

Webinar

Asset Sustainability Committees Best Practice Guide

Date: February 09, 2026

00:00:04 --> 00:00:07: Hello everyone, thank you very much for joining us for

00:00:07 --> 00:00:09: this webinar today.

00:00:09 --> 00:00:11: My name is Emily Hallworth and I work for the

00:00:11 --> 00:00:14: Urban Land Institute on our ESG programmes in Europe.

00:00:15 --> 00:00:20: ULI is a not-for-profit research and education organization supported by

00:00:21 --> 00:00:25: its 48,000 members globally that span the real estate sector's

00:00:25 --> 00:00:26: value chain.

00:00:27 --> 00:00:31: Today's session marks the launch of our new resource, ULI

00:00:31 --> 00:00:36: Europe's new Asset Sustainability Committee's Best Practice guide.

00:00:36 --> 00:00:39: Over the next hour, we'll spend about 10 minutes setting

00:00:40 --> 00:00:42: the context for why we developed this guide, what it

00:00:42 --> 00:00:45: covers, and then before moving on to a panel discussion

00:00:45 --> 00:00:49: with practitioners who are applying these committees in practice.

00:00:50 --> 00:00:53: We'll then open up for audience questions, So please feel

00:00:53 --> 00:00:56: free to submit any questions as we go along.

00:00:57 --> 00:00:58: Next slide, please.

00:00:59 --> 00:01:02: So just briefly before we get into the guide itself,

00:01:02 --> 00:01:06: I wanted to introduce the Sea Change program, which now

00:01:06 --> 00:01:07: in its fifth year.

00:01:07 --> 00:01:10: Sea Change is you allow Europe's collaborative program focused on

00:01:10 --> 00:01:13: accelerating decarbonisation across the built.

00:01:13 --> 00:01:13: Environment.

00:01:14 --> 00:01:14: Our aim?

00:01:14 --> 00:01:18: Isn't to duplicate the many goods initiatives that are already

00:01:18 --> 00:01:21: underway across Europe, but to focus on areas where

00:01:22 --> 00:01:25: progress

00:01:25 --> 00:01:28: is still slow and where you alive together with it's

00:01:28 --> 00:01:30: members are best placed to make the greatest impact and

drive change at a systems level.

00:01:30 --> 00:01:34: So fundamentally, our approach is focused on finding practical solutions

00:01:34 --> 00:01:37: for the industry, being collaborative and having all of our

00:01:38 --> 00:01:39: resources as open source.

00:01:40 --> 00:01:42: And of course, none of this is possible without the

00:01:42 --> 00:01:44: support of our partners and supporters.

00:01:44 --> 00:01:47: So we're very grateful for their continued engagement as well.

00:01:48 --> 00:01:49: Next slide, please.

00:01:51 --> 00:01:53: So one of the key intervention areas within the Sea

00:01:54 --> 00:01:56: Change programme is owner occupier alignment.

00:01:56 --> 00:01:59: And this is particularly important when we're talking about occupied

00:02:00 --> 00:02:00: buildings.

00:02:00 --> 00:02:01: Next slide.

00:02:03 --> 00:02:07: And while many organisations have now set net 0 strategies

00:02:07 --> 00:02:12: and sustainability targets, the challenge we consistently hear is how

00:02:12 --> 00:02:16: to translate those commitments into action once a building has

00:02:16 --> 00:02:18: already been occupied.

00:02:19 --> 00:02:24: This is particularly difficult because responsibilities for environmental performance is

00:02:24 --> 00:02:29: shared across different stakeholders, whilst decisions about investment operations and

00:02:30 --> 00:02:33: behaviour also sit across different stakeholders too.

00:02:33 --> 00:02:38: This makes coordinated asset level delivery challenging when it comes

00:02:38 --> 00:02:43: to sustainability and in practice, whilst leases and contractual arrangements

00:02:43 --> 00:02:46: can play an important role, and do play an important

00:02:46 --> 00:02:50: role in defining what the roles and responsibilities are, they

00:02:50 --> 00:02:52: are often limited.

00:02:53 --> 00:02:57: There are often limited opportunities beyond that sort of early

00:02:57 --> 00:03:01: transactional phase for owners and occupiers to come together to

00:03:01 --> 00:03:06: collaborate and discuss sustainability, understand constraints and agree coordinated action

00:03:06 --> 00:03:08: at the building level.

00:03:09 --> 00:03:12: So you and I and others have produced resources to

00:03:12 --> 00:03:17: help drive that owner occupy collaboration around decarbonisation.

00:03:17 --> 00:03:21: This includes our work on tenant engagement through a six

00:03:21 --> 00:03:23: part primer series produced by our U.S.

00:03:23 --> 00:03:27: team and also guidance from other organizations such as the Better Buildings Partnership.

00:03:27 --> 00:03:28: Share useful guidance on things like green leases and responsible

00:03:28 --> 00:03:32: property management too.

00:03:32 --> 00:03:34: However, through our.

00:03:35 --> 00:03:35: Engagement with members, we wanted to dive deeper and better

00:03:35 --> 00:03:39: understand what's working on the ground to help bridge that

00:03:39 --> 00:03:42: owner Occupier Gap further and support sustainability delivery in Occupier

00:03:43 --> 00:03:47: buildings.

00:03:47 --> 00:03:47: And that's the question that led directly to the work

00:03:48 --> 00:03:50: that we're sharing today.

00:03:50 --> 00:03:51: Next slide, please.

00:03:52 --> 00:03:53: So a key insight from the conversations is the pivotal

00:03:54 --> 00:03:58: role of the property manager.

00:03:58 --> 00:03:59: Property managers operate at the intersection between

00:04:00 --> 00:04:05: owners and occupiers.

00:04:05 --> 00:04:10: They have day-to-day oversight and responsibility for buildings, ongoing relationships

00:04:10 --> 00:04:14: with tenants, and are often responsible for coordinating performance, data

00:04:15 --> 00:04:15: and delivery.

00:04:16 --> 00:04:22: Increasingly so, they're also expected to support sustainability, reporting, compliance

00:04:22 --> 00:04:23: and progress too.

00:04:23 --> 00:04:26: And that led us to asking a simple question, Are

00:04:26 --> 00:04:31: there mechanisms out there to help property managers and owners

00:04:31 --> 00:04:35: facilitate collaboration at asset level in a more structured way?

00:04:36 --> 00:04:37: Next slide, please.

00:04:39 --> 00:04:42: So one answer that we heard repeatedly was the use

00:04:42 --> 00:04:47: of structured forums, often referred to as asset sustainability committees,

00:04:47 --> 00:04:50: also known as green committees or sustainability forums.

00:04:50 --> 00:04:53: They've got lots of different names, but we found that

00:04:53 --> 00:04:56: there was no clear guidance on when those forums work

00:04:56 --> 00:04:59: well and also how to design them effectively and that

00:04:59 --> 00:05:01: they're also not happening at scale.

00:05:01 --> 00:05:04: This is a few leading organisations that are using this

00:05:04 --> 00:05:06: approach, but we wanted to make sure that it was

00:05:06 --> 00:05:09: shared so that the industry can learn from it.

00:05:09 --> 00:05:10: Next slide, please.

00:05:11 --> 00:05:16: So that's how we came about creating this best practice guide.

00:05:16 --> 00:05:17: It was based on interviews with 12 leading real estate

00:05:20 --> 00:05:25: owners and property managers across Europe, covering mainly office and

00:05:25 --> 00:05:26: retail assets.

00:05:27 --> 00:05:31: We explored how committees are set up, who's involved, how

00:05:31 --> 00:05:34: data is used to help drive performance and help with

00:05:34 --> 00:05:39: interpretation of it, how engagement is sustained, and also where challenges arise.

00:05:39 --> 00:05:40: challenges arise.

00:05:41 --> 00:05:44: And importantly, the aim wasn't to prescribe a single model

00:05:44 --> 00:05:48: because it became very clear through the interviews that no one-size-fits-all, but to capture the different approaches and lessons learned

00:05:52 --> 00:05:55: so that others can use it as inspiration.

00:05:55 --> 00:05:56: Next slide, please.

00:05:58 --> 00:06:01: So what do we mean by an Asset Sustainability Committee?

00:06:02 --> 00:06:05: In simple terms, this is a regular building level forum

00:06:05 --> 00:06:09: that brings together owners, occupiers and property managers in multi

00:06:10 --> 00:06:14: let commercial buildings to discuss sustainability performance and delivery.

00:06:15 --> 00:06:19: In practice, these forums are used to share an interpret

00:06:19 --> 00:06:25: environmental data, provide visibility on landlord decarbonisation plans and investment

00:06:25 --> 00:06:31: priorities, and create a structured channel for occupiers to collaborate

00:06:31 --> 00:06:32: with owners.

00:06:33 --> 00:06:39: They also provide peer-to-peer to peer learning opportunities for occupiers

00:06:39 --> 00:06:41: as well on things like.

00:06:41 --> 00:06:42: Fit out approaches.

00:06:42 --> 00:06:47: Or ways that they have tackled energy performance improvements, for

00:06:47 --> 00:06:47: example.

00:06:48 --> 00:06:52: And they also support coordinated environmental and in many cases,

00:06:52 --> 00:06:56: social sustainability actions and behaviour change campaigns too.

00:06:56 --> 00:07:00: And a key point from the guide is that committees

00:07:00 --> 00:07:03: are one engagement mechanism within a wider toolkit.

00:07:03 --> 00:07:06: And they work best when they are supported by clear
00:07:06 --> 00:07:10: asset strategies, capital investment and other tools such as
green
00:07:10 --> 00:07:13: leases and data sharing agreements too.
00:07:13 --> 00:07:14: Next slide, please.
00:07:16 --> 00:07:19: So the guide looks closely at what makes these committees
00:07:19 --> 00:07:21: effective in practice.
00:07:21 --> 00:07:25: A strong message from our interviewees was that meetings
alone
00:07:25 --> 00:07:26: don't deliver outcomes.
00:07:27 --> 00:07:30: What matters just as much is the preparation, the follow
up, the clarity around roles and responsibilities.
00:07:30 --> 00:07:34:
00:07:34 --> 00:07:39: The guide covers topics such as designing committees for
delivery,
00:07:39 --> 00:07:44: governance and accountability, how to secure and
sustain
00:07:44 --> 00:07:48: engagement and also how to turn data into action within
00:07:48 --> 00:07:49: the forums too.
00:07:50 --> 00:07:53: It also gives examples of typical agenda items that we
00:07:53 --> 00:07:56: found to be common across all of the different interviews
00:07:56 --> 00:07:56: as well.
00:07:57 --> 00:08:00: And to make this as practical as possible a
00:08:00 --> 00:08:03: resource, all of this is summarised in a concise
implementation
00:08:03 --> 00:08:07: checklist which forms part of the guide, but it's also
00:08:07 --> 00:08:09: published as a stand alone resource as well.
00:08:10 --> 00:08:11: Next slide, please.
00:08:13 --> 00:08:18: And the guide, importantly, is grounded in case studies.
00:08:18 --> 00:08:21: And these show that, as I've said before, there's no
00:08:21 --> 00:08:22: single model.
00:08:23 --> 00:08:26: But through these 8 case studies, you'll see that they
00:08:26 --> 00:08:28: each take a very different approach.
00:08:28 --> 00:08:31: And they also are across different asset types.
00:08:31 --> 00:08:35: So these range from committees that are embedded into
asset
00:08:35 --> 00:08:40: management strategies in Ireland by I put to using shared
00:08:40 --> 00:08:44: KPI frameworks and getting occupiers to agree to share KP
00:08:44 --> 00:08:48: is by Pembroke to forums that are integrated within routine
00:08:48 --> 00:08:54: tenant engagement through building meetings as opposed to
separate meetings.
00:08:55 --> 00:08:59: And we're fortunate enough today to have representatives
from several
00:08:59 --> 00:09:02: of these case studies joining us on the panel and
00:09:02 --> 00:09:05: they'll be able to bring these examples to life in

00:09:05 --> 00:09:07: much more detail than I will be able to explain.

00:09:08 --> 00:09:09: Next slide, please.

00:09:11 --> 00:09:14: So joining me on the panel today, we have Katie

00:09:14 --> 00:09:18: Kowalski, who is the Associate Director of Sustainability at BNP

00:09:18 --> 00:09:20: Paribas Real Estate.

00:09:20 --> 00:09:24: We have Christophe Mayer, who is Head of Sustainability for

00:09:24 --> 00:09:29: Europe at PIMCO Prime Real Estate, Mahesh Thomas, Senior Director

00:09:29 --> 00:09:33: at Heinz, and Maria Tyler, Property Manager at Redevco.

00:09:33 --> 00:09:36: And at this point, we'll stop sharing the slides and

00:09:36 --> 00:09:38: we'll move onto our panel discussion.

00:09:39 --> 00:09:42: Please do again use the Q&A function throughout to submit

00:09:42 --> 00:09:46: any questions, and we'll bring those into this discussion as

00:09:46 --> 00:09:46: we go.

00:09:49 --> 00:09:52: So to start with, it would be really helpful for

00:09:52 --> 00:09:56: the audience to understand who and why your organization has

00:09:56 --> 00:09:59: implemented sustainability committees or similar forums.

00:10:00 --> 00:10:03: I'm going to start with Christophe because you're at the

00:10:03 --> 00:10:04: top left of my screen.

00:10:05 --> 00:10:07: Christophe, if you could, yeah, introduce yourself and share a

00:10:07 --> 00:10:10: little bit more about sustainability committees within your organization.

00:10:11 --> 00:10:11: Yeah.

00:10:11 --> 00:10:12: Thanks, Emily.

00:10:12 --> 00:10:16: And also thanks for to you and I for this

00:10:16 --> 00:10:18: great initiative.

00:10:18 --> 00:10:20: I think it's something that we've been working with for

00:10:20 --> 00:10:21: a while.

00:10:21 --> 00:10:24: So it's it's great to to share that more broadly.

00:10:25 --> 00:10:28: As you mentioned, my name is Christophe Meyer.

00:10:28 --> 00:10:32: I had the European sustainability team at PIMCO Prime real

00:10:32 --> 00:10:32: Estate.

00:10:32 --> 00:10:38: So we have one of the largest global real estate

00:10:38 --> 00:10:44: portfolios that we that we manage and we also have

00:10:44 --> 00:10:49: portfolio level targets like many of us do.

00:10:50 --> 00:10:52: But the key for us is to really make it

00:10:52 --> 00:10:55: actionable on a building level.

00:10:55 --> 00:10:58: And one of the tools we use are those committees

00:10:58 --> 00:11:03: that bring us closer with other participants and stakeholders on

00:11:03 --> 00:11:04: the asset level.

00:11:06 --> 00:11:06: Great.

00:11:06 --> 00:11:08: Thank you, Casey.

00:11:08 --> 00:11:09: Would you like to go next?

00:11:10 --> 00:11:11: Yes, of course.

00:11:11 --> 00:11:12: Hi, everyone.

00:11:12 --> 00:11:16: Katie Kowalski and I work within the Property Management department

00:11:16 --> 00:11:20: of BNP Powerbook Real Estate and we have been developing

00:11:20 --> 00:11:23: green committees for a number of years.

00:11:23 --> 00:11:25: We've been carrying them out across a number of our

00:11:25 --> 00:11:29: buildings, particularly across the commercial real estate sector with a

00:11:29 --> 00:11:31: little bit of retail space included in there as well.

00:11:32 --> 00:11:34: And what's really driven the need for that is that

00:11:34 --> 00:11:37: we've been having all of these siloed conversations in the

00:11:38 --> 00:11:41: past between, you know, the building management team and the

00:11:41 --> 00:11:45: occupiers occupy meetings and the sustainability team maybe speaking directly

00:11:45 --> 00:11:48: to the asset managers and, you know, property managers having

00:11:48 --> 00:11:50: separate conversations as well.

00:11:51 --> 00:11:53: And we just felt that we needed to connect on

00:11:53 --> 00:11:57: these different topic areas and have these discussions all together

00:11:57 --> 00:12:00: in one place, which needed a separate forum to just

00:12:00 --> 00:12:02: say and occupy a building meeting.

00:12:03 --> 00:12:05: So that's really what's driven it for us.

00:12:06 --> 00:12:08: And you know, we see and use them as a

00:12:08 --> 00:12:11: really powerful tool to drive impact across many of our

00:12:11 --> 00:12:11: client.

00:12:11 --> 00:12:12: Portfolios.

00:12:13 --> 00:12:14: Thanks, Katie.

00:12:14 --> 00:12:15: Maria, would you like to go next?

00:12:19 --> 00:12:23: Sorry, having a problem with my microphone.

00:12:23 --> 00:12:27: Good morning, everyone and thank you Emily for giving us

00:12:27 --> 00:12:31: the opportunity to participate in the elaboration of this best

00:12:31 --> 00:12:33: practice guide for green committees.

00:12:35 --> 00:12:38: I work for Redefco and in Redefco, we're a pan

00:12:38 --> 00:12:42: European real estate management company.

00:12:42 --> 00:12:46: We oversee a portfolio of over 380 assets for a

00:12:46 --> 00:12:51: total value of 10.5 billion across seven countries.

00:12:52 --> 00:12:56: I myself based in the Paris office, I have a

00:12:56 --> 00:12:57: double role.

00:12:57 --> 00:13:02: I'm a property manager and I'm also a sustainability lead

00:13:02 --> 00:13:06: for the French assets, working in close collaboration with my

00:13:07 --> 00:13:12: colleagues in Amsterdam, in the central team in Redefko, where

00:13:12 --> 00:13:18: we're really committed to transformative real estate to urban revitalization,

00:13:18 --> 00:13:20: communities, environments.

00:13:20 --> 00:13:25: And we're very, very sustainability is embedded in everything we

00:13:25 --> 00:13:25: do.

00:13:26 --> 00:13:30: And to illustrate that actually in 2026, we're publishing our

00:13:30 --> 00:13:33: 18th investment sustainable investment report.

00:13:33 --> 00:13:37: And the green committees are, let's say, putting into practice

00:13:38 --> 00:13:41: on a day-to-day basis everything that is coming up from

00:13:41 --> 00:13:45: a top level, from corporate level, bringing it down to

00:13:45 --> 00:13:46: the ground to operations.

00:13:48 --> 00:13:49: Excellent.

00:13:49 --> 00:13:49: Thanks, Maria.

00:13:49 --> 00:13:50: And finally, Mahesh.

00:13:52 --> 00:13:55: Thanks, Emily, and thank you for your light to kind

00:13:55 --> 00:13:58: of invite me into the session and also for spotlighting

00:13:58 --> 00:14:01: some of the day-to-day work that my colleagues do in

00:14:02 --> 00:14:03: and around all of our assets.

00:14:04 --> 00:14:07: In one sense, I'm kind of humbled trying to represent

00:14:07 --> 00:14:09: what they do because it's not me, it's a huge

00:14:10 --> 00:14:10: team that do it.

00:14:11 --> 00:14:13: So I am a director at a senior director at

00:14:14 --> 00:14:17: Heinz and I do a kind of operational performance function,

00:14:17 --> 00:14:21: operational excellence function within the group.

00:14:21 --> 00:14:24: So that means that I develop standards, I drive assessment

00:14:24 --> 00:14:28: and assurance programs, and I also build capability across the

00:14:28 --> 00:14:31: property management and asset management space.

00:14:32 --> 00:14:35: Most of my work, unlike some of you may think

00:14:35 --> 00:14:39: that I sit in the windowless room thinking abstract thoughts,

00:14:39 --> 00:14:42: but actually most of my work is focused around how

00:14:42 --> 00:14:45: do I activate, how do we activate, how do we

00:14:45 --> 00:14:49: execute our standards and our strategies at an asset level.

00:14:49 --> 00:14:52: So most of my conversations tend to be with property

00:14:52 --> 00:14:55: managers, with occupiers, with asset managers trying to understand their

00:14:55 --> 00:14:58: challenges and also trying to provide guidance.

00:14:58 --> 00:15:03: So these green committees and these kind of continuous tenant

00:15:03 --> 00:15:07: engagement is one way of us being proactive in realizing

00:15:07 --> 00:15:11: our objectives versus being reactive trying to figure out does

00:15:11 --> 00:15:13: the data match our ambition.

00:15:15 --> 00:15:16: That's excellent.

00:15:16 --> 00:15:17: Thanks Mahesh.

00:15:18 --> 00:15:19: So great to have you all involved.

00:15:19 --> 00:15:22: We're going to move through some questions individually and then

00:15:22 --> 00:15:24: yeah, we'll open up to audience Q and as

00:15:24 --> 00:15:25: as well.

00:15:25 --> 00:15:28: So just to kick us off, Maria, I'll come to

00:15:28 --> 00:15:29: you first.

00:15:29 --> 00:15:32: So one of the strong messages within the guide is

00:15:32 --> 00:15:36: that there is no single model that works everywhere, particularly

00:15:36 --> 00:15:39: when you're looking at different asset types.

00:15:40 --> 00:15:43: And I know that obviously you've as you've mentioned you,

00:15:43 --> 00:15:45: you lead sustainability across your French assets.

00:15:45 --> 00:15:50: But from a retail asset perspective, obviously retail assets operate

00:15:50 --> 00:15:53: very differently to say multi let office.

00:15:53 --> 00:15:55: How has that?

00:15:55 --> 00:15:58: Shaped Redevco's approach to sustainability forums.

00:15:58 --> 00:16:02: And what does that mean in practice for engaging with

00:16:02 --> 00:16:03: those tenants?

00:16:04 --> 00:16:08: Yes, Emily, well as you mentioned the asset type is

00:16:08 --> 00:16:13: very important and retail operates extremely differently from multi LED

00:16:13 --> 00:16:18: offices where you have fewer tenants and maybe centralized operations

00:16:18 --> 00:16:18: systems.

00:16:20 --> 00:16:25: In retail we have a diversity of actors.

00:16:26 --> 00:16:29: If for example, I look at our shopping centre in

00:16:29 --> 00:16:31: Bardo Promenade, St.

00:16:31 --> 00:16:34: Katherine, which we acquired and redeveloped 10 years ago.

00:16:34 --> 00:16:38: Today we have a very large mix of tenant

00:16:39 --> 00:16:45: types going very from international brands to individual retailers, food

00:16:45 --> 00:16:48: and beverage to leisure.

00:16:48 --> 00:16:54: So the energy usage is extremely different depending on

00:16:54 --> 00:16:56: the type of activity.

00:16:56 --> 00:17:00: So we have to tailor our committees to answer the

00:17:00 --> 00:17:04: questions, all of this different mix of tenants.

00:17:05 --> 00:17:09: It's also quite important to point out that in retail,

00:17:09 --> 00:17:14: tenants are generally in control of their own operational systems,

00:17:14 --> 00:17:16: HVAC, lighting, et cetera.

00:17:17 --> 00:17:22: So therefore, it's important to emphasize that Scope 3 reporting

00:17:22 --> 00:17:24: is in the hands of our tenants.

00:17:24 --> 00:17:26: It's the tenants usage.

00:17:26 --> 00:17:28: We can help educate them and this is what we

00:17:28 --> 00:17:31: try to do in our committees, but we can't do

00:17:31 --> 00:17:31: it for them.

00:17:32 --> 00:17:35: In Redefico, we tend to be very hands on and

00:17:35 --> 00:17:36: give a concrete example.

00:17:36 --> 00:17:41: Once again in Bordeaux, we recently carried out an audit

00:17:41 --> 00:17:45: of not only the central operational systems, but also all

00:17:45 --> 00:17:49: of our tenants, individual operational systems.

00:17:49 --> 00:17:54: And our auditor produced a green energy guide giving simple

00:17:54 --> 00:17:59: tips maybe turn off your lights and our earlier reduced

00:17:59 --> 00:18:00: temperature.

00:18:01 --> 00:18:05: This was, this was presented in our green committee to

00:18:05 --> 00:18:06: the tenants.

00:18:06 --> 00:18:09: And it's simple tips which are cost effective and

00:18:09 --> 00:18:11: speak to the tenants.

00:18:11 --> 00:18:16: This is this is which is very important collaboration,

00:18:16 --> 00:18:16: collaboration.

00:18:17 --> 00:18:18: What do they need?

00:18:18 --> 00:18:19: What are their challenges?

00:18:19 --> 00:18:22: How can we help?

00:18:24 --> 00:18:24: And that's what we try to base our forums on.

00:18:24 --> 00:18:25: That's great.

00:18:25 --> 00:18:26: Thanks, Maria.

00:18:26 --> 00:18:29: Moving on to Katie, the guy puts a lot of

00:18:29 --> 00:18:34: emphasis on the role of the property manager, not just

00:18:34 --> 00:18:39: in convening the meetings, but in making these forums actually

00:18:39 --> 00:18:42: work from a property management perspective.

00:18:42 --> 00:18:48: What roles and responsibilities really matter in making

00:18:48 --> 00:18:49: sustainability committees

00:18:49 --> 00:18:50: effective, do you think?

00:18:50 --> 00:18:52: Yeah, it's a really good question.

00:18:52 --> 00:18:55: We really see that the effectiveness of a sustainability committee

00:18:55 --> 00:18:58: really comes from who you've got in the room, having the right people in the room and having very clearly defined roles.

00:18:58 --> 00:19:00:

00:19:00 --> 00:19:01:

00:19:01 --> 00:19:05: So at BNP, we've developed it so that the service

00:19:05 --> 00:19:09: so that a sustainability expert will lead these committee sessions,

00:19:09 --> 00:19:13: someone who has that expertise, someone who can help to

00:19:13 --> 00:19:17: kind of drive the focus of these topics, covering off

00:19:17 --> 00:19:18: any ESG fundamentals.

00:19:18 --> 00:19:21: They can also help to give that regulatory context as

00:19:21 --> 00:19:24: well to the discussion and will effectively act as an

00:19:24 --> 00:19:27: extension of the existing building team to support them.

00:19:28 --> 00:19:30: And coming on to that point of building management, the

00:19:30 --> 00:19:33: committee is really only effective if you have that building

00:19:33 --> 00:19:36: management team fully embedded within the committee meeting.

00:19:37 --> 00:19:40: So if facilities manager, property managers, if the building has

00:19:40 --> 00:19:45: a building manager, technical service managers, these people, they obviously

00:19:45 --> 00:19:48: know the building inside out, but they also know the

00:19:48 --> 00:19:51: occupiers, which is just as important because they'll know what

00:19:51 --> 00:19:55: the occupiers want, what the occupiers need, what kind of

00:19:55 --> 00:19:58: data that they are asking to receive every single month,

00:19:58 --> 00:20:01: what the operational pain points are at the building.

00:20:01 --> 00:20:04: When we come to setting in place action plans on

00:20:04 --> 00:20:07: sustainability topics, what's actually going to?

00:20:07 --> 00:20:10: Realistically, work in practice, they are the key to that

00:20:10 --> 00:20:13: and they give that much deeper level of kind of

00:20:13 --> 00:20:15: insight into the occupiers in the building than say just

00:20:15 --> 00:20:18: the sustainability specialists alone would be able to give.

00:20:18 --> 00:20:22: So having that relationship between sustainability specialists and building management

00:20:22 --> 00:20:24: and working together is really important.

00:20:25 --> 00:20:29: And then there's definitely a very valuable role for service

00:20:29 --> 00:20:32: providers as well, depending on the focus of the meeting,

00:20:32 --> 00:20:33: whether it's relevant.

00:20:33 --> 00:20:37: So we had a building recently where the recycling rate

00:20:37 --> 00:20:40: had dropped the the past few months by a few

00:20:40 --> 00:20:41: percent.

00:20:41 --> 00:20:43: And we thought, why have we seen that dip?

00:20:43 --> 00:20:46: So we reached out to our waste management company and

00:20:46 --> 00:20:49: we asked if they could join the meeting, could they
00:20:49 --> 00:20:51: have a look into the data in a bit more
00:20:51 --> 00:20:52: depth?
00:20:52 --> 00:20:55: Could they review kind of the practices that are going
00:20:55 --> 00:20:58: on on site and maybe offer some best practice solutions?
00:20:58 --> 00:21:02: And that was really beneficial because some of those
occupiers
00:21:02 --> 00:21:05: then got directly kind of engaged with the waste provider.
00:21:05 --> 00:21:08: And we've now set in place additional waste audits.
00:21:08 --> 00:21:11: We've got some waste training going on on the occupier
00:21:11 --> 00:21:11: floors.
00:21:11 --> 00:21:13: We've got some new signage which has been created which
00:21:13 --> 00:21:16: is all helping to increase that recycling rate again.
00:21:16 --> 00:21:19: And then you obviously have the occupiers without the
committee
00:21:19 --> 00:21:20: meeting.
00:21:20 --> 00:21:22: Without the occupiers you wouldn't have the committee
meeting.
00:21:22 --> 00:21:26: So it's really critical that you can select the right
00:21:26 --> 00:21:29: types of people to represent each occupier company.
00:21:29 --> 00:21:31: So we usually would say we have one or two
00:21:32 --> 00:21:33: representatives from each occupier.
00:21:34 --> 00:21:37: And it's important that those individuals, you know, either
maybe
00:21:37 --> 00:21:41: have a sustainability background or facilities background and
that they
00:21:41 --> 00:21:45: come prepared with an understanding like what their
organization's ESG
00:21:46 --> 00:21:48: strategy and targets are so that we can, you know,
00:21:48 --> 00:21:51: fully get the most out of the meeting and tailor
00:21:51 --> 00:21:54: it to, you know, what they want to see being
00:21:54 --> 00:21:55: driven forwards.
00:21:55 --> 00:21:58: And then finally, you've also got the landlord and asset
00:21:58 --> 00:21:59: managers of a property.
00:21:59 --> 00:22:03: So they're not always necessarily present in the meetings,
which
00:22:03 --> 00:22:07: we hold, but it's definitely important for them to be
00:22:07 --> 00:22:10: able to contribute and support by being very honest and
00:22:10 --> 00:22:15: transparent about their sustainability and maybe
decarbonisation plans for the
00:22:15 --> 00:22:18: asset or more widely for their portfolio of assets.
00:22:19 --> 00:22:22: So we'll usually provide an update because that's something
that
00:22:22 --> 00:22:24: we find occupiers ask a lot about, you know, from

00:22:24 --> 00:22:27: a top level, where is that support coming from and
00:22:27 --> 00:22:29: is it being driven from like the landlord asset manager
00:22:29 --> 00:22:30: perspective?
00:22:30 --> 00:22:34: And then they can also contribute to CapEx LED sustainability
00:22:34 --> 00:22:38: initiatives and kind of having landlords engage and open and
00:22:38 --> 00:22:42: building that trust between the occupiers and the landlord.
00:22:42 --> 00:22:45: It really gives the committee confidence that ideas can be
00:22:45 --> 00:22:46: delivered.
00:22:48 --> 00:22:51: That was really insightful, Katie, thank you for sharing such
00:22:51 --> 00:22:54: detail about all of the different roles and responsibilities there.
00:22:55 --> 00:22:58: Beyond just setting up the meetings and running the
meetings.
00:22:59 --> 00:23:02: How important are the in between activities such as things
00:23:03 --> 00:23:07: like relationship building, understanding the tenant
challenges?
00:23:07 --> 00:23:09: I know you touched on that just there, but also
00:23:09 --> 00:23:12: preparing, you know, the data that you're going to present
00:23:12 --> 00:23:15: in the meetings and any follow up actions too.
00:23:16 --> 00:23:20: Yeah, no, so, so much work goes into these meetings.
00:23:20 --> 00:23:22: I think the meetings themselves are really just the tip
00:23:22 --> 00:23:23: of the iceberg.
00:23:23 --> 00:23:26: Like the true impact comes from all of the preparation,
00:23:26 --> 00:23:28: all of the follow up work.
00:23:28 --> 00:23:32: And without that groundwork, you kind of risk these meetings
00:23:32 --> 00:23:35: just becoming another occupier meeting or a talking shop for
00:23:35 --> 00:23:39: occupiers to bring up issues outside of sustainability rather
than
00:23:39 --> 00:23:40: driving actual change.
00:23:41 --> 00:23:42: So you mentioned the data there.
00:23:42 --> 00:23:45: That's a massive part of it where we are presenting
00:23:45 --> 00:23:47: data, sustainability performance reports.
00:23:48 --> 00:23:50: You know, I think anyone who has ever had to
00:23:50 --> 00:23:53: do any type of sustainability reporting knows just how time
00:23:53 --> 00:23:56: consuming that is and how important it is that that
00:23:56 --> 00:23:58: data is accurate and sometimes how hard it is to
access the accurate data.
00:23:58 --> 00:24:00:
00:24:00 --> 00:24:03: So a lot of work goes into working with the
00:24:03 --> 00:24:08: sustainability teams between the site based teams, getting
engineers involved,
00:24:08 --> 00:24:13: utility suppliers and really trying to validate that performance
data.
00:24:13 --> 00:24:16: Because at most of our committee meetings now we are

00:24:16 --> 00:24:19: trying to analyse data on a floor by floor and
00:24:19 --> 00:24:23: Occupy level to kind of properly understand where interventions will
00:24:23 --> 00:24:24: have the greatest impact.
00:24:24 --> 00:24:28: And you know, normalizing data through weather conditions, heating degree,
00:24:28 --> 00:24:30: day quid degree days, footfall.
00:24:31 --> 00:24:33: So yeah, the data is definitely something that you need
00:24:33 --> 00:24:36: to make sure you spend a lot of time on
00:24:36 --> 00:24:37: in the lead up to the meetings.
00:24:38 --> 00:24:39: And then relationship building.
00:24:39 --> 00:24:41: I kind of touched on this a bit earlier, but
00:24:41 --> 00:24:44: making sure that you know, you've got a really good
00:24:44 --> 00:24:48: relationship with the Occupy and that building management teams relationship
00:24:48 --> 00:24:50: with the occupiers is so important.
00:24:50 --> 00:24:53: Like if you want people to engage and turn up,
00:24:53 --> 00:24:56: you have to they, they have to see the value
00:24:56 --> 00:24:58: in it so you know their best.
00:24:58 --> 00:25:02: The building management team is best placed to identify who
00:25:02 --> 00:25:06: the right people are to represent those occupier organisations and
00:25:06 --> 00:25:10: you know what challenges and priorities we may need to
00:25:10 --> 00:25:12: focus and tailor the committee to.
00:25:13 --> 00:25:14: And then you have the follow up and delivery.
00:25:14 --> 00:25:17: So we usually after a committee meeting, we usually hold
00:25:17 --> 00:25:19: them every six months because we find that's how we
00:25:19 --> 00:25:20: get the best engagement.
00:25:21 --> 00:25:24: And after a committee meeting, we will follow up with
00:25:24 --> 00:25:27: the slides which we've shared the updated action plan with,
00:25:27 --> 00:25:30: any new actions that we've spoken about with occupiers, any
00:25:30 --> 00:25:33: data to back up what we've presented during the meeting,
00:25:33 --> 00:25:36: and then also some best practice guidance, which we'll usually
00:25:37 --> 00:25:38: update on an annual basis.
00:25:39 --> 00:25:42: And it's really then for the building management team to
00:25:43 --> 00:25:46: own that action plan and drive it forwards with the
00:25:46 --> 00:25:49: support of us as in the sustainability team.
00:25:49 --> 00:25:52: So we'll usually have quarterly check insurance to make sure
00:25:52 --> 00:25:54: that, you know, there's momentum behind the action plans and
00:25:54 --> 00:25:57: that everything's kind of progressing as intended.
00:25:57 --> 00:26:00: You know, occupiers, their role, they really need to make

00:26:00 --> 00:26:02: sure that they come to the meetings prepared.

00:26:02 --> 00:26:05: We always ask them to share their ESG strategies and

00:26:05 --> 00:26:08: targets and progress against their targets so that we can

00:26:08 --> 00:26:11: try and maybe map out some of their targets against

00:26:11 --> 00:26:12: the building's performance.

00:26:13 --> 00:26:15: So that the hour or hour and a half, two

00:26:15 --> 00:26:18: hours that we have with them in these committee meetings

00:26:18 --> 00:26:21: every six months is very beneficial to them.

00:26:21 --> 00:26:24: So really to answer your question, the meetings kind of

00:26:24 --> 00:26:28: set the direction, but the in between work is really

00:26:28 --> 00:26:29: what delivers the results.

00:26:31 --> 00:26:33: Yeah, that's great and interesting.

00:26:33 --> 00:26:36: Obviously as we've said so many times that there is

00:26:36 --> 00:26:38: no one single approach interesting as well that you take

00:26:39 --> 00:26:41: it on a six monthly basis and I know that

00:26:41 --> 00:26:41: we discussed.

00:26:41 --> 00:26:44: That you found that was the best way to actually

00:26:44 --> 00:26:46: be able to track improvements.

00:26:46 --> 00:26:49: And I will say as well, there's a case study,

00:26:49 --> 00:26:52: two case studies, one of BMP Paribas's success with the

00:26:52 --> 00:26:53: green committee's.

00:26:54 --> 00:26:57: On a particular building in London and also the shopping

00:26:57 --> 00:26:59: centre that Maria mentioned as well.

00:26:59 --> 00:27:01: I'm not going to try and pronounce the name of

00:27:01 --> 00:27:04: it unfortunately, because I will probably butcher it, but they

00:27:04 --> 00:27:06: are both case studies that are featured within the guide.

00:27:08 --> 00:27:12: Moving on to Christophe, from an investment and asset

00:27:12 --> 00:27:18: management perspective, sustainability committees often sit at that intersection between strategy

00:27:18 --> 00:27:21: and execution, as you were saying at the start.

00:27:22 --> 00:27:27: Do how do sustainability committees help translate that portfolio level

00:27:27 --> 00:27:31: net 0 ambition into asset level execution?

00:27:32 --> 00:27:34: Yeah, I think that's a good point.

00:27:34 --> 00:27:39: And as I mentioned earlier, obviously almost all of us

00:27:39 --> 00:27:41: now have portfolio targets.

00:27:41 --> 00:27:44: We do it through the CRAM benchmark.

00:27:45 --> 00:27:48: There might be some regulatory obligations that you have to

00:27:48 --> 00:27:49: take into account.

00:27:51 --> 00:27:55: Now those targets do not mean much if you don't

00:27:55 --> 00:27:57: really action them.

00:27:57 --> 00:28:01: So as I mentioned, I think one piece that we

00:28:02 --> 00:28:07: use also very strategically are the the committee's.

00:28:08 --> 00:28:13: Our approach is very data focused because we believe that

00:28:13 --> 00:28:16: we can make better decisions if we have access to

00:28:16 --> 00:28:17: data.

00:28:18 --> 00:28:22: Now all of us know that unfortunately data transparency is

00:28:22 --> 00:28:27: still quite a barrier specifically in in commercial and, and

00:28:27 --> 00:28:34: also residential buildings, but also very important fundamental element for

00:28:34 --> 00:28:35: decarbonisation.

00:28:36 --> 00:28:41: So while obviously and, and that came through before, it's

00:28:41 --> 00:28:46: important to have the engagement with with the occupiers and

00:28:46 --> 00:28:50: also other stakeholders on the building level.

00:28:51 --> 00:28:55: It's also important that we use that to get access

00:28:55 --> 00:28:57: to additional data.

00:28:57 --> 00:29:02: So we've been quite successful doing that.

00:29:03 --> 00:29:06: We had one example where we had a single tenant

00:29:07 --> 00:29:11: and they would never share their data with us, which

00:29:11 --> 00:29:14: was frustrating relatively large asset.

00:29:15 --> 00:29:21: We then decided to strategically have a very customized committee

00:29:21 --> 00:29:28: meeting there and we managed to invite their corporate sustainability

00:29:28 --> 00:29:29: person.

00:29:29 --> 00:29:34: And that was really the the change maker because they

00:29:34 --> 00:29:36: understood what we were after.

00:29:36 --> 00:29:39: They learned a lot from what we provided them.

00:29:39 --> 00:29:42: And all of a sudden we had the data from

00:29:42 --> 00:29:46: them and even beyond that, commitments that we didn't even

00:29:46 --> 00:29:47: ask for.

00:29:47 --> 00:29:50: So I think that was one, one game changer.

00:29:52 --> 00:29:54: Why is data so important?

00:29:54 --> 00:29:58: I think #1 if you have the full transparent picture

00:29:58 --> 00:30:04: about the building, it's much easier to identify inefficiencies, You

00:30:04 --> 00:30:08: can much better prioritize where you put your CapEx.

00:30:08 --> 00:30:13: You have a stronger alignment with your long term decarbonization

00:30:13 --> 00:30:14: pathways.

00:30:15 --> 00:30:19: And ultimately, you know, better data leads to stronger operational

00:30:19 --> 00:30:23: performance and also helps preserve long term asset value.

00:30:25 --> 00:30:25: Yeah.

00:30:26 --> 00:30:30: And the other things, I mean, tenant engagement, I mentioned

00:30:30 --> 00:30:35: it's essential for decarbonisation, but I think it also adds

00:30:35 --> 00:30:40: to tenant satisfaction, especially in the case that I just

00:30:40 --> 00:30:45: mentioned, being very transparent with the tenant, trying to understand

00:30:45 --> 00:30:50: their goals, explaining our strategy for the asset makes them

00:30:50 --> 00:30:52: typically satisfied.

00:30:52 --> 00:30:55: So that helped us a lot in that specific case,

00:30:55 --> 00:30:57: but also in others.

00:30:58 --> 00:30:59: That's really interesting.

00:30:59 --> 00:31:00: Thanks for sharing that.

00:31:00 --> 00:31:03: And just a follow up question.

00:31:03 --> 00:31:07: So what do you think makes these forums particularly effective

00:31:07 --> 00:31:11: in practice, particularly in terms of who needs to be

00:31:11 --> 00:31:16: involved and also any commercial considerations and how they're handled

00:31:16 --> 00:31:19: through the the committees as well?

00:31:20 --> 00:31:22: I mean, Katie did a great job in in laying

00:31:22 --> 00:31:26: out that it's really important to have a big amount

00:31:26 --> 00:31:27: of different stakeholders.

00:31:28 --> 00:31:32: I think everyone who touches on the day-to-day operation or

00:31:32 --> 00:31:36: use of the building should be invited because they really

00:31:36 --> 00:31:39: know what's going on on a day-to-day basis.

00:31:40 --> 00:31:44: And there's a risk, obviously, when you go in there

00:31:44 --> 00:31:48: just with, you know, boilerplate data that you ignore some

00:31:48 --> 00:31:52: issues that might have existed and that can then go

00:31:52 --> 00:31:54: into the wrong directions.

00:31:54 --> 00:31:57: I think it's important to spend a lot of time

00:31:57 --> 00:32:02: focusing on the preparation and also take your time to

00:32:02 --> 00:32:05: identify the right participants in it.

00:32:08 --> 00:32:13: We and and obviously of us always like scalability.

00:32:13 --> 00:32:18: And I think what you, what we probably shouldn't do

00:32:18 --> 00:32:23: is to mistake scalability with, with standardization.

00:32:24 --> 00:32:27: I think what you can standardize and scale is the

00:32:27 --> 00:32:27: format.

00:32:27 --> 00:32:32: So you know, what's the cadence, what's the framework overall,

00:32:32 --> 00:32:35: what are the roles and responsibilities.

00:32:37 --> 00:32:40: What you shouldn't standardize is really the contents to to

00:32:40 --> 00:32:43: Katie's earlier point, I think you need to be very

00:32:43 --> 00:32:44: nuanced on the building.

00:32:45 --> 00:32:49: Understand also what do the occupiers want from us and
00:32:49 --> 00:32:52: what do we want from the occupiers and, and trade
00:32:52 --> 00:32:57: this alignment because that then has a long lasting impact
00:32:57 --> 00:33:01: versus just doing a standard meeting that's replaceable and
and
00:33:01 --> 00:33:05: we don't have this long term commitment to, to what
00:33:05 --> 00:33:06: you discussed.
00:33:08 --> 00:33:11: Thanks so much, Christophe, that that's really interesting.
00:33:11 --> 00:33:16: Moving on to Mahesh, we've talked a lot about owners
00:33:16 --> 00:33:18: and property managers.
00:33:19 --> 00:33:22: Katie mentioned it, you know how important the occupiers
are
00:33:22 --> 00:33:25: as well and that they only, I guess they only
00:33:25 --> 00:33:27: work if they see value in participating, right.
00:33:29 --> 00:33:33: So I guess from your perspective, what do tenants, what
00:33:33 --> 00:33:37: do you think tenants get out of participating in sustainability
00:33:37 --> 00:33:40: committees and what makes them worth their time?
00:33:42 --> 00:33:42: Sure.
00:33:42 --> 00:33:43: Thanks Emily.
00:33:43 --> 00:33:46: And before I stay that and before people start thinking
00:33:46 --> 00:33:49: why does Mahesh have some kind of unique perspective on
00:33:49 --> 00:33:50: how tenants think?
00:33:50 --> 00:33:53: One thing I did miss out in my intro is
00:33:53 --> 00:33:56: Prior to joining Heinz 2 years ago, most of my
00:33:56 --> 00:34:00: 30 year professional career has been spent as a corporate
00:34:00 --> 00:34:02: occupier across different geographies.
00:34:03 --> 00:34:06: So that kind of gives me a different lengths to
00:34:06 --> 00:34:09: look at with respect to how tenants and property managers
00:34:09 --> 00:34:14: engage with each other, the conflicting tensions and priorities
between
00:34:14 --> 00:34:17: control, cost, benefits and so on and so forth.
00:34:18 --> 00:34:21: So hopefully that colors my answer to you in terms
00:34:21 --> 00:34:24: of what it's almost something like what a mixture of
00:34:24 --> 00:34:27: what Katie and Christophe mentioned there.
00:34:27 --> 00:34:30: And Maria, you also added some real time information in
00:34:30 --> 00:34:34: terms of occupiers will only engage when the meeting
actually
00:34:34 --> 00:34:36: is delivering something, right.
00:34:36 --> 00:34:39: So it's what are the cadence and that depends on
00:34:39 --> 00:34:42: your tenant profile, whatever works, that's great.
00:34:42 --> 00:34:46: But it has to be on fixing a real problem
00:34:46 --> 00:34:50: or addressing a real issue rather than dealing with the
00:34:50 --> 00:34:55: abstract, right, rather than dealing with the theoretical

application of sustainability.

00:34:56 --> 00:34:57: So that's what occupiers really want to get their hands on.

00:34:59 --> 00:34:59: And I think Katie mentioned, normally your, your occupier who

00:35:03 --> 00:35:06: attends these meetings tend to be the FM of the tenant or tends to be an office manager.

00:35:06 --> 00:35:08: So, or perhaps there's a person that's passionate, really passionate

00:35:12 --> 00:35:13: about sustainability.

00:35:13 --> 00:35:17: But traditionally I tend to find this mostly the FMS, the the office manager kind of community.

00:35:17 --> 00:35:19: So they are focused on deliverables.

00:35:20 --> 00:35:23: They are focused on, OK, what are we discussing here?

00:35:23 --> 00:35:25: Can that actually move on to something?

00:35:25 --> 00:35:28: That's one.

00:35:28 --> 00:35:29: The second thing is I think occupiers feel valued if they're brought in and it is a true discussion.

00:35:33 --> 00:35:36: If we're getting them into a room and all we're doing is transmit and all the property manager is doing is such and such decision has been taken.

00:35:37 --> 00:35:40: You can imagine people are going to tune out, right,

00:35:40 --> 00:35:43: because they're not involved in that engagement, they're not being

00:35:43 --> 00:35:46: brought in to that decision making process.

00:35:46 --> 00:35:49: It's just like traditional human behaviour, right?

00:35:49 --> 00:35:52: I mean, you want to be part of the solution rather than being told what's going to happen.

00:35:52 --> 00:35:54: And the kicker is going to be when the property manager says, oh, well, by the way, you'll see the cost of it in your service charge, right?

00:35:56 --> 00:35:59: That that is the way you don't get that person back in for those kind of green community meetings.

00:35:59 --> 00:36:02: But I, I think if I was to summarize it,

00:36:03 --> 00:36:05: it could be about the meetings have to be focused around, around an agenda.

00:36:05 --> 00:36:07: It has to be action LED.

00:36:07 --> 00:36:09: There has to be, you know, we're discussing this because

00:36:11 --> 00:36:14: that's going to be into a deliverable is going to

00:36:14 --> 00:36:17: be into an outcome.

00:36:17 --> 00:36:20: And these are the kind of data points that we're

00:36:20 --> 00:36:22: talking about.

00:36:34 --> 00:36:38: And it also has to be about whether shared accountability, right?

00:36:38 --> 00:36:39: It's not an audience is not a presenter.

00:36:39 --> 00:36:40: It is shared objectives, shared goals.

00:36:41 --> 00:36:44: Thank you so much for sharing that perspective, Mahesh, based

00:36:46 --> 00:36:50: on your experience as well, what other mechanisms such as

00:36:50 --> 00:36:55: green leases need to sit alongside committees?

00:36:55 --> 00:36:59: We've mentioned that they're, they're not a, a silver bullet

00:36:59 --> 00:37:02: solution to solving the owner occupier alignment challenge, but they

00:37:02 --> 00:37:07: are one mechanism.

00:37:07 --> 00:37:08: You know how How?

00:37:09 --> 00:37:10: How have you sort of, yeah.

00:37:11 --> 00:37:13: How do you think that they sit alongside other mechanisms

00:37:13 --> 00:37:16: well?

00:37:16 --> 00:37:16: I remember the time before green leases where essentially and

00:37:17 --> 00:37:21: I think green leases are fantastic is a fantastic improvement

00:37:21 --> 00:37:25: and evolution of where we have come from right prior

00:37:25 --> 00:37:29: to green leases.

00:37:29 --> 00:37:30: It is almost as if it needed to be a

00:37:30 --> 00:37:32: meeting of like minded individuals, right?

00:37:32 --> 00:37:34: And you almost had to remind people what were the

00:37:34 --> 00:37:37: objectives and what are we trying to get out of

00:37:37 --> 00:37:40: it.

00:37:40 --> 00:37:40: What green leases do is that it already gives you

00:37:40 --> 00:37:43: that kind of documented framework to work with them.

00:37:43 --> 00:37:46: You have, you know, you have allotted roles and

00:37:47 --> 00:37:51: responsibilities,

00:37:51 --> 00:37:55: what each role does and what each data data is

00:37:55 --> 00:37:59: meant to and what are the kind of behaviours we

00:37:59 --> 00:37:59: expect.

00:38:00 --> 00:38:03: So green leases are great, but the unfortunate thing is

00:38:03 --> 00:38:06: those who sign up to green leases at the Occupy

00:38:06 --> 00:38:09: level and at the at the owner level, they're not

00:38:09 --> 00:38:11: going to be at these meetings.

00:38:11 --> 00:38:14: Again, you're dealing with individuals that are either the FM

00:38:14 --> 00:38:17: for that tenant or the office manager for that tenant

00:38:17 --> 00:38:20: and probably a building manager from the from the property

00:38:20 --> 00:38:21: or owner side.

00:38:21 --> 00:38:24: So you almost have to go down a level to

00:38:24 --> 00:38:28: talk through and reinforce what are the key tenants within

00:38:28 --> 00:38:30: that, within those green leases?

00:38:30 --> 00:38:34: What are the key data points that everybody has agreed to sharing?

00:38:34 --> 00:38:34:

00:38:35 --> 00:38:37: What is the same common terminology we use?

00:38:37 --> 00:38:40: What are the KPIs that all of us are kind of joined together to deliver to?

00:38:40 --> 00:38:43:

00:38:44 --> 00:38:48: The other thing that also perhaps works is bringing in colleagues from neighboring buildings.

00:38:48 --> 00:38:50:

00:38:50 --> 00:38:55: If you have property management colleagues from neighboring buildings, bringing them across to these kind of meetings almost as a visiting member who who is able to talk through their experience of applying, of implementing something and how it was

00:38:55 --> 00:38:57:

00:38:57 --> 00:39:00:

00:39:00 --> 00:39:04:

00:39:04 --> 00:39:05: delivered in those buildings.

00:39:06 --> 00:39:10: That kind of cross pollination of ideas could actually trigger

00:39:10 --> 00:39:12: some good behaviors at your meetings.

00:39:13 --> 00:39:13: Right.

00:39:13 --> 00:39:16: And the, and the final point to think about is

00:39:16 --> 00:39:20: meetings by themselves, clearly great, but they don't work.

00:39:20 --> 00:39:22: They have to work with an an ecosystem of what

00:39:22 --> 00:39:26: are the wider strategies, you know, what are you looking

00:39:26 --> 00:39:29: for in terms of your building improvement plan?

00:39:30 --> 00:39:30: Mr.

00:39:30 --> 00:39:33: Property Manager, can you share that with us or Mr.

00:39:33 --> 00:39:37: Occupier, what are your, your intentions with respect to the

00:39:37 --> 00:39:41: expiry, which is coming up in 18 months, 24 months?

00:39:41 --> 00:39:42: What do you intend to do?

00:39:42 --> 00:39:46: So that kind of broader discussion of short to medium

00:39:46 --> 00:39:49: term objectives and how that wraps around what you're trying

00:39:50 --> 00:39:53: to trying to work with that, that provides the right

00:39:53 --> 00:39:56: kind of framework to to peg your green committees onto.

00:39:59 --> 00:39:59: That's great.

00:39:59 --> 00:40:01: Thank you so much.

00:40:02 --> 00:40:05: I'm going to open it up for the Q&A now,

00:40:05 --> 00:40:08: so if anybody does have any questions that they would

00:40:08 --> 00:40:11: like to submit, please do go ahead.

00:40:11 --> 00:40:15: We've got enough time to answer a few more questions.

00:40:15 --> 00:40:18: I'm going to start with a question that Sharla has

00:40:18 --> 00:40:19: put in the chat.

00:40:20 --> 00:40:24: She said for thank you for all of your insights.

00:40:24 --> 00:40:27: Many of you reference having sustainability specialists in the meetings

00:40:27 --> 00:40:28: at each asset.

00:40:29 --> 00:40:31: How do you manage this resource in your organization?

00:40:31 --> 00:40:34: What types of roles, which part of the organization are

00:40:34 --> 00:40:37: they embedded in, and how many assets would one specialist cover?

00:40:37 --> 00:40:38: I'm going to come first to Katie.

00:40:38 --> 00:40:40: On that and then I'll I'll come to Maria as

00:40:40 --> 00:40:42: well to see if if you've got any insights too.

00:40:42 --> 00:40:45: Yeah, of course.

00:40:45 --> 00:40:46: So it really depends on the number of committee meetings

00:40:47 --> 00:40:50: you think is beneficial to have a year.

00:40:51 --> 00:40:53: And that's why we've landed on this number of hosting

00:40:53 --> 00:40:56: them kind of every six months because even though you

00:40:56 --> 00:40:58: know, there's so much work that goes into preparing for

00:40:58 --> 00:41:01: the meetings, if we have them every six months, you

00:41:01 --> 00:41:03: get that better engagement from occupiers.

00:41:03 --> 00:41:05: But not only that, you also then are putting all

00:41:06 --> 00:41:09: of that data reporting into kind of just two periods

00:41:09 --> 00:41:12: of the year.

00:41:12 --> 00:41:13: So it's really helped us to kind of streamlined when

00:41:13 --> 00:41:16: we're doing our reporting for these.

00:41:16 --> 00:41:19: And we obviously we don't just provide sustainability

00:41:19 --> 00:41:25: committees as

00:41:25 --> 00:41:29: our only service in, in the RESG consultancy team.

00:41:29 --> 00:41:33: We do everything from, you know, targeting green building

00:41:33 --> 00:41:37: certifications to additional data reporting, setting up decarbonisation

00:41:37 --> 00:41:39: strategies and also

00:41:39 --> 00:41:40: some social value elements as well.

00:41:40 --> 00:41:43: So we have to, yeah, we have to really be

00:41:43 --> 00:41:45: quite careful with our time.

00:41:45 --> 00:41:48: And sometimes even though it is obviously great to have

00:41:48 --> 00:41:51: a sustainability specialist in the room, I do think that

00:41:51 --> 00:41:55: these committees probably with, you know, upskilling and

00:41:55 --> 00:41:58: training of

00:41:58 --> 00:42:01: building teams, which is something we're trying to focus on

00:42:01 --> 00:42:04: a lot of at BNP at the moment, they probably

00:42:04 --> 00:42:07: could be led by other members of building teams as

00:42:08 --> 00:42:10: well with that oversight support from a sustainability

00:42:10 --> 00:42:13: specialist.

00:42:13 --> 00:42:15: So I don't know if that directly answers the question,

00:42:15 --> 00:42:18: but yeah, we, we, we have a lot of sustainability

00:42:13 --> 00:42:16: committees which we're trying to kind of spread across us as a team.

00:42:16 --> 00:42:17: We all have kind of got the skills to be

00:42:17 --> 00:42:19: able to, to, to provide those committee meetings.

00:42:19 --> 00:42:22: But again, we're looking at how we can also alternatively

00:42:22 --> 00:42:25: upskill our other building members so that they can also

00:42:25 --> 00:42:28: hopefully potentially in the future, run these meetings

00:42:28 --> 00:42:32: themselves with

00:42:32 --> 00:42:33: our supports.

00:42:33 --> 00:42:36: Because, you know, it would be lovely if every single

00:42:36 --> 00:42:38: building had a full time sustainability resource.

00:42:38 --> 00:42:42: But unfortunately, you know, service charge budgets and owner budgets

00:42:42 --> 00:42:44: don't stretch that far at the moment.

00:42:45 --> 00:42:45: Yeah.

00:42:45 --> 00:42:46: Thank you for that.

00:42:47 --> 00:42:50: Maria, did you have anything to add from your perspective

00:42:50 --> 00:42:51: on that question?

00:42:52 --> 00:42:56: Yes, Emily, I find it's quite interesting and I interesting

00:42:56 --> 00:42:58: part, Mayesh also said.

00:42:58 --> 00:43:03: Because in Redefco we tend to be very hands on.

00:43:03 --> 00:43:06: I think it's the retail aspect of the of our

00:43:06 --> 00:43:10: business and we ourselves, even if we, the, the committees

00:43:10 --> 00:43:14: that are set up are organised by our facility, our

00:43:14 --> 00:43:15: local facility.

00:43:16 --> 00:43:20: I myself try to attend the maximum as as possible

00:43:20 --> 00:43:23: to be, to represent our company at a local level

00:43:23 --> 00:43:27: and to listen, you know, to what people want to

00:43:27 --> 00:43:28: say in retail.

00:43:28 --> 00:43:31: It's also quite important to stress that a lot of

00:43:31 --> 00:43:35: in independent retailers, it's the owners themselves that are going

00:43:35 --> 00:43:37: to come to these committees.

00:43:37 --> 00:43:40: And we have a rhythm where we have quarterly meetings,

00:43:40 --> 00:43:44: tenant meetings and instead of having them completely focused on

00:43:44 --> 00:43:48: sustainability, we it's one of the aspects of the meeting.

00:43:48 --> 00:43:51: There are other things that are also presented to the

00:43:51 --> 00:43:55: tenants and we have an annual meeting which is really

00:43:55 --> 00:43:58: dedicated to sustainability per year.

00:43:58 --> 00:44:02: And in this case we, we Redefko puts across for

00:44:02 --> 00:44:06: all of its portfolio A monitoring system of, for example,

00:44:06 --> 00:44:08: energy or water usage.

00:44:08 --> 00:44:11: The tenants can access a platform where they can follow their energy consumption on a daily basis.

00:44:11 --> 00:44:14: They get monthly reports and we have an annual report in the annual sustainability meeting, which the service provider will

00:44:14 --> 00:44:17: present to them and try to explain to them little

00:44:17 --> 00:44:22: tips, best practices, how to, how to be cost effective.

00:44:22 --> 00:44:25: And this is something that works because when you're talking

00:44:26 --> 00:44:29: about retail, it comes down to cost savings, cost effectiveness

00:44:30 --> 00:44:33: at the end of the day.

00:44:33 --> 00:44:36: So don't know if that answers exactly your question, but

00:44:36 --> 00:44:37: give you some practical practical advice.

00:44:38 --> 00:44:41: Thank you so much, Maria.

00:44:41 --> 00:44:44: And yeah, I think that's really fascinating as well, the

00:44:45 --> 00:44:46: approach that you take in terms of getting a service

00:44:48 --> 00:44:51: provider in as well.

00:44:51 --> 00:44:52: And Katie mentioned that too.

00:44:52 --> 00:44:54: One question that's come through, which Katie started to touch

00:44:55 --> 00:44:58: on was the building managers and the role of the building managers.

00:44:59 --> 00:45:01: Mahesh, I'm going to come to you for this one.

00:45:01 --> 00:45:02: So somebody building managers are often the ones engaging with

00:45:06 --> 00:45:09: tenants day-to-day.

00:45:10 --> 00:45:10: What skills or support do they need to run sustainability committees?

00:45:11 --> 00:45:14: Well, I spoke to the building manager at 1 of

00:45:14 --> 00:45:15: Heinz Assets who works for Helix Property Management and she

00:45:15 --> 00:45:18: was absolutely fantastic in terms of running the sustainability committees

00:45:18 --> 00:45:23: and getting occupiers engaged.

00:45:24 --> 00:45:30: She gave me a tour of the building as well

00:45:30 --> 00:45:32: thanks to your introduction.

00:45:32 --> 00:45:35: So I would, I'd love to hear your thoughts on

00:45:35 --> 00:45:36: that question.

00:45:36 --> 00:45:39: Yeah, yeah.

00:45:39 --> 00:45:40: Thank you.

00:45:41 --> 00:45:42: I'll pass that on to Justina.

00:45:42 --> 00:45:44: She's just fantastic in terms of building managers.

00:45:44 --> 00:45:47: If you're passionate, one thing is you need to be

00:45:50 --> 00:45:52: passionate about the subject, right?

00:45:52 --> 00:45:54: But you don't need to be an expert.

00:45:54 --> 00:45:56: Yeah, we would love it if you're an expert, but

00:45:57 --> 00:45:58: you don't need to be an expert.

00:45:58 --> 00:46:01: What we do want are people like Justina that you

00:46:01 --> 00:46:04: just go and face there who are confident and who

00:46:04 --> 00:46:08: are capable and understand the data that they're talking

00:46:08 --> 00:46:12: about,

00:46:12 --> 00:46:15: who are capable and understand the levers within a building

00:46:15 --> 00:46:17: that impacts the data that comes out or, or the

00:46:17 --> 00:46:20: behaviours of the tenant.

00:46:20 --> 00:46:24: And they're close enough with the tenant to understand how

00:46:24 --> 00:46:28: they behave, behave, which, which kind of impacts the data,

00:46:28 --> 00:46:28: which impacts the energy usage, whatever topic that you're

00:46:28 --> 00:46:28: talking

00:46:28 --> 00:46:31: about.

00:46:31 --> 00:46:36: So clearly, one thing we're looking for is a conference.

00:46:36 --> 00:46:40: The 2nd and especially one thing that we don't want

00:46:40 --> 00:46:42: building managers to be are just meeting organizers.

00:46:42 --> 00:46:44: We, we're not looking for event organizers.

00:46:44 --> 00:46:46: We're not looking for, we're not looking for people who

00:46:47 --> 00:46:50: can, who can book a meeting on a calendar.

00:46:50 --> 00:46:55: What we do want is someone who can facilitate the

00:46:55 --> 00:46:57: conversation, who can listen, who can then engage the

00:46:58 --> 00:47:01: tenants

00:47:01 --> 00:47:04: and then steer the conversation.

00:47:04 --> 00:47:06: Because we are, we've all been in meetings where people

00:47:06 --> 00:47:07: come into that meeting with a specific point they want

00:47:07 --> 00:47:10: to raise a specific agenda that they want to talk

00:47:11 --> 00:47:15: about.

00:47:15 --> 00:47:18: The building manager has to be fluent in terms of

00:47:18 --> 00:47:22: turning the conversation, and it may sometimes feel like

00:47:22 --> 00:47:22: herding

00:47:23 --> 00:47:26: a bunch of cats, but turning that conversation into what

00:47:26 --> 00:47:29: the agenda is about, what the deliverable outcome is all

00:47:30 --> 00:47:32: about.

00:47:33 --> 00:47:35: And if they have the organizational backing behind them,

00:47:36 --> 00:47:39: something

00:47:39 --> 00:47:42: that Katie mentioned before in terms of sustainability experts,

00:47:42 --> 00:47:45: that

00:47:45 --> 00:47:48: there aren't that many of them within the organization.

00:47:48 --> 00:47:51: We have a similar, similar issue here.

00:47:51 --> 00:47:54: What you do need is that organizational backing where the

00:47:39 --> 00:47:42: building manager knows what are the specialist resources that they

00:47:42 --> 00:47:45: can reach out to back in the organization.

00:47:45 --> 00:47:47: Who are the people that they can escalate to if

00:47:47 --> 00:47:50: there's a question that they don't know the answer to,

00:47:50 --> 00:47:51: How do I record that?

00:47:51 --> 00:47:53: How do I take it to somebody within the organization

00:47:53 --> 00:47:55: that knows it and perhaps bring that person along for

00:47:55 --> 00:47:56: the next meeting?

00:47:56 --> 00:47:59: And it's that kind of proactive thinking that we're looking

00:47:59 --> 00:47:59: for.

00:48:02 --> 00:48:02: That's great.

00:48:02 --> 00:48:04: Thank you so much for sharing that, Mahesh.

00:48:05 --> 00:48:07: Just moving on to another question.

00:48:07 --> 00:48:13: So in markets like France, regulation helps Dr.

00:48:13 --> 00:48:14: Occupier engagement.

00:48:14 --> 00:48:16: So, Christopher, I'll come to you for this one.

00:48:17 --> 00:48:21: Does an approach change in markets where that regulatory push

00:48:21 --> 00:48:21: isn't there?

00:48:23 --> 00:48:27: I think it changes in the sense that you have

00:48:27 --> 00:48:31: a different level of prioritization, right?

00:48:31 --> 00:48:35: So obviously if there's regulation and, and you have to

00:48:35 --> 00:48:40: do committees for all the assets in, in your portfolio,

00:48:40 --> 00:48:45: that's higher workload that you know, sometimes takes away from

00:48:45 --> 00:48:48: the customization I, I mentioned earlier.

00:48:48 --> 00:48:52: So you have to do a lot of buildings in

00:48:52 --> 00:48:56: a lot of granularity at at a certain time.

00:48:58 --> 00:49:00: And then at the same time, because we don't see

00:49:00 --> 00:49:03: it necessarily as a regulatory requirement, right.

00:49:03 --> 00:49:06: We see the benefits of of doing those committees from

00:49:06 --> 00:49:07: a strategic perspective.

00:49:09 --> 00:49:14: So I think we're more selective in markets where it's

00:49:14 --> 00:49:19: not a requirement and really focus on on those assets

00:49:19 --> 00:49:24: where either, you know, data transparency is not there.

00:49:24 --> 00:49:27: We have either some some good things that we've done

00:49:27 --> 00:49:31: with the building which we want to share with the

00:49:31 --> 00:49:35: occupiers or where there's some some other Special Situations that

00:49:35 --> 00:49:38: we just want to have a conversation about.

00:49:39 --> 00:49:46: Regulation can obviously drive that adoption, but you still need

00:49:46 --> 00:49:51: to make sure that you're not, you know, going to
00:49:52 --> 00:49:57: to this out-of-the-box 1 size fits all approach.
00:49:57 --> 00:50:00: So you still need to put some thought into it.
00:50:00 --> 00:50:03: And depending on the number of assets you have to
00:50:03 --> 00:50:06: focus on, that might suffer a little bit.
00:50:08 --> 00:50:08: Yeah.
00:50:08 --> 00:50:11: So it's kind of both, to be honest.
00:50:13 --> 00:50:14: That's great.
00:50:14 --> 00:50:16: Thanks for sharing that insight.
00:50:17 --> 00:50:20: We've had a question as well, I guess building on
00:50:20 --> 00:50:24: the the green leases discussion that we started with Mahesh
00:50:24 --> 00:50:28: earlier, Tom said, in my experience, I found the meaningful
00:50:28 --> 00:50:33: green leases with tenants is a significant contributor for
sustainability
00:50:33 --> 00:50:34: program success.
00:50:34 --> 00:50:37: Do you have any views on what might be the
00:50:37 --> 00:50:40: primary driver, whether that's building type?
00:50:40 --> 00:50:46: Market demand for assets regulation that either help or deter
00:50:46 --> 00:50:52: meaningful green leases from being universally implemented.
00:50:53 --> 00:50:55: Christopher, I wondered if if you had any insights to
00:50:55 --> 00:50:57: share on on your thoughts on that from a green
00:50:58 --> 00:50:58: leases perspective?
00:51:03 --> 00:51:04: Yeah.
00:51:04 --> 00:51:10: So I think the, the, it, it's always a give
00:51:10 --> 00:51:12: and take, right?
00:51:12 --> 00:51:16: So I think with, with green leases, if, if you
00:51:16 --> 00:51:20: put that on a piece of paper, some tenants know
00:51:20 --> 00:51:24: about how it works, they will sign it and, and
00:51:24 --> 00:51:25: here you go.
00:51:25 --> 00:51:27: Sometimes you, you need to explain it a little bit
00:51:27 --> 00:51:28: more, right?
00:51:29 --> 00:51:32: It depends, Heidi, in, in our experience also on the
00:51:32 --> 00:51:34: type of tenants you're talking about.
00:51:36 --> 00:51:40: I think there's a tendency that you know, in, in
00:51:40 --> 00:51:44: retail it's a bit more difficult due to just the
00:51:45 --> 00:51:47: activity that you see there.
00:51:47 --> 00:51:49: It's, it's a big cost driver.
00:51:49 --> 00:51:51: So some, some of them do not want to share
00:51:51 --> 00:51:55: because you might get some, some other information out of
00:51:55 --> 00:51:58: that residentially have some regulatory restrictions.
00:51:58 --> 00:52:03: I think talking about office, sometimes you need to explain
00:52:03 --> 00:52:06: a little bit why you want this information and this

00:52:07 --> 00:52:09: commitment from the tenants.

00:52:09 --> 00:52:12: And typically if you do that, well, it it also

00:52:12 --> 00:52:16: helps to convince the tenant and, and you get their

00:52:16 --> 00:52:16: buy in.

00:52:17 --> 00:52:21: It's not always easy to push it through.

00:52:21 --> 00:52:24: And it depends a little bit also on the sector

00:52:24 --> 00:52:27: the tenant is in, how big the company is, how

00:52:27 --> 00:52:30: strict their data sharing policies are.

00:52:30 --> 00:52:34: I think that's also big topic in the green lease

00:52:34 --> 00:52:37: like how open and willing are they to to open

00:52:37 --> 00:52:39: the books, so to say?

00:52:42 --> 00:52:42: Yeah, that's great.

00:52:42 --> 00:52:43: Thank you.

00:52:43 --> 00:52:46: If anyone else has anything to add, please do shout.

00:52:48 --> 00:52:50: I could add on to that, Emily, just really quickly,

00:52:50 --> 00:52:53: completely totally agree with what Christophe just articulated

00:52:53 --> 00:52:54: that couldn't have said it better myself.

00:52:55 --> 00:52:59: What we have discovered is if you have a corporate

00:52:59 --> 00:53:02: occupied, 9 out of 10 times they have net 0

00:53:02 --> 00:53:03: commitments.

00:53:03 --> 00:53:06: And therefore, they tend to be a lot more aligned

00:53:06 --> 00:53:09: with you as a property owner or property manager to

00:53:09 --> 00:53:11: sign up to a green lease because as they understand

00:53:12 --> 00:53:14: the need for data transparency and so on and so

00:53:14 --> 00:53:14: forth.

00:53:15 --> 00:53:19: With some of the other occupiers, whether they're industrial

00:53:19 --> 00:53:23: or

00:53:23 --> 00:53:27: suddenly residential, there is a challenge on industrial too,

00:53:27 --> 00:53:27: given

00:53:28 --> 00:53:31: that industrial plants tend to be focused very much on

00:53:31 --> 00:53:34: energy usage.

00:53:34 --> 00:53:35: They love the fact that, OK, this means that there's

00:53:35 --> 00:53:36: guarantees, there's going to be data that you can provide

00:53:36 --> 00:53:39: us, we can provide you.

00:53:39 --> 00:53:40: So that's great.

00:53:41 --> 00:53:44: But sometimes I think the key is how can you

00:53:45 --> 00:53:47: make it idiot proof?

00:53:48 --> 00:53:50: How can you articulate the benefits of a green lease?

00:53:50 --> 00:53:54: And as long as you can articulate it and pitch

00:53:54 --> 00:53:55: it at the right level, I find in my experience

most tenants really don't have a convincing argument not to

say yes, right.

00:53:57 --> 00:54:00: And if I could just also add, I think it
00:54:00 --> 00:54:04: the asset, asset type also plays a role.
00:54:04 --> 00:54:08: We have a major redevelopment in central Paris in prime
00:54:08 --> 00:54:10: and a prime asset location.
00:54:10 --> 00:54:15: And for this particular asset, we actually carried out a
00:54:15 --> 00:54:19: tender where we had our sustainability KPIs which were
taken
00:54:19 --> 00:54:23: into account to, to to choose our tenants.
00:54:23 --> 00:54:24: We had the luxury.
00:54:24 --> 00:54:26: It doesn't happen everyday, but when you can do it,
00:54:26 --> 00:54:27: you push.
00:54:27 --> 00:54:31: Ford and green leases will work in this sort of
00:54:31 --> 00:54:31: context.
00:54:35 --> 00:54:36: That's great.
00:54:36 --> 00:54:38: Thank you so much for all of your insights there.
00:54:38 --> 00:54:41: We've just got time probably for one more question before
00:54:41 --> 00:54:42: closing.
00:54:43 --> 00:54:47: There's been a question on green building certifications and
I'm
00:54:47 --> 00:54:50: going to sort of pitch it more towards the use
00:54:50 --> 00:54:55: of green building certifications within the context of asset
sustainability
00:54:55 --> 00:54:55: committees.
00:54:56 --> 00:54:59: Casey, I know that this is something that we spoke
00:54:59 --> 00:55:02: about before in terms of, you know, how you use
00:55:02 --> 00:55:06: them to feed into maybe a green, green building certification.
00:55:06 --> 00:55:10: I know that, for example, with Ingres, there's tenant
engagement
00:55:10 --> 00:55:12: examples that you need to fill out.
00:55:12 --> 00:55:15: And yeah, I wondered if you had any reflections on
00:55:15 --> 00:55:16: that.
00:55:16 --> 00:55:17: Yeah, definitely.
00:55:17 --> 00:55:20: So as part of the meeting, we spend a long
00:55:20 --> 00:55:22: time kind of the second part of the meeting, once
00:55:22 --> 00:55:26: we've gone through all of the data performance, we'll focus
00:55:26 --> 00:55:28: on the sustainability action plan.
00:55:28 --> 00:55:30: And we really want that to be driven by what
00:55:30 --> 00:55:33: the occupiers want to see at the building, like how
00:55:33 --> 00:55:36: best they would like to see their service charge spent.
00:55:36 --> 00:55:39: And part of that, that section, we will talk through
00:55:39 --> 00:55:42: the different types of green building certifications that can
support
00:55:42 --> 00:55:46: a building and also support companies within the building,

support
00:55:46 --> 00:55:48: the occupiers within the building.
00:55:48 --> 00:55:53: I mean, so there's definitely very, there's definitely a lot
00:55:53 --> 00:55:57: of points within a lot of scoring points within the
00:55:57 --> 00:56:03: main green building certifications that you see like you
mentioned
00:56:03 --> 00:56:07: Grez being 1 Briam in use around occupier engagement.
00:56:07 --> 00:56:09: So it definitely helps to support those.
00:56:09 --> 00:56:11: But we also will utilize the committee meetings as a
00:56:11 --> 00:56:14: way to understand what the occupiers want to see and
00:56:14 --> 00:56:16: whether we want to target something.
00:56:16 --> 00:56:19: So health and well-being certifications for example, as we're
talking
00:56:19 --> 00:56:22: about occupier engagement and what the occupiers want to
see,
00:56:22 --> 00:56:24: they might want to target something like a well building
00:56:24 --> 00:56:27: certification or fit well, which we've done in a number
00:56:27 --> 00:56:28: of buildings recently.
00:56:29 --> 00:56:32: Or they might be really interested just in looking at
00:56:32 --> 00:56:34: decarbonising at the moment.
00:56:34 --> 00:56:37: So we might be looking into, you know, UK Nets
00:56:37 --> 00:56:40: are a carbon standard as that's being produced at the
00:56:40 --> 00:56:44: moment and aligning that with Neighbors ratings and looking
at
00:56:44 --> 00:56:48: where maybe the building currently stands on, on the
Neighbors
00:56:48 --> 00:56:51: rating system and aligning that also with Epcs.
00:56:51 --> 00:56:54: Obviously, maybe Epcs are not always the best measure of
00:56:54 --> 00:56:58: actual operational energy, but trying to integrate the data that
00:56:58 --> 00:57:02: we're talking about against different certifications and where
that might
00:57:02 --> 00:57:05: align and whether, you know, the occupiers would like us
00:57:05 --> 00:57:07: to look into that in a bit more detail for
00:57:07 --> 00:57:10: them and how that could support them as a company.
00:57:10 --> 00:57:13: We definitely utilize these green committees to host those
types
00:57:13 --> 00:57:14: of conversations.
00:57:15 --> 00:57:16: That's great.
00:57:16 --> 00:57:17: Thank you for sharing that.
00:57:18 --> 00:57:21: And just quickly, I'd, I'd just like to go around
00:57:21 --> 00:57:26: the, the panellists for anyone that's looking to or considering
00:57:26 --> 00:57:32: applying asset sustainability committees within their assets,
what's 1 practical
00:57:32 --> 00:57:35: piece of advice that you would give Christopher?

00:57:35 --> 00:57:37: I'll just start with you as your top left.

00:57:39 --> 00:57:42: I think the the best way is to to take

00:57:42 --> 00:57:45: your time to find your approach to what works for

00:57:45 --> 00:57:46: you.

00:57:46 --> 00:57:49: Know your targets, but also the asset and, and the

00:57:49 --> 00:57:50: occupiers you're dealing with.

00:57:51 --> 00:57:55: And I just want to advertise a little bit the

00:57:55 --> 00:57:58: paper that you just published.

00:57:58 --> 00:58:01: And I think it's a, it's a great resource to

00:58:01 --> 00:58:05: basically pick and choose some elements that that work for

00:58:05 --> 00:58:06: you.

00:58:06 --> 00:58:11: And again, don't standardize but make it meaningful for for

00:58:11 --> 00:58:14: the context would be my advice.

00:58:15 --> 00:58:15: Thanks, Christophe.

00:58:15 --> 00:58:17: Casey, have you got anything to add?

00:58:18 --> 00:58:20: Yes, I'm going to slightly contradict myself.

00:58:20 --> 00:58:22: One of the points I made earlier around the importance

00:58:22 --> 00:58:24: of data and, and it needing to be accurate and

00:58:24 --> 00:58:25: correct.

00:58:25 --> 00:58:28: And that is still very much true and I stand

00:58:28 --> 00:58:28: by that.

00:58:29 --> 00:58:32: But I think do not let the unavailability of data

00:58:32 --> 00:58:35: stop you from just getting started.

00:58:35 --> 00:58:37: Because the most important thing is that you want to

00:58:37 --> 00:58:40: start engaging on these topics with occupiers so that you

00:58:40 --> 00:58:43: know for your next committee meeting how you want to

00:58:43 --> 00:58:45: tailor it, what approach you want to take.

00:58:45 --> 00:58:49: You know, sometimes we've been held back if we don't

00:58:49 --> 00:58:52: have say a 12 month data set of utility data.

00:58:52 --> 00:58:55: And actually that's not been the best approach that we

00:58:55 --> 00:58:57: should just get in the room.

00:58:57 --> 00:58:59: Have an approach of, you know, have an agenda of

00:58:59 --> 00:59:02: what you want to talk about, but really know the

00:59:02 --> 00:59:04: impact starts coming later on once you've already started to

00:59:04 --> 00:59:06: have these conversations with occupiers.

00:59:07 --> 00:59:07: Great.

00:59:07 --> 00:59:08: Thanks, Casey.

00:59:08 --> 00:59:08: Maria.

00:59:09 --> 00:59:11: Yes, I would say go for it.

00:59:11 --> 00:59:15: Set them up and also I'm I'm pretty much in

00:59:15 --> 00:59:16: the green lease.

00:59:16 --> 00:59:19: I would say the green lease put them use green

00:59:19 --> 00:59:21: leases because they set the objectives.

00:59:21 --> 00:59:25: They set the groundwork from the outcome from the beginning

00:59:25 --> 00:59:30: to avoid misalignment between between an owner, between an occupier

00:59:30 --> 00:59:34: and also go beyond just purely environmental issues.

00:59:34 --> 00:59:37: Look at the social issues, look at the biodiversity.

00:59:38 --> 00:59:41: These things are maybe not quite so much biodiversity, but

00:59:41 --> 00:59:44: social is less, less tangible, but we do it.

00:59:44 --> 00:59:46: We do it without, without even realizing it.

00:59:46 --> 00:59:48: So maybe put a little bit of emphasis on these

00:59:48 --> 00:59:49: points as well.

00:59:50 --> 00:59:50: Great.

00:59:50 --> 00:59:51: Thanks, Maria.

00:59:51 --> 00:59:54: And finally, Mahesh, any practical advice from you?

00:59:55 --> 00:59:57: If you're looking to start up a meeting, tag it

00:59:57 --> 00:59:58: around.

00:59:58 --> 01:00:00: Anchor it around some level of food and beverage.

01:00:01 --> 01:00:04: Pastries and coffee will get people in the room once

01:00:04 --> 01:00:05: you've got them in the room.

01:00:06 --> 01:00:08: Then fine, let's crack on with the rest of them.

01:00:09 --> 01:00:10: Thanks, Mahesh.

01:00:10 --> 01:00:11: That's great.

01:00:11 --> 01:00:12: We're out of time now.

01:00:12 --> 01:00:16: Thank you very much to the panellists and also for

01:00:16 --> 01:00:19: your insights for informing the guide as well.

01:00:20 --> 01:00:23: The guide is now available to download on Knowledge Finder.

01:00:24 --> 01:00:27: We will also publish a recording of this webinar which

01:00:27 --> 01:00:30: will be available to share and open source as well

01:00:30 --> 01:00:32: for anyone to be able to watch and access.

01:00:33 --> 01:00:35: If you wouldn't mind taking the quick survey that will

01:00:35 --> 01:00:37: pop up on your screen to let us know how

01:00:37 --> 01:00:40: you found this webinar, that would be really appreciated.

01:00:41 --> 01:00:43: And thank you very much again, and I hope you

01:00:43 --> 01:00:45: have a great rest of your day.

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