

# WORLD GBC MEMBERS' DAY

17 October 2016

## MORNING AGENDA

### 1. AGM

Lee Siang, Chair of WorldGBC gave an introductory presentation about the WorldGBC and his vision for his term as Chair.( see powerpoint, in 'Morning Agenda')

Terri, CEO of WorldGBC presented an update on performance against the strategic plan, and results of the 2016 Member Value Survey. (see powerpoint, in 'Morning Agenda').

### 2. MEMBERSHIP COMMITMENT: BREAKOUT GROUPS

Lee Siang and members of the Membership Committee and the CEO facilitated a session on a potential Membership Commitment (see powerpoint, in 'Morning Agenda').

#### **Breakout Group 1: IMPACT moderated by Terri Wills**

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*Key words: data, collective impact, indicators, business case*

*How can we be impactful, stick to sustainable development goals and be meaningful?*

- Data is key to measure impact, to turn concepts into reality and to share (i.e. Net zero)
- We need to link data w/ energy goals: baselines vs. what we're emitting (i.e. alignment)
- Link to UN SDG goals and show how our green building goals are connected and global
- It must be inspirational and aspirational (i.e. understandable data) – we can focus on new buildings and on the demand side (i.e. energy)

*What actions can GBCs take to achieve collective impact?*

- Green rating tools (i.e. Building model used by UKGBC)
- Basic tools that track environmental impacts at the local and global levels
- Streamline 2-3 indicators that directly track and align with UN SDGs
- Keep working on the business case for green buildings
- Maybe collaborate with GRESB: <https://www.gresb.com>

*What should be WorldGBCs goal to help GBCs achieve this?*

- Tell GBCs what the minimum data collection requirements are
- Form a relationship matrix on their members and stakeholders

#### **Breakout Group 2: TRANSPARENCY and ACCOUNTABILITY Moderated by Lee Siang**

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*Key words:*

*Who we are*

*What we do*

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Transparent, trustworthy, objective  
Multidisciplinary, inclusive, unified, integrated  
(process in a building)

We learn and teach together, collaborate,  
transform  
Build (governance / democracy)

*What does transparency and accountability mean to you?*

- Transparency is about sharing what you do and how you do it; it is your obligation to disclose information to stakeholders (i.e. financials, board agenda). This is critical especially given that we are public organisations and NGOs
- Transparency creates trust between us / public / private sector
- Transparency is a duty, not a choice. As GBCs we are required to be diverse and acknowledge our objectives and those of others
- Pressure from peers helps to increase transparency, a code of conduct keeps us all on the same page, we can have a conversation: learn from each other, become better

*What can GBCs achieve with a common definition of transparency?*

- We can ingrain trust and transparency between the public and private sectors and between GBCs; this makes us inclusive and attractive
- It will help to manage conflicts and reduce them
- To achieve balance, manage and celebrate diversity, remain inclusive

*How can we be transparent and be meaningful to our stakeholders?*

- Measurement is key to enable accurate disclosure of our activities
- Collaboration creates transparency and unity between the public and private sector

*What is openness and how do we define its implications? Are we transparent with everyone?*

- We don't want to sign a code of conduct that "rejects" anyone; we want to help outsiders, we also want to keep them around (i.e. if they're paying dues, and helping the overall green building movement)
- A code of conduct will help us govern them and their activities

*How do we phrase a transparency and accountability statement? For everyone (i.e. Existing and prospective members) how can we make it marketable?*

- Transparency should be linked to action
- Inspire confidence to build trust: a holistic commitment to green buildings
- Keep it simple

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### **Breakout Group 3: LEADERSHIP Moderated by Christine LeMaitre**

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*Key words:* courage, global and local, collaboration, integrity, innovation, mission, shared goals

*What is our definition of leadership?*

- Stepping up and actively leading the transformation of the market as a role model
- "we can't save the world if we all have our own goals" → common passion

- To stand for changing the market, people not greenwashing: a leader at a local and international level (people before profit)
- We support UNEP goals with our own achievable and framed goals which are connected to the global leadership goals
- Question the market: be brave to set goals today, take action, reframe if necessary

*What are the traits of an effective leader?*

- Enable Dialogue, good governance, harmony, trust and safe collaboration
- Walk the talk with our buildings and products
- Inclusive and include all sectors of society and industries
- Honest and transparent communication to people
- Courageous, innovative and forward-thinking

*What actions can GBCs take to be effective leaders?*

- Common language and vision with a simple mission statement
- More recognisable social platform and stronger networks (regional and w/ each other)
- Not competing with each other but to complement each other
- Continuous improvement of ourselves, our goals, our activities
- Improvement beyond certification
- Expertise

### ***Membership Commitment Sessions Q & A / Comments***

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#### ***Example from UKGBC which has a membership commitment:***

Julie (UKGBC): Most challenging thing to member commitments is to manage / ensure commitments are met – the more precise the easier that becomes. Specific words enable effective comparison. Our commitment enables members' shared best practice: signed commitment for current and new members (non-negotiable).

## **PLANNING FOR 2017 AND BEYOND: BREAKOUT GROUPS**

### **1) Governance Approaches and Models**

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***see powerpoint and guidance document also attached***

*What are the characteristics of a board? What is their timeline?*

- Young stage: funding members; homogeneous interests; sense of ownership; apprehensive about hiring new people
- Middle stage: new members; new board; more business structure; more roles are made; committees are important and active in fund-raising; planning; finances
- Mature stage: diverse members; strong board who oversee financials, governance, policy; strong brand; run like an institution

*What are the stages of an organisation as a GBC?*

- Young – prospective; Middle – emerging; Mature – established

## **2) The Future of Certification**

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*see individual presentations attached separately*

### **Q & A / Comments**

*Is our aim to get to 100% of buildings to be certified? Or just to get to the buildings to be the best performing?*

United States

- Engage the market and validate, whether they choose to certify is left to the market

*What do you see for the role of policy?*

United States

- Policy is very important to come at the market from both directions. Code based modifications are important because they move the floor, but certification also drives bigger steps forward

Dutch GBC:

- Codes are already quite ambitious, do those pushing certification makes them very high performing. Government is pushing in right direction.
- We need to look more at the Outcome of the building (ie. CO2, energy savings) which is much more important than the labeling part

*Should building code be the base for all tools? How would each of these international tools affect local GBCs/local tools?*

United States:

- While tools may be specific to markets, the problem is global (carbon, water, etc.).

Dutch GBC

- Don't be afraid of existing tools as they can be adapted to local markets. We adapted BREEAM to the NL market for corporations and other stakeholders.

## **Membership Recruitment, Retention, Value and Impact**

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*Practicing the Elevator Pitch: How does your GBC tell the story to stakeholders?*

Finland

- Emphasise their role as a NGO that enables a company to reach a worldwide network, encourage corporate partners to cross borders, collaborate on larger projects with Finland's best green professionals: they can pitch their projects and get feedback
- Big stress on the business case and legitimising corporations' green business practices

## Hong Kong

- Companies are most interested in benefits of exposure so HKGBC holds many exclusive meetings and events for CEOs, companies
- Important to always find the right person to talk to; aim at the decision makers at the right time, speak their language, understand their needs and work alongside that
- Purposefully bring multiple staff to meetings so that potential member will as well

## Singapore

- Reach out to the most important groups and align with their certifications and selling tools
- Take advantage of the decision maker while you have them: they're busy!

## South Africa

- Analyse the client to visualise their functions, know their inner workings and certification
- Explain the membership benefits according to this analysis and emphasise the added publicity, make it easier for them to see the results they're getting from being a member

## UK

- Focus on lesser members who hold more value: use an extensive CRM system and tiered member structure with free, 2<sup>nd</sup>, 3<sup>rd</sup> payment options who receive different benefits
- Identify the highest impact and time commitment members
- 2 full-time CRM staff at their office

*Takeaway: 3 main ways we pitch ourselves as GBCS: business case, knowledge and public exposure*

## *Common Retention issues*

- Understand the reasons for terminating membership: call them or speak with them
- If you know, plan for their termination – work to prevent it by checking in 2 times per year as a minimum and especially around the time of the payment

## **PARTICIPATING IN GLOBAL PROJECTS: WORKING SESSIONS**

### **How to use BETTER PLACES FOR PEOPLE to generate new activities for GBCs**

*How many people are involved with BFPF and (if not) who would like to be?  
70% / 30%*

*Hearing from GBCs: How did you get involved with the project and what has BFPF done for your GBC?*

## Brasil

- The report and press releases were delivered in a very specific way, that provided applicable knowledge, communications tools and other information that was directly disseminated
- Inspired by WGBC, decided to do their own study and collect data (perception, measurements and verification metrics: how do we keep occupants happy in a building?)

## UK

- Business case for health and wellbeing is critical and currently a 'hot topic' – because of this, organisations are beginning to change the way they do business / how they market
- Important to move from theory to smaller, bite-sized information which regular consumers or companies can understand
- UKGBC's seminars and webinars an instant hit, quickly filling-out (wellbeing labs), experiential learning forums which are non-competitive and non-commercial

#### IRELAND

- Biggest priority in Ireland is housing – show homeowners how it can change their life
- Residential health and wellbeing is an excellent method to deliver sustainability

#### **Q & A / Comments**

*Are GBCs choosing their own way to use BFPF?*

- BFPF allows for networking and sharing information to occur that is provided by worldgbc. We all do things differently and we choose who we talk to about it. There is no single approach towards communicating

*What ways would you like us to communicate about the BFPF project?*

- Some ideas from GBCs: Endorse it with a revolutionary book, or speaker or celebrity (Deepak Chopra)

#### **How to use the NET ZERO project to creates opportunities for impact in markets**

*Hearing from GBCs: Take us through how you use the NET ZERO project in your market*

*See presentations*

#### **Q & A / Comments**

*How do we make NET ZERO meaningful for everyone and ensure that it is defined as the same thing?*

- A growing definition: right now we may be focused on the operational energy emissions / usage but in the future this may grow to include life cycle, materials, existing building stock, water. This definition has to allow for that type of expansion, our definition is going to fluctuate.
- We have to be quite opportunistic to achieve carbon standards in each country, sharing is wonderful but the most important thing is to drive it forward in the way that we can best suited to our own markets.

#### **How to work with CITIES AND RAISE THE PROFILE AND INFLUENCE of GBCs**

*See presentations*

### **REGIONAL NETWORK UPDATES**

*See presentations*