



Asset Sustainability Committees Best Practice Guide

Launch webinar

What is C Change

Mobilising the industry to speed up and scale up decarbonisation in Europe

Partners:

ARUP Hines IPUT
REAL ESTATE DUBLIN
PIMCO REDEVCO

Supporters:

Bouwinvest Real Estate Investors Breakthrough Energy VENTURES La Caisse
CATELLA COIMA J.P.Morgan OXFORD
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Focused on solutions

Collaborative and open source

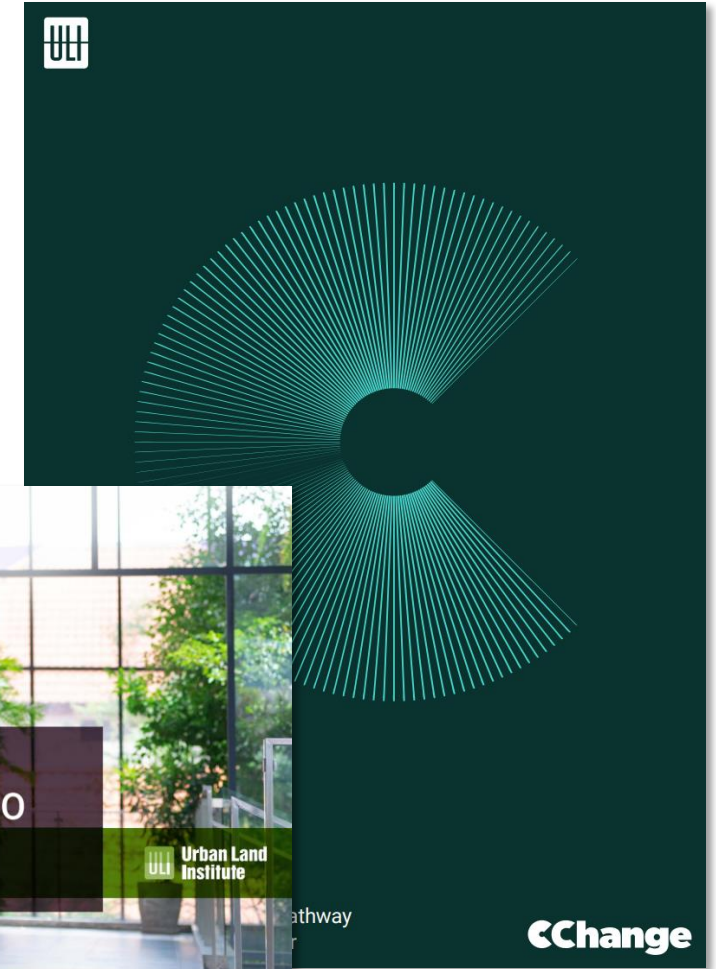
Uses systems interventions

Owner occupier alignment

The challenge in occupied buildings

Why decarbonisation stalls in occupied assets

- Misalignment between control and influence
- Lack of structured, ongoing collaboration beyond leases
- Fragmented and incomplete data
- Unclear routes from strategy to asset-level action



The role of the property manager

Property managers at the centre of delivery



Interface between owners
and occupiers



Day-to-day building
oversight



Data coordination

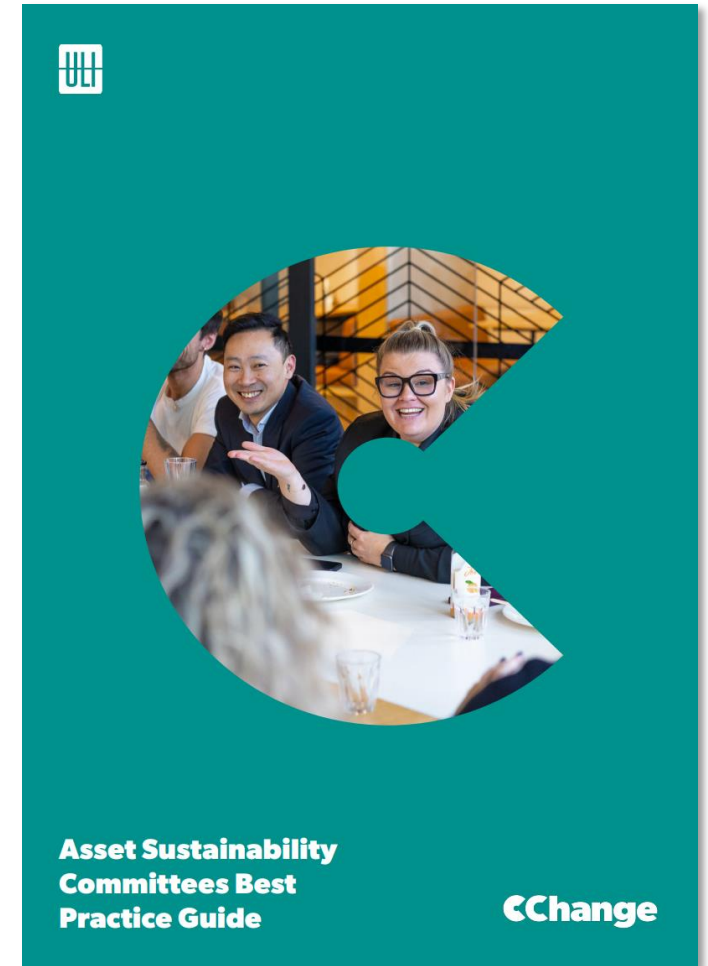


Relationship continuity

Asset Sustainability Committees

Best Practice Guide

- Interviews with **twelve** leading real estate owners and property managers across Europe.
- Exploring:
 - how committees are set up
 - who is involved
 - how data is used
 - how engagement is sustained
 - where challenges arise
- No one-size fits all.



What is an asset sustainability committee?

Regular, building-level forums convening owners, occupiers and property managers on sustainability performance and delivery.

Visibility on
landlord plans
and investment
priorities

Share and
interpret
environmental
performance data

Support for
behaviour change

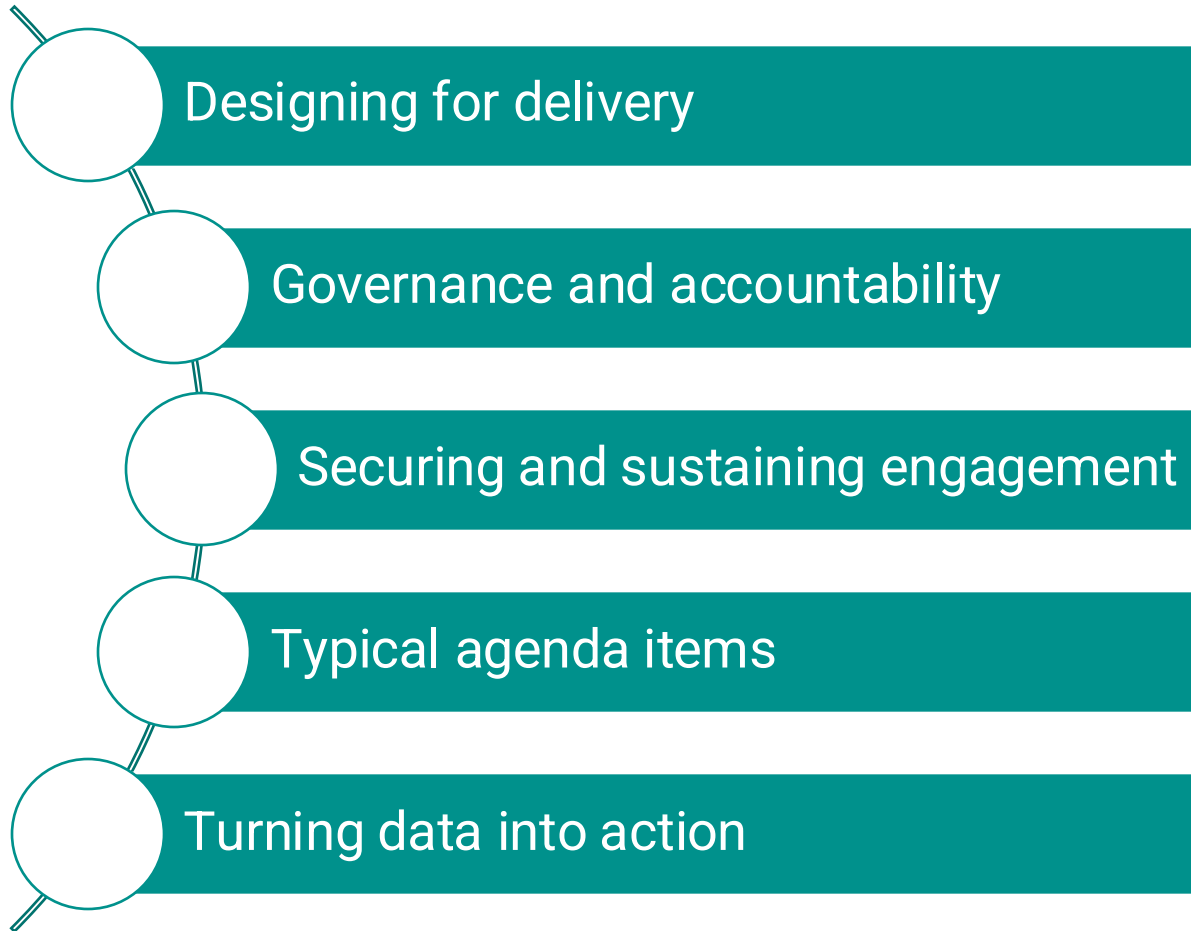
Alignment of
priorities &
incentives

Enable peer-to-
peer learning

A tool within a
wider toolkit

Running an effective committee

Key insights and summary two-page checklist



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	

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	

7. Enable effective data sharing	
Define data requirements and reporting objectives (e.g. regulatory reporting, investor disclosure, asset performance management, occupier ESG needs)	

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)	

Case studies

Eight unique approaches in practice



- **IPUT** – Embedding green committees into asset management
- **Pembroke** – Using shared KPIs to drive commitment
- **Derwent London** – A build-by-building approach to green forums
- **Lendlease** – Tenant forums across the globe
- **Redevco** – Embedding sustainability into routine tenant engagement
- **Hines & Helix** – Green Committees built on trust at 20 Old Bailey
- **PIMCO** – Driving decarbonisation through landlord-tenant collaboration
- **BNP Paribas Real Estate** – Embedding green committees into property management

Panel

Moderator



Emily Hallworth,
Manager, ESG
Programmes,
Urban Land Institute



Katie Kowalski,
Associate Director
Sustainability,
Paribas Real Estate



Christoph Mayr,
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