Breakout Question #2: What strategies are best for moving forward in the context of the 'wicked' operating environment?

Breakout Facilitator: Bonne Goedhart

	Consensus: (What does this group agree on? - up to three items) Please be specific	**Needs:** (What work needs to be done?) eg research, policy, implementation..	**Call for Action:** (Who should do what right now? Ie the next step)
Pricing	The need for carbon pricing - it needs to be included	We need CO2 cost on consumer goods	Make CO2 labeling obligatory so everyone is informed and can make decisions based on that
Financing	We need to bring the green premium of different types of solutions down so that it makes sense for operators from a TCO perspective	Government investment and risks absorptions together with finacial sector, central banks and companies	Set up investment group / momentum to get green premium down with operators as final goal
Ecosystem	Road freight is the biggest freight sector to decarbonise, but is part of a system	Research, policy and implementation needs to be done to with a system approach to make sure there is no competition between modes that's eventually bad for the environment	Set up pilots with a multi modal approach that involve multiple companies, associations and academics
	We need to define the measure of success (ZERO CARBON, efficiency?) and what are the indicators of success / rulebook for the transition and the end objective to overcome the inertia	We may need interim targets following carbon budgets / develop a roadmap so targets reflect the science	Governments need to change the rules to unlock private investments, need to fund research, incentives need to be big enough to drive the change
Innovation	We need intervention to drive the transition, market forces do not work - those who invested in carbon intensive solutions block the innovation	Need for interdisciplinary approaches	

Policy	We agree with adpative / OODE cyclical approach Monitoring and observation is necessary in the OODA cycle / adapative policy making Time is short	Time is short ==> we need to have fast cycles/risk taking and identifying no regret steps (e.g. renewables generation), and smart (flexible) standards (e.g. platforms) - "deconstruct" complexity. Government cannot take away all uncertainties but can reduce it in places WE LACK validated DATA for research and policy ; data needs to be trustworthy ==> Open database containing information important for investment evaluation/preparation, cost data etc => should be representative for a larger population, also for policy monitoring purposes Elephant needs Leadership ==> policy, coordination, collaboration in unity; learning about behavioural aspects of change management	Run OODA at UN level Identify and implement "no regret" solutions (e.g. charging infra) and smart but risky/adaptive decisions, looking into multiple dimensions (tech/reg/fin) ==> call to academia tripe/quadruple helix involvement guide stakeholders with feasible actions