



WorldGBC strategic plan

2025-2027

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About WorldGBC

Transformation often feels hard. But when we work together, we can reach a point where suddenly, the change takes on a life of its own.

At the World Green Building Council (WorldGBC) our role is to help property and construction markets around the planet reach tipping points and by 2050 achieve:



Healthy, equitable and resilient buildings, cities and communities.

Regeneration of natural systems and thriving circular economy.

That means building the right policy environments, the right financing environments and the right social and cultural environments to deliver sustainable built environments.

Together with our unique local-regional-global network, we're building the momentum to create a better future for all.

Our vision

Resilient and decarbonised buildings for a healthy planet and a better future for all.

Our mission

To inspire and lead the built environment community to drive local action and create the global momentum necessary for people and planet to thrive. 75+ Green Building Councils accelerating action and implementing solutions across the globe

48,000+ Private sector members acting and driving the sustainability agenda

70+ Other partner organisations collaborating to deliver a holistic vision for sustainable built environments

For over 20 years WorldGBC has worked with the global network to unite stakeholders across the value chain and deliver meaningful systemic change at scale.



Surveying the sector



But

From houses to hospitals, schools to skyscrapers, the places that we have made to shelter, protect and nurture us are now a huge contributor to the rapidly rising climate threat that will render them unfit to fulfil their essential functions.



- 2. <u>Global Status Report for Buildings and</u> <u>Construction</u>, GlobalABC, 2025
- 3. <u>Ellen MacArthur Foundation</u>
- 4. <u>Global Material Resources Outlook to</u> 2060, OECD, 2018
- 5. World Economic Forum, 2018

Recognising the sector's potential

The vast reach of the built environment into every aspect of human life is what makes it possible for it to transform communities and economies, and truly nurture people and planet.



- 1. Nature Climate Change, 2021
- 2. <u>United Nations</u>
- 3. Mitigation of Climate Change, IPCC, 2022
- 4. McKinsey & Company, 2021
- 5. <u>ILO</u>, 2019
- 6. <u>Waste to Wealth</u>, Accenture, 2015

Our view of the future

As technology advances, markets develop, and climate change challenges the status quo, the latest thinking on sustainable buildings is sure to evolve and adapt to regional and local needs.

Acknowledging the complexity and nuance of such a transformation, our strategy puts forward our view of future sustainable built environments.

The deep green transformation will always need to be holistic and put people at its centre.



Health, equity and resilience

Buildings that focus on occupant safety, indoor environmental quality and health, as well as mitigating the effects of climate change.



Resources and circularity

Upgraded existing buildings or new buildings that optimise resource use and employ strategies for nature restoration.



Climate action

Buildings that are highly energy-efficient, powered by renewable energy, and expected to fully decarbonise by 2050 by addressing whole life cycle carbon emissions.



Sustainable finance and ESG

Buildings that are future-proofed and managed by entities disclosing and addressing financial risks from climate change, investing in appropriate, impactful actions, and safeguarding value and economic stability.

How we will deliver on our vision

The power of our collaborative network

The WorldGBC network is uniquely placed to drive ambition on the built environment and foster alignment and collaboration among governments, businesses, and communities, connecting global ambition to local action.

We harness our convening power to:



Advocacy, projects, solutions and knowledge sharing



How we will deliver on our vision

Our planned outcomes

Enabling ambitious, equitable policies

Politicians need to be inspired with a vision, supported by market and scientific data, of how low carbon and sustainable building and finance policies deliver on citizens' priorities. They must be equipped with both technical assistance and strong narratives to deliver change in partnership with industry and civil society.

Equipping finance actors to deploy impactful capital

Financial actors need guidance and tools to assess financial risks and opportunities, with sustainability impact metrics that allow comparability whilst also recognising local and contextual requirements.

Empowering changemakers to deliver progress

Individual companies, owners and occupiers and other agents of change need a clear roadmap to understand their role and which actions to take first to advance decarbonisation and resilience.

Measuring industry progress: We will work with our members and partners to collect and improve on the available data to demonstrate progress against key metrics, such as quantified emissions reductions, and improvements in resource efficiency, waste and circularity, and in key health and resilience indicators.

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How we will deliver on our vision

Super-charging the ambition loop

There is no one issue, stakeholder group, policy or problem holding up the built environment in its sustainability transition.

The deep green transformation depends on every actor within a system pulling every lever available to them to carry the mission forward.

This can create a self-reinforcing ambition loop – a positive feedback system in which bold government policies, private sector and civil society leadership, and finance investment reinforce each other and make substantial change possible. Enabling ambitious, equitable building policies Amplify global, regional and local advocacy

Co-create national building decarbonisation and resilience roadmaps

> Fostering policies, standards and codes that drive our agenda

> > Empowering changemakers to deliver progress

Equipping finance actors to deploy

impactful capital

Co-creating national sector roadmaps

Roadmaps are a recognised and proven tool to galvanise industry and align policy advocacy.

In recognition of local and market nuances and stages of sustainability development, WorldGBC is adopting a stepped approach to roadmaps.

Our Zero Carbon and Climate Resilience Readiness Framework provides the first step towards decarbonising the built environment and energy efficient and resilient buildings.

The Framework tackles five strategic pillars: government, technical solutions, data, finance and mindset.

Using the Framework, we can create a picture of a market's readiness towards achieving our 2030 and 2050 goals, identifying the opportunities and the gaps, and preparing the ground for actionable roadmaps to be developed locally. Through the power of the Green Building Council (GBC) network, we aim to co-create national roadmaps with input from the whole value chain to create local relevancy and buy-in. We will work with our network to deliver these roadmaps and support them to support their markets to drive implementation.

This will include corporate accountability initiatives that monitor and report on progress against priority actions and companies' climate action commitments.

Roadmaps often begin with a decarbonisation focus but can – and in time should – be widened to address all our impact areas.

Strengthening our network

Our aim is that every GBC has the resources to co-create a national roadmap for their market and that the tools and best practices for effective development and implementation are widely available across and beyond our network.

Core activity: Building the Transition

Amplifying global, regional and local advocacy

Pockets of best practice and leadership show that change is possible and that existing technology and solutions can get us most of the way. But these need to be mainstreamed faster through more ambitious and enforceable policies at municipal and national level.

At the global level, WorldGBC's work raises awareness among international leaders and policymakers of the socio-economic and environmental impacts of buildings and the potential of mitigating and adapting to these impacts.

At the regional and local level, the GBCs act as collaborators and solutions providers, working with government, industry and others to implement policies.

In 2024, WorldGBC began working with GBCs and governments to advance ambition in the national climate action plans that are required under the Paris Agreement – known as Nationally Determined Contributions (NDCs).

To ensure that the 2025, and future, update cycles for NDCs leads to a better outcome for buildings, we are developing a practical tool that empowers governments and Green Building Councils, or other interest groups such as industry or civil society, to assess – and strengthen – their NDCs and local policies so that commitments are matched with action.

Strengthening our network

To facilitate effective implementation of the climate action plans, we are calling on governments to create and roll out national decarbonisation roadmaps – which the GBC network are ready to support, in line with our national sector roadmaps strategy.

Core activity: Building the Transition

Fostering policies, standards, and codes that drive our agenda

Metrics for success don't always align. To enable sustainable finance to flow into the sector and to help governments and industry deliver better buildings, we will develop key principles to help drive alignment with our vision.

Global or national carbon budgets, commonly used by the finance industry to compare against, don't align well with building level performance due to a lack of data availability and the diverse, disaggregated nature of the built environment.

Global finance sector metrics for the built environment also tend not to take into account local context, which can result in the wrong metric being measured, or the wrong action being suggested.

Together with our global network and in cooperation with other key international networks and associations, we will develop key principles to help drive alignment. These principles can be embedded into policies, taxonomies, building codes, and standards developed by national, regional, and local governments, as well as international institutions.

These principles will initially focus on climate action and expand to cover our other impact areas.

To complement this activity, WorldGBC has been selected to lead on the Buildings Breakthrough Priority Action 1, which focuses on 'Standards and Certification' alongside the GlobalABC. We will be engaging with the global network of GBCs, key international organisations and countries to facilitate cross-border collaboration and consensus on the definitions and principles for near zero emission and resilient buildings.

Strengthening our network

Developing key principles will help ensure the network can align actions, speak with one voice, and build roadmaps that help drive change at scale through public and private sector action.



National Roadmaps

WorldGBC defines a national roadmap as a living strategic document or resource that sets out time-bound, actor-specific actions that need to be taken to accelerate the transition to a decarbonised and resilient built environment within a particular country.

Roadmaps should ideally:

- identify the WHY, WHAT, HOW, WHO and WHEN to perform the actions in the strategy to achieve defined objectives and goals.
- be co-created with broad industry and stakeholder input and support.
- address both private sector actions and public sector policies and incentives.
- be aligned with the goals of the Paris Agreement and the IEA recommendations for Net Zero by 2050.
- be based on quantitative data analysis, where data is available, and supplemented

with expert judgement on the actions and timelines needed.

- address energy efficiency, decarbonisation, climate resilience plus other sustainability themes that are relevant to the national context.
- address the five main action areas and four objectives defined in the GlobalABC Climate Action Roadmaps.
- be measurable, with KPIs (key performance indicators) designed to track progress.

Readiness Framework

The WorldGBC Zero Carbon and Climate Resilience Readiness Framework is a tool to analyse the market readiness across five core areas (government leadership, technical solutions, finance, data and mindset) deemed critical for accelerating climate mitigation and adaptation in the built environment. The Framework is designed to allow a Green Building Council or other entity to evaluate readiness of the market across these five areas and begin to identify gaps, opportunities and enabling actions. In this way the Readiness Framework is a key resource for progressing towards the development of a National Roadmap.

A national roadmap is a living strategic document.

Standards

The International Standards Organisations defines a standard as "a formula that describes the best way of doing something". In the context of buildings, standards can cover many aspects from how to measure the floor area or calculate the energy performance to prescribing specific design requirements for structural elements or technical systems. Whilst most standards are voluntary, some, such as structural building standards, may be made mandatory via building codes.

Codes

Codes set out minimum requirements and typically cover fundamental issues of human and environmental safety such as structural integrity and fire protection, ventilation or energy performance. Codes are usually, but not always, written to be enforceable by law. For example, the International Code Council's I-Codes have been made mandatory in many countries and local jurisdictions but can also be implemented voluntarily where this is not the case. A code will often make reference to standards, which if followed can provide a route to compliance with the code. In this sense, the code sets out what must be achieved, while the standard details how it can be achieved.

Harmonisation

Harmonisation is the bringing together of two distinct things such that they can work together in a complementary way.

WorldGBC calls for greater harmonisation of standards and codes. This applies both to regulatory standards and codes (i.e. those enforced through policy) or voluntary standards (i.e. those that are promoted by industry).

Harmonised standards and codes are not necessarily the same but should be complementary. This could mean incorporating comparable metrics or setting performance targets that are deemed to have similar ambition levels.

Alignment

Whilst harmonisation and alignment are conceptually similar, alignment goes further than harmonisation. For two standards or codes to be aligned, they would have the same or very similar scope and metrics and achieve the same or very similar performance levels.

Whilst this may be appropriate at times, WorldGBC does not consider that alignment across all markets is required or beneficial and may undermine necessary local contextual requirements.

Transparency and comparability

Transparency means clearly disclosed assumptions, methods and data sources and hence transparency leads to improved comparability. Comparability means that it is possible to meaningfully evaluate the difference in performance outcomes between two standards or codes.

We recognise the importance of resilience as critical to protect people and assets from current and future climate related threats.

Resilience

The GlobalABC defines climate resilience as "the capacity of a system to absorb stresses and maintain its functioning in the face of climate change." They distinguish resilience from adaptation as follows: "Climate adaptation is the process of adjustment to an actual or expected climate and its effects. The objective of adaptation is to anticipate, reduce, and avoid the impacts of climate change by making current systems less vulnerable and more resilient."

Alongside urgent action to mitigate climate change, WorldGBC recognises the importance of resilience (and adaptation as the process to achieve it) in the built environment as critical to protect people and assets from current and future climate change related threats.





