



# IMPACT REPORT 2016/17

# Introduction

## Louise Ellison

BBP Chairman and Head of Sustainability, Hammerson



2016/17 has seen enough political turmoil on the national and international stage to distract most of us from the day job. However, one of the key constants throughout has been the increasing recognition, by all, of the urgency with which we need to address climate change and the wider sustainability agenda. The BBP is, of course, designed to support our members in addressing exactly these issues and I am delighted to be able to bring you this impact report that demonstrates how much has been achieved over the last 12 months.

The Real Estate Environment Benchmark (REEB), as one of the BBP's flagship projects, continues to provide the most credible analysis of performance in-use for UK properties. The data shows that BBP members have collectively made an impressive 25% improvement in the energy efficiency of their portfolios over the last 5 years. Clear evidence of the operational energy efficiencies that can be achieved across existing properties and the value of robust operational data.

With collective assets under management of approximately £200bn, the 27 members of the BBP have significant industry influence. The Managing Agents Partnership Core Provisions, the outputs of the Commercial Real Estate Lending Group and the Design for Performance projects are all examples of how the BBP is leveraging this influence to instigate change across the sector. The organisation continues to take a highly collaborative approach to specific sustainability challenges facing commercial property owners, producing practical, industry-led guidance and tools that are freely available to all.

With the magnitude of challenges facing the industry and the speed of change required, business leadership on sustainability is absolutely critical if market transformation, the BBP's core objective, is to become a reality. Progress so far has not been enough, and 'business as usual' is an increasingly risky option. It is a great privilege to be Chair of the BBP and I am enormously grateful for the continued support of the members and the hard work of the executive team in establishing this organisation as one of the most effective in leading, supporting and promoting change within our industry.

A stylized, handwritten signature in black ink.

## Sarah Ratcliffe

BBP Programme Director



It has been another busy year for the BBP, as highlighted in this year's report. It can often be challenging to demonstrate a causal link between the work we do, our impact upon our members and ultimately the performance of their assets. Nevertheless, the increasing demands from members and deeper engagement in our activities, the outputs we have produced and the industry response to these tells us that we are heading in the right direction.

Particular highlights for me this year included the work on Commercial Real Estate Lending, the Design for Performance project and the launch of the Managing Agents 'Core Provisions'; all focused on different, but important drivers to transform the market.

The extensive engagement of members in the BBP programme of work goes to show that members reap significant benefits from working together collaboratively - the BBP tools are genuinely developed by the industry for the industry and they are all the better for it.

For me, it is tremendously rewarding to work with a group of forward thinking organisations and with such an extremely hard-working and dedicated Executive and our thanks go out to all those who have contributed to the BBP's success this year.

But our work is certainly not done. Indeed, our recent business planning process highlighted that collective commitment and action is more important than ever and this report also contains a brief insight into what we have planned over the next three years. We hope you enjoy reading the report and do get in touch if you would like to learn more about the BBP and our plans for the future.

A handwritten signature in black ink that reads "Sarah Ratcliffe".

# Objectives and Priorities






The BBP is a not-for-profit collaboration of many of the UK’s largest commercial property owners, who work together to improve the sustainability of existing buildings. Our aim is to enable market transformation through sustainability leadership and knowledge sharing across the property industry.

We do this by working with our members to address key sustainability challenges, share knowledge and develop practical tools that can be used by the wider industry.

## Workstreams

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### OUR OBJECTIVES ARE TO:

-  Enable **knowledge sharing** and deliver practical guidance that overcomes common challenges
-  Demonstrate **leadership** through the development and implementation of consistent approaches
-  Promote **innovation** and develop thought leadership that contributes to market transformation
-  Disseminate our work to stimulate and **influence** the wider commercial property sector
-  Develop relationships across the industry that support **collaboration** and provide a platform for engagement

The symbols above are used throughout the report to highlight the objectives that are met within each of our workstreams.

# Our members

In 2016/17, we enjoyed the support of 27 members with a combined real estate portfolio of over £200bn. Member portfolios range from London-centric to worldwide and cover a variety of property types including office,

retail, leisure, industrial and residential. These include 10 asset managers, 16 property companies, and one public institution. In 2016, we were delighted to welcome new member Great Portland Estates.



*“Great Portland Estates plc took the decision to join the BBP to engage with other property owners on energy efficiency in existing buildings and also to participate in the Real Estate Environmental Benchmark. In joining the BBP we have gained much more than that, we have been able to involve a number of members of our team in the different forums on wider sustainability issues and have found the debate around design for performance in connection with new and refurbished buildings particularly enlightening.”*



Janine Cole, Head of Sustainability, Great Portland Estates plc

## COMMITTED TO THE CAUSE

To support our aim of enabling market transformation, we use the collective weight of our members to demonstrate leadership, promote innovation and drive change within the industry. We ask all members to sign our [‘member commitment’](#), which details not only our member’s commitment to sustainability, but also their commitment to supporting the work of the BBP.

Our members are actively involved in shaping our work programme,

contributing their knowledge, and sharing their experience in a wide range of Working Groups, projects, case studies and blogs. Our members chair our Working Groups and it is only thanks to their dedication and commitment that the BBP can undertake such a diverse programme of work and produce pragmatic outputs that have a real impact.

Throughout 2016/17 we convened and ran 39 meetings and roundtable sessions across nine Working Groups, reflecting the BBP’s priorities.

## 700+ HOURS

CONTRIBUTED BY  
BBP MEMBERS

## 220+ HOURS

CONTRIBUTED BY EXTERNAL  
ATTENDEES

## 150+ HOURS

CONTRIBUTED BY MANAGING  
AGENTS PARTNERSHIP



Over the past year, the BBP has continued to develop its understanding of integrating sustainability into the real estate lending process and has been highlighted as a thought leader, spearheading industry work in this field.

In November 2016, we held an event in collaboration with CREFC Europe andGRESB. The event show-cased the work of the Commercial Real Estate Lending Working Group, which convenes BBP members and other key players in the industry including ABN AMRO, AXA Real Estate, BlackRock, ING Bank, Lloyds Bank, and UBS. The event presented a call to action to over 50 professionals from the lending community; a message shared more widely with the launch of the BBP Industry Insight, [Beyond Risk Management: How Sustainability is Driving Innovation in Commercial Real Estate Finance](#).

This publication - sponsored by CREFC Europe, GeoPhy, ING Bank and Lloyds Bank Commercial Banking - reveals how leading lenders are transforming the market by incorporating sustainability initiatives into their core lending activities.

The call to action urges real estate lenders to:

- Recognise the significant opportunity for real estate finance to create positive change
- Explore the commercial and reputational prizes to be won
- Collaborate to develop the harmonised metrics, terminology and standards that will help products and services to become mainstream



## LOOKING FORWARD >>>

Ensuring that sustainability risks and opportunities are integrated into the investment decision-making process is a key challenge for BBP members. It was exactly this challenge that led the Investment Engagement Working Group to develop an 'Acquisitions Sustainability Toolkit', the first in a suite of tools aimed at investment teams.

The Acquisitions Sustainability Toolkit will enable those responsible for the acquisition to ask key questions, at crucial intervention points, covering Investment Critical Issues, Due Diligence, and issues to be considered for a 100-Day Review.

Over the next year, following on from the publication of the Acquisitions Sustainability Toolkit, the Investment Engagement Working Group will be developing other tools specifically aimed at upskilling investment teams, enabling them to incorporate sustainability into strategic asset management plans and disposal strategies.

## BEST PRACTICE FROM A REAL ESTATE LENDER

Within its real estate finance business, ING Bank developed an app to help borrowers analyse their portfolio and recommend 10 measures for each building that could lower energy costs and reduce CO<sub>2</sub>.

Property owners with a building indicating potential energy savings greater than €15,000 per year are offered a free on-site BREEAM and energy audit. Within the first two years, 18,000 buildings were scanned by the App, measuring 10 million sqm - 65% of ING Real Estate Finance's portfolio. ING Bank now plans to roll out the app to other European countries, provide discounts on 'sustainable loans', as well as provide subsidy advice and offer free Energy Performance Certification.



# Measuring and Reporting



The Real Estate Environmental Benchmark (REEB) is an initiative run by the BBP to assess the operational performance of our members' property portfolios and produce operational benchmarks for the wider industry. It is the largest voluntary initiative of its kind in the UK, incorporating data from over 1,500 properties over the past six years.

REEB provides a valuable insight into the energy performance of commercial property in the UK and the improvements that can be achieved for actively managed real estate portfolios. The resulting benchmarks also provide robust, market-based KPIs, from both an investment and environmental perspective, which are publicly available for others within the industry to use and compare against.

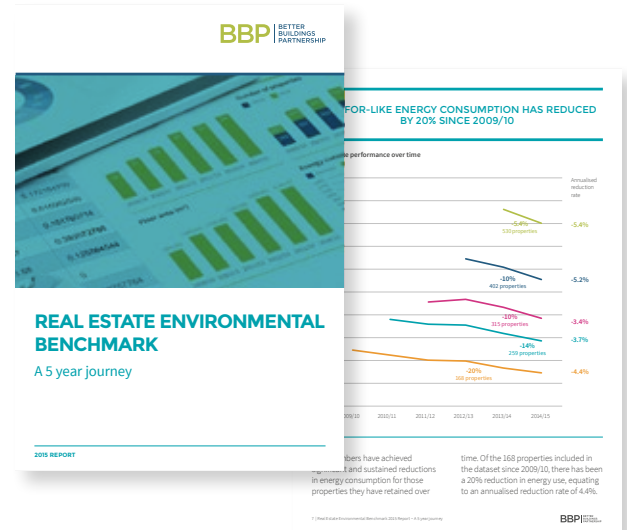
2016/17 saw the first year working with our new partner, EnergyDeck, who is helping to deliver REEB through their online platform. This will enable the BBP to grow the dataset, enhance the benchmarks and provide greater transparency on the operational performance of commercial buildings in the UK.

This year was an important milestone for REEB; using historic data, we released our summary report [Real Estate Environmental Benchmark 2015 – A 5 year journey](#). The publication provides a retrospective assessment of performance over the past 5 years and demonstrates the significant improvements that can be made across large property portfolios.

*"REEB is unique in that it provides the industry with up-to-date environmental benchmarks, which the Government stopped providing in 1990. At LGIM Real Assets our sustainability strategy requires best practice on sustainability in everything we do. REEB therefore allows us to identify the best practice 'upper quartile' benchmark, against which we can measure all our employees, advisers and suppliers and report to those investors who specify compliance with REEB Best Practice, in their fund mandates."*



Debbie Hobbs, Head of Sustainability, Legal & General Investment Management Real Assets



## HIGHLIGHTS FROM THE PAST 5 YEARS



**58,000**

TONNES OF CO<sub>2</sub> EMISSIONS SAVED



**+74%**

INCREASE IN FLOOR AREA



**22%**

IMPROVEMENT IN ENERGY EFFICIENCY



**20%**

REDUCTION IN LIKE-FOR-LIKE ENERGY CONSUMPTION



**£15.4M**

IN ENERGY SAVINGS

## COMMITMENT GROWS FOR 'DESIGN FOR PERFORMANCE'



Throughout 2016/17 the BBP has continued to support the innovative industry initiative, Design for Performance project (DfP).

This ambitious project aims to change the way we design new office buildings, addressing the 'performance gap' and design-for-compliance-culture, by bringing the concept of operational energy performance targets to the UK commercial real estate market. Based on the hugely successful Australian NABERS Commitment Agreement, the project explores the applicability and opportunity of developing and testing such a framework in the UK. A wide range of industry stakeholders support the project team and the Executive Board is chaired by Sarah Ratcliffe, Programme Director of the BBP.

Following the publication of the UK [CAP Feasibility Study Final Report](#) and [Commitment Agreements](#):

[UK Feasibility Review Report](#), which highlighted the value of mandating transparency for Base Building energy use in the UK, the group embarked on an 18-month pilot programme. The pilots are real UK development projects, testing key ingredients, which support the NABERS Energy Commitment Agreement, a process which helps office buildings to achieve base building operation in line with the energy performance targeted at project initiation.

These receive regular check-ups from Paul Bannister, the Australian expert who designed the NABERS Energy rating scheme, who reported that he was excited to see some real movement in thinking during his most recent review of the project. The project team and funders include:

ARUP

BBP | BETTER BUILDINGS PARTNERSHIP

BSRIA

British Land



EDSL Tas



NG Bailey

STANHOPE

TH Real Estate  
a nuveen company

Transport for London

UBT  
Usable Buildings Trust

Verco

WILLMOTT DIXON  
SINCE 1952

## LOOKING FORWARD >>>

In 2017/18, as well as providing the latest REEB performance trends and benchmarks, we will be further expanding the scope of REEB, increasing the dataset and enabling non-members to compare the performance of their properties with the REEB benchmark via a new on-line tool. We will also be continuing to build collaborative relationships with other organisations that are keen to support and utilise the REEB dataset.

2018 will also see the conclusion of the ground-breaking Design for Performance project and the BBP will be supporting the publication of the project outputs. But what about the future of Design for Performance? This is a key consideration and work has already begun with key organisations to consider the next steps for DfP, including work on integrating the DfP principles into major industry standards.

The Building Operations and Technology Working Group convenes every quarter to learn about innovative measures and technologies that can help improve the performance of their property portfolios.

The growing interest in the health and wellbeing agenda naturally led to the development of numerous discussions with members. This movement clearly presents both risks and opportunities to commercial property owners. Those who can demonstrate that their buildings provide a healthy, productive environment for their occupiers have a new angle to distinguish themselves within the market. Conversely, those who do not act run the risk of unsatisfied occupiers who are monitoring the internal conditions of their space.

To help members in understanding these challenges and opportunities, the BBP ran a session focused on indoor air quality and investigated the types of monitoring devices available on the market, and members shared information on their current activities in this area.

Other topics which sparked a lot of interest were the development of energy storage technology and electric car charging points, and the role these rapidly developing technologies could play within sustainability strategies.

As interest in these topics continue to mount, we will no doubt be exploring them both again soon...

## Insights on IEQ Devices



With the rising awareness of indoor environmental quality, Chris Botten published his thoughts in his blog, [Indoor Environmental Quality Devices: Keeping Up To Speed With Technology](#), to help the wider property sector get to grips with the latest technology emerging in this field.

## LOOKING FORWARD >>>

This is one of our most popular Working Groups and there is bound to be no shortage of new technologies emerging for the BBP to review. Members have already identified building modelling software; waste management and water efficiency as topics for 2017, and we look forward to interrogating the latest innovations, exploring their market readiness and the business case for investment.

## HAMMERSON UTILISES INNOVATIVE TECH IN ECO LEARNING STORE



At Cyfarthfa Retail Park in Merthyr Tydfil, [Hammerson and B&Q partnered to create an Eco Learning Store](#). It is one of the first projects in the UK to feature a Transpired Solar Collector system, which harvests the sun's heat to warm the store's interior, cutting energy bills and CO<sub>2</sub> emissions. The store presents a highly sustainable blueprint for retail parks and demonstrates the environmental and cost savings that can be achieved by owners and occupiers working together.





During 2016, a substantial amount of work has been undertaken to develop a BBP Fit-Out Toolkit. We will, for the first time, be delivering this tool through its own micro-site, making it easier to use, populate and update.

All too often opportunities of undertaking a fit-out are not maximised due to a lack of time, resource, knowledge and communication between all the different parties involved.

The right people, asking the right questions, at the right time, could make all the difference to achieving the most sustainable outcome when it comes to fit-out.

Our Sustainable Fit-Out Toolkit aims to tackle this challenge by equipping all of the various parties involved in fit-out with the knowledge to ask the right questions at those key intervention points, enabling owners, occupiers, and their contractors to interact more effectively.

## LOOKING FORWARD >>>

2017 will see the publication of the Fit-Out Toolkit, but there are already new projects on the horizon. With the incoming Minimum Energy Efficiency Standards coming into force in April 2018, a review of the Green Lease Toolkit is imminent.

Furthermore, looking beyond aspects that members control to the aspects they can influence, we will be considering occupier engagement strategies, and what members can learn from each other in developing effective owner-occupier collaboration.

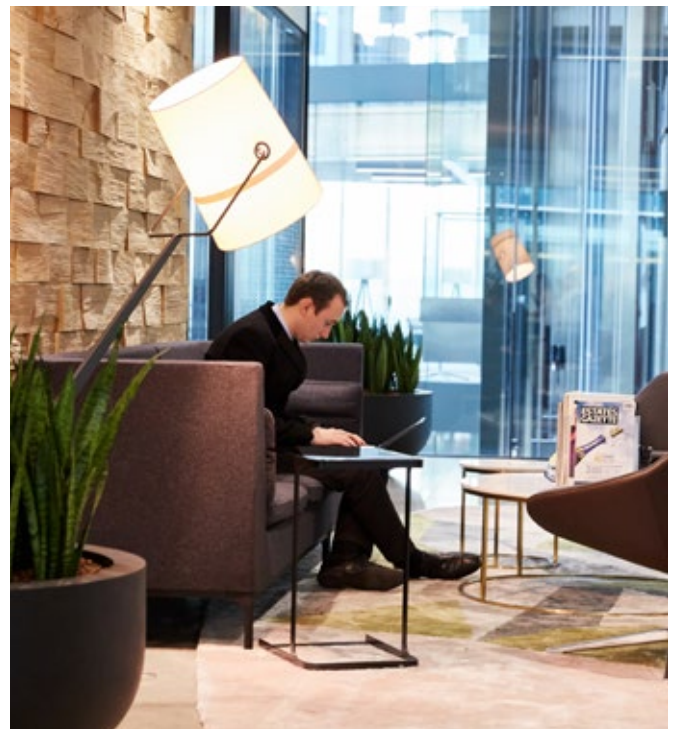
### **BROADGATE ESTATES' "OUTSTANDING" NEW OFFICE**

When Broadgate Estates relocated to its new office, known as The Hub, the focus was on creating the right environment to attract and keep talent, and providing the best conditions for people to flourish and enjoy their work. Achieving a high BREEAM rating was an objective for the project team from the outset.

#### **Achievements**

- Scored: 100% for Energy, 100% for Transport. 79% for Wellbeing
- 178 cycle spaces and eight showers
- All timber FSC certified
- World's first BREEAM Outstanding fit-out
- 97% of employees believe The Hub is positive for corporate image
- 86.5% of employees believe The Hub supports their wellbeing

**BROADGATE  
ESTATES**



A key priority for the BBP has always been to engage with managing agents as they play a vital role in implementation of property owners' sustainability strategies. Following the launch of the Managing Agents Partnership last year, the project has gone from strength to strength. In 2016/17, the collaboration launched its own website, welcomed new member Lambert Smith Hampton, published two Industry Insights, and held an industry event.

## Core Provisions for Property Management

To date, managing agents' sustainability service offerings have varied widely depending upon individual client demands and how property managers define sustainability services. In order to help foster a more consistent approach, the Managing Agents Partnership published [Integrating Sustainability into Property Management: Core Provisions.](#)

The paper sets the foundations for incorporating sustainability into any property management service offering, and was presented at a launch event in September 2016, to over 50 representatives across



the commercial property sector. This landmark initiative provides managing agents, regardless of their commitment to sustainability, with detailed guidance on:

- The integration of a wide range of sustainability issues (e.g. utilities, waste, procurement, and occupier engagement)
- Why they should be of interest to agents
- How they can practically approach their implementation

## WORKMAN DELIVERS ON SUSTAINABILITY AT TWO RIVERS

At the Two Rivers shopping park, managed by Workman and owned by Aberdeen Standard Investments, the Centre Manager engaged with store and restaurant managers on a range of sustainability initiatives. Achievements include:

- Popular electric car charging points
- Zero waste to landfill
- £26,000 landfill tax averted annually
- 90% less CO<sub>2</sub> emissions from waste management vehicles
- Biodiversity popular with customers and community



# Cleaning up Waste Data

Utilising their central role in the management and reporting of waste performance, the BBP Managing Agents Partnership kicked off a new programme of work this year to tackle the issues surrounding waste management data. The initiative stems from the publication of the Managing Agents Partnership's Industry Insight, [Waste Not Want Not: A Managing Agent's Perspective on the Challenges and Opportunities of Reporting Waste Management Data](#), which sets out shared issues and outlines how the industry could collaborate to address these.



## LOOKING FORWARD >>>

In 2017/18, the Managing Agents Partnership will be contributing to improving the consistency, transparency and standardisation of waste management data with the following five-point work plan:

- 1** Engaging the waste management sector on the desired services and reporting requirements
- 2** Developing standard clauses for waste management service agreements
- 3** Developing standard reporting templates, KPIs and assumption methodologies
- 4** Defining a methodology for grading the quality of waste management data reported by service providers
- 5** Developing approaches to auditing and rating waste management service providers

A combined project will also see members of both the BBP and Managing Agents Partnership work together to update the Managing Agents Sustainability Toolkit. This will bring together best practice from

property owners and managing agents, covering a wide range of sustainability issues, and support a collaborative approach to improving the performance of commercial properties.

*"Since the initial project concept, the Managing Agents Partnership has grown significantly into a valuable resource for the property management industry. The Core Provisions publication has proven to be a useful output beyond the membership and has been cited by member and non-member clients alike. This line in the sand represents the point from which we as Agents can further develop our sustainability offer, set expectations of each other, and raise standards in our industry. The recent work on waste management is shaping up to be equally valuable and represents the first example of in-depth, honest conversations with the waste service industry about the challenges of meeting the needs of all parties and developing practical solutions to overcome these."*

Carl Brooks, Chairman of the Managing Agents Partnership, and Head of Sustainability at M J Mapp



Our Market Transformation Working Group examines the practical implications and implementation of high-level sustainability concepts within real estate investments.

## Long-term Target Setting

At a lively Working Group meeting, the Carbon Trust presented the drivers and the methodological considerations of science-based target setting. Landsec, shared their experience as the first real estate company in the world to commit to setting a science-based target, outlining the rationale, challenges, and benefits of applying the process to the property industry.

This year, BBP members including TH Real Estate, The Crown Estate, Hammerson and British Land have also committed to ambitious targets, that are reflective of the level of action necessary to stay within 2 degrees' global temperature rise.

## Circular Economy

AECOM, LOOP and BRE presented to members to stimulate discussion on the role of the commercial property sector in supporting a circular economy. The session highlighted the challenges of quality control and materials availability and the opportunity for members to exercise their influence over supply chains.

The Crown Estate recently joined the Ellen McArthur CE100 programme and will embark on a three-year partnership to embed the principles of the circular economy across the business.

Sarah Ratcliffe, Programme Director at BBP, shared the findings from our Science-based Targets Working Group session with the wider industry in her blog, [Science-Based Target Setting – Science or Art?](#) Here she outlines the pros and cons of the different methodologies and how these can apply to the real estate sector.



*"We decided to develop a new long-term energy reduction target as this was in line with our investors' expectations that we should be future proofing our real estate funds for the transition to a low carbon economy. Our membership of the BBP has been invaluable in this process. Engaging with peers to discuss their approaches to target setting and some of the challenges and pitfalls has been a big help. There are also some specific BBP initiatives that form a key party of our operational plan to meet our target. We use the BBP Real Estate Environmental Benchmark to identify which of our properties should be making the most significant energy reductions. We also integrate an assessment energy efficiency into our acquisition process as set out in the BBP Acquisition Sustainability Toolkit. Finally, we adopted the BBP indexing approach to track progress against our target. With a diverse, growing and ever-changing portfolio, the index approach was really the only viable option to monitor long term intensity change."*



Abigail Dean, Head of Sustainability, TH Real Estate

## Embodied Carbon

A session was held to help members get to grips with the complex topic of embodied carbon. UK-GBC, British Land, EVORA and Hammerson all shared their experiences in this area. Discussions highlighted a number of shared challenges; varied and inconsistent methodologies across the industry, data and benchmarking issues and jargon fatigue.

## LOOKING FORWARD >>>

The BBP has already developed an internal indexing methodology to track the environmental performance of members' real estate portfolios. We will be sharing this work publicly, as well as continuing to explore nascent sustainability concepts and how they can be applied to the commercial real estate sector.



## IN 2016/17 THE BBP COLLABORATED WITH OVER 50 ORGANISATIONS TO DELIVER ITS WORK PROGRAMME

### BANKS

ABN AMRO  
BNP Paribas  
HSBC  
ING  
Lloyds Bank  
Pramerica  
Royal Bank of Scotland

### GOVERNMENT & ACADEMIA

Office for Low Emission Vehicles  
Westminster City Council  
RB of Kensington and Chelsea  
UCL

### INDUSTRY BODIES

British Property Federation  
UK-GBC  
BRE  
CREFC Europe  
British Retail Consortium  
RICS  
Sustainable Traditional Buildings Alliance  
CIBSE  
BSRIA  
GRESB  
Renewable Energy Association  
Historic England  
Loan Market Association  
Observatoire de l'Immobilier Durable

### REAL ESTATE

Capital and County  
Blackrock  
Howard de Walden Estate  
Argent LLP  
PGIM Real Estate  
Portman Estate

### PRODUCT / SERVICE SUPPLIERS

EnergyDeck  
LOOP  
Circular Ecology  
Tesla  
Syzygy Renewables  
Imug  
Vigeo Eires  
Delos  
GeoPhy  
SKANSKA  
Boom Collective

### ADVISORY

Carbon Credentials  
ARUP  
WSP  
Deloitte  
Sturgis Carbon Profiling  
Verco  
EVORA  
The Carbon Trust  
AECOM  
Hoare Lea  
Monomoy Company  
Faithful & Gould  
Futureground  
LuxNova Partners

### OCCUPIERS

M&S  
John Lewis Partnership

In pursuit of greater co-ordinated collaboration across the sector, the BBP engages with many organisations. Some of these relationships involve formal partnership arrangements, others are more informal, but all are

based upon sharing knowledge, supporting organisations with similar objectives and seeking opportunities to work together in the interests of our members.

### BBP'S FIRST FIELDTRIP ABROAD!

In 2016, 14 attendees from eight members crossed the channel as part of a joint knowledge exchange with the Observatoire de l'immobilier Durable (OID). We were taken on a number of site visits, shared updates on our respective benchmarking work, and learnt about the popularity of sustainability certification schemes in France. All in all, the trip was a great opportunity for cross-border knowledge sharing. We hope to build on our experience and offer more trips like this to BBP members in the future.





A key objective of the BBP is to facilitate knowledge sharing and deliver practical guidance, to help address common sustainability challenges and influence the sector to

adopt more sustainable practices. Our communications strategy is a vital part of ensuring our work reaches those responsible for implementing these changes.

## NEWSLETTERS

Our weekly newsletters are very popular amongst our members and are just one of the mediums used to keep members up to date with the latest news. They go out to more than 150 representatives across the membership, reaching both sustainability and non-sustainability professionals alike. We also seek to encourage the wider industry to engage in our programme of work and distribute our Quarterly Newsletter updating stakeholders on our activities to over 750 recipients across the UK, Europe, USA and Australia.

**+150**  
RECIPIENTS OF WEEKLY ITEMS

**+750**  
RECIPIENTS OF QUARTERLY NEWSLETTER

## EVENTS

In 2016/17, the BBP held three events open to both BBP members and the wider property industry. This year we held five successful events including the launch of the Managing Agents Core Provisions publication, the launch of the Commercial Real Estate Lending Industry Insight and to provide an update on the development of our Sustainability Fit-out Toolkit. All of these events were well attended and provide an important platform to engage the wider industry and encourage uptake of the BBP tools and guidance beyond the BBP membership.

**5**  
EVENTS  
**+300**  
ATTENDEES

## WEBSITE

Our website enables us to make all the tools and outputs we develop freely available to the wider industry and also provides a hub for exploring BBP members' sustainability activities. In September 2016, the BBP Managing Agents Partnership also launched a new website with the aim of providing freely available, valuable resources to the wider property management sector and property owners.



## SOCIAL MEDIA

As the influence of social media platforms continues to grow, the BBP has sought to expand its presence on both LinkedIn and Twitter. This is part of our engagement with the wider industry to advocate and inspire the uptake of sustainability principles and practices and disseminate the BBP's work to a broad audience of both sustainability professionals and the wider industry.



@bbpuk



better-buildings-partnership

**+1,300**  
TWITTER FOLLOWERS

**422,000**  
IMPRESSIONS

**63%** INCREASE IN  
TWITTER FOLLOWERS

**92%** INCREASE IN  
LINKEDIN FOLLOWERS

## CASE STUDIES AND BLOGS

Our case studies and blogs are designed to demonstrate member leadership of implementing sustainability in practice. They provide a valuable insight into BBP members' sustainability projects, from corporate commitments to individual projects or the implementation of specific technologies. In 2016/17, the BBP case studies and blogs covered a wide range of topics, including:

- Energy reduction programmes
- Green roofs and biodiversity
- Lighting refurbishment programmes
- Health and wellbeing refurbishment and fit-out
- Photovoltaic installations
- Owner and occupier collaborations
- Community engagement
- Certification schemes
- Target setting
- Minimum Energy Efficiency Standards risk

**14**  
NEW CASE STUDIES



**41**  
BLOGS

# Looking Forward: 3-Year Business Plan

This year saw the BBP Board approve the three-year business plan to 2020. From a wide range of projects put forward by our members, the following priorities emerged for the next three years:

## **BUILDINGS THAT PERFORM WELL**

The BBP members have asked us to step up our efforts even further, expanding the REEB dataset to improve our understanding of building performance, identifying new technologies that they could adopt, and support a 'Design for Performance' culture across the industry.

## **DRIVING THE MARKET**

We will be publishing practical guidance and launching new projects designed to enable real estate investors to understand and act upon the sustainability risks and opportunities of their portfolios, and allow occupiers to engage more readily on improving the performance of the buildings they occupy.

## **MAINSTREAMING SUSTAINABILITY SKILLS**

We will be focusing on ensuring our practical guidance is targeted at non-sustainability professionals, is based upon a sound understanding of their roles and provides clear, straightforward advice.

Finally, underlying these three key priorities was a clear message from our members – the BBP is made up of a small, but influential group of major property owners and its members must act collectively to drive market transformation. This leadership provides a clear signal to the market that sustainability is integral to investing and managing a successful property portfolio. Therefore, across all of our activities, we will actively seek opportunities to demonstrate this leadership and to use the influence of the BBP and its membership to instigate change across the industry.

This will be at the heart of the BBP's programme of work over the next three years, by working with members to:

- Understand the extent to which the BBP commitments are being met and how we can better members in meeting them.
- Expand and deepen the commitments, focusing on the effective adoption and implementation of the BBP tools and guidance.
- Use this collective commitment and action to inform and influence the wider industry.

*The Better Building Partnership is at the forefront of driving sustainability in the commercial real estate sector. Having been part of the business planning process I have seen the in-depth research and thought the BBP Executive have put into developing the 2017-2020 BBP Business Plan. Sustainability can be a challenging topic to unpack, but the knowledge of the BBP Executive and insight from its members is rapidly positioning the BBP as a changemaker in the built environment.*



*Through these three new priorities, the BBP will continue to lead in the development of practical toolkits which address sustainability issues relevant to commercial real estate. I am especially pleased that the BBP are focusing on mainstreaming sustainability skills in the real estate sector. Broadening property professionals' knowledge of sustainability is paramount to ensuring that everyone involved in the management of commercial real estate embrace opportunities to make buildings better for people and the environment. The BBP are in an excellent position to lead this programme.*

Emily Hamilton, Sustainability Manager, Grosvenor