

# Green Lease Leaders

## REFERENCE GUIDE FOR **LANDLORDS**



Developed by:



IMT  
INSTITUTE  
FOR MARKET  
TRANSFORMATION



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## INTRODUCTION

Buildings generate nearly 40% of annual global greenhouse gas emissions.<sup>1</sup> Significant reductions in emissions can be achieved through the adoption of energy efficiency and renewable energy, however, in leased spaces, conventional leasing practices often hinder both landlords and tenants from investing in these projects. Green leasing practices (also called “energy-aligned” or “high-performance” leases) allow tenants and landlords to collaborate and save energy, reduce costs, and achieve organizational sustainability goals.<sup>2</sup>

Green leasing can produce not only financial and sustainability gains, but also achieve a fundamental shift in what buildings can achieve for occupants and for communities. Increasingly, the main stakeholders of the real estate industry are pushing for a more equitable and sustainable future. Institutional investors are moving funds towards financial assets with higher scores in Environmental, Social and Governance (ESG) performance. The biggest corporate real estate occupiers are committed to ambitious carbon neutrality goals that impact their leased and owned buildings. Governments are establishing more regulations to reduce their carbon footprints by 2030. Additionally, decarbonizing buildings by 2050 has the potential to create millions of new good-paying jobs (one estimate suggests as many as 25 million peak new jobs by 2030<sup>3</sup>) for energy managers, facilities managers, mechanical engineers, controls manufacturers, and more, creating a new generation of building stewards to ensure that our buildings use energy resources wisely over time.

Green Lease Leaders was created by the Institute for Market Transformation (IMT) and the U.S. Department of Energy’s (DOE) Better Buildings Alliance to recognize landlords and tenants who have implemented energy efficiency in a portfolio of leased spaces. The Green Lease Leader program sets the global standards for what constitutes a green lease. It includes three levels: Silver, Gold and Platinum. Silver recognizes companies that have drafted a green lease; Gold recognizes companies that have executed a green lease and Platinum recognizes

1. Source: **“2018 Global Status Report.”** Global Alliance for Buildings and Construction. 2018
2. Source: **Feierman, “What’s in a Green Lease?”** Institute for Market Transformation. 2015
3. Source: **Griffith, Saul and Sam Calisch. “Mobilizing for a zero carbon America: Jobs, jobs, jobs, and more jobs.”** Rewiring America, July 2020

companies who are integrating building performance with inclusive, equitable outcomes as well as financial and sustainability improvements. Achieving Platinum recognition is an acknowledgment that both landlord and tenant have committed to reducing negative building-related environmental impact, lowering energy consumption, improving occupant health, positively contributing to the local economy, and complying with local law.

This document provides guidance to landlords on how to comply with and implement green leasing standards and achieve recognition as a Green Lease Leader for their efforts.

## Common Questions

### **What is a portfolio?**

A portfolio is the group of buildings or leased spaces to which the participant's green leasing practices apply. Participants should strive to define the portfolio as all owned buildings or leased spaces. However, since this broad definition is not always feasible, participants may choose to define their Green Lease Leader portfolio as a subset of their portfolio. Examples include a regional portfolio or all buildings within an investment fund. Green Lease Leader portfolios which do not include the participant's entire portfolio will be considered on a case-by-case basis.

### **I have many leases that will not come up for renewal for years. Can my organization still be recognized as a Green Lease Leader?**

Yes. Participants are not required to renegotiate existing leases to meet their new green leasing policies before the renewal date. Revised policies and lease language should be the "going-in" offer in lease negotiations in new leases and lease renewals as they occur.

### **The leasing process is a negotiation. What if I'm not able to get every green leasing clause my organization has committed to into every lease I sign?**

That's OK. It is understood that some green lease requests may be denied or changed during the lease negotiation process. However, starting lease negotiations with these requests ensures that both parties will at least discuss the intent of green leasing clauses. Many Green Lease Leaders have found that energy and water-related clauses and requests are easily negotiated into the final lease.

### **For Gold level recognition, does my organization have to meet all prerequisites and credits in a single executed lease?**

Yes. While it is not required that every executed lease contain each prerequisite and credit pursued, applicants must provide at least one lease that shows all elements were executed

### **For Platinum level recognition, does my organization have to meet Prerequisite 4 in one lease?**

Platinum applicants have the option to submit documentation for meeting each requirement in any combination below:

- Executed lease
- Corporate guidelines
- Procurement policies
- Other relevant documentation

### **How do I apply for recognition?**

The online application can be found at [www.greenleaseleaders.com/apply](http://www.greenleaseleaders.com/apply)

## Overview of Requirements

Green Lease Leaders recognizes three levels of achievement—Silver, Gold, and Platinum. The Silver level recognizes the establishment of foundational policies and business practices that encourage reduced energy and water consumption in leased spaces, Gold level builds on Silver level achievements, and recognizes execution of green leases and energy-efficient tenant fit-outs and Platinum exemplifies achievements by both landlord and tenant to integrate environmental and social priorities into the lease. Meeting the requirements for each level implies portfolio-wide implementation, i.e. the entire portfolio of leased spaces must be covered under the documentation provided to satisfy each prerequisite or credit. (See “Common Questions” for definition of portfolio.) *The prerequisites and credits pursued to qualify for recognition do not need to appear in 100 percent of the final executed leases, but the intention is that they will be in most cases.*

To achieve Silver Recognition landlords must establish standard lease or corporate guidelines that meet two of the three prerequisites. Prerequisite 3 only applies to multifamily applicants.

1. Provide sustainability contact and/or information
2. Implement cost recovery clause for energy efficiency upgrades benefiting tenant
3. Multifamily - Implement energy efficiency improvements during unit turns

### Credits

Organizations must also address at least 5 of the following best practices in a standard lease, policies, or corporate guidelines. Credit 4 only applies to multifamily applicants.

1. Track common area energy use
2. Track common area water use
3. Disclose whole-building ENERGY STAR score to tenant annually
4. (Multifamily) - Disclose whole-building ENERGY STAR water score to tenant annually
5. Ensure brokers or leasing agent(s) have energy training
6. Implement landlord energy management best practices
7. Require tenants to purchase on-site renewables if offered by landlord and competitively priced
8. Meter tenant spaces for electricity use
9. Request annual tenant energy disclosure
10. Require minimum energy efficiency fit-out for tenants
11. Establish a tenant energy efficiency engagement and training plan

12. Establish a whole building performance reduction target in Carbon or Energy Use Intensity (EUI) units
13. Establish social impact goals which positively contributes to the health and resiliency of the people and communities in and around buildings

To achieve Gold recognition, landlords must show implementation of at least two prerequisites and at least five credits listed above by providing an executed lease and other verifying documentation. Gold level recipients are eligible to be featured in a case study.

To achieve Platinum recognition, landlords must meet Gold level requirements, including credit 8 Meter Tenant Spaces for Electricity Use AND demonstrate adoption of credits 12 and 13 in a lease, policy, procurement and/or corporate guidelines.

Each prerequisite and credit is described in more detail in this reference guide in the following manner:

### Intent

### Requirements

Silver level

Gold level

Platinum level (if different from Gold requirements)

### Documentation

Silver level

Gold level

Platinum level (if different from Gold requirements)

### Resources

The motivation behind each prerequisite or credit is described in the “Intent.” The “Requirements” describes how to satisfy each credit or prerequisite, while the “Documentation” section establishes the documentation needed to confirm achievement of the prerequisite or credit at the Silver, Gold, or Platinum level. ***Confidential information may be redacted from any documentation submitted.*** The “Resources” section provides practical information to assist participants in achieving credits such as templates, example lease clauses, and calculators.

## Provide Sustainability Contact and/or Information

### Intent

Ensure that tenants can learn about and participate in sustainability initiatives and can easily communicate with the correct person within the landlord organization if there is a need to discuss energy efficiency, retrofits, billing issues, etc.

### Requirements

Silver level:

- Include a clause in the standard lease, establish corporate guidelines, welcome packet or online resource noting the landlord sustainability contact(s) and/or where information can be found on the landlord's sustainability program. The sustainability contact can be a general email address as long as it is monitored for inquiries from tenants.

Gold level:

- Meet the Silver level requirement AND
- Prove sustainability contact and/or sustainability information is accessible to tenants.

### Documentation

Silver level:

- Standard lease or corporate guidelines providing sustainability contact and/or where information can be found about sustainability program.

Gold level:

- Silver level documentation AND
- At least one executed lease including a sustainability contact and/or reference to where sustainability information can be accessed by tenant AND
- Estimated percentage of building square footage meeting this prerequisite

### Resources

1. **Retail Green Leasing (see "5. Share Contact information," page 2)**  
Explains the benefits of sharing sustainability and energy contact information.

## Example Lease Clause

*Landlord and tenant shall provide a point of contact to discuss issues related to sustainability and energy. Issues include, but not limited to retrofit projects, billing issues, energy efficiency upgrades, and data access.*

*Tenant sustainability contact:*

*Email:*

*Phone:*

*Landlord sustainability contact:*

*Email:*

*Phone:*

## Implement Cost Recovery Clause for Energy Efficiency Upgrades Benefiting Tenant

### Intent

Within typical lease structures, landlords incur capital expenses while making energy retrofits to their buildings, tenants often receive the monetary benefits attributed to the decrease in energy consumption. This leaves landlords with little incentive to make such energy-efficient improvements. To address this, landlords can adopt a cost recovery clause to amortize and recoup capital costs for energy-efficient improvements made to the building and common areas and reap the significant long-term savings that efficiency delivers.

### Requirements

Silver level:

- Include a cost recovery clause in the standard lease allowing the landlord to amortize and recover capital costs from tenants for energy efficiency improvements made to the building which benefit tenants.

Gold level:

- Meet Silver level requirement AND
- Execute at least one lease containing the cost recovery clause.

### Documentation

Silver level:

- Standard lease or corporate guidelines meeting the requirements of this prerequisite

Gold level:

- Silver level documentation AND
- At least one executed lease containing the requirements of this prerequisite AND
- Estimated percentage of total square footage meeting this prerequisite across the portfolio

## Resources

1. **IMT: Green Lease Language Examples (see section “Pass-through Clauses: Operating Expenses vs. Capital Expenses”)**  
Sample lease language for a cost recovery clause that eliminates the split-incentive issue.
2. **Retail Green Lease Primer (see item #5 “Capital Improvement Costs” on pg.1)**  
Lease provisions, modifications, and costs & benefits to overcoming the split-incentive barrier.
3. **Retail Green Leasing (see “Capital Improvement Costs: Cost Recovery” on pg. 3)**  
Sample lease language for a cost recovery clause that eliminates the split-incentive issue.

## Example Lease Provision

*Landlord may include the costs of certain capital improvements [intended to] [that] improve energy efficiency in operating expenses of tenant space. The amount passed through by Landlord to Tenant in any one year shall not exceed the prorated capital cost of that improvement over the expected life cycle term of that improvement [and shall not exceed in any year the amount of operating expenses actually saved by that improvement]. Interest/the cost of capital can be included.<sup>4</sup>*

4. Source: “**Retail Green Leasing**,” Institute for Market Transformation

## Implement Energy Efficiency Improvements During Unit Turns (Multifamily)

### Intent

Unlike commercial leases, residential lease agreements cannot include cost recovery clauses allowing amortization and recovery costs from residents due to short lease term. However, the landlord can implement efficiency upgrades when units are vacant between residents. Resident turnover in multifamily buildings provides an opportunity to improve energy efficiency in apartment units through cost-effective measures that reduce resident consumption. Energy improvements directly benefit the resident upon move-in that receives reduced utility bills and indirectly benefit the landlord from decreased maintenance calls, a reduction in whole building energy use, and improved affordability for residents.

### Requirements

Silver level:

- Establish corporate guidelines or checklist outlining steps for implementing energy-efficient unit turns OR integrate resident unit energy efficiency guidance into existing turnover checklist.
- Provide corporate guidelines or checklists which include at least 4 out of 5 items from the list below.
  1. **HVAC:**
    - **Interior air sealing:** Identify areas in an apartment unit that typically cause air leaks such as around the perimeters of windows. Establish a plan to check and repair these leaks every time a unit turns over. This action can reduce the burden on HVAC units and reduce utility bills.
    - **Air conditioning units:** Perform basic inspection of air conditioning units to identify leaks around the unit, clean the filters as necessary and clean or replace air handler filters if present.
    - **Ventilation:** Establish a plan to check the condition of equipment. Clean bath and kitchen exhaust fans to improve airflow.
    - **Programmable thermostats:** Install programmable thermostats in resident units that facilitate precise control of HVAC temperature setpoints based on weekday and weekend occupancy schedules. Provide your maintenance staff and residents with guidance on how to efficiently program the thermostats.

2. **Domestic Hot Water:** Evaluate hot water heater insulation. If R-value of the current insulation is less than 24, add insulation to achieve an R-value of 24 or greater.
3. **Lighting:** Install LEDs in all light fixtures and replace older fixtures if needed. LEDs last longer than traditional lamps, significantly reduce kWh, do not give off heat and can contribute to increased comfort for tenants.
4. **Water:**
  - Check pipes and fixtures to fix temperature, insulation, flow, and leaks. This maintenance can help to avoid eroded pipes, mitigate costly damage and reduce the possibility of unusually high utility costs caused by leaks.
  - Install high-efficiency, low-flow faucet aerators and shower heads (i.e., those that have attained the EPA's WaterSense designation).
  - Inspect toilets for leaks and repair or replace flappers.
  - Establish a plan to replace all water fixtures (faucets, shower heads, toilets, etc.) with high efficiency fixtures like WaterSense labeled products at the end of their use life.
5. **ENERGY STAR Appliances:** Establish a plan to replace all appliance (refrigerator, washing machines, dishwashers, etc.) to ENERGY STAR appliances at the end of their use life.

Gold level:

- Meet Silver level requirements AND
- Provide documentation showing resident unit turnover energy efficiency checklist is implemented.

## Documentation

Silver level:

- Corporate guidelines and/or checklist meeting the requirements of this credit.

Gold level:

- Silver level documentation AND
- Documentation showing how the guideline/checklist is executed (e.g. copy of email sent to property manager sharing guidance/checklist).

## Resources

1. **Standards of Affordable Housing for the Future EZ Retrofit Tool**  
EZ Retrofit is a free, do-it-yourself Excel-based audit tool that gives multifamily property owners and managers an easy way to identify cost-effective energy and water efficiency upgrades.
2. **Valuing Energy Efficiency in Multifamily Housing: An approach to cut energy and water bill while increasing property value**  
An approach to cut energy and water bills while increasing property value.

## Integrate Environmental and Social Performance and Impact Goals in Leasing (Platinum)

### Intent

This evolution of the Green Lease Leaders program and its recommended leasing practices seeks to better address the full spectrum of environmental, social, and governance (ESG) concerns and opportunities in real estate. IMT's **BuildUp 2030 Framework for the Transformation of Real Estate** provides guidelines on how this might be addressed in real estate more broadly, while the addition of a Platinum tier within Green Lease Leader recognition seeks to specifically address leasing practices and greater ESG impact. This work is ongoing and the Green Lease Leaders program will monitor and evaluate industry trends, case studies, community needs, and new recommendations.

### Requirements

Platinum level:

- Meet Gold requirements AND
- All credits outlined below.

### Credits

Organizations must address a total of three prerequisites (1, 2 and 4) and seven credits, including Credits 8, 12, and 13. To reach Platinum, most credits should be in an executed lease (meeting Gold requirements), and Credits 12 and 13 must be satisfied by including lease language, policies, and/or corporate documentation that outline how both landlord and tenant will work to achieve the stated goals.

- **Prerequisites 1, 2, and 4**
- **Credit 8.** Meter Tenant Spaces for Electricity Use
- **Credit 12.** Establish a whole building performance reduction goal in Carbon or Energy Use Intensity (EUI) units
- **Credit 13.** Demonstrate innovation in leasing by establishing social impact goals which positively contributes to the health and resiliency of the people and communities in and around buildings
- **Four additional credits** of your choosing

## Documentation

- Executed lease, procurement policy, corporate guidelines or other relevant documentation meeting the requirements of this prerequisite
- Estimated percentage of total square footage meeting this prerequisite across the portfolio

## Resources

High level resources which seek to inform why environmental and social issues should be addressed in leased spaces.

- **BuildUp 2030 Framework for the Transformation of Real Estate:**  
A report evaluating how business leaders—real estate owners, operators, tenants, and investors—can lead the creation of an economically robust, more socially just, and sustainable future.

## Track Common Area Energy Use

### Intent

Tracking energy use across the portfolio is the first step towards managing energy performance and reducing waste. As we often say in the energy efficiency world, “you can’t manage what you don’t measure” and doing so allows landlords to manage consumption over time and to evaluate the effectiveness of energy improvements in areas often under their control.

### Requirements

Silver level:

- Establish corporate guidelines that energy use in common areas is to be recorded at least monthly.

Gold level:

- Meet Silver level requirement AND
- Record energy use monthly for common areas of each building in the portfolio.

### Documentation

Silver level:

- Corporate guidelines meeting the requirements of this credit

Gold level:

- Silver level documentation AND
- Documentation showing energy use is actively tracked across the portfolio. Acceptable documentation includes:
  - Spreadsheet of properties and monthly energy usage
  - Screenshot of ENERGY STAR Portfolio Manager account showing energy tracking.
- Estimated percentage of total square footage tracked across portfolio

## Resources

1. **ENERGY STAR Portfolio Manager**  
Free online tool from the U.S. EPA which allows building owners and tenants to track energy, water, and waste across their portfolios.
2. **Working Together for Sustainability: The RMI-BOMA Guide for Landlords and Tenants (see “Process” on pgs. 2-3)**  
Insights to overcome the “split-incentive” barrier in green leasing and process to implement energy tracking.

## Example Corporate Guideline

*We are committed to reduce our carbon footprint by reducing the energy consumption at our facilities. We shall track energy consumption data of the common areas in all our properties on a monthly basis. This energy consumption data will be recorded monthly via ENERGY STAR Portfolio Manager or other tracking tools. Data will be used for the purposes of:*

1. *Monitoring and improving the energy performance of the Premise and/or*
2. *Measuring the energy performance of the Premises against any agreed*

## Track Common Area Water Use

### Intent

Tracking water use across the portfolio in common areas enables both tenants and landlords to understand consumption patterns, identify water-saving opportunities, and evaluate the effects of water-saving measures.

### Requirements

Silver level:

- Establish corporate guideline requiring common area water use to be tracked at least quarterly across the portfolio.

Gold level:

- Meet the requirement of Silver level AND
- Record water use quarterly for common areas of each building in the portfolio.

### Documentation

Silver level:

- Corporate guidelines requiring water use common area to be recorded at least quarterly

Gold level:

- Silver level documentation AND
- Documentation showing water use is actively tracked across the portfolio. Acceptable documentation includes:
  - Spreadsheet of properties and at least quarterly water usage:
    - Screenshot of ENERGY STAR Portfolio Manager account showing water tracking.
    - Estimated percentage of total square footage tracked across portfolio

### Resources

1. **ENERGY STAR Portfolio Manager**  
Free online tool from the U.S. EPA which allows building owners and tenants to track energy, water, and waste across their portfolios.

## Example Corporate Guidelines

*We are committed to reduce our water consumption. We shall track water usage of the common areas at all our properties on a quarterly basis. This water usage data will be recorded quarterly via ENERGY STAR Portfolio Manager or other tracking tools. Data will be used for the purposes of:*

- 1. Monitoring and reducing the water usage of the Premise and/or*
- 2. Measuring the water usage of the Premises against any agreed targets.*

## Disclose Whole Building ENERGY STAR® Score to Tenant Annually

### Intent

An ENERGY STAR score is a 1–100 score describing the energy performance of the whole building as compared to other similar buildings. The score is an indicator of overall building energy performance and operations. A high ENERGY STAR score translates to a low Power Usage Effectiveness metric. Visibility of an ENERGY STAR score allows tenants to better understand their own energy performance in the context of the whole building, increase transparency, and establish more communication between landlord and tenant.

### Requirements

Silver level:

- Establish in standard lease or corporate guideline that whole-building ENERGY STAR scores be disclosed annually to tenants upon request.

Gold level:

- Meet Silver level requirement AND
- Execute at least one lease meeting the requirements of this credit.

### Documentation

Silver level:

- Corporate guidelines requiring that whole-building ENERGY STAR scores be provided annually to tenants upon request

Gold level:

- Silver level documentation AND
- Executed lease meeting the requirements of this credit AND
- Documentation showing ENERGY STAR scores are provided upon request (e.g. copy of standard email sent tenant) AND
- Estimated percentage of total square footage meeting this credit across the portfolio

## Resources

1. **Retail Green Lease Primer (see item #9 “Utility Data Sharing” on pg. 2)**  
Lease provisions, modifications, and costs & benefits to implement energy data sharing.
2. **Retail Green Leasing (see “Utility Data Sharing” on pg. 4)**  
Strategies, justifications, and sample lease language that tenants can adopt to share energy data.
3. **Template Energy Disclosure Tracker**  
Template to track annual ENERGY STAR scores provided by tenants
4. **ENERGY STAR Score Lookup Table for Data Center**  
See page 8, Figure 5 of this ENERGY STAR technical reference for an energy efficiency conversion table for ENERGY STAR scores.

## Example Corporate Guideline

*We are committed to increase our energy data transparency and help our tenants to be more sustainable, therefore we will disclose whole-building ENERGY STAR scores annually to tenants upon request.*

## Example Lease Provision

*Landlord shall provide tenant with the building’s ENERGY STAR score annually. To the extent Tenant obtains electricity independently of the building, Tenant shall give Landlord access to Tenant’s data on energy use for inclusion in Landlord’s annual reports, ENERGY STAR annual rating and similar purposes.<sup>5</sup>*

5. Source: **“High performance lease criteria and sample lease language”** created by The High Performance Leasing Task Group of GSA’s Green Building Advisory Committee

## Multifamily - Disclose Whole Building ENERGY STAR Water Score to Tenant Annually

### Intent

An EPA 1-100 water score for multifamily properties describing the water performance of the whole building with 20 or more units. The score is an indicator of overall building water performance and operations. Visibility of a water score allows tenants to better understand their own water performance in the context of the whole building, increase transparency, and establish more communication between landlord and tenant.

### Requirements

Silver level:

- Establish in standard lease or corporate guideline that whole-building EPA 1-100 water scores be disclosed annually to tenants upon request.

Gold level:

- Meet Silver level requirement AND
- Execute at least one lease meeting the requirements of this credit.

### Documentation

Silver level:

- Corporate guidelines requiring that whole-building EPA 1-100 water scores be provided annually to tenants upon request

Gold level:

- Silver level documentation AND
- Executed lease meeting the requirements of this credit AND
- Documentation showing EPA 1-100 water scores are provided upon request (e.g. copy of the standard email sent to the tenant) AND
- Estimated percentage of total square footage meeting this credit across the portfolio

## Resources

### 1. **EPA 1-100 Water Score for Multifamily Properties.**

Consistent with the approach to the 1 – 100 ENERGY STAR score, you can now generate an EPA 1 – 100 water score to see how your multifamily property’s water consumption measures up against similar properties nationwide.

## Example Corporate Guideline

*We are committed to increase our water data transparency and help our tenants to be more sustainable, therefore we will disclose whole-building ENERGY STAR water scores annually to tenants upon request.*

## Example Lease Provision

*Landlord shall provide tenant with the building’s ENERGY STAR water score annually. To the extent Tenant obtains water independently of the building, Tenant shall give Landlord access to Tenant’s data on water use for inclusion in Landlord’s annual reports, ENERGY STAR water score annual rating and similar purposes.*

## Ensure Brokers or Leasing Agent(s) Receive Energy Training

### Intent

Maintaining a team of brokers or leasing agents with sustainability training facilitates negotiations and execution of energy-aligned lease contracts.

### Requirements

Silver level:

- Establish corporate guidelines requiring any person responsible for managing leasing transactions between landlord and tenant (i.e. leasing agents or brokers) to complete at least one hour of training covering the fundamentals of energy efficiency and energy benchmarking in commercial buildings. Acceptable training includes the following:
  - Current LEED Green Associate or LEED Accredited Professional status
  - Completion of “The Business Case for High Performance Buildings” training, developed with support from the U.S. Department of Energy
  - Other training such as internally developed energy or sustainability trainings considered on a case-by-case basis

Gold level:

- Meet Silver level requirement AND
- Record name, date, length and source of training completed by each broker.

### Documentation

Silver level:

- Corporate guidelines requiring brokers or leasing agent(s) receive energy training

Gold level:

- Silver level documentation AND
- Documentation of training completed by brokers or leasing agent(s) (e.g. Broker/leasing agent(s) name, title of training, date completed, and expiration date if applicable)

## Resources

1. **The Business Case for High-Performance Buildings**  
Online training from the Institute for Market Transformation with support from the U.S. Department of Energy that shows how leading property owners incorporate energy efficiency and broader sustainability elements into their operational and investment decisions.
2. **LEED Credential Exam Preparation Trainings**  
Trainings to prepare individuals to sit for LEED credentialing exams (LEED GA, LEAD BD+C, LEED O+M, etc.).
3. **Template Broker Energy Training Tracker**  
Template to track training completed by brokers.
4. **Green Leasing in DC (see “How do you motivate key stakeholders?”)**  
Guide to green leasing and building the business case for implementing green leasing in real estate.

## Example Corporate Guideline

*All brokers employed by or supporting the organization shall complete at least one hour of sustainability training covering the fundamentals of energy efficiency in commercial buildings.*

## Implement Landlord Energy-management Best Practices

### Intent

By implementing energy management best practices in base building systems and common areas landlords can reduce the energy waste and operating costs.

### Requirements

Silver level:

- Establish corporate guidelines requiring at least five of the following energy management best practices to be implemented in the portfolio:
  1. **Restricted HVAC hours:** Restrict HVAC hours to the tenants' business hours, with a reasonable amount of extra time to allow the space to reach temperature set point. HVAC operation after hours available upon request.
  2. **Space heaters:** Prohibit use of space heaters.
  3. **Daytime cleaning:** Schedule janitorial work to occur during regular business hours to reduce time that building HVAC and lighting equipment are utilized.
  4. **Air filters:** To the extent managed by tenant, clean and replace air filters as often as recommended by manufacturers. Timely filter replacement can reduce HVAC equipment loads and energy use. Maintaining high indoor air quality can increase occupant comfort and reduce building- related illnesses.
  5. **Thermostat set-back/set-up:** Use programmable thermostats or other means to lower heating set point and increase cooling set point during unoccupied periods.
  6. **Lighting controls:** Install lighting controls such as occupancy sensors, daylight harvesting, or timers in all non-regularly occupied spaces, including break rooms, storage rooms, and bathrooms.
  7. **Plug load management:** Train common area and back-of-house occupants to turn off or unplug lights, electronics, and appliances when not in use and/or provide advanced powerstrips.
  8. **Ongoing maintenance:** Obtain regular (quarterly or annual) inspections of HVAC equipment, exhaust fans, etc., if controlled by landlord.
  9. **Energy audit:** Conduct base building and common area energy audits at least annually.

10. **Retrocommissioning:** Conduct base building retro-commissioning periodically, in order to optimize energy consuming systems/equipment.
11. **Walk-in refrigerators:** Inspect walk-in refrigerators for leaks. Install strip curtains and automatic door closures.
12. **Vending machines:** Prohibit vending machines or place on timers.
13. **Refrigerant leaks:** Monitor base building HVAC systems and refrigerators for leaks.
14. **Other:** Please specify additional energy management practices implemented if not listed above. Eligibility is subject to review.

Gold level:

- Meet the Silver level requirement AND
- Documentation verifying that energy management best practices are implemented in base building and common area spaces across the portfolio.

## Documentation

Silver level:

- Corporate guidelines requiring at least five of the energy management best practices listed above to be implemented across the portfolio

Gold level:

- Silver level documentation AND
- Documentation verifying that energy management best practices are implemented (see template tracker below) AND
- Estimated percentage of total square feet meeting this credit across portfolio

## Resources

1. **Making Efficiency Work For You (see “Energy Management” on pgs. 10-11)**  
Sample lease language and operation recommendations to demonstrate how landlords can incorporate energy management best practices to lower energy usage.
2. **Building Innovation Hub: Operations and Maintenance Guide**  
Outlines the critical role operations and maintenance play in increasing energy efficiency and adding value for landlords and their portfolios.
3. **Template Landlord Energy Management Best Practices Tracker**  
Template to track Energy Management Best Practices implemented by landlord.

#### 4. **Data Center Master List of Energy Efficiency Actions**

The Lawrence Berkeley National Laboratory created a Master List of best practice recommendations (actions) to increase energy efficiency in data centers. Designed for data center owners, operators, and qualified assessors, this document provides actionable guidance to both prioritize and implement energy saving measures in data centers. The Master List identifies seven key areas to drive energy savings in data centers:

- Energy monitoring and controls
- IT Equipment
- Environmental Conditions
- Cooling and Air Management
- Cooling Plant
- IT Power Distribution Chain
- Lighting

#### **Example Corporate Guideline**

*We are committed to the following energy management practices in our base building systems and common areas:*

1. *Restrict HVAC operating time to our business hours with ample warm-up/cool-down time to reach temperature set point*
2. *Prohibit use of personal space heaters*
3. *Schedule common area building cleaning to occur during daytime hours, allowing non-emergency lighting to be turned off at night*
4. *Clean and replace air filter as recommended by the manufacturer to ensure equipment efficiency and maintain good air quality, for HVAC equipment that we control*
5. *Adopt temperature reset practices during unoccupied periods to avoid unnecessary cooling/heating*
6. *Install occupancy sensors in all non-regularly occupied spaces such as break rooms, storage room, bathrooms*
7. *Administering trainings or other strategies to turn off lights and appliances when not in use*
8. *Conduct regular HVAC equipment maintenance to ensure proper operation*
9. *Conduct energy audits periodically to identify any energy conservation measures*
10. *Conduct retro-commissioning periodically, in order to optimize energy*

*consuming systems/equipment*

- 11. Inspect walk-in refrigerator door gaskets for leaks and install strip curtains and automatic door closures (if applicable)*
- 12. Prohibit use of vending machines to reduce energy usage*
- 13. Monitor supplemental air conditioning units and refrigeration for leaks*

## Require Tenants to Purchase On-site Renewables if Offered by Landlord and Competitively Priced

### Intent

Some building owners are installing on-site renewables to guard against future energy price fluctuations and draw tenants who value building sustainability features. Requiring tenants to purchase competitively priced onsite renewable power, if offered, helps to ensure the success of this innovative energy approach.

### Requirements

Silver level:

- Establish a corporate guideline or include a clause in the standard lease requiring tenants purchase of on-site renewables if provided by the landlord and priced competitively.

Gold level:

- Meet Silver level requirement AND
- Execute at least one lease containing the tenant commitment to purchase on-site renewables if provided by the landlord and priced competitively.

### Documentation

Silver level:

- Standard lease meeting the requirements of this credit

Gold level:

- Silver level documentation AND
- At least one executed lease containing the requirements of this credit AND
- Estimated percentage of total square footage meeting this credit across portfolio

## Resources

1. **IMT Green Lease Language Examples (see section “Purchase of On-Site Renewables”)**  
Sample lease language for financing, installation and operation clauses that allow both parties to invest in renewables.
2. **Green Lease Leaders: Using the Lease to Drive Innovation and Clean Energy**  
Leading sustainability professionals share their organization’s best practices that every real estate or sustainability practitioner should consider when leasing property.
3. **Promoting Solar PV on Leased Buildings Guide**  
DOE resource highlighting benefits, barriers to, and strategies for installing solar PV on leased buildings.
4. **Retail Green Leasing (see “Rooftop Access and Control: Solar Panels” on pg. 5)**  
Sample Green Lease language requiring tenants to purchase energy from on-site renewable energy from the landlord.
5. **Regency Centers Landlord-Retailer Power Purchase Agreement Case Study**  
Case study demonstrating the process and providing insight to successfully implement landlord-tenant PPA for a retailer space.

## Example Corporate Guideline

*We are committed to support renewable resources. We shall provide our tenants the option to purchase renewable energy for leased spaces and offer it at a rate that is at or below the rate offered by local utilities.*

## Example Lease Provision

*Tenants shall purchase energy from on-site renewables as provided by the landlord via a Power Purchase Agreement (PPA). Landlord shall install, own, and maintain the on-site generation and sell power directly to the Tenants at a fixed rate that is at or below electricity rate offered by local utilities.*

## Meter Tenant Spaces for Electricity Use

### Intent

Submetering creates energy transparency which helps identify energy waste and corrective actions, encourages energy conservation and responsible consumption behavior from tenants, and allows landlord to accurately and fairly bill tenants.

NOTE: This credit DOES NOT require installation of submeters for all new and renewed leases.

### Requirement

Silver level:

- Include a clause the standard lease or establish corporate guidelines requiring submetering of leased spaces.

NOTE: This requirement applies only to electricity use. In lieu of a single sub-meter for the entire leased space, it also acceptable to have end-use submeters, provided that those submeters collectively cover at least 80 percent of the total electricity used within the leased space.

Gold level:

- Meet Silver level requirement AND
- Execute at least one lease meeting the requirements of this credit.

### Documentation

Silver level:

- Standard lease or corporate guidelines containing the requirements of this credit

Gold level:

- Silver level documentation
- At least one executed lease containing the requirements of this credit
- Estimated percentage of total square footage meeting this credit across portfolio

## Resources

1. **IMT Green Lease Language Examples (see section “Submetering”)**  
Sample lease language to implement a submetering clause.
2. **Retail Green Lease Primer (see item #8 on pg. 2)**  
Lease provisions, modifications, and costs and benefits to submeter leased spaces.
3. **Retail Green Leasing (see “Utility Metering & Operating Expense: Submetering” on pg 3)**  
Sample lease language to implement a submetering clause.
4. **Local Laws of the City of New York (see “Article 311: Installation of Electrical Sub-meters in Tenant Spaces” on pg. 4)**  
Lease language to implement submetering in tenant spaces.

## Example Lease Clause

*Landlord will install an electric submeter to service the lease premises to measure the consumption of electricity in the lease premises, and Landlord will charge Tenant and Tenant will pay as an additional charge hereunder such amounts as are invoiced by Landlord for Tenant’s electricity usage as measured by such submeter, without markup by Landlord, and Landlord will make appropriate adjustments to the electricity charges included in Operating Expenses so that Tenant’s proportionate share of operating expense increase will not include such amounts with are separately invoiced and paid by Tenant.<sup>6</sup>*

6. Source: “**Retail Green Leasing**,” Institute for Market Transformation

## Request Annual Tenant Energy Disclosure

### Intent

Landlord visibility to tenant and whole-building energy use can help landlords see the effectiveness of energy efficiency improvements and determine needs for future upgrades or tenant energy efficiency engagement activities. This clause can also assist landlords who own or manage properties in cities and states implementing benchmarking laws and/or buildings performance regulations that require landlords to track and report whole-building energy use publicly.

### Requirements

Silver level:

- Include clause in standard lease requiring the tenants to share its energy usage with the landlord at least annually.

Gold level:

- Meet Silver level requirement AND
- Execute at least one lease containing the clause requiring tenants tenant to share energy usage annually.

### Documentation

Silver level:

- Standard lease meeting the requirements of this credit

Gold level:

- Silver level documentation
- At least one executed lease containing the requirements of this credit
- Estimated percentage total square footage meeting this credit across portfolio

## Resources

1. **IMT Green Lease Language Examples (see section “Data Sharing/Disclosure”)**  
Sample lease language for tenant energy disclosure.
2. **Retail Green Lease Primer (see item #9 “Utility Data Sharing” on pg. 2)**  
Lease provisions, modifications, and costs & benefits to implement energy data sharing lease clause.
3. **Retail Green Leasing (see “Utility Data Sharing” on pg. 4)**  
Strategies, justifications, and sample lease language to share energy data.
4. **Making Efficiency Work for You (see “Building Utility Data Sharing” on pg. 9)**  
Sample lease language for tenant energy disclosure.

## Example Lease Provision

*Tenant shall be required to submit on a(n) [monthly, quarterly, annual] basis to Landlord energy and water consumption data, including total usage and total charges as they appear on Tenant’s electric, gas, water, and other utility bills, in a format deemed reasonably acceptable by Landlord.*

*The Landlord participates in an energy benchmarking program with the United States Environmental Protection Agency (EPA) called ENERGY STAR Portfolio Manager®. This program helps the Landlord improve the energy efficiency of the Building. To this end, Landlord may request Tenant to provide monthly electricity data for the Leased Premise from the utility company.<sup>7</sup>*

7. Source: “**Making Efficiency Work for You,**” Institute for Market Transformation and Council of Smaller Enterprises

## Require Minimum Energy Efficiency Fit-out for Tenants

### Intent

Requiring minimum energy efficiency standards for tenant fit-outs can significantly reduce whole-building energy use over the life of the lease, unleashing lower energy bills for tenants, lower operating costs for landlords, and higher ENERGY STAR scores.

### Requirements

Silver level:

- Require leased space fit-outs to meet the **Environmental Protection Agency's (EPA) ENERGY STAR Tenant Space criteria** listed below, or other criteria equally or more stringent:
  1. Estimate tenant space energy use with **EPA's Target Finder Calculator or equivalent**.<sup>8</sup>
  2. Meter tenant energy use.
  3. Light efficiently (use **ENERGY STAR for Tenant Spaces: Lighting Analysis** to determine the target lighting energy unit intensity)
  4. Install efficient equipment.
  5. Share meter data with landlord on annual basis.

Gold level:

- Meet the Silver level requirements AND
- Execute at least one lease requiring fit-outs to meet the ENERGY STAR Tenant Space requirements or equivalent.

### Documentation

Silver level:

- Standard lease requiring tenant fit-outs to meet EPA's ENERGY STAR Tenant Space criteria or equivalent

Gold level:

- Silver level documentation AND
- At least one executed lease and/ or work letter highlighting the requirements of this credit
- Estimated percentage of building square footage meeting this prerequisite

8. The Tenant Space estimation tool is developed for the purpose of benchmarking against the historical energy use and validating against design goals

## Resources

1. **Solar United Neighbors: Community Solar in Maryland**  
Community solar projects allow a subscriber (individual, business, non-profit, or municipality) to purchase or lease a share of off-site solar generation and have that electricity credited on their monthly electric bill, just as if the panels were on their own roof. Maryland launched a pilot community solar program in the spring of 2017. This report highlights the program's successes to date and discusses the obstacles that remain.
2. **IMT Green Lease Language Examples (see section "Fit-Out and Building Requirements")**  
Sample lease language listing tenant fit-out requirements.
3. **ENERGY STAR Tenant Space: Eligibility and Criteria**  
Details of eligibility and criteria to earn ENERGY STAR Tenant Space recognition and meet the Green Lease Leaders energy-efficient fit-out requirement.
4. **Retail Green Lease Primer (item 4 Leased Premises, page 1)**  
Lease provisions, modifications, and costs and benefits to achieve an energy-efficient fit-out.
5. **Making Efficiency Works for You (see "Green Tenant Build out," page 8)**  
Sample lease language to achieve an energy-efficient fit-out.
6. **Retail Green Leasing (see "Leased Premises Standards: Efficient Buildouts," page 3)**  
Sample lease language to achieve an energy-efficient fit-out.

## Example Lease Clause

*Any and all Tenant Improvement Work and/or Alterations will be performed in accordance with Landlord sustainability practices that the Tenant has accepted as part of the lease agreement, namely the leased space fit-out must meet Environmental Protection Agency's ENERGY STAR Tenant Space criteria.<sup>9</sup>*

9. Source: "**Retail Green Leasing**," Institute for Market Transformation

## Establish a Tenant Energy Efficiency Engagement and Training Plan

### Intent

Establish a process for informing tenants about efforts underway to optimize building performance and improve occupant comfort. Provide education and training opportunities to encourage their participation in operating their space with efficiency in mind and to significantly conserve resources.

### Requirements

Silver level:

- Include a clause in the standard lease or establish corporate guidelines noting how landlord will engage tenants on efficiency opportunities.

Gold level:

- Meet Silver level requirements AND
- Execute at least one lease containing a clause describing the process for tenant awareness and engagement on efficiency practices

### Documentation

Silver level:

- Standard lease including relevant clause pertaining to tenant engagement OR establish corporate guidelines

Gold level:

- Silver level documentation AND
- At least one executed lease containing the requirements of this credit AND
- Documentation showing how tenant engagement is executed (e.g. copy of email sent to tenants on an efficiency program, welcome packet or newsletter announcement).

### Examples of Engagement May Include

- Sharing energy efficiency and sustainability goals and initiatives with tenants in newsletters, on property websites, and/or during leasing discussions.
- Providing tenants with energy saving tips.
- Hosting tenant events to raise awareness around energy efficiency best practices.

## Resources

1. **Green Lease Leaders: Using the Lease to Galvanize Landlord-Tenant Engagement and Higher Performing Buildings**  
Learn from Green Lease Leaders that are using strategies to increase tenant engagement that unlocks greener, higher-performing buildings and spaces that go above and beyond the critical goal of reducing energy consumption.
2. **Landlord-Tenant Partnership Efficiency Toolkit (see the “Engage Occupants” section)**  
Changing the status quo is never easy but this section will help guide you through proven tactics to incentivizing energy efficient and sustainable behavior.
3. **ENERGY STAR At Home Tips**  
ENERGY STAR provides tips on how to save energy inside and outside the home.
4. **ENERGY STAR’s Strategies for Engaging Occupants**  
ENERGY STAR provides guidance on how to create and communications plan to engage occupants on energy savings.
5. **ENERGY STAR 8 Great Strategies to Engage Tenants**  
Proven strategies to engage employees and tenants in saving energy.

## Establish a Whole Building Performance Reduction Goal in Carbon or Energy Use Intensity (EUI) units

### Intent

Real estate in the U.S. and around the world is experiencing an astronomical disruption due to stakeholder demands such as climate change policies. This will reshape the future of buildings, how they are built, operated and occupied for the foreseeable future. To meet this requirement building owners and tenants need to prioritize strategies that reduce whole building carbon emissions, and comply with more stringent regulations and reputational requirements.

### Requirements

Silver level:

- Establish corporate guidelines and include a clause in the standard lease stating a building performance goal that reduces a building's carbon or site energy use intensity (EUI) to meet a target goal by a target year (examples: committing to **Science Based Target Initiative (SBTI)**/net zero by 2050/**Better Climate Challenge**, or an energy reduction goal to comply with jurisdictional building performance standard mandates) AND
- Develop an action plan outlining the landlord-tenant responsibilities to meet the building performance goal. This step is essential to providing a transparent process for achieving building performance goals.

Both shall include landlord and tenant responsibility towards meeting the goal.

Gold level:

- Silver level documentation AND
- At least one executed lease containing the requirements of this credit.

Platinum level:

- Gold level documentation and/or
- Documentation verifying that the performance goal and action plan are implemented.

NOTE: Platinum requirements include completing Credit 12 and Credit 13.

## Building Performance Goal

The directive is to identify and set a building performance goal that requires the entire building's energy consumption and/or carbon emissions to be evaluated. With tenants **consuming upwards of 80%** of the energy in a leased building, it is critical to integrate tenant energy-reduction strategies to improve whole-building energy performance.

1. To make an accurate calculation, the landlord should evaluate all energy consumed (including plug loads, lighting, and heating and cooling loads), and set an energy consumption limit for base building, common area, and tenant spaces.
2. The building goal does not need to be public to earn Platinum recognition, but it should be stated within a lease and/or in a corporate policy or other form of communication that is shared with tenants. Tenant agrees to implement solutions that contribute to building's carbon reduction goal.

## Action Plan to Meet Performance Goal

The Action Plan includes at least four of the five criteria listed below:

1. Continuous 24/7 whole building energy monitoring and reporting energy consumption.
2. Method used to calculate the energy consumption goal and energy consumption limits for the building and tenant spaces.
  - a. Energy Use Intensity tracks how energy is consumed (e.g. plug loads, HVAC, lighting)
  - b. Carbon Intensity Units limit the type of fuel source used by the building. This includes tenant space heating and cooling, plug loads, and lighting.
    - Building fuel source and use calculation for heating the building, and cooling tenant space
    - Prorate heating based on tenant footprint
    - Prorate cooling based on % of electricity tenant used from whole building data
3. Recommission whole-building-performance improvement plan for the near, medium, and long term—includes tenant systems.
4. Implement required energy efficient tenant fit outs. The focus of tenant fit-out and operating guidelines should be on outcomes, rather than recommendations, to improve the ability to monitor and manage tenant energy consumption. The following guidelines optimize tenant energy consumption and integrate with building systems to meet whole-building performance goals while not limiting tenants aesthetic design.

At a minimum, require a plug load management plan and energy efficiency procurement practices:

- a. **Plug load management.** These strategies include:
    - **Aggregate plug and process loads (PPL) to dedicated electrical panels.** This step allows the building's control systems to turn off PPLs during non business hours. This additional step can easily submeter plug loads, analyze energy-use patterns, and provide feedback to tenants during monthly landlord-tenant check-ins.
    - **Control plug loads from switches.** Per **ASHRAE 90.1**, install switches, vacancy sensors, or timed disconnects to control 50% of receptacles as, including outlets at workstations and in common areas.
  - b. **Follow tenant procurement best practices.** Upgrade all equipment to low-energy or ENERGY STAR-certified equipment. Require all tenant equipment to be energy-efficient or have an upgrade plan to replace old equipment with ENERGY STAR-certified equipment at end of life. For projects that cannot integrate advanced controls, require all plug loads to use advanced power strips (APS).
  - c. **Require tenants to meet requirements of a recognized standard.** Standards such as the **ENERGY STAR Tenant Space criteria** or the **Urban Land Institute's Tenant Energy Optimization Process (TEOP)** both provide complementary processes to achieve deep energy savings in tenant spaces.
5. Implement a mitigation plan outlining the landlord-tenant relationship, continuous review of energy performance goals, and requirements through ongoing communications. This may be the most important step to ensuring landlords and tenants are continuously reviewing the energy performance goal through ongoing communications. Implement the following:
- Schedule monthly meetings with tenants to review building and tenant energy consumption. Communicate capital improvement plans and recommissioning timelines.
  - Review building performance with the tenant and discuss if this is on track to meet the performance goal and local law compliance requirements.
  - Address unexpected capital improvement costs, provide detailed accounting of expenses and impact to tenants, including equitable cost share allocation.
  - Schedule regular emails, newsletters, or announcements highlighting

building performance and relevant efficiency best practices.

- Disclose during monthly meetings when either party's energy consumption is outside of the energy consumption limit. Proactively work together to develop a plan to address energy performance.

## Documentation

- An executed lease, addendum, or slip sheet stating building performance reduction target, or equivalent documentation outlining how both landlord and tenant will work to achieve the stated performance goal
- Action plan outlining how the building and tenants will meet performance goal
- Estimated percentage of total square footage meeting this credit across portfolio

## Resources

1. **National Renewable Energy Laboratory's how-to guide on properly installing an APS in an office setting**  
This document provides a high-level introduction to the growing trend of building performance-focused legislation; the impacts of such policies on traditional leasing structures; and the new concept of performance-based leasing.
2. **Getting Started with Performance-Based Leasing**  
This document is part of a toolkit providing commercial building owners and their tenants with a high-level introduction to the growing trend of building performance-focused legislation; the impacts of such policies on traditional leasing structures; and the new concept of performance-based leasing.
3. **Performance-Based Lease Template**  
A performance-based template lease with provisions to create an equitable agreement between landlord and tenant clearly defining a building's performance goal and how both parties will meet this goal.
4. **Summary of Model Performance-Based Lease Provisions**  
This document provides a high-level look at key provisions in IMT's model performance-based lease template
5. **Department of Energy Better Climate Challenge**  
A voluntary, market-based platform for organizations to set ambitious, portfolio-wide, operational GHG emissions reduction goals and showcase how they are taking steps to address climate change.
6. **Department of Energy Better Buildings Decarbonization Resource Hub**  
A library of resources and solutions to learn more about decarbonization and the steps to implementing a successful decarbonization strategy.

## Example Clauses for Meeting Performance Goals

**Operating Expense:** “Operating Expense” includes the “costs to comply with laws and governmental requirements of general applicability to the building... the purpose of which is to cause a reduction in greenhouse gas emissions or energy use intensity” and “the costs to comply with building performance standards,” including the costs of recommissioning and implementation of resulting recommendations. **(IMT Performance-based lease provisions 2021)**

**Local Law Compliance:** “The Tenant, at its expense, shall comply with Landlord’s Building Performance Goal. The Tenant shall also comply with any federal, state, or local laws applicable to the reduction of greenhouse gases or the use of sustainable materials, to the extent such laws are applicable to Tenant.” **(IMT Performance-based lease provisions 2021)**

**Building Performance Data Sharing:** “Landlord shall provide Tenant with an annual energy use summary indicating the energy consumed in any Building Common Areas (total and kilowatt hours/square foot) and the energy consumed in the Building as a whole (total and kilowatt hours/square foot) the previous year. Landlord shall also provide Tenant the Building’s ENERGY STAR score” **(IMT Performance-based lease provisions 2021)**

**Recommissioning:** “Prior to the recommissioning set forth in [x section], every [x] calendar years, Landlord will work with a Tenant point of contact to issue a survey to all occupants of the Premises to evaluate thermal comfort, functionality, transportation methods, health and productivity, and Tenant operations, including the type of equipment used, lighting systems, plug load management, and hours of operations. Survey results will be used to inform recommissioning and to improve the functionality and comfort of the Premises. Surveys shall be coordinated through the designated Tenant point of contact and shall not occur more than once per calendar year. Interviews may be used to supplement the surveys, pending approval from the Tenant point of contact.” **(IMT Performance-based lease provisions 2021)**

*Systems Commissioning: The Lessor shall incorporate commissioning requirements to verify that the installation and performance of energy consuming systems meet the Government’s project requirements. These systems include, at a minimum, heating, ventilating, air conditioning and refrigeration (HVAC&R) systems and associated controls, lighting controls, and domestic hot water systems. The commissioning shall cover work associated with TIs or alterations. In instances involving minimal improvements, recommissioning is required to ensure that the systems are operating properly. In the event the Government exercises a renewal option, recommissioning is required within 60 days after the exercising of the option.*

- a. *The Lessor shall submit a written commissioning plan prior to completion of Design Intent Documents (DIDs). In instances involving minimal improvements not requiring DIDs, the plan is due within 60*

days prior to Space acceptance. The plan shall include:

- A schedule of systems commissioning (revised as needed during all construction phases of the project, with such revisions provided to the LCO immediately); and
- A description of how commissioning requirements will be met and confirmed (**GSA global lease template**)

**Zone Control:** Provide individual thermostat control for office Space with control areas not to exceed 1,500 ANSI/BOMA Office Space (ABOA) SF. Interior spaces must be separately zoned. Specialty occupancies (conference rooms, kitchens, etc.) must have active controls capable of sensing Space use and modulating HVAC system in response to Space demand. Areas that routinely have extended hours of operation shall be environmentally controlled through dedicated heating and air conditioning equipment. Special purpose areas (such as photocopy centers, large conference rooms, computer rooms, etc.) with an internal cooling load in excess of 5 tons shall be independently controlled. Provide concealed package air conditioning equipment to meet localized spot cooling of tenant special equipment. Portable space heaters are prohibited. (Source: **GSA Request for Lease Proposal template**)

**Landlord-Tenant Communication Plan:** “To promote Sustainable Use and Sustainable Management, the Landlord shall organize a meeting to take place monthly/quarterly (“Sustainability Dialogue”) in which the following shall be decided on: a) The recording and analysis of suggestions by the Tenant [tenants] concerning the Sustainable Use and/or Sustainable Management of the Leased Property and the discussion of suitable measures; b) The preparation of manuals and/or guidelines on Sustainable Use and/or Sustainable Management; c) If manuals and/or guidelines on Sustainable Use and/or on Sustainable Management exist, how their content and discussions as to any revision are to be communicated; d) The implementation of further means of optimizing Sustainable Use and/or Sustainable Management. [e) The coordination of the means for the Parties jointly to market the sustainability standards that have been achieved at the Leased Property including aspects of Sustainable Use and/or Sustainable Management to third parties.] The representatives of the Landlord, any property and/or facility management company and third parties involved in the management of the Leased Property shall participate in the Sustainability Dialogue. On the part of the Tenant [the Sustainability Officer/at least one employee] shall participate in the Sustainability Dialogue. The Sustainability Dialogue should take place [every quarter/every half year/as required but at least [ ] with a view to promoting Sustainable Use and Sustainable Management. The Sustainability Dialogue may also take place within the framework of [other discussions/a meeting of the advertising association of the Leased Property] as an independent discussion point. (**DLA Piper. German Market Toolkit. 2015**)

## Establish Social Impact Goals for Health, Resilience, Diversity, and Climate

### Intent

Communities are calling for a just transition to a regenerative economy. To ensure that building owners and operators play a role in addressing systemic injustice in communities as we move forward, this initiative highlights opportunities for real estate to address in health, climate, and social priorities, including:

- Protecting the planet through improved materials manufacturing and reduced carbon emissions
- Providing healthy and safe shelter to all
- Providing fair employment for all
- Increasing access and service to marginalized communities--most often low income communities and communities of color--that have previous been penalized by systemic racism
- Using real estate ownership to build local communities and community wealth
- Supporting a just transition to a renewable energy future

### Requirements

Silver level:

- Establish corporate guidelines, checklists, or procurement policies requiring at least three of the following social impact priorities.

Gold and Platinum Level Requirements:

- Meet the Silver level requirements AND
- Provide documentation verifying the social impact goals are tracked and implemented in a building or across a portfolio.

#### 1. **Health**

Provide a healthy and safe working environment for all occupants by utilizing expertise, technology, and innovation to manage the day-to-day performance of buildings and tenant spaces.

To meet this credit, implement an indoor air quality monitoring and management program that meets the latest ASHRAE 62.1 or exceeds industry best practices outlined in green building certifications schemes such as:

- a. LEED
- b. Fitwel
- c. WELL
- d. RESET
- e. Or equivalent

2. **Resilience**

As climate related events continue to rise, buildings have the opportunity to provide lifesaving services for the communities to help support community survival and resiliency during emergencies impacted, called “passive survivability.”

To meet this criteria, implement processes and track progress towards either “Strengthening Community Resilience” or “Strengthening Building-level Resilience,” incorporating strategies to identify and mitigate or avoid the magnitude of damage and/or duration of a disruptive climate event.

**Strengthening Community Resilience:** Implement processes and track progress, which seek to strengthen and grow the local economy where your building resides. These include:

- Providing space for essential resources during a state of emergency or other disruptive event which support the community’s needs. Examples of essential resources may include shelter, water, food, heating/cooling, power, and medical services, such as vaccinations.
- Providing reliable power sources (i.e. microgrids, backup generators, or battery storage) to allow for shelter-in-place in the event of a climate emergency.

**Strengthening Building-level Resilience:** Implementing processes and track progress to evaluate climate risks for the company’s building or portfolio of buildings such as:

- Developing climate change risk assessments and climate mitigation plans
- Achieving RELi certification by assessing and implementing a plan to provide life-saving service in the event of extended loss of power, heat, or water
- Conducting floodproofing of lower floors, including perimeter floodproofing (barriers/shields). (See 2020 **Enterprise Green Communities** credit 5.9)
- Providing adaptive design for flooding, sea rise, storm surge and extreme weather events and plan systems for 500 years floods. (See ReLi v2, Hazard Adaption & Mitigation, Action 1.2 and 4.2 respectively)

### 3. **Diversity & Economic Inclusion: Business Relationships**

The real estate industry makes decisions every day about the products it uses to build and operate buildings, and those decisions can be infused with criteria around diversifying business relationships, both internally and externally, to boost racial diversity and expand power and economic inclusion across a community. Diversity efforts in the supply chain promotes innovation, resiliency, competitive pricing, better quality products, and generates reputational benefits.

To meet this criteria, establish corporate guidelines to improve diversity and inclusion, establish a procurement policy that incorporates at least four of the following options, and establish a process to track progress:

- **Supplier Scorecard:** Score suppliers on their environmental policies, social and governance, including labor practices, human rights, diversity and inclusion, sustainable procurement, and ethical business practices.
- **Supplier Diversity and Inclusion:** Set and track goal to increase spending with diverse suppliers, for example, minority-owned, women-owned, LGBTQ, and veteran-owned companies and date by which the goal will be achieved.
- **Competitive and Knowledgeable Suppliers:** Provide mentoring or access to grants providing the skills and financial access needed for minority-owned businesses to compete with larger resourced vendors (suppliers).
- **Community Supplier Diversity and Apprenticeship:** Offer training and mentoring to community members, or local hiring pool, providing skills so they can enter the clean energy industry.
- **Accountability:** Establish a system to measure progress towards improved racial and economic inclusion through supply chain procurement.
- **Racial Equity:** Institute policies and training that combat racial bias, such as non-retaliation policies, bystander intervention training, and cultural competency courses.

### 4. **Diversity & Economic Inclusion: Internal Business Practices**

Companies and/or organizations have begun to evaluate and implement policies addressing inequalities from within. Some of these practices can cross over to include other companies and/ or organizations in leased spaces, by evaluating how both parties can contribute to reaching racial equity goals.

To meet this criteria, applicants must establish a process to track progress and provide evidence of incorporating at least one of the following practices:

- Incorporating high road contracting practices that address safe working conditions, fair livable wages, and encourage continuous training.

- Providing employee and building tenants racial profiling and de-escalation training to avoid creating unsafe conditions for employees and customers.
- Implementing diversity and economic inclusion examples not listed which seek to improve internal business practices will be considered for this criteria.

## 5. **Scope 3 Emission Reduction and Embodied Carbon**

The construction industry has the second largest global supply chain carbon footprint of any industry in the world.<sup>10</sup> By infusing criteria to reduce scope 3 emissions, companies can have more than 10 times the positive impact on supply chain emissions, creating a ripple of positive action through their value chains.<sup>11</sup>

To meet this credit, applicants must show a commitment and a process to track progress to reducing scope 3 emissions resulting from assets not owned or controlled by the reporting organization, but that indirectly impact your value chain.

Each commitment is established by the company as a:

- **Organization-wide target:** Align teams across organizations to achieve the stated target.
- **Identifies a project-level target:** Set a target that is specific to a building or tenant space, and which contributes to the organization-wide emission reduction goals.
- **Sets a material-level target:** Ensure that the reductions opportunities are followed through the value chain.

## Example Commitment

1. Commitment to meet a **Zero Waste** goal AND a policy outlining how the goal will be met by the building operator and occupants AND your process for tracking that progress
  - Example policies include procurement guidelines, vendor selection criteria, reporting requirements
2. Commitment to net-zero embodied carbon AND a policy outlining how the goal will be met by the building operator and occupants AND your process for tracking that progress
  - Example policies include procurement guidelines, building material use guidelines

10. Source: Burchart, Jones, Fredeau, M., Hadfield, M, Herhold, P, O'Brien, C, Pieper, C, and Weise, D., "**Supply Chains as a Game-Changer in the Fight Against Climate Change.**" BCG, January 26, 2021.

11. Source: "**Transparency to Transformation: A Chain Reaction.**" CDP, 2020.

## Documentation

### Silver level

- Establish corporate guidelines, corporate policies or checklist outlining steps for implementing social impact priorities within an organization
- Establish procurement policies or guidelines incorporating social impact priorities with external partners or through contractual agreements with external stakeholders.

### Gold & Platinum level:

- Silver level documentation AND
- Documentation verifying that the social impact goals are implemented
- Estimated percentage of total square feet meeting this credit across portfolio

## Resources

### Health

1. **Building Performance Standard Module: Ventilation and Indoor Air Quality**

This document is part of a series of creative, impactful policy toolkits consisting of policy briefs and deployment modules designed for jurisdictions but can be adapted by building owners to address complex social and environmental problems related to the built environment.

2. **U.S. Green Building Council Green Building Certification**

LEED V4.1 Guide

A rating system for the design, construction and operations of high-performance green buildings.

3. **Fitwel Certification System**

Fitwel Resource

Resources provide you with the information needed to advance health and wellbeing in your buildings and communities.

4. **International WELL Building Institute Health and Safety**

The WELL Health-Safety Rating for Facility Operations and Management helps buildings and organizations address the health, safety and well-being of their most valuable asset-people.

5. **RESET Building Standard**

A data quality standard explicitly designed for continuous monitoring sensors in the built environment.

## Resiliency

### Industry Examples

6. **Green Lease Leaders: Retailers Leverage Tenant-Landlord Communication During Pandemic**  
Case study demonstrating how retailers leverage tenant-landlord communication during a pandemic (2021)

### Guides

7. **U.S. Department of Energy Better Buildings Resilience Resource**  
Resources to help organizations across different sectors take steps to build resilience and increase their ability to bounce back from natural disasters and other stressors
8. **U.S. Climate Resilience Toolkit**  
Framework and toolkit from across the U.S. federal government on potential climate hazards so you can protect your vulnerable assets
9. **Heitman and Urban Land Institute case study**  
Climate Risk and Real Estate Investment Decision-Making guide for investors and investor managers to explore new approaches to find better tools and common standards to help the industry get better at pricing climate risk in the future
10. **IFMA Resilient Building Systems article**  
Questions for Developing Resilience Criteria
11. **2020 Enterprise Green Communities credit 4.7**  
Recommendations for providing access to potable water during an emergency

## Diversity & Economic Inclusion: Business Relationships

### Industry Examples

12. **Apple Supplier Mentorship Program**  
The Apple mentorship program selected companies to participate in customized training, and have access to Apple experts and an alumni community. Following the three-month virtual program, the companies will be considered for opportunities to act as suppliers to Apple as it works to become carbon neutral for its supply chain and products by 2030.
13. **Brandywine Schuylkill Yards Social Impact Case Study**  
This case study demonstrates how a developer can positively contribute to local economic opportunity in West Philadelphia. Their efforts included investing in more inclusive procurement, job training and technical assistance programs. (pg. 26)

14. **CBRE Procurement Process, Purchasing Company Pledge and Policy**  
CBRE created a free registration portal for any diverse supplier to register their interest in working with CBRE. CBRE also pledged to spend \$1 Billion with diverse suppliers in 2021 and to grow this spending to \$3 Billion by 2025.
15. **Columbia Property Trust Supplier Diversity Program**  
In this program, Columbia Property Trust attracts and retains diverse suppliers through engagement, outreach, assistance and an internal process that assesses insurance limits, contract requirements, and access to opportunities.

#### Guides

16. **Building Innovation Hub Contractor Selection Criteria Checklist**  
This document provides recommendations when reviewing bids and for RFPs and RFQs as part of the contractor selection criteria.
17. **Building Innovation Hub Vendor High-Road Contracting**  
This guide incorporates business standards of productivity and efficiency, environmental sustainability, livable wages, and shared prosperity and inclusion.
18. **National Multifamily Housing Council NMHC Industry Framework for Racial Equity and Economic Inclusion**  
This action guide helps companies expand economic inclusion by hiring and partnering with minority-owned companies and those with racially diverse leadership.
19. **Solar United Neighbors: Community Solar in Maryland**  
Community solar projects allow a subscriber (individual, business, non-profit, or municipality) to purchase or lease a share of off-site solar generation and have that electricity credited on their monthly electric bill, just as if the panels were on their own roof. Maryland launched a pilot community solar program in the spring of 2017. This report highlights the program's successes to date and discusses the obstacles that remain.
20. **Emerald Cities Collaborative Inclusive Procurement**  
This report sets forth recommendations for strengthening the field of practices by detailing the rationale for inclusive practices, supported by historical and current equitable development policies, trends, challenges and best practices. pg. 30
21. **Diversity Wins: How Inclusion Matters**  
Research from McKinsey explores the business case and relationship between diversity and financial outperformance strengthens over time.

## **Diversity & Economic Inclusion: Internal Business Practices**

### Industry Examples

22. **UPS Company Policy on Unconscious Bias Training**

95% of UPS' management employees have undergone unconscious bias training to strive toward a more inclusive environment.

23. **The Racial Bias in Retail**

Sephora commissioned the first of its kind research study on the state of racial bias in retail today.

24. **Taza Development Indigenous Hub**

The Taza development is a 1,200 acre mixed use property that provides the opportunity for Tsuut'ina citizens to work, live and flourish near their families and extended Native community while strengthening the Tsuut'ina Nation's economic stability.

### Guides

25. **Duke Realty Corporation Real Estate Mentorship and Scholarship Program**

Duke Realty created Projet REAP, a real estate diverse apprentice program dedicated to diverse professionals with a desire to enter the real estate industry. The DREAM scholarship, also established by Duke, housed in Roosevelt University in Chicago to advance women and minorities in the real estate industry.

26. **Open to All**

Join Open to All and gain access to free resources guiding corporate policies on racial equity. Open to All is a program that unites national leaders in business, civic engagement, and the nonprofit sector to support the shared American values of fairness and equality. In addition to the 500,000 business members, Open to All includes more than 200 nonprofit members spanning civil rights and racial justice organizations; LGBTQ equality organizations; health and disability organizations; faith organizations; and more. Open to All members are committed to building awareness and understanding about the importance of nondiscrimination—and to defend the bedrock principle that when businesses open their doors to the public, they should be Open to All.

27. **Open to All's Business Resource Toolkit**

(training videos available only to members)

28. **Open to All's Inclusive Retail Business toolkit**

(training videos available only to members)

29. **International Living Future Institute**

Company Policy - The JUST Program is a voluntary disclosure tool for all organizations, providing guidance to follow as organizations seek to integrate and disclose social justice action.

30. **Just Capital Corporate Racial Equity Tracker**  
Racial Equity Tracker a tool to help companies take meaningful steps to advance racial equity.
31. **Corporate Racial Equity Alliance Advancing Frontline Employees of Color**  
Innovating for Competitive Advantage in America’s Frontline Workforce.
32. **International Living Future Institute Level 2.0: Setting a corporate goal**  
“Workforce should be racially representative of the place the organization is located, to a matching percent value. The organization’s senior leadership is at least 80% of the representative racial percentage of the town in which the organization is located.”

### **Scope 3 Emission Reduction and Embodied Carbon**

33. **Greenhouse Gas Protocol: Corporate Value Chain Accounting and Reporting Standard**  
A document providing requirements and guidance for companies and other organizations to prepare and publicly report a GHG emissions inventory that includes indirect emissions resulting from value chain activities (i.e., scope 3 emissions).
34. **Carbon Leadership Forum: CLF Embodied Carbon Toolkit for Building Owners**  
A library of resources to support action by owners to reduce carbon emissions in buildings.
35. **Embodied Carbon in Construction Calculator Tool (EC3)**  
A free tool that allows benchmarking, assessment, and reductions in embodied carbon, focused on the upfront supply chain emissions of construction materials.
36. **TRU GBCI.org: REDESIGN. RETHINK. REDUCE. REUSE. GO BEYOND RECYCLING**  
Fact sheet on TRU defining how companies can design material to reduce waste.
37. **Americas ULI: Embodied Carbon in Building Materials for Real Estate**  
Provide guidance for building owners to make the business case for a low carbon materials future. This resources includes case studies and steps to reduce embodied carbon.