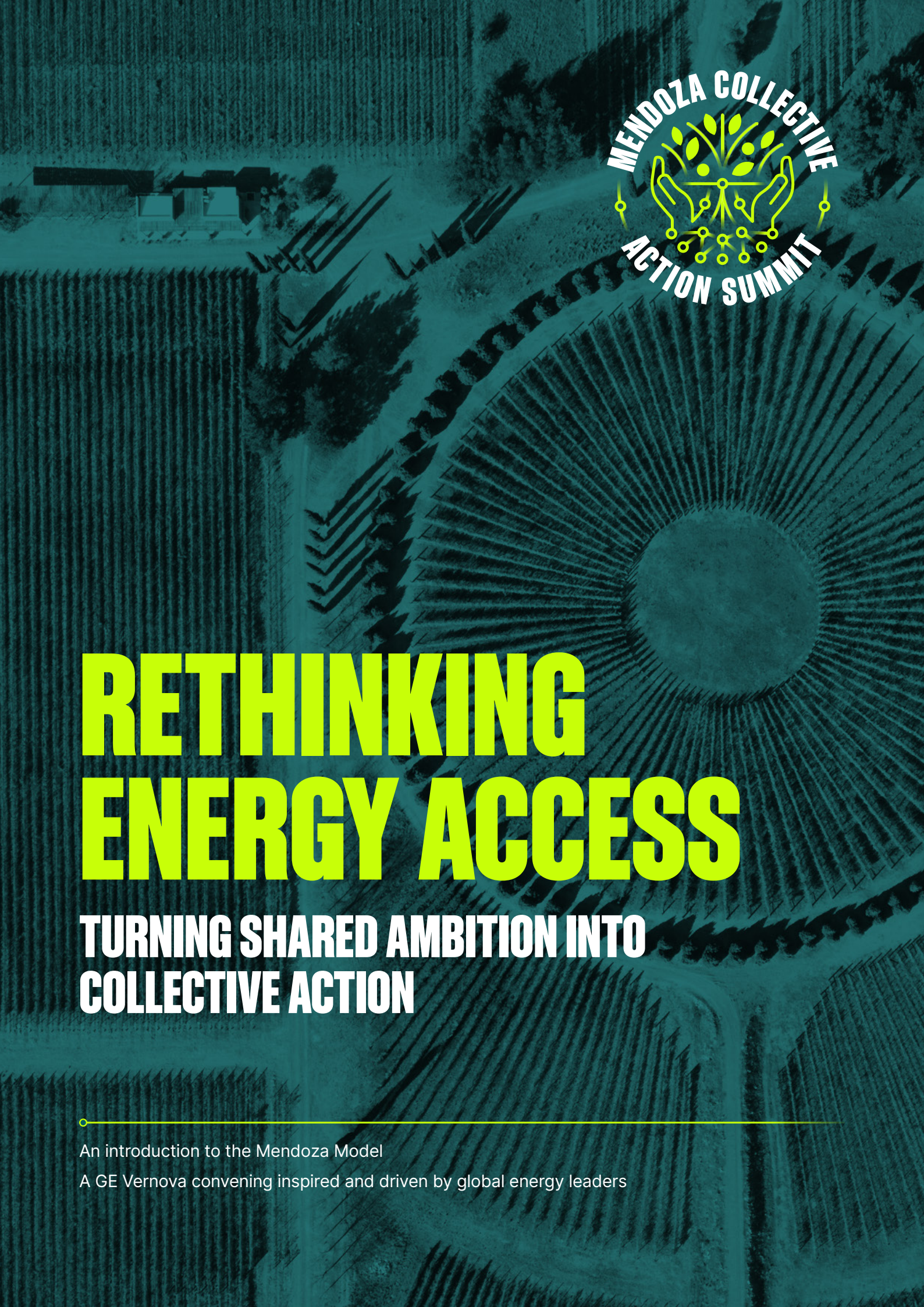


MENDOZA COLLECTIVE ACTION SUMMIT

RETHINKING ENERGY ACCESS

TURNING SHARED AMBITION INTO COLLECTIVE ACTION

An introduction to the Mendoza Model

A GE Vernova convening inspired and driven by global energy leaders

CONTENTS

EXECUTIVE SUMMARY

In April 2025, GE Vernova hosted the first-of-its kind Mendoza Collective Action Summit.

Over three days in Mendoza, Argentina, 15 global leaders from across the public, private, and academic sectors came together to confront a shared challenge: **how to accelerate access to affordable, reliable, and sustainable energy for all.** What emerged was a collective recognition that technology alone won't close the energy access gap. **What's needed is a new way of working—one that centers people, places, and purpose.**

This report introduces the product of the convening, the Mendoza Model: a shared framework for action built around a set of common values and practical priorities. The model is not a blueprint or fixed set of solutions—it is a way of working that is intended to help governments, companies, and communities tackle the energy trilemma with greater speed, scale, inclusion, and results.

The Mendoza Model has two core components:

- Five **Mendoza Principles** that reframe how we approach energy access—by focusing on local context, human development outcomes, systems thinking, shared accountability, and radical collaboration.
- Four **Pillars of Action** where coordination is most urgently needed, ranging from workforce development to investment design, community engagement, and policy alignment. Each Pillar contains three specific actions that offer practical starting points for delivering impact.

These elements work together: the principles shape how we think and work, while the action areas guide where we focus joint effort.

One cross-cutting priority that the group aligned on was the **need to develop an energy workforce roadmap template to help governments align energy access targets with training pathways, job creation, and inclusion metrics.** This priority will be considered as we work together to create plans across each Pillar of Action. By starting with the workforce, we lay the groundwork for broader system change.

This report serves as an introduction to the Mendoza Model and an open invitation to others who share our ambition—to test, shape, and scale the Mendoza Model together.

WHY WE GATHERED IN MENDOZA

AND WHAT WE HOPE TO ACHIEVE TOGETHER

Foreword by Scott Strazik and Roger Martella

When we "Rang the Bell" on the New York Stock Exchange in April 2024—the first moment since GE's founding by Thomas Edison that we once again were a purpose-built electrification company—we knew that GE Vernova had to succeed not just for Wall Street, but for our mission of electrifying the planet so people can thrive and we can decarbonize the energy sector.

We come to work every day inspired by that mission and our purpose. We focus on how we can serve our customers, employees, and investors but also—critically—the planet's people who lack necessary access to electricity. We are motivated to use our global scope as a company that helps to electrify 25% of the planet to make sure every kid can turn the lights on to feel safe, that parents have access to great jobs, and everyone can utilize healthcare and other infrastructure.

We've seen the statistics. We've heard the challenges. But, for all our size and scale, as a company we've struggled with a solution that felt like it could succeed on the scope needed—we think that's also true for the private sector generally.

While there are many passionate public facing organizations committed to improving energy access, we thought it better to learn from them than inject just our own set of ideas. Even better, we thought the solution may not lie in any one company or an organization, but a first-of-its-kind collaboration between the public and private sectors.

Thus, with full humility, we've come to appreciate this is a challenge that we can't—and shouldn't—solve alone. We were thankful that others agreed, and 15 global leaders from around the planet and all backgrounds came together to lay the roots for a new kind of partnership.

In April 2025, the inaugural Mendoza Collective Action Summit brought together energy leaders from the public and private sectors, as well as academia to confront the energy trilemma: how to make energy affordable, reliable, and sustainable for all. This Report reflects this effort.

Mendoza was chosen deliberately—a place shaped by vines that thrive only because of deep roots, patient cultivation, and collective stewardship of scarce resources. That same principle guided the Summit: real progress on energy access depends on strengthening the roots of collaboration, trust, and local context so solutions can take hold and grow over time.

The Mendoza community—reflected in the photos throughout this report—reminds us what matters the most: people.

With energy demand expected to grow by more than 50% in the next 20 years, we have an optimistic view of the future that sees the years ahead as a historic moment to bring not just electricity—but ultimately, prosperity—to people who have been undeserved historically.

To succeed, this report outlines the shared priorities and our collective sense of urgency that emerged, and serves as a statement of intent for continued collaboration and action. If leaders rally behind the measures outlined, we can set in motion a powerful ripple effect—accelerating innovation, driving investment, and delivering sustainable development with benefits for people, communities, and the planet.

Together, we can close the gap between ambition and action and deliver on the goal of energy access for everyone by strengthening the roots of change that allow progress to take hold and grow.

Thank you for considering these recommendations and actions. We'd be honored if you'd reach out to join us going forward in partnering on these solutions.

Scott Strazik
Chief Executive Officer, GE Vernova

Roger Martella
Chief Sustainability and Corporate Officer, GE Vernova

THE NEED TO CHALLENGE AND CHANGE THE STATUS QUO

After deliberate discussions in Mendoza, Argentina, a clear conclusion emerged among a diverse group of energy leaders: it's time for a new approach to solving the energy access challenge that puts people first.

Despite decades of effort, there has never been a more urgent need to accelerate progress on energy access aligned to the context-specific realities on the ground. At the heart of the problem is the growing gap between ambition and delivery. To make meaningful headway, we need to rethink not just what we are doing, but how we are thinking about the problem in the first place.

ENERGY ACCESS IS SYSTEMATICALLY MISREPRESENTED

Too often, the implications of not having access to affordable energy are underestimated, downplayed, and oversimplified. Access to abundant, affordable energy is a precondition for economic growth, education, safety, and public health. Yet the challenge is still framed in terms that are too technical, too narrow, and too often cast as a zero-sum game, masking the true scope of effort needed to close the energy access gap. This is the case in much of the global conversation, where approaches are being shaped first and foremost by long-term climate targets rather than considering local context or the enabling role of energy in people's lives and advancing prosperity and climate solutions. There is no shared definition of what constitutes meaningful energy access, making it difficult to measure progress or target the right interventions. We need to redefine the energy access challenge to see it not just as a technical issue, but as a foundation for human and economic development.

CLIMATE POLICY SHOULD BETTER ALIGN WITH ENERGY POLICY TO SERVE FUNDAMENTAL NEEDS

Crucially, this is in no way a rejection of climate ambition, but it is a recognition that ambition alone is not enough. Reframing energy as an economic and social development priority does not mean walking away from climate goals. On the contrary, broadening the lens is essential to achieving them. Net zero remains an important objective, but its dominance in policy discourse has had unintended consequences—at times—reducing required attention and resources to other energy issues. This persistent blind spot means that many strategies are built in isolation from how capital flows, where infrastructure is needed, and what makes investment viable. We need a pragmatic version of ambition that's matched with a framework capable of delivering at pace, grounded in real-world conditions, and responsive to the urgency of the moment.

> "The IEA estimates that the rise in AI will see global electricity demand from data centers more than double in the next 5 years."

ENERGY INVESTMENTS AND POLICIES ARE NOT KEEPING UP WITH ENERGY DEMAND

Policymaking challenges are unfolding against the backdrop of surging global demand and technological acceleration. Energy systems are under increasing pressure not only to decarbonize, but to expand fast enough to meet future needs. The International Energy Agency (IEA) estimates that the rise in artificial intelligence (AI) will see global electricity demand from data centers more than double in the next 5 years, consuming more energy than all of Japan today.[1] Meeting this growth alongside broader energy needs will require an "all of the above" approach to energy solutions where a full range and mix of technologies are deployed in the right place at the right time.

SYSTEMIC CHANGE IS NEEDED TO MATCH TODAY'S REALITY

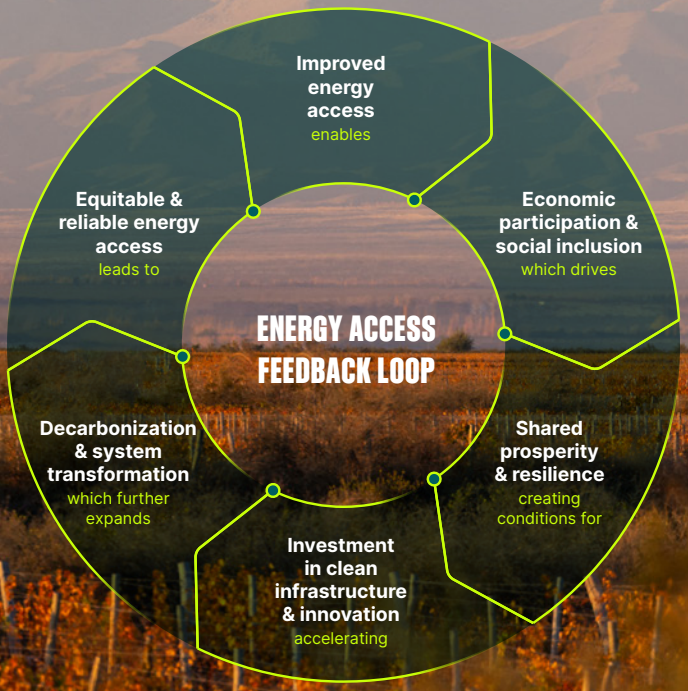
The strategies and policies shaping today's energy systems were built around a different set of global conditions that no longer define our reality. For decades, energy planning assumed relative geopolitical stability, steady population growth, centralized power generation, and the exclusivity of fossil fuels. These assumptions shaped how we built infrastructure, set regulations, and made long-term investments.

But that world has changed. Systems designed for predictability and scale struggle to adapt to a world that demands flexibility and resilience. Policies built for fossil fuel exclusivity often fail to accommodate the decentralized and dynamic nature of low-carbon solutions. And governance structures rooted in top-down control often overlook the need for community participation and local ownership.

PEOPLE AND COMMUNITIES MUST BE AT THE CENTER OF SOLUTIONS

What's missing is a pragmatic approach to how we design, govern, and deliver energy systems so everyone benefits—one that puts people at the center, aligns with economic realities, and moves from ambition to action.

Closing that gap will require more than new technologies or policies—it will require all of us. The path forward depends on leaders, innovators, communities, and institutions engaging together to rethink how energy systems are designed, governed, and delivered. By grounding ambition in pragmatic action and keeping people at the center of decision-making, we can build energy systems that are more resilient, inclusive, and responsive to today's realities.

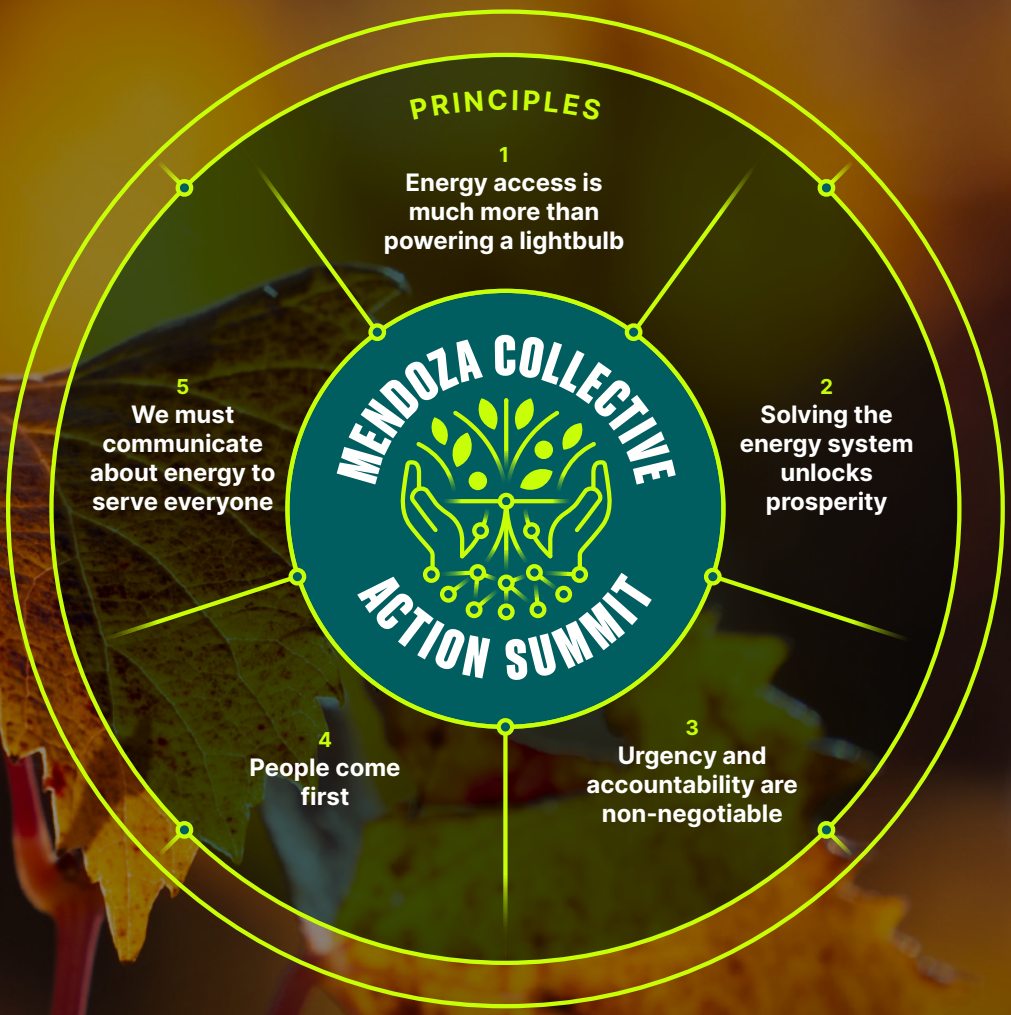


WE PROPOSE THE MENDOZA MODEL AS A NEW WAY OF WORKING

We start from the conviction that energy is the gateway to economic development and societal prosperity. Yet for too many people, that gateway remains closed or narrowed to the point of exclusion. If we want to enable sustainable growth, reduce emissions, and build more resilient systems, our first objective must be to widen access. Only then can we expect to decarbonize effectively and widely.

The Mendoza Model is a response to this challenge. It brings together a practical framework for delivery grounded in real-world realities, shaped by diverse actors, and designed to respond to a rapidly changing world. The Model proposes a new way of working that moves beyond high-level commitments to collaborative, accountable action through a combination of targeted policy interventions, unexpected partnerships, and workforce development initiatives.

At the core of the Model are the Mendoza Principles, intended to guide a shared agenda for action and establishing a common foundation across sectors and regions for how we understand the challenge, set priorities, and unlock collective solutions.



OUR FOUNDATIONAL PRINCIPLES

1 Energy access is much more than powering a lightbulb

Energy access is often underestimated and misrepresented—too frequently reduced to the idea of powering a single device such as a lightbulb. Energy is essential to dignity, productivity, and full participation in society. This means that the commonly referenced figure of 750 million people without access understates the challenge, and we need to shift our perspective—from measuring who lacks access to understanding what meaningful energy empowerment truly requires.

2 Solving the energy system unlocks prosperity

Energy underpins economic resilience and national security—and is central to achieving climate goals and broader sustainability outcomes. When energy systems function well, they enable progress across other systems too and create pathways for development and inclusive growth. If we solve for energy, we unlock progress on many fronts.

3 Urgency and accountability are non-negotiable

The private sector must act with urgency and accountability to deliver near-term progress—not only on climate goals, but also on expanding meaningful access to reliable, affordable energy. Setting clear milestones and delivering tangible outcomes will be essential to building trust and sustaining momentum.

4 People come first

The challenge must be framed around people—the end users—rather than the source or generation of energy. Transitions must be tailored to local needs and conditions, leveraging scalable, community-driven approaches, and cross-sector collaboration to deliver impact where it matters most.

5 We must communicate about energy to serve everyone

The issues surrounding energy must resonate on a personal level. Storytelling helps make the energy access problem more tangible, while empowering young people gives them the tools and agency to reimagine who benefits—and how—from energy systems.

PRINCIPLE 1

ENERGY ACCESS IS MUCH MORE THAN POWERING A LIGHTBULB

Electricity access is often underestimated and misrepresented—too frequently reduced to the idea of powering a single device such as a lightbulb. Electricity is essential to dignity, productivity, and full participation in society. This means that the commonly referenced figure of 750 million people without access understates the challenge, and we need to shift our perspective—from measuring who lacks access to understanding what meaningful electricity empowerment truly requires.

There is currently no single globally accepted definition of modern electricity access. It is often assessed in minimal terms—whether a household has a grid connection—rather than by the quality, reliability, or usefulness of the service provided. This framing reflects a focus on "energy poverty" rather than on electricity as a foundation for empowerment and opportunity—understating the role it plays in enabling broader social and economic development.

In 2023, 750 million people were classified as lacking access to electricity. This figure is based on the IEA's definition of electricity access, which entails a household having sufficient electricity to power a basic bundle of energy services (typically including several lightbulbs, phone charging, a radio, and potentially a fan or television) with the expectation that this level of service can grow over time.[2] While this is an important benchmark, it does not account for whether electricity is affordable or sufficient to support economic participation, education, or engage with public services. Broader estimates suggest that at least 1.18 billion people live in areas where electricity use is too limited to be visible from space.[3] This suggests a much wider deficit, but it is also an inadequate measure to capture the full picture, especially regarding the factors that enable development and participation in society.

The pace of improvement is also falling short of global targets. In 2022, for the first time in over a decade, the number of people without access to electricity increased as population growth outpaced new grid connections. Meanwhile, up to 2.1 billion people still rely on polluting fuels and technologies for cooking, a number that has remained stubbornly high. The traditional use of biomass also places a disproportionate burden on women, who may spend up to 40 hours a week gathering firewood and cooking, limiting their ability to pursue work, education, or participate in decision-making.[4]

Without further action, around 645 million people are projected to remain without access by 2030—well below the ambition of UN Sustainable Development Goal 7.1 which aims for universal energy access for all by the end of the decade. In parallel, investment in clean energy remains highly uneven: 80% of global investment in 2022 was concentrated in just 25 countries, leaving significant gaps in regions with the greatest access challenges.[5]

Electricity access does not stand alone. It underpins essential services like clean water, food production, healthcare, education, and digital connectivity, and is fundamental to the functioning of both rural and urban economies. In this context, energy access cannot be viewed solely as a supply challenge—it is deeply embedded in broader development goals.

Accurately understanding the scale and nature of the electricity gap is an essential first step. Framing the problem too narrowly risks limiting the scope and ambition of our response. But if we begin from a more complete view of what electricity access enables, we are far better placed to prioritize the interventions that matter most.

UN Sustainable Development Goal (SDG) 7.1 is to ensure universal access to affordable, reliable, and modern energy services by 2030.

PRINCIPLE 2

SOLVING THE ENERGY SYSTEM UNLOCKS PROSPERITY

Energy underpins economic resilience and national security—and is central to achieving climate goals and broader sustainability outcomes. When energy systems function well, they enable progress across other systems too and create pathways for development and inclusive growth. If we solve for energy, we unlock progress on many fronts.

Energy is often treated as a basic service or technical challenge, but more importantly it is a powerful enabler and foundation for economic resilience, competitiveness, and inclusive growth. Where energy systems function well, they enable decent jobs, attract investment by lowering business risk, and boost productivity across sectors by enabling reliable and affordable power. They also expand access to essential services, such as clean water, sanitation, healthcare, transportation, and education—especially in rural or underserved areas. Where energy systems are weak, these gains remain out of reach, and people are locked out of participation in local and global economies.

Poor energy access is closely correlated with low earnings,[6] and the absence of reliable electricity can constrain everything from agricultural output and small businesses to public services and household stability.[7] Expanding universal energy access is therefore not only about connecting households but about enabling capability, participation, and mobility. The objective must be economic inclusion, not just minimal provision.

The opportunity to build diverse sources of energy represents a major driver for prosperity. In 2023, clean energy contributed $320 billion to the global economy, accounting for 10% of global GDP growth (equivalent to adding an economy the size of the Czech Republic).[8] Jobs in renewable energy now employ three times more people than those in fossil fuel-based generation, with solar, wind, hydro, and geothermal sources accounting for over 84% of new electricity generation jobs in 2022.[9]

But these gains are unevenly distributed. Many countries with the greatest need face structural barriers to energy investment and infrastructure development. In Argentina, for example, a high cost of capital continues to restrict investment in renewables and energy access, despite an abundance of natural resources. Globally, clean energy investment remains concentrated in a small number of countries, leaving others behind.[10]

To unlock prosperity through energy, the focus must shift from minimum access to maximum potential.

PRINCIPLE 3

URGENCY AND ACCOUNTABILITY ARE NON-NEGOTIABLE

The private sector must act with urgency and accountability to deliver near-term progress—not only on climate goals, but also on expanding meaningful access to reliable, affordable energy. Setting clear milestones and delivering tangible outcomes will be essential to building trust and sustaining momentum.

The gap between global ambition and real-world energy outcomes is growing. Despite progress in some regions, millions of people still lack access to reliable, affordable electricity. In 2022, for the first time in over a decade, that number increased as population growth outpaced new connections.[11] At the same time, global energy demand continues to rise, driven by economic growth, urbanization, and technological change.

Yet demand growth is not being matched by the pace or distribution of infrastructure and investment. In many emerging economies, energy systems remain underbuilt or unreliable, forcing households and businesses to rely on expensive, polluting, or intermittent sources that limit productivity and compromise health and education. Where energy access and reliability fall short, systems default to what is available rather than what is optimal.

These structural gaps also shape broader system outcomes. In 2024, energy demand grew by 2.2% in 2024 compared to 2023, outpacing the yearly average in the past decade.[12] At the same time, global emissions reached a new record in 2024 and are projected to rise further by 2030.[13] Yet this rising demand is not being met with expansion of infrastructure or investment in the regions that need it most. In many low- and middle-income countries, millions still rely on expensive, polluting, or unreliable energy sources that limit economic opportunity and compromise health and education.

Together, these trends point to a fundamental disconnect: current frameworks are not driving the pace or scale of change required. While climate ambition exists, it is difficult to realize without enforceable mechanisms, interim milestones, or alignment with national investment and policy priorities—particularly in regions facing the greatest energy deficits. Without frameworks that integrate access, reliability, and affordability into transition strategies, ambition alone cannot deliver results.

Real progress will require more than headline targets. Clear, measurable milestones—tracked consistently and transparently—are essential to assess whether energy systems are improving in practice. Short-term indicators such as energy access, reliability, affordability, job creation, and economic welfare, alongside carbon intensity, offer a more complete picture of success.

For example, Senegal's energy access scale-up plan—supported by both public and private investment—is targeting over 200,000 household connections alongside schools and clinics, with clear targets and implementation timelines. This kind of integrated approach is critical for translating ambition into inclusive development outcomes.

Accountability also builds trust, reduces perceived risk, and helps direct investment to where it is most needed.

PRINCIPLE 4

PEOPLE COME FIRST

The energy challenge must be framed around people—the end users—rather than the source or generation of energy. Energy transitions must be tailored to local needs and conditions, leveraging scalable, community-driven approaches and cross-sector collaboration to deliver impact where it matters most.

Too often, energy systems are discussed in terms of inputs—fossil fuels, renewables, generation capacity—and even just in terms of technology choices, rather than outcomes. But at its core, the energy transition is about people. The real measure of progress is not how much energy is produced, but how well it supports lives, livelihoods, and communities.

This requires shifting the focus toward local realities. Energy systems must be shaped by the people they are meant to serve. That means tailoring solutions to regional contexts and placing users such as households, small businesses, schools, and medical facilities at the center of how systems are designed, financed, and deployed. A people-first approach to energy access doesn't mean starting from scratch in every location, but it does mean recognizing that one-size-fits-all models (such as grid extensions as a default model) don't deliver what people need.

Empowering women, underrepresented groups, and local communities must be central to this shift. In many developing countries, women and girls bear the brunt of inadequate household energy. They are often responsible for cooking and fuel collection—tasks that expose them to harmful indoor air pollution from solid fuels and limit time for education or income-generating activities. Access to clean, affordable energy not only reduces these risks but also improves health outcomes and supports gender equality. For example, reliable electricity in healthcare facilities improves maternal health outcomes by powering lighting, refrigeration, and medical equipment, and access to mobile charging and connectivity enables women to engage with digital financial services, unlocking new opportunities for entrepreneurship and economic participation. Energy access creates ripple effects: when women are no longer limited by the daily burden of energy poverty, entire households and communities benefit.

Place-based strategies, such as the systems city approach—which looks at how energy systems interact with other essential urban systems like housing, transport, food, and employment in a specific location—offer a way forward by aligning solutions to local realities. By implementing integrated solutions at the city or regional level, local leaders can identify what works in context, test for delivery, and build models that others can learn from and adapt. Argentina offers a clear example, where grid infrastructure remains underdeveloped in many regions, creating an opportunity to test scalable, people-centered models that address access, reliability, and cost in tandem. Solutions developed here can inform similar efforts in other geographies where infrastructure is limited and energy access remains uneven.

The most effective solutions will be those shaped by the lived experience of communities, with mechanisms in place to ensure local accountability and responsiveness. These models often emerge from partnerships across government, business, and civil society—unusual collaborations that break silos and bring new thinking to long-standing challenges.

PRINCIPLE 5

WE MUST COMMUNICATE ABOUT ENERGY TO SERVE EVERYONE

The issues surrounding energy must resonate on a personal level. Storytelling helps make the energy access problem more tangible, while empowering young people gives them the tools and agency to reimagine who benefits—and how—from energy systems.

Public engagement remains a critical but underdeveloped dimension of the global energy conversation. Existing narratives are often technical, sector-specific, or framed predominantly around risk and emissions. This has limited broader understanding of the role energy plays in supporting development, economic activity, and quality of life.

To accelerate change, we need to reframe how energy is understood and communicated. The energy transition must be linked to key priorities in people's lives, including health, jobs, transport, education, and wellbeing. Technical language should give way to accessible storytelling that helps communities, consumers, and decision-makers see the tangible benefits of clean, reliable, and affordable energy.

Young people represent a significant and often overlooked group in this process. While they will be most affected by the outcomes of today's energy decisions, they remain largely disconnected from decision-making processes.[14] Ensuring that the perspectives of young women and men are included is a critical aspect of long-term systems change. But their role is not limited to participation—they will also help shape the future of the sector through the career paths they choose and the values they bring into the workforce.

The energy sector is growing and diversifying. In 2023, global energy employment reached 67 million, an increase of nearly 2.5 million from the previous year.[15] More than half of this growth is occurring across emerging energy technologies and services, including power generation, storage, transport electrification, and the supply chains that support them, reflecting the scale of investment required to expand and modernize energy systems. Looking ahead, continued workforce growth will be shaped by how quickly new infrastructure is built, grids are strengthened, and energy services are extended.

To ensure that this growth and transition translates into opportunity, there is a need for greater investment in training, internships, and vocational pathways. Linking education and workforce development to emerging industry needs can help align labor market outcomes with transition goals. This is not only about preparing workers for specific roles—it's also about cultivating the next generation of leaders who can think systemically, work across disciplines, and navigate the technical, social, and political dimensions of the transition. It demands a renewed focus on education at all levels, from foundational STEM and climate literacy to advanced programs that nurture integrated, inclusive leadership. Supporting the development of these so-called "unicorn" profiles—individuals capable of bridging technology, policy, and community priorities—will be key to driving sustained, long-term transformation. This also requires more deliberate engagement of youth in governance, innovation, and delivery roles, ensuring they are not just beneficiaries of the transition but active architects of its success.

Repositioning energy as a positive, human-centered force—and making space for and empowering the people who will carry it forward—is central to sustaining momentum, attracting talent, and unlocking long-term transformation.

OUR PILLARS OF ACTION

The Mendoza Principles provide a new way of working. But translating these Principles into outcomes requires more than a theory—it requires a structured approach to delivery. The Pillars of Action are designed to serve as the flywheel for action: a mechanism that drives accountability, attracts new partners, and delivers measurable results.

Each Pillar reflects a critical enabler of systems change, combining policy, innovation, and partnerships to accelerate progress on energy access. Each Pillar contains three specific actions that offer practical starting points for delivering impact against our priority objective: developing a national energy workforce roadmap template to help governments align energy access targets with training pathways, job creation, and inclusion metrics.

FOUR PILLARS OF ACTION

1 We will establish a modern baseline of energy access

Developing more inclusive and practical narratives to guide investment, public understanding, and policy development.

2 We will accelerate innovation as a system-wide enabler

Supporting new technologies, delivery models, and ways of working that respond to local context and scale effectively.

3 We will align policy to unlock progress

Identifying regulatory and institutional changes that can enable more broad, efficient, and secure energy systems.

4 We will activate coalitions and collective ambition

Convening partners across sectors to build shared goals, coordinate investment, and drive regional impact.

PILLAR OF ACTION 1

WE WILL ESTABLISH A MODERN BASELINE OF ENERGY ACCESS

The way we talk about energy shapes how we prioritize, fund, and deliver it. Current narratives often reinforce a limited or fragmented understanding of what energy systems enable, and what is at stake when they fall short. The dominant definition of energy access sets the bar far too low, focusing on minimum thresholds while ignoring whether people can actually use energy to improve their lives. As a result, energy is too often seen as either a technical problem or a climate risk, rather than as a foundational enabler of economic and human development.

To shift this perspective, we need to move away from the language of energy poverty and towards a more empowering idea of energy prosperity—not as a deficit to be managed, but as a capability to be expanded. That means going beyond basic access to ask whether energy enables people to participate fully in education, healthcare, and employment.

Energy access is a global challenge, affecting both developing and developed economies alike. As such, the term "energy poverty" falls short in capturing the full scope of the issue—it suggests a problem confined to certain regions, when inconsistent or inadequate access to modern energy services is a widespread concern.

To truly meet the global need for energy, we must focus on **Universal Energy Access**—making sure that everyone, no matter where they live or how much they earn, has reliable and consistent access to modern energy like electricity and clean cooking. This means energy should be available when needed, safe, affordable, and good enough to power daily life—things like lighting, heating or cooling, internet, education, healthcare centers, and businesses—without frequent blackouts or weak power.

To measure this, we propose adopting a standard that reflects the lived experience of energy access. This standard should combine availability, reliability, affordability, and usability into one metric to track the percentage of time electricity is available at a usable voltage during key hours of the day (from 6 a.m. to midnight), when people need it most for daily activities.

Reframing also means recognizing energy as part of a broader system. Water, food, digital access, and economic security all depend on reliable and affordable energy. Narrative shifts must reflect this complexity and be rooted in systems thinking.

Finally, we will reposition energy as a positive and enabling force. While the climate impact of energy systems must remain central, the narrative should also reflect the role of energy in driving opportunity, productivity, and resilience. A balanced, forward-looking narrative can support greater public engagement, unlock political will, and attract the next generation of talent and investment into the sector.

PILLAR OF ACTION 2

WE WILL ACCELERATE INNOVATION AS A SYSTEM-WIDE ENABLER

Innovation is often discussed in terms of technology, but in the context of the energy transition, it must be understood more broadly. Innovation across policy, finance, and service delivery models will also be critical to reaching communities faster, more affordably, and more at scale.

Accelerating innovation means scaling what already works while creating the conditions for new ideas to emerge. This includes investing in proven technologies such as distributed renewables, nuclear storage, and demand-side management, while also supporting emerging solutions that address persistent gaps in affordability, resilience, and integration. In addition to this, innovation must extend to delivery models that adapt to local needs, such as pay-as-you-go systems, microgrids, and community-led mechanisms.

Innovation must also be seen as a connecting force, not just a standalone vertical. Some of the most promising breakthroughs are already happening in different regions and sectors. What's needed now is greater visibility, connectivity, and coordination. The Mendoza platform can act as an amplifier—bringing together innovators, removing barriers to scale, and enabling cross-sector solutions to move faster and reach further.

In parallel, innovation also depends on unlocking the problem-solving power of education and research. Institutions like MIT are mobilizing the next generation of engineers, entrepreneurs, and systems thinkers to tackle real-world energy challenges. By creating spaces where emerging talent can work on practical solutions—and by connecting these efforts to delivery on the ground—we can turn technical excellence into meaningful impact.

Policy and regulatory innovation can accelerate efforts to close the energy access gap. Reforming procurement frameworks, unlocking flexible financing tools, and streamlining permitting processes are all important steps toward enabling delivery at scale. (See Action 3 for further information on our approach to policy). Likewise, financial innovation—ranging from blended finance to results-based mechanisms—can help overcome the investment barriers faced by many high-potential but underserved markets.

Critically, innovation must not be treated as a standalone vertical. It is the connective tissue across all the actions in the Mendoza Model, linking narrative shifts, new delivery models, accountability mechanisms, and coalition building.

PILLAR OF ACTION 3

WE WILL ALIGN POLICY TO UNLOCK PROGRESS

Effective policy is a critical enabler to unlock progress on energy access. Yet across many regions, energy, climate, and economic policies remain disconnected, resulting in fragmented approaches that slow investment, stall delivery, and limit impact. Aligning policy frameworks with real-world challenges is essential to translating ambition into action.

To address this, the Mendoza Model will support more integrated thinking across energy access, economic development, and climate goals. We will convene energy leaders from across regions and sectors to share, promote, and adapt successful policy examples. By fostering cross-border and cross-technology dialogue, the platform can help identify what works in different contexts and encourage the replication of effective approaches, particularly those that link decarbonization to job creation, industrial strategy, and local infrastructure planning.

Incentive structures play a central role in accelerating investment in clean energy, transmission upgrades, and distributed energy projects—particularly in underserved or high-risk markets. But unlocking private capital at scale also depends on policy stability and regulatory clarity.

Workforce development must be a central pillar of national energy and climate strategies. This includes linking national energy goals with talent pipelines, ensuring that workforce planning, training, and job creation are treated as essential enablers of the energy transition. Countries should consider developing national workforce roadmaps that map current skills supply against projected demand across regions and sectors. They should also consider adopting workforce-linked targets or commitments, ensuring that employment generation and training metrics are embedded in broader transition goals. This kind of planning can help target investments in technical training, apprenticeships, and retraining programs where they are most needed.

Argentina presents an ideal testing ground for workforce development in the energy transition due to its unique combination of factors: a relatively underdeveloped energy infrastructure offering room for modernization; diverse regional challenges spanning urban and rural contexts; a skilled but evolving labor force needing targeted reskilling and upskilling; and strong national ambitions for expanding renewables and other clean technologies. This complex landscape makes Argentina a valuable case for designing adaptable workforce roadmaps that integrate local realities with broader transition objectives—lessons from which could inform similar efforts across emerging and transitioning markets.

The lessons from the Mendoza Model can inspire similar, tailored approaches in other regions, proving that targeted policy alignment can break through delivery barriers and accelerate the global energy transition—making workforce policy a core pillar of national growth.

The current context presents an opportunity for coordinated action and policy innovation. As energy systems undergo rapid change, the direction of future energy policy will be shaped by how effectively ambition is translated into durable, real-world outcomes. This makes it even more important to demonstrate the practical value of integrated, people-first approaches that can remain effective across changing conditions and priorities. The decisions made in this period will shape global frameworks for years to come, including how priorities are set, how progress is measured, and how policies respond to real delivery challenges.

The Mendoza Model will contribute practical insight into this discussion. By demonstrating how energy, economic development, and inclusion can be integrated in delivery, it offers a grounded perspective that can inform long-term policy thinking. It also offers valuable lessons from emerging markets—where solutions are often shaped by resource constraints, local delivery needs, and real-time adaptation—insights that could help strengthen the relevance and resilience of future energy policy across diverse contexts.

PILLAR OF ACTION 4

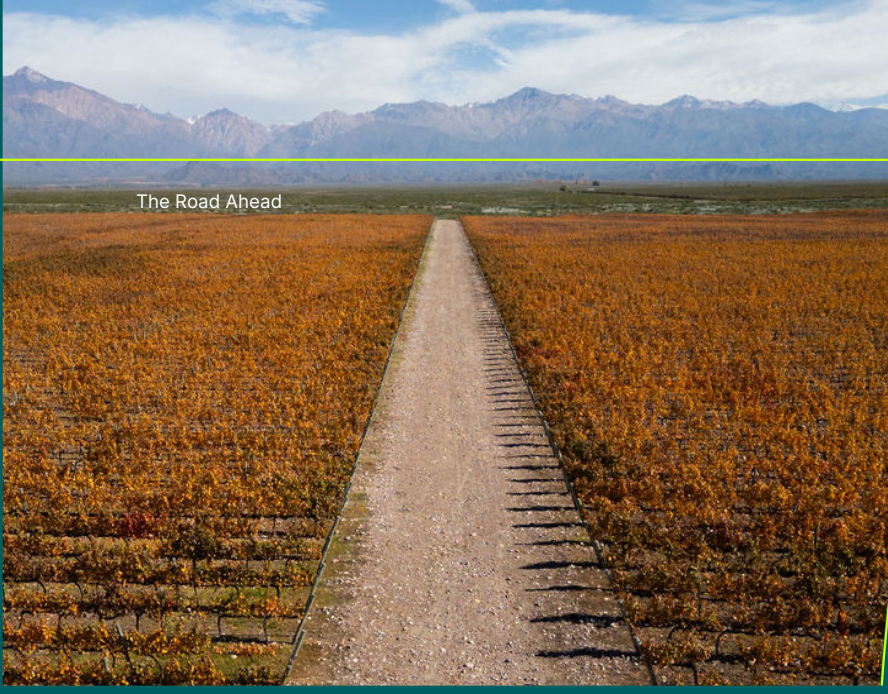
WE WILL ACTIVATE COALITIONS AND COLLECTIVE AMBITION

Widening the energy access gateway and delivering the energy transition will require new forms of collaboration that extend beyond traditional partnerships. While cooperation between sectors is not new, the scale and complexity of the current energy challenge demands coalitions that are broader, more adaptive, and often unconventional.

This action area focuses on building the new operational structures—coalitions, working groups, pilots, and platforms—that turn shared ambition into shared delivery.

Many energy initiatives remain siloed, developed within sectors or institutions working independently. The Mendoza Model will shift this approach by fostering unexpected partnerships that bring together the capabilities of the private sector, government, NGOs, youth organizations, and local institutions. These coalitions are intended to reduce duplication and enhance efficiency.

We will also pursue city-to-city collaboration as a channel for knowledge exchange and practical partnership. For example, collaboration between cities in Europe and Latin America could focus on sharing best practices in industrial decarbonization and district energy systems. Cities such as Rotterdam or Bilbao, which have advanced low-carbon industrial clusters and integrated energy planning, could offer valuable lessons for mid-sized cities in Argentina seeking to decarbonize manufacturing hubs.



WHAT WILL DIFFERENTIATE THE MENDOZA MODEL?

The Mendoza Model was developed in response to the most persistent barrier to accelerating energy access: the gap between ambition and delivery.

At its core, the Mendoza Model is defined by urgency and accountability. It emphasizes delivery over dialogue, and measurable outcomes over abstract commitments.

Rather than proposing a fixed pathway, the Model provides a flexible framework for regionally relevant action—anchored in clear metrics, structured milestones, and delivery mechanisms that are tailored to local realities.

A key point of differentiation lies in who is at the table and how stakeholders work together. Each of the four Pillars of Action will be developed by co-chairs to the Mendoza Model who will hold pivotal responsibilities in advancing its core objectives.

Each co-chair is tasked with developing comprehensive roadmaps and actionable strategies, while also proactively identifying and forming unexpected coalitions. This collective effort is designed to drive forward progress on two main fronts: championing the widespread adoption of the Mendoza Principles and vigorously advocating for the fundamental concept that energy serves as an indispensable gateway to both economic development and societal prosperity.

Our proposed way of working places emphasis on shared responsibility and collective action, cutting across traditional boundaries to unlock progress where siloed approaches have stalled. Our engagement with stakeholders will be deliberate, with a focus on defining the roles and contributions of key actors—from financiers and regulators to youth advocates and community leaders. The goal is to empower stakeholders to develop action plans to accomplish the objectives of each Pillar of Action, not just to align.

We see communication as essential to progress, not just as a support tool. The Mendoza Model will use plain, accessible language to show how energy connects to everyday priorities like jobs, opportunity, and quality of life. The aim is to make the energy transition more relatable—and more relevant—to the people and communities it affects most, as well as policymakers, practitioners, and the next generation of leaders.

Together, these features define what sets the Mendoza Model apart: a new way of working that moves from ambition to implementation, with a focus on urgency and accountability.

Pillar of Action 1
We will establish a modern baseline of energy access:
Dr. Angela Wilkinson, Secretary General, World Energy Council

Pillar of Action 2
We will accelerate innovation as a system-wide enabler:
Lucy Yu, Chief Executive Officer, Centre for Net Zero

Pillar of Action 3
We will align policy to unlock progress:
Claire Walsh, Director of Policy and **Andre Zollinger,** Senior Policy Manager, Massachusetts Institute of Technology (MIT), Abdul Latif Jameel Poverty Action Lab (J-PAL)

Pillar of Action 4
We will activate coalitions and collective ambition:
Benji Backer, Chief Executive Officer, Nature is Nonpartisan

HOW WE WILL ACTION THE MENDOZA MODEL IN 2026 AND BEYOND

The challenges outlined in this report are not new.

While not a replacement for existing efforts, the Mendoza Model offers a different way of working—one focused on convening the private sector with public sector in solving the energy access challenge by connecting principles to practice, building accountability around outcomes, and supporting the transition from ambition to implementation.

We are calling on policymakers, energy leaders, the private sector, academic institutions, local governments, NGOs, and impact investors to join us in shaping the future of energy access by becoming a signatory to the Mendoza Model and turning bold ideas into real-world impact.

This is more than a framework—it's a call to action. We're building a movement grounded in the Principles outlined in this report, and we invite you to be part of it.

Your leadership in refining the model, co-chairing a Pillar of Action, supporting pilot projects, or aligning efforts on the ground can drive meaningful, measurable change.

The next chapter is about testing, applying, and evolving the Mendoza Model through collaboration, experimentation, and shared learning. Let’s bring these principles to life—together.

COLLABORATORS

ANDRE ZOLLINGER (PILLAR OF ACTION 3 CO-CHAIR)

Senior Policy Manager, Abdul Latif Jameel Poverty Action Lab (J-PAL) at Massachusetts Institute of Technology

Andre Zollinger is a Senior Policy Manager at J-PAL, where he leads work on environment, energy, and climate policy. He collaborates with governments, NGOs, and research partners to expand the use of rigorous evidence in climate and sustainability decision-making. Before joining J-PAL, Andre held roles in policy analysis and implementation with the European Commission, the U.S. State Department, and the private sector. He holds an MPA from Princeton's School of Public and International Affairs and a BA in international relations from Stanford University.

DR. ANGELA WILKINSON (PILLAR OF ACTION 1 CO-CHAIR)

Secretary General & CEO, World Energy Council

Dr. Angela Wilkinson is the 6th Secretary General and CEO of the World Energy Council, a diverse community network of over 3,000 member organizations that has been instrumental in promoting better energy developments in over 100 countries for more than 100 years. She has over 35 years of experience in leading national and international multi-stakeholder transformation initiatives on a wide range of global energy, climate and sustainable development related challenges.

BENJAMIN (BENJI) BACKER (PILLAR OF ACTION 4 CO-CHAIR)

Co-Chair, Founder and CEO, Nature Is Nonpartisan

Benji Backer is the Founder and CEO of Nature Is Nonpartisan and serves as the Executive Chairman of the American Conservation Coalition (ACC), the country's largest conservative environmental organization. A best-selling author of *The Conservative Environmentalist: Common Sense Solutions for a Sustainable Future*, Benji has been named a New York Times Changemaker, and awarded the Fortune 40 Under 40, Forbes 30 Under 30, GreenBiz 30 Under 30, and Grist 50. Benji is a fellow at The Foundation for Research on Equal Opportunity (FREOPP) and is one of the leading youth environmental voices in the country.

CHRIS BARNARD

President, American Conservation Coalition (ACC)

Chris Barnard is President of the American Conservation Coalition (ACC), a conservative environmental organization with over 100,000 young members across the U.S. Chris speaks at conferences across the world and is a frequent contributor to outlets such as the Wall Street Journal, American Affairs, and the Washington Examiner. Chris has also served on the Youth Advisory Council of the RNC.

CLAIRE WALSH (PILLAR OF ACTION 3 CO-CHAIR)

Director of Policy, Abdul Latif Jameel Poverty Action Lab (J-PAL) at Massachusetts Institute of Technology

Claire Walsh leads the Policy and Communications group at J-PAL, which collaborates with researchers and policymakers to use evidence from randomized evaluations to inform policy and scale decisions to reduce poverty. Claire is also the Project Director for J-PAL's King Climate Action Initiative, which designs, evaluates, and scales high-impact solutions at the intersection of climate change and poverty alleviation in collaboration with governments, NGOs, donors, and companies worldwide.

CLAUDE LETOURNEAU

President & CEO, Svante

Claude Letourneau has 30 years of experience in advanced technology development and commercialization, and a broad range of project management experience. Prior to Svante, he held senior management roles with Canam Group Inc., SNC-Lavalin Inc., and Kontron Embedded Computers AG, and founded two technology companies: Vaperma, Inc. (membrane-based gas separation) and Avestor Inc. (thin-film lithium polymer batteries).

DANIEL GONZÁLEZ
Vice Minister of Energy and Mines, Argentina

Daniel González is currently serving as the Vice Minister of Energy and Mining for Argentina with decades of experience spanning corporate leadership, strategic finance, and public administration. Prior, Mr. González served as the Executive Director of the Institute for Business Development of Argentina, leading Argentina's most prominent business council comprised of over 500 corporations. Previously, he was CEO of YPF S.A., Argentina's largest energy company where he first served as CFO from 2012 to 2017 to become CEO until 2020.

DAVID LIVINGSTON
Chief Strategy Officer, Galvanize

David Livingston has spent his career as an energy transition strategist at the intersection of technology, markets, and geopolitics. Prior to joining Galvanize, David served across two Presidential administrations: in the Biden-Harris administration as senior advisor to the U.S. Special Presidential Envoy for Climate, John Kerry; and in the Obama-Biden administration as the inaugural Robert S. Strauss Fellow for Geoeconomics at the Office of the US Trade Representative in the White House. David is the inaugural Innovation & Sustainability Fellow at the University of Southern California (USC) in Los Angeles.

DAVID TURK
Former Deputy Secretary of Energy, United States

David M. Turk was sworn in as Deputy Secretary of the U.S. Department of Energy on March 25, 2021, serving as the number two official and Chief Operating Officer of a $50 billion-per-year organization focused on energy, basic science, and nuclear security. He took a leading role in implementing President Biden's historic clean energy legislation, worked to reorganize the Department to deploy clean energy technologies, and advanced early-stage innovation, including launching the Energy Earthshots. Previously, he was Deputy Executive Director of the International Energy Agency, helping countries advance clean energy transitions.

EVELYN WANG
Vice President for Energy and Climate, Massachusetts Institute of Technology (MIT)

An internationally recognized leader in phase change heat transfer on nanostructure surfaces, Dr. Wang's research focuses on high-efficiency energy and water systems. Her work on solar cells that convert heat into focused beams of light was named as one of MIT Technology Review's 10 breakthrough technologies of 2017. Her work on the development of a device that can extract fresh water from the air in arid environments was selected by Scientific American and the World Economic Forum as one of 2017's 10 promising emerging technologies.

AMB. GEOFFREY PYATT
Senior Managing Director, Energy and Critical Minerals, McLarty Associates

Geoff Pyatt served as Assistant Secretary of State for Energy Resources (2022-2025), where he led U.S. diplomacy to mobilize international support for Ukrainian energy resilience and counter Russian weaponization of energy resilience. Amb. Pyatt also served as Ambassador to Greece (2016-2022) across the Obama, Trump and Biden administrations, and was the U.S. Ambassador to Ukraine (2013-2016). Pyatt has been nominated for the honor of Career Ambassador—the U.S. Foreign Service's highest rank—and is the recipient of numerous federal honors, including the Presidential Meritorious Service Award and Secretary of Defense Meritorious Civilian Service Award.

KEISUKE SADAMORI
Director, Energy Markets and Security, International Energy Agency (IEA)

Keisuke Sadamori took up his duties as Director of the Office for Energy Markets and Security at the International Energy Agency in October 2012. Previously, he held the post of Deputy Director General for Policy Co-ordination at the Ministry of Economy, Trade and Industry (METI) in Japan. He had been involved with the IEA for a number of years as IEA Governing Board Representative for Japan and as Co-Chair of the Standing Group on Long Term Co-operation.

LUCY YU
(PILLAR OF ACTION 2 CO-CHAIR)

CEO and founder at Centre for Net Zero, Octopus Energy Group

Lucy has 20 years of experience building and scaling global consumer-facing and deeptech ventures in artificial intelligence, autonomous vehicles and future mobility, climate and clean energy, and developing tech policy and regulation for the UK government, European Commission, and the UN. She is a co-founder of the Institute for Ethical AI & Machine Learning, and Chairs ADViCE (AI for Decarbonisation Virtual Centre of Excellence). Lucy has been named an Asian Tech Pioneer (2024), Top 5 Star in GreenTech (2021), and Financial Times Top 100 Leader in Tech (2019).

ROGER MARTELLA

Chief Corporate Officer, GE Vernova

Roger engages the world's top public and private sector leaders to solve for energy affordability, reliability, security, and sustainability. Prior to joining GE in 2017, Roger served as General Counsel of the U.S. Environmental Protection Agency during the George W. Bush Administration, where he was unanimously confirmed by the United States Senate. Roger is a life member of the Council on Foreign Relations and serves on the boards of the Atlantic Council, the ClearPath Foundation, the American Conservation Coalition, the Center for Climate and Energy Solutions, among other energy and environmental NGOs and think tanks.

SASHA MACKLER

SVP, Global Head of Strategic Policy, ExxonMobil

Sasha Mackler joined ExxonMobil in 2024 and is on a mission to help supply the world with abundant, affordable, reliable, and lower-emission energy. With more than 20 years of experience, he played leading roles in shaping national energy and environmental policy during his time working at the Bipartisan Policy Center, the National Commission on Energy Policy, and the U.S. Environmental Protection Agency. He was also appointed Vice Chair of the White House Carbon Capture Utilization and Storage Task Force, and has worked commercially as a project developer and advisor to energy companies, investors, and cleantech startups.

SCOTT STRAZIK

CEO and President, GE Vernova

Scott has more than 20 years of leadership, finance, and operations experience. He was named CEO of GE's Gas Power business in 2018 and expanded his role to leading the GE Power businesses in 2021. There, he led the team that executed the turnaround of Gas Power and oversaw the launch and global scaling of the HA gas turbine platform—one of the company's most commercially successful product introductions. Prior to joining GE's Power businesses, he served for two years as CFO of GE Aviation's Commercial Engine Operations organization.

SHINICHI KIHARA

Deputy Director General, Ministry of Economy, Trade and Industry (METI), Japan

Shinichi Kihara was appointed in June 2020 as the deputy commissioner for international affairs at the Agency for Natural Resources and Energy. He served as director for international affairs for four years starting in 2012. He was also involved in energy-related work including the International Affairs Division in 2004 and Nuclear Power Safety Administration Division in 1998. Mr. Kihara served as senior energy analyst at the International Energy Agency in Paris starting in 2009 and contributed to their flagship publication, The World Energy Outlook.

STEFANO MARGUCCIO

Deputy Chief Executive Officer, Sustainable Energy for All (SEforALL)

Stefano collaborates with all SEforALL teams and key partners to drive tangible progress in key countries and shape the international agenda for a just and equitable energy transition, supporting the implementation of organizational priorities under the ongoing strategic plan. A career diplomat with over 19 years of international experience, since 2014 Stefano has been engaged in the climate, environment and energy space, first as Diplomatic Advisor to the Minister of Environment of Italy and more recently as Senior Advisor to the Director General of the International Renewable Energy Agency (IRENA).

FOOTNOTES

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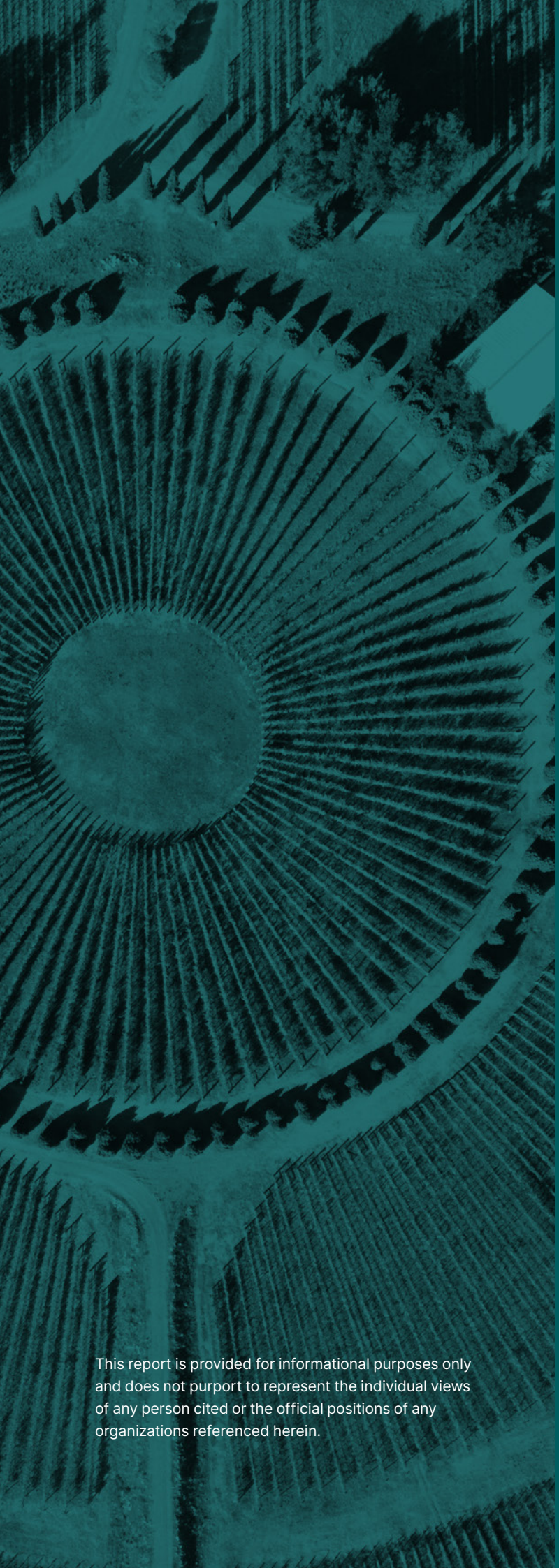
WE WOULD LIKE TO THANK

The pictures in this report, all from the Mendoza community, are a reminder of what is most important for growing access to electricity: people. We are thankful to the following partners in the local community who inspired us beyond the pages of the report: The Vines Resort & Spa and The Vines Foundation, led by Executive Director Carolyn Gallagher. Additionally, we offer special thanks to our host locations: The Vines Resort & Spa, Shalon Comedor, Claroscuro, La Ecochacra, and Bodega la Vigilia (Rope).

Thank you to all GE Vernova staff and others who made this inaugural event and report possible: Jessica Lough, Nigel Salter, Caitlin Santore, Isabel Wallis, Dr. Marcia Agosti, Sam Botros, and Wellington Costa.



HOW TO GET IN TOUCH

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Download the full report here

Watch the video interview with Scott Strazik here

MENDOZA COLLECTIVE ACTION SUMMIT