



Regional Advisory Committee Terms of Reference

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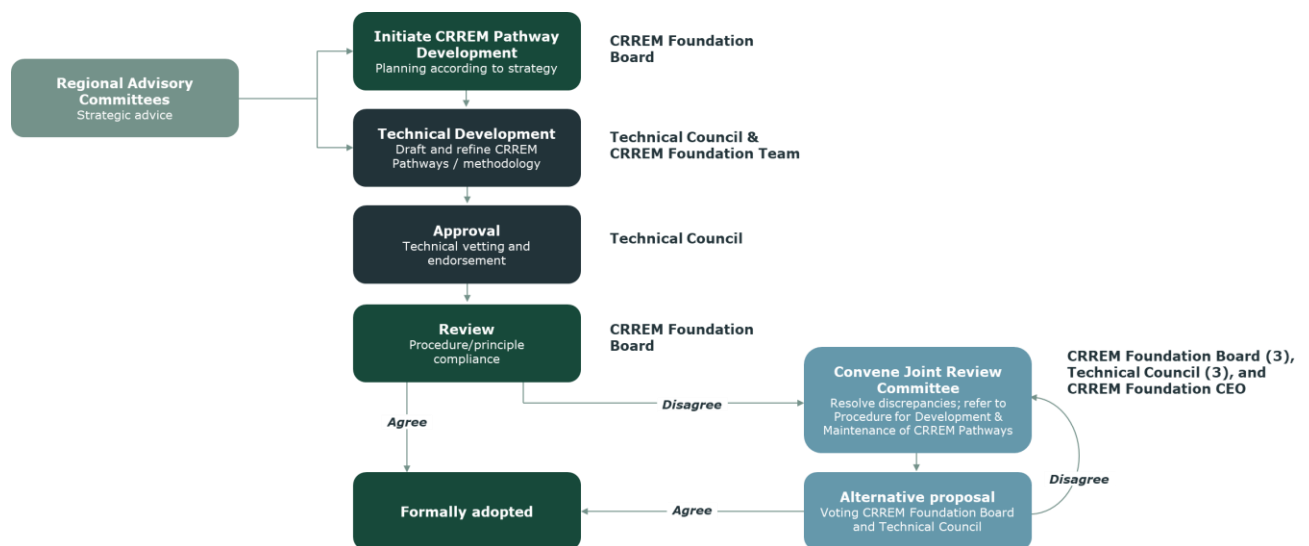
Introduction

This document sits along the Terms of Reference for the [CRREM Foundation Board](#) and [Technical Council](#), and aims to provide transparency regarding the governance structure of the CRREM Foundation.

It outlines the roles, requirements, and agreements of participation in one of CRREM's three **Regional Advisory Committees** and offers guidance how members can engage with the CRREM Foundation to support its mission. Regional Advisory Committees are responsible for providing overarching advice and strategic know-how for their local markets to the CRREM Foundation.

Regional Advisory Committees will give input into CRREM's decision making process by way of (at least) an annual CRREM Regional Briefing memo and engagement with the CRREM Foundation Board during its annual Strategy Day.

Figure: Decision making workflows



Purpose

CRREM's Regional Advisory Committees support the CRREM Foundation by providing strategic insights and advice on regional market dynamics, regulatory landscapes, data sources, and stakeholder priorities. Input from Regional Advisory Committees help CRREM remain relevant and impactful across global markets.

Regional Advisory Committees meet at least one (1) time per year in online meetings. They are responsible for developing a local annual CRREM Regional Briefing memo that will be submitted to the CRREM Foundation for review and consideration, and published in a summarized format for the broader market. The Chairs of the Regional Advisory Committees are invited to join the CRREM Foundation Board's annual Strategy Day.



Scope

Key advisory responsibilities

- **Provide regional market insights.** Offer perspectives on policy trends, investor expectations, and sector-specific challenges relevant to climate risk and decarbonization pathways.
- **Guide on best available data sources and technical details.** Provide suggestions regarding data sources and/or other technical details that support the highest possible scientific integrity of the CRREM Pathways.
- **Identify regional priorities.** Advise the CRREM Foundation on emerging risks, data gaps, and market needs to inform updates to CRREM Pathways and methodologies.
- **Contribute to CRREM strategy:** Highlight high-impact opportunities and region-specific considerations to inform CRREM's strategic direction and priorities.
- **Support stakeholder engagement.** Help build and strengthen relationships with local industry groups, policymakers, and other key stakeholders to promote adoption and effective use of CRREM resources.
- **Promote awareness and impact.** Act as ambassadors for CRREM within regional networks, raising awareness of CRREM's mission, Pathways, and best practices.
- **Review and feedback.** Provide expert feedback on CRREM's draft materials, research outputs, and planned updates to ensure regional applicability and credibility.

Composition

Appointment and eligibility

The CRREM Foundation Board will appoint members to the Regional Advisory Committees for a three (3) year period with the possibility of a one (1) year extension. All members of the Regional Advisory Committees are appointed on individual capacity, based on individual skills rather than just representing a certain company or group.

Members act independently from their employer or other affiliations and agree to act in the public interest, keeping the CRREM Foundation key values and objectives in mind.

In case a member of the Regional Advisory Committee changes their organization of employment or affiliation, they may continue their committee membership after the CRREM Foundation Board's approval.

The CRREM Foundation Board's decision for continuation will be based on an assessment of potential conflict of interest in the new role, as well as the member's personal contribution in the Regional Advisory Committee, amongst other material factors that could affect continuation of membership.



Size

Regional Advisory Committees have a minimum of five (5) members and a maximum of thirteen (13) members, well-balanced by real estate and sustainability expertise, regional experience, and professional backgrounds. Membership of the CRREM Regional Advisory Committees will be publicly disclosed on the CRREM Foundation website.

Remuneration

All members of the Regional Advisory Committees are voluntary and do not receive remuneration.

Working principles and decision making processes

Frequency

Regional Advisory Committees meet at least one (1) time per year in online meetings. This may be more if more intensive CRREM-related projects are on-going in the region or specific strategic input is requested from the CRREM Foundation Board or Technical Council.

Roles and responsibilities

- **Chair:** The CRREM Foundation Board will appoint a Chair for each Regional Advisory Committee to serve for a period of two (2) years, with the option of a one (1) year extension.
 - **Agenda, minutes, and meeting materials:** Chairs, supported by the Secretary (per below), are responsible for setting meeting agendas, approving prior meeting minutes, and ensuring the agenda and supporting documents are circulated to all committee members at least one (1) week prior to each meeting.
 - **Representation:** Chairs are expected to participate in the CRREM Foundation Board's annual Strategy Day representing the views and needs of their local regional groups.
- **Secretariat support:** A member of the CRREM Foundation team will be appointed to act as Secretary for each Regional Advisory Committee.
- **Deputy Chair:** A Deputy Chair will be appointed to carry out the Chair's responsibilities at times of absence.

Decision making

The Regional Advisory Committees' annual Regional Briefing memo (see 'Deliverables' below), aims for consensus, but requires a majority favorable vote by members of the respective committee. If a majority is not achieved, the respective Chair will be responsible for overseeing revisions for resubmittal.

Note: in terms of the CRREM Foundation's governance, itself, Regional Advisory Committees are advisory only. The committees do not take formal decisions for the CRREM Foundation; rather,



they provide strategic input for the Foundation Board and CRREM team to be able to take better decisions.

Deliverables

Each Regional Advisory Committee will prepare an annual CRREM Regional Briefing memo that is delivered to the CRREM Foundation, consisting of:

1. **Transition view:** An overview of key regional insights, trends, regulatory developments, and priorities regarding decarbonization and transition risks in buildings. Maximum of 3-pages.
2. **Strategic feedback / input:** Short, structured feedback on updates to CRREM tools, pathways, or research, highlighting regional relevance and potential gaps. Maximum of 2-pages.
3. **Stakeholder map:** A brief outline of priority local stakeholders and any engagement activities or recommendations to enhance CRREM's regional presence. Maximum of 1 page.
4. **Technical concerns:** An overview of any technical concerns that the Foundation Board should be aware of. Maximum of 2-pages.
5. **Other feedback as needed.** Maximum of 1 page.

The annual CRREM Regional Briefing memo will be submitted to the CRREM Foundation Board and Technical Council, and published in a summarized format for the broader market. Each regional Chair is responsible for the coordination of these deliverables, with support of the CRREM Foundation team. Delivery of the annual CRREM Regional Briefing memo will be organized in accordance with the Foundation Board's annual Strategy Day.

CRREM Foundation Board's receipt and response

To ensure effective two-way governance, the CRREM Foundation Board commits to the following feedback mechanisms to Regional Advisory Committees:

- **Open dialogue in the Strategy Day:** Chairs of the Regional Advisory Committees will present findings from their annual Regional Briefing memo at the Board's annual Strategy Day. The Foundation Board will receive the annual Regional Briefings prior to and in preparation of the Strategy Day.
- **Response timeline:** Within 30 days after the annual Strategy Day, the CRREM Foundation Board will provide a formal written response to the Regional Advisory Committees.
- **Decision rationale:** The written response shall include:
 - Which recommendations were adopted, expected implementation timeline/level of priority
 - Which recommendations were accepted with modification and the rationale for changes
 - Which recommendations were not adopted, and clear reasoning based on strategic, technical, or resource considerations



Working principles

- **Confidentiality:** All committee matters shall remain confidential, unless otherwise agreed upon by the committee or published in the annual CRREM Regional Briefing.
- **Preparation and participation:** Committee members commit to attending meetings well-prepared, respecting the agenda, allocated time, and established deadlines, and fostering a culture that values diverse perspectives.
- **Chair last:** The Chair (or their alternate) shall refrain from expressing their views until other members of the committee have had the opportunity to share theirs.
- **Open and balanced dialogue and feedback:** All committee members, particularly the Chair, are expected to actively facilitate, guide, and encourage open and balanced discussions, ensuring inclusive participation in the decision-making process. The annual CRREM Regional Briefing memo should include a balanced perspective.

Appointment process

An open call for candidates will be announced by the CRREM Foundation through multiple channels clearly outlining the application process and timeframe.

Candidates should demonstrate:

- Proven and relevant market expertise.
- Significant experience in ESG, sustainability, and/or the real asset industry or investing.
- Alignment with the CRREM Foundation's vision, mission, and values — including transparency, trust, collaboration, and leadership.
- Willingness to commit to the Terms of Reference.
- Recognised industry leadership and a track record of impact.

The CRREM Foundation Board's Nomination Committee will evaluate applications and select candidates, who will then be presented to the CRREM Foundation Board for final approval. Successful candidates will be on-boarded by the CRREM Foundation team, who will also introduce CRREM's governance, current projects, and key discussion topics.

Leave of absence

A committee member may take a prolonged leave of absence after approval of the CRREM Foundation Board for:

- Parental leave of up to 12 months, or
- Other reasons at the discretion of the CRREM Foundation Board.

The individual taking the prolonged leave may nominate a substitute, who needs approval of the Nomination Committee. In case the Nomination Committee does not agree, then a temporary



vacancy would be advertised and recruited following the normal appointment procedure (per above 'Appointment process') with the exception that the council seat would be at interim.

The committee member taking the leave of absence would automatically resume their position on the Regional Advisory Committee at the end of their leave of absence.

Termination

A committee member's position can be terminated by:

- Voluntary resignation
- A two-thirds majority vote of the CRREM Foundation Board

If a Regional Advisory Committee member misses three meetings in a row without explanation, it will be considered a voluntary resignation.

Conflict of Interest Policy

Committee members must disclose any actual, potential, or perceived conflicts of interest as soon as they arise. Disclosures should be made in writing to the Chair of the respective Regional Committee and Secretary. These will be shared with the CRREM Foundation Board.

After disclosure, the CRREM Foundation Board shall determine, whether a conflict of interest exists and whether it is material. They may request further information or independent review.

The Secretary will manage a Conflict of Interest register, clearly stating the nature of the conflict, steps taken, and the board's final decision.

Performance evaluation

The Secretary will support the Regional Advisory Committees with a bi-annual (every other year) self-evaluation including, but exclusive a review of:

- Function of the Regional Advisory Committee
- Functioning of the its members and specific roles
- Communication and interaction with the CRREM team and CRREM Foundation Board (where applicable)

Amendments

The Term of Reference will be reviewed at least every three years. The CRREM Foundation Board may amend this Terms of Reference by majority agreement.

