

ADAPTIVE SPACES

CBRE

# *From Built to Resilient*

Navigating  
Innovation in the  
Office Sector

REPORT

INDIA RESEARCH  
SEPTEMBER 2025



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# *Executive Summary*

India's burgeoning office sector is entering a dynamic new phase, with value creation increasingly centred on assets that deliver a holistic experience. Demand remains resilient as tenants increasingly favour amenity-rich spaces with superior transit linkages and service depth. This report analyses three pivotal forces that are likely to shape the sector's future:

**Occupiers' Priorities Drive Asset Upgradation** - Findings from CBRE's *2025 India Office Occupier Survey* reveal a clear mandate for modern, well-managed workplaces. This reinforces the urgent need to upgrade India's ageing office stock to remain competitive as workplaces evolve from functional zones into strategic hubs for talent, productivity, and engagement.

**ESG: From Differentiator to Baseline** - Sustainability has become a business-critical priority. Driven by stakeholder demands, regulatory frameworks, and long-term cost efficiencies, certified, energy-efficient workplaces are rapidly becoming the new standard for Grade A assets.

**TOD: Access as a Value Engine** - Transit-Oriented Development (TOD) translates connectivity into productivity. Real estate clustered along major transit corridors optimises commutes, enhances asset utilisation, and strengthens redevelopment economics.

This report also provides data-backed insights on occupier-driven asset strategies, practical solutions for ESG adoption through certifications, and a TOD framework that links infrastructure investment directly to long-term real estate value.

# Shifting dynamics within India's office sector

Figure 1: A pre- and post-pandemic comparison of supply-demand trends



Building upon two consecutive years of record leasing, India's office sector continues to demonstrate resilience and growth. Pent-up demand, higher rate of return to office, and sustained momentum from global capability centres (GCCs) and domestic firms have been shaping demand in the sector. Findings from CBRE's *2025 India Office Occupier Survey* show that nearly **94% of occupiers favour at least three days of in-office work**. This underscores the workplace's enduring role in collaboration and culture while elevating it as a strategic lever for talent attraction and retention.

In parallel, occupiers exhibit a decisive shift towards flight-to-quality, gravitating towards workspaces offering superior infrastructure, strong transit linkages, and a holistic experience. These shifts collectively demonstrate how the office is evolving from a functional setting into a strategic hub. Findings from the survey also validate these themes and provide deeper insights into the forces shaping the next growth phase of India's office market.

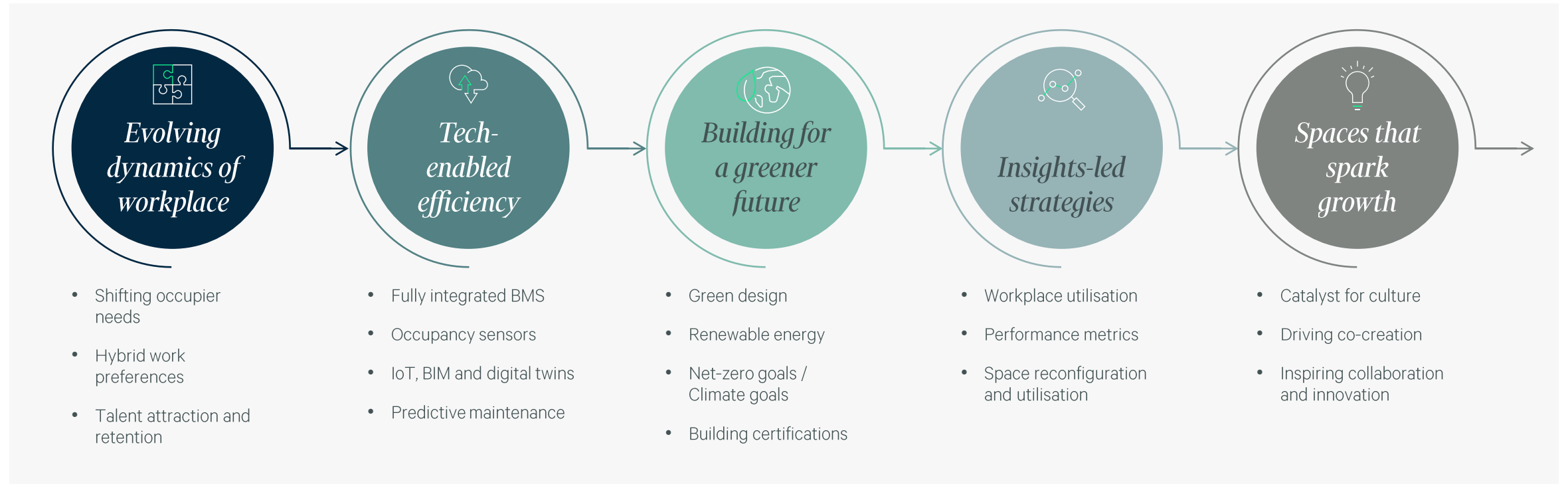
Note: Data covers top 7 cities in India; All data is as of Q2 2025  
Source: *2025 India Office Occupier Survey*, Sept 2025; CBRE Research, Q3 2025



*“Absorption consistently outpaced new supply, holding strong across cycles, as occupiers double down on quality spaces to attract talent and reinforce culture.”*

# Core drivers of the future-ready office

With employee experience being directly tied with business performance, the workplace is transcending functionality and emerging as a competitive differentiator. At the centre of this evolution lies a set of drivers spanning work models, technology, sustainability, and culture that are defining the future-ready office ecosystem.



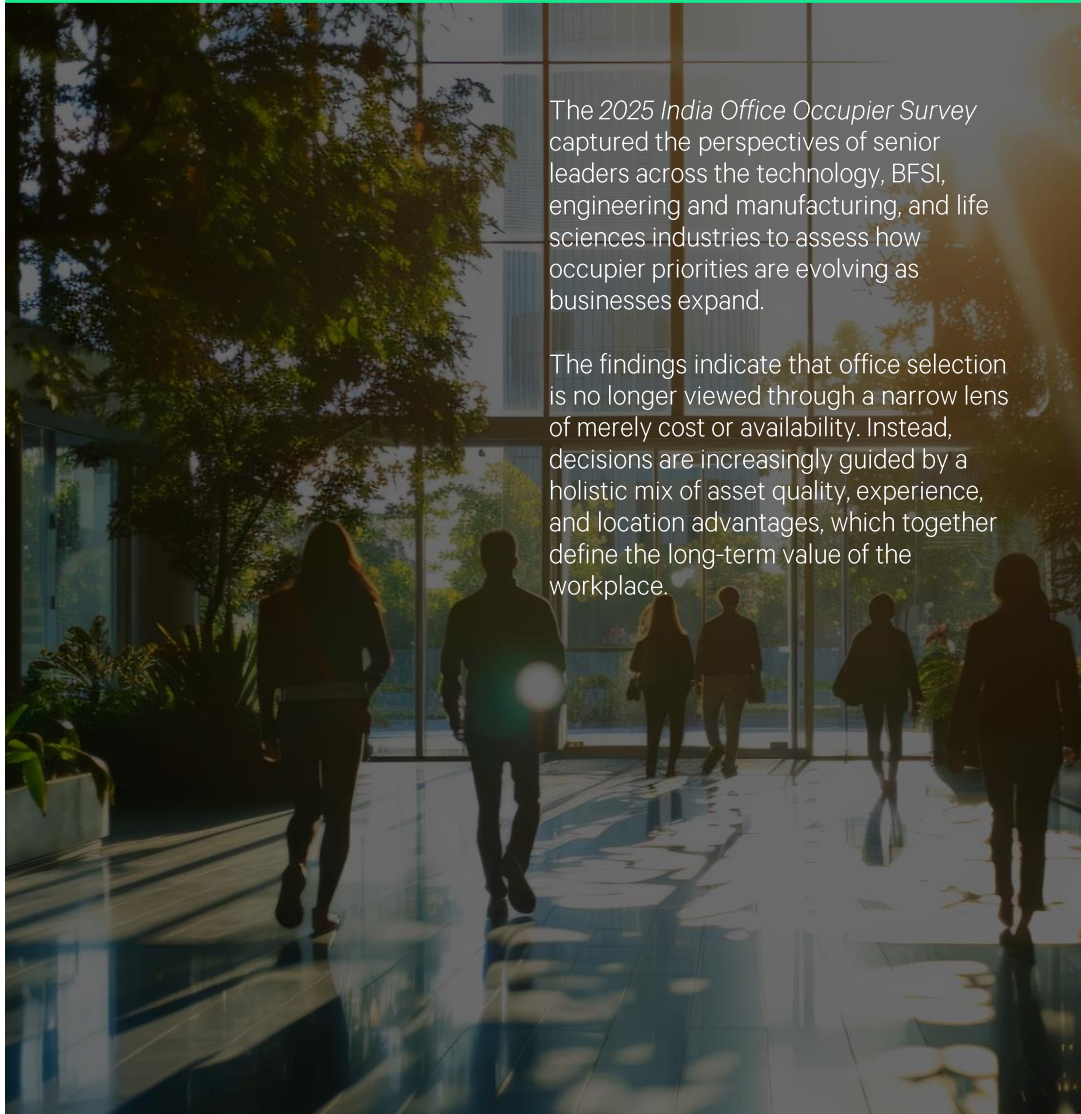
Source: CBRE Research, Q3 2025

01

*How are occupiers evolving?*



# Occupiers' priorities: Defining the next wave of office demand



The survey's findings reveal three broad themes shaping occupier choices

## Location & Ecosystem



Access to talent



Access to commute infrastructure and reduced travel time

## Asset Quality & Certifications



Premium assets



Green/wellness certifications



Safety and security infrastructure

## Workplace Design & Experience



Spatial layout and design



Outdoor amenities (lawns, walking tracks)



Communal spaces (cafés, recreation rooms)

Source: CBRE's [2025 India Office Occupier Survey](#), Sept 2025; CBRE Research, Q3 2025

# Evolution of workplace priorities

Modern tenants' expectations now extend beyond physical infrastructure to accommodating wellness, culture, and experience-led environments, thereby recalibrating developer priorities.

## WORKPLACE PLANNING

56%

of respondents would increase communal spaces for socialising

56%

of respondents would add spaces for collaborative work

46%

of respondents would increase proportion of spaces for collaborative work

## WORKPLACE EXPERIENCE

73%

of respondents would focus on using physical workplace design of an office to communicate the company's identity, values, culture etc.

51%

of respondents would integrate hospitality features (e.g., F&B, concierge services, unified aesthetics and comfort)

42%

of respondents would use data / insights-driven space reconfiguration and utilisation

*“Over half of occupiers (54%) are increasing budgets for workplace transformation, while 51% are boosting investments in WorkTech.”*



02

*How can developers  
meet the persistent  
demand for quality  
assets?*

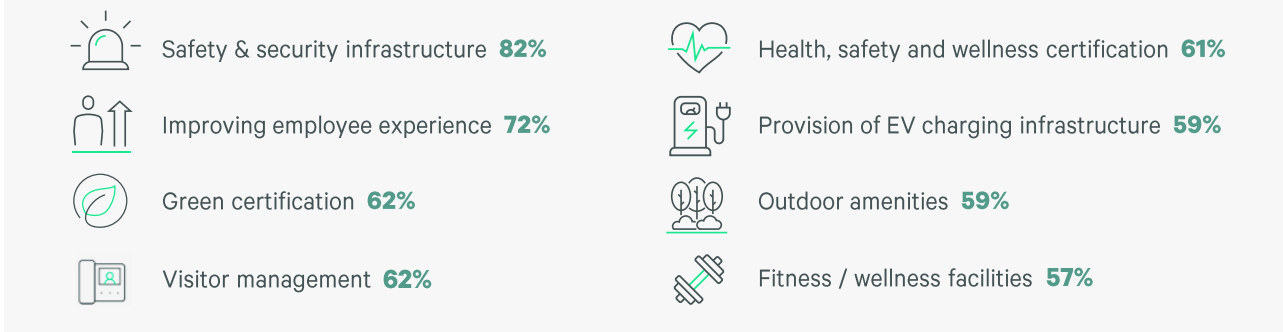
# From function to experience: The new office criteria

Driven by a competitive environment and the pressure to attract and retain top-tier talent, occupiers are showing a clear and growing preference for upgrading to quality office spaces. These assets typically command premium rentals for the comprehensive suite of benefits they offer.

CBRE's 2025 India Office Occupier Survey reinforces this trajectory, with occupiers relocating in pursuit of workplaces that align with modern expectations of quality, sustainability, and resilience.

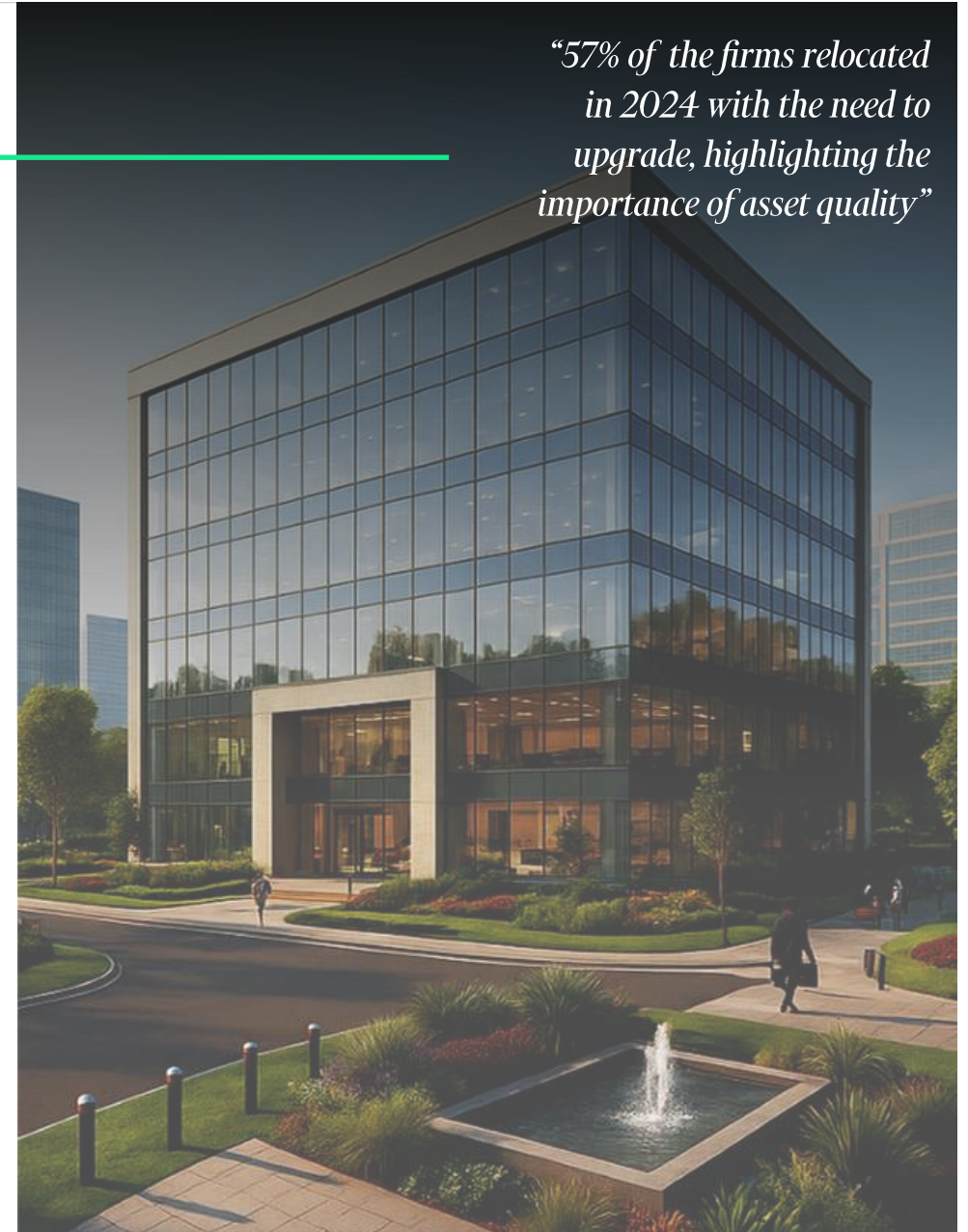


**Figure 2.1:** Top amenities for which occupiers expect to partner with developers to offer a better office environment



Source: 2025 India Office Occupier Survey, Sept 2025; CBRE Research, Q3 2025

*“57% of the firms relocated in 2024 with the need to upgrade, highlighting the importance of asset quality”*

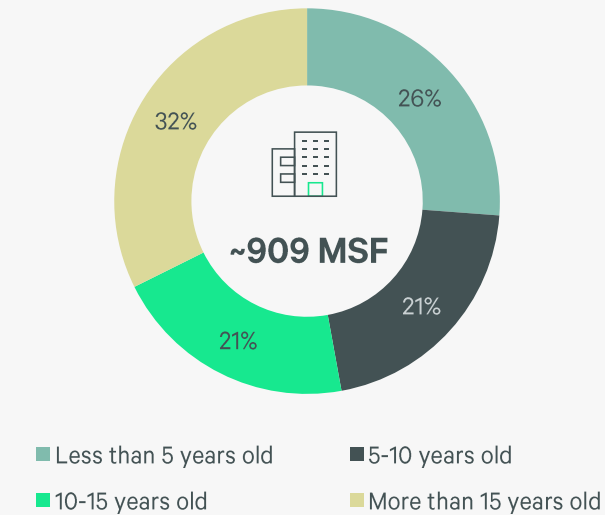


# Future-ready offices through enhancement and retrofitting

Evolving expectations of occupiers are prompting developers to enhance portfolios and upgrade assets in line with the market's new standards. CBRE Research indicates that around 53% of the existing inventory is over ten years old, risking higher vacancy, stagnant rents, and functional obsolescence.

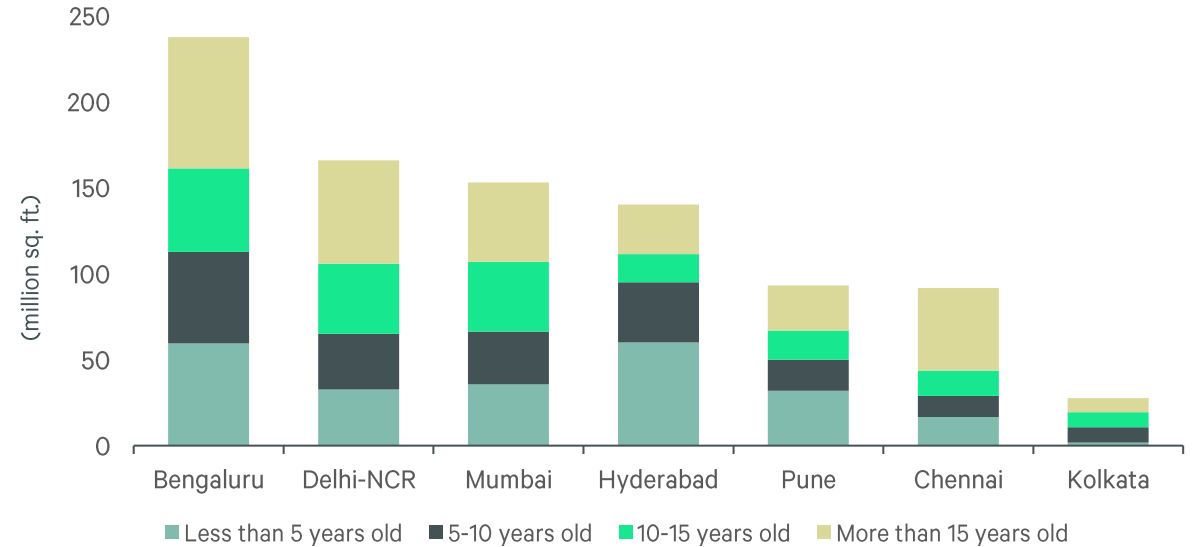
Strategic upgrades and retrofitting provide a solution, revitalising assets to improve performance, integrate sustainability features, and elevate tenant experience.

Figure 2.2: Age profile of India's office stock



Note: Data covers top 7 cities in India; All data is as of Q2 2025  
 Source: From Existing to Exceptional: A Strategic Approach to Retrofitting Indian Office Spaces, May 2025; CBRE Research, Q3 2025

Figure 2.3: City-wise split of India's ageing office stock



## Opportunity

Based on the factors of asset age and ownership, CBRE Research signals a strategic imperative and a compelling investment opportunity for developers and investors.

**~465\***  
million sq. ft.  
**Potential upgradable stock**

**~INR 326 – 558#** billion  
**Investment opportunity**

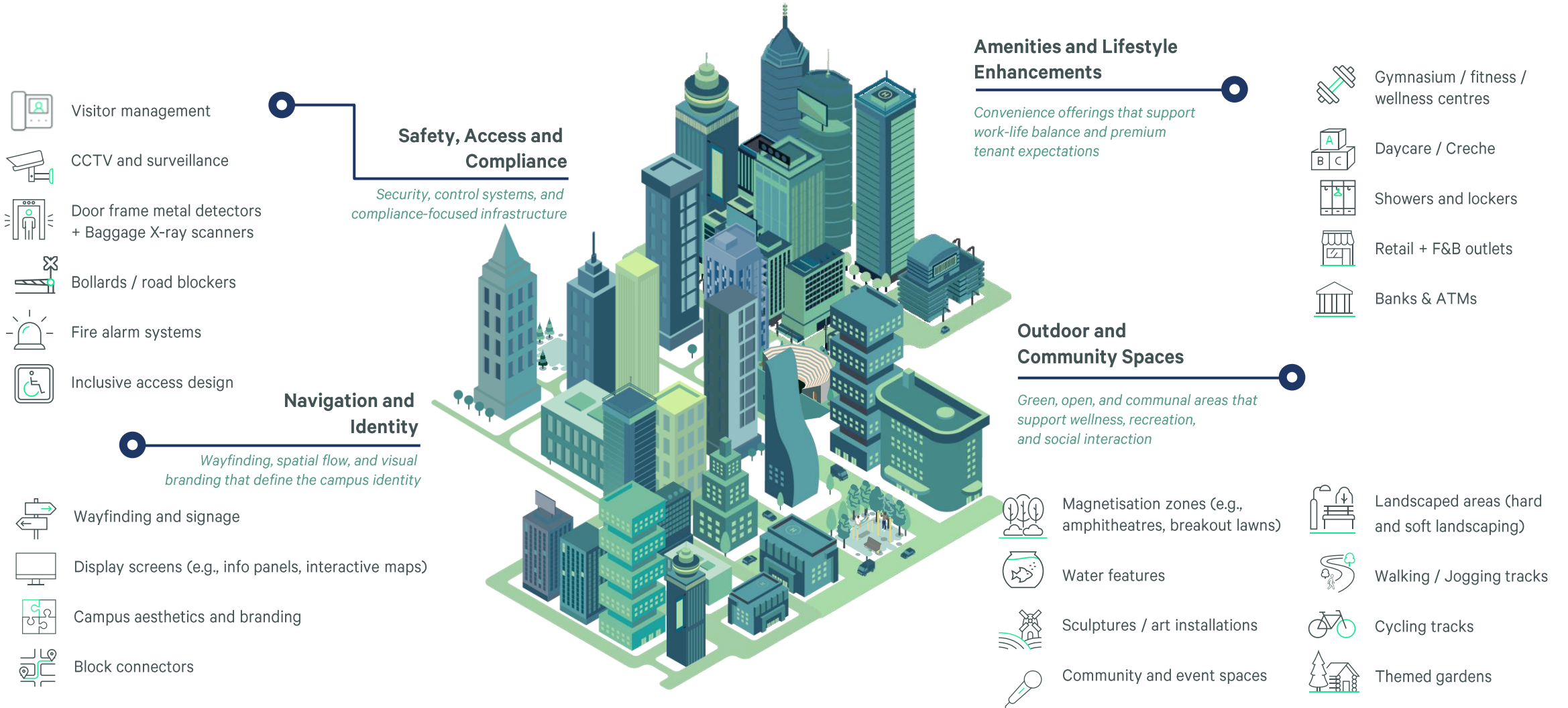
**Up to 20%^**  
**achievable rental premium**

\*Assets identified as potential upgradable stock offer a particularly compelling reason for enhancement. However, the balance stock also presents unique opportunities for modernisation depending on evolving occupier requirements.

# The cost used to arrive at the investment opportunity is based on an assumed 'moderate' upgrade. However, the cost can vary on a case-to-case basis depending on the extent of asset enhancement viz. basic / moderate / comprehensive.

^The potential rental premium indicated is based on a comparison between high-quality and underperforming office assets and is subject to variation depending on the extent of upgrades, demand, vacancy, and other influencing factors.






# Avenues of upgradation at campus level



Source: [From Existing to Exceptional: A Strategic Approach to Retrofitting Indian Office Spaces](#), May 2025; CBRE Research, Q3 2025

# Avenues of upgradation at building level

## HARD SERVICES

-  HVAC systems
-  Plumbing
-  Electrical systems
-  Elevator services and upgrades
-  Fire sprinklers

## Core Building Operations






*Foundational systems and utilities required for daily operational continuity*

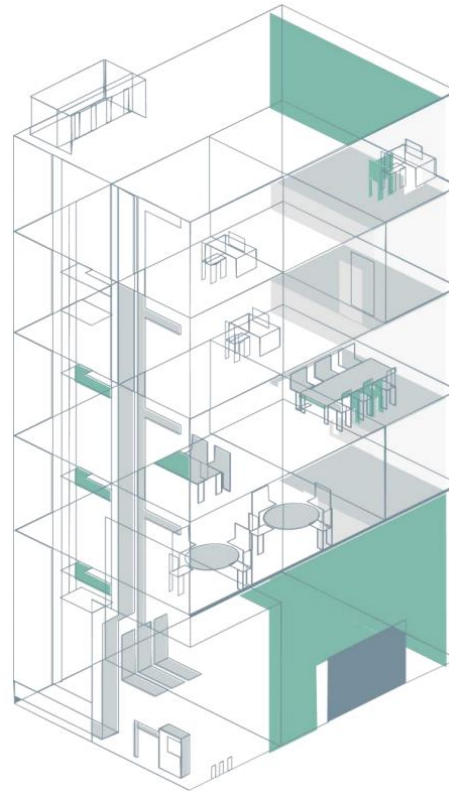
## SOFT SERVICES

-  Housekeeping and cleanliness
-  Landscaping
-  Waste collection
-  Centralised RO plant

## Occupant Comfort and Well-being

*People-first strategies enhancing comfort, wellness and inclusivity*








-  Hospitality integration
-  Improved indoor air quality, natural lighting and thermal comfort (IAQ)
-  Inclusive design for diverse user needs
-  Sleeping pods
-  Spaces for social / religious practices
-  Comfortable waiting areas / lounges





## Smart and Sustainable Infrastructure

*Long-term efficiency through automation, sustainability, and optimized performance*

## SMART SYSTEMS & TECHNOLOGY

-  Fully integrated BMS
-  Predictive maintenance systems
-  Occupancy sensors
-  Touchless features (elevators, automated doors, faucets)
-  App-based controls (room booking, amenities, food ordering)
-  Parking management system
-  LED lighting with smart controls

## ESG & GREEN BUILDING

-  Renewable energy
-  Rooftop garden, urban agriculture
-  Rainwater harvesting
-  Waste and water recycling / zero waste
-  Green certification (O+M)
-  Smart facades (tint, sensors, actuators)
-  Water efficient fixtures
-  Solar panels on open parking areas
-  EV charging

## IMPROVED BUILDING FABRIC

-  Wall & roof insulation
-  Glazing improvements
-  Enhanced air tightness

Source: [From Existing to Exceptional: A Strategic Approach to Retrofitting Indian Office Spaces](#), May 2025; CBRE Research, Q3 2025

# Turning offices into intelligent ecosystems

Technology tools transform office buildings into adaptive, future-ready ecosystems that deliver value across the asset lifecycle.

For developers, embedding smart technologies into assets unlocks benefits ranging from predictive maintenance and automated operations to real-time energy optimisation and ESG tracking. For occupiers, it delivers productivity gains, smarter workplace solutions, and data-driven insights to optimise space utilisation.



## SOFTWARE-AS-A-SERVICE (SaaS) / CLOUD COMPUTING

SaaS enables process automation and delivers a complete, real-time view across portfolios

- ▶ Real-time insights for efficiency
- ▶ End-to-end portfolio visibility
- ▶ Financial and operational data for decision-making
- ▶ Empowered decision-making for assets

## ARTIFICIAL INTELLIGENCE (AI)

AI embeds intelligence into building operations, driving smarter maintenance, ESG compliance, and workplace services

- ▶ Predictive equipment maintenance (HVAC, lifts)
- ▶ Energy optimisation and lighting automation
- ▶ ESG compliance through smart controls
- ▶ Enhanced property services (concierge, security, and events)

## INTERNET OF THINGS (IoT)


IoT connects sensors across buildings to generate data for operational efficiency and enhanced user experience

- ▶ Sensor-driven energy and space efficiency
- ▶ Continuous monitoring of equipment usage
- ▶ ESG tracking (lighting, air quality, and power)
- ▶ Predictive repair and maintenance triggers
- ▶ Real-time user trend analysis across spaces

## ROBOTIC PROCESS AUTOMATION (RPA)

RPA automates repetitive property management tasks, boosting efficiency and enabling responsive building operations

- ▶ Automated scheduling and utility monitoring
- ▶ Smart access via gestures and smartphones
- ▶ Robotics for cleaning & sanitisation
- ▶ Apps to manage occupancy and safety protocols



03

*How is ESG shaping  
investor and occupier  
decisions?*



## The ESG imperative

As assets are upgraded to meet evolving benchmarks, sustainability is increasingly becoming central to real estate strategy. It has moved from "good-to-have" to a business-critical priority, underpinned by stakeholder demands, regulations such as the BRSR\* standards, and long-term cost efficiencies.

Office portfolios are now a critical component of an occupier's ESG strategy, directly shaping decisions around leasing and relocation. This shift, driven by how companies are perceived by talent and investors, is compelling landlords to provide green-certified, energy-efficient, and modern workplaces.



# 63%

of occupiers have defined ESG goals and are in the process of executing or implementing the measures



# 75%

of occupiers would allocate up to 10% of their budget towards ESG implementation

\*Note: BRSR - Business Responsibility and Sustainability Reporting

## Occupiers' lens on sustainability priorities

### Certified, Best-in-Class Assets

Operating from green-certified and performance-rated assets is recognised as a key ESG goal (76%), yet only **31%** of the surveyed occupiers have translated this into action, highlighting a sharp gap between ambition and adoption.

### Energy, Waste & Resource Audits

**84%** of respondents said they are engaged in planning audits for energy, water, and biodiversity, yet nearly one out of five find them difficult to execute, highlighting the operational complexity of measuring impact.

### Employee Health & Wellbeing

Occupiers' wellness goals are leading them to prioritise compliant offices. With **76%** of respondents considering or implementing wellness-certified spaces, securing compliant buildings has become a crucial ESG priority.

### BRSR & ESG Reporting

This has been adopted or is being planned by **~80%** of firms, reflecting how regulatory guidance is transforming ESG from a voluntary practice into a mandatory one.

### Carbon Emission & Neutrality

Carbon goals are rising on corporate agendas, with several linking these targets to net-zero commitments and investor expectations. Nearly four in five occupiers prioritise emission reduction, though only **~20%** have implemented measures, signalling strong ambition but slower execution.

### Renewable Energy (RE100 Goals)

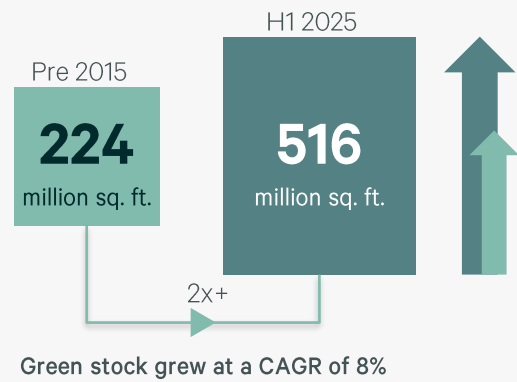
**72%** of companies have renewable energy on the agenda, but a quarter have flagged implementation challenges, exhibiting the execution gap in clean energy sourcing.

Source: [2025 India Office Occupier Survey](#), Sept 2025; CBRE Research, Q3 2025

# Developers scale up green-certified supply

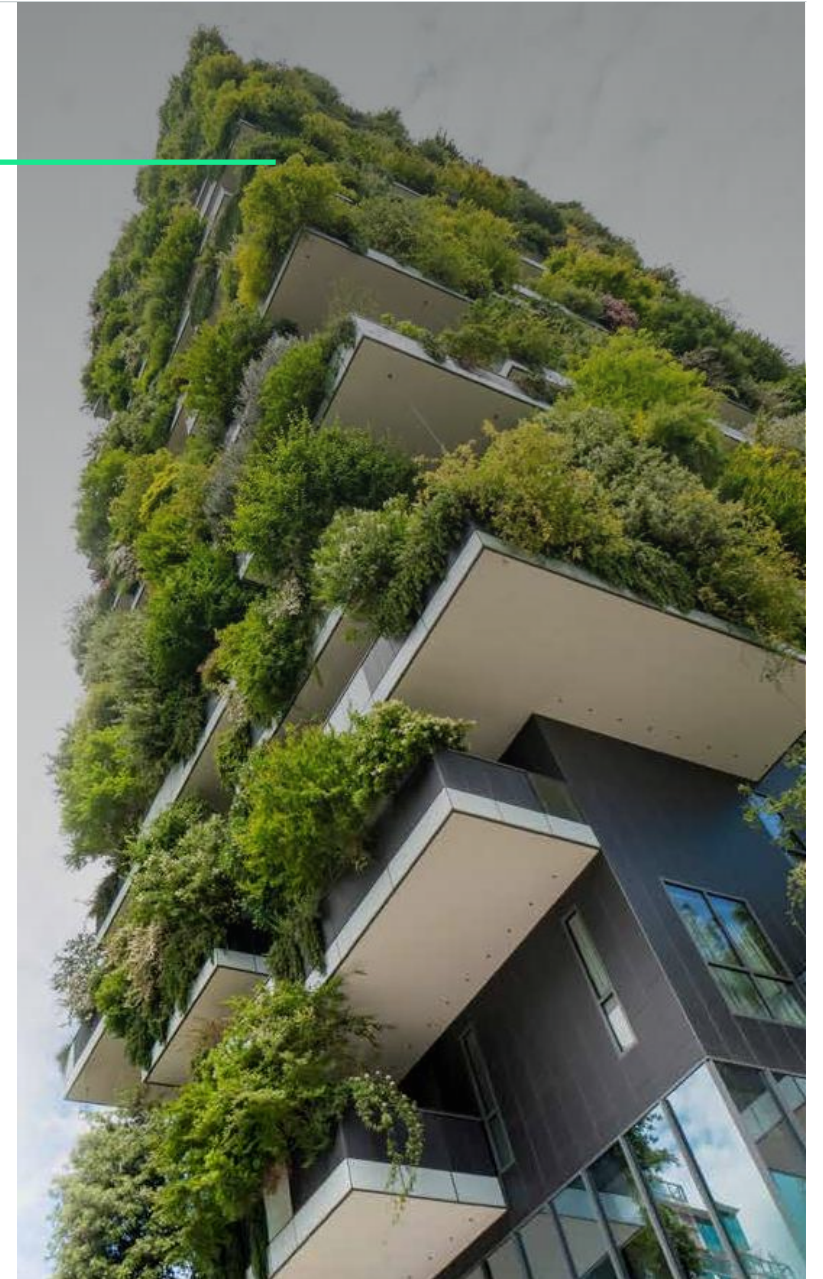
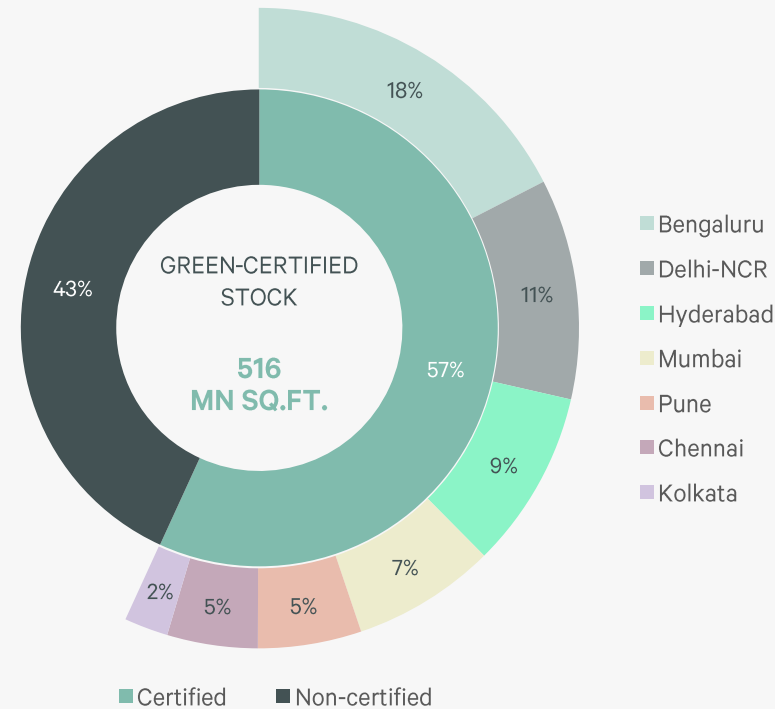
The 2025 India Office Occupier Survey revealed that green certification is no longer a premium differentiator but an emerging baseline. A significant share of occupiers indicated they would readily relocate to a green-certified building if rents were comparable to their existing portfolios. For developers, this means that delivering certified green spaces is no longer about commanding a rent premium; it is about meeting market expectations and safeguarding long-term value.

**Figure 3.1:** Share of green-certified office stock in India



*“Since 2018, green-certified supply has outpaced non-certified supply, driven by developers’ support for occupiers’ sustainability goals”*

**Figure 3.2:** City-wise green-certified stock split

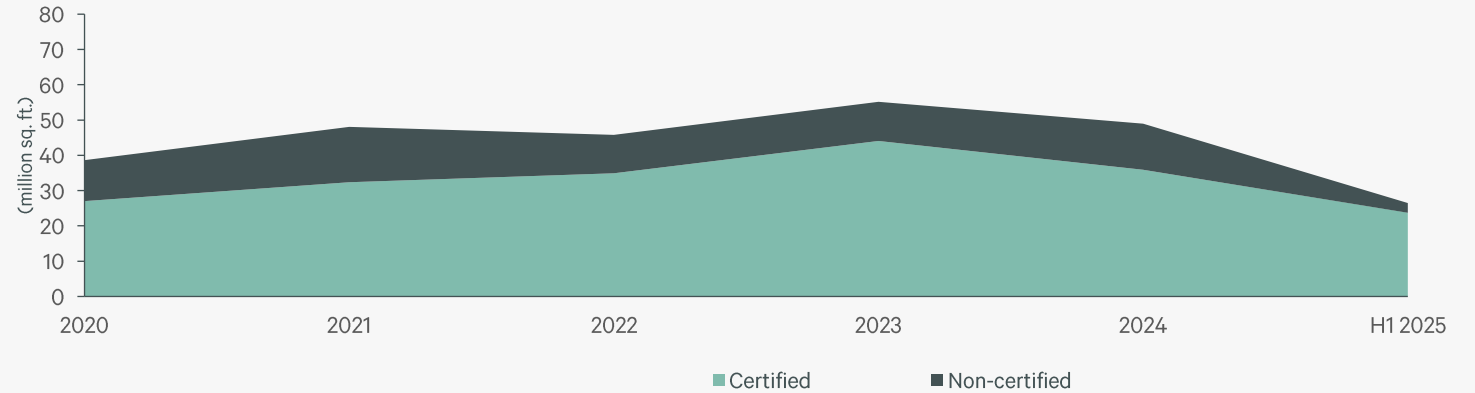


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Source: CBRE Research, Q3 2025

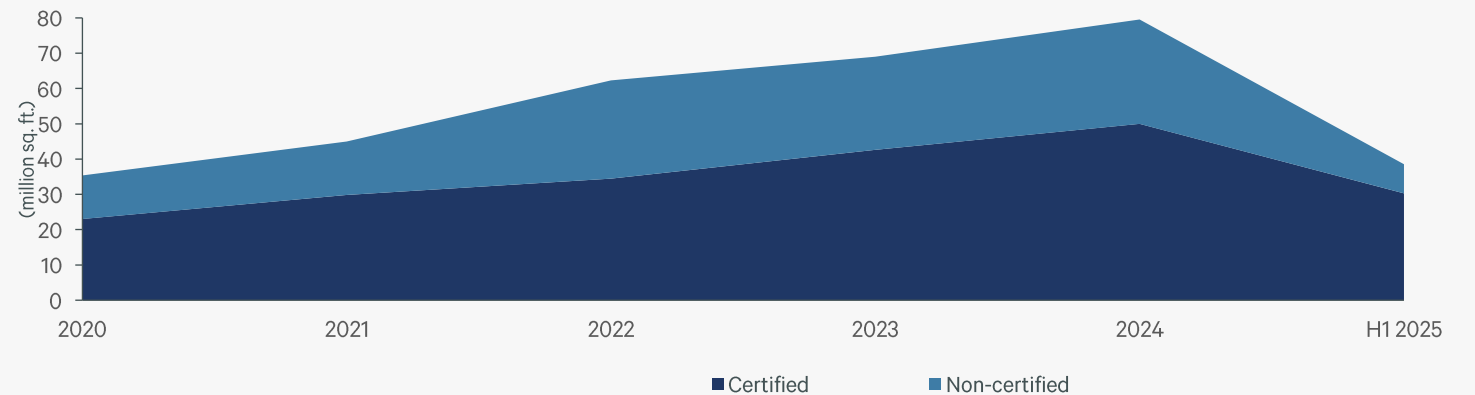
# Developers and occupiers converge on green-certified assets

*“Over the past 5.5 years, certified supply entering the market was 3X higher than non-certified. During this period, absorption in certified spaces was ~1.75X that of non-certified, reflecting occupiers’ clear preference. Between 2020 and H1 2025, leasing in certified spaces outpaced new certified supply by ~6%, intensifying competition for green spaces.”*

**Figure 3.3:** Annual supply (2020-H1 2025)



**Figure 3.4:** Annual leasing (2020-H1 2025)

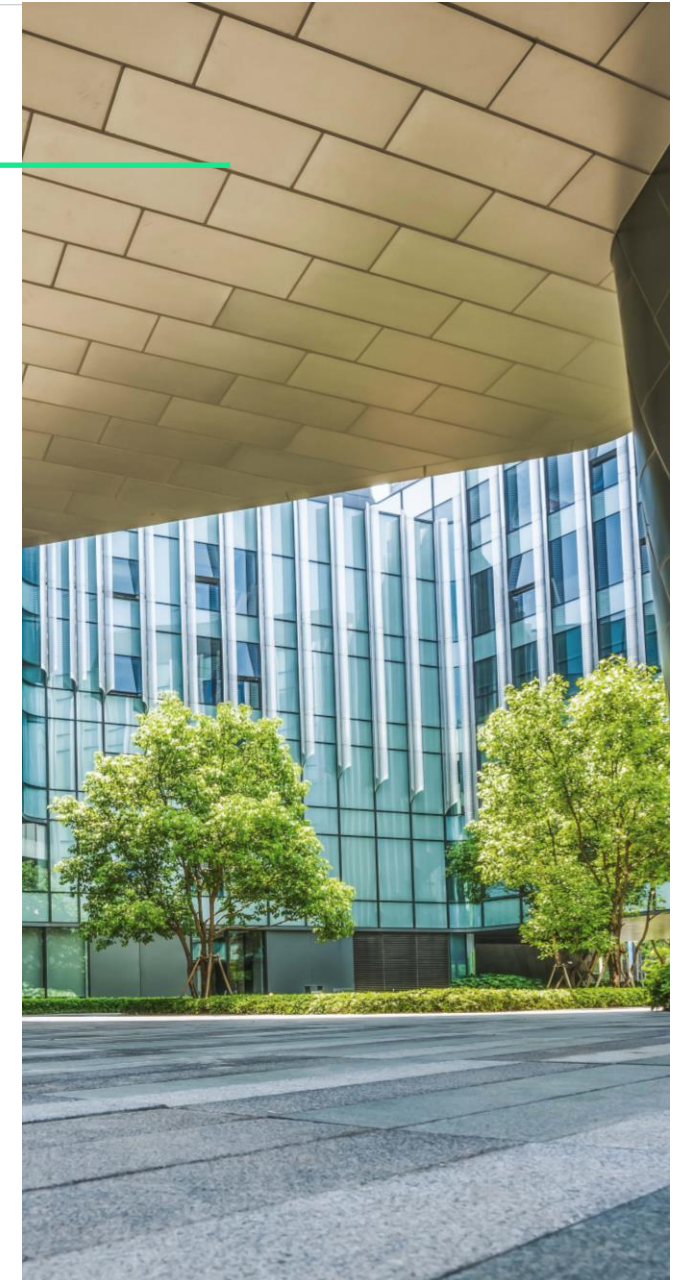


Note: Data covers top 7 cities in India; All data is as of Q2 2025  
Source: CBRE Research, Q3 2025

# Evolving priorities: From building certifications to holistic goals

	2010 - 2019	2020 - 2024	Future
<b>CERTIFICATIONS/ LEASING</b> 	<ul style="list-style-type: none"> <li>▶ LEED certification (silver)</li> <li>▶ Indian Green Building Council certification</li> </ul>	<ul style="list-style-type: none"> <li>▶ LEED- Platinum, Gold certifications</li> <li>▶ WELL certification</li> </ul>	<ul style="list-style-type: none"> <li>▶ WELL Equity Rating</li> <li>▶ WiredScore, SmartScore certifications</li> <li>▶ Resource-based certifications</li> <li>▶ Incorporating green lease</li> </ul>
<b>SUSTAINABILITY PRIORITIES</b> 	<ul style="list-style-type: none"> <li>▶ Waste reduction, energy audits</li> </ul>	<ul style="list-style-type: none"> <li>▶ Sustainability audits</li> <li>▶ GRESB rating</li> <li>▶ Energy efficiency</li> <li>▶ Climate risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>▶ Benchmarking initiatives</li> <li>▶ Utilising green energy</li> <li>▶ Resource usage</li> </ul>
<b>FINANCING LANDSCAPE</b> 	<ul style="list-style-type: none"> <li>▶ Global organisations, green loans</li> </ul>	<ul style="list-style-type: none"> <li>▶ Green bonds, sustainability-linked loans</li> </ul>	<ul style="list-style-type: none"> <li>▶ Impact investment funds, green deposits, green banks</li> </ul>

Alongside asset quality and sustainability credentials, access to the workplace is emerging as a key determinant of asset choice. As occupiers expand portfolios, commute infrastructure has become a paramount consideration, with talent attraction and retention now hinging on connectivity. This shift paves the way for the growing importance of TOD in shaping India's office market.



A woman in a light-colored sleeveless top is standing and presenting to a group of three people seated at a table. The seated individuals are a man in a light blue shirt, a woman in a green top, and a man in a light-colored button-down shirt. They are in a bright room with large windows overlooking greenery. A laptop and a water bottle are on the table. In the background, a poster with the word 'Economy' and a circular diagram is visible.

04

*How can developers  
offer a more inclusive  
development?*

# Catalysing productivity through efficient transit systems

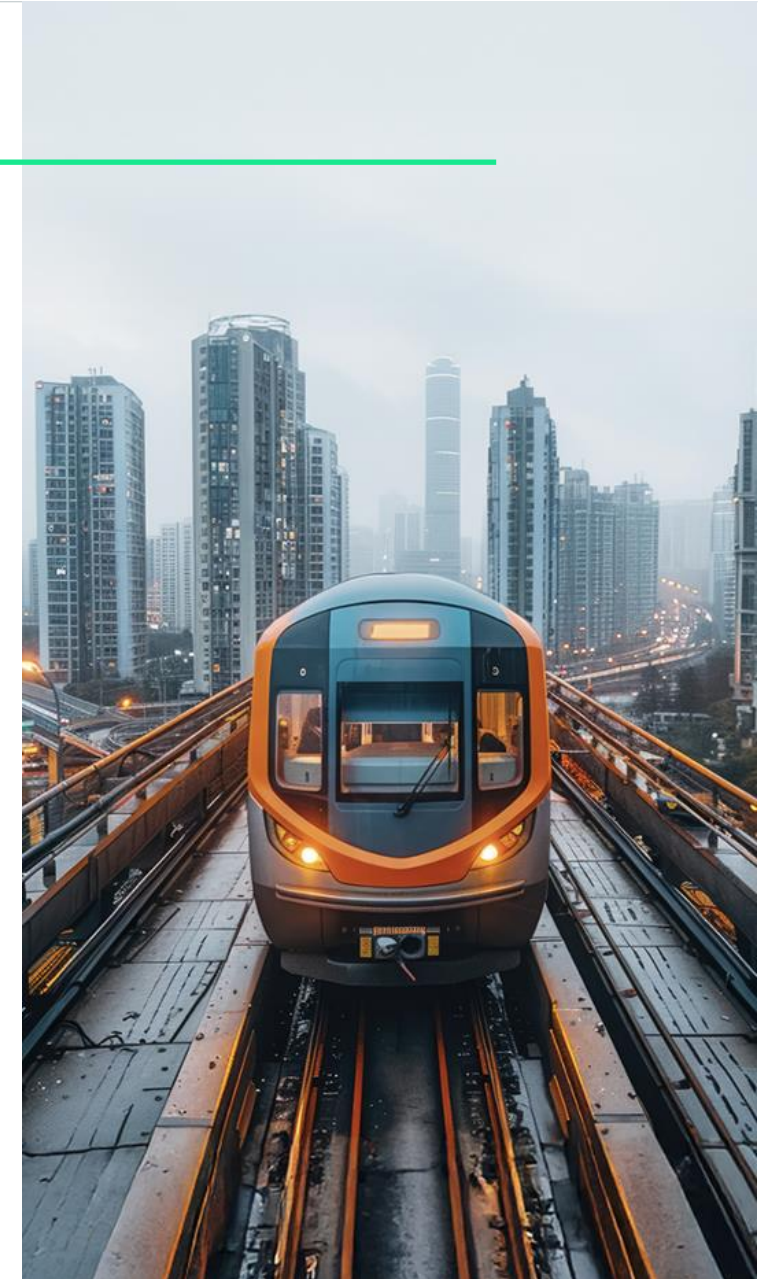
TOD forms the nucleus of an integrated approach towards urban planning by facilitating workplaces around transit hubs. By fostering integrated, mixed-use communities anchored around transit corridors, the TOD model positions office portfolios to capture sustained demand in competitive markets while enhancing social vitality.

According to CBRE's *2025 India Office Occupier Survey*, 92% respondents chose access to commute infrastructure as top crucial criteria while considering office space.

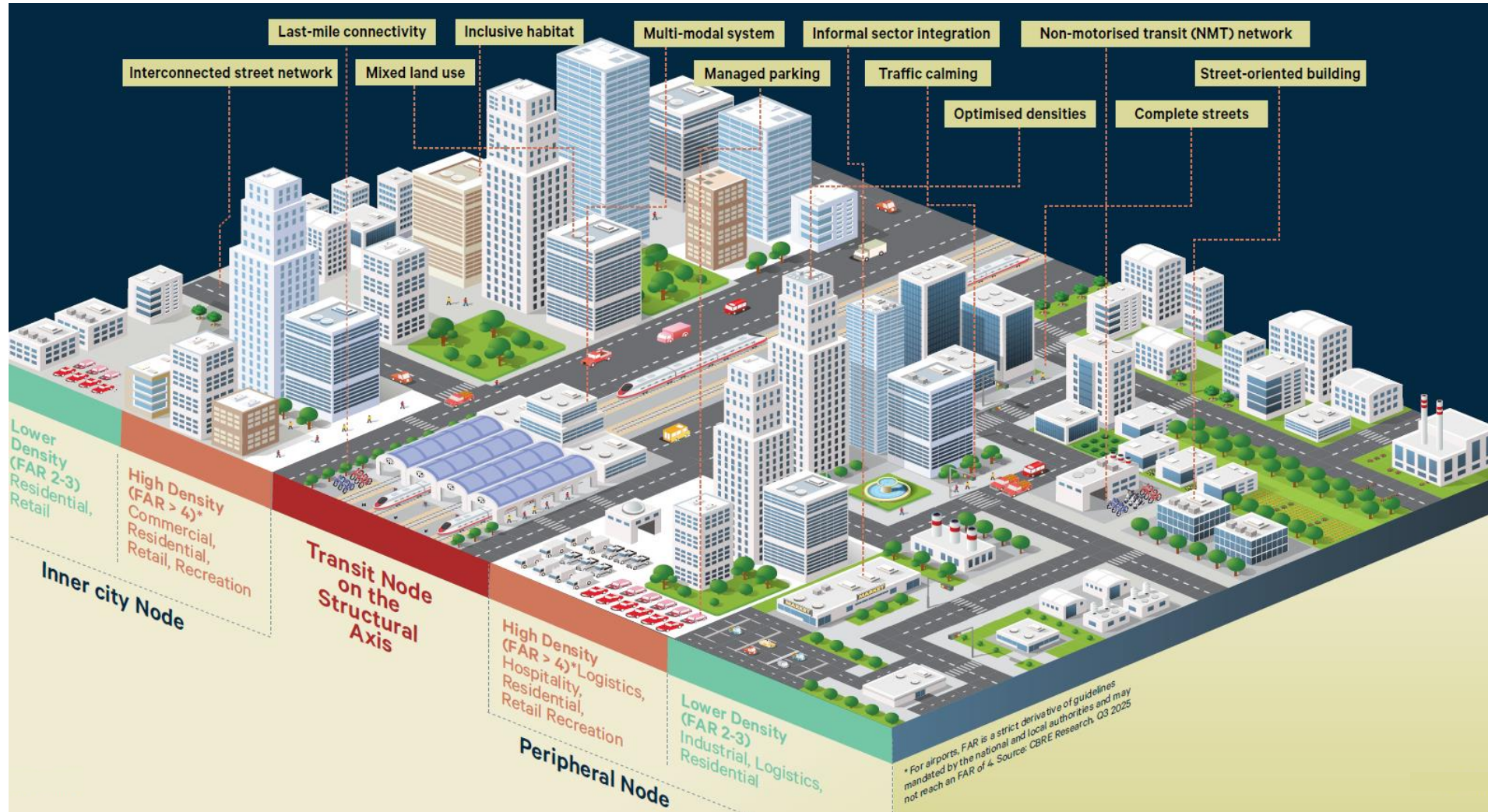
As per CBRE *India's Live-Work-Shop Report 2022*, most people want a shorter commute to their workplace, not exceeding 30 minutes. Meanwhile, an average Indian spent 59 minutes to commute one way to work in 2023<sup>1</sup>

## The multiple facets of TOD

- Improve access to public transport, resulting in minimised dependence on private vehicles
- Decrease travel time, positively affecting employee wellbeing
- Improve traffic flow, resulting in the reduction of carbon emissions and better air quality
- Enhance quality of life owing to walkable neighbourhoods with green spaces
- Revitalise underutilised areas and open spaces around transit nodes
- Densify and upgrade assets falling in TOD zones
- Concentrate businesses around transit nodes, helping stimulate the economy



# Principles of TOD: Understanding the overlay of density and function



Source: Billions in Transit: Assessing the Impact of Transit-Oriented Development on Indian Cities, Sept 2025; CBRE Research, Q3 2025

## Multi-modal system

Provide seamless integration between transit modes, systems, and routes

## Last-mile connectivity

Enable users to complete trips by walking, bicycling, or feeder services

## Optimised densities

Maximise value by clustering higher densities around transit corridors

## Interconnected street networks

Ease traffic and shorten distances

## Non-Motorised Transport (NMT) network

A continuous, safe network of footpaths

## Traffic calming

Reduce vehicle traffic and upgrade safety for cyclists and pedestrians

## Mixed land use

Strategically locate more residents and diverse land uses near public transit

## Managed parking

Deploy efficient parking management to discourage personal vehicle usage

## Street-oriented buildings

Ensures streets have active shops to create lively, pedestrian-friendly areas

## Inclusive habitat

Provide diverse housing options within walking distance from transit

## Complete streets

Enable safe access to users- pedestrians, motorists, transit passengers etc.

## Informal sector integration

Support vendors and informal services through inclusive street design

# Maximising value for developers and occupiers

## TOD unlocking opportunities at transit nodes



**~106**  
million sq. ft.\*  
**development /  
redevelopment potential**

By combining public transit with walkable communities and mixed-land use, TOD enhances urban areas by balancing competing priorities and promoting inclusivity.

## Strategic advantages of TOD in the office sector

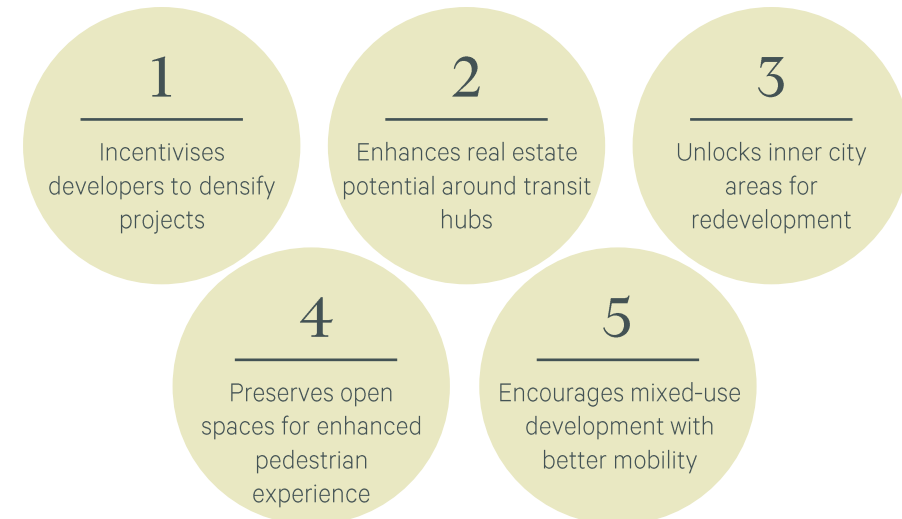
- Enables higher rental yields and long-term asset appreciation by placing offices in well-connected, desirable locations
- Unlocks greater financial returns through increased FSI allowances in TOD zones
- Reduces construction costs by minimising parking requirements, freeing space for additional buildings, amenities, or green areas
- Supports flexible workspaces and specialised formats, catering to global capability centres (GCCs) and technology firms
- Benefit from expedited planning approvals and favourable zoning, shortening project timelines and accelerating market entry

\*Potential in the commercial and retail sector within metro stations, regional rapid transit systems (RRTS), urban railway stations, and inter-state bus terminals (ISBTs) - across eight key cities (Delhi-NCR, Mumbai, Bengaluru, Hyderabad, Chennai, Pune, Ahmedabad, and Kolkata)

Source: [Billions in Transit: Assessing the Impact of Transit Oriented Development on Indian Cities](#), Sept 2025; CBRE Research, Q3 2025



## TOD- A favourable route for real estate stakeholders



05

*Way Forward*



# Shaping the future workplace: Key priorities



## Focus areas for landlords

- Upgrade older assets with modern amenities and ESG standards to align with occupier demand for premium, future-ready spaces
- Integrate placemaking by opening dedicated zones of office parks for external engagement, without disrupting occupier experience
- Create experience-led workplaces that blend wellness, hospitality, collaboration, and reconfigurable spaces to suit end-user needs
- Leverage IoT, digital twins, and data-driven platforms to optimise building performance, reduce lifecycle costs and enhance occupier satisfaction
- Embed net-zero goals and renewable energy integration to move beyond certifications
- Prioritise upcoming assets near metro corridors, transit hubs and talent clusters



## Focus areas for occupiers

- Prioritise connectivity, design, and wellness-led environments to position office as a tool for talent attraction and retention
- Allocate budgets for spatial reconfiguration, hospitality-grade amenities, and WorkTech that foster culture, engagement, and productivity
- Set measurable ESG targets, and partner with developers to scale implementation
- Utilise workplace analytics, occupancy tracking, and predictive modelling to align footprint strategy with workforce needs and business growth

Source: CBRE Research, Q3 2025

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