

Webinar

2020 ULI France Annual Conference

Date: January 14, 2021

00:00:00 --> 00:00:04: Hello all, Hello to all dear friends, so
00:00:04 --> 00:00:08: I have the joy and the immense privilege this morning
00:00:08 --> 00:00:12: to introduce the annual conference of France of 2020.
00:00:12 --> 00:00:15: Uh, but first, I'd like to take this opportunity to
00:00:15 --> 00:00:16: wish you a great year in 2000.
00:00:16 --> 00:00:20: Twenty-one, I personally have 2 simple wishes for this new
00:00:20 --> 00:00:23: year, one is that it is better than
00:00:23 --> 00:00:25: last year, it should not be very complicated.
00:00:25 --> 00:00:28: And the second wish is that we actually remember the
00:00:28 --> 00:00:30: year 2021 as the year, we
00:00:30 --> 00:00:32: will have defeated the virus.
00:00:32 --> 00:00:35: We live in troubled days,
00:00:35 --> 00:00:39: but crises always come out of the positive.
00:00:39 --> 00:00:44: The health crisis we are experiencing will be no exception.
00:00:44 --> 00:00:50: It will accelerate, it will amplify the trends we already
00:00:50 --> 00:00:51: know about
00:00:51 --> 00:00:56: SG, on digitalization, on changes in usage and.
00:00:56 --> 00:00:57: E.
00:01:00 --> 00:01:05: And it is important to note that it is that
00:01:05 --> 00:01:05: this
00:01:05 --> 00:01:09: trend, in fact are going to put the human in
00:01:09 --> 00:01:14: their center and are also acclaimed by all economic actors.
00:01:14 --> 00:01:16: Uh, though.
00:01:16 --> 00:01:21: And fortunately, crises are not the only agents of change.
00:01:21 --> 00:01:23: Uh, this is an excellent transition
00:01:23 --> 00:01:26: on the, on-the-theme that animate this morning's conference,
00:01:26 --> 00:01:31: so what is the 2024 Paris Olympics and Paralympic Games
00:01:31 --> 00:01:34: and legacy then to define what is legacy?
00:01:34 --> 00:01:37: I will allow myself to quote Jacques Rogge, who

00:01:37 --> 00:01:41: is the former president of the International Olympic Committee.

00:01:41 --> 00:01:45: I'm a site. Leaving a lasting legacy is a fundamental

00:01:45 --> 00:01:47: commitment of the Olympic movement.

00:01:47 --> 00:01:51: All the cities hosting the Olympic Games temporarily represent the

00:01:52 --> 00:01:53: Olympic movement.

00:01:53 --> 00:01:55: It is a great responsibility and it is also a

00:01:55 --> 00:01:56: great opportunity.

00:01:56 --> 00:02:00: The host cities caught the world's attention.

00:02:00 --> 00:02:02: All have a unique

00:02:02 --> 00:02:05: opportunity, celebrating the human spirit

00:02:05 --> 00:02:09: and the whole east, an exceptional

00:02:09 --> 00:02:13: environmental, social and economic legacy, which can

00:02:13 --> 00:02:15: change a community, a region and a country forever.

00:02:15 --> 00:02:18: So I would like to open a little bracket to

00:02:18 --> 00:02:23: announce that the alliance group has begun its global partnership

00:02:23 --> 00:02:25: with the Olympic Committee.

00:02:25 --> 00:02:28: It is a partnership that will last 8

00:02:28 --> 00:02:31: years, which will cover 3 Olympic Games.

00:02:31 --> 00:02:35: Tokyo, Paris and Los Angeles now the reasons for this

00:02:35 --> 00:02:39: partnership, that's what's interesting is that the alliance group shares

00:02:39 --> 00:02:41: and clearly identifies with its values,

00:02:41 --> 00:02:46: including the ambition to build a more sustainable world.

00:02:46 --> 00:02:48: Then?

00:02:48 --> 00:02:51: If I were to remember that one figure that characterizes

00:02:52 --> 00:02:54: the Olympic Games among a multitude of

00:02:54 --> 00:02:57: figures would be the budget for the redevelopment of

00:02:57 --> 00:03:02: the territories, which includes the construction of the Olympic Village

00:03:02 --> 00:03:03: for athletes and the press.

00:03:03 --> 00:03:06: 3.2 billion euros.

00:03:08 --> 00:03:11: Of which 1.4 come from the public and a comma

00:03:11 --> 00:03:12: from the private

00:03:12 --> 00:03:14: sector, so that's a colossal number.

00:03:14 --> 00:03:19: It is obvious that these investments will not cover only

00:03:19 --> 00:03:20: a month and a half of,

00:03:20 --> 00:03:25: competition, that they have a much broader vocation and especially

00:03:25 --> 00:03:26: for the public,

00:03:26 --> 00:03:30: to make a deep and lasting urban redevelopment.

00:03:30 --> 00:03:36: To work on infrastructure and participate in the housing construction effort.

00:03:36 --> 00:03:37: effort.

00:03:37 --> 00:03:41: In fact, that is the first question we will ask this

00:03:41 --> 00:03:42: this

00:03:42 --> 00:03:45: morning, which is whether the choices that have been made will enable and guarantee the success of this legacy that will come into effect in 2020.

00:03:46 --> 00:03:49: will enable and guarantee the success of this legacy that will come into effect in 2020.

00:03:49 --> 00:03:51: will come into effect in 2020.

00:03:51 --> 00:03:55: So after the games, so in 2025 and 2026.

00:03:55 --> 00:03:59: The second issue is economic balance.

00:03:59 --> 00:04:03: From such a model can it interest and motivate private investors?

00:04:03 --> 00:04:03: investors?

00:04:03 --> 00:04:07: That's before we pass the floor to Christopher Choice, founder of The Outcome is, a strategy consulting firm for cities.

00:04:07 --> 00:04:09: Christopher Choice, founder of

00:04:09 --> 00:04:12: The Outcome is, a strategy consulting firm for cities.

00:04:12 --> 00:04:16: After leading the planning initiatives for the firm has and as in London for 15 years, I would like to thank all the speakers this morning.

00:04:16 --> 00:04:18: as in London for 15 years, I

00:04:18 --> 00:04:23: would like to thank all the speakers this morning.

00:04:23 --> 00:04:29: Panelist, speaker, moderator also. I would like to thank our sponsors dedicated to this conference, namely diesel, Piper, Gilles, her and alliances, our annual sponsors without whom you like France could not exist and also all of you who are faithful.

00:04:29 --> 00:04:31: Panelist, speaker, moderator also. I would like to thank our sponsors dedicated

00:04:31 --> 00:04:33: to this conference, namely diesel,

00:04:33 --> 00:04:37: Piper, Gilles, her and alliances, our annual sponsors without whom

00:04:37 --> 00:04:41: you like France could not exist and also all of

00:04:41 --> 00:04:42: you who are faithful.

00:04:42 --> 00:04:47: Hihi. France faithful to this annual conference that had chosen to become this morning connecting you even if we can not meet, talk to each other. Swap, it's only part postponed. We thank you for that.

00:04:47 --> 00:04:51: to become this morning connecting you even if we can not meet, talk

00:04:51 --> 00:04:52: to each other. Swap, it's only part postponed.

00:04:52 --> 00:04:55: to each other. Swap, it's only part postponed.

00:04:55 --> 00:04:57: We thank you for that.

00:04:57 --> 00:05:01: So Christopher, finally, are there any examples of an Olympic city that we need recent, at least recent ones that must be followed or examples on the contrary that should not be followed.

00:05:01 --> 00:05:03: city that we need

00:05:03 --> 00:05:06: recent, at least recent ones that must be followed or

00:05:06 --> 00:05:09: examples on the contrary that should not be followed.

00:05:14 --> 00:05:16: So hello to all, thank you Sebastian.

00:05:16 --> 00:05:20: Uh, I'm sorry I can't be with you in person this morning,

00:05:20 --> 00:05:22: this morning,

00:05:22 --> 00:05:26: sitting on one of your welcoming but London sofas.

00:05:26 --> 00:05:31: Nevertheless, I am very happy and very proud to be part of the tribe of UR.

00:05:31 --> 00:05:34: Nevertheless, I am very happy and very proud to be

00:05:34 --> 00:05:39: part of the tribe of UR.

00:05:39 --> 00:05:41: So today we look at the relationship between our Olympic heritage and the city.

00:05:41 --> 00:05:45: And I thought we could spend a few minutes preparing
00:05:45 --> 00:05:48: the groundwork for our next discussions, and
00:05:48 --> 00:05:50: I will present in English,
00:05:50 --> 00:05:53: and I hope that suits you.
00:05:53 --> 00:05:57: Ah, then?
00:05:57 --> 00:06:02: We're here is talking,
00:06:02 --> 00:06:04: um.
00:06:04 --> 00:06:07: Oh, sex shop.
00:06:07 --> 00:06:11: AA Index, Siri Sex.
00:06:11 --> 00:06:15: And. Everybody in the room.
00:06:15 --> 00:06:19: Hey How do we achieve?
00:06:19 --> 00:06:19: And hungry?
00:06:19 --> 00:06:22: And.
00:06:22 --> 00:06:34: Freddy.
00:06:37 --> 00:06:38: Of the Modern?
00:06:40 --> 00:06:43: And in extraordinary Man I.
00:06:46 --> 00:06:46: You know what I mean?
00:06:46 --> 00:06:53: To.
00:06:54 --> 00:06:56: Farm.
00:06:58 --> 00:06:58: Movement.
00:07:01 --> 00:07:03: So NT.
00:07:03 --> 00:07:09: It has very specific social way aspect of greatest cities.
00:07:16 --> 00:07:20: Many many disciplines into One before.
00:07:20 --> 00:07:26: And creating something that was open to many different kind
00:07:26 --> 00:07:27: of people.
00:07:27 --> 00:07:32: Professional amateurs, working man, but news,
00:07:32 --> 00:07:32: Uh.
00:07:32 --> 00:07:39: Strong.
00:07:50 --> 00:07:58: People start, all schuss. An ex post City atleast Seven
00:07:58 --> 00:08:01: ears the in Advance.
00:08:01 --> 00:08:06: So this long-term vision allows every one to prepare for
00:08:06 --> 00:08:08: a Legacy for in Advance.
00:08:08 --> 00:08:12: Especially by these lose organizations.
00:08:15 --> 00:08:18: The high-lying layers of France.
00:08:18 --> 00:08:23: Sex tube I come by me with Brother idea about
00:08:23 --> 00:08:24: Legacy.
00:08:24 --> 00:08:28: Men. Is the way of Life.
00:08:28 --> 00:08:30: What about black people?
00:08:30 --> 00:08:30: All.
00:08:30 --> 00:08:43: From.
00:08:45 --> 00:08:50: Wina part of the Spirit for cities.
00:08:50 --> 00:08:58: And.

00:09:00 --> 00:09:01: Bruce Ellis.
00:09:03 --> 00:09:05: Round, round, round out.
00:09:05 --> 00:09:07: American cities.
00:09:07 --> 00:09:10: Yes to an American.
00:09:13 --> 00:09:20: No. Just like Or other ways prophesied.
00:09:24 --> 00:09:27: Of Grey?
00:09:27 --> 00:09:31: It's a ghosttown that crashing that.
00:09:31 --> 00:09:33: Example.
00:09:36 --> 00:09:38: No CDs.
00:09:38 --> 00:09:40: May be One of the greatest examples.
00:09:40 --> 00:09:51: Games.
00:09:53 --> 00:09:56: Uh, yes, over.
00:09:56 --> 00:09:57: Something like that.
00:09:57 --> 00:10:05: Tabaco.
00:10:16 --> 00:10:21: Rocky, Legacy, many many.
00:10:21 --> 00:10:21: And.
00:10:21 --> 00:10:24: Huge.
00:10:27 --> 00:10:34: Decision on Word first time spend a lot of Death
00:10:34 --> 00:10:40: capital fund infrastructure in Newport news.
00:10:40 --> 00:10:41: To.
00:10:44 --> 00:10:48: Olympic De??se?
00:10:48 --> 00:10:48: It's ugly.
00:10:48 --> 00:10:51: Beijing.
00:11:05 --> 00:11:12: In ?? very open relatively beautiful far from the City.
00:11:12 --> 00:11:14: And.
00:11:14 --> 00:11:15: Dragon White.
00:11:15 --> 00:11:17: Act?
00:11:17 --> 00:11:50: To.
00:11:51 --> 00:11:54: Ovh.
00:11:56 --> 00:11:57: To very.
00:11:57 --> 00:12:22: To.
00:12:25 --> 00:12:28: Operating costs and.
00:12:28 --> 00:12:29: It's a mixed one, one.
00:12:45 --> 00:12:51: Of the World with length joke if it breaks me,
00:12:51 --> 00:12:53: um.
00:12:53 --> 00:12:59: Of economic Development is a long term effects JP.
00:12:59 --> 00:13:02: Uh.
00:13:02 --> 00:13:11: Uh, dollars and, um.
00:13:11 --> 00:13:11: Yes.
00:13:11 --> 00:13:14: Barcelona.
00:13:15 --> 00:13:51: To.
00:13:53 --> 00:13:57: Backwordz from the Legacy.

00:13:57 --> 00:14:01: You can come by the Spirit of the sport with
00:14:01 --> 00:14:04: the Spirit of Legacy and generation.
00:14:06 --> 00:14:08: You'll live impec. Movement.
00:14:08 --> 00:14:11: Yes.
00:14:11 --> 00:14:26: Uh.
00:14:32 --> 00:14:35: Transportation and services.
00:14:35 --> 00:14:37: One is my lovely.
00:14:37 --> 00:14:45: Uh, Sunshine I optimistic London right now we have
00:14:45 --> 00:14:46: examples
00:14:46 --> 00:14:48: of London.
00:14:46 --> 00:14:48: No, no, no
00:14:51 --> 00:14:54: The size was not a beautiful Green Field.
00:15:02 --> 00:15:07: Oise Industry.
00:15:07 --> 00:15:22: Yes.
00:15:24 --> 00:15:27: Tekken Ridge.
00:15:27 --> 00:15:30: As soon as we like Strong.
00:15:30 --> 00:15:34: And create Joy of the City?
00:15:57 --> 00:16:02: Sauce, um, and it's very very first.
00:16:02 --> 00:16:03: Olympic?
00:16:15 --> 00:16:17: In the future?
00:16:17 --> 00:16:22: Oh, um. Wolf.
00:16:22 --> 00:16:24: Uh, um.
00:16:26 --> 00:16:32: Its evil Venus remains spromene Venus.
00:16:32 --> 00:16:34: Design.
00:16:34 --> 00:16:40: With isleyrn where, and New Urban Development.
00:16:40 --> 00:16:40: She.
00:16:43 --> 00:16:45: The one extraordinary New Park.
00:16:47 --> 00:16:49: Clean toys.
00:16:53 --> 00:16:58: Seven Lines a metr?? Lines a lot of things and
00:16:58 --> 00:17:00: hold fiber optic.
00:17:08 --> 00:17:16: Transportation infrastructure is Destiny if in Legacy for.
00:17:16 --> 00:17:19: That's a forward point.
00:17:19 --> 00:17:20: World road Network.
00:17:43 --> 00:17:43: Uno, agree.
00:17:43 --> 00:17:48: Heaven?
00:17:51 --> 00:17:53: Index in this two primary zones.
00:17:56 --> 00:18:02: Our overall. Region region Paris in Seine-Saint-Denis,
00:18:02 --> 00:18:06: ten to Eleven Beyond Earth from the Games.
00:18:28 --> 00:18:34: Uh. Uh, of Coubertin and outside the Big Project grids
00:18:34 --> 00:18:37: about reinventing Paris,
00:18:37 --> 00:18:42: which are design in some way to work in parallel
00:18:42 --> 00:18:43: with Big.

00:18:43 --> 00:18:48: And so a revolving to its construction in preparation.

00:18:48 --> 00:18:55: For our improving say words projects are not only creating

00:18:55 --> 00:18:59: links and allow hotels and other track.

00:18:59 --> 00:19:01: Full Games.

00:19:01 --> 00:19:06: Active Zone Life after the Games on love you.

00:19:06 --> 00:19:10: Of.

00:19:12 --> 00:19:14: Yes.

00:19:14 --> 00:19:19: Days in Las suspect Paris com like Barcelona like a

00:19:19 --> 00:19:20: London.

00:19:30 --> 00:19:32: So, I'm going to have

00:19:32 --> 00:19:41: Uh, Credit Games, Importance of Games this moment.

00:19:41 --> 00:19:43: Search, all of Go.

00:19:43 --> 00:19:52: Urban.

00:19:55 --> 00:19:59: If we start by die by Urban Peace,

00:19:59 --> 00:20:04: we also create foundations of the way to make a

00:20:04 --> 00:20:07: very Strong aims to meet.

00:20:07 --> 00:20:12: This is what about. Spirit X?

00:20:12 --> 00:20:15: Yes.

00:20:17 --> 00:20:20: Opier de fr??dy, baron de Coubertin.

00:20:20 --> 00:20:24: They defender of the Modern Olympic movement.

00:20:24 --> 00:20:25: The jui.

00:20:41 --> 00:20:44: Every time we run together.

00:20:44 --> 00:20:50: Beautiful list created extraordinary for others.

00:20:50 --> 00:20:55: In dorina for others. Every time we create our cities

00:20:55 --> 00:20:56: together,

00:20:56 --> 00:21:01: whenever we criticize together we are participating in the Olympic

00:21:01 --> 00:21:01: Spirit.

00:21:01 --> 00:21:05: So thank you very much for your time this Morning.

00:21:05 --> 00:21:09: Looking for like you very much to next discussions,

00:21:09 --> 00:21:10: take you.

00:21:15 --> 00:21:20: Don't worry, Christopher. Verrine trusting in Dead then to introduce

00:21:20 --> 00:21:20: the first

00:21:20 --> 00:21:23: panel, I will give the floor to St??phane de

00:21:23 --> 00:21:26: feuille, the new general manager of Greater Paris landscaping.

00:21:26 --> 00:21:30: The former director general of the opera Bordeaux Or Atlantic

00:21:30 --> 00:21:33: and also a member of the steering committee duly

00:21:33 --> 00:21:36: France, St??phane, to you the floor.

00:21:36 --> 00:21:41: Thank you very much Sebastian. Hello to all of you

00:21:41 --> 00:21:43: who were watching

00:21:43 --> 00:21:49: us today, um, for starters, I may just first introduce
00:21:49 --> 00:21:51: our guests today,
00:21:51 --> 00:21:53: um, 3 who are here,
00:21:53 --> 00:21:55: uh Marie saga that is
00:21:55 --> 00:22:00: also, um, with us from Switzerland and thank you for
00:22:00 --> 00:22:05: being with us then maybe to start introducing half whores
00:22:05 --> 00:22:07: architect urban planner.
00:22:07 --> 00:22:10: Founder of duas PS, a little over 20 years ago
00:22:11 --> 00:22:15: I think that intervenes on a lot of urban failures
00:22:15 --> 00:22:16: at the moment.
00:22:16 --> 00:22:21: Ivry Confluences for example, which we also knew on the
00:22:21 --> 00:22:25: island of Nantes, not so long ago on quite varied
00:22:25 --> 00:22:27: territories that intervene, but
00:22:27 --> 00:22:32: she tells us a little more in a few minutes
00:22:32 --> 00:22:35: in the context of the
00:22:35 --> 00:22:40: Olympic Games, Emmanuel demaizi??re, general manager.
10 4 promotion who
00:22:41 --> 00:22:43: has had a long career with Bouygues.
00:22:43 --> 00:22:48: Uh, since there too, more than 20 years in the
00:22:48 --> 00:22:52: various trades of this great house of which he has
00:22:52 --> 00:22:53: worked
00:22:53 --> 00:22:56: a lot, especially in Bordeaux. That's a wink.
00:22:59 --> 00:23:03: Han earlier, founder also Durban ra um
00:23:03 --> 00:23:07: for Bouygues, so, um, to giant both limited promotion and
00:23:07 --> 00:23:08: urban chess,
00:23:08 --> 00:23:12: um, and who joined so it 4 promotions not so
00:23:12 --> 00:23:16: long ago that it can also be from a big
00:23:16 --> 00:23:18: house that is very involved
00:23:18 --> 00:23:20: in the context of the Olympics.
00:23:20 --> 00:23:26: Nicolas Ferrand, great planning professionals who started
over or at
00:23:27 --> 00:23:28: least who worked?
00:23:28 --> 00:23:30: Especially in European chess.
00:23:30 --> 00:23:34: First in Saint-??tienne, an extremely interesting territory.
00:23:34 --> 00:23:38: Uh, or everything was to be done by creating the
00:23:38 --> 00:23:43: public development establishment of Saint-Etienne which has
true arena more
00:23:43 --> 00:23:46: recently on epamarne, EPA France giving it
00:23:46 --> 00:23:51: an inspiration, a direction in terms of sustainable
development very
00:23:51 --> 00:23:54: particular and that we find perhaps a little in the
00:23:54 --> 00:23:57: inspirations of gastro video that runs since
00:23:57 --> 00:23:59: its foundation.

00:23:59 --> 00:24:03: And who? Who is a developer who has a stopwatch
00:24:03 --> 00:24:04: in his head since,
00:24:04 --> 00:24:08: um, we will not suffer a day of delay on
00:24:08 --> 00:24:10: an operation of this
00:24:10 --> 00:24:14: type, which is not the usual of the developers,
00:24:14 --> 00:24:16: we will talk about it and and.
00:24:16 --> 00:24:20: And finally, I would like to introduce Marie sagwa who
00:24:21 --> 00:24:27: is director of the organization and sustainable development
within the
00:24:27 --> 00:24:28: IOC which
00:24:28 --> 00:24:31: joined its you many years ago after.
00:24:31 --> 00:24:35: After a journey, um, accompanied by the transformations of
different
00:24:35 --> 00:24:40: ecosystems not necessarily related to the Olympic Games or
sport,
00:24:40 --> 00:24:44: therefore a wide variety of professional experiences and.
00:24:44 --> 00:24:47: And that will simply tell us.
00:24:47 --> 00:24:50: Start you address these issues and maybe.
00:24:50 --> 00:24:53: To begin with, I would like
00:24:53 --> 00:24:57: to ask Mary, the first question, to introduce
00:24:57 --> 00:25:01: this roundtable, namely, finally, which Olympic Games the
Paralympics?
00:25:01 --> 00:25:06: It's. It is 2 times 2 weeks absolutely wonderful
00:25:06 --> 00:25:11: event, quite magical, very unifying, but at the same time
00:25:11 --> 00:25:12: very ephemeral.
00:25:12 --> 00:25:18: How do you? How does the celio approach this issue
00:25:18 --> 00:25:19: from a profoundly
00:25:19 --> 00:25:22: sustainable perspective and, and
00:25:22 --> 00:25:26: how does the IOC's very philosophy evolve or evolve on
00:25:26 --> 00:25:31: these issues that are becoming more and more pervasive
today?
00:25:35 --> 00:25:39: Hello St??phane Bonjour to all I am very happy to
00:25:39 --> 00:25:44: meet you today from Switzerland from the IOC headquarters
and
00:25:44 --> 00:25:47: I would like to mention this headquarters since
00:25:47 --> 00:25:51: the house it involves and in a way our small
00:25:51 --> 00:25:56: contribution to sustainable construction um it was opened in
2019
00:25:56 --> 00:25:59: and it has won many awards in terms
00:25:59 --> 00:26:03: of sustainability and obtained the highest number of points.
00:26:03 --> 00:26:06: In certifications especially leed Platinum for those who are
00:26:06 --> 00:26:08: experts. Of course, I would have
00:26:08 --> 00:26:11: preferred to be with you in Paris,
00:26:11 --> 00:26:14: my hometown. But to go back to your question of

00:26:14 --> 00:26:17: how we actually approach sustainability, first,
00:26:17 --> 00:26:20: as some of you have pointed out,
00:26:20 --> 00:26:21: at the time I'm talking to
00:26:21 --> 00:26:24: you, um, we're preparing 5 editions of the games
00:26:24 --> 00:26:27: and so, it's first years of preparation for the Olympics.
00:26:27 --> 00:26:29: Today we have Tokyo 20,
00:26:29 --> 00:26:31: 20 which has of course been postponed and which will
00:26:31 --> 00:26:32: take place this year,
00:26:32 --> 00:26:36: Beijing 22. Paris 24, Milan cortina 20 26 and Los
00:26:36 --> 00:26:37: Angeles 28.
00:26:37 --> 00:26:39: 5 parallel editions
00:26:39 --> 00:26:45: which, um, are being prepared over discussions with future
host
00:26:45 --> 00:26:47: cities for 2030 and later.
00:26:47 --> 00:26:52: And then as has also been recalled already this morning,
00:26:52 --> 00:26:54: it is a long-term legacy,
00:26:54 --> 00:26:58: to no avail. Vain. We celebrated the 100 times of
00:26:58 --> 00:26:59: the Antwerp Games.
00:26:59 --> 00:27:02: And the stadium is still standing.
00:27:02 --> 00:27:05: We also worked on the promotion of the St. Louis
00:27:05 --> 00:27:06: stadium of
00:27:06 --> 00:27:09: 1904, thus a very long-term built heritage,
00:27:09 --> 00:27:11: but also a social legacy.
00:27:11 --> 00:27:15: It was mentioned the legacy of Pierre de
00:27:15 --> 00:27:17: Coubertin, the games, when they were
00:27:17 --> 00:27:19: refounded, it was not a
00:27:19 --> 00:27:21: goal in itself, it was a
00:27:21 --> 00:27:25: tool to go further, so sport was from the foundation
00:27:25 --> 00:27:28: of the Olympic movement, conceived as
00:27:28 --> 00:27:31: a tool of social development, so that's why now.
00:27:31 --> 00:27:34: The games have become a very important event since they
00:27:34 --> 00:27:37: are reviewed by half the planet,
00:27:37 --> 00:27:40: only 206 territory. It contributes and 10,000 athletes.
00:27:40 --> 00:27:45: He's participating. We have a responsibility to not only leave
00:27:45 --> 00:27:47: the legacy as a discussion of host
00:27:47 --> 00:27:51: cities, but to ensure that each host city puts heritage
00:27:51 --> 00:27:54: at the centre of its vision and that mechanisms are
00:27:54 --> 00:27:57: put in place to ensure this long-term sustainability.
00:27:57 --> 00:28:01: So there, durability, as I do not see the slides
00:28:01 --> 00:28:01: but.
00:28:01 --> 00:28:05: I think you have and I don't see you either,
00:28:05 --> 00:28:05: um,

00:28:05 --> 00:28:08: I, um, I put in the first slide there.

00:28:08 --> 00:28:12: Sustainability is one of the major pillars of our strategic

00:28:12 --> 00:28:12: roadmap.

00:28:12 --> 00:28:14: And what does that mean?

00:28:14 --> 00:28:15: It means that for us,

00:28:15 --> 00:28:20: games must contribute to the sustainable development of the upper

00:28:20 --> 00:28:23: territories and that is what we are engaging in with

00:28:23 --> 00:28:24: the territories.

00:28:24 --> 00:28:28: So how can games contribute in the specific context of

00:28:28 --> 00:28:29: the territory?

00:28:29 --> 00:28:31: Uh, to development and in wishes.

00:28:31 --> 00:28:33: Paris is a turning point,

00:28:33 --> 00:28:36: a pillar for us since this is the first edition

00:28:36 --> 00:28:40: to fully benefit from these new Olympic agenda 20 26.

00:28:40 --> 00:28:42: Let's move on to the next slide.

00:28:45 --> 00:28:48: E Paris is going to be the first edition to

00:28:48 --> 00:28:52: be completely in line with the Paris climate agreement.

00:28:52 --> 00:28:54: What does that mean?

00:28:54 --> 00:28:58: This means that Paris will commit to working on a

00:28:58 --> 00:29:01: carbon budget half as low as previous

00:29:01 --> 00:29:04: editions, which is extremely demanding and which,

00:29:04 --> 00:29:08: of course, is also related to the fact that there

00:29:08 --> 00:29:13: is a relatively limited number of construction since Paris will

00:29:13 --> 00:29:15: particularly use existing

00:29:15 --> 00:29:19: sites and, er, temporary sites. But also that quote them

00:29:19 --> 00:29:22: will see in the next discussions and if you build

00:29:22 --> 00:29:25: commits to have a very low carbon footprint.

00:29:25 --> 00:29:27: But Paris is also and.

00:29:27 --> 00:29:30: And Marie barsacq, responsible for the legacy of Paris 24

00:29:30 --> 00:29:32: will tell you even better

00:29:32 --> 00:29:35: than I do, it is above all a project that

00:29:35 --> 00:29:36: effectively puts the

00:29:36 --> 00:29:39: social heritage at the heart of games,

00:29:39 --> 00:29:41: namely the use of sport for

00:29:41 --> 00:29:44: health, for education, for inclusion and this legacy, we

00:29:44 --> 00:29:47: tend to think that it happens after the games, but

00:29:47 --> 00:29:49: in fact it is built before and many of the

00:29:49 --> 00:29:50: initiatives

00:29:50 --> 00:29:52: of Paris 24 that have been implemented , whether it's

00:29:52 --> 00:29:54: land of Olympic Day games have already created a legacy

00:29:54 --> 00:29:55: before the games and for us.

00:29:55 --> 00:29:57: That's what's important, it's that
00:29:57 --> 00:30:00: the legacy is designed right from the start of the
00:30:00 --> 00:30:00: project.
00:30:00 --> 00:30:02: At the heart of the vision and that begins to
00:30:02 --> 00:30:03: be delivered,
00:30:03 --> 00:30:07: even before the games, especially for the social aspect.
00:30:07 --> 00:30:09: Uh, that's it. So this is the way we now
00:30:09 --> 00:30:14: and systematically envision the discussion with host cities
about inheritance,
00:30:14 --> 00:30:15: it is
00:30:15 --> 00:30:18: no longer something that is Nice to have or that
00:30:18 --> 00:30:21: we leave to the appreciation of the host cities,
00:30:21 --> 00:30:23: but we engage and ensure that the legacy is at
00:30:23 --> 00:30:26: the heart of their project from the beginning,
00:30:26 --> 00:30:31: with a governance structure that will allow to take over
00:30:31 --> 00:30:35: the organizing committee when it disappears at the end of
00:30:35 --> 00:30:36: the games.
00:30:36 --> 00:30:41: Thank you very much, Marie, for putting into perspective one
00:30:41 --> 00:30:42: of a real IOC strategy.
00:30:42 --> 00:30:47: And you said an offence is an important one of
00:30:47 --> 00:30:48: the IOC.
00:30:48 --> 00:30:51: Nicolas, I want to ask you the
00:30:51 --> 00:30:54: question since, um, it's. It is you who looks at
00:30:54 --> 00:30:55: the territory
00:30:55 --> 00:30:57: of a party, at least
00:30:57 --> 00:31:02: its ambitions, especially in the delivery of Olympic works.
00:31:02 --> 00:31:09: How do you make sure that the environmental project that
00:31:09 --> 00:31:14: really fits into the long term then can be more
00:31:14 --> 00:31:17: than just construction?
00:31:17 --> 00:31:20: This is how you finally respond to these challenges?
00:31:20 --> 00:31:22: Uh, some contextual elements very very
00:31:22 --> 00:31:26: quickly, including to put into perspective compared to the
general
00:31:26 --> 00:31:28: presentation on Olympic synthesizes.
00:31:28 --> 00:31:31: Uh, you know that for the Paris games and
00:31:31 --> 00:31:32: structure, there's the cojones.
00:31:32 --> 00:31:35: Estanguet who organizes the event and then there is Las
00:31:35 --> 00:31:38: video company delivery of Olympic works that builds
everything that
00:31:38 --> 00:31:39: is going to
00:31:39 --> 00:31:42: be sustainable, everything that will remain after the games
and
00:31:42 --> 00:31:43: so we have this budget of about,

00:31:43 --> 00:31:45: 3 and a half billion euros.
00:31:45 --> 00:31:49: At public and private parity to build the athletes' village
00:31:49 --> 00:31:53: to build the village of journalists to build the cao
00:31:53 --> 00:31:55: and a whole series of things,
00:31:55 --> 00:31:59: highway interchange, infrastructure. That's with the idea that
everything has
00:31:59 --> 00:32:01: to be delivered absolutely.
00:32:01 --> 00:32:05: Whatever happens on 31/12/2023 so we have 35 months
and
00:32:05 --> 00:32:07: 16 days before delivery.
00:32:07 --> 00:32:09: That's it and so the meter is running and we
00:32:09 --> 00:32:11: know, we know what our goal is.
00:32:11 --> 00:32:15: And Emmanuelle de Mazi??res knows this because he has
the
00:32:15 --> 00:32:15: same goal.
00:32:15 --> 00:32:17: It is part of this adventure,
00:32:17 --> 00:32:21: we are halfway, we are halfway between the time when
00:32:21 --> 00:32:24: France was designated to host the games in 24,
00:32:24 --> 00:32:26: so in Lima it was in 2017.
00:32:26 --> 00:32:27: And then the delivery at the end of 2023.
00:32:27 --> 00:32:30: We are halfway there and at the moment I speak
00:32:30 --> 00:32:31: to you halfway,
00:32:31 --> 00:32:33: we are in the calendar that we gave ourselves 3
00:32:33 --> 00:32:34: years ago, so
00:32:34 --> 00:32:36: we will deliver serenely at the
00:32:36 --> 00:32:39: end of 2023, all 63 permanent works needed for the
00:32:39 --> 00:32:40: games.
00:32:40 --> 00:32:43: We are also in the budgets today compared to the
00:32:43 --> 00:32:45: 3 billion 5 of
00:32:45 --> 00:32:49: angelo, I was talking to you. So, before I
00:32:49 --> 00:32:52: get into sustainability, I just have to say one thing
00:32:52 --> 00:32:54: about what's going on.
00:32:54 --> 00:32:56: Through the Paris Games.
00:32:56 --> 00:32:59: In the construction component beyond the duration,
00:32:59 --> 00:33:00: visit on what game
00:33:00 --> 00:33:03: it is, we will develop more than 300,000 square meters
00:33:03 --> 00:33:03: on
00:33:03 --> 00:33:06: the Olympic Village, more than 120,000 square meters on
the
00:33:06 --> 00:33:09: media village, then a whole series of sports equipment that
00:33:09 --> 00:33:11: must be delivered entirely on a given date.
00:33:11 --> 00:33:13: And so what we will demonstrate collectively,
00:33:13 --> 00:33:16: because it is not that the only idea to the

00:33:16 --> 00:33:17: right I am not the only owner.
00:33:17 --> 00:33:19: I coordinate, I go, I watch,
00:33:19 --> 00:33:21: I pilot I but I have not received the mail
00:33:21 --> 00:33:23: was that we will demonstrate
00:33:23 --> 00:33:26: collectively, is that in a great advanced liberal democracy like
00:33:26 --> 00:33:27: France in a rule of law.
00:33:27 --> 00:33:31: Without a derogatory legal regime, we can make big projects
00:33:31 --> 00:33:33: that put their territory in the future and that is
00:33:33 --> 00:33:36: what is at stake behind the Olympic Village.
00:33:36 --> 00:33:38: So there is a very large flight and durability.
00:33:38 --> 00:33:41: There is also a very large development component of the
00:33:41 --> 00:33:42: Seine-Saint-Denis.
00:33:42 --> 00:33:44: That's what's at play behind the media village
00:33:44 --> 00:33:47: is what's at stake behind the equipment we build.
00:33:47 --> 00:33:47: In 6 years, today
00:33:47 --> 00:33:50: in France, we can make big projects.
00:33:50 --> 00:33:53: Okay, and without being in an exorbitant
00:33:53 --> 00:33:57: regime, it's possible, and that, I think, is extremely important
00:33:57 --> 00:33:57: for all
00:33:57 --> 00:34:00: of us builders, in all the construction trades embodied at
00:34:00 --> 00:34:01: Lidl.
00:34:01 --> 00:34:03: It's possible.
00:34:03 --> 00:34:09: So specifically on your question about the sustainability
00:34:09 --> 00:34:10: component.
00:34:09 --> 00:34:10: We must have in mind that
00:34:10 --> 00:34:13: in France, we have world champions in all areas of
00:34:13 --> 00:34:14: construction.
00:34:14 --> 00:34:17: Vinci, the world's largest manufacturer, Bouygues number
00:34:17 --> 00:34:20: 2, Volia, the world's largest producer of
00:34:20 --> 00:34:22: drinking water, et cetera, et cetera. Good.
00:34:22 --> 00:34:25: So we have champions who are international.
00:34:25 --> 00:34:29: We arrive with the Paris Games after 3 major world
00:34:29 --> 00:34:33: events that are obviously the Tokyo Games.
00:34:33 --> 00:34:36: The Dubai World Expo and the Beijing Games.
00:34:36 --> 00:34:38: And we come up with an investment program that is
00:34:38 --> 00:34:39: much weaker.
00:34:39 --> 00:34:42: Maryse Allard, calling one of the forces of the Paris
00:34:42 --> 00:34:42: bid
00:34:42 --> 00:34:45: is that finally, we reuse many existing things,
00:34:45 --> 00:34:47: for example, not built an Olympic stadium.
00:34:47 --> 00:34:49: We use the Stade de France has finally facelift,
00:34:49 --> 00:34:51: but it's just a facelift.

00:34:51 --> 00:34:52: That's it, and so the question
00:34:52 --> 00:34:55: is, how can we exist when we have world champions
00:34:55 --> 00:34:58: compared to Tokyo, which is going to invest about 12
00:34:58 --> 00:35:00: billion euros compared to Dubai,
00:35:00 --> 00:35:02: which has invested between 15 and 16 and compared to
00:35:02 --> 00:35:02: Beijing?
00:35:02 --> 00:35:04: It doesn't even look like we're coming to investments and
00:35:04 --> 00:35:06: so we have to be differentiating.
00:35:06 --> 00:35:10: And we have to be differentiating in a European approach
00:35:10 --> 00:35:12: to what urban planning can be.
00:35:12 --> 00:35:15: Finally, in a kind of European demonstration approach,
00:35:15 --> 00:35:17: a vision of the city.
00:35:17 --> 00:35:19: Oh, I'm sorry. By 2032 1050.
00:35:19 --> 00:35:20: And so we were,
00:35:20 --> 00:35:23: um, we were the French state collectively we were told,
00:35:23 --> 00:35:27: bah listen, voila, we will differentiate ourselves through 5
pillars
00:35:27 --> 00:35:30: that you are asked to embody and embody singularly through
00:35:30 --> 00:35:32: the Olympic Village.
00:35:32 --> 00:35:35: Small incise or it's with the first Olympic
00:35:35 --> 00:35:36: village, it's not Thursday 196.
00:35:36 --> 00:35:39: The first game was 1924 in Paris before
00:35:39 --> 00:35:41: 1924, there was no Olympic village and so we play
00:35:41 --> 00:35:42: again a century later.
00:35:42 --> 00:35:45: This idea of what is an Olympic village?
00:35:45 --> 00:35:48: So 5 pillars, of course, the carbon
00:35:48 --> 00:35:51: Marie, it said. We are the first young
00:35:51 --> 00:35:52: people, they agree to Paris.
00:35:52 --> 00:35:55: We were told, you are bringing down the carbon footprint
00:35:55 --> 00:35:57: of construction by 50 per cent.
00:35:57 --> 00:36:00: I would tell you where the climate is next.
00:36:00 --> 00:36:03: Uh, pretty strong idea, we're being asked to embody the
00:36:03 --> 00:36:04: climate is
00:36:04 --> 00:36:06: changing, so we're living it intensely.
00:36:06 --> 00:36:08: Now, put yourself in
00:36:08 --> 00:36:12: 2017, it was less clear. How do you guarantee comfort
00:36:12 --> 00:36:14: in the climate of 2050 under carbon
00:36:14 --> 00:36:18: constraint, 3rd issue, urban biodiversity at the time of the
00:36:18 --> 00:36:19: 6th
00:36:19 --> 00:36:22: great extinction of species, how is that finally? You're making
00:36:22 --> 00:36:24: the living into the city more candidly.
00:36:24 --> 00:36:28: 5th, 4th issue, all that is matter saving the circular

00:36:28 --> 00:36:30: economy to make things simply.
00:36:30 --> 00:36:34: And then fifth stakes. To all that is universal inclusion,
00:36:34 --> 00:36:34: with
00:36:34 --> 00:36:36: a strong enough idea that the issue
00:36:36 --> 00:36:39: is not people very highly disabled, it
00:36:39 --> 00:36:41: is the polyhandicap. Basically, it
00:36:41 --> 00:36:43: is the general ageing of the population.
00:36:43 --> 00:36:46: Here and you see that in these
00:36:46 --> 00:36:49: 5 issues, digital does not appear. Digital is taken as
00:36:49 --> 00:36:51: a tool and not as a goal and 2nd the
00:36:51 --> 00:36:53: second element we were asked.
00:36:53 --> 00:36:56: You are being asked to have
00:36:56 --> 00:37:00: technological resilience, which means that you are being
asked that
00:37:00 --> 00:37:00: the
00:37:00 --> 00:37:02: technologies you deploy be, um, stable over time and not
00:37:02 --> 00:37:03: technology.
00:37:03 --> 00:37:07: Obsolescence would make it no longer have the way
00:37:07 --> 00:37:08: to say, relevance. So in 2024,
00:37:08 --> 00:37:10: in 2030.
00:37:10 --> 00:37:13: So what did we do about it?
00:37:13 --> 00:37:15: And that'll be my conclusion for this first one.
00:37:15 --> 00:37:18: That first moment on carbon on carbon.
00:37:18 --> 00:37:21: Today, the built set having
00:37:21 --> 00:37:23: been granted, we can say, we
00:37:23 --> 00:37:25: will wait, we will reach minus
00:37:25 --> 00:37:27: 45 percent, including at lcade.
00:37:27 --> 00:37:28: Minus 45 per cent who?
00:37:28 --> 00:37:30: Why it's so important. We are not quite at least
00:37:30 --> 00:37:33: 50 but less 45 percent compared to conventional
constructions.
00:37:33 --> 00:37:36: Why is that absolutely crucial?
00:37:36 --> 00:37:38: Because without any
00:37:38 --> 00:37:42: subsidies, without any subsidies, public funds are only
00:37:42 --> 00:37:46: used for development, i.e. wholesale purchase of land and
service.
00:37:46 --> 00:37:50: But the construction itself has no on so without any
00:37:50 --> 00:37:52: subsidies in the economy of
00:37:52 --> 00:37:56: Saint-Ouen, from Saint-Denis de l'ile-saint-denis, on the first
00:37:56 --> 00:37:58: Parisian crown, we can now,
00:37:58 --> 00:38:01: in 2021 2020, since the 2020 PCs with 2020 technologies
00:38:01 --> 00:38:02: on 300,000
00:38:02 --> 00:38:04: square meters, reach minus 45 per

00:38:04 --> 00:38:06: 100 carbon, that's normally, it's a goal.
00:38:06 --> 00:38:10: We have collectively 2030 today.
00:38:10 --> 00:38:13: In the first Parisian crown and therefore in all provincial
00:38:13 --> 00:38:14: prefectures,
00:38:14 --> 00:38:15: we can reach this 2030 goal.
00:38:15 --> 00:38:18: We can anticipate the low-carbon national strategy by 10
00:38:18 --> 00:38:20: years, that's what we're demonstrating.
00:38:20 --> 00:38:22: And it is true that there are buildings that go
00:38:22 --> 00:38:24: much further elsewhere in France.
00:38:24 --> 00:38:27: And St??phane, you've done things.
00:38:27 --> 00:38:29: Much bigger, much more advanced in Bordeaux,
00:38:29 --> 00:38:31: but it's a building and it took you 5 years
00:38:31 --> 00:38:32: to develop them.
00:38:32 --> 00:38:33: We had two years to design
00:38:33 --> 00:38:35: it. 6 months to see the PC and so today
00:38:35 --> 00:38:39: we are able to generalize technologies and therefore all of
00:38:39 --> 00:38:40: you who look at us.
00:38:40 --> 00:38:43: You are able to do this each in your operations
00:38:43 --> 00:38:46: in the operations on which you invest.
00:38:46 --> 00:38:48: So there, carbon, 2nd,
00:38:48 --> 00:38:49: 2nd climate scheme, we demonstrate
00:38:49 --> 00:38:54: that we are able to guarantee without air
00:38:54 --> 00:38:58: conditioning, comfort in the standard summer of 2050 which I
00:38:58 --> 00:39:02: remind you, was standard 2050. If the heatwave of 2003.
00:39:02 --> 00:39:04: No, but you're in
00:39:04 --> 00:39:05: France, told us it's not
00:39:05 --> 00:39:07: was hot, it's not been cold, it was standard and
00:39:08 --> 00:39:09: so we set standards of comfort of jerks.
00:39:09 --> 00:39:12: Comfort is no more than 160 hours.
00:39:12 --> 00:39:15: Also above 26 degrees in the hottest room of the
00:39:15 --> 00:39:16: hottest building.
00:39:16 --> 00:39:18: There you go. And Ben we reach this
00:39:18 --> 00:39:20: without air conditioning, which means that our grandchildren
or our
00:39:20 --> 00:39:21: children in 2050,
00:39:21 --> 00:39:23: if he wants to keep the level
00:39:23 --> 00:39:26: of comfort, is not enough, can easily add air conditioning
00:39:26 --> 00:39:29: or whatever they want to improve the thing.
00:39:29 --> 00:39:31: 3rd, 3rd issue, I pass the 5 3rd issue on
00:39:31 --> 00:39:34: the history of the material, we recycle,
00:39:34 --> 00:39:37: we reuse more than 92 percent of everything that was
00:39:37 --> 00:39:40: present on the site of the epic genre, knowing

00:39:40 --> 00:39:44: that when it industrial so everything that is present in
00:39:44 --> 00:39:47: matter is reused and we informed why can we not
00:39:47 --> 00:39:49: go beyond the 400 ,
00:39:49 --> 00:39:52: it is a whole that has never been achieved before.
00:39:52 --> 00:39:55: What is interesting, again basically, is not the
00:39:55 --> 00:39:57: nominal performance, it is
00:39:57 --> 00:39:59: that we are able to do it.
00:39:59 --> 00:40:02: In the economy, 200 Saint-Ouen and
00:40:02 --> 00:40:05: Saint-Denis today, with very little time and without public
subsidies.
00:40:05 --> 00:40:07: And that's what we've shown,
00:40:07 --> 00:40:10: it's going to allow others, because we document everything
we
00:40:10 --> 00:40:12: do to go further and generalize elsewhere.
00:40:12 --> 00:40:16: And that's a legacy beyond the 300 square meters built
00:40:16 --> 00:40:18: then on stage Saturday.
00:40:18 --> 00:40:22: Thank you very much, Nicolas, um, I would have a
00:40:22 --> 00:40:24: question for admitted
00:40:24 --> 00:40:28: following this, you heard and you know every day for
00:40:28 --> 00:40:30: almost 3 years of 2 years.
00:40:30 --> 00:40:33: Yes the time of design, it
00:40:33 --> 00:40:37: is an issue, an extremely strong ambition.
00:40:37 --> 00:40:41: How does it inspire you both as an architect, but
00:40:41 --> 00:40:44: also with your urbanist look?
00:40:44 --> 00:40:48: Uh, in the way of working.
00:40:48 --> 00:40:53: Projects, what are the ultimately particular issues that this
poses?
00:40:53 --> 00:40:57: So in my role as urban architect
00:40:57 --> 00:40:59: and coordinator, because I coordinate
00:40:59 --> 00:41:02: its architects, I'm not alone in releasing 52,000 square
meters.
00:41:02 --> 00:41:05: Uh, first of all, what's very important
00:41:05 --> 00:41:07: is the nesting game of the ladders.
00:41:07 --> 00:41:10: Uh, we have to make sense with our territory when
00:41:10 --> 00:41:13: we think about how we're going to make a quince
00:41:13 --> 00:41:15: island that's 52,000 square meters,
00:41:15 --> 00:41:17: which is already a big,
00:41:17 --> 00:41:18: very, very large dilo, you
00:41:18 --> 00:41:21: have to be alert, that you have to build an
00:41:21 --> 00:41:22: inclusive neighborhood.
00:41:22 --> 00:41:23: It's seven years, lever.
00:41:23 --> 00:41:26: For the common plain, it's also a
00:41:26 --> 00:41:29: neighborhood, it's a village and it's a neighborhood that is

00:41:29 --> 00:41:32: actually that doesn't actually have a context like one.
00:41:32 --> 00:41:35: Another urban context in which we find ourselves and with
00:41:35 --> 00:41:38: the opportunity to offer the stage to all already has
00:41:38 --> 00:41:40: this interweaving of important scale.
00:41:40 --> 00:41:41: And then also cats, architecture,
00:41:41 --> 00:41:43: hall and on it, the
00:41:43 --> 00:41:47: architectural quality that is requested and then also that we
00:41:47 --> 00:41:49: do 2 projects in one because at the same time
00:41:50 --> 00:41:51: we have to respond to a
00:41:51 --> 00:41:54: legacy, to create a neighborhood with quality housing.
00:41:54 --> 00:41:57: But also to quality housing for the athletes who will
00:41:58 --> 00:41:58: come.
00:41:58 --> 00:42:02: And then the constraints. Of course Mr. Ferrand said about
00:42:02 --> 00:42:07: the sustainable environment that are both technical
constraints and universal
00:42:07 --> 00:42:08: accessibility.
00:42:08 --> 00:42:11: When you have all these constraints there.
00:42:11 --> 00:42:15: You've got. I don't know how many actors that means.
00:42:15 --> 00:42:16: You have to have an attitude.
00:42:16 --> 00:42:19: I think that one of the attitudes we
00:42:19 --> 00:42:23: all have adopted is dialogue, dialogue with
00:42:23 --> 00:42:25: its context, dialogue with
00:42:25 --> 00:42:27: the actors, dialogue with everyone.
00:42:27 --> 00:42:30: And then also a dialogue with time because, today
00:42:30 --> 00:42:33: think about what we are going to do.
00:42:33 --> 00:42:36: But we have to be reversible and we have to
00:42:36 --> 00:42:37: be evolutionary over time.
00:42:37 --> 00:42:41: It requires at that time for me a method that
00:42:41 --> 00:42:41: is.
00:42:41 --> 00:42:44: What are the invariants and what is the variable?
00:42:44 --> 00:42:46: And it's also available,
00:42:46 --> 00:42:48: on every scale. For example,
00:42:48 --> 00:42:51: eloquence is the linchpin for me of the
00:42:51 --> 00:42:54: Olympic Village, because it is the pivot between the
00:42:54 --> 00:42:57: stage and Player, because we are located along the final
00:42:57 --> 00:42:58: street and the
00:42:58 --> 00:43:00: final myaux, which is a
00:43:00 --> 00:43:03: generous public space, free to traffic and that leads to
00:43:03 --> 00:43:04: the stage.
00:43:04 --> 00:43:07: We have an island that is made up of a
00:43:07 --> 00:43:11: large pedestal that is 252 meters long on which the
00:43:11 --> 00:43:12: dwellings are laid.

00:43:12 --> 00:43:16: But this base is the interface with.
00:43:16 --> 00:43:19: The scale of the metropolis counts one is facing the
00:43:19 --> 00:43:19: stage,
00:43:19 --> 00:43:22: it is the interface with
00:43:22 --> 00:43:26: the neighborhood, with the accommodations. And it was
conceived precisely
00:43:26 --> 00:43:26: as a capable
00:43:26 --> 00:43:30: space, an infrastructure that adapts to its
00:43:30 --> 00:43:32: environment, not only its programmatic
00:43:32 --> 00:43:34: environment, which is the city of
00:43:34 --> 00:43:36: cinema, the scene, the final
00:43:36 --> 00:43:39: my, but also the topography that is very very complex
00:43:39 --> 00:43:40: on the site.
00:43:40 --> 00:43:43: And then that's a capable volume.
00:43:43 --> 00:43:45: And that has a program
00:43:45 --> 00:43:49: precisely, the social sports club, and then also of shops
00:43:49 --> 00:43:50: and activities,
00:43:50 --> 00:43:55: but which allow precisely to respond to this idea of
00:43:55 --> 00:44:00: integration, the integration of young people, the integration of
the
00:44:00 --> 00:44:02: elderly through sport, the
00:44:02 --> 00:44:04: collab the social economy
00:44:04 --> 00:44:08: solidarity, sharing, how we share, how we
00:44:08 --> 00:44:11: live together around a dense forest, which offers the
00:44:11 --> 00:44:13: other freshness and quality of life , and which also
00:44:13 --> 00:44:14: offers migratory birds.
00:44:14 --> 00:44:17: Breaks in their journey when they're going to do it,
00:44:17 --> 00:44:20: you see this multiplication of things.
00:44:20 --> 00:44:23: But what is especially important is
00:44:23 --> 00:44:25: that we also have a buyer,
00:44:25 --> 00:44:28: an investor, lcade, the Caisse des
00:44:28 --> 00:44:32: d??p??ts, which takes the entire base that guarantees the
quality
00:44:32 --> 00:44:36: of the programming and guarantees the sustainability of the
operation.
00:44:36 --> 00:44:40: Because, in fact, building a neighborhood at once is a
00:44:40 --> 00:44:45: risk-taking and requires operational tools also to be able to
00:44:45 --> 00:44:46: guarantee.
00:44:46 --> 00:44:47: As soon as you live
00:44:47 --> 00:44:48: there, everything works.
00:44:52 --> 00:44:54: Thank you very much
00:44:54 --> 00:44:58: and a half. Emmanuel, me, the question I want to
00:44:58 --> 00:44:58: ask you as

00:44:58 --> 00:45:01: a promoter is, it's still quite a challenge.
00:45:01 --> 00:45:03: It's still quite a risk, very,
00:45:03 --> 00:45:07: very complicated. Why are you embarking on a project that
00:45:07 --> 00:45:07: is certainly
00:45:07 --> 00:45:10: emblematic, but complex? Well, what is that?
00:45:10 --> 00:45:12: What is your motivation in one,
00:45:12 --> 00:45:16: in such an adventure? It's kind of like it's at
00:45:16 --> 00:45:17: the end of the chain,
00:45:17 --> 00:45:21: that's right, that is, when you start from very high
00:45:21 --> 00:45:22: with the IOC.
00:45:22 --> 00:45:24: With the French state and its armed arms solido and.
00:45:24 --> 00:45:26: And the urban planner. And then at the end of
00:45:26 --> 00:45:27: the chain,
00:45:27 --> 00:45:29: this is how we make
00:45:29 --> 00:45:32: it, how do we already deliver what I would like
00:45:32 --> 00:45:34: to say is that it is indeed extremely
00:45:34 --> 00:45:36: complicated, but it is also extremely rewarding,
00:45:36 --> 00:45:41: both in learning in know-how and then in sharing experience
00:45:41 --> 00:45:45: also with our owners and in particular with the team
00:45:45 --> 00:45:46: of solidarity.
00:45:46 --> 00:45:48: Which is what's very strong,
00:45:48 --> 00:45:49: what is most striking?
00:45:49 --> 00:45:51: No doubt, we talked about it a lot.
00:45:51 --> 00:45:53: It's low carbon performance.
00:45:53 --> 00:45:55: So the promoter that I am,
00:45:55 --> 00:45:57: Nicolas, allows himself to round a little.
00:45:57 --> 00:45:58: We're going to say we have.
00:45:58 --> 00:46:01: We divided by 2 with 700 kilos per square
00:46:01 --> 00:46:05: meter, we divided by 2 the classic performance of
00:46:05 --> 00:46:07: a regulatory building, so it's extremely ambitious.
00:46:07 --> 00:46:12: Of course, this comes with an extremely efficient wood
00:46:12 --> 00:46:15: construction, floor beams and then and and and posts
obviously
00:46:15 --> 00:46:16: with a concrete core of concrete.
00:46:16 --> 00:46:19: Carbon but what is probably the most striking
00:46:19 --> 00:46:23: is that we give up nothing besides his performances.
00:46:23 --> 00:46:25: Example on low carbon construction, we
00:46:25 --> 00:46:27: give up nothing in thermal comfort.
00:46:27 --> 00:46:29: Nicolas, we talked, we are,
00:46:29 --> 00:46:32: we respond to the challenges of climate 2050 with a
00:46:32 --> 00:46:36: wood structure so we must compensate for the lack of
00:46:36 --> 00:46:39: inertia that we know with wood by other designs

00:46:39 --> 00:46:43: and in particular bioclimatic
00:46:43 --> 00:46:45: architecture. In particular, this urban forest
00:46:45 --> 00:46:47: is 3000 square meters, an island of freshness that is
00:46:47 --> 00:46:48: going to drop several degrees.
00:46:48 --> 00:46:51: The temperature in front of heat and therefore each
00:46:51 --> 00:46:55: time, we are on contradictory technical injunctions to which
we
00:46:55 --> 00:46:55: must respond and.
00:46:55 --> 00:46:57: And it's both extremely,
00:46:57 --> 00:47:01: extremely difficult and and. And again extremely rewarding.
00:47:01 --> 00:47:03: We can do this because we have the conviction of
00:47:03 --> 00:47:06: the creation of collective urban value admitted has talked
about
00:47:06 --> 00:47:08: it and I would like to thank,
00:47:08 --> 00:47:10: but our associates one. So what is the Caisse de
00:47:10 --> 00:47:13: d??p??t group with the bank of the territories.
00:47:13 --> 00:47:16: It is DC habitat and tertiary land that invest alongside
00:47:16 --> 00:47:19: us in this creation of safe value who actually believe
00:47:19 --> 00:47:20: in this neighborhood.
00:47:20 --> 00:47:22: Because, before making the Olympic Village, we design
00:47:22 --> 00:47:26: a city district that will be for a few weeks
00:47:26 --> 00:47:27: for a while.
00:47:27 --> 00:47:29: Indeed, the athletes' village.
00:47:29 --> 00:47:31: But it is above all a city district.
00:47:31 --> 00:47:32: And it is in this
00:47:32 --> 00:47:35: neighbourhood, in this urban district, that we place the
conviction
00:47:35 --> 00:47:37: of our customers that our clients have placed their conviction
00:47:37 --> 00:47:39: and that finances somewhere.
00:47:39 --> 00:47:40: It's. It is this ambition,
00:47:40 --> 00:47:43: therefore, contradictory injunctions, but in any case.
00:47:43 --> 00:47:46: A panel of excellent singing that develops on all sides.
00:47:46 --> 00:47:48: We're going to say. Another
00:47:48 --> 00:47:53: example is universal accessibility. But of course, we
00:47:53 --> 00:47:55: welcome Paralympic athletes, so all
00:47:55 --> 00:47:59: our bathrooms, all our fields. Finally, all the buildings are
00:47:59 --> 00:48:01: accessible but reversible in a
00:48:01 --> 00:48:03: 3-room apartment opposite, OJ is a
00:48:03 --> 00:48:05: bedroom, a bathroom, a living room that goes with a
00:48:05 --> 00:48:06: built-in shower tray.
00:48:06 --> 00:48:10: It sounds anecdotal, but it all makes jurisprudence,
00:48:10 --> 00:48:11: at least on 3
00:48:11 --> 00:48:13: themes, with what we develop.

00:48:13 --> 00:48:16: Alongside our architects and the ideal soil team have made
00:48:16 --> 00:48:18: jurisprudence on fire safety.
00:48:18 --> 00:48:21: St??phane, you know the subject well also for having
experienced
00:48:21 --> 00:48:23: it in Bordeaux have made jurisprudence on.
00:48:23 --> 00:48:26: Suggestions of fa??ade with attacks that allow us to hang
00:48:26 --> 00:48:29: ceramics of the terracotta on our structures,
00:48:29 --> 00:48:31: on their wooden structure, on the bathrooms.
00:48:31 --> 00:48:34: So that's when I said it's extremely rewarding.
00:48:34 --> 00:48:37: In fact, it is a training and learning centre that
00:48:37 --> 00:48:39: is exceptional and resonates.
00:48:39 --> 00:48:42: There is a lot of talk about the international sounding
00:48:42 --> 00:48:43: board of know-how.
00:48:43 --> 00:48:46: Urban development in France that is showcased, but
00:48:46 --> 00:48:49: it is also very important internally in the company.
00:48:49 --> 00:48:52: At Icade, it is almost in real time an ability
00:48:52 --> 00:48:56: to transmit know-how that we will then be able to
00:48:56 --> 00:48:56: test on
00:48:56 --> 00:48:59: other operations, construction, wood construction in
particular.
00:48:59 --> 00:49:02: Of course, all our corporate
00:49:02 --> 00:49:03: cross-cutting functions, whether technical
00:49:03 --> 00:49:07: or legal, are in real time alongside the project team,
00:49:07 --> 00:49:10: the project team is of course the diktate collaborators of
00:49:10 --> 00:49:12: our ideal soil partners
00:49:12 --> 00:49:14: of our architects, our urban planners, our design offices.
00:49:14 --> 00:49:15: And that's enriching.
00:49:15 --> 00:49:19: It fuels the know-how of our teams throughout the country,
00:49:19 --> 00:49:19: almost
00:49:19 --> 00:49:22: in real time and therefore it is extremely rewarding.
00:49:22 --> 00:49:23: Complicated but rewarding.
00:49:27 --> 00:49:30: When we hear you Emmanuelli and a half,
00:49:30 --> 00:49:34: I, I'm tempted to ask you a question.
00:49:34 --> 00:49:35: It's compared to.
00:49:35 --> 00:49:39: In S??te, this issue which is hosting 2 times 2
00:49:39 --> 00:49:43: weeks an event on very particular audiences and at the
00:49:43 --> 00:49:47: same time keep making sure that neighborhood that is
00:49:47 --> 00:49:50: behind it works. In
00:49:50 --> 00:49:54: the end, and this first constraint of the Olympic period,
00:49:54 --> 00:49:58: it is rather an opportunity. Rather, it is
00:49:58 --> 00:50:00: an additional constraint, a factor of new freedom.
00:50:04 --> 00:50:06: And Nicholas III that you also wanted to react,
00:50:06 --> 00:50:10: are you for me, it's the 3.

00:50:10 --> 00:50:12: It's not either, it's the
00:50:12 --> 00:50:15: 3. There are technical constraints, low carbon
00:50:15 --> 00:50:17: for example, but that
00:50:17 --> 00:50:21: allows to make attacks and that I hope will become
00:50:21 --> 00:50:24: dtu because it is necessary because, in
00:50:24 --> 00:50:26: trouble to have the level
00:50:26 --> 00:50:29: e, 3C 2 and in our case we have a
00:50:29 --> 00:50:34: base that is obviously built with a concrete structure and
00:50:34 --> 00:50:35: then we are under
00:50:35 --> 00:50:39: construction , wood floor, beams, fa??ade, wood for all
buildings
00:50:40 --> 00:50:41: and floor beams.
00:50:41 --> 00:50:44: For small buildings. And then the buildings of the 4th
00:50:44 --> 00:50:44: family,
00:50:44 --> 00:50:47: it is rather a low carbon concrete
00:50:47 --> 00:50:50: structure, but always with the wood fa??ade.
00:50:50 --> 00:50:53: But there are fa??ade materials that don't have the,
00:50:53 --> 00:50:56: that don't have the dtu to be put in place.
00:50:56 --> 00:50:58: So we're doing attacks, atex.
00:50:58 --> 00:50:59: For this project, I
00:50:59 --> 00:51:03: very much hope that it becomes dtu because we can
00:51:04 --> 00:51:05: do it is very important.
00:51:05 --> 00:51:09: After um, it's also the question of housing itself and
00:51:09 --> 00:51:11: living it together.
00:51:11 --> 00:51:14: We have for example the compulsion to do I will
00:51:14 --> 00:51:16: use a word that is a bit
00:51:16 --> 00:51:20: weird, a space of refuge but some space that allows
00:51:20 --> 00:51:20: people.
00:51:20 --> 00:51:24: On the scale, from the building to the island scale
00:51:24 --> 00:51:27: and to the district level to find a place of
00:51:27 --> 00:51:28: freshness for,
00:51:28 --> 00:51:30: in a case of a large heat wave or a
00:51:30 --> 00:51:33: case of an environmental problem.
00:51:33 --> 00:51:36: Since then takes refuge and find comfort.
00:51:36 --> 00:51:39: And that's also a place of conviviality.
00:51:39 --> 00:51:43: It is places, sharing and exchanges between the people who
00:51:43 --> 00:51:44: live,
00:51:44 --> 00:51:46: which is very important today.
00:51:46 --> 00:51:49: And then our accommodations. Emmanuel said,
00:51:49 --> 00:51:51: his big, we have accessibility.
00:51:51 --> 00:51:53: Universal, we have large rooms, we
00:51:53 --> 00:51:54: have large corridors, it's great.

00:51:54 --> 00:51:58: And then we work as an artist because we also
00:51:58 --> 00:52:00: integrate the artistic work.
00:52:00 --> 00:52:03: We don't talk about it, but we only work
00:52:03 --> 00:52:05: for an artist, it's just opportunities and opportunities.
00:52:05 --> 00:52:09: And then we are given our owner with solidarity,
00:52:09 --> 00:52:12: gives us the means to do so.
00:52:12 --> 00:52:14: Which is also extremely important.
00:52:14 --> 00:52:16: And then I'd like to bounce back on the means.
00:52:16 --> 00:52:18: It is true that it is a chance.
00:52:18 --> 00:52:21: First of all it is, it's even le.de start.
00:52:21 --> 00:52:23: Both because it's in terms of
00:52:23 --> 00:52:26: image, it's all that allows us to shine on this
00:52:26 --> 00:52:27: project.
00:52:27 --> 00:52:28: But it is also means.
00:52:28 --> 00:52:31: I will give 22 examples of the means that we
00:52:31 --> 00:52:32: are given precisely
00:52:32 --> 00:52:34: thanks to these Olympics. The
00:52:34 --> 00:52:36: first example Nicolas spoke of is re-employment.
00:52:36 --> 00:52:38: To say that we are obviously in a reversibility.
00:52:38 --> 00:52:41: To say that we welcome the athletes and then it
00:52:41 --> 00:52:42: becomes a neighborhood,
00:52:42 --> 00:52:45: So 75. So many materials will be
00:52:45 --> 00:52:48: deposited, the partitions for example that will make
00:52:48 --> 00:52:51: the rooms, the bathrooms 75 percent of these materials will
00:52:51 --> 00:52:52: be reused on the site.
00:52:52 --> 00:52:55: And so this know-how is a chance to be able
00:52:55 --> 00:52:57: to acquire it thanks to the means we have with
00:52:57 --> 00:52:58: them.
00:52:58 --> 00:52:59: With the Olympics. 2nd
00:52:59 --> 00:53:01: example, it is an endowment fund to innovate and.
00:53:01 --> 00:53:05: And we have a building called the cycle building which
00:53:05 --> 00:53:05: is exceptional.
00:53:05 --> 00:53:07: In terms of resources,
00:53:07 --> 00:53:08: it is a building.
00:53:08 --> 00:53:12: 0 waste, ie it embarks and one would not do
00:53:12 --> 00:53:14: it in a classic economy,
00:53:14 --> 00:53:18: solid and assume. Setting up an endowment fund is several
00:53:18 --> 00:53:18: million,
00:53:18 --> 00:53:21: it's 2 million for this more than 2 million for
00:53:21 --> 00:53:22: this building there.
00:53:22 --> 00:53:26: Which allows us to develop with the water giants eh
00:53:26 --> 00:53:27: it is Suez and Veolia,

00:53:27 --> 00:53:30: but also a whole ecosystem of start-ups that allows us
00:53:30 --> 00:53:34: to develop a building that carries with it almost micro
00:53:34 --> 00:53:37: treatment plants micro drinking water plants
00:53:37 --> 00:53:39: and that feeds a local composting industry.
00:53:39 --> 00:53:41: Thanks then it's
00:53:41 --> 00:53:45: very complicated, it's dynamic nanofiltration with porcelain
discs.
00:53:45 --> 00:53:47: Suffice to say that we will not embark on the
00:53:47 --> 00:53:50: explanation of the and and it is not yet completely
00:53:50 --> 00:53:51: completed.
00:53:51 --> 00:53:54: We are in real-time innovation and one of the important
00:53:54 --> 00:53:54: elements.
00:53:54 --> 00:53:56: It's. It's. It's from.
00:53:56 --> 00:53:58: To frame it when you were talking about the stopwatch
00:53:58 --> 00:53:59: in your head.
00:53:59 --> 00:54:01: He is at Nicolas, he is with all of
00:54:01 --> 00:54:03: us, that is to say that
00:54:03 --> 00:54:06: all these innovations, all these construction issues
00:54:06 --> 00:54:09: to the best standards, that can exist, it is done
00:54:09 --> 00:54:10: in a calendar that
00:54:10 --> 00:54:12: at the pace of the race, ie we were appointed
00:54:12 --> 00:54:13: a little over a year
00:54:13 --> 00:54:15: ago, we attack the work in 2 months so it
00:54:15 --> 00:54:15: is.
00:54:15 --> 00:54:18: It's an issue of time that we're winning which is
00:54:18 --> 00:54:22: exceptional and that makes us very proud collectively
because in
00:54:22 --> 00:54:23: fact this performance we
00:54:23 --> 00:54:25: don't know, we don't know there.
00:54:25 --> 00:54:26: We can sequence the scope
00:54:26 --> 00:54:29: collectively, together with the public contractor and then with
our
00:54:29 --> 00:54:30: companies.
00:54:30 --> 00:54:32: And I'd like to say a word about the people
00:54:32 --> 00:54:33: who are with us, too.
00:54:33 --> 00:54:35: Because when I say we're at the end of
00:54:35 --> 00:54:36: the chain, it's not quite true.
00:54:36 --> 00:54:39: To say that behind us there are still companies and
00:54:39 --> 00:54:42: companions who will realize that they will build and and
00:54:42 --> 00:54:44: his companions this company with their design office
00:54:44 --> 00:54:47: they have climbed upstream from the start at our side
00:54:47 --> 00:54:50: precisely to design together and to make the cost profitable.
00:54:50 --> 00:54:52: There is an economic scale that is very important and

00:54:52 --> 00:54:53: so it is.

00:54:53 --> 00:54:56: It's a beautiful issue. I could see you,

00:54:56 --> 00:54:59: Nicolas, seeing you react too.

00:54:59 --> 00:55:03: On this question of finally hosting 2 times 15 days,

00:55:03 --> 00:55:06: what does that mean?

00:55:06 --> 00:55:10: You have to realize that for 2 times 15

00:55:10 --> 00:55:13: days, we have the world that

00:55:13 --> 00:55:18: comes to us, that is, we have 15,000 athletes coming.

00:55:18 --> 00:55:21: Who are extremely demanding and who will live for 15

00:55:21 --> 00:55:22: days in 2

00:55:22 --> 00:55:25: places, the Olympic Village. And then the stadiums in which

00:55:25 --> 00:55:28: they will compete and so they will have as a

00:55:28 --> 00:55:30: fundamental image of France the Olympic Village.

00:55:30 --> 00:55:32: And so it has to be perfect.

00:55:32 --> 00:55:35: It is necessary that the experience they have of this,

00:55:35 --> 00:55:38: this, this great neighborhood is perfect and therefore we have

00:55:38 --> 00:55:39: a requirement.

00:55:39 --> 00:55:43: One requirement is that on 31/12/2023, when all the

00:55:43 --> 00:55:45: buildings

00:55:45 --> 00:55:47: are transferred to the

00:55:47 --> 00:55:48: cogo, it is in working order.

00:55:48 --> 00:55:50: 0 defect.

00:55:50 --> 00:55:53: And that's an extraordinary opportunity, and

00:55:53 --> 00:55:53: I say it in front of all of you who

00:55:53 --> 00:55:55: are

00:55:55 --> 00:55:57: building in eggs, it means that,

00:55:57 --> 00:56:00: basically, we are committed to the pig that in

00:56:00 --> 00:56:02: March, all reserves are lifted and that the level of

00:56:02 --> 00:56:06: performance of the buildings is perfect.

00:56:06 --> 00:56:06: How many of you today can say that 2 months

00:56:06 --> 00:56:08: after

00:56:08 --> 00:56:11: receipt, all reservations are lifted?

00:56:11 --> 00:56:14: Well that is a requirement that welcoming the world we

00:56:14 --> 00:56:16: have and I hope that there too it would make

00:56:16 --> 00:56:18: sense to learn for the builders, the

00:56:18 --> 00:56:20: promoters of the prime contractor.

00:56:20 --> 00:56:22: It's a first point and

00:56:22 --> 00:56:24: that, we wouldn't have it, so we have

00:56:24 --> 00:56:24: to say, we wouldn't have it if we didn't have

00:56:24 --> 00:56:28: that requirement.

00:56:28 --> 00:56:28: Second thing, open up, jump on what Manuel just said.

00:56:28 --> 00:56:30: We are actually doing

00:56:30 --> 00:56:32: innovation, um, breaking up, why are we not doing more?
00:56:32 --> 00:56:34: So we have this endowment
00:56:34 --> 00:56:37: fund, the 50 million euros to make breakthrough innovations like
00:56:37 --> 00:56:39: the Icade building on the 0th
00:56:39 --> 00:56:41: waste, we have a building with Nexity on performance
00:56:41 --> 00:56:43: contracts, on indoor air
00:56:43 --> 00:56:45: quality, that sort of thing. These are innovations.
00:56:45 --> 00:56:47: The hospital almost does not
00:56:47 --> 00:56:49: do more, because precisely, as we welcome
00:56:49 --> 00:56:51: the world, we cannot have innovations that do not work
00:56:51 --> 00:56:53: perfectly and that are generalized.
00:56:53 --> 00:56:55: Put yourself in Bordeaux with the Bordeaux tram,
00:56:55 --> 00:56:59: you have the absence of an extraordinary Bordeaux tram catenary.
00:56:59 --> 00:57:01: Great innovation, if only for a month, it
00:57:01 --> 00:57:04: will work. And imagine that for a month,
00:57:04 --> 00:57:08: in August 2024, the extraordinary innovation that we have generalized
00:57:08 --> 00:57:10: throughout the village does not work.
00:57:10 --> 00:57:12: At that point, we are ridiculous and it is the
00:57:12 --> 00:57:14: whole construction industry.
00:57:14 --> 00:57:16: It's the whole industry related to the city.
00:57:16 --> 00:57:19: Who suddenly, by with a ball in the foot international
00:57:19 --> 00:57:22: and so we have this question and we had this
00:57:22 --> 00:57:24: question and it's complicated debate.
00:57:24 --> 00:57:25: At the end of 2017, the
00:57:25 --> 00:57:28: beginning of 2018, or are we putting the effort on
00:57:28 --> 00:57:30: and so we are generalizing the subjects on
00:57:30 --> 00:57:32: which we are, we felt that the technologies
00:57:32 --> 00:57:34: were mature, that is the whole issue of carbon.
00:57:34 --> 00:57:38: And then occasionally, we make the innovation of rupture by
00:57:38 --> 00:57:40: thinking that if on a building bah it does not
00:57:41 --> 00:57:41: work
00:57:41 --> 00:57:42: perfectly, it will not see.
00:57:42 --> 00:57:46: That was, that's the reasoning.
00:57:46 --> 00:57:50: I have. I want to ask you once a question
00:57:50 --> 00:57:52: to all 4 on this.
00:57:52 --> 00:57:56: We've seen quite insane level of
00:57:56 --> 00:58:01: ambition, um, schedule requirements, reserve requirements,
00:58:01 --> 00:58:04: um. We're going to make it.
00:58:04 --> 00:58:05: E.
00:58:10 --> 00:58:11: So I answer first,

00:58:11 --> 00:58:15: I answer the first one today we are 14/1/2021.
00:58:15 --> 00:58:19: We are exactly in the calendar that we announced in
00:58:19 --> 00:58:20: November 2017.
00:58:20 --> 00:58:23: That is to say, we have on the Olympic Village
00:58:23 --> 00:58:26: all the building permits obtained last December.
00:58:26 --> 00:58:29: We are going to start the major construction projects of
00:58:29 --> 00:58:30: the Olympic Village.
00:58:30 --> 00:58:33: Wages for both building construction sites.
00:58:33 --> 00:58:37: But we have a dozen owners because the village.
00:58:37 --> 00:58:41: The athletes' village is much more than just buildings in
00:58:41 --> 00:58:42: the process of
00:58:42 --> 00:58:45: the interchange, et cetera. We start construction next March,
agreeing
00:58:45 --> 00:58:48: next summer the Olympic Village, it is
00:58:48 --> 00:58:51: more than 4000 companions who will be gathered on 40
00:58:51 --> 00:58:54: hectares 40 cranes that will turn 400 trucks a
00:58:54 --> 00:58:56: day, it will be the largest monocytes project in France
00:58:56 --> 00:58:58: before the SG p before all this.
00:58:58 --> 00:59:01: And so we are absolutely serene and we are all
00:59:01 --> 00:59:02: the
00:59:02 --> 00:59:04: more serene because, starting the construction sites
00:59:04 --> 00:59:07: in spring 2021, ie 3 years or so before delivery.
00:59:07 --> 00:59:12: We are collectively giving margins to be able to absorb
00:59:12 --> 00:59:14: a quarter of stoppages.
00:59:14 --> 00:59:16: 1910 floods, major heatwave,
00:59:16 --> 00:59:19: social movements that become uncontrollable.
00:59:19 --> 00:59:21: The pandemic was not anticipated.
00:59:21 --> 00:59:22: When we said, and
00:59:22 --> 00:59:23: this was three years ago.
00:59:23 --> 00:59:24: What I'm telling you,
00:59:24 --> 00:59:26: we didn't foresee the
00:59:26 --> 00:59:29: pandemic, but in the pandemic we could have absorbed what
00:59:29 --> 00:59:30: we planned.
00:59:30 --> 00:59:33: 3 months of interruption the construction sites thank you so
00:59:33 --> 00:59:34: here we go with.
00:59:34 --> 00:59:36: One, a team in 18 if you
00:59:36 --> 00:59:39: will, with normal construction schedules and, um, we start
00:59:39 --> 00:59:42: there and so we gave ourselves up which means that
00:59:42 --> 00:59:44: if we have one of these major events, if we
00:59:44 --> 00:59:47: have a major accident that interrupts the construction sites,
00:59:47 --> 00:59:50: we can accelerate the pace and we are still able
00:59:50 --> 00:59:53: to deliver without putting ourselves collectively risk.

00:59:53 --> 00:59:55: There you go. So, yes, I'm serene but I think
00:59:55 --> 00:59:57: with our architects,
00:59:57 --> 00:59:59: with our public
00:59:59 --> 01:00:01: contractor, we are inventing something.
01:00:01 --> 01:00:03: I take the example of late penalties,
01:00:03 --> 01:00:06: it is a subject that will disappear.
01:00:06 --> 01:00:08: No, but we don't even talk about it.
01:00:08 --> 01:00:10: No, but we are in a calendar that is extremely
01:00:10 --> 01:00:11: tight, but
01:00:11 --> 01:00:13: in the end, it is more the subject.
01:00:13 --> 01:00:15: Late penalties, we are in a shared project, a
01:00:15 --> 01:00:18: shared goal and we are faced with this responsibility.
01:00:18 --> 01:00:21: Each of us, we have it by bringing it
01:00:21 --> 01:00:23: to its, its level and its scale and its scale.
01:00:23 --> 01:00:26: And again, without giving up anything because we're talking
01:00:26 --> 01:00:26: about
01:00:26 --> 01:00:26: our companies pi.
01:00:26 --> 01:00:29: And I have, they are themselves completely in the game
01:00:29 --> 01:00:32: of inclusion for example on the territory of 93 that
01:00:32 --> 01:00:34: needs to be helped this territory there
01:00:34 --> 01:00:36: we have 25 percent of our markets.
01:00:36 --> 01:00:38: Who have passed with SMEs in the territory 10 per
01:00:38 --> 01:00:38: cent,
01:00:38 --> 01:00:41: that is a goal that is extremely ambitious.
01:00:41 --> 01:00:43: We don't know yet if we're going to make it.
01:00:43 --> 01:00:44: In any case, we have it in our sights.
01:00:44 --> 01:00:47: That's 10 per cent of the hours worked that will
01:00:47 --> 01:00:48: be filled by insertion
01:00:48 --> 01:00:50: jobs, so that's it's it's that's it."
01:00:50 --> 01:00:53: It is these injunctions that go in all directions and
01:00:53 --> 01:00:55: are those extenders who are facing us and that will
01:00:55 --> 01:00:57: have to be resolved to cross the finish line
01:00:57 --> 01:00:59: victoriously.
01:00:59 --> 01:01:03: I would just like to say, why have we come
01:01:03 --> 01:01:06: this far and we are on time?
01:01:06 --> 01:01:10: It is that one, we had a program pre-established by
01:01:10 --> 01:01:13: the solid yo, extremely precise, had
01:01:13 --> 01:01:18: a specification, urban prescriptions, architectural, landscape
01:01:18 --> 01:01:23: of
01:01:18 --> 01:01:23: the team Dominique Perrault, extremely precise, we had I do
01:01:23 --> 01:01:27: not know how many workshops and dialogues and
01:01:27 --> 01:01:30: handovers
01:01:27 --> 01:01:30: of file meetings, but with extremely precise answers.

01:01:30 --> 01:01:33: That is, if there were
01:01:33 --> 01:01:37: not that precision, or in the way we were
01:01:37 --> 01:01:40: asked, but also how we are given answers.
01:01:40 --> 01:01:41: Uh, we wouldn't be here,
01:01:41 --> 01:01:45: and that's it. That's also the confidence we have in
01:01:45 --> 01:01:47: each other and listening, and
01:01:47 --> 01:01:49: that's really it. Everything is
01:01:49 --> 01:01:52: very, very precise and everything is extremely closely
followed.
01:01:52 --> 01:01:55: Which is exceptional, which sometimes and scary,
01:01:55 --> 01:01:59: but which is still a very very high quality and
01:01:59 --> 01:02:00: which helps us all.
01:02:00 --> 01:02:01: I think both, it
01:02:01 --> 01:02:04: keeps the architects and there solidity.
01:02:04 --> 01:02:07: And that's extremely important in the way.
01:02:07 --> 01:02:11: How has all this been put in place and will
01:02:11 --> 01:02:13: continue to be put in place?
01:02:13 --> 01:02:17: I. I'll sum it up. We need to capitalize not
01:02:17 --> 01:02:19: only on innovations
01:02:19 --> 01:02:22: on sustainable development, all that, but also on how
developers
01:02:22 --> 01:02:23: work with developers.
01:02:23 --> 01:02:26: I, I close this parenthesis that I apply to me,
01:02:26 --> 01:02:28: to myself.
01:02:28 --> 01:02:31: Mary her throat, I would like you to ask yourself
01:02:32 --> 01:02:34: perhaps at the conclusion of this
01:02:34 --> 01:02:36: round table, a question, you said
01:02:36 --> 01:02:38: earlier, but it is Olympic and.
01:02:38 --> 01:02:41: And you yourself, you do not follow that Guy August
01:02:41 --> 01:02:45: 2024 you follow and you have followed and you will
01:02:45 --> 01:02:46: follow many more.
01:02:46 --> 01:02:50: How you capitalize and how you also benefit from the
01:02:50 --> 01:02:54: different host cities or host territory from the return of
01:02:54 --> 01:02:59: cross-experience between different territories with
approaches.
01:02:59 --> 01:03:03: Olympic Games that can be both convergent in relation to
01:03:03 --> 01:03:07: the wine calendar you mentioned but also with the specifics
01:03:07 --> 01:03:08: of coca
01:03:08 --> 01:03:11: culture or particular territory?
01:03:11 --> 01:03:14: So first, we try to actually facilitate the transfer of
01:03:14 --> 01:03:17: knowledge from one edition to another.
01:03:17 --> 01:03:20: So between past editions and editions under development,
but also

01:03:20 --> 01:03:24: between the different editions I've told you about, which
01:03:24 --> 01:03:27: are in preparation. So we were doing the exchanges
01:03:27 --> 01:03:30: between Paris, Tokyo, Beijing, Milan Cortina and Los Angeles.

01:03:30 --> 01:03:31: But what is important
01:03:31 --> 01:03:33: is that we facilitate the
01:03:33 --> 01:03:35: exchanges, but we do not codify too
01:03:35 --> 01:03:37: much because, as we have seen, each case is very
01:03:37 --> 01:03:37: different.

01:03:37 --> 01:03:40: So what's really important is to be
01:03:40 --> 01:03:44: able to contribute. The best expertise to contribute a specific
01:03:44 --> 01:03:46: project, that is his first thing.

01:03:46 --> 01:03:47: What is also important to us,
01:03:47 --> 01:03:50: because we have seen, we have talked about many specific
01:03:50 --> 01:03:50: cases,
01:03:50 --> 01:03:53: is to have the view over a century.

01:03:53 --> 01:03:55: And finally, we forget a little.
01:03:55 --> 01:03:57: It's. It's that vision together.

01:03:57 --> 01:04:01: We're talking about an edition and what each AA edition
01:04:01 --> 01:04:02: manages to achieve.

01:04:02 --> 01:04:05: But finally, if we look over a century on the
01:04:05 --> 01:04:06: whole
01:04:06 --> 01:04:09: world, as we saw on the map at the very
01:04:09 --> 01:04:12: beginning, for example on 50 stadium of the Olympics that
01:04:12 --> 01:04:13: were built,
01:04:13 --> 01:04:15: 41 are still used. Uh.

01:04:15 --> 01:04:18: 4 was temporary or on the Olympic Villages on 44
01:04:18 --> 01:04:18: 38,
01:04:18 --> 01:04:22: which is still in operation so it's important for
01:04:22 --> 01:04:25: us, it's not just. That we manage to deliver
01:04:25 --> 01:04:26: the games, and that, I
01:04:26 --> 01:04:28: have no doubt, or the constructions for the games.
01:04:28 --> 01:04:30: I have no doubt that this is the case and
01:04:30 --> 01:04:30: we have.

01:04:30 --> 01:04:33: A number of key success factors have been re-scored
earlier,
01:04:33 --> 01:04:34: visibility, the means
01:04:34 --> 01:04:38: committed to the immutable deadline and the spirit of
01:04:38 --> 01:04:41: overtaking, so that the games and constructions for the
games
01:04:41 --> 01:04:42: are delivered.

01:04:42 --> 01:04:43: There's no doubt about it.
01:04:43 --> 01:04:46: What is important for us is the afterthelery and how

01:04:46 --> 01:04:48: to be a decade years later,
01:04:48 --> 01:04:51: this infrastructure will live and that is what we are
01:04:51 --> 01:04:52: working on
01:04:52 --> 01:04:54: now, it is really to make this inventory.
01:04:54 --> 01:04:58: And to build the partnership with host cities and with
01:04:58 --> 01:05:02: the entities that manages the legacy of the games so
01:05:02 --> 01:05:07: that this legacy can last many decades after the games.
01:05:07 --> 01:05:08: And when the organizing committee no longer exists?
01:05:11 --> 01:05:14: Thank you very much thank you ahah to all of
01:05:14 --> 01:05:19: your investment of the state of mind that also animates
01:05:19 --> 01:05:22: you because I hope it will be contagious.
01:05:22 --> 01:05:26: Uh, other things are contagious right now,
01:05:26 --> 01:05:31: but. But that's the spirit of partnership with an ambitious,
01:05:31 --> 01:05:32: common
01:05:32 --> 01:05:36: goal, we all need it and our real estate industry.
01:05:36 --> 01:05:38: We also need, um,
01:05:38 --> 01:05:44: maybe just ask a few questions since and.
01:05:44 --> 01:05:48: Internet users who are around us in
01:05:48 --> 01:05:52: no, I connect on the platform.
01:05:52 --> 01:05:52: Uh.
01:05:55 --> 01:05:57: I'm not sure he has any.
01:05:59 --> 01:06:01: No, I'm not sure,
01:06:01 --> 01:06:03: but gagny.
01:06:03 --> 01:06:06: No, I have it.
01:06:06 --> 01:06:07: A novel I miss,
01:06:07 --> 01:06:11: but I don't see any.
01:06:11 --> 01:06:16: Yes no no there are not our our hundreds of
01:06:17 --> 01:06:24: viewers good I invite you so bah continued Sebastian.
01:06:27 --> 01:06:30: Thank you. Thank you all.
01:06:30 --> 01:06:34: We're going to take a little 10-minute break,
01:06:34 --> 01:06:36: so it's 10:08,
01:06:36 --> 01:06:39: we're back at 10:20 on the
01:06:39 --> 01:06:43: 2nd, on the 2nd round table this morning just now.
01:06:43 --> 01:19:41: Then?
01:19:43 --> 01:19:46: To facilitate this morning's 2nd roundtable, I give
01:19:46 --> 01:19:49: the floor to Nathalie Charles, global
01:19:49 --> 01:19:53: head of investment management at BNP Paribas Real Estate
01:19:53 --> 01:19:54: mas
01:19:53 --> 01:19:54: predecessor.
01:19:54 --> 01:19:57: As a dear you like France and also Rosti government
01:19:58 --> 01:20:00: of Julie Europe to you Nathalie,
01:20:00 --> 01:20:03: Thank you Sebastien. Good morning to all of you.

01:20:03 --> 01:20:05: I hope there are many of you.

01:20:05 --> 01:20:09: Connecting online is a unique experience to be sitting here

01:20:09 --> 01:20:11: with our panelists.

01:20:11 --> 01:20:13: In front of a virtually

01:20:13 --> 01:20:17: empty room, so we will try to keep the momentum

01:20:17 --> 01:20:21: of course the first round table that was devoted a

01:20:21 --> 01:20:21: lot.

01:20:21 --> 01:20:24: In the phase, I will go to registration in time

01:20:24 --> 01:20:25: and the

01:20:25 --> 01:20:29: upstream phase, especially for the investment of the Olympic Games

01:20:29 --> 01:20:32: and therefore we will talk instead about the downstream phase

01:20:32 --> 01:20:35: with the 3 panelists that I have the pleasure of

01:20:35 --> 01:20:38: welcoming and skiing for private stakeholders who are ski investors.

01:20:38 --> 01:20:42: Creating motivation in the Olympic Games and how all this

01:20:42 --> 01:20:45: works if I dare say in real life,

01:20:45 --> 01:20:48: so I have the pleasure of welcoming Jerome,

01:20:48 --> 01:20:52: Nico, you are director of urban innovation consultations of the

01:20:52 --> 01:20:54: pitcher group since 2018.

01:20:54 --> 01:20:57: E, which means in particular about forty projects in portfolio

01:20:58 --> 01:21:00: for more than 250,000 square meters.

01:21:00 --> 01:21:01: And among its many projects, the

01:21:01 --> 01:21:04: project of the athletes' village on the island of

01:21:04 --> 01:21:07: Saint-Denis, which we will talk about today.

01:21:07 --> 01:21:10: I welcome Eric Donnay by his side.

01:21:10 --> 01:21:15: Eric has been managing director of Groupama Real Estate since

01:21:16 --> 01:21:16: 2013.

01:21:16 --> 01:21:21: You are president of the portfolio management company Groupama.

01:21:21 --> 01:21:24: Gan has been synonymous since its inception in 2014 and

01:21:24 --> 01:21:25: as a Groupama.

01:21:25 --> 01:21:29: You are also one of the very private

01:21:29 --> 01:21:32: investors, I would say engaged in this adventure

01:21:32 --> 01:21:37: and finally, we welcome Thierry Berthier. You joined CDC Habitat

01:21:37 --> 01:21:38: in May 2005.

01:21:38 --> 01:21:41: And integrate Grand Paris habitat to its creation.

01:21:41 --> 01:21:43: I empty in January 2015.

01:21:43 --> 01:21:47: Sorry, you have been Chairman of the Board of Directors

01:21:48 --> 01:21:52: of Grand Paris Habitat since 2018 and you will explain

01:21:52 --> 01:21:56: to us how this entity linked to the Caisse des

01:21:56 --> 01:21:59: d??p??ts is involved in many ways. Your name of your
01:21:59 --> 01:22:02: entity has already been mentioned earlier on
01:22:02 --> 01:22:06: this project, so we also had planned a 4th panelists
01:22:06 --> 01:22:08: and I hope that many of you have.
01:22:08 --> 01:22:13: To benefit from these inside since we had already registered
01:22:13 --> 01:22:17: a few weeks ago an intervention with either who oda,
01:22:17 --> 01:22:17: who
01:22:17 --> 01:22:22: is the European boss of Mitsubishi Real Estate and the
01:22:22 --> 01:22:23: objective of his
01:22:23 --> 01:22:28: contribution, was to enlighten us on what had pushed.
01:22:28 --> 01:22:32: Real Estate, which is a huge Japanese conglomerate to
invest
01:22:32 --> 01:22:33: in the Tokyo
01:22:33 --> 01:22:36: Olympics, so for those who haven't had time to do
01:22:36 --> 01:22:36: so
01:22:36 --> 01:22:39: before, you can go back online to Julie's website.
01:22:39 --> 01:22:40: It's still worth it,
01:22:40 --> 01:22:44: but I'll try to give you a very synthetic summary
01:22:44 --> 01:22:49: despite what he told us to prepare this round table.
01:22:49 --> 01:22:52: The first questions he had been asked were,
01:22:52 --> 01:22:56: what were the investment criteria for a private investor in
01:22:56 --> 01:22:57: the Olympic Games?
01:22:57 --> 01:23:00: And her answer, she was on two main dimensions.
01:23:00 --> 01:23:04: The first was to rely on new infrastructure, especially
01:23:04 --> 01:23:08: road, public transport to invest in new neighbourhoods and
the
01:23:08 --> 01:23:12: second was also the opportunity to invest in objects that
01:23:12 --> 01:23:15: were not necessarily directly Olympic, that
01:23:15 --> 01:23:19: is to say not only the village or sports venues,
01:23:19 --> 01:23:21: but also to benefit from a momentum.
01:23:21 --> 01:23:23: Wider in the territories.
01:23:23 --> 01:23:27: Especially for Tokyo, in the hotel sector.
01:23:27 --> 01:23:31: When asked about opportunities and challenges, he
01:23:31 --> 01:23:33: told us of the opportunity,
01:23:33 --> 01:23:36: it is a change in tourism policy for Japan.
01:23:36 --> 01:23:39: With more international visas, it's
01:23:39 --> 01:23:41: obviously the infrastructure. This
01:23:41 --> 01:23:43: one, I think, is the case everywhere.
01:23:43 --> 01:23:45: We're not going to forget it.
01:23:45 --> 01:23:47: And then, of course, since
01:23:47 --> 01:23:49: 2020, in terms of challenge, I
01:23:49 --> 01:23:51: think, when you think of Tokyo 2020 and with the

01:23:51 --> 01:23:53: questions that remain around Tokyo 2021,
01:23:53 --> 01:23:56: it's the challenge of the pandemic and how,
01:23:56 --> 01:23:59: um, Japan. And Tokyo will overcome, I
01:23:59 --> 01:24:02: would say this context.
01:24:02 --> 01:24:04: After that, we tried with him to make a first
01:24:05 --> 01:24:08: parallel between Tokyo and Paris and that is on it
01:24:08 --> 01:24:08: as well
01:24:08 --> 01:24:11: of course, for which the panelists who are here will
01:24:11 --> 01:24:12: come back.
01:24:12 --> 01:24:16: What is similar? Well, these are truly global megacities.
01:24:16 --> 01:24:18: They have a big tertiary park.
01:24:18 --> 01:24:20: They also have an interest in gastronomy in
01:24:20 --> 01:24:22: the form of a wink.
01:24:22 --> 01:24:25: But they have, in a more serious dimension and less
01:24:25 --> 01:24:26: I would
01:24:26 --> 01:24:29: say, less gratifying, a real shortage of housing or, in
01:24:29 --> 01:24:30: other
01:24:30 --> 01:24:33: words, a cost of housing that is extraordinarily high.
01:24:33 --> 01:24:35: So this is a commonality,
01:24:35 --> 01:24:37: clearly between Tokyo and
01:24:37 --> 01:24:40: Paris, even if probably the Tokyo situation and even more
01:24:40 --> 01:24:43: complex than the situation of the island of France.
01:24:43 --> 01:24:48: So what has been identified as a fundamental difference,
01:24:48 --> 01:24:53: however,
01:24:48 --> 01:24:53: is international tourism. By because Paris has been a global
01:24:53 --> 01:24:56: tourist city for decades, the
01:24:56 --> 01:24:59: Tokyo is seen in any case on the side of
01:24:59 --> 01:25:00: Mr. Oda, as
01:25:00 --> 01:25:03: a capital that is not so open to the world
01:25:03 --> 01:25:07: and therefore with perhaps a bet on the Olympic Games
01:25:07 --> 01:25:10: a little stronger in this direction
01:25:10 --> 01:25:14: and otherwise the vision that he shared us ,
01:25:14 --> 01:25:18: is that the impulse of the transport of Greater Paris.
01:25:18 --> 01:25:21: Going far beyond the Olympics on the transport network and
01:25:21 --> 01:25:23: we all know that indeed,
01:25:23 --> 01:25:26: this impulse, it was given politically at a time when
01:25:26 --> 01:25:28: we were not yet in Paris.
01:25:28 --> 01:25:31: Winner of the 2024 Olympic Games.
01:25:31 --> 01:25:32: So, after this brief
01:25:32 --> 01:25:35: summary, I'll start with 3Q a little similar to our
01:25:36 --> 01:25:40: panelists on what ultimately led their respective companies to
01:25:40 --> 01:25:42: take
an interest in the Olympics and to be

01:25:42 --> 01:25:46: responding to the tenders. And I'm going to start with
01:25:46 --> 01:25:46: you.
01:25:46 --> 01:25:49: Jerome, can you tell us a word about the, how
01:25:49 --> 01:25:50: the
01:25:50 --> 01:25:52: pitcher group positioned itself, why you
01:25:52 --> 01:25:56: are a candidate, so you are a candidate in association
01:25:56 --> 01:26:00: with the Lejeune group and how does it become an
01:26:00 --> 01:26:01: opportunity?
01:26:01 --> 01:26:03: For a promotion group like yours.
01:26:03 --> 01:26:06: Thank you, so we positioned ourselves on this site of
01:26:06 --> 01:26:09: Saint Denis Island and the Olympic Village for finally 3
01:26:09 --> 01:26:10: reasons.
01:26:10 --> 01:26:13: The first is related to the DNA of the project
01:26:13 --> 01:26:15: and the DNA of the pitcher group since it is
01:26:15 --> 01:26:17: a project that allowed us to implement
01:26:17 --> 01:26:20: all our trades, our professions of promoter,
01:26:20 --> 01:26:23: investor and operator.
01:26:23 --> 01:26:26: We are not intervening, I would say successively first a
01:26:26 --> 01:26:26: promoter.
01:26:26 --> 01:26:29: Then an investor. We are the promoter,
01:26:29 --> 01:26:32: investor and operator for part of the project.
01:26:32 --> 01:26:34: The Saint-Denis is on 3 and a half
01:26:34 --> 01:26:37: hectares, 47,000 square meters, about 20,000 square meters
of
01:26:37 --> 01:26:40: housing, for which we will simply be developers.
01:26:40 --> 01:26:43: 10,000 square meters of offices and 3000 square meters of
01:26:43 --> 01:26:46: shops for which we will be promoters and investors.
01:26:46 --> 01:26:48: And then a 125-room hotel, a city
01:26:48 --> 01:26:50: of urban arts and a nautical base for which we
01:26:50 --> 01:26:52: will be promoters, investors,
01:26:52 --> 01:26:55: operators. So we were going to our 3 trades and
01:26:56 --> 01:26:57: in that we share.
01:26:57 --> 01:26:59: This particularity with the Legendre
01:26:59 --> 01:27:02: group, since we intervene at parity on this project.
01:27:02 --> 01:27:06: On these 3 trades, the housing group dealing positioned him
01:27:06 --> 01:27:09: in the real estate chain a little further downstream also
01:27:09 --> 01:27:12: because of the obvious presence of the company Legendre
01:27:12 --> 01:27:14: construction. So there is, I
01:27:14 --> 01:27:17: would say a coherence in this candidacy,
01:27:17 --> 01:27:21: in this positioning on the site and a complementarity of
01:27:21 --> 01:27:23: the two members of the grouping.
01:27:23 --> 01:27:27: The second reason why we wanted from the start to

01:27:27 --> 01:27:29: position ourselves on this
01:27:29 --> 01:27:31: site, especially the Olympic Village.
01:27:31 --> 01:27:35: Well that's the potential, the potential is obvious to us
01:27:35 --> 01:27:35: of, of,
01:27:35 --> 01:27:38: of this territory. The Olympic Village,
01:27:38 --> 01:27:41: as we said, is 300,000 square meters that will be
01:27:41 --> 01:27:43: delivered in one piece.
01:27:43 --> 01:27:45: It is almost unprecedented and in
01:27:45 --> 01:27:48: time, this is extremely precise and is
01:27:48 --> 01:27:51: known to all, so it is not the constraints of
01:27:51 --> 01:27:52: the project
01:27:52 --> 01:27:55: that make the deadlines, it is the deadlines. That make
01:27:55 --> 01:27:59: the constraints of the project and in particular its
commercialization
01:27:59 --> 01:28:01: and use in emphase heritage.
01:28:01 --> 01:28:05: And when we finally remember the dynamics of territory that
01:28:05 --> 01:28:09: had been created by the football World Cup in 1998,
01:28:09 --> 01:28:12: by the creation of the Stade de France,
01:28:12 --> 01:28:16: it was urban infrastructure and the address that this had
01:28:16 --> 01:28:20: created for the new business hub of the Seine-Saint-Denis.
01:28:20 --> 01:28:24: We measure the one even stronger.
01:28:24 --> 01:28:28: Largely that the Olympic Games will bring since this village
01:28:28 --> 01:28:31: is also located in an important project territory with the
01:28:32 --> 01:28:33: docks of Saint-Ouen,
01:28:33 --> 01:28:36: the Pleyel lights and of course the Grand Paris
01:28:36 --> 01:28:39: Express, 5 metro lines, that's as much as Place de
01:28:39 --> 01:28:40: la R??publique in Paris.
01:28:40 --> 01:28:41: It is said
01:28:41 --> 01:28:46: quite little, but this time with extremely modern and automatic
01:28:46 --> 01:28:47: metro lines.
01:28:47 --> 01:28:51: The last reason we came,
01:28:51 --> 01:28:53: it is linked to the values of
01:28:53 --> 01:28:56: sport, values of mutual aid, surpassing that correspond to the
01:28:56 --> 01:28:59: values of the pitcher group and Patrice pitcher,
01:28:59 --> 01:29:02: its founder and CEO.
01:29:02 --> 01:29:05: We are involved in several sports projects,
01:29:05 --> 01:29:08: real estate project with a sporting vocation of Greater Paris
01:29:09 --> 01:29:09: and we sponsor.
01:29:09 --> 01:29:13: In addition, some young top athletes who will one day
01:29:13 --> 01:29:15: be at the highest level.
01:29:15 --> 01:29:17: So that's it, these are values of the,
01:29:17 --> 01:29:22: values that matched. Also simply to that of our group.

01:29:22 --> 01:29:24: So thank you Jerome for this answer.
01:29:24 --> 01:29:27: You mentioned it, the Olympic Village,
01:29:27 --> 01:29:29: it's 300,000 square meters in all,
01:29:29 --> 01:29:31: so obviously it's not a single tender, it's
01:29:31 --> 01:29:35: been divided into sectors and I would like to focus
01:29:35 --> 01:29:35: now,
01:29:35 --> 01:29:39: briefly on the area, um, of the village that is
01:29:39 --> 01:29:40: on the commune
01:29:40 --> 01:29:42: of Saint-Ouen, it was won by a group of
01:29:42 --> 01:29:45: multiples, I would say partners, since there
01:29:45 --> 01:29:47: is Nexity, Eiffage real estate
01:29:47 --> 01:29:51: , it's DC Habitat, EDF and Groupama. So with probably
01:29:51 --> 01:29:54: a little complexity by the different nature of these very
01:29:55 --> 01:29:56: large companies.
01:29:56 --> 01:30:00: Eric, can you tell us for Groupama what are the
01:30:00 --> 01:30:05: motivations for you to have applied and to be specifically
01:30:05 --> 01:30:06: on this program?
01:30:06 --> 01:30:08: So the Ihotse is the one
01:30:08 --> 01:30:12: that, out of the 300,000 square meters that will
01:30:12 --> 01:30:14: be realized, relates to the realization of 52,000 square
meters.
01:30:14 --> 01:30:17: With a specificity that carries this project, which
01:30:17 --> 01:30:20: is in particular that has 14000 square meters of offices
01:30:20 --> 01:30:23: that will be developed on this site,
01:30:23 --> 01:30:27: therefore with several architectural agencies that have
developed this programming.
01:30:27 --> 01:30:31: 3 important assets for investors that Represents
01:30:31 --> 01:30:36: Groupama, i.e. agrica, the regional fund Groupama and
Groupama Gan
01:30:36 --> 01:30:37: live in this investment.
01:30:37 --> 01:30:42: One, we're almost exclusively interested in the inheritance
phase,
01:30:42 --> 01:30:43: huh? This famous word
01:30:43 --> 01:30:47: Legacy, Christopher Shoah told us in introduction,
01:30:47 --> 01:30:49: what really interested us is
01:30:49 --> 01:30:54: the reversibility and positioning on buildings in delivery in the
01:30:54 --> 01:30:56: heritage phase, JO post. The
01:30:56 --> 01:30:57: second thing is that
01:30:57 --> 01:31:02: we actually saw in this project a way to accelerate,
01:31:02 --> 01:31:05: um, an improvement of the wood sector in France since
01:31:05 --> 01:31:09: in fact the whole of this islet will be realized.
01:31:09 --> 01:31:12: Especially wood, and this wood will be sourced and from
01:31:12 --> 01:31:16: forest ensemble that belong either to the Caisse des

d??p??ts

01:31:16 --> 01:31:20: or Groupama, thus through the forest of the Caisse de

01:31:20 --> 01:31:24: d??p??ts or the forestry company Groupama and of course,

01:31:24 --> 01:31:26: in a learning issue.

01:31:26 --> 01:31:31: Also, one of large-scale experiment to realize low carbon buildings,

01:31:31 --> 01:31:32: which is going to be the case.

01:31:32 --> 01:31:36: We talked about charters and constraints in buildings,

01:31:36 --> 01:31:39: especially low carbon, what what Nicolas Ferrand.

01:31:39 --> 01:31:42: Recall a little while in the specifications and therefore it's

01:31:42 --> 01:31:44: 3 parameters, position

01:31:44 --> 01:31:46: ourselves on the heritage phase,

01:31:46 --> 01:31:49: be on a very noticeable improvement of the wood sector

01:31:49 --> 01:31:53: and especially of source wood and in France and participate

01:31:53 --> 01:31:56: in the improvement of this sector and be and

01:31:56 --> 01:31:59: respond to a carbon and climate issue are the 3

01:31:59 --> 01:32:03: components that pushed us to respond to this call for

01:32:03 --> 01:32:04: project.

01:32:04 --> 01:32:06: Thanks Eric, I'm now turning up,

01:32:06 --> 01:32:09: Thierry for CDC habitat, there are multiple interventions in his

01:32:09 --> 01:32:10: projects.

01:32:10 --> 01:32:12: Can you tell us more about them,

01:32:12 --> 01:32:14: Please? Yes, I even expanded its little bit,

01:32:14 --> 01:32:16: so it's habitats like.

01:32:16 --> 01:32:18: As the name suggests, it is a subsidiary of the

01:32:18 --> 01:32:19: Caisse de d??p??ts and

01:32:19 --> 01:32:22: there is one, a theme that is a term

01:32:22 --> 01:32:25: that is extremely important, is the term habitat, namely that

01:32:25 --> 01:32:29: overall we are interested in everything that deals with housing

01:32:29 --> 01:32:30: and housing in an

01:32:30 --> 01:32:32: extremely broad way, namely that it is both social

01:32:32 --> 01:32:35: housing. , intermediate housing. Free institutional

01:32:35 --> 01:32:39: housing, but it is also an interest in everything that

01:32:39 --> 01:32:41: deals with co-owners, is what also deals with all that

01:32:41 --> 01:32:43: can be called intangible services?

01:32:43 --> 01:32:45: To say that we are supporting

01:32:45 --> 01:32:47: employment, looking for work, others,

01:32:47 --> 01:32:50: so it is, it is a component that is

01:32:50 --> 01:32:53: very strong, it is habitat. Today, it is more than

01:32:53 --> 01:32:54: 500,000 homes

01:32:54 --> 01:32:55: managed in France, including 150 million cities in France.

01:32:55 --> 01:32:58: And we have partners through the structure that I have

01:32:58 --> 01:33:01: the pleasure of presiding over its Grand Paris habitat,
01:33:01 --> 01:33:04: we accompany other partners, fifteen and whose.
01:33:04 --> 01:33:06: In the area, uh, the.
01:33:06 --> 01:33:09: The housing structure of 53 and Seine-Saint-Denis habitat.
01:33:09 --> 01:33:13: So we are, we are really completely integrated into the
01:33:13 --> 01:33:13: fabric.
01:33:13 --> 01:33:17: Uh, its inhabitants Ile-de-France is 150,000 housing units and
with
01:33:17 --> 01:33:20: its partners in the environment of the Olympic Games it
01:33:21 --> 01:33:23: must be between 30 and 35,000 dwellings.
01:33:23 --> 01:33:25: So you see that we are intervening.
01:33:25 --> 01:33:28: Uh, we're going to intervene on the 2- to 2-level
01:33:28 --> 01:33:31: Olympics, of course, there's a level of project scale and
01:33:31 --> 01:33:33: also everything related to
01:33:33 --> 01:33:36: the environment. So at the project level.
01:33:36 --> 01:33:38: And indeed, as Eric
01:33:38 --> 01:33:40: said, um, it's. It's
01:33:40 --> 01:33:44: a project, we can't pay you so much it is
01:33:44 --> 01:33:45: so it is
01:33:45 --> 01:33:49: a bearer of image bearer, innovation and therefore we have
01:33:49 --> 01:33:51: to be there and here we intervene both at the
01:33:51 --> 01:33:53: level of the project company.
01:33:53 --> 01:33:57: We intervene afterwards, alongside the promoters and then
intervene as
01:33:57 --> 01:33:58: better.
01:33:58 --> 01:34:01: So we intervene on the whole channel and it's a
01:34:01 --> 01:34:05: pleasure and I'll say a few words later to intervene.
01:34:05 --> 01:34:07: These 2 levels 2nd
01:34:07 --> 01:34:09: element, which is also or even more
01:34:09 --> 01:34:11: important to us, is all that happens around.
01:34:11 --> 01:34:14: That's all that happens in all the
01:34:14 --> 01:34:18: municipalities, all the neighbouring municipalities. How do we
01:34:18 --> 01:34:21: make our 30,000 tenants, whether from home or
01:34:21 --> 01:34:23: our partners, feel
01:34:23 --> 01:34:24: part of, from, from, from.
01:34:24 --> 01:34:27: This project? How do we make the neighbourhoods around
the
01:34:27 --> 01:34:28: Olympic Village evolve?
01:34:28 --> 01:34:32: So we, today, I said that we were partner with
01:34:32 --> 01:34:32: the.
01:34:32 --> 01:34:35: With THE SEM ISO, the housing structure of Saint-Ouen.
01:34:35 --> 01:34:37: But you have to work on the you have to

01:34:38 --> 01:34:39: work on the fringes.
01:34:39 --> 01:34:40: We have to work on the most.
01:34:40 --> 01:34:43: Dassin you worked on the south of the island
01:34:43 --> 01:34:46: Saturday, which is an element. One cannot imagine the Olympic
01:34:46 --> 01:34:48: Village that operates in the north of the island and
01:34:48 --> 01:34:50: is happening nothing in the south.
01:34:50 --> 01:34:52: We are working on epinay on
01:34:52 --> 01:34:54: Seine, the barley district, which is who,
01:34:54 --> 01:34:56: which must evolve on villeneuve-la-garenne.
01:34:56 --> 01:34:57: So we see that
01:34:57 --> 01:35:00: we, our, our, our interest. It is a business interest
01:35:00 --> 01:35:02: on the Olympic Village to decline our
01:35:02 --> 01:35:03: trades and, and it
01:35:03 --> 01:35:06: is also to that, it
01:35:06 --> 01:35:08: is also an interest. From de, the constitution of
01:35:08 --> 01:35:11: the city or the evolution of the city, which
01:35:11 --> 01:35:14: is extremely important in the 93, which is a territory
01:35:14 --> 01:35:15: carrying project holders
01:35:15 --> 01:35:19: of hope, which is evolving with the Greater Paris Express
01:35:19 --> 01:35:21: and and this element is not one of the
01:35:21 --> 01:35:24: building blocks, it is the major element of the evolution
01:35:24 --> 01:35:27: of this territory in the years to come.
01:35:27 --> 01:35:29: Thank you. So we see that with you it is.
01:35:29 --> 01:35:33: This is this is the first introductory question or finally
01:35:33 --> 01:35:36: you point out all 3 the complexity of this whole
01:35:36 --> 01:35:39: affair and the multidimensional aspect
01:35:39 --> 01:35:42: for investors, and I would like to go back to
01:35:42 --> 01:35:45: a point that was the link with maybe how was
01:35:45 --> 01:35:46: also introduced the first
01:35:46 --> 01:35:49: round table, it the registration in the time of the
01:35:49 --> 01:35:52: Olympics that are both 15 days or 2 times 15
01:35:52 --> 01:35:55: days for the event while it is being prepared
01:35:55 --> 01:35:56: years and so I talked about it.
01:35:56 --> 01:35:58: The Tokyo Olympics but
01:35:58 --> 01:36:03: Eric, with the example of Groupama, can you tell us
01:36:03 --> 01:36:03: how the
01:36:03 --> 01:36:06: past, ie London, ie, can
01:36:06 --> 01:36:08: also rigaud? Oulala,
01:36:08 --> 01:36:13: coming with possibly Los Angeles were for you sources
01:36:13 --> 01:36:17: of inspiration, questioning. Was it a very strong concern to
01:36:17 --> 01:36:21: see what could differentiate or, on the contrary, come closer,

01:36:21 --> 01:36:26: I would say, of all these different cities?
01:36:26 --> 01:36:28: I think when you position yourself, that we
01:36:28 --> 01:36:32: are responding to a call for tenders like the one
01:36:32 --> 01:36:33: that was built by solido in
01:36:33 --> 01:36:37: 2019, of course we look a little bit in the
01:36:37 --> 01:36:39: past in the examples we looked
01:36:39 --> 01:36:41: at Nathalie earlier, we had
01:36:41 --> 01:36:44: been ready, very concerned about what had taken place in
01:36:44 --> 01:36:48: London since notably the London Olympics came out in a
01:36:48 --> 01:36:51: period where the financial crisis of 2008 2009 had scared
01:36:51 --> 01:36:55: away a number of investors who had had not met
01:36:55 --> 01:36:56: their commitments.
01:36:56 --> 01:37:02: And finally the British state had partly replaced those
investors
01:37:02 --> 01:37:03: who had played let's
01:37:03 --> 01:37:07: say, a world of promotion and speculation a little short
01:37:07 --> 01:37:08: term.
01:37:08 --> 01:37:11: Uh, we're actually positioning hello a lot more.
01:37:11 --> 01:37:16: As a long-term investor therefore the first concern is to
01:37:16 --> 01:37:22: see whether actually public money and properly
employmentd and in
01:37:22 --> 01:37:24: this case in this case.
01:37:24 --> 01:37:27: Solid and the delivery companies of the Olympic works to
01:37:27 --> 01:37:31: constitute a specification that also gives us access of course
01:37:31 --> 01:37:33: to this transport pole.
01:37:33 --> 01:37:35: A jerk when pointed at both Thierry Jerome.
01:37:35 --> 01:37:37: So we're still going to be
01:37:37 --> 01:37:39: on, especially the lot
01:37:39 --> 01:37:41: in Saint-Ouen, at 4 stations of
01:37:41 --> 01:37:44: the Saint-Lazare station, so we see the transport aspect and
01:37:44 --> 01:37:47: we are not actually too far from the city of
01:37:47 --> 01:37:47: urbanism.
01:37:47 --> 01:37:49: When you make a bet like
01:37:49 --> 01:37:52: ours, you finally make a bet on value creation.
01:37:52 --> 01:37:54: So we see that we have a return.
01:37:54 --> 01:37:57: Or we build, we make a decision in 2019 when
01:37:57 --> 01:38:01: we respond to a call for tenders for a delivery
01:38:01 --> 01:38:02: for the Olympics in
01:38:02 --> 01:38:04: 2024, one side of a year
01:38:04 --> 01:38:08: of reversibility, so finally, our assets, we will not have
01:38:08 --> 01:38:09: the profit or the return
01:38:09 --> 01:38:13: until 2025, or even more. So it's a real long-term

01:38:13 --> 01:38:16: commitment, so obviously that.

01:38:16 --> 01:38:19: The lessons learned by the French state through

01:38:19 --> 01:38:23: the constitution, the ideals and this constitution of a heritage

01:38:23 --> 01:38:23: phase

01:38:23 --> 01:38:27: that is very clear, eh, since reversibility is enshrined in

01:38:27 --> 01:38:31: the specifications that the promoters have as obligation and carries

01:38:31 --> 01:38:32: as obligation as a

01:38:32 --> 01:38:35: project company, it is honestly a lesson that has been

01:38:35 --> 01:38:37: learned from these games both from Rio

01:38:37 --> 01:38:40: and London , or we see that in terms

01:38:40 --> 01:38:42: of public expenditure, there is a form of gabegie.

01:38:42 --> 01:38:43: And in terms of what to require, especially

01:38:43 --> 01:38:46: the high solid in terms of accompaniment.

01:38:46 --> 01:38:50: Long-term investors have this long-term commitment and we respond to

01:38:50 --> 01:38:54: it by accompanying it up to the reversibility phase, so

01:38:54 --> 01:38:54: this

01:38:54 --> 01:38:57: famous Legacy to this phase legacy where we go well

01:38:58 --> 01:38:59: until the end.

01:38:59 --> 01:39:02: So what actually is a lesson learned by the 2024

01:39:02 --> 01:39:05: Olympics in a very strong way.

01:39:05 --> 01:39:09: So thank you. You took us until 2025 in a

01:39:09 --> 01:39:12: few sentences, um, but I think we can't quite exempt

01:39:12 --> 01:39:14: ourselves from 14/1/2021 um.

01:39:14 --> 01:39:17: That is to say, even if the tenders were made

01:39:17 --> 01:39:21: of course before the pandemic and by 2024 we will

01:39:21 --> 01:39:22: be out,

01:39:22 --> 01:39:25: I still want to ask you Jerome,

01:39:25 --> 01:39:28: today we are rather in the middle

01:39:28 --> 01:39:31: in covid, um and what does it tell you today

01:39:31 --> 01:39:35: compared to the choice you made many months ago.

01:39:35 --> 01:39:40: To get into the Olympics and how you plan for

01:39:40 --> 01:39:41: the long run.

01:39:41 --> 01:39:46: Yes, um, finally, but this situation reinforced some of the

01:39:46 --> 01:39:48: choices we had made.

01:39:48 --> 01:39:52: We are lucky enough to already benefit from an exceptional

01:39:52 --> 01:39:52: site.

01:39:52 --> 01:39:54: An island is a living on an

01:39:54 --> 01:39:58: island, it's not quite the same as living on one

01:39:58 --> 01:39:59: on a continent, not

01:39:59 --> 01:40:02: just to protect itself because it

01:40:02 --> 01:40:03: is, it's going to be connected.
01:40:03 --> 01:40:06: New bridges will be built to connect it to the
01:40:06 --> 01:40:09: surrounding fabrics, but of course
01:40:09 --> 01:40:12: this creates an extraordinary, reassuring landscape.
01:40:12 --> 01:40:15: The water will be seen from all the buildings from
01:40:16 --> 01:40:17: almost all rooms and so one.
01:40:17 --> 01:40:21: We already benefit from this extraordinary site that we, we,
01:40:21 --> 01:40:24: we, we, we would never like and exchange that we
01:40:24 --> 01:40:25: for another.
01:40:25 --> 01:40:29: It is a complete district, the river
01:40:29 --> 01:40:31: eco-neighbourhood of the island-saint-denis, comprising
01:40:31 --> 01:40:35: both housing and jobs. I said the facilities and finally
01:40:35 --> 01:40:39: the inhabitants in a situation bah such as the one
01:40:39 --> 01:40:42: we know today, containment, travel restriction can find at the
01:40:43 --> 01:40:44: foot of their homes.
01:40:44 --> 01:40:47: E everything they need for their daily
01:40:47 --> 01:40:49: lives, so it's a chance too.
01:40:49 --> 01:40:52: It's a chance. It is also to the urban
01:40:52 --> 01:40:55: project, one that is an old urban project.
01:40:55 --> 01:40:58: The river eco-neighbourhood was designed more than 10
years ago.
01:40:58 --> 01:41:02: It is developed by the SEM common plain development and
01:41:02 --> 01:41:05: it was conceived from the beginning in a logic
01:41:05 --> 01:41:06: of resilience, of fighting
01:41:06 --> 01:41:09: floods, of fighting the heat island by the massed plan
01:41:10 --> 01:41:11: and the orientation that gave it.
01:41:11 --> 01:41:14: It's a car-free neighborhood since 2 central.
01:41:14 --> 01:41:17: Mobility will allow to park north and south of the
01:41:17 --> 01:41:18: site.
01:41:18 --> 01:41:20: The first one is already in operation since half of
01:41:21 --> 01:41:22: the district is already delivered.
01:41:22 --> 01:41:25: The Olympic Village would eventually be the second half.
01:41:25 --> 01:41:27: The second phase of this project.
01:41:27 --> 01:41:29: So, what I'm telling you, you can
01:41:29 --> 01:41:31: go check it out today.
01:41:31 --> 01:41:34: The neighborhood is delivered, it is inhabited and and and.
01:41:34 --> 01:41:37: And it's interesting to project yourself into the future,
01:41:37 --> 01:41:39: to go and see today how we live in the
01:41:39 --> 01:41:41: river eco-neighborhood of the island-saint-denis.
01:41:44 --> 01:41:46: What we also wanted to bring, um,
01:41:46 --> 01:41:49: is, um, a maximum of collaborative economy,
01:41:49 --> 01:41:51: what is called the social and solidarity

01:41:51 --> 01:41:53: economy, which is already very present.

01:41:53 --> 01:41:56: Go from Saint Denis and we have made the choice

01:41:56 --> 01:41:59: as investors especially of the 3000 square meters of shops,

01:41:59 --> 01:41:59: to

01:41:59 --> 01:42:04: welcome priority these structures of the social and solidarity economy.

01:42:04 --> 01:42:06: Some of them, which have been in

01:42:06 --> 01:42:09: place for many years, some of them emerging, and we

01:42:09 --> 01:42:12: are making that commitment to welcome

01:42:12 --> 01:42:13: the collaborative economy because, and that is right.

01:42:13 --> 01:42:15: The news is right, um.

01:42:15 --> 01:42:19: In situations such as those we finally know, we need

01:42:19 --> 01:42:22: help as well and we make a commitment to host

01:42:22 --> 01:42:23: these structures.

01:42:23 --> 01:42:25: And then obviously in the long

01:42:25 --> 01:42:27: time, we do not know what can happen.

01:42:27 --> 01:42:30: Maybe in 5 years some will no

01:42:30 --> 01:42:33: longer exist, others have developed and will need more space.

01:42:33 --> 01:42:36: But this positioning as a long-term investor allows us to

01:42:36 --> 01:42:40: guarantee that we should welcome social and solidarity economy structures

01:42:40 --> 01:42:41: as a priority.

01:42:41 --> 01:42:42: And that's one of them.

01:42:42 --> 01:42:45: It's finally on. History is right.

01:42:45 --> 01:42:48: I would almost say, constrained and

01:42:48 --> 01:42:51: forced, and I would add what we are seeing at

01:42:51 --> 01:42:54: the moment, when we talk with our buyers and in

01:42:54 --> 01:42:55: particular grant

01:42:55 --> 01:42:59: us housing, is that the environmental requirement, the

01:42:59 --> 01:43:03: requirement of quality, durability of materials, it is finally in

01:43:03 --> 01:43:06: itself a requirement of buyers much more than in the

01:43:06 --> 01:43:06: past.

01:43:06 --> 01:43:09: In the past, it was a little bit the icing

01:43:09 --> 01:43:09: on the cake.

01:43:09 --> 01:43:12: We used to live in

01:43:12 --> 01:43:15: an eco-neighbourhood, today it's a requirement. And so it

01:43:15 --> 01:43:18: would give us, it gives a little reason to the

01:43:18 --> 01:43:19: operators that for

01:43:19 --> 01:43:23: several years, had taken this direction.

01:43:23 --> 01:43:24: So thank you, what I

01:43:24 --> 01:43:26: understand is that finally, when you go through the

01:43:26 --> 01:43:29: long time, you can get through pandemics or through a

01:43:29 --> 01:43:30: number of obstacles.
01:43:30 --> 01:43:32: Because if you've made the right choice in the
01:43:32 --> 01:43:34: long run, even if there's certainly some chaos
01:43:34 --> 01:43:36: on the road, you're confident you'll get through it.
01:43:36 --> 01:43:39: So we've been talking a lot since
01:43:39 --> 01:43:42: this morning, um, about everything that happened in the
upstream
01:43:42 --> 01:43:42: phase,
01:43:42 --> 01:43:46: and I would like to return to a point
01:43:46 --> 01:43:49: which precisely, the link between this upstream phase and
this
01:43:49 --> 01:43:49: downstream
01:43:49 --> 01:43:52: phase with you, Thierry, is on the issue of building
01:43:53 --> 01:43:56: permits and innovation that has been brought in the context
01:43:56 --> 01:43:59: of the Olympics, with this system of permits that allows
01:43:59 --> 01:44:02: both bah to create the site we need for the
01:44:02 --> 01:44:05: Olympics and then to have a reversibility that
01:44:05 --> 01:44:08: du.de administrative view works. And so we know from the
01:44:08 --> 01:44:10: beginning that it will work.
01:44:10 --> 01:44:13: So we couldn't ask Nicolas Ferrand earlier.
01:44:13 --> 01:44:14: But the principle is that the state has put in
01:44:14 --> 01:44:16: place a scheme that must guarantee that.
01:44:16 --> 01:44:18: And the question I want to ask you
01:44:18 --> 01:44:20: is, does it really work?
01:44:20 --> 01:44:22: How? How it works, seen from you as a long
01:44:22 --> 01:44:22: investor,
01:44:22 --> 01:44:26: do you think I dared to say that it does
01:44:26 --> 01:44:26: not work?
01:44:26 --> 01:44:28: It's. It's me, I, I.
01:44:28 --> 01:44:30: I rebound a little on what was said in saying,
01:44:30 --> 01:44:31: actually we
01:44:31 --> 01:44:34: are and I think moreover that with the small flag
01:44:34 --> 01:44:35: Caisse des d??p??ts, we
01:44:35 --> 01:44:38: are well placed to say that we know what it
01:44:38 --> 01:44:39: is that long time.
01:44:39 --> 01:44:41: But there we also have to manage a short time
01:44:41 --> 01:44:43: and and and the management of this of this short
01:44:44 --> 01:44:44: time, I
01:44:44 --> 01:44:47: take a little bit what Emmanuel demazi??re said earlier, um,
01:44:47 --> 01:44:48: it is. It
01:44:48 --> 01:44:51: was finally we knew how to transform this and I
01:44:51 --> 01:44:54: would say maybe a few words later this constraint into

01:44:54 --> 01:44:56: a force and an ability to invent.
01:44:56 --> 01:44:58: And to invent also in,
01:44:58 --> 01:45:00: in the modes of doing and that's
01:45:00 --> 01:45:04: enough, it's quite remarkable, we have Camus has to deal
01:45:04 --> 01:45:07: with a number of topics on this on this issue.
01:45:07 --> 01:45:09: On the one hand actually one
01:45:09 --> 01:45:13: has contracts, how to say extremely contract deadlines and
including
01:45:13 --> 01:45:17: in the instructions of the periods to build further one
01:45:17 --> 01:45:19: had a technical specifications, which
01:45:19 --> 01:45:22: was which was very strong and very justified. We had
01:45:22 --> 01:45:25: social constraints kirsikat address or that's
01:45:25 --> 01:45:27: also part of our, our DNA because the constraints.
01:45:27 --> 01:45:31: Or the. The social specifications on the site we,
01:45:31 --> 01:45:32: we also apply to
01:45:32 --> 01:45:34: the outside, namely how
01:45:34 --> 01:45:37: coughs, coughs. All of this is
01:45:37 --> 01:45:38: working and indeed, in terms
01:45:38 --> 01:45:40: of building permits, we have had to file what are
01:45:40 --> 01:45:42: called double-state permits.
01:45:42 --> 01:45:45: And what necessitated this need to work almost with 2
01:45:45 --> 01:45:46: images, then everyone
01:45:46 --> 01:45:49: knows the French regulations which already, when you
01:45:49 --> 01:45:51: make a permit with a single state, it
01:45:51 --> 01:45:55: is already very complicated. So imagine that our dear
architects
01:45:55 --> 01:45:57: had to work on permits to double ta and sometimes
01:45:57 --> 01:45:58: with.
01:45:58 --> 01:46:00: Housing that is changing,
01:46:00 --> 01:46:04: that will turn into an office of perennial works that
01:46:04 --> 01:46:06: will turn into other things.
01:46:06 --> 01:46:08: So I think it was a little hug.
01:46:08 --> 01:46:10: We're going to call it exciting, um.
01:46:10 --> 01:46:13: It's. But that was a it was a real topic,
01:46:13 --> 01:46:14: including
01:46:14 --> 01:46:18: the state services played the game because as Nicolas
Ferrand
01:46:18 --> 01:46:19: said,
01:46:19 --> 01:46:24: we got the permits with special attention given this double
01:46:24 --> 01:46:27: state is to look carefully at the level of
01:46:27 --> 01:46:31: potential recourse risks. Uh, we're twice as attackable?
01:46:31 --> 01:46:33: Always French, huh?
01:46:33 --> 01:46:35: I, I, I, I don't sell I

01:46:35 --> 01:46:38: na sale, nothing. And then there were topics that initially
01:46:38 --> 01:46:40: had been not forgotten but unidentified on,
01:46:40 --> 01:46:44: on all insurance stories and the like because it's very
01:46:44 --> 01:46:49: ultimately very complicated when talking about a 10-year
warranty.
01:46:49 --> 01:46:52: Well the 10-year guarantee it starts when you deliver the
01:46:52 --> 01:46:55: Olympic Village or it starts when you are in the
01:46:55 --> 01:46:55: 2nd state.
01:46:55 --> 01:46:58: I don't even know if I'm not a specialist in
01:46:58 --> 01:47:01: the field but I don't even know if what if
01:47:01 --> 01:47:02: this topic was.
01:47:02 --> 01:47:05: Definitely dealt with after there's another
01:47:05 --> 01:47:07: point, so that, I think
01:47:07 --> 01:47:09: it's okay, it's been one. It's been a real strength.
01:47:09 --> 01:47:11: There is a second point on which,
01:47:11 --> 01:47:14: um, in this set, management of LED
01:47:14 --> 01:47:16: forced, there is a constrained
01:47:16 --> 01:47:19: delay, there is, there is a subject or it was
01:47:19 --> 01:47:21: quite delicate and it is rather
01:47:21 --> 01:47:25: exogenous, it is that we had a programming that was
01:47:25 --> 01:47:28: quite qualitatively and quantitatively
01:47:28 --> 01:47:31: stop between housing, office, trade and others and we did
01:47:31 --> 01:47:32: not forget that we were good.
01:47:32 --> 01:47:37: No, certainly not forgotten. Maicon is also in in territories
01:47:37 --> 01:47:41: on which there is that of auxilia the state through
01:47:41 --> 01:47:42: the prefecture.
01:47:42 --> 01:47:45: There are the municipalities that, coincidentally, there
01:47:45 --> 01:47:48: is a municipal election high in the
01:47:48 --> 01:47:51: middle, there are files that are qualified
01:47:51 --> 01:47:54: in the street, um the one on which we
01:47:54 --> 01:47:59: have for social housing, we have different forms of financing
01:47:59 --> 01:48:01: and and finally the only thing
01:48:01 --> 01:48:04: that was not, um anticipated. That's what it was about
01:48:04 --> 01:48:07: putting all these public actors in agreement and.
01:48:07 --> 01:48:11: And even though the architect had almost finished drawing
01:48:11 --> 01:48:12: his plans, we, as
01:48:12 --> 01:48:17: a lessor, were still thinking with the various stakeholders
about
01:48:17 --> 01:48:18: how we were going
01:48:18 --> 01:48:20: to finance, knowing that there was
01:48:20 --> 01:48:21: no subject, it was
01:48:21 --> 01:48:24: going to be financed. But, and that's
01:48:24 --> 01:48:28: decided, I think a few days, a few weeks, even

01:48:28 --> 01:48:28: a
01:48:28 --> 01:48:31: few days before depositing the dice, to deposit the, periods
01:48:31 --> 01:48:33: of periods of building last element.
01:48:33 --> 01:48:34: It's true that we talked.
01:48:34 --> 01:48:37: Covid and and pandemic. The the.
01:48:37 --> 01:48:42: One might have feared that the shifts of the municipal
01:48:42 --> 01:48:45: elections then it goes.
01:48:45 --> 01:48:48: Be even more restrictive, and bah them.
01:48:48 --> 01:48:51: The elected representatives who are put in place rather in
01:48:51 --> 01:48:54: May-June have returned very very quickly into the subject
and
01:48:54 --> 01:48:56: in the end and within sufficient
01:48:56 --> 01:48:58: time, we managed to reach a consensus.
01:48:58 --> 01:49:01: Finally that was more managed by the state and that
01:49:01 --> 01:49:02: of water than we.
01:49:02 --> 01:49:05: But a consensus on how to finance.
01:49:05 --> 01:49:08: But we didn't go far.
01:49:08 --> 01:49:10: Thank you for this blunt answer and since we are
01:49:11 --> 01:49:14: in the questions without blushes and in a round table
01:49:14 --> 01:49:16: investors, I still have a question that burns my lips,
01:49:16 --> 01:49:19: Eric, one to the performance in all this?
01:49:19 --> 01:49:24: So the name is an important component since Thierry
reminds
01:49:24 --> 01:49:24: him,
01:49:24 --> 01:49:27: we've got. To be managed, actually.
01:49:27 --> 01:49:30: A situation that is finally quite new, even
01:49:30 --> 01:49:33: if we try to stay in one in an environment,
01:49:33 --> 01:49:35: we will say in particular
01:49:35 --> 01:49:37: classic legislative, the permit
01:49:37 --> 01:49:39: to forget your all, these, all
01:49:39 --> 01:49:40: these challenges, all this complexity, including with elected
officials.
01:49:40 --> 01:49:43: There are a number of mule agreements and also reminded
01:49:43 --> 01:49:46: it earlier of the dialogue that is taking place.
01:49:46 --> 01:49:48: We must not have this dialogue and these decisions, we
01:49:48 --> 01:49:49: will
01:49:49 --> 01:49:51: say on the backs of investors, so of
01:49:51 --> 01:49:53: course we are also a bit of the guardians of
01:49:53 --> 01:49:56: the temple in this role to preserve our interests.
01:49:56 --> 01:49:59: We make very clear on the athletes' village we a
01:49:59 --> 01:50:03: bet that is that of long-term creation and this creation
01:50:03 --> 01:50:04: of value.
01:50:04 --> 01:50:07: It is only possible because, in particular, we do not

01:50:07 --> 01:50:08: buy the offices,
01:50:08 --> 01:50:09: whether it is the
01:50:09 --> 01:50:13: dwellings, we finally acquire the surface or we had put
01:50:13 --> 01:50:14: a limit, we
01:50:14 --> 01:50:16: would buy no more than 5000 euros per square meter.
01:50:16 --> 01:50:19: And it is indeed this limit that must be respected
01:50:19 --> 01:50:22: and we must then fulfill the specifications, all these
01:50:22 --> 01:50:26: constructive blows, the risks also inherent in the delay in
01:50:26 --> 01:50:27: the extra cost.
01:50:27 --> 01:50:30: Well they are managed in this in this canvas.
01:50:30 --> 01:50:33: So we this value creation to register on after 2025
01:50:33 --> 01:50:37: whether on office real estate or on housing real estate.
01:50:37 --> 01:50:41: Very clearly we see that we incubating or we have
01:50:41 --> 01:50:42: no yield.
01:50:42 --> 01:50:44: These 6 years in the absence
01:50:44 --> 01:50:48: of yield, they owe largely what we thought between 2025
01:50:48 --> 01:50:50: and 2030 on finally
01:50:50 --> 01:50:54: a zone one, he raises monocyte Nicolas making
01:50:54 --> 01:50:57: in reference, which must be worth much more and that
01:50:57 --> 01:51:00: must for our investors be this long-term bet.
01:51:00 --> 01:51:04: That is, this is very clearly what nathalie is aiming
01:51:04 --> 01:51:05: for.
01:51:05 --> 01:51:07: No, I want to say appointment in 10 years to
01:51:07 --> 01:51:10: ask if this is the result is there.
01:51:10 --> 01:51:12: Uh, thank you. We understand that it's really a very
01:51:13 --> 01:51:15: long time and it's still a ce.de view exercise there
01:51:16 --> 01:51:17: which is quite difficult too.
01:51:17 --> 01:51:20: So I'm going to go back now to a concern
01:51:20 --> 01:51:23: that is perhaps a little bit more in the ambient
01:51:23 --> 01:51:24: discourse,
01:51:24 --> 01:51:26: one around the Olympics,
01:51:26 --> 01:51:29: since the tenders, the permits in different phases.
01:51:29 --> 01:51:33: The press, it has strongly echoed the environmental
dimension, there
01:51:33 --> 01:51:33: has
01:51:33 --> 01:51:36: been a lot of talk about it this morning.
01:51:36 --> 01:51:40: We talked about resilience in all its forms.
01:51:40 --> 01:51:42: Eric, we talked about the wood in the.
01:51:42 --> 01:51:46: We also found a lot of ideas in what was
01:51:46 --> 01:51:50: said in the first round table around
01:51:50 --> 01:51:52: refuge space, around climate resilience.
01:51:52 --> 01:51:58: Jerome, can you tell us a little word for you

01:51:59 --> 01:51:59: in
01:51:59 --> 01:52:00: in your commitment,
01:52:00 --> 01:52:05: in this project, what is innovative or particularly suitable for
01:52:05 --> 01:52:06: you?
01:52:06 --> 01:52:10: On this environmental dimension?
01:52:10 --> 01:52:13: Nicolas Ferrand, we have. There has been a little bit
01:52:13 --> 01:52:16: of talk about innovation and sustainability.
01:52:16 --> 01:52:20: Together is rather in a dimension finally
01:52:20 --> 01:52:22: low tech, resource saving, um.
01:52:22 --> 01:52:27: And and and the principle ultimately on which we capitalized,
01:52:27 --> 01:52:30: we worked, it is the one on which the only
01:52:30 --> 01:52:33: video and and left in the
01:52:33 --> 01:52:37: beginning, ie to be in a logic of reversibility rather
01:52:37 --> 01:52:39: than a logic of conversion.
01:52:39 --> 01:52:41: It's. He didn't put much emphasis on
01:52:41 --> 01:52:43: it, but that's a very important point.
01:52:43 --> 01:52:46: In the past, the Olympic Villages were in a logic
01:52:46 --> 01:52:47: of conversion.
01:52:47 --> 01:52:49: We were building an Olympic village and
01:52:49 --> 01:52:51: then we had to convert it
01:52:51 --> 01:52:54: into a neighborhood, broke the walls, we were grouping the
01:52:54 --> 01:52:56: apartments because I'm talking
01:52:56 --> 01:52:58: about housing, it's often for
01:52:58 --> 01:52:59: an Olympic village, we
01:52:59 --> 01:53:01: need housing, a room or two
01:53:01 --> 01:53:03: rooms without a kitchen, we break the walls, tried to
01:53:03 --> 01:53:03: put it all together.
01:53:03 --> 01:53:07: We built residences, which we opened up to make office
01:53:07 --> 01:53:08: buildings,
01:53:08 --> 01:53:09: all this was not
01:53:09 --> 01:53:11: practiced, especially not thrifty at all.
01:53:11 --> 01:53:13: Or in Paris, it's a logic of conversion,
01:53:13 --> 01:53:17: it's the opposite. It is conceivable a completed
neighbourhood that
01:53:17 --> 01:53:19: will be used for 2 to 4 weeks for the
01:53:19 --> 01:53:21: Olympic and Paralympic Games.
01:53:21 --> 01:53:23: And so it completely changes the logic,
01:53:23 --> 01:53:27: it completely changes the economy the design and even the
01:53:27 --> 01:53:29: life of the project to talk
01:53:29 --> 01:53:33: about offices, so we design 2 office buildings for a
01:53:33 --> 01:53:36: total of 10,000 square meters that will be used 2
01:53:36 --> 01:53:37: weeks since we on

01:53:37 --> 01:53:41: the unions, there is not the Paralympic dimension only 2
01:53:41 --> 01:53:41: weeks.
01:53:41 --> 01:53:45: In residence we, we plan a temporary partition with
bathrooms
01:53:45 --> 01:53:48: that will only have to be dismantled at the end
01:53:48 --> 01:53:51: of the games had been said by your colleague
01:53:51 --> 01:53:53: of the 4 just now in the same way what
01:53:54 --> 01:53:54: exactly?
01:53:54 --> 01:53:56: And so there or once,
01:53:56 --> 01:53:57: reversibility was an extra cost,
01:53:57 --> 01:53:59: conversion and be an extra cost.
01:53:59 --> 01:54:04: Reversibility is integrated into the economics of the project
and
01:54:04 --> 01:54:06: therefore it finally forces us to
01:54:06 --> 01:54:09: imagine everywhere, um, 2 uses in the same shot of
01:54:09 --> 01:54:09: a single
01:54:09 --> 01:54:11: building, so for the part
01:54:11 --> 01:54:15: of the island Saint-Denis, it led us especially obviously
01:54:15 --> 01:54:17: to build wood, but above all to use all the
01:54:17 --> 01:54:21: techniques most adapted wood construction according to the
works.
01:54:21 --> 01:54:24: Schematically, for buildings of 2 to 3 floors, we
01:54:24 --> 01:54:26: will be 100 percent wood.
01:54:26 --> 01:54:30: A floor wall for buildings of 6 to
01:54:30 --> 01:54:32: 7 storeys, these will be
01:54:32 --> 01:54:36: wood-framed walls, thus traditional low-carbon concrete
skeletons.
01:54:36 --> 01:54:40: And then wood fillings on the walls and on the.
01:54:40 --> 01:54:44: The student residence in particular will be modular
01:54:44 --> 01:54:48: wood, so apartments built on the port of Le Havre
01:54:48 --> 01:54:52: to tell the truth and bring assembled on site entirely
01:54:52 --> 01:54:52: by
01:54:52 --> 01:54:54: boat, so there also in the constructive mode.
01:54:54 --> 01:54:57: We innovate but above all we mix.
01:54:57 --> 01:55:00: At the most fair depending on the destinations and we
01:55:00 --> 01:55:01: innovate on the site.
01:55:01 --> 01:55:04: So there will be a large part of the shipyard
01:55:04 --> 01:55:06: that will be supplied by boat.
01:55:06 --> 01:55:09: The whole project was designed in Bing from the beginning
01:55:09 --> 01:55:09: it was,
01:55:09 --> 01:55:11: our first project on this scale,
01:55:11 --> 01:55:13: 47,000 square meters designed in Bing.
01:55:13 --> 01:55:16: We even got a small price which we are very

01:55:16 --> 01:55:18: proud of and we go.

01:55:18 --> 01:55:22: We will inaugurate our first online management

01:55:22 --> 01:55:25: project therefore, which ultimately extends this

01:55:25 --> 01:55:27: of these innovations, this spirit and design.

01:55:27 --> 01:55:31: Bam. To work as fairly and in an economy,

01:55:31 --> 01:55:34: a frugality of means that is ultimately quite innovative in

01:55:34 --> 01:55:35: itself.

01:55:35 --> 01:55:38: But in this, in this rather thrifty perspective.

01:55:38 --> 01:55:41: And then, to project itself into the

01:55:41 --> 01:55:44: long term, this logic, again of reversibility.

01:55:44 --> 01:55:46: Well it can be worth in a 23 generations.

01:55:46 --> 01:55:51: If tomorrow, um, some buildings have to become residence
again

01:55:51 --> 01:55:55: will obviously be easier and therefore to do so.

01:55:55 --> 01:55:58: So we have. We talked about everything that was actually

01:55:58 --> 01:55:59: innovative and that

01:55:59 --> 01:56:01: was appropriate for the environmental approach.

01:56:01 --> 01:56:03: Very little has been said about text since this

01:56:03 --> 01:56:04: morning, but I believe

01:56:04 --> 01:56:07: that the answer to this question was given in the

01:56:07 --> 01:56:07: other

01:56:07 --> 01:56:10: round table, in the idea that the attack was only

01:56:10 --> 01:56:12: a tool that digital was a tool and not an

01:56:12 --> 01:56:12: end in itself.

01:56:12 --> 01:56:15: And then one of you told me in preparing this

01:56:15 --> 01:56:18: round table that having done what was in

01:56:18 --> 01:56:20: the specifications, ie as he had no question.

01:56:20 --> 01:56:24: But there was no specific answer to the issue of

01:56:24 --> 01:56:25: digital and technology.

01:56:25 --> 01:56:29: But nevertheless, I would like to come back

01:56:29 --> 01:56:32: perhaps with you Thierry, on the subject.

01:56:32 --> 01:56:34: Innovation need post-Olympics, ie you have this dimension.

01:56:34 --> 01:56:39: It is very long-term habitats that you have explained and

01:56:39 --> 01:56:42: so I want to ask you from 2026 how you

01:56:42 --> 01:56:44: see this articulation between them,

01:56:44 --> 01:56:48: which will have been innovated in the design phase.

01:56:48 --> 01:56:49: And how are we going to live?

01:56:49 --> 01:56:52: Is there also a dimension of innovation in the life

01:56:53 --> 01:56:55: of these neighborhoods with I would say,

01:56:55 --> 01:56:58: the time. Their immediate territory environment.

01:56:58 --> 01:57:00: How do you see that?

01:57:00 --> 01:57:01: Is that important to you?

01:57:01 --> 01:57:03: Yes it's. It's.
01:57:03 --> 01:57:05: It's fundamental, um. On
01:57:05 --> 01:57:09: many levels, we are always inventing housing itself,
01:57:09 --> 01:57:12: of knowing. We can see how the cells evolved today
01:57:12 --> 01:57:13: we.
01:57:13 --> 01:57:14: When you see some
01:57:14 --> 01:57:16: of the, the, 3 rooms that are 40
01:57:16 --> 01:57:18: square meters, which were built in the
01:57:18 --> 01:57:19: 1930s, we scream and
01:57:19 --> 01:57:22: say, but how could we conceive of this when it
01:57:22 --> 01:57:24: met a need of the time?
01:57:24 --> 01:57:25: Then we did, we did,
01:57:25 --> 01:57:27: we have, we built differently,
01:57:27 --> 01:57:29: so we're still in the projection.
01:57:29 --> 01:57:33: To know what will be the modes of living
01:57:33 --> 01:57:35: tomorrow, so when we started to I I did not
01:57:35 --> 01:57:39: go back on all the technical innovations or everything that
01:57:39 --> 01:57:41: nicolas Ferrand could say
01:57:41 --> 01:57:44: and and also Emmanuelle de Mazi??res on this
01:57:44 --> 01:57:48: on all these subjects, we were already at first very
01:57:48 --> 01:57:52: attentive on everything that was design and sizing of the
01:57:52 --> 01:57:54: dwellings with double notions
01:57:54 --> 01:57:58: clearly and accessibility, universal accessibility is beginning
to reflect on
01:57:58 --> 01:57:58: shared spaces.
01:57:58 --> 01:58:00: We even went up.
01:58:00 --> 01:58:03: So far as to think and propose to Allah only
01:58:04 --> 01:58:07: video to reflect on a mode a way of managing
01:58:07 --> 01:58:11: outdoor spaces so that to be sure that everything
01:58:11 --> 01:58:14: we were going to bring,
01:58:14 --> 01:58:19: the beautiful pictures, the forest, the little flowers and
everything
01:58:19 --> 01:58:19: and be sure
01:58:19 --> 01:58:23: that in 10, 15 years all this notion of neighborhood
01:58:23 --> 01:58:25: decoration or neighborhood nature
01:58:25 --> 01:58:28: endures um , and there or in the in terms
01:58:28 --> 01:58:31: of timing or covers this folder and and remarkable.
01:58:31 --> 01:58:36: It's just that. We started thinking about reversibility issues.
01:58:36 --> 01:58:38: Before the covid and and.
01:58:38 --> 01:58:41: And now we're in a situation where we've all been
01:58:41 --> 01:58:42: in confinement.
01:58:42 --> 01:58:44: We worked at home on and.

01:58:44 --> 01:58:48: And. And among them, because we happen to have a
01:58:48 --> 01:58:49: few,
01:58:49 --> 01:58:52: a few hundred thousand tenants that when
01:58:52 --> 01:58:57: we question them, when we question what they want to
01:58:57 --> 01:58:57: do,
01:58:57 --> 01:59:00: we feel that the way of
01:59:00 --> 01:59:02: living evolves, it evolves with
01:59:02 --> 01:59:04: perhaps another, another way of
01:59:04 --> 01:59:07: living at home, the creation of shared spaces.
01:59:07 --> 01:59:08: We're talking wings
01:59:08 --> 01:59:11: packages, coliving, coworking. Uh, we're
01:59:11 --> 01:59:12: talking. From de, de de,
01:59:12 --> 01:59:14: from pieces to share all these elements.
01:59:14 --> 01:59:16: Finally, we started to think about it.
01:59:16 --> 01:59:20: We started implementing them in the Olympic Village, so it
01:59:20 --> 01:59:23: was one. It is an unfortunate coincidence
01:59:23 --> 01:59:27: to say, because one can, the person can that applaud
01:59:27 --> 01:59:28: the
01:59:28 --> 01:59:31: the containment, but it is a pass reversibility is a
01:59:31 --> 01:59:34: reality and reversibility is also a form of response.
01:59:34 --> 01:59:37: Uh, before the crisis, what will happen after the crisis,
01:59:37 --> 01:59:39: so that on this side is, it
01:59:39 --> 01:59:41: is, it is, it's extremely interesting and.
01:59:41 --> 01:59:44: Then and then, then, you'll have in the folder.
01:59:44 --> 01:59:46: It's. It's the. It's the one of the.
01:59:46 --> 01:59:49: The cycle building that actually explains
01:59:49 --> 01:59:53: there, but we're very proud with Icade's to have out
01:59:53 --> 01:59:55: and the designers to have this out.
01:59:55 --> 01:59:59: This building cycle or it is a building 0
01:59:59 --> 02:00:02: waste and resources, namely it participates in the door of
02:00:02 --> 02:00:04: resource resources outside.
02:00:04 --> 02:00:07: The other element that is extremely innovative.
02:00:07 --> 02:00:11: It's just that. We were brought to work immediately in
02:00:11 --> 02:00:13: project mode between
02:00:13 --> 02:00:15: the, the urban planners,
02:00:15 --> 02:00:18: the, the promoters, the
02:00:18 --> 02:00:22: designers. Uh, almost the future buyers and the donors and.
02:00:22 --> 02:00:26: And we don't know about work habits either.
02:00:26 --> 02:00:30: Uh, there were workshops or people without doing, but at
02:00:30 --> 02:00:34: 8am they came out at 11pm in the evening saying
02:00:34 --> 02:00:38: today we have to settle this topic and.
02:00:38 --> 02:00:42: It's. It is a co-design co-production mode that was totally

02:00:42 --> 02:00:43: innovative.

02:00:43 --> 02:00:48: When we talk about innovation, which was totally innovative and

02:00:48 --> 02:00:49: that has and

02:00:49 --> 02:00:52: rather worked, which finally me, when I when I look

02:00:52 --> 02:00:55: at the result I I think all the lights are

02:00:55 --> 02:00:56: open.

02:00:56 --> 02:00:58: As for the quality of the product released.

02:00:58 --> 02:01:01: Uh, and our job is also going to be to

02:01:01 --> 02:01:05: think about how we can decline this way of doing

02:01:05 --> 02:01:08: on other subjects while social

02:01:08 --> 02:01:12: landlords are talking about the files. Anru files, therefore urban

02:01:12 --> 02:01:13: reconstruction and

02:01:13 --> 02:01:16: other files, is what should not be inspired by what

02:01:16 --> 02:01:19: has been done on the in the process on the

02:01:19 --> 02:01:21: Olympic Village to co-build projects

02:01:21 --> 02:01:24: with this extremely fine granulometry on other ideas?

02:01:24 --> 02:01:26: This is what Nicolas Ferrand

02:01:26 --> 02:01:30: said, introduction in saying, but the CE we did or

02:01:30 --> 02:01:30: we were

02:01:30 --> 02:01:32: able, we will be

02:01:32 --> 02:01:35: able to, design and build an innovative neighborhood in less

02:01:36 --> 02:01:36: than 6 years.

02:01:36 --> 02:01:39: It means we can do it somewhere else.

02:01:39 --> 02:01:42: So thank you, we see that the subject is exciting

02:01:42 --> 02:01:45: and I'm told that I'm exploding the timing,

02:01:45 --> 02:01:47: so we're going to go back to a disciplined cabbage.

02:01:47 --> 02:01:50: To conclude gentlemen each, if you were to sum up

02:01:50 --> 02:01:52: in one word the vision of the

02:01:52 --> 02:01:54: investor, one word each. Eric.

02:01:54 --> 02:01:56: Trust because very clearly,

02:01:56 --> 02:01:58: you have to trust yourself.

02:01:58 --> 02:02:00: We don't just have to talk.

02:02:00 --> 02:02:01: We see the 2024

02:02:01 --> 02:02:02: Olympics, it's a long-term gamble.

02:02:02 --> 02:02:05: We just said it again and so it works that

02:02:05 --> 02:02:07: if the trust between the different

02:02:07 --> 02:02:10: actors, not everything is written, not everything is

02:02:10 --> 02:02:13: planned, not everything is anticipated. We are clearly in this

02:02:13 --> 02:02:15: issue today and therefore without

02:02:15 --> 02:02:17: the trust, it does not work with trust.

02:02:17 --> 02:02:18: Jerome, I would have used the same word,

02:02:18 --> 02:02:21: but suddenly I will exchange it for 2 others, I
02:02:21 --> 02:02:23: will go the Grand Paris simply.
02:02:23 --> 02:02:27: It's an eminently big Parisian project.
02:02:27 --> 02:02:29: I. I. I was appearing in the Place de la
02:02:30 --> 02:02:31: R??publique because.
02:02:31 --> 02:02:34: We will be, I would say in the same,
02:02:34 --> 02:02:37: the same situation one day as the Place de la
02:02:37 --> 02:02:37: R??publique,
02:02:37 --> 02:02:40: we won't be a few stations away from Paris.
02:02:40 --> 02:02:42: We're somewhere in Paris,
02:02:42 --> 02:02:46: but in big here, thank you Thierry
02:02:46 --> 02:02:51: 131 small, a nice little territory and small 3 insertion.
02:02:51 --> 02:02:53: Thank you. Thank you all 3 and I give the
02:02:53 --> 02:02:55: floor to Sebastian.
02:02:55 --> 02:02:57: Thank you.
02:02:57 --> 02:03:00: Thank you Nathalie. Thank you gentlemen,
02:03:00 --> 02:03:03: I am delighted to see that we can find passionate
02:03:03 --> 02:03:08: and motivated investors in front of ambitious and surely
expensive
02:03:08 --> 02:03:09: criteria.
02:03:09 --> 02:03:13: So, to welcome our last speaker,
02:03:13 --> 02:03:20: riadh Salem, ESS entrepreneur, Paralympic athletes and
Paris 2024 ambassador.
02:03:20 --> 02:03:24: Cape Founder. I'm going to ask Melanie Carpenter,
Executive
02:03:24 --> 02:03:28: Director Hyundai France to come and introduce you in more
02:03:28 --> 02:03:29: detail to
02:03:29 --> 02:03:29: you, Melanie.
02:03:29 --> 02:03:54: Yes.
02:04:27 --> 02:04:29: Does it work? Yes.
02:04:32 --> 02:04:35: Just for Ryad Ryad, your microphone
02:04:35 --> 02:04:38: is good? No? It's not working,
02:04:38 --> 02:04:39: we're cleaning it up.
02:04:43 --> 02:04:45: Thank you.
02:04:45 --> 02:04:46: Now it works, it's good.
02:04:46 --> 02:04:47: Well happy New Year to all.
02:04:47 --> 02:04:50: So if it works, it's great.
02:04:50 --> 02:04:55: Ryad so difficult exercise to introduce you in a
02:04:55 --> 02:04:57: few words, but I'll, I'll get started.
02:04:57 --> 02:05:01: That's it, you've competed in the Olympic and Paralympic
Games
02:05:01 --> 02:05:02: five times.
02:05:02 --> 02:05:07: Swimming, basketball, wheelchair rugby. You're ambassador

to Paris

02:05:07 --> 02:05:09: 2024, you're a man.

02:05:09 --> 02:05:14: Positive, committed to fights on social and solidarity grounds, you

02:05:14 --> 02:05:19: founded non capsa sports club and association dedicated to prevention

02:05:19 --> 02:05:23: and awareness of disability and you are also initiator of

02:05:23 --> 02:05:26: projects of various projects,

02:05:26 --> 02:05:30: many societal and cultural. We are very happy to have

02:05:30 --> 02:05:31: you with us.

02:05:31 --> 02:05:35: Really thank you and welcome.

02:05:35 --> 02:05:37: So, in view of all that has been said this

02:05:38 --> 02:05:41: morning about the legacy that all actors want to leave

02:05:41 --> 02:05:44: Paris 2024 with their ambitions, but

02:05:44 --> 02:05:47: also the great economic balances and,

02:05:47 --> 02:05:50: er, the financial actors on its major projects?

02:05:50 --> 02:05:52: What would be your first

02:05:52 --> 02:05:56: reaction, spontaneously, what did you learn from it?

02:05:56 --> 02:05:58: Enthusiasm.

02:05:58 --> 02:06:01: All the better, enthusiasm, it's true that.

02:06:01 --> 02:06:04: Uh, the games are something pretty amazing.

02:06:04 --> 02:06:07: We don't realize how true it is that we obviously

02:06:07 --> 02:06:09: speak in the minds of the general

02:06:09 --> 02:06:12: public, it's sport, but we can see it today that

02:06:12 --> 02:06:13: it's beyond sport.

02:06:13 --> 02:06:16: Whether it's about social issues, cultural and

02:06:16 --> 02:06:19: economic land use, and therefore

02:06:19 --> 02:06:22: the fact that we can give a little bit of

02:06:22 --> 02:06:24: a look at the games.

02:06:24 --> 02:06:28: Uh, well that's important because it proves that games are

02:06:28 --> 02:06:32: part of this culture of globalization long before the

02:06:32 --> 02:06:34: time, and we didn't realize it.

02:06:34 --> 02:06:38: So I participate in 6 games must 5 officially 6

02:06:38 --> 02:06:39: unofficially.

02:06:39 --> 02:06:42: Oh yes so I was wrong when I said 5

02:06:42 --> 02:06:44: no but you are not at all.

02:06:44 --> 02:06:47: Cut the 6th was in Barcelona in 92 and I

02:06:47 --> 02:06:48: was an unofficial athlete,

02:06:48 --> 02:06:52: I presented a new discipline so it was not

02:06:52 --> 02:06:54: that, it does not count as real games.

02:06:54 --> 02:06:55: As an athlete that's it.

02:06:55 --> 02:06:58: But yes there I I am pleasantly surprised to see

02:06:59 --> 02:07:03: all this ecosystem and especially this consideration of

innovation and
02:07:03 --> 02:07:05: new relationships with the
02:07:05 --> 02:07:09: environment with inclusion with universal accessibility.
02:07:09 --> 02:07:11: So all of us are going to say the subjects
02:07:11 --> 02:07:14: that we've been advocating for years that are now becoming.
02:07:14 --> 02:07:18: Current topics that are taken into account no longer just
02:07:18 --> 02:07:18: with words, but
02:07:18 --> 02:07:22: in reality. And when you know when something circulates in
02:07:22 --> 02:07:23: the stone, in the
02:07:23 --> 02:07:25: marble, it is for a long time.
02:07:25 --> 02:07:28: And so I'm delighted to know that tomorrow we're going
02:07:28 --> 02:07:30: to build accessible buildings.
02:07:30 --> 02:07:33: Home respecting the environment.
02:07:33 --> 02:07:37: All right, thank you very much. An important question,
02:07:37 --> 02:07:40: do you think that all these games projects in Paris
02:07:40 --> 02:07:43: take into account the standards in terms of accessibility?
02:07:43 --> 02:07:46: So the Paris Games it's, it's
02:07:46 --> 02:07:48: a challenge. Uh.
02:07:48 --> 02:07:50: As we said earlier, that
02:07:50 --> 02:07:52: is it. It's been 100 times,
02:07:52 --> 02:07:55: it's been a century since we had that we didn't
02:07:55 --> 02:07:56: have the games in Paris.
02:07:56 --> 02:08:01: Uh, modern games were still inspired by a Frenchman,
02:08:01 --> 02:08:04: Pierre de Coubertin and today.
02:08:04 --> 02:08:05: We're still innovating about games, we've
02:08:05 --> 02:08:08: got. This is the first time that the kojo has
02:08:08 --> 02:08:11: fully integrated the Olympic and Paralympic Games.
02:08:11 --> 02:08:13: It means that it is not a thought on one
02:08:13 --> 02:08:13: side,
02:08:13 --> 02:08:16: a thought, on the other, it is complementary,
02:08:16 --> 02:08:17: even at the level of the logo.
02:08:17 --> 02:08:19: I don't know if you saw,
02:08:19 --> 02:08:20: I saw the logo earlier, we
02:08:20 --> 02:08:22: have the same logo before,
02:08:22 --> 02:08:24: we were really in different identities,
02:08:24 --> 02:08:28: so as these are 2 of completely different
02:08:28 --> 02:08:32: international structures, so there was not necessarily all the
02:08:32 --> 02:08:35: the same logic that were in the kind of confrontation.
02:08:35 --> 02:08:38: Positioning there's more than that so we already arrive on
02:08:38 --> 02:08:40: games that are inclusive, completely.
02:08:40 --> 02:08:45: And universal accessibility is truly integrated from the

beginning of
02:08:45 --> 02:08:46: any project.
02:08:46 --> 02:08:48: That is to say that the cursor it is put
02:08:48 --> 02:08:49: at the base of the Paralympics.
02:08:49 --> 02:08:52: And then it rolls out on the Olympic on everything
02:08:52 --> 02:08:55: else and that's it's really innovative.
02:08:55 --> 02:08:58: Before it was we made the Olympic Village and then
02:08:58 --> 02:08:59: we redevelop.
02:08:59 --> 02:09:00: I don't know who said that anymore,
02:09:00 --> 02:09:02: it was the inverted world what.
02:09:02 --> 02:09:05: So it cost 1111 crazy money to break everything.
02:09:05 --> 02:09:07: Handing over ramps, stuff,
02:09:07 --> 02:09:09: but if it's designed from
02:09:09 --> 02:09:10: the start, and bah it's just happiness and.
02:09:10 --> 02:09:14: And today the Olympics or discomfort of the Paralympics.
02:09:14 --> 02:09:18: So thanks to us, they're in even more comfortable places.
02:09:18 --> 02:09:19: And in terms of standards,
02:09:19 --> 02:09:21: you had a particular point?
02:09:21 --> 02:09:23: So yes, I'm obviously because I.
02:09:23 --> 02:09:26: I was carrying a project that was a city of
02:09:26 --> 02:09:29: disability that turned into a universal
02:09:29 --> 02:09:30: city, and, um, and and.
02:09:30 --> 02:09:33: And it's true that it's been several years since I
02:09:33 --> 02:09:36: carried a little bit this project and I met a
02:09:36 --> 02:09:37: company that ejia,
02:09:37 --> 02:09:39: which was a little cracked like us like me.
02:09:39 --> 02:09:42: And it's true, it's I like cracked people, it
02:09:42 --> 02:09:45: lets the light pass you know so on innovation projects,
02:09:45 --> 02:09:46: it's important
02:09:46 --> 02:09:49: to have. A little bit of this.
02:09:49 --> 02:09:53: This little light that arrives and it allows you to
02:09:53 --> 02:09:56: have boldness and to carry new projects.
02:09:56 --> 02:09:58: And the standards we realize that obviously,
02:09:58 --> 02:10:01: as we want to make a city completely almost 100
02:10:01 --> 02:10:04: percent accessible with the standards of universal
02:10:04 --> 02:10:07: accessibility, we find ourselves confronted with other
standards of safety
02:10:07 --> 02:10:08: in the environment.
02:10:08 --> 02:10:11: Uh, and so we're thinking about how to harmonize standards
02:10:11 --> 02:10:12: and also on disability
02:10:12 --> 02:10:15: standards, how we're changing them.
02:10:15 --> 02:10:17: Because what is important today is

02:10:17 --> 02:10:20: that you can move around inside a building and you
02:10:21 --> 02:10:22: can live there and now
02:10:22 --> 02:10:25: it is true that on the standards
02:10:25 --> 02:10:27: of disability, sometimes they are a little
02:10:27 --> 02:10:30: excessive, they, they, they may have been their importance.
02:10:30 --> 02:10:33: At the time, we knew the militant movement very
02:10:33 --> 02:10:36: well, so we want excellence. Except that after the excellence
02:10:36 --> 02:10:38: of times and disconnected from
02:10:38 --> 02:10:40: reality, and it serves the cause and I see it
02:10:41 --> 02:10:42: today with the law
02:10:42 --> 02:10:44: momentum, say that we have gone from 100 percent of
02:10:44 --> 02:10:45: accessible housing to 20 percent.
02:10:45 --> 02:10:47: With fighting a little
02:10:47 --> 02:10:49: bit, but if we had made the
02:10:49 --> 02:10:52: difference, if we had been looking for
02:10:52 --> 02:10:53: the middle way, to
02:10:53 --> 02:10:56: say OK, fine, we do not need to have every
02:10:56 --> 02:10:56: time bathrooms.
02:10:56 --> 02:10:59: You can dance the tango
02:10:59 --> 02:11:03: inside, but how do you make bathrooms of the rooms,
02:11:03 --> 02:11:03: things
02:11:03 --> 02:11:05: like that that are visitable,
02:11:05 --> 02:11:11: accessible, wheelchair with other standards and can be
make accommodations
02:11:11 --> 02:11:11: with
02:11:11 --> 02:11:14: different standards, ie I take the example stupid.
02:11:14 --> 02:11:17: I organize events every year and I find myself in
02:11:17 --> 02:11:18: trouble.
02:11:18 --> 02:11:20: Because in the norm today,
02:11:20 --> 02:11:21: we end up with a big
02:11:21 --> 02:11:23: hotel, and bah it will make 3 accessible rooms.
02:11:23 --> 02:11:27: But when you welcome an international team and this team
02:11:27 --> 02:11:29: has about twenty people, you
02:11:29 --> 02:11:31: have to be in several hotels.
02:11:31 --> 02:11:34: And because to try to accumulate so on the trips,
02:11:34 --> 02:11:36: on the logistics, it's hellish.
02:11:36 --> 02:11:39: Whereas if we had rooms that were almost accessible,
visitable,
02:11:39 --> 02:11:42: we will say on another form of accessibility,
02:11:42 --> 02:11:44: we would not have this problem.
02:11:44 --> 02:11:46: They organized an event called civilization challenge.
02:11:46 --> 02:11:49: I wanted to invite St??phane hawking.

02:11:49 --> 02:11:53: No room is able to accommodate personalities of this size
02:11:53 --> 02:11:54: of this level.
02:11:54 --> 02:11:58: With their disability. The only thing we were proposing was
02:11:58 --> 02:11:59: to be in a hospital.
02:11:59 --> 02:12:01: Can you imagine us
02:12:01 --> 02:12:05: in France, welcoming this type of character in a hospital
02:12:05 --> 02:12:08: when if we had for example in large hotels a
02:12:08 --> 02:12:08: medical
02:12:08 --> 02:12:11: room, but who remains a hotel and the medical side
02:12:11 --> 02:12:13: takes it out when we need it?
02:12:13 --> 02:12:15: And Ben there, we would have already evolved and that's
02:12:16 --> 02:12:17: and it's great thinker.
02:12:17 --> 02:12:20: It is these great intellectuals, these great researchers.
02:12:20 --> 02:12:21: Who also have disabilities.
02:12:21 --> 02:12:24: And since our society today allows this to save the
02:12:24 --> 02:12:25: lives of some people,
02:12:25 --> 02:12:28: is this what allows us to serve the lives of
02:12:28 --> 02:12:28: some great minds?
02:12:28 --> 02:12:31: And Ben, we could welcome them with dignity in our
02:12:31 --> 02:12:35: beautiful country and that's where I have a little trouble.
02:12:35 --> 02:12:37: With our society, it is, we have beautiful ideas and
02:12:37 --> 02:12:41: often instead of getting around a table and moving forward
02:12:41 --> 02:12:41: on this
02:12:41 --> 02:12:44: idea, we are always in a kind of confrontation,
02:12:44 --> 02:12:47: in sterile postures. Whereas if we were OK, you have
02:12:47 --> 02:12:50: your need, we have other economic needs, how do
02:12:50 --> 02:12:54: we find the way of the middle to move together
02:12:54 --> 02:12:55: on this path, a
02:12:55 --> 02:12:58: harmony of needs that you obviously mention to me,
02:12:58 --> 02:13:01: me, me, I have a.
02:13:01 --> 02:13:04: I love our country so much, I love so much
02:13:04 --> 02:13:06: what we propose to the world, that I
02:13:06 --> 02:13:09: would like us to get. The console offers to ourselves
02:13:09 --> 02:13:10: too.
02:13:10 --> 02:13:13: It is good to be this country of human rights.
02:13:13 --> 02:13:16: We could turn these countries from human rights to human
02:13:16 --> 02:13:19: rights and apply them to ourselves.
02:13:19 --> 02:13:20: And I think it's 2024 games.
02:13:20 --> 02:13:22: The phrase of the
02:13:22 --> 02:13:25: 2024 games is sharing. And so how do we make
02:13:25 --> 02:13:25: this
02:13:25 --> 02:13:27: by you, this sharing be fair to everyone?

02:13:30 --> 02:13:33: So all these reflections are related to the choice of
02:13:33 --> 02:13:37: civilization that we want to have in the choice of
02:13:37 --> 02:13:39: urbanization of the territory.
02:13:39 --> 02:13:41: What are your beliefs on the subject?
02:13:41 --> 02:13:44: But. In fact, um, urban
02:13:44 --> 02:13:47: planning, building a house, building a
02:13:47 --> 02:13:51: building, for me, it's the equivalent of my prosthetics.
02:13:51 --> 02:13:53: It's weird what I'm going to tell you,
02:13:53 --> 02:13:55: but.
02:13:55 --> 02:13:58: In fact, we don't have some critters in there to
02:13:58 --> 02:13:59: be able to.
02:13:59 --> 02:14:03: Be quiet in winter, not need to stay,
02:14:03 --> 02:14:05: you are not like some animals.
02:14:05 --> 02:14:08: To be able to live
02:14:08 --> 02:14:09: in the desert, so we.
02:14:09 --> 02:14:14: We have, by our intelligence, compensate for what nature
has
02:14:14 --> 02:14:15: not offered us.
02:14:15 --> 02:14:16: And so all
02:14:16 --> 02:14:18: this infrastructure is
02:14:18 --> 02:14:20: just compensation, it's just prosthetics.
02:14:20 --> 02:14:21: And what is incredible
02:14:21 --> 02:14:25: is this compensation. Today, it creates human identity.
02:14:25 --> 02:14:28: There is not a living species that is able to
02:14:28 --> 02:14:30: do what we do on this planet.
02:14:30 --> 02:14:32: Well, termites are also great architects.
02:14:32 --> 02:14:35: But I, if necessary, there is no shortage of skyscrapers
02:14:35 --> 02:14:35: either.
02:14:35 --> 02:14:39: Even if they are impressive. And that's where I'm thinking.
02:14:39 --> 02:14:41: If we build things for our
02:14:41 --> 02:14:44: comfort, for our well-being, for this human civilization.
02:14:44 --> 02:14:45: Why, at some point,
02:14:45 --> 02:14:49: do we not have that logic of accessibility?
02:14:49 --> 02:14:53: We talked earlier about the aging population.
02:14:53 --> 02:14:57: We made the choice to save lives.
02:14:57 --> 02:14:59: It's the same, but if you save lives,
02:14:59 --> 02:15:01: what do you offer them?
02:15:01 --> 02:15:04: If tomorrow I spent 20 years of my life in
02:15:04 --> 02:15:06: the centers and hospitals, it was
02:15:06 --> 02:15:08: great. But at some point, to
02:15:08 --> 02:15:11: be locked up. We are social animals and we have
02:15:11 --> 02:15:14: this will for freedom and freedom, it is

02:15:14 --> 02:15:17: also the territory that offers it to us.
02:15:17 --> 02:15:19: That's how we set up the city.
02:15:19 --> 02:15:23: If I'm with my chair and I can't drive around
02:15:23 --> 02:15:24: this town,
02:15:24 --> 02:15:26: and bah in the end handicap
02:15:26 --> 02:15:29: me, I feel a lot more and it becomes a
02:15:29 --> 02:15:30: problem.
02:15:30 --> 02:15:35: And to think about accessibility only by way of disability.
02:15:35 --> 02:15:38: Personally, I think that is a mistake.
02:15:38 --> 02:15:40: From the moment on, we made the choice of life
02:15:40 --> 02:15:41: and consume.
02:15:41 --> 02:15:42: We see it today. So,
02:15:42 --> 02:15:45: if we are a little compartmentalized with this covid, it
02:15:45 --> 02:15:47: is because we want to protect our elders,
02:15:47 --> 02:15:50: so we want to protect life at all costs.
02:15:50 --> 02:15:52: But life why do if you prolong life, if
02:15:52 --> 02:15:55: tomorrow you have a person who is 90 years old
02:15:55 --> 02:15:58: but who can not get out of his building because
02:15:58 --> 02:15:59: there are only
02:15:59 --> 02:16:01: stairs, that he can not get out of his room
02:16:01 --> 02:16:03: because his chair does
02:16:03 --> 02:16:05: not pass, I find it a little pity while if
02:16:05 --> 02:16:06: we anticipate.
02:16:06 --> 02:16:09: This choice by saying we have made standards very well,
02:16:09 --> 02:16:12: but can these standards evolve with our society, our
02:16:12 --> 02:16:16: civilization? I find it a pity to see today I
02:16:16 --> 02:16:17: what I say.
02:16:17 --> 02:16:20: You really have to take it nicely.
02:16:20 --> 02:16:21: It is important to
02:16:21 --> 02:16:25: have eh pads, everything but to tell me that tomorrow people
02:16:25 --> 02:16:26: who still have all
02:16:26 --> 02:16:30: their heads, all their intellectual abilities that are forced to
02:16:30 --> 02:16:34: be in eh pads whereas if their housing had been accessible
02:16:34 --> 02:16:36: and a large part of these people.
02:16:36 --> 02:16:39: Will pay for this housing for the rest of their
02:16:39 --> 02:16:42: lives and they will not be able to give it
02:16:42 --> 02:16:44: to their children as an inheritance because
02:16:44 --> 02:16:47: maybe we will sell it to pay them their time
02:16:48 --> 02:16:50: in this state so it is this logic when
02:16:50 --> 02:16:53: we talk about time space, of, of, of, all this
02:16:53 --> 02:16:54: we must anticipate.
02:16:54 --> 02:16:55: Personally, I. I, I repeat,

02:16:55 --> 02:16:58: I insist on this, I have spent 20 years of
02:16:58 --> 02:16:59: my life in the
02:16:59 --> 02:17:02: centers, hospitals. I don't want to spend 20 years with
02:17:02 --> 02:17:03: my daughter yet.
02:17:03 --> 02:17:06: I want the hospital to come
02:17:06 --> 02:17:09: to my house, to build cities that are
02:17:09 --> 02:17:11: hacker, that is for the concern
02:17:11 --> 02:17:15: of the individual, but at the same time, it feeds
02:17:15 --> 02:17:18: the collective and and for me it's really
02:17:18 --> 02:17:19: important because it's, um.
02:17:19 --> 02:17:22: liberty, equality, fraternity. Freedom
02:17:22 --> 02:17:24: is displacement and equality,
02:17:24 --> 02:17:27: it's when I can, I can have access to everything
02:17:27 --> 02:17:30: that others try to make brotherhood and Ben if I'm
02:17:30 --> 02:17:32: vulnerable because in my life,
02:17:32 --> 02:17:35: there's illness, accident I don't know what.
02:17:35 --> 02:17:38: And Ben may my human brothers and my human sisters
02:17:38 --> 02:17:40: also be able to accompany me in in in these
02:17:41 --> 02:17:42: challenges of this life.
02:17:44 --> 02:17:46: Another question is, do you see these games as a
02:17:46 --> 02:17:49: driving force and a source of innovation for our territory?
02:17:49 --> 02:17:52: You were talking to me, there is always a before
02:17:52 --> 02:17:54: and after the Olympic and Paralympic Games.
02:17:54 --> 02:17:55: There's a before and an after.
02:17:55 --> 02:17:58: We have said everything in terms of infrastructure.
02:17:58 --> 02:18:00: But there's also all this technology.
02:18:00 --> 02:18:02: We were talking about digital, we
02:18:02 --> 02:18:05: were talking, but also the values, that is, there is
02:18:05 --> 02:18:07: this accessibility for me that is also accessibility.
02:18:07 --> 02:18:10: This culture of accessibility in
02:18:10 --> 02:18:13: people's minds, in teeth, in the eyes of people.
02:18:13 --> 02:18:16: And, um, we were saying at the very beginning that
02:18:16 --> 02:18:19: we don't realize the impact of the games.
02:18:19 --> 02:18:21: Today, the Olympic Games, there
02:18:21 --> 02:18:25: are more nations that are affiliated with the Olympic Games.
02:18:25 --> 02:18:28: To the United Nations. You can
02:18:28 --> 02:18:31: imagine the thing, um, we've sent all the greatest diplomats
02:18:31 --> 02:18:34: on earth to conflicts between countries.
02:18:34 --> 02:18:36: I. I take
02:18:36 --> 02:18:39: the example lately, not so long ago that North Korea
02:18:39 --> 02:18:43: and South Korea made the games and these countries that
02:18:43 --> 02:18:44: kill themselves or.

02:18:44 --> 02:18:46: They have been playing for
02:18:46 --> 02:18:48: decades, dancing together, reopening
02:18:48 --> 02:18:51: borders. Not all of the top diplomats of the United
02:18:51 --> 02:18:53: Nations have succeeded.
02:18:53 --> 02:18:55: The games were successful, China was closed.
02:18:55 --> 02:18:55: There were games,
02:18:55 --> 02:18:58: it opened.
02:18:58 --> 02:19:01: Today the World Cup has borderline we will
02:19:01 --> 02:19:07: say, created labor law in Saudi Arabia but it's still
02:19:07 --> 02:19:09: crazy to think that.
02:19:09 --> 02:19:11: Vulgarly, we're going to play ball and.
02:19:11 --> 02:19:15: And we open new concepts of the human in countries
02:19:15 --> 02:19:18: where they were considered in a way we will
02:19:18 --> 02:19:20: say, another from another
02:19:20 --> 02:19:22: era, another century even so that too.
02:19:22 --> 02:19:25: This force of the games and there it has that
02:19:25 --> 02:19:25: power there.
02:19:25 --> 02:19:29: And every time I was in in countries where there
02:19:29 --> 02:19:30: were games.
02:19:30 --> 02:19:32: Well I was coming, we looked like a handicapped man.
02:19:32 --> 02:19:35: After the games looked like a champion and and.
02:19:35 --> 02:19:38: And in France itself, despite all the titles or all
02:19:38 --> 02:19:39: the
02:19:39 --> 02:19:42: championships, I am still a handicapped and I dream that
02:19:42 --> 02:19:44: in my country we look like a champion and so
02:19:44 --> 02:19:46: it's game or goodbye also this strength and
02:19:46 --> 02:19:49: and when there will be this strength and there I'll
02:19:49 --> 02:19:51: go back a little bit on something a little political.
02:19:51 --> 02:19:54: All the laws that have been made by on disability
02:19:54 --> 02:19:57: in France begins with this sentence which is quite formidable.
02:19:57 --> 02:20:00: Favor 2.
02:20:00 --> 02:20:03: So if you look at one in recent years of
02:20:03 --> 02:20:04: the 75 law so
02:20:04 --> 02:20:07: far, it's in favor of. Is a right a favour?
02:20:07 --> 02:20:11: And so, do people with disabilities do them a favor?
02:20:11 --> 02:20:12: I don't think so.
02:20:12 --> 02:20:14: And if we take back what I said earlier, if
02:20:14 --> 02:20:17: we consider that their disability is an evolution of society
02:20:17 --> 02:20:19: because the more disabled people there
02:20:19 --> 02:20:21: are, the more people
02:20:21 --> 02:20:22: with disabilities, the more old
02:20:22 --> 02:20:25: people there are, the more vulnerable people there are and

02:20:25 --> 02:20:27: therefore more life and a society that cherishes life.
02:20:27 --> 02:20:30: For me it is this path that I want to
02:20:30 --> 02:20:30: take.
02:20:30 --> 02:20:33: And you mentioned me in relation to sport source of
02:20:33 --> 02:20:34: innovation?
02:20:34 --> 02:20:37: That in fact a lot of innovations had come from
02:20:37 --> 02:20:39: sport in many areas,
02:20:39 --> 02:20:42: also military, there is also the medical
02:20:42 --> 02:20:45: world, sport in civil society
02:20:45 --> 02:20:48: today, you see the majority of people who wear super
02:20:48 --> 02:20:48: sneakers.
02:20:48 --> 02:20:50: That's not, it's not,
02:20:50 --> 02:20:54: it's not the everyday that influences us on this technology
02:20:54 --> 02:20:56: of these shoes, new
02:20:56 --> 02:21:00: clothes, whether in motor racing, the evolution of cars.
02:21:00 --> 02:21:03: On so many things, on
02:21:03 --> 02:21:08: materials, we are the great laboratory of experimentation of
the
02:21:09 --> 02:21:11: evolution of technologies.
02:21:11 --> 02:21:15: And because we allow yourself in sport.
02:21:15 --> 02:21:17: Failed, to be more successful.
02:21:17 --> 02:21:20: This is almost forbidden in other disciplines.
02:21:20 --> 02:21:23: You have no right to fail us in our.
02:21:23 --> 02:21:26: In our field, we lose more often than we win.
02:21:26 --> 02:21:28: But when we win, it's
02:21:28 --> 02:21:31: sustainable, it's what makes people think and it's a notched-
out
02:21:31 --> 02:21:33: of our society and so yes, technology.
02:21:33 --> 02:21:36: Today I have the chair I have or the legs
02:21:36 --> 02:21:38: I have, I have carbon blades on my feet.
02:21:38 --> 02:21:41: Obviously a few years ago it was pieces of wood
02:21:41 --> 02:21:44: attached with leather and scrap metal.
02:21:44 --> 02:21:48: Today this carbon technology but all because it was first.
02:21:48 --> 02:21:51: Suitable by the world of sport who they were not
02:21:51 --> 02:21:52: afraid of risk.
02:21:52 --> 02:21:55: Whereas if you put this kind of prosthetics on an
02:21:55 --> 02:21:58: ordinary person who doesn't know if, unfortunately, it
02:21:58 --> 02:22:00: would have broken, it
02:22:00 --> 02:22:03: would have hurt, it would have caused problems.
02:22:03 --> 02:22:04: Whereas in sport, we
02:22:04 --> 02:22:07: assume. Here, we know that bah we always go higher,
02:22:07 --> 02:22:09: further, stronger and so it is.
02:22:09 --> 02:22:14: It is also the culture of innovation to transcend borders

02:22:14 --> 02:22:15: and boundaries.
02:22:15 --> 02:22:16: So, excuse me, is
02:22:16 --> 02:22:19: that today I'm a little asthma attack and so that's
02:22:19 --> 02:22:20: why I breathe a
02:22:20 --> 02:22:22: little weirdly, but it's not about my habit.
02:22:22 --> 02:22:25: There's been a lot of talk, so legacy prints,
02:22:25 --> 02:22:29: of the bed. What intangible footprint of the Olympic Games
02:22:29 --> 02:22:30: in our society?
02:22:30 --> 02:22:32: Among our population, what
02:22:32 --> 02:22:34: social heritage, what inclusive game?
02:22:38 --> 02:22:40: I. I. I'm really dreaming because.
02:22:40 --> 02:22:44: We have France is a country that is really special
02:22:44 --> 02:22:45: in the world.
02:22:45 --> 02:22:48: Because even though there have been attempts in other
countries,
02:22:48 --> 02:22:48: I don't
02:22:48 --> 02:22:50: know why. But France, as soon as
02:22:50 --> 02:22:52: it decides to launch something, it is
02:22:52 --> 02:22:54: taken up all over the world.
02:22:54 --> 02:22:56: With, with human rights, with
02:22:56 --> 02:22:58: a whole bunch of projects, we
02:22:58 --> 02:23:00: go again. There have been many,
02:23:00 --> 02:23:03: great masses on the environment and hop we arrive in
02:23:03 --> 02:23:05: Paris all at once.
02:23:05 --> 02:23:07: That's what you learn. So we have.
02:23:07 --> 02:23:08: We're -- we're -- we We are, we are
02:23:08 --> 02:23:11: a country that, before this force, we are a
02:23:11 --> 02:23:13: world country so, because we are, we have territories.
02:23:13 --> 02:23:15: In Latin America, in
02:23:15 --> 02:23:18: the Amazon, we have territories among penguins.
02:23:18 --> 02:23:20: Up there, we have territories in
02:23:20 --> 02:23:24: Africa, in Asia. Well, we have territories everywhere because
we
02:23:24 --> 02:23:25: are a world
02:23:25 --> 02:23:27: country, so every time we
02:23:27 --> 02:23:31: talk, um, it's um, there's always this universal side where
02:23:31 --> 02:23:34: other countries can relate to it have created a form
02:23:34 --> 02:23:35: of hope.
02:23:35 --> 02:23:36: And.
02:23:36 --> 02:23:39: I'm. I. I said we did the interview,
02:23:39 --> 02:23:42: it's that. We create this standard that the standard,
02:23:42 --> 02:23:46: um, becomes the difference. Difference becomes the norm

because we
02:23:46 --> 02:23:49: know for a fact that Mother Nature makes us all
02:23:49 --> 02:23:50: different.
02:23:50 --> 02:23:52: And that today we, of
02:23:52 --> 02:23:54: this difference, we, anchor,
02:23:54 --> 02:23:58: create injustices and that it is game since we are
02:23:58 --> 02:23:59: in this culture
02:23:59 --> 02:24:03: of sharing, that we could create inclusive societies respecting
the
02:24:03 --> 02:24:07: differences of each and that it can bring out a
02:24:07 --> 02:24:10: new identities that are multidimensional or we
02:24:10 --> 02:24:12: accept that we belong to a territory.
02:24:12 --> 02:24:15: So that's the advantage of being in
02:24:15 --> 02:24:18: the French team, it's that we travel everywhere and when
02:24:18 --> 02:24:19: I'm in the
02:24:19 --> 02:24:20: Basque country, I'm not with the Bretons.
02:24:20 --> 02:24:22: I'm going to the Alsatians.
02:24:22 --> 02:24:25: When I am in Wallis and futuna or the island
02:24:25 --> 02:24:26: of the meeting like
02:24:26 --> 02:24:29: that, we have strong identities but there is a higher
02:24:30 --> 02:24:33: identity that is that French identity and I wish we
02:24:33 --> 02:24:35: could have a universal identity.
02:24:35 --> 02:24:39: And as this game carries this universality that tomorrow
humans
02:24:39 --> 02:24:41: Ben we go every 4 years this or every 2
02:24:42 --> 02:24:44: years this Great World War for not having to
02:24:44 --> 02:24:48: make war since in the end these games were created
02:24:48 --> 02:24:51: for that at the base it was to avoid going
02:24:51 --> 02:24:52: to kill each other.
02:24:52 --> 02:24:54: So we confront each other to
02:24:54 --> 02:24:57: say me, my youth, it's much stronger
02:24:57 --> 02:25:01: than you, so don't come and get me and we
02:25:01 --> 02:25:04: can put back to the news this notion
02:25:04 --> 02:25:07: of confrontation of competition, but that is with respect for
02:25:07 --> 02:25:07: the
02:25:07 --> 02:25:12: life of de, difference and. And that this difference is
02:25:12 --> 02:25:15: the norm and we do not forget that if today
02:25:15 --> 02:25:16: we are the
02:25:16 --> 02:25:18: dominant species, it is because we have taken into account
02:25:18 --> 02:25:19: our vulnerabilities.
02:25:19 --> 02:25:22: We were inspired by our viability and that was it.
02:25:22 --> 02:25:24: The source of our strength,
02:25:24 --> 02:25:25: and that is why we dominate this planet.

02:25:25 --> 02:25:28: Today, we are the only living species to go into
02:25:28 --> 02:25:29: space anyway,
02:25:29 --> 02:25:31: so that's not saying anything.
02:25:31 --> 02:25:34: And so lo and behold, the word sharing these games,
02:25:34 --> 02:25:37: I would really like it to be. Who is really
02:25:37 --> 02:25:40: in this in this dynamic and I do not know.
02:25:40 --> 02:25:41: The great thinkers of the
02:25:41 --> 02:25:43: world, I can see between the
02:25:43 --> 02:25:45: Americas, Asia, we are caught in the grip.
02:25:45 --> 02:25:48: This Europe Africa, if it can bring a third way,
02:25:48 --> 02:25:51: the way of the middle, I would like it because
02:25:51 --> 02:25:51: the world
02:25:51 --> 02:25:54: of business is one thing, the world
02:25:54 --> 02:25:56: of politics, we will say radical is
02:25:56 --> 02:25:58: another, but I think we can find a balance between
02:25:58 --> 02:26:01: all this if and if the Paris Games uninspired
02:26:01 --> 02:26:03: it , that we can create human rights and the
02:26:03 --> 02:26:06: right of life because we have taken this whole ecosystem
02:26:06 --> 02:26:07: into account.
02:26:07 --> 02:26:09: That makes us humans live, in the
02:26:09 --> 02:26:11: end, we are. We are in this great globality and
02:26:11 --> 02:26:13: to stop thinking that this is it,
02:26:13 --> 02:26:15: we can, we can deprive ourselves of water.
02:26:15 --> 02:26:16: You can deprive yourself of trees.
02:26:16 --> 02:26:17: You can deprive yourself of air.
02:26:17 --> 02:26:18: We can deprive ourselves of land.
02:26:18 --> 02:26:21: No, it's not possible. And so if we don't respect
02:26:21 --> 02:26:22: what makes us
02:26:22 --> 02:26:23: live, then we don't respect ourselves.
02:26:26 --> 02:26:28: A word of the end Riyadh and Ben,
02:26:28 --> 02:26:31: I invite you all to the game.
02:26:31 --> 02:26:33: Are you asking? No, but it is.
02:26:33 --> 02:26:35: It is true that it is. It's taking all that
02:26:35 --> 02:26:37: into consideration and.
02:26:37 --> 02:26:41: Uh, the builders that you are and that we are,
02:26:41 --> 02:26:42: um.
02:26:42 --> 02:26:44: It is the identity of the territories.
02:26:44 --> 02:26:46: When I go to a Netherlands,
02:26:46 --> 02:26:49: the first thing I see in a country in the
02:26:49 --> 02:26:49: city
02:26:49 --> 02:26:51: is architecture, and so it is.
02:26:51 --> 02:26:54: This is vitally important and I would

02:26:54 --> 02:26:57: really like, so then I know that the economic problem
02:26:57 --> 02:26:58: is still a thing.
02:26:58 --> 02:26:59: But don't forget one
02:26:59 --> 02:27:01: thing, it's that the
02:27:01 --> 02:27:04: economic world, we created it and so we can make
02:27:04 --> 02:27:05: it evolve and
02:27:05 --> 02:27:06: that tomorrow, if we can create
02:27:06 --> 02:27:10: cities, we will say versatile, multidimensional when I am
always
02:27:10 --> 02:27:13: surprised when I go to the Anglo-Saxon countries.
02:27:13 --> 02:27:16: To see that there are tennis courts on the runway
02:27:16 --> 02:27:16: roofs.
02:27:16 --> 02:27:19: Athletics I say to myself, but in
02:27:19 --> 02:27:22: French it's not possible, it's not I know why
02:27:22 --> 02:27:24: there are dance halls, there are
02:27:24 --> 02:27:28: restaurants, there are offices, there are housing all inside the
02:27:28 --> 02:27:30: same thing so is it our French standards that is
02:27:30 --> 02:27:31: blocking us?
02:27:31 --> 02:27:34: Uh, but I'm still stunned to come down,
02:27:34 --> 02:27:36: to find myself in a supermarket,
02:27:36 --> 02:27:39: to take the subway right next to the supermarket in
02:27:39 --> 02:27:41: Canada GE I tell him but how it is possible
02:27:41 --> 02:27:44: so this may have a multidimensional vision.
02:27:44 --> 02:27:47: Things and find complementarity in all this?
02:27:47 --> 02:27:49: Because I think that when
02:27:49 --> 02:27:51: I was little, we in the center, we
02:27:51 --> 02:27:54: had our gymnasium, we had our
02:27:54 --> 02:27:56: school, we had all this and we could live and
02:27:56 --> 02:27:59: why not reverse the world instead of the world of
02:27:59 --> 02:28:02: disability that goes into the ordinary environment.
02:28:02 --> 02:28:05: Ben the ordinary environment that goes towards the middle
of
02:28:05 --> 02:28:08: the handicap and create all these small spaces of conviviality
02:28:08 --> 02:28:10: where everyone can find his place is safe and
02:28:10 --> 02:28:12: live happily in peace with love.
02:28:12 --> 02:28:14: So I think you wanted you to us.
02:28:14 --> 02:28:16: Sharing the manifesto, absolutely,
02:28:16 --> 02:28:19: that's the manifesto we launched to manage.
02:28:19 --> 02:28:21: So just wait and put the sound because I don't
02:28:21 --> 02:28:23: know if we want to hear.
02:28:23 --> 02:28:26: To get back to the beginning, and I'll stop talking
02:28:27 --> 02:28:27: for now.
02:28:27 --> 02:28:28: Important.

02:28:34 --> 02:28:37: That's what people have to say to each other.
02:28:37 --> 02:28:41: Society's view of disability will never change.
02:28:41 --> 02:28:45: It would be absurd to believe that building a world
02:28:45 --> 02:28:48: adapted to each one its building a world for all.
02:28:48 --> 02:28:51: They have to tell themselves that there are borders that
02:28:51 --> 02:28:52: are difficult to cross,
02:28:52 --> 02:28:55: differences that are impossible to forget.
02:28:55 --> 02:28:58: None of them should think that a simple place can
02:28:58 --> 02:29:00: succeed in reconciling what fate to be separated.
02:29:00 --> 02:29:03: They must tell themselves that in today's
02:29:03 --> 02:29:06: world, there is no room for collective victories.
02:29:08 --> 02:29:11: It would be wrong to believe that this with different
02:29:11 --> 02:29:15: projects gradually fought a different society.
02:29:15 --> 02:29:19: But today we want to move the lines.
02:29:19 --> 02:29:24: It was with different projects gradually fighting a different
society.
02:29:24 --> 02:29:26: It would be wrong to believe that in
02:29:26 --> 02:29:29: today's world there is no room for collective victories.
02:29:29 --> 02:29:32: They must tell themselves that a simple place can succeed
02:29:32 --> 02:29:34: in reconciling what the fatality to separate.
02:29:34 --> 02:29:35: None of us must
02:29:35 --> 02:29:38: think, that there are difficult borders to
02:29:38 --> 02:29:40: cross, differences impossible to
02:29:40 --> 02:29:43: forget, they must tell ourselves that building a world adapted
02:29:43 --> 02:29:45: to each one its building
02:29:45 --> 02:29:47: a world for all, it would be absurd to believe
02:29:47 --> 02:29:51: that society's view of disability will never change.
02:29:51 --> 02:29:52: That's what people need to support.
02:30:01 --> 02:30:04: Thank you very much. Thanks to you and to in
02:30:04 --> 02:30:04: 10
02:30:04 --> 02:30:06: years, as I understand it.
02:30:12 --> 02:30:14: Thank you Melanie. Thank you Ryad.
02:30:14 --> 02:30:16: So Ryad, in my eyes, you are more than
02:30:16 --> 02:30:17: a champion, you are a role model.
02:30:17 --> 02:30:20: Thank you for your testimony.
02:30:20 --> 02:30:23: Working this conference with an evil of Monaco,
02:30:23 --> 02:30:25: Beatrice Guedj, Sarah Fleury, St??phane de
02:30:25 --> 02:30:28: failles, Ericsson of hate and Jean-Pascal bus and of course
02:30:28 --> 02:30:29: Melanie carpenter.
02:30:29 --> 02:30:33: I gradually realized that the Olympic Games went far and
02:30:33 --> 02:30:35: far beyond the sport.
02:30:35 --> 02:30:37: In fact, games are a spirit that animates cities.

02:30:37 --> 02:30:39: A tool for social
02:30:39 --> 02:30:42: development, progress, inclusion and accessibility.
02:30:42 --> 02:30:44: And listening to all the speakers this
02:30:44 --> 02:30:46: morning, I think that, after
02:30:46 --> 02:30:49: all, could we not generalize in all our projects these
02:30:49 --> 02:30:50: 5 pillars that in fact?
02:30:50 --> 02:30:54: The result of the spirit instilled by the
02:30:54 --> 02:30:56: games is carbon, biodiversity, the
02:30:56 --> 02:31:01: reuse of materials, respect for the climate and finally
universal
02:31:01 --> 02:31:02: accessibility.
02:31:04 --> 02:31:07: As we have seen, these are ambitious issues with extremely
02:31:07 --> 02:31:09: constrained deadlines, but
02:31:09 --> 02:31:11: that it in no way abandons comfort and
02:31:11 --> 02:31:15: which, on the contrary, allow sustainability for several
generations.
02:31:15 --> 02:31:20: All with an economic balance that motivates large private
investors.
02:31:20 --> 02:31:22: So Paris 2024 is going to be the showcase of
02:31:22 --> 02:31:23: the world.
02:31:23 --> 02:31:28: But inheritance, for me, must be the showcase of our
02:31:28 --> 02:31:30: real estate industry, in Ryad's words.
02:31:30 --> 02:31:31: What we offer the world,
02:31:31 --> 02:31:34: we can apply to ourselves.
02:31:34 --> 02:31:37: This is a great example to follow and generalize in
02:31:37 --> 02:31:38: all our projects.
02:31:38 --> 02:31:41: That is a big thank you to all of our
02:31:41 --> 02:31:43: stakeholders this morning.
02:31:43 --> 02:31:46: Thank you to our sponsors and give you an appointment
02:31:46 --> 02:31:47: for the next events.
02:31:47 --> 02:31:50: You like, including the Europe conference from 8 to 10
02:31:50 --> 02:31:53: February which will also be in virtual mode.
02:31:53 --> 02:31:57: Unfortunately, you live France has a busy program in
02:31:57 --> 02:32:00: 2000, twenty-one and invites you and I invite you to
02:32:00 --> 02:32:03: refer to our website web.org to have a list of
02:32:03 --> 02:32:04: the events we organize.
02:32:04 --> 02:32:08: As we have seen, the real estate industry
02:32:08 --> 02:32:10: will have to adapt, change, see. When I listen to
02:32:10 --> 02:32:14: this morning's speakers reinvent themselves and I am firmly
convinced
02:32:14 --> 02:32:17: that Yoann is an excellent unifier and can accompany us
02:32:17 --> 02:32:18: in these changes.
02:32:18 --> 02:32:19: Thanks to you and see you soon.

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