

Towards a healthy real estate sector

Delft University of Technology
Management in the Built Environment

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“An explorative study on the stakeholder interests and potentials of a new type of lease in office buildings in the Netherlands, the healthy lease”

- I. Introduction
- II. Theoretical Framework
- III. Empirical Research
- IV. Conclusions

“On average an office worker spends around 40% of his time per week in an office building”



Zo ziet het ideale “gezonde” kantoor eruit



Mensen presteren gemiddeld 10% beter in een gezond kantoor



Kantoormedewerker van de toekomst: gaan we er echt zo beroerd uitzien?

**The
Economist**

Covid-19 has forced a radical shift in
working habits

**McKinsey
& Company**

Reimagining the office and work life after Covid-19





Research aim:

- explore and develop guidelines for a new type of lease agreement in office buildings in the Netherlands, the healthy lease.

“What are the different stakeholder interests and potentials of a healthy lease model which can be applied in office buildings in the Netherlands?”

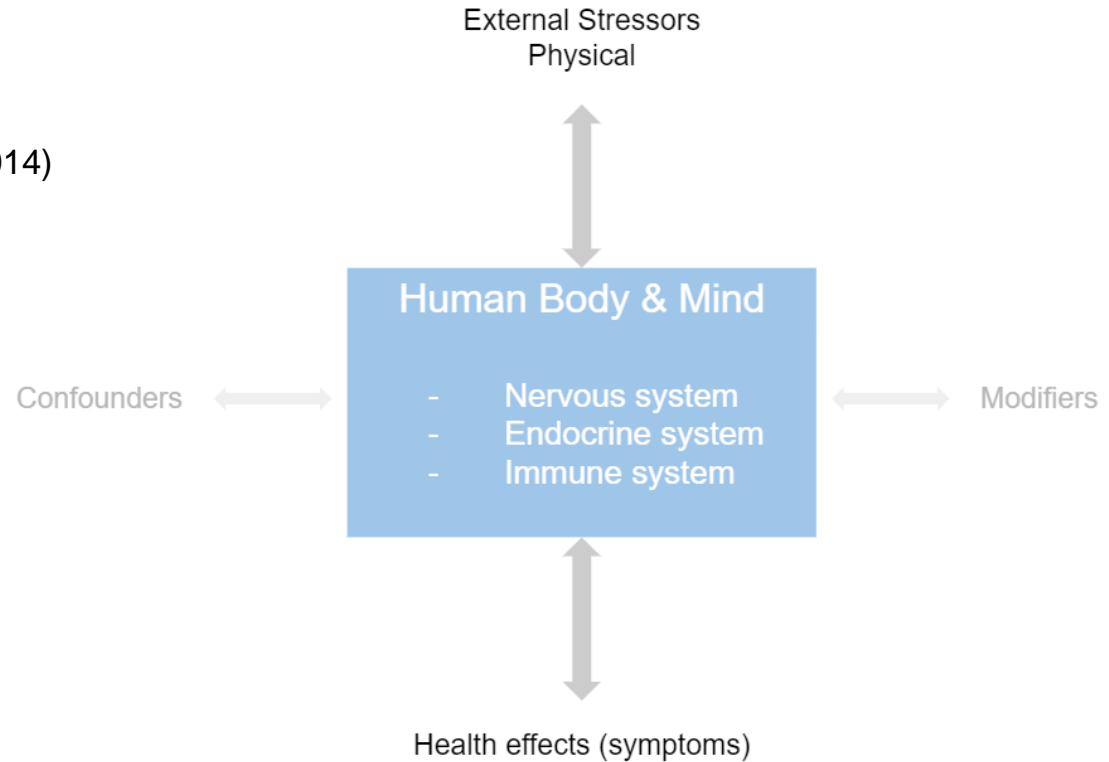
- **Phase I** : Analyse the concept of user health in office buildings -> Theoretical framework
- **Phase II** : Understanding the origins and mechanisms of green leases -> Theoretical Framework
- **Phase III** : Explore the stakeholder interests and potentials in a health lease -> Empirical research

Phase I - user health in office buildings

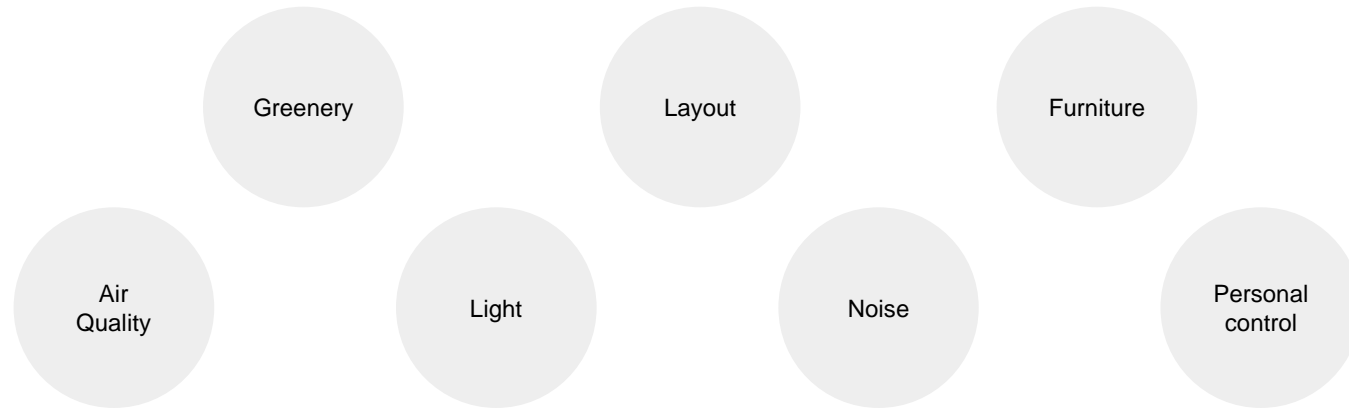
- 4 conceptual health models (Larson, 1999)
 - WHO Model
 - Medical Model
 - Wellness Model
 - Environmental Model

WHO Model - State of complete physical, mental and social well-being and not merely the absence of disease or infirmity

- Human Model (Bluyssen, 2014)



- Literature (Colenberg et al., 2020; Bluysen, 2016) Identified 7 building features (stressors)
- This research focuses on features that fall within control of building owners



Theoretical overview

| Health symptoms | Health features | | | |
|--------------------------------------|-----------------|------------|-------------|--------------------------|
| | Air | Lighting | Noise | Personal Control |
| 1. Dry Eyes | (1,15) | (2) | | (2) |
| 2. Dry Throat | (1,3) | | | |
| 3. Stuffy/Runny Nose | (3) | | | |
| 4. Headache | (1,11, 15) | (7) | (5) | (28) |
| 5. Lethargy | (1) | (8,9) | (10) | |
| 6. Itchy Eyes | | (2) | (6) | |
| 8. Breathing Difficulty | (1,12,14) | | | |
| 9. Flu-like Symptoms | (12, 32) | | | |
| 10. Dry Skin | (3) | | (5,6) | |
| 11. Irritated Skin | | | (21) | |
| 12. Irritated Eyes | (11) | (1,7,9,16) | | (28) |
| 13. Wheezing | (12) | | | |
| 14. Coughing | (12) | | | |
| 15. Sneezing | (12) | | | |
| 16. Tachycardia (rapid heart rate) | | | (17) | |
| 17. Irregular Heart Beats | | | (17) | |
| 18. Bradycardia (slow heart rate) | | | (17) | |
| 19. Stress | | (16) | (20,21,22) | |
| 20. SBS symptoms overall | (12,14,18) | | (6) | |
| 21. Musculoskeletal symptoms | | (2,16) | | (2) |
| 22. Perceived comfort / satisfaction | (4) | (8,9) | (20,21, 24) | (25, 26, 27, 29, 30, 31) |
| 23. Absenteeism | (13, 32) | | (19) | |

| Author | Title |
|--------|--------------------------------|
| 1 | Bluyssen et al. (1996) |
| 2 | Joines et al. (2015) |
| 3 | Jaakkola et al. (1991) |
| 4 | Roulet et al. (2006) |
| 5 | Kristiansen (2010) |
| 6 | Niven et al. (2000) |
| 7 | Aries et al. (2013) |
| 8 | Lamb and Kwok (2016) |
| 9 | Velth et al. (2008) |
| 10 | Jahncke et al. (2011) |
| 11 | Brightman et al. (2008) |
| 12 | Fisk (2000) |
| 13 | Milton et al. (2000) |
| 14 | Seppanen and Fisk (2001) |
| 15 | Bluyssen et al. (2016) |
| 16 | Fostervold and Nersveen (2008) |
| 17 | Kristiansen et al. (2008) |
| 18 | Seppanen et al. (1999) |
| 19 | Fried et al. (2002) |
| 20 | Schiltmeier & Lieb, A. (2015) |
| 21 | Shafiee Motlagh et al., (2018) |
| 22 | Seddigh et al., (2015) |
| 23 | Sundstrom et al., (1994) |
| 24 | Croon et al., (2005) |
| 25 | Wells (2000) |
| 26 | Knight and haslam (2010) |
| 27 | Bluyssen et al. (2011) |
| 28 | Totum (2010) |
| 29 | Boerstra et al. (2015) |
| 30 | Shahzad et al. (2017) |
| 31 | Huizinga et al. (2006) |
| 32 | Bluyssen et al. (2020) |

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Air quality

- 15 of the 23 health symptoms are impacted by air quality
- The most occurring symptoms are:
 - headache
 - breathing difficulty
 - Sick Building Syndrome (SBS) overall

Noise

- 12 of the 23 health symptoms are impacted by noise
- The most occurring symptoms are:
 - stress
 - impact on perceived comfort

Light

- 8 of the 23 health symptoms are impacted by light
- The most occurring symptoms are:
 - irritated eyes
 - lethargy
 - musculoskeletal problems
 - impact on perceived comfort

Personal Control

- 5 of the 23 health symptoms are impacted by personal control
- The most occurring symptoms are:
 - impact on perceived comfort

Phase II - Green Leases

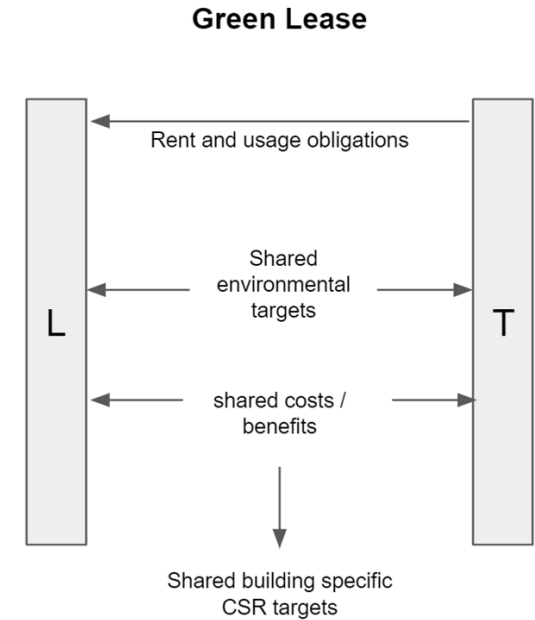
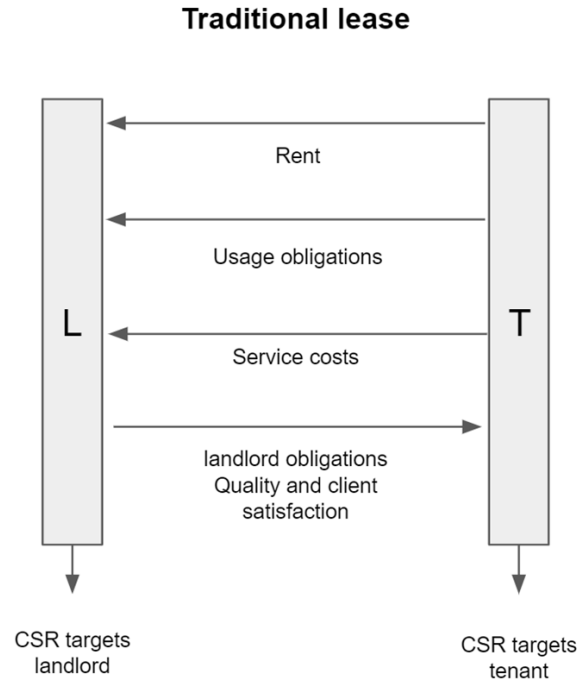
What?

A green lease is a performance oriented lease agreement in which the landlord (lessor) and the tenant (lessee) make agreements about the sustainable use and sustainable exploitation of a building (Quispel and Heemskerk, 2011)

Why?

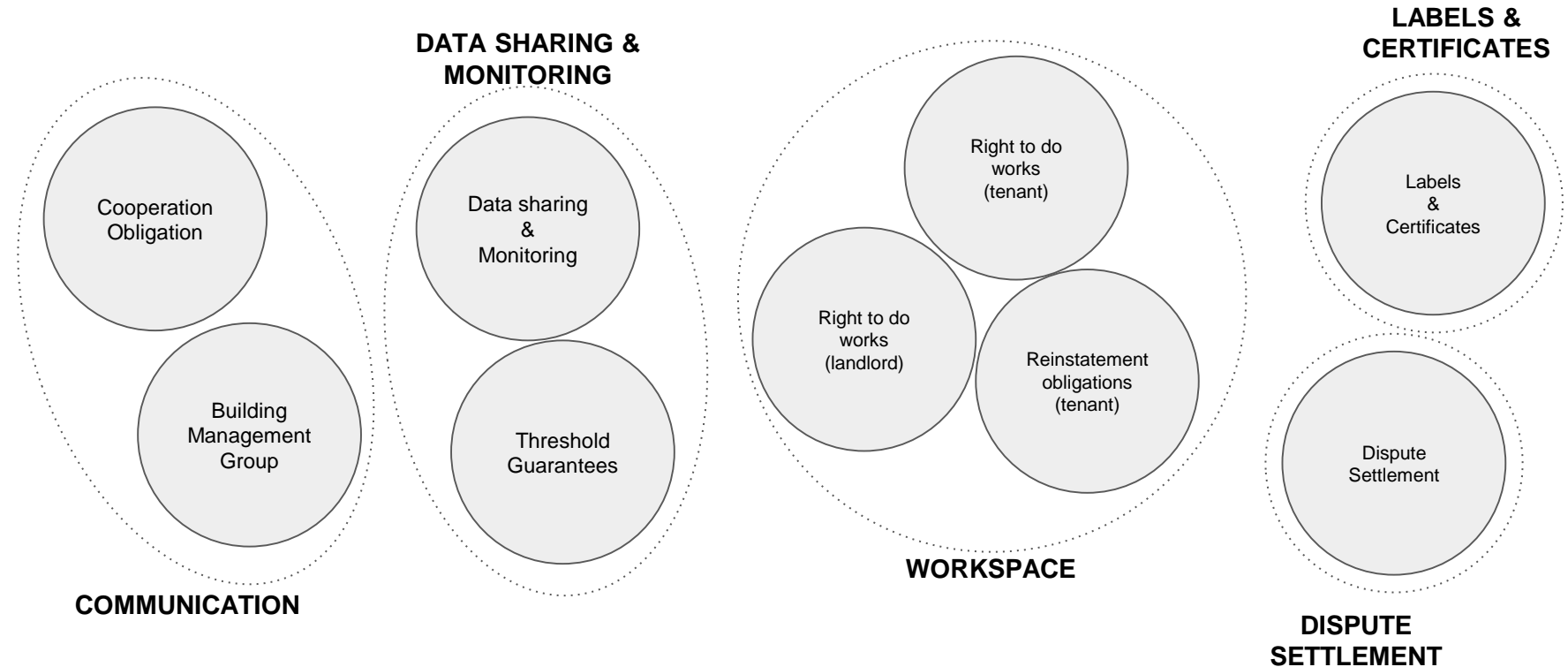
- Corporate branding of organizations
- CSR perspective
- Reducing reputation risk
- Positive contribution to building value
- More engagement between Landlord and tenant
- Overcome the split-incentive
- Break down the circle of blame

- Important starting points:
 - Single tenant vs. multi-tenant office buildings
 - Newly constructed buildings vs. existing buildings



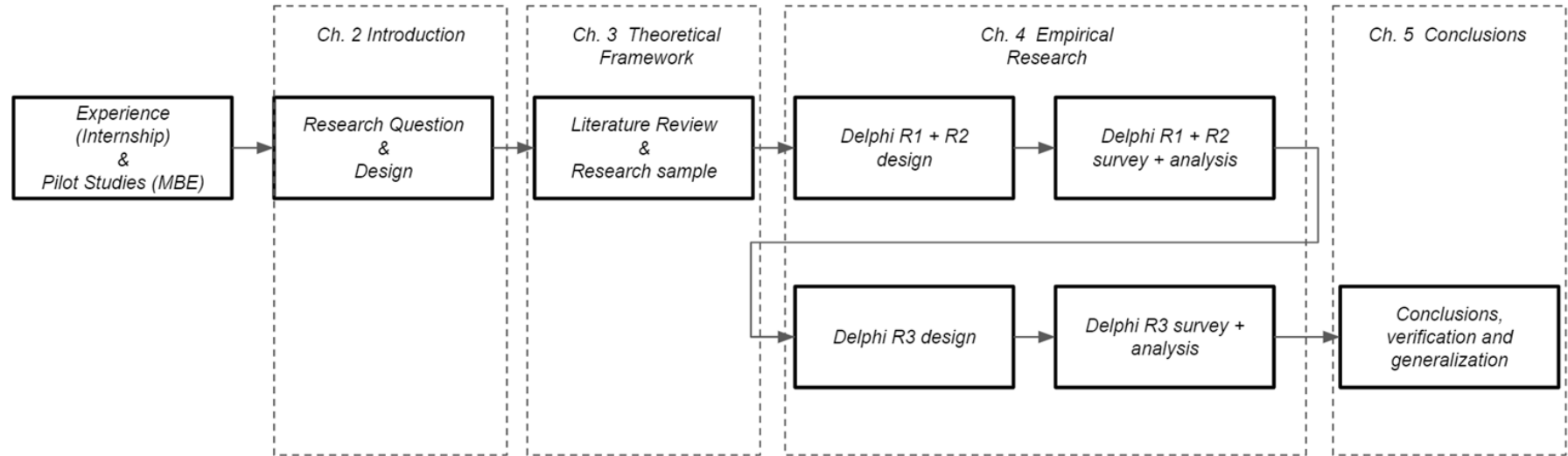
(Adapted from Quispel and Bausch, 2011)

- Identified characteristics (themes) of green leases (Bugden et al., 2013 ; Quispel & Bausch, 2011)



Phase III - Stakeholder interests and potentials of a healthy lease

- Case Study Method
 - **Delphi Method** - a method to structure group communication processes around complex problems. Structured communication is achieved by providing (anonymous) feedback to the participants in different rounds throughout the process. (Linstone & Turoff, 1975).



(Adapted from Skulmoski et al., 2007)

Case Study Selection



Location :
Hoofddorp (Case I)
LFA : 25,000
sqm
Construction year : 2004. Fully renovated in
2019/2020
Single / multi tenant : Multi-tenant office building
Sustainability labels : BREEAM excellent, EPC
label A
Average lease length : 3-5 years



Location : Utrecht
(Case II)
LFA : 6,449
sqm
Construction year : 1992. Will be renovated in
2021
Single / multi tenant : Single-tenant office building
Sustainability labels : BREEAM very good,, EPC
label A
Lease length : >15 years



- **Landlord 1**
investor Value add
- **Tenant 1**
estate related Real
- **Tenant 2**
Conventional
- **Tenant 3**
related Tech



- **Landlord 2**
International investor
- **Tenant 4**
Government related

Round 1

- Stakeholder interviews on interests in healthy lease model

Round 2

- Rating of identified themes based on a Likert-scale
 - Not important at all, Low importance, Neutral, Important, Highly important

Round 3

- Evaluation and validation round
 - Not important at all, Low importance, Neutral, Important, Highly important

Findings case I - Round 1 & 2

- Findings case I
- Communication Monitoring perceived as important
- Only tenant 1 rated BMG neutral
- Data sharing and monitoring perceived as (highly) important
- Only landlord 1 rated threshold targets as important and tenant 2 rated data sharing as important

| | <i>Landlord 1 (value add)</i> | <i>Tenant 1 (real estate)</i> | <i>Tenant 2 (conventional)</i> | <i>Tenant 3 (tech)</i> |
|---------------------------|---|---|--|---|
| Communication | <p>Co-operation (obligation)</p> <ul style="list-style-type: none"> Important communication should be increased in a healthy lease communication and cooperation increases tenant satisfaction and decreases tenant complaints Indirect (positive) effect on branding <p>Building management group</p> <ul style="list-style-type: none"> Important currently there are regular (tenant) meetings (quarterly). in these meetings the focus is mostly on the day to day operation of the building interesting to put extra focus on long-term strategies regarding the healthy community in Pharos downsides: extra operational costs might scare of new investors in taking over the building including all responsibilities in the leases focus on short-term (monetary) benefits | <p>Co-operation obligation</p> <ul style="list-style-type: none"> Highly important goes hand in hand with data sharing and monitoring in a healthy lease extra desirable during the Covid pandemic proper communication on building features give comfort and assurance on the safety of the workspace <p>Building management group</p> <ul style="list-style-type: none"> Neutral tenant meetings can be transformed into a BMG in a healthy lease the early stage communication and tailor made solutions are appreciated. This is not common practice it is advocated to put more focus on long-term health and well-being in a BMG as part of a healthy lease | <p>Co-operation obligation</p> <ul style="list-style-type: none"> Important communication should be increased in a healthy lease, compared to current situation more focus on health strategies rather than day to day issues <p>Building management group</p> <ul style="list-style-type: none"> Important health strategies should not only concern common areas but also leased space of tenants. A BMG can facilitate discussion on this a BMG can stimulate the combination of organizations initiatives and building initiatives | <p>Co-operation obligation</p> <ul style="list-style-type: none"> Important Cooperation and communication is currently too open-ended. should be more strict in a healthy lease <p>Building management group</p> <ul style="list-style-type: none"> Important In a healthy lease a PoR and Data from sensors can be used as guideline and input for BMG meetings |
| Data sharing & monitoring | <p>Data sharing</p> <ul style="list-style-type: none"> Highly important measuring is knowing proactive problem solving PoR should be supplemented with placing sensors in a healthy lease downsides: pressure on the landlord to do something with this data potential new investors might be discouraged by these responsibilities and potential extra costs <p>Threshold targets</p> <ul style="list-style-type: none"> Important see above on downsides of applying thresholds potential differentiation between different type of investors | <p>Data sharing</p> <ul style="list-style-type: none"> Highly important gives comfort and health performance of the building as well as the safety (Covid related) Facilitates the ongoing communication process on health improvement strategies <p>Threshold targets</p> <ul style="list-style-type: none"> Highly important provide comfort on the health performance of the building If thresholds are not met in a healthy lease, it should be clear who is responsible for this A procedure for this should be laid down in a healthy lease | <p>Data sharing</p> <ul style="list-style-type: none"> Important Data sharing can be an added value in a healthy lease Privacy is an important item to consider and should be guaranteed in a healthy lease <p>Threshold targets</p> <ul style="list-style-type: none"> Highly important ensure a healthy and safe workplace Covid will most likely increase this demand for safe and healthy workplaces (now and in the future) Threshold targets can account for this | <p>Data Sharing</p> <ul style="list-style-type: none"> Highly important essential item to include in a healthy lease makes it possible to steer on building features will be more challenging in multi-tenant buildings <p>Threshold targets</p> <ul style="list-style-type: none"> Highly important would be the ultimate goal to include in a healthy lease with respect to data sharing and monitoring ensures safety and contributes to better decision making on healthy performance for the organization |

Findings case I - Round 1 & 2

- Different opinions on Workplace (not important at all vs. important)
- Different opinions on labels & certificates (low importance vs. highly important)
- No consensus on these main themes after round 1 and 2 compared to Communication and Data Sharing & Monitoring

| | <i>Landlord 1 (value add)</i> | <i>Tenant 1 (real estate)</i> | <i>Tenant 2 (conventional)</i> | <i>Tenant 3 (tech)</i> |
|-------------------------|--|---|--|--|
| Workplace | <p>Alterations by landlord</p> <ul style="list-style-type: none"> • Neutral • a PoR can function as a guideline for doing works in the building and leased space in a healthy lease • a PoR structures this process and facilitates communication during BMG's • degree of strictness of a PoR can differ in healthy lease but must be equal for all tenants in a multi-tenant building <p>Alterations by tenant</p> <ul style="list-style-type: none"> • Neutral • see above <p>Reinstatement obligations tenant</p> <ul style="list-style-type: none"> • Neutral • not perceived as essential for a healthy lease • differs from case to case | <p>Alterations by landlord</p> <ul style="list-style-type: none"> • Important • the PoR applied in Pharos is not perceived as restrictive • a PoR can be included in a healthy lease as a guideline for doing works in the leased space <p>Alterations by tenant</p> <ul style="list-style-type: none"> • Important • see above <p>Reinstatement obligations tenant</p> <ul style="list-style-type: none"> • not important at all • not perceived as important for a healthy lease | <p>Alterations by landlord</p> <ul style="list-style-type: none"> • Important • differentiation must be made between standard works and health promoting works • in a healthy lease this differentiation can be added to the PoR and discussed during BMG's <p>Alterations by tenant</p> <ul style="list-style-type: none"> • Important • see above <p>Reinstatement obligations tenant</p> <ul style="list-style-type: none"> • Neutral • should be included in a healthy lease, but considered from case to case depending on the status of the fit-out | <p>Alterations by landlord</p> <ul style="list-style-type: none"> • Neutral • works should be categorized in standard works and health performance works • can be included in a PoR • this will stimulate the health performance of the building <p>Alterations by tenant</p> <ul style="list-style-type: none"> • Neutral • see above <p>Reinstatement obligations tenant</p> <ul style="list-style-type: none"> • Neutral • should be included in a healthy lease, but considered from case to case depending on the status of the fit-out |
| Labels and Certificates | <p>Applicability of labels & certificates</p> <ul style="list-style-type: none"> • Highly important • Important in a healthy lease • contribute positively to overall branding of the building • tailor made solutions regarding health and well-being are more valuable and effective • labels and certificates can be a good starting point of health and well-being strategies in a healthy lease | <p>Applicability of labels & certificates</p> <ul style="list-style-type: none"> • Low importance • are not essential to apply in a healthy lease • tailor made agreements aligned with the organizations wishes and demands are more valuable | <p>Applicability of labels & certificates</p> <ul style="list-style-type: none"> • Neutral • are not essential to apply in a healthy lease • tailor made agreements are more desirable in a healthy lease | <p>Applicability of labels & certificates</p> <ul style="list-style-type: none"> • Important • form a good basis for health and well-being agreements in a healthy lease • contribute positively to the organizations corporate image (CSR) |

Findings case II - Round 1 & 2

- Findings case II
- Communication perceived as (highly) important
- Data sharing and monitoring perceived as important
- Only tenant 4 rated threshold targets as neutral

| | Landlord 2 (international) | Tenant 4 (governmental) |
|---------------------------|---|---|
| Communication | <p>Co-operation (obligation)</p> <ul style="list-style-type: none"> Important Too open-ended at this moment In a healthy lease communication should be increased and applied throughout the whole lease term Good communication must be enforced in a healthy lease and must be written down more strict and mandatory. <p>Building management group</p> <ul style="list-style-type: none"> Highly important A differentiation must be made between single and multi tenant buildings. In a multi-tenant building setting up a BMG will be a bigger challenge. In Utrecht, with one tenant, this should be easier. Not only landlord and tenant should participate in this BMG but also the PM Long-term strategies with respect to the health performance of the building must be starting point for a BMG | <p>Co-operation obligation</p> <ul style="list-style-type: none"> Highly important In a healthy lease communication between landlord and tenant should occur more frequent (on regular basis) Currently this is not the case In the light of the Covid pandemic it is even more relevant and important to incorporate in a healthy lease <p>Building management group</p> <ul style="list-style-type: none"> Important A BMG would be good tool to increase the communication in a healthy lease The situation in Utrecht makes it possible to set up a BMG relatively easy as it is a single-tenant building In the BMG not only landlord and tenant should participate but also the PM and some important (technica) service providers More stakeholders (experts) aboard will most likely result in better decisions with respect to the health performance of the building |
| Data sharing & monitoring | <p>Data sharing</p> <ul style="list-style-type: none"> Important The potential benefits of data sharing are evident. It increases steering opportunities and control of the indoor environment It is a challenge to generalize this for all individuals. Personal control plays an important role as addition to data sharing <p>Threshold targets</p> <ul style="list-style-type: none"> Important Applying thresholds can be a good branding tool for a building and landlord (especially with Covid) Clear agreements should be made in a healthy lease when targets are not met (who is responsible?) The landlord must also make very strict agreements with technical suppliers on the backside, who are responsible for installations, sensors etcetera | <p>Data sharing</p> <ul style="list-style-type: none"> Neutral Can be definitely of added value in a healthy lease Due to Covid the organization is extra aware of health and safety in the building. Monitoring can be a good way to ensure safety Privacy is an important item to consider in this article. Some employees might not accept (personal) data sharing The situation in Utrecht, with a long-term lease in place, is suitable to apply data sharing and monitoring over a longer period <p>Threshold targets</p> <ul style="list-style-type: none"> Important applying thresholds ilease would be the ideal form of a healthy lease as it comes to data sharing and monitoring. Especially in the light of the Covid pandemic |

Findings case II - Round 1 & 2

- Different opinions on Workplace alterations (not important at all vs. highly important)
- Reinstatement obligation is rated as not important at all and low importance
- Labels and certificates are perceived as (highly) important in case II

| | | |
|-----------------------|--|---|
| Workplace | <p>Alterations by landlord</p> <ul style="list-style-type: none"> • Not important at all • not perceived as important in a healthy lease • a landlord should be free to do necessary works in the building • what is the added value of these themes for a healthy lease? • it is unlikely that it contributes to the branding and attractiveness of the building <p>Alterations by tenant</p> <ul style="list-style-type: none"> • Not important at all • not perceived as important in a healthy lease • a tenant should be free to do necessary works in the eased space • what is the added value of these themes for a healthy lease? • it is unlikely that it contributes to the branding and attractiveness of the building <p>Reinstatement obligations tenant</p> <ul style="list-style-type: none"> • Not important at all • not perceived as important for a healthy lease • should be considered from case to case (dependent on buildings, tenant, market cyclus, fit-out quality etc) | <p>Alterations by landlord</p> <ul style="list-style-type: none"> • Highly important • more partnership and transparency on this is desirable • maintenance budgets of tenant and landlord should be aligned with respect to decision making on health performance • costs can potentially be shared • works must be demarcated (divided between landlord and tenant) <p>Alterations by tenant</p> <ul style="list-style-type: none"> • Highly important • more partnership and transparency on this is desirable • maintenance budgets of tenant and landlord should be aligned with respect to decision making on health performance • costs can potentially be shared • works must be demarcated (divided between landlord and tenant) <p>Reinstatement obligations tenant</p> <ul style="list-style-type: none"> • Low importance • potential downsides of communication obligations are: • extra operational costs • might scare of new investors in taking over the building including all responsibilities in the leases |
| Labels & Certificates | <p>Applicability of labels & certificates</p> <ul style="list-style-type: none"> • Important • Contribute positively to the branding and attractiveness of the building towards tenants and investors | <p>Applicability of labels & certificates</p> <ul style="list-style-type: none"> • Highly important • could be a good starting point in a healthy lease for implementing health performance strategies • tailor made agreements should follow from this in order create the perfect basis for a healthy lease |

Findings Round 3

- **Participants**
 - Landlord 1 & 2
 - Tenant 1 & 3 (Case I)
 - Property manager (Case II)
- **Labels and Certificates**
 - Consensus in round 3
 - Labels and certificates as a starting point for tailor made agreements
- **Workspace**
 - Consensus in round 3
 - Workspace alterations should be incorporated in a Program of Requirements (PoR)
 - Reinstatement obligation not perceived as essential in a healthy lease

Findings Round 3

- **Communication**

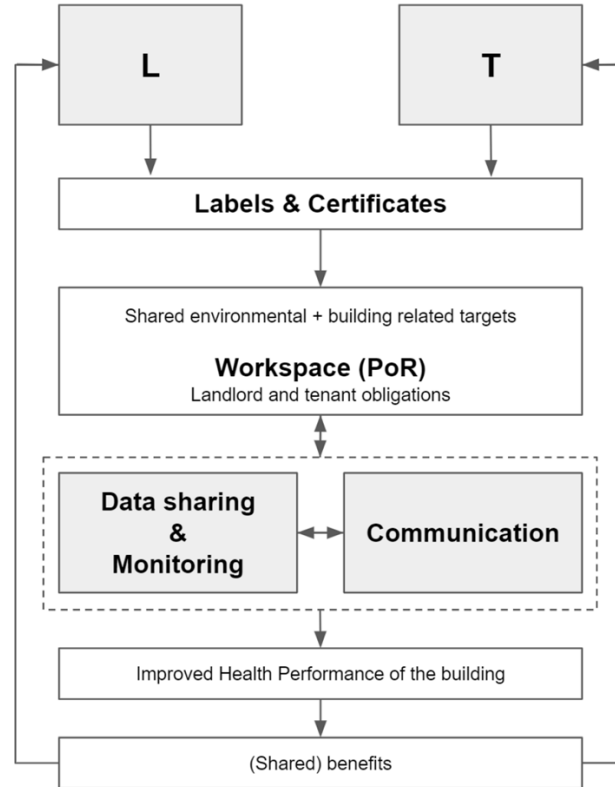
- Focus on long-term strategies in a healthy lease
- Property manager and (technical) suppliers should attend BMG
- Communication obligations can affect marketability of a building -> different opinions between landlord 1 and 2

- **Data Sharing & Monitoring**

- Single vs. Multi tenant building differentiation
- Proactive steering on potential problems
- Privacy of employees should be taken into account
- Potential effect on marketability

Healthy lease

- lease contract between landlord and tenant where health performance strategies have a central role
- Aim is to create and maintain a healthy indoor environment for office users throughout a lease term
- This results in mutual benefits



- Landlord and Tenant are placed next to each other instead of opposed
- Starting point for (tailor made) health and well-being agreements
- Right to works (landlord and tenant) laid down in Program of Requirements (PoR)
- Reinstatement obligation not essential in a healthy lease
- Communication and Data sharing rated as essential for a healthy lease
- Building features (air, light, noise, personal control) integrated in Data Sharing & Monitoring
- Increased branding and marketability (Landlord)
- Increased corporate image (Tenant)
- Ensurance of safe workplace (Tenant and Landlord)
- Potential to share costs (Landlord and Tenant) -> further research

Limitations

- Limited amount of cases (2)
- No in-use building included in research (new vs. in-use)
- No focus on (monetary) benefits and costs in this research

Recommendations for further research

- Confirm / generalize findings by conducting more case studies
- Expand cases with in-use buildings versus newly / redeveloped buildings
- Differentiate between type of investors (value add, international but also institutional investors)
- Include and describe (monetary) benefits and costs

Practical Implications

- Applicability of a healthy throughout the whole building lifecycle
- From design phase to operational phase
- More focus on designing a qualitative indoor environment in education programme

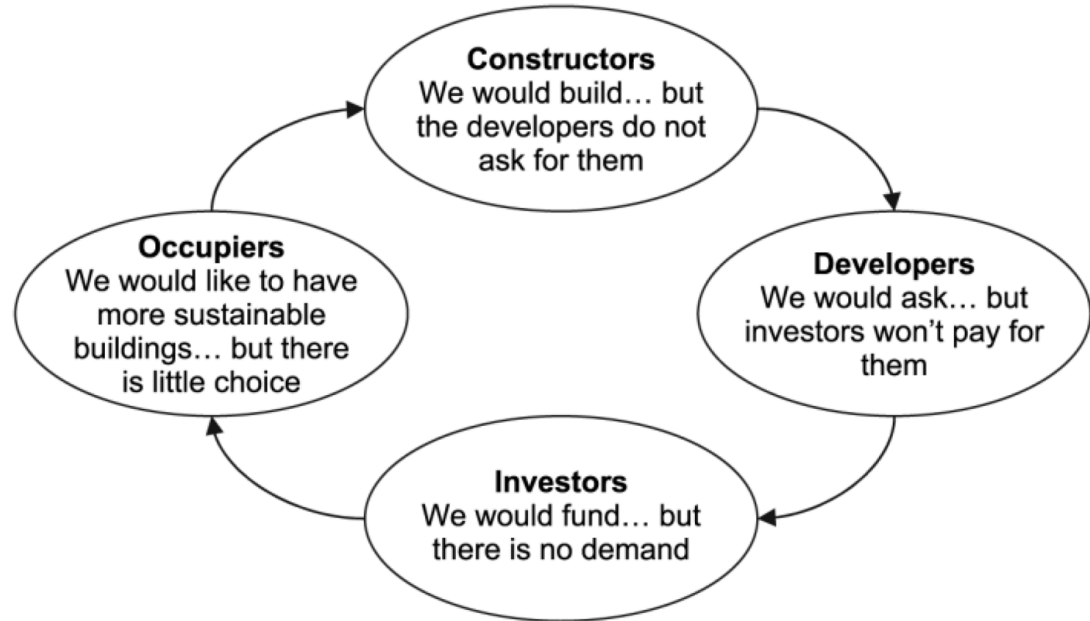
Main research question:

“What are the different stakeholder interests and potentials of a healthy lease model which can be applied in office buildings in the Netherlands?”

- Case studies did confirm added value of Communication in a healthy lease
 - focus on long-term health performance strategies
 - BMG's as platform to facilitate this
 - Contributes to overall branding (marketability) of a building
 - Potential effect on marketability -> scattered opinions between both landlords
- Case studies did confirm added value of Data Sharing & Monitoring in a healthy lease
 - strongly related to Communication
 - Thresholds provide assurance on safe workplace (Covid-19)
 - Contributes to overall branding (marketability) of a building towards tenants
 - Applying thresholds might have effect on marketability of a building towards investors
 - Privacy is an important item to consider
- Case studies did not confirm added value of reinstatement obligation in a healthy lease
 - Not perceived as essential in a healthy lease
- Case studies did confirm the added value of workspace alterations
 - These should be laid down in a PoR and added to a healthy lease
- Case studies did confirm the added value of Labels & Certificates
 - Labels and certificates as a starting point in a healthy lease to make tailor made agreements on health performance strategies
 - Solely a label or certificate in a healthy lease is not sufficient
- Case studies did confirm the difference in multi-tenant vs. single-tenant buildings

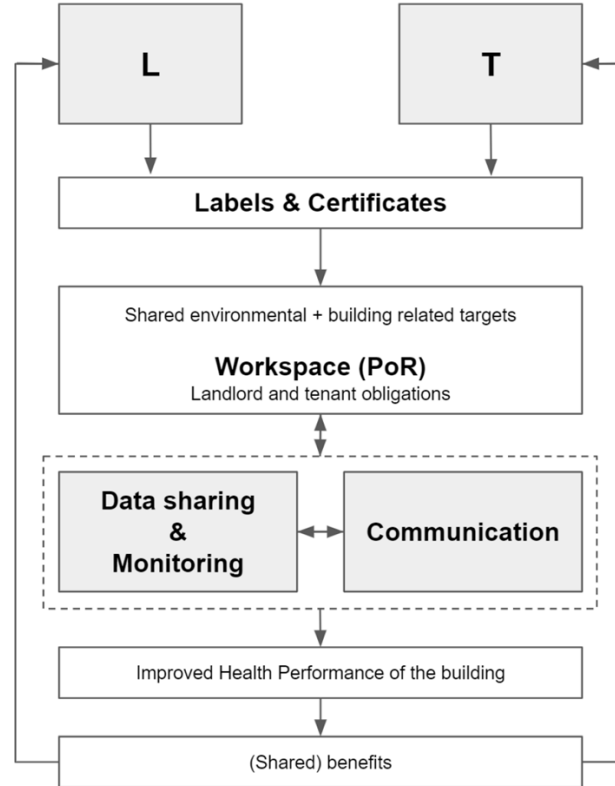
Vicious circle of blame

- Case studies did confirm presence of vicious circle of blame



Healthy lease

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- Ensurance of safe workplace (Tenant and Landlord)
- Potential to share costs (Landlord and Tenant) -> further research

Questions ?

Q&A

- Round 3
 - Not all interviewees participated
 - No real estate lawyer to discuss Dispute Settlement
 - Consensus reached on Label and Certificates
 - Consensus reached on Workspace