ULI Greenprint Systems Change Workshop:

Accelerating Climate Tech Implementation: A Systems Thinking Approach

ULI Greenprint

COVER: Workshop participants map out stakeholders' relationships on sticky notes against a backdrop of the Hong Kong skyline.

© 2024 by ULI Asia Pacific

All rights reserved. No part of this publication may be reproduced in any form or by any means, electronic or mechanical, including photocopying and recording, or by any information storage and retrieval system, without written permission of the publisher.

Recommended bibliographic listing:
Urban Land Institute. *ULI Greenprint Systems Change Workshop: Accelerating Climate Tech Implementation: A Systems Thinking Approach.* Hong Kong: Urban Land Institute, 2024.

ULI Asia Pacific
Room 3418, Jardine House | 1 Connaught Place | Central, Hong Kong

About the Urban Land Institute

The Urban Land Institute is a global, member-driven organisation comprising more than 48,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 84 countries.

About the ULI Randall Lewis Center for Sustainability in Real Estate

The ULI Randall Lewis Center for Sustainability in Real Estate is dedicated to creating healthy, resilient, and high-performance communities around the world. Through the work of its Greenprint, Building Healthy Places, and Urban Resilience programs, the centre provides leadership and support to real estate and land use professionals to invest in energy-efficient, healthy, resilient, and sustainable buildings and communities.

Contents

Executive Summary 1

Introduction 3

Workshop Methodology 5

Layering a Cake of Insights 6

Workshop Facilitation Tips 14

Testimonial from Participants 15

Conclusion 16

Acknowledgements 17

Executive Summary

The real estate sector stands on the front lines of the climate change battle, not just as a significant contributor to carbon emissions but also as a victim of its adverse effects. The rapidly shifting climate is changing the landscape of property values, tenant expectations, and regulatory demands, imposing a need for urgent action. With the power to combine sustainable growth with business performance, technology offers the transformative potential to replace existing processes and products with more cost-effective ones, resulting in smarter risk mitigation and innovative business models.

This report summarises a systems change workshop piloted by ULI's Greenprint in December 2023, which was dedicated to exploring this potential within real estate. Multidisciplinary participants gathered to focus on accelerating climate tech adoption by reducing financial burdens, mitigating risks, and simplifying implementation. By leveraging human-centred systems thinking and design thinking, the workshop delved into the complexities of the climate tech system and identified systemic barriers to adoption and key leverage points. The workshop outlined a practical methodology to unlock more industry collaboration and overcome change inertia towards a resilient future.

Through a collaborative exploration of stakeholder motivations and pain points, the workshop participants uncovered actionable insights and strategic interventions to harmonise the industry's growth with environmental imperatives.

The workshop illuminated the intricate web of relationships that define the real estate climate tech ecosystem and identified targeted areas where technology can effectively reduce carbon footprints while enhancing resilience and asset value. Divided into stages, the workshop first mapped stakeholders' roles and relationships and revealed the interdependencies that shape the industry. The second phase focused on pinpointing the motivations and challenges of each group, which created a shared understanding between stakeholders on where they would like to see change happen. The intersection between these challenges also helped surface intervention points.

The interventions proposed are threefold:

- Streamlining energy retrofit solutions to minimise disruption;
- Fostering innovation through regulatory sandboxing; and
- Embracing automation for energy efficiency.

These proposed interventions are designed to empower ecosystem participants to effectively mitigate climate impact without compromising their competitive edge, ensuring a balance between environmental stewardship and business performance.

ULI Greenprint invites industry professionals and decision-makers to engage with us in future workshops to deepen these discussions and explore other critical sustainability topics that demand urgent collective action.

A Bay is wondering ....
"WHY DOES SAN FRANCISCO LOOK LIKE THIS?"
BOUND TO HONG KONG
Time to move to Hong Kong to escape a bit
Paper
Plastic
Glass
How and where to deal with them in HK?
Decarbonization
ULI
... AND THAT'S HOW WE WILL SOLVE HK'S WASTE PROBLEM!!
Engage tenant from any scale of business on ESG collaboration.
Regulate ESG data from end-user.
Is there a platform to generate reports with one click?
How can we get the regulatory updates across the globe under one click? With the summary to provide like actions we should be taking?
What if Net-Zero is impossible?
Hong Kong's PLAN FOR RENEWABLE ENERGY TRANSITION?
TALENT POOL FOR CLIMATE SOLUTIONS IN HONG KONG
Hong Kong's CLIMATE TECH JOURNEY TO MAKE A GLOBAL IMPACT?
LVMH partnership on Mainland portfolio.
Uplifting Our Unique Community
Developer's considerations in Adopting new Tech
TYPICAL PITFALLS OF STARTUPS INTERFACING W/ DEVELOPERS

Introduction

While plenty of resources explicate the latest advancements in climate tech, their potential applications, and prevailing trends, a critical gap persists in understanding the practicalities of technology deployment in the day-to-day operations of the real estate sector. The journey from pilot to full-scale implementation is fraught with challenges that often lead to the premature demise of promising innovations – "good tech" that fails to take root. This report aims to bridge this gap by providing actionable interventions to accelerate climate tech implementation and illustrating the systems thinking approach that facilitated these insights.

Focus on accelerating climate tech adoption

The real estate industry offers a wide range of technological solutions capable of enhancing efficiency and profitability while reducing environmental footprints. Yet the integration of these promising technologies is hindered by myriad intricate barriers, including but not limited to financial constraints, perceived risks, logistical complexities, and an inherent resistance to change.

Recognising these challenges, ULI Greenprint and the ESG Innovation Lab have collaborated to convene an interactive workshop. This assembly brings together a diverse coalition of stakeholders engaged in the real estate climate tech landscape.

The convening aims to dissect and understand the multifaceted challenges of climate tech implementation and develop strategies to alleviate financial burdens, diminish risks, and smooth out the adoption process. By addressing these friction points, the workshop serves as a stepping stone to unlocking the transformative potential of climate technologies, thereby facilitating a more cost-effective and lower-risk climate transition for the industry.

Guided by the central question – "How might we reduce the cost, risk, and process friction associated with implementing climate tech?" – this workshop uses a visual and interactive examination of the status quo. It leverages the collective expertise of the stakeholders present to uncover actionable and mutually beneficial solutions.

Apply human-centred systems thinking to complex challenges

Systems thinking is a problem-solving framework that explores interconnecting relationships within an ecosystem to understand and address complex issues. Systems thinking is indispensable in tackling the intertwined and evolving challenge of transitioning the real estate industry towards a sustainable future. This approach is not just beneficial but also necessary, for the following reasons:

RECOGNISING INTERDEPENDENCIES AND RELATIONSHIPS: Systems thinking illuminates the intricate web of interdependencies that constructs the climate tech ecosystem.

These systems are not made of technologies; they are made of ***people****, who create, manage, invest in, use, and regulate technologies.*

The key to unlocking the ecosystem's full potential to transform the industry is to understand how the humans within it interact. Mapping the human relationships that move every part of the system helps pinpoint where strategic interventions can catalyse profound impacts.

FOSTERING COLLABORATIVE ACTION: Confronting climate change demands an all-hands-on-deck approach. Systems thinking fosters a collective mindset, crucial for cooperative efforts, by helping diverse stakeholders see beyond their immediate concerns to their place within the larger system. It facilitates a shared vision that can lead to unified and powerful actions.

OVERCOMING SYSTEMIC OBSTACLES: Adopting climate technology is often stymied by systemic challenges – from regulatory hurdles to entrenched market practices and cultural

mindsets. Systems thinking empowers users to dissect these complex barriers, craft targeted strategies to dismantle them, and foster an environment conducive to embracing climate tech solutions.

ANTICIPATING AND MITIGATING UNINTENDED CONSEQUENCES: Introducing new climate technologies can ripple through the system in unexpected ways. For instance, as building operations become more digitised and automated, cybersecurity and data privacy concerns must be considered. Using systems thinking enables one to foresee these potential side effects and proactively devise measures to counterbalance them, ensuring that solutions are not just effective but also harmonious within the broader ecosystem.

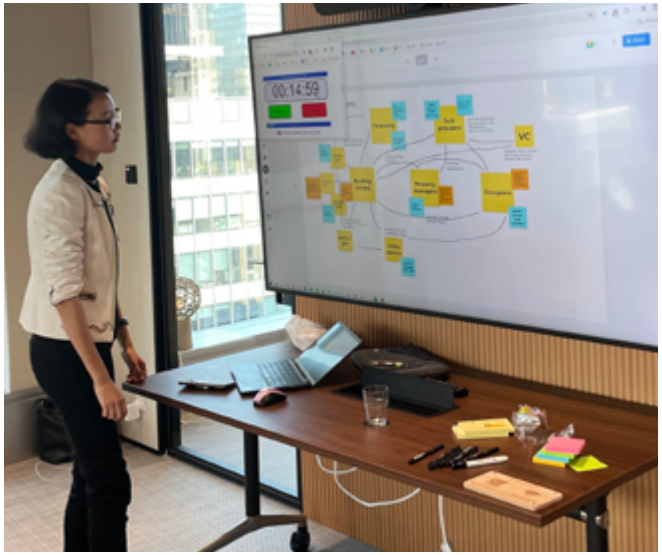
ENABLING EFFECTIVE SCALING OF SOLUTIONS: To extend the impact of an innovation, it is essential to understand the systemic conditions that can either enable or inhibit their scaling. Systems thinking assists in identifying such conditions, whether they be policy support, investment channels, infrastructure requirements, or behaviour change. By considering these systemic factors, users can design scalable solutions that are robust and adaptable to various contexts.

Workshop Methodology: Focusing on the People Behind the Technology

This workshop uses an integrative approach. By combining human-centred systems thinking and design thinking, the workshop aims to provide a holistic and actionable framework for untangling inertia that is preventing innovative solutions from being implemented and scaled up in the real estate industry. This focus on understanding the people's needs, iterating solutions, and visualising the system as a whole enables the participants to set the stage for transformative and sustainable progress towards decarbonising the built environment.

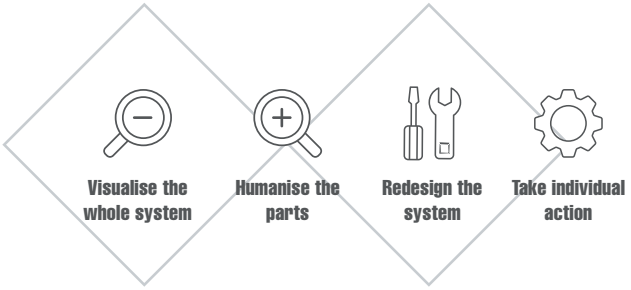
Visualising the system to surface the human relationships and the trouble spots

To effectively mitigate the costs, risks, and frictions in the implementation of climate tech within real estate, the workshop used an integrated approach that combines human-centred systems thinking with design thinking. This strategic blend allows vivid mapping of the ecosystem, revealing the tangled web of human interactions and pinpointing the specific areas where challenges arise. Through this lens, participants were able to iterate solutions informed by direct feedback from diverse roles, ensuring a deep connection to the real-world context.



HUMAN-CENTRED SYSTEMS THINKING APPROACH:

Technology is not a panacea; it is the people and their processes that drive change. The workshop zooms in on the human elements of the real estate sector – what motivates and hinders the professionals within it. It is about acknowledging their unique pain points and aspirations in order to foster collective climate tech adoption.



This methodology toggles between "zooming in" to understand individual experiences and "zooming out" to see the system's entirety. This dynamic perspective helps pinpoint areas ripe for innovation, smoothing the path for climate tech implementation.

DESIGN THINKING APPROACH:

At the core of design thinking is a deep understanding of the underlying issues facing stakeholders. Time and effort are invested into empathising with their realities, drawing out the nuanced causes of fiscal, procedural, and psychological obstacles.

Through a process of ideation and iteration, workshop participants can generate a range of potential solutions and prototypes. These solutions are refined based on feedback from stakeholders, ensuring that the proposed interventions are effective, feasible, and desirable.

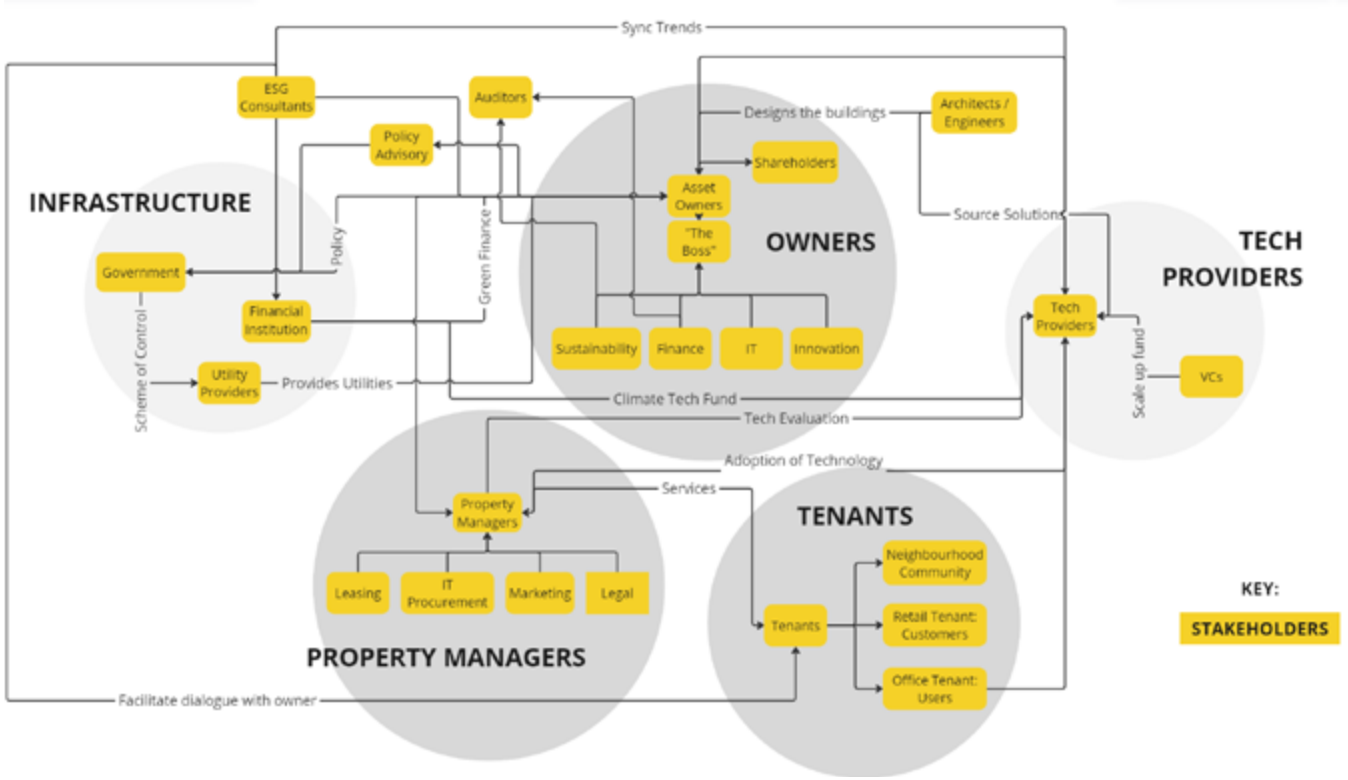
Layering a Cake of Insights: A Step-by-Step Deep Dive into the Climate Tech Implementation Ecosystem

Layer 1: base map creation

In the foundational stage of creating a base map for the real estate climate tech ecosystem, it becomes apparent that the various roles within the system do not operate in a straightforward, linear fashion. The process from tech procurement and implementation to use often goes through a black box of human relationships that frequently lack synchronisation and mutual understanding. For example, an IT procurement manager tasked with evaluating new smart building solutions from vendors may not fully grasp the day-to-day operational constraints that a facilities manager (or a tenant) encounters. This disconnect can lead to the selection of technologies that are theoretically advanced but practically incompatible with the existing infrastructure or the skill set of the personnel expected to operate them. Such misalignments between decision-makers and end-users can result in friction, inefficiencies, and ultimately, the failure of promising technologies to be effectively integrated and used. By mapping out the diverse roles and their interrelations, participants gained critical insights into the non-linear nature of these interactions. The room could then begin to design interventions that foster better communication and understanding across different departments, ensuring that the technology procurement process is as informed by operational realities as it is by technological potential, thereby enhancing the likelihood of successful technology adoption and reducing cumulative trial-and-error costs.

Methodology Tip

The workshop participants began by constructing a base map to lay out the human roles within the system and their intricate relationships, establishing a visual narrative of the ecosystem's structure. While the roles identified during the limited duration of the workshop are not exhaustive, they illustrate the multifaceted relationships that exist in the ecosystem.



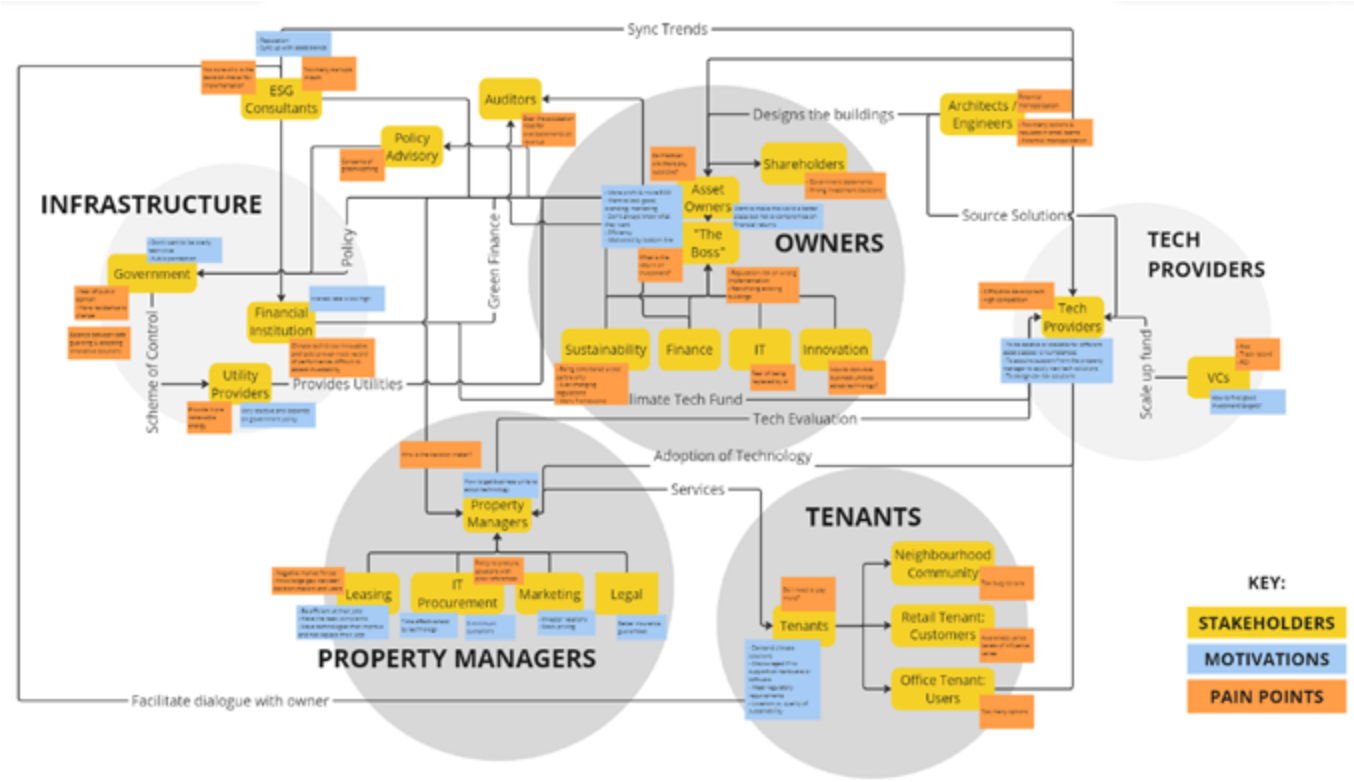
Layer 2: motivations and pain points analysis

The second layer of systems mapping focuses on stakeholders' motivations and pain points. Insights are grouped by key stakeholder types, including asset owners, property managers, tenants, and technology providers. Each group has distinct aspirations and aversions:

- Asset owners and tenants both operate through diverse internal departments. While the leasing team may be their mutual point of contact, they are just a fraction of the roles affected by technology changes. Other functions, such as financial reporting, sustainability, and IT/data security departments, are also significant – but not necessarily consulted. Before implementing new tech, it is vital to evaluate its impact on these varied teams and solicit comprehensive feedback.
- Property managers, the intermediaries between owners and tenants, strive to harmonise tenant satisfaction with operational efficiency and sustainability targets. Their challenge often lies in data silos among departments as well as with external clients, for example, between leasing, facility management, and legal/insurance. Breaking down these silos could unlock synergistic insights.
- For tech providers, it is imperative to avoid basing product features solely on feedback from one team (often the "buyer"), as this overlooks the multifaceted dynamics of the client's organisational structure, potentially missing critical needs.

Methodology Tip

Transitioning from the broad overview provided by the base map, the workshop zoomed in on the human level, capturing the motivations and pain points from each individual's perspective to ensure a nuanced understanding of the personal experiences shaping the system.



A Closer Look: Selected Motivations and Pain Points by Role

Participants in the workshop contributed a nuanced range of motivations and pain points specific to each role group, revealing not only common threads that bind different stakeholders but also the interdependencies that link their actions and outcomes within the climate tech adoption landscape.

Asset Owners

Observations:
Asset owners operate in a diverse team dynamic, balancing varied departmental motivations and risk profiles while aiming to harmonise profitability with sustainable transition.

Motivations
- Fiduciary responsibility to maximise return for investors
- Stand out in a competitive market environment
- Boost operation efficiency with good ROI on technology
- Advocate for supportive government policies

Pain points
- Risk of reputational damage and financial loss from faulty climate tech implementation
- Challenges associated with retrofitting existing structures for new technologies
- Cost impact of sustainable innovations; lack of subsidies
- Need to navigate ever-changing regulatory and reporting frameworks for the sustainability team

Property Managers

Observation:
Property managers liaise between internal and external stakeholders, steering the operational ship towards environmental, social, and governance (ESG) goals amidst financial and administrative challenges.

Motivations
- Maximise tenant satisfaction while optimising costs
- Efficiently gather and respond to tenants' needs through data collection
- Adopt technologies that enhance operation efficiency (but do not replace jobs)

Pain points
- Enhancing energy efficiency within operational constraints and limited influence on how occupiers use energy
- Knowledge gap between decision-makers and end-users of technology
- Complications in generating granular and accurate ESG analytics

Tenants

Observation:
Tenants are the most end-user-facing stakeholders. Supporting climate tech implementation might not be their top priority unless it aligns with their motivations.

Motivations
- Optimise location as well as high-quality sustainable buildings
- Provide comfortable, convenient, attractive, and compliant spaces for end-users
- For ESG performance, seek landlord's or property manager's support (programs and technology)

Pain points
- Balancing between rental cost and sustainability goals
- Diverse levels of awareness and influence on sustainability matters amongst internal teams

Tech Providers

Observation:
Tech providers play a pivotal role in crafting marketable products, yet they often lack internal advocacy and clear guidance from clients and industry partners during the critical early stages of product development.

Motivations

- Create scalable solutions that are adaptable across various asset types and use cases
- Gain support from property managers for the deployment of new technologies
- Grow company valuation to attract more resources

Pain points

- Overcome development barriers such as departmental silos and security concerns
- Address gaps in understanding the full potential of tech solutions
- Secure commitment for scaling solutions post–pilot phase
- Expand business models amid fierce competition and unclear stakeholder needs

Layer 3: idea and feedback iteration

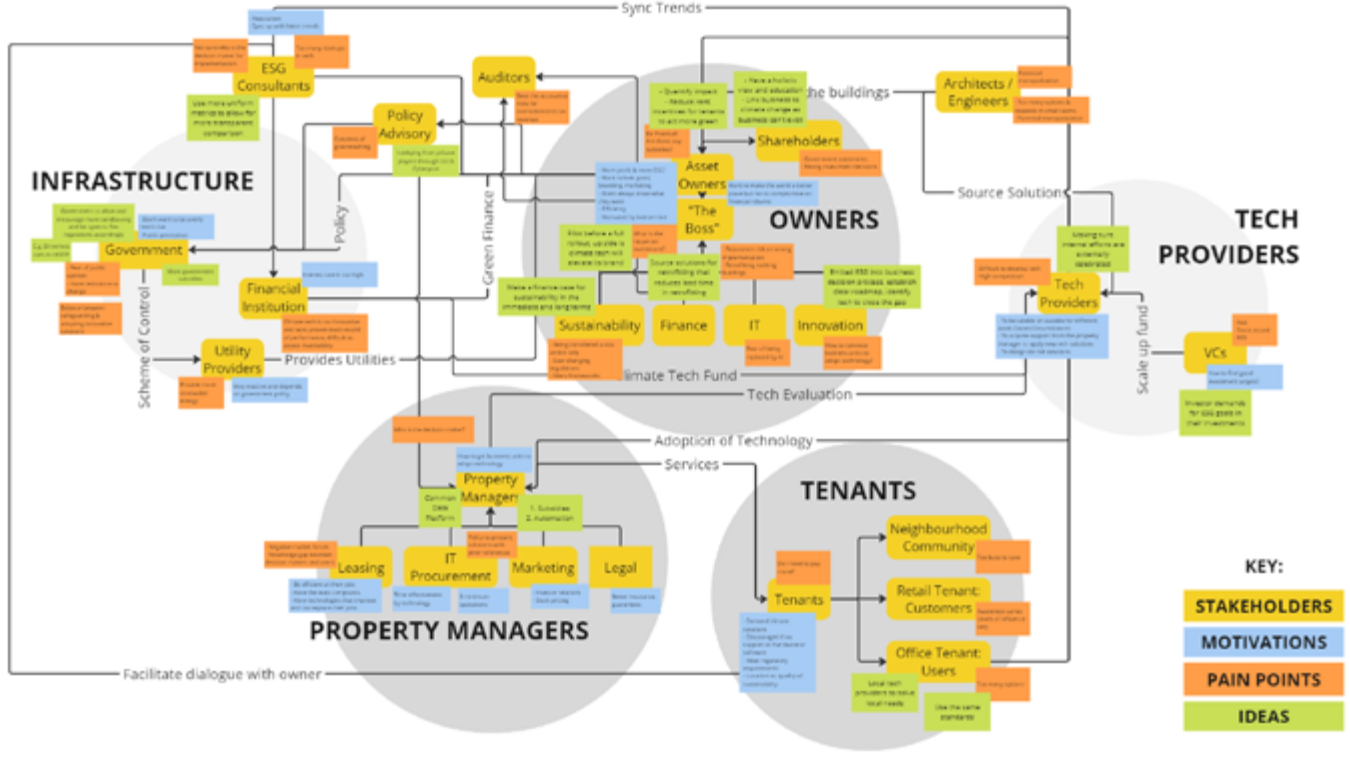
Using the insights gained from visualising motivations and pain points across the ecosystem, workshop participants were able to surface intervention strategies to address the complex needs of stakeholders.

Owners and tenants can co-develop retrofit processes that improve energy efficiency while being minimally disruptive during the upgrade process. Given increasing regulatory complexities, a sandboxing mechanism not only enables but actively supports innovation, allowing testing of new technologies in controlled environments, thereby facilitating quicker adoption of climate tech. Lastly, integrating more automation into property management can enhance energy performance while streamlining operations.

Crucially, the development and refinement of these solutions hinge on cross-stakeholder collaboration, emphasising the need for an iterative process and the open sharing of lessons learned. This approach ensures that each intervention not only addresses the immediate pain points but also adapts to the evolving landscape of stakeholder needs and future changes in technology and regulations.

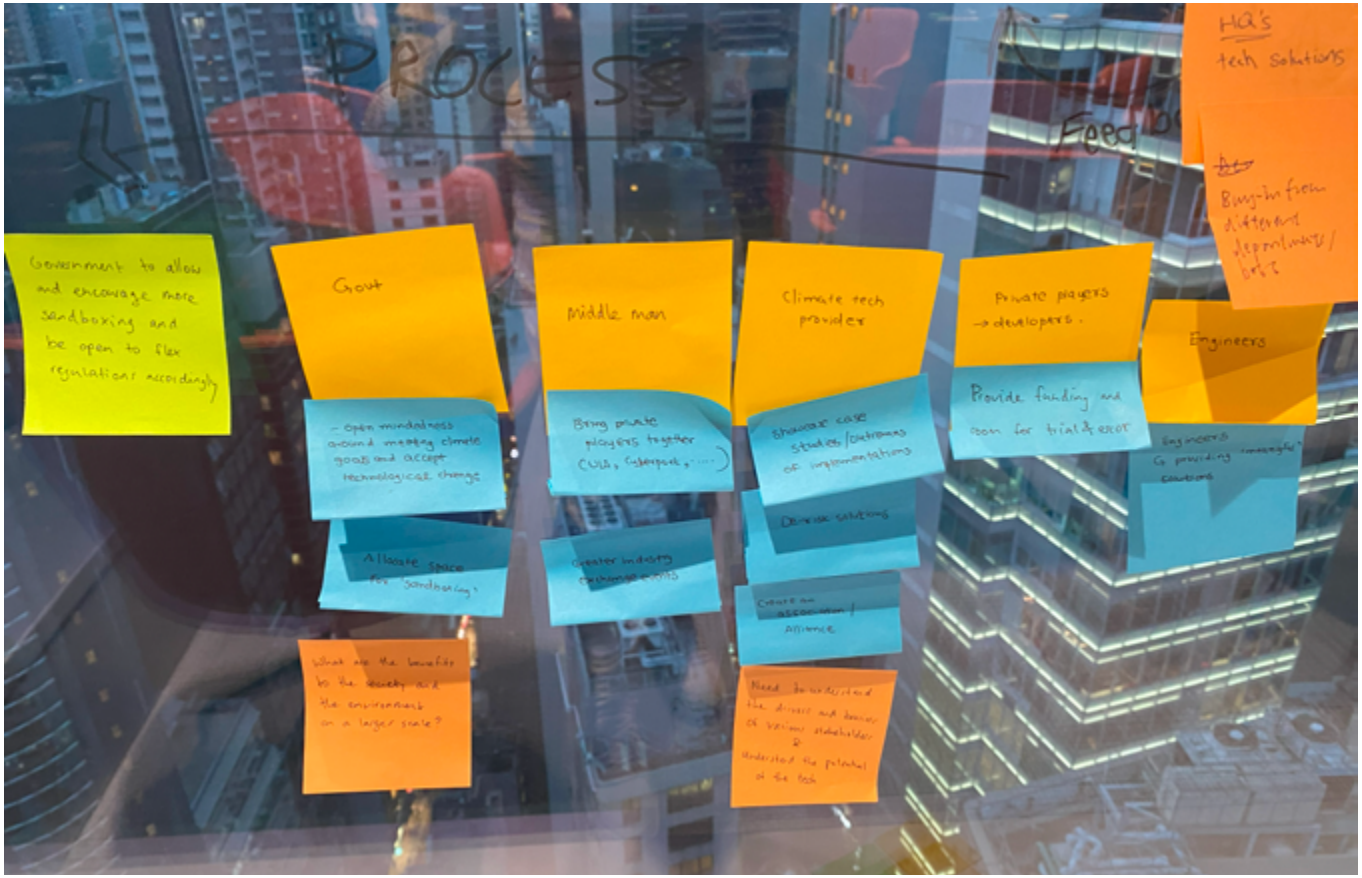
Methodology Tip

Participants engaged in an idea and feedback iteration stage, where the pain points identified were used as springboards for brainstorming improvements, leading to the emergence of tailored opportunities to enhance the system. Reaction to the ideas was also collected by mixing the roles in the discussion groups to anticipate the impact on various roles if the idea is implemented.



A closer look: selected ideas for intervention

In the subsequent phase of the workshop, the focus shifted toward crafting targeted interventions. Participants selected a particular stakeholder group to ideate for, using varied approaches such as cost/benefit analysis or prioritising those stakeholders perceived as most influential within the ecosystem. Post-brainstorming, a critical evaluation ensued, considering the potential responses from other stakeholders, the resources required, and the feasibility of implementation. It is essential to note that the reactions and strategies outlined in the following section are representative suggestions from the workshop groups, serving as a starting point for deeper strategic exploration.



IDEA 1: STREAMLINED ENERGY RETROFIT SOLUTIONS

Source and co-develop energy retrofit solutions that are designed to reduce lead times and tenant disruption.

Actions required from different stakeholders:

ASSET OWNERS:

Initiate pilot projects that not only test energy retrofit solutions but also involve tenants in the design process, ensuring minimal disruption. This approach aligns with their motivation to increase operating profit while addressing concerns about tenant satisfaction and potential reputational risks.

CLIMATE TECH PROVIDERS:

Engage in a collaborative design process with property managers to tailor retrofit solutions that are easy to implement, focusing on minimising installation time and tenant disturbance. This directly addresses their motivation to create scalable products and overcomes barriers related to stakeholder buy-in.

TENANTS:

Actively participate in creative scheduling and space planning for retrofits, potentially through tenant committees. Offering flexibility to allow retrofits can lead to reduced energy costs and improved comfort, aligning with their sustainability goals while addressing concerns about inconvenience.

IDEA 2: ENHANCED REGULATORY SANDBOXING

Foster a regulatory environment that supports innovation through the creation of sandboxes and accelerated updates to regulations, enhancing the adoption of climate tech.

Actions required from different stakeholders:

REGULATORY BODIES:

Actively participate in creative scheduling and space planning for retrofits, potentially through tenant committees. Offering flexibility to allow retrofits can lead to reduced energy costs and improved comfort, aligning with their sustainability goals while addressing concerns about inconvenience.

CLIMATE TECH PROVIDERS:

Actively engage with sandbox initiatives, providing data and case studies to demonstrate compliance with regulatory concerns, such as safety and data privacy. This supports their motivation to gain market acceptance and overcome the challenge of regulatory barriers.

CONSULTANTS/ADVISORY/INDUSTRY BODIES:

Facilitate workshops and roundtables that bring together diverse stakeholders to co-create solutions and share insights. This collaborative approach maximises the motivation of these groups to be industry thought leaders while addressing the pain point of fragmented industry feedback.

IDEA 3: AUTOMATION FOR ENERGY EFFICIENCY

Improve energy efficiency by integrating automation technologies and streamlining the tech procurement process for property management and operations.

Actions required from different stakeholders:

PROPERTY MANAGERS:

Review current operations to pinpoint automation opportunities, potentially through joint workshops with tech providers. This aligns with the property manager's motivation to enhance efficiency and ESG performance while addressing the need for tech providers to better understand industry requirements.

TECH PROVIDERS:

Deeply analyse property management workflows, proposing custom automation solutions that integrate seamlessly with existing operations. This meets their motivation to develop relevant products and shortens the trial-and-error iterations.

ASSET OWNERS:

Explore funding options for adopting automation technologies, possibly through green financing instruments or investing in the tech provider to capitalise on long-term growth in addition to energy savings. This could reduce or help justify the upfront investment.

Workshop Facilitation Tips

Workshop facilitation strategies are vital to helping participants navigate the complexities of systems mapping and design thinking, particularly when addressing challenging issues such as adopting climate tech in real estate. The following points outline key strategies that can help guide the group discussions:

ENSURING DIVERSE STAKEHOLDER PARTICIPATION:

- Curate individuals from varying roles pertinent to the focus area, ensuring a multidimensional view of the same challenge. For example, when discussing the procurement of climate tech for buildings, include stakeholders from owners, property managers, and tenants; include teams from operation, IT, sustainability, and finance.
- Use exercises to encourage an inclusive environment and sharing of perspectives, such as round-robin sharing or ice-breaking warm-ups.

RESOLVING CONFLICTING INTERESTS:

- Conduct targeted brainstorming sessions for stakeholders with opposing views to identify common ground and mutual benefits.
- Implement multi-voting techniques to prioritise ideas and solutions that serve the collective interest.

BALANCING SHORT-TERM AND LONG-TERM ACTIONS:

- Facilitate back casting sessions where stakeholders envision a successful long-term future and then map backwards to present-day actions.
- Encourage breakout groups to focus on immediate next steps that contribute to the long-term vision.

RECOGNISING INTERRELATED STAKEHOLDERS:

- Use systems mapping tovisualise dependencies and relationships, guiding more informed decisions.
- Lead discussions that explore the ripple effects and unintended consequences of decisions across different stakeholder groups.

PROMOTING TRANSPARENCY AND CLARITY:

- Keep visible and live documentation of the workshop proceedings (such as grouping sticky notes and filling out idea cards) to maintain a clear record of discussions and organise ideas surfaced.
- Establish “safe space” norms to ensure open and candid communication (for example, Chatham House Rules).

DESIGNING CREATIVE INCENTIVE SYSTEMS:

- Workshop various incentive models that align with stakeholders’ intrinsic and extrinsic motivations.
- Prototype and role-play scenarios to understand the impact of these incentives.

PROTOTYPING PROJECTS:

- Design a “proof of concept” framework that allows stakeholders to test ideas on a small scale.
- Plan for feedback loops and next steps post-workshop that enable continuous improvement and learning from prototypes.

By incorporating these strategies into workshop facilitation, participants can enhance stakeholder engagement, improve decision-making outcomes, and facilitate the successful implementation of initiatives. Each strategy is designed to bring clarity, create alignment, and drive action towards the collective goal of accelerating climate tech adoption and addressing the pressing challenges of climate change.

Testimonial from Participants

> The power of this workshop is its ability to bring people together and realise two things: 1) they do have the agency to create change, and 2) they are part of a system with everyone else here. Oftentimes we all want the same things, but we just work in silos. Here, they can talk to all the other sides to collaborate toward an outcome that's desired by other groups as well.

Stefano Tronci, Asia-Pacific Sustainability Lead, SOM

> This is one of the stepping stones to open the minds of different stakeholders in the industry. Originally, before we came here, we all had our own motivations and service offerings. But then in this space, we were able to objectively discuss and look at the problem as is. We need to do more of this type of thinking around sustainability, rather than thinking of it as something you want to benefit from, but more like what we are ultimately trying to do, for example, making Hong Kong a better place.

Jiwon Choi, Asia ESG Advisory Manager, Colliers

> I really like the setting, which is casual and relaxed, which makes people feel more comfortable and open to talk about challenging topics, versus, say, when you meet over a formal meeting. It's a great platform to help us understand what the underlying issue is.

Vimal Karpe, Managing Partner, IXO

Conclusion

The imperative to accelerate climate tech adoption within real estate cannot be overstated. The industry finds itself at a pivotal juncture, with climate change already leaving indelible marks on market dynamics and the well-being of populations worldwide. Shifting climate patterns have begun to reshape the value of properties and insurance premiums, influencing buyer preferences and investment strategies. More importantly, the tangible impacts on human health and safety have led to a re-evaluation of what constitutes resilient and sustainable infrastructure.

This inaugural systems change workshop brought together decision-makers to map out the complex web of roles and relationships in the context of climate tech adoption in real estate. Workshop participants gained insights into the distinct motivations driving each group and the challenges they face, providing a foundation for identifying actionable intervention points. Through the lenses of systems thinking and design thinking, the methodology used has synthesised diverse perspectives, uniting ecosystem stakeholders to tackle shared challenges collaboratively.

The discussions have led to strategic intervention ideas that resonate across the spectrum of stakeholders, each underpinned by the dual imperatives of maximising motivation and minimising pain points. By focusing on streamlining retrofit solutions, nurturing regulatory sandboxes for innovation, and harnessing operation automation, the workshop lays a path forward that aligns stakeholder interests with the urgent need for action.

As the window of opportunity to mitigate the worst impacts of climate change narrows, the collective effort and innovation within the real estate industry is not simply an option but a necessity. The methodologies and interventions outlined in this report aim to catalyse the change needed to rise to this generational challenge and enable the industry's healthy growth.

Additional ULI resources on accelerating climate tech adoption in real estate

- *The Future of Real Estate Investment in Climate Tech*
- *Innovation in the Inventory Era – Digital Transformation of the Real Estate Industry in the Greater Bay Area*
- *C Change Intervention Briefing: First Movers Coalition on New Technology andInnovation*

Acknowledgements

Knowledge Partner

ESG INNOVATION LAB
BY DREAM IMPACT X THE EXECUTIVE CENTRE

Dream Impact and ESG Innovation Lab

Dream Impact is the force for Collective Impact. Through an integrative approach of providing community partner memberships, impact-focused event venues and ESG consulting services, we drive cross-sector collaborations and connect resources to develop a more holistic society.

Facilitators

Dorothy Lam
Dream Impact

Ariel Shtarkman
Undivided Ventures

Stefano Tronci
SOM

Jenny Zhang
Urban Land Institute

Contributors

Kevin Ching
Hang Lung Properties

Jiwon Choi
Colliers

Jasper Hilkhuijsen
ARUP

Vimal Karpe
IXO Partners

Bernard Kwok
Schneider Electric

Simon Law
Sino Land

Christina Tang
Blue Sky Energy Technology

Niko Tian
Nan Fung Group

Ben Wong
Eureka Nova / New World Group

Ruby Au Yeung
GLP Capital Partners

Regina Yip
CLP

Shelley Zhou
Hang Seng Bank

Authors

Jenny Zhang
Director of ESG and Decarbonization,
ULI Asia Pacific

Dorothy Lam
Co-Founder & Chief Catalyst,
Dream Impact

Report Team

Irene Oh
Senior Manager, Marketing,
ULI Asia Pacific

Diwa Law
Manager, Marketing,
ULI Asia Pacific

Lawreane Jamie de los Santos
Designer, Marketing,
ULI Asia Pacific

Kara Kokernak
Senior Director, Randall Lewis Center for Sustainability in Real Estate

Libby Riker
Senior Editor,
Urban Land Institute

Laura Glassman
Manuscript Editor,
Publications Professionals LLC

Nicole Long
Traffic Manager

Timothy Koehler
Director,
Creative Services

Craig Chapman
Senior Director,
Marketing Operations

ULI Asia Pacific
3418 Jardine House
1 Connaught Place
Hong Kong
asia.uli.org

ULI Greenprint