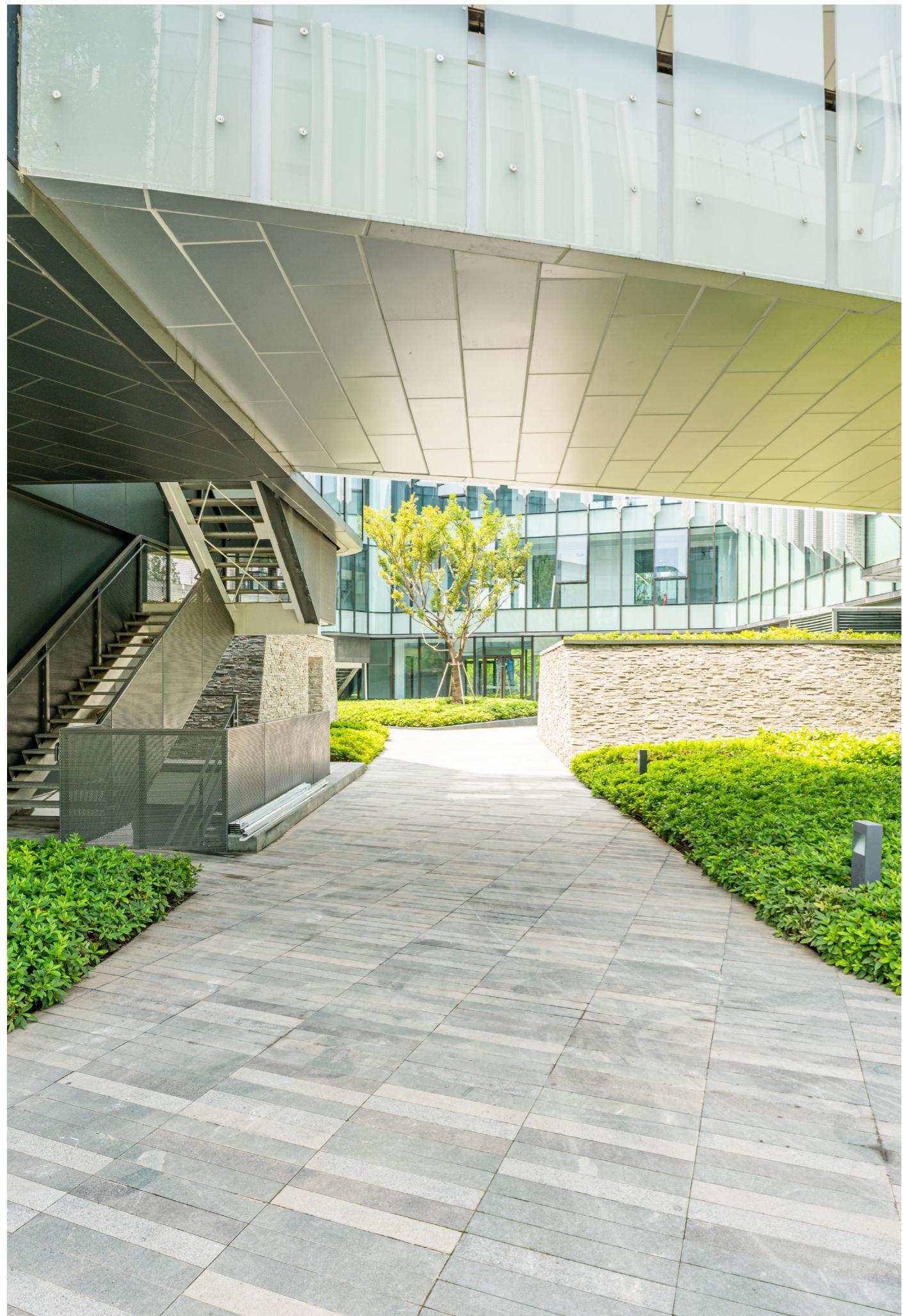




Asset Sustainability Committees Best Practice Guide

cChange



The Urban Land Institute is a global, member driven organisation comprising more than 48,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics.

Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80+ countries. The extraordinary impact that ULI makes on land use decision making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanisation, demographic and population changes, new economic drivers, technology advancements, and environmental concerns. Drawing on the work of its members, the Institute recognises and shares best practices in urban design and development for the benefit of communities around the globe.

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The built environment is one of the largest contributors to global carbon emissions. Recognising that no single organisation can tackle this challenge alone, ULI's C Change programme brings together the European real estate industry to accelerate decarbonisation by co-creating scalable solutions that drive systemic change. The programme focuses on key intervention points where ULI, in collaboration with its members, can make the greatest impact, developing tools and support to turn ambition into action.

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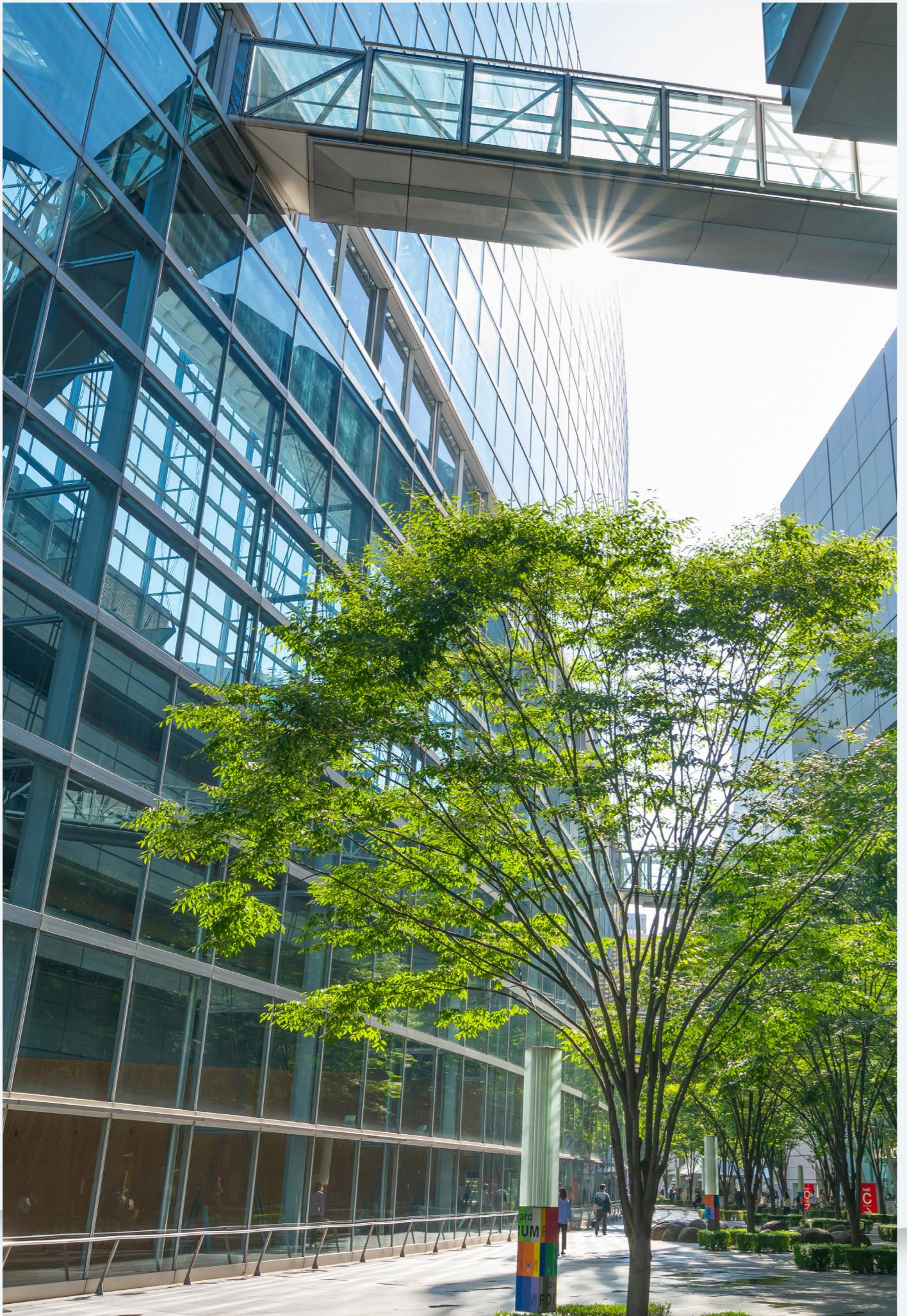
Asset Sustainability Committees Best Practice Guide forms part of the ULI Europe C Change programme and responds to a growing need for practical, asset-level collaboration to accelerate decarbonisation in occupied commercial buildings.

Developed under C Change's Owner-Occupier Alignment workstream, the guide focuses on asset sustainability committees, also referred to as green committees or sustainability forums, as a mechanism for bringing occupiers, owners and property managers together in multi-let buildings to align priorities, share information and drive collective action.

The report focuses on the pivotal role of property management teams and provides practical guidance on why sustainability committees matter, who should be involved, and how they can be set up and run effectively. It draws on interviews with twelve real estate owners and property managers across Europe, complemented by desktop research, to capture a range of approaches, lessons learned and common challenges.

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Introduction

The real estate sector has made significant progress in setting net zero and broader sustainability commitments. Yet translating these ambitions into measurable, asset-level outcomes remains challenging. In occupied buildings, responsibility for environmental performance is shared: owners and asset managers control the base building and capital investment decisions, while occupiers influence day-to-day operations and account for a substantial share of operational emissions.

This misalignment between control and consumption has emerged as one of the most persistent barriers to decarbonisation. Without effective mechanisms for collaboration, opportunities are often missed for operational improvement, behavioural change, and data-driven decision-making.

Asset sustainability committees, sometimes referred to as green committees or sustainability forums, are one practical mechanism for addressing this challenge. By creating a structured space for dialogue

between owners, occupiers, and property managers, these committees help translate portfolio-level commitments into building-level action.

They are not a standalone solution, but one tool within a wider set of engagement approaches that include green leases, fit-out guidance, data-sharing protocols, and behaviour change initiatives.

This guide provides best practice for establishing and running asset sustainability committees, drawing on interviews and existing research. It explores how these committees are used in practice, the conditions under which they add the most value, and the challenges to making them effective across different asset types and geographies. It is designed to support owners and property managers of multi-let commercial buildings such as offices and retail, seeking practical ways to improve collaboration and accelerate progress toward sustainability goals.



01

Aligning owners, occupiers and property managers in decarbonisation

Operational emissions from buildings represent a significant and persistent share of global carbon output. In commercial real estate, occupier-controlled spaces can account for a substantial proportion of total building energy use, often exceeding half of consumption in multi-tenant assets. As a result, tenant activity represents a critical but difficult-to-influence component of building-related emissions.

This presents a complex challenge for landlords. While owners are increasingly committing to asset-level net zero pathways, a large share of emissions is driven by activities within leased space. These emissions frequently fall within owners' Scope 3 boundaries, despite being shaped by occupier behaviour, fit-out decisions, and operational practices. For property managers, who operate at the interface between owners and occupiers, this dynamic creates growing expectations alongside limited formal authority.

The challenge is not limited to emissions accounting. It reflects a broader misalignment between who controls space, who pays for improvements, and who benefits from reduced energy use over time.

One of the most persistent barriers to progress is the split incentive, where the party responsible for funding energy efficiency improvements is not always the same party that captures the short-term financial benefits. In many lease structures, landlords are expected to invest in upgrades, while tenants realise immediate savings through lower utility bills. At the same time, owners may benefit more indirectly through enhanced asset value, reduced transition risk and improved long-term resilience, while tenants may be reluctant to invest in improvements to

space they do not own or may not occupy long term.

This misalignment has practical consequences. Even where cost-effective measures exist, investments can stall without agreement on cost recovery, data access or operational responsibility. As highlighted in ULI's *Occupiers and owners: Faster and further on the pathway to decarbonisation together*, these dynamics have contributed to historically transactional owner-occupier relationships, limiting trust and slowing progress on sustainability outcomes.

The report found that both owners and occupiers often experience a sense of lost opportunity when engagement is limited or one-directional. Occupiers reported frustration where sustainability engagement felt generic or disconnected from their operational realities, while owners noted the difficulty of tailoring approaches across diverse tenant profiles with limited time and resources.

Green leases have emerged as an important tool for clarifying roles, expectations, and data-sharing arrangements. However, research from the Better Buildings Partnership emphasises that legal clauses alone are insufficient to deliver sustainable outcomes. The intent of green leases must be supported by ongoing dialogue, transparency, and practical collaboration if ambitions are to translate into operational change.

Similarly, the ULI Randall Lewis Center's *Working toward Net Zero: Tenant Engagement* primer series underlines that achieving net zero in occupied buildings depends not only on capital investment, but also on behaviour change, operational decision-making, and the ability of building users to understand and influence how space is used.

Trust and data sharing consistently emerge as central challenges. Owners require access to reliable, granular data to understand asset performance and meet reporting obligations, while occupiers often see limited value in sharing information if it is not returned in a useful or actionable form. Without a clear value proposition, requests for data can reinforce perceptions of imbalance rather than partnership.

Within this landscape, property managers occupy a pivotal position. They are responsible for day-to-day operations, tenant relationships and increasingly sustainability data and reporting. Their influence on performance is substantial: for example, JLL reports that 96 percent of its Scope 3 emissions originate from the properties it manages. At the same time, property management margins remain tight while sustainability responsibilities expand rapidly, making resourcing, capability and continuity persistent constraints. Where engagement relies on informal or ad hoc efforts, progress is vulnerable to staff turnover and competing priorities.

Regulatory developments in European markets are accelerating this shift. Environmental performance disclosure and owner-occupier coordination are moving from voluntary practice to formal obligations. In France, for example, landlords and occupiers of tertiary buildings over 1,000 m² must report annual energy consumption on the OPERAT platform and comply with tightening reduction targets: 40 percent by 2030, 50 percent by 2040 and 60 percent by 2050 compared to a baseline year. These requirements have changed the operating context, creating a clear need for structured processes to coordinate data collection, performance review and

delivery at asset level.

Asset sustainability committees have emerged as one practical response. They provide a consistent framework for interpreting regulatory requirements, aligning responsibilities, sharing data and agreeing actions within individual buildings. Approaches developed in more regulated markets, such as France, are now being adopted more widely as investor expectations, occupier demands and internal governance standards continue to rise.

Within this context, asset sustainability committees offer a structured forum for owners, occupiers and property managers to turn rising expectations into coordinated delivery. Their success depends on how they are designed, resourced and integrated with other engagement tools.

Further reading

- [Occupiers and owners: Faster and further on the pathway to decarbonisation together](#) (Urban Land Institute, 2023)
- [Working toward Net Zero: Tenant Engagement Best Practices and Examples](#) (Urban Land Institute, 2022)
- [Green Lease Toolkit](#) (Better Buildings Partnership, 2024)
- [Responsible Property Management Toolkit](#) (Better Buildings Partnership, 2021)



INPUT - Embedding green committees into asset management

INPUT Real Estate, Ireland's largest unlisted property fund, owns and manages a long-term portfolio of offices, logistics and retail assets across Dublin. With an entirely in-house asset and property management model, INPUT embeds sustainability directly into day-to-day operations and tenant engagement.

While INPUT's commitment to sustainability has always formed part of their quarterly occupier meetings, the fund made the decision to formalise Green Committees across priority multi-let office assets. These forums provide a structured, recurring platform for occupiers to review data, share initiatives, and identify opportunities for collective action.

The committees are convened and facilitated by INPUT's in-house property management team. Property managers attend in order to discuss strategic initiatives and sustainability specialists contribute where technical input is needed.

Each meeting follows a consistent framework, typically covering:

- **Performance review:** Whole-building and occupier-level energy, water, waste, and PV generation data, benchmarked against certification frameworks such as GRESB, BER, and LEED.
- **Landlord initiatives:** Updates on energy management and decarbonisation projects, with links to INPUT's wider net zero pathway.
- **Occupier actions:** Energy-saving projects, behaviour-change initiatives, and data-sharing discussions.

A key lesson from this initiative has been a recognition of the importance of occupier representation. Rather than defaulting to facilities managers, INPUT encourages occupiers to nominate sustainability leads or team members who are empowered to make changes. This has led to more meaningful collaboration, including a case where occupier ambition brought forward planned works to remove gas from the building's heating system.

Another outcome of this initiative is that INPUT learned to balance data transparency with engagement, focusing on highlighting positive progress and replicable actions. Data sharing still relies on occupier consent, and INPUT say that this forum has become an important mechanism for building the trust needed to increase occupier willingness to share detailed consumption data. Even in flexible office products where INPUT controls utilities and fit-outs, shared reporting and dialogue remain valuable for transparency and alignment.

INPUT adapts its engagement approach to asset type. While Green Committees work for multi-let office assets, for logistics, conversations often centre on supply-chain efficiencies and occupier-installed solar. Meanwhile, in retail parks, engagement is more effective where it is routed through head-office sustainability teams than through on-site team members.



When occupiers see their performance alongside their peers, it shifts the conversation from compliance to collaboration. It's about learning from each other, not pointing fingers.

— Head of Asset Services, INPUT Real Estate

02

What is an asset sustainability committee in practice?

Asset sustainability committees, also referred to as green committees or sustainability forums, are asset-level governance structures that bring together owners, occupiers and property managers to coordinate action on environmental performance in multi-tenanted commercial buildings and campuses, particularly across office, retail and mixed-use assets. Their purpose is to provide a consistent, practical forum for collaboration in buildings where responsibility for sustainability outcomes is shared across multiple parties.

Effective committees are not defined by a single model or template. They are shaped by asset context, occupier profile and management structure. However, successful committees consistently share four core characteristics: clear leadership, defined roles, structured processes and transparent resourcing.



Initiating a committee

In practice, asset sustainability committees are initiated by different stakeholders depending on asset context.

Owners may initiate a committee as part of a wider decarbonisation strategy, particularly where investor commitments, regulatory obligations or portfolio-level net zero pathways require improved performance in occupied space.

Property managers frequently act as the operational catalyst, identifying opportunities where engagement already exists, where performance challenges are emerging or where occupier interest is sufficient to support a more formalised forum.

Occupiers can also trigger the formation of a committee, especially where one or more tenants have strong corporate sustainability objectives and seek greater visibility and influence over building performance.

Committees achieve the strongest engagement when initiation is framed as a collaborative opportunity to align interests and solve shared challenges, rather than as a compliance exercise.



Hines and Helix – Green committees built on trust at 20 Old Bailey

Global real estate investment, development, and management firm, Hines, recognises that collaboration with tenants is critical to achieving its net zero goals, particularly in addressing Scope 3 emissions in occupied buildings.

The firm uses green committees as one of several engagement mechanisms to foster dialogue, align ambitions, and drive measurable improvements at the

building level. These forums create joint accountability, aligning landlord investment and asset performance with tenant-led actions, and translate high-level decarbonisation ambitions into practical, asset-specific initiatives.

20 Old Bailey: A model for building-level collaboration

At 20 Old Bailey in London, property management company Helix, a Hines company, runs a green committee on behalf of the building's multiple owners. The initiative demonstrates how trusted relationships between building managers and tenants can turn broad ESG goals into tangible results.

The forum acts as a tenant-driven space for identifying, discussing, and implementing sustainability initiatives. Rather than following a rigid agenda, meetings begin with updates on building performance, energy, waste, and expenditure, before

moving into open discussion and collaborative problem-solving. Tenants nominate a sustainability or facilities representative to attend, ensuring that participants can both contribute and act on agreed measures.

Topics most frequently discussed include waste management, energy optimisation, biodiversity initiatives, and shared community projects such as food redistribution schemes. Consensus-based decision-making ensures all participants have a voice, while the building manager maintains transparency around any operational or financial implications.

Accountability is reinforced through quarterly data dashboards and annual waste audits, which track consumption patterns and demonstrate progress. Achievements are publicly celebrated through awards and communications that recognise collective success.

Practical lessons from the committee include:

- Start with tangible, visible wins - such as waste reduction - to build early momentum.
- Use data dashboards to make consumption trends accessible and meaningful.
- Encourage tenants to bring ideas and share responsibility for agenda-setting.
- Frame sustainability actions in financial terms, linking efficiency to cost savings.
- Go beyond environmental topics by including social and community initiatives that widen engagement.

The 20 Old Bailey experience illustrates how empowered building managers, supported by a proactive landlord and clear ESG tools, can foster enduring tenant collaboration.



Relationships are key. Trust is what gets people to attend, keeps them coming back, and what turns conversations into action.

– Building Manager, 20 Old Bailey

Core roles and responsibilities

While governance structures vary, effective asset sustainability committees depend on clearly defined responsibilities across three core groups: the property management organisation, the owner or asset manager, and occupiers.

Property Management Organisation

The property management organisation provides the governance and delivery structure for asset sustainability committees, with responsibilities distributed across several interconnected roles.

Building management and on-site facilities teams

Building managers and on-site facilities teams anchor the committee in the day-to-day operation of the asset. They hold the closest relationships with occupiers, understand the technical performance of the building, and play a central role in translating committee decisions into practical action.

Their responsibilities commonly include:

- identifying appropriate occupier representatives and maintaining engagement

- contributing operational insight on building systems, performance data and constraints
- supporting the implementation of agreed actions between meetings

Portfolio and client-level property managers

At portfolio or client level, property managers provide strategic oversight of committee activity. They ensure consistency of approach across assets, align committee outputs with wider property management objectives, commercial strategy and reporting requirements, and reinforce the status of the committee internally. Their engagement is critical for ensuring sustainability remains a priority alongside competing operational demands, and for securing the resources and internal coordination needed for effective delivery.

Sustainability and technical specialists

Where sustainability expertise sits within the property management organisation, specialist teams support both portfolio and building managers with performance analysis, benchmarking, regulatory context and technical input on energy, carbon, water and waste. They strengthen the quality of discussion within committees and support consistency of approach across assets.

Together, these roles create the connective tissue between strategy and operations. The effectiveness of an asset sustainability committee is strongly influenced by how well this internal ecosystem is aligned, resourced and supported over time.

Owners and Asset Managers

Owners and asset managers provide the strategic and commercial framework within which asset sustainability committees operate. Their role is to define asset-level sustainability objectives, communicate longer-term decarbonisation pathways, and connect committee discussions to investment planning, leasing strategy and risk management.

When owners and asset managers participate directly in committee discussions, this signals commitment, gives occupiers clearer visibility of priorities and constraints, and strengthens the link between the committee's outputs and formal decision-making. In practice, active owner involvement increases the likelihood that committee recommendations inform the timing and scope of asset upgrades, capital allocation and portfolio-level reporting, supporting more coordinated progress toward net zero targets.

Occupiers

Occupiers bring essential operational insight to sustainability committees. Their activities within leased space significantly influence building performance, making their participation central to the effectiveness of any asset-level sustainability strategy.

Committees are most productive when occupiers are represented by individuals with sustainability, ESG or operational responsibility and sufficient internal authority to influence behaviour, investment and decision-making. Facilities or office managers play an important role in implementation, but strategic engagement is strengthened when occupier representatives can connect building-level actions to wider corporate sustainability objectives.

Through the committee, occupiers contribute practical knowledge of how space is used, identify barriers and opportunities for improvement, and collaborate with peers on shared challenges such as energy use, waste management, fit-out decisions and employee engagement.

Integrated and management models and alignment

Organisational structure plays a significant role in how easily asset sustainability committees can be established and sustained.

Where owners provide property management services in-house through an integrated model, alignment is often simpler and faster. Asset management, property management and building management functions operate within a single organisational framework, reducing ambiguity over roles, fees and responsibilities. Sustainability objectives set at corporate or portfolio level are more readily translated into day-to-day building operations and occupier engagement.

In these models, asset sustainability committees benefit from clearer governance, stronger internal coordination and more consistent resourcing. Building



managers are supported by property and asset management colleagues who have direct access to decision-makers, budgets and sustainability expertise, enabling issues raised in committees to be progressed more efficiently.

This contrasts with more fragmented arrangements where occupiers interact primarily with external managing agents operating under tightly scoped contracts. In such cases, sustainability engagement can be constrained by limited incentives, unclear fee structures and gaps in specialist capability, making committees harder to establish and sustain without explicit owner direction and additional resourcing.

Integrated models therefore tend to provide more fertile conditions for effective asset sustainability committees, although success ultimately depends on leadership commitment, organisational culture and the priority given to sustainability across the business.

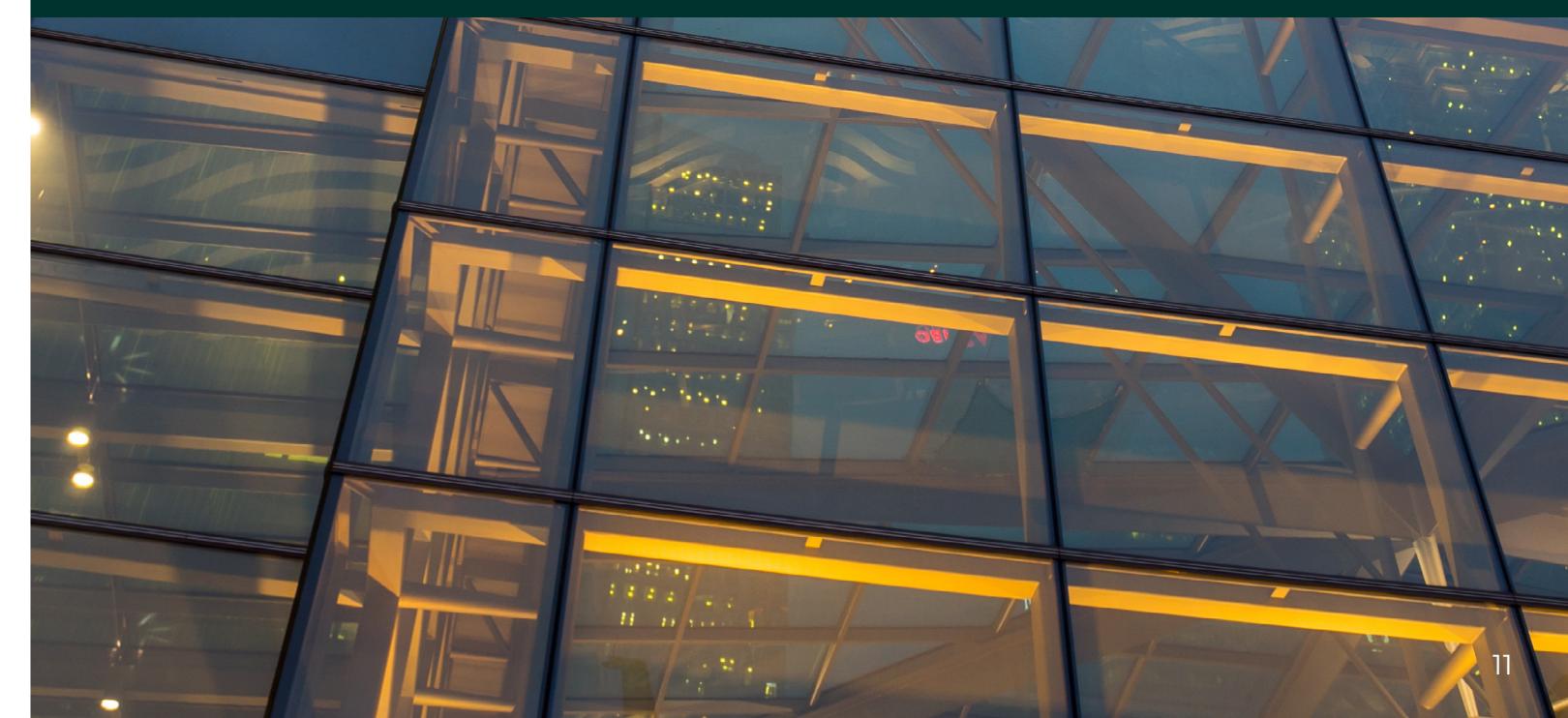
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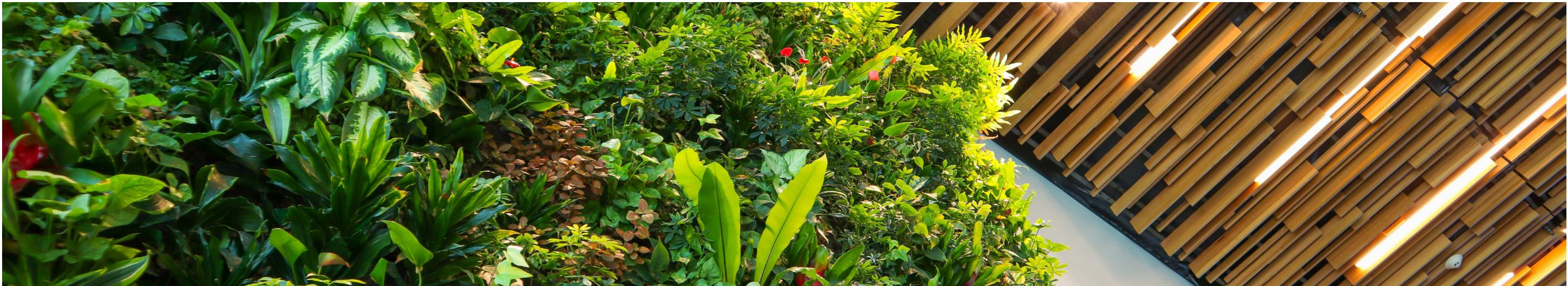
PIMCO - Driving decarbonisation through landlord-tenant collaboration

PIMCO Prime Real Estate is a leading investor in global real estate, managing one of the world's largest portfolios. PIMCO has implemented an innovative landlord-tenant engagement strategy that goes beyond European regulatory compliance to foster collaboration and drive decarbonisation efforts. Through the creation of green committees, the strategy focuses on building stronger relationships, improving communication, and promoting transparency among all stakeholders involved in property management with net

zero goals in mind. While the initial focus was on France, the firm has subsequently rolled out this approach across Europe, more recently to Germany.

In Germany specifically, the programme was piloted at select properties with great success. Bringing together tenants, property managers, facility managers, asset managers, and external advisors, green committees facilitate mutual learning and address both drivers and challenges in the sustainability agenda that are relevant to the asset itself. This collaborative approach enables more informed decision-making, particularly in terms of CAPEX that can lead to operational cost savings, energy efficiency improvements and more targeted investment decisions. The company is prioritising assets with the greatest impact on the portfolio, as well as those where limited tenant consumption data makes it challenging to track and align performance with net zero targets. Given the programme's positive outcomes, PIMCO Prime will continue to expand it further across its European portfolio.





How committees are typically structured

Asset sustainability committees are usually convened on a regular cadence, often quarterly or biannually, and are commonly aligned with existing building or occupier meetings. This reduces engagement fatigue and embeds sustainability within routine asset governance.

While agendas vary by asset, committees typically focus on the following:

- Reviewing building performance data and trends
- Sharing updates on landlord and occupier initiatives
- Identifying opportunities for operational improvement
- Agreeing actions, responsibilities and timeframes

Whether sustainability is addressed through a dedicated committee, a standing agenda

item within existing occupier meetings, or an annual deep-dive session, the discussion should remain clearly focused on asset-level sustainability outcomes. Where sustainability becomes diluted among broader operational issues without sufficient time or structure, its impact is often reduced.

Funding and Resourcing

Funding and resourcing arrangements for asset sustainability committees vary significantly depending on organisational structure, asset type and contractual relationships. There is no single model, and effective delivery depends on establishing clear expectations at the outset.

While committees do require time and resource, they should be viewed as an investment in asset performance, occupier relationships and delivery capability, rather than simply an additional operational cost. As outlined in Chapter 3, well-designed committees can unlock operational efficiencies, support retention, strengthen ESG credibility and improve decision-making at asset level.

In practice, three broad approaches are used:

Embedded within property management services

For some property management organisations, asset sustainability committees now form part of the core service offering. In these cases, committee delivery, data coordination and basic reporting are included within management fees, paid for by the landlord.

Recovered through service charges

In many multi-let assets, the costs of organising and running committees, preparing data and engaging occupiers are treated as recoverable operational services, provided this is transparent and consistent with lease provisions. This model recognises that occupiers directly benefit from improved building performance, access to data and structured engagement.

Supported by additional consultancy agreements

Where committees require more resource-intensive outputs such as bespoke ESG data analysis, detailed decarbonisation modelling, occupier training programmes or tailored reporting, these can be contracted separately as an add-on consultancy service, paid for either by the owner or through agreed service charge mechanisms.

Across all models, clarity on scope, responsibility and cost recovery is essential. Without this, committees risk becoming under-resourced, dependent on individual goodwill, or perceived as an unfunded burden by property management teams already operating under tight margins.

Early pilots of sustainability committees have shown that preparation, facilitation, follow-up and ongoing occupier engagement require more time and coordination than initially anticipated. Resourcing therefore extends beyond fees alone.

Effective committees rely on continuity, institutional knowledge and access to sustainability capability within property management teams. Where responsibilities are clearly defined, training is provided and sustainability objectives are reflected in performance metrics, committees are more resilient and deliver stronger outcomes over time.



CASE STUDY

Redevco – Embedding sustainability into routine tenant engagement

Redevco, a pan-European real estate manager with a significant retail portfolio, embeds sustainability directly into its existing tenant engagement processes in France, aligned with its company-wide sustainability goals. An important factor has been the country's regulatory framework, which requires landlords and tenants to monitor and report energy performance annually. Rather than creating separate committees, Redevco incorporates ESG topics into the quarterly tenant forums that already convene retailers to discuss operational issues. Once a year, one of these forums is dedicated entirely to sustainability, giving occupiers a structured opportunity to review performance, understand regulatory implications and explore collective initiatives.

At Promenade Sainte-Catherine, an open-air shopping destination in Bordeaux, the centre management team leads these

sessions. They prepare performance data, materials and agenda topics, while Redevco's wider Asset & Property Management and Sustainability teams support with strategic guidance and alignment to portfolio-level sustainability goals.

The annual sustainability meeting typically includes:

- Regulatory updates and implications for tenant operations
- Energy, water and waste monitoring tools and how to interpret results
- A review of performance trends and improvement opportunities
- Presentations from service providers or technical experts
- Planned community and environmental initiatives for the centre

Participation varies by tenant type. Independent retailers tend to engage most actively, as store managers or owners have direct control over operations. Larger brands often send store-level representatives who may lack decision-making authority, while some retailers with strong corporate ESG agendas involve their head-office sustainability teams during annual reviews. Tenants are encouraged to share ideas and challenges, ensuring the forum remains a two-way conversation rather than a top-down briefing.

The approach has delivered measurable impact. One major retailer achieved

a 49 percent reduction in energy consumption after acting on insights and recommendations developed through the forum.

The committees also support community-focused initiatives at Promenade Sainte-Catherine, such as urban gardens supplying local charities, on-site beehives producing honey for community events, and programmes promoting active lifestyles. These activities strengthen the identity of the centre and create visible benefits for tenants and visitors.

A concern for retailers can be that sustainability measures may lead to an increase in service charges. Redevco helps mitigate this by keeping discussions practical, being transparent about cost implications and engaging both store managers and corporate ESG teams where relevant.

A key enabler has been Redevco's investment in upskilling its Asset & Property Management teams. Through a structured internal training programme delivered across each of Redevco's offices in Europe, teams have strengthened their understanding of environmental data, regulations and facilitation skills. This has supported more confident, consistent delivery of sustainability forums and deeper engagement with tenants throughout the year.

Context and sector-specific engagement

Asset sustainability committees can be an effective governance tool, but they are not suitable for every asset. Their success depends on factors such as asset context, occupier mix, lease structures, market maturity and organisational capacity. In buildings with long-term occupiers, strong sustainability ambitions and stable management teams, formal committees often provide a reliable platform for collaboration, accountability and continuity in delivering decarbonisation and broader sustainability objectives.

Where occupier capacity is limited, leases are short or the asset is early in its engagement journey, lighter-touch approaches are often more practical. These can include:

- Targeted one-to-one engagement with key occupiers
- Sustainability-focused segments within existing occupier meetings
- Surveys, dashboards or digital engagement tools such as apps

These methods help build trust and readiness over time, creating the conditions for more formal structures in the future.

The format, frequency and engagement method should reflect how the building is used, how decisions are made and how important building performance is to

occupiers' wider business objectives. Where a formal committee is not appropriate, structured sustainability time within existing forums or targeted one-to-one engagement can deliver better results.

How this works across different asset types

Asset sustainability committees work best when they reflect how a building is used, how decisions are made, and how material building performance is to occupiers' wider business objectives. The format, cadence and engagement method should therefore vary by asset class. Where a formal committee is not suitable, structured sustainability time within existing occupier forums or targeted one-to-one engagement can deliver better outcomes.

Office

Office occupiers are often well positioned for committee-based engagement. Corporate ESG commitments, the visibility of workplace initiatives, and the opportunity to learn from peers can make sustainability forums a valuable space for collaboration. Forums can also provide an effective platform for occupiers to share initiatives that others can replicate, such as energy-saving practices, staff engagement campaigns, or building-linked community projects.

Flexible workspace providers and sub-tenants add complexity. Where an operator or lead tenant attends on behalf of many smaller occupiers, there is a layer of separation that can dilute accountability. A practical response is to treat the operator as the primary committee participant, with clear expectations that updates and actions are cascaded to sub-tenants through internal communications, onboarding processes and tenant handbooks.



Continuity relies on consistent engagement from the building or community manager, supported by clear documentation and follow-up.

Single-tenant office buildings typically require a different approach. With one occupier controlling operations, engagement can shift from multi-party coordination to direct alignment on performance targets, data-sharing expectations, fit-out standards and investment planning. Campus-style environments can benefit from a site-level forum, where shared infrastructure and place-based initiatives create a wider basis for collaboration.

Retail

Retail engagement is highly variable and often more challenging in committee formats. Anchor tenants with head-office sustainability strategies can usually participate meaningfully, but smaller SME tenants often lack capacity and face high staff turnover. In these cases, expecting regular attendance is rarely realistic.

For SME retailers, sustainability engagement tends to be more effective through one-to-one dialogue led by property or building managers, supported by simple guidance and practical interventions that reduce operational burden. Engagement is strengthened when initiatives link clearly to commercial outcomes and customer experience, such as reduced waste charges, improved waste facilities, cost-saving energy measures, or recognition through centre communications.

Retail also differs in materiality. For many retailers, the operational footprint of individual stores is small compared with manufacturing and logistics impacts,

which can limit attention and resources for in-store improvements. Corporate-level alignment and education therefore matter, particularly on topics like fit-out emissions and the operational savings available through better use of building systems.

Mixed-use schemes add a further dynamic. Retail initiatives can be positioned within broader place-based objectives, where sustainability activity supports both building performance and the visitor experience. This can help maintain relevance for tenants whose primary focus is footfall and brand.

Logistics

Logistics engagement is often delivered through direct dialogue rather than multi-tenant committees, since many facilities are single-let. Sustainability discussions are typically framed in business terms, such as reducing utility consumption, lowering operating costs, and partnering on on-site renewables. Rooftop solar PV, battery storage and microgrid concepts often provide clear shared opportunities where owners and occupiers can align.

Lease length can support deeper collaboration, but it is not the sole determinant. Clear business cases and practical delivery pathways remain the main drivers of action, including on shorter lease horizons.

These dynamics align with ULI's [Sustainability Unboxed: Delivering on Logistics and Distribution Warehouses](#), which highlights the importance of owner-occupier collaboration in a sector where triple-net leases often allocate operational control to tenants and where benchmarking and certification have historically lagged behind other asset classes.

Residential

Residential engagement requires a different model. Shorter leases, transient tenant populations and varied motivation make formal committees less suitable in most multi-let residential buildings.

A more effective approach is to focus on building-wide initiatives led by the property or community manager, while maintaining tenant feedback channels through surveys, apps and informal dialogue. Practical examples include:

- Energy communities that pool shared infrastructure such as PV, battery storage and sub-metering to deliver lower bills and greener electricity without requiring active tenant participation
- Shared services such as mobility hubs and EV charging that offer visible, everyday benefits and encourage sustainable behaviour

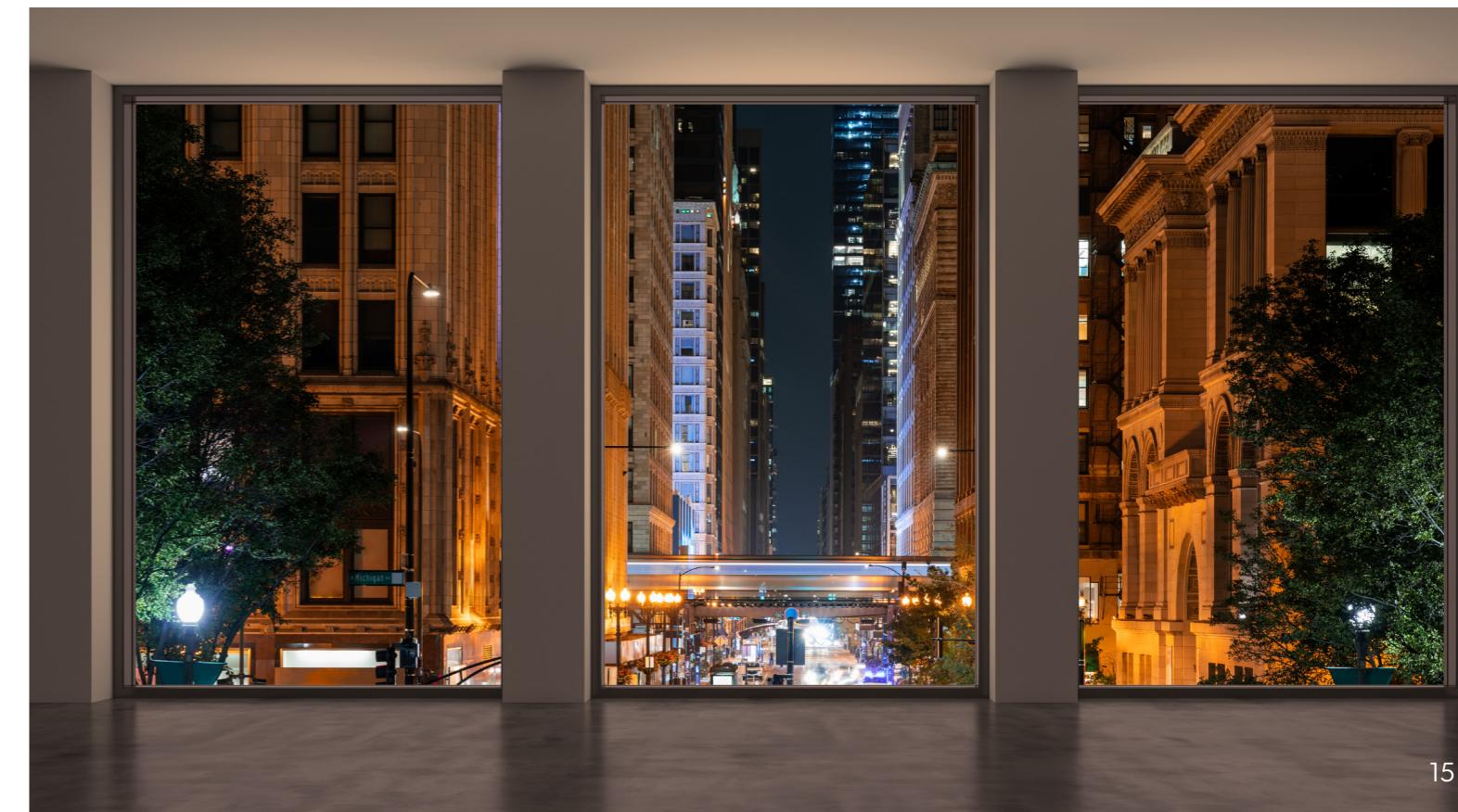
Residential engagement also depends on more than cost savings. Quality-of-life

improvements and emotional connection to place can be as important as energy bills, particularly where initiatives improve comfort, convenience and community identity.

Cross-sector considerations

The share of energy and utilities within total operating costs influences how motivated occupiers are to engage. Where energy is a significant cost, engagement tends to be easier to sustain. Where it is marginal, the value proposition needs to be clearer and more tailored.

Overall, sector differences reinforce the need to avoid a one-size-fits-all approach. The engagement method should be chosen based on occupier mix, lease structure, operational control and the topics most likely to translate into action, using formal committees where conditions are right and lighter-touch mechanisms to build momentum where they are not.



03

The value of asset sustainability committees

Asset sustainability committees provide a practical response to the structural challenges described in the previous section. While they are not a substitute for capital investment, green leases or portfolio-level strategy, they play a critical role in translating ambition into coordinated action within occupied buildings. Their value lies less in the forum itself and more in what it enables: structured dialogue, shared understanding and informed decision-making among parties with interdependent responsibilities.



Showing floor-by-floor energy performance comparisons allow tenants to see relative performance. That sparks real conversations.

— Property manager



Creating a structured space for collaboration

In many multi-tenant buildings, sustainability engagement remains fragmented, reactive or informal. Asset sustainability committees introduce structure by establishing a recurring forum focused on environmental performance and related priorities at building level. This creates predictable moments for dialogue that are grounded in the operational realities of a specific asset and its occupiers, helping to align expectations and maintain momentum over time.

Improving data transparency and decision-making

Access to meaningful performance data remains a persistent barrier to decarbonisation in leased buildings. Committees support progress by providing a shared setting for presenting building-level data, agreeing protocols for data exchange, and interpreting

results collectively. By connecting data to practical decisions — such as prioritising interventions, refining operational practices or informing investment planning — committees help convert reporting requirements into performance improvement.

Supporting behaviour change and operational improvement

While capital upgrades are essential, day-to-day operational practices and user behaviour significantly influence building performance. Sustainability committees provide a platform for translating technical goals into actions within occupiers' control. They enable building teams to explain how systems operate, clarify the impact of everyday decisions and coordinate actions such as operating hours, fit-out approaches or shutdown procedures. The shared forum also supports peer learning between occupiers working within the same constraints.



Aligning incentives and managing trade-offs

The split incentive remains a structural challenge in leased buildings. Committees do not remove this constraint, but they provide a practical mechanism for addressing it. By bringing owners, occupiers and property managers into the same discussion, committees support transparent conversations on cost recovery, service charges, phasing of upgrades and allocation of benefits. This can strengthen business cases for investments that might otherwise stall.

Strengthening relationships and trust

Sustainability outcomes depend heavily on the quality of working relationships between individuals. Asset sustainability committees establish a regular, relationship-based forum outside purely transactional interactions. Over time, this supports a shift from compliance-driven exchanges toward collaborative problem-solving, improving confidence in commitments and enabling more tailored engagement.

Value for property managers

For property managers, committees provide structured delivery framework for sustainability responsibilities that might otherwise remain informal or inconsistent. They improve coordination across building, property and sustainability functions and create clearer accountability for follow-up actions.

Where organisations have dedicated sustainability specialists within property management teams, committees allow this expertise to be deployed efficiently across multiple assets and occupiers in a coordinated manner, improving consistency while managing resource constraints.

A tool within a wider toolkit

Asset sustainability committees deliver the greatest value when aligned with complementary mechanisms such as green leases, data-sharing agreements, fit-out guidance and behaviour-change initiatives. They should not be treated as a universal solution; effectiveness depends on asset context, occupier profile and resourcing. Where conditions are right, however, they provide a durable governance structure that supports collaboration, accountability and continuity in the transition to low-carbon, high-performing buildings.



Committees give us something tangible to point to when investors ask how we're engaging tenants on net zero.

— Landlord



Benefits of running Asset Sustainability Committees for key stakeholders

| Benefits for Landlords | Benefits for Property Managers | Benefits for Occupiers |
|---|---|---|
| Demonstrable ESG delivery at asset level Asset sustainability committees provide a visible mechanism for translating portfolio-level commitments into building-specific action, strengthening credibility with occupiers, investors and regulators. | A clear framework for sustainability delivery Committees formalise sustainability engagement that might otherwise be ad hoc, providing structure, continuity and clearer accountability at the asset level. | A channel to influence asset-level decisions Committees create a structured opportunity for occupiers to raise priorities, constraints and ideas that affect how buildings are operated, maintained and upgraded. This helps align landlord-led initiatives with occupiers' own sustainability objectives and operational realities. |
| Improved quality of occupier relationships Regular, structured engagement supports more informed and constructive dialogue, helping landlords better understand occupier priorities and reducing friction around sustainability initiatives. | Stronger intermediary role between owners and occupiers Regular forums reinforce the property manager's position as a trusted coordinator, helping align expectations and maintain momentum on agreed actions. | Peer learning within a shared building context Bringing multiple occupiers together enables the exchange of practical experience on issues such as energy management, waste reduction or fit-out approaches, grounded in the constraints of a shared asset rather than generic best practice. |
| Evidence for reporting and assurance Insights generated through committees can support investor disclosures, board reporting and performance-based frameworks such as GRESB, providing asset-level proof points rather than high-level narratives. | More efficient use of specialist expertise Committees allow sustainability specialists from within property management firms the opportunity to support multiple occupiers and buildings in a coordinated way, improving consistency while managing resource constraints. | Stronger connection to the building community Regular forums help build relationships between occupiers and contribute to a sense of shared responsibility for environmental and social outcomes at the asset level. |
| Greater alignment around decarbonisation pathways Committees create space to explain long-term asset strategies, discuss proposed upgrades and build occupier understanding and support for capital investment decisions. | Alignment with property managers' own ESG objectives As occupier activity contributes significantly to the emissions associated with managed portfolios, committees support property managers in addressing their own Scope 3 responsibilities. | Access to meaningful performance data Asset sustainability committees provide occupiers with visibility of building-level energy, water, waste and emissions performance, and in some cases aggregated or floor-level insights where data sharing is agreed. This supports corporate sustainability reporting requirements and helps occupiers understand how their operational decisions influence whole-building outcomes |
| Operational performance and cost benefits Direct engagement with occupiers can unlock operational improvements that reduce energy use, emissions and costs across the building. | Service differentiation and capability building Where appropriately resourced and priced, committees can strengthen service offerings and embed sustainability into standard property management practice. | |

BNP Paribas Real Estate - Embedding green committees into property management practice

BNP Paribas Real Estate (BNPPRE) has rolled out green committees across its managed office buildings in London, drawing on experience from its French operations where landlord-tenant engagement on environmental performance is a regulatory requirement.

Led by the firm's dedicated ESG team in collaboration with asset and building managers, the initiative has become a formal component of BNPPRE's property management model, driving collaboration, transparency, and measurable improvement at the asset level.



The most effective committees are those where all tenants agree to share their floor-by-floor data. Transparency builds trust, helps identify inefficiencies, and creates a shared sense of accountability.

- Sustainability Manager

Building managers maintain day-to-day engagement, encourage attendance, and ensure agreed actions are followed through.

Each committee meets every six months for 60 to 90 minutes, providing enough time between sessions to track meaningful progress. A typical agenda includes:

- **Performance overview:** Whole-building and, where data sharing is agreed, floor-by-floor energy, water, waste, and carbon metrics, benchmarked against CRREM, CIBSE, and NABERS standards.
- **Decarbonisation planning:** Updates from landlords on retrofit works and CAPEX roadmaps linking each asset's progress to portfolio-level net zero strategies.
- **Operational engagement:** Input from service providers such as waste contractors or energy consultants to explain performance trends and identify practical improvements.
- **Social impact:** Building surveys, events, and community initiatives that strengthen the occupier community.
- **Action setting:** Agreed follow-ups with clear ownership across occupiers, landlords, and the management team.



Preparation is key. Before each session, the ESG team contacts every occupier to understand their sustainability priorities and ensure the right representatives attend, ideally a facilities or sustainability lead able to act on decisions. After the meeting, the team produces an Occupier Best Practice Guide, summarising performance data, ESG targets, and agreed actions, while showcasing examples from across the portfolio. The guide maintains momentum between sessions and reinforces accountability.

BNPPRE have begun to embed green committees into new management service contracts and are typically funded through existing service charge structures or landlord-paid contracts, treating them as a core ESG delivery mechanism to ensure consistency and resourcing by specialist sustainability professionals.

At one London office, a combination of initiatives, including running a green committee, contributed to a 38% reduction in energy use. For occupiers, the committees provide access to reliable, detailed data and a forum to influence operational decisions. For landlords, they demonstrate visible commitment to ESG, strengthen tenant relationships, and generate credible, data-backed evidence for investor reporting.

This approach creates a repeatable structure that benefits all stakeholders, demonstrating how sustainability governance embedded in day-to-day management drives lasting performance improvements across a portfolio.



04

Running an effective sustainability committee

Asset sustainability committees succeed or fail on design. Effective committees combine clear structure, consistent preparation, robust data, and sustained engagement. The objective is not simply to hold meetings, but to create a delivery mechanism that translates strategy into coordinated action at the building level.



Designing for delivery

There is no single correct format for an asset sustainability committee. Successful models range from standalone forums to dedicated sustainability sessions embedded within existing occupier meetings. What matters is consistency, clarity of purpose and focus on asset-level environmental performance.

The most effective committees typically:

- operate on a predictable cycle aligned with reporting and planning processes
- last 60 to 90 minutes to allow meaningful discussion without fatigue
- maintain a standing agenda framework while adapting topics to asset context and occupier priorities
- have clear actions, owners and timelines at every meeting and disciplined preparation and documented follow-up

Governance and accountability

Clear governance underpins effective delivery. Committees work best when responsibility for convening, agenda-setting and follow-up is clearly assigned, typically to the building management team with oversight from property management and sustainability leads. Named owners for actions, documented decisions and tracked follow-up ensure continuity beyond individual meetings and across staff changes.



Securing and sustaining engagement

The most carefully designed asset sustainability committee will fail if occupiers do not attend, engage and stay involved. Securing commitment is therefore not a procedural step but the foundation of success.

Formal invitations to a meeting on “energy” or “waste” rarely generate momentum on their own. Engagement is built through informal, trust-based groundwork. Coffee catch-ups with tenant representatives, one-to-one conversations with facilities or sustainability leads and early listening sessions allow building teams to

understand occupiers’ priorities and constraints before asking for participation.

This early phase shapes both the agenda and the tone of the committee. It signals that sustainability is being co-created rather than imposed.

Some organisers begin with accessible, even enjoyable activities to lower the barrier to entry and make sustainability a shared agenda. Others invite occupiers to present their own initiatives, creating peer learning and positive momentum from the outset.

Sustained engagement strengthens further when occupiers formalise their participation. In some buildings this includes signing up to shared KPIs, agreeing data-sharing principles or endorsing the committee’s objectives. These light-touch commitments clarify expectations and reinforce collective responsibility for outcomes.

Typical agenda topics

Once engagement is established, the agenda becomes the primary tool for keeping the committee focused on delivery. A mix of structured performance reporting and open discussion is critical. Too rigid a structure risks disengagement, but without a framework meetings can lose focus.

Most effective committees organise agendas around the following core elements:

1. Orientation and purpose

Particularly important for new attendees.

- Introduction of purpose, roles and responsibilities
- Overview of the building’s sustainability objectives and governance

2. Performance and data

- Building performance update against the asset’s sustainability strategy
- Electricity, gas, on-site renewables, water, carbon emissions and waste data at whole-building level
- Floor-by-floor performance where agreed and available
- External benchmarks and targets, such as CRREM, REEB, CIBSE or NABERS
- Discussion of trends, anomalies and emerging risks

3. Landlord strategy and investment

- Updates on the asset’s decarbonisation pathway
- Planned capital expenditure and retrofit initiatives
- Net zero roadmap progress and constraints

4. Occupier action and collaboration

- Operational improvements and behavioural initiatives
- Group discussion on shared challenges and ideas (for example waste logistics, delivery consolidation, fit-out impacts)
- Coordination of fit-outs and embodied carbon considerations

5. External inputs and knowledge sharing

- Regulatory and reporting updates (for example GRESB, ESOS, net zero pathways, utility reporting)
- Service provider or technical specialist contributions where relevant
- Occupier or tenant presentations sharing initiatives and lessons learned

6. Social impact and community

- Building events and engagement activity
- Survey feedback and community initiatives

7. Resolutions and next steps

- Agreed actions
- Named owners and timelines
- Follow-up requirements
- Any other business (future events, occupier requests, training needs)

Pembroke - Using shared KPIs to drive commitment

Pembroke, an international real estate advisor that acquires, develops and manages properties, embeds sustainability into its in-house property management model, through which Pembroke works together with tenants to collectively improve building performance.

Instead of formal committees, Pembroke integrates sustainability engagement into regular tenant touchpoints such as quarterly meetings, campaigns and community events.

After achieving Energy Class A in November 2024 at its Mästerhuset office building in Stockholm, Pembroke's in-house property management team is focused on creating additional value for its tenants by reducing the carbon footprint further. To achieve this, they are working collaboratively on the following sustainability KPIs:

- Smoothing temperature set-points to reduce energy peaks
- Logging and reducing fit-out materials and waste
- Cutting residual waste while improving food-waste capture

Preliminary data indicates that, over the past 12 months, the introduction of the

new KPIs has driven measurable efficiency gains, with tenants' individual heating consumption reduced by approximately 5%, and cooling consumption by 12%, compared to the same period last year.

Pembroke measures and evaluates fit outs, to provide tenants with detailed CO₂e footprint data. This initiative aims to raise awareness and identify potential adjustments in both ongoing and future refurbishments, supporting the shared commitment to sustainability.

Waste management performance has improved significantly after the introduction of additional sorting fractions, with all tenants now separating food waste for the first time. As a result, residual waste, often regarded a 'catch-all' category has been reduced by 7%. This progress gives tenants better control over their waste streams, helping them to reduce disposal costs and advance their sustainability objectives. It also represents a tangible contribution to Mästerhuset's collective environmental strategy.

Asset-level engagement is led by Pembroke's in-house property management and technical teams, supported by sustainability specialists and external consultants who train on-site facility management staff. This investment ensures building teams understand technical systems and can communicate sustainability actions with confidence, improving both tenant engagement outcomes and overall service quality.

To maintain consistency across the portfolio, Pembroke follows a core engagement agenda and allows local teams to tailor discussions based on asset type and market maturity covering energy, waste, fit-out materials, and data sharing. Where wider city initiatives arise, such as

zero-emission delivery schemes, Pembroke acts as a convenor, aligning occupiers around external programmes and translating policy ambitions into practical building operations.

Sustainability expectations start at leasing, with fit-out guidelines, data-sharing clauses, and commitments embedded in documentation. By weaving sustainability into every interaction, Pembroke uses shared KPI's as a practical tool for operational excellence and community impact.



Turning data into action

Data sharing is essential for accountability and compliance. Owners and tenants face increasing pressure to report whole-building performance and emissions to governments, investors and corporate leadership. Yet privacy concerns, limited metering and lack of trust often restrict access to complete data. Collaboration

between owners and occupiers is the only way to overcome these barriers.

Reliable, shared performance information transforms engagement. Without it, discussions remain abstract and progress cannot be measured. Complete data enables:

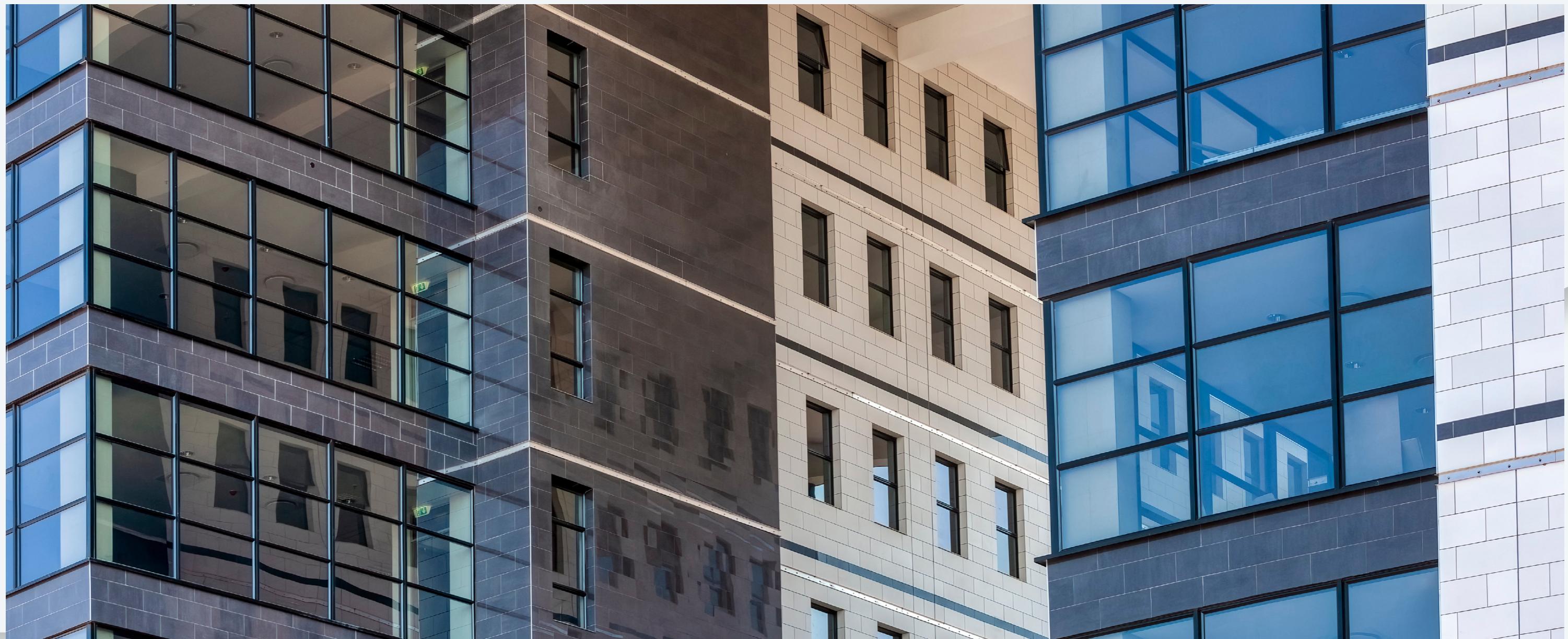
- whole-building performance reporting
- benchmarking and peer learning
- identification of priority interventions
- measurement of progress toward net zero commitments

Asset sustainability committees create the trust and reciprocity required for effective data exchange. They provide a structured forum where concerns can be addressed, protocols agreed and insights interpreted collectively.

Engagement strengthens when occupiers see the impact of their actions. Regular dashboards, performance summaries and progress updates allow tenants to track improvement and understand how their behaviour contributes to whole-building outcomes. Where appropriate and agreed, relative performance comparisons can sustain interest by creating transparency

and healthy peer motivation.

Data sharing delivers value only when information is returned in useful and actionable formats. Committees connect data to practical decisions, demonstrate what participation unlocks and show how collaboration leads to smarter investments and visible improvements. As benefits become clear, willingness to share data grows and engagement becomes self-reinforcing.



Derwent London - A building-by-building approach to green forums

Derwent London, one of the UK's leading real estate investment and development companies, is known for its design-led approach and commitment to sustainability. Its integrated business model, where property management services are delivered in-house, allows sustainability to be embedded across asset and property management. This structure makes collaboration between owner and occupier more straightforward than in outsourced models, ensuring corporate sustainability goals translate into day-to-day operations.

Derwent London introduces green forums on a building-by-building basis, focusing on sites with engaged occupiers and long-term leases. These forums provide a platform for occupiers to share sustainability goals, learn from peers, and hear updates on building-level initiatives. They work best when shaped by occupiers themselves, creating a sense of ownership and relevance.

Forums are usually facilitated by the building management team and Derwent London's sustainability manager, with support from asset managers and M&E engineers. Agendas are co-created with occupiers, based on their priorities and

recent activities such as lighting audits or energy walk-arounds. Invitations and follow-ups are managed by the building operations support team, ensuring continuity and action tracking. Attendance typically includes sustainability managers, ESG leads, facilities managers, and office managers.

Popular topics include out-of-hours energy use, lighting, and recycling. Lighting assessments during quarterly audits have proven effective for reinforcing positive behaviours such as switching off lights during holidays and enhanced end-of-day shut down procedures. Waste management is another area of strong interest, with forums helping occupiers engage staff in recycling initiatives. Other discussions cover water management, biodiversity, and regulatory updates. These sessions often spark deeper one-on-one conversations, strengthening relationships and driving action.

A key challenge is influencing how occupiers use their space. Many arrive with interior concepts that prioritise aesthetics or brand identity but overlook operational impacts. Green forums provide one avenue to have these conversations, allowing occupiers to share what they have done and learn from peers. They also create opportunities for Derwent London to highlight practical measures such as motion-sensor lighting or reducing unnecessary equipment use. These changes can significantly cut embodied emissions, energy demand and improve building performance, but forums are part of a broader engagement strategy that includes one-on-one discussions and ongoing support from the property management and sustainability team.

Securing the right attendees is critical. Forums are most productive when occupiers nominate sustainability leads or individuals empowered to act. Derwent London sees a marked difference between attendees who manage corporate ESG targets and those focused solely on day-to-day FM tasks. Derwent London's integrated management model supports this by providing direct access to its in-house sustainability team, ensuring occupiers receive practical guidance and data support.

Green forums at buildings such as 20 Farringdon Road and The White Chapel Building have demonstrated that sustainability engagement works best when it is occupier-led, supported by proactive landlord involvement, and embedded into operational routines rather than treated as an add-on.

At the end of 2025 Derwent London launched its latest occupier energy campaign "You hold the power to save". This campaign aims to foster a culture of energy efficiency, ensuring that we collectively support each other's sustainability ambitions and create more sustainable office environment.

Packed with resources, the campaign not only focuses on exploring opportunities to collaborate and work together to reduce energy use but also promote good practice within the buildings to encourage other occupiers to actively monitor their energy use too!



Checklist for designing and running an effective sustainability committee

Use this checklist to assess readiness and guide implementation.

| 0. Assess suitability and context | |
|--|--|
| Evaluate whether a formal committee is appropriate based on asset context, occupier mix and engagement readiness, lease structure and available resourcing | |
| Consider lighter-touch alternatives where formal committees are not practical (e.g., one-to-one engagement, sustainability segments in existing meetings, surveys, dashboards, apps) | |
| Tailor approach to sector-specific dynamics (office, retail, logistics, residential) and occupier priorities | |
| 1. Establish purpose and scope | |
| Define the committee's role in delivering the asset's sustainability strategy | |
| Clarify how the committee complements green leases, data sharing protocols and existing behaviour change initiatives | |
| Confirm whether the forum will be standalone or integrated into existing occupier meetings | |
| 2. Secure commitment and engagement | |
| Identify engaged occupiers and priority stakeholders | |
| Hold informal pre-meetings or one-to-one conversations to understand occupier goals and constraints | |
| Shape the initial agenda around occupier priorities to build relevance | |

| Encourage occupiers to share their own initiatives to foster peer learning | |
|---|--|
| Consider light-touch commitments (e.g. shared KPIs, data-sharing principles) to reinforce collective responsibility | |
| 3. Define attendees and roles | |
| Ensure owner/asset manager representation for strategic oversight and investment linkage | |
| Assign property management roles: Building manager as convener and possibly chair; Facilities team for operational insight; Sustainability specialist for technical input (where available in the property management firm) | |
| Plan for capability building (e.g. upskilling building managers on building systems, data interpretation and sustainability basics) | |
| Invite occupier representatives with sustainability/ESG or operational responsibility and authority to influence decisions | |
| Include technical specialists or service providers where relevant for benchmarking and regulatory context | |
| Adapt attendee mix to asset type and occupier profile (e.g., retail SMEs, flexible workspace operators) | |
| Confirm responsibilities for preparation, facilitation, documentation, and follow-up | |
| Establish escalation pathways for strategic decisions (e.g., link to senior committees or leadership) | |
| 4. Design the structure and delivery | |
| Set a predictable meeting cycle aligned with reporting and planning processes | |
| Confirm appropriate duration (typically 60–90 minutes) | |

| | |
|--|--|
| Ensure each meeting concludes with agreed actions, named owners, and timelines | |
| 5. Resource and fund committee | |
| Clarify funding model: Embedded within property management services from the outset; Recovered through service charge where appropriate; Supported by additional consultancy or specialist services | |
| Confirm resourcing across building, property, and sustainability teams | |
| Ensure expectations align with available capacity and budget | |
| Define and communicate roles and responsibilities across owners, property managers, and occupiers | |
| 6. Build the agenda framework | |
| Open with orientation and purpose (especially for new attendees) | |
| Review building performance and data, including: energy, gas, water, waste and carbon emissions; whole-building performance and, where agreed, floor-by-floor data; trends, anomalies and progress against targets | |
| Benchmark performance against external standards and asset targets (e.g. CRREM or NABERS) | |
| Share landlord strategy and investment context, including: asset-level decarbonisation plans and net zero roadmap; planned capital works and upgrade priorities; known constraints, dependencies and timing considerations | |
| Highlight occupier actions, shared challenges and collaboration opportunities (including operational improvements, behavioural initiatives and fit-out coordination) | |
| Include targeted external inputs where helpful (regulatory updates, technical specialists, service providers, or tenant presentations) | |
| Address social impact, wellbeing and community engagement | |
| Conclude with clear resolutions, named owners and next steps | |

| | |
|--|--|
| 7. Enable effective data sharing | |
| Define data requirements and reporting objectives (e.g. regulatory reporting, investor disclosure, asset performance management, occupier ESG needs) | |
| Assess whether whole-building or floor-by-floor performance can be shared | |
| Address privacy, metering, and access constraints collaboratively | |
| Present performance data with context and analysis | |
| Return information to occupiers in useful, actionable formats | |
| Use dashboards and progress updates to reinforce behaviour change and accountability | |
| 8. Follow-up and sustain engagement | |
| Circulate meeting notes and agreed actions promptly | |
| Track progress and provide updates between meetings | |
| Maintain informal engagement to reinforce trust | |
| Escalate key outcomes to senior decision-makers where needed | |
| Review effectiveness regularly and adjust based on feedback | |
| Refresh contacts as occupier mix changes and ensure continuity through documentation | |

Lendlease - Tenant forums across the globe

Eco-Concierge services in Australia

Lendlease, a leading Australian real estate and investment business, has introduced an Eco-Concierge service across its workplaces in Australia, designed to help occupiers use buildings more sustainably in day-to-day operations. The service provides practical sustainability support to tenants,



helping them understand building systems, reduce environmental impacts and translate corporate goals into actions at the workplace level.

As part of the service, the Eco-Concierge convenes quarterly sustainability forums, bringing occupiers together to exchange practical insights, share learnings and hear examples of successful initiatives from other occupiers. These sessions create a community of practice, reducing the isolation tenants can feel when trying to apply sustainability principles within leased space.

More than 100 tenants are already engaged in the service, using Eco-Concierge to improve their environmental performance and build sustainability knowledge and learnings within their business.

Sustainability committees at MIND, Italy

Lendlease manages the development and operations of the Milano Innovation District (MIND), a multi-phased redevelopment transforming the former Expo Milano site into a large-scale mixed-use campus. The diversity of occupiers makes sustainability challenges difficult to solve individually, so coordination is crucial. To address this, Lendlease established a sustainability committee that turns collective ambition into practical outcomes at the site level.

The committee grew from existing tenant operational forums, shifting sustainability from an occasional agenda item to a structured mechanism for collaboration. It meets quarterly and is co-chaired by Lendlease's sustainability team and Arexpo, the public landowner. Attendance includes anchor tenants, laboratories, hospitals, university departments, and retail brands, with participation expanding as new occupiers join.

Meetings are designed to drive action rather than broad discussion. A typical agenda includes campus-wide energy, waste, water, and biodiversity topics, tenant proposals that require cross-organisational involvement, technical input from the municipality or service partners, and agreement on responsibilities and next steps.

This approach has unlocked opportunities that no single tenant could deliver alone. Waste management became an early focus. Medical research labs, retailers, and office tenants generated different waste streams but faced similar operational inefficiencies. The committee worked with the municipality and waste contractor to pilot smart bins that weigh material and guide users to correct disposal points.



This replaced a charging model based on floorspace that offered no incentive to improve. The pilot produced data that supported operational changes and informed future contract upgrades.

The committee also connects operational insight with decision-makers. Outcomes are escalated to the MIND Strategic Advisory Committee, which includes CEOs of anchor institutions. This has helped initiatives such as biodiversity projects, community programmes, and logistics trials secure funding and senior backing, ensuring they move beyond discussion to implementation.

Engagement varies by tenant type. Anchor organisations participate consistently, while retailers are harder to mobilise due to staff turnover and limited authority at store level. For these tenants, engagement often runs through head-office sustainability teams or simplified tools such as event sustainability scorecards, which set clear expectations without creating administrative burden.

The committee is resourced through the site management budget, reflecting its role in campus performance and community building. Lendlease's sustainability team collates evidence, convenes partners, and manages the agenda, while property and facilities teams implement actions on the ground. This structure has created a platform that turns shared opportunities into operational improvements and strengthens the identity of the campus.



Acknowledgements

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Mahesh Thomas, Hines

Maria Tyler, Redevco

Nadia Boschi, Lendlease

Zanda Pipira, Derwent London