



**Race to Zero**  
**Built Environment System**  
Case Study

# Race to Zero Built Environment System

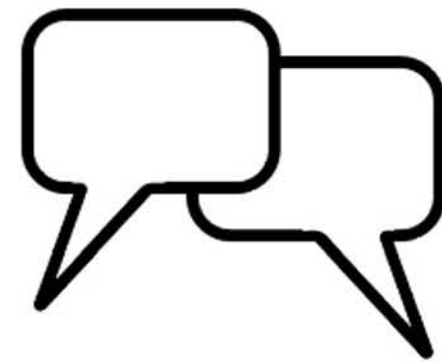
## Objectives

The built environment (BE) is well known as a complex and distributed sector that requires a systemic approach to drive change. The project aimed to:



1

Collaboratively map the BE system to **create shared understanding around the value chain**. Instead of creating a perfect view of the system (there is no such thing), the intention was to **bring a broader and deeper perspective to all stakeholders**.



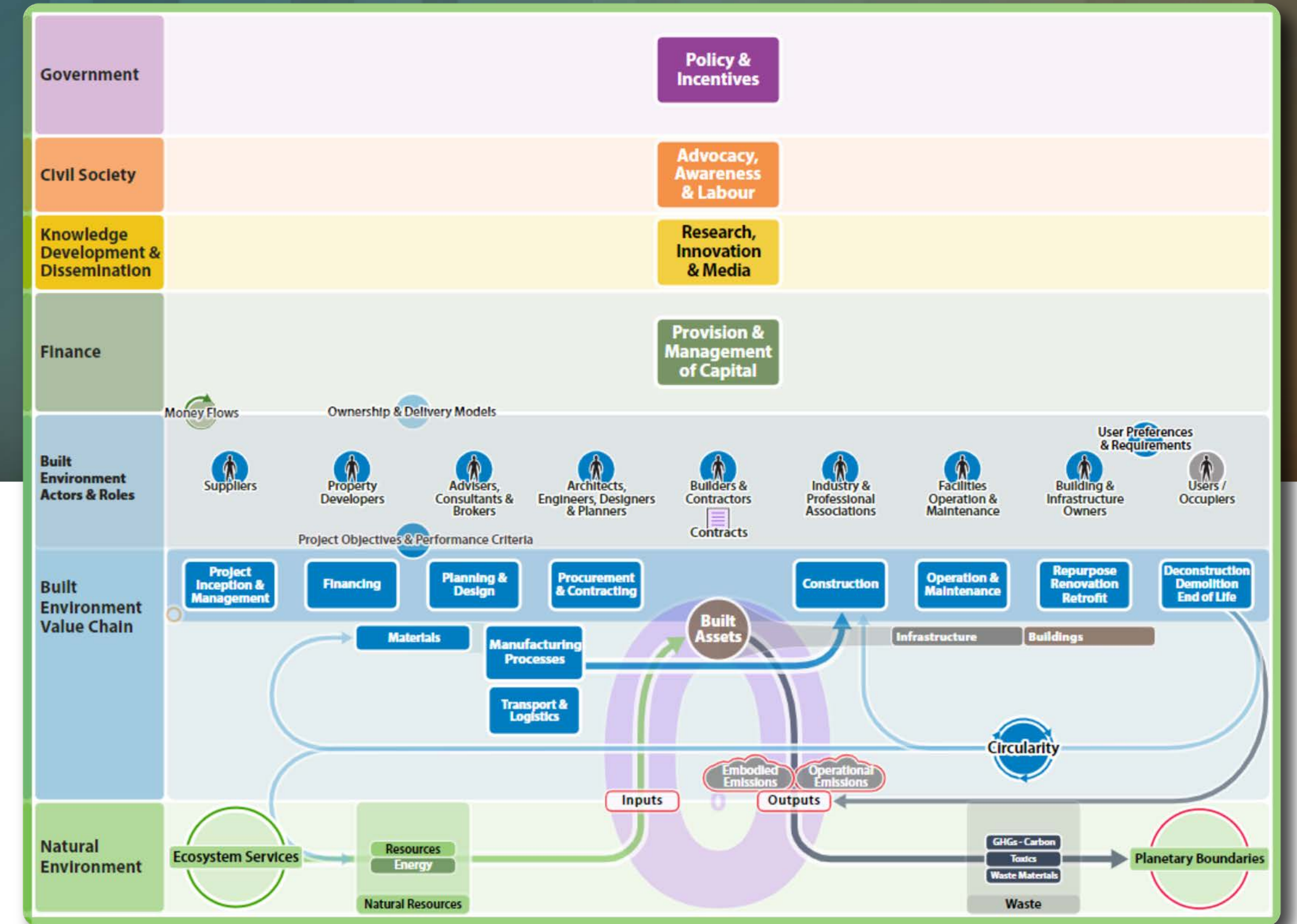
2

**Stimulate conversations** that drive the system towards a net zero economy. The approach provided a tool and gameboard to support these conversations, helping stakeholders recognise their influence in the system and the **role they play** in creating change.



3

**Inspire learning and doing by creating alignment and collective action across different workstreams**, helping move the BE sector towards achieving the UN Climate Champions' goals.



## Sponsor & Funder

This work was sponsored by the United Nations Framework Convention on Climate Change (UNFCCC) and funded by Laudes Foundation.

These organisations have a mutual interest in moving the built environment system towards decarbonisation and saw, in this map, an opportunity to support system change.

Laudes ———  
Foundation

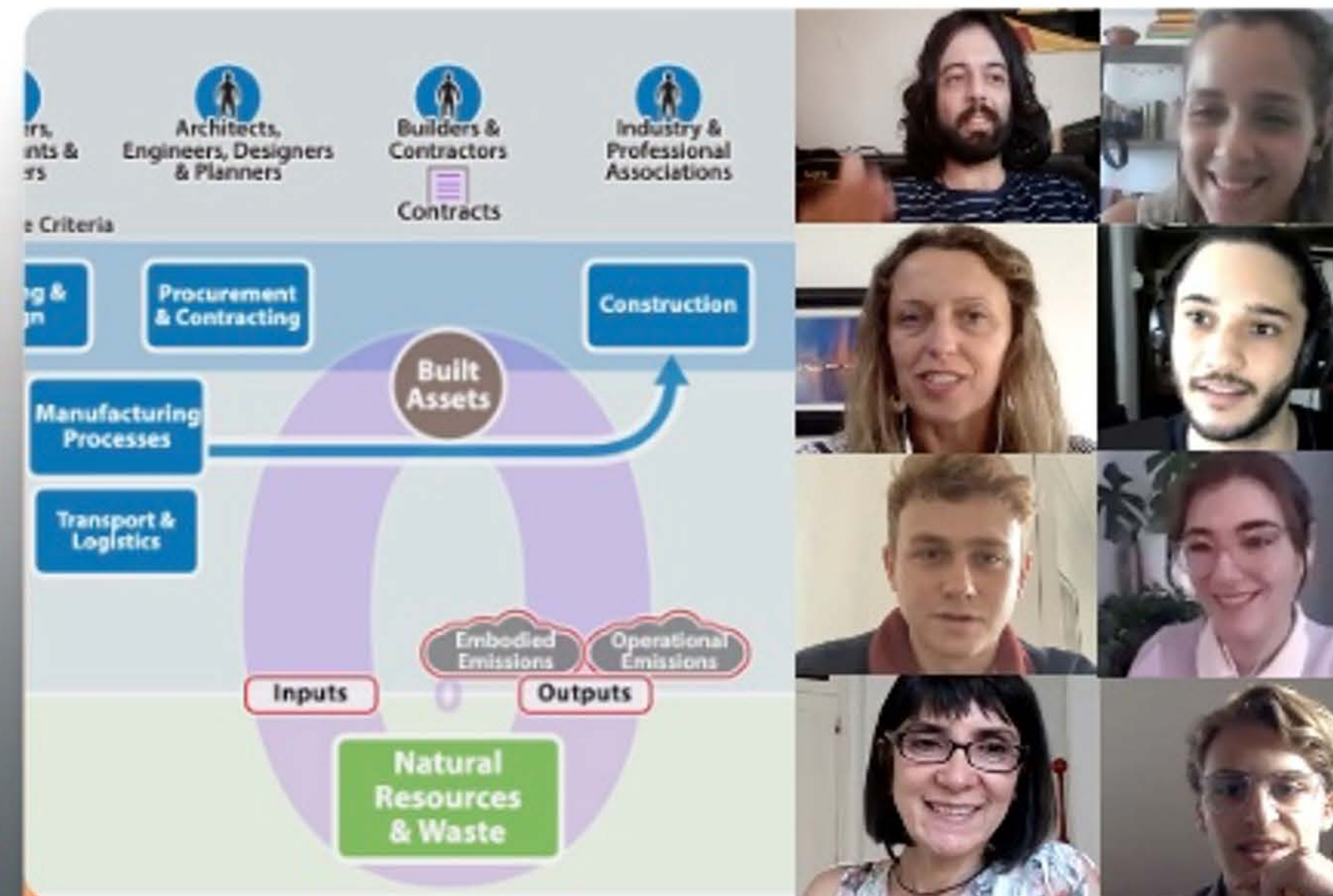
# Process & Approach



## Research & Analysis

The process of mapping the built environment system started from research and analysis, looking for other system maps, diagrams and reports relevant in the sector. These materials and references helped the team get a better understanding of the relevant elements that are part of the system – including all actors, activities, processes, rules, etc.

Although research and analysis activities were the first in the process, they were a continuous activity throughout the project, accompanying the map creation process.

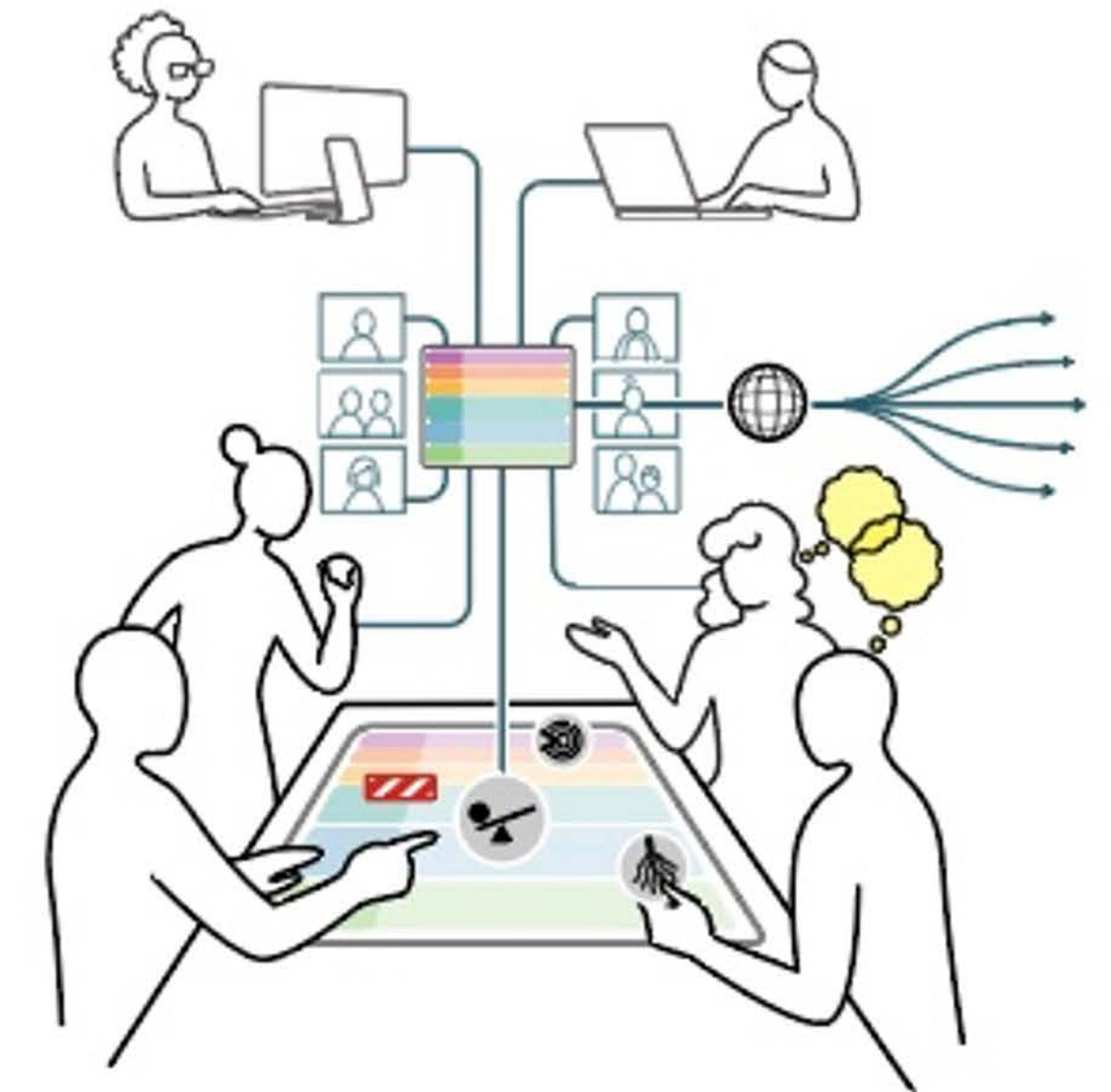


## Collaborative Mapping & Storytelling

Over the course of four months and three sets of workshops, stakeholders from across the system and around the world co-created the map through online engagements designed and facilitated by Nexial.

These engagements were an opportunity for participants to contribute to the built environment system map and to interact, connect and share knowledge with each other.

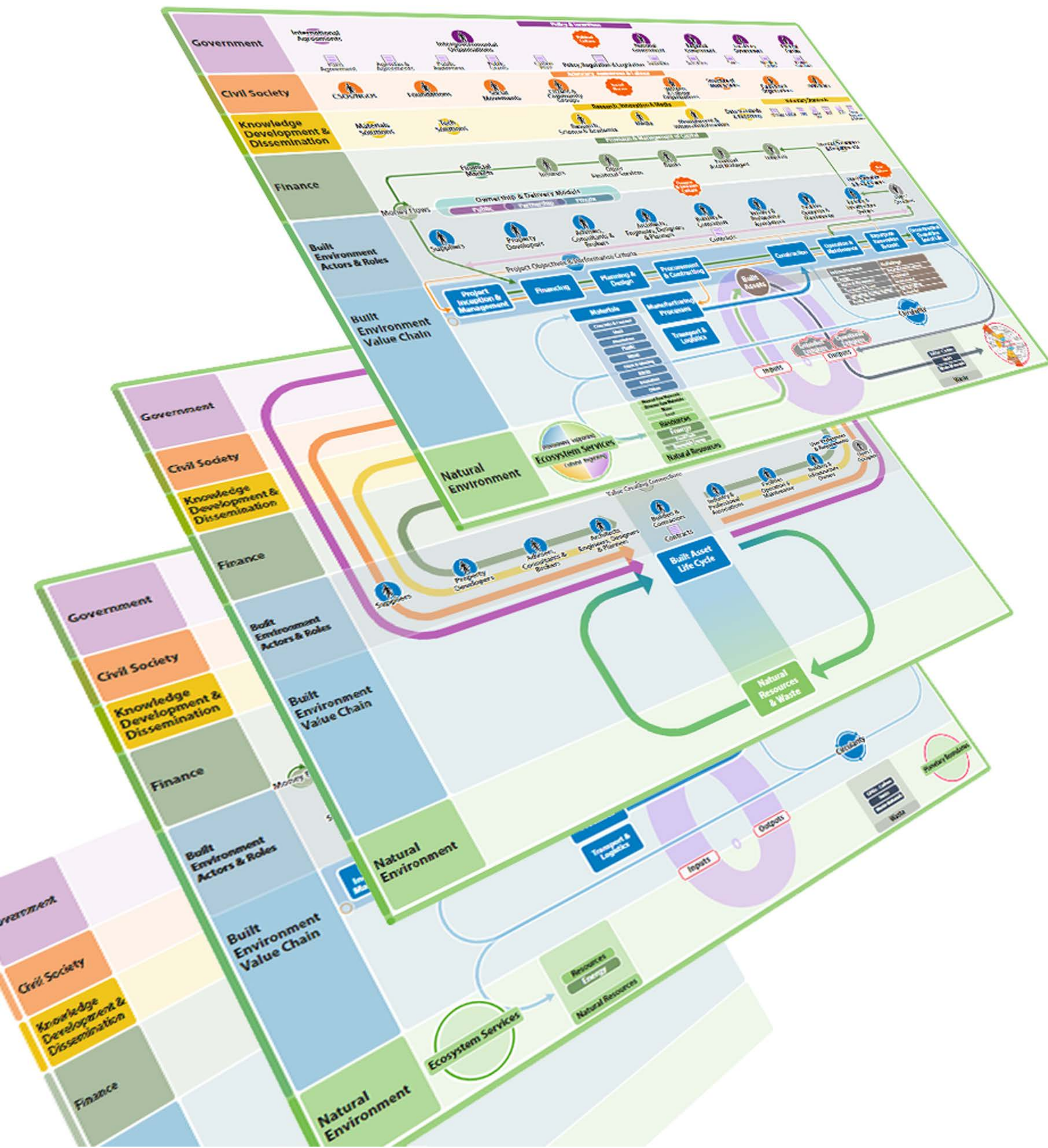
Volunteer 'story champions' collaborated in the development of the two key narratives for the pilot phase - one about government and policy roles and levers and the second about the power and influence of finance and investors.



## Continuous Engagement & Collaboration

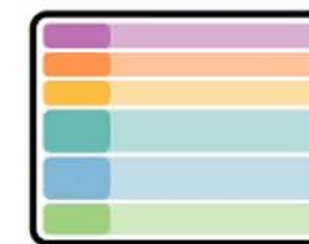
The second phase of the project focused on using the map to support radical collaboration, helping to design systemic solutions in complex conversations and share new relevant stories about the built environment sector and its stakeholders.

The WBCSD led the first engagement programme, using facilitated sessions designed over the system map. Partners from different geographies and all parts of the system, worked together to identify the key levers they should align behind for collective action towards COP26 and beyond.



# Deliverables

1



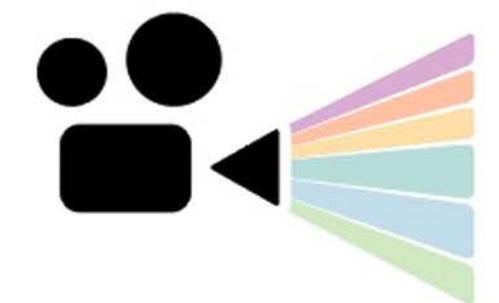
A comprehensive system map to better-enable diverse groups of stakeholders to navigate through the fragmented BE system. The map is now a tool that allows users to explore the complexity in layers, as they develop their strategies and interventions.

2



Two specific stories on **Government & Policy** and **Finance & Investors** show the relevance of these actors and the levers they can move to help organisations better explore these themes to create systemic solutions in their work.

3



Four map animations:  
 (1) Built environment Map intro, introduces the system map and the opportunities that lie within;  
 (2) BE Change Dynamics and how radical collaboration is key to drive system transformation;  
 (3) Government & Policy and  
 (4) Finance & Ownership, to drive change in the system.

After the launch, both map collaborators and broader audience members were able to use the map and the stories to support their work, stimulating and sparking collaboration for collective action across the system.

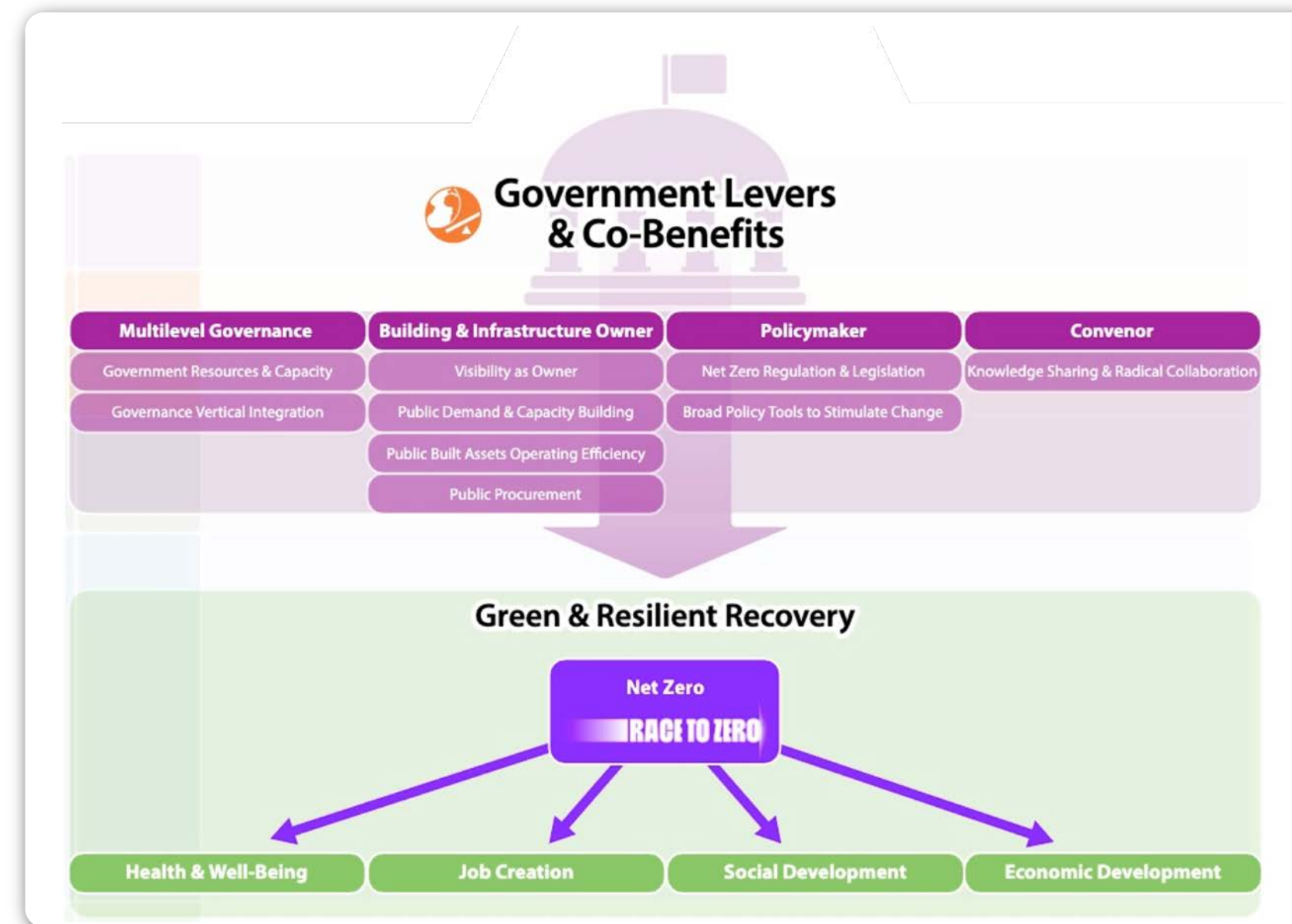


## Key Insights

Facilitated engagement sessions gave stakeholders an opportunity to better understand each others' challenges and points of view. These guided discussions inspired and informed dialogues with insights to different perspectives and roles of diverse stakeholders – what influences ways of thinking and working.

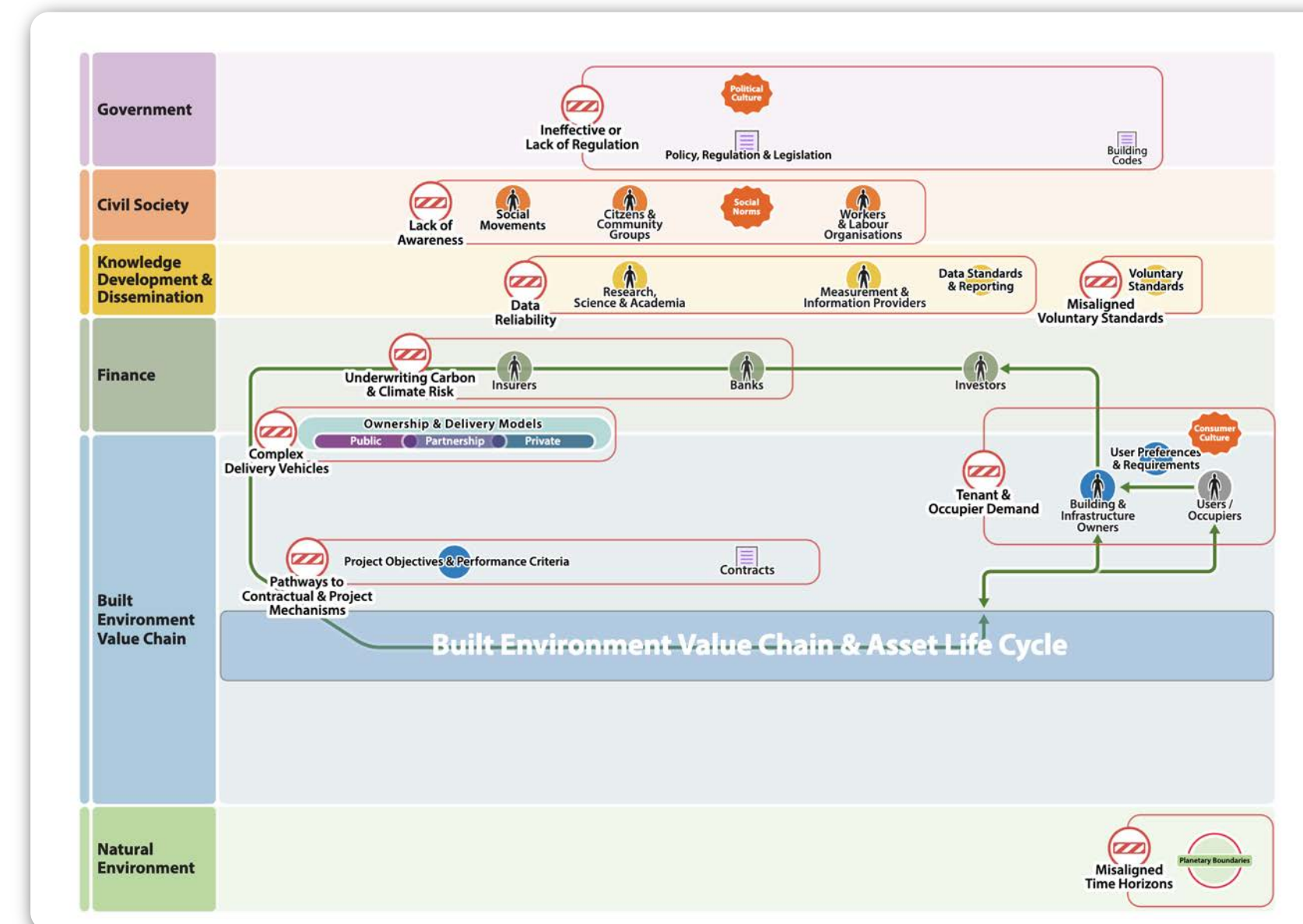
Participants noted that they could use the map to improve and communicate their theories of change and interventions. The map provided a common gameboard that showed how and where the interventions affect the system.

Stakeholders were able to identify important levers, such as the power of investors and government to drive change and move the system towards a net zero economy. With the support of the map, they could locate what areas of the system the levers impact and where barriers to implementation might exist.



*Government Levers & Co-benefits*

*Barriers for Finance & Investors Action*



## Next Steps

The map is now available to the broad community of actors who want to learn, explore and contribute to the decarbonisation of the built environment.

**To create change on the ground, many of the insights from the programme now need to be explored at a local level, engaging decision-makers and those involved in the practical implementation of the required changes.**

Nexial is keen to work with those who are ready to unpack the complexity and roll their sleeves to move the levers required with force and speed.

For more information:  
<http://nexial.co/maps/rtzbe>

Contact us: [info@nexial.co](mailto:info@nexial.co)