 1, Expert talk: 14:15 – 14:45

THE DYNAMIC LIFECYCLE OF LITHIUM-ION BATTERIES, AN EXPERT TALK BY HANS ERIC MELIN, CIRCULAR ENERGY STORAGE, FOLLOWED BY A FIRESIDE CHAT WITH KURT VANDEPUTTE, BELGARD

The session highlighted that end-of-life EV batteries are reaching recyclers more slowly than expected, largely because vehicles last longer and many used EVs are exported. In Europe, it may take around 17 years for 50% of EV batteries to reach end of life, and in the United States roughly 40% of EVs are eventually exported, diverting potential recycling feedstock. As a result, recycling capacity is growing faster than battery supply, creating overcapacity and reinforcing the need to prioritise circularity strategies that maximise value before recycling.

KEY TAKEAWAYS:

- Circularity must start upstream: it starts with design choices, with design for repair/ disassembly as a key lever to extend value. Circular strategies should prioritise reuse and second-life applications ahead of recycling and should be supported by policies incentivising repair, reuse, and second-life value creation.

- Recycling should be regional: heavy battery transport makes global centralised recycling uneconomic; recycling needs to operate as an integrated regional service.

Day 1, Breakouts: 15:15 – 16:15

DEFINING THE AGENDA: MAPPING CHALLENGES AND AMBITIONS FOR SUSTAINABLE GROWTH

TRACK A – POLICY & REGULATION

Mapping the Policy Landscape: What Upcoming Regulations, Trade Dynamics, or Compliance Issues Most Affect Each Value Chain Segment?

Policy volatility is a defining feature of today's battery landscape, reshaping the battery value chain, influencing investment and operational decisions for industry. Security of supply has become a dominant priority, shaping ESG standards and circularity efforts. What strategies are the public and private sector adopting to adjust to this new reality?

Regional perspectives: Government representatives highlighted south–south cooperation and national policy frameworks to attract investment into the battery supply chain. They also emphasised building regional value chains to reduce exposure to global policy volatility and stressed its commitment to circularity and global partnerships to secure supply while meeting sustainability goals.

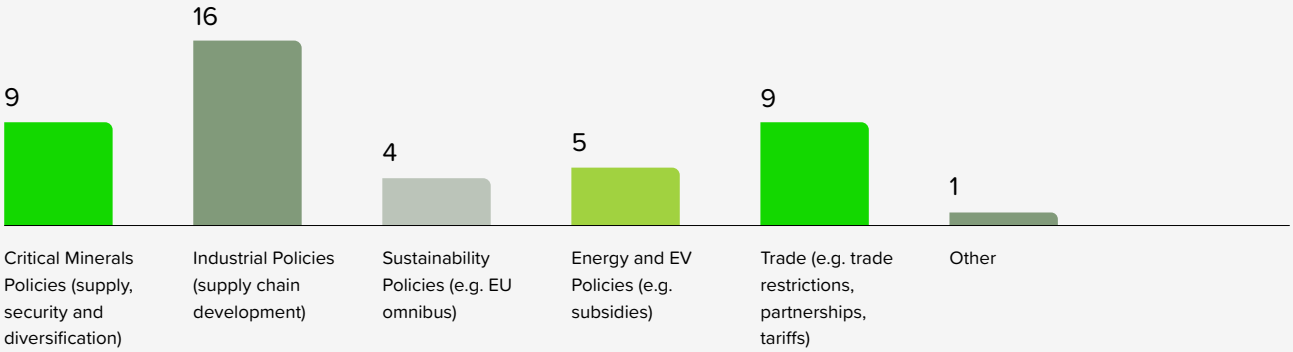
Companies reported that regulatory uncertainty and gaps between policy design and implementation are complicating responsible investment decisions. Firms are ‚hedging against uncertainty' by adopting diversified sourcing and compliance strategies. Momentum for circularity is growing but its viability remains sensitive to policy pressures and market conditions.

KEY TAKEAWAYS:

- Industrial & trade policy uncertainty now outweighs sustainability, energy and EV policies for battery supply-chain companies and stakeholders as most impactful regulatory developments, marking an important shift from previous years.
- A shift from design to delivery mark a potentially new phase of the "Brussels effect" with recent EU initiatives including the Battery Booster, ReSource EU, strategic projects and a future Critical Materials Centre under the Critical Raw Materials Act.
- Industry wants speed – but also predictability. Incentives must be pragmatic and technology-aware – the power of Inflation Reduction Act -style incentives are still remembered, and new US 45X tax credits are reshaping global sourcing decisions.
- Value addition and industrialisation drive mineral producing countries' policies and are to be taken seriously by partners wishing to diversify battery mineral sourcing.
- Addressing regulatory bottlenecks to circularity is accelerating in response to securing control over secondary materials.
- Despite the pivot to supply chain security, sustainability still defines market access, with the EU Batteries Regulation, Critical Raw Materials Act, Carbon Border Adjustment Mechanism, Corporate Sustainability Reporting Directive, Corporate Sustainability Due Diligence Directive in the EU and China's ESG disclosure rules and G7 call for a standards-based market covering environmental and social responsibility.

Transparency, coordination and harmonised standards underpin effective implementation and monitoring of policies. The Battery Passport helps translate complex requirements into a common language – supporting traceability, due diligence and carbon footprinting today, while scaling toward global interoperability.

Which types of policies have the greatest impact on responsibly scaling battery supply chains?



TRACK B – VALUE CHAIN & CIRCULARITY

CLOSING THE LOOP: PRACTICAL APPROACHES FOR CIRCULAR BATTERY VALUE CHAINS

Rapidly growing battery demand makes responsible sourcing and strong material recovery essential for supply security, environmental performance, and long-term value.

Global circularity in practice: Speakers remarked that the most significant progress in battery circularity is now happening through business model innovation, not just product-level measures.

In the Global South, there is a strong demand for used batteries in stationary storage, while in China, commercially scaled fully integrated industrial campuses show that closed-loop battery systems are already achievable for leading vertically integrated producers.

Economic barriers and business model solutions: Recycling faces a major economic barrier because recycled materials often cost more than virgin feedstock due to insufficient scale and volumes.

Critical policy and regulatory roadblocks: Outdated regulations were highlighted as a key barrier to a global circular battery economy. The Basel Convention which treats end-of-life batteries as hazardous waste is increasingly viewed by participants as limiting cross-border trade of valuable secondary materials such as black mass, which undermines their economic potential, creating bottlenecks and limiting scale.

KEY TAKEAWAYS:

- Standardised and legally recognised definitions for technical parameters such as State of Health (SoH) are required to relieve uncertainty for the growing second-life battery market.
- Service-based business models are key and need to be re-thought with the entire battery lifecycle in perspective.

Day 1, Keynote: 16:30 – 16:45

KEYNOTE BY JESSIKA ROSWALL, EU COMMISSIONER OF ENVIRONMENT, WATER RESILIENCE AND A COMPETITIVE CIRCULAR ECONOMY

Commissioner Roswall underscored a clear reality: Europe's heavy dependence on critical raw materials (importing 98% of rare earths and 87% of lithium) has become a strategic risk driven by geopolitical uncertainty.

She highlighted the importance of diversification in securing European strategic autonomy through a circular raw-materials economy. She also stressed how the EU Battery Regulation and the Battery Passport are the primary tools to achieve this vision, by providing necessary and reliable data on sustainability performance and compliance to consumers, authorities, manufacturers, and recyclers. Delivery depends now on speed, clarity and coordinated implementation to turn circularity into real strategic autonomy. The GBA intends to respond to this call with the Battery Passport Operational Trials in early 2026 and commits to sharing with the Commission practical insights from industry on implement-tation realities, thus advancing the EU Battery Regulation in an ambitious, yet practical way.

GBA GOVERNANCE & CLOSING OF THE DAY ONE

The day closed with a review of key GBA governance matters and formal proceedings. The Secretariat reminded members of their core rights and responsibilities, emphasising GBA's role as a pre-competitive collective action platform, with obligations to uphold the 10 guiding principles and participate actively, and rights including governance engagement such as electing the Board. Members were then asked to vote online to approve the 2026 annual budget, with full budget documents available on the platform. The next virtual Annual General Meeting will take place in June 2026, covering the closing of accounts and voting on additional Board seats.

Day 2

Wednesday, 10 December

Day II started with a fireside chat led by Gillian Davidson, Chair of the GBA Board, in conversation with **Atle Høie**, General Secretary of IndustriALL Global Union and member of the GBA Leadership Council, spotlighting how the shift to electric transition risks undermining a “Just Transition” for workers.

The implications are significant job displacement and losses in traditional automotive manufacturing, paired with the loss of collective bargaining rights. With new players actively moving into markets where organising is resisted, workers are left more dependent on the goodwill of employers. According to the speakers, a successful transition requires a systemic, multi-industry approach in which Governments, Labour unions, and employers collaborate on a comprehensive action plan. The GBA is a crucial platform for this collaboration, ensuring the organisation‘s principles on decent work are taken seriously.

Day II, 9:20 – 10:15

INTRODUCTION TO THE GBA BATTERY BENCHMARKS: GLOBAL TOOLS FOR EFFICIENT, RESILIENT RISK MANAGEMENT AND SUSTAINABILITY IN THE BATTERY VALUE CHAIN

Graham Lee (GBA Head of Battery Passport) and Kaisa Toroskainen (GBA Senior Programme Manager) introduced the Battery Passport, its components, and the 2026 Operational Trials.

WHAT IS THE GBA BATTERY PASSPORT?

GBA Battery Passport is a sustainability assurance scheme to build trust in a complex global value chain with limited information and transparency. It uses digital product passport technology to provide information for responsible sourcing and due diligence, carbon footprint and circularity, and traceability of materials.

The multi-faceted value proposition of the Battery Passport: It helps companies to fulfil the traceability, due diligence and carbon footprint requirements of the EU Batteries Regulation. More broadly, it allows companies to gain supply chain visibility, conduct due diligence, manage risk and carbon footprint, seek sustainability certification, fulfil stakeholder expectations, enhance branding and access additional market and financing opportunities – all in one efficient digital package.

The Battery Passport will be underpinned by a system of 3rd party verification, which will be built out in 2026. It will also have a robust grievance mechanism in place so that civil society and other stakeholders can directly hold participating companies to account. The Battery Benchmarks, available in different languages on the GBA website, are the first ever set of global metrics for sustainability in battery value chains. They are:

A tool for harmonisation and comparability, and do not replace existing voluntary standards.

Directly aligned with major international frameworks, including the EU Batteries Regulation (EUBR) and OECD Due Diligence guidance.

A tiered performance pathway structured with levels A, AA and AAA to provide clear progression from baseline regulatory compliance to continuous improvement and leadership.

The GBA GHG Rulebook provides a robust, first-of-its-kind methodology for battery carbon foot-printing. The GBA's Data Assurance Rulebook underpins credibility of Battery Passport data.

The speakers gave an overview of data sharing in the Battery Passport and its functionality. Importantly, the start of the latest Operational Trials was introduced. 14 consortia of key industry players will be piloting the Battery Passport in early 2026, engaging their supply chains, working toward regulatory readiness and a prototype GBA sustainability certification with the full scheme scheduled for launch by 2027.

Day 2, breakouts: 10:15 – 12:00

SHAPING SOLUTIONS: IDENTIFYING PRIORITY USE CASES FOR IMPACTFUL OPERATIONAL TRIALS

TRACK A – POLICY & REGULATION

Roundtable: Identifying Policy Use Cases – Where Can Battery Passport Operational Trials Support Compliance and Regulatory Innovation?

This roundtable explored the potential of the Battery Passport as an instrument for compliance and regulatory innovation.

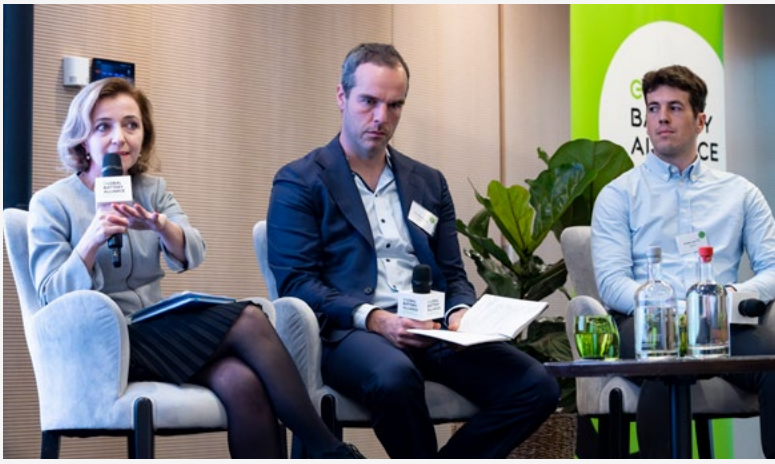
The implementation of the Battery Passport is complicated by EU policy uncertainty, ahead of the fast-approaching February 2027 deadline. This regulatory ambiguity was identified as the single greatest challenge, with midstream producers stressing the impact on investment and planning, summed up as "any decision is better than no decision."

Consensus emerged on the fact that the Battery Passport could drive competitiveness. Upstream producers saw it as a path to combat "audit fatigue" by streamlining compliance demands, while manufacturers viewed it as a driver for risk management and sourcing flexibility. Participants pushed for a global framework on digital interoperability. This was framed not just as a technical goal, but strategic as well, referencing the G7 Critical Minerals Action Plan calling for standards-based markets, traceability and alignment with the UN Transparency Protocol (UNTP).

The session concluded on a pragmatic note with a warning against chasing a "perfect" system. The consensus was to implement a workable, common-sense passport that delivers immediate transparency and to improve it iteratively.

TRACK B – FINANCE & MARKETS

Workshop: Identifying Financial Use Cases - What Data or Assurance Could Enable Better Investment, Lending, and Supply Agreements?



This session examined what investors and financiers need from harmonised frameworks to conduct efficient due diligence, assess sustainability, and use financial leverage to improve ESG performance in battery investments.

The panellists shared examples of how they engage with battery production and supply chains. When asked about the first steps towards a joint investor call for responsible, circular battery value chains, the following aspects were highlighted:

- Investor expectations and engagement should be aligned across key ESG themes (climate, nature, human rights, circularity, governance).
- Development banks can set a due-diligence minimum and reward high performers.
- Institutional investors can build collective leverage through collaborative engagement.
- Civil-society-linked platforms can help strengthen credibility by adding on-the-ground insights, especially in high-risk supply chains.

- Banks can reduce financing costs and provide guarantees for projects with high ESG standards, helping overcome major barriers to capital – especially in the Global South.
- Investors can influence sourcing decisions through ESG leverage and certification.
- While banks focus on the role of certification in enabling investment, participants stressed the importance of inclusion and further support for lower-performing suppliers to improve ESG standards levels rather than exclusion.

When asked how the Battery Benchmarks / the GBA Battery Passport could be used as practical tools in the finance sector, the following points were stressed:

- to harmonise sustainability data, streamline due diligence, and support comparable risk assessments for investors and banks.
- to structure engagement with companies, enable ongoing progress tracking rather than one-off reporting, while allowing additional granular data where needed.
- to strengthen market signals by linking financing terms or incentives to verified performance indicators (e.g., carbon footprint, recycled content), improving confidence in sustainability claims and supporting risk-adjusted pricing.
- to build trust, reduce fragmentation, and scale adoption across the battery value chain.
- Participants saw Battery Passport certification as a practical due diligence proxy and minimum sustainability standard, particularly for harder-to-measure social and environmental risks and defining unacceptable incidents
- They emphasised linking financing to ESG progress, using tools like the Battery Passport and Battery Benchmarks for transparency and comparability.

Day 2, Panel discussion, 13:00 – 14:00

The panel consisted of a high-calibre line-up and focussed on **Market Drivers for Demand and Uptake of Sustainable Batteries**.

The discussion highlighted following key aspects:

- **Collaboration** is critical to accelerate sustainability beyond incremental progress - through shared learning on decarbonisation, upstream standards, and transparency across the entire supply chain.
- **Frameworks** must go beyond labels: buyers should use due diligence, ongoing supplier dialogue, and purchasing leverage to drive remedy and continuous improvement, enabled by greater transparency.
- **Logistics** is cost-driven and fragmented, but rapid electrification makes it increasingly important to embed sustainability benchmarks into buyer requirements, so expectations cascade through the value chain.
- **Regulations:** Overlapping and contradictory rules hinder standardisation, creating the need for interoperable, simplified requirements and harmonised metrics.
- **Responsibility** is unevenly distributed: battery manufacturers face pressure while upstream actors (e.g., mining) are less exposed - highlighting the need for shared responsibility and practical toolkits.
- **Cost** remains the main buyer driver, but sustainability can become a competitive advantage if the industry creates trusted, comparable “green” signals (e.g., Battery Passport-linked labels) and aligns procurement and financing incentives to reward consistent CO_2 reductions.

Day 2, EU Critical Raw Materials Policy Update 14:30 – 15:00

Madalina Ivanica, Deputy Head of Unit, Energy Intensive Industries & Raw Materials, DG for Internal Market, Industry, Entrepreneurship & SMEs (DG GROW), European Commission, presented the new RESourceEU Action Plan, the European Commission’s strategy to accelerate the goals of the Critical Raw Materials Act including:

- RESourceEU is the direct response to escalating geopolitical pressures, will cut EU dependency on critical raw materials by 30–50% by 2029.
- A new European Critical Raw Materials Centre (2026) will coordinate value-chain intelligence, stockpiles, joint buying, and 60 Strategic Projects.
- €3bn funding will be mobilised within 12 months to support Strategic Projects.
- New rules will keep materials in the EU by considering export restrictions on key scraps/ black mass by 2026 to boost circularity.
- Mandatory risk checks: Large firms will have to assess CRM supply-chain risks, with EU oversight and required mitigation.

GBA members had the opportunity to engage with EU policymakers and ask questions on the implementation roadmap of the EU’s policy mix on critical raw materials.

Day 2, Panel discussion 15:00 – 15:45

BATTERY ENERGY STORAGE SYSTEM FOR THE FUTURE: SAFE, TRUSTED AND CIRCULAR

The main challenge identified by the panel was the fragmentation of global standards, which can create commercial friction and uncertainty for investors. Panelists discussed inconsistencies in safety protocols (especially fire testing), performance metrics, and cybersecurity rules as major barriers to a circular BESS ecosystem. Overcoming these hurdles requires harmonised data frameworks and clear market incentives to drive industry-wide alignment.

TAKEAWAYS

- Circularity strategies can be a profitable business model which can lower operations & maintenance costs over a BESS's 20–25-year lifespan.
- Standardised trustworthy frameworks like the Battery Passport could provide validated technical information on safety and performance to the financial community to make investment decisions and accelerate project development.
- Transparency needs tangible market incentives (financing, permitting, insurance, and tender advantages) to drive uptake. Data disclosure alone is not enough to change behaviour.

Day 2, Closing Plenary

LOOKING AHEAD TOWARDS THE GBA AGENDA IN 2026, GBA SECRETARIAT

In the closing plenary, the Secretariat outlined an ambitious 2026 agenda for the **Battery Passport programme**, building on key 2025 milestones. Priorities include launching **operational trials** to help members test core Passport components, developing conformity assessment and assurance frameworks to enable trusted data and future product/facility certification, and advancing digital infrastructure and reporting standards (data exchange rules and UNTP extension), implemented through a new ITC suite of tools. Members will also benefit from **CCMAG** as a dedicated platform to collaborate on circularity and producing-country engagement, with the goal to better integrate producing-country perspectives on ESG, traceability, and regulation. A snapshot of all working groups was shared, along with a call for members to actively participate in shaping GBA's work.

AGM 2025 FINAL EVALUATION

The final evaluation shows that participants' expectations were largely met, with AGM 2025 rated very positively (average score 4.1/5, "Very good" to "Excellent"). Participants highlighted the constructive, welcoming atmosphere, excellent networking, and the unique opportunity to engage across the full end-to-end battery value chain. They also praised the well-prepared and enriching agenda and valued breakout formats that enabled collaboration on concrete topics rather than one-way presentations. All respondents confirmed they would participate again. We thank all participants for their contributions and look forward to welcoming you at AGM 2026.



WHAT IS THE ONE OUTCOME YOU EXPECT TO TAKE AWAY FROM THIS MEETING?

GLOBAL BATTERY ALLIANCE

BATTERIES POWERING SUSTAINABLE DEVELOPMENT